

Operating Budget

Fiscal Year 1997-1998



*Sailing Into
the Future...*

Lee County, Florida



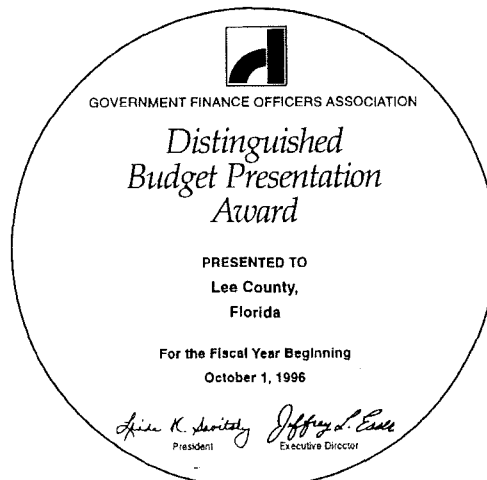
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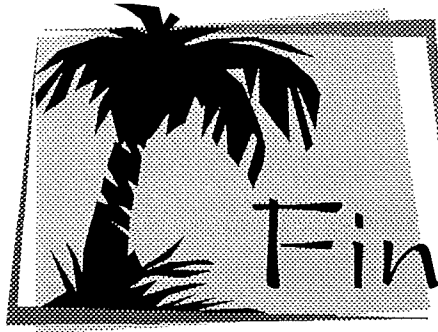
Fiscal Year
1997-1998

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award for Distinguished Presentation to the Lee Board of County Commissioners for its annual budget for the fiscal year beginning October 1, 1996.

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.

The 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 GFOA to determine its eligibility for another award.





Final Budget

Fiscal Year
1997-1998

Lee County Board of County Commissioners

John E. Manning, Vice Chairman, District One

Douglas R. St. Cerny, District Two

Ray Judah, District Three

Andrew W. Coy, Chairman, District Four

John E. Albion, District Five

Lee County Manager

Donald D. Stilwell

Administrative Budget Director

Bruce Loucks





Final Budget

Fiscal Year
1997-1998

Acknowledgements

We wish to extend a special "thank you" to the following individuals whose contribution to the completion of this document is greatly appreciated.

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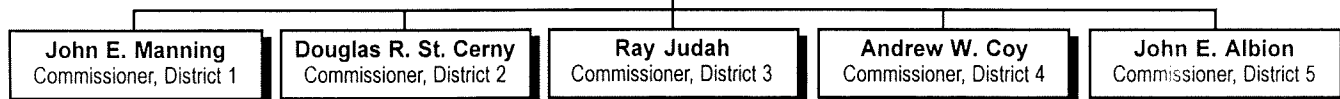
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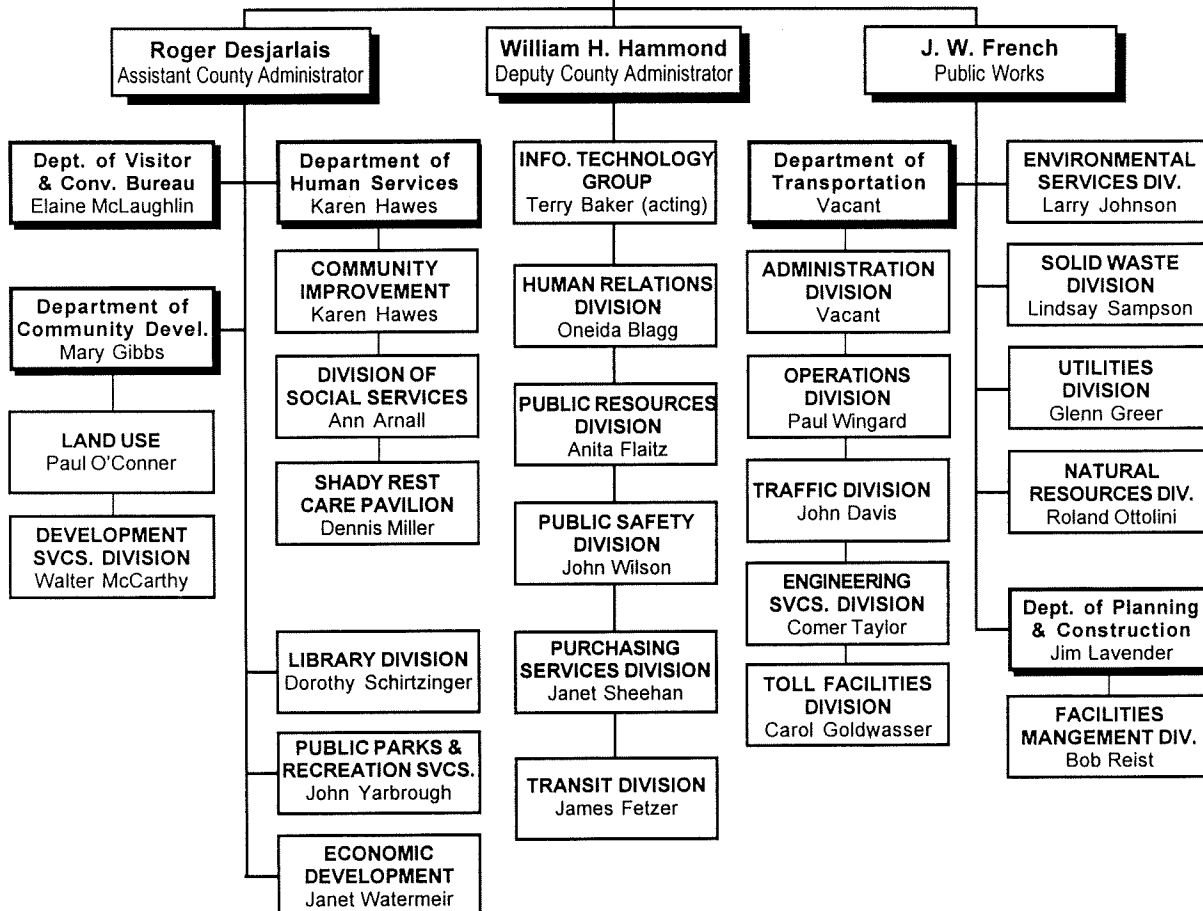
Voters of Lee County



Board of County Commissioners



Donald D. Stilwell
County Administrator



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USER'S GUIDE

FORMAT OF BUDGET DOCUMENT

The annual budget has been prepared using a performance-based approach as adopted by the Board of County Commissioners during the FY 1980-81 budget year.

The format of this budget document goes beyond that of a public information document. The Performance Budget process and document are designed to generate discussion regarding policy issues, service delivery, and performance issues by the Board of County Commissioners and management during the preparation, review, and subsequent adoption of the County budget. Section D, Budget by Organization/Division, is the focal point of the budget review process and is described below, along with the other components of the budget.

As an aid to using this document, an explanation of the data format and headings has been included within the appropriate pages of each section. Due to the manner in which a rather detailed document such as this is used (usually for reference), some of the descriptions are repeated in each section.

SECTION A - BUDGET MESSAGE

The budget message summarizes the major issues facing Lee County from both budgetary and managerial perspectives.

SECTION B - BUDGET SUMMARY INFORMATION

In addition to comparisons between the FY96-97 budget and FY97-98 budgets, this section contains charts and graphs illustrating tax revenues, expenditures, and Lee County demography.

SECTION C - FINANCIAL POLICIES

This section contains the County's revenue, appropriation, and general budget policies, which are the framework upon which the budget is built.

SECTION D - BUDGET BY ORGANIZATION

Each department's section is comprised of: 1) an organizational chart which shows each department and the divisions under it; 2) a departmental expenditure history by division for Actual FY95-96, Estimated FY96-97, and budget for FY97-98; and, 3) the division detail which shows expenditures, objectives, and measures. The expenditures section lists each expenditure by category, beginning with total salary costs and followed by fringe benefit costs, operating expenses, furniture and equipment, capital outlay, debt service, grants and aids, and non-operating expenditures such as transfers and reserve expenditures. The division objectives and measures show the division's goals for FY97-98, and how they will reach those goals.

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SECTION E - CAPITAL IMPROVEMENT PROGRAM

The Capital Improvement Program represents a five-year plan designed to meet the capital improvement needs of Lee County. Capital improvements include major infrastructure facilities such as roads, bridges, parks, libraries, utilities, and general governmental facilities.

This section of the budget document provides information regarding the planning process which led to the development of the Capital Improvement Program. It includes comments on the operational impact which results from additional capital construction. Revenue sources which fund capital construction are presented, along with capital project expenditures by department. One of the major revenue sources is bond proceeds; therefore, additional information is presented which provides detail regarding each debt issue, and the type of projects funded by each issue.

SECTION F - BUDGET BY FUND

GOVERNMENTAL FUND TYPES

General Fund - The General Fund is the general operating fund of the Board of County Commissioners, and supports activities of a countywide benefit. It is used to account for most of the budgets of elected officials, as well as county operating departments.

Special Revenue Funds - Special Revenue Funds are used to account for the proceeds of specific revenue sources that are legally restrictive, and are used for both operating and capital expenditures.

Debt Service Funds - Debt Service Funds are used to account for the accumulation of resources for, and the payment of, general long-term debt principal, interest, and related costs.

Capital Project Funds - To account for financial resources to be used for the acquisition and construction of major capital facilities (other than those financed by Proprietary Funds, Special Assessment Funds, Trust Funds, and Special Revenue Funds).

PROPRIETARY FUNDS

Enterprise Fund - Enterprise Funds are used to account for operations: (a) that are financed and operated in a manner similar to private business enterprises, where the intent of the governing body is that the costs (expenses including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; (b) where the governing body has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes.

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Internal Service Funds - The county uses self-supporting Intragovernmental Service Funds to provide custodial services, data processing, micrographic services, vehicle maintenance services, and communications services to county departments on a fee-for-service basis.

TRUST AND AGENCY FUNDS

Trust and Agency Funds - To account for funds held in trust for specific agencies, to be used for a specific purpose.

SECTION G - BUDGET BY FUNCTION

This section provides a three-year comparative history to show the county budget by function. Function displays the expenditure classification as related to the principal purpose for which expenditures are made. Functions are categorized in a uniform manner through the State of Florida based on the State Chart of Accounts (SCOA). The SCOA defines classifications and categories by which all revenues and expenditures are to be delineated.

The pages following the Budget by Function detail the activities of the functional areas.

SECTION H - APPENDICES

This section provides an explanation of fund structure and budgetary accounting policy, the budget calendar, and the glossary.

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**BUDGET MESSAGE
FROM THE
COUNTY MANAGER**

The FY 97-98 Budget addresses fiscal issues and concerns that were raised over three years ago. This budget reflects the implementation of policies to address Lee County's fiscal challenges.

THE CHALLENGE

As the County looked into the future, a serious trend of mismatching revenues and expenditures was emerging. In order to address the impending revenue shortfall, action was taken to avoid the arbitrary disruption of County services associated with "eleventh-hour" budget cuts.

Four reasons emerged for changes in the County's fiscal policies and practices.

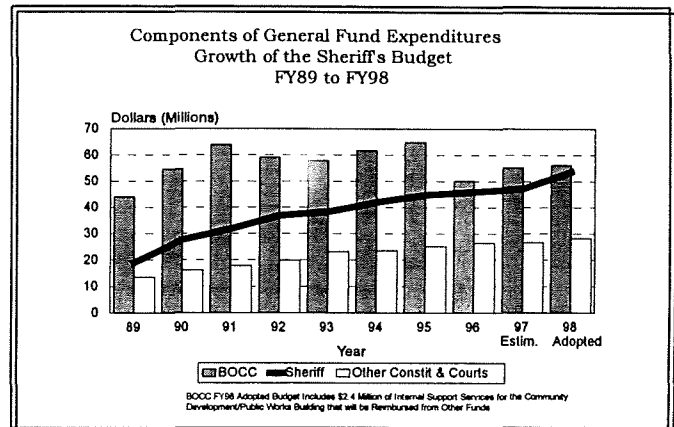
1. Most basic of all reasons were our *budget projections*, which showed major annual shortfalls starting in the \$6 million range beginning in FY 95. While it would have been easy to dismiss this as a "staff projection," these projections were historically within 2%. One could have dismissed the projected shortfall by saying that it was three years away -- we could deal with it then. However, a government of this size is like a battleship -- it takes a long time to turn around. The Board of County Commissioners took action rather than waiting until there was a crisis. Had the Board not acted, increased population and higher service expectations would have exacerbated a tenuous situation.
2. The second reason to continue to be fiscally prudent is *the continued growth of Lee County*. Within the next five years, 50,000 new residents are expected; the new university has opened; the airport is expanding; infrastructure needs continue to increase; and a demographic shift to younger residents is occurring. As our population grows and changes, there will be different demands for governmental services. We must plan to prevent problems that often come with urbanization: crime, poverty, and sprawl. As our elderly live longer, we can expect an increased need for services associated with aging.
3. The third reason for change is that *the world outside of Lee County is changing*. Our economy is becoming increasingly internationally linked, thus we must be more competitive in the global marketplace. Federal and state governments will likely continue to impose unfunded mandates while lowering their own levels of service. The economy will be increasingly mobile, so we must work harder to retain and grow our local businesses while concurrently seeking to attract economically and environmentally desirable new businesses.

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The corporate workplace will continue to change. Just as the corporate world seeks to improve productivity through reinventing organizations and use of information technology, so must the public sector. Internationally we are thinking very differently about how organizations should be structured and operated, and local governments are not exempt from that rethinking.

4. The **key problems** we are universally trying to solve are **all interrelated**. They do not "belong" to any one sector, county, or governmental agency, as they cut across jurisdictional boundaries. These problems increasingly require joint public and private partnering.

5. Increasing costs of Public Safety. The County is expecting to build and operate an additional 400 jail beds with additional annual operating costs of \$6 million dollars. The Sheriff's portion of the General Fund continues to increase, and now equals departmental budgets of all of the General Fund departments combined.

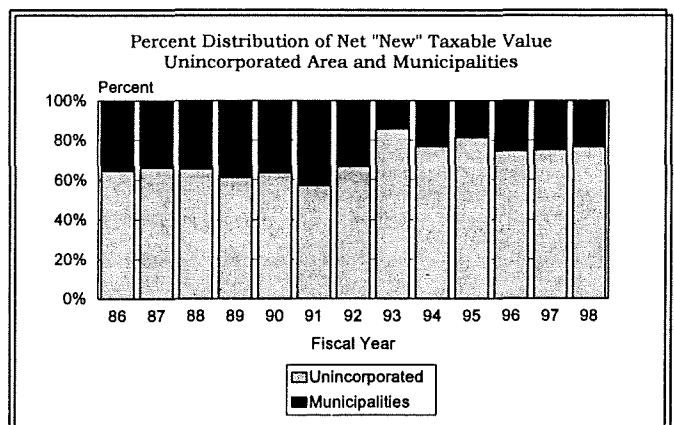


The next five years will be very challenging for Lee County. If county government is to contribute to the County's future prosperity, we must continue to be proactive. By continuing to fine-tune the County's fiscal policies, we can effectively deal with changes and ensure our future economic success and high quality of life. We can position ourselves by further defining our core businesses and levels of service; that is, what we must do well and at what level so as to be cost effective. We must continue to define the business of County government and, subsequently, what services we should discontinue. To that end, staff proposes the following:

POLICY GUIDELINES

- I. *County government should become a regional services government.* This has a number of implications:

- A. ***The County should not provide municipal services to the unincorporated area.*** Because of high growth rates in unincorporated areas, and historically high revenues, county governments in Florida have begun to provide municipal services. This is not the business nor the charter of county



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governments, nor are we fiscally equipped to provide such services. Rather, we need to encourage and assist heavily populated areas to become municipalities, form MSTUs/MSBUs, and encourage annexations. Further, the County should encourage future growth areas requiring high service levels to develop in areas providing municipal services.

B. ***Geographically limited services and services for defined populations should be paid for by those areas or populations.*** If we are to successfully address the dual taxation issue, we must transfer urban services to special taxing entities which will provide such services. This brings the concept of democratic self-determination down to the lowest level of government where it belongs when delivering municipal-level services.

C. ***We must rethink how we manage service delivery.*** There are several guidelines we can use. Such as:

- Redirect the business of county government toward policy management rather than direct service delivery for other than core services. The County's role would be to seek competitive bids for those services above the core level, and optionally manage contracts to ensure proper service delivery.
- Decentralize service delivery so as to maximize local citizen control. Citizen control would mean taxing as well as spending authority.
- Discontinue providing services that are traditionally provided by municipalities, and special districts, unless they are provided on a countywide basis.
- Stress the concept of *seamless* services, so that the user need not be concerned about who provides the service. Seamless services can be provided through functional consolidation, some form of privatization, joint-power agreements, etc.
- Redefine Community Redevelopment Areas as a mechanism to pay for specific projects that will provide a defined return on the county's investment within dollar and time-certain agreements.

D. ***The transfer of some county municipal services should be examined*** using the principles outlined above. If county government is to become a regional services provider, we need to examine which of our current functions could be better or more appropriately provided by municipalities or MSTU/MSBU's. Similarly, which current municipal services, if any, should continue to be provided on a regional basis?

II. Regional service delivery is a tool we must pursue to remain fiscally viable in the future. ***Additionally, there must be a broad restructuring of county government to improve productivity and effectiveness.*** As we move forward in this area we should give consideration to the following actions:

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- A. **Continuation of "outsourcing" or "contracting out" of services.** The private sector is increasingly being used as a model for the public sector to follow in the pursuit of outsourcing.

Outsourcing is important because:

- The increasing complexity of all types of work requires more specialized skills and training. This requirement is better met by providers that concentrate on one "core" business rather than a government trying to do a hundred different things.
- Better economies of scale can be achieved by firms that concentrate on single businesses for multiple clients.
- The costs associated with contract management are usually less than those associated with the administration of a service area.

The advantage of outsourcing is that a company whose core business is, for example, janitorial services, information management, etc., is more focused on that business and can do a better job of it than an organization which is providing that function typically as a "side" business. In this latter case, these services are not their business, but they provide them because they have to be done.

ORGANIZATIONS AND GOVERNMENTS THAT TRY TO DO EVERYTHING USUALLY EXCEL AT LITTLE. Since we must "do well," we must continue to consider out sourcing services. By planning properly, we can allow some of the County's current functional areas to "bid" for these contracts and benefit from being the contract recipient if they submit successful bids.

- B. There is ***some work we should simply stop doing***. Some of it is internal in terms of our organization processes. Other work is external, and should be stopped because it creates a level of expectation that we cannot live up to in the future. We cannot assume that because we have provided a service in the past that we can afford to continue to do so in the future. This becomes readily apparent with the inception of the "Save Our Homes" limitations.
- C. There are ***areas in which we must lower the levels of service***. Recent opinion polls indicate a new mood of realism among the public. By selectively reducing service levels, we will still be able to provide a wide range of services, but on a more equitable, realistic, and affordable basis.

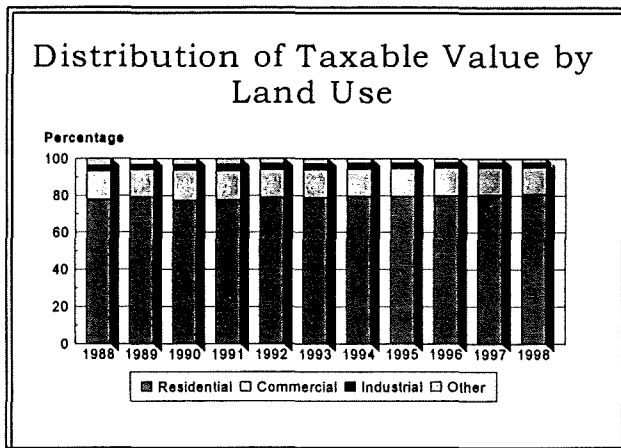
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D. We must *continue our efforts to become more productive and efficient*. All organizations must seek to continually improve, and we are no exception to that rule. We have and must continue to improve.

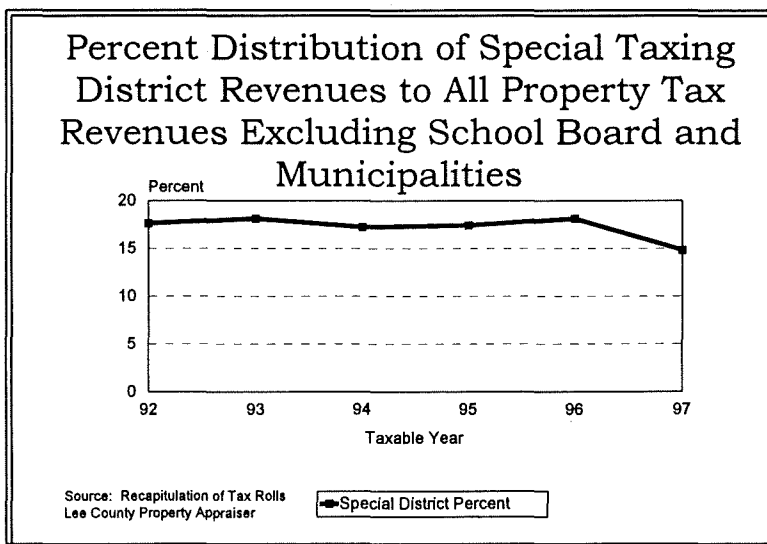
In sum, we must comprehensively review how we do business. The old adage, "if it ain't broke, don't fix it" has never been a valid management philosophy, and is certainly out of place in today's changing environment. Past success does not guarantee future prosperity. In fact, **an organization that does not continually review its policies, processes, and organizational structure is destined for failure.**

III. Our first two guidelines focus on expenditure control through a rethinking of our operational structure and practices. Our *third general approach focuses on revenues*.

We have been and will continue to experience high rates of residential growth in the coming years. While there are advantages that come with growth, growth is a mixed blessing for Lee County Government. **The average residential growth does not pay for itself.** Therefore, if we are to successfully meet future demands, we must strive to modify our revenue base. Some of the ways in which we can do this are:



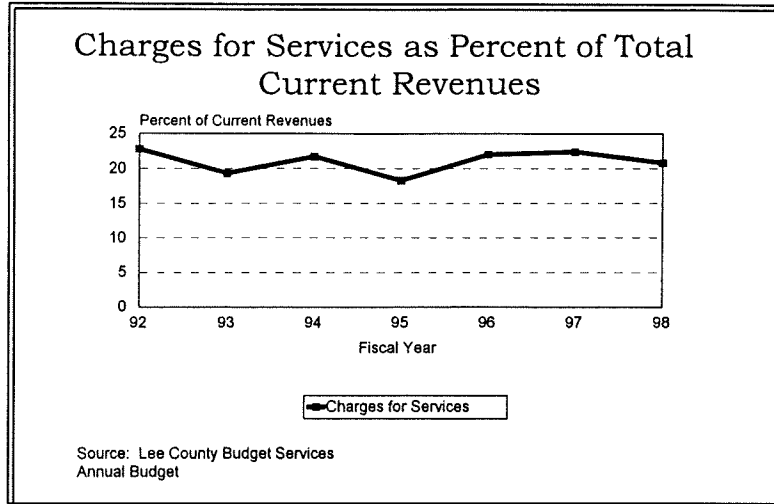
- Create *special taxing districts for dedicated millages or assessment districts*, etc. for those services which benefit specific groups.



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- Increase reliance on *user fees* to cover the costs of specific programs not universally used by our citizens.



Develop new forms of revenues. Franchise fees, for example, were adopted to charge utilities that use county right-of-way. The county is evaluating the use of interim operational fees to cover the costs of services that new homeowners enjoy but do not pay for until 12 to 18 months after their homes are on the tax roll.

- Support efforts to *increase the non-polluting commercial and industrial base* of the community.
- Continue to lead and support efforts to develop a *regional economic strategy* as well as a county strategy.
- Encourage the use of *public-private and solely public partnerships* to leverage resources. Our goal must be the facilitation of high quality cost-effective services, rather than assuming the County will provide all services.
- Increase *entrepreneurial initiatives* by county departments.

Within these three general tools - regional solutions, restructured government, and new revenue mechanisms - we have a number of *specific ideas*. While all of these ideas may not prove feasible, they do represent the type of thinking we need to engage in if we are to maintain the *fiscal and operational stability of Lee County*. Specifically, we would propose examination of the following:

- Continue to review the feasibility of *"outsourcing"*

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- Examine the feasibility of **functional/operational combining** of services such as: municipal and county MIS, planning and CRA functions, city-county parks, fire and EMS, various internal services such as the sign shop, fleet maintenance, public employee health care, a coordinated fuel program, a comprehensive approach to public safety and EMS services, and governmental office.
- Consider and evaluate a policy shift and subsequent **disposal of assets** such as: continued support only for regional libraries, neighborhood parks and undeveloped parks inventory, and water and sewer assets.
- **Considering establishing or increasing user fees**: interim service fees for new construction, transit, boat registration fees, utility right-of-way fees, parks, occupational licenses, differing fees for residents versus non-residents.
- **Consider alternatives** to county provision of services such as: traffic/signal maintenance, and park maintenance.
- Establish **special taxing districts with dedicated millages or assessment districts** for: roads, human services, recreational service areas wanting a higher level of policing, areas wanting a higher level of operations and maintenance for services they desire.
- **Modify county policies** to ensure that residential housing types that do not pay the full costs of services will be charged for those services through interim operational fees.
- Internally continue to **restructure/reinvent county government**.
- Adopt a policy that all **new public facilities be multi-purpose** to the maximum extent possible.
- Establish **public-public partnerships** such as increased usage of school recreational facilities by the community, centralized purchasing, management information services, employee benefit plans (health, fire, dental, etc).
- Upon request, support **incorporation feasibility studies** for requesting areas.
- Establish a policy that the operation and maintenance of local facilities be **paid for by benefited areas** or service recipients.

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MEETING THE CHALLENGE

As discussed previously, there are a number of guidelines that the County has adopted in its efforts to meet future challenges. The impacts of the guidelines are reflected in the adopted budget which, for operating departments, is a net \$2 million less when compared to the "current" budget as presented at the Board of County Commissioners' Workshop in June of 1997. The areas of **reduction** are as follows:

<i>Community Redev. Agency</i>	\$37,295	due to office relocation, resulting in no rent. This function has been absorbed by Economic Development.
<i>County Administration</i>	\$28,604	reduction due to the elimination of one position.
<i>Economic Development</i>	\$246,817	due to elimination of CDBG funding for the Micro-Lending program.
<i>Human Relations/EEO</i>	\$78,979	due to reduction in IGS charges.
<i>Library</i>	\$22,042	due to operational efficiencies.
<i>Planning & Construction</i>	\$77,211	decrease due to the elimination of three positions due to the reorganization and consolidation of the administrative and fiscal functions.
<i>Public Resources</i>	\$61,635	reduction of three (3) positions due to reorganization and consolidation of Public Information Office with Public Resources.
<i>Purchasing</i>	\$28,393	due to a reduction of one position.
<i>Transit</i>	\$4,119,222	reduction due to the completion of the transit corridor project resulting in a decrease in grant funding.
<i>Transportation</i>	\$946,062	due to the reduction of 20 positions as a result of the reorganization and consolidation of the administrative and fiscal functions.

As you know, with an expanding population, there are areas of County government which must grow with that population. This budget includes **increases** in the following areas:

<i>Community Development</i>	\$424,608	increase in State Housing Initiative Partnership (SHIP) funds and debt service for new Community Development/Public Works Building.
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<i>County Attorney</i>	\$159,353	due to increase in IGS charges and salary expenses.
<i>County Commissioners</i>	\$81,402	due to the increase in IGS charges.
<i>Environmental Services</i>	\$154,737	due to debt service for new Public Works/Department of Community Development building.
<i>Hearing Examiner</i>	\$90,140	increase due to debt service for the new Department of Community Development/Public Works building.
<i>Human Services</i>	\$56,865	increase due to eight new positions for Shady Rest.
<i>Information Technology</i>	\$684,241	due to extensive computer network and telephone equipment upgrades and installations for the new Public Works/Community Development facility in addition to increased maintenance costs for old equipment.
<i>Internal Services</i>	\$1,095,151	increase of 37 positions to support the newly-developed Fiscal/Administrative pools.
<i>Parks & Recreation</i>	\$362,888	to sustain operations at current core service levels.
<i>Public Safety</i>	\$148,561	increase due to a new volunteer position and to cover salary expenses.
<i>VCB</i>	\$190,084	due to increase in advertising and marketing.

The budget for the Countywide millage remained the same at 4.7471 mills. The library millage has remained at .5755 mills. In the county's All Hazards Fund millage, which provides for the mitigation of natural and man-made hazards, millage was decreased by .0390 mills to .0733 mills.

Changes in service levels for county departments are as follows:

CORE SERVICES - COUNTYWIDE

County Commissioners

Service levels to remain unchanged.

LEE COUNTY

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County Attorney's Office

Service levels to remain the same. Services are driven by requests from advisory boards, committees, task forces, councils, department needs and direction.

County Administration

Implementation of the policies, programs, and goals of the BOCC and provide overall management of county government. Service level to remain unchanged.

Budget Services

Functions as part of County Administration. Works with the departments in developing and implementing the Capital and Operating budgets. Provides fiscal research, increases to grant funding, organizational review, and operational audits. Expenditures remain unchanged.

Veterans' Services

Provides counseling and assistance to veterans and their dependents in obtaining Federal and State benefits. Also, provides outreach to those clients who are housebound, in nursing homes or are hospitalized including satellite offices in Cape Coral and Lehigh Acres. Service is scheduled to improve as a result of a one-time expenditure for computers for staff, and a new copier - although this program is optional at the County level.

Public Safety Emergency Management

Provides a response and recovery plan for natural and human caused hazards via training, educating, and conducting exercises and drills. Expenditures remain constant.

Public Safety Emergency Response

Provides treatment and transportation services for advanced life support and pre hospital emergency care. Provides training for emergency medical personnel in continuing education. The increase in budget is for the implementation of the peak-load management program with an increase of fourteen positions. Also, two peak-load ambulances and nine positions will be added to the system to improve service in North and South Lee County areas.

Library

Provides circulation of library materials, inter-library loan services, reference services, and assistance to patrons with their educational, recreational, professional, cultural, or rehabilitative needs. The library system also includes a jail services program, a Talking Books program, and a Bookmobile service. A total of eleven (11) library locations serve the County, with the exception of Fort Myers Beach (which has a separate library district). The Lee County Library system pays a portion of the

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taxes collected to the City of Sanibel to operate its library within city limits. A millage increase was needed for FY97 in order to provide operations funding for the newly constructed South County Regional Library and the Dunbar Jupiter Hammon Library.

Purchasing

Procures goods and services for Lee County departments, provides training regarding the procurement system, reviews and assists departments with preparing specifications, audits purchase orders to ensure procedural compliance, and acts in a consulting capacity for research purposes and/or advice.

Public Resources

Provides a central location for citizens to contact for assistance and information on all aspects of County government. Performs a variety of administrative support functions: graphics, duplicating, printing, and mail distribution. Maintains and provides a liaison role between Lee County government, the media, and the public through press releases, press conferences, speaking engagements, special events, the broadcast of commission meetings, public service announcements, Lee TV, and Lee Grows.

Human Relations

Provides services that focus on the effective management, direction and utilization of personnel. Assists County departments with recruitment, selection, appointment, classification, compensation and training, workplace diversification, development, promotion, termination, and Americans With Disabilities Act (ADA) compliance. Operates the External Discrimination Program, the Fair Housing Program, and the Disadvantaged/Minority Business Enterprise Program.

Economic Development

Provides a central contact for the business community, and support for economic development activities in Lee County. Provides technical and administrative support to the Horizon Council and Industrial Development Authority. Encourages commercial film production in Southwest Florida. With the absorption of the Community Redevelopment function, will also provide redevelopment planning and construction management services to the following CRA districts: Lehigh Acres, Bonita Springs, North Fort Myers, State Road 80, and San Carlos Island. Tax increment funds provide funding for CRA operations.

Integrated Community and Social Services

Provides coordination, development, and support programs to encourage Lee County residents to become self-sufficient by obtaining family stabilization and individual independence. Provides development of safe and livable neighborhoods by providing affordable housing, a suitable living environment, and expanding economic opportunities, principally for very low and low income

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people. Specifically monitors HUD funds to sub-grantees and the Community Agency Support Program (CASP) agencies, handles the housing rehabilitation program, administers the Neighborhood District Committee program, audits non-profit agencies, administers grant-funded assistance programs, and monitors State mandated programs to ensure compliance.

State Health Programs

Provides a clean, healthy environment. Protects, promotes and improves the health and safety of all Lee County citizens. There are no projected reductions in service from county funding.

Information Technology Group

Provides and maintains the information technology infrastructure and data/communications services to Lee County government offices. The services include telephone communications, data processing services, application systems development, and data network services.

Internal Services

Provides assistance to the County Manager in implementing the policies and programs of the Departments of Public Works and Community Development. Support is provided to the departments by the newly-developed centralized fiscal and support pools.

Natural Resources

Provides surface and ground water quality monitoring and protection, flood protection, water conservation, environmental regulation, hazardous waste management, and waterway/marine resource management services.

Planning and Construction

Provides engineering design, planning, project management, and inspection of County building and facility construction projects. Provides maintenance and repair services, contract administration, and leased and County-owned property administration for County departments. Reduction or elimination of:

- * Department of Lee County Utilities support eliminated due to privatization
- * after hours maintenance and repair services limited to emergency responses
- * window washing contract reduced by half
- * carpet cleaning contract eliminated; function added to new janitorial contract at no additional cost
- * furniture moving services for County departments reduced

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Extension Services

Provides residents with extension information in the areas of home economics and coordinates youth educational opportunities through 4-H programs. Provides residents with current research information related to the housing, home environment, and environmental issues.

CORE SERVICES - UNINCORPORATED

Public Safety All Hazards

Provides for maintenance of the current services of implementation for response to hazardous materials incidents, shelter availability for disasters, recovery capabilities from a major disaster, and hazard mitigation.

MSTBU Services

Provides for the creation, administration, and implementation of projects funded through Municipal Services Taxing and Benefit Units such as: street lighting, beach renourishment, landscape maintenance, security services, canal excavations, and road construction projects which benefit a small segment of the population. Those property owners who will benefit petition the Board of County Commissioners to create a unit, and are then either assessed or taxed an amount to pay for the project cost.

Hearing Examiner

Provides public hearings, decisions, and recommendations as related to zoning and code enforcement.

Community Development - Development Services

Provides the processing of site plan reviews for the land development code, limited review submittal, variances, deviations, plats, and vacation requests. Provides review and preparation of staff recommendations on requests for developments of regional impact, planned developments, variances, special exceptions, and rezoning. Provides technical review of plans, issues building permits, and conducts building inspections. Also licenses contractors, investigates construction complaints, and enforces county ordinances.

Planning

Provides for the cost-effective direction of quality development toward the most appropriate locations while maintaining a balance between the needs of a growing population and the protection of a diminishing Natural Resources. Administers the State Housing Initiative Partnership program.

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Public Parks and Recreation Operations

Provides the citizens of Lee County with functional, safe, clean, and well-maintained regional parks, to include the Twins Stadium. Facilities are designed to meet the recreational and cultural needs of the population. The increase in budget is to keep Lakes Park operational, for night security, and park maintenance.

Traffic Operations/Signal Systems

Provides for maintenance, installation, and upgrade traffic signals; maintenance of County street lights, drawbridge drive motors, and control systems; and fabrication, installation, and maintenance of traffic signs and roadway markings. Provides engineering support, through traffic studies, to ensure the efficient movement of traffic on the available transportation network. Projection increase of four positions to properly service contracted services.

Transportation - Canal Maintenance

Provides storm water control and alleviation of flood damage through the maintenance of non-navigable canals throughout the County, which includes the removal and control of weeds, brush, trash, and silt. Provides for the installation and repair of pipes, catch basins, and associated drainage structures to correct drainage problems.

Director of Transportation

Provides direction, supervision, and fiscal and administrative to the Department of Transportation.

Transportation Operations

Provides maintenance, repair, and safe operation of all transportation-related infrastructure within dedicated rights-of-way that have been accepted for County maintenance, including roadways, bike paths, sidewalks, and bridges.

CORE SERVICES - ENTERPRISE & SPECIAL REVENUE

Visitor & Convention Bureau

Promotion of off-season tourism through a planned marketing approach utilizing advertising, destination articles, sales to airlines, tour operations, travel agents, tourism promotion at travel industry trade shows and consumer shows. In FY94-95 an Attraction Marketing program was established to create a county-wide cooperative marketing program to encourage local public and non profit attractions to market their facilities to tourists. Funding was provided by a transfer from the stadium Tourist Development Council (TDC) portion of the bed tax.

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Budget Services - Risk Management

Manages the self-insurance funds for Health, Dental, and the Property and Liability programs for the County and various Constitutional Officers. Service levels will remain constant.

Environmental Services - Solid Waste

Administration of the countywide garbage program for business and residences including recycling, the resource recovery facility, and the household hazardous waste collection program. Solid Waste is an enterprise operation relying on various user charges.

Environmental Services – Utilities

Provides the operation and management of one water system, and a consolidated sewer system which serves four service areas. Engineering provides regulation of private projects involving utility subsystems, line extensions and connection requests through plan reviews, design and field inspections of utility system improvements. Operations and Customer Services has been privatized with ST Environmental Services.

Shady Rest Care Pavilion

Provides for the administration of a 180-bed, skilled facility with quality patient care and related services necessary to maintain and improve the quality of life for its residents. Medicaid, Medicare and private residents are all accepted.

Transit

Provides a public mass transit system with fixed route urban and rural transportation. Provides Americans with Disabilities Act (ADA) para-transit service through a contractor. LeeTRAN is the transit planner to the Metropolitan Planning Organization (MPO). Projected reductions include the elimination of two management-level positions, and cost savings through operations efficiencies.

Toll Facilities - Sanibel Causeway Operations

Provides for the operation and maintenance of the Sanibel Causeway Toll Facility and Drawbridge. The primary focus is on the collection of and accounting for all toll revenues, which are used to cover debt service, reserve requirements, and maintenance, repair and operating expenses.

Toll Facilities - Cape Toll Facility

Provides for the operation of the Cape Coral Toll Facility and Parallel Span Bridges. The primary focus is on the collection of and accounting for all toll revenues, which are used to cover debt service, reserve requirements, and maintenance, repair and operating expenses.

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Toll Facilities - Mid Point Memorial Bridge

Provides for the operation of the Mid Point Memorial Bridge Toll Facility. The primary focus is on the collection of and accounting for all toll revenues, which are used to cover debt service, reserve requirements, and maintenance, repair and operating expenses. In order to service the new facility, 39 full and part-time positions were created.

Fleet Management

Provides a scheduled preventive maintenance plan and centralized repair service for the County's rolling and motorized fleet. Provides for the dispensing of motor fuels at various sites throughout the County. By implementing elimination of limited-use vehicles, the fleet allows for the reduction in positions without affecting service levels. Reductions and/or elimination of:

- * limited-use vehicles
- * two positions

THE FUTURE

As this budget reflects, great strides are being made as the County moves into the future. Fiscal Management, Policy Development and the Evaluation of Services will continue to be in the forefront as Lee County Government strengthens itself as an organization and, enhances services which serve to retain and improve the quality of life.

Sincerely,



Donald D. Stilwell
County Manager

**FISCAL 1998 BUDGET
FINAL**

SECTION B - BUDGET SUMMARY

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**PROGRAM BUDGET SUMMARY
TOTAL COMPARISON
(96-97 Original Budget to 97-98 Adopted Budget)**

The Legally Adopted Budget is the amount adopted by budget resolution as the Board of County Commissioners budget. The total includes budget transfers from one fund to another, and payments from one county department to another for services received.

	FY96-97 Budget*	Percent Increases (Decreases)	FY97-98 Proposed Budget
OPERATING BUDGETS:			
BOCC Operating Departments:	\$197,891,932	(1.1)%	\$195,747,948
Constitutional Officers and Courts:	<u>79,024,799</u>	3.8%	<u>82,053,844</u>
Total Operating Budget	\$276,916,731	0.3%	\$277,801,792
CAPITAL BUDGET:			
Capital Projects	<u>\$256,564,170</u>	(40.3)%	<u>\$153,115,935</u>
Total Operating and Capital Budgets	\$533,480,901	(19.2)%	\$430,917,727
OTHER NON-OPERATING CAPITAL:			
Transfers	\$103,512,914	58.2%	\$163,770,824
Debt Service	63,656,119	0.4%	\$ 63,898,555
Insurance	18,867,774	18.6%	\$ 22,368,218
Non-Departmental	5,602,273	42.7%	\$ 7,994,337
Special Districts	<u>2,352,718</u>	10.1%	<u>\$ 2,591,197</u>
Total Other	\$193,991,798	34.3%	\$260,623,131
Total Operating, Capital & Other	\$727,472,699	(4.9)%	\$691,540,858
RESERVES:			
Total Budget	<u>\$260,167,372</u>	13.4%	<u>\$295,130,255</u>
	<u>\$987,640,071</u>	(0.1)%	<u>\$986,671,113</u>

The \$277.8 million operating component of the proposed budget for FY98 is a 0.3% increase from the prior year. This reflects a decrease in County department operations funding of 1.1% and an increase for Constitutional Officers of 3.8%.

Capital project funding shows a decrease, primarily due to the start of construction and paying down of the proceeds from the bond issues for the Mid-Point Bridge and related road improvements, and the Public Works/Community Development Building.

Transfers will increase by 58.2% and reflects transfers in debt service reserves to designated sub funds within debt service funds.

Insurance proceeds are for the payments of insurance claims from the self-insurance loss funds and reflect increase in the rates for Health Insurance.

Non departmental expenditures will increase by 42.7%, which reflects increase payments for tax increment finance payments.

Special Districts show an increase of 10.1% because of increases in service levels.

Budgeted reserves reflect an increase from current year levels as a result of funds set aside for future fund balance.

*Current Budget

BUDGET SUMMARY

LEE COUNTY - FISCAL YEAR 1997-98

	GENERAL FUND	SPECIAL REVENUE FUNDS	DEBT SERVICE FUNDS	CAPITAL PROJECTS FUNDS	ENTERPRISE FUNDS	INTERNAL SERVICE FUNDS	TRUST & AGENCY FUNDS	TOTAL
ESTIMATED REVENUES								
CURRENT REVENUES:								
Ad Valorem Taxes	\$94,357,293	\$28,594,623	\$0	\$16,228,479	\$1,453,122	\$0	\$0	\$140,633,517
Other Taxes	0	12,412,299	9,657,280	4,952,000	0	0	0	27,021,579
Licenses & Permits	107,000	5,593,458	0	0	3,600	0	0	5,704,058
Intergovernmental Revenues	22,046,226	24,942,050	223,250	3,665,000	14,725,854	0	0	65,600,380
Charges for Services	8,471,000	3,847,295	281,420	10,000	101,348,450	7,821,927	0	121,780,092
Fines & Forfeitures	1,520,870	102,000	0	0	1,000	231,724	21,200	1,876,794
Miscellaneous Revenues	15,013,762	17,529,491	2,599,858	3,544,965	8,418,214	917,253	21,120	48,044,663
Court Costs	2,702,800	0	0	0	0	0	0	2,702,800
Internal Service Charges	0	0	0	0	0	2,695,282	0	2,695,282
Non-revenues	4,298,237	13,549,381	34,759,244	11,927,489	101,655,857	16,543,968	0	182,734,176
Less 5% Anticipated Revenues	(2,714,816)	(4,930,242)	0	(763,750)	(4,683,840)	(252,954)	0	(13,345,602)
Total Current Revenues	\$145,802,372	\$101,640,355	\$47,521,052	\$39,564,183	\$222,920,257	\$27,957,200	\$42,320	\$585,447,739
FUND BALANCE APPROPRIATED	41,094,910	56,346,446	35,972,940	90,689,462	157,557,160	19,183,478	378,978	401,223,374
Total Estimated Revenues	\$186,897,282	\$157,986,801	\$83,493,992	\$130,253,645	\$380,477,417	\$47,140,678	\$421,298	\$986,671,113
APPROPRIATED EXPENDITURES								
CURRENT EXPENDITURES:								
General Government Services	\$50,463,288	\$11,677,961	\$10,813,029	\$18,321,541	\$3,115,082	\$33,586,004	\$4,400	\$127,981,305
Public Safety	62,947,409	10,245,177	0	1,000,000	0	1,230,692	80,000	171,200,475
Physical Environment	2,583,430	3,496,943	32,284	10,914,459	95,697,197	0	0	17,027,116
Transportation	0	24,565,847	12,760,888	58,976,276	37,748,844	0	0	134,051,855
Economic Environment	1,111,840	14,682,325	0	0	0	0	0	15,794,165
Human Services	10,550,505	754,429	0	0	8,404,262	0	0	19,709,196
Culture/Recreation	4,567,661	27,183,902	2,871,873	7,382,486	0	0	0	42,005,922
Non-expenditure Disbursements	16,331,515	17,676,442	19,771,672	4,652,000	104,189,735	1,149,460	0	163,770,824
Total Current Expenditures	\$148,555,648	\$110,283,026	\$46,249,746	\$101,246,762	\$249,155,120	\$35,966,156	\$84,400	\$691,540,858
RESERVES	38,341,634	47,703,775	37,244,246	29,006,883	\$131,322,297	11,174,522	336,898	295,130,255
Total Appropriated Expenditures	\$186,897,282	\$157,986,801	\$83,493,992	\$130,253,645	\$380,477,417	\$47,140,678	\$421,298	\$986,671,113

LEE COUNTY

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REVENUES & EXPENDITURES DISCUSSION

Current revenues are divided into the following categories:

A. Taxes

Included are charges levied by the local unit of government against the income, and wealth of a person (natural or corporate). Specific types of taxes include ad valorem (real and personal property), sales and use taxes (imposed upon sale or consumption of goods and services levied locally). The most well known sales and use taxes include tourist development taxes, one-cent voted gas tax, five and six cent local option gas taxes, insurance premium taxes, and fire and casualty insurance premium taxes.

Franchise fees are also included in this category. These fees are levied on a corporation or individual by the local government in return for granting a privilege or permitting the use of public property subject to regulations. The most well known franchise fees are for electricity, water, sewer, solid waste and cable television. County derived franchise fees are in the areas of cable television and solid waste.

B. Licenses and Permits

These revenues are derived from the issuance of local licenses and permits. Within this category are professional and occupational licenses, building permits and any other licenses and permits (e.g., building, roofing, plumbing permits; occupational license fees).

C. Intergovernmental Revenues

Included are all revenues received from federal, state, and other local governmental sources in the form of grants, shared revenues, and payments in lieu of taxes. The state shared revenues that are of most importance to county government are revenue sharing, mobile home licenses, alcoholic beverage licenses, racing tax, local government half-cent sales tax, constitutional gas tax, and county gas tax.

D. Charges for Services

These revenues include all charges for current services such as recording of legal documents, zoning fees, county officer fees (fees remitted to county from officers whose operations are budgeted by the Board of County Commissioners), county court fees, circuit court fees, boat fees, ambulance fees, water utility, garbage/solid waste, sewer fees, park, library, transportation, and recreation fees.

E. Fines and Forfeitures

This group of revenues includes moneys received from fines and penalties imposed for the commission of statutory offenses, violation of lawful administrative rules and regulations and for neglect of official duty. Some examples include court fines, library fines, and pollution control violations

F. Miscellaneous Revenues

Moneys in this category are primarily interest earnings. Types of interest earnings include moneys on investments, contracts and notes, interest earnings of the Clerk of Court, Tax Collector, Sheriff, Property Appraiser, and Supervisor of Elections. Also included would be rents and proceeds for use of public property.

G. Internal Service Charges

Departments that use County Data Processing and telephone services are among those activities included in Internal Services.

H. Non-Revenues

Non-revenues are categories of monies that are not generated by traditional activities such as taxes, fees for services, or intergovernmental transfers (such as sales tax) from State to County. Included are such groupings as transfers, bond proceeds, insurance premiums and unspent budgets and interest earned by Constitutional Officers which must, by State law, be returned to the County.

I. Less 5% Anticipated Revenues

State law requires that budgeted collections for ad valorem (property tax) revenues be set at 95% of estimates projected by the Tax Collector.

Current expenditures are divided into the following categories:

A. General Government Services

The costs of providing representation of the citizenry by the governing body (Board of County Commissioners) as well as executive management and administration of the affairs of local government (County Manager's Office) are included in this category. Also included in this category are the financial and administrative costs of government (budgeting, accounting, auditing-external and internal, property appraisal, tax collecting, personnel, purchasing, communication, pension administration, printing, stores, property control, grants development, and any other support services).

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A. General Government Services (continued)

In addition, General Government includes legal services (county attorney), comprehensive planning (county planning department), costs of providing a court system (Clerk of the Circuit Court and County Court, State Attorney, Public Defender, Law Library, Jury Commission, Court Administrator, Grand Jury and Bailiff), court reporting, Information Services, Supervisor of Elections, Publicity Services, and Legislative Delegation Support Services.

B. Public Safety

Security of persons and property is the major focus of this category. Included are law enforcement (Sheriff and Director of Public Safety), fire control (fire departments and districts), detention and/or correction (parole and probation services, juvenile homes, county jail, work release program, board of corrections), protective inspections (building and zoning inspections), emergency and disaster relief services (civil defense, emergency medical services, emergency communications system), ambulance and rescue services, medical examiner, and consumer affairs.

C. Physical Environment

Costs of services provided to achieve a satisfactory living environment are assigned to this group. Categories include electric, gas and water utility services, garbage/solid waste control, sewer services, conservation and resource management, flood control and other physical environmental needs (lot mowing and clearing, maintenance of easements, sanitary engineering and cemetery maintenance).

D. Transportation

Costs incurred for the safe and adequate flow of vehicles, travelers, and pedestrians are included. Specific subcategories include road and street facilities, traffic engineering, street lighting (County Department of Transportation), airports (Lee County Port Authority), water transportation systems (canals, terminals, dock and ports), transit systems (LeeTran), and parking facilities.

E. Economic Environment

Costs of providing services to develop and improve the economic conditions of the community are allocated to this category. Not included are welfare functions which are included in human services.

F. Human Services

Costs of providing services for care, treatment, and control of human illness and injury are included. Expenditures in this function include mental health, physical health, welfare programs, retardation, and interrelated programs such as the provision of health care for indigent persons. Specific health care activities related to the County include the Health Unit, Shady Rest Care Pavilion, Mosquito Control, Welfare Administration, Council On Aging, and Legal Aid.

G. Culture and Recreation

Costs incurred in providing and maintaining cultural and recreational facilities and activities for citizens and visitors are included in this function. Separate categories include all library costs, recreational programs, golf courses, swimming pools, tennis courts, public parks, community centers, camping areas, and bicycle paths. Any expenses for special events such as county fairs, civic events, and historical celebrations, etc., are assigned here.

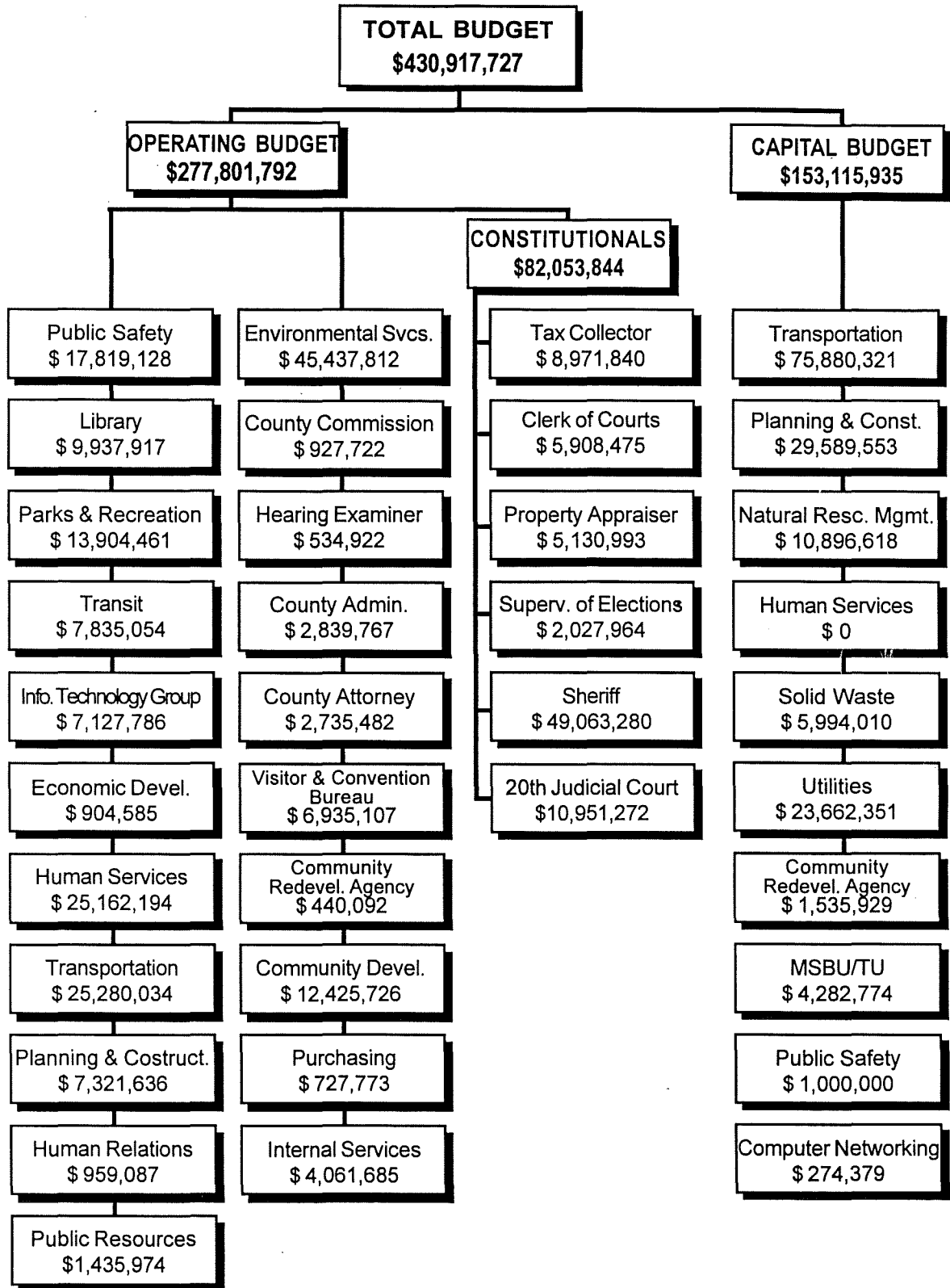
H. Internal Services

Expenditures incurred by one County department for services requested by another County department. Data processing is an example of an internal service expenditure.

I. Non-Expenditure Disbursements

Included in this category are transfers and reserves. Interfund transfers represent amounts transferred from one fund to another to assist in financing the services of the recipient fund. Transfers do not constitute additional revenues or expenditures of the governmental unit, but reflect the movement of cash from one fund to another.

Departmental Operating and Capital Budget FY 98



LEE COUNTY POPULATION/ECONOMICS

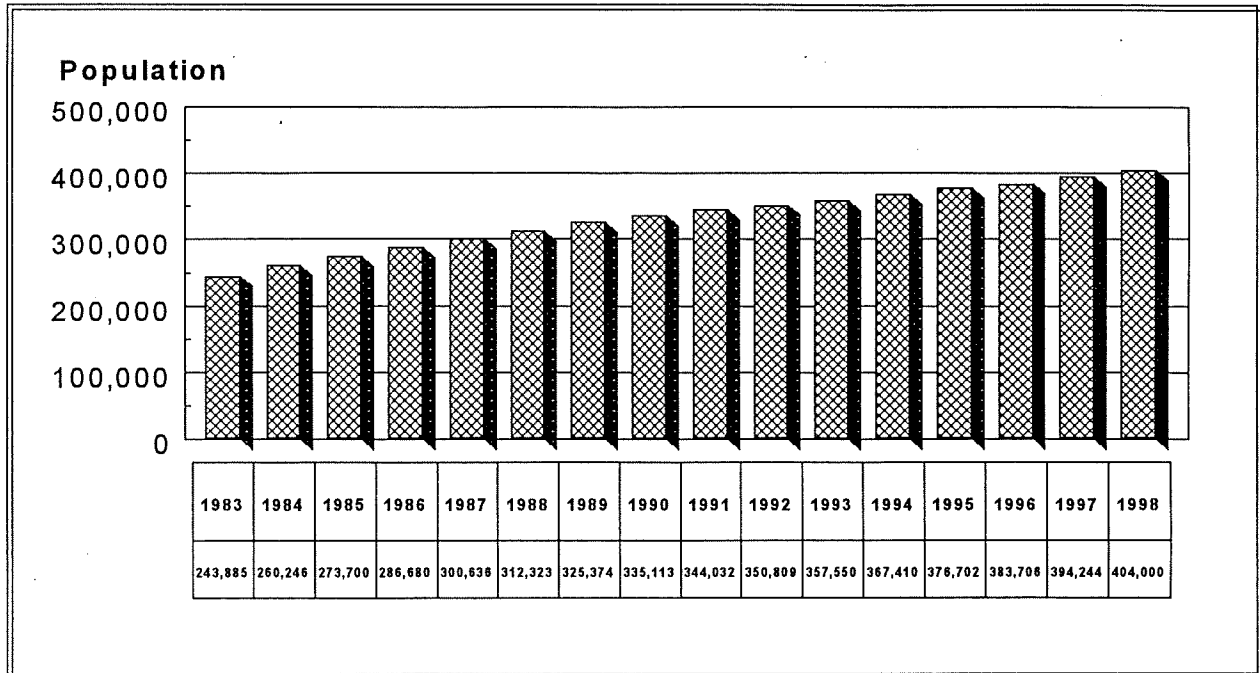
The chart on page B-8 details the overall rapid growth in population that has occurred since the early 1980's. The **Lee County Population Profile** on Page B-9 examines the composition of the various groups and how they have changed since 1983. The late 1980's into the mid 1990's reveal growth in the Age 65 and Over group. However, there are noticeable increases in the Age 5-19 and Age 40-54 categories especially since 1990.

The **Unincorporated and Incorporated Population Distribution** chart on Page B-9 further reveals the distribution of population among the cities and unincorporated Lee County. Most of the population is settled in the unincorporated county for which the board of county commissioners must provide direct county services. However, there has been considerable growth in the city of Cape Coral, as it has become the largest city in the county with a projected April 1, 1998 population of 95,446. The City of Fort Myers and city of Sanibel have retained a generally stable permanent population share of the total especially during the most recent years. On January 1, 1996 the Town of Fort Myers Beach came into existence. The projected April 1, 1998 population of the Town is 6,153. The chart on Page B-9 reflects the town's population beginning in 1996.

The **Profile of Goods and Services – All Jobs** on Page B-10 is presented to illustrate the dramatic growth in jobs over the past ten years and the predominance of those jobs in the service producing sectors over the goods producing sectors (such as manufacturing).

The **Economic Profile of Covered Employment** on page B-10 details only those jobs covered by Federal unemployment compensation. This is a smaller number than the **Profile of Goods and Services – All Jobs** chart. It illustrates especially the different kinds of service producing sectors that are important in the Lee County. Predominating are activities in wholesale and retail trade with significant other contributions to the economy from the health, legal and education sector and hotels, recreation and automobile sales sector. Construction, a smaller but important sector, shows the growth in the late 1980's, reduction in 1991 and 1992 and gradual improvement beginning in 1993.

LEE COUNTY POPULATION 1983 - 1998



As indicated by the above graph, the permanent population of Lee County has increased 64.9% over the past 13 years. Lee County's population has been increasing approximately twice as fast as that of Florida, and eight times faster than that of the nation. During 1990-1993, the rate of growth slowed due to the economic recession (1991-1992 = +6,777; 1992-1993 = +6,741). However, more recently, the rate of growth has shown an increasing trend:

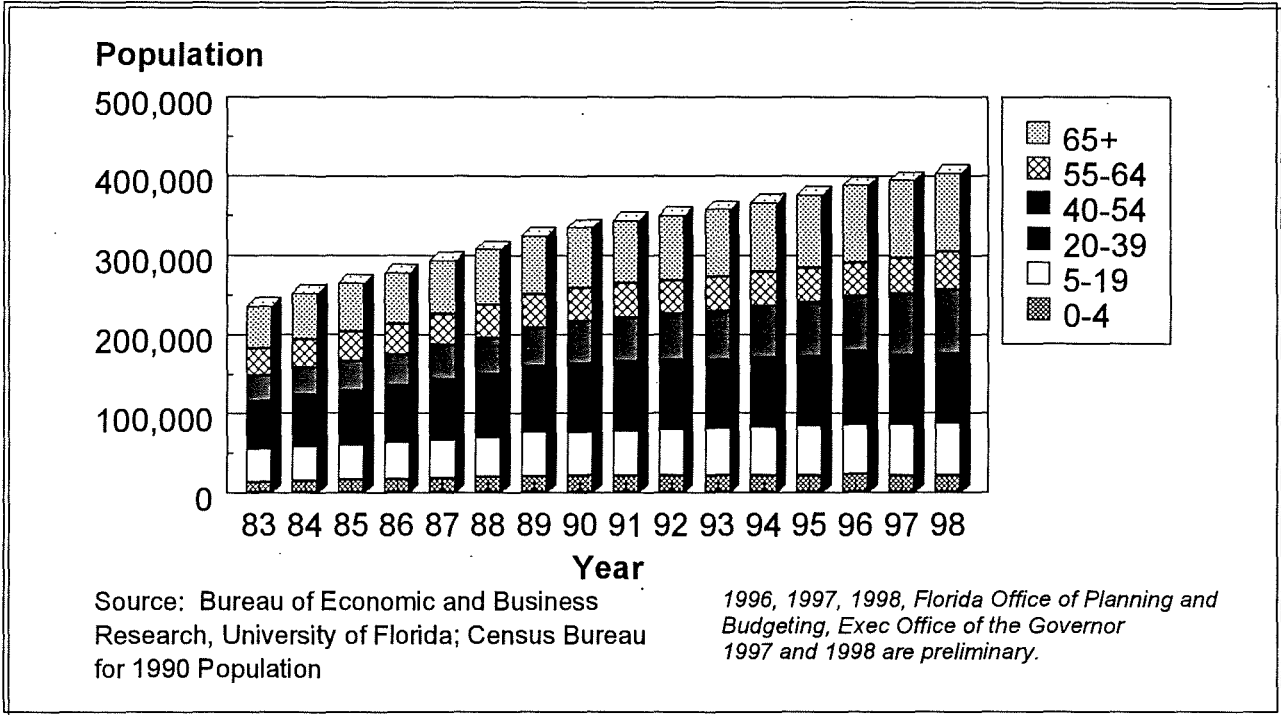
1993-1994	+9,860
1994-1995	+9,618
1995-1996	+7,004
1996-1997	+10,538
1997-1998	+9,756

The projected increase from 1997 to 1998 suggests an additional 9,756 persons will move to the County.

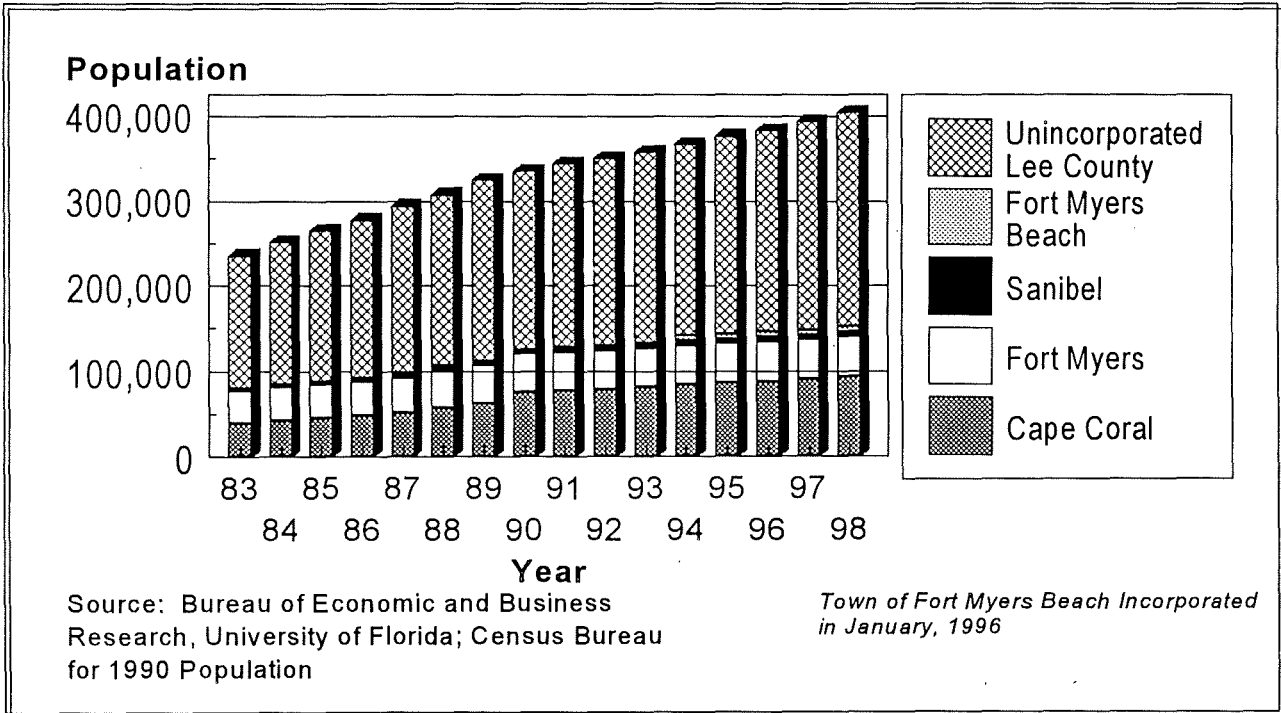
A rapidly expanding population has resulted in increasing needs for services such as law enforcement, human services, transportation and recreational needs. Additional people add to the use of existing facilities that translates to expanded maintenance needs and ultimately the requirement for new facilities.

Sources: Florida Consensus Estimating Conference, Book 3
 State of Florida Population and Demographic Forecast, Volume 13, Summer, 1997
 Legislative Division of Economic and Demographic Research and Governor's Revenue
 and Economic Analysis Unit

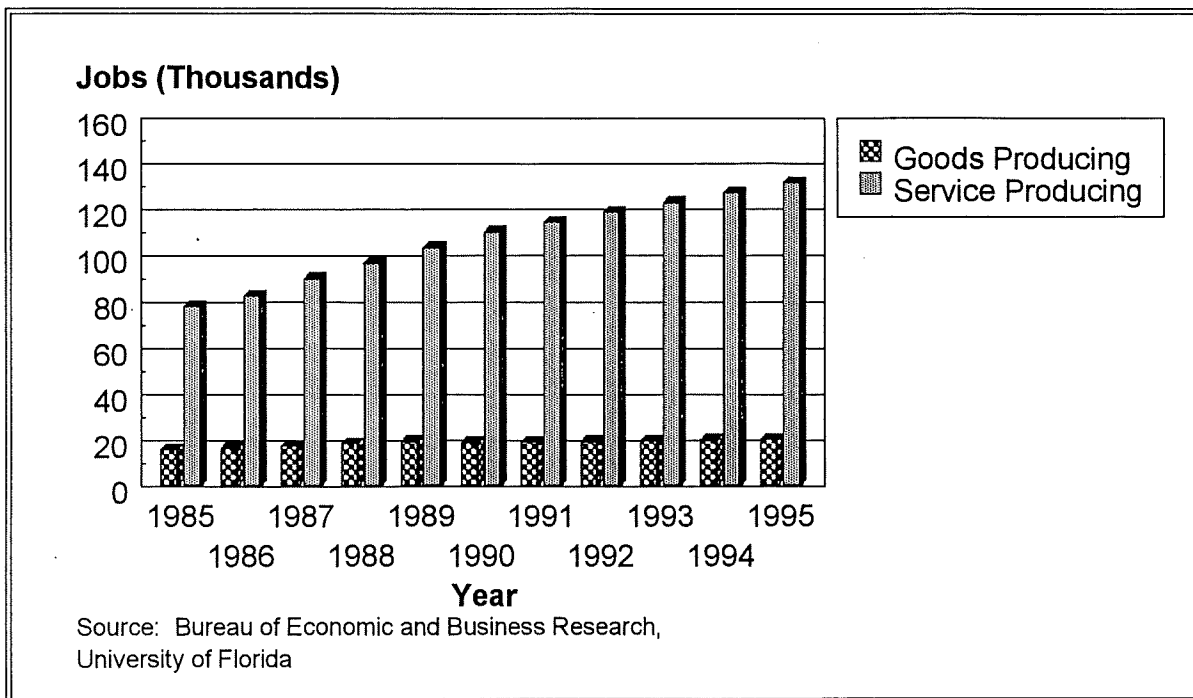
LEE COUNTY POPULATION PROFILE



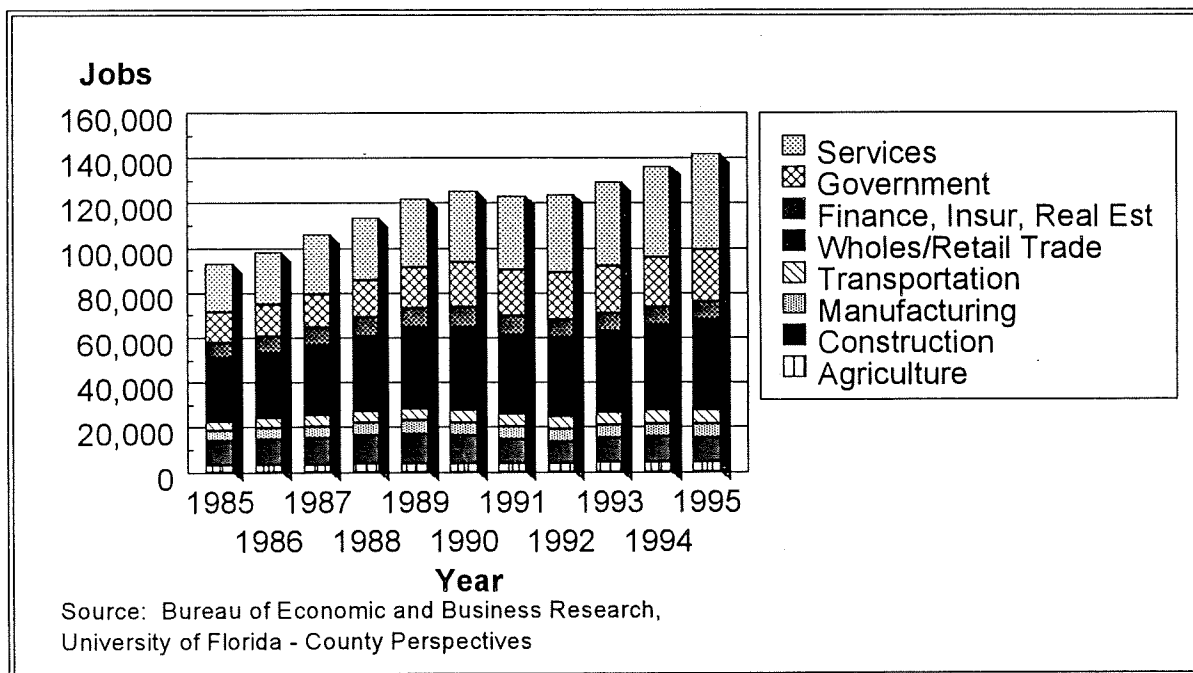
UNINCORPORATED AND INCORPORATED POPULATION DISTRIBUTION



PROFILE OF GOODS AND SERVICES – ALL JOBS

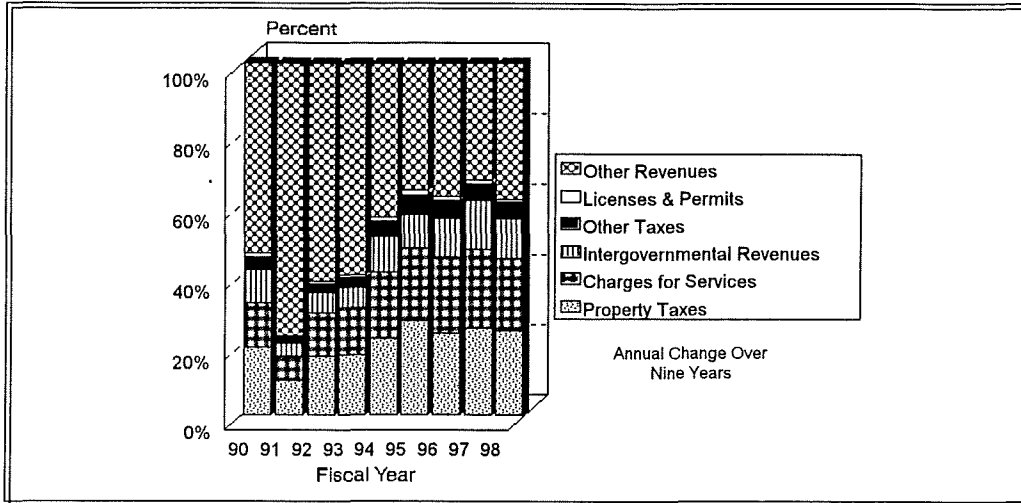


ECONOMIC PROFILE OF COVERED EMPLOYMENT



**FISCAL 1998 BUDGET
FINAL**

REVENUES BY CATEGORY ALL SOURCES



	(FY98 ADOPTED)	
Property Taxes	\$140,633,517	
Charges for Service	121,780,092	
Intergovernmental Revenues	65,600,380	
Other Taxes	27,021,579	
Licenses & Permits	5,704,058	
Other Revenues		
Transfers and Others	\$166,758,733	
Internal Service Charges	18,089,790	
Interest Earnings	13,427,756	
Miscellaneous Revenues	12,615,146	
Impact Fees	8,656,159	
Fines & Forfeitures	4,579,594	
Bond Proceeds	580,935	
	<u>224,708,113</u>	
TOTAL CURRENT REVENUES	\$585,447,739	59%
FUND BALANCE	401,223,374	41%
TOTAL ALL REVENUES	\$986,671,113	100%

Property Taxes account for 24% of the current revenues budgeted for FY98. Of the total Property Taxes budgeted, 67% is for the General Fund. The other major property tax levies are for the Unincorporated MSTU Fund, the Library Fund, and the Capital Improvement Fund – which this year includes the voter-approved one-half mill for Conservation 2020 land acquisition. In addition, there are other small taxing districts such as street lighting districts, special improvement districts, fire districts, and sewer debt.

Charges for Services are revenues received by the County for services provided. This revenue includes Water and Sewer Charges, Landfill Tipping Fees, Development and Zoning fees, Bridge Tolls, and Ambulance Fees. Charges for Services make up 21% of current revenues.

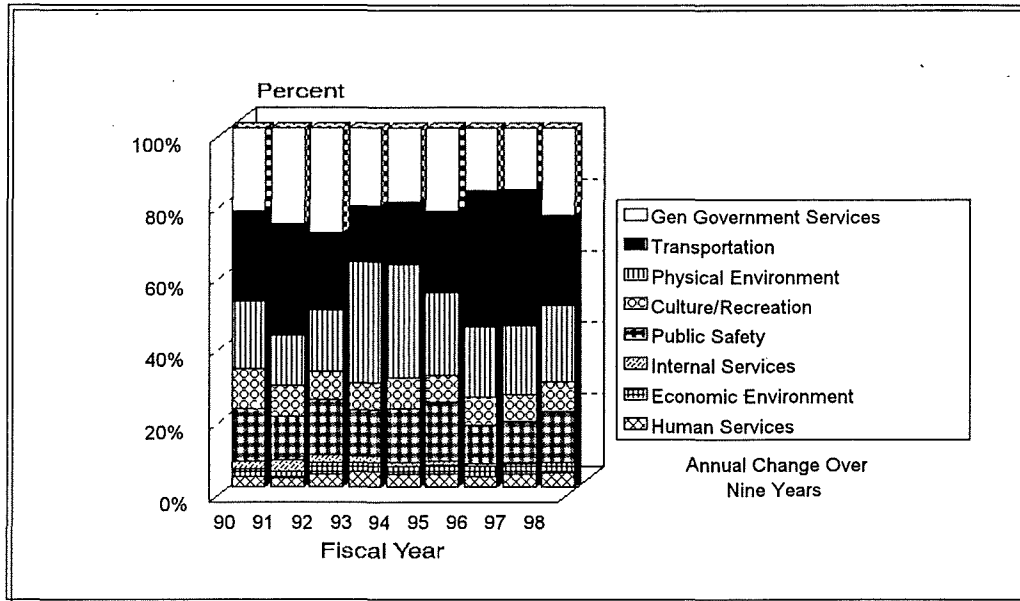
Intergovernmental Revenues consist of state and federal grants and shared revenues. This revenue source accounts for 11% of the current revenues budgeted. The two major revenues in this category are State Sales Tax (\$22.4 million), and State Revenue Sharing (\$9.3 million).

The Other Taxes revenue source consists of gas taxes, the tourist tax and franchise fees for cable television, and solid waste collection. These revenues are 5% of the total current revenues. Licenses and permits are 1% of current revenues. This revenue category is primarily building and permit fees.

Other Revenues are comprised of a number of different revenue sources. The two largest are transfers and Internal Service Charges. Transfers represent dollars moved from one fund to another. A transfer out of one fund is reflected as an expense, while a transfer into a fund appears as a revenue. Internal Service Charges consist of Data Processing, Custodial, Vehicle Maintenance, Fuel, Telephone and Radios. This category also includes the Self Insurance Assessment on Medical and Dental, Workers Compensation, and General Liability.

**FISCAL 1998 BUDGET
FINAL**

EXPENDITURES BY FUNCTION ALL USES



EXPENDITURE FUNCTION	<u>(FY98 ADOPTED)</u>	
Physical Environment	\$112,724,313	
Transportation	134,051,855	
General Government Services	127,981,305	
Public Safety	75,503,278	
Culture/Recreation	42,005,922	
Human Services	19,709,196	
Economic Environment	15,794,165	\$ 527,770,034
TRANSFERS AND RESERVES		<u>458,901,079</u>
TOTAL		\$ 986,671,113

The graph above illustrates the historical pattern of expenditures since 1990. All local governments are required to classify expenditures by function according to the Florida Uniform Accounting System.

For FY98, the three largest function areas are: Physical Environment (Water/Sewer and Solid Waste), Transportation, and General Government Services. General Government Services provide for the legislative, judicial, and administrative branches of local government.

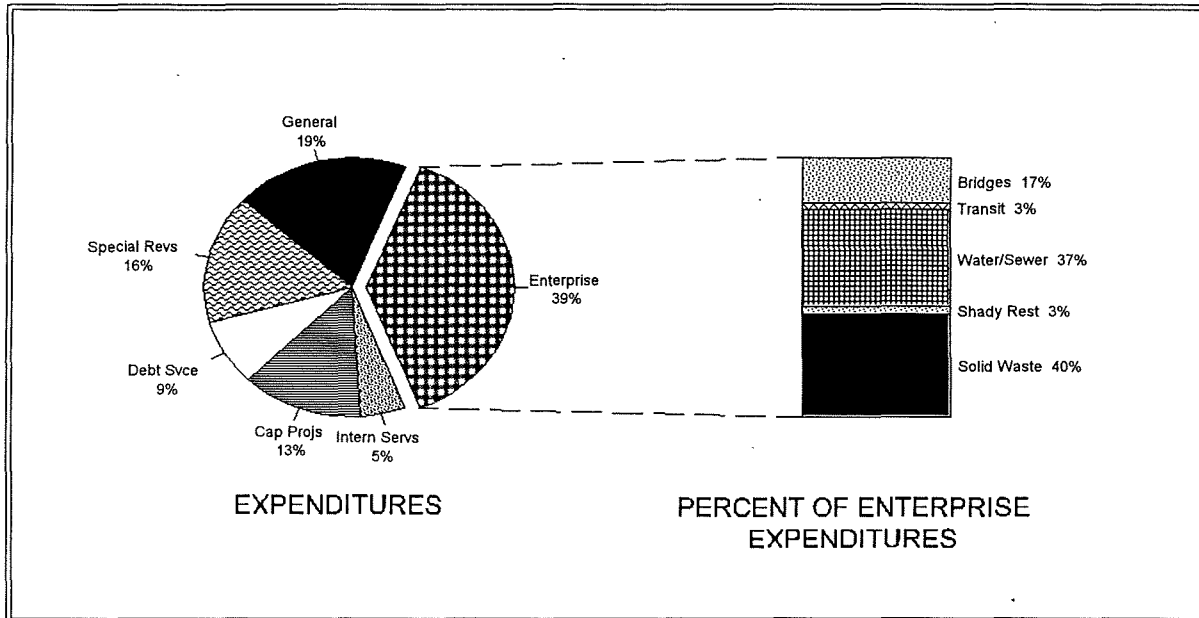
Public Safety provides: Sheriff's Law Enforcement and Corrections, Fire Control, and Emergency Medical Services. The Sheriff's Budget was \$49,063,280 or 65% of the Public Safety total.

Non-expenditure disbursements are reserves (\$295,130,255), and Interfund Transfers (\$163,770,824).

A substantial increase in the total transportation expenditures from FY90 to FY91 was due to the bonding of Phase I - Mid Point Bridge. Since that time total actual transportation expenditures have remained proportionally constant. The redistribution in favor of transportation in FY95, FY96, and FY97 is due to the funding of Phase II - Mid Point Bridge bond issue from surplus toll revenues and the Mid Point Bridge Corridor Road Improvement bond issue from Five Cent Local Option Gas Taxes.

**FISCAL 1998 BUDGET
FINAL**

EXPENDITURES BY FUND GROUP ALL USES

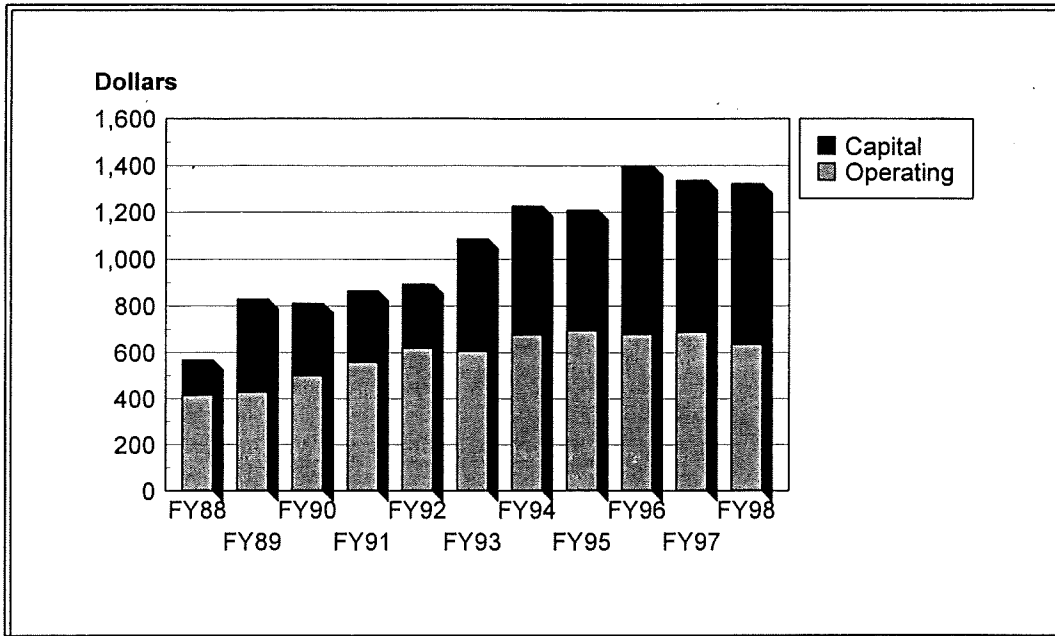


Enterprise		
Solid Waste	\$151,276,739	
Water/Sewer	142,044,125	
Bridges	66,317,785	
Transit	9,657,838	
Shady Rest Care Pavilion	<u>11,180,930</u>	\$380,477,417
General		186,897,282
Capital Projects		130,253,645
Special Revenue		157,986,801
Debt Service		83,493,992
Internal Service Funds		47,140,678
Trust and Agency		<u>421,298</u>
TOTAL		\$986,671,113

The above graph illustrates all county expenditures by fund group. The Enterprise Funds which are operated with charges for services include Public Utilities, Solid Waste, Shady Rest Care Pavilion, Transit, the Toll-Supported Transportation Facilities, and the debt-service and capital projects for the Enterprise Funds. The General Fund, which is the major taxing fund, provides for the bulk of county-wide services and operations. Capital Projects includes all Capital Improvement Program projects except for those that are enterprise funded; Special Revenue Funds consist of funds such as Lighting Districts, the Transportation Trust Fund, the Library Fund, and the Unincorporated MSTU (which provides services to the unincorporated areas of Lee County). Debt Service includes funds established for the retirement of non-enterprise capital improvement projects. Internal Services Funds provide services to county operating departments. Trust and Agency funds are used to account for assets held by a governmental unit in a trustee capacity.

**FISCAL 1998 BUDGET
FINAL**

EXPENDITURES PER CAPITA FY88 - FY98



Expenditures per capita are illustrated for operating and capital expenditures only.

Expenditures per capita are as follows:

	FY88	FY89	FY90	FY91	FY92	FY93	FY94	FY95	FY96	FY97	FY98
Capital	\$153	\$401	\$313	\$307	\$275	\$482	\$551	\$515	\$721	\$650	\$635
Operating	<u>414</u>	<u>428</u>	<u>499</u>	<u>558</u>	<u>619</u>	<u>604</u>	<u>675</u>	<u>694</u>	<u>678</u>	<u>706</u>	<u>688</u>
TOTAL	\$567	\$829	\$812	\$865	\$894	\$1086	\$1226	\$1209	\$1399	\$1356	\$1323

Total per capita expenditures show a decrease of 2.4% from FY98. This is a reflection of only a 0.3% increase in the operating budget, a 40.3% decline in the capital budget combined with a 2.5% increase in population.

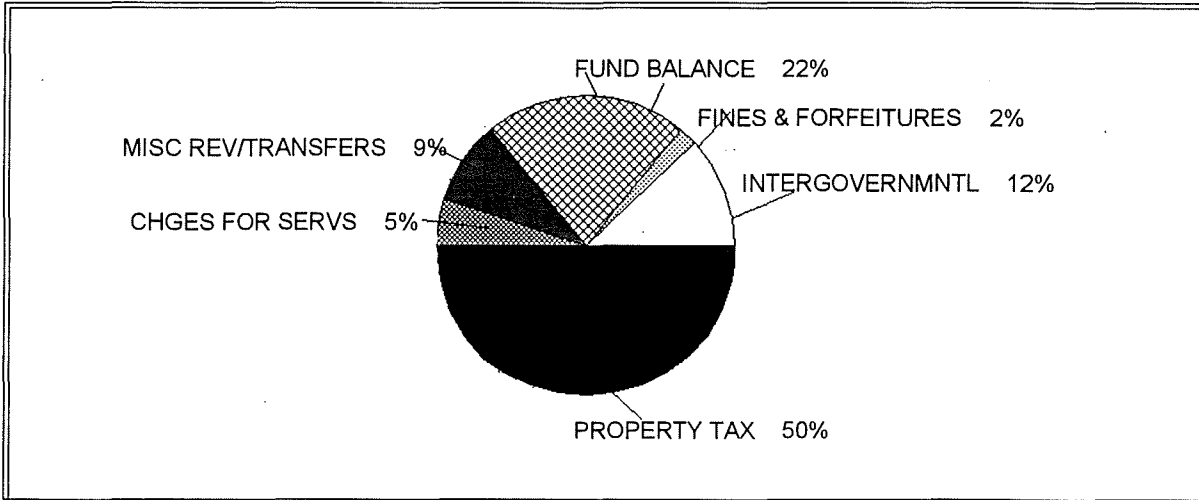
Expenditures per capita for capital projects reflect a decrease of 2.3% from FY97 to FY98. The primary reason for the decrease is due to the continued paying down of bond proceeds which provided funds for construction of the Midpoint Bridge and roadways in the Midpoint Bridge corridor. The bridge is opened in October 1997. Capital expenditures fluctuate from year to year, depending on the approved project.

Expenditures per capita for operating have reflected a trend of increasing costs associated with the maintenance of completed capital projects and expansion of county services up to FY95. During FY96, there were fewer capital projects completed that resulted in less impact upon operations. In addition, an increase in the emphasis upon core service delivery created greater operating efficiencies. Although these efficiencies have been continued, FY97 operating costs increased by 4.1% due to staffing in advance of the opening of several major capital facilities - two regional libraries and the Midpoint Bridge. Operating expenditures for FY98 showed a minimal increase from FY97.

FISCAL 1998 BUDGET

FINAL

GENERAL FUND REVENUE BY CATEGORY



	FY93 <u>Actual</u>	FY94 <u>Actual</u>	FY95 <u>Actual</u>	FY96 <u>Actual</u>	FY97 <u>Estimated</u>	FY98 <u>Adopted</u>
Property Taxes	\$86,335,690	\$86,812,823	\$98,012,407	\$89,899,069	\$90,749,479	\$94,357,293
Intergovernmental	19,816,459	29,667,254	29,306,256	25,888,046	21,299,592	22,046,226
Misc. Revs. & Transfers	12,057,253	16,565,328	15,444,501	17,393,643	14,955,208	16,597,183
Charges for Services	10,068,590	11,499,627	7,734,158	8,750,025	8,261,255	8,578,000
Fines & Forfeitures	<u>2,453,590</u>	<u>2,345,011</u>	<u>2,584,650</u>	<u>2,744,551</u>	<u>718,706</u>	<u>4,223,670</u>
Current Revenue	\$130,731,582	\$146,890,043	\$153,081,972	\$144,675,334	\$136,234,761	\$145,802,372
Fund Balance	<u>23,257,400</u>	<u>28,020,154</u>	<u>30,892,269</u>	<u>37,136,373</u>	<u>45,499,100</u>	<u>41,094,910</u>
TOTAL	\$153,988,982	\$174,910,197	\$183,974,241	\$181,811,707	\$181,733,861	\$186,897,282

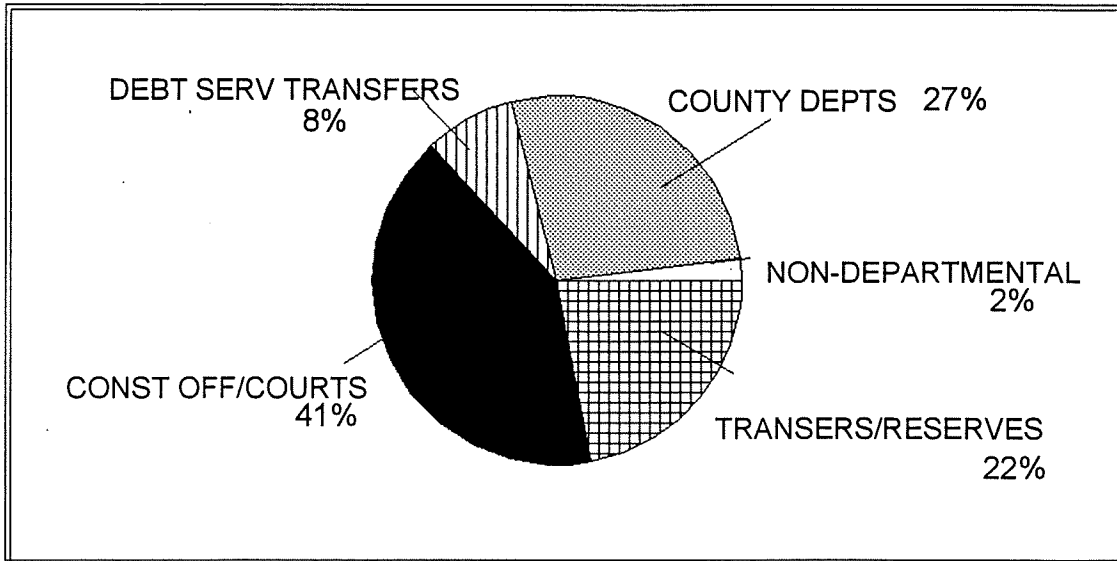
The chart reflects proposed FY98 revenues in the General Fund. Property Taxes account for half of the revenue in the General Fund. Intergovernmental Revenues (Sales Tax & State Revenue Sharing) and Fund Balance account for 34% of Fund Revenues. The decrease in Intergovernmental Revenue is due to a shifting of State Revenue Sharing revenues to the Unincorporated MSTU Fund.

Miscellaneous Revenues have increased mainly due to an increase in interdepartmental reimbursements relating to the establishment of secretarial and fiscal staff pools at the new Community Development/Public Works Building.

Charges for Services includes licenses and permit fees in addition to rental, parking, and other miscellaneous fees. Fines & Forfeitures consists of various Court Costs revenues and has increased mainly due to probation alternative fees.

**FISCAL 1998 BUDGET
FINAL**

GENERAL FUND EXPENDITURES BY CATEGORY



	FY93 Actual	FY94 Actual	FY95 Actual	FY96 Actual	FY97 Estimated	FY98 Adopted
County Departments	\$54,514,179	\$61,293,951	\$51,467,788	44,406,735	\$47,330,500	\$50,826,888
Non-Departmental	1,565,442	3,946,097	1,793,201	1,576,751	2,906,331	4,183,661
Const Officers & Courts	61,302,285	65,343,473	69,810,651	72,256,743	73,702,474	77,213,584
Debt Service Transfers	13,039,810	11,742,420	11,743,772	13,871,021	14,613,940	14,479,813
Transfers/Reserves	<u>23,567,266</u>	<u>32,584,256</u>	<u>49,158,829</u>	<u>49,700,457</u>	<u>43,180,616</u>	<u>40,193,336</u>
TOTAL	\$153,988,982	\$174,910,197	\$183,974,241	\$181,811,707	\$181,733,861	186,897,282

As indicated by the chart, the majority of General Fund expenditures are for the direct provision of government services.

Non-Departmental generally refers to expenses of a countywide nature, such as financial services or auditing expenses that are not related to solely one department.

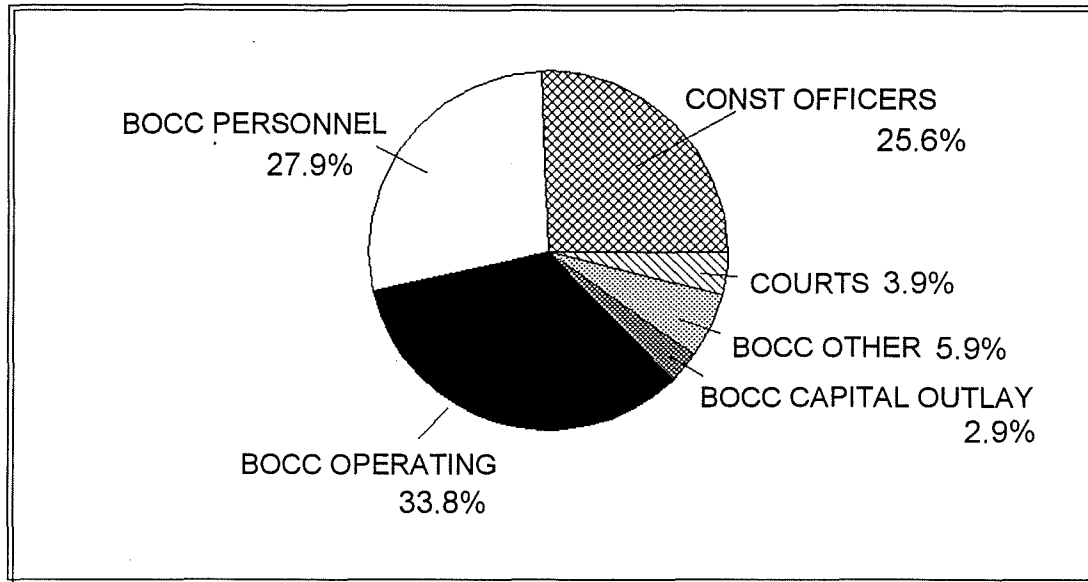
The Clerk of the Courts, Property Appraiser, Tax Collector, Supervisor of Elections, and Sheriff are elected Constitutional Officers. The budget for Courts includes Court Services, State Attorney, Public Defender, and Medical Examiner.

Debt Service Transfers are transfers to other funds for debt service payments.

Transfers and Reserves are for reserves, debt service payments and operating subsidies for Transit, and the Community Development Block Grant. Reserves include Reserves for Board of County Commissioners Contingencies at \$3,400,000. Reserves for Economic Incentives at \$1,500,000, Fund Balance Reserves at \$24,218,361 and Reserves for Cash Balance at \$9,000,000.

**FISCAL 1998 BUDGET
FINAL**

OPERATING EXPENSES



Board of County Commissioners:		
Personnel	\$77,507,884	
Operating Expenses	93,977,585	
Capital Outlay	7,973,026	
Other Expenses	<u>16,289,453</u>	
Total BOCC Operating Departments		\$195,747,948
Constitutional Officers		71,102,552
Courts		<u>10,951,292</u>
Total Operating Expenses		\$277,801,792

The above chart represents operating expenses for the 13 departments under the Board of County Commissioners as well as Court Services, Public Defender, State Attorney, Medical Examiner, and the Constitutional Officers.

Under the Board of County Commissioners, each department may or may not have expenditures in each category. The section entitled "Personnel" is comprised of all salaries and fringe benefits; "Operating" expenses are for general operating expenses such as goods and services. Capital Outlay is for equipment, vehicles, and library books. The majority of "Other" expenses are in Human Services, Grants and Aid to local organizations, and the Lee County Public Health Unit.

FISCAL 1998 BUDGET
FINAL

OPERATING BUDGET VARIANCES (>5%)
UNDER BOARD OF COUNTY COMMISSIONERS

Community Redevelopment Agency – The budget decrease is due to a relocation of the office, resulting in a savings of rent.

County Attorney – The budget increase is due to an increase in IGS charges and personnel related expenses.

County Commissioners – The budgeted increase is due to anticipated higher expenses for temporary help, travel expenses, and IGS charges.

Economic Development – The budget decrease is the result of a reduction in CDBG funding for the Micro Lending Program.

Human Services – The budget increase is due to up-front budgeting of grant revenues, as opposed to waiting for receipt before budgeting.

Internal Services – The budget increase is for thirty-seven (37) positions to support the newly-established Fiscal/Administrative pools which were transferred from other Public Works departments.

Parks & Recreation – The budget increase is to sustain operations at current core service levels.

Public Resources – The increase is due to anticipated higher expenses related to postage, legal advertising, and copier maintenance.

Public Safety - The budget increase is due to salaries, increased collections in Ambulance billing, and impact fees. Expenditures for Fiscal Year 1996-97 were less than budgeted.

Transit - The budget decrease is due to decreased grant revenue for the transit corridor project.

Visitor & Convention Bureau – The budget increase is due to an increase in advertising and marketing expenditures.

OPERATING BUDGETS BY DEPARTMENTS UNDER THE BOARD OF COUNTY COMMISSIONERS

DEPARTMENTS	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ESTIMATED	ADOPTED	ESTIMATED
	FY90-91	FY91-92	FY92-93	FY93-94	FY94-95	FY95-96	EXPENDITURES FY96-97	BUDGET FY97-98	TO ADOPTED PERCENT CHANGE
Public Safety	12,018,715	12,391,471	10,459,773	11,742,620	12,527,023	14,419,482	16,073,889	17,819,128	10.8
Library	N/A	N/A	7,604,644	9,092,030	9,249,066	8,516,246	10,487,107	10,937,917	(4.2)
Parks & Recreation	N/A	N/A	10,723,234	14,433,763	11,309,279	12,701,818	13,006,443	13,904,461	6.9
Transit	N/A	N/A	3,413,173	4,730,387	6,337,264	4,731,110	11,544,072	7,835,054	(32.1)
Communications	N/A	N/A	4,017,030	5,017,579	5,668,597	5,219,700	3,827,418	N/A	N/A
Economic Develop.	N/A	N/A	287,286	489,495	677,354	808,660	1,662,131	904,585	(45.6)
Human Services	13,566,468	15,588,120	17,404,869	17,078,275	17,141,968	19,759,730	23,525,761	25,162,194	7.0
Lee County Utilities	26,905,052	N/A	14,308,707	16,049,155	13,804,874	N/A	N/A	N/A	N/A
Transportation	21,633,107	20,422,471	17,318,191	22,827,052	22,031,221	24,368,021	25,521,311	25,280,034	0.9
Planning & Constr.	N/A	10,860,180	10,516,000	7,086,019	7,521,781	6,642,629	7,108,572	7,321,636	3.0
Solid Waste	N/A	25,046,986	23,916,471	27,214,371	27,682,325	N/A	N/A	N/A	N/A
Public Works	N/A	106,022	301,600	3,910,416	4,180,111	1,193,554	N/A	N/A	N/A
County Commission	738,588	777,644	689,674	754,699	793,135	793,319	869,980	927,722	6.6
Hearing Examiner	328,556	393,791	376,797	424,035	423,236	449,052	426,452	534,922	25.4
County Manager	1,013,912	757,850	2,372,531	2,774,456	2,734,631	2,420,043	2,804,156	2,839,767	1.2
County Attorney	2,302,691	2,731,412	2,232,540	2,436,111	2,566,988	2,449,799	2,485,956	2,735,482	10.0
Visitor & Conv. Bur.	N/A	N/A	3,587,150	4,098,587	4,126,297	4,560,120	5,825,157	6,935,107	19.1
Comm. Redev. Agency	N/A	N/A	236,177	414,907	317,443	429,382	463,226	440,092	(5.0)
Commun. Develop.	8,987,280	17,932,522	11,915,571	11,320,113	10,409,634	11,077,260	12,229,738	12,425,726	1.6
Commun. Svcs.	19,699,960	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Econ. Devel. & VCB	3,327,838	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Administrative Svcs.	N/A	9,530,945	6,419,453	9,157,933	8,387,969	N/A	N/A	N/A	N/A
Purchasing	N/A	N/A	N/A	N/A	N/A	685,291	728,002	727,773	0.0

B-20

LEE COUNTY

FISCAL 1998 BUDGET
FINAL

OPERATING BUDGETS BY DEPARTMENTS UNDER THE BOARD OF COUNTY COMMISSIONERS

DEPARTMENTS	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ESTIMATED	ADOPTED	ESTIMATED
	FY90-91	FY91-92	FY92-93	FY93-94	FY94-95	FY95-96	EXPENDITURES FY96-97	BUDGET FY97-98	TO ADOPTED PERCENT CHANGE
Management Info. Svcs.	N/A	N/A	N/A	N/A	N/A	3,023,635	3,077,732	N/A	N/A
Public Resources	N/A	N/A	N/A	N/A	N/A	1,567,611	1,333,447	1,435,978	7.7
Equal Opportunity	N/A	343,998	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Environmental Services	N/A	N/A	N/A	N/A	N/A	48,106,283	44,507,076	45,437,812	2.1
Internal Services	N/A	N/A	N/A	N/A	N/A	1,567,061	3,115,483	4,061,685	30.4
Information Technology	N/A	N/A	N/A	N/A	N/A	N/A	N/A	7,121,786	N/A
Human Relations	1,191,183	N/A	N/A	N/A	N/A	1,111,978	980,360	959,087	(2.2)
Facilities Mgmt.	7,878,418	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
General Services	24,293,160	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Growth Mgmt.	4,278,554	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Mgmt. & Budget	1,605,070	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Strat. Fin. Analysis	300,136	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

N/A's are a result of County Organizational Changes.

Note: Department alignment for comparative purposes has been reflected as accurately as possible. However, due to reorganizations, there are some areas that cannot totally be separated. Subsequently, some fluctuations may exist during and between fiscal years.

TOTAL	<u>150,412,187</u>	<u>159,349,523</u>	<u>148,100,871</u>	<u>171,052,003</u>	<u>167,890,196</u>	<u>176,601,784</u>	<u>191,603,469</u>	<u>195,747,948</u>	2.2
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*FISCAL 1998 BUDGET
FINAL*

DEBT SERVICE (CONTINUED)

Solid Waste

In December 1995, \$27,880,000 in bonds were issued for acquisition and construction of the first phase of a new landfill and acquisition of two transfer stations in Hendry County.

Bond Refinancing

In January 1996 \$12,125,000 in Certificates of Participation was refunded. More recently, \$18,705,000 in Capital Revenue Bonds, Series 1989 were refunded. Through this refinancing, the General Fund Debt was restructured saving \$6.5 million in interest. This occurred in June 1997. In August 1997 \$14,705,000 in Series 1989 Six Cent Local Option Gas Tax Bonds were refunded. The County has refinanced a variety of bond issues in the areas described in the chart at the top of the page. Through August 1997, interest savings have been in excess of \$25.1 million.

The chart entitled Annual County Debt Outstanding (Principal Payments Only) on Page B-28 provides a pictorial profile of changes in the County's debt level. The County has no maximum debt level but is governed by debt ratio guidelines relative to the different kinds of issues being financed. The growth in principal payments in the late 1980's corresponds with a significant growth in the county's capital program. In 1991, the county issued debt for construction of a Waste to Energy Facility. That project is indicated separately because of the large magnitude of the issue (\$197 Million) compared to other previous bond activity.

The chart entitled Annual County Debt Service (Port Authority and All Other) Includes Principal and Interest on Page B-28 provides a longer term historical look and projection of payments than the Debt Service chart on Page B-26 that details only twelve years. It illustrates the annual debt service for the Board of County Commissioners and the Port Authority.

During the course of the FY97 budget year, the following bond issue refundings have occurred which are included in the chart:

Capital Revenue Bonds, Series 1997A and 1997B	\$19,980,000
Local Option Gas Tax Refunding Revenue Bonds, Series 1997	<u>14,995,000</u>
TOTAL	\$34,975,000

OPERATING BUDGETS BY DEPARTMENTS COURTS AND CONSTITUTIONALS

	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ESTIMATED	ADOPTED	ESTIMATED
	FY90-91	FY91-92	FY92-93	FY93-94	FY94-95	FY95-96	EXPENDITURE	BUDGET	TO ADOPTED
							FY96-97	FY97-98	PERCENT
									CHANGE
COURTS									
Court Services	\$3,798,881	\$4,174,612	\$4,541,076	\$5,402,577	\$5,708,315	\$6,531,344	\$8,249,734	\$8,579,299	4.0
Public Defender	90,555	158,894	281,155	468,401	503,624	337,210	396,290	645,813	63.0
State Attorney	261,043	577,811	859,402	908,607	981,616	530,358	534,427	843,770	57.9
Medical Examiner	<u>664,843</u>	<u>706,731</u>	<u>736,036</u>	<u>838,065</u>	<u>808,071</u>	<u>822,671</u>	<u>902,052</u>	<u>882,410</u>	(2.2)
TOTAL COURTS	<u>\$4,815,322</u>	<u>\$5,618,048</u>	<u>\$6,417,669</u>	<u>\$7,617,650</u>	<u>\$8,001,626</u>	<u>\$8,221,583</u>	<u>\$10,082,503</u>	<u>\$10,951,292</u>	<u>8.6</u>
CONSTITUTIONALS									
Tax Collector	\$4,712,610	\$5,321,112	\$4,902,389	\$6,482,936	\$7,029,280	\$5,658,438	\$5,740,454	\$8,395,633	46.3
Bd. Support	<u>427,830</u>	<u>280,404</u>	<u>443,686</u>	<u>461,283</u>	<u>642,785</u>	<u>680,292</u>	<u>686,767</u>	<u>576,207</u>	(16.1)
TOTAL	\$5,140,440	\$5,601,516	\$5,346,075	\$6,944,219	\$7,672,065	\$6,338,730	\$6,427,221	\$8,971,840	<u>39.6</u>
Clerk to Board	\$1,798,417	\$1,901,450	\$1,841,420	\$1,829,324	\$1,852,135	\$2,499,384	\$2,533,425	\$3,866,298	52.6
Bd. Support	149,446	0	100,383	449,907	209,298	240,001	246,795	245,200	(0.6)
Clerk of Courts	<u>189,806</u>	<u>2,252,644</u>	<u>1,864,379</u>	<u>1,993,343</u>	<u>2,100,752</u>	<u>2,437,041</u>	<u>2,338,817</u>	<u>1,796,977</u>	(23.2)
TOTAL	\$3,847,669	\$4,154,094	\$3,806,182	\$4,272,574	\$4,162,185	\$5,176,426	\$5,119,037	\$5,908,475	15.4
Prop Appraiser	\$2,198,796	\$2,393,194	\$2,338,387	\$2,783,473	\$2,840,003	\$2,646,219	\$2,794,677	\$3,433,790	22.9
Bd. Support	<u>1,005,830</u>	<u>1,124,348</u>	<u>2,988,308</u>	<u>1,605,045</u>	<u>1,808,853</u>	<u>1,758,842</u>	<u>1,846,393</u>	<u>1,697,203</u>	(8.1)
TOTAL	\$3,204,626	\$3,517,542	\$5,326,695	\$4,388,518	\$4,648,856	\$4,405,061	\$4,641,070	\$5,130,993	10.6
Supv. of Elect.	\$1,518,400	\$1,878,095	\$1,673,600	\$1,832,400	\$2,011,250	\$2,152,165	\$1,904,725	\$1,813,285	(4.8)
Bd. Support	<u>48,073</u>	<u>49,510</u>	<u>82,604</u>	<u>126,740</u>	<u>199,663</u>	<u>187,102</u>	<u>191,266</u>	<u>214,679</u>	12.2
TOTAL	\$1,566,473	\$1,927,605	\$1,756,204	\$1,959,140	\$2,210,913	\$2,339,267	\$2,095,991	\$2,027,964	(3.2)
Sheriff Disb-Law Enf.	\$23,390,125	\$27,588,866	\$28,866,849	\$30,939,109	\$32,559,459	\$33,640,694	\$33,722,914	\$47,026,689	39.5
Sheriff Disb-Correct	7,108,495	7,912,105	7,922,878	9,360,891	10,165,153	10,208,826	11,618,707	0	(100.0)
Support	1,259,042	1,127,778	1,430,669	1,580,994	2,022,154	1,926,156	1,745,031	1,956,591	12.1
Trust & Agency	<u>133,335</u>	<u>82,532</u>	<u>81,013</u>	<u>64,484</u>	<u>34,354</u>	<u>301,600</u>	<u>22,120</u>	<u>80,000</u>	261.7
TOTAL	\$31,890,997	\$36,711,281	\$38,301,409	\$41,945,478	\$44,781,120	\$46,077,276	\$47,108,772	\$49,063,280	4.1

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LEE COUNTY

FISCAL 1998 BUDGET
FINAL

OPERATING BUDGETS BY DEPARTMENTS COURTS AND CONSTITUTIONALS

	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ESTIMATED	ADOPTED	ESTIMATED
SUMMARY	FY90-91	FY91-92	FY92-93	FY93-94	FY94-95	FY95-96	EXPENDITURE	BUDGET	TO ADOPTED
							FY96-97	FY97-98	PERCENT
									CHANGE
TOTAL									
Constitutionals	<u>\$45,650,205</u>	<u>\$51,912,038</u>	<u>\$54,536,565</u>	<u>\$59,509,929</u>	<u>\$63,475,764</u>	<u>\$64,336,760</u>	<u>\$65,392,091</u>	<u>\$71,102,552</u>	<u>8.7</u>
TOTAL									
Court & Constit.	<u>\$50,465,527</u>	<u>\$57,530,086</u>	<u>\$60,954,234</u>	<u>\$67,127,579</u>	<u>\$71,508,037</u>	<u>\$72,558,343</u>	<u>\$75,474,594</u>	<u>\$82,053,844</u>	<u>8.7</u>
TOTAL									
OPERATING	<u>\$200,877,714</u>	<u>\$216,879,609</u>	<u>\$209,055,105</u>	<u>\$238,179,582</u>	<u>\$239,398,233</u>	<u>\$249,160,127</u>	<u>\$267,078,063</u>	<u>\$277,801,792</u>	<u>4.0</u>

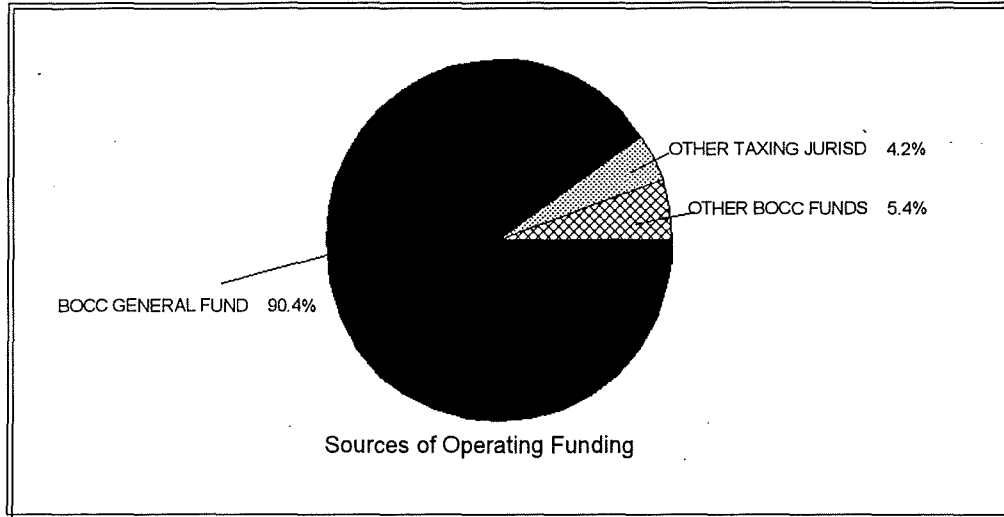
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LEE COUNTY

FISCAL 1998 BUDGET
FINAL

**FISCAL 1998 BUDGET
FINAL**

CONSTITUTIONAL OFFICERS FY97-98 "OPERATING" BUDGETS



<u>AUTHORITIES</u>	<u>FY98 BUDGETS</u>	<u>FUNDED BY GENERAL FUND</u>	<u>FUNDED BY OTHER BOCC FUNDS</u>	<u>FUNDED BY OTHER TAXING AUTHORITIES</u>
CLERK OF COURTS:				
Personal Services	\$0			
Operating Expense	4,913,275			
Capital Outlay	<u>750,000</u>	<u>0</u>		
Total Clerk of Courts	<u>\$5,663,275</u>	<u>\$4,658,275</u>	<u>\$1,005,000</u>	<u>\$0</u>
PROPERTY APPRAISER:				
Personal Services	\$0			
Operating Expense	3,881,015			
Capital Outlay	<u>0</u>			
Total Property Appraiser	<u>\$3,881,015</u>	<u>\$2,999,248</u>	<u>\$434,542</u>	<u>\$447,225</u>
TAX COLLECTOR:				
Personal Services	\$0			
Operating Expense	11,045,564			
Capital Outlay	<u>0</u>			
Total Tax Collector	<u>\$11,045,564</u>	<u>\$5,870,000</u>	<u>\$2,525,633</u>	<u>\$2,649,931</u>
SUPERVISOR OF ELECTIONS:				
Personal Services	\$0			
Operating Expense	1,813,285			
Capital Outlay	<u>0</u>			
Total Supervisor of Elections	<u>\$1,813,285</u>	<u>\$1,813,285</u>	<u>\$0</u>	<u>\$0</u>
SHERIFF:				
Personal Services	\$38,477,236			
Operating Expense	7,029,453			
Capital Outlay	1,200,000			
Reserves for Contingency	<u>400,000</u>			
Total Sheriff	<u>\$47,106,689</u>	<u>\$47,026,689</u>	<u>\$80,000</u>	<u>\$0</u>
TOTAL OPERATING	\$69,509,828	\$62,367,497	\$4,045,175	\$3,097,156
SUPPORT/OTHER PAYMENTS	4,689,880	4,689,880	0	0
TOTAL	\$74,199,208	\$67,057,377	\$4,045,175	\$3,097,156

LEE COUNTY

CONSTITUTIONAL OFFICERS FY97-98 "OPERATING" BUDGETS

CLERK OF COURTS:

The Clerk of Courts' operating budget of \$5.7 million is budgeted in the General Fund and Capital Improvement Fund, and is divided into two areas: Clerk to the Board (\$4,110,498); and Clerk of Courts (\$1,796,977). In addition to the operating budget, certain expenditures have also been budgeted in the General Fund for "support" to the Clerk to the Board. These expenditures are for county building maintenance, building rental, and other internal service charges. Included in the Clerk to the Board budget this year is \$750,000 funded from the Capital Improvement fund for a new computerized finance system.

PROPERTY APPRAISER:

The Property Appraiser's operating budget is proportionately divided between all taxing authorities within Lee County. Approximately 88% of the budget (\$3,433,7900) is budgeted under the Board for any county fund receiving ad valorem taxes; this includes the General Fund's payment for the School Board and the cities' portions. The remaining portion of his budget is not reflected in this budget document, but would be reflected in each of the other independent taxing district budgets. In addition to the operating budget, certain expenditures have also been budgeted in the General Fund for "support" to the Property Appraiser. These expenditures are for: county data processing, building rental, utilities, postage for TRIM notices, and other internal service charges.

TAX COLLECTOR:

The Tax Collector's operating budget is more than fully funded through the State-mandated fees and commissions. These fees and commissions are deducted from the revenues collected and retained by the Tax Collector for his operations. In this document, \$8,395,633 is budgeted under various operating and non-operating funds for these commissions. The commissions/fees budgeted are for ad valorem taxes, special assessments, and occupational licenses. Additional fees and commissions for the remaining portion of the budget would be reflected in each of the other taxing district's budgets. In addition to the operating budget portion budgeted, certain expenditures have also been budgeted in the General Fund for "support" to the Tax Collector. These expenditures are for: building rental, utilities, and other internal service charges.

SUPERVISOR OF ELECTIONS:

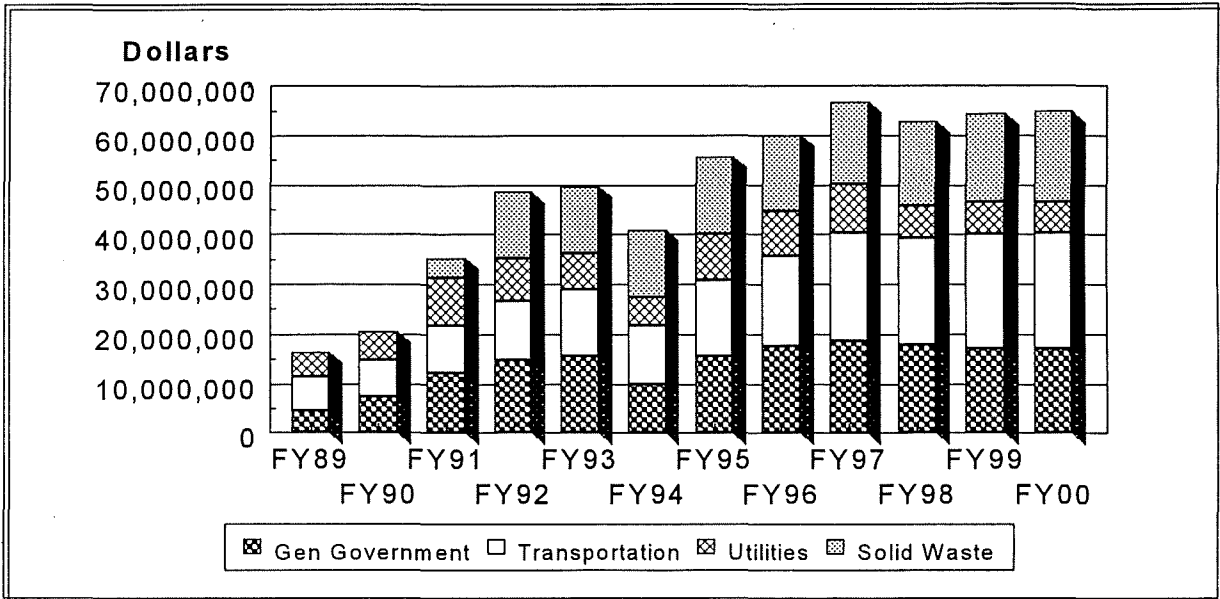
The Supervisor of Elections' operating budget is budgeted in the General Fund at \$1,813,285. In addition to the operating budget, certain expenditures have also been budgeted in the General Fund for "support" to the Supervisor. These expenditures are for: building rental and county building maintenance.

SHERIFF:

The Sheriff's operating budget is budgeted in the General Fund (\$47,026,689). In addition to the operating budget, certain expenditures have also been budgeted in the General Fund for "support" to the Sheriff (\$1,956,591). These expenditures are for: inmate medical bills, building rental, and utilities.

Please note: The numbers and narrative addressed here do not reflect the budget for the Sheriff for Trust & Agency Funds (\$80,000). These funds are derived from the sale of properties confiscated by law enforcement agencies, and are used for drug enforcement.

DEBT SERVICE PRINCIPAL AND INTEREST PAYMENTS FY1989 TO FY2000



FY89	FY90	FY91	FY92	FY93	FY94	(In Millions) FY95	FY96	FY97	FY98	FY99	FY00
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Estimated</u>	<u>Proposed</u>	<u>Proposed</u>	<u>Proposed</u>
\$16.4	\$20.5	\$35.2	\$48.6	\$49.7	\$40.9	\$55.7	\$60.1	\$67.0	\$63.7	\$64.3	\$64.9

This chart illustrates the amount and categorization of debt over time (principal and interest). The categories listed represent different kinds of debt issues. The Port Authority is not included.

General Government

Included are revenue bonds supported by non ad valorem revenues whose project scopes range from renovation of the Lee County Courthouse to construction of Lakes Park; and certificates of participation that were issued for construction of a fleet maintenance building, a County facility in Cape Coral, communications equipment, computer equipment, and construction of new facilities for the Supervisor of Elections, Tax Collector, and Property Appraiser. In 1993 bonds were sold for a portion of the funds to construct a new Shady Rest Nursing Home. New bonds were issued in October 1995 to repay short-term commercial paper loans for capital improvements (MSBU), and to finance renovation/construction of the Public Safety and Public Works buildings.

Transportation

Transportation related projects include debt financing supported by gas taxes and toll revenues. Gas taxes are being used to retire debt for two issues that provided over \$48,500,000 in monies for street improvements including the widening of Daniels Parkway and College Parkway, along with ten other projects.

Toll revenue is the funding source to retire debt incurred for the construction of the Sanibel and Cape Coral Bridges, and the Midpoint Bridge that is now under construction. Bonds for design and engineering for the Midpoint Bridge were issued in 1991 and refinanced in 1993.

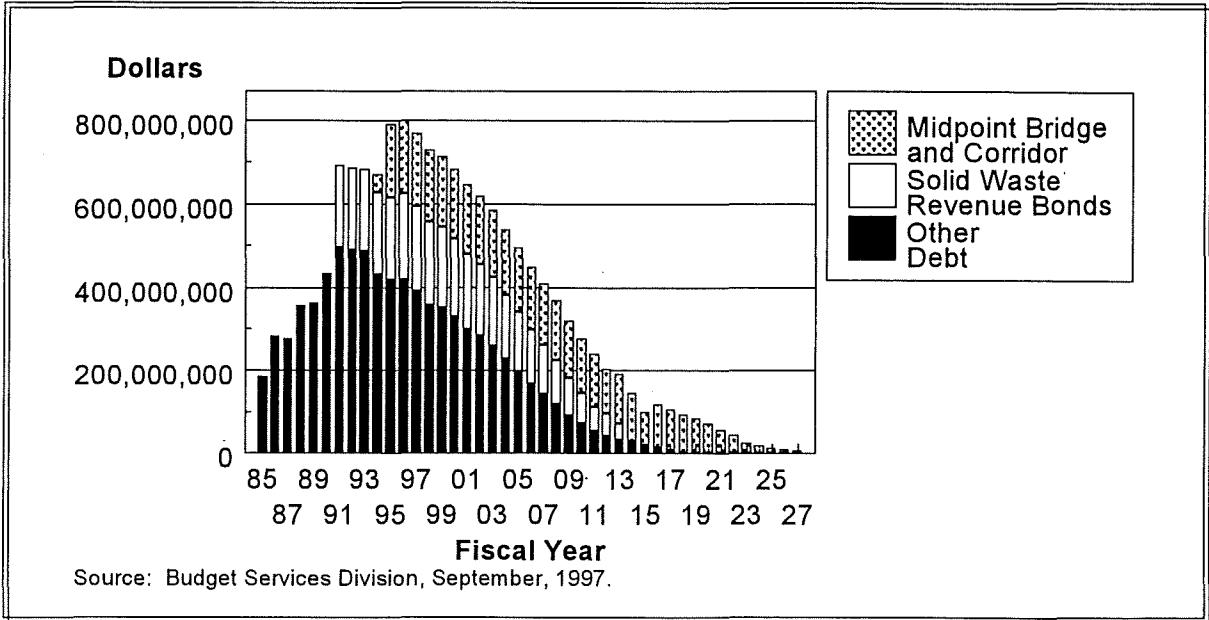
In 1995 two bond issues were completed - \$96.5 million for construction of the Midpoint Bridge supported by capitalized interest for two years and toll revenues; and \$35.360 million for construction of the Midpoint Bridge corridor supported by the Five Cent Local Option Gas Tax.

Utilities

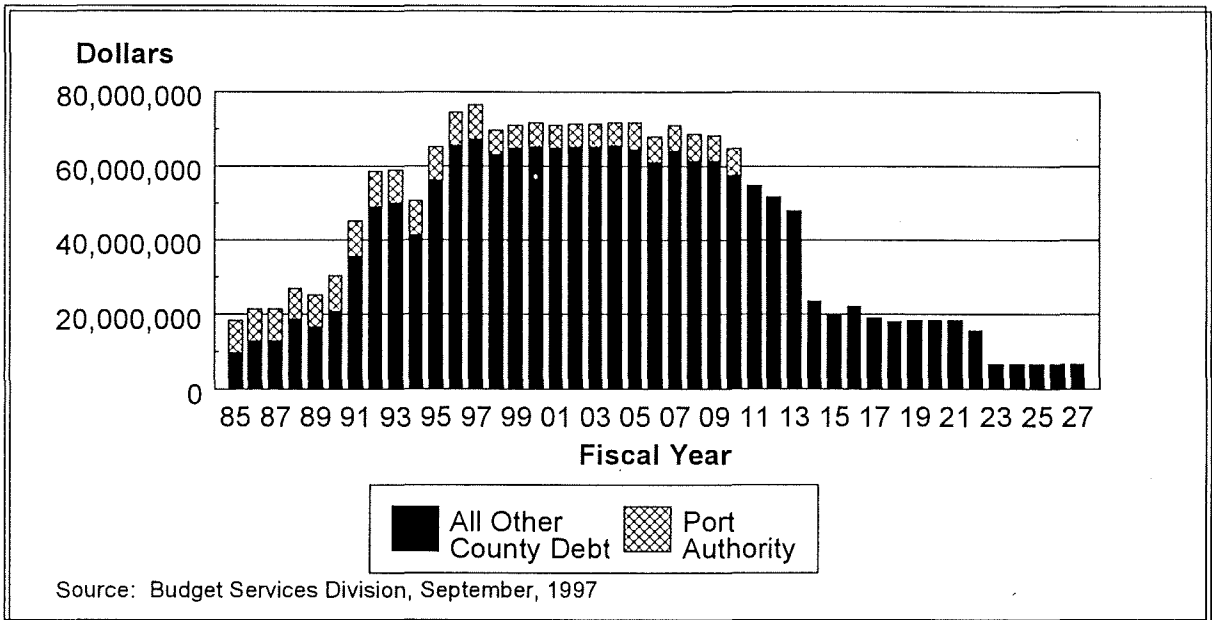
Revenue bonds supported by user fees are the primary instrument that has been issued to make sewer and water improvements that range from new pumping stations to the installation of gravity sewer systems in selected areas to replace septic tanks.

**FISCAL 1998 BUDGET
FINAL**

**ANNUAL COUNTY DEBT OUTSTANDING
(PRINCIPAL PAYMENTS ONLY)**

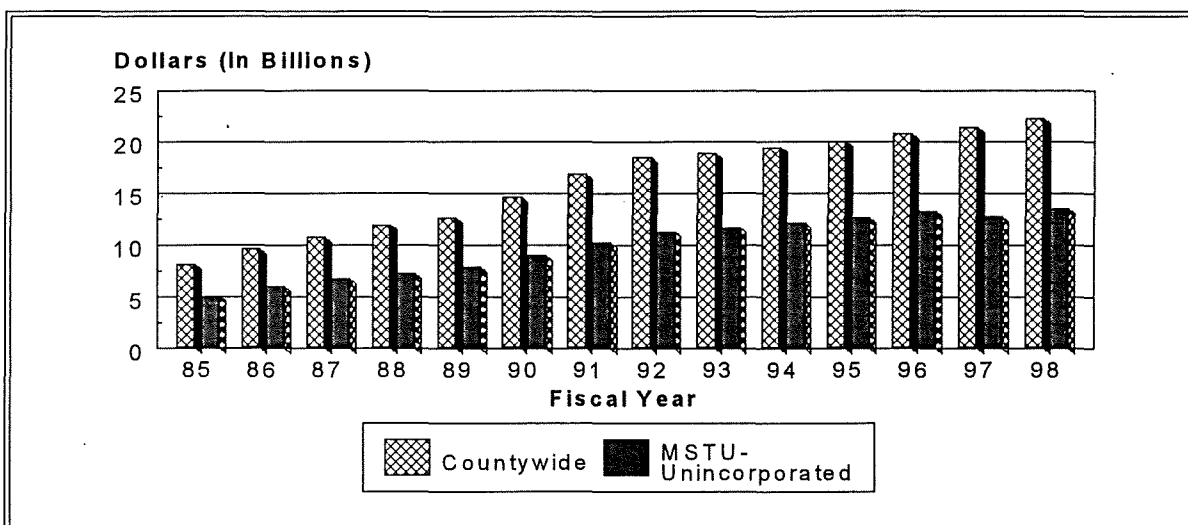


**ANNUAL COUNTY DEBT SERVICE
(PORT AUTHORITY AND ALL OTHER)
INCLUDES PRINCIPAL AND INTEREST**



FISCAL 1998 BUDGET
FINAL

TAXABLE PROPERTY VALUES FY85 TO FY98



<u>Fiscal Year</u>	<u>Countywide (In Billions)</u>	<u>Annual Percent Change</u>	<u>MSTU- Unincorporated (In Billions)</u>	<u>Annual Percent Change</u>
1985	\$8.105	8.0	\$5.008	7.7
1986	9.620	18.7	5.970	19.2
1987	10.733	11.5	6.673	11.8
1988	11.874	10.6	7.230	8.4
1989	12.548	5.7	7.806	8.0
1990	14.543	15.9	8.979	15.0
1991	16.773	15.3	10.233	14.0
1992	18.421	9.8	11.255	10.0
1993	18.844	2.3	11.628	3.3
1994	19.382	2.9	12.082	3.9
1995	19.916	2.8	12.560	4.0
1996	20.647	3.7	13.167	4.8
1997	21.323	3.3	12.687	-3.6
1998	22.197	4.1	13.426	5.8

Countywide

Since FY85, the countywide taxable valuation has grown approximately \$14.09 billion. This represents an average annual growth rate of 8.2%. The countywide valuation at October 1, 1997 was \$22,197,202,100. Two factors account for this growth: new construction, and increased market value of existing property due to consumer demand. However, there was a considerable decline in the rate of growth from FY91 to FY92 (+9.8%), when compared to the previous two fiscal years (FY89 to FY90 and FY90 to FY91 = +15.6%). The reduction continued as the FY93 to FY92 rate change was only +2.3%. The growth figure comparing FY94 to FY93 is +2.9%, +2.8% for FY95 to FY94, and +3.7% for FY96 to FY95. Therefore, the County had experienced three years of taxable value growth less than 3% until FY96. The FY97 figure of +3.3% was 0.4% lower than the FY96 growth rate over FY95. For FY98 the growth rate of 4.1% is 0.8% over FY97.

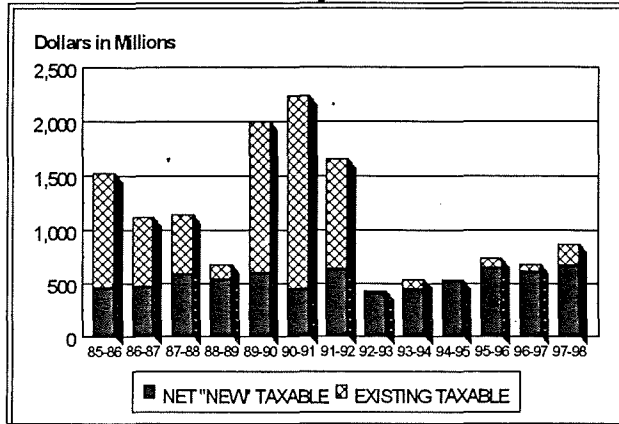
Unincorporated MSTU

The taxable valuation for Unincorporated Lee County at October 1, 1997 was \$13,425,526,000, an increase of \$8.4 billion over 1985. The annual growth from FY93 to FY94 in the Unincorporated MSTU was +3.9%, and +4.8% for FY95 to FY96. However, the incorporation of the Town of Fort Myers Beach in January, 1996 led to the removal of properties from the Unincorporated MSTU tax levy. The net result (including new construction) was a 3.6% decline for FY97 over FY96. FY98 shows a 5.8% increase over FY97.

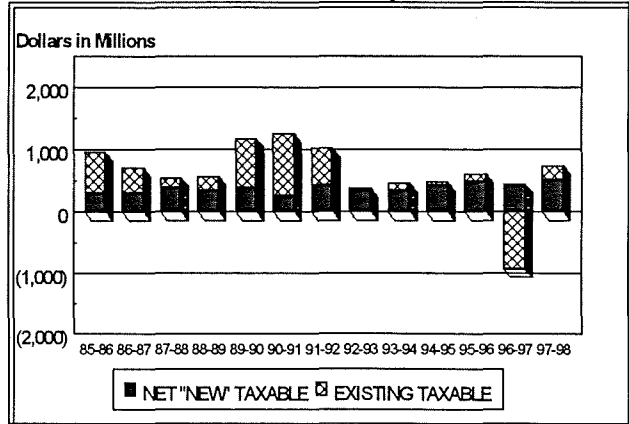
**FISCAL 1998 BUDGET
FINAL**

TAXABLE PROPERTY VALUE INCREASES/DECREASES

Countywide



MSTU - Unincorporated



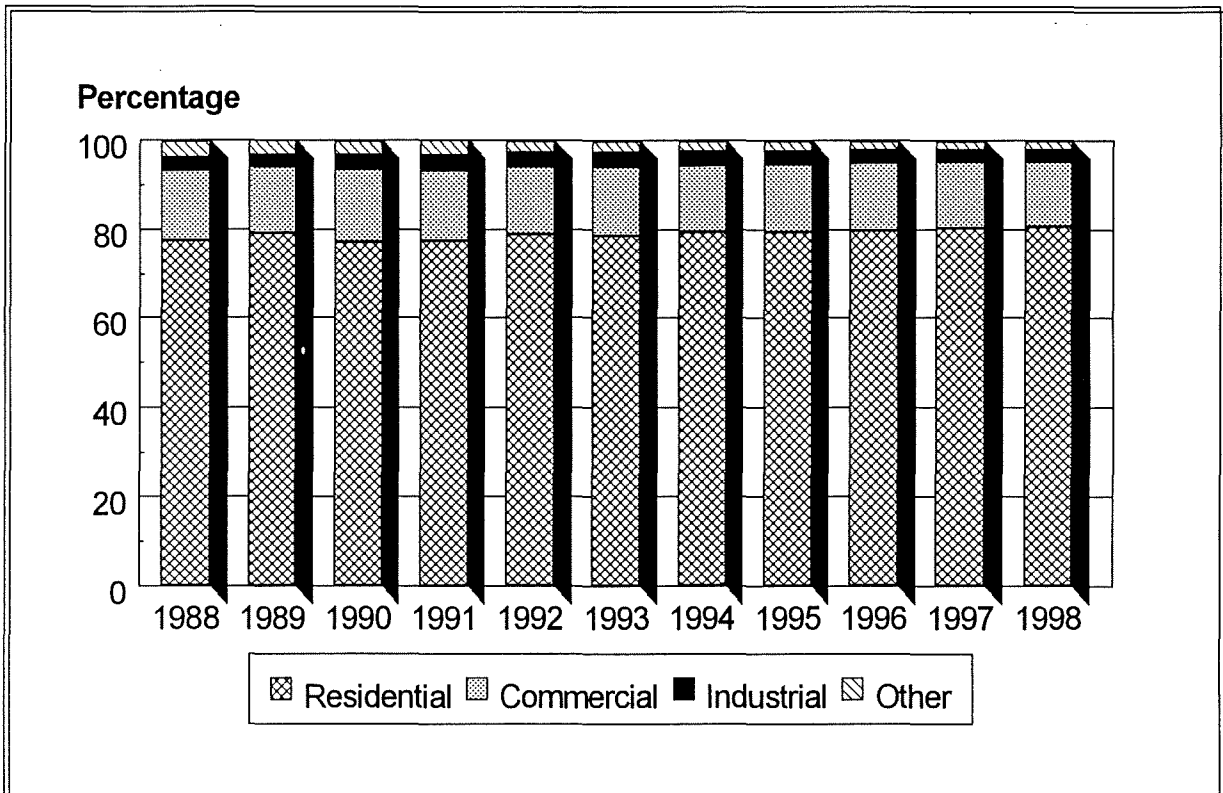
Fiscal Year Period		Countywide (In Millions)			MSTU - Unincorporated (In-Millions)			Total Increase/ Decrease
From	To	Net "New" Taxable	Existing Taxable	Total Increase	Net "New" Taxable	Existing Taxable		
1985	1986	\$443.6	\$1071.9	\$1515.5	\$286.0	\$676.5	\$962.5	
1986	1987	461.8	651.2	1113.0	305.2	397.8	703.0	
1987	1988	577.0	564.0	1141.0	377.7	178.6	556.3	
1988	1989	535.8	138.2	674.0	327.7	248.6	576.3	
1989	1990	595.7	1398.4	1994.1	379.0	794.1	1173.1	
1990	1991	439.1	1791.0	2230.1	251.2	1002.4	1253.6	
1991	1992	622.0	1026.0	1648.0	414.7	607.3	1022.0	
1992	1993	402.0	22.0	424.0	344.3	28.7	373.0	
1993	1994	434.0	104.0	538.0	332.8	121.2	454.0	
1994	1995	523.8	10.2	534.0	425.2	52.8	478.0	
1995	1996	643.9	87.1	731.0	479.6	127.4	607.0	
1996	1997	597.9	78.1	676.0	448.9	(928.9)	(480.0)	
1997	1998*	659.4	214.3	873.7	505.4	233.3	738.7	
TOTAL		\$6936.0	\$7156.4	\$14092.4	\$4877.7	\$3539.8	\$8417.5	

"New" taxable value reflects primarily new construction. Existing taxable value reflects increases in the market value of existing property.

Since FY85-86, 59.7% of the increase in taxable value has occurred in the unincorporated area, and 49.2% of the increase in countywide taxable value has resulted from new construction. The reduction in the MSTU-Unincorporated in 1996-97 is due to the removal of properties resulting from the incorporation of the Town of Fort Myers Beach.

*This increase is based upon the FY98 certified value for total assessed value of non-exempt property as of October 1, 1997.

TAXABLE VALUE BY LAND USE FY88 - FY98

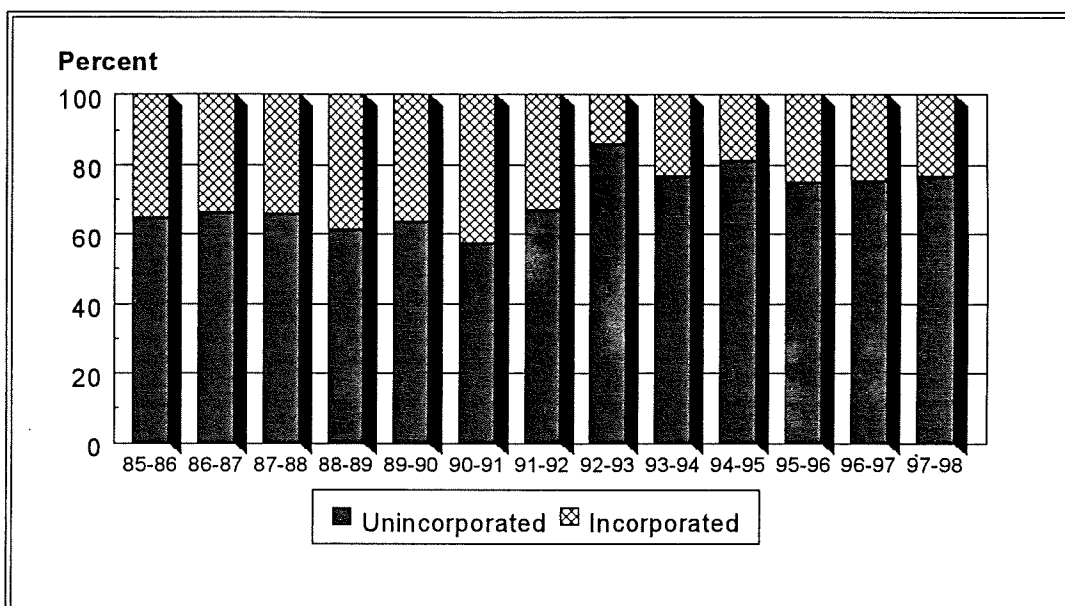


The chart displays a history of taxable value according to land use. The "Other" Category includes institutional, governmental, leasehold, agricultural, non-agricultural & miscellaneous uses.

The graph clearly displays the predominance of residential usage, followed by commercial usage. Historically, there are no major changes over the eight-year period in land use distribution. No significant redistribution is expected over the next few years.

As reflected in the above chart, owners of residential property pay the greatest portion of property taxes in Lee County. As the county continues to grow, efforts will be directed towards economic diversification. This will result in the strengthening of the local economy, and shift the tax base towards commercial and industrial property.

HISTORICAL LOCATION OF NET "NEW" TAXABLE VALUE CITIES AND UNINCORPORATED AREAS



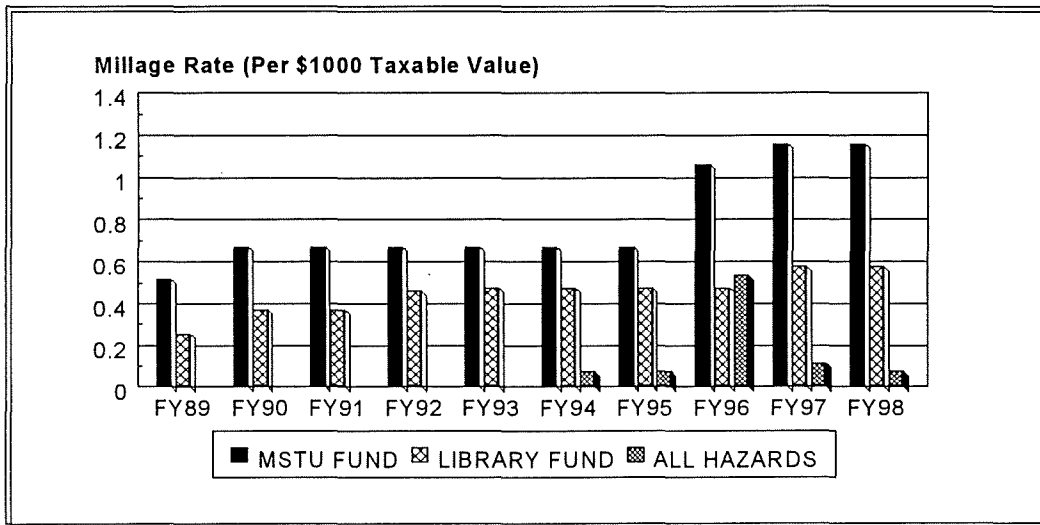
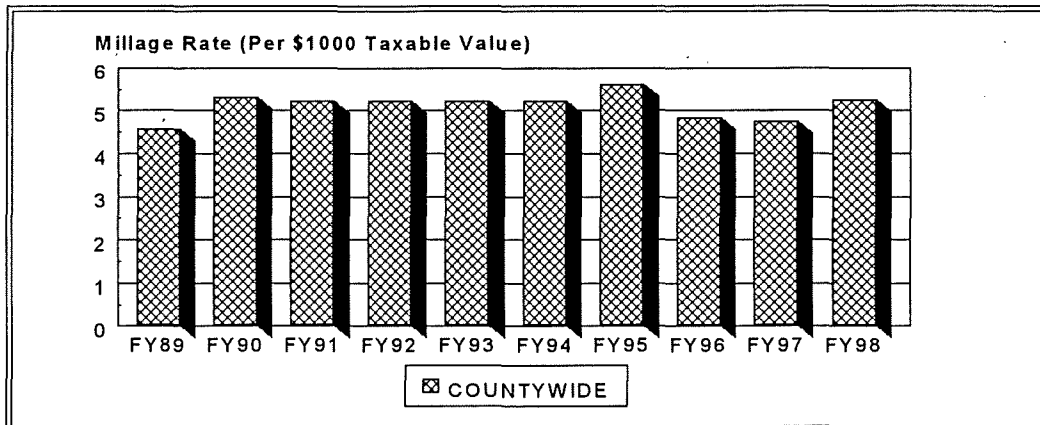
	FY86	FY87	FY88	FY89	FY90	FY91	FY92	FY93	FY94	FY95	FY96	FY97	FY98
Unincorporated County	64.5	66.1	65.5	61.2	63.6	57.2	66.7	85.7	76.7	81.2	74.7	75.1	76.7
Municipalities (Incorporated)	35.5	33.9	34.5	38.8	36.4	42.8	33.3	14.3	23.3	18.8	25.3	24.9	23.3
TOTAL	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0

The chart indicates the patterns of new growth that have occurred in Lee County since 1986. Using "new" taxable value as a guideline, there was a general consistency of new growth in unincorporated areas from 60 to 65 percent from FY86 to FY92. However, beginning in FY93, there was a dramatic increase (+20%) in unincorporated "new" growth. The FY96 to FY98 period indicated levels around 75% of the new growth from the Unincorporated County.

FISCAL 1998 BUDGET

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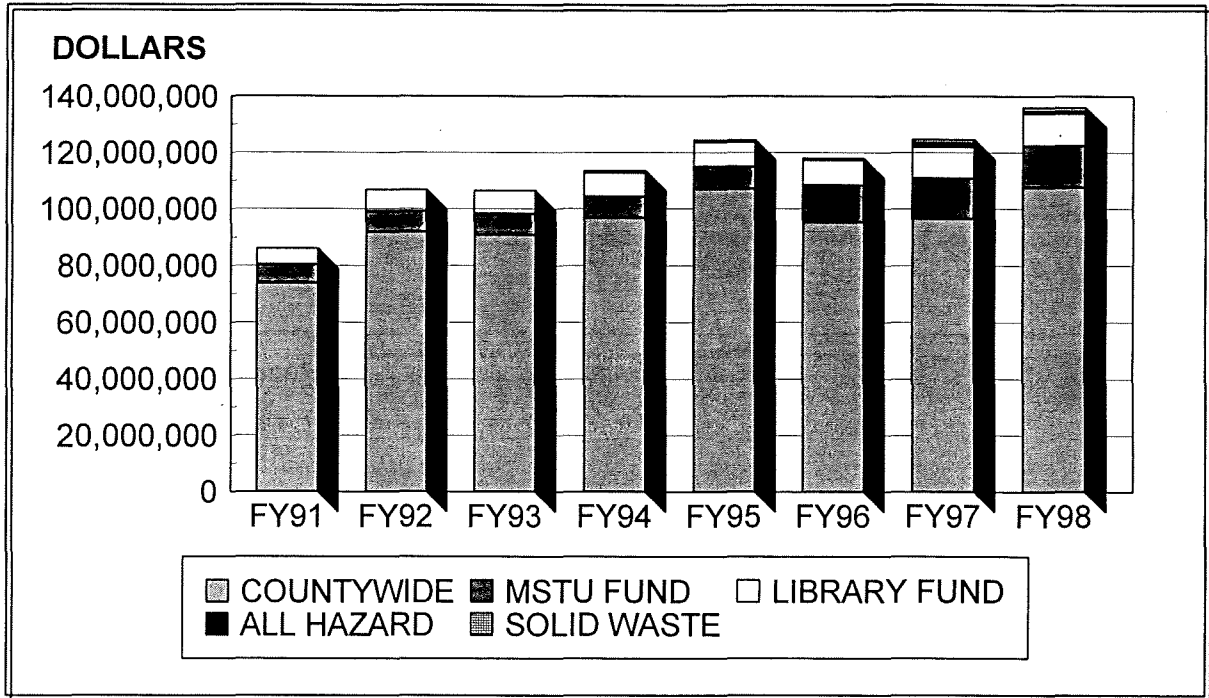
PROPERTY TAX RATES
FY89 TO FY98



	FY89 Actual	FY90 Actual	FY91 Actual	FY92 Actual	FY93 Actual	FY94 Actual	FY95 Actual	FY96 Actual	FY97 Actual	FY98 Adopted
Countywide										
General Fund	4.1410	4.8850	4.7850	4.7850	4.6850	4.6850	5.1501	4.5751	4.4751	4.4751
Capital Improvement	0.4320	0.4320	0.4320	0.4320	0.5320	0.5320	0.4720	0.2720	0.2720	0.2720
Conservation 2020	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.5000
Hospital Bonds	0.0060	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
COUNTYWIDE TOTAL	4.5790	5.3170	5.2170	5.2170	5.2170	5.2170	5.6221	4.8471	4.7471	5.2471
MSTU Fund	0.5160	0.6704	0.6704	0.6704	0.6704	0.6704	0.6704	1.0604	1.1604	1.1604
Library Fund	0.2560	0.3705	0.3705	0.4590	0.4766	0.4766	0.4766	0.4766	0.5755	0.5755
All Hazards Protection	0.0000	0.0000	0.0000	0.0000	0.0000	0.0733	0.0733	0.5333	0.1129	0.0733

**FISCAL 1998 BUDGET
FINAL**

PROPERTY TAX REVENUES FY91 TO FY98

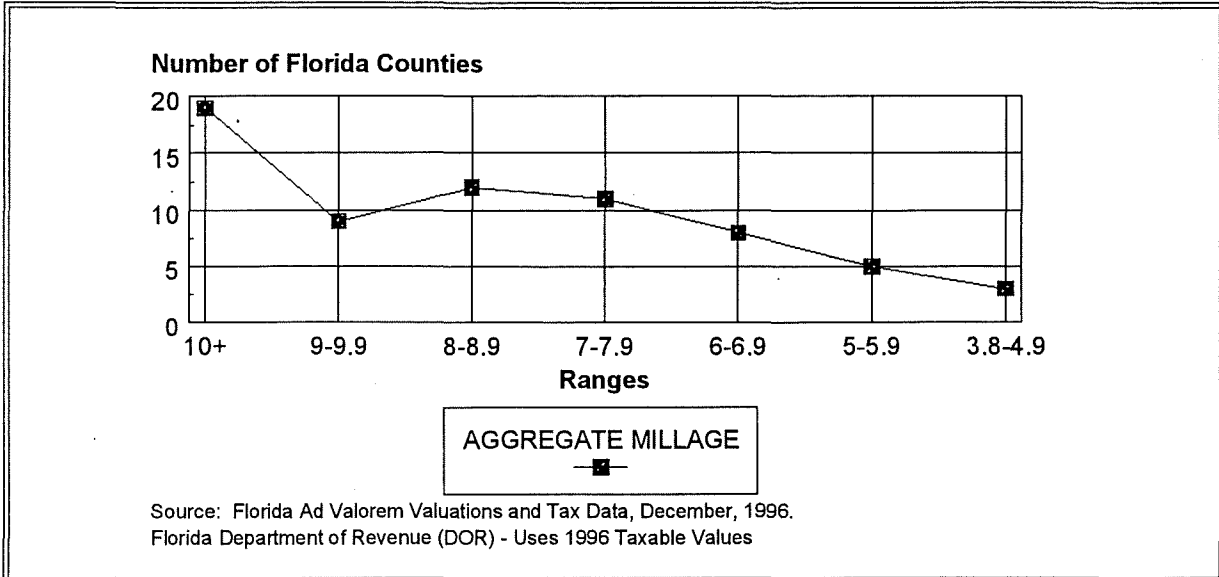


	FY91 <u>Actual</u>	FY92 <u>Actual</u>	FY93 <u>Actual</u>	FY94 <u>Actual</u>	FY95 <u>Actual</u>	FY96 <u>Actual</u>	FY97 <u>Estimated</u>	FY98 <u>Adopted</u>
COUNTYWIDE								
General Fund	\$77,266,862	\$84,231,795	\$84,748,770	\$86,812,823	\$98,012,407	\$89,899,069	\$91,000,000	\$94,357,293
Capital Impr.	6,983,552	7,604,773	9,612,918	9,857,168	8,991,001	5,358,882	5,495,000	5,686,000
Conserv. 2020	0	0	0	0	0	0	0	10,542,479
SUBTOTAL	\$73,896,141	\$91,836,568	\$90,855,500	\$96,669,991	\$107,003,408	\$95,257,951	\$96,495,000	\$110,585,772
OTHER								
MSTU Fund	\$6,616,869	\$7,332,000	\$7,434,506	\$7,676,529	\$7,979,795	\$13,137,288	\$14,421,200	\$14,804,072
Library Fund	5,642,359	7,668,868	8,176,966	8,387,620	8,649,000	8,946,607	11,129,320	11,399,269
All Hazards Prot	0	0	0	854,145	890,000	679,370	1,380,000	935,142
Solid Waste	0	0	0	0	0	0	1,382,034	1,453,122
SUBTOTAL	\$12,259,228	\$15,000,868	\$15,611,472	\$16,918,294	\$17,518,795	\$22,763,265	\$27,112,554	\$28,591,605
TOTAL ALL	\$86,155,369	\$106,837,436	\$106,466,972	\$113,588,185	\$124,522,203	\$118,021,216	\$123,607,554	\$139,177,377

For General, Capital Improvement, MSTU and Library Funds, property taxes are a major revenue source. For FY98, property taxes are 50% of the General Fund. The Library Fund relies upon 70% of its revenues from property taxes. The Capital Improvements Fund is dependent upon property taxes, grants, land sales, and fund balance. For FY98, property taxes represent 13% of total budgeted revenues for the Capital Improvements Fund. Conservation 2020 is effective beginning in FY98. Due to voter approval, environmentally sensitive land will be acquired by the county. The revenues listed under FY98 Budget represent 95% of projected collections.

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AGGREGATE MILLAGE RATES IN FLORIDA COUNTIES



This chart uses 1996 final data and describes the number of counties whose aggregate millage falls between certain selected ranges. Nineteen counties have reached or exceeded the 10 mill cap utilizing aggregate millage. Duval County/City of Jacksonville which are a consolidated City-County government have the right to exceed the 10 mill cap and is included among the 10+ group. 59.7% of all counties have an aggregate millage in excess of 8.00.

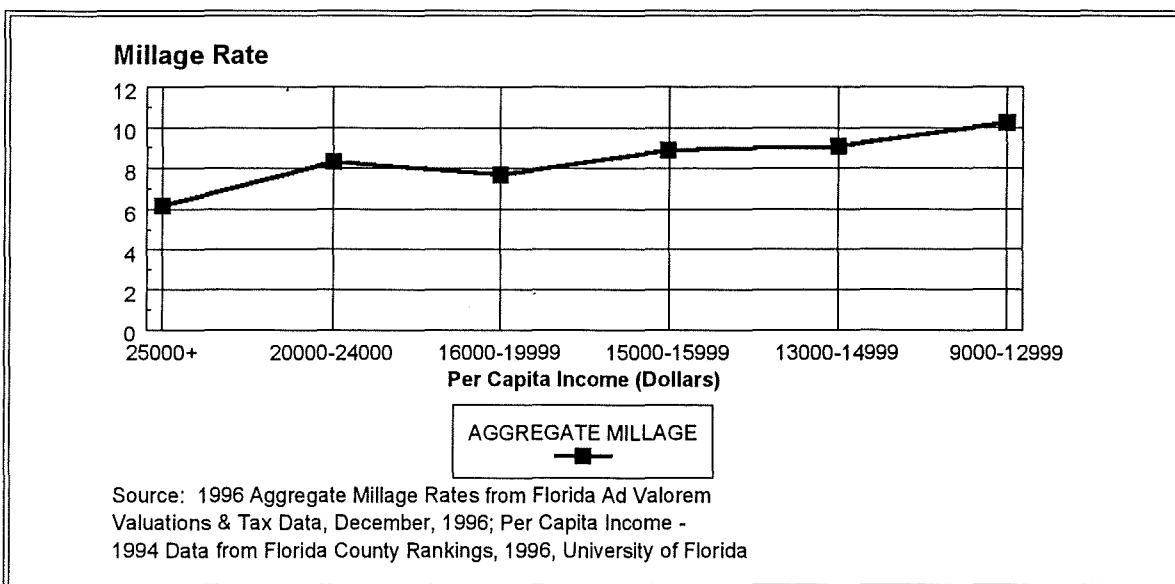
Lee County's 1996 final rate of 6.2047 was among the lower group of counties. Only 8 counties had a lower 1996 final aggregate rate. This indicates considerable latitude in the ability to raise millage rates to meet increasing expenditures.

Lee County's proposed aggregate millage rate for 1997 (FY98) is 6.6728 (+7.5% over 1996). If the Lee County proposed aggregate millage rate is compared to the 1996 final aggregate millage rates of Florida's counties, 10 counties would have a lower aggregate rate than Lee County. Those counties with their rates and April, 1996 estimated populations are as follows:

<u>County</u>	<u>April 1, 1996 Population</u>	<u>Aggregate Millage</u>
Osceola	139,724	6.6694
Seminole	329,037	6.5466
Charlotte	129,468	5.9755
Bay	142,159	5.9500
Palm Beach	981,793	5.6035
Flagler	39,052	5.2757
Lake	182,309	5.0330
Collier	193,036	4.6094
Okaloosa	165,319	4.5372
Sarasota	305,848	3.9709

An updated ranking for 1997 with final aggregate millage rates by county will be available in December, 1997.

FLORIDA COUNTIES AGGREGATE MILLAGE AND PER CAPITA INCOME



Aggregate Millage is one of the best indicators for comparing various tax burdens among governmental entities. Each year, counties are required to report their aggregate millage to the Florida Department of Revenue on Form DR-420.

Aggregate millage is the total of all non-voted ad valorem taxes proposed to be levied by the principal taxing authority (county) and all Dependent Districts divided by the Gross Taxable Value for Operating Purposes (total taxable value). This millage attempt to equalize to a "county figure" the various millage rates for the myriad of districts to which taxpayers must pay monies depending upon their location.

The State Constitution provides for a 10 mill cap for each taxing district. The chart on this page examines the level of the county's aggregate millage in relation to the 10-mill cap and the per capita income level of that county. The chart was developed by examining aggregate millage and per capita income for each of Florida's 67 counties. Ranges were developed within which aggregate millages were averaged for illustrative purposes.

The chart clearly indicates that the less affluent counties according to per capita income are closer to the 10 mill cap. The poorer counties cannot rely upon annual property tax assessment increases caused by increasing value and/or new growth to provide additional revenues to meet increasing expenditures. If a county does reach or exceed the 10 mill cap using aggregate millage (21 out of 67 have reached that limit) and assessments do not grow, it will face shortages to provide for expenditure growth and be forced to cut service levels or declare bankruptcy.

Those counties that are wealthier and/or fast growing areas have developed many dependent special districts that help to absorb increases that would have to be incurred by major taxing funds such as the General Fund. In addition, fast growing counties have been able to rely upon increasing assessed values without having to raise millages. Lee County's aggregate millage for 1996 was 6.2047. Based upon per capita income in 1994, it was 12th among the 67 counties and falls within the \$20,000-24,999 range. The lowest aggregate millage rates were in Sarasota County (3.9709 - ranked 4th in per capita income); Okaloosa County (4.5372- ranked 3rd in per capita income) and Collier County (4.6094 - ranked 21st in per capita income).



TEN-YEAR AD VALOREM MILLAGE SUMMARY

	1988-89	1989-90	1990-91	1991-92	1992-93	1993-94	1994-95	1995-96	1996-97	1997-98
<u>Taxing Authority</u>	<u>Millage</u>	<u>Millage</u>	<u>Millage</u>	<u>Millage</u>	<u>Millage</u>	<u>Millage</u>	<u>Millage</u>	<u>Millage</u>	<u>Millage</u>	<u>Adopted</u>
<u>Countywide Millages:</u>										
General	4.141	4.8850	4.7850	4.7850	4.6850	4.6850	5.1501	4.5751	4.4751	4.4751
Capital Outlay	0.432	0.4320	0.4320	0.4320	0.5320	0.5320	0.4720	0.2720	0.2720	0.2720
Conservation 2020	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.5000
Hospital Bonds (Voted)	<u>0.006</u>	<u>0.0000</u>	<u>0.0000</u>	<u>0.0000</u>	<u>0.0000</u>	<u>0.0000</u>	<u>0.0000</u>	<u>0.0000</u>	<u>0.0000</u>	<u>0.0000</u>
TOTAL COUNTYWIDE	4.579	5.3170	5.2170	5.2170	5.2170	5.2170	5.6221	4.8471	4.7471	5.2471
<u>Misc. Non-Countywide Millages:</u>										
Library	0.256	0.3705	0.3705	0.4590	0.4766	0.4766	0.4766	0.4766	0.5755	0.5755
Unincorporated Area MSTU	0.516	0.6704	0.6704	0.6704	0.6704	0.6704	0.6704	1.0604	1.1604	1.1604
All Hazards Protection	<u>0.000</u>	<u>0.0000</u>	<u>0.0000</u>	<u>0.0000</u>	<u>0.0000</u>	<u>0.0733</u>	<u>0.0733</u>	<u>0.0533</u>	<u>0.1129</u>	<u>0.0733</u>
TOTAL MISC. NON-COUNTYWIDE	0.772	1.0409	1.0409	1.1294	1.1470	1.2203	1.2203	1.5903	1.8488	1.8092
<u>Sewer & Solid Waste Districts & MSTU's:</u>										
Ft. Myers Beach MSTU	1.028	0.8750	0.8750	0.8750	0.1000	0.4856	0.0000	0.0000	0.0000	0.0000
Ft. Myers Beach (Voted)	1.028	0.8750	0.8750	0.8750	0.1000	0.4856	0.3199	0.0000	0.0000	0.0000
South Ft. Myers (Voted)	0.926	0.8700	0.8700	0.8700	1.2938	1.1115	0.5975	0.0000	0.0000	0.0000
South Ft. Myers MSTU	0.926	0.8700	0.8700	0.8700	1.4760	1.0570	0.0000	0.0000	0.0000	0.0000
Gasparilla Solid Waste MSTU	0.227	0.1760	0.1760	0.1760	0.0240	0.0503	0.0811	0.2160	0.0441	0.0057
Cape Coral Solid Waste MSTU	0.000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.4000	0.4200

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TEN-YEAR AD VALOREM MILLAGE SUMMARY

	1988-89	1989-90	1990-91	1991-92	1992-93	1993-94	1994-95	1995-96	1996-97	1997-98
<u>Taxing Authority</u>	<u>Millage</u>	<u>Millage</u>	<u>Millage</u>	<u>Millage</u>	<u>Millage</u>	<u>Millage</u>	<u>Millage</u>	<u>Millage</u>	<u>Millage</u>	<u>Adopted</u>
<u>Fire Protection Dist. MSTU's:</u>										
Alico	2.000	2.0000	2.0000	2.0000	2.0000	2.0000	2.0000	2.0000	2.0000	0.0000
Burnt Store	1.888	1.8880	6.3000	5.3280	6.3140	6.6979	6.6979	3.6350	3.3619	2.8308
Maravilla	2.900	2.8900	2.8900	3.0300	3.2300	4.0100	4.0100	5.8540	5.7281	5.3648
Useppa	2.587	1.6300	1.6300	1.7100	1.1144	2.4028	2.4790	2.4809	3.3983	3.3019
<u>Lighting & Special Improvement Districts:</u>										
Alabama Groves SLD	0.742	0.6340	0.6836	0.5502	0.6829	0.6632	0.5788	0.6373	0.5576	0.6235
Bayshore Estates SLD	0.000	0.0000	2.4473	0.7002	1.5039	1.3522	1.1875	1.4585	1.1845	1.0945
Billy Creek Commerce Center SLD	1.149	0.9181	0.5935	0.5695	0.4058	0.4244	0.3687	0.3486	0.2911	0.4065
Birkdale SLD	0.000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.1761	0.1239	0.0827
Bonita Springs SLD	0.102	0.0887	0.1106	0.0737	0.0714	0.0969	0.0843	0.0793	0.0715	0.0673
Charleston Park SLD	2.080	1.9980	1.5623	1.8983	1.9111	2.9980	3.1457	3.0751	2.6165	3.4977
Cypress Lake SLD	0.357	0.3238	0.2794	0.2670	0.3860	0.3824	0.3508	0.3879	0.3201	0.3937
Daughtrey's Creek SLD	-	0.8042	0.3015	0.4504	0.4967	0.4250	0.4210	0.4706	0.4341	0.4563
Flamingo Bay SLD	0.459	0.4008	0.4902	0.3943	0.5884	0.5831	0.3410	0.5953	0.5231	0.5770
San Carlos Island SLD	0.000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.3570	0.0684
Fort Myers Beach SLD	0.051	0.0470	0.0400	0.0413	0.0352	0.0457	0.0338	0.0424	0.0357	0.0000
Fort Myers Shores SLD	0.260	0.2305	0.2139	0.2010	0.3144	0.2663	0.2952	0.3327	0.2899	0.3091
Fort Myers Villas SLD	0.325	0.2861	0.2629	0.2541	0.2868	0.2522	0.2357	0.2698	0.2067	0.2644
Harlem Heights SLD	0.367	0.3476	0.3301	0.3840	0.4632	0.4562	0.4836	0.5848	0.5065	0.6738
Heiman/Apollo SLD	0.000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	3.6045	1.7221	1.3155
Hendry Creek SLD	0.352	0.3719	0.2501	0.2549	0.2063	0.3488	0.4455	0.3627	0.3820	0.3359
Iona Gardens SLD	1.285	0.7117	0.7413	0.5939	0.6790	0.6826	0.6159	0.7615	0.5976	0.7666
Lehigh Acres SLD	0.266	0.2914	0.2862	0.2460	0.2597	0.3277	0.3882	0.4130	0.3530	0.3768
Lochmoor Village SLD	0.372	0.7577	0.6159	0.0866	0.5010	0.4591	0.4793	0.5732	0.5242	0.5496

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TEN-YEAR AD VALOREM MILLAGE SUMMARY

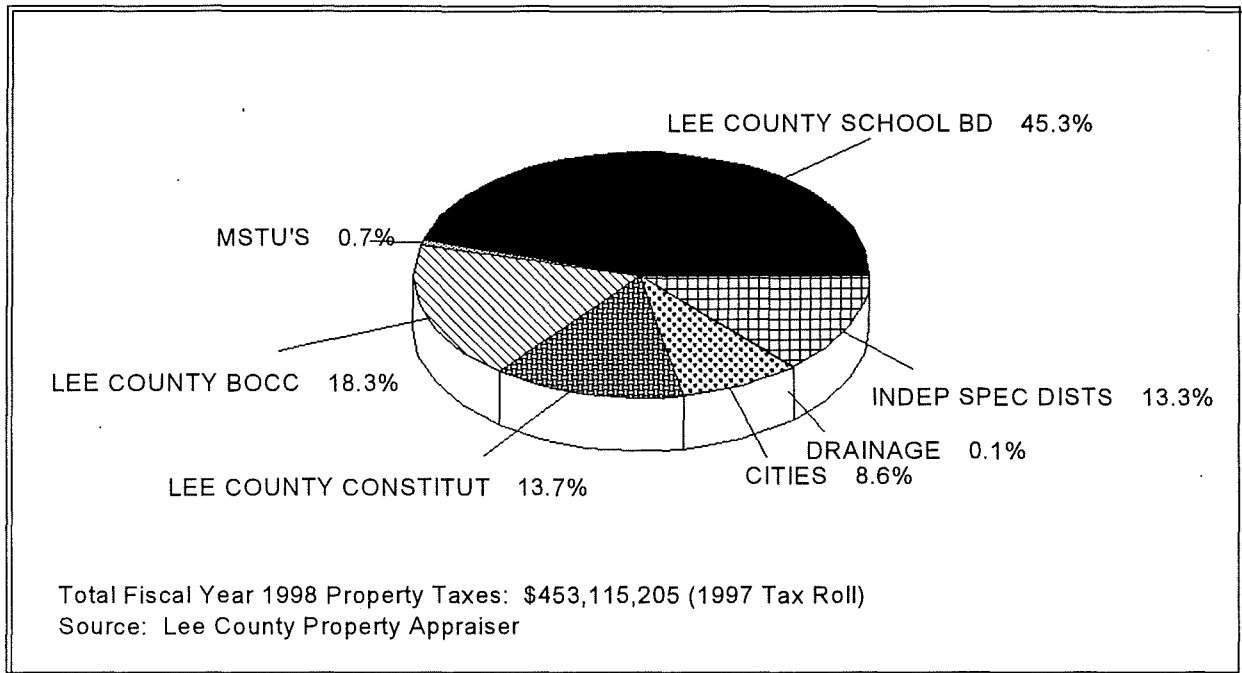
	1988-89	1989-90	1990-91	1991-92	1992-93	1993-94	1994-95	1995-96	1996-97	1997-98
<u>Taxing Authority</u>	<u>Millage</u>	<u>Millage</u>	<u>Millage</u>	<u>Millage</u>	<u>Millage</u>	<u>Millage</u>	<u>Millage</u>	<u>Millage</u>	<u>Millage</u>	<u>Adopted</u>
Metropolitan Parkway SLD	0.000	0.7215	0.2435	0.0558	0.1306	0.2671	0.2789	0.2448	0.2223	0.2612
Mobile Haven SLD	0.425	0.5640	0.4669	0.3334	0.8429	0.9182	0.9378	1.1151	0.7532	1.0294
Morse Shores SLD	0.248	0.2100	0.2170	0.4427	0.2835	0.4307	0.4359	0.4853	0.3124	0.3889
North Fort Myers SLD	0.194	0.2257	0.1557	0.2002	0.1714	0.2117	0.2076	0.2905	0.3802	0.3801
Page Park SLD	0.210	0.1845	0.1552	0.1663	0.1961	0.1646	0.1829	0.2108	0.1622	0.1712
Palmetto Point Improvement	0.084	0.7038	0.9614	0.9614	0.2392	0.1984	0.2063	0.2449	0.2161	0.4251
Palmona Park SLD	1.165	1.0892	1.1915	1.5650	1.2768	1.0563	1.1469	1.3985	1.6342	1.2504
Pine Manor SLD	0.000	0.0000	0.6023	0.3921	0.3340	0.5241	0.5445	0.5492	0.4948	1.0316
Port Edison SLD	0.396	0.4247	0.3785	0.3873	0.5422	0.4911	0.3958	0.4851	0.4745	0.5097
Riverdale Shores Improvement	0.000	0.0000	3.0000	3.0000	0.8999	0.9717	1.5144	1.2838	1.3496	2.7316
Russell Park SLD	1.117	0.3042	0.5343	0.5957	0.4876	0.5077	0.6338	0.5899	0.5214	0.6248
San Carlos Special Improvement	0.332	0.3091	0.2670	0.1964	0.3090	0.4289	0.2481	0.2838	0.2710	0.2831
Skyline SLD	0.154	0.1991	0.1490	0.1617	0.2918	0.3340	0.1725	0.1342	0.1928	0.2846
St. Jude Harbor	0.436	0.6161	0.4934	0.2624	0.3725	0.3386	0.3169	0.3561	0.3716	0.5127
Tanglewood Spec Improvemt	0.652	0.6520	0.6520	0.6520	0.6520	0.6520	0.6520	0.6520	0.6520	0.6482
Town & River Spec Improvemt	0.328	0.1302	0.5000	0.5000	0.5000	0.3000	0.3000	0.2046	0.3000	0.3108
Trailwinds SLD	0.505	0.4380	0.5361	0.6216	0.5642	0.4804	0.4569	0.5635	0.4757	0.5607
Tropic Isles SLD	0.419	0.4849	0.4321	0.3760	0.8262	0.8023	0.6037	0.7774	0.7162	0.8224
Villa Palms SLD	0.359	0.2678	0.3670	0.3371	0.4318	0.4125	0.4077	0.5071	0.4013	0.5204
Villa Pines SLD	0.400	0.3192	0.2839	0.0819	0.4160	0.2712	0.2212	0.2685	0.2372	0.2894
Waterway Estates SLD	0.216	0.3009	0.2675	0.2475	0.3326	0.2949	0.2899	0.3215	0.2884	0.3164
Waterway Shores SLD	0.466	0.4136	0.4476	0.4534	0.6826	0.6114	0.5763	0.8166	0.6090	0.7956
Whiskey Creek Spec Improvemt	0.470	0.4528	0.5000	0.5000	0.5000	0.6060	0.6051	0.6555	0.6755	0.9716
Willow Creek MSTU	0.000	0.0000	0.0000	0.8509	1.1862	0.7120	0.0000	0.0000	0.0000	0.0000

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FY98 PROPERTY TAXES DISTRIBUTION BY CATEGORY



The pie chart indicates that the School Board is the largest governmental jurisdiction to receive property taxes (45.3%). The Lee County Commission (32.0%) includes those revenues generated from General Revenue, Capital Outlay, Library Fund, and Unincorporated MSTU. Within the 32.0% allocation, the Board of County Commissioners is expected to receive 18.3% and the Constitutional Officers would take in 13.7% from property taxes. The remaining categories are listed below:

- ❖ Cities includes millage and debt service from Cape Coral, Fort Myers, Fort Myers Beach and Sanibel
- ❖ MSTU's include all Municipal Service Taxing Units including lighting, sewer, and improvement districts.
- ❖ Independent Special Districts includes all Fire Districts, Fort Myers Beach Library and Mosquito Districts, as well as the Lee County Hyacinth, Mosquito Control, West Coast Inland Waterway (WCIND), and South Florida Water Management District taxing units.
- ❖ Drainage accounts for Mullock Creek Drainage, and San Carlos Estates Drainage.

All data is based upon the 1997 Property Tax Rolls certified by the Property Appraiser on October 14, 1997.

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**COMPARATIVE SAMPLE OF TAX BILLS FOR A
\$100,000 HOME IN FORT MYERS, CAPE CORAL
AND UNINCORPORATED LEE COUNTY**

DESCRIPTION:

\$100,000 JUST VALUE OF HOME
\$ 25,000 HOMESTEAD EXEMPTION
\$ 75,000 TAXABLE VALUE LESS HOMESTEAD EXEMPTION

1997-98 ADOPTED PROPERTY TAXES (FY98)

TAXING AUTHORITY	*****TAXES*****			
	1997 ADOPTED MILLAGE	FT MYERS RATE	CAPE CORAL	UNINCORP LEE
COUNTY				
LEE COUNTY COMMISSION				
LEE COUNTY GENERAL REVENUE	4.4751	\$336	\$336	\$336
LEE COUNTY CAPITAL OUTLAY	0.7720	\$58	\$58	\$58
LEE COUNTY LIBRARY	0.5755	\$43	\$43	\$43
LEE COUNTY UNINCORPORATED MSTU	1.1604	\$0	\$0	\$87
LEE COUNTY ALL HAZARDS	0.0733	\$0	\$0	\$6
LEE COUNTY SCHOOL BOARD				
PUBLIC SCHOOL - STATE LAW	6.6090	\$496	\$496	\$496
PUBLIC SCHOOL - LOCAL BOARD	2.6360	\$198	\$198	\$198
CITIES				
CITY OF FORT MYERS	5.7360	\$430	\$0	\$0
CITY OF CAPE CORAL	5.4298	\$0	\$407	\$0
CAPE CORAL - DEBT SERVICE	0.8376	\$0	\$63	\$0
INDEPENDENT DISTRICTS				
WEST COAST INLAND WATERWAY (WCIND)	0.0300	\$2	\$2	\$2
SOUTH FLORIDA WATER MANAGEMENT DISTRICT (LEVY)	0.5970	\$45	\$45	\$45
SOUTH FLORIDA WATER MANAGEMENT DIST (EVERGLADES RESTOR)	0.1000	\$8	\$8	\$8
LEE COUNTY HYANCINTH CONTROL (HOMESTEAD EXEMPT)	0.0392	\$4	\$4	\$4
LEE COUNTY MOSQUITO CONTROL (HOMESTEAD EXEMPT)	0.3928	\$39	\$39	\$39
TOTAL		\$1659	\$1,699	\$1,322
PERCENTAGE SUMMARY				
LEE COUNTY COMMISSION		27	26	40
SCHOOL DISTRICT OF LEE COUNTY		43	41	53
CITY		27	28	0
INDEPENDENT SPECIAL DISTRICTS		3	5	7
TOTAL		100	100	100

These charts illustrate sample tax bills in Fort Myers, Cape Coral and Unincorporated Lee County for a home with \$100,000 of taxable value for tax bills BASED UPON THE ADOPTED MILLAGE RATES. The percentage distribution shows that within the cities of Fort Myers and Cape Coral, the taxes that relate to county services amount to approximately 26% of the total tax bill. The School District of Lee County is the single jurisdiction with the largest allocation - with allocations ranging from 41% in Cape Coral to 53% in Unincorporated Lee County.

In the tax bill representing Unincorporated Lee County, the allocation related to the county is 40%.

The Unincorporated MSTU is a tax that provides funds for operations that normally would be the responsibility of city governments. Included are development review, environmental sciences, zoning, codes and building services, construction licensing, building and zoning inspections, and plan review.

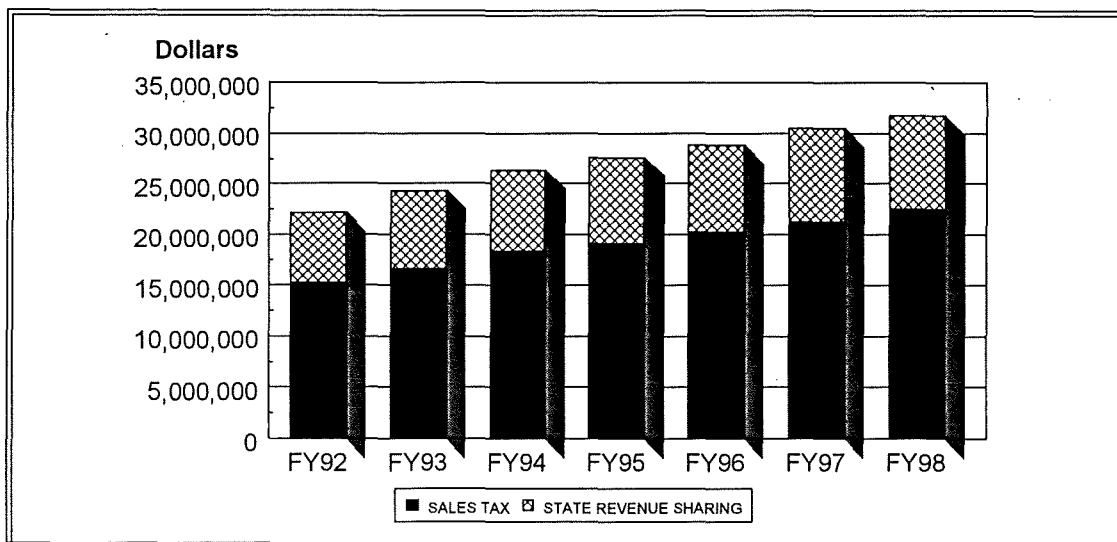
The Lee County Hyacinth Control and Mosquito Control are not subject to the homestead exemption. These districts were established by the Florida Legislature and at that time it was determined that the services that these districts provide benefit all properties without discrimination.

The bill comparisons represent "generic" tax comparisons and do not take into account individual MSTU's, geographical independent special districts, or drainage districts. MSTU's include lighting, fire and special improvement districts that can range in adopted millages from .0057 to 5.3648. The data is based upon 1997 Property Tax information certified by the Property Appraiser in October, 1997.

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STATE SHARED REVENUES FY92 - FY98



	FY92 <u>Actual</u>	FY93 <u>Actual</u>	FY94 <u>Actual</u>	FY95 <u>Actual</u>	FY96 <u>Actual</u>	FY97 <u>Estimated</u>	FY98 <u>Adopted</u>
Sales Tax	\$15,103,713	\$16,520,000	\$18,213,580	\$18,947,927	\$20,089,617	\$21,150,000	\$22,400,000
State Rev Sharing	<u>7,002,387</u>	<u>7,837,000</u>	<u>8,098,240</u>	<u>8,676,647</u>	<u>8,706,524</u>	<u>9,277,500</u>	<u>9,300,000</u>
TOTAL	\$22,105,100	\$23,611,775	\$26,311,820	\$27,624,574	\$28,796,124	\$30,427,600	\$31,700,000

State shared revenues are comprised of Sales Tax Revenue and State Revenue Sharing. Both of these revenues are used in Lee County to support day-to-day operating expenses and debt service.

Sales Tax

The apportionment factor for all eligible counties is composed of three equally weighted portions: (1) each eligible county's percentage of the total population of all eligible counties in the state; (2) each eligible county's percentage of the total population of the state residing in unincorporated areas of all eligible counties; and (3) each eligible county's percentage of total sales tax collections in all eligible counties during the preceding year.

The County receives a distribution of funds equal to six-tenths of a cent's worth of the sales tax collected in each county. An increase in the sales tax rate in FY88 resulted in one-tenth cent increase to the County. A decline seen in FY90 continued the following year in comparing FY91 to FY92 (-2.24%) but at a slightly higher rate. Those figures indicated the effect of the economic recession in the area at that time. The situation did begin to improve in FY93 as an improving economic picture resulted in a 9.4% growth over FY92. The growth trend continued as FY94 monies grew 10.2%, FY95 revenues increased 4.0%, FY96 Revenues increased 6.0% and FY97 should show a 5.3% gain over FY96.

Sales Tax revenues for FY97 are projected to show improvement, and the current estimate assumes a 5.9% increase in revenue. This figure takes into account expected growth in population, the current annual rate of inflation, and the continuation of a strong economy. Actual collections will be monitored monthly and any adjustments will be made as deemed necessary.

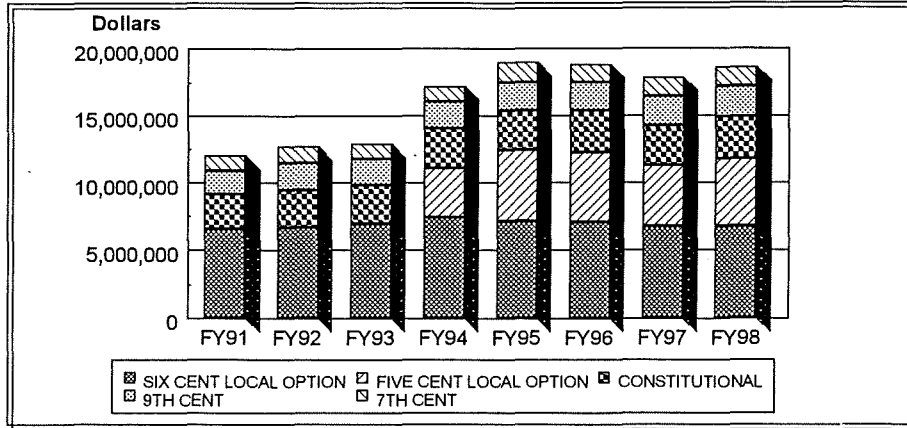
State Revenue Sharing

The State Revenue Sharing Program for counties involves the distribution of state shared cigarette tax and intangibles tax. Each county is given a set amount monthly based upon formulae distribution, and then "adjusted" each June to reflect actual state collections in the sources that affect revenue sharing. The marked improvement in FY92 over FY91 occurred because of better collections in June, 1992 by the Florida Department of Revenue. The FY93 estimate indicates growth of 11.9%. The 1992 legislature lowered the allocation to counties of intangible tax from 41.3% to 33.5%. However, the tax itself was increased from 1.5 to 2.0 mills. The millage increase pervaded over the reduction in the allocation. FY95 revenues grew 7.1% over FY94 but showed little change in FY96 compared to FY95 due to a one time accounting change in distribution. FY97's estimate is 6.6% over FY96.

Revenue Sharing for FY98 assumes a maintaining of the current "true-up" adjustments that have occurred for the past two years, along with a positive monthly July adjustment (state fiscal year) due to population growth.

**FISCAL 1998 BUDGET
FINAL**

**LEE COUNTY
GAS TAX REVENUES
FY91 - FY98**



	FY91 Actual	FY92 Actual	FY93 Actual	FY94 Actual	FY95 Actual	FY96 Actual	FY97 Estimated	FY98 Adopted
Six-Cent Local Option	\$6,602,324	\$6,683,860	\$6,957,000	\$7,389,483	\$7,140,881	\$7,035,698	\$6,740,000	\$6,753,000
Five-Cent Local Option	0	0	0	3,692,574	5,278,324	5,194,357	4,483,000	4,952,000
Constitutional	2,561,774	2,760,559	2,835,000	2,911,926	2,986,153	3,121,763	3,002,000	3,227,000
9th-Cent	1,702,648	2,030,636	1,945,000	2,070,787	2,057,524	2,083,772	2,210,000	2,224,000
7th-Cent	1,141,835	1,179,000	1,130,000	1,150,249	1,526,296	1,424,949	1,435,000	1,480,000
TOTAL	\$12,008,581	\$12,654,055	\$12,867,000	\$17,215,019	\$18,986,178	\$18,860,539	\$17,870,000	\$18,636,000

- ❖ The Constitutional Gas Tax is used for construction of roads and bridges.
- ❖ The 7th-Cent Gas Tax is received by the County and used to fund operations of the Department of Transportation. The 9th-Cent Gas Tax is received by the county and is the sole revenue source pledged to the Road Improvement Refunding Revenue bonds, Series 1993, and partially funds operations for the Department of Transportation.
- ❖ The Six-Cent Local Option Gas Tax is currently being collected and shared locally between municipalities based upon an interlocal agreement. Of the County Share, 2-cents supports the Local Option Gas Tax Revenue Bonds, Series 1993. A portion of this tax supports transit. Beginning in FY97, the Town of Fort Myers Beach received a portion of Lee County's allocation.
- ❖ The Five-Cent Local Option Gas Tax collection began in January, 1994, and is currently being collected and shared locally between the County and municipalities based upon an interlocal agreement. Lee County's portion is apportioned on a 50/50 basis between capital projects county-wide and retirement of debt service on the Five Cent Local Option Gas Tax Revenue Bonds, Series 1995 used to fund the Mid-Point Bridge corridor. In addition, 10% of the County's allocation is dedicated to transit, but is actually collected from the Six-Cent Local Option Gas Tax because the Five-Cent Local Option Gas Tax can only be used for capital improvements related to the County's Comprehensive Plan. Beginning in FY97, the Town of Fort Myers Beach will receive a portion of Lee County's allocation.

ALL GAS TAXES ARE COLLECTED FOR COUNTIES BY THE DEPT OF REVENUE, WHICH DISTRIBUTES THE FUND MONTHLY IN ACCORDANCE WITH THE FOLLOWING FORMULAE CALCULATED ANNUALLY (PARENTHESES = NO. OF PENNIES).

<u>Constitutional</u> (2)	State	6%	<u>9th-Cent</u> (1)	Lee County	100%	
	Lee County	94%				
		100%				
7th-Cent (1)	State (Collection Fees, Refunds, Administrative Costs, 7% Service Charge)	30%	<u>Local Option</u> (11) (5-Cent & 6-Cent Note: From 1984 to 1989, only 4 Cents Was Allocated)	(After State Deductions for Dealer Costs)	Cape Coral Sanibel Fort Myers Fort Myers Beach Lee County	
	Lee County	70%				23.3%
		100%				5.0%
						14.0%
						2.8%
			54.9%			
			100.0%			

The overall reduction in actual and estimated collections from FY95 through FY97 is due to a redistribution of Local Option Gas Taxes from Lee County to Cape Coral and the Town of Fort Myers Beach. The FY98 increase in overall gas taxes compared to FY97 is due to growth combined with no change in distribution for the forthcoming year.

FISCAL 1998 BUDGET
FINAL

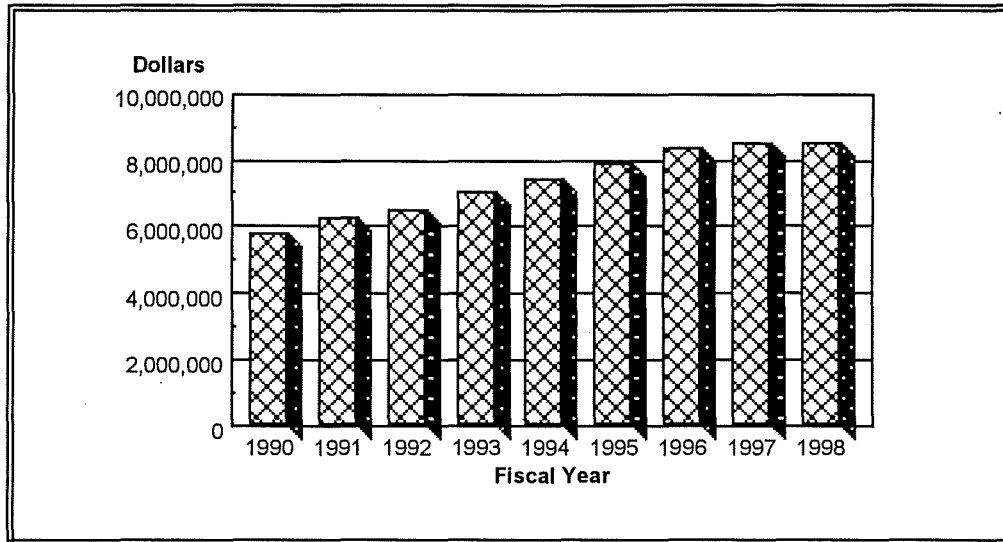
SUMMARY OF GAS TAXES LEVIED AT ALL GOVERNMENTAL LEVELS

GOVERNMENTAL LEVEL	AMOUNT	AUTHORIZATION
<u>Federal</u>	18.4 Cents	Current Rate (10/1/97) For Gasoline (includes 4.3 cents for deficit reduction effective 10/1/93; and 0.1 cents for leaking underground storage effective 10/1/97)
<u>State</u> Department of Transportation	8.8 Cents	Chapter 212 Part II F.S.
State Comprehensive Enhanced Transportation System (SCETS)	4.8 Cents	+0.2 cents increase effective 1/1/97
 <u>State Shared With Local Jurisdictions</u>		
County Only (4 Cents)	County (7th Cent) 1.0 Cents Voted (9th Cent) 1.0 Cents Constitutional (5th and 6th Cents) 2.0 Cents	Chapter 206.60 F.S. Chapter 336.021 F.S. Chapter 206.41 and 206.47 F.S.
City Only (1 Cent)	City (8th Cent) 1.0 Cents	Chapter 206.605 F.S.
County and City Shared (11 Cents)	Local Option (10 - 16 Cents) 6.0 Cents Local Option (17 - 21 Cents) 5.0 Cents	Chapter 336.025 F.S. Chapter 336.025 (1)(b) F.S.
TOTAL		48.0 Cents

This chart indicates that 48.0 cents per gallon of gasoline are levied for taxes at various governmental levels. The County Solely receives or shares in 15 cents per gallon of gasoline.

FISCAL 1998 BUDGET
FINAL

TOURIST TAXES FY90 - FY98



FY90 Actual	FY91 Actual	FY92 Actual	FY93 Actual	FY94 Actual	FY95 Actual	FY96 Actual	FY97 Estimated	FY98 Adopted
\$5,805,178	\$6,300,205	\$6,499,724	\$7,010,928	\$7,448,000	\$7,914,000	\$8,375,000	\$8,500,000	\$8,500,000

Tourist Development Tax revenue is derived from a 3% tax on hotel and motel accommodations. Until 1988, these taxes were collected by the State and then distributed to Lee County. A County Ordinance mandates the distribution of these funds in the following manner: 33.0% for beach related improvements, 13.4% for capital improvement projects such as stadiums and convention facilities, and 53.6% for advertising and promotional contracts.

The figures listed above are gross receipts. Through FY96, the Tax Collector and Clerk of Circuit Court each charged a 1.5% fee (Total of 3%) for processing the funds. Beginning in FY97, the Clerk of Circuit Court became responsible for both collection and processing and receives the entire 3% Administrative Fee. The auditing function has continued to be performed by the Clerk of Circuit Court and 3%. The 3% fees are not deducted from the figures listed in the graph and table.

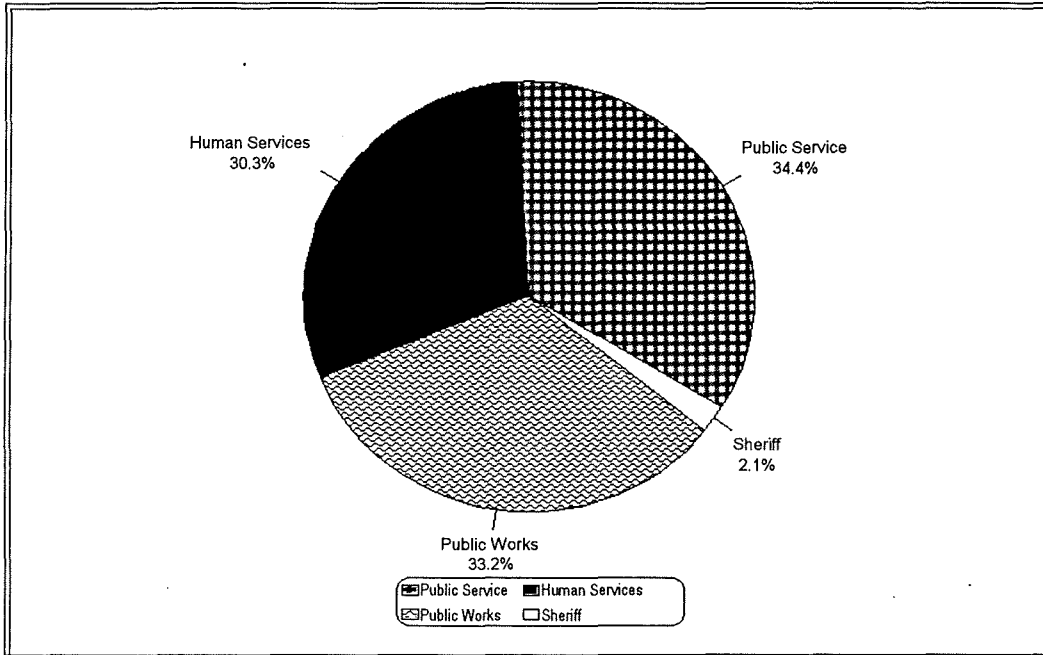
Three factors account for growth in Tourist Tax collections since FY85-86. First, the number of tourists visiting Lee County has grown during this period. Indicators such as hotel occupancy, airport traffic, and Sanibel Causeway traffic validate increased Tourist Tax collections. Second, as of May 1, 1988, the Lee County Tax Collector became responsible for collection, and the Clerk of Circuit Court's Internal Audit Department responsible for audit and enforcement. Since the tax has been collected locally, increased revenues have been realized. The third reason for the growth in revenues is the tax increase from 2% to 3% on March 1, 1988.

The FY91 Revenues increased 6.8% over FY90. The following year, there was a 3.2% increase in FY92 monies over FY91. These increases occurred during a slow economic period. This may reflect the fact that many of the tourists who come here to spend an extended period are higher income persons who have the funds to visit Lee County in spite of the overall economic situation. The FY93 income from tourist taxes rose 7.9% compared to FY92. This growth was related to an improving economic picture as well as VCB promotion of the area. Emphasis was placed upon boosting summer tourist activity. Analysis of the patterns of growth over the past several years reveals that much of the growth has occurred during the October-December and May-June period (the "shoulder" season) and summer months, as opposed to the traditional winter period. The considerable boost in revenues for FY93 compared to FY92 was due in part to brighter economic conditions.

FY94 and FY95 revenues increased by 6.2%. FY96 revenues were 5.8% higher than FY95. Monies for FY97 are estimated to continue to grow 1.5%. The FY98 budget anticipates little change over FY97.



GRANTS ADMINISTERED THROUGH COUNTY DEPARTMENTS



Total: \$60,971,156

Lee County received grant funding from State and Federal agencies. These grant funds enable Lee County to provide services to the community in areas such as emergency medical assistance, energy assistance to the elderly, transportation, environmental education and recreational opportunities.

The departments of Lee County government shown in the graph above administered 88 active grants in FY96 totaling \$60,971,156. Fifty-seven grants totaling \$42,288,387 came from 10 Federal agencies and thirty-one grants totaling \$18,682,769 came from eight State agencies. The charts shown on the opposite page identify the percentages of grant funding originating from each of these Federal and State agencies.

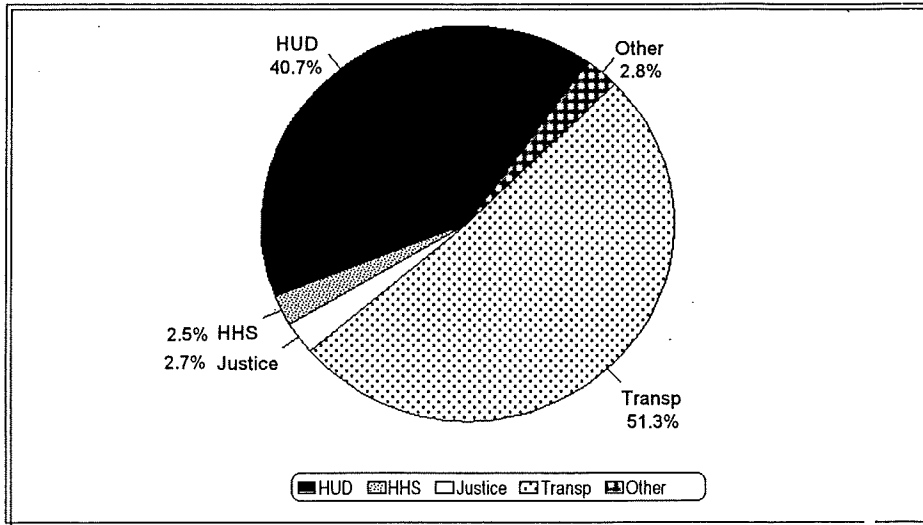
The chart above identifies the percentage of grants received by the Departments of Lee County and the Sheriff's department.

The Lee County Port Authority also administered 16 Federal and State grants not shown on these charts which totaled approximately \$71.5 million.

FISCAL 1998 BUDGET
FINAL

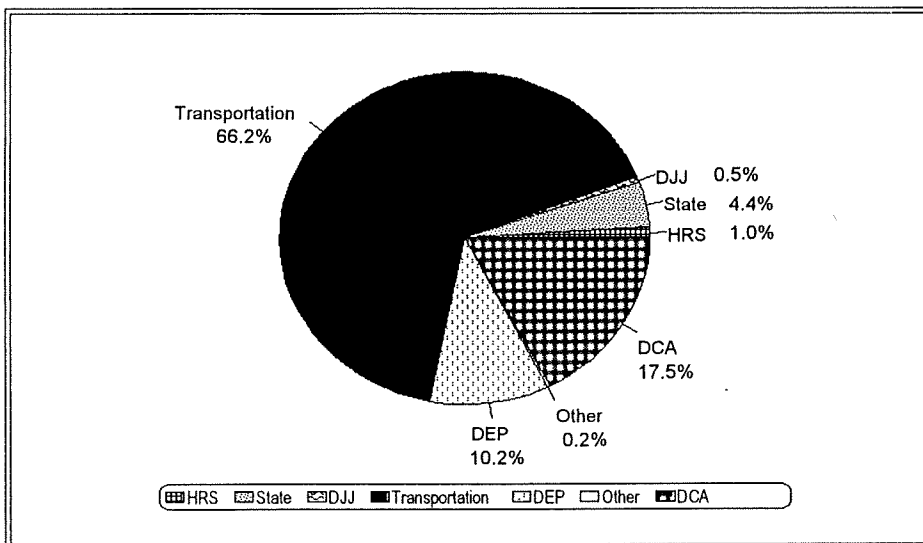
ACTIVE FEDERAL GRANTS IN
FISCAL YEAR 1996 FOR LEE COUNTY

Total: \$42,288,387



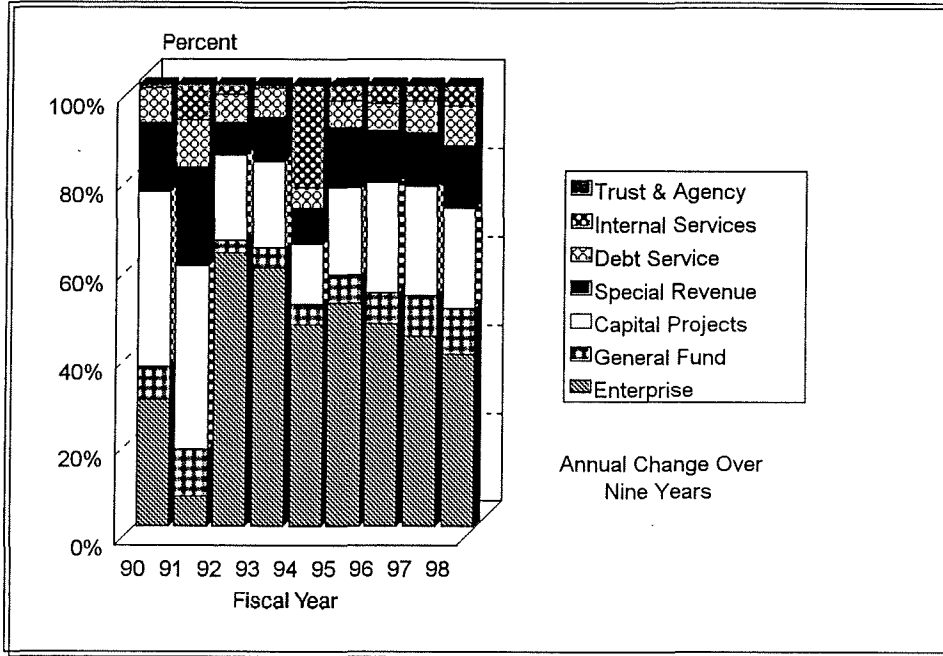
ACTIVE STATE GRANTS IN
FISCAL YEAR 1996 FOR LEE COUNTY

Total: \$18,682,769



**FISCAL 1998 BUDGET
FINAL**

FUND BALANCE BY FUND GROUP

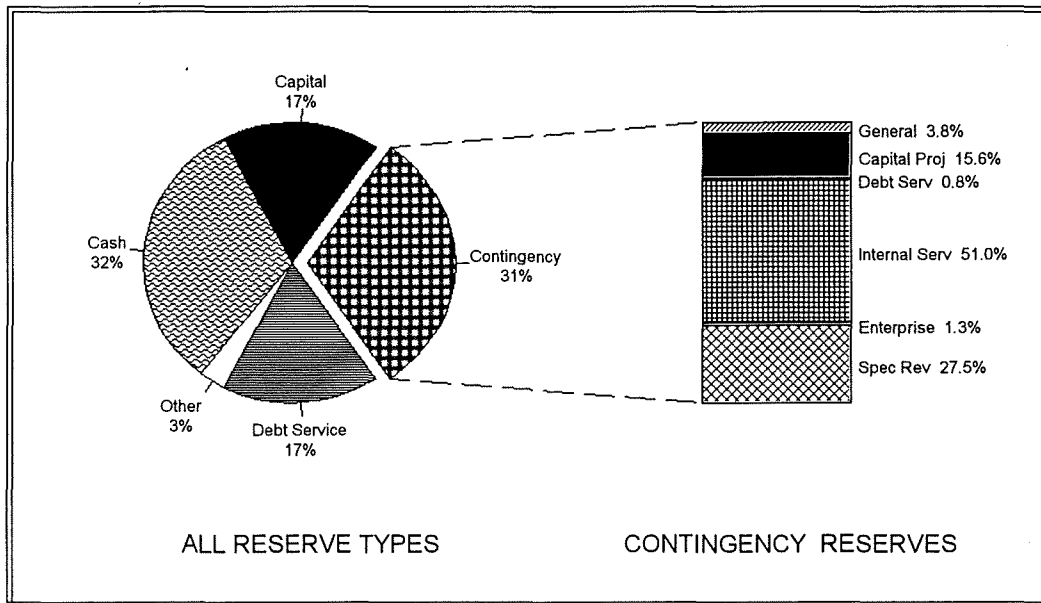


<u>FUND CATEGORY</u>	<u>FY95 Actual</u>	<u>FY96 Actual</u>	<u>FY97 Actual</u>	<u>FY98 Beginning</u>
Enterprise				
Water/Sewer	\$ 54,598,343	\$ 63,704,065	\$ 72,527,556	\$ 73,837,668
Bridges	116,995,117	101,964,402	66,400,468	13,420,802
Solid Waste	75,509,642	75,677,697	70,387,599	66,642,903
Transit	1,452,725	1,471,201	1,670,027	1,883,348
Shady Rest Care Pavilion	<u>10,370</u>	<u>1,577,380</u>	<u>2,091,796</u>	<u>1,772,439</u>
Subtotal: Enterprise Fund Balance	\$248,683,407	\$244,054,859	\$213,077,446	\$157,557,160
General Fund	\$ 30,892,269	\$ 36,993,378	\$ 45,499,100	\$ 41,094,910
Capital Projects	96,052,761	132,323,734	121,761,242	90,689,462
Special Revenue	65,591,471	63,016,739	60,562,735	56,346,446
Debt Service	29,681,955	32,057,453	34,281,947	35,972,940
Internal Services	21,318,592	16,867,101	18,456,529	19,183,478
Trust and Agency	<u>540,602</u>	<u>615,317</u>	<u>332,966</u>	<u>378,978</u>
TOTAL	\$489,014,238	\$530,380,072	\$493,971,966	\$401,223,374

Fund Balance represents unexpended funds carried forward from the prior fiscal year. Each year, the Beginning Fund Balance is adjusted to reflect actual Fund Balance after the prior fiscal year is closed out and audited. The total beginning fund balance for FY98 represents a decrease of 19% from the actual FY97 fund balance. This is due to bond funds for the Mid Point Bridge project continuing to be spent down. Debt Service is due to funds required for October debt payments, as well as debt reserve requirements. Fund Balance for Trust and Agency represents less than one hundredth of a percent, and is not illustrated in the graph.

**FISCAL 1998 BUDGET
FINAL**

RESERVES BY TYPE ALL FUNDS



Capital Projects		\$51,452,688
Contingency:		
Capital Projects	14,456,351	
Debt Service	685,777	
General	3,541,452	
Internal Services	47,149,173	
Special Revenues	25,401,385	
Enterprise	1,218,785	
Trust and Agency	<u>336,898</u>	
		92,789,821
Debt Services		48,873,419
Cash		93,014,327
Other		9,000,000
	TOTAL	\$295,130,255

Reserves for capital projects represent funds which will be received but not spent all at one time, as is the case when bond proceeds are used to fund capital projects which take more than one year to complete. Although the bond revenues are received at one time, it takes several years to spend the funds. The remaining funds are put into reserves.

Cash Reserves include Reserves for Cash Balance and Reserves for Fund Balance. Reserves for Cash Balance are budgeted to provide cash for the beginning of the fiscal year until anticipated revenues are received. Cash reserves are very important in funds where property tax revenues, which are not received until later in the fiscal year, are a primary revenue source. Reserves for Fund Balance are budgeted to ensure certain funds maintain minimum fund balance levels in accordance with Florida Statutes.

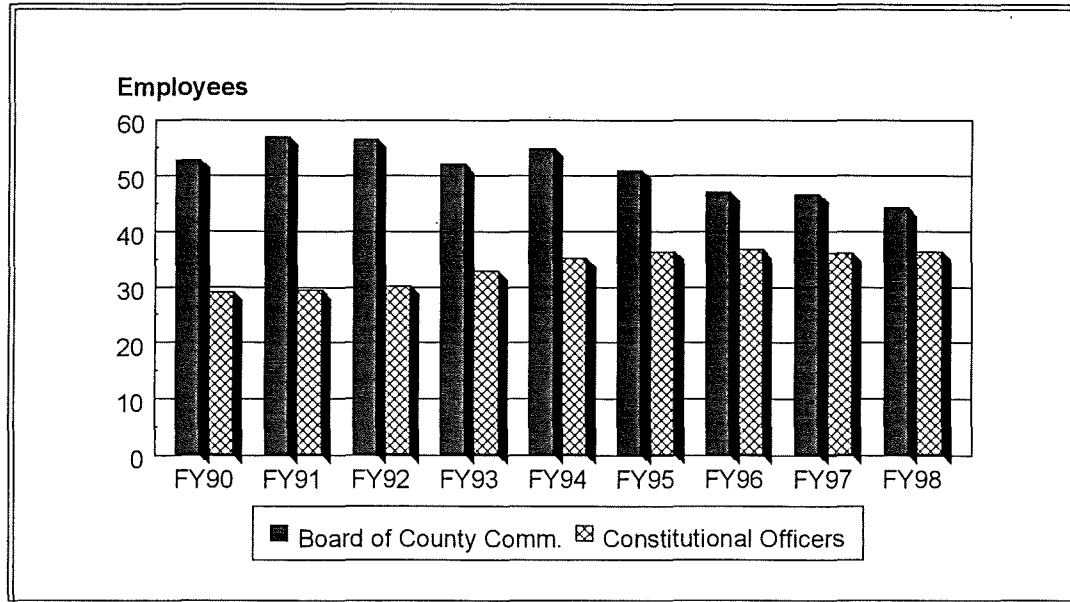
Debt Service Reserves are a requirement of bond issues.

Contingency Reserves as required by state statute cannot exceed 10% of the budget in any fund, and are reserved for unanticipated expenditures which may occur during the year.

Other Reserves represent funds set aside for uses such as renewal and replacement, self-insured claims, and recession and economic incentives. Constitutional Reserves are not reflected in the totals.

FISCAL 1998 BUDGET
FINAL

LEE COUNTY EMPLOYEES PER 10,000 RESIDENTS FY90 - FY98



A key factor in the cost of government, and in the County government's ability to provide a continued high level of service to a rapidly growing community, is the number of employees.

To account for population growth over time, employees are presented per 10,000 residents. There is a net decrease of 46 employees reporting to the Lee County Board of County Commissioners from FY97 to FY98. Significant decreases are due to the reorganization of Public Works and Community Development.

	<u>FY90</u>	<u>FY91</u>	<u>FY92</u>	<u>FY93</u>	<u>FY94</u>	<u>FY95</u>	<u>FY96</u>	<u>FY97</u>	<u>FY98</u>
Board of County Commissioners	52.9	57.0	56.6	52.1	54.9	51.1	47.0	46.7	44.3
Constitutional Officers	29.0	29.4	30.2	32.8	35.1	36.3	36.7	36.1	36.3
TOTAL	81.9	86.4	86.8	84.9	90.0	87.4	83.7	82.8	80.6

POSITION SUMMARY BY DEPARTMENT

	FY90-91 Actual	FY91-92 Actual	FY92-93 Actual	FY93-94 Actual	FY94-95 Actual	FY95-96 Actual	FY96-97 Budget	Deleted Positions	New Positions	Transferred Positions	FY97-98 Adopted
County Commissioners											
TOTAL	11	10	11	11	11	11	11	0	0	0	11
County Administration	10	14	17	17	16	15	37	1	0	(1)	35
Budget Services	0	0	0	29	25	25	0	0	0	0	0
TOTAL	10	14	17	46	41	40	37	1	0	(1)	35
County Attorney											
TOTAL	39	39	33	34	32	31	31	0	0	0	31
Office of Management & Budget			M								
Administration	10	8	O	0	0	0	0	0	0	0	0
Budget Services	10	10	V	0	0	0	0	0	0	0	0
Risk Management	9	9	E	0	0	0	0	0	0	0	0
TOTAL	29	27	D	0	0	0	0	0	0	0	0
Human Resources			M								
Administration	6	6	O	0	0	0	0	0	0	0	0
Personnel	14	14	V	0	0	0	0	0	0	0	0
TOTAL	20	20	E	0	0	0	0	0	0	0	0
			D								
Office of Equal Opportunity											
TOTAL	8	9	MOVED	0	0	0	0	0	0	0	0
Community Development											
Administration	3	7	M	0	0	0	0	0	0	0	0
Economic Development	0	3	O	0	0	0	0	0	0	0	0
Development Review	20	20	V	0	0	0	0	0	0	0	0
Environmental Sciences	16	15	E	0	0	0	0	0	0	0	0
Zoning	31	31	D	0	0	0	0	0	0	0	0
Codes and Building Svcs	97	97		0	0	0	0	0	0	0	0
TOTAL	167	173		0	0	0	0	0	0	0	0
Growth Management											
Administration	4	4		0	0	0	0	0	0	0	0
Planning	19	16	M	0	0	0	0	0	0	0	0
CRA	5	5	O	0	0	0	0	0	0	0	0
Water Resources	35	36	V	0	0	0	0	0	0	0	0
Concurrency	10	0	E	0	0	0	0	0	0	0	0
Comm Improvement	12	13	D	0	0	0	0	0	0	0	0
TOTAL	85	74		0	0	0	0	0	0	0	0

CONTINUED...

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LEE COUNTY

FISCAL 1998 BUDGET
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POSITION SUMMARY BY DEPARTMENT

	FY90-91 Actual	FY91-92 Actual	FY92-93 Actual	FY93-94 Actual	FY94-95 Actual	FY95-96 Budget	FY96-97 Budget	Deleted Positions	New Positions	Transferred Positions	FY97-98 Adopted
Lee County Utilities											
Director's Office	13	14	12	11	15	9	M	0	0	0	0
Utilities Operations	99	105	95	98	76	5	O	0	0	0	0
Utilities Engineering	14	15	14	15	17	15	V	0	0	0	0
Utilities Customer Service	27	27	27	28	24	3	E	0	0	0	0
TOTAL	153	161	148	152	132	32	D	0	0	0	0
Hearing Examiner											
TOTAL	6	6	6	6	5	5		0	0	0	5
Public Works											
Administration	0	0	7	6	8	9	5	1	0	(4)	0
Natural Resources Mgt	0	0	0	0	43	43	MOVED	0	0	0	0
County Lands	0	0	0	0	12	12	12	0	0	(12)	0
TOTAL	0	0	7	6	63	64	17	1	0	(16)	0
Transportation											
Administrative Office	16	16	11	13	36	35	36	3	0	(3)	30
Transportation Ops	176	164	140	163	132	129	129	4	0	0	125
Traffic	46	47	43	46	51	51	55	0	0	0	55
Toll Facilities	136	134	73	72	73	73	114	0	1	0	115
Engineering Services	32	31	19	21	55	54	51	13	0	(1)	37
Planning	21	21	14	18	11	0	0	0	0	0	0
Capital Projects	22	17	25	22	0	0	0	0	0	0	0
TOTAL	449	430	325	355	358	342	385	20	1	(4)	362
Public Safety											
Director's Office	3	3	M	0	0	0	0	0	0	0	0
Communications Eng	31	32	O	0	0	0	0	0	0	0	0
Emergency Management	8	8	V	0	0	0	0	0	0	0	0
EMS	157	148	E	0	0	0	0	0	0	0	0
TOTAL	199	191	D	0	0	0	0	0	0	0	0
Human Services											
Administration	4	4	6	6	6	6	0	0	0	0	0
Community/Social Services	10	10	15	15	16	15	35	0	0	0	35
Children's Home	24	34	28	0	0	0	0	0	0	0	0
Shady Rest	87	89	92	143	164	170	170	0	8	(1)	177
Comm Improvement	8	8	21	19	14	14	0	0	0	0	0
TOTAL	133	145	162	183	200	205	205	0	8	(1)	212

CONTINUED...

POSITION SUMMARY BY DEPARTMENT

	FY90-91 Actual	FY91-92 Actual	FY92-93 Actual	FY93-94 Actual	FY94-95 Actual	FY95-96 Budget	FY96-97 Budget	Deleted Positions	New Positions	Transferred Positions	FY97-98 Adopted
Community Services											
Director's Office	10	10		0	0	0	0	0	0	0	0
Library	157	155		0	0	0	0	0	0	0	0
Recreation	123	141	M	0	0	0	0	0	0	0	0
Lee Civic Center	20	14	O	0	0	0	0	0	0	0	0
Capital Planning/Constr	17	17	V	0	0	0	0	0	0	0	0
Extension Services	17	15	E	0	0	0	0	0	0	0	0
Parks	122	119	D	0	0	0	0	0	0	0	0
Marine Sciences	7	6		0	0	0	0	0	0	0	0
Land Management	8	0		0	0	0	0	0	0	0	0
TOTAL	481	477		0	0	0	0	0	0	0	0
Office of General Services											
Director's Office	2	2		0	0	0	0	0	0	0	0
Facilities Management	125	127		0	0	0	0	0	0	0	0
MIS	55	57	M	0	0	0	0	0	0	0	0
County Lands	16	16	O	0	0	0	0	0	0	0	0
Info Resource Services	18	18	V	0	0	0	0	0	0	0	0
Lee Cares	9	10	E	0	0	0	0	0	0	0	0
Purchasing	20	21	D	0	0	0	0	0	0	0	0
TOTAL	245	251		0	0	0	0	0	0	0	0
Administrative Services											
Director of Admin Svcs	0	0	4	4	3	0	0	0	0	0	0
Budget Services	0	0	28	MOVED	0	0	0	0	0	0	0
Purchasing	0	0	18	18	16	MOVED	0	0	0	0	0
MIS	0	0	49	43	36	MOVED	0	0	0	0	0
Public Resources	0	0	20	20	17	MOVED	0	0	0	0	0
Equal Opportunity	0	0	9	9	8	MOVED	0	0	0	0	0
Human Resources	0	0	16	12	13	MOVED	0	0	0	0	0
MST/BU Services	0	0	0	2	MOVED	0	0	0	0	0	0
TOTAL	0	0	144	108	93	0	0	0	0	0	0
Community Development											
Director of Comm Dvpt	0	0	8	6	6	6	6	1	0	(5)	0
Development Services	0	0	52	52	43	42	133	13	0	(12)	108
Codes & Buildings	0	0	97	99	96	91	0	0	0	0	0
Natural Resources	0	0	53	55	MOVED	0	0	0	0	0	0
Environmental Sciences	0	0	0	0	11	9	0	0	0	0	0
Planning	0	0	16	16	18	16	24	3	0	(1)	20
TOTAL	0	0	226	228	174	164	163	17	0	(18)	128

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LEE COUNTY

FISCAL 1998 BUDGET
FINAL

POSITION SUMMARY BY DEPARTMENT

	FY90-91 Actual	FY91-92 Actual	FY92-93 Actual	FY93-94 Actual	FY94-95 Actual	FY95-96 Budget	FY96-97 Budget	Deleted Positions	New Positions	Transferred Positions	FY97-98 Adopted
Internal Services											
TOTAL	0	0	0	0	0	0	0	0	0	60	60
Visitor & Convention Bureau											
TOTAL	13	13	14	14	16	16	18	0	0	0	18
Construction Services						M					
Administration	0	0	17	21	O	0	0	0	0	0	0
Planning & Construction	0	0	21	26	V	0	0	0	0	0	0
Facilities Management	0	0	95	94	E	0	0	0	0	0	0
TOTAL	0	0	133	141	D	0	0	0	0	0	0
Planning & Construction											
Construction and Design	0	0	0	0	19	18	18	3	0	(5)	10
Facilities Management	0	0	0	0	73	70	70	0	0	(1)	69
TOTAL	0	0	0	0	92	88	88	3	0	(6)	79
Solid Waste											
TOTAL	11	14	14	17	19	20	0	0	0	0	0
Environmental Services											
Solid Waste	0	0	0	0	0	0	19	1	0	(2)	16
Utilities	0	0	0	0	0	0	30	4	0	(11)	15
Natural Resources	0	0	0	0	0	0	41	6	1	(2)	34
TOTAL	0	0	0	0	0	0	90	11	1	(15)	65
Independent Divisions											
Public Safety	0	0	158	157	157	158	210	0	0	1	211
Library	0	0	157	171	194	192	190	3	0	0	187
Parks & Recreation	0	0	230	255	248	198	189	0	0	0	189
Transit	0	0	64	72	72	71	86	0	12	0	98
ITG	0	0	0	43	43	45	44	4	0	0	40
Economic Development	0	4	4	4	8	9	12	0	0	0	12
Purchasing	0	0	0	0	0	14	12	1	0	0	11
MIS	0	0	0	0	0	32	MOVED	0	0	0	0
Public Resources	0	0	0	0	0	16	21	3	0	0	18
Equal Opportunity	0	0	0	0	0	8	MOVED	0	0	0	0
Human Resources	0	0	0	0	0	13	MOVED	0	0	0	0
Human Relations	0	0	0	0	0	0	16	0	0	0	16
Community Redevel Agency	0	0	6	8	7	5	5	0	0	0	5
TOTAL	0	4	619	710	729	761	785	11	12	1	787
GRAND TOTAL	2,059	2,058	1,859	2,011	1,965	1,779	1,835	64	22	0	1,793

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LEE COUNTY

FISCAL 1998 BUDGET
FINAL

FISCAL 1998 BUDGET

FINAL

BUDGET YEAR 1997 - 1998

DELETED POSITIONS

<u>DEPARTMENT/DIVISION</u>	<u>TITLE</u>	<u>POSITION CHANGE</u>	<u>SALARY & BENEFITS</u>
COUNTY ADMINISTRATION			
County Administration	Senior Grants Coordinator	1	\$ 54,966
PUBLIC WORKS			
County Lands	Senior Administrative Assistant	1	\$ 52,000
DEPARTMENT OF TRANSPORTATION			
Administrative Office	Secretary II	1	\$ 32,051
	Internal Services Manager	1	\$ 25,419
	Senior Admin Assistant	1	\$ 54,917
Transportation Operations	Pavement/Culvert Tra	1	\$ 35,234
	Maintenance Supervisor	1	\$ 47,343
	Senior Trades Supervisor	1	\$ 53,807
	Maintenance Crew Leader	1	\$ 41,536
Engineering Services	Transportation Division Director	1	\$ 61,358
	Capital Projects Coordinator	1	\$ 69,658
	Engineer II	1	\$ 40,751
	Engineer III	1	\$ 60,866
	Principal Trans Planner	1	\$ 61,350
	Professional Engineer II	2	\$ 120,158
	Engineer Intern	1	\$ 23,903
	Engineering Technician I	1	\$ 23,903
	Engineering Technician III	1	\$ 40,806
	Engineering Inspector III	1	\$ 37,839
Engineering Inspector I	1	\$ 33,433	
Secretary II	1	\$ 33,799	
		<u>20</u>	<u>\$ 898,131</u>
DEPARTMENT OF COMMUNITY DEVELOPMENT			
DCD Administration	Senior Fiscal Officer	1	\$ 56,769
Development Services	Codes & Bldg Svcs Tech III	1	\$ 42,246
	Plans Examiner III	1	\$ 51,929
	Apprentice Plans Examiner	1	\$ 31,904
	Code Enforcement Officer	2	\$ 79,165
	Secretary II	2	\$ 62,363
	Zoning Manager	1	\$ 61,319
	Planning Technician III	1	\$ 42,706
	Administrative Assistant II	1	\$ 52,472
	Planning Technician I	1	\$ 29,646
	Permit Technician II	1	\$ 40,703
Permit Specialist	1	\$ 43,993	

LEE COUNTY

FISCAL 1998 BUDGET

FINAL

BUDGET YEAR 1997 - 1998

DELETED POSITIONS

DEPARTMENT/DIVISION	TITLE	POSITION CHANGE	SALARY & BENEFITS
Planning	Principal Planner	1	\$ 55,341
	Computer Mapping Specialist	1	\$ 38,822
	Secretary III	1	\$ 36,266
		<u>17</u>	<u>\$ 725,644</u>
PLANNING AND CONSTRUCTION			
Construction and Design	Professional Engineer I	1	\$ 52,048
	Design and Construction Coord	1	\$ 74,615
	Principal Planner	1	\$ 69,658
		<u>3</u>	<u>\$ 196,321</u>
ENVIRONMENTAL SERVICES			
Solid Waste	Environmental Specialist	1	\$ 56,000
Utilities	Department Director	1	\$ 96,499
	Engineer I	1	\$ 62,630
	Professional Engineer III	1	\$ 85,057
	Pack Plant Operator	1	\$ 16,412
		<u>4</u>	<u>\$ 260,598</u>
Natural Resources	Professional Engineer II	1	\$ 73,418
	Engineering Inspector I	1	\$ 28,634
	Engineer III	1	\$ 58,195
	Secretary II	1	\$ 33,990
	Record Specialist	1	\$ 28,737
	Marketing Specialist	1	\$ 25,647
		<u>6</u>	<u>\$ 248,621</u>
INDEPENDENT DIVISIONS			
Library	Library Assistant	2	\$ 44,169
	Librarian I	1	\$ 37,595
		<u>3</u>	<u>\$ 81,764</u>
ITG	Communications Div Director	1	\$ 80,486
	Secretary III	1	\$ 29,870
	Computer Operator Supervisor	1	\$ 52,530
	PC/LAN Support Manager	1	\$ 77,044
		<u>4</u>	<u>\$ 239,930</u>
Purchasing	Purchasing Services Supervisor	1	\$ 67,508
Public Resources	Public Promotions Specialist	1	\$ 38,406
	Graphics Specialist	1	\$ 33,838
	Office Assistant	1	\$ 21,445
	<u>3</u>	<u>\$ 93,689</u>	
TOTAL:		\$ 64	\$ 2,923,172

LEE COUNTY

**FISCAL 1998 BUDGET
FINAL**

**BUDGET YEAR 1997 - 1998
NEW POSITIONS**

DEPARTMENT/DIVISION	TITLE	POSITION CHANGE	SALARY & BENEFITS
DEPARTMENT OF TRANSPORTATION			
Toll Facilities	Account Clerk	1	\$ 23,978
HUMAN SERVICES			
Shady Rest	Medical Social Worker	1	\$ 34,676
	Registered Nurses	2	\$ 90,326
	Licensed Practical Nurse	1	\$ 34,676
	Certified Nurses Assistant	4	\$ 88,896
		8	\$ 248,574
ENVIRONMENTAL SERVICES			
Natural Resources	Engineering Tech II	1	\$ 31,328
INDEPENDENT DIVISIONS			
Transit	Bus Driver	12	\$ 264,096
TOTAL:		22	\$ 567,976

FISCAL 1998 BUDGET

FINAL

**BUDGET YEAR 1997 - 1998
TRANSFERRED POSITIONS**

DEPARTMENT/DIVISION	TITLE	POSITION CHANGE	SALARY & BENEFITS
COUNTY ADMINISTRATION	Secretary III	(1)	\$ (37,594)
PUBLIC WORKS			
Administration	Public Works Director	(1)	\$ (122,944)
	Secretary II	(1)	\$ (35,000)
Contracts	Contracts Specialist	(1)	\$ (42,844)
	Contracts Mgmt Supervisor	(1)	\$ (63,357)
County Lands	Division Director	(1)	\$ (65,333)
	Property Acquisition Agent	(4)	\$ (160,797)
	Property Acquisition Assistant	(1)	\$ (37,508)
	Real Estate Title Examiner	(2)	\$ (53,610)
	Computer Mapping Specialist	(1)	\$ (28,900)
	Secretary II	(1)	\$ (35,000)
	Administrative Assistant I	(1)	\$ (45,571)
	Senior Property Agent	(1)	\$ (56,360)
		<u>(16)</u>	<u>\$ (747,224)</u>
DEPARTMENT OF TRANSPORTATION			
Administrative Office	Fiscal Officer	(1)	\$ (38,206)
	Information Representative	(1)	\$ (36,125)
	Records Specialist	(1)	\$ (37,271)
Engineering Services	Records Specialist	(1)	\$ (36,362)
	Secretary II	(2)	\$ (70,089)
	Secretary III	(1)	\$ (38,252)
	Internal Services Manager	(1)	\$ (55,978)
Engineering Services	Engineer Inspector I	4	\$ 156,398
		<u>(4)</u>	<u>\$ (312,283)</u>
HUMAN SERVICES			
Shady Rest	Volunteer Coordinator	(1)	\$ (20,764)
DEPARTMENT OF COMMUNITY DEVELOPMENT			
DCD Administration	DCD Director	(1)	\$ (115,442)
	Administrative Assistant I	(1)	\$ (39,259)
	Secretary III	(1)	\$ (36,599)

LEE COUNTY

FISCAL 1998 BUDGET
FINAL

BUDGET YEAR 1997 - 1998
TRANSFERRED POSITIONS

DEPARTMENT/DIVISION	TITLE	POSITION CHANGE	SALARY & BENEFITS
Planning Development Services	Secretary I	(1)	\$ (32,324)
	Account Clerk	(1)	\$ (25,488)
	Secretary III	(1)	\$ (36,944)
	Administrative Assistant I	(1)	\$ (38,361)
	Secretary II	(2)	\$ (64,731)
	Office Assistant	(1)	\$ (28,293)
	Word Processing Technicians	(3)	\$ (97,564)
	Secretary III	(1)	\$ (26,165)
	Switchboard Operator	(1)	\$ (27,295)
	Accounting Assistant	(1)	\$ (40,801)
	Account Clerk	(1)	\$ (27,697)
Records Specialist	(1)	\$ (27,424)	
		<hr/>	
		(18)	\$ (664,387)
PLANNING AND CONSTRUCTION			
Construction and Design	Secretary II	(1)	\$ (31,799)
	Secretary III	(1)	\$ (41,120)
	Account Clerk	(1)	\$ (43,349)
	Administrative Assistant II	(1)	\$ (52,058)
	Fiscal Officer	(1)	\$ (43,553)
	Secretary III	(1)	\$ (32,287)
Facilities Management		<hr/>	
		(6)	\$ (244,166)
SOLID WASTE	Secretary II	(1)	\$ (27,900)
	Accounting Assistant	(1)	\$ (31,945)
UTILITIES	Administrative Assistant	(1)	\$ (57,917)
	Utilities Plant Manager	1	\$ 69,900
	Engineer Inspector I	(4)	\$ (172,154)
	Environmental Specialist I	(1)	\$ (42,776)
	Secretary II	(3)	\$ (106,481)
	Administrative Assistant I	(1)	\$ (27,113)
	Fiscal Officer	(1)	\$ (47,061)
	Utilities Plant Manager	(1)	\$ (69,900)
NATURAL RESOURCES	Administrative Assistant	(1)	\$ (40,341)
	Account Clerk	(1)	\$ (46,590)
	Secretary II	(1)	\$ (24,773)
	Environmental Specialist I	1	\$ 31,618
		<hr/>	
		(15)	\$ (600,278)

LEE COUNTY

FISCAL 1998 BUDGET
FINAL

BUDGET YEAR 1997 - 1998
TRANSFERRED POSITIONS

<u>DEPARTMENT/DIVISION</u>	<u>TITLE</u>	<u>POSITION CHANGE</u>	<u>SALARY & BENEFITS</u>
INDEPENDENT DIVISIONS			
Public Safety	Volunteer Coordinator	1	\$ 20,764
Internal Services			
	DCD Director	1	\$ 115,442
	Public Works Director	1	\$ 122,944
	Contracts Specialist	1	\$ 42,844
	Contracts Mgmt Supervisor	1	\$ 63,357
	Division Director	1	\$ 65,333
	Property Acquisition Agent	4	\$ 160,797
	Property Acquisition Assistant	1	\$ 37,508
	Real Estate Title Examiner	2	\$ 53,610
	Computer Mapping Specialist	1	\$ 28,900
	Senior Property Agent	1	\$ 56,360
	Secretary I	1	\$ 32,324
	Secretary II	11	\$ 389,469
	Secretary III	7	\$ 211,367
	Administrative Assistant I	4	\$ 150,304
	Administrative Assistant II	1	\$ 52,058
	Senior Administrative Assistant	1	\$ 52,000
	Records Specialist	2	\$ 63,786
	Account Clerk	4	\$ 143,124
	Office Assistant	1	\$ 28,293
	Word Processing Technicians	3	\$ 97,564
	Switchboard Operator	1	\$ 27,295
	Fiscal Officer	3	\$ 128,820
	Information Representative	1	\$ 36,125
	Records Specialist	3	\$ 135,529
	Internal Services Manager	1	\$ 55,978
	Accounting Assistant	2	\$ 72,746
		60	\$ 2,423,877
TOTAL:		0	\$ (182,055)

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SECTION C - FINANCIAL POLICY

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FISCAL 1998 BUDGET
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GENERAL BUDGET POLICY

1. The operating budget authorizing expenditure of County money will be adopted annually by the Board at fund level.
2. The budgeted expenditures and reserves of each fund (including reserves for contingencies, cash flow, and all other purposes) will equal the sum of projected fund balance at the beginning of the fiscal year, and all revenues which reasonably can be expected to be received during the fiscal year will be budgeted at 95%, in accordance with State Statutes.
3. A reserve for contingency will be budgeted in each operating fund in an amount not less than 2% nor more than 5% of the total fund budget, and in each capital fund in an amount not less than 3% nor more than 10% of the total fund budget, for reallocation by the Board, as needed during the year, to fund unexpected operations or events.
4. A reserve for cash flow will be budgeted in any fund which requires monies to be carried forward into the following year to support operations until sufficient current revenues are received, but in no case will exceed the projected cash needs for 90 days of operations, or 20% of the fund budget, whichever is greater.
5. Transfers to reserve accounts may be made during the fiscal year by the County Manager or Administrative Budget Director, if allocations to expenditure accounts are determined to be unneeded.
6. Transfers among expenditure or revenue accounts may be made during the fiscal year by the County Manager, the Administrative Budget Director, or Department Directors if reallocations within a fund are determined to be needed, provided no transfers will be made without Board authority which have an impact on capital facility improvement. Any transfer affecting the total allocations of Constitutional Officers may not be made without Board approval.

No transfer may be made if the result of such transfer will be to change the adopted total budget of a fund. Transfers from reserves can be made with County Manager approval up to \$25,000. Transfers from reserves of more than \$25,000 require approval of the Board. Changes in the adopted total budget of a fund will be made only with Board approval of a budget amendment resolution.

7. Budget Services will prepare a periodic analysis of financial condition, as well as a Debt Service Manual to provide information on the county's debt program.
8. For purposes of budget preparation, in the event policies or stated desires of the Board regarding appropriations or service levels prove to be incompatible with forecasted revenues or revenue policies, these conflicts will be resolved in favor of the revenue policy.
9. The Capital Improvement Budget, showing estimated annualized costs of capital projects, will be updated on an annual basis.

FISCAL 1998 BUDGET
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REVENUE POLICY

1. The use of ad valorem tax revenues will be limited to the General, MSTU, Library, Capital Improvement Fund, All Hazards Protection Fund, and Solid Waste, unless required in other funds by bond indenture agreements, or by the terms of municipal service taxing or benefit units.
2. The use of gas tax revenues will be limited to the Transportation Trust and transportation Projects Funds, unless required in other funds by bond indenture agreements.
3. The use of sales tax revenues will be limited to the General and MSTU Funds, unless required in other funds by bond indenture agreements.
4. Pursuant to Ordinance 88-2, Tourist Development Tax proceeds will be appropriated as follows:
 - a. 53.6% for tourist advertising and promotion for Lee County;
 - b. 13.4% for stadium debt service;
 - c. 33.0% for beach related improvements.
5. The use of revenues which have been pledged to bondholders will conform, in every respect, to bond covenants which commit those revenues.
6. Budget Services will maintain a Revenue Manual to provide information about revenue sources available to support county expenditures.
7. Periodic cost studies of all County services for which user fees are imposed will be prepared, and proposed fee adjustments will be presented for Board consideration. Fee revenues will be anticipated, for purposes of budget preparation, using fee schedules which have been adopted by the Board.
8. County staff will continue to aggressively pursue grant funds. For purposes of preparing the FY97-98 budget, revenues will be budgeted at anticipated grant award levels, unless validation of differing amounts is made.
9. Ad valorem taxes will be anticipated for purposes of operating budget preparation at:
 - a. 95% of the projected taxable value of current assessments; and,
 - b. 95% of the projected taxable value resulting from new construction.
10. Millages for debt service will be established at the amounts which will generate sufficient revenue to make all required payments.
11. The County will allocate countywide revenues to the General, Capital Improvement, and Conservation Land Acquisition funds.

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12. All revenues which are reasonably expected to be unexpended and unencumbered at the end of the fiscal year will be anticipated as "Fund Balance" in the budget of the following fiscal year.
13. Fund Balance, in excess of anticipated fund balance from Tourist Development Tax proceeds for promotional purposes, shall accrue to a reserve account for "economic recession" in an amount not to exceed one year's operational needs, or \$3 million.

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APPROPRIATION POLICY

1. Fund appropriations of the Board will be allocated to departments, divisions, programs, cost centers, projects, and line item object codes as deemed appropriate by the County Manager or the Administrative Budget Director, or Department Directors to facilitate managerial control and reporting of financial operations.
2. Each year, before Department Directors begin to prepare operating budget requests, Budget Services will prepare base program allocations for all departments and offices based on county financial policies, the expressed desires of the Board and County Manager for changes in service or service levels, projected costs of authorized services, and forecasted revenues. Annual budget requests will be prepared in amounts which equal, or are less than, these allocation targets.
3. Each year the county, in conjunction with an independent consultant, will prepare an indirect cost allocation plan which conforms to federal guidelines for grant reimbursement of administrative costs, and will bill and collect indirect cost charges where appropriate.
4. Each year the county will prepare a comprehensive five-year Capital Improvement Program identifying public facilities by service type and geographic area, which will eliminate existing deficiencies, replace inadequate facilities, and meet the needs caused by new growth.
5. The annual budget will include sufficient appropriations to fund capital projects identified by Departments for the purpose of completing the first year of the five-year Capital Improvement Program. Operating budget implications of these capital projects will also be identified.

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SECTION D - BUDGET BY ORGANIZATION

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BUDGET BY ORGANIZATION

The organizational hierarchy of Lee County includes 14 departments, each broken down into one or more divisions. Some divisions are independent of any departmental structure. A division may be further broken down into one or more programs. This section presents the budget by division.

Each department falls into one of the following three categories: Legislative/Administrative, Service Delivery, and Support Services. Legislative/Administrative departments report to the Board of County Commissioners; Service Delivery and Support Services departments report to either the Deputy County Manager, or the Public Works Director. The departments under the Legislative/Administrative category include: the Board of County Commissioners, County Administration, County Attorney, and Hearing Examiner. Service Delivery Departments include: Community Development, Human Services, Utilities, Public Safety, Library, Public Parks & Recreation, Transit, Communications, Economic Development, Community Redevelopment Agency, Solid Waste, Visitor & Convention Bureau, and Transportation. Support Services includes Department of Planning and Construction, Public Resources, Information Technology Group, Purchasing, and Human Relations.

The next section is comprised of the Constitutional Officers' budgets. These are County elected officials who do not report to the Board of County Commissioners, but receive operating funds from the County.

The section entitled "Non-departmental" includes items which are not directly appropriated to any departmental budgets, such as: transfers, debt service, and miscellaneous expenses. Debt service budgets are not included in this section, and can be found in the Capital Improvement Section.

For each department, the first two pages contain a departmental organization chart and a budgetary summary of all the divisions and programs in that department. The organization chart identifies the divisions and programs within the department and provides a brief departmental description. The budget information provides FY96 actual expenses, FY97 estimated expenses, and FY98 proposed budget by division.

Following the departmental summary information, divisional budgetary and service level information is displayed in a concise one-page format. The top of the page displays the name of the department and division. A brief description of the divisional services follows.

Summary Budget information is listed for three years: FY96 actual, FY97 estimated, and FY98 proposed. This budgetary information includes personnel services, operating expenses, furniture and equipment, capital outlay, debt services (lease/purchase cost), and other (grants and transfers). Not every division will have all of these costs. The last two lines of the summary list the number of positions within the division.

The Division Objectives reflect the specific goals that the division plans to accomplish in the upcoming year.

The Key Indicators, where appropriate, highlight any significant indicators or demands to which the division responds. This information enables decision makers to adjust services in response to changes in the direction and/or the magnitude of key indicators.

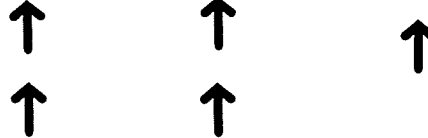
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COUNTY COMMISSIONERS DIVISIONS

LEE COUNTY, FLORIDA
1997-98

<u>DIVISION / PROGRAM</u>	<u>1995-96 ACTUAL</u>	<u>1996-97 ESTIMATED</u>	<u>1997-98 BUDGET</u>
COUNTY COMMISSIONERS	793,319	869,980	927,722
COUNTY COMMISSIONERS	793,319	869,980	927,722
DIVISION TOTAL	793,319	869,980	927,722
DEPARTMENT TOTAL	793,319	869,980	927,722

The divisions and programs contained within the department indicated at the top of the page



The dollars actually spent during the indicated fiscal year



In that the budget document is published prior to the audited financial report from which any official data can be taken, an "estimated expense is generated for comparative purposes



The budgeted dollars for the next fiscal year that have been approved by the Board of County Commissioners

The funds from which this department/division receives its revenue (see the User's Guide pages at the front of this document for definitions)

<u>EXPENDITURE BY FUND TYPE</u>	<u>1995-96 ACTUAL</u>	<u>1996-97 ESTIMATED</u>	<u>1997-98 BUDGET</u>
GENERAL	793,319	869,980	927,722
TOTAL	793,319	869,980	927,722

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Department: COUNTY COMMISSIONERS Division: COUNTY COMMISSIONERS

Division Mission:



THE BOARD OF COUNTY COMMISSIONERS IS THE GOVERNING BODY OF THE COUNTY. THE BOARD ENACTS ORDINANCES, PROVIDES POLICY DIRECTION, AND OVERSEES ALL COUNTY AFFAIRS TO PROVIDE DESIRED SERVICES BENEFICIAL TO COUNTY RESIDENTS.

The responsibility or role of the division within the county operations

All Funds Expenditures

<u>Description:</u>	<u>1995-96 Actual</u>	<u>1996-97 Estimated</u>	<u>1997-98 Budget</u>
Salaries / Wages	\$ 502,480	\$ 516,777	\$ 536,201
Fringe Benefit Costs	219,490	253,933	270,319
Personnel Services	721,970	770,710	806,520
Operating Expenses	71,349	99,270	115,802
Furniture and Equipment	0	0	5,400
Division Total	\$ 793,319	\$ 869,980	\$ 927,722
No. of Full-Time Positions	11.00	11.00	11.00
No. of Part-Time Positions	0.00	0.00	0.00



The number of approved positions in the division (may not all be occupied)

Objectives:



LEE COUNTY IS DIVIDED INTO FIVE RESIDENTIAL DISTRICTS. THE BOUNDARIES OF THESE DISTRICTS ARE ADJUSTED FROM TIME TO TIME TO KEEP EACH DISTRICT AS EQUAL IN POPULATION PROPORTION AS POSSIBLE. ONE COMMISSIONER IS ELECTED FROM EACH OF THE FIVE DISTRICTS AND IS ELECTED ON A PARTISAN BASIS BY A COUNTY-WIDE VOTE. EACH COMMISSIONER SERVES A FOUR YEAR TERM, AND THERE IS NO LIMIT TO THE NUMBER OF TERMS EACH MAY SERVE. THE COUNTY COMMISSIONERS ARE THE LEGISLATIVE POLICY MAKERS AND APPOINT A COUNTY ADMINISTRATOR TO IMPLEMENT THEIR POLICIES AND DIRECTIVES. ALL MEETINGS OF THE BOARD OF COUNTY COMMISSIONERS ARE OPEN TO THE PUBLIC. THE COUNTY FISCAL YEAR IS FROM OCTOBER THROUGH SEPTEMBER, AND DURING THE SUMMER OF EACH YEAR, THE BOARD HOLDS BUDGET HEARINGS TO PREPARE AND ADOPT A BUDGET.

THE OFFICE OF THE BOARD OF COUNTY COMMISSIONERS IS MADE UP OF FIVE COMMISSIONERS, FIVE ASSISTANTS, AND ONE SECRETARY. THE BOARD OF COUNTY COMMISSIONERS' SALARIES ARE SET BY STATE STATUTE, PROPORTIONAL TO THE COUNTY'S POPULATION. EXPENSES FOR OFFICE OPERATIONS INVOLVE COSTS FOR HANDLING CITIZEN REQUESTS, INQUIRIES, DOCUMENTATION, PLUS OTHER GENERAL OFFICE EXPENDITURES.

The focus or direction of effort that the division plans to take in the coming fiscal year in support of its stated mission

COUNTY MANAGER

**COUNTY
MANAGER**

- **VETERANS SERVICES**
- **BUDGET SERVICES OPERATIONS**
- **RISK MANAGEMENT-
HEALTH, DENTAL INSURANCE,
PROPERTY & LIABILITY**
- **MSTBU**

The County Manager's Office provides management direction to County Departments in implementing policies and programs of the Board of County Commissioners.

Veterans Services counsels, advises and assists Lee County veterans and their dependents with obtaining benefits and acts as a liaison between Lee County government, the media, and the general public on veteran-related matters.

Budget Services is responsible for the preparation and implementation of the County budget, specialized management projects, and administration of the Risk Management and MSTBU Programs.

*FISCAL 1998 BUDGET
FINAL*

COUNTY MANAGER DIVISIONS

LEE COUNTY, FLORIDA
1997-98

<u>DIVISION / PROGRAM</u>	<u>1995-96 ACTUAL</u>	<u>1996-97 ESTIMATED</u>	<u>1997-98 BUDGET</u>
COUNTY ADMINISTRATION			
COUNTY MANAGER	652,318	784,790	747,187
BUDGET SVCS ADMIN	404,195	0	0
BUDGET OPERATIONS	499,714	938,055	996,070
MSTBU SERVICES	0	159,591	134,455
RISK MANAGEMENT ADMIN.	675,284	701,137	754,800
VETERAN'S SERVICES	188,532	220,583	207,255
DIVISION TOTAL	<u>2,420,043</u>	<u>2,804,156</u>	<u>2,839,767</u>
DEPARTMENT TOTAL	<u>2,420,043</u>	<u>2,804,156</u>	<u>2,839,767</u>

<u>EXPENDITURE BY FUND TYPE</u>			
GENERAL	1,744,759	1,943,428	1,950,512
SPECIAL REVENUE	0	159,591	134,455
INTERNAL SERVICES	675,284	701,137	754,800
TOTAL	<u>2,420,043</u>	<u>2,804,156</u>	<u>2,839,767</u>

**FISCAL 1998 BUDGET
FINAL**

Department: COUNTY MANAGER

Division: COUNTY ADMINISTRATION

Division Mission:

THE COUNTY MANAGER IS APPOINTED BY AND REPORTS TO THE LEE COUNTY COMMISSIONERS. THE MANAGER IMPLEMENTS THE POLICIES AND PROGRAMS OF THE BOARD AND PROVIDES GENERAL MANAGEMENT OF COUNTY GOVERNMENT. BUDGET SERVICES PROVIDES FOR THE PREPARATION AND ADMINISTRATION OF THE OPERATING AND CAPITAL BUDGETS; CONDUCTS ONGOING AND SPECIAL BUDGETARY AND OPERATIONAL REVIEWS, RECOMMENDS IMPROVEMENTS TO REDUCE OPERATING COSTS AND IMPROVE EFFECTIVENESS; OVERSEES THE DEVELOPMENT AND COMPLIANCE OF GRANT FUNDING; AND MANAGES THE COUNTY SELF-FUNDED INSURANCE PROGRAMS. THE MSTBU OFFICE PROVIDES THE ADMINISTRATION FOR THE CREATION AND IMPLEMENTATION OF MSTBU PROJECTS. THE VETERAN'S SERVICES OFFICE PROVIDES COUNSELING AND ASSISTANCE TO VETERANS AND THEIR DEPENDENTS.

All Funds Expenditures

<u>Description:</u>	<u>1995-96 Actual</u>	<u>1996-97 Estimated</u>	<u>1997-98 Budget</u>
Salaries / Wages	\$ 1,357,426	\$ 1,490,227	\$ 1,600,014
Fringe Benefit Costs	477,542	512,826	587,680
Personnel Services	1,834,968	2,003,053	2,187,694
Operating Expenses	582,258	721,594	652,073
Furniture and Equipment	2,817	75,116	0
Grants & Aids	0	4,393	0
Division Total	\$ 2,420,043	\$ 2,804,156	\$ 2,839,767
No. of Full-Time Positions	33.00	36.50	35.00
No. of Part-Time Positions	0.00	0.00	0.00

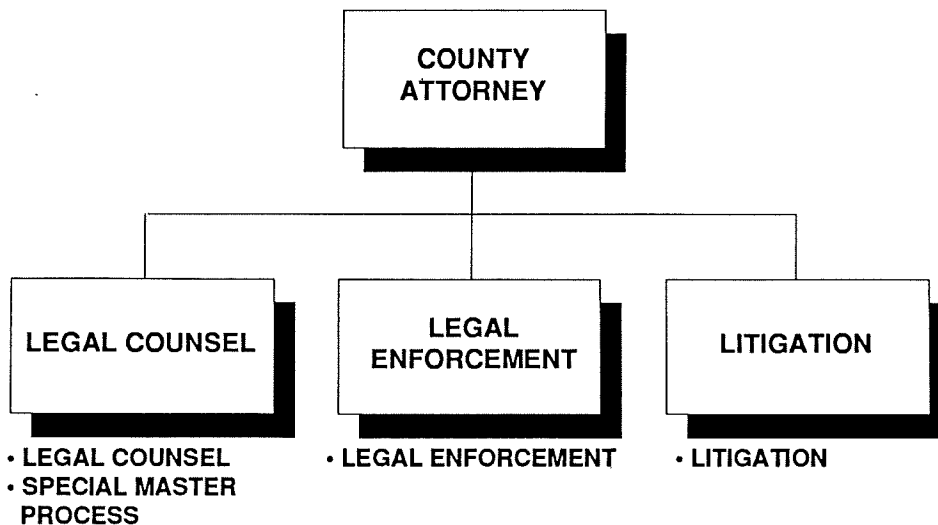
Objectives:

1. IMPLEMENT THE POLICIES, PROGRAMS, AND GOALS OF THE BOARD IN AN EFFECTIVE AND EFFICIENT MANNER.
2. MONITOR REVENUE AND EXPENDITURE ACTIVITIES AND THE IMPLEMENTATION OF DEPARTMENTAL BUDGETS TO ENSURE ADEQUACY OF FUNDING AND TIMELY CORRECTIVE ACTION AS REQUIRED.
3. SUPPORT ALL DEPARTMENTS UNDER THE COUNTY MANAGER IN THEIR EFFORTS TO IDENTIFY OPERATING DEFICIENCIES, COST REDUCTION OPPORTUNITIES, METHODS IMPROVEMENTS, AND GENERAL ENHANCEMENTS OF CUSTOMER SERVICE.
4. REVIEW AND PROVIDE TECHNICAL ASSISTANCE ON GRANT APPLICATIONS.
5. IMPLEMENT A COST EFFECTIVE SELF-INSURANCE PROGRAM WHICH PROTECTS THE COUNTY FROM ADVERSE LOSS AND LIABILITY BY STRUCTURING THE RETENTION LEVELS AND EXCESS INSURANCE ATTACHMENT POINTS AT THE APPROPRIATE LEVELS.
6. PROVIDE ASSISTANCE TO VETERANS AND THEIR DEPENDENTS AND SURVIVORS THROUGH COUNSELING, ADVOCACY, AND FILING CLAIMS AND APPEALS WITH STATE AND FEDERAL AGENCIES.
7. PROVIDE FOR THE CREATION, ADMINISTRATION, AND IMPLEMENTATION OF PROJECTS THROUGH MUNICIPAL SERVICES TAXING AND BENEFIT UNITS.

<u>Key Indicators:</u>	<u>1995-96 Actual</u>	<u>1996-97 Estimated</u>	<u>1997-98 Budget</u>
1. MEET BOCC GOALS	10 OF 10	8 OF 8	6 OF 6
2. TOTAL COUNTY BUDGET	\$1.180B	\$999M	\$987M
3. NUMBER OF ANALYSIS PERFORMED	20	20	25
4. NUMBER OF GRANTS REVIEWED/AUDITED	39	49	45
5. INSURANCE POLICIES AND CONTRACTS	69	51	53
6. COST/EMP. FOR DENTAL INSURANCE	\$10	\$10	\$18
7. COST/EMP. FOR HEALTH INSURANCE	\$175	\$175	\$250
8. NUMBER OF VETERAN OUTREACH CONTACTS	159	172	210
9. NUMBER OF SPECIAL TAXING AND BENEFIT UNITS	58	58	58



COUNTY ATTORNEY



The County Attorney's Office provides legal advice, legal counsel, and legal representation to the Board of County Commissioners, Port Authority, County Administration, and various boards and committees created by the Board of County Commissioners on substantive legal issues involving such matters as the regulation, use, and development of land; contracts, bidding, and purchasing requirements; personnel compliance with State and Federal regulations; utility and general administrative issues; and litigation.

In addition, the County Attorney's Office is responsible for administering the mandated Special Master Process which gives property owners a choice between initiating dispute resolution proceedings or pursuing the traditional administrative and judicial remedies relative to permits.

This office provides a proactive role in all legal issues presented for consideration by the Board of County Commissioners such as contracts, bidding, and purchasing to ensure county compliance with all Federal and State regulations as well as to provide the fullest legal protection for Lee County. The office represents the county in court proceedings both as defendant and plaintiff to ensure aggressive prosecution or defense of the county's legal rights. This office provides expert legal advice to the Board of County Commissioners, Administration, Port Authority and all other Departments and Divisions in order to fully insulate the county from potential liability.

*FISCAL 1998 BUDGET
FINAL*

COUNTY ATTORNEY DIVISIONS

LEE COUNTY, FLORIDA
1997-98

<u>DIVISION / PROGRAM</u>	<u>1995-96 ACTUAL</u>	<u>1996-97 ESTIMATED</u>	<u>1997-98 BUDGET</u>
COUNTY ATTORNEY			
LEGAL COUNSEL	1,535,668	1,526,434	1,693,782
LEGAL ENFORCEMENT	90,204	94,410	101,154
LITIGATION	820,827	849,562	908,356
SPECIAL MASTER PROCESS	3,100	15,550	32,190
DIVISION TOTAL	<u>2,449,799</u>	<u>2,485,956</u>	<u>2,735,482</u>
DEPARTMENT TOTAL	<u>2,449,799</u>	<u>2,485,956</u>	<u>2,735,482</u>

<u>EXPENDITURE BY FUND TYPE</u>			
GENERAL	2,373,538	2,375,996	2,703,292
SPECIAL REVENUE	76,261	109,960	32,190
TOTAL	<u>2,449,799</u>	<u>2,485,956</u>	<u>2,735,482</u>

**FISCAL 1998 BUDGET
FINAL**

Department: COUNTY ATTORNEY

Division: COUNTY ATTORNEY

Division Mission:

THE COUNTY ATTORNEY'S OFFICE PROVIDES LEGAL ADVICE AND LEGAL REPRESENTATION TO THE BOARD OF COUNTY COMMISSIONERS, PORT AUTHORITY, COUNTY ADMINISTRATION AND VARIOUS BOARDS AND COMMITTEES ON PROCEDURAL AND SUBSTANTIVE LEGAL ISSUES INVOLVING SUCH MATTERS AS THE REGULATIONS, USE AND DEVELOPMENT OF LAND; CONTRACTS, BIDDING AND PURCHASING REQUIREMENTS; PERSONNEL COMPLIANCE WITH STATE AND FEDERAL REGULATIONS; UTILITY AND GENERAL ADMINISTRATIVE ISSUES; AND LITIGATION. THE OFFICE REPRESENTS THE COUNTY IN COURT PROCEEDINGS BOTH AS DEFENDANT AND PLAINTIFF TO ENSURE AGGRESSIVE PROSECUTION OR DEFENSE OF THE COUNTY'S LEGAL RIGHTS. PROVIDES EXPERT AND TIMELY LEGAL ADVICE TO THE BOARD, ADMINISTRATION, PORT AUTHORITY AND ALL OTHER DEPARTMENTS IN ORDER TO FULLY INSULATE THE COUNTY FROM POTENTIAL LIABILITY.

All Funds Expenditures

Description:	1995-96 Actual	1996-97 Estimated	1997-98 Budget
Salaries / Wages	\$ 1,434,910	\$ 1,488,507	\$ 1,626,186
Fringe Benefit Costs	491,524	503,239	564,543
Personnel Services	1,926,434	1,991,746	2,190,729
Operating Expenses	520,643	490,710	539,253
Furniture and Equipment	2,722	3,000	5,000
Capital Outlay	0	500	500
Division Total	\$ 2,449,799	\$ 2,485,956	\$ 2,735,482
No. of Full-Time Positions	31.00	31.00	31.00
No. of Part-Time Positions	0.00	0.00	0.00

Objectives:

1. PREPARE, REVIEW AND RESPOND TO REQUESTS FOR LEGAL SERVICES; PREPARATION AND REVIEW OF LEGAL DOCUMENTS AND ORDINANCES; RESPOND TO CITIZEN INQUIRIES.
2. PROVIDE LEGAL COUNSEL AT ALL COMMISSION MEETINGS, COMMISSION APPOINTED BOARD MEETINGS, ADMINISTRATIVE/INTERNAL MANAGEMENT MEETINGS, HEARING EXAMINER, ZONING/CONCURRENCY/DSO HEARINGS, CODE ENFORCEMENT, PORT AUTHORITY MEETINGS, CONSTITUTIONAL OFFICERS AND OTHER LOCAL GOVERNMENTS.
3. PROSECUTES CODE VIOLATIONS BEFORE THE LEE COUNTY HEARING EXAMINER.
4. REVIEW, PROCESS, PREPARE TRIAL DOCUMENTS AND PLEADINGS AS REQUIRED. REVIEW, PROCESS, AND SETTLE MISCELLANEOUS CASES FOR OR AGAINST THE COUNTY THAT ARE NEVER FILED IN COURT.
5. LITIGATE CIVIL AND ADMINISTRATIVE CASES AND APPEALS (I.E., CONDEMNATION CASES, CIVIL RIGHTS, CONTRACTS, LAND USE, ETC.) FOR THE COUNTY AS PLAINTIFF AND/OR DEFENDANT AND ATTEND JUDICIAL COST HEARINGS.

Key Indicators:	1995-96 Actual	1996-97 Estimated	1997-98 Budget
1. REVIEW & RESPOND TO REQUESTS FOR LEGAL SERVICES	7,758 HRS.	6,444 HRS.	7,101 HRS.
2. PREPARE & REVIEW LEGAL DOCUMENTS	7,433 HRS.	8,081 HRS.	7,757 HRS.
3. PREPARE & REVIEW COUNTY ORDINANCES	1,266 HRS.	1,134 HRS.	1,200 HRS.
4. REPRESENTATION AT BOCC MEETINGS, ADVISORY BOARDS & COMMITTEES	6,850 HRS.	6,864 HRS.	6,857 HRS.
5. INTERLOCALS/PT. AUTH./CON. OFFICERS	986 HRS.	1,548 HRS.	1,500 HRS.
6. PROSECUTE CODE VIOLATIONS/CIVIL	781 HRS.	848 HRS.	815 HRS.
7. PREPARATION & LITIGATION OF CIVIL & ADMINISTRATIVE CASES & APPEALS	4,282 HRS.	4,105 HRS.	4,194 HRS.
8. ATTEND HEARINGS/TRIALS	1,351 HRS.	1,570 HRS.	1,461 HRS.

LEE COUNTY



HEARING EXAMINER



**HEARING
EXAMINER**

The Hearing Examiner reports directly to the Board of County Commissioners. The function of this department is to provide an effective public forum for the collection of information in order to provide for correct and consistent recommendations and decisions concerning rezonings, variances, special exceptions, special permits and administrative appeal cases.

*FISCAL 1998 BUDGET
FINAL*

HEARING EXAMINER DIVISIONS

LEE COUNTY, FLORIDA
1997-98

<u>DIVISION / PROGRAM</u>	<u>1995-96 ACTUAL</u>	<u>1996-97 ESTIMATED</u>	<u>1997-98 BUDGET</u>
HEARING EXAMINER			
HEARING EXAMINER	<u>449,052</u>	<u>426,452</u>	<u>534,922</u>
DIVISION TOTAL	<u>449,052</u>	<u>426,452</u>	<u>534,922</u>
 DEPARTMENT TOTAL	 <u>449,052</u>	 <u>426,452</u>	 <u>534,922</u>

<u>EXPENDITURE BY FUND TYPE</u>			
SPECIAL REVENUE	<u>449,052</u>	<u>426,452</u>	<u>534,922</u>
TOTAL	<u>449,052</u>	<u>426,452</u>	<u>534,922</u>

**FISCAL 1998 BUDGET
FINAL**

Department: HEARING EXAMINER

Division: HEARING EXAMINER

Division Mission:

THE HEARING EXAMINER PROVIDES FOR PUBLIC HEARINGS FOR IDENTIFICATION OF POLICY ISSUES, DECISIONS, & RECOMMENDATIONS IN CONNECTION WITH DEVELOPMENT OF REGIONAL IMPACT (DRI), DEVELOPMENT OF COUNTY IMPACT (DCI), REZONING, VARIANCE, SPECIAL EXCEPTION & ADMINISTRATIVE APPEAL APPLICATIONS. THE HEARING EXAMINER PROGRAM PROVIDES FOR TIMELY AND REGULAR CONDUCT OF CODE ENFORCEMENT HEARINGS FOR THE DISPOSITION OF CODE VIOLATIONS.

All Funds Expenditures

<u>Description:</u>	<u>1995-96 Actual</u>	<u>1996-97 Estimated</u>	<u>1997-98 Budget</u>
Salaries / Wages	\$ 218,455	\$ 223,658	\$ 245,347
Fringe Benefit Costs	70,643	71,672	80,020
Personnel Services	289,098	295,330	325,367
Operating Expenses	144,459	131,122	209,555
Furniture and Equipment	15,495	0	0
Division Total	\$ 449,052	\$ 426,452	\$ 534,922
No. of Full-Time Positions	5.00	5.00	5.00
No. of Part-Time Positions	0.00	0.00	0.00

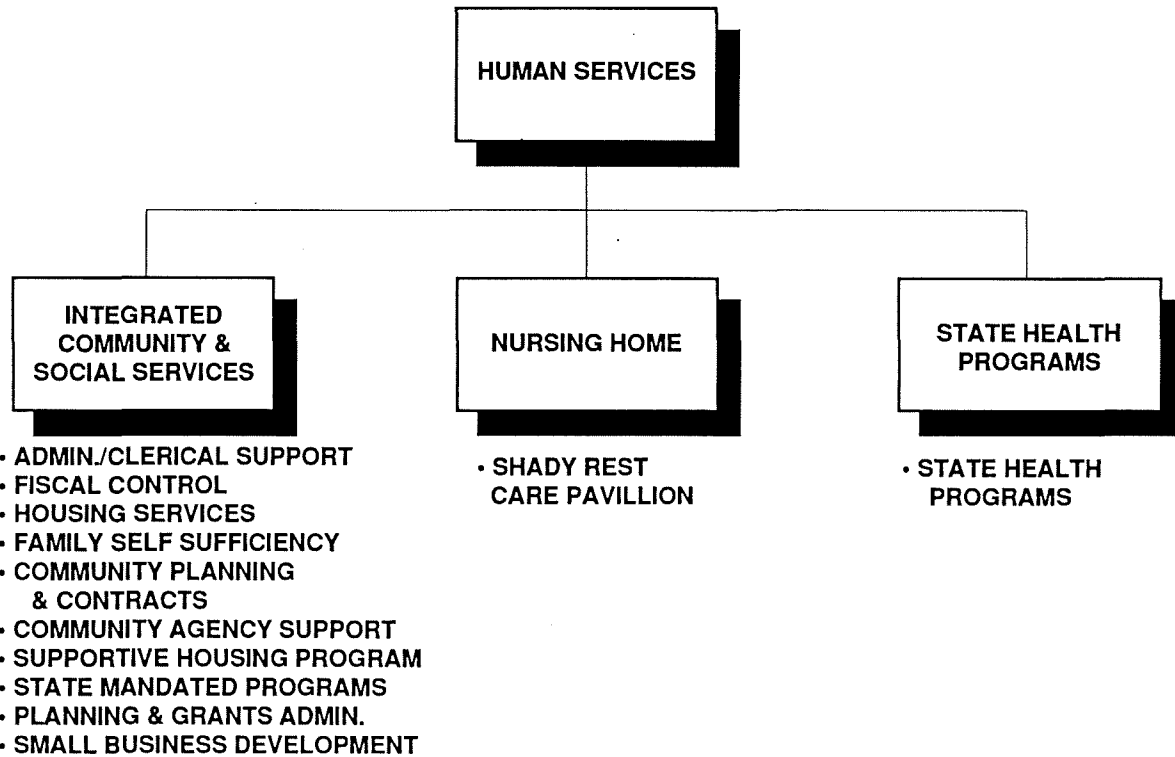
Objectives:

1. ESTABLISH & MAINTAIN AN EFFECTIVE FORUM FOR PUBLIC INPUT ON, AND DISPOSITION OF, ZONING MATTERS, VARIANCES, SPECIAL EXCEPTIONS, AND ADMINISTRATIVE APPEALS.
2. ESTABLISH & MAINTAIN AN EFFECTIVE FORUM FOR TIMELY AND REGULAR CODE ENFORCEMENT HEARINGS AND DISPOSITION OF CODE VIOLATIONS.

<u>Key Indicators:</u>	<u>1995-96 Actual</u>	<u>1996-97 Estimated</u>	<u>1997-98 Budget</u>
1. NUMBER OF ZONING HEARINGS/CASES HEARD ANNUALLY	241	200	250
2. NUMBER OF CODE ENFORCEMENT ORDERS PREPARED ANNUALLY	564	358	400
3. TIME FRAME (DAYS) FROM HRG DATE TO ISSUANCE OF DECISION (AVG)	9.6	13.1	12.0
4. TIME FRAME (DAYS) FROM HRG DATE TO ISSUANCE OF RECOMMENDATION (AVG)	10.8	12.5	15.0



DEPARTMENT OF HUMAN SERVICES



The Department of Human Services reports to the Assistant County Administrator. The department includes the Shady Rest Nursing Home, Integrated Community & Social Services, and the State Health Division. This department serves as a coordinating agency in providing human services in Lee County through Federal, state and local agencies.

**FISCAL 1998 BUDGET
FINAL**

HUMAN SERVICES DIVISIONS

LEE COUNTY, FLORIDA
1997-98

<u>DIVISION / PROGRAM</u>	<u>1995-96 ACTUAL</u>	<u>1996-97 ESTIMATED</u>	<u>1997-98 BUDGET</u>
HUMAN SERVICES ADMIN.			
ADMIN/CLERICAL SUPPORT	346,394	351,287	0
DIVISION TOTAL	<u>346,394</u>	<u>351,287</u>	<u>0</u>
INTEGR. COMMUN & SOC SRVC			
ADMIN/CLERICAL SUPPORT	0	0	380,753
PLANNING & GRANTS ADMIN.	0	0	271,313
HOUSING PROGRAM	0	0	2,346,917
COMMUN. PLNG & CONTRACTS	0	0	3,152,967
STATE MANDATED PROGRAMS	3,631,614	4,746,480	4,745,244
FAMILY SELF SUFFICIENCY	1,085,767	969,306	728,185
SUPPORTIVE HOUSING PROG	259,241	1,602,798	1,823,697
COMMUNITY AGENCY SUPPORT	2,226,214	1,629,612	1,768,808
SMALL BUSINESS DEVELOPMEN	0	0	55,477
DIVISION TOTAL	<u>7,202,836</u>	<u>8,948,196</u>	<u>15,273,361</u>
SHADY REST CARE PAVILION			
SHADY REST CARE PAVILION	7,480,388	8,247,496	8,404,262
DIVISION TOTAL	<u>7,480,388</u>	<u>8,247,496</u>	<u>8,404,262</u>
STATE HEALTH PROGRAMS			
STATE HEALTH PROGRAMS	1,444,331	1,462,268	1,484,571
DIVISION TOTAL	<u>1,444,331</u>	<u>1,462,268</u>	<u>1,484,571</u>
COMM. IMPROVEMENT(CDBG)			
PLANNING & GRANTS ADMIN.	205,660	233,478	0
HOUSING PROGRAM	2,691,622	3,920,128	0
COMMUN. PLNG & CONTRACTS	330,132	306,107	0
SMALL BUSINESS DEVELOPMEN	58,367	56,801	0
DIVISION TOTAL	<u>3,285,781</u>	<u>4,516,514</u>	<u>0</u>
DEPARTMENT TOTAL	<u>19,759,730</u>	<u>23,525,761</u>	<u>25,162,194</u>

<u>EXPENDITURE BY FUND TYPE</u>			
GENERAL	8,993,561	10,761,751	10,931,258
SPECIAL REVENUE	3,288,828	4,516,514	5,826,674
ENTERPRISE	7,477,341	8,247,496	8,404,262
TOTAL	<u>19,759,730</u>	<u>23,525,761</u>	<u>25,162,194</u>

**FISCAL 1998 BUDGET
FINAL**

Department: HUMAN SERVICES

Division: INTEGR. COMMUN & SOC SRVC

Division Mission:

THE COMMUNITY AND SOCIAL SERVICES PROGRAM PROVIDES FOR AN INTEGRATED APPROACH IN IDENTIFYING SOCIAL AND INFRASTRUCTURE NEEDS IN THE COMMUNITY AND PARTNERING WITH ESTABLISHED ORGANIZATIONS TO ELIMINATE DUPLICATION OF SERVICE; PROVIDES LEADERSHIP IN COORDINATING, DEVELOPING, AND ADMINISTERING PROGRAMS THAT WILL PROMOTE THE IMPROVEMENT OF THE QUALITY OF LIFE FOR RESIDENTS IN LEE COUNTY.

All Funds Expenditures

Description:	1995-96 Actual	1996-97 Estimated	1997-98 Budget
Salaries / Wages	\$ 314,799	\$ 378,048	\$ 1,069,899
Fringe Benefit Costs	126,190	153,716	438,215
Personnel Services	440,989	531,764	1,508,114
Operating Expenses	110,873	183,589	1,103,289
Furniture and Equipment	4,153	7,170	5,773
Capital Outlay	0	6,450	138,016
Grants & Aids	6,613,636	8,189,723	12,485,169
Other	31,500	29,500	33,000
Division Total	\$ 7,201,151	\$ 8,948,196	\$ 15,273,361
No. of Full-Time Positions	15.00	15.00	35.00
No. of Part-Time Positions	0.00	0.00	0.00

Objectives:

1. MONITOR THE STATE MEDICAID MONTHLY BILLINGS TO ENSURE RESIDENCY REQUIREMENTS AND FISCAL ACCURACY.
2. PROVIDE ELIGIBLE CLIENTS WITH TEMPORARY SHELTER IF HOMELESS; PROVIDE RENT, MORTGAGE, AND/OR UTILITIES ASSISTANCE; PROVIDE REFERRAL SERVICES TO OTHER AGENCIES.
3. ADMINISTER GRANT FUNDED PROGRAMS, SUCH AS LOW INCOME HOME ENERGY (LIHEAP), EMERGENCY HOME ENERGY ASSISTANCE FOR THE ELDERLY (EHEAP), CARE TO SHARE (CTS), FEDERAL EMERGENCY MANAGEMENT ACT (FEMA), HOUSING OPPORTUNITIES FOR PERSONS WITH AIDS (HOPWA), COMMUNITY SERVICES BLOCK GRANT (CSBG), SUPPORTIVE HOUSING PROGRAM'S LIFT GRANT.
4. DEVELOP A MENTORSHIP PROGRAM AND PARTNERSHIP IN FAMILY BUILDING TO ASSIST FAMILIES IN BECOMING SELF-SUFFICIENT. PARTICIPATE AS A MEMBER OF THE PARTNERS IN FAMILY SELF-SUFFICIENCY.
5. MONITOR AND REIMBURSE FUNDED AGENCIES ACCORDING TO THE EXECUTED CONTRACT AND POLICY GUIDELINES.
6. ADMINISTER FUNDING TO SUBRECIPIENTS FOR HUD SUPPORTIVE HOUSING PROGRAM.
7. REHABILITATE 30 SUBSTANDARD HOUSING UNITS.
8. ACQUIRE, REHABILITATE AND SELL EIGHT HOPE 3 HOMES.
9. PROVIDE DIRECT HOME OWNERSHIP ASSISTANCE FOR 75 UNITS.
10. ESTABLISH THE COMMUNITY MAPPING PROCESS FOR EQUITABLE DISTRIBUTION OF COUNTY ASSETS IN THE NEIGHBORHOOD DISTRICT COMMITTEE AREAS.

Key Indicators:	1995-96 Actual	1996-97 Estimated	1997-98 Budget
1. AMOUNT REDUCED FROM MEDICAID BILL DUE TO ERRORS BY THE STATE	\$694,286	\$675,000	\$742,500
2. TOTAL NUMBER OF INTAKE SERVICES	5,175	5,327	5,725
3. HOUSEHOLDS ASSISTED VIA GRANTS	1,663	2,109	2,150
4. HOUSEHOLDS ASSISTED VIA MENTORSHIP	13	22	35
5. AMOUNT OF CASP FUNDING	\$2,137,230	\$1,510,114	\$1,596,500
6. AMOUNT OF GRANTS FUNDING	\$267,801	\$1,656,410	\$1,716,473
7. NUMBER OF HOUSING UNITS IMPROVED	56	40	30
8. NUMBER OF HOPE 3 UNITS SOLD	1	6	13
9. NUMBER OF ASSISTED HOME PROJECTS	29	101	75
10. NEIGHBORHOOD MAPPING PROJECT	N/A	N/A	1

LEE COUNTY

**FISCAL 1998 BUDGET
FINAL**

Department: HUMAN SERVICES

Division: SHADY REST CARE PAVILION

Division Mission:

THE SHADY REST CARE PAVILION, A 180 BED SKILLED FACILITY, PROVIDES QUALITY PATIENT CARE AND RELATED SERVICES NECESSARY TO MAINTAIN AND IMPROVE THE QUALITY OF LIFE FOR ITS RESIDENTS. THE FACILITY ACCEPTS MEDICAID, MEDICARE, HOSPICE, AND PRIVATE RESIDENTS. MUCH EMPHASIS IS PLACED ON THERAPIES AND REHABILITATION.

All Funds Expenditures

<u>Description:</u>	<u>1995-96 Actual</u>	<u>1996-97 Estimated</u>	<u>1997-98 Budget</u>
Salaries / Wages	\$ 2,646,766	\$ 3,033,527	\$ 3,582,786
Fringe Benefit Costs	<u>2,266,562</u>	<u>2,666,640</u>	<u>2,270,891</u>
Personnel Services	4,913,328	5,700,167	5,853,677
Operating Expenses	2,550,911	2,437,937	2,430,585
Furniture and Equipment	9,155	109,390	120,000
Lease/Purchase	6,994	2	0
Division Total	<u>\$ 7,480,388</u>	<u>\$ 8,247,496</u>	<u>\$ 8,404,262</u>
No. of Full-Time Positions	167.00	163.00	175.00
No. of Part-Time Positions	1.00	1.00	2.00

Objectives:

1. DEVELOP, IMPLEMENT AND MANAGE A BUDGET WHICH MEETS THE NEEDS OF OUR RESIDENTS AND WHERE REVENUES EXCEED EXPENSES BY AT LEAST 1%.
2. ATTAIN A SUPERIOR RATING BY THE AGENCY FOR HEALTH CARE ADMINISTRATION IN 1998.
3. ATTAIN ACCREDITATION BY THE JOINT COMMISSION ON ACCREDITATION OF HEALTH CARE ORGANIZATIONS (JCAHO) IN 1998.
4. DECREASE TURNOVER OF STAFF OF SHADY REST CARE PAVILION BY AN ADDITIONAL 10% IN 1998.
5. DEVELOP AN EMPLOYEE AND MANAGEMENT EVALUATION SYSTEM THAT IS CONSISTENT WITH CURRENT COUNTY OBJECTIVES AND MORE ACCURATELY REFLECTS ACTUAL PERFORMANCE OF ASSIGNED DUTIES.
6. DEVELOP A LIAISON WITH AREA COLLEGES (INCLUDING FLORIDA GULF COAST UNIVERSITY) TO INTEGRATE SHADY REST CARE PAVILION AS A TEACHING FACILITY.

<u>Key Indicators:</u>	<u>1995-96 Actual</u>	<u>1996-97 Estimated</u>	<u>1997-98 Budget</u>
1. REVENUES	\$8,202,111	\$8,351,455	\$9,094,627
2. PERCENT OCCUPANCY	97.45%	96.33%	96.11%
3. STAFFING	168	170	177

**FISCAL 1998 BUDGET
FINAL**

Department: HUMAN SERVICES

Division: STATE HEALTH PROGRAMS

Division Mission:

THE LEE COUNTY PUBLIC HEALTH UNIT PROVIDES THE COMMUNITY WITH THE SERVICES OF THE RECOGNIZED PUBLIC HEALTH AUTHORITY THROUGH THE APPLICATION OF SCIENTIFIC TECHNIQUES AND METHODOLOGIES APPROPRIATE TO THE DELIVERY OF QUALITY PUBLIC HEALTH SERVICES.

All Funds Expenditures

<u>Description:</u>	<u>1995-96 Actual</u>	<u>1996-97 Estimated</u>	<u>1997-98 Budget</u>
Operating Expenses	\$ 350,268	\$ 368,205	\$ 390,508
Grants & Aids	1,094,063	1,094,063	1,094,063
Division Total	1,444,331	1,462,268	1,484,571
No. of Full-Time Positions	0.00	0.00	0.00
No. of Part-Time Positions	0.00	0.00	0.00

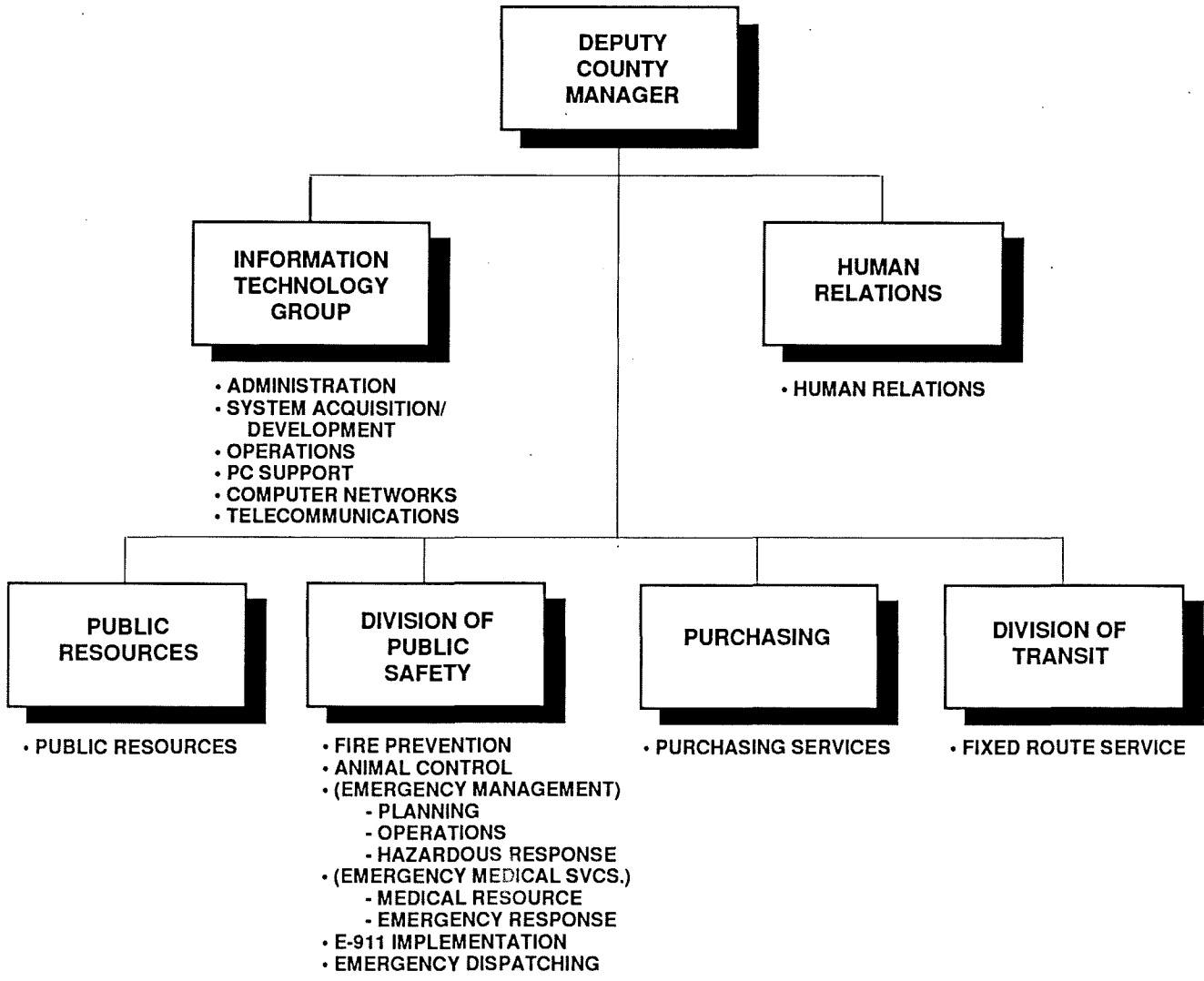
Objectives:

1. REDUCE LEE COUNTY'S INFANT MORTALITY RATE FROM 11.1/1,000 LIVE BIRTHS IN 1995 TO 7.0/1,000 LIVE BIRTHS IN 1998.
2. REDUCE THE PREGNANCY RATE IN TEENAGERS AGED 15-19 FROM 8.0% IN 1995 TO 7.5% IN 1998.
3. LIMIT THE SPREAD OF TUBERCULOSIS IN LEE COUNTY SUCH THAT NO MORE THAN 40 CASES OF TUBERCULOSIS ARE RECORDED IN CALENDAR YEAR 1998.
4. DEVELOP A SYSTEM TO MONITOR MORBIDITY AS IT RELATES TO MOTOR VEHICLE CRASHES.

<u>Key Indicators:</u>	<u>1995-96 Actual</u>	<u>1996-97 Estimated</u>	<u>1997-98 Budget</u>
1. FAMILY PLANNING INITIAL/ ANNUAL EXAMS	3,716	4,200	4,500
2. HEALTHY START PRENATAL CASES OPENED	1,489	1,815	1,950
3. CASES OF TUBERCULOSIS	29	34	40



INDEPENDENT DIVISIONS



Human Relations provides human relations programs including recruitment/selection/appointment services, employee relations and training, employment opportunity programs and classification/pay administration.

Public Resources provides pick up and delivery of all internal and outgoing mail, centralized art and desktop publishing, printing and duplicating services, and coordinates the Speaker's Bureau. Additionally, this division provides the public with a central contact point within Lee County Government for obtaining information and assistance.

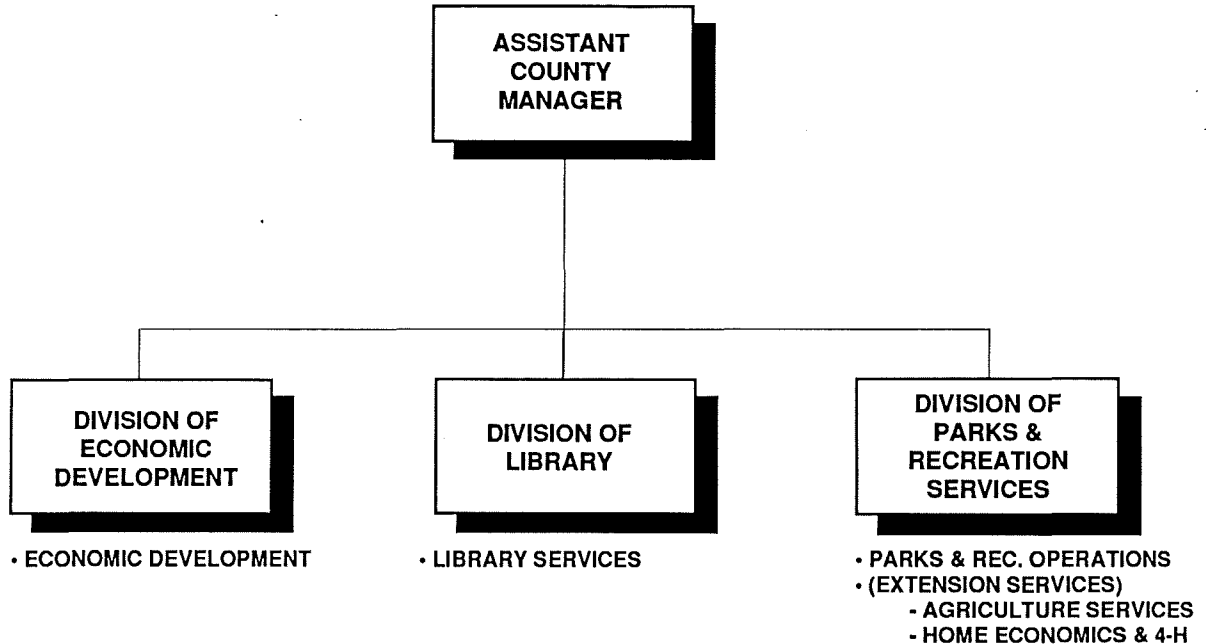
Public Safety provides services to citizens and visitors of Lee County including emergency medical services and emergency management services.

Purchasing Services provides a centralized system for procuring goods and services at the lowest possible price and with expediency. In addition, Purchasing provides bid specification research services to County departments.

LeeTran (the county's transit system) provides fixed rate bus transportation services for citizens and visitors of Lee County and contracts for paratransit services in compliance with the ADA.

The Information Technology Group (ITG) provides the planning and coordination of data processing and system design, computer networks and telephone system.

INDEPENDENT DIVISIONS



Economic Development works with a variety of business organizations from other counties, states and countries to attract new business, as well as, retain and expand existing industries increasing the job base in Lee County. The division is also responsible for administering the Community Redevelopment Agency function, which implements projects in five redevelopment areas to enhance the tax base; the Film Liaison function, which promotes and encourages the film industry to film in this region, thereby enhancing the economy; and the Micro Lending Enterprise function, which offers financial assistance to qualified small business owners.

The Library Division consists of 11 library buildings including a Talking Books Library and processing center. This division additionally provides book mobile and institution services for a variety of patrons.

Parks and Recreation Services includes Extension Services and programming and maintenance of park & recreational facilities such as recreation centers and regional parks.

All independent divisions report directly to County Administration.

FISCAL 1998 BUDGET
FINAL

INDEPENDENT DIVISION DIVISIONS

LEE COUNTY, FLORIDA
1997-98

DIVISION / PROGRAM	1995-96 ACTUAL	1996-97 ESTIMATED	1997-98 BUDGET
PW/DCD INTERNAL SERVICES			
PUB WKS/COMM DEV ADMIN	0	707,650	585,634
PUB WORKS CONTRACTS	0	269,556	289,829
INTERNAL SUPPORT	0	1,019,620	1,738,620
INTERNAL FISCAL	0	326,994	624,126
COUNTY LANDS	0	791,663	823,476
JUVENILE BOOT CAMP	1,564,305	0	0
	<u>2,756</u>	<u>0</u>	<u>0</u>
DIVISION TOTAL	<u>1,567,061</u>	<u>3,115,483</u>	<u>4,061,685</u>
 PURCHASING			
PURCHASING SERVICES	<u>685,291</u>	<u>728,002</u>	<u>727,773</u>
DIVISION TOTAL	<u>685,291</u>	<u>728,002</u>	<u>727,773</u>
 MGMT. INFO. SERVICES			
MIS ADMINISTRATION	494,662	941,522	0
SYS ACQ. & DEVELOPMENT	565,162	400,055	0
DP OPERATIONS	1,671,942	1,540,249	0
PC SUPPORT	291,869	195,906	0
DIVISION TOTAL	<u>3,023,635</u>	<u>3,077,732</u>	<u>0</u>
 PUBLIC RESOURCES			
PUBLIC RESOURCES	<u>1,567,611</u>	<u>1,333,447</u>	<u>1,435,978</u>
DIVISION TOTAL	<u>1,567,611</u>	<u>1,333,447</u>	<u>1,435,978</u>
 HUMAN RELATIONS			
HUMAN RELATIONS	<u>1,111,978</u>	<u>980,360</u>	<u>959,087</u>
DIVISION TOTAL	<u>1,111,978</u>	<u>980,360</u>	<u>959,087</u>
 INFO TECHNOLOGY GROUP			
MIS ADMINISTRATION	0	0	546,873
COMPUTER NETWORKING	0	0	1,041,622
SYS ACQ. & DEVELOPMENT	0	0	519,482
DP OPERATIONS	0	0	1,506,596
PC SUPPORT	0	0	191,177
TELEPHONES	0	0	2,085,344
GOVT. COMM. NETWORK	0	0	1,230,692
DIVISION TOTAL	<u>0</u>	<u>0</u>	<u>7,121,786</u>
DEPARTMENT TOTAL	<u>7,955,576</u>	<u>9,235,024</u>	<u>14,306,309</u>
EXPENDITURE BY FUND TYPE			
GENERAL	3,364,880	5,703,181	6,858,513
SPECIAL REVENUE	1,567,061	454,111	326,010
INTERNAL SERVICES	<u>3,023,635</u>	<u>3,077,732</u>	<u>7,121,786</u>
TOTAL	<u>7,955,576</u>	<u>9,235,024</u>	<u>14,306,309</u>

**FISCAL 1998 BUDGET
FINAL**

INDEPENDENT DIVISION DIVISIONS

LEE COUNTY, FLORIDA
1997-98

<u>DIVISION / PROGRAM</u>	<u>1995-96 ACTUAL</u>	<u>1996-97 ESTIMATED</u>	<u>1997-98 BUDGET</u>
PUBLIC SAFETY			
FIRE PROTECTION	939,338	1,016,667	506,158
FIRE IMPACT FEES	773,450	803,362	983,306
PUBLIC SAFETY ADMIN.	1,046,461	0	0
EMERGENCY MGMT OPERATIONS	114,572	298,838	318,968
EMERG. OPR. PLANNING	138,540	267,345	260,683
ALL HAZARDS PROTECTION	371,947	729,640	886,043
EMERGENCY RESPONSE	10,321,864	9,759,644	11,391,138
EMERGENCY DISPATCHING	0	1,283,320	1,278,138
MEDICAL RESOURCE	18,310	0	0
E911 IMPLEMENTATION	0	1,249,238	1,495,742
ANIMAL CONTROL	695,000	665,835	698,952
DIVISION TOTAL	14,419,482	16,073,889	17,819,128
LIBRARY			
LIBRARY SERVICES	8,516,246	10,487,107	10,937,917
DIVISION TOTAL	8,516,246	10,487,107	10,937,917
PUB PARKS & REC SERVICES			
EXTENSION SERVICES	479,119	447,106	480,725
PARKS/REC OPERATIONS	11,028,209	12,559,337	13,423,736
CIVIC CENTER	1,194,490	0	0
DIVISION TOTAL	12,701,818	13,006,443	13,904,461
TRANSIT			
FIXED ROUTE SERVICE	4,731,110	11,544,072	7,835,054
DIVISION TOTAL	4,731,110	11,544,072	7,835,054
COMMUNICATIONS			
COMPUTER NETWORKING	629,810	707,433	0
TELEPHONES	1,635,735	2,004,135	0
EMERGENCY DISPATCHING	976,730	0	0
E911 IMPLEMENTATION	929,682	0	0
COMMUNICATIONS ADMIN.	186,217	8,189	0
GOVT. COMM. NETWORK	861,526	1,107,661	0
DIVISION TOTAL	5,219,700	3,827,418	0
ECONOMIC DEVELOPMENT			
ECONOMIC DEVELOPMENT	808,660	902,131	904,585
ECONOMIC INCENTIVE	0	760,000	0
DIVISION TOTAL	808,660	1,662,131	904,585
DEPARTMENT TOTAL	46,397,016	56,601,060	51,401,145
EXPENDITURE BY FUND TYPE			
GENERAL	16,847,168	16,707,482	18,031,250
SPECIAL REVENUE	20,497,634	24,530,277	25,534,841
ENTERPRISE	5,925,600	11,544,072	7,835,054
INTERNAL SERVICES	3,126,614	3,819,229	0
TOTAL	46,397,016	56,601,060	51,401,145

FISCAL 1998 BUDGET
FINAL

Department: INDEPENDENT DIVISION **Division:** PW/DCD INTERNAL SERVICES

Division Mission:

THE INTERNAL SERVICES DIVISION PROVIDES ASSISTANCE TO THE COUNTY MANAGER IN IMPLEMENTING THE POLICIES & PROGRAMS OF THE BOARD OF COUNTY COMMISSIONERS AS THEY RELATE TO THE DEPARTMENTS OF PUBLIC WORKS & COMMUNITY DEVELOPMENT. ADDITIONALLY, SUPPORT IS PROVIDED TO THE DEPARTMENTS OF PUBLIC WORKS AND COMMUNITY DEVELOPMENT BY THE CENTRALIZED FISCAL AND SECRETARIAL STAFFS. PROFESSIONAL REAL ESTATE AND CONTRACT SERVICES ARE PROVIDED COUNTY-WIDE BY COUNTY LANDS AND CONTRACT SERVICES, RESPECTIVELY.

All Funds Expenditures

<u>Description:</u>	<u>1995-96</u> <u>Actual</u>	<u>1996-97</u> <u>Estimated</u>	<u>1997-98</u> <u>Budget</u>
Salaries / Wages	\$ 0	\$ 1,470,770	\$ 1,894,119
Fringe Benefit Costs	7,678	663,787	771,426
Personnel Services	7,678	2,134,557	2,665,545
Operating Expenses	1,556,242	945,926	1,377,590
Furniture and Equipment	3,141	35,000	18,550
Division Total	\$ 1,567,061	\$ 3,115,483	\$ 4,061,685
No. of Full-Time Positions	0.00	41.67	60.00
No. of Part-Time Positions	0.00	0.00	0.00

Objectives:

1. TO PROVIDE MANAGEMENT AND DIRECTION FOR THE DIVISIONS OF TRANSPORTATION, UTILITIES, SOLID WASTE, PLANNING AND CONSTRUCTION, NATURAL RESOURCES, COUNTY LANDS, CONTRACT MANAGEMENT, DEVELOPMENT SERVICES, PLANNING, AND THE CENTRALIZED FISCAL AND SECRETARIAL SERVICES.
2. TO PROVIDE COORDINATION OF LONG-RANGE PLANNING, CAPITAL IMPROVEMENTS, AND OPERATIONAL FUNCTION OF THESE DIVISIONS AND PROGRAMS.
3. TO PROVIDE OPTIMAL CUSTOMER SERVICE AND ENSURE MAXIMUM CUSTOMER SATISFACTION THROUGH STREAMLINED PROCESSES, STAFF EDUCATION AND TRAINING, AND THE EFFICIENCIES OF IMPROVED TECHNOLOGY.
4. TO ACTIVELY PURSUE THE DECLARATION AND SUBSEQUENT SALE/DONATION OF COUNTY SURPLUS LANDS.
5. TO NEGOTIATE THE VOLUNTARY ACQUISITION OF REAL PROPERTY EITHER BY DONATION OR BY PURCHASE FOR ALL COUNTY PROJECTS.
6. TO PROVIDE TITLE RESEARCH AND OBTAIN APPRAISAL REPORTS FOR THE COUNTY.
7. TO DELIVER EFFICIENT AND EFFECTIVE ADMINISTRATIVE SERVICE BY PILOTING, IMPLEMENTING AND MONITORING NEW PROCESSES UTILIZING AUTOMATION, TECHNOLOGY & OPTIMAL USE OF TEAM STRUCTURE.
8. TO PROVIDE FISCAL SUPPORT IN THE AREAS OF ACCOUNTS RECEIVABLE, ACCOUNTS PAYABLE, PURCHASING, AND CASHIERING IN AN EFFICIENT MANNER.

<u>Key Indicators:</u>	<u>1995-96</u> <u>Actual</u>	<u>1996-97</u> <u>Estimated</u>	<u>1997-98</u> <u>Budget</u>
1. CONTRACT ACTIVITY	110	110	110
2. NUMBER OF PARCELS ACQUIRED	486	700	700
3. NUMBER OF TITLE SEARCHES	975	900	700
4. NUMBER OF PARCELS REVIEWED FOR DISPOSAL &/OR DISPOSED	21	23	25

FISCAL 1998 BUDGET

FINAL

Department: INDEPENDENT DIVISION **Division:** PURCHASING

Division Mission:

THE DIVISION OF PURCHASING SERVICES PROVIDES A SERVICE FOR THE PROCUREMENT OF GOODS AND SERVICES FOR LEE COUNTY DEPARTMENTS, REVIEWS AND ASSISTS DEPARTMENTS IN PREPARING SPECIFICATIONS, ASSISTS DEPARTMENTS IN A CONSULTING CAPACITY, USES CURRENT PURCHASING METHODS TO ENSURE COMPETITIVE PURCHASING FOR PURCHASES OVER \$19,500.00, IS AVAILABLE TO ASSIST DEPARTMENTS/DIVISIONS WITH ALL PURCHASES, AND PARTICIPATES IN THE SOUTHWEST FLORIDA COOPERATIVE PURCHASING CONSORTIUM IN AN EFFORT TO STREAMLINE DUPLICATION OF EFFORT ON THE PART OF LOCAL GOVERNMENTS.

All Funds Expenditures

<u>Description:</u>	<u>1995-96 Actual</u>	<u>1996-97 Estimated</u>	<u>1997-98 Budget</u>
Salaries / Wages	\$ 382,575	\$ 354,400	\$ 367,643
Fringe Benefit Costs	143,242	171,764	186,461
Personnel Services	525,817	526,164	554,104
Operating Expenses	153,903	171,838	173,669
Furniture and Equipment	5,571	30,000	0
Division Total	\$ 685,291	\$ 728,002	\$ 727,773
No. of Full-Time Positions	13.00	12.00	11.00
No. of Part-Time Positions	0.00	0.00	0.00

Objectives:

1. DEVELOP A MINIMUM OF THREE (3) CONSORTIUM QUOTATIONS.
2. GENERATE SAVINGS IN EXCESS OF 7% OF OUR TOTAL DIVISION BUDGET THROUGH PROCESSING COMPETITIVE QUOTATIONS USING PROFESSIONAL PURCHASING METHODS.
3. PROVIDE TRAINING TO 125 END USERS IN THE USE OF THE J.D. EDWARDS' ONEWORLD PURCHASING PROGRAM.

<u>Key Indicators:</u>	<u>1995-96 Actual</u>	<u>1996-97 Estimated</u>	<u>1997-98 Budget</u>
1. # OF CONSORTIUM QUOTATIONS IMPLEMENTED	0	4	3
2. % OF SAVINGS IN EXCESS OF TOTAL DIVISION BUDGET	5%	6%	7%
3. # OF EMPLOYEES TRAINED ON ONEWORLD PURCHASING PROGRAM	0	0	125

**FISCAL 1998 BUDGET
FINAL**

Department: INDEPENDENT DIVISION **Division:** PUBLIC RESOURCES

Division Mission:

THE PUBLIC RESOURCES DIVISION PROVIDES PUBLIC AWARENESS OF THE PURPOSE, ACTIVITIES AND FUNCTIONS OF LEE COUNTY GOVERNMENT BY PROVIDING A CENTRAL CONTACT POINT FOR CITIZENS TO OBTAIN INFORMATION AND BY PROVIDING A LIAISON ROLE BETWEEN GOVERNMENT, THE MEDIA AND THE GENERAL PUBLIC. PUBLIC RESOURCES ALSO PROVIDES A VARIETY OF ADMINISTRATIVE SUPPORT FUNCTIONS INCLUDING AGENDAS, ADVERTISING, ADVISORY COMMITTEE COORDINATION, VIDEO PUBLIC RECORDS AND COORDINATION OF SPECIAL EVENTS AND ACTIVITIES TO PROMOTE LEE COUNTY, INCLUDING LOLA (LEE ON LINE ACCESS). IN ADDITION, THE FOLLOWING OTHER INTERNAL SUPPORT SERVICES ARE PROVIDED: GRAPHICS, PRINTING AND DUPLICATING, MAIL/COURIER SERVICES, AND TV BROADCASTING OF BOARD MEETINGS.

All Funds Expenditures

Description:	1995-96 Actual	1996-97 Estimated	1997-98 Budget
Salaries / Wages	\$ 552,153	\$ 447,471	\$ 531,313
Fringe Benefit Costs	388,271	205,500	234,908
Personnel Services	940,424	652,971	766,221
Operating Expenses	606,706	680,476	669,757
Furniture and Equipment	20,481	0	0
Division Total	\$ 1,567,611	\$ 1,333,447	\$ 1,435,978
No. of Full-Time Positions	19.00	16.00	16.00
No. of Part-Time Positions	1.00	0.00	2.00

Objectives:

1. RESEARCH, COLLECT AND MAINTAIN INFORMATION COUNTY-WIDE TO RESPOND TO INQUIRIES FROM THE PUBLIC AND COUNTY STAFF.
2. RESPOND TO THE DEMAND FOR GRAPHICS, PRINTING/DUPLICATING AND MAIL SERVICES PROVIDED TO COUNTY DEPARTMENTS/DIVISIONS, CONSTITUTIONAL OFFICERS AND COUNTY AGENCIES.
3. PLAN AND COORDINATE SPECIAL EVENTS AND ACTIVITIES RELATING TO THE PROMOTION OF LEE COUNTY.
4. PROVIDE ON LINE SERVICES TO MEET GROWING DEMANDS.

Key Indicators:	1995-96 Actual	1996-97 Estimated	1997-98 Budget
1. INQUIRIES TO LEE CARES	25,800	37,250	39,451
2. GRAPHIC REQUESTS	577	415	415
3. PRINTING/DUPLICATING REQUESTS	2,379	2,118	2,118
4. PIECES OF MAIL PROCESSED (MILLIONS)	1.70	1.21	1.21
5. NUMBER OF LEE GROWS PRESENTATIONS	5	7	8
6. NUMBER OF SPECIAL EVENTS	53	57	53
7. NUMBER OF ON LINE CONTACTS (LOLA)	0	360,000	400,000

FISCAL 1998 BUDGET
FINAL

Department: INDEPENDENT DIVISION **Division:** HUMAN RELATIONS

Division Mission:

THE HUMAN RELATIONS DIVISION PROVIDES THE SERVICES THAT FOCUS ON THE EFFECTIVE MANAGEMENT, DIRECTION AND UTILIZATION OF PEOPLE WHERE IT CONCERNS ALL STRATA OF EMPLOYEE RELATIONS AND PERSONNEL MANAGEMENT WHILE PROMOTING THAT WHICH VALUES WORKFORCE DIVERSITY AND PROVIDES REDRESS FOR CONCERNS AS APPROPRIATE IN THE FOLLOWING AREAS: RECRUITMENT, SELECTION, APPOINTMENT, MOTIVATION, EMPOWERMENT, PERFORMANCE PAY, CLASSIFICATION, COMPENSATION, UTILIZATION, TRAINING, DEVELOPMENT, CORRECTIVE ACTIONS, PROMOTION, TERMINATION, REDUCTION-IN-FORCE AND RETIREMENT ISSUES. IT ALSO RESPONDS TO VARIOUS COMMUNITY NEEDS AS RELATED TO FAIR HOUSING PLANNING ACTIVITIES AND THE MBE/DBE/WBE SECTOR.

All Funds Expenditures

<u>Description:</u>	<u>1995-96</u> <u>Actual</u>	<u>1996-97</u> <u>Estimated</u>	<u>1997-98</u> <u>Budget</u>
Salaries / Wages	\$ 538,006	\$ 463,582	\$ 506,209
Fringe Benefit Costs	233,717	194,362	198,099
Personnel Services	771,723	657,944	704,308
Operating Expenses	327,450	320,376	254,779
Furniture and Equipment	12,805	0	0
Capital Outlay	0	2,040	0
Division Total	\$ 1,111,978	\$ 980,360	\$ 959,087
No. of Full-Time Positions	20.00	17.00	16.00
No. of Part-Time Positions	4.00	0.00	0.00

Objectives:

1. IMPROVE THE QUALITY OF HIRING DECISIONS AND REDUCE LIABILITY BY PROVIDING SUPPORT, GUIDANCE AND TRAINING TO THE HIRING AUTHORITIES.
2. INCREASE SUPERVISOR AND EMPLOYEE EFFECTIVENESS BY PROVIDING TRAINING IN EMPOWERMENT, SUPERVISORY SKILLS, HIRING, EMPLOYEE RELATIONS, CORRECTIVE ACTION, COMMUNICATION, PROBLEM SOLVING, CHANGE, PERFORMANCE PLANNING, FAMILY MEDICAL LEAVE ACT, PERSONNEL POLICIES AND PROCEDURES, EEO COMPLIANCE AND DIVERSITY.
3. REDUCE POTENTIAL LIABILITY BY CONDUCTING INVESTIGATIONS AND ASSISTING DEPARTMENTS THROUGH THE CORRECTIVE ACTION AND GRIEVANCE PROCESS, REORGANIZATIONS AND STAFF REDUCTION/LAYOFFS.
4. ENHANCE EMPLOYEE COMMUNICATIONS AND MOTIVATION VIA PERFORMANCE PLANNING, RECOGNITION PROGRAMS, BENEFITS STATEMENTS, NEWSLETTERS, CULTURAL AWARENESS PROGRAMS AND UTILIZATION OF THE SUGGESTION PROGRAM.
5. PROVIDE MANAGEMENT REPORTS FOR TRACKING AND MONITORING PURPOSES IN THE AREAS OF PERFORMANCE PLANNING, TURNOVER, ABSENCE, TRAINING, VACANCY AND CLASSIFICATION ACTIVITY.
6. INITIATE FAIR HOUSING ACTIVITIES AND PROMOTE DBE PROGRAM GOALS AS PART OF COMMUNITY RELATIONS EFFORTS.

<u>Key Indicators:</u>	<u>1995-96</u> <u>Actual</u>	<u>1996-97</u> <u>Estimated</u>	<u>1997-98</u> <u>Budget</u>
1. INTENT TO HIRES PROCESSED	463	450	420
2. TRAINING PROGRAMS CONDUCTED	51	100	114
3. SUGGESTIONS PROCESSED	60	70	50
4. MANAGEMENT REPORTS PRODUCED	10	50	50
5. NO. OF COMPLAINTS RECEIVED ALLEGING VIOLATIONS OF LOCAL, STATE AND FEDERAL ANTI-DISCRIMINATION LAWS	932	950	1,100
6. DOLLARS AWARDED TO DBE/MBE/WBE ON COUNTY PROJECTS	\$1,143,000	\$1,300,000	\$2,000,000
7. ACTIVITIES TO PROMOTE FAIR HOUSING	1	1	1

**FISCAL 1998 BUDGET
FINAL**

Department: INDEPENDENT DIVISION **Division:** INFO TECHNOLOGY GROUP

Division Mission:

THE INFORMATION TECHNOLOGY GROUP (ITG) PROVIDES AND MAINTAINS THE INFORMATION TECHNOLOGY INFRASTRUCTURE AND DATA/COMMUNICATION SERVICES TO LEE COUNTY GOVERNMENT OFFICES. THE SERVICES INCLUDE TELEPHONE COMMUNICATIONS, DATA PROCESSING SERVICES, APPLICATION SYSTEMS DEVELOPMENT, AND DATA NETWORK SERVICES. DURING FY 97 THE DIVISION OF COMMUNICATIONS AND MANAGEMENT INFORMATION SERVICES (MIS) WERE CONSOLIDATED TO CREATE THE INFORMATION TECHNOLOGY GROUP.

All Funds Expenditures

<u>Description:</u>	<u>1995-96 Actual</u>	<u>1996-97 Estimated</u>	<u>1997-98 Budget</u>
Salaries / Wages	\$ 0	\$ 0	\$ 1,626,956
Fringe Benefit Costs	0	0	745,788
Personnel Services	0	0	2,372,744
Operating Expenses	0	0	3,681,120
Furniture and Equipment	0	0	686,492
Lease/Purchase	0	0	381,430
Division Total	\$ 0	\$ 0	\$ 7,121,786
No. of Full-Time Positions	0.00	0.00	40.00
No. of Part-Time Positions	0.00	0.00	0.00

Objectives:

1. SUSTAIN AND IMPROVE COMMUNICATION/DATA SERVICES AND SUPPORT THROUGH EQUIPMENT UPGRADES.
2. PROVIDE COMMUNICATION/DATA ENGINEERING SUPPORT TO ALL GOVERNMENT AGENCIES WISHING TO UTILIZE THE LATEST INFORMATION TECHNOLOGY.
3. PROVIDE THE END-USER WITH AD-HOC QUERY TECHNOLOGY.
4. PROVIDE MIGRATION AND CONVERSION OF EXISTING SYSTEMS TO SUPPORT A WIDER RANGE OF INDUSTRY STANDARDS.

<u>Key Indicators:</u>	<u>1995-96 Actual</u>	<u>1996-97 Estimated</u>	<u>1997-98 Budget</u>
1. NUMBER OF TELEPHONES IN SERVICE	2,055	3,335	3,797
2. NUMBER OF DATA NETWORK CONNECTS	968	1,209	2,141
3. DATA CUSTOMER SERVICE REQUESTS	9,993	10,000	10,000
4. PERSONAL COMPUTERS SUPPORTED	600	700	1,000
5. LOCAL AREA NETWORKS SUPPORTED	5	30	40
6. APPLICATIONS DEV. - WORK TICKETS	108	75	125
7. JOB STEPS PROCESSED	195,223	200,000	200,000
8. REPORTS PRINTED	84,172	100,000	100,000

**FISCAL 1998 BUDGET
FINAL**

Department: INDEPENDENT DIVISION Division: PUBLIC SAFETY

Division Mission:

THE PUBLIC SAFETY DIVISION PROVIDES HELP TO RESIDENTS AND VISITORS BY FURNISHING THE FOLLOWING SERVICES: ADVANCED LIFE SUPPORT PREHOSPITAL EMERGENCY AND PRIMARY HEALTH CARE VIA AMBULANCE AND HELICOPTER; PLANNING AND RESPONSE TO LARGE SCALE EMERGENCIES AND DISASTERS; ANIMAL CONTROL SERVICES TO THE UNINCORPORATED AREAS OF THE COUNTY; AND FIRE PROTECTION SERVICES TO DEPENDENT FIRE DISTRICTS IN THE UNINCORPORATED AREAS OF THE COUNTY. THE COMMUNICATIONS PROGRAM PROVIDES A COUNTYWIDE EMERGENCY COMMUNICATION CENTER, WHICH RECEIVES CALLS AND DISPATCHES FOR PUBLIC SAFETY OF LEE COUNTY. E-911 PROGRAM IS VESTED WITH MAINTAINING OPERATION OF A COUNTYWIDE FULLY ENHANCED E-911 SYSTEM.

All Funds Expenditures

Description:	1995-96 Actual	1996-97 Estimated	1997-98 Budget
Salaries / Wages	\$ 4,720,480	\$ 5,062,814	\$ 6,589,192
Fringe Benefit Costs	3,880,960	3,728,763	3,549,573
Personnel Services	8,601,440	8,791,577	10,138,765
Operating Expenses	4,124,911	5,092,148	5,364,275
Furniture and Equipment	858,660	1,073,807	917,475
Capital Outlay	0	35	0
Lease/Purchase	29,888	0	0
Grants & Aids	804,583	1,116,322	1,398,613
Division Total	\$ 14,419,482	\$ 16,073,889	\$ 17,819,128
No. of Full-Time Positions	157.00	210.73	209.00
No. of Part-Time Positions	1.00	2.00	2.00

Objectives:

1. TO ACHIEVE AN 8 MINUTE OR LESS RESPONSE TIME TO EMERGENCY MEDICAL CALLS WITH 90% RELIABILITY.
2. TO PROVIDE TRAINING AND QUALITY IMPROVEMENT PROGRAMS TO EMERGENCY MEDICAL PERSONNEL.
3. TO REDUCE FUTURE DISASTER POTENTIAL FROM NATURAL/TECHNOLOGICAL HAZARDS.
4. TO DEVELOP AND MAINTAIN PLANS AND PROCEDURES FOR LARGE SCALE NATURAL AND TECHNOLOGICAL HAZARDS.
5. TO MAINTAIN A PUBLIC INFORMATION AND EDUCATION PROGRAM ON HAZARDS.
6. TO DO EXERCISES & DRILLS TO EVALUATE EMERGENCY PLANS & PROCEDURES.
7. TO IMPROVE EMERGENCY RESPONSE OPERATION CAPABILITIES.
8. TO MAINTAIN THE COUNTYWIDE HAZARDOUS MATERIALS RESPONSE TEAM.
9. TO INCREASE THE NUMBER OF HURRICANE SHELTERS.
10. TO MONITOR THE CONTRACT FOR ANIMAL CONTROL SERVICES TO ENSURE COMPLIANCE WITH CONTRACTUAL OBLIGATIONS.
11. TO PROVIDE FIRE PROTECTION SERVICES VIA CONTRACTUAL ARRANGEMENT WITH MARAVILLA SUBDIVISION, USEPPA ISLAND AND BURNT STORE FIRE DISTRICTS.
12. UPGRADE COMPUTER AIDED DISPATCH SYSTEM.
13. MAINTAIN THE 911 DATA-BASE ERROR RATE TO LESS THAN 1/10TH OF 1 PERCENT.
14. CONTINUE TO PROVIDE A 911 TRAINING PROGRAM TO ALL 911 OPERATORS.
15. PROVIDE EQUIPMENT/TECHNICAL SUPPORT FOR PUBLIC SAFETY ANSWERING POINTS THROUGHOUT THE COUNTY, EMPLOYING THE MOST CURRENT TECHNOLOGY AVAILABLE.

Key Indicators:	1995-96 Actual	1996-97 Estimated	1997-98 Budget
1. EMERGENCY CALLS/MEDICAL ASSISTANCE	41,531	43,000	45,000
2. EMS PERSONNEL TRAINING OPPORTUNITY	146	161	161
3. EMERGENCY 911 CALLS HANDLED	0	0	0
4. PLANS/SPECIAL PROJECTS COMPLETED	12	15	18
5. PUBLIC EDUCATION MATERIALS	76,000	87,000	100,000
6. E-911 DATABASE ERROR RATE	.01%	.01%	.01%
7. E-911 TELEPHONE ACCESS LINES	261,536	289,557	301,000
8. NEW HURR. SHELTERS ESTABLISHED	2	1	3
9. CONTRACTUAL AGREEMENTS EXECUTED	4	3	3

FISCAL 1998 BUDGET

FINAL

Department: INDEPENDENT DIVISION **Division:** LIBRARY

Division Mission:

THE LIBRARY DIVISION PROVIDES VARIOUS MATERIALS AND LIBRARY ASSISTANCE TO MEET THE INFORMATIONAL, EDUCATIONAL, CULTURAL, RECREATIONAL, AND REHABILITATIVE NEEDS OF THE CITIZENS OF LEE COUNTY.

All Funds Expenditures

Description:	1995-96 Actual	1996-97 Estimated	1997-98 Budget
Salaries / Wages	\$ 3,272,088	\$ 3,782,752	\$ 4,186,333
Fringe Benefit Costs	1,316,327	1,506,636	1,706,904
Personnel Services	4,588,415	5,289,388	5,893,237
Operating Expenses	2,004,269	2,879,178	2,874,795
Furniture and Equipment	175,692	551,831	349,885
Capital Outlay	1,747,423	1,766,710	1,820,000
Lease/Purchase	447	0	0
Division Total	\$ 8,516,246	\$ 10,487,107	\$ 10,937,917
No. of Full-Time Positions	142.00	152.00	149.00
No. of Part-Time Positions	37.00	39.00	38.00

Objectives:

1. SERVE LEE COUNTY CITIZENS EFFECTIVELY BY CIRCULATING 5,334,068 ITEMS AT ELEVEN LIBRARIES AND ONE BOOKMOBILE.
2. MAINTAIN REFERENCE ACCESS FOR ALL LIBRARY LOCATIONS BY PROVIDING 66 HOURS OF PRIMARY RESOURCE REFERENCE SUPPORT AT THE FORT MYERS-LEE COUNTY PUBLIC LIBRARY.
3. INCREASE THE NUMBER OF REGISTERED LIBRARY PATRONS TO 45% OF THE COUNTY POPULATION.
4. DEVELOP THE CURRENT LIBRARY COLLECTION TO MEET THE NEEDS OF LEE COUNTY RESIDENTS.

Key Indicators:	1995-96 Actual	1996-97 Estimated	1997-98 Budget
1. NUMBER OF ITEMS CIRCULATED	4,824,373	5,080,065	5,334,068
2. REFERENCE REQUESTS FULFILLED	267,513	280,655	294,688
3. NUMBER OF PATRONS REGISTERED	45.2%	44.4%	45%
4. NUMBER OF HOLDINGS REFLECTED IN AUTOMATED LIBRARY SYSTEM	805,253	824,434	848,200

FISCAL 1998 BUDGET
FINAL

Department: INDEPENDENT DIVISION **Division:** PUB PARKS & REC SERVICES

Division Mission:

THE DIVISION OF PUBLIC PARKS AND RECREATION SERVICES PROVIDES THE CITIZENS OF LEE COUNTY WITH SAFE, CLEAN AND WELL MAINTAINED FACILITIES. PROGRAMS AT THESE FACILITIES MEET THE NEEDS AS EXPRESSED BY THE BROAD SPECTRUM OF THE POPULATION, INCLUDING BUT NOT LIMITED TO EDUCATIONAL, RECREATIONAL, AND CULTURAL. THE DIVISION STRIVES TO DECREASE EXPENSES WHILE INCREASING THE REVENUES OF THE OVERALL DIVISION.

All Funds Expenditures

Description:	1995-96 Actual	1996-97 Estimated	1997-98 Budget
Salaries / Wages	\$ 4,446,906	\$ 4,489,960	\$ 4,856,313
Fringe Benefit Costs	3,611,286	2,874,502	2,923,578
Personnel Services	8,058,192	7,364,462	7,779,891
Operating Expenses	4,257,295	5,482,799	5,903,046
Furniture and Equipment	280,337	48,355	99,848
Capital Outlay	1,573	0	0
Lease/Purchase	21	1,827	7,676
Grants & Aids	104,400	109,000	114,000
Division Total	\$ 12,701,818	\$ 13,006,443	\$ 13,904,461
No. of Full-Time Positions	186.00	183.00	183.00
No. of Part-Time Positions	27.00	15.00	6.00

Objectives:

1. INCREASE REVENUES BROUGHT INTO THE PARKS AND RECREATION PROGRAM THROUGH NEW AND INCREASED USER FEES, SPONSORSHIPS, PUBLIC/PRIVATE PARTNERSHIPS AND PRIVATIZATION BY 10%.
2. INCREASE THE NUMBER OF EVENTS SPONSORED BY PARKS AND RECREATION FROM 30 TO 35 WHICH WILL INCREASE TOURIST TAX REVENUES AS WELL.
3. PROVIDE FARMERS AND COMMERCIAL HORTICULTURAL INDUSTRY WITH EXTENSION INFORMATION WHILE IMPROVING THE ECONOMIC STABILITY OF LEE COUNTY'S SECOND LARGEST INDUSTRY.
4. ENCOURAGE ENVIRONMENTALLY SOUND PRACTICES BY HOMEOWNERS AND THE AGRICULTURAL INDUSTRY WHICH BALANCE THE ENVIRONMENT AND ECONOMIC STABILITY.
5. PROVIDE EDUCATIONAL PROGRAMS WHICH STRENGTHEN LEE COUNTY FAMILIES.
6. COORDINATE YOUTH EDUCATIONAL OPPORTUNITIES THROUGH 4-H PROGRAMS.
7. PROVIDE RESIDENTS WITH CURRENT RESEARCH INFORMATION RELATED TO THE HOUSING, HOME ENVIRONMENT AND ENVIRONMENTAL ISSUES.

Key Indicators:	1995-96 Actual	1996-97 Estimated	1997-98 Budget
1. OVERALL PARKS & RECREATION PROGRAM REVENUE	2,410,696	2,400,000	1,867,183
2. NUMBER OF EVENTS	32	36	40
3. NUMBER OF CITIZENS REACHED WITH EXTENSION INFORMATION	77,000	142,326	145,000
4. NUMBER OF YOUTH ENROLLED IN 4-H PROGRAM	1,500	407	1,500

**FISCAL 1998 BUDGET
FINAL**

Department: INDEPENDENT DIVISION **Division:** TRANSIT

Division Mission:

TO PROVIDE A CLEAN, SAFE, EFFICIENT AND PREFERRED MODE OF PUBLIC TRANSPORTATION TO THE CITIZENS OF LEE COUNTY. TO PROVIDE PARATRANSIT SERVICE TO THE DISABLED COMMUNITY. TO PROVIDE TRANSIT PLANNING TO THE METROPOLITAN PLANNING ORGANIZATION.

All Funds Expenditures

<u>Description:</u>	<u>1995-96 Actual</u>	<u>1996-97 Estimated</u>	<u>1997-98 Budget</u>
Salaries / Wages	\$ 1,540,067	\$ 1,854,120	\$ 2,588,845
Fringe Benefit Costs	<u>1,112,088</u>	<u>1,319,485</u>	<u>1,610,176</u>
Personnel Services	2,652,155	3,173,605	4,199,021
Operating Expenses	1,288,738	1,687,845	2,011,033
Furniture and Equipment	272,182	6,268,188	830,000
Capital Outlay	139,469	50,000	375,000
Grants & Aids	378,566	364,434	420,000
Division Total	<u>\$ 4,731,110</u>	<u>\$ 11,544,072</u>	<u>\$ 7,835,054</u>
No. of Full-Time Positions	70.00	86.00	98.00
No. of Part-Time Positions	1.00	0.00	0.00

Objectives:

1. SERVE THE PUBLIC TRANSPORTATION NEEDS OF LEE COUNTY.
2. MAINTAIN A HIGH LEVEL OF EFFECTIVENESS IN THE VEHICLE PREVENTATIVE MAINTENANCE PROGRAM.
3. INCREASE THE USE OF DISADVANTAGED BUSINESS ENTERPRISE (DBE) VENDORS TO MEET FEDERAL GRANT REQUIREMENTS.
4. INCREASE RIDERSHIP BY 5% ANNUALLY.
5. INCREASE SYSTEM AWARENESS BY A POSITIVE SYSTEM IMAGE CHANGE, BUS SHELTER PROGRAM AND BUS ADVERTISING.

<u>Key Indicators:</u>	<u>1995-96 Actual</u>	<u>1996-97 Estimated</u>	<u>1997-98 Budget</u>
1. NUMBER OF INCIDENTS REQUIRING ROAD CALL ASSISTANCE	214	185	200
2. ANNUAL FIXED ROUTE AND ADA PASSENGERS TRIPS	1,377,660	1,400,000	1,700,000
3. OPERATING EXPENSE PER FIXED ROUTE TRIP	\$2.61	\$2.85	\$3.07

FISCAL 1998 BUDGET
FINAL

Department: INDEPENDENT DIVISION **Division:** ECONOMIC DEVELOPMENT

Division Mission:

THE DEPARTMENT OF ECONOMIC DEVELOPMENT ENCOURAGES ECONOMIC DEVELOPMENT THROUGH INDUSTRY DIVERSIFICATION AND FACILITATES THE CREATION OF NEW QUALITY JOBS BY ATTRACTING COMPANIES AND ASSISTING LOCAL FIRMS IN THEIR EXPANSION AND RELOCATION EFFORTS. THE ECONOMIC DEVELOPMENT OFFICE PROVIDES TECHNICAL AND ADMINISTRATIVE SUPPORT TO THE HORIZON COUNCIL AND THE INDUSTRIAL DEVELOPMENT AUTHORITY.

All Funds Expenditures

<u>Description:</u>	<u>1995-96</u> <u>Actual</u>	<u>1996-97</u> <u>Estimated</u>	<u>1997-98</u> <u>Budget</u>
Salaries / Wages	\$ 302,704	\$ 408,344	\$ 448,986
Fringe Benefit Costs	157,385	138,893	162,631
Personnel Services	460,089	547,237	611,617
Operating Expenses	332,964	350,394	292,968
Furniture and Equipment	13,882	4,500	0
Capital Outlay	1,725	0	0
Grants & Aids	0	760,000	0
Division Total	\$ 808,660	\$ 1,662,131	\$ 904,585
No. of Full-Time Positions	10.00	10.00	12.00
No. of Part-Time Positions	0.00	0.00	0.00

Objectives:

1. ACT AS A LIAISON BETWEEN COUNTY GOVERNMENT AND LOCAL ECONOMIC DEVELOPMENT AGENCIES AND ASSISTS THE BUSINESS COMMUNITY THROUGH THE OMBUDSMAN PROCESS.
2. RETAIN AND ENCOURAGE THE EXPANSION OF EXISTING BUSINESSES.
3. WORK TOWARD IMPROVING THE BUSINESS ENVIRONMENT IN LEE COUNTY.
4. ATTRACT NEW AND DIVERSIFIED EMPLOYMENT TO THE AREA.
5. ACT AS A RESEARCH CLEARINGHOUSE FOR BUSINESS DEVELOPMENT.
6. PROMOTE THE COUNTY TO THE FILM, TELEVISION AND PRINT ADVERTISING INDUSTRIES.

<u>Key Indicators:</u>	<u>1995-96</u> <u>Actual</u>	<u>1996-97</u> <u>Estimated</u>	<u>1997-98</u> <u>Budget</u>
1. REQUESTS FOR BUSINESS ASSISTANCE AND RESEARCH DATA	1000	1,000	1,100
2. BUSINESS EXPANSION AND PROSPECTS (DOMESTIC & INTERNATIONAL)	600	700	800
3. OUTREACH TO EXISTING INDUSTRIES	200	250	300
4. REGIONAL FILM AND MEDIA PROSPECTS	90	100	110



PUBLIC WORKS/ COMMUNITY DEVELOPMENT



**INTERNAL
SERVICES**

- PW/DCD ADMINISTRATION
- INTERNAL SUPPORT (FISCAL)
- INTERNAL SUPPORT (ADMIN.)
- CONTRACTS
- COUNTY LANDS

This division is responsible for providing direction and leadership to the departments of Community Development, Transportation, Environmental Services, and Planning & Construction.

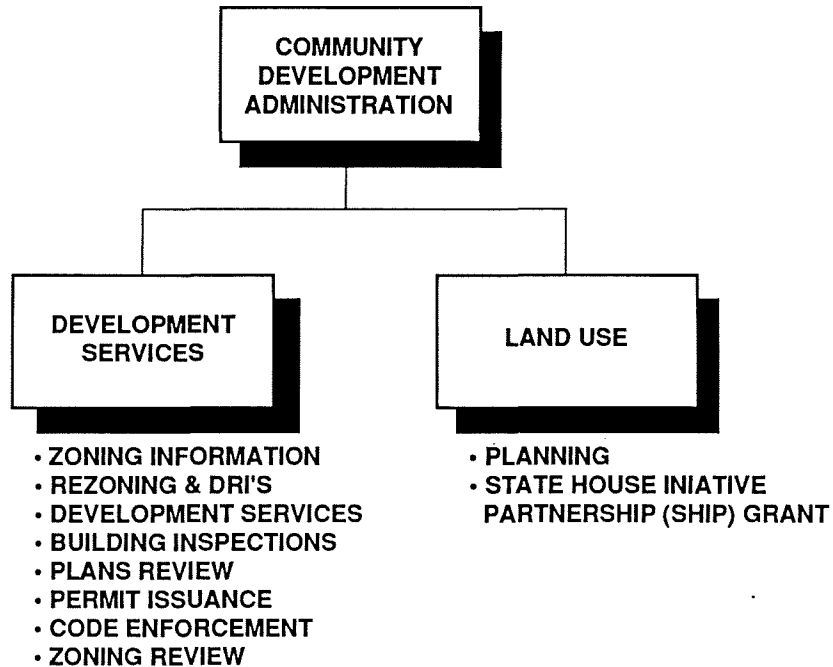
The Contracts Program supports county departments and divisions in the development, negotiation and administration of construction contracts, professional service agreements, other professional service contracts and related change orders.

The County Lands Program provides land and easement acquisition services for capital projects. Additionally, the program is responsible for monitoring Lee County's real estate inventory.

The Division of Natural Resources Management provides for protection and conservation of natural features in Lee County with primary emphasis on surface and ground water.

The Internal Support Programs provide support to the departments and divisions reporting to the Director of Public Works and Community Development.

DEPARTMENT OF COMMUNITY DEVELOPMENT



The Department of Community Development oversees the various aspects of Development and Construction in Lee County. This department reports to the Office of the County Manager.

Functions of Community Development are:

- To process land development applications.
- To provide for protection, conservation and development of natural features in Lee County.
- To provide the public with zoning information.
- To issue permits for general construction, plumbing, electrical, mechanical, roofing, and fire safety.
- To provide enforcement of all Lee County laws & ordinances regarding the natural resources, sign and zoning ordinances and unsafe buildings.
- To ensure a proper land use development to meet the demands of a growing population and the natural environment.

**FISCAL 1998 BUDGET
FINAL**

COMMUNITY DEVELOPMENT DIVISIONS

LEE COUNTY, FLORIDA
1997-98

<u>DIVISION / PROGRAM</u>	<u>1995-96 ACTUAL</u>	<u>1996-97 ESTIMATED</u>	<u>1997-98 BUDGET</u>
COMMUNITY DEVELOP ADMIN.			
COMM DEVEL ADMINISTRATION	619,189	0	0
DIVISION TOTAL	619,189	0	0
ZONING & DEV SERVICES			
LAND DEV ASST	506,446	0	0
DEVELOPMENT REVIEW	1,200,905	0	0
REZONING AND DRI'S	577,469	0	0
DIVISION TOTAL	2,284,820	0	0
CODES & BUILDING SERVICES			
ADMINISTRATION	778,079	263,687	0
PERMIT ISSUANCE	683,775	99,035	0
BUILDING INSPECTIONS	1,515,493	291,610	0
CODE ENFORCEMENT	1,212,541	185,040	0
PLANS REVIEW	651,881	134,755	0
DIVISION TOTAL	4,841,769	974,127	0
PLANNING			
PLANNING	2,597,467	4,009,012	3,537,958
DIVISION TOTAL	2,597,467	4,009,012	3,537,958
ENVIRONMENTAL SCIENCES			
ENVIRONMENTAL SCIENCES	508,715	95,959	0
DIVISION TOTAL	508,715	95,959	0
DEVELOPMENT SERVICES			
LAND DEV ASST	69,010	535,054	618,830
DEVELOPMENT REVIEW	0	1,244,977	1,423,270
REZONING AND DRI'S	23,026	660,176	638,948
ADMINISTRATION	95,886	841,623	0
PERMIT ISSUANCE	0	615,371	1,891,605
BUILDING INSPECTIONS	0	1,458,860	1,806,302
CODE ENFORCEMENT	37,378	1,203,344	1,200,787
PLANS REVIEW	0	591,235	1,060,630
ZONING REVIEW	0	0	247,396
DIVISION TOTAL	225,300	7,150,640	8,887,768
DEPARTMENT TOTAL	11,077,260	12,229,738	12,425,726
EXPENDITURE BY FUND TYPE			
SPECIAL REVENUE	11,077,260	12,229,738	12,425,726
TOTAL	11,077,260	12,229,738	12,425,726

**FISCAL 1998 BUDGET
FINAL**

Department: COMMUNITY DEVELOPMENT **Division:** PLANNING

Division Mission:

THE DIVISION OF PLANNING ASSISTS IN THE COST-EFFECTIVE DIRECTION OF QUALITY DEVELOPMENT TOWARD THE MOST APPROPRIATE LOCATIONS WHILE MAINTAINING A BALANCE BETWEEN THE NEEDS OF A GROWING POPULATION AND THE PROTECTION OF DIMINISHING NATURAL RESOURCES. COLLECT, MAINTAIN, AND DISSEMINATE INFORMATION REGARDING ECONOMIC CONDITIONS, POPULATION, GROWTH, AND BUILDING ACTIVITY. ADMINISTER STATE HOUSING INITIATIVE PROGRAM (SHIP) FOR AFFORDABLE HOUSING AND HISTORIC PRESERVATION PROGRAMS. ENVIRONMENTAL SCIENCES PROVIDES FOR THE IDENTIFICATION AND CONSERVATION OF NATURAL SYSTEMS, VEGETATION AND WILDLIFE THROUGH PROJECT REVIEW, PERMIT ISSUANCE, COMPLIANCE INSPECTIONS AND ENFORCEMENT OF COUNTY ENVIRONMENTAL LAND USE REGULATIONS.

All Funds Expenditures

<u>Description:</u>	<u>1995-96 Actual</u>	<u>1996-97 Estimated</u>	<u>1997-98 Budget</u>
Salaries / Wages	\$ 539,533	\$ 794,978	\$ 803,493
Fringe Benefit Costs	208,417	252,463	273,596
Personnel Services	747,950	1,047,441	1,077,089
Operating Expenses	142,110	496,167	717,305
Furniture and Equipment	28,095	0	0
Capital Outlay	924,112	1,985,914	1,743,564
Grants & Aids	7,891	0	0
Other	747,309	479,490	0
Division Total	\$ 2,597,467	\$ 4,009,012	\$ 3,537,958
No. of Full-Time Positions	15.00	22.00	20.00
No. of Part-Time Positions	0.00	0.00	0.00

Objectives:

1. MONITOR LEE PLAN ACTIVITIES, I.E. AREA STUDIES, YEAR 2010 OVERLAY, AND EXISTING LAND USE DATABASE.
2. PROVIDE SUPPORT DATA AND ANALYSIS FOR COMPREHENSIVE PLAN AMENDMENT CYCLE.
3. COMPILER, ORGANIZE, AND DISSEMINATE ECONOMIC AND DEMOGRAPHIC INFORMATION.
4. DISTRIBUTE SHIP FUNDS FOR AFFORDABLE HOUSING.
5. PRESERVE NATURAL, ARCHITECTURAL, AND HISTORIC RESOURCES THROUGH THE IMPLEMENTATION OF THE HISTORIC PRESERVATION ORDINANCE.
6. ENSURE LEE PLAN COMPLIANCE BY REVIEWING ORDINANCES, CAPITAL IMPROVEMENT PROGRAM, AND FACILITY SITINGS.
7. PROVIDE TIMELY ENVIRONMENTAL REVIEW AND PERMIT ISSUANCE OF DEVELOPMENT PROPOSALS.
8. ENFORCE ENVIRONMENTAL REGULATIONS THROUGH INVESTIGATION, ABATEMENT AND QUASI-JUDICIAL PROCESSES.
9. AMEND AND IMPLEMENT ENVIRONMENTAL ASPECTS OF THE COMPREHENSIVE PLAN AND LAND DEVELOPMENT CODE.
10. PROVIDE TECHNICAL ADVISE AND FEDERAL/STATE ENVIRONMENTAL PERMITTING ASSISTANCE TO OTHER COUNTY DEPARTMENTS AND DIVISIONS.
11. PROVIDE TECHNICAL ASSISTANCE AND PERMITTING PROCEDURAL GUIDANCE TO THE PUBLIC AND THE DEVELOPMENT COMMUNITY.

<u>Key Indicators:</u>	<u>1995-96 Actual</u>	<u>1996-97 Estimated</u>	<u>1997-98 Budget</u>
1. LEE PLAN AMENDMENT	* EAR	47	20
2. DEMOGRAPHIC INFORMATION REQUESTS	3,250	3,245	3,350
3. HISTORIC PERMITS REVIEWED	235	170	180
4. SHIP GRANTS	\$1,358	\$1,512	\$1,465
5. ENVIRONMENTAL REVIEWS/INSPECTIONS ZONING AND DEVELOPMENT STANDARDS	1,587	1,600	1,500
6. DOCK AND SHORELINE PERMIT/INSPECT	1,850	1,800	1,800
7. VEGETATION PERMITS/INSPECTIONS	381	400	450
8. PROTECTED SPECIES SURVEYS/INSPECT	252	250	300
9. COMPLIANCE/ENFORCEMENT INSPECTIONS	1,383	1,400	1,500

**FISCAL 1998 BUDGET
FINAL**

Department: COMMUNITY DEVELOPMENT **Division:** DEVELOPMENT SERVICES

Division Mission:

THE DIVISION OF DEVELOPMENT SERVICES ADMINISTERS BUILDING, ZONING, AND DEVELOPMENT STANDARDS REGULATIONS. THE DIVISION ENSURES DEVELOPMENT PROJECTS COMPLY WITH LAND DEVELOPMENT REGULATIONS THROUGH DEVELOPMENT ORDER REVIEW, BUILDING PLAN REVIEW, SITE AND BUILDING INSPECTIONS, LICENSING OF BUILDING CONTRACTORS AND CODE ENFORCEMENT.

All Funds Expenditures

<u>Description:</u>	<u>1995-96 Actual</u>	<u>1996-97 Estimated</u>	<u>1997-98 Budget</u>
Salaries / Wages	\$ 225,300	\$ 3,847,926	\$ 3,840,388
Fringe Benefit Costs	0	1,340,227	1,697,184
Personnel Services	225,300	5,188,153	5,537,572
Operating Expenses	0	1,957,841	3,345,550
Capital Outlay	0	4,646	4,646
Division Total	\$ 225,300	\$ 7,150,640	\$ 8,887,768
No. of Full-Time Positions	5.00	120.00	108.00
No. of Part-Time Positions	0.00	0.00	0.00

Objectives:

1. PROVIDE A ONE STOP FACILITY WITH A SEAMLESS PROCEDURE FOR REVIEW AND ISSUANCE OF ALL DEVELOPMENT RELATED PERMITS AND APPROVALS.
2. PROVIDE PROFESSIONAL AND COURTEOUS SERVICE TO ALL APPLICANTS AND CITIZENS AND PERFORM APPLICATION REVIEW WITHIN ESTABLISHED TURN-AROUND TIMES.
3. PROVIDE THOROUGH AND CONSISTENT REVIEW OF LAND DEVELOPMENT APPLICATIONS TO ENSURE COMPLIANCE WITH LEE COUNTY LAND DEVELOPMENT REGULATIONS.
4. PROVIDE INFORMATION TO THE PUBLIC AND HEARING DATES, RESULTS OF PUBLIC HEARINGS, AND GENERAL INFORMATION AND SERVE AS A PUBLIC INFORMATION RESOURCE FOR ZONING, BUILDING, AND OTHER LAND DEVELOPMENT CODE INFORMATION.
5. PERFORM SITE AND BUILDING INSPECTIONS TO ENSURE DEVELOPMENTS ARE CONSTRUCTED IN ACCORDANCE WITH APPROVED PLANS.
6. REVIEW, MAKE RECOMMENDATIONS, AND PREPARE STAFF REPORTS ON ALL REQUESTS FOR REZONING, VARIANCES, AND DEVELOPMENT OF REGIONAL IMPACT, SPECIAL EXCEPTIONS AND SPECIAL PERMIT REQUESTS.
7. APPEAR BEFORE THE HEARING EXAMINER AND BOARD OF COUNTY COMMISSIONERS TO MAKE RECOMMENDATIONS REGARDING ZONING/DRI CASES.
8. PRESENT CONTRACTOR LICENSING APPLICATIONS AND GRIEVANCE COMPLAINTS BEFORE THE CONTRACTOR LICENSING BOARD.
9. PERFORM CODE ENFORCEMENT INSPECTIONS TO ASSURE COMPLIANCE WITH THE LAND DEVELOPMENT CODE.

<u>Key Indicators:</u>	<u>1995-96 Actual</u>	<u>1996-97 Estimated</u>	<u>1997-98 Budget</u>
1. DEVELOPMENT ORDERS, LIMITED REVIEW AND ADMINISTRATIVE SUBMITTALS	1,147	1,150	1,300
2. REVIEW/PROCESS OF PLATS & VACATION	121	115	120
3. BUILDING AND SITE INSPECTIONS	87,607	94,150	94,000
4. PUBLIC HEARINGS (BOCC)	85	85	90
5. PUBLIC HEARINGS (HEARING EXAMINER)	169	195	175
6. BUILDING AND TRADE PERMITS ISSUED	42,284	44,200	45,000
7. CODE ENFORCEMENT INSPECTIONS	24,586	22,000	22,250
8. NEW CONTRACTOR LICENSES ISSUED	349	234	250
8. CONTRACTOR LICENSING COMPLAINTS	2,199	1,900	2,000
10. CITATIONS ISSUED	528	1,000	1,100

LEE COUNTY



VISITOR AND CONVENTION BUREAU

**VISITOR AND
CONVENTION
BUREAU**

The Visitor and Convention Bureau manages the activity of the Tourist Tax Funded Visitor and Convention Bureau - to promote off-season tourism to Lee County and create a county-wide cooperative marketing program to encourage local, and non-profit attractions to market their facilities to tourists. VCB reports to the Office of The County Administrator.

*FISCAL 1998 BUDGET
FINAL*

VISITOR & CONV. BUREAU DIVISIONS

LEE COUNTY, FLORIDA
1997-98

<u>DIVISION / PROGRAM</u>	<u>1995-96 ACTUAL</u>	<u>1996-97 ESTIMATED</u>	<u>1997-98 BUDGET</u>
VISITOR & CONV. BUREAU			
ATTRACTION MARKETING	319,540	338,043	300,000
VISITOR & CONV. BUREAU	4,240,580	5,487,114	6,635,107
DIVISION TOTAL	<u>4,560,120</u>	<u>5,825,157</u>	<u>6,935,107</u>
DEPARTMENT TOTAL	<u>4,560,120</u>	<u>5,825,157</u>	<u>6,935,107</u>

<u>EXPENDITURE BY FUND TYPE</u>			
SPECIAL REVENUE	<u>4,560,120</u>	<u>5,825,157</u>	<u>6,935,107</u>
TOTAL	<u>4,560,120</u>	<u>5,825,157</u>	<u>6,935,107</u>

**FISCAL 1998 BUDGET
FINAL**

Department: VISITOR & CONV. BUREAU **Division:** VISITOR & CONV. BUREAU

Division Mission:

THE VISITOR AND CONVENTION BUREAU PROGRAM PROMOTES OFF SEASON TOURISM (MAY 1-JANUARY 15) TO LEE COUNTY THROUGH A PLANNED MARKETING APPROACH UTILIZING ADVERTISING, GENERATION OF DESTINATION ARTICLES IN THE NEWS MEDIA, MEETING SALES, SALES TO AIRLINES, TOUR OPERATORS AND TRAVEL AGENTS, TOURISM PROMOTION AT TRAVEL INDUSTRY TRADE SHOWS AND CONSUMER SHOWS, HOSPITALITY SERVICES PROVIDES INFORMATION AND ASSISTANCE TO AREA VISITORS AND TRAINING FOR TOURISM RELATED BUSINESS.

All Funds Expenditures

<u>Description:</u>	<u>1995-96 Actual</u>	<u>1996-97 Estimated</u>	<u>1997-98 Budget</u>
Salaries / Wages	\$ 588,570	\$ 659,654	\$ 706,798
Fringe Benefit Costs	239,305	247,202	273,633
Personnel Services	827,875	906,856	980,431
Operating Expenses	3,714,487	4,902,608	5,943,676
Furniture and Equipment	17,758	10,000	11,000
Capital Outlay	0	5,012	0
Division Total	\$ 4,560,120	\$ 5,824,476	\$ 6,935,107
No. of Full-Time Positions	17.00	18.00	18.00
No. of Part-Time Positions	0.00	0.00	0.00

Objectives:

1. TO INCREASE THE OCCUPANCY IN CURRENT HOTEL/MOTEL/CONDO RENTAL & CAMPGROUND ACCOMMODATIONS IN LEE COUNTY BY 3% OVER THE PREVIOUS PERIOD FROM MAY 1 TO JAN 15, BY MAINTAINING SALES CALL LEVELS AND INCREASING PRESS CONTACTS.
2. TO RESPOND TO A 5% INCREASE IN VISITOR INQUIRIES WITHIN 5 DAYS.
3. TO INCREASE TOTAL TOURIST TAX RECEIPTS BY 5%.
4. TO INCREASE THE VALUE AND PURCHASING POWER OF THE ADVERTISING AND PROMOTION PROGRAM BY \$1,000,000.
5. TO RESPOND TO A 5% INCREASE ON TRAVEL AGENT INQUIRIES WITHIN 24 HOURS
6. TO INCREASE VISITOR EXPENDITURES BY \$25,000 DURING FY 98

<u>Key Indicators:</u>	<u>1995-96 Actual</u>	<u>1996-97 Estimated</u>	<u>1997-98 Budget</u>
1. SALES CALLS/YEAR	1,200	1,200	1,200
2. PRESS CONTACTS	545	545	600
3. VISITOR INQUIRIES	200,000	210,000	220,000
4. VISITORS ASSISTED AT AIRPORT WELCOME BOOTHS	126,133	127,000	128,000
5. VISITOR EXPENDITURES	\$754 MILL	\$773 MILL	\$825 MILL



COMMUNITY REDEVELOPMENT AGENCY

**COMMUNITY
REDEVELOPMENT
AGENCY**

The Board of County Commissioners established the Community Redevelopment Agency (C.R.A.) in 1990 to implement projects that will enhance the tax base in targeted redevelopment areas.

Currently, there are five redevelopment areas in place: North Fort Myers, San Carlos Island, Bonita Springs, S.R. 80, and Lehigh Acres.

Functions of the C.R.A. are as follows:

- Increase Property Value and Employment Opportunities
- Remedy Blight Conditions
- Encourage Community Reinvestment
- Leverage Investment and Promote Private/Public Partnership
- Build Community Identity and Pride

This function will be absorbed into Economic Development for FY98.

*FISCAL 1998 BUDGET
FINAL*

COMMUNITY REDEV. AGENCY DIVISIONS

LEE COUNTY, FLORIDA
1997-98

<u>DIVISION / PROGRAM</u>	<u>1995-96 ACTUAL</u>	<u>1996-97 ESTIMATED</u>	<u>1997-98 BUDGET</u>
COMMUNITY REDEV. AGENCY	429,382	463,226	440,092
COMMUN REDEVEL AGENCY	429,382	463,226	440,092
DIVISION TOTAL	429,382	463,226	440,092
DEPARTMENT TOTAL	429,382	463,226	440,092

<u>EXPENDITURE BY FUND TYPE</u>			
SPECIAL REVENUE	429,382	463,226	440,092
TOTAL	429,382	463,226	440,092

**FISCAL 1998 BUDGET
FINAL**

Department: COMMUNITY REDEV. AGENCY **Division:** COMMUNITY REDEV. AGENCY

Division Mission:

THE COMMUNITY REDEVELOPMENT AGENCY PROVIDES COMMUNITY REINVESTMENT PROJECTS/PROGRAMS TO INCREASE PROPERTY VALUES, TAX RETURN, EMPLOYMENT, AND JOB DIVERSIFICATION IN COMMERCIAL, INDUSTRIAL, OR MIXED USE AREAS.

THIS FUNCTION WILL BE ABSORBED BY THE DIVISION OF ECONOMIC DEVELOPMENT FOR FY 98.

All Funds Expenditures

<u>Description:</u>	<u>1995-96 Actual</u>	<u>1996-97 Estimated</u>	<u>1997-98 Budget</u>
Salaries / Wages	\$ 177,403	\$ 200,009	\$ 213,623
Fringe Benefit Costs	<u>62,345</u>	<u>64,070</u>	<u>66,123</u>
Personnel Services	239,748	264,079	279,746
Operating Expenses	175,920	184,170	157,746
Furniture and Equipment	10,980	13,578	1,000
Lease/Purchase	2,734	1,399	1,600
Division Total	<u>\$ 429,382</u>	<u>\$ 463,226</u>	<u>\$ 440,092</u>
No. of Full-Time Positions	5.00	5.00	5.00
No. of Part-Time Positions	0.00	0.00	0.00

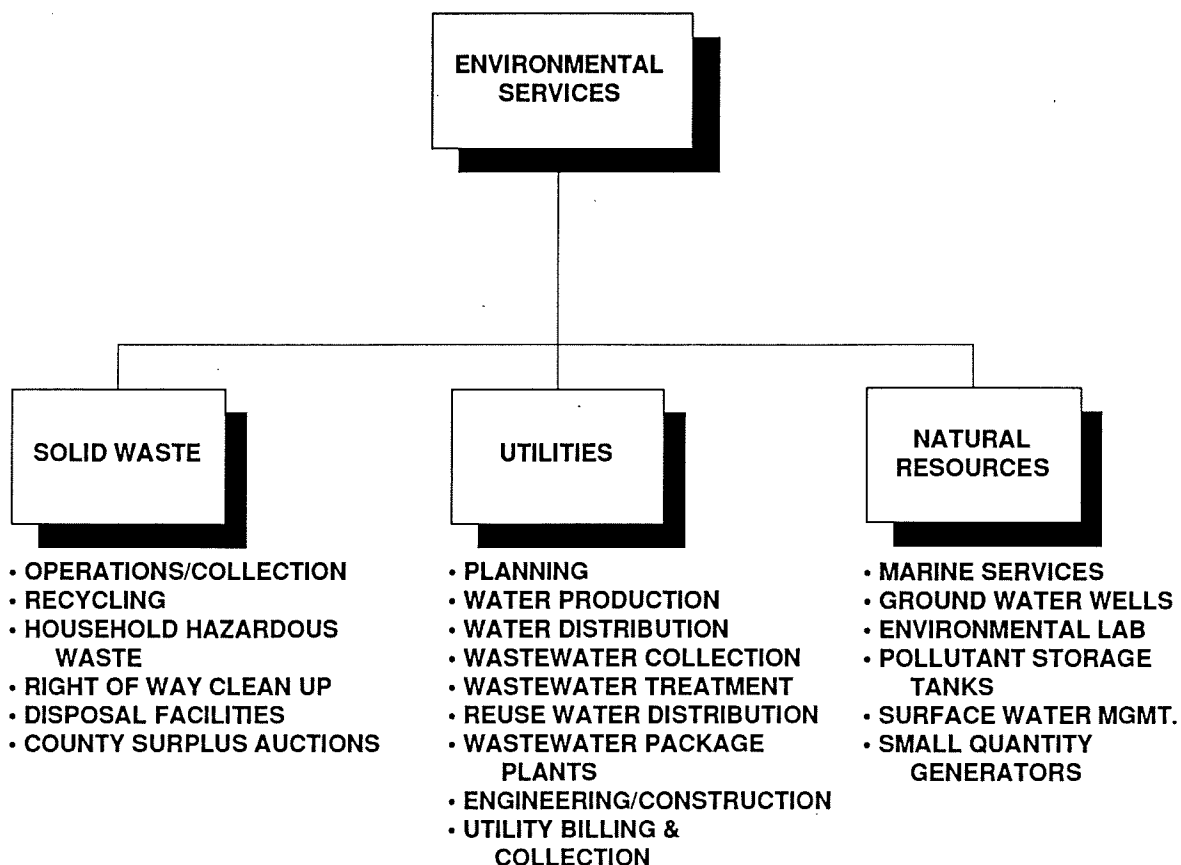
Objectives:

1. IMPLEMENT CONSTRUCTION OF PUBLIC IMPROVEMENTS IN 4 AREAS.
2. PREPARE MARKET ANALYSIS FOR FIVE REDEVELOPMENT AREAS.
3. AMEND FIVE REDEVELOPMENT PLANS.

<u>Key Indicators:</u>	<u>1995-96 Actual</u>	<u>1996-97 Estimated</u>	<u>1997-98 Budget</u>
1. CONSTRUCTION OF PUBLIC IMPROVEMENTS	0	1	4
2. MARKET ANALYSES	N/A	N/A	5
3. REDEVELOPMENT PLAN AMENDMENTS	1	0	5



DEPARTMENT OF ENVIRONMENTAL SERVICES



Environmental Services reports to the Public Works Director and provides services that improve customer life-styles while protecting the environment.

Natural Resources provides for protection and conservation of natural features in Lee County with primary emphasis on surface and ground water.

Solid Waste is an entirely self supported enterprise operation responsible for the mandatory County-wide garbage program for businesses and residences, the resource recovery facility and the household hazardous waste collection program.

Utilities (LCU) is an entirely self-supported enterprise system responsible for the operation and management of a potable water system and a consolidated sewer system which serves four service areas.

**FISCAL 1998 BUDGET
FINAL**

ENVIRONMENTAL SERVICES DIVISIONS

LEE COUNTY, FLORIDA
1997-98

<u>DIVISION / PROGRAM</u>	1995-96 <u>ACTUAL</u>	1996-97 <u>ESTIMATED</u>	1997-98 <u>BUDGET</u>
ADMIN/SOLID WASTE			
RIGHT OF WAY CLEANUP	212,376	244,438	277,930
SOLID WASTE OPERATIONS	16,812,148	9,349,821	8,944,109
RECYCLING	1,000,952	1,712,905	1,478,632
HAZARDOUS WASTE	436,577	593,119	644,990
DISPOSAL FACILITIES	13,556,165	16,378,241	16,656,316
ADMIN-MGMT	0	0	47,769
MARINE SERVICES	0	0	8,607
GROUND WATER MANAGEMENT	0	0	3,376
ENVIRONMENTAL LABORATORY	0	0	2,148
POLLUTANT STORAGE TANKS	0	0	2,148
SURFACE WATER MANAGEMENT	0	0	12,300
SMALL QUANTITY GENERATOR	0	0	2,148
DIVISION TOTAL	<u>32,018,218</u>	<u>28,278,524</u>	<u>28,080,473</u>
UTILITIES			
WATER PRODUCT-OLGA PLANT	778,464	835,615	1,019,169
WATER DISTRIBUTION	747,148	1,356,889	999,571
W/W TREATMENT CONTRACTS	2,926,713	3,336,000	3,500,000
WASTEWATER COLLECTION	2,093,716	2,119,016	2,455,790
W/W COLLECTION - MATLACHA	9,855	7,411	0
W/W TREATMENT - BEACH	954,209	1,156,642	1,183,371
W/W TREATMENT - MATLACHA	40,527	43,666	32,957
W/W TREAT-PACKAGE PLANTS	6,804	4,085	41,892
W/W TREAT/COLL-HIGH POINT	33,193	32,141	0
W/W TREAT/COL-HARPER BROS	7,503	19,505	0
ADMIN-SEWER	491,687	652,209	662,750
ADMIN - MATLACHA	3,807	127,046	0
ADMIN-WATER	214,440	199,558	236,600
ADMIN-MGMT	2,038,681	961,082	1,567,109
UTILITY ENGINEERING	845,655	774,844	704,684
WATER METER SERVICES	233,046	258,012	285,088
BILLING & COLLECTION	739,006	714,201	625,294
UTILITIES WAREHOUSE	41,589	33,243	34,424
WATER PRODUCT-CORKSCREW	899,570	1,259,407	1,104,950
DIVISION TOTAL	<u>13,105,613</u>	<u>13,890,572</u>	<u>14,453,649</u>
NATURAL RESOURCES			
MARINE SERVICES	229,298	236,635	380,139
NATURAL RES. ADMIN.	424,557	350,867	0
GROUND WATER MANAGEMENT	277,632	322,203	436,535
ENVIRONMENTAL LABORATORY	597,858	612,731	660,209
POLLUTANT STORAGE TANKS	809,737	142,448	235,942
SURFACE WATER MANAGEMENT	335,765	365,648	722,226
LEE SOIL & WATER CONS DIS	92,087	92,467	97,186
SMALL QUANTITY GENERATOR	215,518	214,981	371,453
DIVISION TOTAL	<u>2,982,452</u>	<u>2,337,980</u>	<u>2,903,690</u>
DEPARTMENT TOTAL	<u>48,106,283</u>	<u>44,507,076</u>	<u>45,437,812</u>
EXPENDITURE BY FUND TYPE			
GENERAL	2,584,475	1,879,865	2,102,705
SPECIAL REVENUE	399,392	518,961	893,064
ENTERPRISE	45,122,416	42,108,250	42,442,043
TOTAL	<u>48,106,283</u>	<u>44,507,076</u>	<u>45,437,812</u>

FISCAL 1998 BUDGET

FINAL

Department: ENVIRONMENTAL SERVICES **Division:** ADMIN/SOLID WASTE

Division Mission:

THE ADMIN/SOLID WASTE DIVISION PROVIDES FOR THE PROPER COLLECTION AND ENVIRONMENTAL DISPOSAL OF SOLID WASTE, RECYCLING TO MEET THE COUNTY GOAL OF 40%, HOUSEHOLD HAZARDOUS WASTE DISPOSAL, RIGHT-OF-WAY CLEANUP AND ENVIRONMENTAL ENFORCEMENT OF STATE LAWS AND ORDINANCES.

All Funds Expenditures

<u>Description:</u>	<u>1995-96 Actual</u>	<u>1996-97 Estimated</u>	<u>1997-98 Budget</u>
Salaries / Wages	\$ 582,265	\$ 554,786	\$ 608,993
Fringe Benefit Costs	236,159	219,209	235,289
Personnel Services	818,424	773,995	844,282
Operating Expenses	23,652,986	27,116,320	26,959,189
Furniture and Equipment	47,754	72,100	52,000
Lease/Purchase	7,061,578	180	0
Grants & Aids	437,476	315,929	225,002
Division Total	\$ 32,018,218	\$ 28,278,524	\$ 28,080,473
No. of Full-Time Positions	18.00	17.33	16.00
No. of Part-Time Positions	0.50	0.00	0.00

Objectives:

1. ESTABLISH FY99 SOLID WASTE RESIDENTIAL RATES EQUAL TO OR LOWER THAN FY94 RATES.
2. REFINE AND ANALYSE THE CURRENT CORE SERVICE LEVELS, PLANS AND COST/BENEFIT ANALYSIS.
3. INVESTIGATE REGIONAL OPPORTUNITIES FOR JOINT SOLID WASTE AND RECYCLING EFFORTS.
4. PROVIDE PUBLIC INFORMATION ON SOLID WASTE SERVICES.
5. INCREASE ELECTRIC ENERGY REVENUE FROM WTE FACILITY.

<u>Key Indicators:</u>	<u>1995-96 Actual</u>	<u>1996-97 Estimated</u>	<u>1997-98 Budget</u>
1. NUMBER OF REQUESTS FOR ACTIONS	2,028	2,100	2,100
2. NUMBER OF ILLEGAL DUMP COMPLAINTS/ ARRESTS	176/24	267/20	250/25
3. POUNDS OF HOUSEHOLD HAZARDOUS WASTE COLLECTED.	385,322	418,000	425,000

FISCAL 1998 BUDGET

FINAL

Department: ENVIRONMENTAL SERVICES **Division:** UTILITIES

Division Mission:

LEE COUNTY UTILITIES MANAGES COUNTY-OWNED WATER AND WASTEWATER UTILITIES, BUDGETING, REVIEW OF REVENUES AND RELATED FINANCIAL ACTIVITIES TO PROVIDE FOR STABLE WATER AND SEWER RATES. THE SECTION IS RESPONSIBLE FOR OPERATIONAL PLANNING, PERMITTING, MANAGEMENT OF CONTRACTED OPERATIONS, CUSTOMER SERVICE, LONG-RANGE CAPITAL IMPROVEMENTS PLANNING, ENGINEERING AND IMPLEMENTATION OF CAPITAL IMPROVEMENTS REQUIRED FOR NEW CUSTOMER DEMANDS.

All Funds Expenditures

<u>Description:</u>	<u>1995-96 Actual</u>	<u>1996-97 Estimated</u>	<u>1997-98 Budget</u>
Salaries / Wages	\$ 1,115,526	\$ 844,499	\$ 690,550
Fringe Benefit Costs	636,268	369,420	345,527
Personnel Services	1,751,794	1,213,919	1,036,077
Operating Expenses	11,115,477	12,571,150	13,297,572
Furniture and Equipment	36,895	4,958	10,000
Lease/Purchase	1,635	545	0
Grants & Aids	199,812	100,000	110,000
Division Total	\$ 13,105,613	\$ 13,890,572	\$ 14,453,649
No. of Full-Time Positions	31.00	24.00	15.00
No. of Part-Time Positions	1.50	1.00	0.00

Objectives:

1. PROVIDE OVERALL MANAGEMENT IN A COST-EFFECTIVE MANNER WHILE MAINTAINING STABLE RATES.
2. OVERSEE THE OPERATIONS AND MAINTENANCE THROUGH CONTRACT MANAGEMENT.
3. DESIGN AND OVERSEE CONSTRUCTION AND FINANCIAL PLANNING OF CAPITAL IMPROVEMENT PROGRAM.
4. PROVIDE FOR NEW CUSTOMER SERVICE.
5. COORDINATE WITH REGULATORY AGENCIES TO MAINTIAN REQUIRED CONSTRUCTION AND OPERATING PERMITS.
6. MAINTAIN LONG-RANGE PLANNING TO COMPLY WITH THE "LEE PLAN" AND ENSURE ADEQUATE INFRASTRUCTURE TO SUPPORT FUTURE GROWTH.

<u>Key Indicators:</u>	<u>1995-96 Actual</u>	<u>1996-97 Estimated</u>	<u>1997-98 Budget</u>
1. CIP PROJECT DESIGN COMPLETED	14	12	12
2. NUMBER OF NEW CUSTOMER ACCOUNTS	729	879	850
3. MONTHLY BILLS ISSUED	373,148	378,124	379,104
4. WATER PRODUCED MIL/GALS	3,258	3,385	3,520
5. INFLUENT SEWAGE TREATED MIL/GALS	1,001	1,080	1,123

**FISCAL 1998 BUDGET
FINAL**

Department: ENVIRONMENTAL SERVICES **Division:** NATURAL RESOURCES

Division Mission:

THE NATURAL RESOURCES MANAGEMENT DIVISION PROVIDES MANAGEMENT AND PROTECTION OF THE COUNTY'S WATER RESOURCES THROUGH WATER QUALITY MONITORING, WATER CONSERVATION, WELL PERMITTING, FLOOD PROTECTION, BEACH PRESERVATION, WATERWAY/MARINE RESOURCES, HAZARDOUS WASTE MANAGEMENT, AND POLLUTANT STORAGE TANK PROGRAMS.

All Funds Expenditures

<u>Description:</u>	<u>1995-96 Actual</u>	<u>1996-97 Estimated</u>	<u>1997-98 Budget</u>
Salaries / Wages	\$ 1,146,262	\$ 1,123,795	\$ 1,289,949
Fringe Benefit Costs	471,160	422,672	503,026
Personnel Services	1,617,422	1,546,467	1,792,975
Operating Expenses	1,306,373	775,343	1,074,315
Furniture and Equipment	58,628	16,170	36,400
Division Total	\$ 2,982,423	\$ 2,337,980	\$ 2,903,690
No. of Full-Time Positions	40.00	33.50	34.00
No. of Part-Time Positions	1.00	0.00	0.00

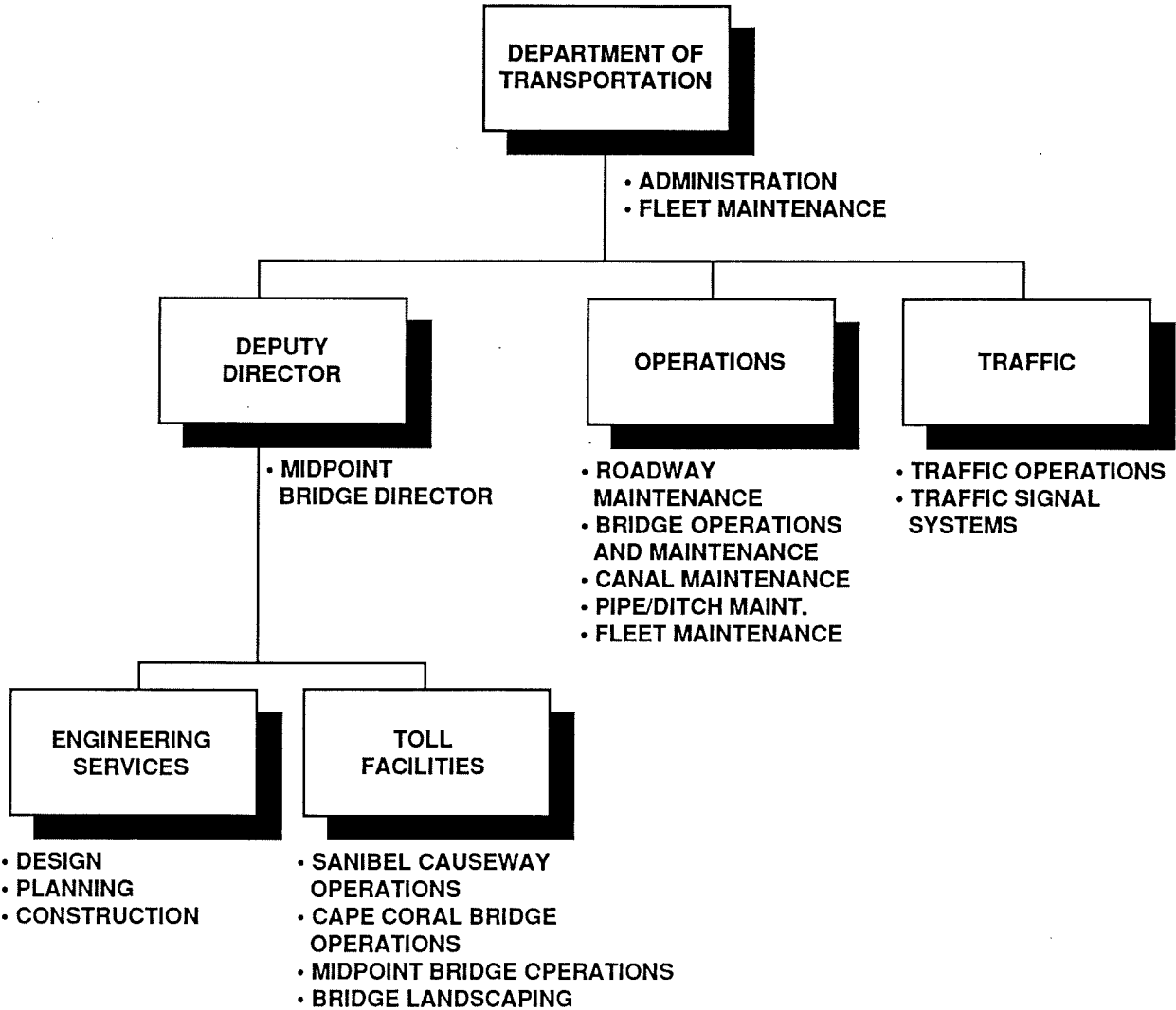
Objectives:

1. PROVIDE PLANNING, MANAGEMENT, AND ENGINEERING SERVICES FOR FLOOD PROTECTION, WATER QUALITY ENHANCEMENT AND WATER CONSERVATION.
2. PERMIT STORM WATER OUTFALLS THROUGH EPA NATIONAL POLLUTANT DISCHARGE ELIMINATION SYSTEM (NPDES).
3. PROTECT THE COUNTY'S WATER RESOURCES THROUGH THE INSPECTION OF DRILLING ACTIVITIES, LICENSING OF WELL CONTRACTORS AND PLUGGING OF ABANDONED WELLS.
4. MANAGE GRANT FUNDED PROJECTS INVOLVING MARINE FACILITIES, IMPROVEMENTS, ENVIRONMENTAL EDUCATION AND RESOURCE UTILITY.
5. IMPLEMENT MANATEE PROTECTION, HARBOR MANAGEMENT, COASTAL PROJECTS, CHANNEL MAINTENANCE AND HABITAT ASSESSMENT.
6. PROTECT, PRESERVE AND RESTORE COUNTY BEACHES THROUGH ADMINISTRATION OF THE COASTAL ADVISORY COUNCIL, CAPITAL IMPROVEMENT PROJECTS, AND COASTAL STUDIES.
7. EDUCATE SMALL BUSINESSES IN PROPER HAZARDOUS WASTE MANAGEMENT.
8. INSPECT 545 REGISTERED POLLUTANT STORAGE FACILITIES.
9. INVESTIGATE 22 DISCHARGES AND INITIATE ENFORCEMENT ACTIONS AGAINST 109 VIOLATORS.
10. TO DETERMINE WATER QUALITY AND ENVIRONMENTAL TRENDS.

<u>Key Indicators:</u>	<u>1995-96 Actual</u>	<u>1996-97 Estimated</u>	<u>1997-98 Budget</u>
1. WATERSHED STUDIES COMPLETED	0	6	0
2. CAPITAL PROJECTS IN PROGRESS	10	6	10
3. WELL INSPECTIONS PERFORMED	3,960	4,467	4,467
8. MONITORING FACILITIES	191	200	200
5. MARINE SERVICES GRANT/CIP PROJECTS	35	35	36
6. POLLUTANT TANK INSPECTIONS	664	699	708
7. SMALL QUANTITY GENERATOR ASSESSMENT	2,850	3,280	3,500
8. TESTS ON SAMPLES RECEIVED	42,586	44,000	44,000



DEPARTMENT OF TRANSPORTATION



The Department of Transportation reports to the Office of the Public Works Director. This department is responsible for all of the County's transportation related activities which include; repair and maintenance of roads, signs, signals and canals, operation of three toll facilities and related bridges, engineering and management of capital projects.

**FISCAL 1998 BUDGET
FINAL**

TRANSPORTATION DIVISIONS

LEE COUNTY, FLORIDA
1997-98

DIVISION / PROGRAM	1995-96 ACTUAL	1996-97 ESTIMATED	1997-98 BUDGET
DIR. OF TRANSPORTATION			
DOT ADMINISTRATION	1,055,946	1,626,077	1,172,076
ROLLING & MOTORIZED EQUIP	3,482,422	3,349,173	2,571,817
DIVISION TOTAL	4,538,368	4,975,250	3,743,893
TRANSPORTATION OPERATIONS			
CANAL MAINTENANCE	1,404,090	1,298,160	1,699,676
PIPE/DITCH MAINTENANCE	920,359	1,091,607	904,203
ROADWAY MAINTENANCE	5,127,481	5,682,232	5,257,977
LANDSCAPE MAINTENANCE	0	0	200,000
BRIDGE OPERATIONS/MAINT.	766,338	715,740	811,411
DIVISION TOTAL	8,218,268	8,787,739	8,873,267
TRAFFIC			
TRAFFIC OPERATIONS	3,373,210	3,732,029	3,433,512
TRAFFIC SIGNAL SYSTEMS	806,475	810,845	844,894
DIVISION TOTAL	4,179,685	4,542,874	4,278,406
TOLL FACILITIES			
SANIBEL CAUSEWAY OPER.	64,929	304,905	147,101
BRIDGE OPERATIONS	3,613,410	3,395,723	4,356,864
BRIDGE LANDSCAPE	156,163	226,765	240,873
DIVISION TOTAL	3,834,502	3,927,393	4,744,838
ENGINEERING SERVICES			
PLANNING	825,371	575,913	709,333
CONSTRUCTION	1,886,964	1,631,476	2,001,438
DESIGN	884,599	1,080,666	928,859
DIVISION TOTAL	3,596,934	3,288,055	3,639,630
TRANS. CONSTRUCTION			
CONSTRUCTION	264	0	0
DIVISION TOTAL	264	0	0
DEPARTMENT TOTAL	24,368,021	25,521,311	25,280,034

EXPENDITURE BY FUND TYPE

GENERAL	67	0	0
SPECIAL REVENUE	17,051,030	18,244,745	17,786,534
ENTERPRISE	3,834,502	3,927,393	4,921,683
INTERNAL SERVICES	3,482,422	3,349,173	2,571,817
TOTAL	24,368,021	25,521,311	25,280,034

**FISCAL 1998 BUDGET
FINAL**

Department: TRANSPORTATION

Division: DIR. OF TRANSPORTATION

Division Mission:

THE ADMINISTRATION SECTION PROVIDES SUPERVISION, DIRECTION AND SUPPORT TO THE OTHER SECTIONS WITHIN DOT. THIS DIVISION INCLUDES THE DIRECTOR, FISCAL MANAGEMENT, PERSONNEL, RIGHT-OF-WAY INVENTORIES, AND MANAGEMENT OF THE COUNTY'S FLEET OF VEHICLES AND EQUIPMENT.

All Funds Expenditures

Description:	1995-96 Actual	1996-97 Estimated	1997-98 Budget
Salaries / Wages	\$ 943,932	\$ 951,702	\$ 962,753
Fringe Benefit Costs	484,575	374,770	405,578
Personnel Services	1,428,507	1,326,472	1,368,331
Operating Expenses	2,334,395	2,858,081	2,375,562
Furniture and Equipment	775,466	790,697	0
Division Total	\$ 4,538,368	\$ 4,975,250	\$ 3,743,893
No. of Full-Time Positions	33.00	33.00	30.00
No. of Part-Time Positions	0.00	0.00	0.00

Objectives:

1. IMPROVE COMMUNICATION WITH THE PUBLIC BY PROVIDING PROMPT RESPONSES TO INQUIRIES AND COMPLAINTS, CONDUCTING PUBLIC MEETINGS AND SPEAKING ENGAGEMENTS, AND ENHANCING DOT'S LEE GROWS PRESENTATION.
2. PROVIDE COUNTY DEPARTMENTS WITH THE INFORMATION NECESSARY TO PROPERLY MANAGE, UTILIZE AND REPLACE THEIR VEHICLES.
3. PROVIDE VEHICLE AND EQUIPMENT MAINTENANCE AT PRICES THAT ARE COMPETITIVE WITH THE PRIVATE SECTOR.
4. DEVELOP AND IMPLEMENT A FLEET MANAGEMENT PROGRAM.

Key Indicators:	1995-96 Actual	1996-97 Estimated	1997-98 Budget
1. NUMBER OF PUBLIC INQUIRIES	NEW	NEW	5,000
2. NUMBER OF VEHICLES/EQUIPMENT ITEMS	1,158	998	939
3. PARTS INVENTORY (IN DOLLARS)	\$208,593	\$226,305	\$200,000
4. % COMPLETE	NEW	NEW	20%

FISCAL 1998 BUDGET
FINAL

Department: TRANSPORTATION

Division: TRANSPORTATION OPERATIONS

Division Mission:

THE OPERATIONS DIVISION PROVIDES MAINTENANCE FOR FRESHWATER DRAINAGE CANALS, PIPES/DITCHES, MOWING, ROADWAY LANDSCAPING, STREET SWEEPING, BIKEPATHS/SIDEWALKS, PAVEMENT PATCHING, AND BRIDGE OPERATIONS/MAINTENANCE.

All Funds Expenditures

<u>Description:</u>	<u>1995-96</u> <u>Actual</u>	<u>1996-97</u> <u>Estimated</u>	<u>1997-98</u> <u>Budget</u>
Salaries / Wages	\$ 3,025,148	\$ 2,906,644	\$ 3,321,214
Fringe Benefit Costs	<u>1,951,968</u>	<u>1,429,512</u>	<u>1,560,043</u>
Personnel Services	4,977,116	4,336,156	4,881,257
Operating Expenses	3,077,621	3,369,584	3,264,808
Furniture and Equipment	148,501	828,085	727,202
Grants & Aids	15,030	253,914	0
Division Total	<u>\$ 8,218,268</u>	<u>\$ 8,787,739</u>	<u>\$ 8,873,267</u>
No. of Full-Time Positions	120.00	125.00	121.00
No. of Part-Time Positions	4.00	4.00	4.00

Objectives:

1. MAINTIAIN HYDRAULIC CAPACITY OF 250 MILES OF PRIMARY DRAINAGE SYSTEMS.
2. MAINTAIN 54 MILES OF CURRENT ROADSIDE DRAINAGE SYSTEMS.
3. REPAIR 600 TO 800 ROADWAY DEFECTS.
4. IMPROVE APPEARANCE OF ROADWAY MEDIAN LANDSCAPING.
5. REDUCE NUMBER OF CITIZEN COMPLAINTS BY 10%
6. CONTRACT OUT 10% OF ALL WORK EFFORTS.

<u>Key Indicators:</u>	<u>1995-96</u> <u>Actual</u>	<u>1996-97</u> <u>Estimated</u>	<u>1997-98</u> <u>Budget</u>
1. MILES OF CANALS CLEANED	140	89	120
2. FEET OF PIPE INSTALLED	11,569	4,758	5,500
3. MILES OF DITCHES CLEANED	75	52	54
4. TONS OF ASPHALT FOR POTHOLES	1,124	551	700
5. MILES OF ROADWAY SHOULDERS MAINTAINED	21	35	20
6. NUMBER OF REQUEST FOR ACTIONS	4,289	3,600	3,200

**FISCAL 1998 BUDGET
FINAL**

Department: TRANSPORTATION

Division: TRAFFIC

Division Mission:

THE TRAFFIC DIVISION PROVIDES UNIFORM, STANDARD, AND EFFECTIVE TRAFFIC DEVICES - SIGNALS, SIGNS, AND PAVEMENT AND SPECIAL MARKINGS THAT CONTRIBUTE TO THE SAFEST AND MOST EFFECTIVE MOVEMENT OF PEOPLE AND GOODS UPON THE TRANSPORTATION SYSTEM WITHIN THE PUBLIC RIGHT-OF-WAY.

All Funds Expenditures

Description:	1995-96 Actual	1996-97 Estimated	1997-98 Budget
Salaries / Wages	\$ 1,339,546	\$ 1,478,134	\$ 1,625,153
Fringe Benefit Costs	689,154	673,941	653,437
Personnel Services	2,028,700	2,152,075	2,278,590
Operating Expenses	1,905,291	2,040,483	1,999,816
Furniture and Equipment	245,412	350,316	0
Capital Outlay	282	0	0
Division Total	\$ 4,179,685	\$ 4,542,874	\$ 4,278,406
No. of Full-Time Positions	51.00	55.00	55.00
No. of Part-Time Positions	0.00	0.00	0.00

Objectives:

1. REPAIR 19,000 TRAFFIC CONTROL SIGNS.
2. REDUCE SPENDING THROUGH IN-HOUSE RECLAMATION OF 5,000 TRAFFIC CONTROL SIGNS.
3. PROVIDE MAINTENANCE AND REPAIRS TO 371 EXISTING TRAFFIC SIGNALS AND FLASHERS.
4. REVIEW AND REVISE TIMINGS OF 175 TRAFFIC SIGNALS.
5. REVIEW TRAFFIC CONTROL SIGNS ALONG 20 MAJOR ROUTES.

Key Indicators:	1995-96 Actual	1996-97 Estimated	1997-98 Budget
1. NUMBER OF SIGNS REPAIRED	15,011	17,875	18,500
2. NUMBER OF SIGNS RECLAIMED	3,680	5,850	5,000
3. NO. OF TRAFFIC SIGNALS MAINTAINED	343	351	371
4. NUMBER OF TRAFFIC SIGNALS STUDIED	230	225	175
5. NUMBER OF ROUTES REVIEWED	24	32	20

**FISCAL 1998 BUDGET
FINAL**

Department: TRANSPORTATION

Division: TOLL FACILITIES

Division Mission:

THE TOLL FACILITIES DIVISION PROVIDES THE SAFE AND EFFICIENT OPERATIONS OF THE CAPE CORAL TOLL FACILITY AND PARALLEL SPAN, MIDPOINT MEMORIAL TOLL FACILITY AND BRIDGE AND SANIBEL CAUSEWAY TOLL FACILITY AND DRAWBRIDGE.

All Funds Expenditures

Description:	1995-96 Actual	1996-97 Estimated	1997-98 Budget
Salaries / Wages	\$ 1,073,802	\$ 1,247,203	\$ 1,838,144
Fringe Benefit Costs	751,947	804,884	1,114,183
Personnel Services	1,825,749	2,052,087	2,952,327
Operating Expenses	1,623,827	1,693,625	1,777,236
Furniture and Equipment	383,913	181,397	15,275
Capital Outlay	1,013	0	0
Lease/Purchase	0	284	0
Division Total	\$ 3,834,502	\$ 3,927,393	\$ 4,744,838
No. of Full-Time Positions	47.00	68.00	69.00
No. of Part-Time Positions	29.00	45.00	46.00

Objectives:

1. TO ENSURE TOLL COLLECTION EQUIPMENT MEETS THE CONTRACTED SPECIFICATION OF 99.9%.
2. PROCESS VEHICLES THROUGH THE TOLL PLAZA IN A SAFE, PROMPT, AND COURTEOUS MANNER.
3. CONDUCT AUTOMATIC AND ATTENDED LANE AUDITS TO ENSURE THE INTEGRITY OF COMPLIANCE WITH INTERNAL CONTROLS AND PROCEDURES.
4. INCREASE EMPLOYEE AWARENESS OF TOLL COLLECTION REQUIREMENTS THROUGH CONTINUOUS TRAINING.
5. MAINTAIN ALL TURF, SHRUBS, FLOWER BEDS, TREES, AND RETENTION AREAS AT FACILITIES AND CAUSEWAY.

Key Indicators:	1995-96 Actual	1996-97 Estimated	1997-98 Budget
1. PERCENTAGE REVENUE ACCURACY	99.5	99.5	99.9
2. MILLIONS OF VEHICLES PROCESSED	19.8	20.1	25.5
3. NUMBER OF LANE AUDITS	233	69	596
4. NO. OF 5 MINUTE TRAINING SESSIONS	604	465	684
5. ACRES OF LAND MAINTAINED	15.93	15.93	16.43

**FISCAL 1998 BUDGET
FINAL**

Department: TRANSPORTATION

Division: ENGINEERING SERVICES

Division Mission:

THE ENGINEERING SERVICES DIVISION PROVIDES PROJECT MANAGEMENT AND DESIGN ENGINEERING FOR THE COUNTY'S TRANSPORTATION CAPITAL IMPROVEMENT PROGRAM. THE DESIGN PROGRAM PROVIDES IN-HOUSE DESIGN OF SMALL PROJECTS AND MANAGEMENT OF LARGE CAPITAL IMPROVEMENTS. THE PLANNING PROGRAM ANALYZES THE ROAD NETWORK AND TRAFFIC PROJECTIONS TO DETERMINE TRANSPORTATION NEEDS AND EVALUATES ENGINEERING DESIGN OPTIONS TO DETERMINE OPTIMUM IMPROVEMENT ALTERNATIVES. THE CONSTRUCTION PROGRAM MANAGES MAJOR CAPITAL PROJECTS, INSPECTS INTERSECTION IMPROVEMENTS, ADMINISTERS ROAD RESURFACE/REBUILD AND BRIDGE MANAGEMENT PROGRAMS. ADDITIONALLY, THE CONSTRUCTION PROGRAM PROVIDES UTILITY AND ROAD CONNECTION PERMITTING/INSPECTION, LAND SURVEYING, LANDSCAPING, AND BEAUTIFICATION OF ROADWAYS.

All Funds Expenditures

<u>Description:</u>	<u>1995-96 Actual</u>	<u>1996-97 Estimated</u>	<u>1997-98 Budget</u>
Salaries / Wages	\$ 1,799,456	\$ 1,609,074	\$ 1,660,079
Fringe Benefit Costs	794,116	633,485	655,626
Personnel Services	2,593,572	2,242,559	2,315,705
Operating Expenses	947,409	974,442	1,305,025
Furniture and Equipment	55,953	52,154	0
Grants & Aids	0	18,900	18,900
Division Total	\$ 3,596,934	\$ 3,288,055	\$ 3,639,630
No. of Full-Time Positions	47.00	40.50	37.00
No. of Part-Time Positions	0.00	0.00	0.00

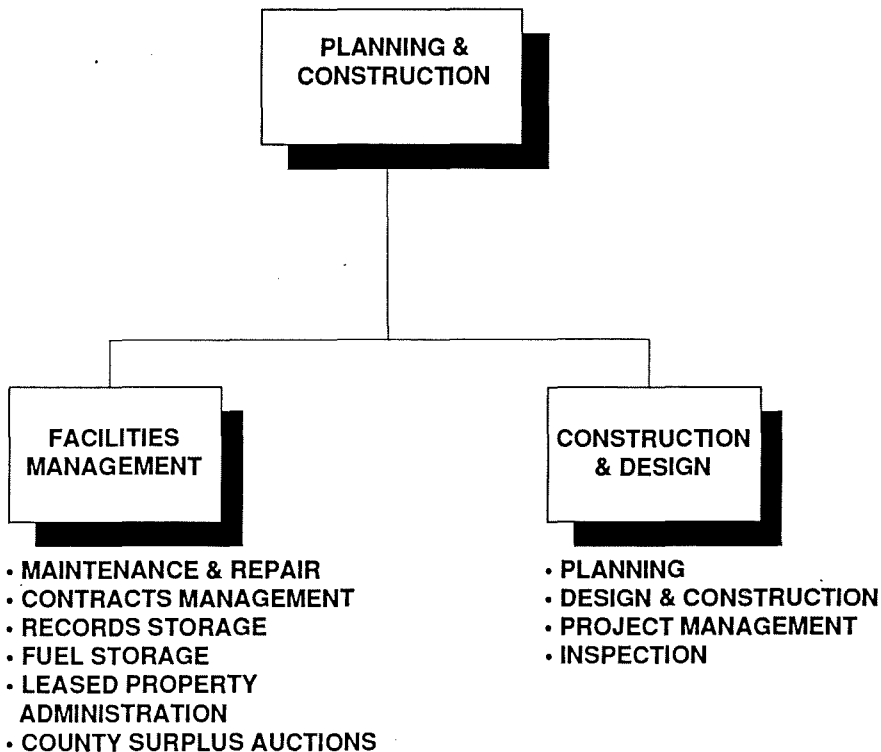
Objectives:

1. COMPLETE CONSTRUCTION OF LEE BOULEVARD.
2. PARTICIPATE IN MAJOR UPDATE OF TRAFFIC CIRCULATION ELEMENT OF COMPREHENSIVE PLAN.
3. DESIGN TREELINE FROM ALICO ROAD TO DANIELS ROAD (JOINT VENTURE WITH PORT AUTHORITY)
4. DESIGN ALICO ROAD FROM U.S. 41 TO I-75.
5. COMPLETE CONSTRUCTION OF CORKSCREW U.S. 41 TO I-75.
6. COMPLETE PRELIMINARY DESIGN OF THREE OAKS FROM OLD 41 TO CORKSCREW.
7. COMPLETE CONSTRUCTION OF DIPLOMAT PARKWAY.

<u>Key Indicators:</u>	<u>1995-96 Actual</u>	<u>1996-97 Estimated</u>	<u>1997-98 Budget</u>
1. % COMPLETE OF LEE BOULEVARD	NEW	NEW	100
2. % COMPLETE OF TRAFFIC CIRC. E.A.R.	30	50	100
3. % COMPLETE TREELINE-ALICO-DANIELS	NEW	NEW	100
4. % COMPLETE ALICO ROAD; US41-I75	NEW	5	100



DEPARTMENT OF PLANNING & CONSTRUCTION



The Facilities Management division provides maintenance and repair services, contract administration, records storage, fuel storage and leased property administration for County departments and conducts County surplus auctions.

The Capital Planning and Construction division provides engineering, design, planning, project management and inspection for County construction projects.

*FISCAL 1998 BUDGET
FINAL*

PLANNING & CONSTRUCTION DIVISIONS

LEE COUNTY, FLORIDA
1997-98

DIVISION / PROGRAM	1995-96 ACTUAL	1996-97 ESTIMATED	1997-98 BUDGET
CAPITAL PLANNING & CONST.			
CAPITAL PLANNING & CONST.	1,153,204	1,107,305	1,003,440
DIVISION TOTAL	1,153,204	1,107,305	1,003,440
FACILITIES MANAGEMENT			
FACILITIES ADMINISTRATION	1,836,336	15,530	0
MAINT. & REPAIR SERVICES	3,653,089	5,985,737	6,318,196
DIVISION TOTAL	5,489,425	6,001,267	6,318,196
DEPARTMENT TOTAL	6,642,629	7,108,572	7,321,636

EXPENDITURE BY FUND TYPE			
GENERAL	6,642,629	7,108,572	7,321,636
TOTAL	6,642,629	7,108,572	7,321,636

FISCAL 1998 BUDGET

FINAL

Department: PLANNING & CONSTRUCTION **Division:** CAPITAL PLANNING & CONST.

Division Mission:

THE CAPITAL PLANNING & CONSTRUCTION DIVISION PROVIDES SUPERVISION, DIRECTION AND SUPPORT TO THE DEPARTMENT AND COMPREHENSIVE PLANNING, CAPITAL BUDGETING, SITE SELECTION, DESIGN AND DEVELOPMENT OF NON-TRANSPORTATION RELATED CAPITAL PROJECTS, SUCH AS PARKS, LIBRARIES AND GOVERNMENT ADMINISTRATIVE FACILITIES.

All Funds Expenditures

<u>Description:</u>	<u>1995-96</u> <u>Actual</u>	<u>1996-97</u> <u>Estimated</u>	<u>1997-98</u> <u>Budget</u>
Salaries / Wages	\$ 686,341	\$ 513,698	\$ 443,439
Fringe Benefit Costs	249,074	195,193	179,127
Personnel Services	935,415	708,891	622,566
Operating Expenses	190,358	398,414	380,874
Furniture and Equipment	27,431	0	0
Division Total	\$ 1,153,204	\$ 1,107,305	\$ 1,003,440
No. of Full-Time Positions	18.00	15.00	10.00
No. of Part-Time Positions	0.00	0.00	0.00

Objectives:

1. MANAGE 60 CAPITAL PROJECTS SO THAT BUDGET AND TIME CONSTRAINTS ARE MET WHILE MAINTAINING QUALITY.
2. REDUCE PROJECT DEVELOPMENT COSTS.
3. INCREASE PERCENTAGE OF PROJECT BUDGETS FUNDED THROUGH GRANTS AND OTHER NON-COUNTY SOURCES.
4. PURSUE COST EFFECTIVE PUBLIC/PRIVATE AND INTER-AGENCY PROJECT DEVELOPMENT STRATEGIES.
5. CONTINUE TO USE AND REFINE THE CONSTRUCTION MANAGER CONTRACT PROCESS WHENEVER POSSIBLE.
6. CONTINUE TO IMPROVE DBE/MBE PARTICIPATION IN CAPITAL PROJECTS.

<u>Key Indicators:</u>	<u>1995-96</u> <u>Actual</u>	<u>1996-97</u> <u>Estimated</u>	<u>1997-98</u> <u>Budget</u>
1. CAPITAL PROJECTS	66	72	60
2. PROJECT MANAGEMENT HOURS	10,943	9,000	5,000
3. CAPITAL PROJECT EXPENDITURES	\$24,780,097	\$12,255,647	\$24,300,775

FISCAL 1998 BUDGET

FINAL

Department: PLANNING & CONSTRUCTION Division: FACILITIES MANAGEMENT

Division Mission:

THE FACILITIES MANAGEMENT DIVISION PROVIDES ADMINISTRATIVE AND MAINTENANCE & REPAIR SERVICES FOR ALL LEE COUNTY FACILITIES, CONSTITUTIONAL OFFICERS AND STAFF. ADMINISTRATIVE SERVICES INCLUDE CONTRACT ADMINISTRATION, RECORDS STORAGE, LEASED PROPERTY ADMINISTRATION, FUEL STORAGE AND CONDUCT OF COUNTY SURPLUS AUCTIONS.

All Funds Expenditures

Description:	1995-96 Actual	1996-97 Estimated	1997-98 Budget
Salaries / Wages	\$ 1,752,879	\$ 1,755,946	\$ 1,954,311
Fringe Benefit Costs	978,123	1,008,829	1,027,604
Personnel Services	2,731,002	2,764,775	2,981,915
Operating Expenses	2,680,993	3,216,814	3,336,281
Furniture and Equipment	77,395	19,678	0
Lease/Purchase	35	0	0
Division Total	\$ 5,489,425	\$ 6,001,267	\$ 6,318,196
No. of Full-Time Positions	68.00	67.50	66.00
No. of Part-Time Positions	3.00	3.00	3.00

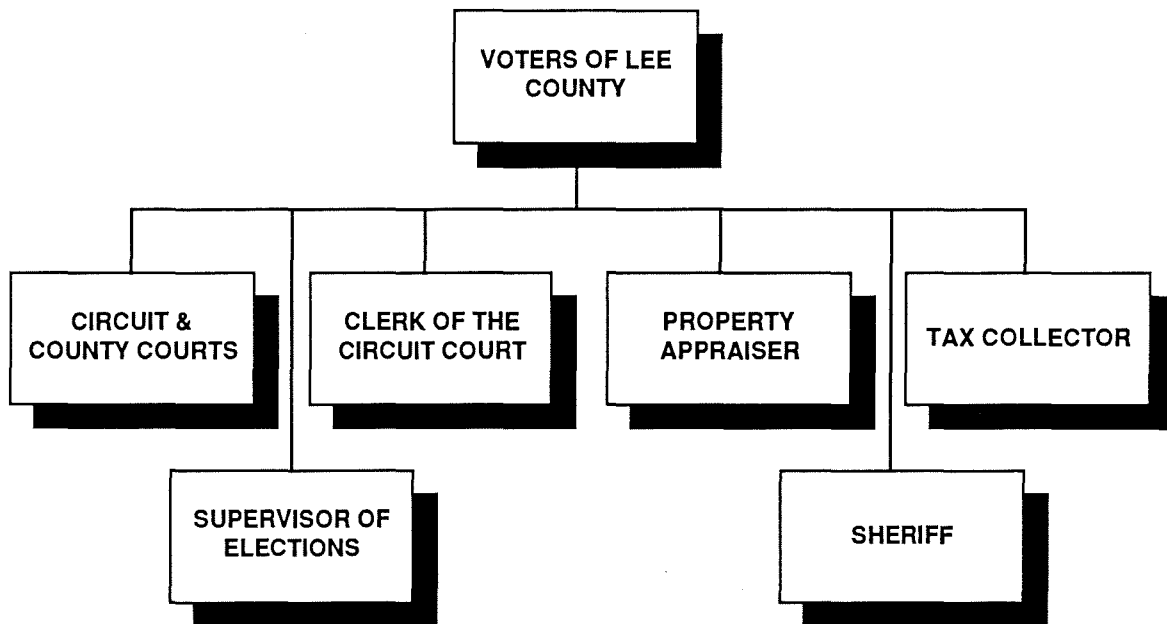
Objectives:

1. MANAGE A TOTAL OF 45 CONTRACTS AND 33 LEASES.
2. COORDINATE AND ORGANIZE COUNTY SURPLUS AUCTIONS.
3. MANAGE THE RECORDS STORAGE CENTER.
4. ACQUIRE AND MANAGE APPROPRIATE LEASED SPACE FOR OCCUPANCY BY COUNTY DEPARTMENTS.
5. PROVIDE ADMINISTRATION OF CUSTODIAL SERVICES CONTRACTS FOR 26 COUNTY FACILITIES AND 13 LANDSCAPE CONTRACTS.
6. MONITOR REQUIREMENTS RELATED TO FUEL STORAGE TANKS.
7. PROVIDE MAINTENANCE AND REPAIR SERVICES COVERING IN EXCESS OF 2 MILLION SQUARE FEET.
8. RESPOND TO 39,000 REPAIR/PREVENTIVE MAINTENANCE CALLS FOR THE YEAR WITH THE FOLLOWING RESPONSE TIME TO WORK ORDER REQUESTS:
 - EMERGENCY REQUESTS - 1 HOURS
 - PRIORITY REQUESTS - 24 HOURS
 - SCHEDULED REQUESTS - 48 HOURS
9. PROVIDE AIR CONDITIONING PREVENTIVE MAINTENANCE SERVICES TO MAJOR FACILITIES.

Key Indicators:	1995-96 Actual	1996-97 Estimated	1997-98 Budget
1. NUMBER OF WORK ORDERS COMPLETED	35,180	29,500	39,000
2. NUMBER OF SITES MAINTAINED			
A. BALLFIELDS	100	100	116
B. BUILDINGS (SQ. FEET IN 000'S)	2,000	2,000	2,200
3. TOTAL CONTRACTS MANAGED	71	86	45
4. NUMBER OF LEASES MANAGED	39	39	33



COURTS AND CONSTITUTIONAL OFFICERS



Per the appropriate Florida State Statute; The state attorney, public defender, medical examiner, clerk of courts and related court services are state elected officials and employees charged with the prosecution, defense and related support activities associated with criminal and civil court actions. These are mainly state funded functions with, by statute, a portion of their operating funds supplied by the board of county commissioners.

"The clerk of the circuit court (an elected office) shall be clerk and accountant of the board of county commissioners." The Clerk shall keep the minutes and accounts.

"County property appraiser" is the (elected) county officer charged with determining the value of all property within the county, with maintaining certain records connected therewith, and with determining the tax on taxable property after taxes have been levied. Appraisal fees and facilities related support supplied by the board of county commissioners, fund the operations of this office.

"County tax collector" is the (elected) county officer charged with the collection of Ad Valorem taxes levied the county, school board, any special taxing district within the county, and all municipalities within the county." Collection fees and facilities related support supplied by the board of county commissioners, fund the operations of this office.

The supervisor of elections, an elected county official acting under the direction of the Secretary of State, is responsible for maintaining uniformity in the application, operation and interpretation of the state election laws. The operations of this office are funded by the board of county commissioners.

The Sheriff, an elected official, acts as the chief law enforcement officer for Lee County with his or her funding being provided by the board of county commissioners.

FISCAL 1998 BUDGET
FINAL

COUNTY AND CIRCUIT COURTS DIVISIONS

LEE COUNTY, FLORIDA
1997-98

DIVISION / PROGRAM	1995-96 ACTUAL	1996-97 ESTIMATED	1997-98 BUDGET
COURT SERVICES			
CJIS EQUIPMENT	0	1,750,000	795,085
BUD TRANS-COURT SERVICES	6,531,344	6,499,734	7,784,214
DIVISION TOTAL	<u>6,531,344</u>	<u>8,249,734</u>	<u>8,579,299</u>
PUBLIC DEFENDER			
SUPPORT TO PUB. DEFENDER	337,210	396,290	645,813
DIVISION TOTAL	<u>337,210</u>	<u>396,290</u>	<u>645,813</u>
STATE ATTORNEY			
LEGAL ENFORCEMENT	60,294	65,760	69,946
STATE ATTORNEY	470,064	468,667	773,824
DIVISION TOTAL	<u>530,358</u>	<u>534,427</u>	<u>843,770</u>
MEDICAL EXAMINER			
MEDICAL EXAMINER	822,671	902,052	882,410
DIVISION TOTAL	<u>822,671</u>	<u>902,052</u>	<u>882,410</u>
DEPARTMENT TOTAL	<u>8,221,583</u>	<u>10,082,503</u>	<u>10,951,292</u>

EXPENDITURE BY FUND TYPE			
GENERAL	8,221,583	8,332,503	10,156,207
CAPITAL PROJECTS	0	1,750,000	795,085
TOTAL	<u>8,221,583</u>	<u>10,082,503</u>	<u>10,951,292</u>

FISCAL 1998 BUDGET
FINAL

CONSTITUTIONAL OFFICERS DIVISIONS

LEE COUNTY, FLORIDA
1997-98

DIVISION / PROGRAM	1995-96 ACTUAL	1996-97 ESTIMATED	1997-98 BUDGET
TAX COLLECTOR			
SUPPORT TO TAX COLLECTOR	680,292	686,767	576,207
TAX COLLECTOR	7,211,382	7,572,095	8,395,633
DIVISION TOTAL	7,891,674	8,258,862	8,971,840
CLERK TO THE BOARD			
SUPPORT TO THE CLERK	240,001	246,795	245,200
FINANCE & INTERNAL AUDIT	2,244,040	2,546,012	2,876,269
BUDGET TRANS-CLK TO BOARD	255,344	242,413	240,029
FINANCE SYSTEM	0	1,500,000	750,000
DIVISION TOTAL	2,739,385	4,535,220	4,111,498
CLERK OF COURTS			
CLK OF CRTS BUDGET TRANS.	2,437,041	2,338,817	1,796,977
DIVISION TOTAL	2,437,041	2,338,817	1,796,977
PROPERTY APPRAISER			
SUPPORT TO PROP APPRAISER	1,758,842	1,846,393	1,697,203
PROPERTY APPRAISER	2,937,205	3,176,058	3,433,790
DIVISION TOTAL	4,696,047	5,022,451	5,130,993
SUPERVISOR OF ELECTIONS			
VOTER REG. & ELECTIONS	2,152,165	1,904,725	1,813,285
SUPPORT TO SUPV. ELECTION	187,102	191,266	214,679
DIVISION TOTAL	2,339,267	2,095,991	2,027,964
SHERIFF			
SHERIFF DISBURSEMENT	33,640,694	33,722,914	47,026,689
SUPPORT TO SHERIFF	1,926,156	1,745,031	1,956,591
SHERIFF DISB - CNF TRUST	900	0	0
SHERIFF DISB - LE TRUST	300,700	22,120	80,000
COURT SUPPORT	0	1,040,429	0
SHERIFF-JAIL DISBURSEMENT	10,208,826	10,578,278	0
DIVISION TOTAL	46,077,276	47,108,772	49,063,280
DEPARTMENT TOTAL	66,180,690	69,360,113	71,102,552
<u>EXPENDITURE BY FUND TYPE</u>			
GENERAL	64,035,160	65,369,971	67,057,377
SPECIAL REVENUE	1,064,739	1,222,169	1,251,973
CAPITAL PROJECTS	198,144	1,730,071	1,286,274
ENTERPRISE	581,047	1,015,782	1,426,928
TRUST AND AGENCY	301,600	22,120	80,000
TOTAL	66,180,690	69,360,113	71,102,552

FISCAL 1998 BUDGET

FINAL

**MISCELLANEOUS EXPENDITURES
(NON-DEPARTMENTAL)**

	FY96 <u>Actual</u>	FY97 <u>Estimated</u>	FY98 <u>FINAL</u>
General Fund	\$1,618,795	\$2,906,331	\$4,183,661
<u>Special Revenues</u>			
Impact Fees - Community Parks	\$1,801	\$10,686	\$0
Impact Fees - Regional Parks	1,227	3,431	0
Impact Fees - Roads	13,854	28,154	0
Impact Fees - Fire	636	2,051	0
Impact Fees - EMS	51	165	0
Colonial Rd. Extension Improvements	0	242,642	242,642
Library Fund	655,467	116,966	746,100
MSTU Fund	643,655	575,155	836,376
Transportation Trust	0	0	151,271
	<u>\$1,316,691</u>	<u>\$1,040,407</u>	<u>\$1,734,271</u>
<u>Capital Project Fund</u>			
Capital Improvements	\$22,458	\$91,671	\$167,764
<u>Enterprise Internal Service Funds</u>			
Bridge Surplus Fund	\$741,506	\$448,202	\$604,641
Data Processing Fund	9,087	6,814	0
Utilities Operations Fund	81,160	190,716	623,100
	<u>\$841,753.00</u>	<u>\$645,732.00</u>	<u>\$1,227,741.00</u>
<u>Other</u>			
Rolling/Morotized Equipment	\$0	\$0	\$613,500
3-S Disposal	0	0	4,400
Parks Capital	0	0	63,000
	<u>0</u>	<u>0</u>	<u>63,000</u>
TOTAL ALL FUNDS	\$3,799,697	\$4,984,121	\$7,994,331

Miscellaneous expenditures reflect costs incurred by the county for non-departmental expenditures. In the General Fund, these expenses include auditing costs, payments for financial advisement, unemployment compensation, self-insurance assessments, payments to the cities of Fort Myers and Cape Coral for tax increment financing districts, and expert witness fees. In the other funds, miscellaneous expenditures are for grants to other governments, indirect costs, payments of interfund loan financial services, and miscellaneous expenditures.

(miscexp)

FISCAL 1998 BUDGET
FINAL

INTERFUND PAYMENTS AND TRANSFERS

<u>Object Code</u>	<u>Description</u>	<u>FY 98 FINAL</u>	<u>Interfund Transfers</u>
2310	Health Insurance	\$7,138,562	
2320	Life Insurance	120,976	
2330	Dental Insurance	344,931	
2410	Workers Compensation	996,289	
3450	Co. Data Processing	2,472,733	
3455	Computer Networking	901,626	
3470	Co. Mapping Services	10,150	
3480	Co. Graphic Services	34,954	
4030	Vehicle Maintenance Charges	216,750	
4031	Vehicle Replacement Surcharge	732,000	
4130	Internal Telephone	1,537,762	
4140	Internal Radio	394,494	
4510	Self-Insurance Assessment	1,933,805	
4715	Printing, Binding, and Copying Internal	177,618	
4950	Indirect Cost	6,719,987	
5210	Fuel and Lubricants	1,305,642	
6525	Project Management	<u>221,601</u>	
		\$25,259,880	
91XX	Interfund Transfers		<u>163,770,824</u>
	Total Payments and Interfund Transfers		<u><u>\$189,030,704</u></u>

Interfund transfers and payments reflect movements from one fund to another. The object codes of "Health Insurance" through "Project Management," are budgeted in the departmental budget, and are part of program expenditures. These expenditures represent the payment for goods and services provided by one department or agency to other departments or agencies of the county on a cost reimbursement basis.

The object codes for "interfund transfers" are not reflected in departmental budgets, but rather are budgeted as non-departmental expenditures. Interfund transfers represent a transfer of funds from one area to another. The transfers are reflected as an expenditure in one fund, and as a revenue in another fund.

(interfun)

SECTION E
CAPITAL IMPROVEMENT PROGRAM/LONG-TERM DEBT

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SECTION E - CAPITAL IMPROVEMENT PROGRAM/LONG-TERM DEBT

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CAPITAL IMPROVEMENT PROGRAM DEFINED

WHAT IS THE CAPITAL IMPROVEMENT PROGRAM?

Lee County's Capital Improvement Program (CIP) is a planning, budgetary, and prioritizing tool which reflects the County's infrastructure needs (via a list of capital projects) for a five-year time frame. The five years are balanced; i.e., revenues are identified to offset expenditures in accordance with state requirements.

The program consists of projects that comply with Lee County's Administrative Code, "Criteria for Evaluating Proposed CIP Projects," and the Lee County Comprehensive Land Use Plan.

The CIP is updated on an annual basis. Amendments to the CIP may be made prior to the next annual CIP review period with approval of the Board of County Commissioners.

What is a Capital Project?

Capital Projects are major fixed assets or infrastructure with long term value, such as buildings, roads, bridges, and parks. Proposed CIP project requests may originate from County departments, constitutional officers, and/or citizens.

Funds budgeted for a specific project remain allocated until project completion. Additionally, project budgets are reviewed annually and, if needed, funding may be adjusted.

Projects may be funded by current revenues or by debt financing, depending upon the availability of funds, the nature of the project, and the policies of the Board of County Commissioners.

What is the Lee County Comprehensive Plan?

The Local Government Comprehensive Planning and Land Development Regulation Act (Chapter 163, Florida Statutes) requires that local governments prepare a comprehensive plan which will "guide public capital investments, other public fiscal policies, operating policies of the Lee County government, and the future use of land in the unincorporated portions of the county" (from The Lee Plan, revised 9/90). The County's comprehensive plan may be amended up to twice a year, and must be evaluated and updated every five years. The plan must address the following elements:

Future Land Use Element
Traffic Circulation Element
Mass Transit Element
Sanitary Sewer, Solid Waste, Drainage, Potable Water,
and Natural Groundwater Aquifer Recharge Elements
Parks, Recreation, and Open Space Element

Capital Improvements Element
Conservation Element
Coastal Management Element
Ports, Aviation and Related Facilities
Element
Intergovernmental Coordination Element

FISCAL 1998 BUDGET
FINAL

What is the Lee County Comprehensive Plan? (Continued)

Other areas, such as historic preservation, may be included on an optional basis. The Capital Improvement Program should mirror the Capital Improvements Element (CIE) of the Comprehensive Plan. The CIE must contain a balanced set of revenues and capital expenditures for a five-year time frame. Since the Capital Improvement Program is updated throughout the year by the Board of County Commissioners, the next amendment of the CIE must contain those changes which have been incorporated into the CIP.

The Comprehensive Plan includes levels of service standards for roads and other public facilities which must be maintained. These standards and other policies within the Comprehensive Plan provide direction and a means with which to prioritize needed capital facilities.

Who is responsible for management of Capital Projects?

Several major County agencies manage capital projects as follows: Division of Transportation, Division of Planning and Design, Division of Environmental Services, which includes Utilities, Solid Waste, and Natural Resources.

The Division of Transportation (DOT) is responsible for construction improvements of roads, bridges, signals, and intersections. In preparing the FY 98-02 Capital Improvement Program, DOT referred to the County's Comprehensive Plan, a Year 2000 needs analysis prepared as part of the massive Thoroughfare Alignment Study, the Metropolitan Planning Organization (MPO)* adopted needs and financially feasible plans, traffic modeling, and internal analysis to establish requirements, identify projects, and set priorities. DOT also coordinated with the Florida Department of Transportation's five-year work program in determining which needed improvements on the State system will be completed by the State, and which will require funding and construction by Lee County in order to meet the Comprehensive Plan's service levels.

The Division of Planning & Design manages capital projects related to parks, libraries, public safety, and administrative facilities. In addition, this department frequently provides construction management assistance to Constitutional Officers including the Sheriff, Tax Collector, Property Appraiser, Clerk of Courts, State Attorney, Public Defender, and others. The County's Comprehensive Plan includes standards for specific acreage per capita for parks and provisions for library volumes per capita.

Lee County Utilities prepares and manages capital requests based on system requirements for its sanitary sewer and potable water. Utilities capital projects may be developed with the intent of upgrading existing service or expanding utility service based on community needs. This department functions as an "enterprise," and funds its capital projects with revenues generated by providing water and sewer service.

* The Metropolitan Planning Organization (MPO) is a transportation planning body established under the State law which includes representatives from each local government. The MPO prepared a countywide priority list of transportation improvements known as the "2010 Financially Feasible Plan" and a "2020 Financially Feasible Transportation Plan."

FISCAL 1998 BUDGET

FINAL

Who is responsible for management of Capital Projects? (Continued)

Lee County Solid Waste manages projects relating to landfills, resource recovery, material recovery, and hazardous waste. This section also functions as an "enterprise," wherein its capital projects are funded via user fees.

Lee County Natural Resources manages capital projects that provide for flood protection, water quality enhancement, and water conservation. The EPA (Environmental Protection Agency) adopted legislation that heavily contributes to the composition of this division's CIP. The Lee County Stormwater Management Plan additionally provides direction for their program.

County departments which are not previously listed may also generate capital project requests. These may be unique types of infrastructure, such as communication facilities, etc. These are developed and reviewed based on the specific factors which identify the need for the project, and may be based on a structured planning process or on specific project requirements.

Capital Project Costs

Capital project costs include all expenditures related to land acquisition, planning, design, construction, project management, legal expenses, and mitigation of damages.

Project management charges include not only the time expended by the managing department, but also the project management costs charged by other departments for landscaping, property acquisition, and contracts assistance. These costs are budgeted within each capital project as part of the total project cost. Projects which are grant funded are handled on an individual basis, as some grants will not reimburse project management costs.

Departments estimate project costs but consider operating impacts as well, including start up and recurring costs. The startup costs refer to one-time initial costs to be funded from the operating budget at the time the facility comes on line. Recurring costs are those costs to be borne from the operating budget that cover annual personnel and operating expenses related to the facility. A three (3) percent inflation factor is added to each successive year of recurring costs through the CIP budget time frame. Both startup and recurring cost detail are broken down by project, and submitted with the proposed capital project list to the Board of County Commissioners for review and consideration. In this manner, the decision makers can readily recognize the "true" costs of a potential CIP project, as well as the funding impact once a project is completed and comes "on line." The operating cost estimates provide information which is then useful in preparing the County's operating budget.

Capital Improvement Program Process

The Capital Improvement Program process begins each February with a meeting between the coordinating departments - Budget Services and the Division of Planning - and other Lee County departments which maintain direct management responsibility for capital projects. Preliminary instructions for required data and proposed schedules are discussed and revised. Preliminary revenue estimates are disseminated to County staff.

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FINAL

Capital Improvement Program Process (Continued)

In April of each year, department managers, constitutional officers, and Lee County citizens identify initial proposed revisions to the CIP. Typically, there are not sufficient funds to provide for all of the projects that are identified. These preliminary lists are then reviewed by the Planning Division to determine if the projects meet the requirements of the Comprehensive Plan. (This Plan was prepared in response to the 1985 Florida Growth Management Act, which provides the basis for County planning and infrastructure requirements of the future.)

Once this review is completed, the revised project lists are reviewed by the County Manager and then presented to the Board in an advertised workshop. After receiving direction from the Board, departments review and prioritize projects and prepare a "balanced" CIP. The proposed CIP is reviewed by the Local Planning Agency (LPA) before final approval by the Board of County Commissioners in September.

In balancing the five years of the CIP, projections of revenues from existing sources are compared to requested capital projects. If there are adequate revenues to fund all the requested projects, the program is balanced. If not, projects must either be revised to reduce costs, postponed to a future time period, or eliminated from the program. Alternative financing, such as long term debt, may be proposed in order to provide sufficient revenues to fund requested capital projects. The current fiscal year funding for the approved CIP is incorporated in the proposed budget prepared in August and adopted at the public hearings held in September of each year.

The overall CIP, with its five-year time frame, gives a fair indication of the foreseeable infrastructure needs of the County. There may be bona fide reasons why a project is needed or desired in the immediate future, but it may be deferred because resources are not realistically available. The CIP helps to structure this decision-making by reviewing capital project requests as well as the operational impact from the implementation of the program.

The Capital Improvement Program is dynamic, changing as identified projects require funding adjustments during the fiscal year and, sometimes, from year to year. Any amendments must be approved by the Board of County Commissioners. Each department maintains daily control of its projects, with overall monitoring of the CIP being the responsibility of the Budget Services staff.

The approved Capital Improvement Program becomes the basis for information included in the Capital Improvement Element of the County's Comprehensive Plan.

Summary

The Capital Improvement Program represents the combined efforts of County departments, County Administration, the Board of County Commissioners, and Lee County citizens to enhance the quality of life through timely and judicious construction of infrastructure improvements.

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CIP REVENUE SOURCES

The Capital Improvement Program budget includes a variety of revenues that are used both for the direct funding of projects and as a source of debt service to retire bonds. This section will describe each of the major revenue sources, with particular emphasis upon how funding is determined and for what purposes those monies are allocated.

CAPITAL IMPROVEMENT FUND (Non-Transportation & Non-Enterprise)

The Capital Improvement Fund maintains accounts for the County's non-transportation projects, but not for non-subsidized enterprise fund projects. Typical projects include parks, recreation centers, governmental offices, storm water improvements, libraries, and Constitutional Officer facilities. The primary sources of revenue for the Capital Improvement Fund are as follows:

Ad Valorem Taxes

Lee County property owners pay a portion of their property tax millage for capital improvements. For FY98, the capital improvement millage was set at \$0.272 per \$1,000 of taxable value. These funds are collected by the Tax Collector and deposited into the Capital Improvement Fund. The projected increase in taxable value used for preparation of the FY98 budget was 3% over FY97 levels. Based upon a taxable value of \$22,194,692,150, projected FY98 revenues are expected to reach \$5,686,000 (95%) at .272 mills. Furthermore, \$10,542,479 in revenues generated from .500 mills will be collected relative to the Conservation 2020 program which was passed by referendum vote in November, 1996. Conservation 2020 was designed for the public purchase of environmentally sensitive land in order to limit development and assure a quality of life with nature.

Tourist Taxes

Tourist Taxes are generated from a 3% charge on "room rates" at local hotels and motels. The tourist tax is used in three ways: 33% is used for beach maintenance and improvements to County beach facilities; 13.4% is applied to debt service on the Lee County Sports Complex; and 53.6% contributes to the operation of the Lee County Visitors and Convention Bureau. Therefore, nearly half of the tourist tax is related to capital improvements designed to benefit tourism in Lee County.

State Grants

The County also receives grant funds from the State of Florida for specific programs or activities. For example, Lee County receives a portion of the annual boat registration fees which are used for boating improvements and various marine activities. Of the total amount assessed (based on boat size), Lee County receives 50% of the revenues, less a \$1 surcharge and \$1 fee for manatee protection per registration.

Private Grants

The West Coast Inland Navigation District (WCIND) levies ad valorem taxes from the residents of Manatee, Sarasota, Charlotte, and Lee Counties for the purpose of undertaking navigation projects to improve waterways from lower Tampa Bay to the Collier County line. These funds are remitted as grants to Lee County for specific projects. Types of projects funded are dredging, boat ramps, channel marker installation, and regulatory signage placement.

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Interest

Interest earned on the cash balances of the Capital Improvement Fund is projected and budgeted as a revenue in the fund. In FY98, interest earnings are projected to be \$800,000 for capital construction, and \$275,000 for Conservation 2020.

Fund Balance

Fund balance represents unexpended monies from the prior fiscal year which may be allocated to projects. Fund balance may be uncommitted (prior year reserves) or committed to provide funding for specific projects.

TRANSPORTATION IMPROVEMENT FUND

The Transportation Improvement Fund is composed of revenues which are budgeted for transportation projects. These projects include road resurfacing/rebuilding, signal and intersection improvements, bridge repairs, and major road construction. The primary sources of revenue for the Transportation Improvement Fund are as follows:

Developer Donations

Occasionally, developer donation agreements result from the development order process, typically for mitigating new construction impacts. Specific developer payments identified for roads are deposited in the Transportation Improvement Fund.

Local Option Gas Tax

The Local Option Gas Tax represents both a six-cent tax and a five-cent tax on motor fuels. These monies are allocated between Lee County and the cities of Cape Coral, Fort Myers, Sanibel, and the Town of Fort Myers Beach. The amounts the County and cities receive are net of the State's deduction for administrative and dealer collection fees. The entire six cents is pledged to the 1989 Series Gas Tax Bonds. However, only two cents is actually required for debt service. The remainder (approximately four cents) is transferred to the Transportation Improvement Fund. The 1989 Series Gas Tax Bonds were used to fund improvements to Daniels Parkway, Cypress Lake Drive, Colonial Boulevard, Metro Parkway, Pine Island Road, Gulf Boulevard, and Bonita Beach Road. The 1989 Bonds were partially refunded by the Local Option Gas Tax Refunding Revenue Bonds, Series 1993. The balance of the 1989 Bonds was refunded on August 6, 1997, as the Local Option Gas Tax Refunding Revenue Bonds, Series 1997.

In 1993, F.S. 336.025 was amended to allow for the imposition of up to 5 cents as an additional Local Option Gas Tax. In FY94, the Board of County Commissioners approved a five-cent tax with 50% allocated to capital projects, and 50% to the East/West Corridor (Midpoint Bridge approach).

In 1995, a \$35,360,000 bond issue was approved for construction in the East/West Corridor associated with the Mid-Point Bridge. This bond issue is supported by 50% of the Five-Cent Local Option Gas Tax revenues, with a pledge of proceeds from the entire five cents.

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Toll Monies

The toll revenues collected on the Cape Coral, Sanibel, and Midpoint bridges are used to pay debt service and operating costs for these bridges. Any surplus revenues are moved to the Transportation Improvement Fund to provide for other countywide transportation improvements.

Interest

Interest earned on the cash balances of the Transportation Improvement Fund is projected and budgeted as a revenue in the fund. In FY98, interest earnings are projected to be \$2 million.

IMPACT FEES

Impact fees are assessed in Lee County against new construction to provide for infrastructure required by new development. The County assesses impact fees for roads, community parks, regional parks, emergency medical services, and fire services. The emergency medical services impact fees are used to purchase capital equipment for the Lee County Emergency Medical Services Division, and are not budgeted within the County's Capital Improvement Program.

The fire impact fees are assessed within 11 of the fire districts in the unincorporated area of Lee County, or areas which are served by fire districts which have entered into interlocal agreements with Lee County for the collection of fire impact fees. The fire impact fee revenues are distributed to each of the fire control districts participating in the program. These impact fees may only be used for capital equipment or capital improvements. Fire impact fees are not budgeted within Lee County's Capital Improvement Program since they are not expended directly by the County.

Community Park Impact Fees

Community Park Impact Fees are imposed upon developers for use in providing community parks to serve new growth. The monies are collected within nine specific districts for the benefit of residents within each district. Community park impact fees are collected only in the unincorporated areas of Lee County. The fees are assessed on residential construction only. Fees are based on the type of dwelling, such as single-family residential, mobile home, or multi-family buildings. FY98 Community Park Impact Fee revenue is anticipated to be \$1,721,000.

Regional Park Impact Fees

Regional Park Impact Fees are also imposed upon developers to provide regional parks required by new growth. These are collected in one countywide district, with the exception of the City of Cape Coral. In FY98, regional park impact fee revenue is anticipated to be \$800,000.

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FINAL

Road Impact Fees

Road Impact Fees are assessed upon new construction within Lee County to provide for transportation improvements required for new growth. Road impact fees are assessed upon residential, commercial, and industrial construction. There are eight road impact fee benefit districts in the unincorporated area of the County in which fees are collected. Only those transportation improvements which are required due to new growth may be funded with road impact fees. Impact fees in three of the eight benefit districts are being used to pay debt service for certain projects funded by the 1989 Series Gas Tax Bonds: Pine Island Road, Gulf Boulevard, and Bonita Beach Road. Road Impact Fee revenue for FY 98 is anticipated to be \$8,570,000.

Impact Fee Credits

Developers may request that impact fee credits be given for developer construction of roads and parks or contributions of land. Credits are applied in lieu of impact fee payments.

PROPOSED BONDS

There are several projects included in the FY 98-02 Capital Improvement Program which are programmed to be funded with bond proceeds. As a municipal government, Lee County may issue tax-exempt bonds to finance capital construction. A great variety of revenue sources may be used to repay these bonds. Outlined below are the initial methods of funding various departmental bonded projects. **There are no plans to bond projects using ad valorem (general obligation bonds) in the FY98-02 Capital Improvement Program.**

Non-Ad Valorem Bonds

Certain types of projects such as libraries, parks, government buildings, etc., do not generate revenues to pay debt services. These projects would be funded utilizing a pledge of non-ad valorem revenues. These revenues would include sales tax, building and zoning permit fees, ambulance fees, and others.

Revenue Bonds

There are projects within the Departments of Utilities and Solid Waste which would be bond financed by pledging revenues generated from the operation of these facilities. These bonds would stipulate that revenues from the provision of water, sewer, and solid waste services would provide debt service on these bonds.

Gas Tax Bonds

The County receives various gas tax revenues from the State. The monies can be pledged to bond issues. The County is currently using a portion of its Voted (Ninth-Cent) Gas Tax to retire debt on the Road Improvement Revenue Bonds, Series 1993. In addition, the balance of the Voted (Ninth-Cent) Gas Tax, the County (Seventh Cent) Gas Tax, and the Constitutional Gas Tax are pledged as part of a Non-Ad Valorem revenue group of monies to a series of bond issues.

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Gas Tax Bonds (continued)

On July 12, 1995, the County completed financing on \$35,360,000 in bonds supported by the Five-Cent Local Option Gas Tax. Fifty percent of the receipts are used to make debt service payments for bonds that are being used to construct road improvements associated with the Midpoint Bridge.

ALTERNATIVE FINANCING

There are other proposed financing strategies for projects included within the Capital Improvement Program. These include the lease-purchase of facilities, financing through Municipal Services Benefit Units (MSBU's), and utilization of the Commercial Paper Program for short-term financing. The county is also examining the possibility of providing long-term financing for MSBU's through private placement with banks supported by "stand alone" special assessments. This would lessen the use of the non-ad valorem debt pledge for these projects.

Lease-Purchase

In February, 1991, the County undertook the purchase of computer equipment utilizing a lease-purchase arrangement. This allows for the project to be undertaken and annual "lease" payments be made to repay the costs. This differs from a bond, since a lease-purchase is not a long-term obligation; it is structured so that the continuation of lease payments is subject to annual appropriation. If the Board of County Commissioners does not budget for the lease payment, there is no further obligation on the part of the County to continue the arrangement.

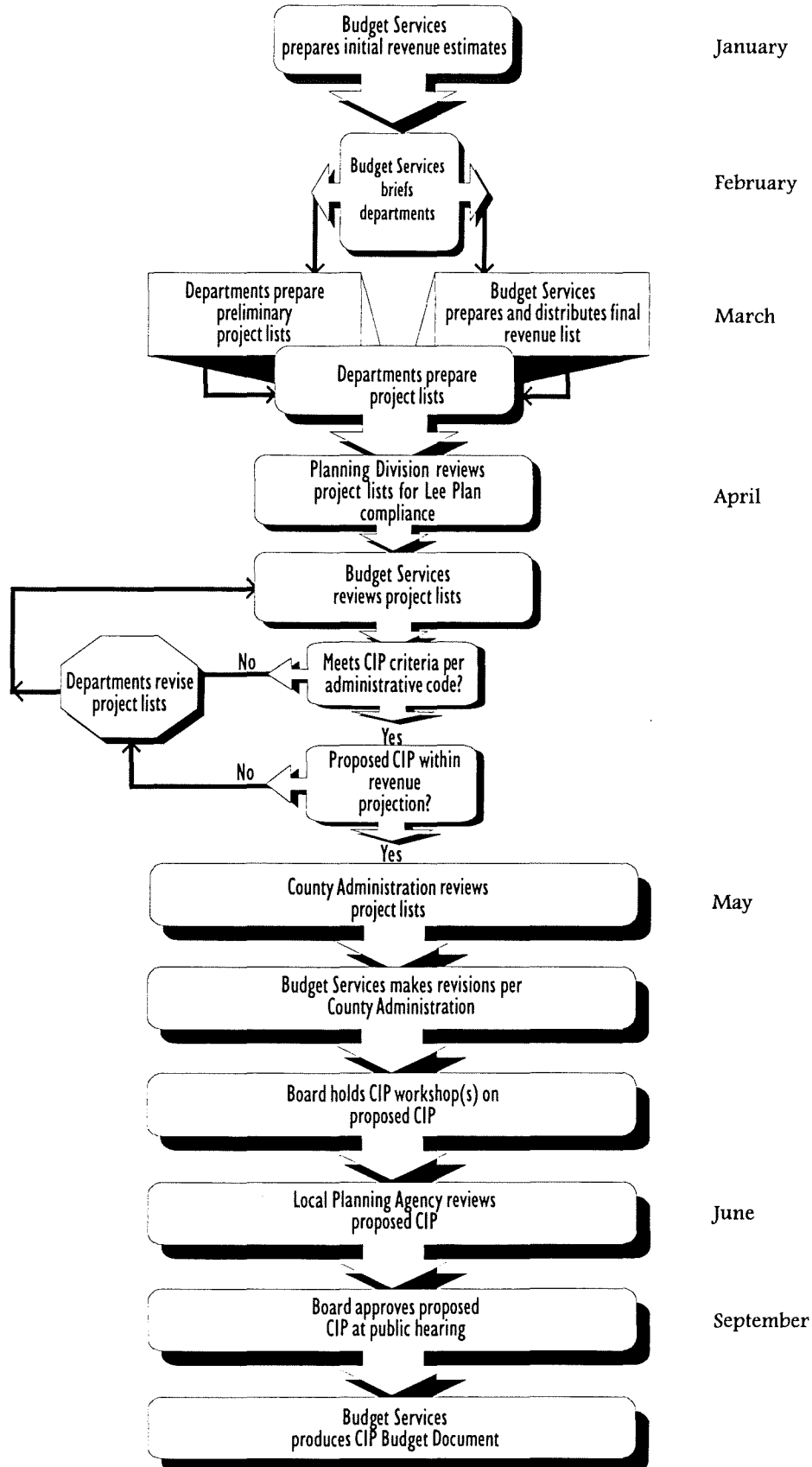
Municipal Services Benefit Units

A Municipal Services Benefit Unit (MSBU) may be established within a designated geographic area to provide for a service to those property owners within the area. This assessment district is a legal entity which may use assessments from property owners to provide a service or infrastructure to meet the needs of those individuals within the prescribed area.

Commercial Paper

Commercial Paper is generally defined as short term, unsecured promissory notes issued by organizations of recognized credit quality. Lee County participates in the Florida Association of Counties Tax Exempt Commercial Paper Program supported by a credit line from First Union Bank. Access to the pooled Commercial Paper Program is quarterly. Monies are used for payment of construction expenses. Frequently, long term MSBU projects are initially funded from Commercial Paper during the construction phases.

Capital Improvement Program Process/Schedule



PROJECT REQUEST CATEGORY SUMMARY

CATEGORY	CURRENT BUDGET 97	CIP BUDGET FY 98	CIP BUDGET FY 99	CIP BUDGET FY 00	CIP BUDGET FY 01	CIP BUDGET FY 02	CIP BUDGET FY 98 - 02	CIP BUDGET YEARS 6-10	TOTAL PROJECTED COSTS*
GOVERNMENT FACILITIES	2,015,031	\$19,961,710	\$1,109,404	\$2,317,404	\$3,375,404	\$3,383,404	\$30,147,326	\$5,482,020	\$41,367,968
MARINE SERVICES	846,370	1,105,000	1,075,000	1,245,000	1,245,000	1,245,000	5,915,000	6,225,000	13,064,880
MISCELLANEOUS PROJECTS	225,000	225,000	225,000	225,000	225,000	225,000	1,125,000	1,125,000	2,514,644
MSTBU RELATED	0	4,470,000	0	0	0	0	4,470,000	3,075,000	6,345,000
PARKS/RECREATION - COMMUNITY PARK RELATED	2,938,613	2,300,000	1,620,000	1,287,000	823,000	665,000	6,695,000	1,140,000	11,138,672
PARKS/RECREATION - REGIONAL PARK RELATED	3,881,297	735,000	220,000	227,500	295,000	220,000	1,697,500	1,000,000	8,997,189
PARKS/RECREATION - WATER ACCESS PROJECTS	1,027,956	1,304,065	338,000	289,000	255,000	50,000	2,236,065	250,000	4,778,065
SOLID WASTE	7,728,370	580,000	0	2,000,000	1,650,000	9,500,000	13,730,000	26,000,000	65,981,483
TRANSPORTATION - MAJOR ROADS	5,379,661	15,326,000	7,826,000	16,113,000	7,150,000	15,103,000	61,518,000	32,893,000	100,625,000
TRANSPORTATION - MAJOR BRIDGES	1,814,749	2,250,000	1,000,000	1,000,000	1,000,000	1,150,000	6,400,000	5,850,000	14,737,504
TRANSPORTATION - OTHER RELATED	10,078,057	7,798,300	6,562,000	5,411,000	5,937,700	6,002,000	31,711,000	26,381,000	94,171,217
UTILITIES - SEWER RELATED	4,246,421	7,602,800	2,105,000	1,110,000	6,020,000	23,230,000	40,067,800	8,800,000	54,482,599
UTILITIES - WATER RELATED	4,481,882	1,355,000	28,624,000	5,390,000	745,000	1,750,000	37,864,000	26,367,000	68,879,997
UTILITIES - JOINT PROJECTS	0	100,000	930,000	0	0	0	1,030,000	0	1,030,000
WATER RESOURCES	3,444,499	3,658,000	1,310,000	2,414,000	1,654,000	650,000	9,686,000	3,250,000	21,932,335
FY 98 - 2002 CIP	\$48,107,906	\$68,770,875	\$52,944,404	\$39,028,904	\$30,375,104	\$63,173,404	\$254,292,691	\$147,838,020	\$510,046,553

*Equals all prior year(s) expenditures plus current and future year(s) budget.

MAP REF #	PROJ #	PROJECT NAME	FUND. SRC.	CURRENT BUDGET 97	CIP BUDGET FY 98	CIP BUDGET FY 99	CIP BUDGET FY 00	CIP BUDGET FY 01	CIP BUDGET FY 02	CIP BUDGET FY 98-02	CIP BUDGET YEARS 6-10	TOTAL PROJECTED COST*	OPR. BUDGET START UP FY	OPR. BUDGET RECURRING AMOUNT
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FUNDING SOURCE CODES: A = AD VALOREM; D = DEBT FINANCE; E = ENTERPRISE FUND; G = GRANT; GT = GAS TAX; I = IMPACT FEES; S = SPECIAL; T = TDC; M = MSBU/TU

MSTU/BU RELATED

1	8520	BAYSHORE CREEK IMPROVEMENTS	M,G	0	400,000	0	0	0	0	400,000	0	400,000	N/A	N/A
2	8521	CHAPEL BRANCH IMPROVEMENTS	M,G	0	625,000	0	0	0	0	625,000	0	625,000	N/A	N/A
3	8522	COHN BRANCH IMPROVEMENTS	M,G	0	170,000	0	0	0	0	170,000	0	170,000	N/A	N/A
4	8523	DAUGHTREY'S CREEK IMPROVEMENTS	M,G	0	530,000	0	0	0	0	530,000	0	530,000	N/A	N/A
5	8524	DAUGHTREY'S CREEK (EB) IMPROVEMENTS	M,G	0	540,000	0	0	0	0	540,000	0	540,000	N/A	N/A
6	8531	ESTERO RIVER IMPROVEMENTS	M,G	0	0	0	0	0	0	0	1,875,000	1,875,000	N/A	N/A
7	8525	LEITNER CREEK CLEARING AND SNAGGING	M,G	0	250,000	0	0	0	0	250,000	0	250,000	N/A	N/A
8	8526	MARSH POINT IMPROVEMENTS	M,G	0	240,000	0	0	0	0	240,000	0	240,000	N/A	N/A
9	8527	OAK CREEK CLEARING AND SNAGGING	M,G	0	350,000	0	0	0	0	350,000	0	350,000	N/A	N/A
10	8528	POPASH CREEK IMPROVEMENTS	M,G	0	460,000	0	0	0	0	460,000	0	460,000	N/A	3,000
11	8529	POWELL CREEK CLEARING AND SNAGGING	M,G	0	425,000	0	0	0	0	425,000	0	425,000	N/A	2,000
12	8530	STROUD CREEK IMPROVEMENTS	M,G	0	480,000	0	0	0	0	480,000	0	480,000	N/A	N/A
13		TEN MILE CANAL WATER QUALITY IMPROVEMENTS	M,G	0	0	0	0	0	0	0	1,200,000	0	N/A	1,000

WATER RESOURCES

1		GATOR SLOUGH CHANNEL IMPROVEMENTS	A,G	0	0	575,000	0	0	0	575,000	0	575,000	N/A	N/A
2	8540	I.B.E. BRIDGE REPLACEMENT	G	0	403,000	0	0	0	0	403,000	0	403,000	N/A	N/A
3	8541	KEHL CANAL WEIR REPLACEMENT	G	0	605,000	0	0	0	0	605,000	0	605,000	N/A	N/A
4	8513	LAKES PARK WATER QUALITY PROJECT	A,M	1,395,012	2,000,000	0	0	0	0	2,000,000	0	3,512,578	N/A	N/A
5	8514	NEIGHBORHOOD IMPRVMT PROGRAM	A	903,529	350,000	350,000	350,000	350,000	350,000	1,750,000	1,750,000	4,453,816	N/A	N/A
6		OAKLEITNER CREEK	G	0	0	85,000	0	0	0	85,000	0	85,000	N/A	N/A
7	0983	SURFACEWATER MGMT. PLAN	A	1,145,958	300,000	300,000	300,000	300,000	300,000	1,500,000	1,500,000	9,529,941	N/A	N/A
8	2965	TEN MILE CANAL-CHANNEL EXCAVATION	A,G,M	0	0	0	1,764,000	1,004,000	0	2,768,000	0	2,768,000	N/A	N/A

MARINE SERVICES

1	2912	ART. REEF DEVEL AND RENOURISH	A,G	7,000	30,000	0	0	0	0	30,000	0	115,510	N/A	N/A
2	0686	BEACH MANAGEMENT TRUST FUND	T	839,370	825,000	825,000	825,000	825,000	825,000	4,125,000	4,125,000	9,089,370	N/A	N/A
3	2916	WCIND UNIDENTIFIED PROJECTS	G	0	250,000	250,000	420,000	420,000	420,000	1,760,000	2,100,000	3,860,000	N/A	N/A

ROADS

1	4030	ALICO RD. FOUR LANING	GT,I	3,528,777	6,610,000	0	0	0	0	6,610,000	0	10,170,000	N/A	N/A
2	4044	BONITA BEACH RD. WIDENING & RESURFACING	GT,I	431,000	150,000	4,326,000	0	0	0	4,476,000	0	4,907,000	N/A	15,500
3	4020	BUS US 41, 4 LN, SR 78 TO LITTLETON	GT,I	202,000	0	0	4,930,000	0	0	4,930,000	0	5,932,000	N/A	N/A
4	4050	CRYSTAL DRIVE EXTENSION	I-4	0	300,000	0	0	0	0	300,000	0	300,000	98	900 F 5,000
5	4667	CYPRESS LAKE DRIVE WIDENING	I	0	0	0	1,175,000	1,030,000	0	2,205,000	0	2,205,000	N/A	N/A
6	4051	DANIELS PWAY EXTENSION, PHASE III	D	0	6,151,000	0	0	0	0	6,151,000	0	6,151,000	N/A	N/A
7	4013	HENDERSON GRADE EXT. US41-SLATER	GT,I-2	717,884	1,615,000	0	0	0	0	1,615,000	0	2,336,000	N/A	N/A
8		LEE BOULEVARD MIDDLE TURN LANE	I-3	0	0	800,000	0	0	0	800,000	0	800,000	NA	F 11,950
9		LEELAND HEIGHTS BOULEVARD WIDENING	I-3	0	0	1,070,000	0	0	0	1,070,000	0	1,070,000	99	2,000 F 7,500
10		PLANTATION ROAD EXTENSION	I-4	0	0	705,000	0	0	0	705,000	0	705,000	99	2,800 F 8,200

* Equals all prior year(s) expenditures plus current and future year(s) budget.

MAP REF #	PROJ #	PROJECT NAME	FUND. SRC.	CURRENT BUDGET 97	CIP BUDGET FY 98	CIP BUDGET FY 99	CIP BUDGET FY 00	CIP BUDGET FY 01	CIP BUDGET FY 02	CIP BUDGET FY 98 - 02	CIP BUDGET YEARS 6-10	TOTAL PROJECTED COST*	OPR. BUDGET		OPR. BUDGET	
													START UP	AMOUNT	RECURRING	AMOUNT
FUNDING SOURCE CODES: A = AD VALOREM; D = DEBT FINANCE; E = ENTERPRISE FUND; G = GRANT; GT = GAS TAX; I = IMPACT FEES; S = SPECIAL; T = TDC; M = MSBUTU																
11		PONDELLA RD. WIDENING, WEST	I,GT	0	0	0	0	2,820,000	0	2,820,000	0	2,820,000				
12		SUMMERLIN RD WIDENING & SERVICE RD	GT,I	0	0	0	2,413,000	0	1,100,000	3,513,000	11,600,000	15,113,000		N/A	N/A	
13		THREE OAKS PKWY EXTENSION, NORTH	D,I-4	0	0	400,000	2,770,000	3,300,000	3,400,000	9,870,000	0	9,870,000	02	21,000	21,700	
14	4043	THREE OAKS PKWY EXTENSION, SOUTH	I-4,I-8	500,000	500,000	525,000	525,000	0	7,050,000	8,600,000	12,550,000	21,650,000				
15		THREE OAKS PKWY WIDENING	I-4	0	0	0	0	0	773,000	773,000	4,573,000	5,346,000		N/A	N/A	
16		TREELINE AVENUE-SO AIRPORT ENTR - DANIELS PK	GT, D	0	0	0	4,300,000	0	0	4,300,000	0	4,300,000	00	9,100	9,500	
17		WEST TERRY STREET WIDENING	I-8	0	0	0	0	0	2,780,000	2,780,000	4,170,000	6,950,000	02	7,300	7,600	
BRIDGES																
1	5813	CAPE CORAL BRIDGE REHABILITATION	GT	0	1,000,000	0	0	0	0	1,000,000	0	1,000,000		N/A	97	16,980
2	5812	CAPE CORAL TOLL FACILITY RENOVATIONS	S	0	250,000	0	0	0	0	250,000	0	250,000		N/A	N/A	
3		IMPERIAL STREET BRIDGE	I-8	0	0	0	0	0	150,000	150,000	850,000	1,000,000		800	900	
4	5714	MASTER BRIDGE PROJECT	GT	649,791	500,000	500,000	500,000	500,000	500,000	2,500,000	2,500,000	6,322,546		N/A	N/A	
5	5807	SANIBEL BR. & CAUSEWAY, R&R PROGRAM	S	1,164,958	500,000	500,000	500,000	500,000	500,000	2,500,000	2,500,000	6,164,958		N/A	N/A	
OTHER TRANSPORTATION																
1	6002	COUNTYWIDE BIKE/PEDESTRIAN FACILITIES	GT,I	2,054,887	1,000,300	1,026,000	1,032,000	1,024,700	1,055,000	5,138,000	0	9,960,301		N/A	N/A	
2	6040	DEPOT 7 RELOCATION	GT		800,000	1,200,000	0	0	0	2,000,000	0	2,000,000		N/A	N/A	
3	4007	ENVIRONMENTAL MITIGATION	GT	96,194	50,000	50,000	60,000	60,000	60,000	280,000	300,000	787,814		N/A	36,872	
4	4040	GIS/SURVEY CONTROLS	GT,E,A	1,000,000	975,000	0	0	0	0	975,000	0	1,975,000		N/A	14,675	
5	0700	PROJECT PLANNING & PRE-DESIGN	GT	128,714	100,000	125,000	150,000	175,000	200,000	750,000	1,000,000	2,027,285		N/A	N/A	
6	4683	ROAD RESURFACE/REBUILD PROGRAM	GT	4,353,955	3,720,000	3,000,000	3,000,000	3,500,000	3,500,000	16,720,000	19,000,000	58,747,537		N/A	N/A	
7	6024	ROADWAY BEAUTIFICATION	A	352,016	153,000	161,000	169,000	178,000	187,000	848,000	1,081,000	2,471,999		N/A	N/A	
8	6713	TRAFFIC SIGNAL/INTERSECTION IMPROVE	GT	2,092,291	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000	5,000,000	16,201,281		N/A	N/A	
SEWER PROJECTS																
1	7000	AIRPORT SEWER SYSTEM	D,E	0	50,000	0	0	5,000,000	22,400,000	27,450,000	0	27,667,110				
2	7230	CONTROL PANEL -REPLACE- MAST PUMP STATION	E	0	670,000	0	0	0	0	670,000	0	670,000		N/A	N/A	
3	7224	FMB SPLITTER BOX REHAB & FLOW CONTROLS	E	0	150,000	0	0	0	0	150,000	0	150,000		N/A	N/A	
4	7213	FT. MYERS BEACH REUSE/DISPOSAL	E	1,500,000	2,280,000	0	0	0	0	2,280,000	0	3,780,000		N/A	N/A	
5	7225	FOXBORO SYSTEM	E	0	110,000	0	0	0	0	110,000	0	110,000		N/A	N/A	
6	7231	MAIN ST. MASTER PUMP STATION REHABILITATION	E	0	270,000	0	0	0	0	270,000	0	270,000		N/A	N/A	
7	7206	MANHOLE REHABILITATION & RECONSTRUCT	E	683,912	290,000	200,000	0	0	0	490,000	0	1,450,000		N/A	N/A	
8	7220	MATLACHA SYSTEM IMPROVEMENTS	E	250,000	1,550,000	100,000	0	0	0	1,650,000	0	1,900,000			400,000	
9	7226	METRO PARKWAY FORCE MAIN RELOCATION/UPGRA	E	0	700,000	0	0	0	0	700,000	0	700,000		N/A	N/A	
10	7227	ODOR CONTROL DEVICES AT PUMP STATIONS	E	0	200,000	200,000	200,000	200,000	0	800,000	0	800,000		N/A	N/A	
11	7223	PACKAGE PLANT REHABILITATION & RECONSTRUCT	E	100,000	50,000	50,000	50,000	50,000	50,000	250,000	250,000	600,000				
12	7212	PUMP STATION DOWNSIZING (#393)	E	21,320	350,000	0	0	0	0	350,000	0	419,999		N/A	N/A	
13	7228	PUMP STATION GENERATOR REPLACEMENTS	E	0	17,800	0	0	0	0	17,800	0	17,800		N/A	N/A	
14	7207	PUMP STATION REHABILITATION & RECONST.	E	494,117	240,000	250,000	260,000	270,000	280,000	1,300,000	1,550,000	3,789,998		N/A	N/A	
15		RECLAIM WATER TANK TOP (5 MG)	E	0	0	500,000	0	0	0	500,000	0	500,000		N/A	N/A	
16	7217	REUSE SYSTEM IMPROVEMENTS	E	100,000	100,000	50,000	50,000	50,000	50,000	300,000	250,000	650,000		N/A	N/A	
17		SAN CARL.BLVD.RELOC.SUMM/GLAD(FDOT)	E	0	0	0	0	0	0	0	2,500,000	2,500,000		N/A	N/A	

* Equals all prior year(s) expenditures plus current and future year(s) budget.

MAP REF #	PROJ #	PROJECT NAME	FUND. SRC.	CURRENT BUDGET	CIP BUDGET	CIP BUDGET	CIP BUDGET	CIP BUDGET	CIP BUDGET	CIP BUDGET	TOTAL PROJECTED COST*	OPR. BUDGET		OPR. BUDGET			
				97	FY 98	FY 99	FY 00	FY 01	FY 02	FY 98 - 02	YEARS 6-10	START UP	RECURRING	FY	AMOUNT	FY	AMOUNT
FUNDING SOURCE CODES: A = AD VALOREM; D = DEBT FINANCE; E = ENTERPRISE FUND; G = GRANT; GT = GAS TAX; I = IMPACT FEES; S = SPECIAL; T = TDC; M = MSBU/TU																	
18	7200	SEWER - SMALL PROJECTS	E	172,072	50,000	50,000	50,000	50,000	50,000	250,000	250,000	749,999					
19	7211	SEWER PACKAGE PLANT PURCHASES	E	400,000	200,000	200,000	200,000	200,000	200,000	1,000,000	1,000,000	2,400,000	N/A		1,200		
20	7229	SEWER PLANT REPLACEMENT	E	0	100,000	100,000	100,000	0	0	300,000	0	300,000	N/A		N/A		
21	7208	SEWER TRANS SYSTEM IMPROVE.	E	500,000	200,000	200,000	200,000	200,000	200,000	1,000,000	1,000,000	2,802,693					
22		SLUDGE DRYING SYSTEM	E	0	0	0	0	0	0	0	2,000,000	2,000,000	N/A		N/A		
23	7219	STORMWATER INFLOW PROTECTION	E	25,000	25,000	25,000	0	0	0	50,000	0	75,000	N/A		N/A		
24		WORK DR. FORCE MAIN EXTENSION	E	0	0	180,000	0	0	0	0	180,000	0	180,000	N/A		N/A	
WATER PROJECTS																	
1	7087	COLLINS STREET BOOSTER STATION	E	200,000	50,000	0	0	0	0	50,000	0	250,000	N/A		N/A		
2		CORKSCREW WTP EXPANSION TO 20 MGD	D	0	0	0	0	0	0	0	5,376,000	5,376,000	N/A		N/A		
3	7091	CORKSCREW WTP MAIN IMPROVEMENTS	D,E	0	100,000	100,000	0	0	0	200,000	8,666,000	8,866,000	N/A		N/A		
4		CORKSCREW WTP WELLFIELD IMPRVMENTS	D	0	0	0	0	0	0	0	9,750,000	9,750,000	N/A		N/A		
5		CORKSCREW WTP WELLFIELD-ALICO ROAD	E	0	0	500,000	2,500,000	0	0	3,000,000	0	3,000,000					
6	7092	FIREHYDRANT VALVE INSTALLATION	E	0	500,000	500,000	500,000	0	0	1,500,000	0	1,500,000	N/A		N/A		
7	7084	NORTH LEE CO WTR TREATMENT PLANT	D,E	3,653,468	0	26,839,000	0	0	0	26,839,000	0	30,493,000	N/A	96	400		
8		NORTH LEE COUNTY WATER TRANSMISSION MAIN	E	0	0	0	800,000	0	0	800,000	0	800,000	N/A		N/A		
9	7096	OLGA PLANT FUEL TANK UPGRADE	E	0	50,000	0	0	0	0	50,000	0	50,000	N/A		N/A		
10	7093	OLGA WTP REMOTE MONITORING SYSTEM	E	0	50,000	0	0	0	0	50,000	0	50,000	N/A		N/A		
11		SR 739 WATERLINE RELOCATION	E	0	0	100,000	1,000,000	0	0	1,100,000	0	1,100,000	N/A		N/A		
12	7094	WATER PLANT REPLACEMENTS	E	0	100,000	100,000	100,000	0	0	300,000	0	300,000	N/A		N/A		
13		WATER TRANSMISSION LINE-NLCWTP	E	0	0	0	0	250,000	1,250,000	1,500,000	0	1,500,000	N/A		N/A		
14	7086	WATER TRANSMISSION SYSTEM IMPROVEMENTS	E	300,000	300,000	300,000	300,000	300,000	300,000	1,500,000	1,500,000	3,300,000	N/A		N/A		
15	7082	WATERLINE EXTENSIONS	E	222,636	130,000	135,000	140,000	145,000	150,000	700,000	825,000	1,769,999					
16	7062	WATER-SMALL PROJECTS	E	105,778	50,000	50,000	50,000	50,000	50,000	250,000	250,000	749,998	N/A		N/A		
17	7095	WTR INTERCON. VALVE WCITY-FT MYERS	E	0	25,000	0	0	0	0	25,000	0	25,000	N/A		N/A		
JOINT PROJECTS																	
1	7411	CHLORINE STORAGE FACILITIES IMPROVEMENTS	E	0	100,000	400,000	0	0	0	500,000	0	500,000	N/A		N/A		
2	0726	MLK JR. UTILITIES RELOCATION	E	0	0	530,000	0	0	0	530,000	0	530,000	N/A		N/A		
SOLID WASTE																	
1	952	HORTICULTURE PROCESSING FACILITY	E	0	450,000	0	0	150,000	0	600,000	0	600,000	N/A		N/A		
2	953	HOUSEHOLD HAZARDOUS WASTE FACILITY	E	0	130,000	0	0	0	0	130,000	0	130,000	N/A		N/A		
3		LEE COUNTY TRANSFER STATIONS (4)	E	0	0	0	1,000,000	0	0	1,000,000	2,000,000	3,000,000	N/A		N/A		
4		LEE HENDRY LANDFILL PHASE II	D,E	0	0	0	0	1,500,000	9,500,000	11,000,000	0	11,000,000	N/A		N/A		
5		SOLID WASTE PROCESSING EQUIPMENT	D,E	0	0	0	1,000,000	0	0	1,000,000	24,000,000	25,000,000	N/A		N/A		
MISCELLANEOUS PROJECTS																	
1	8617	SALE OF SURPLUS LANDS	A	225,000	225,000	225,000	225,000	225,000	225,000	1,125,000	1,125,000	2,514,644	N/A		N/A		

* Equals all prior year(s) expenditures plus current and future year(s) budget.

MAP REF #	PROJ #	PROJECT NAME	FUND. SRC.	CURRENT BUDGET 97	CIP BUDGET FY 98	CIP BUDGET FY 99	CIP BUDGET FY 00	CIP BUDGET FY 01	CIP BUDGET FY 02	CIP BUDGET FY 98 - 02	CIP BUDGET YEARS 6-10	TOTAL PROJECTED COST*	OPR. BUDGET START UP FY	BUDGET AMOUNT	OPR. BUDGET RECURRING FY	BUDGET AMOUNT
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FUNDING SOURCE CODES: A = AD VALOREM; D = DEBT FINANCE; E = ENTERPRISE FUND; G = GRANT; GT = GAS TAX; I = IMPACT FEES; S = SPECIAL; T = TDC; M = MSBU/TU

COMMUNITY PARKS

1		ALVA COMMUNITY PARK-LITTLE LEAGUE BALLFIELD	I-2	0	0	0	0	0	0	0	175,000	175,000	NA	NA		
2		ALVA COMMUNITY PARK/CENTER PAVING	A	0	0	0	0	0	75,000	75,000	0	75,000	NA	NA		
3	1807	BAYSHORE SOCCER	I-2	260,803	112,000	0	0	0	0	112,000	0	571,890	NA	NA		
4		BLEACHER COVERS/FENCE - HANCOCK PARK	A	0	0	25,000	0	0	0	25,000	0	25,000	NA	NA		
5	1880	BLEACHER COVERS/FENCE - NORTH FT. MYERS PK	I-5	0	60,000	0	0	0	0	60,000	0	60,000	NA	NA		
6	1881	BLEACHER REPLACEMENT - BROOKS PARK	A	0	80,000	0	0	0	0	80,000	0	80,000	NA	NA		
7		BLEACHER REPLACEMENT - HANCOCK PARK	A	0	0	80,000	0	0	0	80,000	0	80,000	NA	NA		
8	1690	BONITA SPRINGS COMM PARK #2 ACQUISITION	I-8	1,258,000	319,000	325,000	332,000	338,000	0	1,314,000	0	2,572,000	NA	NA		
9	1882	BUCKINGHAM COM PK BLEACHER COVERS	I,3	0	40,000	0	0	0	0	40,000	0	40,000	NA	NA		
10	8670	CHEMICAL STORAGE FACILITIES	A	0	50,000	0	0	0	0	50,000	0	50,020	NA	NA		
11	1724	COUNTY WIDE ATHLETIC COURT RESURFACING	A	0	55,000	90,000	30,000	30,000	30,000	235,000	0	235,000	NA	NA		
12	1720	COUNTY WIDE FENCE REPLACEMENT	A	0	35,000	35,000	35,000	35,000	35,000	175,000	175,000	350,000	NA	NA		
13	1721	COUNTY WIDE PLAYGROUND EQUIPMENT	A	0	120,000	155,000	135,000	120,000	115,000	645,000	490,000	1,135,000	NA	NA		
14	1722	COUNTY WIDE RESURFACING/PARKING LOT REPAV	A	0	150,000	150,000	150,000	100,000	100,000	650,000	0	650,000	NA	NA		
15	1723	COUNTY WIDE SIGNAGE REPLACEMENT	A	0	50,000	50,000	50,000	50,000	50,000	250,000	0	250,000	NA	NA		
16	1701	FT MYERS BEACH POOL	I-4	1,225,815	309,000	560,000	405,000	0	0	1,274,000	0	2,499,815	NA	NA		
17		KARL DREWS LAND ACQUISITION/STRUCTURE REMO	I-4	0	0	0	0	0	160,000	160,000	0	160,000	02	0	02	9,850
18	1725	LAKES PARK OBSERVATION TOWER DISASSEMBLE	A	0	20,000	0	0	0	0	20,000	0	20,000	NA	NA		
19	1726	LIGHT POLE REPLACEMENT	A	0	600,000	0	0	0	0	600,000	0	600,000	N/A	N/A		
20	1715	PARKS AUTOMATION	A	100,000	100,000	100,000	100,000	100,000	100,000	500,000	0	600,000	NA	NA		
21	1674	POOL REMARCIING	A	93,995	50,000	50,000	50,000	50,000	0	200,000	300,000	759,947	NA	NA		
22	1831	TERRY PARK DRAINAGE	A	0	150,000	0	0	0	0	150,000	0	150,000	NA	NA		

REGIONAL PARKS

1	1996	BOWDITCH POINT PARKING/FISHING PIER	A,T,G	0	250,000	0	0	0	0	250,000	0	250,000	NA	NA
2	1691	CARL JOHNSON/LOVERS KEY	T,A	3,450,653	200,000	0	0	0	0	200,000	0	4,699,998	NA	NA
3	1673	CARL MATCHING FUNDS	A	272,069	100,000	100,000	100,000	100,000	100,000	500,000	500,000	1,545,999	NA	NA
4	1632	MANATEE PARK	T	16,694	65,000	0	0	0	0	65,000	0	1,114,711	NA	NA
5		RANDELL RESEARCH CENTER OFF-SITE FACILITY	G	0	0	0	7,500	75,000	0	82,500	0	82,500	NA	NA
6	1738	STADIUM MAINTENANCE	T	100,000	100,000	100,000	100,000	100,000	100,000	500,000	500,000	1,100,000	NA	NA
7	1734	STADIUM R&R	S,A	41,881	20,000	20,000	20,000	20,000	20,000	100,000	0	203,981	NA	NA

WATER ACCESS

1	1837	CALOOSAHATCHEE RIVER EROSION CTL-JAYCEE PK	T	0	65,000	0	0	0	0	65,000	0	65,000	NA	NA	
2	1698	CAPE CORAL ECO PARK IMPROVEMENTS	T	190,000	125,000	0	0	0	0	125,000	0	315,000	NA	NA	
3	1840	CAPE CORAL YACHT CLUB COM PK FISHING PIER	T	0	175,000	0	0	0	0	175,000	0	175,000	NA	NA	
4	1704	CAPE CORAL YACHT CLUB BEACH RENOURISHMENT	T	6,000	7,000	8,000	9,000	10,000	0	34,000	0	40,000	NA	NA	
5	1839	DING DARLING BOARDWALK REPLACEMENT	T	0	75,000	0	0	0	0	75,000	0	75,000	NA	NA	
6	1836	EDISON FORD DOCK RESTORATION	T	0	9,500	0	0	0	0	9,500	0	9,500	NA	NA	
7	1687	EMERGENCY BEACH CLEAN UP	T	78,318	100,000	50,000	50,000	50,000	50,000	300,000	250,000	749,999	NA	98	NA
8	1835	FORT MYERS BEACH KIOSK SIGNAGE	T	0	15,000	0	0	0	0	15,000	0	15,000	NA	NA	

* Equals all prior year(s) expenditures plus current and future year(s) budget.

MAP REF #	PROJ #	PROJECT NAME	FUND. SRC.	CURRENT BUDGET	CIP BUDGET	CIP BUDGET	CIP BUDGET	CIP BUDGET	CIP BUDGET	CIP BUDGET	TOTAL PROJECTED COST*	OPR. BUDGET		
				97	FY 98	FY 99	FY 00	FY 01	FY 02	FY 98 - 02	YEARS 6-10	START UP	RECURRING	
FUNDING SOURCE CODES: A = AD VALOREM; D = DEBT FINANCE; E = ENTERPRISE FUND; G = GRANT; GT = GAS TAX; I = IMPACT FEES; S = SPECIAL; T = TDC; M = MSBU/TU														
9	1838	GULFSIDE CITY PK ADDITION/START UP	T	0	21,000	0	0	0	0	21,000	0	21,000	NA	NA
10	1665	MATANZAS PASS PRESERVE IMPROVEMENTS	T	137,920	133,000	0	0	0	0	133,000	0	361,069	NA	NA
11	1656	SANIBEL BEACH MAINTENANCE	T	140,000	60,000	50,000	40,000	0	0	150,000	0	290,396	NA	NA
12	1707	SANIBEL BRAZILIAN PEPPER CONTROL	T	45,000	45,000	45,000	0	0	0	90,000	0	135,000	NA	NA
13	1841	SANIBEL FISHING PIER RENOVATION	T	0	213,565	0	0	0	0	213,565	0	213,565	NA	NA
14	1660	SANIBEL LIGHTHOUSE IMPROVE./BOARDWALK	T	52,929	80,000	0	0	0	0	80,000	0	213,999	NA	NA
15	1684	WATER ACCESS DEVELOPMENT	T	377,789	180,000	185,000	190,000	195,000	0	750,000	0	2,098,537	NA	NA
GOVERNMENT FACILITIES														
1		CAPE CORAL LIBRARY EXPANSION	S	0	0	0	150,000	2,275,000	2,275,000	4,700,000	0	4,700,000		
2	8700	CAPITALIZED BUILDING MAINTENANCE	A	142,762	303,000	100,000	100,000	100,000	100,000	703,000	500,000	1,703,269	NA	NA
3	8632	CORRECTIONAL FACILITIES	D,G	235,400	17,000,000	0	0	0	0	17,000,000	0	17,235,400	NA	NA
4	8686	EAST DISTRICT OFFICE **	A	0	950,000	0	0	0	0	950,000	0	950,000	NA	NA
5	8625	EMER OPER CTR ADD'L PKG AREA	A	0	23,941	0	0	0	0	23,941	0	23,941	NA	NA
6	8687	FIREARMS TRAINING FACILITY	A	0	50,000	0	0	0	0	50,000	0	50,000	NA	NA
7	8626	HURRICANE FORCE WIND WINDOW PROTECTION	S	0	63,365	0	0	0	0	63,365	0	63,365	NA	NA
8	8627	JAIL FIRE ALARM SYSTEM REPLACEMENT	A	0	250,000	0	0	0	0	250,000	0	250,000	NA	NA
9	8661	POLLUTANT STORAGE TANK REMOVAL	A	348,412	250,000	175,000	175,000	150,000	150,000	900,000	600,000	2,030,999	NA	NA
10	8607	REMODELING PROJECTS	A	717,196	675,000	400,000	400,000	400,000	400,000	2,275,000	2,000,000	7,102,960	NA	NA
11	8603	REROOFING PROJECTS (REPLACEMENTS)	A	571,261	220,000	258,000	266,000	274,000	282,000	1,300,000	1,500,000	4,443,994	NA	NA
12	8640	ROADWAY MEDIAN LANDSCAPE REPLACEMENT	A	0	10,000	10,000	10,000	10,000	10,000	50,000	50,000	100,000	NA	NA
13	8688	SOUTH DISTRICT OFFICE **	A	0	166,404	166,404	166,404	166,404	166,404	832,020	832,020	1,664,040	NA	NA
14		WEST DISTRICT OFFICE **	A	0	0	0	1,050,000	0	0	1,050,000	0	1,050,000		

** Denotes these Sheriff Department projects are pending approval upon review of additional information

* Equals all prior year(s) expenditures plus current and future year(s) budget.

**EXISTING
DEBT SERVICE-GOVERNMENTAL
FY1997-98**

	<u>Principal</u>	<u>Interest</u>	<u>Total</u>	<u>Years to Maturity FY97-98 (Inclusive)</u>	<u>Source of Funds</u>
<u>General Government Debt:</u>					
1972 Capital Improvement Revenue Courthouse Improvements (Fund #207)	135,000	42,625	177,625	5	Solid Waste Franchise Fees & Racing Taxes
Capital Improvement Refunding Taxable Revenue Bonds, Series 1993C (Fund #221)	1,584,600	604,700	2,189,300	6	Transfer from General Fund
Capital Refunding Revenue Bonds, Series Series 1997A (Fund #215)	0	1,122,300	1,122,300	15	Transfer from General Fund
1989A Capital Refunding Revenue Bonds (Fund #236)	0	1,083,135	1,083,135	18	Transfer from General Fund
Capital Refunding Revenue Bonds (Fund #237)	639,000	563,028	1,202,028	16	Transfer from General Fund
Capital Revenue Bonds Series 1995A Public Works & Public Safety (Fund #214)	2,140,000	910,890	3,050,890	8	Transfer from General Fund
<u>Parks Debt:</u>					
Capital Improvement Refunding Taxable Revenue Bonds, Series 1993C (Fund #221)	194,600	74,261	268,861	6	Transfer from General Fund
1989A Capital Refunding Revenue Bonds (Fund #236)	0	216,627	216,627	18	Transfer from General Fund
Capital Refunding Revenue Bonds Series 1993B (Fund #237)	781,000	688,146	1,469,146	16	Transfer from General Fund
Tourist Development Tax Refunding Revenue Bonds, Series 1994 Financing of Stadium (Fund #226)	325,000	574,141	899,141	19	Tourist Development Tax and Stadium Revenues

(g. \permdocs\budgetbk\lotus\dbtsvc/1)

**EXISTING
DEBT SERVICE-GOVERNMENTAL
FY1997-98
(continued)**

	<u>Principal</u>	<u>Interest</u>	<u>Total</u>	<u>Years to Maturity FY97-98 (Inclusive)</u>	<u>Source of Funds</u>
<u>Transportation Debt:</u>					
Capital Improvement Refunding Taxable Revenue Bonds, Series 1993C (Fund #221)	1,000,800	381,915	1,382,715	6	Transfer from General Fund
1989A Capital Refunding Revenue Bonds (Fund #236)	0	505,463	505,463	18	Transfer from General Fund
1993 & 1997 Refunded Gas Tax Bonds Financing of Road Projects (Fund #212)	1,825,000	1,522,550	3,347,550	13	Local Option Gas Tax
1993 Road Improvement Revenue Bonds Various Transportation Improvements (Fund #225)	650,000	480,030	1,130,030	12	9th-Cent Gas Tax
1993A Capital & Transportation Facilities Refunding Revenue Bonds (Fund #234)	290,000	2,363,779	2,653,779	25	Non-Ad Valorem Revenues
1995 Five-Cent Local Option Gas Tax Bonds - Midpoint Bridge Corridor (Fund #230)	790,000	1,837,335	2,627,335	24	Five-Cent Local Option Gas Tax
<u>Special Assessments for Special Improvements:</u>					
MSBU Construction Bond Series 1987 Roads & Drainage (Fund #250)	164,498	32,300	196,798	6	Special Assessments
MSBU Construction Bond Series 1990 (Fund #265)	0	202,012	202,012	varies	Special Assessments
MSBU Special Assessments (Fund #272)	10,000	4,270	14,270	varies	Special Assessments
MSBU Bonds, Series 1995 (Fund #280)	290,000	317,090	607,090	18	Special Assessments
MSBU Special Assessments (Fund #352)	0	104,982	104,982	varies	Special Assessments
Capital Revenue Bonds Series 1997B Bonita Beach Renourishment (Fund #290)	0	38,287	38,287	10	Special Assessments
TOTAL GOVERNMENTAL DEBT	<u>\$10,819,498</u>	<u>\$13,669,866</u>	<u>24,489,364</u>		

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LEE COUNTY

FISCAL 1998 BUDGET
FINAL

**EXISTING
DEBT SERVICE-ENTERPRISE
FY1997-98
(continued)**

	<u>Principal</u>	<u>Interest</u>	<u>Total</u>	<u>Years to Maturity FY97-98 (Inclusive)</u>	<u>Source of Funds</u>
<u>General Government:</u>					
Capital Revenue Bonds Series 1992 (Shady Rest - Fund #460)	180,000	280,113	460,113	18	Medicare/Medicaid
<u>Utilities Debt:</u>					
Lee County Water & Sewer Refunding Revenue Bonds Series 1993 (Fund #489/381)	3,020,000	1,087,704	4,107,704	13	Assessments, User Fees
1977 Ft. Myers Beach Sewer G.O. Plant & Major Transmission Lines (Fund #489/357)	440,000	248,975	688,975	8	User Fees
1978 S. Ft. Myers Sewer G.O. Transmission Lines & Pump Stations (Fund #489/359)	440,000	153,500	593,500	7	User Fees
Water & Sewer DER Loan - Iona-McGregor Collection System (Fund #489/374)	406,225	314,701	720,926	16	State Revolving Loan/Special Assessments/User Fees
1991 Water & Sewer Refunding Bonds (Fund #489/371)	240,000	34,705	274,705	15	State Revolving Loan/Special Assessments/User Fees
<u>Solid Waste:</u>					
Solid Waste System Revenue Bonds - Series 1991A - 1991B, & 1995 (Fund #401/330)	3,950,000	13,188,520	17,138,520	17 19	Assessments, User Fees, and Utility Revenue
<u>Transportation Debt:</u>					
Transportation Facilities (Fund #450/000) Construction of Sanibel High Span and Cape Coral Parallel Span	1,975,000	4,531,665	6,506,665	21	Bridge Tolls
1995 Transportation Facilities Revenue Bonds (Midpoint Bridge - Fund #450/300)	0	5,460,435	5,460,435	31	Bridge Tolls
TOTAL ENTERPRISE DEBT	<u>\$10,651,225</u>	<u>\$25,300,318</u>	<u>\$35,951,543</u>		
TOTAL GOVERNMENTAL AND ENTERPRISE DEBT	<u>\$21,470,723</u>	<u>\$38,970,184</u>	<u>\$60,440,907</u>		

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**EXISTING
DEBT SERVICE-ENTERPRISE
FY1997-98
(continued)**

	<u>Principal</u>	<u>Interest</u>	<u>Total</u>	<u>Years to Maturity FY97-98 (Inclusive)</u>	<u>Source of Funds</u>
<u>Other Long-Term Obligations</u>					
Certificates of Participation, Series 1993 (Fund #220)	685,000	772,775	1,407,775	15	Transfer from General Fund
Certificates of Participation, Cape Coral Building (Fund #240)	235,000	256,468	491,468	14	Transfer from General Fund
Vehicle Maintenance (Fund #594/310)	215,000	174,025	389,075	14	Vehicle Maintenance Fees
Communications Network (Fund #520/310)	995,000	0	995,000	1	User Fees
TOTAL OTHER LONG-TERM OBLIGATIONS	<u>\$2,130,000</u>	<u>\$1,153,318</u>	<u>\$3,283,318</u>		

**EXISTING
ANNUAL EXPENDITURES**

	<u>FY95-96 Actual</u>	<u>FY96-97 Estimated</u>	<u>FY97-98 Budget</u>
TOTAL GOVERNMENTAL AND ENTERPRISE DEBT (PRINCIPAL & INTEREST) (7110; 7210)	96,886,429	64,812,003	60,440,907
TOTAL OTHER LONG-TERM OBLIGATIONS (PRINCIPAL & INTEREST) (7110; 7210)	7,433,087	2,175,190	3,283,318
OTHER DEBT SERVICE COST (7310)	93,300	103,659	99,372
RESERVE FOR DEBT SERVICE (9920)	26,426,945	21,574,945	44,329,207
RESERVE FOR FUTURE DEBT SERVICE (9921)	<u>200,054</u>	<u>718,363</u>	<u>4,544,212</u>
TOTAL DEBT COSTS	<u>\$131,039,815</u>	<u>\$89,384,160</u>	<u>\$112,697,016</u>

Note: Governmental and Enterprise Debt increased substantially in FY95-96 due to repayment of \$19,450,000 in Commercial Paper, and \$17,300,000 in Principal for the Solid Waste System Revenue Bonds, Series 1991A. Without these two repayments, Governmental & Enterprise Debt would be \$60,136,429.

*FISCAL 1998 BUDGET
FINAL*

SECTION F - BUDGET BY FUND

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BUDGET BY FUND

This section provides a narrative description of each fund, followed by a summary of the funds in each fund type.

The funds are arranged by fund type, as prescribed by the State Uniform Accounting System Chart of Accounts. Financial data are compared on the fund pages for FY96 Actual, FY97 Estimated, and FY98 Proposed. The top section of each page details revenues by source for each fund, while the bottom section shows expenditures by function. The fund types are as follows:

GOVERNMENTAL FUNDS

General Fund - The General Fund is the general operating fund of the Board of County Commissioners and supports activities of a countywide benefit. It is used to account for most of the budgets of elected officials and county operating departments.

Special Revenue Funds - Special Revenue Funds are used to account for the proceeds of specific revenue sources that are legally restricted to expenditure for specified purposes. Special revenue funds include:

Special Assessment Funds - Special Assessment Funds are used to account for the financing of public improvements or services deemed to benefit the properties against which they are levied.

MSTU (Municipal Services Taxing Unit) Fund - An MSTU is a special district authorized by the State Constitution Article VII and the Florida Statutes 125.01. The MSTU is a legal and financial mechanism for providing specific services and/or improvements to a defined geographical area. An MSTU may levy ad valorem taxes without a referendum. An MSTU may also use assessment service charges or other revenue to provide resources. The MSTU is one type of dependent special district.

Transportation Trust Fund - The Transportation Trust Fund provides for transportation services such as road and bridge maintenance, and engineering and design services for capital projects.

Debt Service Funds - Debt Service Funds are used to account for the accumulation of resources for, and the payment of, general long-term debt principal, interest and related debt service costs.

Capital Project Funds - To account for financial resources to be used for the acquisition and construction of major capital facilities (other than those financed by Proprietary Funds, Special Assessment Funds, Trust Funds and Special Revenue Funds).

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PROPRIETARY FUNDS

Enterprise Funds - Enterprise Funds are used to account for operations: (a) that are financed and operated in a manner similar to private business enterprise - where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or (b) where the governing body has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes.

Internal Service Funds - The county uses self-supporting Internal Service Funds to provide self insurance, data processing, vehicle maintenance, and communications services to county departments on a cost reimbursement basis.

FIDUCIARY FUNDS

Trust and Agency Funds - To account for assets held in trust or for individuals, private organizations, other governmental units and/or funds to be used for special purposes.

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DEBT SERVICE

LEE COUNTY, FLORIDA
1997-98

FUND	1995-96 ACTUAL	1996-97 ESTIMATED	1997-98 BUDGET
1972 CAPITAL IMPROVEMENT	1,444,348	1,255,858	1,275,798
1989 SERIES GAS TAX BONDS	14,236,160	12,628,931	12,418,044
CAP REVENUE BONDS SER 95A	3,392,860	4,507,315	4,561,141
SER 97A CAP REV BONDS	0	0	1,122,300
1992 CAPITAL REVENUE BOND	791,751	0	0
COMMERC PAP SHERIFF/FFLOR	12,849,907	1,563	0
COP 93 T/C BLDG	3,905,116	3,898,411	5,334,147
CAPITAL BOND SERIES 1982	8,953,787	9,121,426	11,076,995
ROAD IMPROVEMENT REVENUE	3,348,769	3,446,617	3,131,602
TOUR DEV REV BNDS SER 94	5,035,230	7,225,706	7,107,316
5 CENT LOGT BNDS SERIES95	3,208,577	4,357,160	4,240,964
1993 A REFUNDING TRANS.	6,764,681	7,133,013	10,061,893
1989B CAP. REFUNDING REV.	7,685,095	7,863,345	9,910,681
1993B REFUNDING CAPITAL	4,732,044	4,775,379	4,748,651
COP S 90A - CORAL BLDG	2,240,010	0	0
MCDONNELL DOUGLAS LEASE P	1,820,919	0	0
CERTIF OF PARTICIP SER96	6,912,563	1,551,250	1,842,702
MSBU BOND FUND, SER. 87	909,399	449,073	1,354,757
MSBU BOND FUND, SER. 90	1,501,997	1,414,397	1,470,903
MSBU SPEC. ASS. PROJ.	143,130	126,434	87,164
MSBU BOND - 95	11,121,309	2,608,565	3,446,738
MSBU BONDS '97	0	1,969,549	302,196
TOTAL	100,997,652	74,333,992	83,493,992



The dollars actually spent during
the indicated fiscal year



In that the budget document is published prior to
the audited financial report from which any
official actual data can be taken, an "estimated"
expense is generated for comparative purposes.



The budgeted dollars for the next fiscal year that have
been approved by the Board of County Commissioners.

<u>EXPENDITURE BY FUNCTION</u>			
GENERAL GOVERNMENT SERVICES	23,940,640	10,464,107	10,813,029
PHYSICAL ENVIRONMENT	96,798	91,239	32,284
TRANSPORTATION	14,151,984	13,546,679	12,760,888
CULTURE/RECREATION	3,001,891	3,017,715	2,871,873
TRANSFERS	25,523,000	12,227,998	19,771,672
RESERVES	34,283,339	34,986,254	37,244,246
TOTAL	100,997,652	74,333,992	83,493,992

**FISCAL 1998 BUDGET
FINAL**

GENERAL FUND

The General Fund is used to account for services that are provided on a countywide basis. It is the largest operating fund in the county budget, and represents 18% of the total budget.

REVENUES

Current Property Taxes

The largest revenue source for the General Fund is Property Taxes. The amount budgeted for property taxes is based on a Countywide taxable valuation of \$22.194 billion, a millage of 4.4751, less 5% as mandated by Florida Statutes. The estimated countywide taxable valuation represents a 3.97% increase over last fiscal year.

Licenses and Permits

Licenses and Permits represent a small portion of the total General Fund. Well Permit Fees provide 98% of this revenue source.

Intergovernmental Revenues

State Sales Tax accounts for the majority of Intergovernmental Revenues recorded to the General Fund. Of the \$22,046,226 shown on the following page, \$20,000,000 is from sales tax, which has no restrictions on its use. The remaining Intergovernmental Revenues in the General Fund, such as "Supportive Housing Program," are restricted for specific expenditures.

Charges for Services

There are numerous operations within the General Fund that require users to pay for the services they receive. The user fees that generate the most revenues for the General Fund are: Ambulance fees, Environmental Lab fees, and Parks & Recreation fees for Regional Parks recreational activities.

Fines and Forfeitures

Revenues from this category come exclusively from Court Services. The three primary revenues within this category that account for the majority of the budget are: non-criminal traffic fines, criminal fines, and charges for court costs.

Miscellaneous Revenues

Interest Earnings make up 12.7% of all miscellaneous revenues within the General Fund. The other major source of revenue within this category is internal reimbursements for services like mapping and graphics, copying, and printing. Indirect costs that come into the General Fund include non-repetitive charges for central service agencies. Project management revenues are charges from capital projects to recover time and associated costs for the Department of Public Works, which is made up of County Lands, Planning and Construction, and Natural Resources.

FISCAL 1998 BUDGET

FINAL

Non-Revenues

Under the State Chart of Accounts, this revenue category is comprised primarily of interfund transfers. Also included in this revenue category are: the excess fees and interest returned by Constitutional Officers from their unspent budgets, proceeds from the sale of bonds for capital improvements, and insurance premiums collected from county employees.

Discount for Anticipated Receipts

In accordance with State Statutes, revenues, exclusive of property tax, interfund transfers and fund balance, are budgeted at 95% of what is anticipated. This discount for 5% of anticipated collections is presented in this format.

Fund Balance

Fund Balance is the carryover of unexpended cash balances from the prior fiscal year.

EXPENDITURES

General Government Services

Included in this functional category are the Board of County Commissioners, the County Administration Office, the County Attorney, Court Services, and the director's office for each department within the General Fund. In addition, this category includes the following Constitutional Officers: Clerk of Circuit Court, Property Appraiser, Tax Collector, and Supervisor of Elections.

Public Safety

Public Safety expenditures in the General Fund are comprised of the Sheriff's Department and the Division of Public Safety, which includes Emergency Medical Services and Disaster Preparedness. The Sheriff's budget represents 78% of all Public Safety expenditures in the General Fund.

Physical Environment

Under the State Chart of Accounts, this functional category accounts for services where the primary purpose is to achieve a satisfactory living environment by controlling and utilizing elements of the environment. In the General Fund, these include Extension Services and Water Resources Management.

Economic Environment

The Economic Environment function provides services which develop and improve the economic condition of the community and its citizens. Included in this functional category are Economic Development and Veteran's Services.

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FINAL

Human Services

This functional category reflects the cost of providing services for the care, treatment, and control of human illness, injury, or handicap; and for the welfare of the community as a whole and its individuals. Expenditures classified under this function include mental health, physical health, welfare programs, developmentally disabled programs, and interrelated programs such as the provision of health care for indigent persons. The Human Services Department, which includes Community Agency Support and the Health Department, is the only activity budgeted under this functional area for FY98.

Culture/Recreation

This functional area accounts for the cost of providing recreational facilities and activities for regional parks, the Sports Complex, beach accesses, and Planning and Construction.

Non-Expenditure Disbursements

This category represents transfers and reserves. There are a number of transfers-out budgeted in the General Fund for FY98. There is one transfer out that provides a subsidy for the Transit System's Proprietary Fund of \$1,580,389. The other transfers are for debt service and CDBG Administrative Funds, totaling \$14,751,126. The final budget for reserves contains \$38,741,634. Of this amount, \$9,081,821 is a reserve for cash balance. This funding is needed to meet cash payments during the first 90 days of FY98 while the county awaits tax revenues. The remaining \$29,659,813 is for contingencies, economic incentives, and fund balance.

LEE COUNTY

*FISCAL 1998 BUDGET
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GENERAL

LEE COUNTY, FLORIDA
1997-98

FUND	1995-96 ACTUAL	1996-97 ESTIMATED	1997-98 BUDGET
GENERAL	181,811,707	181,733,861	186,897,282
TOTAL	181,811,707	181,733,861	186,897,282

EXPENDITURE BY FUNCTION

GENERAL GOVERNMENT SERVICES	42,221,336	45,644,657	50,463,288
PUBLIC SAFETY	59,306,804	59,546,040	62,947,409
PHYSICAL ENVIRONMENT	3,063,594	2,326,971	2,583,430
ECONOMIC ENVIRONMENT	997,192	1,882,714	1,111,840
HUMAN SERVICES	8,647,167	10,410,464	10,550,505
CULTURE/RECREATION	4,004,136	4,148,214	4,567,661
TRANSFERS	18,072,378	16,759,646	16,331,515
RESERVES	45,499,100	41,015,155	38,341,634
TOTAL	181,811,707	181,733,861	186,897,282

FISCAL 1998 BUDGET
FINAL

SPECIAL REVENUE FUNDS

Special Revenue Funds are distinguished by operating and non-operating types. The operating funds include the MSTU, Transportation Trust, Library, Housing, Grants, and Visitor and Convention Bureau funds. The non-operating funds include special dependent street lighting and fire districts, and development impact fees.

OPERATING SPECIAL REVENUE FUNDS

MSTU

The Municipal Services Taxing Unit (MSTU) is established to fund urban services to residents of unincorporated Lee County; Services which in the incorporated areas of Lee County are provided by city governments.

Revenues to the MSTU Fund are derived primarily from property taxes, intergovernmental revenues, and licenses & permit fees. Property taxes reflect 36% of fund revenues; and, intergovernmental revenues make up 30%, while license and permit fees reflect 13%. Charges for services are from development review and building inspection activities. The non-revenue items represent transfers from the Impact Fee funds which are reimbursements to the MSTU Fund for the collection of those fees. Miscellaneous revenues are primarily interest earnings.

General Government Service expenditures include Zoning and Development Services, as well as the administration of those activities. Non-expenditure disbursements are the MSTU Fund transfer to Surface Water Management and the Transportation Trust Fund. These transfers are the major source of funding for road and bridge maintenance and Storm Water Management in unincorporated Lee County. Other than this, the greatest expenditure in the MSTU Fund is for Parks and Recreation and Public Safety services. Other expenditures are permit issuance, contractor licensing, building and zoning inspection and plans review. The Human Services expenditure item is for funding the Animal Control contract.

Transportation Trust

The Transportation Trust Fund was created in accordance with Florida Statutes for the purpose of providing for transportation services. Expenditures in this fund are for road and bridge maintenance, and engineering and design services for capital projects. Non-expenditure disbursements reflect reserves.

Revenues for the Transportation Trust fund are derived primarily from transfers (non-revenues) from several sources. The MSTU Fund transfer is \$6,630,000; the transfer of gas tax proceeds from the 9th-cent gas tax in excess of debt payments is \$1,086,419; gas tax proceeds from the 7th-cent gas tax used to fund operations are \$1,480,209; the Capital Transportation Fund transfer is \$721,000; and miscellaneous revenues, including interest on investments and sale of surplus equipment, and from construction funds to provide reimbursement for project management and construction, is \$3,132,680.

FISCAL 1998 BUDGET

FINAL

Surface Water Management

The Surface Water Management Fund was established to fulfill a federal requirement to identify dedicated funding for operation and maintenance of the County's surface management program. Identification of a dedicated funding source(s) satisfies the Environmental Protection Agency's National Pollution Discharge Elimination System (EPA-NPDES) permit requirements. Expenditures in this fund are for canal and pipe/ditch maintenance operations and engineering and project management services for capital improvement projects. Non-expenditure disbursements reflect reserves.

Revenues for the Surface Water Management Fund are derived primarily from transfers (non-revenues). A transfer of \$3,338,043 from the MSTU Fund is budgeted for FY98. Other revenues reflect interest on investments.

Library

The Library Fund was created to fund Library services in Lee County.

The General government services category represents a grant disbursement to the City of Sanibel as well as Tax Collector and Property Appraiser fees. Non-expenditure disbursements reflect reserves.

The primary revenue source for the Library Fund is property taxes. Intergovernmental revenues (State Aid) are provided by an operating grant from the State of Florida, as well as other state grants for special projects.

Tourist Development Tax Trust

The Lee County Tourist Development Tax Trust Fund provides for tourist and convention related promotional activities. This is a 3% tax on short-term (6 months or less) rentals which include: hotel and motel rooms, condominiums, apartments, houses, campgrounds, and other lodgings. The generated revenue is distributed with 33% for beaches, 13.4% for capital debt related to the sports complex, and 53.6% for promotion of tourism. The use of this revenue is limited by State law to expenditures that have an impact on tourism, such as beach maintenance and advertising packages which bring tourists to Lee County. The Lee County Visitor and Convention Bureau's focus is on increasing the off-season tourism business.

Community Development Block Grant

Also known as CDBG, this fund contains revenue the county receives to fund programs for housing improvements and economic development. The source for this revenue is the U.S. Department of Housing and Urban Development.

In the past, the expenditures for some of this activity were accounted for in the General Fund. There is a transfer from the General Fund to the CDBG Fund for administrative costs in the amount of \$271,313 to cover these expenditures.

FISCAL 1998 BUDGET
FINAL

Community Redevelopment Agency

Tax Increment Financing allows the County to capture the increase in ad valorem taxes that results from a redevelopment project to pay for the public cost involved in the project. All revenues collected are to be spent in the redevelopment area in which they are collected. Although not evident in this summary table, each district has its own interest-bearing account which prevents revenues from the different districts from co-mingling.

Funding comes from the General, MSTU, and Capital Funds.

MSBU Administration

Expenditures from this fund are used for costs incurred on behalf of the special units, such as the release of liens, recording fees, legal advertisements, filing fees, collecting delinquent assessments, postage for notification of MSBU/MSTU public meetings, consultant charges for preparing cost estimates for future MSBU's, and any related start-up fees.

NON-OPERATING SPECIAL REVENUE FUNDS

Non-operating special revenue funds include Impact Fees, Fire Districts, Special Taxing or Benefit Units, and other Special Revenue Funds.

Impact Fees

Impact Fees are collected on new building construction to pay for roads, parks, fire protection, and emergency medical services. A different fee is paid for each of these purposes. There is a separate fund for each type of impact fee and, although not reflected in this document, the funds are further segregated by the districts in which they are collected. Impact fees are spent on projects in the impact fee districts which benefit from those projects.

In all impact fee funds, non-expenditure disbursements reflect reserves and transfers to the MSTU Fund for administrative fees (3% of impact fee revenues).

Fire Control Districts

There are three fire control districts that are under the jurisdiction of the Board of County Commissioners. Each MSTU fund has a specific geographical area. The county contracts with independent agencies to provide fire control services which are paid for by property taxes levied on homeowners within each area.

Special Taxing or Benefit Units

Property owners in specifically defined areas may petition the Board of County Commissioners to create a special taxing or benefit unit for services or projects which are not offered on a countywide basis. Lee County has 58 such units: 54 for street lighting, sidewalk maintenance, landscape maintenance, canal dredging, road grading and security guard services; and four (4) current projects for roads and canal and channel excavation. These services and projects are funded by special taxes or assessments to the specially benefited areas.

FISCAL 1998 BUDGET

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The Board of County Commissioners is the governing body of each unit. They then appoint five-member Advisory Committees composed of property owners within the units to establish their level of service and recommend annual budgets.

OTHER SPECIAL REVENUE FUNDS

The other non-operational special revenue funds are as follows:

Flint-Pen Acquisition

This fund was established to account for the acquisition of the Flint-Pen Strand that covers the southeast section of Lee County and the northeast portion of Collier County. The purpose of this acquisition is the protection of an environmentally sensitive, high water recharge area. This project is a joint venture with Collier County and the South Florida Water Management District.

E-911 Implementation

This fund was established to provide for non-recurring costs associated with the Emergency 911 system. Revenues result from a surcharge to telephone users which is billed and collected by the telephone company and remitted to the county.

Hazardous Response

This fund was established by the Board of County Commissioners to provide for the implementation of an emergency preparedness response and recovery program for a variety of hazards. A millage has been levied to provide funding for special projects, training, and equipment.

**FISCAL 1998 BUDGET
FINAL**

SPECIAL REVENUE

LEE COUNTY, FLORIDA
1997-98

FUND	1995-96 ACTUAL	1996-97 ESTIMATED	1997-98 BUDGET
IMPACT FEES-FIRE	797,701	832,777	1,012,461
ALABAMA GROVES LD MSTU	10,941	10,462	10,370
ALICO FIRE PROTECTION DIS	469,017	489,502	0
BILLY CREEK LD MSTU	26,820	23,950	23,653
BURNT STORE FIRE PROTECTI	393,830	390,708	367,121
BLACK ISLAND FIRE DIST	2	0	0
DAUGHTREY'S CREEK SLD	9,579	9,637	8,368
BONITA SPRINGS LD	183,385	174,084	157,105
METROPOLITAN PARKWAY SLD	18,821	17,816	16,947
TANGLEWOOD IMPRV. DIST.	44,569	26,106	21,034
CRA OPERATIONS	5,856,560	5,813,811	6,715,577
BAYSHORE ESTATES LA	7,202	7,685	6,895
CHILDREN'S HOME DONATIONS	55,890	0	0
CHARLESTON PARK LD MSTU	5,005	4,633	4,932
COUNTRY LAKES SLD	6,491	6,859	7,922
COUNTRY ESTATES UNIT 3	4,166	7,127	7,093
CYPRESS LAKE LD	17,460	16,389	15,503
FLINT-PEN ACQUISITION	679,985	319,936	168,336
POLLUTION RECOVERY TRUST	7,442	7,654	4,125
FLAMINGO BAY LD	7,513	7,408	6,418
CORKSCREW RD IMPROV	908,041	966,327	1,088,827
COLONIAL RD. EXT. IMP.	1,718,168	1,518,083	1,230,467
FT. MYERS BEACH LD	91,206	118,632	66,505
HICKEY CREEK MITIGATION	26,535	465,023	465,023
GOLDEN LAKES HEIGHTS SLD	4,960	12,919	14,735
FT. MYERS SHORES LD	41,580	31,690	39,755
MSBU ADMINISTRATION	1,153,917	1,138,796	1,283,610
GASPARILLA ISLAND SOLID W	19,442	10,538	4,729
HARLEM HEIGHTS LD	2,111	2,101	2,525
BIRKDALE SLD	3,129	3,608	2,789
HENDRY CREEK SLD	6,165	6,552	6,174
HEIMAN/APOLLO SLD	4,662	5,651	4,867
JUVENILE JUSTICE	1,600,643	0	0
LOCAL HOUSING ASST TRUST	1,742,103	2,530,837	1,809,931
CDBG ENTITLEMENT	3,349,309	4,604,251	5,826,674
PALM TERRACE SLD	2,752	11,369	14,187
IONA GARDENS LD MSTU	4,350	4,133	3,945
LOCHMOOR SLD	7,303	7,315	6,479
LEHIGH ACRES LD	605,462	595,168	571,885
SURFACE WATER MANAGEMENT	3,081,743	3,080,409	3,678,287
LEE COUNTY PUBLIC LIBRARY	13,631,837	16,358,015	16,207,342
PINE LAKE SLD	12,171	12,029	13,725
MARAVILLA FIRE PROTECTION	42,043	41,595	40,016
MOBILE HAVEN LD	3,991	3,692	3,493
E9-1-1 IMPLEMENTATION	1,686,444	2,570,105	2,168,510
MORSE SHORES SLD	11,410	10,144	9,362
MSTU	32,413,252	37,773,310	41,208,756
SCHOOLVIEW HOMES LA	5,897	17,939	17,740
NORTH FT. MYERS LD	133,798	136,774	133,878
PAGE PARK SLD	6,738	6,196	4,927
PALMONA PARK LD	32,937	34,753	30,935
PALMETTO POINT SLD	20,086	14,598	15,826
PORT EDISON SLD	5,807	5,978	5,168
SHELTERING PINES MOBILE H	21,147	28,135	26,325
PINE MANOR SLD	24,876	25,564	36,084
RIVERDALE SHORES IMPROVEM	23,512	14,715	18,282
SHADY REST ACTIVITY	17,146	0	0
RUSSELL PARK L.D. MSTU	16,093	15,499	14,370
VISITOR & CONVENTION BURE	14,069,539	14,914,015	14,289,608
TRANSPORTATION TRUST	17,729,969	18,638,126	19,010,881
WESTERN ACRES MSBU	48,597	52,735	52,233
SAN CARLOS SLD	149,610	154,011	142,220
WILLOW CREEK SLD	1,884	8,007	0
SKYLINE DRIVE SLD	77,573	72,585	72,680
HAZARDOUS RESPONSE	1,751,032	2,292,062	2,486,255
CHERRY/BLUEBERRY IMP UNIT	18,910	21,158	35,525
ST. JUDE HARBOR LD	8,656	8,145	7,654
IMPERIAL HARBOR LA	13,385	18,178	18,296

LEE COUNTY

*FISCAL 1998 BUDGET
FINAL*

SPECIAL REVENUE

LEE COUNTY, FLORIDA
1997-98

<u>FUND</u>	<u>1995-96 ACTUAL</u>	<u>1996-97 ESTIMATED</u>	<u>1997-98 BUDGET</u>
COMMUNITY PARK IMPACT FEE	5,603,980	3,962,456	4,983,149
IMPACT FEES - REGIONAL PA	4,186,714	1,965,207	2,552,192
IMPACT FEES - ROADS	40,263,110	36,778,232	29,116,460
IMPACT FEES - EMS	147,215	154,298	169,458
TOWN + RIVER IMPRV. DIST.	109,953	140,311	102,261
VILLAS SLD	24,528	22,509	21,740
TRAILWINDS LD MSTU	5,830	5,702	5,388
USEPPA ISLAND FIRE PROTEC	79,396	104,353	109,486
TROPIC ISLE LD	13,729	13,225	12,287
WHISKEY CREEK IMPROVEMENT	123,199	123,867	135,061
VILLA PALMS LD	4,610	4,456	4,249
VILLA PINES SLD	4,392	4,251	3,798
WATERWAY ESTATES LD	26,492	25,468	24,018
WATERWAY SHORES SLD	4,510	2,115	1,909
TOTAL	<u>155,551,958</u>	<u>159,834,459</u>	<u>157,986,801</u>

EXPENDITURE BY FUNCTION

GENERAL GOVERNMENT SERVICES	10,663,600	12,117,419	11,677,961
PUBLIC SAFETY	9,648,449	9,543,467	10,245,177
PHYSICAL ENVIRONMENT	2,723,841	2,908,728	3,496,943
TRANSPORTATION	22,090,586	28,009,480	24,565,847
ECONOMIC ENVIRONMENT	9,555,616	12,492,235	14,682,325
HUMAN SERVICES	756,414	722,636	754,429
CULTURE/RECREATION	22,835,895	21,339,524	27,183,902
TRANSFERS	18,703,993	17,040,179	17,676,442
RESERVES	58,573,564	55,660,791	47,703,775
TOTAL	<u>155,551,958</u>	<u>159,834,459</u>	<u>157,986,801</u>

LEE COUNTY

FISCAL 1998 BUDGET
FINAL

DEBT SERVICE FUNDS

The debt service funds in this section are for non-enterprise (governmental) debt payments. These funds can be categorized into debt provided by Countywide revenue sources and debt provided by special assessments. All of these funds function in much the same way: revenues from a dedicated revenue source are collected, and principal, interest and administrative fees are expensed. All the debt service funds have varying levels of reserves which are required by bond covenants.

County Debt

The funds representing County debt are as follows:

1972 Capital Improvement Revenue Bonds

The dedicated revenues are Solid Waste Franchise Fees (5.0% of gross revenues from solid waste franchises operating in Lee County, except for Englewood) and the Racing Tax (from pari-mutuel activities for dogs and jai alai). Expenditures are for debt payments for County Courthouse improvements.

After debt service and reserve requirements have been met, excess revenues in this fund are transferred to the Solid Waste System Capital Improvement Fund and the Capital Improvement Fund to be used for county projects.

1993C Capital Improvement Refunding Taxable Revenue Bonds

The dedicated revenues to this fund represent an interfund transfer from the General Fund. This issue was to refund the Capital Refunding Series 1985 Fund, which was for the construction of the Justice Center, Lakes Park, and widening of Bayshore Road.

Local Option Gas Tax Refunding Revenue Bonds, Series 1993 & Series 1997

Dedicated revenues in this fund are the Six-Cent Local Option Gas Tax, and specific road impact fees. The Local Option Gas Tax pays the debt service on various road improvements. Impact fees pay the debt service on road projects in specified impact fee districts which were bond-funded.

Local Option Gas Taxes in excess of debt service requirements are transferred to the Transportation Capital Improvement Fund to pay for countywide road improvements, and to the Transportation Trust Fund for road and bridge maintenance; \$21,630,000 of these bonds refunded a portion of the Local Option Gas Tax Revenue Bonds, Series 1989, and became the Series 1993 bonds. The balance of the 1989 Series (\$14,705,000) was refunded and became the Series 1997 bonds.

FISCAL 1998 BUDGET
FINAL

1992 Capital Revenue Bonds

The dedicated revenues to this fund represent non-ad valorem revenues collected on a countywide basis. Since these revenues are collected in the General Fund, a transfer from that fund to the debt service fund provides those revenues. This issue was for a 180-bed skilled nursing home (Shady Rest Care Pavilion), and two MSBU projects: Nelson Bridge and Sunset Cove.

1993 Certificates of Participation Series

The debt service for this master base is provided by an interfund transfer from the general fund. This issue was to refund the Certificates of Participation 1990B, which was for a downtown government office building.

1993 Road Improvement Refunding Revenue Bonds

The dedicated revenue for this fund is the 9th-Cent (voted) Gas Tax. This issue originally refunded the Road Improvement 1990 Bonds, which were for various road improvements.

Pledged revenues in excess of the amount required for debt service are transferred to the Transportation Trust Fund to provide for road and bridge maintenance.

Tourist Development Tax Refunding Revenue Bonds, Series 1994

This issue refunded the 1989 Capital Improvement Subseries 3 Bonds to take advantage of a reduction in interest rates. The dedicated revenues and flow of funds is the same as the 1989 Capital Improvement Subseries 3 Bonds.

1995 Five-Cent Local Option Gas Tax Revenue Bonds

Beginning in January, 1994, the County received monies from a Five-Cent Local Option Gas Tax. Fifty percent of those revenues were dedicated to the Midpoint Bridge Corridor, and are used to service debt from this bond issue. The bond proceeds are being used for the widening of Colonial Boulevard, a grade separation at Colonial Boulevard and U.S. 41, and toward the construction of the Del Prado Interchange at the western terminus of the Midpoint Bridge in Cape Coral.

1993A Capital and Transportation Facility Revenue Bonds

The pledged revenues to this fund are from non-ad valorem revenues. However, toll revenues are currently being used to make debt services payments. This issue refunded Capital and Transportation Facility Revenue Series 1991.

LEE COUNTY

FISCAL 1998 BUDGET
FINAL

1985 Capital Refunding Revenue Bonds

The dedicated revenues to this fund represent non-ad valorem revenues collected on a Countywide basis. Since these revenues are collected in the General Fund, a transfer from that fund to the debt service fund provides those revenues. Debt expenditures are for the construction of the Justice Center, Lakes Park, and widening Bayshore Road. Refunded in FY93, Capital Improvement Refunding Taxable Revenue Bonds, Series 1993C.

1989B Capital Refunding Revenue Bonds

The dedicated revenues to this fund represent non-ad valorem revenues collected on a countywide basis. Since these revenues are collected in the General Fund, a transfer from that fund to the debt service fund provides those revenues. Expenditures for this issue are various parks, library, and transportation projects.

1993B Capital Improvement Revenue Bonds

The dedicated revenues to this fund represent non-ad valorem revenues collected on a countywide basis. Since these revenues are collected in the General Fund, a transfer from that fund provides those revenues. This issue was to refund the 1989 Capital Improvement Subseries 2 Bonds with debt expenditures for construction of Justice Center and jail improvements, parks, libraries, and Extension Service facilities.

1995A Capital Revenue Bonds

The dedicated revenues to this fund represent non-ad valorem revenues collected on a countywide basis. The revenues are collected in the General Fund and transferred to the appropriate account for payment of debt service. The funds are being used to refinance a portion of Commercial Paper (short term) loans financed through the Tax Exempt Commercial paper Program with long term financing. The funds were used to finance renovation of a 90,000 square foot former bank data services facility as the Public Safety Facility for use by the Lee County Sheriff and Emergency Management Services (EMS).

Another portion of the funds were used to purchase land and renovate an existing 40,000 square foot bank building in downtown Fort Myers and construct a 50,000 square foot addition to it for use for the County's Public Works and Community Development Departments.

1995B Capital Revenue Bonds

The pledged revenues to this fund represent non-ad valorem revenues collected on a countywide basis and special assessments. The dedicated revenues are collected in the General Fund and transferred to the appropriate account as needed for payment of debt service. However, special assessments are anticipated to provide the majority of monies to make actual debt service payments.

FISCAL 1998 BUDGET
FINAL

1995B Capital Revenue Bonds (continued)

The special assessments will be used to pay for bonds that were sold to repay a portion of Commercial Paper loans financed through the Tax Exempt Commercial Paper Program for the following Municipal Service Benefit Units (MSBU's): Bay Road, Chapman/Quinn Road Paving, Fort Myers Gulf Acres Canal, Jolly Roger Lane and San Carlos Park Road Paving.

1996 Certificates of Participation Series

The debt service for this master lease is provided by interfund transfer from the General Fund. The proceeds from the Certificates of Participation were used to advance refund and defease the outstanding Certificates of Participation, Master Lease Project, Series 1990A. Those funds financed a government office building in Cape Coral.

Capital Refunding Revenue Bonds, Series 1997A

These bonds were issued in June, 1997. The proceeds were used to defease \$18,705,000 Capital Revenue Bonds, Series 1989B that were previously issued to pay for the costs of certain capital improvements. The General Fund debt from which this debt service is transferred was also restructured by maintaining payment levels that would have declined in year 2006, thereby eliminating payments in years 2013 and 2014, saving an estimated \$6.5 million in debt service.

Capital Revenue Bonds, Series 1997B

These bonds were issued to prepay a commercial paper loan that was issued for the Bonita Beach Renourishment Project. The loan for \$1,811,800 was also reduced by prepayments from Special Assessments.

The debt service will be paid by special assessments by property owners receiving benefit from these improvements.

Special Assessments

Special assessment debt funds provide for debt on special improvement projects where the benefit is not countywide in nature. Special assessments are levied against property owners in the benefit unit in which the project is constructed.

All these projects were initiated by a group of citizens who asked the county, by petition, to implement a special assessment on the benefiting properties of a special improvement unit. Public hearings were held and bond financing was secured to provide for construction and administrative costs. The assessments then provide for debt service, with the land as security for the assessments.

In prior years, separate debt service funds were established for special assessments. In FY91, thirteen debt service funds were paid out and closed, and all remaining monies, in the amount of \$1,053,160, were transferred to a new special revenue MSTU Administration Fund.



FISCAL 1998 BUDGET
FINAL

DEBT SERVICE

LEE COUNTY, FLORIDA
1997-98

FUND	1995-96 ACTUAL	1996-97 ESTIMATED	1997-98 BUDGET
1972 CAPITAL IMPROVEMENT	1,444,348	1,255,858	1,275,798
1989 SERIES GAS TAX BONDS	14,236,160	12,628,931	12,418,044
CAP REVENUE BONDS SER 95A	3,392,860	4,507,315	4,561,141
SER 97A CAP REV BONDS	0	0	1,122,300
1992 CAPITAL REVENUE BOND	791,751	0	0
COMMERC PAPER SHERIFF/FFLOR	12,849,907	1,563	0
COP 93 T/C BLDG	3,905,116	3,898,411	5,334,147
CAPITAL BOND SERIES 1982	8,953,787	9,121,426	11,076,995
ROAD IMPROVEMENT REVENUE	3,348,769	3,446,617	3,131,602
TOUR DEV REV BONDS SER 94	5,035,230	7,225,706	7,107,316
5 CENT LOGT BONDS SERIES95	3,208,577	4,357,160	4,240,964
1993 A REFUNDING TRANS.	6,764,681	7,133,013	10,061,893
1989B CAP. REFUNDING REV.	7,685,095	7,863,345	9,910,681
1993B REFUNDING CAPITAL	4,732,044	4,775,379	4,748,651
COP S 90A - CORAL BLDG	2,240,010	0	0
MCDONNELL DOUGLAS LEASE P	1,820,919	0	0
CERTIF OF PARTICIP SER96	6,912,563	1,551,250	1,842,702
MSBU BOND FUND, SER. 87	909,399	449,073	1,354,757
MSBU BOND FUND, SER. 90	1,501,997	1,414,397	1,470,903
MSBU SPEC. ASS. PROJ.	143,130	126,434	87,164
MSBU BOND - 95	11,121,309	2,608,565	3,446,738
MSBU BONDS '97	0	1,969,549	302,196
TOTAL	100,997,652	74,333,992	83,493,992

EXPENDITURE BY FUNCTION

GENERAL GOVERNMENT SERVICES	23,940,640	10,464,107	10,813,029
PHYSICAL ENVIRONMENT	96,798	91,239	32,284
TRANSPORTATION	14,151,984	13,546,679	12,760,888
CULTURE/RECREATION	3,001,891	3,017,715	2,871,873
TRANSFERS	25,523,000	12,227,998	19,771,672
RESERVES	34,283,339	34,986,254	37,244,246
TOTAL	100,997,652	74,333,992	83,493,992

LEE COUNTY

CAPITAL PROJECTS FUNDS

Capital projects are for non-enterprise capital improvements. Capital projects that are funded within enterprise funds are fully accounted for outside of the capital project funds. Projects initiated in prior fiscal years which remain incomplete require carryovers of unspent prior year budget. Carryover budgets will be added to new funding to provide the FY98 total project budget.

Capital Improvement Fund

This fund is the capital projects "counterpart" to the General Fund, which is a countywide operating fund. The revenues to this fund are countywide property taxes of 0.2720 mills and interfund transfers. The largest interfund transfer is from the Tourist Development Tax Trust Fund. Thirty-three percent (33%) of the proceeds of the Tourist Development Tax is restricted to funding improvements to Lee County beaches. The transfer from the 1972 Capital Improvement Fund Revenue Bonds represents excess Racing Tax receipts from the debt service fund. Expenditures for this fund are for capital projects which are not bond funded.

Parklands Dedication Fund

This fund was established to account for funds received by Lee County through the development review process. Expenditures are for neighborhood park improvements.

Transportation Improvement Fund

This fund is used to account for transportation-related capital projects. The major revenue sources to this fund are gas taxes, developer donations, and excess bridge toll revenues which are transferred from Sanibel Toll Operating Fund and the Cape Transportation Operating Fund (by way of the Sanibel Surplus Fund).

All expenditures in this fund are for transportation projects and reserves for future transportation-related projects.

Bond Funds

Bond funds are periodically established to account for bond proceeds used for capital project construction. These revenues are currently being utilized for a major bridge construction project, construction of a Public Works Department government facility, and major road projects.

MSBU Construction Projects

As described in the section on Special Assessment Debt Funds, this fund accounts for all of the neighborhood improvement projects to be financed through special assessments. In prior years, the projects were in several funds which have now been consolidated into one fund.

*FISCAL 1998 BUDGET
FINAL*

CAPITAL PROJECTS

LEE COUNTY, FLORIDA
1997-98

<u>FUND</u>	1995-96 <u>ACTUAL</u>	1996-97 <u>ESTIMATED</u>	1997-98 <u>BUDGET</u>
CAPITAL IMPROVEMENT	53,294,591	40,802,644	44,799,036
PARKLANDS DEDICATION	66,163	68,663	71,163
TRANSPORTATION CAPITAL IM	86,331,214	80,217,548	64,457,656
CAPITAL IMPROVEMENTS BOND	3,775,316	2,660,223	2,418,181
LOCAL OPTION GAS REV TAX	1,514,714	180,158	182,158
ROAD IMPROVEMENT REV BOND	23,734,653	3,802,452	62,706
COP 90B - T/C BLDG	30,828	0	0
CAPITAL & TRANS REV BONDS	304,481	133,918	0
CAPITAL REVENUE BONDS 92	150,632	0	0
COMMERCIAL PAPER	1,816,159	325,182	234,333
5 CENT LOGT REV BOND, 1995	30,008,022	21,574,865	12,962,365
REFUNDING BONDS SERIES 19	324,135	338,135	338,235
MSBU CONSTRUCTION PROJECT	9,682,076	6,721,457	4,727,812
TOTAL	<u>211,032,984</u>	<u>156,825,245</u>	<u>130,253,645</u>

EXPENDITURE BY FUNCTION

GENERAL GOVERNMENT SERVICES	16,113,080	10,608,985	18,321,541
PUBLIC SAFETY	0	0	1,000,000
PHYSICAL ENVIRONMENT	4,578,961	6,905,921	10,914,459
TRANSPORTATION	37,844,929	40,498,843	58,976,276
ECONOMIC ENVIRONMENT	53,605	0	0
CULTURE/RECREATION	11,048,963	4,347,252	7,382,486
TRANSFERS	19,545,456	3,729,770	4,652,000
RESERVES	121,847,990	90,734,474	29,006,883
TOTAL	<u>211,032,984</u>	<u>156,825,245</u>	<u>130,253,645</u>

**FISCAL 1998 BUDGET
FINAL**

ENTERPRISE FUNDS

Solid Waste Enterprise

This fund accounts for all the activity of the Solid Waste Department. The Solid Waste Enterprise fund is supported entirely by tipping fees, assessments, and ad valorem taxes. On the expenditure side, the Physical Environment category includes operations, the landfill contract with Waste Management, Resource Recovery Facility contract with Ogden Martin, recycling programs, the hazardous waste collection center and program, and right-of-way cleanups.

Bridge Construction

This fund accounts for the construction of the Mid Point Memorial Bridge, and the implementation of the Congestion Pricing project at both the Cape Coral and Mid Point Bridge toll facilities. The Congestion Pricing project is a Federal grant to implement a system in which bridge users would receive a discounted toll during specific off-peak hours. It is expected to be implemented in early FY98, soon after the Mid Point memorial Bridge is opened.

Lee County Recreation Facility Operating

This fund accounted for the operation of the Lee County Civic Center. Expenditures in this fund included operations (Cultural/ Recreation), an interfund transfer for a portion of the debt service payment at the Lee Sports Complex, and repayment of a catering contract loan (non-expenditure disbursements).

Revenues to the Civic Center came from charges for services for activities at the Stadium, Lakes Park, the Civic Center itself, and interest earnings. The Lee Civic Center was transferred to the Southwest Florida Fair Board during FY96, and will be privately managed.

Cape Transportation Facility

This fund is used to account for the activities of the Cape Coral Bridge operations. Included in the activities are the operation functions, collection of tolls, and the payment of the bridge bonds.

The primary revenue source of this fund is toll fees collected at the Cape Coral Bridge.

The expenditures for transportation are for the operating expenses of the Cape Coral Bridge. The non-expenditure disbursements represent transfers for debt service, renewal & replacement funding, transportation projects, and reserves.

FISCAL 1998 BUDGET
FINAL

Sanibel Bridge Operating

This fund is used to account for the activities of the Sanibel Causeway operations. Included in the activities are the operation functions, collection of tolls, and the payment of the bridge bonds.

The primary revenue source of this fund is toll fees collected at the Sanibel Causeway. Miscellaneous revenues are the interest earnings on invested revenue. The expenditures for transportation are the day-to-day operating expenses of the Sanibel Causeway. Non-expenditure disbursements are reserves and interfund transfers for debt service, Renewal and Replacement funding, transportation projects, and reserves.

Transportation Facilities - Debt Service

This fund represents the debt service payments for both the Cape Coral Bridge and the Sanibel Causeway. The transportation category represents the debt service payments, and the non-expenditure disbursements represent reserves in compliance with bond covenants and transfers out of interest earnings on investments.

The Transportation Facilities Revenue Bonds, Series 1987, were partially refunded in FY90-91 with the Transportation Facilities Refunding Revenue Bonds, Series 1991. At that time, a \$16,450,000 balance remained from the Series 1987 issue. In 1993, \$9,880,000 of the \$16,450,000 was refunded to take advantage of lower interest rates. In 1995, \$96,530,000 in new bonds was used for construction of the Mid Point Memorial Bridge.

Miscellaneous revenues represent interest earnings on invested funds. Non-revenues reflect the transfers from the (2) operating funds for their share of funding of debt service. Fund Balance represents the Debt Service reserves of the prior fiscal year.

Transportation Facility Renewal and Replacement

This fund is used to account for future construction improvements of the Sanibel Bridge Causeway and the Cape Coral Parallel Span.

The revenues of this fund represent the amount required by the 1987 Transportation Facilities Refunding Revenue Bond Resolution to be reserved from prior year gross revenues for renewal and replacement. Fund balance represents prior year's unspent revenues.

The non-expenditure disbursements of this fund are reserves for future capital expenditures, which are unspent prior and current-year revenues.

Transportation Facility Surplus

This fund is used to account for any excess toll revenues remaining after all legal requirements of the 1991 Transportation Facilities Refunding Revenue Bonds are met regarding the use of toll revenues collected.

FISCAL 1998 BUDGET
FINAL

Transportation Facility Surplus (continued)

Non-revenues represent the interfund transfer of surplus toll revenue from the Sanibel Bridge Operating Fund.

The general government services expenditure is the legal requirement of remittance to the City of Sanibel of 21% of the toll revenue collected during the year. The remaining 79% non-expenditure disbursement is split between interfund transfers of surplus toll revenue to the Transportation Capital Improvement Fund, and the Capital and Transportation Facilities Refunding Bonds Series 1993A Fund. This bond fund pays the debt service for the property acquisition and engineering design phases in the construction of the Mid Point memorial Bridge.

Shady Rest Care Pavilion Fund

This fund is to account for the day-to-day expenditures of the operating functions of the County's adult care facility. Shady Rest provides quality patient care and related services.

Primary revenues are from charges for services which come from State Medicaid, Medicare, and private patients. The fund also accounts for the facility's debt service and donations to the facility.

Transit System Capital

This fund is used to account for the investment in capital acquisitions by the county's public transportation system.

The primary revenue source for this fund is Federal and State Grant funding. Fund balance comprises the remainder of the revenues.

Expenditures for the transportation function are primarily for capital investment in vehicles. Non-expenditure disbursements are funds in reserve for future capital.

Transit System Operating

This fund is used to account for the day-to-day expenditures of the operating functions of the county's public transportation system.

Its main revenue sources are: Federal and State Grants, county contributions from the General Fund, Fund Balance, and Charges for Services (bus fares).

The Transportation expenditures in this fund are for all current operating expenses, including personnel services, supplies, and fuels and maintenance for the system's fleet of buses and trolleys. The non-expenditure disbursements are reserves for contingency.

*FISCAL 1998 BUDGET
FINAL*

Utilities Operating

This fund is used to account for the day-today expenditures of the operating functions of the County's water collection, distribution, and sewer systems. The fund also accounts for the County's utility capital program, contracted services, as well as the renewal and replacement, and other functions.

Charges for Services is the primary revenue generated from user fees for water and sewer service, although it also includes water tapping and connection fees. Miscellaneous Revenues are almost entirely interest earnings. Fund Balance comes mainly from existing balances in the construction accounts.

Utilities Debt Fund

This fund is a consolidation of all debt service for the Utilities Funds. The primary revenue sources of this fund are Fund Balance (debt reserves), and special assessments; the Non-Revenues represent transfers from the Operating Fund to make principal and interest payments.

FISCAL 1998 BUDGET
FINAL

ENTERPRISE

LEE COUNTY, FLORIDA
1997-98

<u>FUND</u>	1995-96 <u>ACTUAL</u>	1996-97 <u>ESTIMATED</u>	1997-98 <u>BUDGET</u>
SOLID WASTE SYSTEM	188,946,891	134,102,608	151,276,739
BRIDGES CONSTRUCTION FUND	102,389,069	57,127,382	19,023,719
LEE CIVIC CENTER	2,018,565	0	0
CAPE TRANSPORTATION FACIL	15,711,389	15,532,025	10,957,710
SANIBEL BRIDGE OPERATING	6,073,576	6,529,729	5,912,450
MIDPOINT BRIDGE OPERATING	0	361,829	7,021,450
TRANS REV BOND '87	20,547,141	15,358,620	15,635,013
SANIBEL BRIDGE R&R	223,854	2,301,040	1,862,535
TRANS FACILITIES SURPLUS	9,785,905	10,319,329	5,904,908
SHADY REST CARE PAVILION	10,180,706	10,974,272	11,180,930
LEE COUNTY TRANSIT- CAPIT	1,070,529	7,026,210	1,988,313
LEE COUNTY TRANSIT - OPER	5,330,608	6,401,210	7,669,525
UTILITIES OPERATING	80,910,575	87,312,941	112,682,200
WATER & SEWER DEBT SERVIC	26,761,984	25,336,545	29,361,925
TOTAL	<u>469,950,792</u>	<u>378,683,740</u>	<u>380,477,417</u>

<u>EXPENDITURE BY FUNCTION</u>			
GENERAL GOVERNMENT SERVICES	1,861,133	2,015,670	3,115,082
PHYSICAL ENVIRONMENT	102,290,076	76,886,688	95,697,197
TRANSPORTATION	68,259,097	76,632,800	37,748,844
HUMAN SERVICES	7,477,341	8,247,496	8,404,262
CULTURE/RECREATION	1,194,490	0	0
TRANSFERS	82,159,923	56,986,126	104,189,735
RESERVES	206,708,732	157,914,960	131,322,297
TOTAL	<u>469,950,792</u>	<u>378,683,740</u>	<u>380,477,417</u>

LEE COUNTY

FISCAL 1998 BUDGET
FINAL

INTERNAL SERVICE FUNDS

There are eight (8) Internal Service (Intergovernmental) funds established to provide an accounting for services provided to county departments. These funds are supported by transfers from the county departments that utilize these services.

Internal Telephone System

The Internal Telephone System Fund is used to account for telephone installation and support services to all agencies within Lee County government and the Constitutional Officers, with the exception of the Tax Collector and the Sheriff.

Computer Network

This intragovernmental service is budgeted as a subfund of the Internal Telephone System Fund, and provides a network of data links for departments countywide.

Data Processing

The Data Processing Fund is used to account for management information services provided to county departments. These services include programming, data processing, and output via mainframe devices; and support of personal computers and computer networking.

Government Communications Network

The Government Communications Network Fund is used to account for management of the centralized 800 MH Radio Communications System; offering service to both Lee County users and outside public agencies. This service includes the purchase of radios, construction of the communication towers in 1991, and the annual maintenance and repair of equipment.

Self-Insurance

The Self Insurance Fund is used to protect Lee County by insuring the county's property. Non-revenues are derived from premium allocations for automobile, general liability, worker's compensation, and property insurance. Miscellaneous revenues are interest earnings.

The expenditures are represented by the Property and Safety program. Payment of all claims and special insurance for worker's compensation and high risk personnel are the significant components of the Self-Insurance Fund.

Self-Insurance Group Health

The Health Fund is used to pay medical claims for all county employees. Miscellaneous revenues are comprised of interest earnings and reimbursements. Non-revenues represent transfers from county departments to pay for health insurance premiums for county employees.

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FINAL

Self-Insurance Group Health (continued)

Almost the entire budget is for health related expenses which include administration, payment of claims, actuarial services, and specific stop-loss insurance. The remainder of the budget is set aside for reserves to pay future claims.

Self-Insurance Group Dental

The dental fund is used to pay dental claims for all county employees. Miscellaneous revenues represent initial earnings. Non-revenues represent transfers from county departments to pay dental insurance claims.

A significant part of the expenditure budget is for dental claims. Other costs include administration, actuarial services, and specific stop-loss insurance. The remainder of the budget is set aside for future dental claims.

Vehicle and Equipment Maintenance

The Vehicle and Equipment Maintenance Fund provides preventive maintenance and repair of all county vehicles and motorized equipment, as well as fuel. County staff will provide these services, and replacement vehicles will be purchased from this fund.

FISCAL 1998 BUDGET
FINAL

INTERNAL SERVICES

LEE COUNTY, FLORIDA
1997-98

FUND	1995-96 ACTUAL	1996-97 ESTIMATED	1997-98 BUDGET
INTERNAL TELEPHONE SYSTEM	3,459,295	3,979,956	4,212,201
DATA PROCESSING	3,971,485	3,524,071	3,144,515
GOVT. COMMUNICATIONS NETW	7,916,163	5,901,542	4,520,557
SELF INSURANCE-GROUP DENT	866,290	722,878	846,886
SELF INSURANCE-GROUP HEAL	16,905,606	11,390,741	12,669,480
SELF INSURANCE- GEN LIABI	14,719,994	14,548,755	14,206,652
VEHICLE + EQUIPMENT MAINT	11,795,865	6,936,509	7,540,387
TOTAL	59,634,698	47,004,452	47,140,678

EXPENDITURE BY FUNCTION			
GENERAL GOVERNMENT SERVICES	31,350,255	25,457,727	33,586,004
PUBLIC SAFETY	861,069	1,107,661	1,230,692
TRANSFERS	8,927,353	1,255,586	1,149,460
RESERVES	18,496,021	19,183,478	11,174,522
TOTAL	59,634,698	47,004,452	47,140,678

LEE COUNTY

TRUST AND AGENCY FUNDS

Trust and Agency Funds are used to account for assets held by a governmental unit in a trustee capacity or as an agent for individuals, private organizations, or other governmental units.

Claibourne and Ned Foulds Trust

This is a non-expendable trust fund. The fund accounts for donated assets held by the county in the capacity of Trustee. The principal may not be expended in the course of operations. The interest on the principal is to be used as a meritorious award to law enforcement officers. This fund provides the \$300 award for "Sheriff of the Year," and is now administered by the Sheriff's Office.

3-S Disposal

In FY91, Lee County was appointed as a receiver for the 3-S Disposal Company. Lee County has assumed all its debts and liabilities. This is being placed in a Trust and Agency Fund so as not to co-mingle its activities with the utilities operating fund.

Law Enforcement Trust

This expendable trust fund is used to account for the monies held in trust by Lee County for the cost of protracted or complex investigations in the form of technical equipment, expertise, or other law enforcement activities. Revenues are received primarily from confiscated property, and are disbursed at the discretion of the Sheriff and Port Authority Police, and are typically in addition to the normal operating needs of the law enforcement agencies.

*FISCAL 1998 BUDGET
FINAL*

TRUST AND AGENCY
LEE COUNTY, FLORIDA
1997-98

<u>FUND</u>	1995-96 <u>ACTUAL</u>	1996-97 <u>ESTIMATED</u>	1997-98 <u>BUDGET</u>
CLAIBOURNE & NED FOULDS T	9,740	0	0
3 S DISPOSAL-LEE COUNTY A	76,536	76,472	75,166
LAW ENFORCEMENT TRUST	<u>620,380</u>	<u>337,805</u>	<u>346,132</u>
TOTAL	<u>706,656</u>	<u>414,277</u>	<u>421,298</u>

<u>EXPENDITURE BY FUNCTION</u>			
GENERAL GOVERNMENT SERVICES	2,859	4,106	4,400
PUBLIC SAFETY	302,802	22,120	80,000
TRANSFERS	32,265	0	0
RESERVES	<u>368,730</u>	<u>388,051</u>	<u>336,898</u>
TOTAL	<u>706,656</u>	<u>414,277</u>	<u>421,298</u>



*FISCAL 1998 BUDGET
FINAL*

SECTION G - BUDGET BY FUNCTION

This section provides a three-year comparative history to show the County budget by function. The following page displays expenditure classifications as related to the principal purpose for which expenditures are made. Functions are categorized in a uniform manner throughout the State of Florida based on the State Chart of Accounts (SCOA). The SCOA defines classifications and categories by which all revenues and expenditures are to be delineated. On the lower portion of the page the revenue sources which support the function are shown, and are categorized by fund type.

The pages following the Budget by Function detail the activities of the functional areas.

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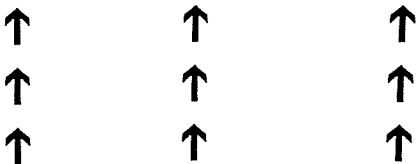
COUNTY BUDGET BY FUNCTION

LEE COUNTY, FLORIDA
1997-98

FUNCTION	1995-96 ACTUAL	1996-97 ESTIMATED	1997-98 BUDGET
GENERAL GOVERNMENT SERVICES	126,152,903	106,312,671	127,981,305
PUBLIC SAFETY	70,119,124	70,219,288	75,503,278
PHYSICAL ENVIRONMENT	112,753,270	89,119,547	112,724,313
TRANSPORTATION	142,346,596	158,687,802	134,051,855
ECONOMIC ENVIRONMENT	10,606,413	14,374,949	15,794,165
HUMAN SERVICES	16,880,922	19,380,596	19,709,196
CULTURE/RECREATION	42,085,375	32,852,705	42,005,922
NON-EXPENDITURE DISBURSEMENTS	658,741,844	507,882,468	458,901,079
TOTAL	1,179,686,447	998,830,026	986,671,113



The divisions and programs contained within the department indicated at the top of the page



The dollars actually spent during the indicated fiscal year



In that the budget document is published prior to the audited financial report from which any official actual data can be taken, an "estimated" expense is generated for comparative purposes



The budgeted dollars for the next fiscal year that have been approved by the Board of County Commissioners

The funds from which this department/division receives its revenue (see the User's Guide pages at the front of this document for definitions)



FUNCTION BY FUND TYPE	1995-96 ACTUAL	1996-97 ESTIMATED	1997-98 BUDGET
GENERAL	181,811,707	181,733,861	186,897,282
SPECIAL REVENUE	155,551,958	159,834,459	157,986,801
DEBT SERVICE	100,997,652	74,333,992	83,493,992
CAPITAL PROJECTS	211,032,984	156,825,245	130,253,645
ENTERPRISE	469,950,792	378,683,740	380,477,417
INTERNAL SERVICES	59,634,698	47,004,452	47,140,678
TRUST AND AGENCY	706,656	414,277	421,298
TOTAL	1,179,686,447	998,830,026	986,671,113

FISCAL 1998 BUDGET
FINAL

GENERAL GOVERNMENT SERVICES

Under the State Chart of Accounts, this function accounts for a major class of services provided by the legislative, judicial, and administrative branches of local government for the benefit of the public and the governmental body as a whole.

Legislative

The cost of providing representation for the citizenry by the governing body. The Board of County Commissioners' budget represents all of the expenditures for this classification.

Executive

The cost of providing executive management and administration of the affairs of the local unit of government. These costs include the County Manager's Office, Clerk to the Board, Hearing Examiner, and the director's office in each of the departments.

Financial and Administrative

The purpose of this activity is to account for the cost of providing financial and administrative services to the local government that are not treated in an Internal Service Fund. This category includes Budget Services, Purchasing, Human Relations, Communications, Property Appraiser, Tax Collector, and the Board of County Commissioners' support programs for each of the Constitutional Officers.

Legal Counsel

This activity represents expenditures for the County Attorney's Office.

Comprehensive Planning

The cost of providing master planning and development for the local unit of government. The expenditure classification includes the following programs: Planning, Zoning Information, Development Services, Rezoning and DRI's, and Environmental Sciences.

Judicial

This activity accounts for the costs of providing court services.

Other General Government Services

These are general government services which are not classified within other activity classifications. This classification includes the Supervisor of Elections, Facilities Management, County Lands, Vehicle Maintenance, Public Resources, and Miscellaneous Expenditures.

*FISCAL 1998 BUDGET
FINAL*

GENERAL GOVERNMENT SERVICES

LEE COUNTY, FLORIDA
1997-98

<u>ACTIVITY</u>	1995-96 <u>ACTUAL</u>	1996-97 <u>ESTIMATED</u>	1997-98 <u>BUDGET</u>
LEGISLATIVE	793,319	869,980	927,722
EXECUTIVE	8,840,590	9,388,528	8,078,943
FINANCIAL & ADMIN	43,451,342	41,428,685	51,175,688
LEGAL COUNSEL	2,510,093	2,551,716	2,805,428
COMPREHENSIVE PLANNING	5,483,038	6,545,178	6,219,006
JUDICIAL	9,438,449	11,057,218	11,150,100
OTHER GEN. GOV. SERVICES	<u>55,636,072</u>	<u>34,471,366</u>	<u>47,624,418</u>
TOTAL	126,152,903	106,312,671	127,981,305

<u>ACTIVITY BY FUND TYPE</u>			
GENERAL	42,221,336	45,644,657	50,463,288
SPECIAL REVENUE	10,663,600	12,117,419	11,677,961
DEBT SERVICE	23,940,640	10,464,107	10,813,029
CAPITAL PROJECTS	16,113,080	10,608,985	18,321,541
ENTERPRISE	1,861,133	2,015,670	3,115,082
INTERNAL SERVICES	31,350,255	25,457,727	33,586,004
TRUST AND AGENCY	<u>2,859</u>	<u>4,106</u>	<u>4,400</u>
TOTAL	126,152,903	106,312,671	127,981,305

LEE COUNTY

*FISCAL 1998 BUDGET
FINAL*

PUBLIC SAFETY

This functional category accounts for services provided by local government for the security of persons and property.

Law Enforcement

This activity reflects the cost of providing police services for the local government's jurisdiction. For Lee County, this represents the operation of the Sheriff's Department, excluding the Jail.

Fire Control

Throughout the unincorporated areas of Lee County, there are numerous fire control districts that operate independently of the county. However, there are three small fire districts that are under the jurisdiction of the Board of County Commissioners. The county has contracts with independent agencies to provide fire control services in these three areas. The expenses in this activity reflect the cost of these contracts.

Detention and/or Correction

This activity identifies the cost of confinement of prisoners, sentenced or otherwise, and rehabilitation of offenders. Programs within this activity include the Sheriff's operation of the jail.

Protective Inspections

The cost of providing inspection services relevant to the issuance of a license, permit, or certificate, where such inspections are primarily for purposes of public safety. This activity includes expenses associated with Codes and Building Services.

Emergency and Disaster Relief Services

Expenditures within this activity account for providing defense against and relief for civil, military, hazardous materials, and natural disasters.

Ambulance and Rescue Services

The cost of providing advance life support, pre-hospital emergency, and primary health care via ambulance and helicopter.

Medical Examiner

This activity accounts for payments made to the Medical Examiner pursuant to Florida Statutes for pathology services for law enforcement, courts, and legal purposes.

Other Public Safety Programs

The E-911 Implementation Program, Governmental Communications Network, and Emergency Dispatching are the expenditures within the county budget that fall into this classification.

*FISCAL 1998 BUDGET
FINAL*

PUBLIC SAFETY

LEE COUNTY, FLORIDA
1997-98

<u>ACTIVITY</u>	<u>1995-96 ACTUAL</u>	<u>1996-97 ESTIMATED</u>	<u>1997-98 BUDGET</u>
LAW ENFORCEMENT	35,869,652	36,530,494	49,063,280
FIRE CONTROL	1,712,788	1,820,029	1,489,464
DETENTION &/OR CORRECTION	11,773,131	10,578,278	0
PROTECTIVE INSPECTIONS	4,975,033	5,684,560	6,206,720
EMER. & DISASTER RELIEF	1,671,520	1,295,823	1,465,694
AMBULANCE & RESCUE SERV.	11,316,904	11,042,964	13,669,276
MEDICAL EXAMINER	822,671	902,052	882,410
OTHER PUBLIC SAFETY	1,977,425	2,365,088	2,726,434
TOTAL	<u>70,119,124</u>	<u>70,219,288</u>	<u>75,503,278</u>

<u>ACTIVITY BY FUND TYPE</u>			
GENERAL	59,306,804	59,546,040	62,947,409
SPECIAL REVENUE	9,648,449	9,543,467	10,245,177
CAPITAL PROJECTS	0	0	1,000,000
INTERNAL SERVICES	861,069	1,107,661	1,230,692
TRUST AND AGENCY	302,802	22,120	80,000
TOTAL	<u>70,119,124</u>	<u>70,219,288</u>	<u>75,503,278</u>

LEE COUNTY

PHYSICAL ENVIRONMENT

This functional category accounts for services where the primary purpose is to achieve a satisfactory living environment by controlling and utilizing elements of the environment.

Garbage/Solid Waste Control Services

The Solid Waste Department provides for proper collection and environmental disposal of solid waste, which includes Recycling, Household Hazardous Waste, and Right-of-Way Cleanup.

Water-Sewer Combination Services

This activity accounts for all the expenses associated with the operation of the water and sewer systems under the control of Lee County. Also included is administrative support and capital projects.

Conservation and Resource Management

Under this classification, expenditures include: Extension Services, Surface and Ground Water Management, Environmental Laboratory, Canal and Pipe/Ditch Maintenance, and Marine Services.

Other Physical Environment Programs

This activity reflects the Small Quantity Generator and Pollutant Storage Tanks Programs.

*FISCAL 1998 BUDGET
FINAL*

PHYSICAL ENVIRONMENT

LEE COUNTY, FLORIDA
1997-98

<u>ACTIVITY</u>	<u>1995-96 ACTUAL</u>	<u>1996-97 ESTIMATED</u>	<u>1997-98 BUDGET</u>
GARBAGE/SOLID WASTE CONT.	76,569,755	46,806,625	51,199,370
WATER-SEWER COMB. SERVICE	26,057,155	30,140,909	44,559,179
CONSERVATION & RESOURCE	9,814,044	11,865,793	16,559,879
OTHER PHYS. ENVIRONMENT	312,316	306,220	405,885
TOTAL	<u>112,753,270</u>	<u>89,119,547</u>	<u>112,724,313</u>

<u>ACTIVITY BY FUND TYPE</u>			
GENERAL	3,063,594	2,326,971	2,583,430
SPECIAL REVENUE	2,723,841	2,908,728	3,496,943
DEBT SERVICE	96,798	91,239	32,284
CAPITAL PROJECTS	4,578,961	6,905,921	10,914,459
ENTERPRISE	102,290,076	76,886,688	95,697,197
TOTAL	<u>112,753,270</u>	<u>89,119,547</u>	<u>112,724,313</u>

*FISCAL 1998 BUDGET
FINAL*

TRANSPORTATION

This functional area accounts for the cost of services provided by the local government for the safe and adequate flow of vehicles, travelers, and pedestrians.

Road and Street Facilities

This activity identifies the cost of constructing and maintaining road and bridge facilities, as well as ancillary facilities such as sidewalks, traffic control devices, streetlights, rights-of-way, shoulders, and other facilities incidental to the proper movement of traffic along roads and streets.

Transit Systems

This activity accounts for the expenditures associated with the Lee Tran bus system.

*FISCAL 1998 BUDGET
FINAL*

TRANSPORTATION

LEE COUNTY, FLORIDA
1997-98

ACTIVITY	1995-96 ACTUAL	1996-97 ESTIMATED	1997-98 BUDGET
ROAD & STREET FACILITIES	137,615,486	147,143,730	126,216,801
TRANSIT SYSTEMS	4,731,110	11,544,072	7,835,054
TOTAL	142,346,596	158,687,802	134,051,855

ACTIVITY BY FUND TYPE			
SPECIAL REVENUE	22,090,586	28,009,480	24,565,847
DEBT SERVICE	14,151,984	13,546,679	12,760,888
CAPITAL PROJECTS	37,844,929	40,498,843	58,976,276
ENTERPRISE	68,259,097	76,632,800	37,748,844
TOTAL	142,346,596	158,687,802	134,051,855

ECONOMIC ENVIRONMENT

The cost of providing services which develop and improve the economic condition of the community and its citizens.

Industry and Development

These expenditures represent the costs incurred in promoting and encouraging industry development and tourism which will directly or indirectly benefit the community. Included are the Community Redevelopment Agency, the Visitor and Convention Bureau, and the Division of Economic Development. The CRA is responsible for economic redevelopment in five depressed areas of the county.

Veteran's Services

The Veteran's Services program represents the only expenditures in this activity, and provides counseling and assistance to veterans and their dependents.

Housing and Urban Development

This activity accounts for expenditures associated with providing public housing and other urban development projects. It consists of the Housing Assistance Program, the Neighborhood Improvements Program, and the Administration Program.

Other Economic Environment

This activity is for Community Redevelopment projects.

*FISCAL 1998 BUDGET
FINAL*

ECONOMIC ENVIRONMENT

LEE COUNTY, FLORIDA
1997-98

<u>ACTIVITY</u>	<u>1995-96 ACTUAL</u>	<u>1996-97 ESTIMATED</u>	<u>1997-98 BUDGET</u>
INDUSTRY DEVELOPMENT	5,798,162	7,950,514	8,279,784
VETERANS SERVICES	191,288	220,583	207,255
HOUSING & URBAN DEV.	3,281,019	4,459,713	5,771,197
OTHER ECONOMIC ENV.	1,335,944	1,744,139	1,535,929
TOTAL	<u>10,606,413</u>	<u>14,374,949</u>	<u>15,794,165</u>

<u>ACTIVITY BY FUND TYPE</u>			
GENERAL	997,192	1,882,714	1,111,840
SPECIAL REVENUE	9,555,616	12,492,235	14,682,325
CAPITAL PROJECTS	53,605	0	0
TOTAL	<u>10,606,413</u>	<u>14,374,949</u>	<u>15,794,165</u>

*FISCAL 1998 BUDGET
FINAL*

HUMAN SERVICES

This functional category reflects the cost of providing services for the care, treatment, and control of human illness, injury, or handicap; and, for the welfare of individual citizens and the community as a whole.

Hospital

The expenditures in this activity are for State mandated medical assistance provided to indigents.

Health

These expenditures reflect the cost of providing nursing, dental care, diagnostic, rehabilitation, and other services for the care and treatment of the sick; and for the control and prevention of disease. Expenditures for this activity represent the Health Department. Also included are expenditures for Animal Control.

Welfare

This activity represents expenditures for the Shady Rest Care Pavilion, and the Supportive Housing Program.

Other Human Services Programs

This activity accounts for the funding that goes toward the Community Agency Support program, whereby the community contracts for services with eighteen local agencies meeting special population human service needs within Lee County. Also included is the CDBG portion for Small Business Development.

FISCAL 1998 BUDGET
FINAL

HUMAN SERVICES

LEE COUNTY, FLORIDA
1997-98

ACTIVITY	1995-96 ACTUAL	1996-97 ESTIMATED	1997-98 BUDGET
HOSPITAL	3,631,614	4,746,480	4,745,244
HEALTH	2,139,331	2,128,103	2,183,523
WELFARE	8,825,396	10,819,600	10,956,144
OTHER HUMAN SERVICES	2,284,581	1,686,413	1,824,285
TOTAL	16,880,922	19,380,596	19,709,196

ACTIVITY BY FUND TYPE			
GENERAL	8,647,167	10,410,464	10,550,505
SPECIAL REVENUE	756,414	722,636	754,429
ENTERPRISE	7,477,341	8,247,496	8,404,262
TOTAL	16,880,922	19,380,596	19,709,196

CULTURE AND RECREATION

These expenditures are to provide and maintain cultural and recreational facilities and activities for the benefit of citizens and visitors.

Libraries

The Lee County Library system covers the entire county, except for a small independent library district that serves the Fort Myers Beach area. This activity accounts for the operating and capital project expenditures associated with the Library system. The Library system is supported by its own dedicated millage.

Parks and Recreation

This activity includes expenditures for Parks and Recreation programs, and parks capital improvement projects.

Special Recreation Facilities

Costs associated with the Lee County Civic Center are included in this activity. Privatization of the Civic Center occurred during FY96.

Other Culture and Recreation Programs

This activity accounts for operating expenditures for the Capital Planning and Construction Division in the Department of Planning and Construction.

*FISCAL 1998 BUDGET
FINAL*

CULTURE/RECREATION

LEE COUNTY, FLORIDA
1997-98

<u>ACTIVITY</u>	<u>1995-96 ACTUAL</u>	<u>1996-97 ESTIMATED</u>	<u>1997-98 BUDGET</u>
LIBRARIES	11,909,831	11,446,632	10,937,917
PARKS & RECREATION	27,827,850	20,298,768	30,064,565
SPEC. RECREATION FAC.	1,194,490	0	0
OTHER CULTURE/RECREATION	1,153,204	1,107,305	1,003,440
TOTAL	<u>42,085,375</u>	<u>32,852,705</u>	<u>42,005,922</u>

<u>ACTIVITY BY FUND TYPE</u>			
GENERAL	4,004,136	4,148,214	4,567,661
SPECIAL REVENUE	22,835,895	21,339,524	27,183,902
DEBT SERVICE	3,001,891	3,017,715	2,871,873
CAPITAL PROJECTS	11,048,963	4,347,252	7,382,486
ENTERPRISE	1,194,490	0	0
TOTAL	<u>42,085,375</u>	<u>32,852,705</u>	<u>42,005,922</u>

LEE COUNTY

NON-EXPENDITURE DISBURSEMENTS

This is a basic account category to provide for disbursements of local government which are classified as accounting expenditures.

Interfund Transfers

This category represents amounts transferred from one fund to another to assist in financing the services of the recipient fund. Transfers do not constitute additional revenues or expenditures of the governmental unit, but reflect the movement of cash from one fund to another. Thus, they are budgeted and accounted for separately from other revenues and expenditures.

Reserves

This category encompasses all the various reserve accounts, which includes ending Fund Balance.

*FISCAL 1998 BUDGET
FINAL*

NON-EXPEND DISBURSEMENTS

LEE COUNTY, FLORIDA
1997-98

<u>ACTIVITY</u>	<u>1995-96 ACTUAL</u>	<u>1996-97 ESTIMATED</u>	<u>1997-98 BUDGET</u>
INTERFUND TRANSFERS	172,964,368	107,999,305	163,770,824
RESERVES	485,777,476	399,883,163	295,130,255
TOTAL	<u>658,741,844</u>	<u>507,882,468</u>	<u>458,901,079</u>

<u>ACTIVITY BY FUND TYPE</u>			
GENERAL	63,571,478	57,774,801	54,673,149
SPECIAL REVENUE	77,277,557	72,700,970	65,380,217
DEBT SERVICE	59,806,339	47,214,252	57,015,918
CAPITAL PROJECTS	141,393,446	94,464,244	33,658,883
ENTERPRISE	288,868,655	214,901,086	235,512,032
INTERNAL SERVICES	27,423,374	20,439,064	12,323,982
TRUST AND AGENCY	400,995	388,051	336,898
TOTAL	<u>658,741,844</u>	<u>507,882,468</u>	<u>458,901,079</u>



SECTION H - APPENDICES

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FUND STRUCTURE AND BUDGETARY ACCOUNTING POLICY

The budget is prepared in a manner which allows it to be viewed from a variety of perspectives: by organization, program, and funding source. Each fund is a separate budgetary and accounting entity which is self balancing and freestanding for the purpose of maintaining records for a set of financial resources which are segregated for a particular purpose. While the budget may be looked at from several perspectives, the fund is the basic legal and accounting framework of the budget. Lee County organizes its funds into the basic fund groups recognized under generally accepted accounting principles (GAAP). The basic fund groups are: Governmental Funds - which consist of the General Fund, Special Revenue Funds, Debt Service Funds, and Capital Project Funds; the Proprietary Funds which consist of Enterprise Funds and Internal Service Funds; and Trust and Agency Funds.

Major Governmental Operating Funds of Lee County

Lee County has four major governmental funds for operating its non-proprietary functions: the General Fund, Unincorporated Area MSTU Fund, Library Fund, and Transportation Trust Fund. The General Fund provides for countywide functions, except for those dealing with roads and bridges. The General Fund receives unrestricted countywide revenues, and levies ad valorem taxes on a countywide basis. The other three major operating funds are all Special Revenue Funds.

The Unincorporated Area MSTU levies an ad valorem tax which covers the county outside the boundaries of the cities of Sanibel, Fort Myers, Cape Coral, and Town of Fort Myers Beach and receives those unrestricted revenues deemed to be non-countywide in nature. The Unincorporated Area MSTU provides for Community Development activities, Parks and Recreational programming, as well as funding for road and bridge maintenance.

The Library Fund levies an ad valorem tax which pays for the operations of the county library system. The tax is countywide, with the exception of Ft. Myers Beach, which is an independently governed Library District.

The Transportation Trust Fund provides road and bridge maintenance services. It receives gas tax revenue and other revenues in support of countywide services, as well as a transfer from the Unincorporated Area MSTU Fund for support of its non-countywide services.

Other Special Revenue Funds

There are numerous Street Lighting and Special Improvement Districts which provide street lighting and maintenance services to neighborhoods. These districts are established on the basis of petitions from the residents of the neighborhood. These levy an ad valorem tax which applies to that particular neighborhood.

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Fire protection in the county is provided through independently governed fire districts and the municipalities. The county operates three Fire Protection MSTU's which provide fire protection to those unincorporated areas of the county which are not part of an independent special district. A separate ad valorem tax is levied on those residents.

Major federal grant programs, such as Housing Assistance and the Community Development Block Grant (CDBG), are accounted for through separate special revenue funds.

Lee County Tourist tax is administered through a special revenue fund and carries out tourism and convention related promotional activities.

The Gasparilla Solid Waste MSTU provides for an interfund loan repayment for specialized horticultural waste disposal service and street lights to the Lee County residents of Boca Grande. An ad valorem tax is levied on those residents.

The Special Improvements Funds of Lee County are used for a variety of projects which benefit specific properties: road improvements, drainage improvements, erosion projects, and water line extensions. This mechanism is used to bring roads and drainage up to county standards and enables the facilities to be accepted into normal county maintenance programs.

The complex structure of Special Revenue Funds enables the county to provide a wide range of specialized services and achieve a greater degree of equity in its use of revenues and application of ad valorem taxes.

Debt Service Funds

In addition to numerous special improvement district debt funds, the county has twenty-two governmental debt service funds which account for revenues pledged to the payment of general government long-term debt. Long-term debt is paid from:

1. Pledges of various non-ad valorem revenue sources. Non-ad valorem revenues are pledged to seven bond funds, two certificates of participation, and one lease-purchase agreement.
2. Racetrack and garbage franchise fees are pledged to one bond fund.
3. Tourist Development Tax and Stadium Lease are pledged to one bond fund.
4. In the area of transportation, Local Option Gas Taxes are pledged to two bond funds, and the Ninth-Cent Gas Tax is pledged to one bond fund.
5. Toll revenues from bridges and user fees from Utilities and Solid Waste are pledged to ten bond issues.

Special Improvement Districts debt is funded through special assessments on property.

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Capital Project Funds

The County has two major Capital Improvement Funds which fund major capital projects of all types on a pay-as-you-go basis. One fund levies a countywide ad valorem tax and receives other revenues which are used for capital purposes. The other major Capital Improvement Fund is dedicated to transportation projects and receives funding from gas taxes and surplus bridge tolls from the Sanibel Causeway and the Cape Coral Parallel Span. Other capital project funds are used to account for the proceeds of bond issues, and are discontinued once the particular projects are completed and any remaining bond proceeds are disbursed. Capital projects relating to the self-supporting Enterprise Funds are accounted for in those Enterprise Funds.

Enterprise Funds

The county has Enterprise Funds for water and sewer services, Solid Waste Disposal (landfill and resource recovery), Transportation Facilities (Sanibel Causeway Operations, the Cape Coral Bridge), the Transit System, and Shady Rest Care Pavilion. The services are operated on a self-supporting basis, except for the Transit System, which receive operating subsidies.

Intergovernmental Service Funds

The County uses self-supporting Intergovernmental Service Funds to provide data processing, communications, vehicle maintenance services, and insurance to county departments on a user fee basis.

Budgetary Accounting

Budgets for all funds are prepared on the modified accrual basis. This is in accordance with Generally Accepted Accounting Principles (GAAP), which apply to governmental fund types only. Conversely, the budgets of proprietary fund types are on a non-GAAP basis.

Fixed appropriation budgets for the control of resources are legally required for all funds; therefore, a consistent basis of budget preparation and management is applied to all funds.

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BUDGET PREPARATION, ADOPTION, AND AMENDMENT

The budget process and the levy of ad valorem taxes are governed by the Florida Statutes Chapters 129 and 200. The Statutes address the budget timetable from the point of initial presentation of a proposed budget and taxable value to the governing body. The timetable, public advertising requirements, and the two required public hearings to adopt the budget and to levy ad valorem taxes are statutory requirements. Additionally, State Comptroller Regulations dictate a uniform accounting structure which must be embodied in the budget and financial reporting.

The final budget document reflects a continuation of the managerial focus on both the budget process and the document itself. An outline of Lee County's process is presented below.

January - Budget Kickoff

- Initial Revenue estimates are prepared.
- "State of the County" address.
- Budget Services Departmental Budget kickoff.

February - April

Budget revenues and expenses are developed for upcoming fiscal year with current funding levels. Service level reductions/core services are identified for County Manager review.

May - County Manager Review

- Sheriff's Budget due.
- County Manager reviews recommendations.
- Issues are discussed, resolved, and prepared for presentation to the Board of County Commissioners.
- Detailed analysis of budget is accomplished.
- Proposed Budget with major budget issues is produced.

June

Board Workshops on operating budgets.

July 1 - Assessment Data

Assessed values for ad valorem taxes are received from the Property Appraiser (elected official) for all taxing districts starting the legal adoption timetable. The balanced budget must be filed with the governing body within fifteen (15) days of receipt of assessed value in accordance with Florida Statutes.

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July/August - Board Establishes Tentative Millage Rate

Lee County Board of County Commissioners establishes a tentative or proposed budget and millage rate for all Lee County ad valorem taxing districts for Fiscal Year 1998. Proposed ad valorem millage levies must be certified to the Property Appraiser by the Board of County Commissioners within thirty-five (35) days of presentation of assessed values, and public hearing dates must be set.

August - Property Appraiser Mails Truth-in-Millage (TRIM) Notices

- Property Appraiser mails TRIM notices to all property owners. This notifies all taxpayers of the proposed tax rate, its relationship to the prior year's rate, the total taxes based on the proposed rate, and the valuation of each parcel of property.
- Once the millage rate is certified, it may not be increased without re-mailing the notices.
- Within fifty-five (55) days after the mailing of the TRIM notices, the first public hearing is set.

September - Public Hearings

- The first public hearing is held on the scheduled date, which must be between sixty (60) and seventy-five (75) days after provision of assessed value to the governing body. Tentative budget and millage rates are adopted at the first public hearing.
- Advertisement in the newspaper is required three (3) to five (5) days before the second public hearing. The advertisement must contain a summary of the budget, all millage rates, and tax increase percentages over the rolled back rate millage.
- The final budget and millage levies are adopted at the second public hearing.

October - Final Budget Document

- The final document is produced reflecting final program service information and dollars.
- Copies of the final document are made available for review by the media, taxpayers, and public interest groups at all libraries and at the courthouse.

Five-Year Capital Improvement Program

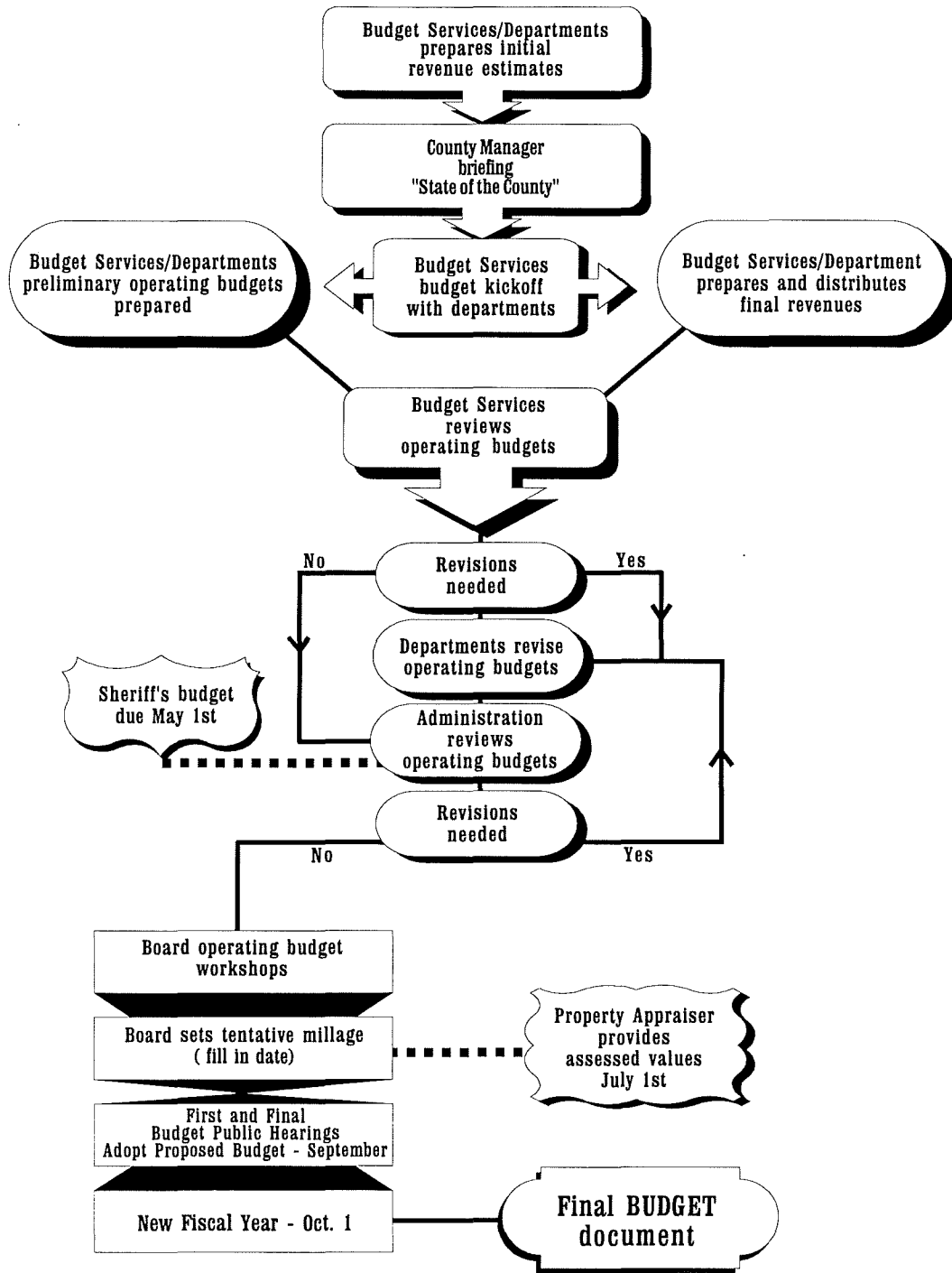
A separate five-year Capital Improvement Program document is updated annually at approximately the same time as annual budget preparation. Proposed funding sources are shown for each project. Revenue estimates for capital funding sources are projected for the five years of the program. A proposed update of the five-year Capital Improvement Program is presented during annual budget review. The proposed update is reviewed and modified by the Board of County Commissioners. The first year of the updated Capital Improvement Program as modified is integrated into the proposed annual budget. When the final budget is adopted, the final update of the five-year Capital Improvement Program is produced. (See Capital Improvement Section).

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Budget Amendment Policy

Florida law provides general guidelines regarding how local government budget amendment policy must operate. These guidelines require all increases of total fund appropriations and transfers from appropriated reserves which exceed \$25,000 to be adopted by Board action. Florida law allows complete flexibility in modifying proprietary fund budgets during the year at regular public Board meetings. Appropriation of additional unanticipated revenue is also allowed by law in all fund categories for many types of revenue at public Board meetings. The law allows appropriation increases of any nature to occur through a supplemental budget process requiring advertised public hearings. Lee County's budget amendment policy allows the maximum flexibility under Florida law. Budget amendments or transfers not requiring an increase in a fund total or division total are granted within guidelines to various levels of management. All changes in elected officials' budgets must go to the Board of County Commissioners for approval. Formal legal appropriation by the Board is at the fund level in order to allow the degree of flexibility provided by the Board's policy.

Lee County Budget Process



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GLOSSARY

AD VALOREM - A tax levied in proportion to the value of the property against which it is levied.

AGGREGATE MILLAGE RATE - A rate obtained by dividing the sum of all ad valorem taxes levied by the governing body (Board of County Commissioners for County Government) by the taxable value of the county or municipality. Expresses an average tax rate.

APPROPRIATION - A legal authorization granted by a legislative body to make expenditures and to incur obligations for specific purposes. An appropriation is usually limited in amount, and as to the time when it may be expended.

ASSESSED VALUATION - A valuation set upon real estate or other property by a government as a basis for levying taxes. Taxable valuation is calculated from an assessed valuation. Assessed value is required to approach 100% of market value in Florida.

BUDGET - A plan of financial operation embodying an estimate of proposed expenditures for a given period, and the proposed means of financing. Used without any modifier, the term usually indicates a financial plan for a single fiscal year. The term "budget" is used in two senses in practice. Sometimes it designates the financial plan presented to the appropriating body for adoption, and sometimes the plan finally approved by that body. It is usually necessary to specify whether the budget under consideration is proposed and tentative, or whether it has been approved by the appropriating body. The budget, once adopted, is the legal authorization to expend county funds during the fiscal year. The budget may be amended during the fiscal year by the governing body and/or management, in accordance with procedures specified by law and/or administrative rules and regulations.

BUDGET MESSAGE - A general discussion of the proposed budget as presented in writing to the legislative body.

CAPITAL OUTLAYS - Expenditures which result in the acquisition of or addition to fixed assets.

CAPITAL IMPROVEMENT PROGRAM - A plan for capital expenditures to be incurred each year over a fixed period of years to meet capital needs arising from the long-term work program. It sets forth each project or other contemplated expenditure in which the government is to have a part, and specifies the full resources estimated to be available to finance the projected expenditures.

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COUNTY CORE SERVICE - A service that cost-effectively enhances the health, safety, and welfare of the general population, is not redundant to services provided by other government entities or the private sector; is equitably apportioned among the general population rather than special sectors or groups and is one in which resources are located and distributed to make the service universally accessible to the general population.

DEPENDENT SPECIAL DISTRICT - A special district whose governing body or whose budget is established by the governing body of the County or municipality to which it is dependent.

DEPRECIATION - (1) Expiration in the service life of fixed assets, other than wasting assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy, and obsolescence; (2) the portion of the cost of a fixed asset other than a wasting asset which is charged as an expense during a particular period. In accounting for depreciation, the cost of a fixed asset, less any salvage value, is pro-rated over the estimated service life of such an asset, and each period is charged with a portion of such cost. Through this process, the entire cost of the asset is ultimately charged off as an expense.

ENHANCEMENT - An improvement to a programmatic service level.

EXPENDITURES - Decreases in net financial resources. Expenditures include current operating expenses which require the current or future use of net current assets, debt service, and capital outlays.

EXPENSES - Decreases in net total assets. Expenses represent the total cost of operations during a period regardless of the timing of related expenditures.

FISCAL YEAR - A 12-month period to which the annual operating budget applies, and at the end of which a government determines its financial position and the results of its operations. Lee County's fiscal year begins October 1, and ends September 30th of each year.

FIXED ASSETS - Assets of a long-term character which are intended to continue to be held or used, such as land, buildings, improvements other than buildings, machinery, and equipment.

FUNCTIONS - Expenditure classification according to the principal purposes for which expenditures are made. Examples are public safety, public health, public welfare, etc.

FUND - A fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

FUND BALANCE - A term used to express the equity (assets minus liabilities) of governmental fund types and trust funds.

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GENERALLY ACCEPTED ACCOUNTING PRINCIPLES (GAAP) - Uniform minimum standards and guidelines for financial accounting and reporting. They govern the form and content of the basic financial statements of an entity. GAAP encompass the conventions, rules, and procedures necessary to define accounting practices. They include not only broad guidelines of general application, but also detailed practices and procedures. GAAP provides a standard by which to measure financial presentations. The primary authoritative statement on the application of GAAP to state and local governments are GASB pronouncements. Every government should prepare and publish financial statements in conformity with GAAP.

INTERGOVERNMENTAL REVENUE - Revenue collected by one government and distributed (usually through some predetermined formula) to another level of government(s).

LEGALLY ADOPTED BUDGET - The total of the budgets of each County fund including budgeted transactions between funds.

MEASUREMENT FOCUS - The accounting convention which determines (1) which assets and which liabilities are included on an entity's balance sheet, and (2) whether its operating statement presents "financial flow" information (revenues and expenditures) or "capital maintenance" information (revenues and expenses).

MILLAGE RATE - A rate expressed in thousands. As used with ad valorem (property) taxes the rate expresses the dollars of tax per one thousand dollars of taxable values.

MODIFIED ACCRUAL BASIS - The accrual basis of accounting adapted to the governmental fund type Spending Measurement Focus. Under it, revenues are recognized when they become both "measurable" and "available to finance expenditures of the current period". Expenditures are recognized when the related fund liability is incurred except for, but not limited to: (1) inventories of materials and supplies which may be considered expenditures either when purchased or when used; (2) prepaid insurance and similar items which need not be reported; (3) accumulated unpaid vacation, sick pay, and other employee benefit amounts which need not be recognized in the current period, but for which larger-than-normal accumulations must be disclosed in the notes to the financial statements; (4) principal and interest on long-term debt which are generally recognized when due. All governmental funds and Expendable Trust Funds are accounted for using the modified accrual basis of accounting.

MSBU MUNICIPAL SERVICES BENEFIT UNIT - An MSBU is a special district created to provide for projects and/or services to a specifically defined area of the County and financed by a special assessment to only those citizens receiving the benefits of those projects or services.

MSTU MUNICIPAL SERVICES TAXING UNIT - A special district authorized by the State Constitution Article VII and the Florida Statutes 125.01. The MSTU is a legal and financial mechanism for providing specific services and/or improvements to a defined geographical area. An MSTU may levy ad valorem taxes without a referendum. An MSTU may also use assessments service charges or other revenue, to provide resources. The MSTU is one type of dependent special district.

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OBJECTIVE - A simply stated, readily measurable statement of aim or expected accomplishment within the fiscal year. A good statement of objectives should simply a specific standard of performance for a given program:

- (a) An operational objective focuses on service delivery.
- (b) A managerial objective focuses on those aspects of management that help staff achieve operational objectives; i.e., staff training, work plan development, etc.

OPERATING TRANSFERS - Legally authorized transfers between object codes as needed to balance specific line items.

PERFORMANCE BUDGET - A budget which relates expenditures to measures of activity and performance.

PROGRAM BUDGET - A budget organized by programs. A program used in this application is a grouping of related activities, projects, and services which are similar in purpose. The expenditure focus of a program budget is related to the nature of work and services performed.

PROGRAM PERFORMANCE BUDGET - Combines performance measures with a program budget structure.

RESERVE FOR CONTINGENCIES - An amount set aside, consistent with statutory authority, that can subsequently be appropriated to meet unexpected needs.

RETAINED EARNINGS - An equity account reflecting the accumulated earnings of an Enterprise or Internal Service Fund.

REVENUES - (1) Increases in governmental fund type, net current assets from other than expenditure refunds, and residual equity transfers. Under NOGA Statement 1, general long-term debt proceeds and operating transfers-in are classified as "other financing sources" rather than revenues. (2) Increases in proprietary fund type, net total assets from other than expense refunds, capital contributions, and residual equity transfers. Under NOGA Statement 1, operating transfers-in are classified separately from revenues.

ROLLED-BACK RATE - The millage rate which would generate the same ad valorem tax revenue as was generated the previous year, excluding changes in taxable valuation resulting from new construction, annexation or de-annexation. If the proposed aggregate millage rate exceeds the aggregate rolled-back rate, then by law, the advertisement for the public hearings to adopt the millage must state the percentage by which the rolled-back rate exceeds the percentage of the proposed tax increase. The rolled-back rate is used in the same manner for individual millage levies.

SERVICE LEVEL - Service(s) or product(s) which comprise actual (or expected, depending on whether one is describing a current or future service level) output of a given program. Focus is on results, not measures of workload (e.g., for a Sheriff's Department - number of assaults investigated is a workload measure, while number of assault cases cleared is a service level).

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STATUTE - A written law enacted by a duly organized and constituted legislative body.

TAX INCREMENT FINANCING (T.I.F.) - Tax increment revenues are all new property tax revenues generated by new developments or assessments which increase the existing tax base within the designated redevelopment area.

TAX RATE - The amount of tax stated in terms of a unit of the tax base; for example, 5 mills equals 5 dollars per thousand of taxable value.

TAXES - Compulsory charges levied by a government for the purpose of financing services performed for the common benefit. This term does not include specific charges made against particular persons or property for current or permanent benefits, such as special assessments. Neither does the term include charges for services rendered only to those paying such charges as, for example, sewer service charges.

TAXABLE VALUATION - The value used for computing the ad valorem taxes levied against property. The taxable value is the assessed value less any exemptions allowed by law. The most common exemption is the \$25,000 homestead exemption allowed, if the owner uses the property as the principle residence. There are also exemptions for disability, government-owned, and non-profit-owned property.

TRANSFERS IN/OUT - Amounts transferred from one fund to another to assist in financing the services of the recipient fund. Transfers do not constitute revenues or expenditures of the governmental unit, but only of the individual funds. Thus, they are budgeted and accounted for separately from other revenues and expenditures.

TRIM NOTICE - "True Rate In Millage", a tentative tax notice sent to all property owners in August, to provide information reflecting tentatively-adopted millage rates.

UNINCORPORATED AREA - That portion of the County which is not within the boundaries of any municipality.