

**City of Cape Coral, Florida  
Fiscal Years 2019 - 2021  
Adopted Budget**



**City Council**

**Joe Coviello, Mayor**  
**John Gunter, District #1**  
**John M. Carioscia Sr., District #2**  
**Marilyn Stout, District #3**  
**Jennifer I. Nelson, District #4**  
**Dave Stokes, District #5**  
**Richard Williams, District #6**  
**Jessica Cosden, District #7**

Prepared by the City of Cape Coral Financial Services Department under the direction of:

John Szerlag, City Manager  
Victoria Bateman, Financial Services Director

City of Cape Coral, Florida  
FY 2019 – 2021 Adopted Budget



City of Cape Coral, Florida  
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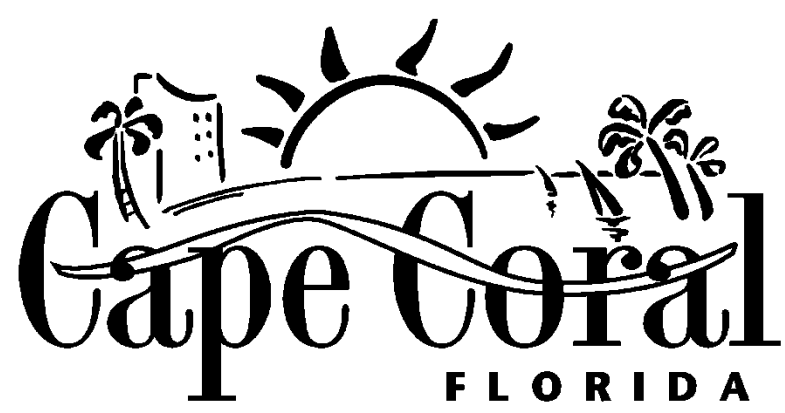
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INTRODUCTION

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## **THE CITY**

The City of Cape Coral, incorporated in 1970, is located on the southwest coast of Florida, in Lee County. The City is approximately 125 miles south of Tampa, at the mouth of the Caloosahatchee River. The City is principally a residential, recreational and vacation community. Two bridges connect to central and south Fort Myers and one bridge to the north of the City connects it with Fort Myers, the county seat. This peninsular city lies between the scenic Caloosahatchee River, Charlotte Harbor and the Intracoastal Waterway.

Cape Coral is one of the nation's first master-planned communities. It is Florida's third largest city in land area, encompassing 120 square miles. The most populated city in Southwest Florida, Cape Coral has an estimated permanent population of 175,063 (University of Florida, Bureau of Economic and Business Research, 2017).

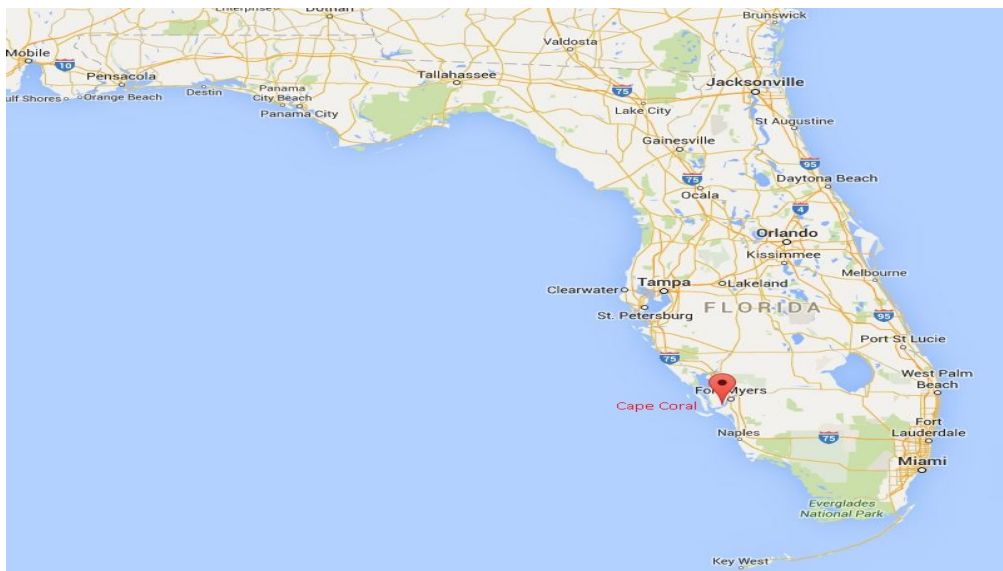
In addition to broad boulevards and paved streets, the City is interlaced with over 400 miles of waterways, providing home sites with access to the Intracoastal Waterway and the Gulf of Mexico. A number of City-owned parks, a City-owned municipal golf course, a City-owned yacht club and community park, and a City-owned waterpark provide recreational opportunities for residents and visitors.

Strategically situated midway between Tampa and Miami, Cape Coral serves a major distribution role between the two cities. It has emerged as a secondary market for manufacturers who need to distribute goods throughout other parts of Florida, the southeastern United States and the world.

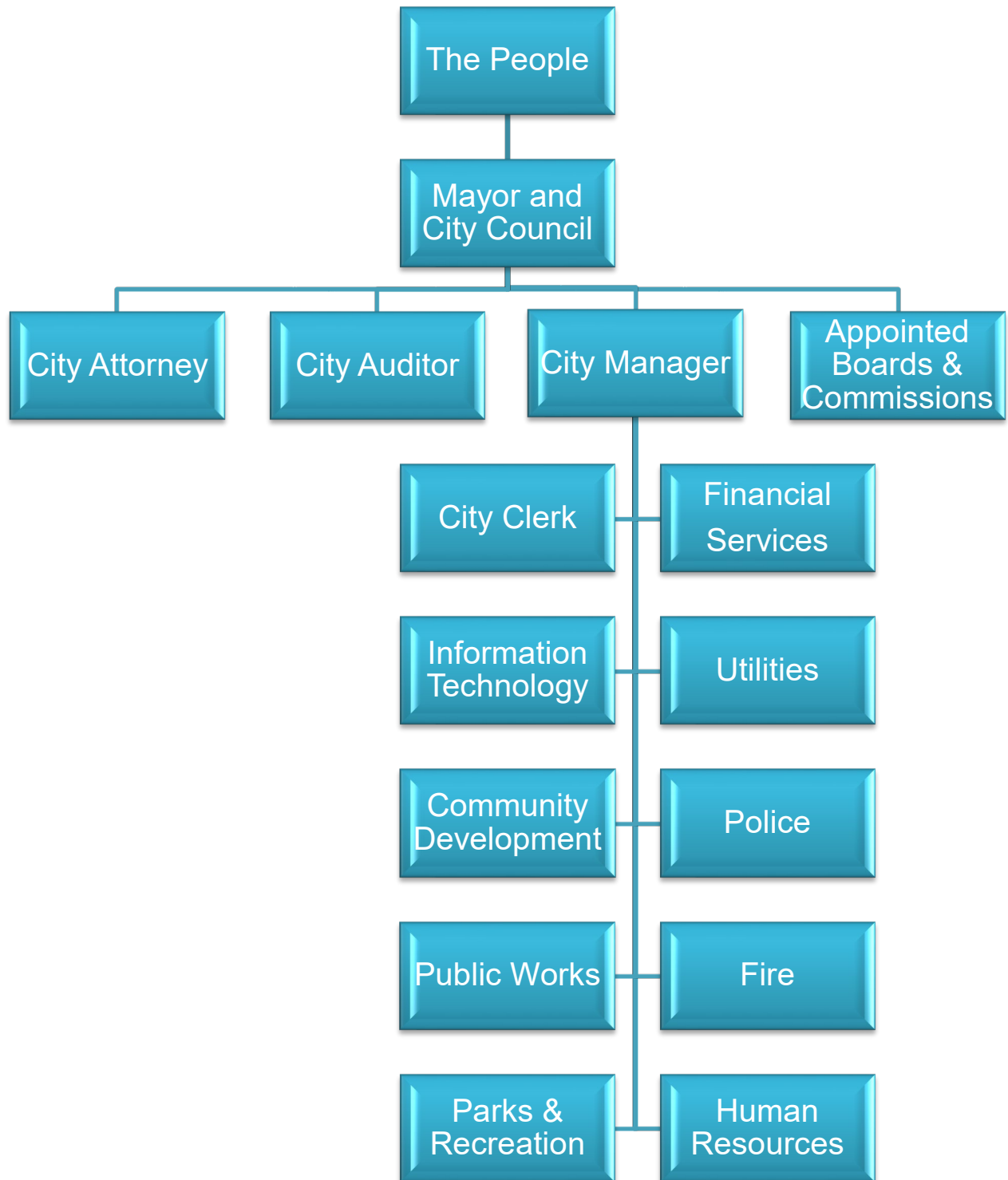
The City of Cape Coral operates under the Council-City Manager form of government. City Council members are elected at large from seven districts. The Mayor also is elected at large and is the eighth member of council. The Mayor presides over council meetings.

The City Council enacts ordinances and resolutions, adopts the budget, comprehensive plan and land-use regulations. The Council appoints the City Manager, City Auditor and City Attorney, as well as the members of all boards and commissions. The City Manager hires all department directors and oversees the day-to-day operations of the city.

For additional information concerning the City, please refer to the Community Profile in the Appendix or visit our website at [www.capecoral.net](http://www.capecoral.net).



## ORGANIZATIONAL CHART





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

City of Cape Coral  
Florida

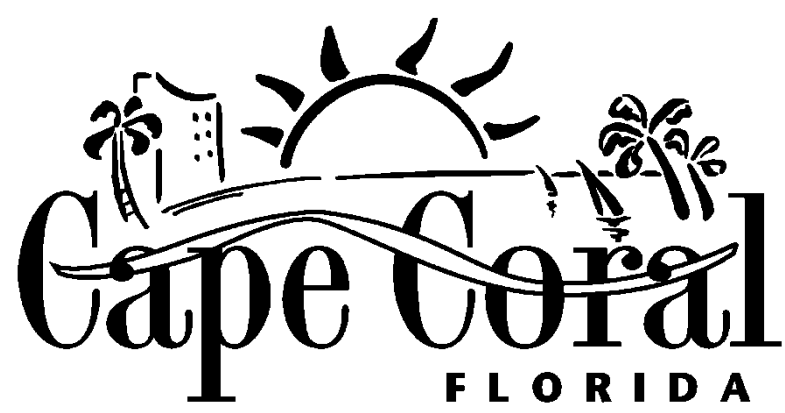
For the Fiscal Year Beginning

October 1, 2017

*Christopher P. Morill*

Executive Director

City of Cape Coral, Florida  
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**BUDGET MESSAGE**

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**City of Cape Coral, Florida  
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**City of Cape Coral, Florida  
FY 2018 – 2020 Adopted Operating Budget**

From: John Szerlag, City Manager   
Victoria L. Bateman, CPA, CGFM Financial Services Director   
Chris Phillips, CGFM, Management/Budget Administrator   
Date: November 30, 2018  
Re: FY 2019 Adopted Budget Update

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**November 2018**

Following the release of the City Manager's FY 2019-2021 Proposed Budget on July 19, 2018, the City Council held budget workshops as well as conducted the two required public hearings for the adoption of the budget. While the City Manager provides a three-year budget, only the first year (FY 2019) can be adopted by City Council, and it was.

The tentative budget as approved at the first public hearing was subsequently adopted at the second and final public hearing on September 20<sup>th</sup>, 2018.

**General Fund**

The General fund was adopted in the amount of \$211,642,492 which was the amount that was proposed in the City Manager's budget.

**Revenues:**

- Fire Service Assessment cost recovery percentage was adopted as proposed at 62%. This was a planned increase from FY 2018's 59% cost recovery. The cost recovery was decreased late in the budget process last FY after it was discovered that building cost values for certain types of Florida homes had increased dramatically.
- The millage rate was adopted as proposed, unchanged from FY 2018

**Expenditures:**

- 2 Grant Specialists were added to the adopted budget. The City Manager's proposed budget included a contract position Grant Writer at \$50,000. Council added a full-time Grant Specialist in the Fire Department's budget and converted the proposed City Manager's contract Grant Writer into a full-time position. The net result was an additional \$89,000 in adopted expenditures.
- \$40,000 was added for the Good Wheels program of Lee County.

**Changes to other funds from proposed to adopted budgets:**

**Special Revenue Funds** were adopted at \$96,180,720, \$3,069,156 more than proposed. This was due to the reclassification of the Golf Course fund from an Enterprise Fund to a Special Revenue Fund.

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**City of Cape Coral, Florida  
FY 2018 – 2020 Adopted Operating Budget**

**Enterprise Funds** were adopted at \$390,484,360, \$3,836,085 less than proposed. This was due to the reclassification of the Golf Course fund from an Enterprise Fund to a Special Revenue Fund. Additionally there were changes in the Charter School adopted budget.

The following table illustrates the difference between the City Manager's Proposed Budget and the FY 2018 Adopted Budget by fund group.

Fund Group	City Manager's FY 2019	
	Proposed Budget	FY 2019 Adopted Budget
General	\$ 211,642,492	\$ 211,642,492
Special Revenue	\$ 93,111,564	\$ 96,180,720
Debt Service	\$ 21,867,811	\$ 21,867,811
Capital Projects	\$ 1,193,161	\$ 1,193,161
Enterprise	\$ 394,320,445	\$ 390,484,360
Internal Service	\$ 58,395,141	\$ 58,395,141
	\$ 780,530,614	\$ 779,763,685

Documents presented during the workshop and public hearings are available on the City's website: [www.capecoral.net](http://www.capecoral.net).

Additionally, the comparative tables throughout the document have been updated to reflect the FY 2018 final amended budget as contained within Ordinance 74-18 as approved on November 19<sup>th</sup>, 2018.

**City of Cape Coral, Florida  
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**City of Cape Coral  
Financial Services Department  
MEMORANDUM**

**TO:** Honorable Mayor and City Council  
**FROM:** John Szerlag, City Manager  
**DATE:** July 19, 2018  
**SUBJECT:** FY 2019-2021 Proposed Rolling Budget



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Dear Mayor and City Council Members,

I offer for your consideration the FY 2019-2021 Proposed Rolling Budget for the City of Cape Coral. Our three-year rolling budget format allows you to consider future financial impacts of policy-related decisions and to chart the future course for the level of service we wish to provide. City Council officially adopts only the budget for FY 2019.

Cape Coral has made significant progress since 2012. For the past six years, City Council and City administration have worked together to develop a blueprint for establishing an economically sustainable city. This was not an easy task. To build a better Cape Coral required difficult decisions and strong adherence to the important principles of municipal government management. These principles include revenue diversification, capital investment and planning, organizational investment and future planning.

In FY 2013, new revenue sources were added to provide financial stability and end the City's unsustainable reliance on property taxes to fund the general operations of the City. The addition of the public service tax and fire service assessment as alternative funding sources provides a good balance with our ad valorem property taxes. Having three major revenue streams enables the City to follow a budget plan and adjust these revenues when necessary.

This is evidenced by the three reductions made to the property tax rate since the implementation of the added revenue sources. Council approved reductions of 0.25 mills in FY 2014, 0.75 mills in FY 2016 and .207 mills in FY 2017. These reductions lowered the millage rate from 7.9570 to 6.75.

In FY 2018, the Fire Service Assessment was reduced from 64 percent to 59 percent for one year due to dramatically increased "building cost values" associated with a specific category of homes. The City uses "building cost values" to calculate the FSA rate, and leaving the rate at 64 percent would have resulted in a significant increase in the FSA for these homeowners. When the rate was reduced, it was indicated we would return to the original 64 percent in two steps – 62 percent in FY 2019 and 64 percent in FY 2020. Although the same category of homes inexplicably experienced an equally dramatic decrease in building cost values this year, assessing the 62 percent rate will generate about \$1.6 million more than last year. It is unclear why the building cost value for this particular category of homes took such a rollercoaster ride as it causes difficulty with budget planning.

**City of Cape Coral, Florida**  
**FY 2019 – 2021 Adopted Budget**

For the FY 2019 Operating Budget, I am proposing to maintain the current millage rate of 6.75 mills. One of the main reasons for keeping the millage rate constant is the financial impact to the City's fund balance and emergency reserves due to Hurricane Irma. To pay the costs from the hurricane, the City had to use emergency reserves totaling \$9 million and unassigned reserves for the remaining \$8.6 million. While the City expects reimbursement of these expenditures at some point in the future, this budget does not include these funds as we do not budget "if-come" monies.

The City Manager's proposed budget replenishes \$4.5 million of emergency reserves. We also will lessen the burden on the General Fund this year by using \$6.5 million from the existing fund balance of the 5-cent and 6-cent Local Option Gas Tax Special Revenue Funds to continue our road paving program.

While Hurricane Irma has impacted our FY 2019 budget, we still will be able to maintain a good level of service and keep Cape Coral one of the most affordable cities in Florida. Most importantly, we are economically sustainable.

***FY 2018 Capital Investment and Planning***

One of the important principles of municipal government management mentioned above is capital investment and planning. Proper planning for capital requires cities to maintain and fund a rolling, multi-year capital plan. There was none in place in Cape Coral in 2012. When we started down the road toward economic sustainability, one of our biggest challenges was addressing fallout from the lack of capital funding and the City's failing infrastructure.

As noted above, we will be continuing our road paving program using a different funding source this year. This will be our seventh year of investment in road resurfacing. Since our Five-Year Road Resurfacing Plan began, the City has resurfaced 586 miles of local roads and 228 miles of major roads.

Other capital investments in FY 2018 included:

- \$3.9 million in Vehicle replacements and additions
- \$13.9 million for the 47<sup>th</sup> Streetscape Project
- \$4.1 million to build the new Fire Station # 11
- \$400,000 for Computer Software applications
- \$200,000 for Art Studio Capital Projects
- \$200,000 for Festival Park

***FY 2018 Organizational Investment***

Public safety continued to be a staffing priority this past year. Following the shootings at the high school in Parkland, Florida, the Florida Legislature issued a mandate requiring school districts to place School Resource Officers in all schools. While the mandate came with limited additional funding for the districts, nothing is more important than protecting our children. With the Lee County Sheriff's Office no longer supporting the schools within Cape Coral, our Cape Coral Police Department will assume the responsibility for ensuring all schools in Cape Coral have a school resource officer. To do so, we added 24 positions in the Police budget for these officers. We are working to fill these positions by the start of the school year in August.

**City of Cape Coral, Florida  
FY 2019 – 2021 Adopted Budget**

The City also added nine Firefighters to staff Fire Station #11.

We continued our efforts to be fair, fast and predictable in our service delivery within the Department of Community Development in FY 2017. The City expanded its inspector services by adding new full-time inspectors and implementing a plan using private inspectors as needed. This will allow our Building Division to meet our increased customer demands for “next day” and “second day” inspections. Additionally, two Customer Service Representatives were added to assist with permit intake and review. Span of control for supervisors was altered to create more efficiency through reclassification, which resulted in four Senior Inspectors and a Chief Plans Examiner.

Even with these changes, we have had challenges meeting our target goals due to the sheer number of permit applications, which increased our turnaround time. In response, City management has implemented procedures to accelerate the permit processing specifically the online permitting options. We also are working to identify a better software solution for our permitting system.

***FY 2019 Future Planning and Projects***

Future planning is another important principle in municipal government management. Since 2012, Cape Coral has added almost 30,000 residents and has a population approaching 190,000. City leaders must develop a vision of where they want their community to be in five years, 10 years, 20 years and beyond. This vision will help guide the decisions of current and future elected officials.

For Cape Coral, future planning includes the continued extension of water, sewer and irrigation. Growth in the city will be driven by the availability of these City services. The City completed the Southwest 6 & 7 under budget, and work is proceeding in the North 2 area. North 2 is the largest expansion area the City has tackled with more than 6 square miles and almost 9,000 parcels to receive water, sewer and irrigation services. Construction of the \$269 million project began in October 2017 and is projected to be completed in early 2020. These two projects extend more than \$370 million of water, sewer and irrigation services. City staff has worked to lessen the financial impact on property owners by securing low-interest State Revolving Funds and Grants to finance the project.

The City Council adopted the Parks Master Plan in 2016, which identified the deficiencies and future parks and recreation needs for Cape Coral. With a buildout population estimated at 400,000, these needs and deficiencies are many with a cost estimated at \$60 million. To address these needs will require a funding source. City Council approved adding a bond referendum to this year's November ballot to ask Cape Coral residents what they want to do. If successful, the bond will provide the necessary funding to add much-needed parks and recreation improvements throughout Cape Coral.

***Bimini Basin and Seven Islands Projects***

Two major initiatives moved forward this past year and have the potential to reshape the landscape of the city in the south Cape and northwest Cape. For the Bimini Basin Phase I, the revitalization report and market analysis was completed. Phase II – Project Implementation Management will identify potential investors and businesses for the Bimini Project.

**City of Cape Coral, Florida  
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In the northwest Cape, City Council approved the concept design for development of the Seven Islands located off Old Burnt Store Road. A land use amendment to change the parcels to mixed-use is in the final stages and a new zoning district is being prepared. City utilities are being made available to the properties as part of the North 2 extension project. Also, the City Council will consider bringing onboard a commercial real estate advisor to develop a comprehensive marketing plan for development of the Seven Islands.

***FY 2018 Summary***

We continued making progress in FY 2018 with many significant accomplishments. Our citizens can read through this budget document and see the level of services their City government has provided over the past fiscal year.

***City Manager's FY 2019 Proposed Budget***

***FY 2019 Budget Planning - Implementing Strategic Plan Elements***

Strategic planning is another important principle in municipal government management. Defining the organization's mission, vision and key elements provides a road map for City Council and City administration as to where we should be directing our attention and resources.

The main components within the proposed Strategic Plan FY 2019 – FY 2021 remained consistent and include the following Mission, Vision and Elements:

***MISSION***

*The City of Cape Coral will provide its citizens with services in the most efficient and effective manner possible, while maintaining a sustainable, positive, safe, and caring community with a united spirit.*

***VISION***

*A vibrant, culturally diverse environmentally sensitive waterfront community that is the center of opportunity in Southwest Florida where families and businesses thrive.*

**Element A:** Increase economic development and redevelopment in the city.

**Element B:** Enhance financial sustainability during all economic times.

**Element C:** Invest in community infrastructure including utilities expansion improvements to enhance the City's ability to meet the needs of its current and future residents and businesses.

**Element D:** Improve the city's image with the purpose of building lasting relationships with our residents and valuable partnerships with other organizations, and continually provide a well-balanced and positive workplace for our internal stakeholders.

**Element E:** Increase quality of life for our citizens by delivering programs and services that foster a safe community.

**Element F:** Enhance the quality of life through arts and culture to create and promote a vibrant, culturally diverse community.

**Element G:** Strive for a holistic approach that protects and conserves natural resources, while promoting environmental awareness and sustainability in the community.



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***FY 2019 Proposed Budget***

Three-time Indy 500 winner Bobby Unser said, “Success is where preparation and opportunity meet.” Cape Coral has been successful these past few years by having sound financial policies in place and by following a three-year rolling budget plan. These policies and budget plan provide the opportunity to prepare and present a proposed budget that meets the needs of the community and offers our citizens a good level of service.

Let’s look at the “good news.” Our property values continue to increase. According to the Lee County Property Appraiser, the total taxable value for the City of Cape Coral in 2018 is just over \$14 billion – an increase of 8.49 percent from 2017. This is 3.49 percent higher than our conservative estimate of 5 percent. Rising property values are a positive sign for our economy and our community.

In our three-year rolling budget last year, we estimated property tax revenues of \$89,789,106 for FY 2019. With these higher property values, the current millage of 6.75 mils will generate \$92,754,303. This is about \$2.9 million of additional property tax revenue above our estimated revenue needs for the FY 2019 proposed budget.

The additional property tax revenue generated by the higher increased values will help address some of the City’s financial challenges in crafting the FY 2019 budget. As mentioned above, Hurricane Irma consumed much of our fund balance and reserves. These additional dollars will help us craft a smart budget that will begin replenishing reserves.

***Immediate Challenges***

We have challenges on the immediate and future horizons that we must address as we move into FY 2019. To assist with the immediate challenge of funding the School Resource Officers in all schools for the upcoming school year, the City partnered with the Lee County School District to share the costs. Thanks to the partnership, which provides Cape Coral \$50,000 per officer, these additional officers will have a net annual impact of \$1.3 million on the General Fund. To generate the City’s portion of funds for the additional officers, my proposed budget for FY 2019 will reprioritize capital and shift some planned FY 2019 requested positions to FY 2020 or beyond. I would like to thank Lee County School District Superintendent Dr. Greg Adkins for working with Cape Coral to provide these much-needed school resources officers in our community.

Another challenge on the horizon is the additional homestead exemption amendment on the November 2018 ballot. We anticipate this will be passed by voters, which will impact the City’s ad valorem revenues by \$3.8 million beginning in FY 2020.

Because of the added costs for School Resource Officers and the anticipated loss of nearly \$4 million in tax revenue next year from the added homestead exemption, I am recommending the millage rate remain at 6.75 mils for the FY 2019 budget. We continue to play capital “catch up” and are still have personnel needs to address. We also must be prepared in the event another major storm like Hurricane Irma threatens Cape Coral.

***FY 2019 Proposed Budget Highlights***

For the FY 2019 proposed budget, the total for all City funds is \$780,530,614. The General Fund represents \$211,642,492 of the total budget. The General Fund includes ad valorem taxes as one of the main revenue sources. Here are some major highlights of the proposed FY 2019 General Fund. Additional budget information and highlights for all City funds can be found in Section 5.

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- Millage Rate proposed at 6.75 – no increase. This millage rate produces property tax revenue of \$92.7 million. This rate collects \$4.3 million more in revenue than the “rollback rate” of 6.4402; however, the \$92.7 million in tax revenue is \$2.9 million above our projection of revenues for FY 2019 in last year’s FY 2018 – FY 2020 rolling budget.
- Public Service Tax: Rate remains at 7 percent with estimated revenue of \$7.3 million.
- Fire Service Assessment: Cost Recovery is budgeted at 62 percent with estimated revenue of \$26.1 million.
- Use of Fund Balance: The FY 2019 proposed budget includes no use of Fund Balance. Our Fund Balance will maintain 2.68 months of expenditures, which falls within our Financial Policies.
- \$100,000 annually to continue streetlight program enhancements for installation of new fixtures as well as the ongoing costs.
- Cash funding various capital projects:
  - \$6.5 million annually for local road resurfacing
  - \$312,000 annually for median improvements
  - \$520,000 annually for alley/spot paving program
- For new positions proposed, see summary of positions in Section 5, page 5-24.

*Municipal Charter School System*

Included in this budget is the recommendation the City continue providing support services to our municipal charter school system without chargeback, which is a revenue loss to the General Fund of \$311,000. This recommendation may change depending on the outcome of the 6-month review of Charter School best practices, which will be presented to City Council in January 2019.

*South Cape Community Redevelopment Agency*

City staff also will support the operations and efforts of the South Cape Community Redevelopment Agency. The CRA, which is now sustainable, has allocated up to \$100,000 for services provided by City staff. The CRA has allocated available funds toward the annual debt service for the SE 47<sup>th</sup> Terrace Streetscape Project.

The FY 2019 proposed budget includes a 3 percent wage increase for City employees. These salary increases will be distributed among employees based on performance as well as continued pay parity adjustments.

The recovery rate for the fire services assessment is budgeted at 62 percent, however the tier values have changed. The Tier 1 rate will increase from \$124.20 to \$132.79; the Tier 2 rate is increasing from \$1.93 per Equivalent Benefit Unit to \$2.50 per unit. As an example, the financial impact on a property with a “building cost/building extra” value of \$150,000 will be an increase of about \$26 in FY 2019 over FY 2018.

*Future Challenges*

While we can hold steady the millage rate and maintain our fund balance in the FY 2019 proposed budget, we must remember we have many capital needs and projects, as well as staffing requests, that remain unfunded. These unfunded needs can be found in Section 5 page 5-27. Additionally, the City may not realize any reimbursement from FEMA regarding Hurricane Irma costs until late in fiscal year 2019 as a best-case scenario. This proposed budget does not recognize anticipated revenues from FEMA as these funds are not guaranteed. It may take years to be reimbursed.

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***Keeping Cape Coral an Affordable City***

As you know, our goal in crafting a budget is to make sure Cape Coral remains one of the most affordable cities in Florida. Being affordable and providing good service levels to our citizens are not mutually exclusive goals. We can accomplish both. City Council and City administration have illustrated this fact in the past few budgets we have developed together. Our FY 2019 proposed budget will continue this successful trend.

Based on FY 2016 financial benchmarking data submitted to the state of Florida by municipalities (the latest numbers available), Cape Coral was 12<sup>th</sup> in spending per capita for all funds within our 17-city regional planning area. The five cities in the area with lower spending per capita than Cape Coral are not full-service cities – they do not provide all public safety services. In addition, Cape Coral ranked 10<sup>th</sup> in spending per capita out of 11 cities (nine with populations over 100,000). This data is available on the City website ([www.capecoral.net](http://www.capecoral.net)).

***Cape Coral Making Top Lists in 2018***

How well we are doing as a city is reflected in how Cape Coral is perceived by people and organizations on the outside. Cape Coral has achieved national recognition on an annual basis, and 2018 has been no different. To date, our city has made 16 “Top Lists” with more expected. These lists include:

- The Cape Coral metro area ranks as the ninth fastest-growing metro area in *Forbes’* 2018 America’s Fastest-Growing Cities
- Cape Coral came in as the top Florida city on WalletHub’s “2018’s Happiest Cities in America” report
- The Cape Coral metro area ranks 30 out of 200 on the national Milken Institute Best-Performing Cities Index
- Trulia ranks Cape Coral-Fort Myers as No. 2 in the 10 Hottest Real Estate Markets to Watch

***Conclusion***

Building a budget can be challenging whether during difficult or better economic times. We must find a balance among competing funding priorities and the need to be responsible with taxpayer dollars. We think it wise to follow our three-year budget plan and be thoughtful in determining how to allocate revenues. We must remain diligent to ensure our continued economic sustainability.

The FY 2019 Proposed Budget provides a balanced approach to achieving our goals and meeting our fiscal policies. With this budget, we will be funding some immediate needs, deferring others, and keeping a watchful eye on the challenges we know lie ahead. Because of the large cash outlay required in the aftermath of Hurricane Irma, we must delay capital expenditures and much-needed staff hires to maintain a healthy fund balance. When the City receives reimbursement from FEMA for the costs associated with Hurricane Irma, projects and initiatives delayed can be reinstated.

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Cape Coral now is the 9<sup>th</sup> largest city in the state of Florida with almost 190,000 residents. As we continue to grow, we must be prepared to meet the challenges and expectations presented by our current and future residents. We can meet these challenges if we work with the same cooperative spirit of the past six years, which I know we will do.

To continue our progress, we must build on our relationship with the community, and work to foster mutual respect and trust in government. The best way to accomplish this goal is to be open and transparent with our citizens, and keep our promises to deliver the high-quality services they demand as efficiently and cost-effectively as possible.

As always, I want to thank City staff for their commitment to Cape Coral and their ongoing efforts to make Cape Coral a great city in which to live. I am proud to work with these dedicated employees.

I also want to thank the many residents of Cape Coral who volunteer their time to serve on boards and committees, assist with our programs and events, participate with stakeholder groups and take part in our government process. We could not be successful without you.

Finally, I would like to thank our Mayor and City Council members for their support and efforts to move Cape Coral forward in a positive fashion. J. B. Pritzker said, "There's a truth about public service that is often unspoken and rarely understood – that the role of our elected officials is about much more than balancing budgets and ensuring the delivery of essential services."

Our City Council invests countless hours of their time serving the community and responding to the needs of the citizens. They recognize the value of using a collaborative approach to build a better Cape Coral.

Their steady leadership and commitment to the principles of our Council/Manager form of government will ensure Cape Coral's continued economic sustainability as we move forward with the FY 2019 budget process.

Sincerely,



A. John Szerlag  
City Manager

## BUDGET OVERVIEW

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## UNDERSTANDING THE BUDGET

The City of Cape Coral's budget is produced in conformance with guidelines developed for use by local governments and is intended to ensure proficiency in four major categories as follows:

- The budget must serve as a policy document for elected officials and administration to convey how the organization will operate, and what process will be used to adopt and amend the annual budget.
- The budget must serve as an operations guide to the departments that receive funding through the budget. That includes identifying the resources (dollars and staffing) to be provided and the objectives to be met.
- The budget must serve as a financial plan, divulging all sources of funding. The budget should show data for multiple years for comparison.
- The budget must serve as a communications device to convey essential information to the diverse groups who use budget information – elected officials, the public, the news media, bond rating agencies and investors. This purpose is served through a variety of devices: charts and tables, summary explanations, a glossary, assumptions, trends, etc.

### **Budget Message**

The budget message provided by the City Manager is intended to communicate all of the key elements, issues and resolutions by using succinct topics followed up with detailed discussions. Upon completion of reading the message, the reader will have a grasp of the City's strategic priorities and goals, which are detailed in a separate section of the document.

### **Budget Overview**

This section aids the reader in understanding the City's budget process of preparing, adopting, and amending the budget. This section provides the reader with an explanation of the timing of budget events and decision points as well as a budget calendar. The City's adopted financial policies which guide the daily management of operations are provided in this section of the budget document. Also included in this section are fund descriptions as well as department and fund relationships. The final portion of this section includes summary level information for authorized staffing and provides an overview of changes being included in the budget.

### **Strategic Planning**

Strategic Planning is the foundation upon which our organization is able to build a culture of success. The Strategic Planning process requires us to ask about who we are, where we want to be, and how we intend to get there. This plan outlines our priority elements and indicators of success, which allow us to evaluate performance. It is also a critical component in the development of our budget planning process and departmental goals throughout our City.

### **Financial Highlights**

This section includes revenue and expenditure highlights by fund, as well as charts and graphs illustrating trends and comparisons between fiscal years.

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**Fund Group / Department Budget Information**

These sections present the budget by fund, department and business unit. Department sections include an organizational chart of major functions, program descriptions, goals and objectives, and performance indicators focusing on specific results consistent with missions and goals.

**Asset Management Program**

The Asset Management Program integrates the Capital Improvements Program, Capital Rolling Stock Replacement Program, Capital Equipment Program, and Major Maintenance Projects, as well as the funding required for these elements into an overall financial management plan. Capital improvements include major infrastructure and facilities such as roads, bridges, parks, utilities, and governmental facilities.

**Debt Management & Structure**

Debt management and structure are important factors to delineate. Debt is an explicit expenditure obligation that must be satisfied when due along with covenant compliance. This section addresses the City's outstanding debt by category.

**Appendices**

This section provides a glossary of financial terms, statistical information, pay scales for employee groups, full cost allocation distributing central services overhead costs to operating departments, a breakdown of the General Fund by business units with associated revenues, and detailed budget schedules by fund.



## **BUDGET PROCESS**

Preparation of the FY 2019 - 2021 Budget represents the culmination of a yearlong process that integrates financial planning, trend analysis, accounting enhancements, goals and objectives and strategic planning into service delivery. In so doing, the City of Cape Coral's budget continues its conformance with the four basic criteria established by the Government Finance Officers Association.

### **Policy Document**

The City's budget process is conducted within the framework of the Strategic Plan, Comprehensive Plan, and comprehensive set of financial management policies, financial trends and fiscal forecasts. The information contained in these documents allows the policy makers an opportunity to review policies and goals that address long-term concerns and issues of the City and evaluate City services.

### **Operations Guide**

The budget describes activities, services and functions carried out through departmental goals and objectives and continuation/enhancement of performance indicators. The document includes an organizational layout for the City and a three-year analysis on the levels of staffing.

### **Financial Plan**

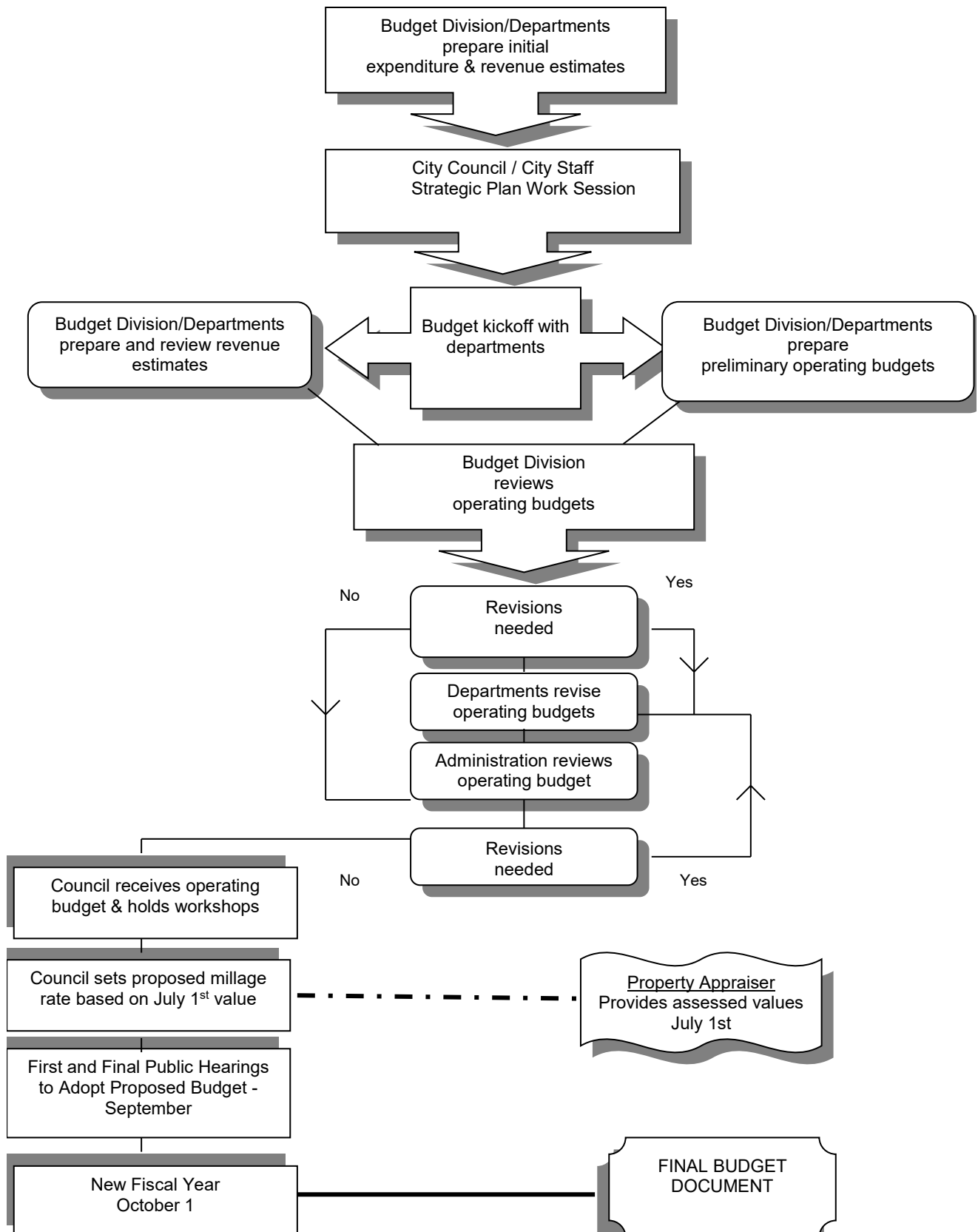
The budget presents the City's fiscal resources through a process of needs analysis, service delivery priorities and contingency planning. The document includes the current and long-term debt obligations, list of major projects (including an asset improvement plan) and the basis of budgeting for all funds.

### **Communications Device**

The budget seeks to communicate summary information, including an overview of significant budgetary issues, trends and resource choices to a diverse audience. It describes the process for preparing, reviewing and adopting the budget for the ensuing fiscal year. The document has been printed and formatted with the focus on ease of understanding to the layman.

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**TYPICAL BUDGET PROCESS**



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## Budget Calendar

	FY 2018									FY 2019		
	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC
Strategic Plan Update			X									
Budget Packages and Policy Guidelines sent to Departments	X	X										
Department Preparation			X									
Budget Workshops, Final Review Development of City Manager's Proposed Budget				X	X	X	X					
City Manager's Proposed Budget Presented to City Council							X					
City Council Adopts Proposed Millage Rate							X					
Review of City Manager's Proposed Budget by Budget Review Committee							X	X				
City Council Workshops								X				
City Council conducts two public hearings on proposed budget and proposed millage									X			
City Council Adopts FY 2019 Budget									X			
Final Document Publication											X	
Research Financial Trends and Develop FY 2019 - 2025 Fiscal Forecast												X

## **BUDGET PREPARATION, ADOPTION, AND AMENDMENT**

The budget process and the levy of ad valorem taxes are governed by the Florida Statutes Chapter 200 and City of Cape Coral Charter Article VII Chapter 7. 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/charter 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 Cape Coral's process is presented below.

### **January – April**

Strategic Planning Session

Budget Division Updates Fiscal Forecasts

Budget Division Prepares and Distributes Budget Guidelines

Departments Update Asset Improvement Plan components and prepare operating budgets

### **May – June City Manager Review**

City Manager reviews departmental requests and service level recommendations

Issues are discussed, resolved, and recommendations prepared for presentation to the City Council

Detailed analysis of budget is accomplished

Preliminary taxable value estimates provided by the Lee County Property Appraiser

### **July 1 – Assessment Data**

Assessed values for ad valorem taxes are received from the Property Appraiser (elected official) for all taxing districts setting the legal adoption timetable.

### **July/August – Submittal of Proposed Budget and Establishment of Proposed Millage Rate**

City Manager submits proposed operating budget late July

City Council establishes a proposed millage rate for all Cape Coral ad valorem taxes for the new Fiscal Year. Proposed ad valorem millage levies must be certified to the Property Appraiser by the City Council within thirty-five (35) days of presentation of assessed values, and public hearing dates must be set.

### **Late July/ Early August**

Workshops on operating budgets are held with Budget Review Committee (a citizen group appointed by City Council)

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**August**

City Council Workshop(s) to discuss City Manager's Proposed Budget  
Property Appraiser mails TRIM notices to all property owners.

**September – Public Hearings**

The first public hearing is held within twenty-five days of the mailing of the TRIM notice. Tentative millage rates and operating budget are approved at the first public hearing.

The second public hearing is held within fifteen days following 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.

**November/December - Final Budget Document**

Summary documents of the final approved budget are posted on the City's website. The final budget 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 City Clerk's office.

**Five-Year Asset Management Program**

A five-year Asset Management Program is updated annually at 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 Asset Management Program is presented during annual budget review. The proposed update is reviewed and modified by the departments. The first year of the updated Asset Management Program as modified is integrated into the proposed annual budget. When the final budget is adopted, the final update of the five-year Asset Management Program is produced.

**Budget Amendment Policy**

Florida law provides general guidelines regarding budget amendment policies. Appropriation of additional unanticipated revenue is also allowed by law in all fund categories for many types of revenue at public City Council meetings. The law allows appropriation increases of any nature to occur through a supplemental budget process requiring advertised public hearings. Cape Coral's budget amendment policy allows the maximum flexibility under Florida law. Budget amendments or transfers not requiring an increase in a fund total or department total are granted within guidelines to various levels of management. Formal legal appropriation by the City Council is at the department level for the general fund and at the fund level for all other funds in order to allow the degree of flexibility provided by the City policy.

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**Basis of Budgeting**

Budgets for all funds are prepared on the modified accrual basis, which means it conforms to Generally Accepted Accounting Principles (GAAP) except for a few notable differences:

- Lease and financing proceeds are included as revenue
- Principal payments on debt are included as expenditures
- Cash outlay for both equipment and capital projects are included as expenditures
- Depreciation expense and other non-cash expenses such as OPEB, amortization of bond premiums, and bond discounts are not included.

These variances are necessitated to comply with state regulations requiring an appropriation for all activity. Within the Comprehensive Annual Financial Report (CAFR), there is a reconciliation of budget to GAAP.

**Basis of Accounting**

The accounting and financial reporting treatment applied to a fund is determined by its measurement focus.

All governmental funds, expendable trust funds, and agency funds are accounted for using a current financial resources measurement focus. With this measurement focus, only current assets and current liabilities are included on the balance sheet. The modified accrual basis of accounting is used by these fund types. Under the modified accrual basis of accounting, revenues are recognized when they become both measurable and available. “Measurable” means the amount of the transaction can be determined and “available” means collectible within the current period or soon enough thereafter to be used to pay current liabilities.

All proprietary funds, non-expendable trust funds and pension funds are accounted for on a flow of economic resources measurement focus. With this measurement focus, all assets and all liabilities associated with the operation of these funds are included on the balance sheets. The accrual basis of accounting is utilized by these fund types. Revenues are recorded when earned and expenses are recorded when the liability is incurred.

## **FINANCIAL MANAGEMENT POLICIES**

The following financial management policies were approved by City Council through Resolution 240-18 on November 19, 2018

On February 25, 1991, the City of Cape Coral adopted a comprehensive set of financial management policies in the areas of operating management, debt management, accounts management, financial planning and economic resources. At various times, City Council and the Budget Review Committee have conducted thorough reviews of such policies as part of an ongoing process of economic and financial analysis as conducted by City staff.

### **BUDGET MANAGEMENT**

- BM #1**      The annual budget shall be a balanced budget whereby the amount available from taxation and other sources, including balances brought forward from prior fiscal years must equal the total appropriations for expenditures and reserves.
- Expenditures should be managed to create a positive cash balance (surplus) in each fund at the end of the fiscal year.
- BM #2**      Revenue estimates for annual budget purposes should be conservative. In this light, General Fund revenues should be budgeted in the manner delineated below.
- A.      Property taxes should be budgeted at 96% of the Property Appraiser's estimate as of July.
  - B.      State shared revenues should be budgeted at 95% of the State Department of Revenue estimate.
  - C.      Franchise fee revenue should be budgeted at 95% of the maximum estimate prepared by Financial Services Department.
- BM #3**      Actual documented indirect costs in the General Fund associated with the operations of any other operating fund will be identified and accounted against the operations of those funds and be reimbursed to the General Fund.
- BM #4**      The financial burden on the City's taxpayers must be minimized through systematic annual program reviews and evaluation aimed at improving the efficiency and effectiveness of City programs. As such, the annual budget will be based on a City-wide work program of goals, implemented by departmental goals and objectives.
- BM #5**      The City will not fund ordinary municipal services with temporary or non-recurring revenue sources.
- BM #6**      Annually the City's proposed and adopted budget shall include all spendable net assets from the prior fiscal year with the exception of capital project funds. The budget will disclose funds available in those capital project funds.
- BM #7**      The City's role in social service funding should be supplemental (addressing special or unique local needs) to the basic responsibilities of regional agencies.

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**ECONOMIC RESOURCES**

- ER #1      The City should diversify and expand its economic base in order to relieve the homeowner from the most significant share of the tax burden and to protect the community against economic downturns. This effort should include the attraction of new businesses, retaining existing businesses, enticement of new residents, and tourism.
- ER #2      The City should encourage economic development initiatives that provide growth in the tax base and employment for City residents as a first priority and in the County and region as a second priority.
- ER #3      The City will not commit itself to the full extent of its taxing authority.

**OPERATING MANAGEMENT**

- OM #1      The City shall maintain adequate protection from loss due to property damage or liabilities of the City. The City will continue to be self-insured for a maximum of \$350,000 for each worker's compensation claim, \$100,000 for each general liability claim, and \$25,000 for each property damage claim. The City shall purchase excess commercial insurance. The City shall maintain separate funds for worker's compensation and property/liability and ensure adequate resources are available to support the value of incurred but not reported (IBNR) claims.
- OM #2      City management is responsible for recovery of revenues as planned for in the budget. Management shall maintain adequate billing and claiming processes in order to effectively manage their accounts receivable systems in conformance with the fiscal plan and sound business principles. In addition, random audits shall be conducted by the City Auditor to ensure that this process is accomplished.
- OM #3      City management shall routinely review rates and fees charged for services and activities provided by the City and upon which revenue estimates are based. As part of this review, actual costs of providing such services will be calculated and a recommendation provided to City Council regarding the charges and rates to be levied, taking into account the cost of service, subsidization from other sources, and the nature of the service within the City's goals.
- OM #4      The Director of Financial Services will develop and maintain written policies for the administration of such adjustments to service bills and payment plans for remittance of outstanding obligations as requested by customers, in compliance with existing ordinances and resolutions. Such policies will provide administrative authority to specific positions and parameters under which such authority should be exercised. Any exceptions to such policies must be approved, in writing, by the Financial Services Director or designee. (Administrative Policies are attached as Appendix A and approved by extension)
- OM #5      An allowance for uncollectible revenue (receivable) will be determined at the end of each fiscal year. The aging of the receivable will be based on the number of days from the billing general ledger date to the fiscal year end date. The allowance on all receivables with an aging of less than or equal to 120 days will be 1% of the receivable and for all receivables with an aging greater than 120 days will be 100%.



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Accounts that are deferred or are considered hardship will not be included in the allowance for uncollectible revenue total.

- OM #6      On a yearly basis, the City will write off all customer accounts that are deemed uncollectible. For purposes of this policy, uncollectible is defined as any account that is greater than or equal to 180 days delinquent from the date of the invoice. The write off amount will be removed from the allowance and the account receivables balances, thereby no longer impacting the City's financial reporting. All legal standing related to these accounts will remain in effect and collection efforts on these accounts will continue through the appropriate collection agency.

Accounts that are deferred or are considered hardship will not be included in the write off totals.

Any action to "write off" uncollectible accounts will be taken subordinate to and in compliance with outstanding bond resolutions or applicable ordinances.

- OM #7      It is the policy of the City to annually review the funding ratios of each of the three pensions plans: Police, Fire and General. At any time an individual fund: 1) reaches an 80% funding level using actuarial value of assets to the actuarial accrued value of liabilities and 2) and the annual required contributions is below the annual budgeted amount, the City will place any excess funds into the Other Post-Employment Benefits (OPEB) fund.

**DEBT AND TREASURY MANAGEMENT**

- DTM #1      The City will issue and comply with a comprehensive debt management policy adopted under separate action of the City Council. Staff will present to the City Council on an annual basis, a complete review of the City's debt position.
- DTM #2      The City should maintain a prudent cash management and investment program in order to meet daily cash requirements, increase the amount available for investment, and earn the maximum rate of return on invested funds commensurate with appropriate security. The investment policy of the City shall be in conformance with state law in order to ensure the protection of principal while ensuring the maximum return on investment and adopted under separate action of the City Council.

**ACCOUNTS MANAGEMENT & FINANCIAL PLANNING**

- AMFP #1      Accounting systems shall be maintained in order to facilitate financial reporting in conformance with Generally Accepted Accounting Principles (GAAP) of the United States as promulgated by Government Accounting Standards Board (GASB).
- AMFP #2      An annual financial audit shall be prepared in conformance with Florida state law, as promulgated by the State Auditor General and Generally Accepted Government Auditing Standards (GAGAS) as promulgated by the Comptroller General of the United States, and Government Accounting Standards Board (GASB).
- AMFP #3      Financial systems shall be maintained in a manner that provides for the timely monitoring of expenditures, revenues, performance and receivables/billing status on an ongoing basis.

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- AMFP #4 Forecasting of revenues and expenditures for major funds shall be accomplished in conjunction with the development of the annual and projected future operating, capital, and AIP budgets in accordance with state and local laws and recommended practices of the National Advisory Council on State and Local Budgeting (NACSLB) and compiled in a summary management analysis report.
- AMFP #5 The City will annually review the Capital Improvements Element of the Comprehensive Plan to ensure that required fiscal resources will be available to provide the public facilities needed to support the adopted level of service standards.
- AMFP #6 The City will annually prepare a five-year asset improvements program. The asset improvements program will identify the source of funding for all projects. In order for the City Council to approve any capital improvement projects, it must be accompanied by a business plan including a cost benefit analysis that indicates the impact on rates or funding sources.
- AMFP #7 The City may annually seek the GFOA Certificate of Achievement for Excellence in Financial Reporting and Distinguished Budget Presentation Award.

**FUND DESIGNATIONS**

FD #1 The City has designated the following fund types:

**A. GENERAL FUND**

General Fund – used to account for the activities of the City including general government, public safety, public works, community development, parks and recreation, and transportation. The General Fund is the general operating fund of the City. It is used to account for all financial resources, except those required to be accounted for in another fund.

**B. SPECIAL REVENUE FUNDS**

Special revenue funds are used to account for specific revenues that are restricted or committed to that fund's particular purpose; where a fund's revenues are not restricted, they are considered committed to the fund's particular purpose pursuant to the establishing resolution.

1. Gas Tax Fund – used to account for the Local Option (6¢) and New Local Option (5¢) Taxes which are used for construction of new roads, reconstruction or resurfacing of existing paved roads, and related items.
2. Road Impact Fee Fund – used to account for the impact fees that are used to provide new roads.
3. Public Safety Impact Fee Fund – used to account for Police Protection, Advanced Life Support, and Fire & Rescue impact fees which are used for the purchase of capital improvements consisting of land, buildings, vehicles, and equipment for police protection services, advanced life support program and fire public safety facilities.

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4. Park Recreational Facilities Impact Fee Fund – used to account for impact fees which are used to provide recreational park facilities.
5. Do The Right Thing – this program is sponsored by the Police Department and rewards the youth population in the community for “doing the right thing”. This fund was established to account for the program donations that are used to offset the operating expenses of the program to include prizes and rewards for the program recipients.
6. Police Confiscation-State Fund – used to account for monies received from the sale of confiscated items in nonfederal cases and used to purchase equipment for the Police Department. This also includes the Police Evidence Fund.
7. Police Confiscation-Federal Fund – used to account for monies received from federal confiscation cases and used to purchase equipment for the Police Department.
8. Criminal Justice Education Fund – used to account for monies received from the assessment of mandatory court costs and used for criminal justice education and training.
9. Alarm Fee Fund – is used to account for fees and fines collected by the City in connection with initial installation and false alarms thereafter.
10. All Hazards Fund – used to account for monies collected by Lee County in the All Hazards Protection District for the funding of shelters, emergency preparedness, and hazardous material response programs.
11. Del Prado Mall Parking Lot Fund – is used to account for collection of special assessments for the Del Prado Mall parking lot.
12. Lot Mowing Fund – is used to account for the mowing of vacant unimproved property.
13. Building Fund – used to account for the activities of the building and permitting services of the Department of Community Development as related to the construction of buildings and related structures within the City of Cape Coral.
14. Community Redevelopment Agency (CRA) Fund – used to account for monies received from tax incremental revenue by certain taxing authorities in the community redevelopment area.
15. City Centrum Business Park Fund – is used to account for monies collected from agencies that occupy the facilities.
16. Seawalls Fund – used to account for the collection of special assessments after the construction of seawalls.
17. Waterpark Fund – used to account for the operations of the City’s Sun Splash Family Water Park and Aquatic Facility.

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18. Parks and Recreation Fund – is used to account for the recreational programs for individuals of various ages, skill levels, interests, social needs, and economic capabilities, that collectively enhance the overall quality of life within the City.
19. Golf Course Fund - used to account for the activities of the year-round municipal golf facility which includes the clubhouse, greens, and restaurant operations.
20. Community Development Block Grant (CDBG) Fund – used to account for monies received from the U.S. Department of Housing and Urban Development for community development.
21. HUD Neighborhood Stabilization Fund – used to account for monies received from the U.S. Department of Housing and Urban Development to provide targeted emergency assistance to the City to acquire and redevelop foreclosed properties that might otherwise become sources of abandonment and blight within the community.
22. Local Housing Assistance Fund – used to account for monies received from the State Housing Initiatives Partnership (S.H.I.P.) Program to provide assistance to low and moderate-income families for the purpose of obtaining affordable housing in the City.
23. Residential Construction Mitigation Program Fund – used to account for monies received from the Florida Division of Emergency Management Residential Construction Mitigation Program (RCMP) to improve the wind resistance of residences.

**C. DEBT SERVICE FUND**

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

**D. CAPITAL IMPROVEMENT FUNDS**

1. Transportation Capital Improvements Fund – used to account for road improvements and related items.
2. Parks Capital Improvements Fund - used to account for the acquisition of park land and improvements at various parks.
3. Other Capital Improvements Fund - used to account for other improvements and related items including disaster improvement funds.

**E. ENTERPRISE FUNDS**

Enterprise funds are used to account for activity for which a fee is charged to external users for goods or services.

1. Water and Sewer Fund – used to account for the activities of the City's water and sewer utility programs, special assessment funds, and any related capital improvements.

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2. Stormwater Fund - used to account for the activities of the City's stormwater drainage program in compliance with the Environmental Protection Agency, and local and state regulations. This includes any related capital improvements.
3. Yacht Basin Fund - used to account for the activities of the City's public marina and docks.

**F. INTERNAL SERVICE FUNDS**

Internal Service Funds are used to account for activity that provides goods or services to other funds, departments, or agencies of the primary government and its component units on a cost reimbursement basis.

1. Workers Compensation Insurance Fund - used to account for self-insurance of workers compensation.
2. Property and Casualty Insurance Fund - used to account for the self-insurance liability.
3. Facilities Fund - used to account for the administration and maintenance of the City's facilities. Such costs are billed to other departments.
4. Fleet Fund – used to account for the administration and maintenance of the City's fleet. Such costs are billed to other departments.
5. Self-Insurance Health Plan Fund – used to account for the self-insurance of medical insurance.
6. Other Post-Employment Benefits (OPEB) Fund – used to account for accumulated resources for other post-employment benefit payments.

**G. FIDUCIARY FUNDS**

1. Pension Trust Funds – used to account for three defined benefit plans which accumulate resources for pension benefit payments to employees/retirees.
2. Agency Funds – used to account for assets held in an agency capacity for others and therefore cannot be used to support the City's own programs.
  - a. School Impact Fee Fund – used to account for the City's collection of school impact fees for the Lee county School Board at the time of building permit issuance.
  - b. Solid Waste Fund - used to account for the City's collection of solid waste fees for the entity that performs the solid waste collection and disposal services for the City.

**H. COMPONENT UNIT**

The City of Cape Coral Charter School Authority was created for the purpose of operating and managing, on behalf of the City, all charter schools for which a charter is held by the City. The powers of the Authority are exercised through a governing board, the Cape Coral Charter School Board, which provides governance of the Charter Schools. The Authority is reported as a discretely presented component unit

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because it is legally separate, the City Council appoints a majority of the Authority's board members, and the City can modify and approve the Authority's budget. In addition, all debt issuances must be approved by City Council.

**FUND BALANCE**

**FB #1** Reserve funds shall not be routinely used to fund recurring expenditures. Fund balances should be maintained at fiscally sound levels in all funds. Such levels are delineated below.

**A. General Fund:**

- |               | <u>Minimum Amount</u>           |
|---------------|---------------------------------|
| 1. Unassigned | 2 months operating expenditures |

\*Government Finance Officers Association (GFOA) recommends, at a minimum, that general-purpose governments, regardless of size, maintain unassigned fund balance in their general fund of no less than five to 15 percent of general fund operating revenues, or of no less than two to three months of regular general fund operating expenditures. Any excess reserves above three months should prefund future needs or pay down debt.

2. Committed/Reserved

- |             | <u>Minimum Amount</u> |
|-------------|-----------------------|
| a. Disaster | \$2,000,000           |

The disaster reserves are to be used in emergency situations and as a match for Federal Emergency Management Agency (FEMA) funds.

- |                                    |             |
|------------------------------------|-------------|
| b. Capital Equipment               | \$1,500,000 |
| c. Facilities Maintenance          | \$ 500,000  |
| d. Economic Development Incentives | \$ 544,000  |

**B. Water & Sewer:**

1. An operating reserve fund balance at least equal to 25% of the cost of operation and maintenance in the annual budget for the then current fiscal year.
2. Any surplus revenue in excess of this operating reserve minimum balance target is utilized to pay for all or a portion of the cost of capital projects.
3. An annual transfer to the Renewal and Replacement Fund equal to 5% of the prior fiscal year's gross revenues (not cumulative).
4. After deposit, surplus Renewal and Replacement funds above the Renewal and Replacement Fund Requirement are available to fund capital projects and these funds are used for this purpose in each year

### C. Stormwater:

1. Renewal & Replacement	2 months operating expenditures
--------------------------	---------------------------------

**FB #2** The City will have a Fund Balance Policy as follows:

**UNRESTRICTED FUND BALANCE** - The total of committed fund balance, assigned fund balance, and unassigned fund balance.

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*RESERVATIONS OF FUND BALANCE* - Reserves established by City Council (committed fund balance) or City management (assigned fund balance).

**B. PURPOSE**

The City hereby establishes and will maintain Fund Balance, as defined herein, in accordance with Governmental Accounting and Financial Standards Board Statement No. 54, Fund Balance Reporting and Governmental Fund Type Definitions. Fund Balance shall be composed of non-spendable, restricted, committed, assigned and unassigned amounts.

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

This Fund Balance Policy establishes:

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

**C. FUND BALANCE POLICY (GENERAL FUND)**

**1. RESTRICTED FUND BALANCE**

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

**2. COMMITTED FUND BALANCE**

Commitment of fund balance may be made for such purposes including, but not limited to, a) major maintenance and repair projects; b) meeting future obligations resulting from a natural disaster; c) accumulating resources pursuant to stabilization arrangements; d) establishing reserves for disasters; and/or e) for setting aside amounts for specific projects.



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Commitment of fund balance may be made from time-to time by formal action of the City Council. Commitments may be changed or lifted only by the City Council taking the same formal action that imposed the constraint originally. The use (appropriation) of committed fund balances will be considered in conjunction with the annual budget adoption process or by budget amendment approved by City Council during the fiscal year.

**3. ASSIGNED FUND BALANCE**

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

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

**4. NON-SPENDABLE FUND BALANCE**

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

**5. MINIMUM LEVEL OF UNASSIGNED FUND BALANCE**

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

If, after the annual audit, prior committed or assigned fund balance causes the unassigned fund balance to fall below 2 months of general fund operating expenditures, the City Manager will so advise City Council in order for the necessary action to be taken to restore the unassigned fund balance to 2 months of General Fund operating expenditures.

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

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**D. RESERVATIONS OF FUND BALANCE (GENERAL FUND)**

**1. COMMITTED FUND BALANCE**

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

- a. Disaster Reserve - The disaster reserve fund balance is committed by the City Council as set forth in the annual budget (and any amendments thereto) to ensure the maintenance of services to the public during disaster situations such as, but not limited to, hurricanes.
- b. Equipment Reserve – The equipment reserve fund balance is committed by the City Council as set forth in the annual budget (and any amendments thereto) to ensure funds are available for unexpected and critical replacement and/or repair of major assets. This reserve is not intended for routine repairs and maintenance cost for significant capital assets.
- c. Facilities Maintenance Reserve – The facilities reserve fund balance is committed by the City Council as set forth in the annual budget (and any amendments thereto) to ensure funds are available for unexpected and critical maintenance of major facilities. This reserve is not intended for routine maintenance costs for significant facilities.

**2. ASSIGNED FUND BALANCE**

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

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

**E. BUDGETING**

**1. APPROPRIATION OF UNRESTRICTED FUND BALANCE**

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

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**2. ESTIMATED FUND BALANCE**

In order to achieve the most accurate estimate possible, the City Manager or designee shall project both Sources of Funds (revenues, prior years unrestricted fund balances carried forward and other financing sources) and Uses of Funds (operating and non-operating expenditures), including accruals, for each department in each governmental fund through September 30th of the then current fiscal year. The difference between the estimated actual sources of funds and estimated actual uses of funds is the calculated estimated beginning fund balance for the subsequent fiscal year. If planned for use in the subsequent fiscal year, committed and assigned fund balance may be included in the estimated beginning fund balance.

**F. SPENDING ORDER OF FUND BALANCES**

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

**G. ANNUAL REVIEW AND DETERMINATION OF FUND BALANCE POLICY**

Compliance with the provisions of this policy shall be reviewed as a part of the annual budget adoption process, and the amounts of restricted, committed, assigned, nonspendable and the minimum level of unassigned fund balance shall be determined during this process.

**H. ADDITIONAL INFORMATION, REQUIREMENTS/ RESPONSIBILITIES**

It will be the responsibility of the Financial Services Director to keep this policy current.

## LONG RANGE FINANCIAL PLAN

The City of Cape Coral's sound financial condition is evidenced by strong reviews and ratings from Moody's, Fitch, and Standard & Poor's. The rating agencies have recognized the City's sound financial condition and successful implementation of a comprehensive financial management system that emphasizes policy compliance, long-range forecasting and planning, managed growth, economic diversification and protection of reserves. The Annual Budget offers several recommendations as key elements of a financial action plan, which can be implemented to help strategically position the City through the decade.

The FY 2019-2021 Budget includes:

- Strategic budgeting
- Financial policies review
- Long-range financial capacity updates and coordination with economic development efforts
- Cost of services in business-unit (cost center) based form

All of the aforementioned recommendations represent diverse approaches that are integral components of sound financial planning. The financial action plan delineated below builds on the solid foundation in place and serves to manage, enhance and maximize strategic opportunities through this decade.

### Actions & Status

1. Review and refine, where appropriate, the City's comprehensive set of financial management policies and long-range financial capacity. This effort should incorporate expenditure and revenue structure reviews as well as their relationship with the City's Comprehensive Plan and economic diversification efforts.

*Status: Adopted February 1991. The policies have been amended periodically with the most recent having been in November 2018.*

2. Implement the strategic planning process whereby the City will make decisions about future outcomes, how outcomes are to be accomplished and how success is to be measured and evaluated.

*Status: Updated Strategic Plan elements were adopted by City Council in July 2016. A drafted update has been formulated and awaits Council approval as of the creation of this budget document.*

3. Enhance the City's budgeting process through (a) refinement of results-oriented performance measures emanating from the strategic planning process; (b) review of the City's core level of services and decision packages above that level based on available revenues; (c) provisions for managers to have maximum flexibility to re-evaluate operations and propose adjustments to future staffing and service levels; and (d) review of cost center goals with plans to reduce general fund subsidies and redirecting revenues in excess of goals back into their respective programs.

*Status: Reinstated publishing performance measures as part of the formal budget document. Continue with on-going annual review of core services and cost center goals of cost recovery through program fees.*

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*Status: A stormwater cost recovery study was completed during FY 2018 by an outside consultant. A rate increase for FY 2019 is included, with the rate modified each year for FY 2020-2021.*

*Status: The FY 2015 budget provided funding for fee study for Department of Community Development activities.*

**4. Continue multi-year forecasting of major funds.**

*Status: The City has contracted with an outside consultant for a multi-year financial model for the General Fund as well as the Water & Sewer Operating Fund. The General Fund focus has been on achieving economic sustainability through revenue diversification. A primary focus of the Water & Sewer Operating Fund is ensuring adequate revenue is generated to meet debt covenant requirements while providing funding for on-going operations and major capital maintenance projects. The Stormwater Fund cost recovery study included a five-year forecast, which became the basis upon which the rate recommendation was made.*

*Status: Minor funds are reviewed by internal staff.*

**5. Continue implementation of targeted competition for delivery of city services process, whereby the public and private sectors compete for service delivery.**

*Status: Programs are evaluated annually. Street sweeping, canal dredging, and peppertree removal were outsourced in FY 2011. Other outsourced services include grounds maintenance of all City facilities with the exception of athletic fields and the golf course.*

**6. Use citizen committee (Budget Review Committee-BRC) to review the City's annual budget.**

*Status: The committee meets on a regular basis and provides recommendations to the City Council.*

## FUND DESCRIPTIONS

Governmental accounting systems should be organized and operated on a fund basis. Individual resources are allocated to, and accounted for, in separate accounting entities, identified as funds, based upon the purposes for which they are to be spent and the means by which spending activities are legally controlled. Governmental units should establish and maintain those funds as required by law and with sound financial administration. Individual funds are classified into three broad categories: Governmental, Proprietary, and Fiduciary.

### GOVERNMENTAL FUND TYPES

*Governmental Fund Types are subdivided into four sections: General Fund, Special Revenue Funds, Debt Service Funds, and Capital Projects Funds.*

**General Fund** - Accounts for all financial resources, except those required to be accounted for in another fund. The General Fund of a government unit serves as the primary reporting vehicle for current government operations. The General Fund, by definition, accounts for all current financial resources not required by law or administrative action to be accounted for in another fund.

**Special Revenue Funds** - Account for the proceeds of specific revenue sources legally restricted to expenditures for specified purposes.

**Debt Service Funds** - Account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

**Capital Projects Funds** - Account for financial resources to be used for the acquisition or construction of major capital facilities, vehicles, or equipment.

### PROPRIETARY FUND TYPES

*Proprietary Fund Types are subdivided into two sections: Enterprise Funds and Internal Service Funds.*

**Enterprise Funds** - 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 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.

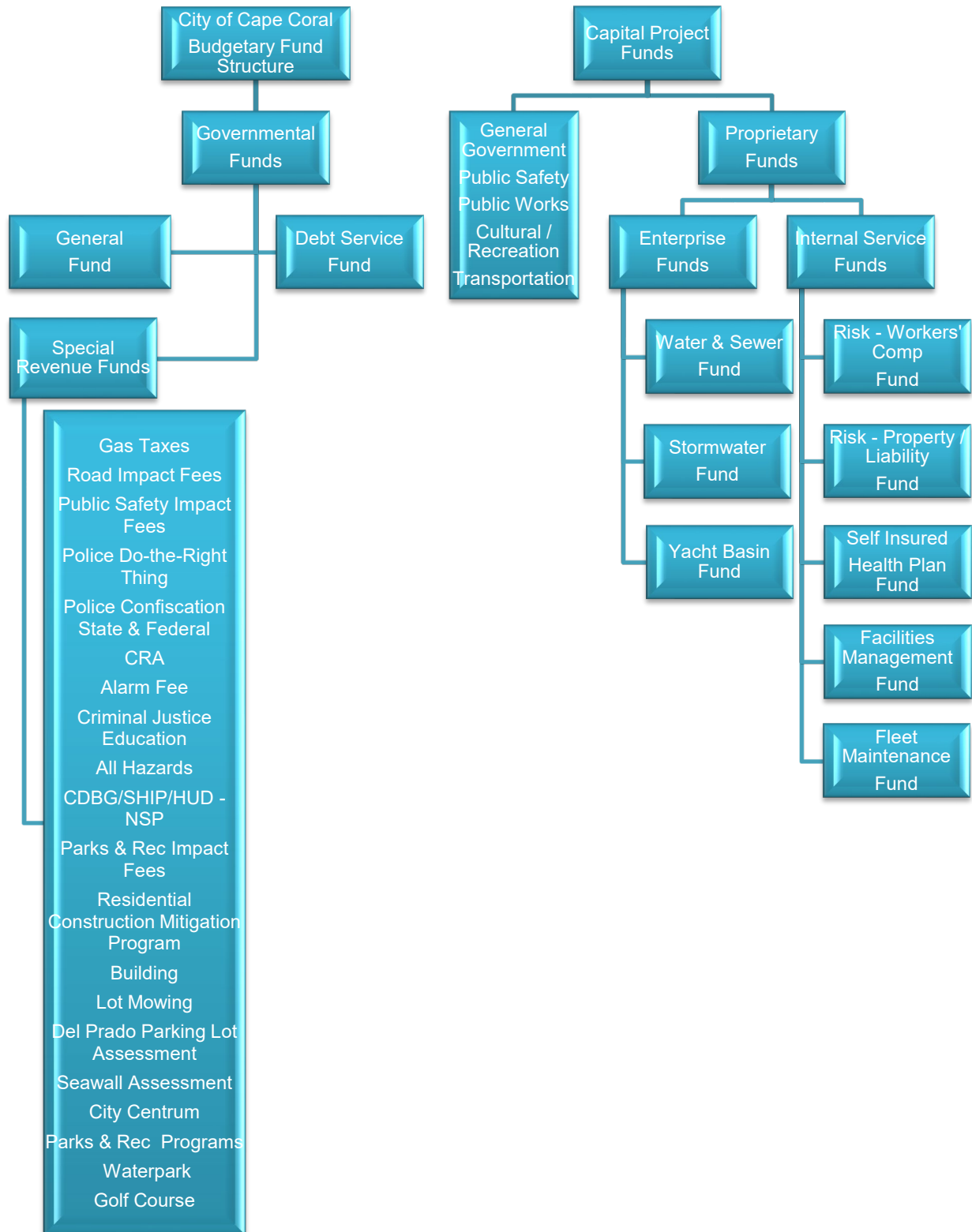
**Internal Service Funds** - Account for the financing of goods or services provided by one department or agency to other departments or agencies of the governmental unit, on a cost reimbursement basis.

### FIDUCIARY FUND TYPES

*The City of Cape Coral does not budget for trust or agency funds.*

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## Fund Structure



City of Cape Coral, Florida  
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## Department and Fund Relationship

Department and Division	FUND GROUP				
	General	Special Revenue	Capital Projects	Enterprise	Internal Service
<b>City Council</b>	\$				
<b>City Attorney</b>	\$				
<b>City Manager</b>	\$	\$			
<b>City Auditor</b>	\$				
<b>Information Technology</b>	\$				
<b>City Clerk</b>	\$				
<b>Financial Services</b>					
Administration	\$				
Accounting & Budget	\$			\$	
Customer Billing		\$		\$	
Real Estate	\$				
Risk Management					\$
<b>Human Resources</b>	\$				\$
<b>Community Development</b>					
Administration	\$				
Planning	\$	\$			
Code Compliance	\$				
Building		\$			
<b>Police</b>	\$	\$			
<b>Fire</b>	\$	\$	\$		
<b>Parks &amp; Recreation</b>					
Administration	\$				
Parks Maintenance	\$		\$		
Recreation	\$	\$	\$		
Special Facilities	\$	\$	\$		
Waterpark		\$	\$		
Golf Course		\$			
Yacht Basin				\$	
<b>Public Works</b>					
Administration	\$				
Design & Construction	\$				
Planning	\$			\$	
Capital Maintenance	\$	\$	\$	\$	
Stormwater				\$	
Environmental Resources				\$	
Utility Extension Project				\$	
Facility Management					\$
Fleet Management					\$
<b>Utilities</b>				\$	



**STRATEGIC PLANNING**

**Strategic Planning..... 4**  
    *Strategic Plan Summary..... 4-2*  
    *Strategic Plan..... 4-3*

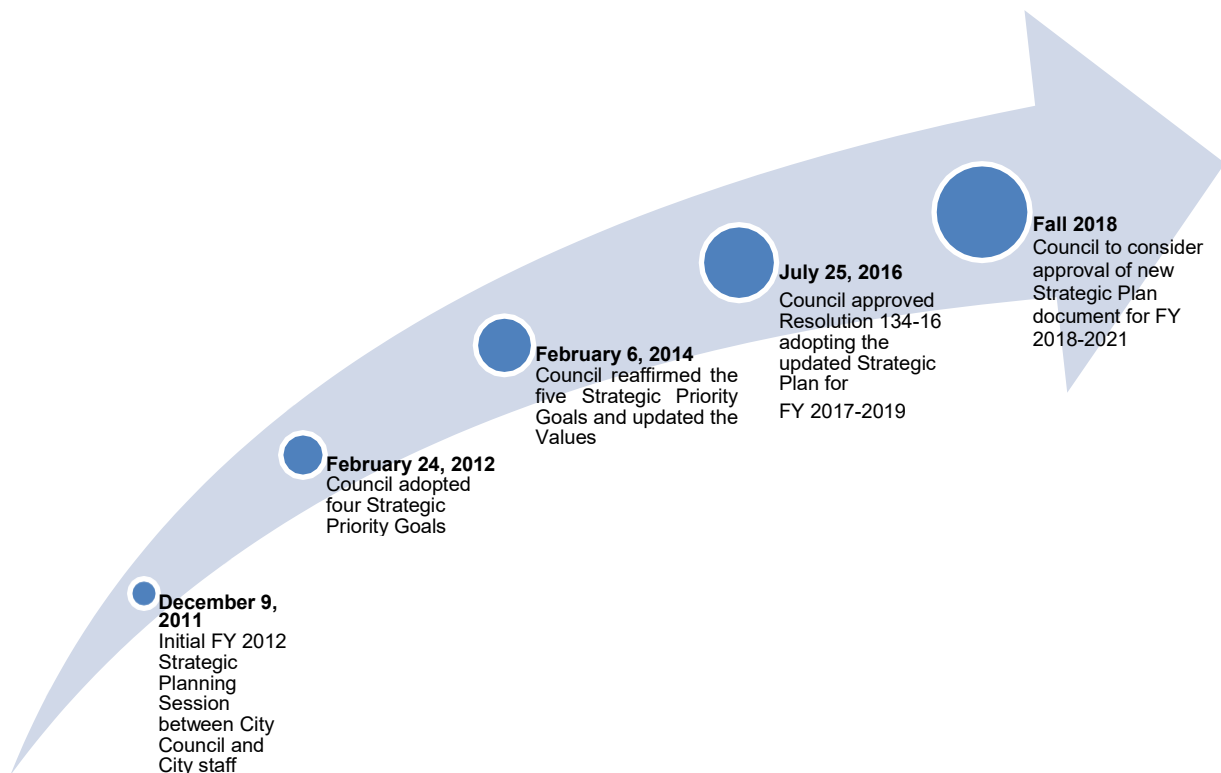
## Strategic Plan Summary

A strategic plan is a reflection of City Council's decision to provide a foundation to guide policy decisions over several years, as well as, their commitment to devote City resources to accomplish strategic priorities in the years to come. The budget cycle allows the Mayor and City Council the opportunity to provide the policy direction necessary for the development and implementation of the City's budget.

On December 9, 2011, the City engaged an outside consultant to facilitate a strategic planning session with the purpose of restarting the strategic planning process. The Mayor, City Council and City department directors participated in this event which culminated in a reaffirmation of the importance of strategic planning for the City and a commitment to the implementation of a strategic plan for FY 2012 and beyond.

As part of that planning session, the City's Mission, Vision and Values were readdressed and revised and five Strategic Priority Goals were adopted by City Council. In FY 2014, City Council reaffirmed the five Strategic Priority Goals and updated the Values.

On March 11, 2015, the Strategic Plan was updated, and the Mission and Vision were enhanced. The Strategic Priority goals were renamed Strategic Plan Elements and a sixth Element was added. Following that workshop, a seventh Element was added. The City has recently crafted a brand new, user friendly Strategic Plan presented in the following pages for FY 2018-2021 to present to City Council in the fall of 2018 for adoption. The timeline below illustrates the most recent strategic planning process activity.





CAPE CORAL, FL 2018-2021

# STRATEGIC PLAN

ECONOMY • ENVIRONMENT • QUALITY OF LIFE



“THERE IS IMMENSE POWER WHEN A GROUP OF PEOPLE WITH SIMILAR INTERESTS GETS TOGETHER TO WORK TOWARDS THE SAME GOALS.”

IDOWU KOYENIKAN



“Someone is sitting in the shade today because someone planted a tree a long time ago”.

Warren Buffet said this, and I am struck by how true, yet simple, it is. The key to success is planning. Not the plan, not the goal, but the actual process during which visions are established, goals are set, and plans are made for successful achievement of those goals. As we continue to implement our strategic plan for smart, sustainable growth, our stakeholders, consisting of City Staff, City Council, Landowners, Residents, and Business Owners, all have Cape Coral's best interest at heart.

If we are to create desirable employment opportunities, we must be able to attract and retain businesses and commercial interests that are motivated to succeed. Cape Coral's preplatted community structure is a liability we must offset to increase our market value and competitiveness.

Centric to this concept is the steadfast pursuit of sustaining our ability to meet the future infra-structure and ancillary needs of these new stakeholders. It is with the utmost humility and fervent resolve that your City Council seeks to join with you and all stakeholders in support of this plan which will perpetuate the ongoing journey of this great city.

Regards,  
**Joe Coviello**  
Mayor



# "Functional leadership is key to economic sustainability."

On behalf of the City Council and City staff, I am proud to present the City of Cape Coral's Fiscal Year 2018-2021 Strategic Plan.

Strategic planning plays a significant role in helping to guide an organization along a sustainable path. These planning exercises enable City leaders to evaluate future needs, and identify opportunities and challenges moving forward. By looking ahead, we can use a balanced approach to calibrate our needs with available resources.

This edition of our Strategic Plan is the result of our latest planning session between the City Council and City Administration. The plan has been updated using input provided during the session. We have recalibrated the plan based on today's challenges as well as those we see on the horizon.

This Plan reflects our successes achieved the past six years and, more importantly, provides direction on how to proceed over the next three years. We find ourselves in a better position today due in no small part to the Council's leadership. The economic challenges that existed in Cape Coral six years ago have been mitigated significantly through financial policy decisions, including diversification of the City's revenue sources. This reduced our over-reliance on property tax revenues and ensured that Cape Coral would be financially sustainable. We also introduced a three year rolling budget, which allows us to consider future financial impacts of policy related decisions and to chart the future course for the level of service we wish to provide.

This six-year journey is perhaps illustrated using one of southwest Florida's iconic structures, a Pine Island Sound fish house. The turbulent waters of the early years were steadied with the use of three strong pilings (Financial Policy, Transparency-Trust, Improved Operations) to build the floor that today represents Financial Stability. The flooring in turn supports today's new walls comprised of Public Safety, Infrastructure, and Quality of Life.

Please enjoy the new presentation format of our City of Cape Coral Fiscal Year 2018-2021 Strategic Plan. We are following a pathway that is leading our City in the right direction. We think you will agree.

Best regards,  
**John Szerlag**  
City Manager





# 2017 - 2019 CAPE CORAL CITY COUNCIL



**Joe Coviello**  
Mayor



**John Gunter**  
District 1



**John Carioscia**  
District 2



**Marilyn Stout**  
District 3



**Jennifer Nelson**  
District 4



**Dave Stokes**  
District 5



**Rick Williams**  
District 6



**Jessica Cosden**  
District 7







## Our Vision

To be America's preeminent waterfront community.

## Our Mission

Provide services and resources that enhance the quality of life for those who live, learn, work and play in our city.

## Our Values

Collaboration • Accountability • Professionalism • Excellence

## Our Priorities

### **Community Safety**

Deliver preeminent public safety services and programs

### **Financial Sustainability**

Ensure long-term financial resiliency

### **Infrastructure**

Committed to continual expansion of vital infrastructure while maintaining existing assets

### **Public Service Excellence**

Remain responsive to community needs by employing best practices

### **Maturing Neighborhoods**

Revitalize neighborhoods and commercial districts in support of economic development and enhanced community aesthetics

### **Environmental Resources**

Provide solutions that advance environmental issues affecting the community



# 2018 - 2021 STRATEGIC PLAN

## VISION

To be America's preeminent waterfront community.

## MISSION

Provide services and resources that enhance the quality of life for those who live, learn, work and play in our city.

## CORE VALUES

- Collaboration
- Accountability
- Professionalism
- Excellence

## STRATEGIC PRIORITIES

### EXCEPTIONAL SERVICES

EXCEPTIONAL SERVICES, the highest of priorities, for it is the purpose of the city existence. It is here that we find items associated with direct services offered to all stakeholders both external and internal. The time it takes to resolve an item, the quality of any product offered to stakeholders and the diversity of products offered are measurable used in these matters.

### INVEST IN THE FUTURE

We must continually INVEST IN THE FUTURE of the city through a myriad of means. With the city regaining its position as one of the nation's fastest growing communities, the demand for municipal services grows and the pace will accelerate. Maintaining or enhancing the current day programs, while simultaneously ensuring the continuity of government, demands solid financial planning and forecasting. This plan ensures that program initiatives coincide with future budget and financial forecasts. The City's largest asset is its staff, which enjoys a duality stakeholder role. Each role shall be addressed equally. Externally, staff is tasked with ensuring the successful completion of the various projects, plans, or service-delivery items that allow this city to thrive. While simultaneously we must look internally, for it is paramount to the City's continuing success to support, grow, develop, and nurture a competent staff, and establish strong succession plans that allow for the smooth transition of leadership.

### GOVERNANCE

Essential to success is proper GOVERNANCE. A key element of good governance is leadership, which we define as having the moral courage and integrity to make the unpopular but correct decisions. The City's business must be transparent and adhere to the rule of law. We strive to be equitable and inclusive of all in furtherance of gaining the confidence and respect of every stakeholder. The City, its staff and vendors should adhere to the spirit of meritocracy, whereby work is rewarded, and staff and vendors are evaluated solely on ability, effort and outcomes. As a dynamic organization, it is essential the city be vigilant of, and foresee change or challenges and respond to them with extraordinary efficacy. Only by doing so can it hope to retain its reputation of being a vibrant and relevant alternative for business and residents alike.





# STRATEGIC INITIATIVES

## EXCEPTIONAL SERVICES

Develop a culture of professionalism to retain and attract talented employees.

Continue the plan to expand utilities into all areas of Cape Coral and position the City to meet the future needs of the community at build-out.

Develop a balanced multi-year budget that provides City's core services, capital assets and infrastructure, maintains appropriate reserves and debt service levels, and protects the City's credit rating.

Emphasize the City's successes and positive attributes.

Traffic Safety

Community/Police Collaboration

Increase the community's education and involvement in Public Safety Programs.

Provide a variety of experiences that are appealing, affordable, and accessible to all Cape Coral residents.

Work internally and with external associations to support healthy environments for Cape Coral's wildlife.

## INVEST IN THE FUTURE

Diversify the City's finances in order to address the Council's priorities each fiscal year.

Increase recruitment of new business to the City.

Increase retention and expansion of existing businesses in the City.

Develop a Utilities Capital Improvement Plan to support master planning events in conjunction with the annual Rate Sufficiency Analysis.

Public Safety Human Resource Development

Establish Cape Coral as a destination of arts and culture for residents and visitors.

Develop a culture of professionalism to retain and attract talented employees.

Continue the plan to expand utilities into all areas of Cape Coral and position the City to meet the future needs of the community at build-out.

## GOVERNANCE

Develop a master plan for an on-going transportation program. This includes determining a sustainable funding source related to this effort to maintain the City's existing transportation network.

Maximize planning benefits through use of Master Plans

Provide an open government, accountability and transparency to increase public trust and understanding.

Establish and maintain proactive partnerships with community, organizations and external governmental agencies.

Public Safety Capital Asset Plan

Establish a good level of service based on industry standards.

Improve the community's Insurance Services Office (ISO) rating.

Increase the Community's education and involvement in Cape Coral's cultural and recreational opportunities.

Sustain high water quality within the City of Cape Coral.

Codify water conservation best practices to promote proper use, and reduced use of irrigation water to ensure the sustainability of the resource.

Develop a culture of professionalism to retain and attract talented employees.

Develop a balanced multi-year budget that provides City's core services, capital assets and infrastructure, maintains appropriate reserves and debt service levels, and protects the City's credit rating.

Emphasize the City's successes and positive attributes.

Diversify the City's finances in order to address the Council's priorities each fiscal year.

# Exceptional Services

“Well done is better than well said.”  
*Benjamin Franklin*

**EXCEPTIONAL SERVICES**, is the highest of priorities, for it is the purpose of the city existence. It is here that we find items associated with direct services offered to all stakeholders both external and internal. The time it takes to resolve an item, the quality of any product offered to stakeholders and the diversity of products offered are measurable used in these matters.

**ELEMENT C:** INVEST IN COMMUNITY INFRASTRUCTURE INCLUDING UTILITY EXPANSION IMPROVEMENTS TO ENHANCE THE CITY'S ABILITY TO MEET ITS CURRENT AND FUTURE NEEDS.

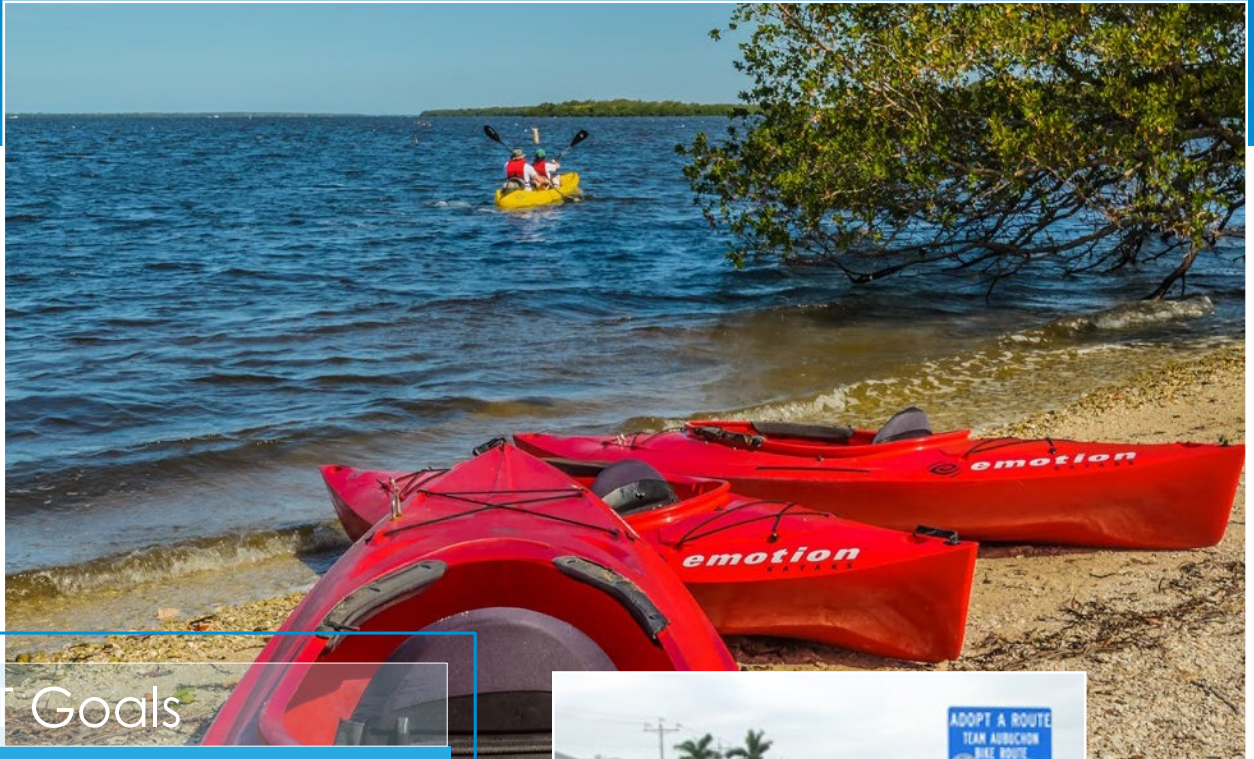
**ELEMENT E:** INCREASE QUALITY OF LIFE FOR OUR CITIZENS BY DELIVERING PROGRAMS AND SERVICES THAT FOSTER A SAFE COMMUNITY.

**ELEMENT F:** ENHANCE THE QUALITY OF LIFE THROUGH ARTS AND CULTURE TO CREATE AND PROMOTE A VIBRANT, CULTURALLY DIVERSE COMMUNITY.

**ELEMENT G:** STRIVE FOR A HOLISTIC APPROACH THAT PROTECTS AND CONSERVES NATURAL RESOURCES, WHILE PROMOTING ENVIRONMENTAL AWARENESS AND SUSTAINABILITY IN THE COMMUNITY.

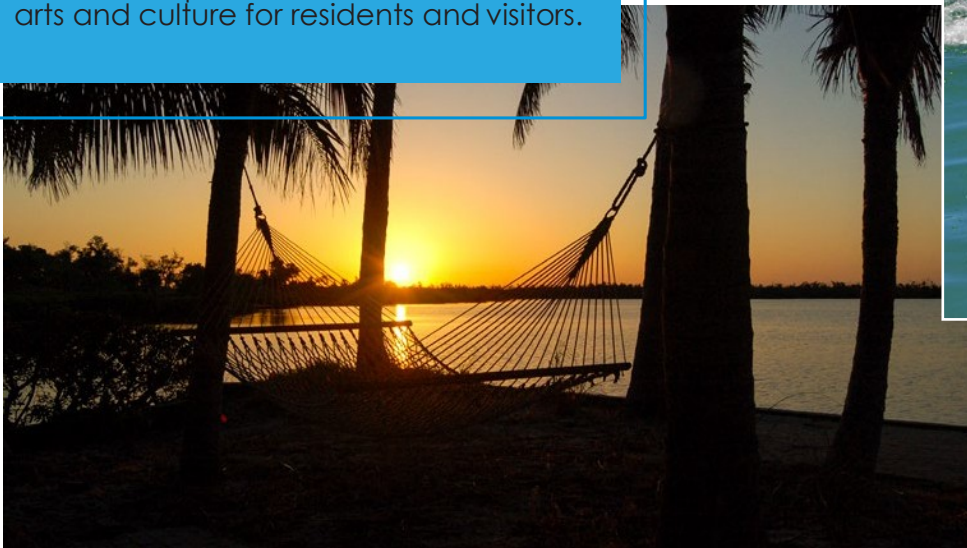
Rank in the top ten safest cities in America.





## SMART Goals

- Establish high level of services based on industry best practices (police, fire and emergency management accreditation).
- Maintain full compliance with federal and state water quality standards.
- Establish Cape Coral as a destination of arts and culture for residents and visitors.





# Invest in the Future

“Don’t find fault,  
find a remedy.”  
*Henry Ford*

We must continually **INVEST IN THE FUTURE** of the city through a myriad of means. With the city regaining its position as one of the nation's fastest growing communities, the demand for municipal services grows and the pace will accelerate. Maintaining or enhancing the current day programs, while simultaneously ensuring the continuity of government, demands solid financial planning and forecasting. This plan ensures that program initiatives coincide with future budget and financial forecasts. The City's largest asset is its staff, which enjoys a duality stakeholder role. Each role shall be addressed equally. Externally, staff is tasked with ensuring the successful completion of the various projects, plans, or service-delivery items that allow this city to thrive. While simultaneously we must look internally, for it is paramount to the City's continuing success to support, grow, develop, and nurture a competent staff, and establish strong succession plans that allow for the smooth transition of leadership.

**ELEMENT A:** INCREASE ECONOMIC DEVELOPMENT AND REDEVELOPMENT IN THE CITY.

**ELEMENT E:** INCREASE QUALITY OF LIFE FOR OUR CITIZENS BY DELIVERING PROGRAMS AND SERVICES THAT FOSTER A SAFE COMMUNITY.

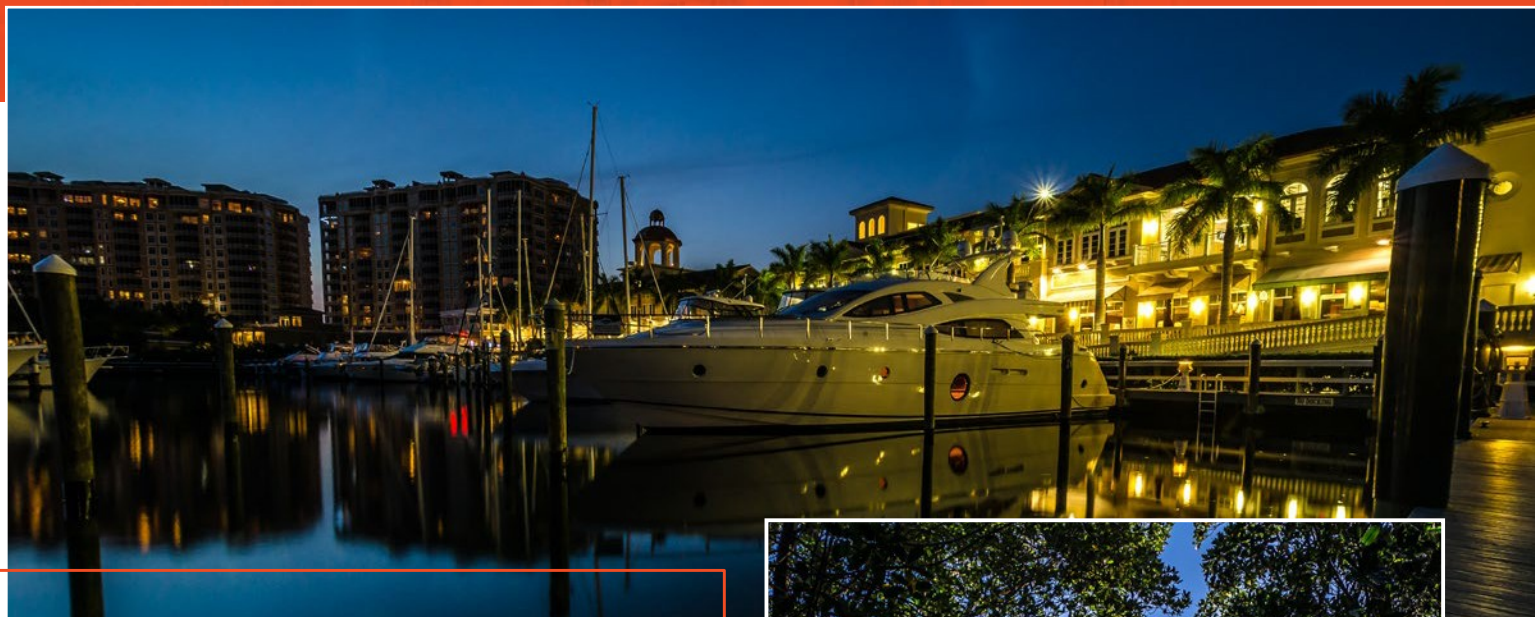
**ELEMENT D:** IMPROVE THE CITY'S IMAGE WITH THE PURPOSE OF BUILDING LASTING RELATIONSHIPS WITH OUR RESIDENTS AND VALUABLE PARTNERSHIPS WITH OTHER ORGANIZATIONS AND CONTINUALLY PROVIDE A WELL-BALANCED AND POSITIVE WORKPLACE FOR OUR INTERNAL STAKEHOLDERS.

**ELEMENT G:** STRIVE FOR A HOLISTIC APPROACH THAT PROTECTS AND CONSERVES NATURAL RESOURCES, WHILE PROMOTING ENVIRONMENTAL AWARENESS AND SUSTAINABILITY IN THE COMMUNITY.

## Stretch Goal

Grow the number of nonresidential properties in the city to 25 percent.





## SMART Goals

- Complete the North 2 Utilities Expansion Project construction. Complete North 1 project design and begin construction.
- Encourage and assist development in the city by streamlining Development Services regulations and processes.
- Increase the number of businesses, job creation and investment, thus stabilizing the tax base of the city.
- Retain and attract talented employees for the city.





# Governance

“Culture drives  
great results.”  
*Jack Welch*

Essential to the success of the above is proper **GOVERNANCE**. A key element of good governance is leadership, which we define as having the moral courage and integrity to make the unpopular but correct decisions. The City's business must be transparent and adhere to the rule of law. We strive to be equitable and inclusive of all in furtherance of gaining the confidence and respect of every stakeholder. The City, its staff and vendors should adhere to the spirit of meritocracy, whereby work is rewarded, and staff and vendors are evaluated solely on ability, effort and outcomes. As a dynamic organization, it is essential the city be vigilant of, and foresee change or challenges and respond to them with extraordinary efficacy. Only by doing so can it hope to retain its reputation of being a vibrant and relevant alternative for business and residents alike.

**ELEMENT B:** ENHANCE FINANCIAL SUSTAINABILITY DURING ALL ECONOMIC TIMES.

**ELEMENT F:** ENHANCE THE QUALITY OF LIFE THROUGH ARTS AND CULTURE TO CREATE AND PROMOTE A VIBRANT, CULTURALLY DIVERSE COMMUNITY.

**ELEMENT D:** IMPROVE THE CITY'S IMAGE WITH THE PURPOSE OF BUILDING LASTING RELATIONSHIPS WITH OUR RESIDENTS AND VALUABLE PARTNERSHIPS WITH OTHER ORGANIZATIONS AND CONTINUALLY PROVIDE A WELL-BALANCED AND POSITIVE WORKPLACE FOR OUR INTERNAL STAKEHOLDERS.

**ELEMENT G:** STRIVE FOR A HOLISTIC APPROACH THAT PROTECTS AND CONSERVES NATURAL RESOURCES, WHILE PROMOTING ENVIRONMENTAL AWARENESS AND SUSTAINABILITY IN THE COMMUNITY.

**ELEMENT E:** INCREASE QUALITY OF LIFE FOR OUR CITIZENS BY DELIVERING PROGRAMS AND SERVICES THAT FOSTER A SAFE COMMUNITY.

**ELEMENT C:** INVEST IN COMMUNITY INFRASTRUCTURE INCLUDING UTILITIES EXPANSION IMPROVEMENTS TO ENHANCE THE CITY'S ABILITY TO MEET THE NEEDS OF ITS CURRENT AND FUTURE RESIDENTS AND BUSINESSES.

## Stretch Goal

Improve all areas of the National Citizen Survey results for the City.



## SMART Goals

- Issue a multi-year budget approved by Council which maintains a minimum of 2 months of operating reserves.
- Maintain reliance and dependency on ad valorem tax receipts at or below 58% of annual General Fund revenue sources excluding balances brought forward.
- Increase civic engagement and access to information to enhance fact-based community values.
- Develop a regional approach to branding for marketing and related purposes.



# Foundation for building a safe, vibrant, sustainable community





# Element A: Increase economic development and redevelopment in the City.

1	ELEMENT A: INCREASE ECONOMIC DEVELOPMENT AND REDEVELOPMENT IN THE CITY.								
	Key Performance Indicator(s)	Dept.	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate	3 - 5 Yr. Goal
a	Strategic Initiative A.1: Increase recruitment of new business to the City.								
	1. Objective: Determine feasibility of a P3 or recreation/athletic revenue producing venue								
	Feasibility Study Completed % Complete	P&R	N/A	N/A	N/A	N/A	30%	100%	N/A
	Conceptualized Planning % Complete	P&R	N/A	N/A	N/A	N/A	N/A	30%	30%
	Development: % Complete	P&R	N/A	N/A	N/A	N/A	N/A	N/A	50%
	2. Objective: Develop Club Square								
	% Completion of Club Square project cycle	CM, EDO, DCD	0%	0%	0%	30%	50%	60%	60%
	3. Objective: Increase the number of businesses, job creation and investment, thus creating a more positive image, and stabilize the tax base of the City								
	Annual Increase in commercial assessed values	EDO	9%	7%	5%	2%	3%	2%	4%
	Annual EDO Recruitment Projects	EDO	11	12	10	11	10	11	11
	Annual Percentage of EDO Projects Converted	EDO	45%	20%	20%	36%	25%	25%	25%
	% EDO Projects Remaining Active	EDO	55%	60%	60%	46%	60%	60%	60%
	% EDO Projects Diverted for Lack of Inventory	EDO	10%	20%	20%	18%	15%	15%	15%
	Annual Increase in Business Recruitment Events	EDO	0%	0%	5%	5%	0%	0%	3%
	Annual Pct. Change in # of Incentives provided	EDO	100	20%	0%	10%	5%	0%	15%
	Annual Change in Value of Incentives	EDO	61%	80%	20%	10%	10%	10%	20%
	4. Continue to support City Council/Mayor for special projects such as community planning, land acquisition planning, public/private partnerships and master planning.								
	LUDR: Rewrite % Complete	DCD Planning	N/A	25%	75%	90	100	N/A	N/A
	Seven Islands-Zoning: % Complete	DCD Planning	N/A	N/A	N/A	N/A	100%	N/A	N/A
	Seven Islands-RFP: % Complete	DCD Planning	N/A	N/A	N/A	N/A	UNK	UNK	UNK
	Bimini Basin: % of Visioning Complete	DCD Planning	N/A	20%	70%	95%	100%	N/A	N/A
	Bimini Basin: % of Implementation of Visioning Plan	DCD Planning	N/A	N/A	N/A	N/A	5%	12%	15%
b	Strategic Initiative A.2: Increase retention and expansion of existing businesses in the City.								
	1. Objective: Encourage and assist development in the City by streamlining Development Services Regulations and Processes								
	Avg. wait time at permit counter (minutes)	DCD Building	17	17	32	31	20	15	18
	Review time for commercial permits (days)	DCD Building	10	<10	<9	7	<8	<8	<8
	Review time for residential permits (days)	DCD Building	10	<8	<8	8	<8	<8	<8
	Review time for misc. permits (days)	DCD Building	7	<7	<7	<7	<7	<7	<7
	Inspections completed on day requested for	DCD Building	93%	92%	96%	97%	97.5%	98%	98%
	Business days accept & return applic. w/ comments	DCD Dev Svcs	6	8	8	11	<10	<10	<10
	Days to turnaround Development Services permits	DCD Dev Svcs	5	7	8	10	<8	<8	<8
	Number of incomplete applications submitted	DCD Planning	N/A	N/A	N/A	N/A	<10%	<10%	<10%
	Time for planner review of complete applications:								
	Administrative Permits	DCD Planning	N/A	N/A	N/A	N/A	90%	90%	90%
	Quasi-judicial Permits	DCD Planning	N/A	N/A	N/A	N/A	75%	75%	75%
	Legislative approval processes	DCD Planning	N/A	N/A	N/A	N/A	75%	75%	75%
	Total Processing Time:								
	Administrative Permits	DCD Planning	N/A	N/A	N/A	N/A	90%	90%	90%
	Quasi-judicial Permits	DCD Planning	N/A	N/A	N/A	N/A	75%	75%	75%
	Legislative approval processes	DCD Planning	N/A	N/A	N/A	N/A	75%	75%	75%
	2. Objective: At a minimum, maintain community aesthetic values by promoting voluntary compliance								
	Proactive enforcement rate	DCD Code	72%	65%	65%	65%	57%	58%	60%
	Average # days to respond to all calls for service.	DCD Code	N/A	1	1	1	2	2	1.5
	Average number of days to gain compliance	DCD Code	N/A	N/A	N/A	N/A	18	17	14
	% of Violations abated through voluntary compliance	DCD Code	96%	-	89%	94%	96%	97%	98%
	3. Objective: Create a positive business climate where existing businesses know where to seek assistance								
	# of Business Retention & Expansion Visits	EDO	170	110	100	100	100	100	100
	# Business Assistance Classes Offered	EDO	24	30	30	30	30	30	30
	4. Objective: Create a positive business climate where growing businesses can obtain support and program based assistance thereby increasing the local job base positively impacting the tax base								
	# of Organizational relationships established	EDO	45	45	47	48	50	50	47

## Element B: Enhance financial sustainability during all economic times.

2	<b>ELEMENT B: ENHANCE FINANCIAL SUSTAINABILITY DURING ALL ECONOMIC TIMES.</b>								
	Key Performance Indicator(s)	Dept.	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate	3 - 5 Yr. Goal
a	<b>Strategic Initiative B.1: Develop a balanced multi-year budget that provides City's core services, capital assets and infrastructure, maintains appropriate reserves and debt service levels, and protects the City's</b>								
	1. Objective: Issue a multi-year budget approved by Council which maintains a minimum of 2 months of operating reserves								
	Annual 3 year budget adopted	Finance	Yes	Yes	Yes	Yes	Yes	Yes	Yes
	2. Objective: Issue annual CAFR describing the City's financial status of assets, liabilities, net position, revenue and expenses								
	Issue City's annual CAFR with an unqualified auditor opinion and no material weaknesses identified	Finance	Yes	Yes	CAFR issued 3/31/16, 2 material weaknesses	CAFR issued 3/31/2017, NO Findings	Yes	Yes	Yes
	3. Objective: Meet with credit rating agencies (Moody's, Fitch, etc.), underwriters and financial advisor to inform them on the status of the City's finances and any changes in policy or future plans.								
	All credit ratings maintained or improved annually	Finance	Yes	Yes	Yes	Fitch - Up to AA	Yes	Yes	Yes
b	<b>Strategic Initiative B.2: Diversify the City's finances in order to address the Council's priorities each fiscal year.</b>								
	1. Maintain reliance and dependency on ad valorem tax receipts at or below 58% of annual General Fund revenue sources excluding balances brought forward								
	Ad Valorem receipts as percentage of total General Fund revenue sources excluding balances brought forward	Finance	53%	48%	50%	48%	50%	50%	50%





# Element C: Invest in community infrastructure including utilities expansion improvements to enhance the city's ability to meet its current and future needs.

3	ELEMENT C: INVEST IN COMMUNITY INFRASTRUCTURE INCLUDING UTILITIES EXPANSION IMPROVEMENTS TO ENHANCE THE CITY'S ABILITY TO MEET ITS CURRENT AND FUTURE NEEDS									
	Key Performance Indicator(s)	Dept.	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate	3 - 5 Yr. Goal	
a	Strategic Initiative C.1: Continue the plan to expand utilities into all areas of Cape Coral and position the City to meet the future needs of the community at build-out.									
	1. Objective: Secure FDEP SRF Project Funding									
	% of Funds Secured	Public Works UEP	100%	N/A	75%	100%	100%	N/A	100%	
	2. Objective: Southwest 6 and 7 Project Construction Completion									
	Southwest 6&7 Project Construction % of completion	Public Works UEP	58%	99%	99%	99%	100%	N/A	100%	
	4. Objective: North 2 Project Design and Assessment completion									
	North 2 Project Design & Assessment % of completion	Public Works UEP	N/A	40%	90%	100%	N/A	N/A	N/A	
	5. Objective: North 2 Project Construction Completion									
	North 2 Project % of Final Construction	Public Works UEP	N/A	N/A	N/A	50%	100%	N/A	100%	
	6. Objective: North 1 Project Design									
	North 1 Project Design % of completion	Public Works UEP	N/A	N/A	N/A	80%	100%	N/A	100%	
	7. Objective: North 1 Project Construction									
	North 1 Project Construction % of completion	Public Works UEP	N/A	N/A	N/A	N/A	30%	100%	100%	
	8. Objective: Utilities Master Plan for North 3 through North 8									
	% of Completion	Public Works UEP	N/A	N/A	N/A	100%	N/A	N/A	N/A	
b	Strategic Initiative C.2.a: Develop a Utilities Capital Improvement Plan to support master planning events in conjunction with the annual Rate Sufficiency Analysis.									
	1. Objective: Begin work on at least 80% of authorized capital projects within the fiscal year the project was funded									
	% of capital projects started in the funded fiscal year	Utilities	31%	38%	32%	79%	60%	65%	80%	
c	Strategic Initiative C.2.b: Develop a master plan for an on-going Transportation Program. This includes determining a sustainable funding source related to this effort to maintain the City's existing transportation									
	1. Objective: Continue Annual Paving Plan									
	% of completion of Annual Paving Plan	Public Works	65%	16%	85%	95%	100%	100%	100%	
	2. Objective: Continue Annual Sidewalk Plan									
	% of completion of Annual Sidewalk Plan	Public Works	90%	100%	90%	100%	100%	100%	100%	
	3. Objective: Implement the City's Bicycle Pedestrian Plan									
	Bicycle Pedestrian Master Plan % of implementation	Public Works	N/A	N/A	N/A	N/A	5%	10%	15%	
	4. Objective: Expand and enhance median beautification									
	Miles of median beautified	Public Works	N/A	N/A	.75 Mi	2 Mi	1.5 Mi	1.5 Mi	7.5 Miles	
d	Strategic Initiative C.2.c: Maximize Planning Benefits through use of Master Plans									
	1. Objective: Update storm water fee rate analysis every two years									
	% of Update completed	Public Works	N/A	100%	100%	N/A	N/A	100%	N/A	
	2. Objective: Update Parks Master Plan									
	% of Parks Master Plan Implemented	P&R	NA	N/A	N/A	2%	2%	4%	8%	
	3. Objective: Revision/update of the Fire Department's Master Plan									
	% of Plan completed	Fire	20%	20%	20%	20%	20%	100%	100%	
	4. Objective: Complete Public Safety Training Facility Master Plan									
	% of Plan completed	Police -- Fire	0%	20%	75%	100%	N/A	N/A	N/A	
	4.a Milestones for Objective 3:									
	Milestone Chart (May not align with fiscal year))				Needs Assessment	Site/Design	Phase I	Phase II	Phase III	
	% completed	Police -- Fire	N/A	N/A	7%	15%	40%	70%	100%	
	5. Objective: Create Economic Development Master Plan									
	Develop target areas for key development: % Developed	EDO	0%	5%	5%	8%	10%	15%	7%	
	5a. Objective: Re-visit the plan annually to ensure work plans are achieving progress toward stated goals									
	% of Plan Implemented	EDO	0%	10%	10%	20%	20%	25%	17%	



Element D: Improve the City's image with the purpose of building lasting relationships with our residents and valuable partnerships with other organizations, and continually provide a well-balanced and positive workplace for our internal stakeholders.

ELEMENT D: IMPROVE THE CITY'S IMAGE WITH THE PURPOSE OF BUILDING LASTING RELATIONSHIPS WITH OUR RESIDENTS AND VALUABLE PARTNERSHIPS WITH OTHER ORGANIZATIONS, AND CONTINUALLY PROVIDE A WELL-BALANCED AND POSITIVE WORKPLACE FOR OUR INTERNAL STAKEHOLDERS.									
	Key Performance Indicator(s)	Dept.	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate	3 - 5 Yr. Goal
a	Strategic Initiative D.1: Emphasize the City's successes and positive attributes.								
1.	Objective: Publish quarterly community newsletter and distribute to all residents and businesses highlighting City programs and accomplishments								
	# of Newsletters distributed to residents quarterly	Public Affairs	N/A	N/A	79,129	80,244	80,500	81,500	85,000
	# of Newsletters distributed to businesses quarterly	Public Affairs	N/A	N/A	3,438	3,482	3,600	3,700	4,000
2	Objective: Provide "good news" options to the media and public using various mediums.								
	# of "Good News" stories provided annually	Public Affairs	N/A	N/A	41	55	65	90	115
3	Objective: Weekly press release highlighting areas of success or successful endeavors								
	# of media releases annually	Public Affairs	N/A	N/A	93	98	110	125	1,350
b	Strategic Initiative D.2: Provide an open government, accountability and transparency to increase public trust and understanding.								
1.	Objective: Extend Electronic Permitting to encompass additional permit types								
	% of Permit Applications that are electronic	DCD / ITS	17%	16%	43%	58%	75%	90%	100%
	% total utilization of electronic permit types	DCD / ITS	31%	69%	47%	55%	60%	65%	85%
	% utilization of available electronic permit types	DCD / ITS	9%	27%	34%	72%	80%	83%	90%
2	Objective: Increase civic engagement and access to information								
	# of Followers	P&R	FB Likes P & R, 830 Sun Splash 3317 Coral Oaks 150	FB likes P&R: +48%; SS: +21%; CO: +24%; SE: 1789; Overall: 35%; Const Cntct, +12%	FB likes P&R: +64.7%; SS: +22.9%; COGC: +80.6%; SE: +85.1%; SP: +42.4%; Const Cntct, +12%	FB likes P&R: +32.2%; COGC: +14.6%; SE: +58.4%; Yth Ctr: +93.9%; SP: +185.1%	Social Media- increase 15%	Social Media- increase 15%	Social Media- increase 15%
3	Objective: Use social media tools to provide information and access to the citizens (Facebook, Ustream)								
	# of Likes	Public Affairs	N/A	N/A	4,443	5,657	6,000	6,200	6500
	# Programs Broadcast via Ustream (DaCast) annually	Public Affairs	N/A	N/A	95	101	105	110	115
4	Objective: Conduct biennial Citizen Survey to seek input from the community								
	% of Survey respondents who rated City services as Good or Excellent in most recent survey	Public Affairs	N/A	63%	N/A	63%	N/A	69%	70%
5	Objective: Use social media tools to engage citizens								
	# of unique views of FB posts monthly	Public Affairs	N/A	N/A	7,500	9,000	10,000	10,000	15,000
	# of chats hosted annually	Public Affairs	N/A	2	2	3	2	2	100%
6	Objective: Engage current and potential members of all volunteer boards								
	Average applicants per number of open board positions	City Clerk	85%	90%	123%	114%	105%	110%	110%
c	Strategic Initiative D.3: Establish and maintain proactive partnerships with community, organizations and external governmental agencies.								
1	Objective: Continue to provide support for the Community Redevelopment Area Board								
	# Tasks assigned	DCD Planning	8	3	8	8	2	1	2
	% Tasks completed	DCD Planning	100%	100%	83%	100%	100%	100%	100%
2	Objective: Continue to provide support for the Regional Planning Council								
	# Tasks assigned	DCD Planning	0	1	5	0	1	1	1
	% Tasks completed	DCD Planning	0	100%	100%	100%	100%	100%	100%
3	Objective: Maintain a comprehensive community outreach program that is responsive to all stakeholders by sustaining relationships with industry representatives, community-based fraternal organizations, neighborhood associations and community events that provide opportunity for direct interaction with the resident.								
	% Increase/decrease in # of external activity (<2016 is base#)	DCD Planning	12	24	16	0%	0%	6%	6%
4	Objective: Continue Volunteer Program								
	% Increase/decrease in # of volunteers	DCD Code	N/A	2	12	6	100%	100%	100%
d	Strategic Initiative D.4: Develop a culture of professionalism to retain and attract talented employees								
1.	Objective: Employee Development through enhanced leadership skills, job related skill sets, safety training and internal networking. Strengthen internal relationships.								
	# of programs available in SABA Talent Management	HR	N/A	N/A	N/A	64	70	75	70
	# of courses completed by employees utilizing the program.	HR	N/A	N/A	N/A	1553	1700	1800	1800
	# of direct training hours provided to employees	HR							
	# of safety training courses by Risk Management	Finance	N/A	N/A	N/A	69	90	100	100
	# of employees trained by Risk	Finance	N/A	N/A	N/A	742	800	1000	1500
	Lost time injury ratio (No work/injuries)	Finance	17%	20%	23%	16%	16%	15%	15%
	Average Paid Claim (\$/claims)	Finance	\$4,917	\$4,646.00	\$4,275	\$2,665	\$2,700	\$2,600	\$2,600
2.	Objective: Retain and attract talented employees for the City								
	Days to fill position openings	HR	42	33	39	43	<43	<43	<43
	% of Applicants who meet minimum job qualifications	HR	58%	51%	42%	43%	>50%	>50%	>50%



# Element E: Increase quality of life for our citizens by delivering programs and services that foster a safe community.

5	ELEMENT E: INCREASE QUALITY OF LIFE FOR OUR CITIZENS BY DELIVERING PROGRAMS AND SERVICES THAT FOSTER A SAFE COMMUNITY.									
	Key Performance Indicator(s)	Dept.	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate	3 - 5 Yr. Goal	
a	Strategic Initiative E.1.a: Traffic Safety									
	1. Objective: Increase proactive and targeted traffic enforcement and education opportunities to ensure the safe movement of traffic throughout the City									
	Targeted Traffic Activities	Police	N/A	N/A	100	100	105	116	128	
b	Strategic Initiative E.1.a: Public Safety Human Resource Development									
	1. Objective: Increase administrative staffing levels for the delivery of good service									
	Increase staffing by 6 or 1 per year % Completed	Fire	N/A	N/A	N/A	N/A	0%	16%	16%/yr.	
c	Strategic Initiative E.1.b: Public Safety Capital Asset Plan									
	1. Objective: Implementation of Fire Master Plan including capital investment									
	% Plan implemented	Fire	N/A	10%	16.25%	40%	60%	80%	80%	
d	Strategic Initiative E.1.c: Community/Police Collaboration									
	1. Objective: Implement program for direct citizen to Chief communication through advertised community face to face meetings									
	# of Community Engagements by Exec. Staff	Police	N/A	N/A	N/A	52	52	52	52	
	# of Community Events with Police Personnel	Police	N/A	N/A	N/A	233	228	228	228	
e	Strategic Initiative E.2.a: Establish a good level of service based on industry standards.									
	1. Objective: Maintain accreditation for Police, Communications and Forensics									
	Accreditation Maintained	Police	Y	Y	Y	Y	Y	Y	Y	
	2. Objective: Initiate Fire Department Accreditation									
	Achieve Accredited Status	Fire	N/A	N/A	N/A	N/A	0%	10%	80%	
	3. Objective: Initiate Emergency Management Accreditation									
	Achieve Accredited Status	Fire	N/A	N/A	N/A	N/A	0%	10%	100%	
f	Strategic Initiative E.2.b: Improve the community's Insurance Services Office (ISO) rating.									
	1. Objective: Conduct an independent review of our PPC classification									
	% of Review completed	Fire	0%	20%	30%	50%	80%	100%	100%	
	2. Objective: Improve ISO rating									
	ISO Rating	Fire	3	3	3	3	3	2	2	
g	Strategic Initiative E.2.c: Increase the community's education and involvement in Public Safety Programs.									
	1. Objective: Increase the number of CERT classes offered per year and active CERT volunteers									
	# of CERT classes offered	Fire	3	2	3	7	7	8	8	
	# of CERT volunteers added	Fire	75	44	61	150	160	170	170	
	2. Objective: Provide fire safety education to Kindergarten classes									
	% of community K classes reached	Fire	N/A	N/A	N/A	N/A	80%	90%	100%	
	3. Objective: Provide CPR training to the community									
	# of classes offered	Fire	N/A	N/A	N/A	N/A	10	12	12	
	# of students	Fire	N/A	N/A	N/A	N/A	150	180	180	



# Element F: Enhance the quality of life through arts and culture to create and promote a vibrant, culturally diverse community.

6	ELEMENT F: ENHANCE THE QUALITY OF LIFE THROUGH ARTS AND CULTURE TO CREATE AND PROMOTE A VIBRANT, CULTURALLY DIVERSE COMMUNITY								
	Key Performance Indicator(s)	Dept.	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate	3 - 5 Yr. Goal
a	<b>Strategic Initiative # F.1: Establish Cape Coral as a destination of Arts and Culture for residents and visitors.</b>								
1.	Objective: Coordinate with private fine arts and cultural arts organizations to provide expanded cultural and fine art opportunities								
	# of Partnerships	P&R	37	31	90	131	48	48	48
2.	Objective: Explore grant opportunities to add artwork and sculptures to the City								
	# of grants applications filed	P&R	2	4	2	19	10	10	10
	# of grants approved and received	P&R	0	1	1	3	2	2	2
b	<b>Strategic Initiative # F.2: Increase the Community's education and involvement in Cape Coral's cultural and recreational opportunities</b>								
1.	Objective: Upgrade and expand facilities within existing parks								
	% of Completion of AIP Projects	P&R	20%	42%	51%	95%	100%	100%	100%
2.	Objective: Continue to utilize Four Mile Cove Ecological Park, Sirenia Vista, and Rotary Park as centers for environmental education and recreational opportunities.								
	Visitors to Four Mile Cove Eco Preserve & Rotary Park	P&R	97,760	98,900	112,245	117,857	103,100	105,000	105,000
3.	Objective: Expand aquatic programs and aquatic centers								
	Programs offered at Sun Splash & Yacht Club Pool	P&R	N/A	N/A	N/A	63	66	69	75
	Visitors to Sun Splash & Yacht Club Pool (16 fire)	P&R	152,122	188,406	124,659	130,102	188,750	188,750	188,750
4.	Objective: Diversify Youth programs								
	Attendance	P&R	N/A	20,935	24,435	31,897	19,080	19,440	19,440
5.	Objective: Enhance and diversify eco-tourism and environmental programs								
	Attendance	P&R	355	383	349	420	405	405	405
6.	Objective: Elevate Special Needs programs								
	Attendance (Begin '16 using units of service as measure)	P&R	164	180	1,048	1,138	194	195	195
c	<b>Strategic Initiative # F.3: Provide a variety of experiences that are appealing, affordable, and accessible to all Cape Coral residents.</b>								
1.	Objective: Offer a diverse range of youth, adult, and senior recreational programming								
	# programs offered	P&R	2,401	3,273	2,981	2,702	2,800	2,875	2,900
2.	Objective: Develop a festival gathering area within the City								
	% Land Acquired	P&R & Real Estate	78%	79%	80%	81%	100%	100%	100%
3.	Objective: Continue special events, such as art/craft shows, festivals, block parties, concerts and other events								
	# of Special Events	P&R	76	82	66	68	70	75	80
4.	Objective: Increase access to the City's freshwater and saltwater canal systems for boating and other recreational opportunities.								
	# Access Points	PW	14	14	14	14	17	17	17



Element G: Strive for a holistic approach that protects and conserves natural resources, while promoting environmental awareness and sustainability in the community.

7	<b>ELEMENT G: STRIVE FOR A HOLISTIC APPROACH THAT PROTECTS AND CONSERVES NATURAL RESOURCES, WHILE PROMOTING ENVIRONMENTAL AWARENESS AND SUSTAINABILITY IN THE COMMUNITY.</b>								
	Key Performance Indicator(s)	Dept.	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate	3 - 5 Yr. Goal
a	<b>Strategic Initiative G.1: Work internally and with external associations to support healthy environments for Cape Coral's Wildlife.</b>								
	Objective: Remain committed stewards of natural habitats and wildlife areas								
	# Acres	P&R	809	809	809	809	809	809	809
b	<b>Strategic Initiative G.2: Sustain high water quality within the City of Cape Coral.</b>								
	1. Objective: Maintain full compliance with federal and state water quality standards								
	Southwest R.O. Plant Finished Water Quality MCL's	Utilities	100%	100%	100%	100%	100%	100%	100%
	North R.O. Plant Finished Water Quality MCL's	Utilities	100%	100%	100%	100%	100%	100%	100%
	2. Objective: Meet 90% of the 110 NPDES Activities								
	% of budgeted Stormwater activities accomplished	Public Works	97%	98%	98%	99%	100%	100%	100%
c	<b>Strategic Initiative G.3: Codify water conservation best practices to promote proper use, and reduced use of irrigation water to ensure the sustainability of the resource.</b>								
	1. Objective: Work with stakeholders to identify best practices								
	Best Practices Identified (Y/N)	Utilities	No	Yes	Yes	Yes	Yes	Yes	Yes
	% of Best Practices Implemented	Utilities	0%	5%	25%	50%	75%	85%	100%
	Develop and Implement Legislation	Utilities	N/A	N/A	0%	50%	100%	100%	100%
	2. Objective: Educate the public on FYN (Florida Yards and Neighborhoods) Principles								
	# of classroom participants	Public Works	171	183	137	140	145	150	150



# Our Proposition to You as a Taxpayer and a Stakeholder in Your Community

The City of Cape Coral shall continually engage its citizens, not only as taxpayers, but as community stakeholders and architects – capitalizing on their talents in making important decisions and shaping the community for future generations. We will accomplish this by embracing new partnerships, encouraging and supporting existing partners, demanding efficiency and innovation of staff, and seeking exceptional levels of performance to the benefit of our taxpayers.





# AT A GLANCE

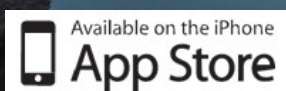
## GOALS & TARGETS

	Stretch Goal	SMART Goals
Exceptional Services	Rank in the top ten safest cities in America.	<ul style="list-style-type: none"> <li>Establish high level of services based on industry best practices (police, fire and emergency management accreditation).</li> <li>Maintain full compliance with federal and state water quality standards.</li> <li>Establish Cape Coral as a destination of arts and culture for residents and visitors.</li> </ul>
Invest in the Future	Grow the number of nonresidential properties in the city to 25 percent.	<ul style="list-style-type: none"> <li>Complete the North 2 Utilities Expansion Project construction. Complete North 1 project design and begin construction.</li> <li>Encourage and assist development in the city by streamlining Development Services regulations and processes.</li> <li>Increase the number of businesses, job creation and investment, thus stabilizing the tax base of the city.</li> <li>Retain and attract talented employees for the city.</li> </ul>
Governance	Improve all areas of the National Citizen Survey results for the City.	<ul style="list-style-type: none"> <li>Issue a multi-year budget approved by Council which maintains a minimum of 2 months of operating reserves.</li> <li>Maintain reliance and dependency on ad valorem tax receipts at or below 58% of annual General Fund revenue sources excluding balances brought forward.</li> <li>Increase civic engagement and access to enhance fact-based community values.</li> <li>Develop a regional approach to branding for marketing and related purposes.</li> </ul>



To volunteer visit  
[www.capecoral.net/volunteer](http://www.capecoral.net/volunteer)

Stay up to date or report an  
issue on the go  
**CapeConnect App**

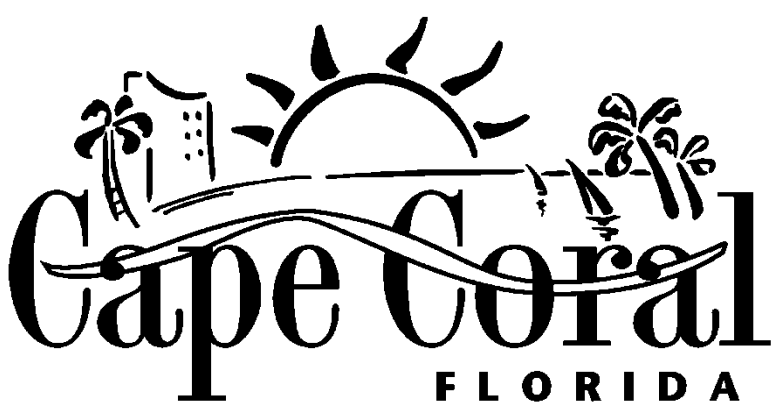


To obtain information about City services, call 311 or visit them online at  
[www.capecoral.net/311](http://www.capecoral.net/311)

1015 Cultural Park Blvd., Cape Coral, FL 33990

## FINANCIAL HIGHLIGHTS

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<i>Budget Highlights and Summary Schedules.....</i>	<i>5-3</i>
<i>Major Revenue Sources .....</i>	<i>5-6</i>
<i>Highlights of Other Major Funds .....</i>	<i>5-14</i>
<i>Millage Rate and Taxable Value History.....</i>	<i>5-15</i>
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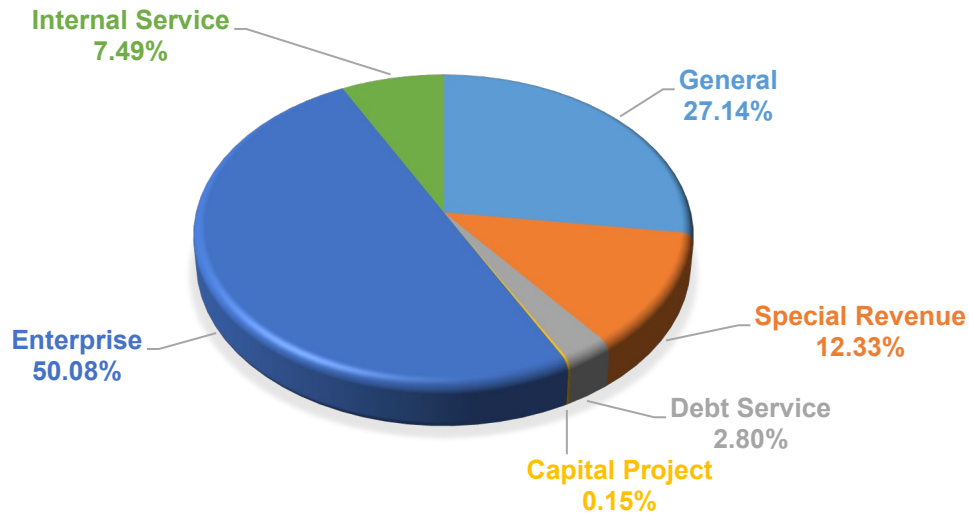
**City of Cape Coral, Florida**  
**FY 2019 – 2021 Adopted Budget**

## Budget Highlights and Summary Schedules

The table below provides a summary of the total budget for all funds for Fiscal Year 2018–2021. The FY 2019 Adopted Budget is \$779.8 million and includes \$211.6 million for General Fund expenditures and reserves and \$568.1 million for non-general fund operations. Asset Management Program expenditures account for approximately \$106.5 million in all funds and interfund transactions are \$58.5 million.

<b>FUND TYPE SUMMARY</b>	<b>FY 2018 Adopted</b>	<b>FY 2018 Amended</b>	<b>FY 2019 Adopted</b>	<b>FY 2020 Proposed</b>	<b>FY 2021 Proposed</b>
General Fund	\$ 208,797,247	\$ 221,421,073	\$ 211,642,492	\$ 222,810,448	\$ 230,445,571
Special Revenue	80,939,286	90,311,110	96,180,720	98,546,787	101,747,117
Debt Service	29,297,819	34,011,980	21,867,811	22,157,698	23,328,156
Capital Project	15,340,370	14,567,197	1,193,161	13,347,273	9,254,303
Enterprise	457,263,063	453,501,604	390,484,360	390,745,512	454,747,995
Internal Service	51,486,472	53,605,621	58,395,141	64,248,302	70,588,659
<b>Total</b>	<b>\$ 843,124,257</b>	<b>\$ 867,418,585</b>	<b>\$ 779,763,685</b>	<b>\$ 811,856,020</b>	<b>\$ 890,111,801</b>

**Total Budget by Fund Type**



Governmental accounting and budgeting utilizes fund types to account for activities. The chart above depicts the FY 2019 Adopted Budget by fund type:

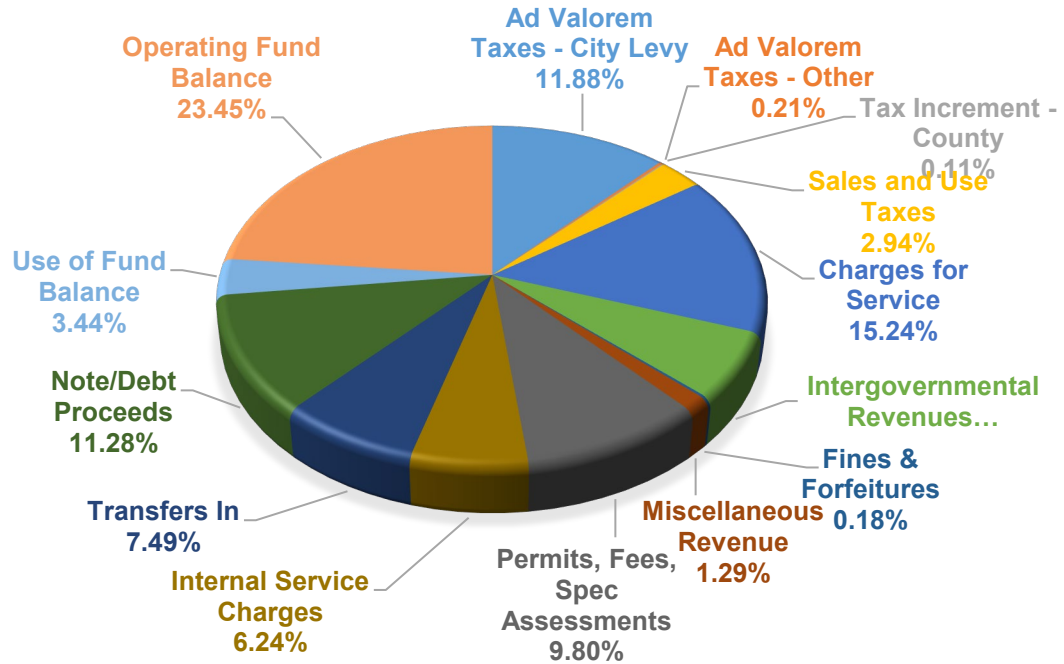


**City of Cape Coral, Florida  
FY 2019 – 2021 Adopted Budget**

The City has several revenue sources, each representing a different percentage of total revenues. The following chart shows the sources:

**Sources – Where the Money Comes From**

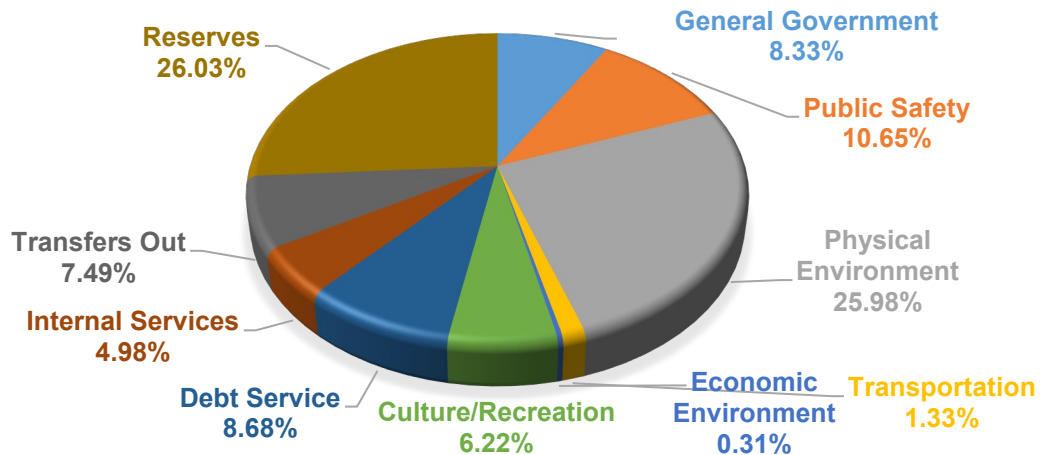
**FY 2019 All Funds**



The various uses of the budgeted funds are summarized in the following table:

**Uses – Where the Money Goes**

**FY 2019**



**City of Cape Coral, Florida  
FY 2019 – 2021 Adopted Budget**

The following tables provide a summary of the budget on an expenditure category basis for all funds and the general fund, respectively:

<b>FUND TYPE SUMMARY</b>	<b>FY 2018 Adopted</b>	<b>FY 2018 Amended</b>	<b>FY 2019 Adopted</b>	<b>FY 2020 Proposed</b>	<b>FY 2021 Proposed</b>
General Fund	\$ 208,797,247	\$ 221,421,073	\$ 211,642,492	\$ 222,810,448	\$ 230,445,571
Special Revenue	80,939,286	90,311,110	96,180,720	98,546,787	101,747,117
Debt Service	29,297,819	34,011,980	21,867,811	22,157,698	23,328,156
Capital Project	15,340,370	14,567,197	1,193,161	13,347,273	9,254,303
Enterprise	457,263,063	453,501,604	390,484,360	390,745,512	454,747,995
Internal Service	51,486,472	53,605,621	58,395,141	64,248,302	70,588,659
<b>Total</b>	<b>\$ 843,124,257</b>	<b>\$ 867,418,585</b>	<b>\$ 779,763,685</b>	<b>\$ 811,856,020</b>	<b>\$ 890,111,801</b>

**ALL FUNDS**

<b>Category - All Funds</b>	<b>FY 2018 Adopted</b>	<b>FY 2018 Amended</b>	<b>FY 2019 Adopted</b>	<b>FY 2020 Proposed</b>	<b>FY 2021 Proposed</b>
Payroll & Related Benefits	\$ 186,111,408	\$ 190,405,684	\$ 197,855,255	\$ 203,618,813	\$ 209,262,932
Operating	110,907,453	137,295,342	120,512,720	123,310,905	127,284,421
Capital/Infrastructure	127,075,968	142,331,791	107,465,242	88,442,985	127,654,260
Debt Service	73,839,397	73,934,843	68,069,879	68,339,774	68,832,515
Other	-	-	-	-	-
Transfers Out	120,874,749	135,139,545	58,465,178	79,703,477	80,486,666
Reserves	224,315,282	188,311,380	227,395,411	248,440,066	276,591,007
<b>Total Uses</b>	<b>\$ 843,124,257</b>	<b>\$ 867,418,585</b>	<b>\$ 779,763,685</b>	<b>\$ 811,856,020</b>	<b>\$ 890,111,801</b>

**GENERAL FUND**

<b>Category - General Fund</b>	<b>FY 2018 Adopted</b>	<b>FY 2018 Amended</b>	<b>FY 2019 Adopted</b>	<b>FY 2020 Proposed</b>	<b>FY 2021 Proposed</b>
Payroll & Related Benefits	\$ 109,971,308	\$ 112,607,086	\$ 117,482,623	\$ 121,395,032	\$ 125,080,072
Operating	33,805,124	51,090,680	38,461,566	39,520,194	41,803,182
Capital/Infrastructure	3,977,375	9,582,603	3,854,840	4,910,225	4,405,689
Debt Service	-	-	-	-	-
Transfers Out	22,408,810	25,134,106	14,884,898	19,834,518	23,497,473
Reserves	38,634,630	23,006,598	36,958,565	37,150,479	35,659,155
<b>Total Uses</b>	<b>\$ 208,797,247</b>	<b>\$ 221,421,073</b>	<b>\$ 211,642,492</b>	<b>\$ 222,810,448</b>	<b>\$ 230,445,571</b>

<b>General Fund</b>	<b>FY 2018 Adopted</b>	<b>FY 2018 Amended</b>	<b>FY 2019 Adopted</b>	<b>FY 2020 Proposed</b>	<b>FY 2021 Proposed</b>
Appropriations	\$ 170,162,617	\$ 198,414,475	\$ 174,683,927	\$ 185,659,969	\$ 194,786,416
Reserves:	38,634,630	23,006,598	36,958,565	37,150,479	35,659,155
<b>Total Uses</b>	<b>\$ 208,797,247</b>	<b>\$ 221,421,073</b>	<b>\$ 211,642,492</b>	<b>\$ 222,810,448</b>	<b>\$ 230,445,571</b>

1 Month Operating	13,237,770	15,065,631	14,228,257	14,660,392	15,337,394
# Months of Reserves	2.92	1.53	2.60	2.53	2.32

Note: Capital outlay and transfers out for capital projects not included as "operating" expenditures.

## Major Revenue Sources

The City relies on a mixture of revenue sources to finance operations and construction activities. These sources include taxes, special assessments, fees, intergovernmental funding, and charges for services. Estimates of revenues for budgetary purposes are gathered from a variety of sources. Revenue estimates for user fees are based on past trends and experienced judgment of current and future conditions. The Florida Department of Revenue provides estimates of revenues for the Local Governmental Half-Cent Sales Tax, State Shared Revenue, Communications Tax, and Local Option Gasoline Taxes. Ad valorem tax revenue is estimated utilizing taxable property values as provided by the County Property Appraiser in conjunction with applicable millage rates.

While there are several methods for projecting revenues, most of the projections are based upon the use of “trend analysis” and “expert judgment” within the framework of some basic economic assumptions. Even though some basic assumptions are being made, the importance of examining each revenue source and the specific factors that influence it has been recognized and utilized.

Trend analysis relies on history to project the future. For example, revenues for social services may be found to have increased an average of three percent annually for the last five years in constant dollars. Trend analysis would extend the three percent growth rate into the future.

Expert judgment relies on the ability of local officials to predict how changes may affect their jurisdiction. For instance, gas prices may increase beyond levels seen in past years. Generally, with increased gas prices, travel and tourism slow down; however, staff analyzes all sources of information, determines that gas purchases will remain steady, along with the growth in population and forecasts a steady increase in local option gas taxes.



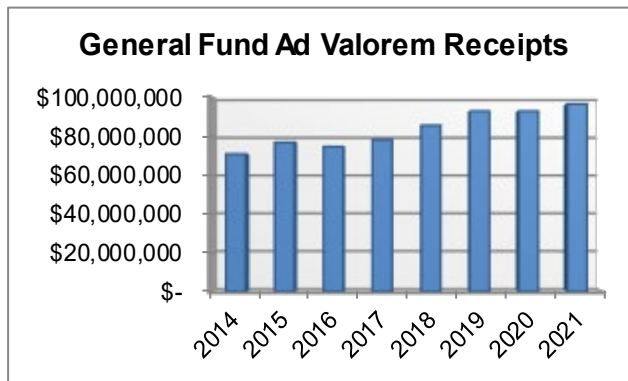
**City of Cape Coral, Florida  
FY 2019 – 2021 Adopted Budget**

**Ad Valorem Taxes (Property Taxes)**

Ad valorem taxes are charges levied by the local unit of a government against property owners based on the value of their real property. Historically, property taxes have been the largest single revenue source in the General Fund. In accordance with the City's adopted financial policies, ad valorem revenues are budgeted at 96% of the estimated levy.

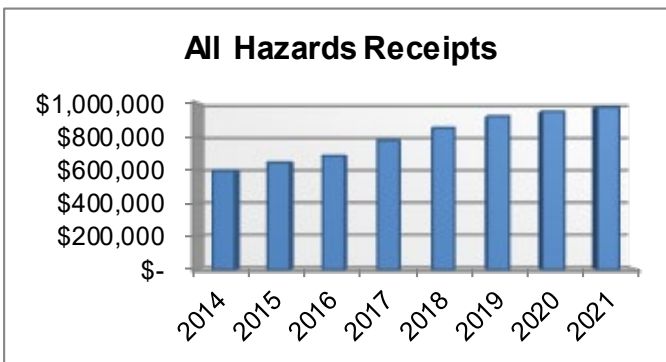
A millage rate of one mill produces one dollar of tax revenue on each \$1,000 of taxable property values as provided by the Lee County Property Appraiser.

The FY 2019 City Manager's Adopted Budget is based on the July 1 taxable value from the Lee County Property Appraiser and the millage rate of 6.750. It is assumed that taxable property values will increase 4% in FY 2020 and 2021. Also, this adopted budget assumes that Florida voters will approve the additional Homestead Exemption in the fall of 2018, which will reduce ad valorem revenue beginning in FY 2020. Millage rate and taxable assessed value history on page 5-16.



Fiscal Year	Amount	Millage
2014 Actual	\$ 70,734,362	7.7070
2015 Actual	76,766,047	7.7070
2016 Actual	74,532,990	6.9570
2017 Actual	78,051,494	6.7500
2018 Budget	85,513,434	6.7500
2019 Adopted	92,754,303	6.7500
2020 Proposed	92,744,437	6.7500
2021 Proposed	96,454,214	6.7500

Additionally, through an inter-local agreement with Lee County, the City participates in the All Hazards Protection District. The levy is set and collected by the County with funds remitted back to the City in accordance with the terms of the inter-local agreement. The funds are used for such things as Hazardous Material Response and Emergency Preparedness Initiatives to include the cost of new shelter facilities. These receipts are recorded in a Special Revenue Fund.



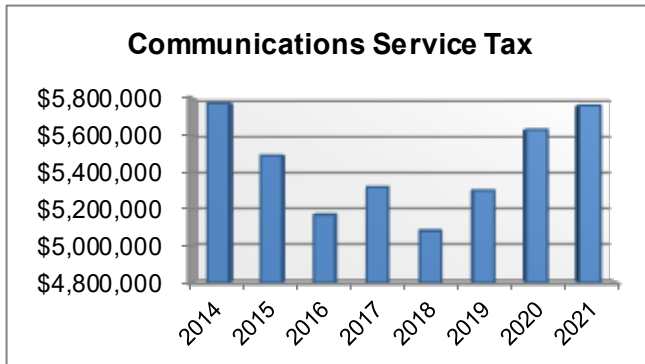
Fiscal Year	Amount	Annual % Change
2014 Actual	\$ 594,769	7.14%
2015 Actual	644,650	8.39%
2016 Actual	682,968	5.94%
2017 Actual	777,122	13.79%
2018 Budget	851,417	9.56%
2019 Adopted	920,137	8.07%
2020 Proposed	947,742	3.00%
2021 Proposed	976,175	3.00%

**City of Cape Coral, Florida  
FY 2019 – 2021 Adopted Budget**

**Other Taxes**

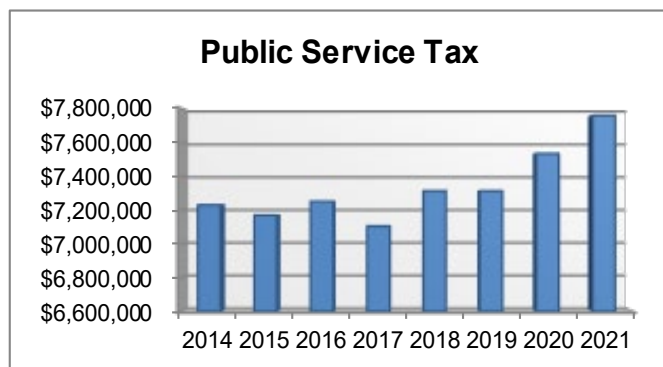
Other taxes include charges levied by the local unit of government that are not ad valorem but are imposed upon sale or consumption of goods and services. This category includes the communications service tax, public service tax, and local option gas taxes.

In FY 2001, the communications services tax replaced all local taxes on telephone and cable services, with a rate of 5.22%. The revenue is recorded in the General Fund, and in accordance with the financial policies, revenue is budgeted at 95% of anticipated receipts.



Fiscal Year	Amount	Annual % Change
2014 Actual	\$ 5,773,054	-8.08%
2015 Actual	5,489,539	-4.91%
2016 Actual	5,168,297	-5.85%
2017 Actual	5,319,563	2.93%
2018 Budget	5,080,211	-4.50%
2019 Adopted	5,300,000	4.33%
2020 Proposed	5,630,000	6.23%
2021 Proposed	5,760,000	2.31%

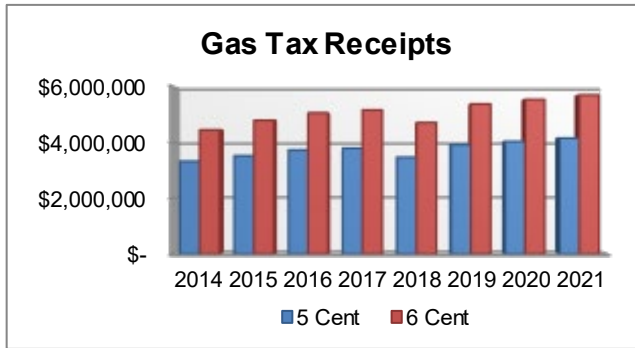
On April 29, 2013, City Council approved Ordinance 28-13, authorizing the implementation of the Public Service Tax on electric service. At the time of adoption of the tax, there was only one municipality in the State of Florida with a population of over 50,000 that did not have the tax. Although the tax can be levied up to a rate of 10%, City Council authorized a rate of 7%, beginning October 1, 2013. For residential customers, the first 500 kilowatts of usage have been exempted from the tax as allowable by Florida Statute 166.231. Assuming the “average” homeowner uses 1,200 kilowatts monthly; the resulting tax is approximately \$65 annually.



Fiscal Year	Amount	Annual % Change
2014 Actual	\$ 7,229,414	-
2015 Actual	7,168,083	-0.85%
2016 Actual	7,250,872	1.15%
2017 Actual	7,103,228	-2.04%
2018 Budget	7,312,775	2.95%
2019 Adopted	7,312,775	0.00%
2020 Proposed	7,532,158	3.00%
2021 Proposed	7,758,123	3.00%

**City of Cape Coral, Florida  
FY 2019 – 2021 Adopted Budget**

The gas taxes are collected on each gallon of gas sold within the county limits. The City's annual receipts are established upon a locally agreed upon distribution formula based on population and are recorded in Special Revenue Funds. The City's current allocation is 24.95% of the total distribution to Lee County entities. Gas taxes are earmarked to fund the construction of new roads and sidewalks, intersection improvements, and maintenance of the City's existing transportation network. Currently the gas tax funds are being used to supplement road impact fees for the outstanding gas tax bonds that were issued for the widening of Del Prado and Santa Barbara Boulevards.



Fiscal Year	5 Cent	6 Cent
2014 Actual	\$ 3,331,047	\$ 4,450,639
2015 Actual	3,526,154	4,798,201
2016 Actual	3,736,205	5,062,704
2017 Actual	3,795,908	5,160,100
2018 Budget	3,468,098	4,717,573
2019 Adopted	3,920,262	5,379,196
2020 Proposed	4,037,870	5,540,572
2021 Proposed	4,159,007	5,706,790

### Franchise Fees

Franchise 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 City receives franchise fees for electricity, solid waste, and natural gas.

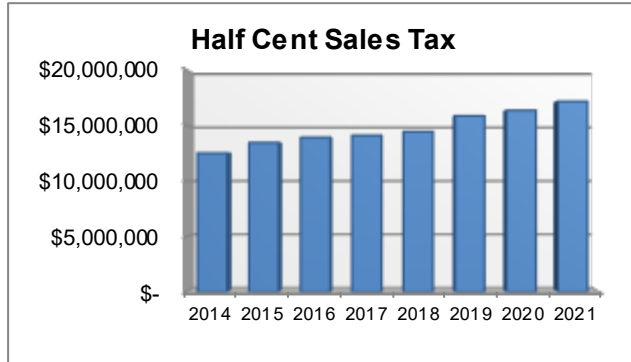


Fiscal Year	Amount
2014 Actual	\$ 6,520,354
2015 Actual	6,549,306
2016 Actual	6,622,099
2017 Actual	6,433,799
2018 Budget	6,619,204
2019 Adopted	6,779,055
2020 Proposed	6,853,846
2021 Proposed	6,929,501

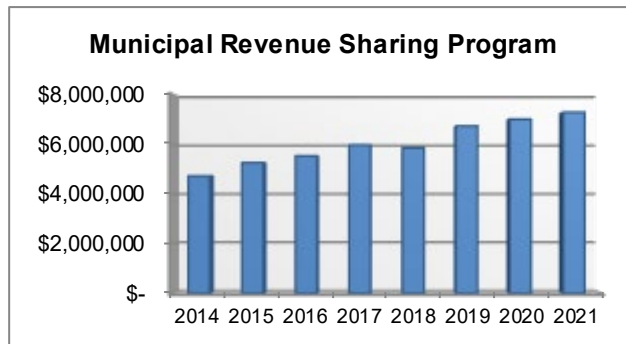
**City of Cape Coral, Florida  
FY 2019 – 2021 Adopted Budget**

**Intergovernmental Revenue**

Included are revenues received from federal, state, and other local governmental sources in the form of shared revenues. The state shared revenues of the most importance to the City government are local government half-cent sales tax and municipal revenue sharing. The annual revenue is budgeted at 95% of the estimate released by the State Department of Revenue (DOR).

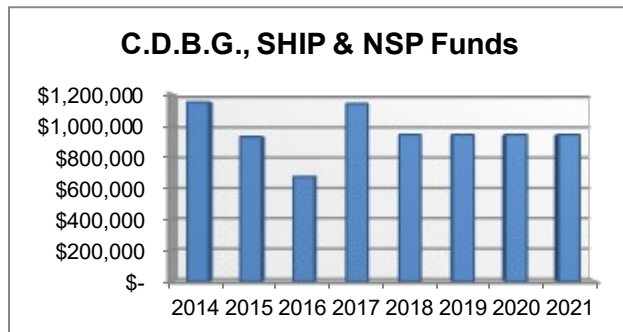


Fiscal Year	Amount
2014 Actual	\$ 12,505,015
2015 Actual	13,456,287
2016 Actual	13,923,141
2017 Actual	14,107,953
2018 Budget	14,456,982
2019 Adopted	15,878,000
2020 Proposed	16,372,000
2021 Proposed	17,176,000



Fiscal Year	Amount
2014 Actual	\$ 4,723,010
2015 Actual	5,253,466
2016 Actual	5,527,856
2017 Actual	5,962,452
2018 Budget	5,841,929
2019 Adopted	6,726,055
2020 Proposed	6,995,039
2021 Proposed	7,274,780

Additionally, shared funds come from the Federal Community Development Block Grant (CDBG) Program, Neighborhood Stabilization Program (NSP), and State Housing Initiative Partnership (SHIP) and are recorded in Special Revenue Funds. While the annual allocation from the federal government for CDBG programs has stayed at a fairly consistent level, state funding (SHIP) was dramatically decreased beginning in FY 2010.

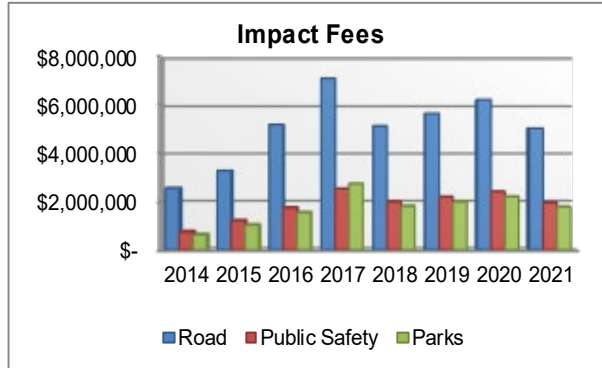


Fiscal Year	Amount
2014 Actual	\$ 1,147,757
2015 Actual	927,146
2016 Actual	671,784
2017 Actual	1,138,077
2018 Budget	940,159
2019 Adopted	940,159
2020 Proposed	940,159
2021 Proposed	940,159

**City of Cape Coral, Florida  
FY 2019 – 2021 Adopted Budget**

### Impact Fees

The City collects various impact fees when building permits are issued for new structures. Impact fees are paid by those who build new structures within the City. Fees are used for the cost of capital expenditures to support the expansion of roads, parks, water, irrigation, and wastewater facilities, as well as, police protection, fire safety, and advanced life support services. Revenue estimates are primarily based on a projection of the number of new construction permits for single-family residential units, which represent a majority of current activity. Road impact fees have been budgeted at approximately 75% of the total estimate as a result of the use of impact fee credits.

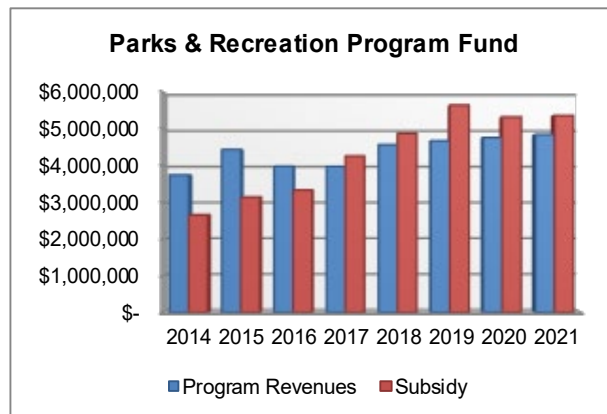


Fiscal Year	Road	Public Safety	Parks
2014 Actual	\$ 2,571,011	\$ 768,178	\$ 642,240
2015 Actual	3,290,520	1,221,496	1,041,410
2016 Actual	5,193,939	1,757,514	1,559,473
2017 Actual	7,106,032	2,546,012	2,751,820
2018 Budget	5,141,492	2,010,162	1,828,600
2019 Adopted	5,656,815	2,208,055	2,011,460
2020 Proposed	6,223,084	2,426,461	2,213,275
2021 Proposed	5,041,535	1,971,549	1,792,920

### Charges for Service

These revenues include all charges for current services and are sometimes referred to as user fees. These fees are charged for activities such as zoning and development fees, cultural/recreational fees, public safety fees, water, irrigation and wastewater fees.

User fees are charged for Parks and Recreational Programs. Programs and related fee schedules are reviewed on an annual basis. The Yacht Basin is operated as an Enterprise Fund and designed to be 100% supported by generated revenue. Other programs such as the Arts Studio, Senior Centers, Transportation, Special Populations, the Golf Course and the Waterpark operate with a subsidy from the General Fund. The Yacht Basin also contributes \$115,000 to the P&R Program Fund.

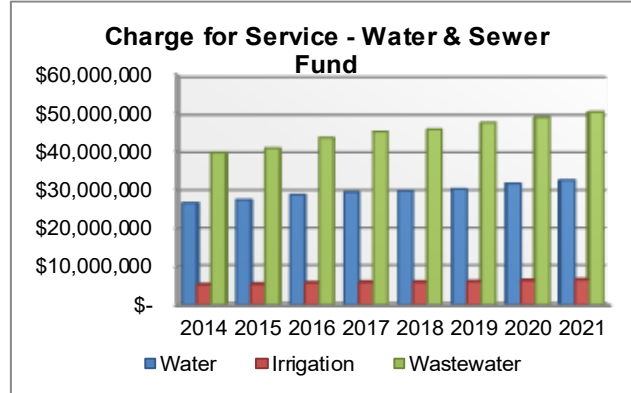


Fiscal Year	Program Revenues	Subsidy	Program Rev % of Total Exp
2014 Actual	\$ 3,752,289	\$ 2,658,334	58.53%
2015 Actual	4,441,529	3,150,587	58.50%
2016 Actual	3,984,562	3,340,000	54.40%
2017 Actual	3,980,118	4,265,000	48.27%
2018 Budget	4,578,222	4,881,507	48.40%
2019 Adopted	4,681,479	5,655,138	45.29%
2020 Proposed	4,768,950	5,329,758	47.22%
2021 Proposed	4,852,854	5,371,363	47.46%
avg FY14-21			51.01%

*Does not include Golf Course or Waterpark*

**City of Cape Coral, Florida  
FY 2019 – 2021 Adopted Budget**

Water, irrigation, and wastewater charges have been established to generate a level of revenue sufficient to support the utility fund. A comprehensive financial model has been developed that examines operational and maintenance, capital, debt, and reserve requirements. Fee changes are adopted in accordance with an annual rate sufficiency study in order to ensure the City is in compliance with bond covenants.



Fiscal Year	Water	Irrigation	Wastewater	Total
2014 Actual	\$26,608,151	\$ 5,270,529	\$ 39,771,765	\$ 71,650,445
2015 Actual	27,439,764	5,419,273	40,934,805	73,793,842
2016 Actual	28,792,096	5,773,770	43,664,619	78,230,485
2017 Actual	29,462,281	5,923,126	45,247,881	80,633,288
2018 Budget	29,795,145	5,962,835	45,862,874	81,620,854
2019 Adopted	30,283,311	6,058,093	47,629,474	83,970,878
2020 Proposed	31,713,931	6,409,189	49,028,050	87,151,170
2021 Proposed	32,575,604	6,602,662	50,429,117	89,607,383

**City of Cape Coral, Florida  
FY 2019 – 2021 Adopted Budget**

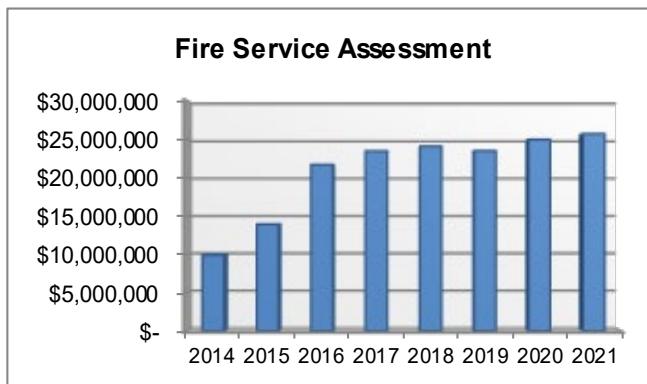
**Special Assessments**

Special assessment, also called a non-ad valorem assessment, is a fee levied on certain properties to defray all or part of the cost of a specific capital improvement or service deemed to benefit those properties. The value of property is not considered when calculating a special assessment. Instead, the cost of the facility or service is allocated to the benefited properties in a defined area on a proportional basis.

Special assessments are levied to pay for water, wastewater, and irrigation extension programs. Special assessments vary based on the actual project costs, which include design, construction, and billing costs. Special assessments can be prepaid or financed through an amortization schedule whereby charges are included on the tax bill annually.

**Fire Service Assessment**

The City implemented a Fire Service Assessment (FSA), which is a special assessment for fire protection services. The assessment is based on a “readiness-to-serve” rather than “calls for service” methodology. The assessment was authorized for implementation in FY 2014. Due to the need for a bond validation, this assessment was not included on the tax bill but was billed in-house in February 2014. This billing followed the Final Judgment by the Twentieth Judicial Circuit of the State of Florida in December 2013 confirming the City’s authority to issue the bond, the legality and validity of the imposition of the special assessment. The judgment was appealed to the Florida Supreme Court by a small group of residents. In May 2015, the Florida Supreme Court upheld the City’s assessment methodology.



Fiscal Year	Amount	Cost
		Recovery %
2014 Actual	\$ 9,928,725	38%
2015 Actual	13,914,346	38%
2016 Actual	21,690,753	64%
2017 Actual	23,450,207	64%
2018 Budget	24,052,434	59%
2019 Adopted	23,476,023	62%
2020 Proposed	24,949,289	64%
2021 Proposed	25,697,768	64%



## Highlights of Other Major Funds

### **Waterpark Fund**

The FY 2019 Adopted Budget is \$3.0 million with expenditures to support current operations. Annual debt service related to the speed slide attraction has been budgeted in the amount of \$174,096. Additionally, the fund is required to make an interfund transfer to the General Fund in the amount of \$419,061 for general administrative overhead costs. Operating revenues are not forecasted to cover the fund's expenditures and a general fund subsidy of \$370,166 will be required.

### **Golf Course Fund**

The Golf Course Fund has an adopted budget of \$3.1 million and provides funding for 32 full-time equivalents. The fund is charged an internal service charge from the General Fund for the general administrative overhead costs. The fee in FY 2019 is \$389,222. Revenues continue to cover basic and on-going operational costs but have not yet reached a level that allows for the funding of normal renewal and replacement of capital assets. In FY 2019, the General Fund has budgeted for a potential subsidy of \$352,975.

### **Building Fund**

The Building Fund has an adopted budget of \$17.4 million and provides funding for 52.88 full-time equivalents. Due to an increase in permitting activity, no subsidy has been required by the General Fund since FY 2010. An interfund transfer is made to the General Fund for general administrative overhead costs in the amount of \$1,049,198.

### **Utility Capital Expansion Fee Funds**

Water, sewer, and irrigation utility capital expansion fees (impact fees) and capital facility expansion fees are used for the expansion of the City's utility system including the cost of transmission lines and new plants. These fees are also used to pay applicable debt service and/or will be used to offset the borrowing requirements associated with the water and sewer capital improvement program.

### **Stormwater Fund**

The primary revenue source for this fund is the stormwater utility fee that is charged on a per equivalent residential unit (ERU) basis. As discussed in the previous section, the City Manager's Adopted Budget includes a modified rate each year for FY 2019 – 2021. The adopted rate is \$115 per ERU, based on the data from the cost recovery study. The operating budgets in FY 2019 – 2021 will use funds which have previously been set aside for stormwater capital projects to support the cost of the drainage projects.

### **Yacht Basin Fund**

The Yacht Basin Fund has an adopted budget of \$1.2 million with approximately 44% of the sources of funds coming from fund balances. Lease payments from Ford's Boathouse are recorded in this fund. The fund is charged an internal service charge from the General Fund for the general administrative overhead costs. The fee in FY 2019 is \$82,240. FY 2019 planned expenditures include \$115,000 interfund transfer to the P&R Program Fund.

**City of Cape Coral, Florida  
FY 2019 – 2021 Adopted Budget**

**MILLAGE RATE HISTORY**

<b>Fiscal Year</b>	<b>General Operations</b>	<b>Debt Service</b>	<b>Total</b>
2010	7.9702	0.0000	7.9702
2011	7.9702	0.0000	7.9702
2012	7.9570	0.0000	7.9570
2013	7.9570	0.0000	7.9570
2014	7.7070	0.0000	7.7070
2015	7.7070	0.0000	7.7070
2016	6.9570	0.0000	6.9570
2017	6.7500	0.0000	6.7500
2018	6.7500	0.0000	6.7500
2019	6.7500	0.0000	6.7500
2020 Proposed	6.7500	0.0000	6.7500
2021 Proposed	6.7500	0.0000	6.7500

\* Rolled back rate for FY 2019 is 6.4402

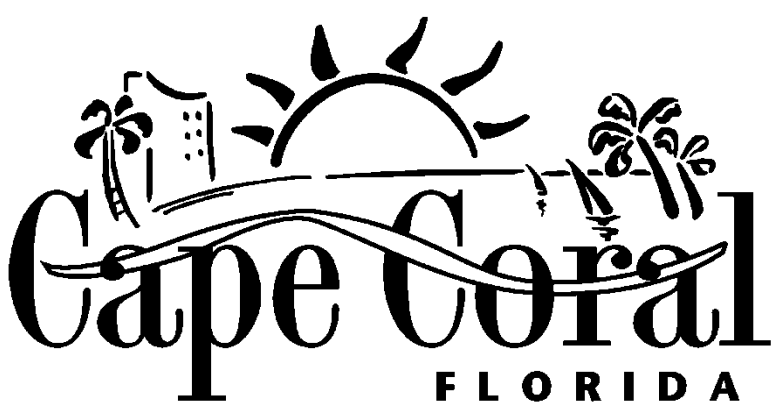
**TAXABLE ASSESSED VALUE HISTORY**

<b>Fiscal Year</b>	<b>Taxable Assessed Value</b>	<b>New Construction</b>	<b>Percentage Change</b>
2010	10,494,876,370	175,205,783	-33.14%
2011	8,888,383,376	70,456,330	-15.31%
2012	8,566,590,016	81,896,264	-3.62%
2013	8,903,395,043	89,178,363	3.93%
2014	9,520,318,059	109,735,614	6.93%
2015	10,329,777,472	114,639,280	8.50%
2016	11,120,507,186	185,037,351	7.65%
2017	12,045,371,047	232,341,287	8.32%
2018	13,196,517,609	336,504,739	9.56%
2019	14,313,935,650	448,797,093	8.47%
2020 Projected*	14,312,413,076	466,748,977	-0.01%
2021 Projected*	14,884,909,599	485,418,936	4.00%

\*Beginning in FY 2020, anticipating additional homestead exemptions

**SINGLE FAMILY HOMES - HOMESTEAD & NON-HOMESTEAD**

<b>Fiscal Year</b>	<b>Average Taxable Assessed Value</b>	<b>Change in Average Value</b>	<b>Percentage Change</b>
2010	101,405	(52,138)	-33.96%
2011	89,684	(11,721)	-11.56%
2012	93,057	3,373	3.76%
2013	96,942	3,885	4.18%
2014	104,867	7,925	8.18%
2015	114,354	9,486	9.05%
2016	122,484	8,130	7.11%
2017	131,197	8,713	7.11%
2018	141,919	10,722	8.17%
2019	150,856	8,937	6.30%



**City of Cape Coral, Florida  
FY 2019 – 2021 Adopted Budget**

<b>BUDGET SUMMARY</b>							
<b>City of Cape Coral, Florida FY 2019</b>							
<b>THE ADOPTED OPERATING BUDGET EXPENDITURES OF THE CITY OF CAPE CORAL ARE .8% INCREASE FROM LAST YEARS TOTAL OPERATING EXPENDITURES</b>							
General Fund	6.7500						
<b>SOURCES</b>	GENERAL FUND	SPECIAL REVENUE	DEBT SERVICE	CAPITAL PROJECT	ENTERPRISE FUNDS	INTERNAL SERVICE	TOTAL ALL FUNDS
Taxes:							
Ad Valorem Taxes - City Levy @ 6.5000	\$ 92,754,303	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 92,754,303
Ad Valorem Taxes - Other	713,881	920,137	-	-	-	-	1,634,018
Tax Increment - County	-	830,075	-	-	-	-	830,075
Sales and Use Taxes	13,618,760	9,299,458	-	-	-	-	22,918,218
Charges for Service	1,620,824	12,931,077	-	-	104,367,724	-	118,919,625
Intergovernmental Revenues	26,285,866	2,309,205	-	-	21,791,773	-	50,386,844
Fines & Forfeitures	476,467	125,531	-	-	775,238	-	1,377,236
Miscellaneous Revenue	3,318,960	323,149	3,444,028	-	2,615,162	400,000	10,101,299
Permits, Franchise, Impact Fees, Spec Assess	30,293,734	16,016,123	-	-	30,202,199	-	76,512,056
Internal Service Charges	5,580,016	-	-	-	671,703	42,461,355	48,713,074
<b>TOTAL SOURCES</b>	<b>\$ 174,662,811</b>	<b>\$ 42,754,755</b>	<b>\$ 3,444,028</b>	<b>\$ -</b>	<b>\$ 160,423,799</b>	<b>\$ 42,861,355</b>	<b>\$ 424,146,748</b>
Transfers In	7,649,133	7,852,092	18,077,817	1,193,161	23,692,975	-	58,465,178
Note/Debt Proceeds	-	-	-	-	88,015,484	-	88,015,484
Fund Balances/Reserves/Net Assets	29,330,548	45,573,873	345,966	-	118,352,102	15,533,786	209,136,275
<b>TOTAL REVENUES, TRANSFERS &amp; BALANCES</b>	<b>\$211,642,492</b>	<b>\$ 96,180,720</b>	<b>\$ 21,867,811</b>	<b>\$ 1,193,161</b>	<b>\$ 390,484,360</b>	<b>\$ 58,395,141</b>	<b>\$ 779,763,685</b>
<b>USES</b>							
General Government	\$ 64,864,769	\$ 126,947	\$ -	\$ 1,043,161	\$ -	\$ -	\$ 66,034,877
Public Safety	76,074,587	9,427,769	-	-	-	-	85,502,356
Physical Environment	-	3,869,904	-	-	169,208,259	-	173,078,163
Transportation	10,040,812	-	-	150,000	154,228	-	10,345,040
Economic Environment	1,146,571	1,247,613	-	-	-	-	2,394,184
Culture/Recreation	7,672,290	15,850,977	-	-	26,410,753	-	49,934,020
Debt Service	-	-	21,521,845	-	46,243,675	-	67,765,520
Internal Services	-	-	-	-	-	38,848,936	38,848,936
<b>TOTAL EXPENDITURES</b>	<b>\$ 159,799,029</b>	<b>\$ 30,523,210</b>	<b>\$ 21,521,845</b>	<b>\$ 1,193,161</b>	<b>\$ 242,016,915</b>	<b>\$ 38,848,936</b>	<b>\$ 493,903,096</b>
Transfers Out	14,884,898	19,675,893	-	-	23,904,387	-	58,465,178
Reserves	36,958,565	45,981,617	345,966	-	124,563,058	19,546,205	227,395,411
<b>TOTAL APPROPRIATED EXPENDITURES, TRANSFERS, RESERVES, &amp; BALANCES</b>	<b>\$ 211,642,492</b>	<b>\$ 96,180,720</b>	<b>\$ 21,867,811</b>	<b>\$ 1,193,161</b>	<b>\$ 390,484,360</b>	<b>\$ 58,395,141</b>	<b>\$ 779,763,685</b>
The tentative, adopted, and/or final budgets are on file in the office of the above referenced taxing authority as a public record.							

**City of Cape Coral, Florida  
FY 2019 – 2021 Adopted Budget**

**ALL FUNDS REVENUES**

<b>Fund</b>	<b>FY 2017 Actual<sup>1</sup></b>	<b>FY 2018 Adopted Budget<sup>2</sup></b>	<b>FY 2018 Amended Budget<sup>2</sup></b>	<b>FY 2019 Adopted Budget<sup>3</sup></b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
<b>General Fund</b>	<b>\$ 163,665,972</b>	<b>\$ 208,797,247</b>	<b>\$ 221,421,073</b>	<b>\$ 211,642,492</b>	<b>\$ 222,810,448</b>	<b>\$ 230,445,571</b>
<b>Special Revenue Funds</b>						
Additional Five Cent Gas Tax	3,832,254	10,485,470	11,916,719	15,255,043	19,142,913	23,151,920
Six Cent Gas Tax	5,200,272	13,762,149	13,831,888	14,436,042	14,121,327	10,608,092
Road Impact Fee	7,873,483	6,528,709	7,699,265	8,329,224	8,374,884	7,221,459
Police Protection Impact Fee	1,272,088	3,346,093	4,136,425	5,222,882	6,416,235	7,386,102
Advanced Life Support (ALS) Impact Fee	75,347	272,178	318,905	383,610	354,294	360,490
Do The Right Thing	17,032	8,000	25,569	8,000	8,000	8,000
Confiscation/Federal	66,092	464,727	548,340	459,587	361,985	324,459
Confiscation/State	141,033	189,414	327,828	308,353	288,878	269,359
Criminal Justice Education (Police Training)	21,079	23,000	38,601	24,000	24,600	25,215
Police Evidence Fund (not budgeted)	127,139	-	-	-	-	-
Seawall Assessments	1,169	-	3,345	-	-	-
Fire Capital Improvement Impact Fee	1,222,577	1,992,319	2,663,072	3,369,324	4,173,639	4,761,518
Park Recreational Facility Impact Fee	2,759,562	1,838,600	4,307,305	3,610,166	3,067,464	2,101,916
Community Redevelopment Agency (CRA) <sup>4</sup>	1,622,412	4,556,856	2,355,716	2,219,029	2,329,695	2,572,656
City Centrum Business Park	70,999	93,274	119,874	90,559	91,483	92,461
All Hazards	750,490	1,897,943	1,960,116	2,200,355	2,005,322	2,102,948
Alarm Fee	113,059	163,240	120,840	156,862	169,026	177,881
Del Prado Mall Parking Lot Maintenance	150,477	38,010	136,037	36,388	38,059	39,965
Lot Mowing Program	3,336,007	5,082,834	5,827,083	5,320,529	4,886,108	4,412,334
Parks & Recreation Programs	8,245,118	9,459,729	10,193,018	10,336,617	10,098,708	10,224,217
Building Fund	7,691,746	13,670,684	14,396,751	17,396,646	15,410,294	18,617,933
Waterpark Fund	2,704,887	2,960,989	3,622,395	3,008,189	3,048,233	3,117,531
Golf Course <sup>6</sup>	-	-	-	3,069,156	3,195,481	3,230,502
Community Development Block Grant (CDBG) <sup>5</sup>	1,298,966	940,159	1,374,880	940,159	940,159	940,159
HUD Neighborhood Stabilization <sup>5</sup>	561,524	-	617,633	-	-	-
HUD Neighborhood Stabilization (NSP) <sup>5</sup>	1,459	-	-	-	-	-
Residential Construction Mitigation Grant <sup>5</sup>	192,730	-	16,240	-	-	-
Local Housing Assistance (SHIP) <sup>5</sup>	1,093,900	-	143,118	-	-	-
<b>Special Revenue</b>	<b>50,442,903</b>	<b>77,774,377</b>	<b>86,700,963</b>	<b>96,180,720</b>	<b>98,546,787</b>	<b>101,747,117</b>
<b>Debt Service Fund</b>	<b>90,962,879</b>	<b>29,297,819</b>	<b>34,011,980</b>	<b>21,867,811</b>	<b>22,157,698</b>	<b>23,328,156</b>
<b>Capital Projects Funds<sup>5</sup></b>						
Academic Village	74,816	-	90,000	90,000	493,040	-
Fire Station Construction	1,894	297,000	1,477,971	-	4,310,000	621,643
Charley Disaster Improvement	580	-	-	-	-	-
Finance Computer (ERP) System	4,225	-	-	-	-	-
Parks Capital Projects	161,618	-	1,251,054	-	-	-
Transportation Capital Projects	10,750,219	11,347,438	13,892,076	150,000	7,482,000	7,482,000
Public Works Capital Projects	9,183	-	-	<b>FY 2019 Adopted</b>	-	-
CRA Streetscape	9,941,542	3,695,932	2,556,096	953,161	1,062,233	1,150,660
Fleet Maintenance Facility Construction	-	-	(4,700,000)	-	-	-
<b>Capital Projects Total</b>	<b>20,944,075</b>	<b>15,340,370</b>	<b>14,567,197</b>	<b>1,193,161</b>	<b>13,347,273</b>	<b>9,254,303</b>

**City of Cape Coral, Florida  
FY 2019 – 2021 Adopted Budget**

**ALL FUNDS REVENUES continued**

<b>Fund</b>	<b>FY 2017 Actual<sup>1</sup></b>	<b>FY 2018 Adopted Budget<sup>2</sup></b>	<b>FY 2018 Amended Budget<sup>2</sup></b>	<b>FY 2019 Adopted Budget<sup>3</sup></b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
<b>Enterprise Funds</b>						
Water & Sewer	113,667,250	155,476,122	147,060,342	118,019,880	117,153,120	118,847,254
Water & Sewer Capital Projects <sup>5,7</sup>	160,591	57,932,564	57,932,564	-	-	-
Water & Sewer Utility Extension <sup>5,7</sup>	134,881,145	113,518,886	113,518,886	128,369,828	102,170,591	144,637,353
Water & Sewer Utility Impact, CIAC, CFEC <sup>5,7</sup>	17,246,565	68,251,715	68,251,715	80,391,467	108,325,392	129,682,995
Stormwater Utility	15,095,159	29,278,092	25,656,444	25,739,543	24,615,559	23,945,982
Stormwater Utility Capital Projects <sup>5</sup>	109,094	579,000	5,179,000	4,351,096	4,621,627	4,445,871
Golf Course <sup>6</sup>	2,848,044	3,164,909	3,610,147	-	-	-
Yacht Basin	683,179	1,262,113	1,332,970	1,209,830	1,346,167	1,303,983
Charter School Authority <sup>4</sup>	25,139,545	30,964,571	34,569,683	32,402,716	32,513,056	31,884,557
<b>Enterprise Total</b>	<b>309,830,572</b>	<b>460,427,972</b>	<b>457,111,751</b>	<b>390,484,360</b>	<b>390,745,512</b>	<b>454,747,995</b>
<b>Internal Service Fund</b>						
FY 2019 Budget was adopted through Ordinance	4,400,945	12,556,370	12,042,559	12,897,451	14,005,684	15,189,021
Property Liability Insurance	3,687,452	4,563,495	6,195,143	6,003,283	5,851,665	5,718,061
Self Insurance	19,765,437	24,407,522	24,986,996	28,968,704	33,660,896	38,605,921
Facilities Management	4,474,236	5,227,451	5,451,911	5,692,360	5,855,555	6,147,296
Golf Course has been designated as a Special Fund	3,860,794	4,731,634	4,929,012	4,833,343	4,874,502	4,928,360
<b>Internal Service Fund Total</b>	<b>36,188,864</b>	<b>51,486,472</b>	<b>53,605,621</b>	<b>58,395,141</b>	<b>64,248,302</b>	<b>70,588,659</b>
<b>Total All Funds</b>	<b>\$ 672,035,265</b>	<b>\$ 843,124,257</b>	<b>\$ 867,418,585</b>	<b>\$ 779,763,685</b>	<b>\$ 811,856,020</b>	<b>\$ 890,111,801</b>

**Notes:**

<sup>1</sup> FY 2017 Actual is presented on budgetary basis.

<sup>2</sup> FY 2018 Budget was adopted through Ordinance 54-17 and has been amended through Ordinance 29-18 and Ordinance 74-18.

<sup>3</sup> FY 2019 Budget was adopted through Ordinance 64-18.

<sup>4</sup> The Community Redevelopment Agency & Charter School Authority are component units of the City of Cape Coral. Each budget is approved and adopted by their Governing Boards and transmitted to the City for inclusion in the total budget.

<sup>5</sup> Balances within Grant and Capital Project Funds are not rebudgeted on an annual basis. Only additional appropriations are included.

<sup>6</sup> Golf Course has been designated as a Special Revenue fund effective FY 2019.

<sup>7</sup> Water & Sewer Capital Projects are in accordance with the planned projects outlined in the rate sufficiency study.

Includes construction and special assessments for utility extension areas such as Pine Island Rd Water, Wastewater, and Irrigation Southwest Areas I-III Water, Wastewater, and Irrigation; Southeast 1, Southwest 4, Southwest 5 and North Central Loop Water, Wastewater, & Irrigation; Southwest 6/7 Construction was authorized in FY 2013. North 1 and North 2 are included in FY 2017 - 2021.

**City of Cape Coral, Florida  
FY 2019 – 2021 Adopted Budget**

**ALL FUNDS EXPENDITURES**

<b>Fund</b>	<b>FY 2017 Actual<sup>1</sup></b>	<b>FY 2018 Adopted Budget<sup>2</sup></b>	<b>FY 2018 Amended Budget<sup>2</sup></b>	<b>FY 2019 Adopted Budget<sup>3</sup></b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
<b>General Fund</b>	<b>\$ 163,455,017</b>	<b>\$ 208,797,247</b>	<b>\$ 221,421,073</b>	<b>\$ 211,642,492</b>	<b>\$ 222,810,448</b>	<b>\$ 230,445,571</b>
<b>Special Revenue Funds</b>						
Additional Five Cent Gas Tax	150,000	10,485,470	11,916,719	15,255,043	19,142,913	23,151,920
Six Cent Gas Tax	3,937,574	13,762,149	13,831,888	14,436,042	14,121,327	10,608,092
Road Impact Fee	7,003,626	6,528,709	7,699,265	8,329,224	8,374,884	7,221,459
Police Protection Impact Fee	11,007	3,346,093	4,136,425	5,222,882	6,416,235	7,386,102
Advanced Life Support (ALS) Impact Fee	645	272,178	318,905	383,610	354,294	360,490
Do The Right Thing	16,932	8,000	25,569	8,000	8,000	8,000
Confiscation/Federal	70,666	464,727	548,340	459,587	361,985	324,459
Confiscation/State	43,412	189,414	327,828	308,353	288,878	269,359
Criminal Justice Education (Police Training)	15,447	23,000	38,601	24,000	24,600	25,215
Police Evidence Fund (not budgeted)	132,286	-	-	-	-	-
Seawall Assessments	-	-	3,345	-	-	-
Fire Capital Improvement Impact Fee	422,758	1,992,319	2,663,072	3,369,324	4,173,639	4,761,518
Park Recreational Facility Impact Fee	2,732,622	1,838,600	4,307,305	3,610,166	3,067,464	2,101,916
Community Redevelopment Agency (CRA) <sup>4</sup>	3,869,823	4,556,856	2,355,716	2,219,029	2,329,695	2,572,656
City Centrum Business Park	69,940	93,274	119,874	90,559	91,483	92,461
All Hazards	640,372	1,897,943	1,960,116	2,200,355	2,005,322	2,102,948
Alarm Fee	110,105	163,240	120,840	156,862	169,026	177,881
Del Prado Mall Parking Lot Maintenance	25,157	38,010	136,037	36,388	38,059	39,965
Lot Mowing Program	3,502,211	5,082,834	5,827,083	5,320,529	4,886,108	4,412,334
Parks & Recreation Programs	8,282,200	9,459,729	10,193,018	10,336,617	10,098,708	10,224,217
Waterpark Fund	3,021,167	2,960,989	3,622,395	3,008,189	3,048,233	3,117,531
Golf Course <sup>6</sup>	-	-	-	3,069,156	3,195,481	3,230,502
Building Fund	5,292,016	13,670,684	14,396,751	17,396,646	15,410,294	18,617,933
Community Development Block Grant (CDBG) <sup>5</sup>	1,305,956	940,159	1,374,880	940,159	940,159	940,159
Residential Construction Mitigation Grant <sup>4</sup>	51,914	-	16,240	-	-	-
HUD Neighborhood Stabilization (NSP) <sup>5</sup>	457,841	-	617,633	-	-	-
Local Housing Assistance (SHIP) <sup>5</sup>	545,869	-	143,118	-	-	-
<b>Special Revenue</b>	<b>41,711,544</b>	<b>77,774,377</b>	<b>86,700,963</b>	<b>96,180,720</b>	<b>98,546,787</b>	<b>101,747,117</b>
<b>Debt Service Fund</b>	<b>93,970,609</b>	<b>29,297,819</b>	<b>34,011,980</b>	<b>21,867,811</b>	<b>22,157,698</b>	<b>23,328,156</b>
<b>Capital Projects Funds<sup>5</sup></b>						
Academic Village	106,578	-	90,000	90,000	493,040	-
Fire Station Construction	279,655	297,000	1,477,971	-	4,310,000	621,643
Parks Capital Projects	123,397	-	1,251,054	-	-	-
Transportation Capital Projects	8,919,206	11,432,438	13,977,076	150,000	7,482,000	7,514,292
Public Works Capital Projects	162,661	-	-	-	-	-
CRA Streetscape	316,364	3,695,932	2,556,096	953,161	1,062,233	1,150,660
Fleet Maintenance Facility Construction	55,443	-	(4,700,000)	-	-	-
Computer System Replacement	133,886	-	-	-	-	-
<b>Capital Projects Total</b>	<b>10,097,189</b>	<b>15,425,370</b>	<b>14,652,197</b>	<b>1,193,161</b>	<b>13,347,273</b>	<b>9,286,595</b>



**City of Cape Coral, Florida  
FY 2019 – 2021 Adopted Budget**

**ALL FUNDS EXPENDITURES continued**

<b>Fund</b>	<b>FY 2017 Actual<sup>1</sup></b>	<b>FY 2018 Adopted Budget<sup>2</sup></b>	<b>FY 2018 Amended Budget<sup>2</sup></b>	<b>FY 2019 Adopted Budget<sup>3</sup></b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
<b>Enterprise Funds</b>						
Water & Sewer	98,784,453	155,476,122	146,975,609	118,019,880	117,153,120	118,847,254
Water & Sewer Capital Projects <sup>5,7</sup>	8,023,885	57,932,564	57,987,114	-	-	-
Water & Sewer Utility Extension <sup>5,7</sup>	115,305,755	113,518,886	113,536,569	128,369,828	102,170,591	144,637,353
Water & Sewer Utility Impact, CIAC, CFEC	3,678,493	68,251,715	68,264,215	80,391,467	108,325,392	129,682,995
Stormwater Utility	14,484,999	29,278,092	25,656,444	25,739,543	24,615,559	23,945,982
Stormwater Utility Capital Projects <sup>5</sup>	955,797	579,000	5,179,000	4,351,096	4,621,627	4,445,871
Yacht Basin	490,647	1,262,113	1,332,970	1,209,830	1,346,167	1,303,983
Golf Course <sup>6</sup>	2,978,064	3,164,909	3,610,147	-	-	-
Charter School Authority <sup>4</sup>	23,889,776	30,964,571	34,569,683	32,402,716	32,513,056	31,884,557
<b>Enterprise Total</b>	<b>268,591,869</b>	<b>460,427,972</b>	<b>457,111,751</b>	<b>390,484,360</b>	<b>390,745,512</b>	<b>454,747,995</b>
<b>Internal Service Fund</b>				<b>FY 2019 Adopted Budget<sup>3</sup></b>		
Workers Compensation Insurance	4,303,287	12,556,370	12,042,559	12,897,451	14,005,684	15,189,021
Property Liability Insurance	3,020,149	4,563,495	6,195,143	6,003,283	5,851,665	5,718,061
Self Insurance	19,970,664	24,407,522	24,986,996	28,968,704	33,660,896	38,605,921
Facilities Management	4,626,253	5,227,451	5,451,911	5,692,360	5,855,555	6,147,296
Fleet Maintenance	3,737,740	4,731,634	4,929,012	4,833,343	4,874,502	4,928,360
<b>Internal Service Fund Total</b>	<b>35,658,093</b>	<b>51,486,472</b>	<b>53,605,621</b>	<b>58,395,141</b>	<b>64,248,302</b>	<b>70,588,659</b>
<b>Total All Funds</b>	<b>\$ 613,484,321</b>	<b>\$ 843,209,257</b>	<b>\$ 867,503,585</b>	<b>\$ 779,763,685</b>	<b>\$ 811,856,020</b>	<b>\$ 890,144,093</b>

**Notes:**

<sup>1</sup> FY 2017 Actual is presented on budgetary basis.

<sup>2</sup> FY 2018 Budget was adopted through Ordinance 54-17 and has been amended through Ordinance 29-18 and Ordinance 74-18.

<sup>3</sup> FY 2019 Budget was adopted through Ordinance 64-18.

<sup>4</sup> The Community Redevelopment Agency & Charter School Authority are component units of the City of Cape Coral. Each budget is approved and adopted by their Governing Boards and transmitted to the City for inclusion in the total budget.

<sup>5</sup> Balances within Grant and Capital Project Funds are not rebudgeted on an annual basis. Only additional appropriations are included.

<sup>6</sup> Golf Course has been designated as a Special Revenue fund effective FY 2019.

<sup>7</sup> Water & Sewer Capital Projects are in accordance with the planned projects outlined in the rate sufficiency study.

Includes construction and special assessments for utility extension areas such as Pine Island Rd Water, Wastewater, and Irrigation Southwest Areas I-III Water, Wastewater, and Irrigation; Southeast 1, Southwest 4, Southwest 5 and North Central Loop Water, Wastewater, & Irrigation; Southwest 6/7 Construction was authorized in FY 2013. North 1 and North 2 are included in FY 2016 - 2020.

**City of Cape Coral, Florida  
FY 2019 – 2021 Adopted Budget**

**INTER & INTRAFUND TRANSFERS: FY 2019 ADOPTED BUDGET**

	TRANSFERS IN								
	GENERAL FUND	SPECIAL REVENUE	DEBT SERVICE	CAPITAL PROJECT	Water and Sewer Operations (1)	Water and Sewer Capital Projects (2)	Stormwater Capital Projects (3)	ENTERPRISE TOTAL (1+2+3)	TOTAL
TRANSFER OUT									
Interfund Transfers:									
General Fund	\$ -	\$ 7,737,092 <sup>2</sup>	\$ 7,057,806 <sup>4</sup>	\$ 90,000 <sup>7</sup>	\$ -	\$ -	\$ -	\$ -	\$ 14,884,898
Special Revenue	7,649,133 <sup>1</sup>	-	10,923,599 <sup>5</sup>	1,103,161 <sup>8</sup>	-	-	-	-	19,675,893
Capital Projects	-	-	-	-	-	-	-	-	-
Water & Sewer	-	-	96,412 <sup>6</sup>	-	-	-	-	-	96,412
Yacht Basin	-	115,000 <sup>3</sup>	-	-	-	-	-	-	115,000
Intrafund Transfers:									
Stormwater	-	-	-	-	317,750 <sup>12</sup>	-	4,351,096 <sup>12</sup>	4,668,846	4,668,846
Water & Sewer Operations	-	-	-	-	-	14,209,385 <sup>10</sup>	-	14,209,385	14,209,385
Water Impact & CFEC Fees	-	-	-	-	293,754 <sup>9</sup>	-	-	293,754	293,754
Sewer Impact &CFEC Fees	-	-	-	-	434,171 <sup>9</sup>	-	-	434,171	434,171
Irrigtn Impact & CFEC Fees	-	-	-	-	121,898 <sup>9</sup>	-	-	121,898	121,898
Water & Sewer SpecialAssmtConst	-	-	-	-	-	3,964,921 <sup>11</sup>	-	3,964,921	3,964,921
Total Transfers	\$ 7,649,133	\$ 7,852,092	\$ 18,077,817	\$ 1,193,161	\$ 1,167,573	\$ 18,174,306	\$ 4,351,096	\$ 23,692,975	\$ 58,465,178

**Interfund Transfers:**

- 1 Special Revenue (Six Cent Gas Tax) transfer of \$5,855,287 to the general fund to support transportation activities performed by Public Works.
- Special Revenue (Road Impact Fees) transfer of \$169,705 to the general fund for reimbursement for administrative services.
- Special Revenue (Alarm Fees) transfer of \$7,500 to the general fund for reimbursement of expenses for false alarm responses.
- Special Revenue (All Hazards Fund) transfer of \$93,600 to the general fund for reimbursement of fire special pay for hazardous materials.
- Special Revenue (Building Fund) transfer of \$1,049,198 to the general fund for reimbursement of general administrative overhead costs.
- Special Revenue (Waterpark Fund) transfer of \$419,061 to the general fund for reimbursement of general administrative overhead costs.
- Special Revenue (Community Development Block Grant Fund) transfer of \$54,782 to the general fund for reimbursement of general administrative overhead costs.
- 2 General Fund transfer of \$1,383,254 to Special Revenue (Community Redevelopment Agency) for established Tax Increment Financing (TIF) funding.
- General Fund transfer of \$90,559 to Special Revenue (City Centrum) for budgetary established levels to support operations.
- General Fund transfer of \$370,166 to Special Revenue (Waterpark) for budgetary established levels to support operations.
- General Fund transfer of \$5,540,138 to Special Revenue (P&R Programs) for budgetary established levels to support operations.
- General Fund transfer of \$352,975 to Special Revenue (Golf Course) for budgetary established levels to support operations.
- 3 Yacht Basin transfer of \$115,000 to Special Revenue (Yacht Club Complex) to support program activities to include maintenance / capital needs.
- 4 General Fund transfer of \$7,057,806 to Other Governmental Fund (Debt Service) for debt service payments . Detail by debt is found in Sections 8 & 13.
- 5 Special Revenue (Parks Recreational Facilities Impact Fee, Fire Capital Improvements Impact Fee, Building Fund, Five and Six Cent Gas Tax, Road Impact Fees, and Waterpark) transfer to Debt debt service payments in the amount of \$10,019,967. CRA Fund to Debt Service in the amount of \$416,856 for proportional share of 2012 Special Obligation Bond for undergrounding electric in the CRA and \$486,776 for Streetscape debt.
- 6 Water and Sewer Fund transfer of \$96,412 to Other Governmental Fund (Debt Service) for debt service payments - 2014 Capital Improvement and 2015 Special Obligation Revenue Note.
- 7 General Fund transfer of \$90,000 to Capital Project Fund for Academic Village.
- 8 Special Revenue CRA Fund to Capital Projects in the amount of \$953,161 for 47th Street Streetscape Project.
- Special Revenue (Transportation) Five Cent Gas Tax in the amount of \$150,000 for sidewalk program.

**Intrafund Transfers:**

- 9 Utility Impact and CFEC funds transfer of \$849,823 to Water & Sewer Operations for annual debt service.
- 10 Water & Sewer Operations transfer of \$14,209,385 to Water & Sewer for annual debt service.
- 11 Water & Sewer Special Assmt Const transfer of \$3,964,921 to Water & Sewer Capital Projects.
- 12 Stormwater transfer of \$4,351,096 to Stormwater Capital Projects.
- Stormwater transfer of \$317,750 to Water & Sewer debt service.

**City of Cape Coral, Florida  
FY 2019 – 2021 Adopted Budget**

## Fund Balance Projections

	General Fund	% Chg	Transportation Capital Improvements	% Chg	Community Redevelopment Agency	% Chg	Debt Service Fund	% Chg	Other Governmental Funds	% Chg
<b>October 1, 2017 Fund Balance</b>	<b>\$ 50,510,657</b>		<b>\$ 24,869,370</b>		<b>\$ 156,635</b>		<b>\$ 4,425,888</b>		<b>\$ 52,795,510</b>	
FY 2018 Amended Revenues	\$170,910,416		\$ 13,892,076		\$ 2,199,082		\$29,446,673		\$ 48,844,256	
FY 2018 Amended Budget Expenditures	198,414,475		13,892,076		2,302,313		29,446,673		47,867,371	
Net Gain (Loss) to Fund Balance	\$ (27,504,059)		\$ -		\$ (103,231)		\$ -		\$ 976,885	
<b>September 30, 2018 Year End Balance (Projected)</b>	<b>\$ 23,006,598</b>	<b>-54%</b>	<b>\$ 24,869,370</b>	<b>0%</b>	<b>\$ 53,404</b>	<b>-66%</b>	<b>\$ 4,425,888</b>	<b>0%</b>	<b>\$ 53,772,395</b>	<b>2%</b>
FY 2019 Adopted Budget Revenues	\$182,311,944		\$ 150,000		\$ 2,219,029		\$21,521,845		\$ 43,639,530	
FY 2019 Adopted Budget Expenditures	174,683,927		150,000		2,219,029		21,521,845		42,766,739	
Net Gain (Loss) to Fund Balance	\$ 7,628,017		\$ -		\$ -		\$ -		\$ 872,791	
<b>September 30, 2019 Year End Balance (Projected)</b>	<b>\$ 30,634,615</b>	<b>33%</b>	<b>\$ 24,869,370</b>	<b>0%</b>	<b>\$ 53,404</b>	<b>0%</b>	<b>\$ 4,425,888</b>	<b>0%</b>	<b>\$ 54,645,186</b>	<b>2%</b>
FY 2020 Proposed Budget Revenues	\$185,851,883		\$ 7,482,000		\$ 2,329,695		\$21,811,733		\$ 51,435,858	
FY 2020 Proposed Budget Expenditures	185,659,969		7,482,000		2,329,695		21,811,733		50,407,141	
Net Gain (Loss) to Fund Balance	\$ 191,914		\$ -		\$ -		\$ -		\$ 1,028,717	
<b>September 30, 2020 Year End Balance (Projected)</b>	<b>\$ 30,826,529</b>	<b>1%</b>	<b>\$ 24,869,370</b>	<b>0%</b>	<b>\$ 53,404</b>	<b>0%</b>	<b>\$ 4,425,888</b>	<b>0%</b>	<b>\$ 55,673,903</b>	<b>2%</b>
FY 2021 Proposed Budget Revenues	\$192,121,730		\$ 7,482,000		\$ 2,422,656		\$23,028,767		\$ 45,874,388	
FY 2021 Proposed Budget Expenditures	194,786,416		7,482,000		2,422,656		23,028,767		44,956,900	
Net Gain (Loss) to Fund Balance	\$ (2,664,686)		\$ -		\$ -		\$ -		\$ 917,488	
<b>September 30, 2021 Year End Balance (Projected)</b>	<b>\$ 28,161,843</b>	<b>-9%</b>	<b>\$ 24,869,370</b>	<b>0%</b>	<b>\$ 53,404</b>	<b>0%</b>	<b>\$ 4,425,888</b>	<b>0%</b>	<b>\$ 56,591,391</b>	<b>2%</b>

All estimates are unaudited and based on preliminary year-end results

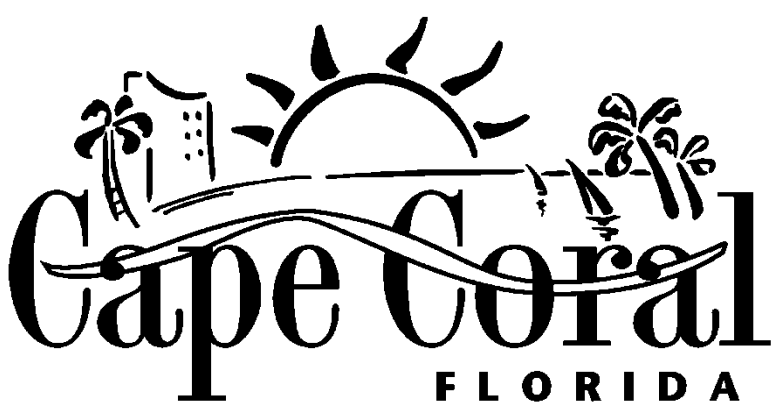
#### Changes in Fund Balances - Governmental Funds

General Fund FY2018 Fund Balance decreased due to Hurricane Irma

Transportation Capital Projects FY2019 will use Fund Balance for existing projects

The City of Cape Coral has adopted a Fund Balance Policy. The purpose of the Fund Balance Policy is to provide enhanced financial stability, by ensuring the City maintains a prudent level of financial resources to protect against reducing service levels or raising taxes and fees because of temporary revenue shortfalls or unexpected one-time expenditures.

The City's Budget is prepared in a manner that ensures fund balances do not drop below designated levels.



City of Cape Coral, Florida  
FY 2019 - 2021 Adopted Budget

## GENERAL FUND BUDGET SCHEDULES

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City of Cape Coral, Florida  
FY 2019 - 2021 Adopted Budget

## SUMMARY OF GENERAL FUND REVENUES BY CATEGORY

	FY 2017 Actual Revenue	FY 2018 Adopted Budget	FY 2018 Amended Budget	FY 2019 Adopted Budget	FY 2020 Proposed Budget	FY 2021 Proposed Budget
Use of Fund Balance	\$ -	\$ 34,089,894	\$ 34,089,894	\$ 24,786,548	\$ 32,414,565	\$ 31,115,155
Operating Fund Balance	-	5,690,306	16,420,763	4,544,000	4,544,000	7,208,686
<b>Revenue:</b>						
Ad Valorem Taxes	78,440,364	85,513,434	85,513,434	92,754,303	92,744,437	96,454,214
MSTU-Burnt Store	1,022,886	1,185,439	1,185,439	713,881	735,298	757,357
Franchise Fees	6,433,799	6,619,204	6,619,204	6,779,055	6,853,846	6,929,501
Communications Service Tax	5,319,563	5,080,211	5,080,211	5,300,000	5,630,000	5,760,000
Public Service Tax	7,103,228	7,312,775	7,312,775	7,312,775	7,532,158	7,758,123
Local Business Tax	895,658	995,278	995,278	1,005,985	1,005,985	905,985
Licenses and Permits	37,383	33,436	33,436	38,656	40,047	41,132
Fire Service Assessment	22,496,672	24,052,434	24,052,434	23,476,023	24,949,289	25,697,768
Intergovernmental-Federal Grants	439,440	-	515,100	-	-	-
Intergovernmental-State Grants	21,600	-	61,495	-	-	-
Intergovernmental-State Shared Revenues	23,070,952	23,132,658	23,132,658	25,452,227	26,217,844	27,304,246
Intergovernmental-Local Grants	227,239	137,160	329,744	227,777	228,770	233,890
Intergovernmental-Local Shared Revenues	630,997	315,128	315,128	605,862	625,128	645,165
Charges for Service-General Government	911,306	781,110	790,110	755,443	778,576	799,134
Charges for Service-Public Safety	829,134	716,354	716,354	721,769	721,799	685,863
Charges for Service-Physical Environment	28,933	41,846	41,846	41,846	41,846	41,846
Charges for Service-Parks & Recreation	54,525	54,618	54,618	55,452	56,360	57,485
Charges for Service-Other	46,314	46,314	46,314	46,314	46,314	46,314
Internal Service Charges	4,750,029	5,851,677	6,382,327	5,580,016	5,741,477	5,907,781
Fines and Forfeits	776,454	663,514	663,514	476,467	485,272	452,244
Miscellaneous-Interest	528,098	400,259	400,259	1,346,342	1,358,483	1,371,110
Miscellaneous-Rents & Royalties	432,487	480,824	480,824	429,073	429,073	429,073
Miscellaneous-Fixed Asset Auction Proceeds	1,383,920	-	-	-	-	-
Miscellaneous-Sale of Surplus Materials	5,388	6,479	6,729	12,175	12,175	12,175
Miscellaneous-Donations	2,000	-	6,000	-	-	-
Miscellaneous-Other	827,656	328,468	383,668	1,531,370	1,541,156	1,551,502
Other Sources-Interfund Transfer	6,949,947	5,268,427	5,791,517	7,649,133	8,076,550	8,279,822
Note/Debt Proceeds	-	-	-	-	-	-
<b>Total Sources</b>	<b>\$ 163,665,972</b>	<b>\$ 208,797,247</b>	<b>\$ 221,421,073</b>	<b>\$ 211,642,492</b>	<b>\$ 222,810,448</b>	<b>\$ 230,445,571</b>

**City of Cape Coral, Florida  
FY 2019 - 2021 Adopted Budget**

**Notes:**

**Use of Fund Balance:** Represents the portion of balances being brought forward to support planned expenditures.

**Operating Fund Balance:** Represents the portion of balances being brought forward that is not applied toward planned expenditures and becomes part of "Reserves" within the "Uses of Funds" section of the budget.

**Ad Valorem Taxes:** FY 2019 estimated receipts calculated on 96% of levy based on July 1 certified value and rate of 6.7500. Projected taxable value increases 4% in FY 2020 and FY 2021 with millage rate remaining at 6.7500.

**Franchise Fees:** Franchise fees are collected on Electric Service, Solid Waste Collection Service, and Natural Gas.

**Communications Tax and State Shared Revenue:** Budgeted in accordance with projections provided by the State of Florida Office of Economic & Demographic Research at 95% of estimated receipts.

**Grants:** Grant funding is not budgeted until awarded, FY 2018 Amended Budget: Locally, \$112,160 from Lee County TDC for maintenance of the Yacht Club Beach, Four Mile Cove Ecological Park, and Sirenia Vista Park. Local grants for West Coast Inland Navigation District (WCIND) and Parks Maint total \$217,584. State grants total \$143,645 for Public Safety. Federal grants total \$515,100 for Public Safety.

**Internal Service Charges:** These revenues are associated with the interfund service payments from the Enterprise funds based on the Full Cost Allocation (FCA). The FCA calculations are contained within a separate section of this book.

**Charges for Service-all categories:** These revenues are associated fees paid by customers requesting specific services from the City such as Planning & Zoning; Police & Fire off-duty details; fees for utilizing park facilities such as shelter rental and RC Airplane Membership and Bocce Court Fees.

**Fines & Forfeits:** Revenue estimates are based on year-to-date receipts.

**Interfund Transfer:** Includes reimbursement from Gas Taxes for transportation maintenance functions such as median mowing, road shoulder maintenance, bridge maintenance, traffic operations, etc. Also included are the full cost allocation reimbursements from the special revenue funds (Waterpark and Building Funds).

**Debt Proceeds:** Short term (5 years) borrowing for the funding of capital vehicle and equipment needs. Related annual debt service budgeted in Government Services.

**City of Cape Coral, Florida  
FY 2019 - 2021 Adopted Budget**

**SUMMARY OF GENERAL FUND EXPENDITURES BY DEPARTMENT**

<b>Department</b>	<b>FY 2017 Actual Expenditures</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
City Council	\$ 670,095	\$ 784,314	\$ 820,150	\$ 841,826	\$ 862,683	\$ 890,732
City Attorney	1,258,029	1,639,153	1,664,016	1,625,026	1,640,862	1,694,616
City Auditor	615,870	771,006	816,701	788,744	816,558	837,855
City Clerk	1,334,578	1,554,354	1,638,854	1,634,868	1,657,098	1,707,245
City Manager	2,090,707	2,570,054	2,632,485	2,696,625	2,789,175	2,848,567
DCD	4,210,860	4,939,930	5,068,423	5,025,009	5,281,686	5,426,386
Finance	2,935,099	3,433,180	3,433,180	3,603,014	3,686,033	3,813,832
Fire	28,667,174	31,812,191	35,406,609	31,512,901	34,333,530	35,039,876
Human Resources	1,385,546	1,671,827	1,707,618	1,663,575	1,707,878	1,762,918
ITS	5,720,400	6,558,854	7,296,255	7,380,314	7,477,288	8,260,650
Parks & Rec	13,335,978	13,370,048	15,639,622	13,935,569	13,507,865	14,230,781
Police	35,848,177	36,839,547	39,691,346	40,271,592	41,577,824	42,923,129
Public Works	7,519,352	9,380,628	10,288,573	13,142,311	14,236,217	15,091,496
Government Services	57,863,972	54,837,531	72,310,643	50,562,553	56,085,272	60,258,333
Subtotal Expenditures	163,455,838	170,162,617	198,414,475	174,683,927	185,659,969	194,786,416
Reserves	-	38,634,630	23,006,598	36,958,565	37,150,479	35,659,155
<b>Total Uses</b>	<b>\$ 163,455,838</b>	<b>\$ 208,797,247</b>	<b>\$ 221,421,073</b>	<b>\$ 211,642,492</b>	<b>\$ 222,810,448</b>	<b>\$ 230,445,571</b>

Notes:

<sup>1</sup> Personnel: 9 additional full-time equivalents have been approved for FY 2019- 2021. FY 2019 - 7 FTE's, FY 2020 - 2 FTE's and FY 2021 - 0 FTE's. Council previously approved 22 FTE's for FY 2019, Resolution 115-18 for the School Resource Officer Program.

<sup>2</sup> Cost escalations are in accordance with Burton's General Fund Model.

<sup>3</sup> Retiree Costs: Beginning in FY 2014, rather than budgeting the Unfunded Actuarial Accrued Liability (UAAL) at the department level, the cost is being calculated at the fund level. The General Fund's required contributions are budgeted under Government Services.

<sup>4</sup> Debt Service: The General Fund will have responsibility for a portion of the annual debt service for the 2015 Special Obligation Refunding Bonds as projected Park Impact Fee Revenue will be inadequate.

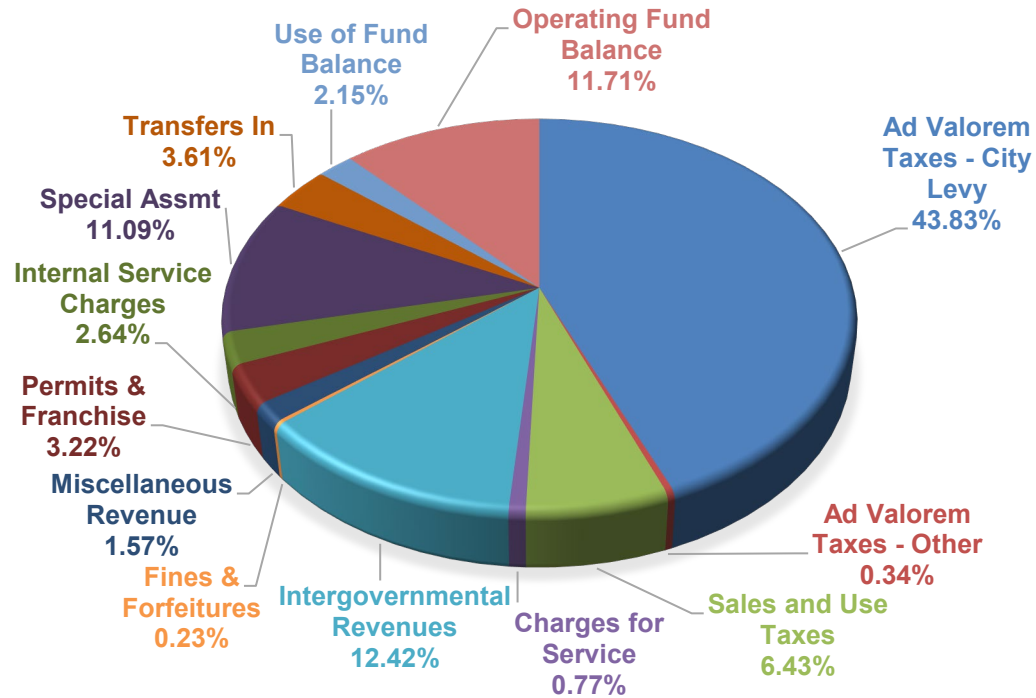
<sup>5</sup> Capital: The requirements for capital investment were included in the Burton Model. FY 2017 - New and Replacement Fleet rolling stock items are budgeted at the department/division level and not at fund level. The Fleet Manager will manage all replacement purchases.

<sup>6</sup> Transfers Out: In support of the reinstated local road resurfacing program, the General Fund will transfer \$3,500,000 in FY 2020 and \$5,500,000 in FY 2021 to the Transportation Capital Project Fund. A transfer of \$312,000 to the Public Works Transportation Capital for Median Maintenance and \$520,000 for Alley Resurfacing in FY 2020 and 2021.

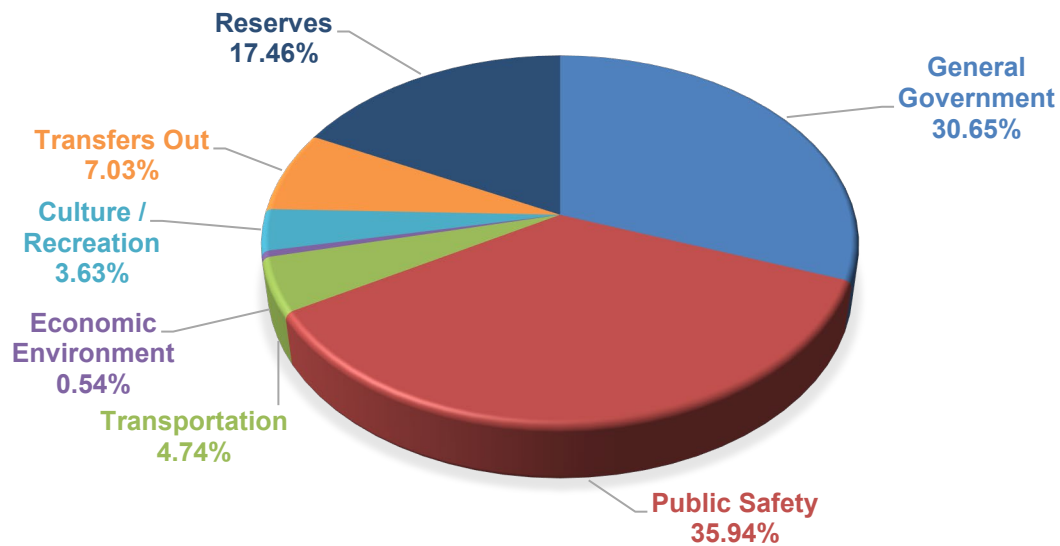
<sup>7</sup> Fire Plan Review moved from DCD to Fire for FY 2019-2021.

City of Cape Coral, Florida  
FY 2019 - 2021 Adopted Budget

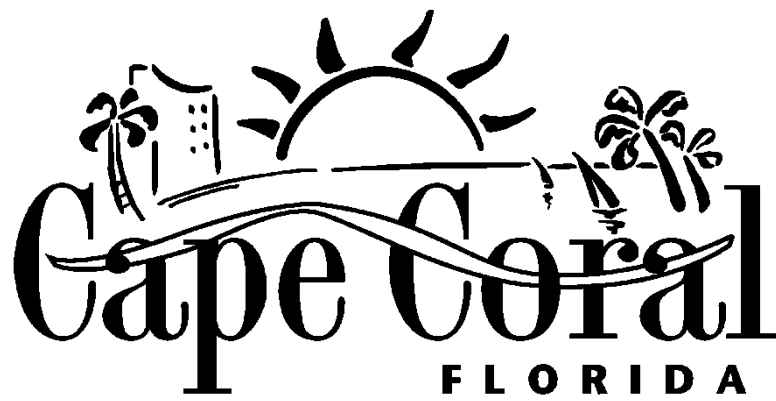
### FY 2018 General Fund Revenue Sources by Classification



### FY 2018 General Fund Expenditures by Major Program Area



City of Cape Coral, Florida  
FY 2019 - 2021 Adopted Budget

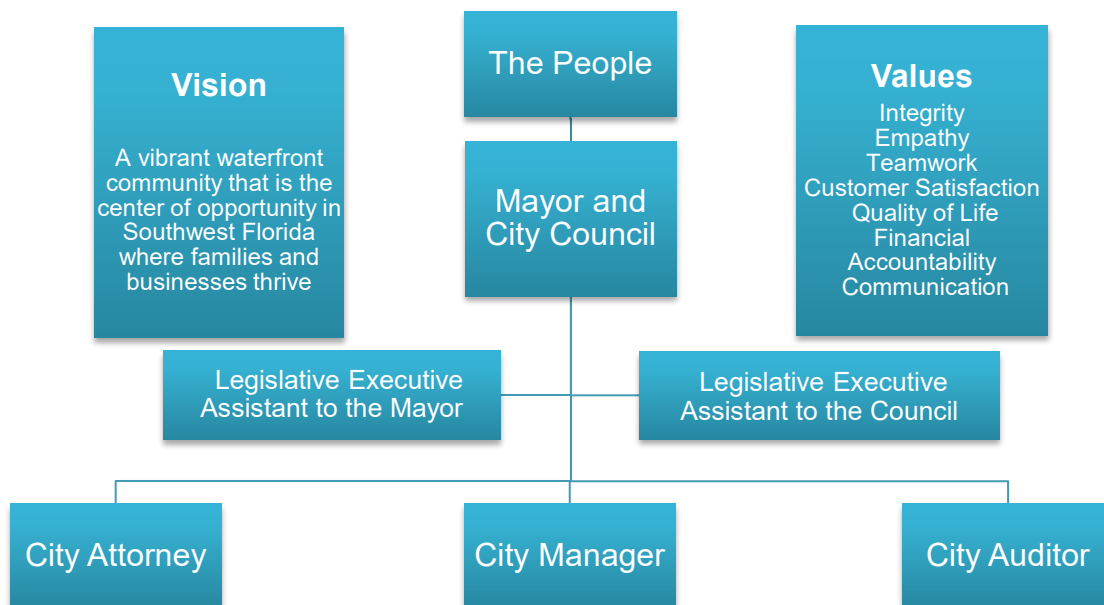


## City Council

The City Council is comprised of a Mayor and seven Council Members elected at-large by the voters for a term of four years. The Mayor is elected by a separate ballot, presides over meetings of the Council, and serves as the ceremonial head of government. Under the City Charter, the Council has power to determine policy in the fields of planning, traffic, law and order, public works, finance, social services, recreation and economic development; appoint and remove the City Manager, City Attorney and the City Auditor, adopt the budget, levy taxes, collect revenues and make appropriations; and authorize the issuance of debt by ordinance. The City Council determines policy by adopting ordinances and resolutions, appropriating funds and exercising other essential legislative duties.

### Mission

The mission of the City Council Office staff is to provide effective quality service to the Mayor, City Council and residents of the City with courtesy, integrity and accountability in a manner that protects and enhances the quality of life of our residents.



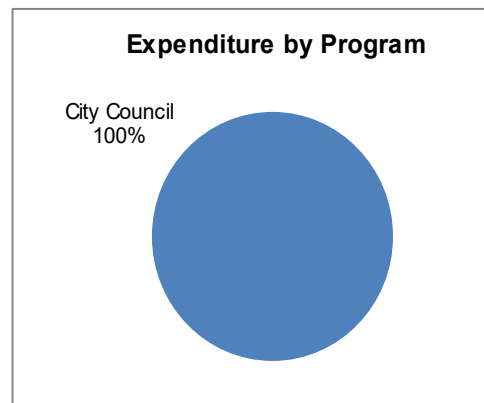
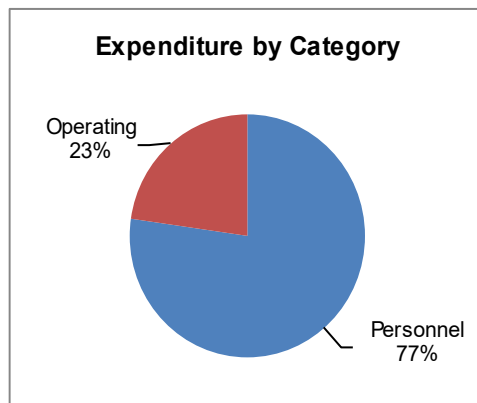


**City of Cape Coral, Florida**  
**FY 2019 - 2021 Adopted Budget**

## Operating Budget

<b>Expenditure by Category</b>	<b>FY 2017 Actual Expenditures</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
Personnel	\$ 524,474	\$ 605,059	\$ 588,009	\$ 650,386	\$ 668,426	\$ 685,105
Operating	145,621	179,255	232,141	191,440	194,257	205,627
Capital Outlay	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other	-	-	-	-	-	-
<b>Total Uses</b>	<b>\$ 670,095</b>	<b>\$ 784,314</b>	<b>\$ 820,150</b>	<b>\$ 841,826</b>	<b>\$ 862,683</b>	<b>\$ 890,732</b>

<b>Expenditure by Program</b>	<b>FY 2017 Actual Expenditures</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
City Council	\$ 670,095	\$ 784,314	\$ 820,150	\$ 841,826	\$ 862,683	\$ 890,732
<b>Total Uses</b>	<b>\$ 670,095</b>	<b>\$ 784,314</b>	<b>\$ 820,150</b>	<b>\$ 841,826</b>	<b>\$ 862,683</b>	<b>\$ 890,732</b>

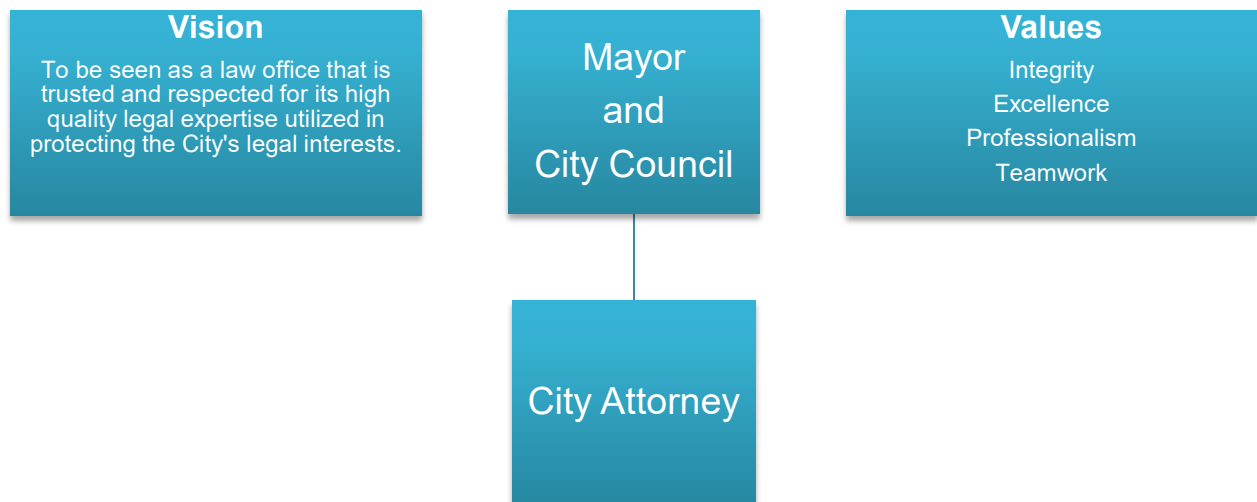


## City Attorney

The City Attorney is appointed by the City Council and serves as legal advisor to the City Council, the City Manager and all departments, boards, commissions and agencies of the City. The City Attorney initiates or defends civil suits, actions and legal proceedings on behalf of the City Council. The City Attorney advises at all regular and special meetings of the City Council and provides legal representation to other boards and commissions as directed by Council. The City Attorney is responsible for preparing and reviewing ordinances, resolutions, contracts and other legal instruments pertaining to the City, and for rendering legal opinions requested by the City Council and the City Manager relating to City projects and other governmental matters.

### Mission

The mission of the City Attorney's office is to efficiently provide quality legal services to the Mayor and City Council, City Manager, City Departments and City Agencies so as to facilitate the achievement of essential governmental goals and objectives.



**City of Cape Coral, Florida**  
**FY 2019 - 2021 Adopted Budget**

**Department Functions**

**City Attorney:** The City Attorney's function is to provide quality legal services to the Mayor and City Council, the City Manager, and City Departments and Agencies, by advising the elected and appointed officers in all matters relating to their official powers, duties and responsibilities by enforcing the provisions of the City Charter and Code and County, State and Federal law.

**FY 2018 Accomplishments**

- Worked with Staff to prepare programs proposed for Council consideration.
- Wrote resolutions for all administrative matters brought before City Council in order to formalize and memorialize all actions taken by Council, including but not limited to procurement items, personnel actions, contracts and agreements
- Prepared ordinances for various planned development projects, land use amendments, and rezoning of property within the City
- Provided representation to the City in the implementation of the North 2 Utilities Expansion project

**FY 2019 – 2021 Goals and Priorities**

- Continued high quality of legal representation to the City Council, City Manager, and departments
- Provide extensive legal review of the rewrite of the Land Use and Development Regulations being drafted by a consultant
- Increasing in-house litigation

**City of Cape Coral, Florida**  
**FY 2019 - 2021 Adopted Budget**

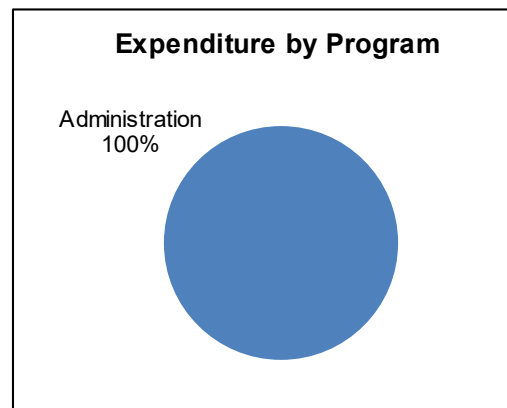
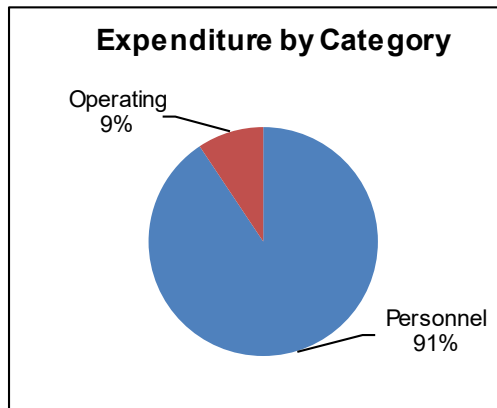
## Operating Budget

<b>Expenditure by Category</b>	<b>FY 2017 Actual Expenditures</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
Personnel <sup>1</sup>	\$ 1,167,579	\$1,497,543	\$1,477,543	\$1,473,025	\$1,525,084	\$1,575,672
Operating	73,962	141,610	169,985	152,001	115,778	118,944
Capital Outlay	16,488	-	16,488	-	-	-
Debt Service	-	-	-	-	-	-
Other	-	-	-	-	-	-
<b>Total Uses</b>	<b>\$ 1,258,029</b>	<b>\$1,639,153</b>	<b>\$1,664,016</b>	<b>\$1,625,026</b>	<b>\$1,640,862</b>	<b>\$1,694,616</b>

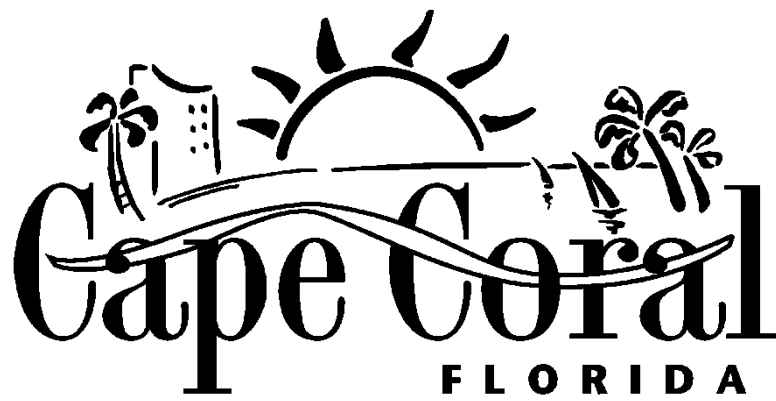
<b>Expenditure by Program</b>	<b>FY 2017 Actual Expenditures</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
Administration	\$ 1,258,029	\$1,639,153	\$1,664,016	\$1,625,026	\$1,640,862	\$1,694,616
<b>Total Uses</b>	<b>\$ 1,258,029</b>	<b>\$1,639,153</b>	<b>\$1,664,016</b>	<b>\$1,625,026</b>	<b>\$1,640,862</b>	<b>\$1,694,616</b>

Notes:

<sup>1</sup> Paralegal I added in FY2017.



City of Cape Coral, Florida  
FY 2019 - 2021 Adopted Budget

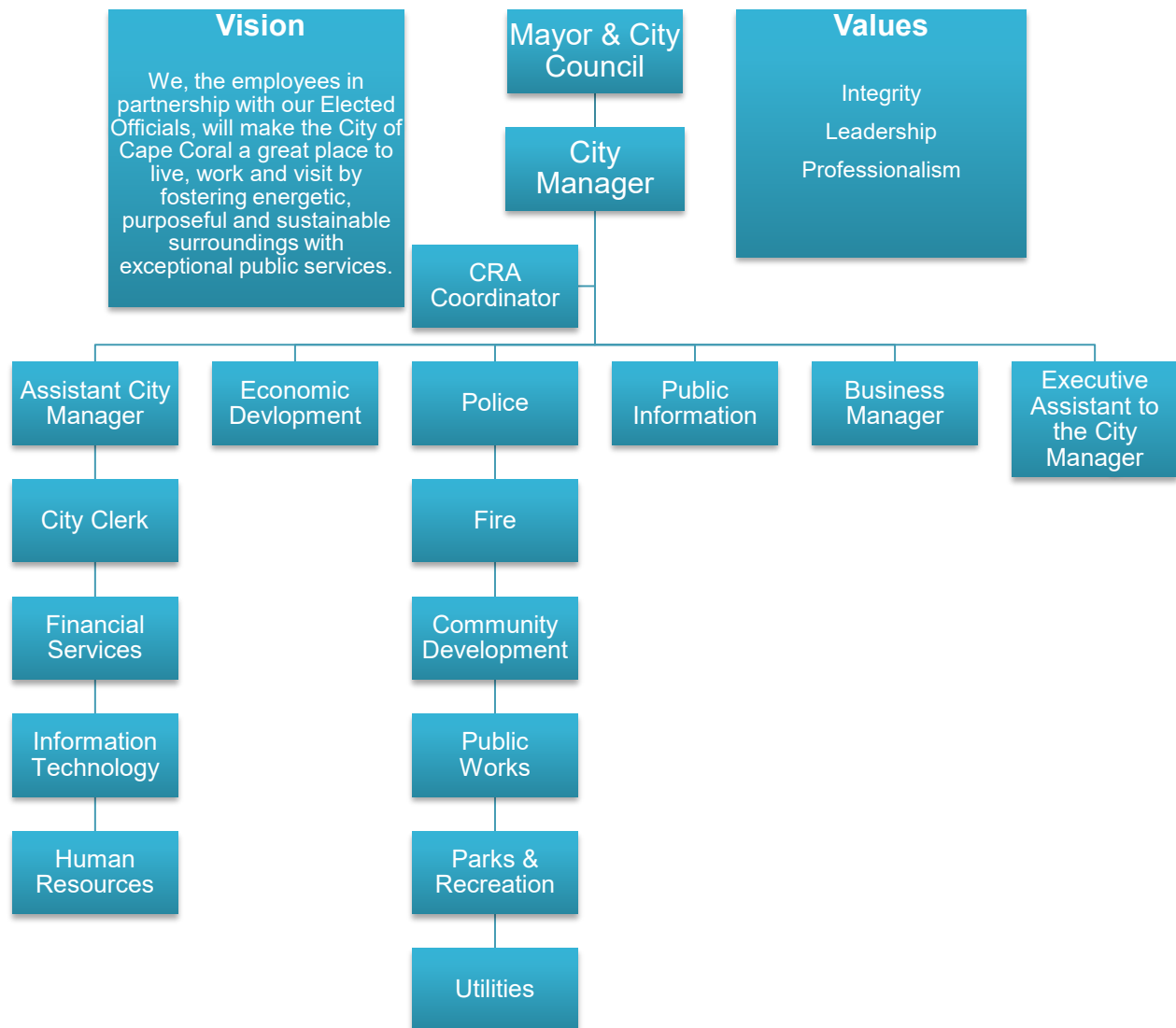


## City Manager

The City Manager is the Chief Executive Officer of the City of Cape Coral and is responsible for management and administration of all City departments, excluding City Council, City Auditor and City Attorney. The City Manager administers policies implemented by City Council, as well as an ongoing public information program of City services. The City Manager oversees implementation of strategic planning objectives adopted by City Council, prepares the annual operating budget, five-year Asset Management Program and such periodic financial and administrative reports as required. The Office also oversees a wide range of economic development and public information services.

### Mission

The mission of the City Manager's office is to administer policies as established by City Council and City Charter, and to provide the necessary leadership, coordination and management required for the delivery of cost efficient services and capital improvements.





**City of Cape Coral, Florida**  
**FY 2019 - 2021 Adopted Budget**

**Department Functions**

**Administration:** The administration program of the City Manager's Office serves the citizens, elected officials and employees. Our mission is to develop, implement and administer policies and procedures consistent with the City's strategic plan in a manner that ensures timely accomplishment of objectives and consistent application.

**Public Information:** To provide the community with timely, accurate, objective information concerning the City affairs so they may understand and participate in the decision-making process of their local government. To provide professional support to City Departments and Employees for media and public relations issues.

**Economic Development:** To encourage and support the retention and expansion of existing businesses; to promote and support the quality of life; and to assist in the recruitment of new employees to our community in an effort to diversify and enlarge the City's employment and ad valorem tax base.

**FY 2018 Accomplishments**

- Updated the 3-year Rolling Budget Plan
- Completed FY2017 Paving
- Began North 1 design

**FY 2019 – 2021 Goals and Priorities**

- Began North 1 design
- Completing North 2 Construction
- Pursue Electric Franchise Agreement
- Complete SE 47<sup>th</sup> Terrace Streetscape Improvement Project
- Remove Chiquita Lock
- Determine development options for the NW/Seven Islands
- Complete Next Phase for Bimini Basin Project
- Development of Academic Village Property
- Develop funding strategy for Parks Master Plan

**City of Cape Coral, Florida**  
**FY 2019 - 2021 Adopted Budget**

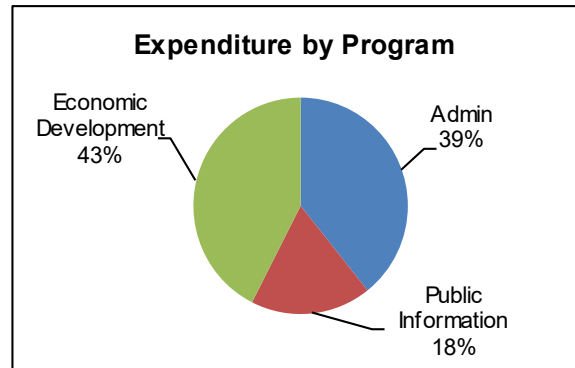
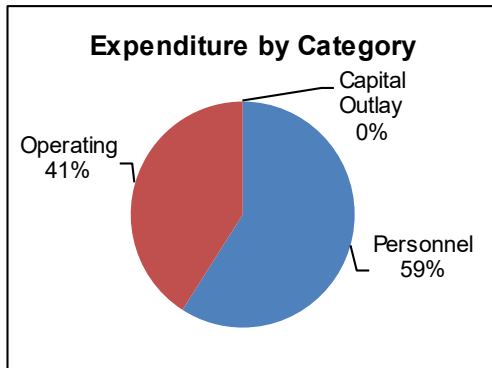
## Operating Budget

Expenditure by Category	FY 2017 Actual Expenditures	FY 2018 Adopted Budget	FY 2018 Amended Budget	FY 2019 Adopted Budget	FY 2020 Proposed Budget	FY 2021 Proposed Budget
Personnel <sup>1</sup>	\$ 1,110,762	\$1,382,648	\$1,429,048	\$1,591,937	\$1,634,499	\$1,661,386
Operating	979,945	1,157,406	1,173,437	1,104,688	1,154,676	1,187,181
Capital Outlay	-	30,000.00	30,000.00	-	-	-
Debt Service	-	-	-	-	-	-
Other	-	-	-	-	-	-
<b>Total Uses</b>	<b>\$ 2,090,707</b>	<b>\$2,570,054</b>	<b>\$2,632,485</b>	<b>\$2,696,625</b>	<b>\$2,789,175</b>	<b>\$2,848,567</b>

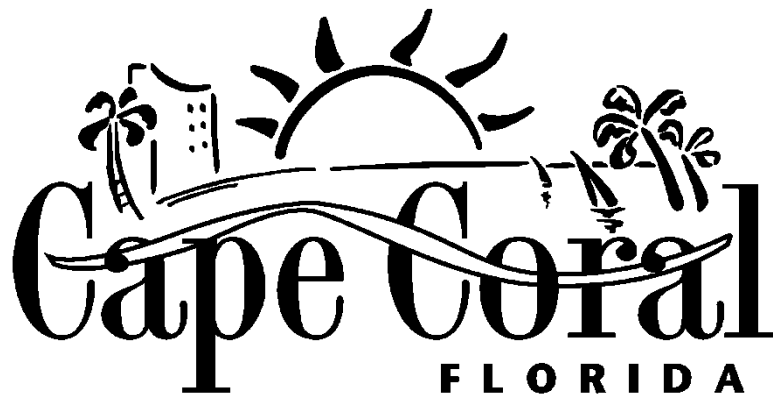
Expenditure by Program	FY 2017 Actual Expenditures	FY 2018 Adopted Budget	FY 2018 Amended Budget	FY 2019 Adopted Budget	FY 2020 Proposed Budget	FY 2021 Proposed Budget
Administration	\$ 927,360	\$ 997,844	\$1,060,025	\$1,059,063	\$1,102,997	\$1,114,903
Public Information	389,391	469,491	482,241	490,991	524,444	539,153
Economic Development	773,957	1,072,719	1,060,219	1,146,571	1,161,734	1,194,511
Fleet Rolling Stock	-	30,000	30,000	-	-	-
<b>Total Uses</b>	<b>\$ 2,090,707</b>	<b>\$2,570,054</b>	<b>\$2,632,485</b>	<b>\$2,696,625</b>	<b>\$2,789,175</b>	<b>\$2,848,567</b>

Notes:

<sup>1</sup> FY 2019 Added 1 Grants Coordinator/Specialist



City of Cape Coral, Florida  
FY 2019 - 2021 Adopted Budget



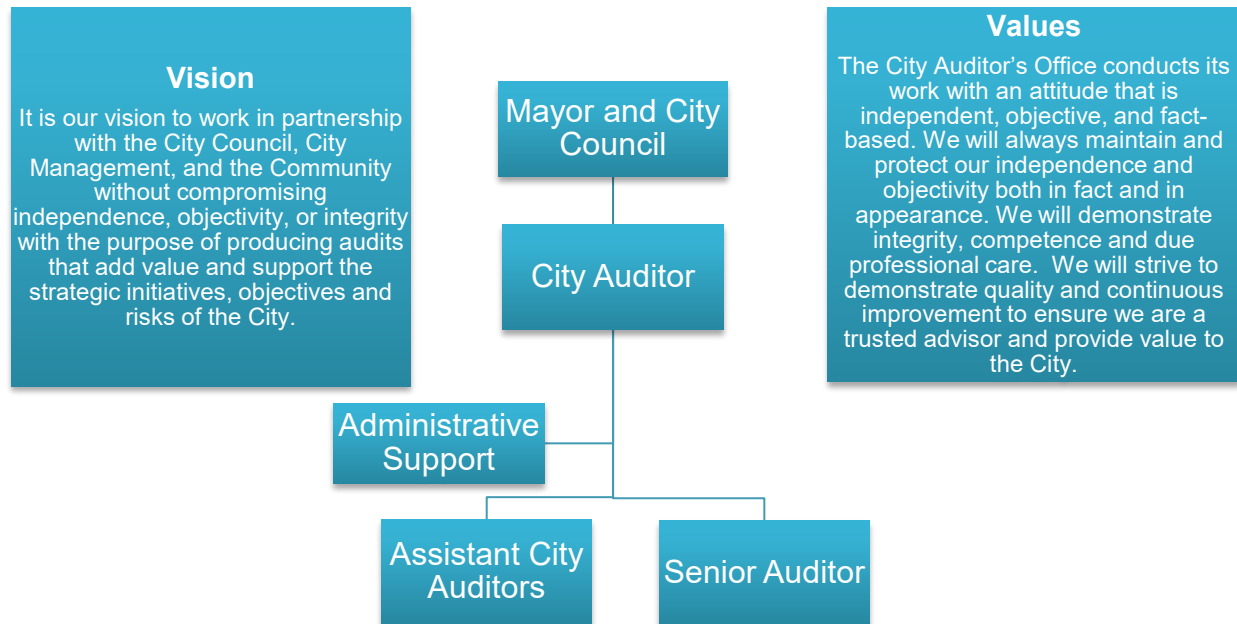
## City Auditor

In 2003, the voters in Cape Coral approved a referendum to establish a City Auditor's Office that would report directly to the City Council. It was the intent of this referendum to provide the City with an independent audit function to evaluate City policies, programs, and services to determine if those operations were conducted in accordance with state and federal law, City ordinances, policies and regulations and financial and operational internal controls.

This independent audit function reports directly to the City Council. This reporting structure is designed to support and protect the independence of the City Auditor's Office. Audit office resources are allocated to engagements using a risk based methodology.

### Mission

Our mission is to enhance and protect organizational value by providing independent, risk-based objective assurance, advice, and insight to the City.



**City of Cape Coral, Florida**  
**FY 2019 - 2021 Adopted Budget**

**Department Functions**

**City Auditor:** The City Auditor's function is to assist the City Council by reviewing the quality of the programs and services provided to the Citizens of Cape Coral and assessing the efficiency and effectiveness of City Operations.

**FY 2018 Accomplishments**

- The City Auditors Office considers the City Strategic plan while performing the risk assessment as well as in the planning of audits and reviews. The risk assessment is utilized to ensure the limited audit resources available address pertinent risks and perform audits that will be of the most value to the City while appropriately addressing risk.
- The City Auditors Office provides support to City Staff to ensure the City considers internal controls in their daily operation and is available as a resource for City staff when questions regarding risks and controls arise.
- The quality control process for the City Auditor's Office has been completed by performing a self-assessment to confirm compliance with Generally Accepted Government Auditing Standards (GAGAS).
- The staff has successfully obtained and/or exceeded the required 40 hours of continuing education as required by the GAGAS standards.
- Successfully on-boarded new City Auditor
- Purchased electronic workpaper software for actual price of approximately 65% below budgeted amount.

**FY 2019 – 2021 Goals and Priorities**

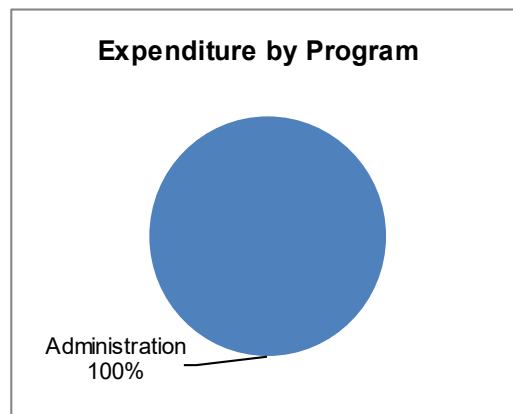
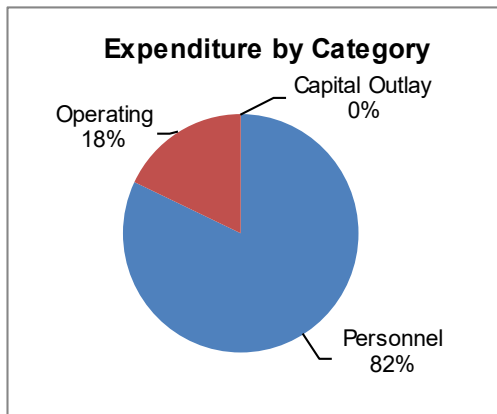
- Maintain a quality control process to ensure audits and reviews adhere to Generally Accepted Government Auditing Standards (GAGAS).
- Effectively manage audit team resources and available hours to produce meaningful and timely audits and reviews.
- Align office to become the City's trusted advisor
- Successfully transition all work products to electronic workpaper software
- Obtain relevant continuing education credits as required by GAGAS and certification/ license standards

**City of Cape Coral, Florida**  
**FY 2019 - 2021 Adopted Budget**

**Operating Budget**

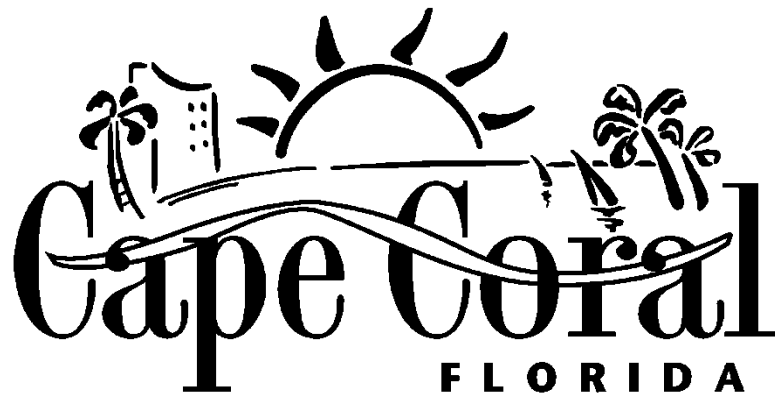
<b>Expenditure by Category</b>	<b>FY 2017 Actual Expenditures</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
Personnel	\$ 519,487	\$ 583,421	\$ 588,421	\$ 647,300	\$ 669,166	\$ 690,460
Operating	96,383	137,415	195,360	141,444	147,392	147,395
Capital Outlay	-	50,170	32,920	-	-	-
Debt Service	-	-	-	-	-	-
Other	-	-	-	-	-	-
<b>Total Uses</b>	<b>\$ 615,870</b>	<b>\$ 771,006</b>	<b>\$ 816,701</b>	<b>\$ 788,744</b>	<b>\$ 816,558</b>	<b>\$ 837,855</b>

<b>Expenditure by Program</b>	<b>FY 2017 Actual Expenditures</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
Administration	\$ 615,870	\$ 771,006	\$ 816,701	\$ 788,744	\$ 816,558	\$ 837,855
<b>Total Uses</b>	<b>\$ 615,870</b>	<b>\$ 771,006</b>	<b>\$ 816,701</b>	<b>\$ 788,744</b>	<b>\$ 816,558</b>	<b>\$ 837,855</b>





City of Cape Coral, Florida  
FY 2019 - 2021 Adopted Budget

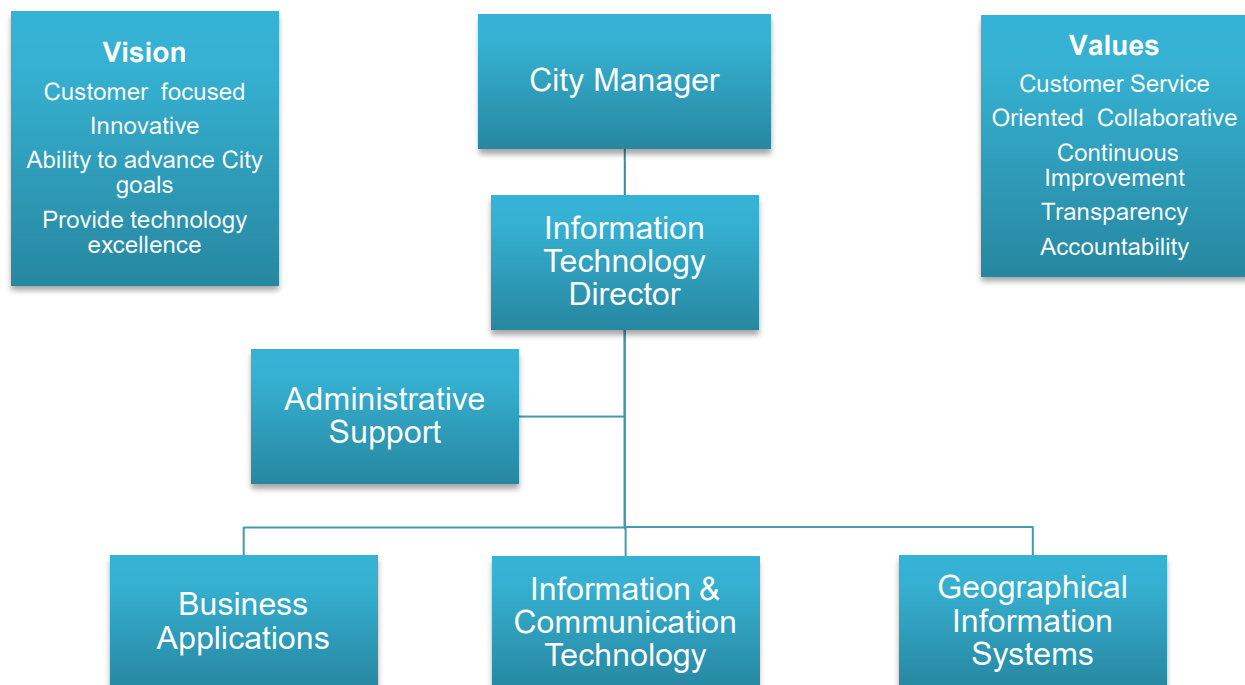


## Information Technology Services

The Information Technology Services Department (ITS) is responsible for delivering value providing information technology supporting the business needs of the organization. ITS consists of three divisions: Business Applications, Information & Communications Technology and Geographical Information Systems (GIS).

### Mission

The Information Technology Services Department seeks to deliver innovative and high value-added information technology solutions to provide City staff, citizens and the business community with needed information and services in the most timely and efficient manner possible.



**City of Cape Coral, Florida**  
**FY 2019 - 2021 Adopted Budget**

**Department Functions**

**Business Applications:** This Division supports the main application systems supporting City functions including JD Edwards Suite and Kronos Time & Attendance package. In addition to supporting these IBM iSeries applications this group, has skills in Microsoft, .net and database technology to write special applications linking our databases and providing web enabled viewing of data for both internal users and the public.

**Information & Communications Technology:** This Division supports the extensive IT Infrastructure requirements for the City. Key elements include the City, Public Safety, and Charter School Local Area Network, all desktop computers and network devices, and all elements of telephony. This Division also supports the servers and Storage Area Network supporting applications such as Document Management/Imaging, Parks & recreation and this group supports Public Safety systems, Internet access and messaging system.

**Geographical Information System (GIS):** This division supports the GIS system to provide all of the extensive map/geographical referenced data used by the City. GIS is a strategically important application, which is used across many Departments to provide mapping ranging from straightforward Zoning & Land Use maps, for example, to complex studies such as crime mapping and optimum location of Fire Stations.

**FY 2018 Accomplishments**

**Business Applications**

- Implement Auditing software for City Auditor
- Implement Travel and Expense Solution
- Implement Integrated, auto route, auto arrive and turn-by-turn directions for Public Safety
- Automate City processes to improve productivity:
  - Video and email access requests
  - Fleet maintenance
  - Automated PD Map updates
  - Automate IT hardware and software inventory control
  - Procurement New Request and Change orders
- Develop & implement various mobile applications and/or mobile web capabilities to enhance interaction with the City for residents and obtain productivity improvements for employees:
  - Stormwater Inspectors App
  - New Construction App for Customer Billing
  - Potable Main Break App
  - Sewer and Manhole work order App
- Upgrade Fleet maintenance software
- Upgrade IT HelpDesk Software
- Upgrade Financial system
- Upgrade Utility Billing system
- Refresh the City Internet Site

**GIS**

- Develop custom GIS related applications to improve productivity:
  - Fire Plan App
  - Hydrant Flushing App
  - Canal Notification App
- Create an interactive storm debris cleanup map
- Create new Fiber layer to track City fiber assets
- Connect Lee County and City GIS systems to improve accuracy and automate process

**City of Cape Coral, Florida  
FY 2019 - 2021 Adopted Budget**

**Network/Telecom**

- Upgrade to 10G backbone City-wide
- Upgrade Wi-Fi Network
- Become a PCI compliant City
- Implement WAN Aggregation to provide backup connectivity at remote sites

**Infrastructure**

- Implement a Mobile Data Management system for City owned iPads
- Upgrade City's Security Cameras at all sites
- Upgrade VMWare
- Implement new server and storage capacity
- Consolidate all servers into new Virtualized DMZ
- Improve redundancy for IVR system
- Updating the Imaging Process and Procedure to include Standard Practices and Policies
- Implement new Asset Tracking System (Lansweeper)
- Documentation Creation and Review

**FY 2019 – 2021 Goals and Priorities**

**Business Applications**

- Upgrade TrakIt (FY 2019)
- Implement CAFR and Budgeting Software (FY 2019)
- Implement an Electronic HR Document Management (FY 2019)
- Implement a Data Warehouse (FY 2020)
- Upgrade Kronos WFC and IVR, Telestaff and OnBase (FY 2020)
- Develop custom web/workflow related solutions to improve productivity (FY 2019 - FY 2021)
- Develop & implement various mobile applications and/or mobile web capabilities to enhance interaction with the City for residents and obtain productivity improvements for employees (FY 2019 - FY 2021)
- Increase use of Power BI Interactive Dashboards (FY 2019 - FY 2021)

**GIS**

- Develop custom GIS related applications and maps to improve productivity (FY 2019 - FY 2021)
- Expand Enterprise Geodatabase capabilities (FY 2019 - FY 2021)
- Migrate users to Desktop Pro (FY 2019)
- Implement and integrate a new Asset Management System (FY 2019 - FY 2021)
- Upgrade Cartograph (FY 2019)

**Network/Telecom**

- Implement a dual path for external access for redundancy
- Implement a Smart Street Light solution (FY 2019)
- Cell Phone Signal Booster solution for City Hall
- Continue to expand fiber access to City assets (FY 2019 - FY 2021)
- Increase Mobility, Fiber and Public Wi-Fi solutions (FY 2019 - FY 2021)

**Information Technology and Communications**

- Upgrade Access & Monitoring Systems (FY 2019)
- Migrate Access to VPN Tunnel
- Server and Virtualization upgrades and expansions
- Improve DR solutions

**City of Cape Coral, Florida  
FY 2019 - 2021 Adopted Budget**

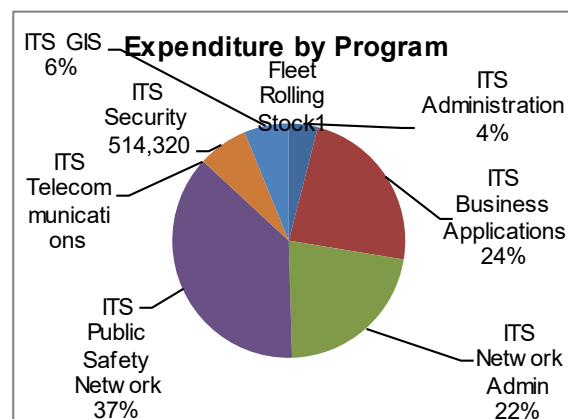
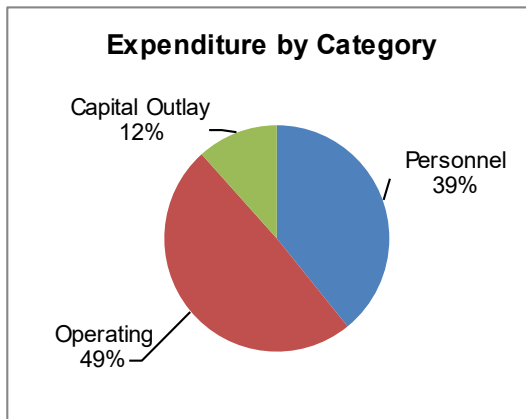
## Operating Budget

<b>Expenditure by Category</b>	<b>FY 2017 Actual Expenditures</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
Personnel	\$2,193,324	\$2,672,549	\$2,677,549	\$2,890,346	\$2,987,701	\$3,082,956
Operating	3,320,203	2,966,305	4,095,645	3,629,968	3,614,587	4,037,694
Capital Outlay <sup>1</sup>	206,872	920,000	523,061	860,000	875,000	1,140,000
Debt Service	-	-	-	-	-	-
Other	-	-	-	-	-	-
<b>Total Uses</b>	<b>\$5,720,400</b>	<b>\$6,558,854</b>	<b>\$7,296,255</b>	<b>\$7,380,314</b>	<b>\$7,477,288</b>	<b>\$8,260,650</b>

<b>Expenditure by Program</b>	<b>FY 2017 Actual Expenditures</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
ITS Administration	\$ 257,077	\$ 289,810	\$ 304,810	\$ 297,154	\$ 302,487	\$ 311,847
ITS Business Applications	1,327,822	1,698,658	2,221,011	1,738,223	1,983,576	2,093,113
ITS Network Admin	1,745,593	1,115,073	1,438,878	1,621,825	1,480,411	1,552,069
ITS Public Safety Network	1,847,829	2,390,446	2,237,674	2,751,990	2,636,380	3,198,079
ITS Telecommunications	2,064	-	800	-	-	-
ITS Security	342,852	618,934	552,114	514,320	632,309	646,039
ITS GIS	218,312	445,933	513,933	456,802	442,125	459,503
Fleet Rolling Stock <sup>1</sup>	-	-	27,035	-	-	-
Special Store	(21,150)	-	-	-	-	-
<b>Total Uses</b>	<b>\$5,720,400</b>	<b>\$6,558,854</b>	<b>\$7,296,255</b>	<b>\$7,380,314</b>	<b>\$7,477,288</b>	<b>\$8,260,650</b>

Notes:

<sup>1</sup> FY 2017 New/Replacement Fleet rolling stock items are budgeted at the department/division level, instead of fund level

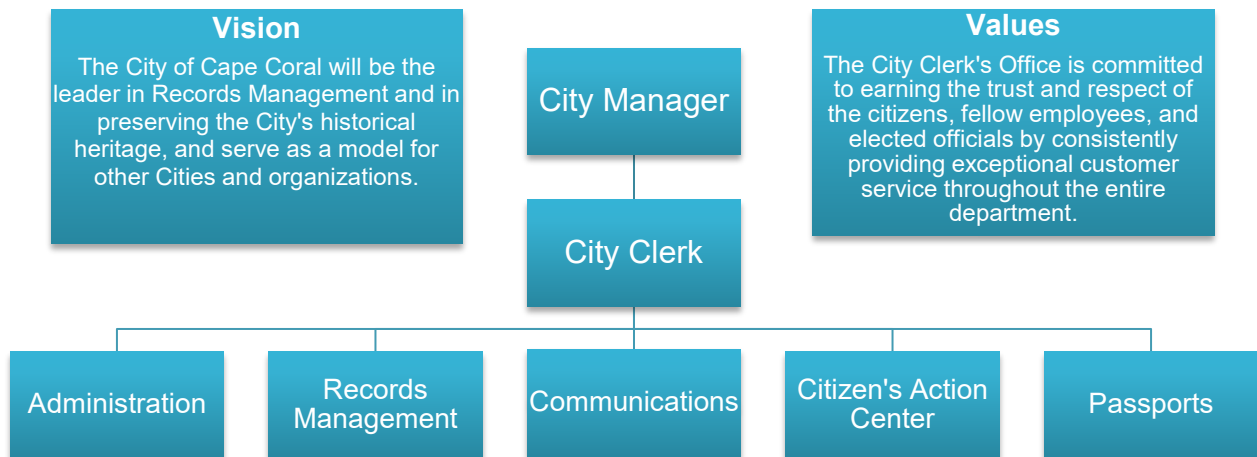


## City Clerk

The City Clerk's Office is the gateway to the City Council and all other City departments. The City Clerk is the official record keeper for the City of Cape Coral, responsible for maintaining and preserving the entire recorded history of the city government. Included in this history are minutes of Council meetings and official records of their decisions, as well as, communicating those decisions. The City Clerk ensures citizens have the opportunity to be heard by Council and staff. The City Clerk's Office is comprised of five functions – Administration, Records Management, Communications, Citizens' Action Center and Passports.

### Mission

The mission of the City Clerk's Office is to provide services to the public and internal departments by recording, maintaining and preserving all official documents and proceedings of the City government and to be responsive to the need for accurate information through cost effective and efficient means with pride, integrity and trust.



**City of Cape Coral, Florida**  
**FY 2019 - 2021 Adopted Budget**

**Department Functions**

**Administration:** Stewardship of the entire recorded history of the City (including by-laws, articles of incorporation, bond documents, ordinances, resolutions and other legal instruments); to record and certify all ordinances and resolutions; to ensure all statutory public notice requirements are met; to coordinate all municipal elections; to provide support services to the City's elected officials, Boards/Commissions and Committees.

**Records Management:** To provide the citizens access to public records in a professional manner; to provide research services for internal and external customers while complying with the retention schedules of the State of Florida; to maintain a records imaging and management program.

**Communications:** To professionally greet and assist the public; answer and accurately direct telephone calls received by the city hall switchboard; provide a full service mail operation and courier service to all city operations as well as packets to City Council; provide assistance and service to the citizens through the Citizens Action Center.

**Passports:** U.S. Department of State Passport Services Facility.

**FY 2018 Accomplishments**

- Digitization of 270 boxes of residential/commercial permits, 60 boxes of plans, 90 boxes of miscellaneous permits and 922 rolled plans and blueprints that are currently stored offsite. *Strategic Initiative 4.2, Action Step 3)*
- Digitize all remaining rolls of microfilm containing historical documents (including microfilm currently stored with the Florida Department of State)
- Completion of a Records Audit
- Completion of a five-year plan for each division within the department
- Continue to provide citizens with access and tracking of resolutions to their government issues by contacting the 311 Call Center
- Continue to provide full-service assistance to City Council, Boards, Commissions, and Committees
- Continue to provide citizens with a central contact point for inquiries, concerns, and issues
- Continue to provide citizens with a central information center to obtain copies of City records
- Adhere to the City's Strategic Plan by identify opportunities to enhance services, foster exceptional customer service, and diversify revenues.

**FY 2019 - 2021 Goals & Priorities**

- Implement relocation procedures of Archival Documents to manage records in house.
- Establish scorecard monitoring for 311 Call Center.
- Attain \$1M goal in revenues from Passport processing since implementation.
- Finalize digitization of all remaining rolls of microfilm containing historical documents (including microfilm currently stored with the Florida Department of State)
- Continue to provide full-service assistance to City Council, Boards, Commissions, and Committees
- Continue to provide citizens with a central contact point for inquiries, concerns, and issues



**City of Cape Coral, Florida**  
**FY 2019 - 2021 Adopted Budget**

- Continue to provide citizens with a central information center to obtain copies of City records
- Continue to provide service to citizens for Domestic Partnership registrations and Pet Licensing
- Adhere to the City's Strategic Plan by identify opportunities to enhance services, foster exceptional customer service, and diversify revenues.
- Continue to support the learning and growth of department employees through timely completion of performance evaluations.

**City of Cape Coral, Florida**  
**FY 2019 - 2021 Adopted Budget**

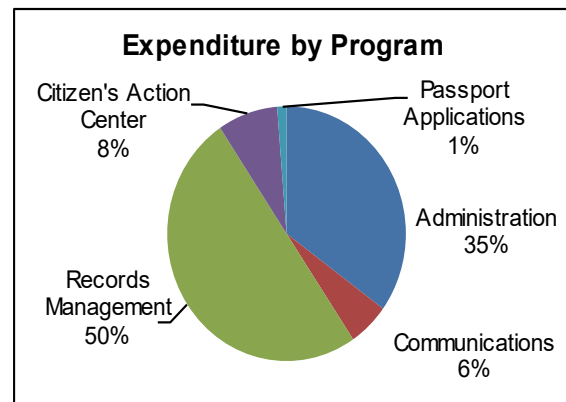
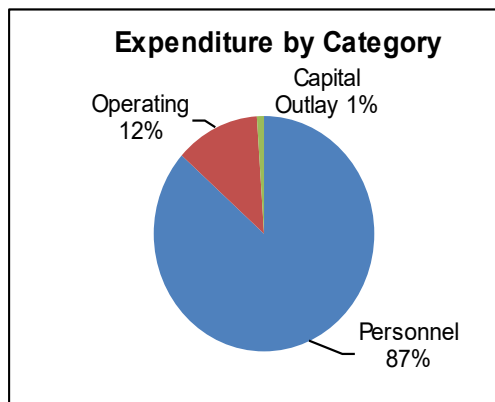
## Operating Budget

<b>Expenditure by Category</b>	<b>FY 2017 Actual Expenditures</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
Personnel	\$ 1,195,250	\$ 1,328,382	\$ 1,337,382	\$ 1,415,532	\$ 1,462,448	\$ 1,507,365
Operating	139,328	211,372	267,939	202,336	194,650	199,880
Capital Outlay <sup>1</sup>	-	14,600	33,533	17,000	-	-
Debt Service	-	-	-	-	-	-
Other	-	-	-	-	-	-
<b>Total Uses</b>	<b>\$ 1,334,578</b>	<b>\$ 1,554,354</b>	<b>\$ 1,638,854</b>	<b>\$ 1,634,868</b>	<b>\$ 1,657,098</b>	<b>\$ 1,707,245</b>

<b>Expenditure by Program</b>	<b>FY 2017 Actual Expenditures</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
Administration	\$ 485,864	\$ 545,540	\$ 596,407	\$ 572,616	\$ 580,629	\$ 600,903
Communications	72,761	86,084	88,584	90,693	92,769	94,993
Records Management	652,638	779,867	779,932	818,026	826,057	848,976
Citizen's Action Center	102,834	123,209	128,944	132,903	136,595	140,897
Passport Applications	20,482	19,654	21,654	20,630	21,048	21,476
Fleet Rolling Stock <sup>1</sup>	-	-	23,333	-	-	-
<b>Total Uses</b>	<b>\$ 1,334,578</b>	<b>\$ 1,554,354</b>	<b>\$ 1,638,854</b>	<b>\$ 1,634,868</b>	<b>\$ 1,657,098</b>	<b>\$ 1,707,245</b>

Notes:

<sup>1</sup> FY 2017 New and Replacement Fleet rolling stock items are budgeted at the department/division level, instead of the fund level



## Financial Services Department

The Financial Services Department is responsible for the overall financial management of the City to include centralized accounting, financial reporting, budgeting and procurement services. The Department also oversees treasury and debt management, payroll administration, fixed asset reporting, assessments and billing services, customer and field services, real estate and risk management.

### Mission

To provide timely, accurate, relevant and accessible financial data, services, analysis and guidance to our customers and to promote confidence in these products as sound foundations for effective management of City resources.



**City of Cape Coral, Florida**  
**FY 2019 - 2021 Adopted Budget**

**Department Functions**

**Accounting:** is responsible for preparing financial statements in a manner that accurately processes accounts for all financial transactions and make significant contributions to the increased efficiency and effectiveness of the City, as well as to the growth and enhancement of the profession.

**Debt Treasury:** is responsible for overseeing Debt Management, Bond Ratings, Treasury Operations, and Investments.

**Management & Budget:** is responsible for the oversight of Budgeting Services. Budgeting Services is responsible for the coordination of all budget activities of city government. Specific responsibilities include the preparation of a proposed three-year rolling budget, full cost allocation plan, and asset improvement program; analyzing the fiscal impact of proposed city ordinances; and providing operational review and assistance to city departments.

**Procurement:** is responsible for providing services to City departments to ensure the procurement of specified goods and services at competitive prices through fair and equitable processes in order to maximize the purchasing value of public funds.

**Risk Management:** exists to provide a safe and healthy work environment for all employees and to minimize the adverse effects of accidental losses. Risk Management ensures that a comprehensive risk management program is in place that best protects the interests of the City of Cape Coral and its employees.

**Real Estate:** is responsible for establishing and maintaining the City's land inventory with specialized knowledge of land acquisition for the public domain. This work is performed within the scope of established State and City ordinances, policies and procedures involving frequent contact with property owners, appraisers and expert consultants. This division is responsible for all City land acquisitions, leases, disposition of surplus real property, easements and right-of-way's for City roads, parks, utility improvements and other capital projects.

**Customer and Field Services:** is responsible for the creation of new utility customer accounts as well as related field activities for turning on or off of utility service at the customer location. The division also participates daily turn on and turn offs of utility accounts. The field service activities include replacing water meters.

**Assessment and Billing Services:** is responsible for billing of annual assessments for lot mowing, stormwater, solid waste, fire protection services, water, sewer, and irrigation utility assessments. The division is also responsible for the monthly billing of water, sewer, and irrigation accounts and coordinates the billing routes and activities of the outsourced meter-reading contractor.

**City of Cape Coral, Florida**  
**FY 2019 - 2021 Adopted Budget**

**FY 2018 Accomplishments**

- Issued FY 2017 CAFR by required deadline and submit to the Government Finance Officers Association (GFOA) for the Certificate of Achievement for Excellence in Financial Reporting
- Awarded the GFOA Distinguished Budget Award
- Have continued to demonstrate sound financial management through the reviews by rating agencies.
- Initiated transition from contracted meter reading to radio reads by existing staff
- Organized at least two safety trainings per month.
- Participated in multi-departmental teams for the evaluation of bargaining agreements and compensation matters
- Implement the new cashiering/point of sale/merchant services system to improve PCI compliance
- Refinanced \$248.4 million of Water/Sewer Revenue bonds
- Reviewed Charter School financial policies & procedures, developed a number of recommendations to be implemented by the Charter School
- Participated in developing Charter School 2019-2021 3-year budget
- Awarded North 2 which included 13 contracts for over \$220 million total
- Participated in GCAGPO Reverse Trade Show with over 300 vendors in attendance for training
- Awarded Bimini Basin project, Fire Station 11 construction, Streetscape projects and FGUA
- Continued education toward Private Public Partnerships
- Secured \$7.9 million financing for Fire Station 11 and CRA construction projects
- Awarded contract for meter replacement program
- Began compiling documentation for Hurricane Irma expenses to submit for reimbursement from FEMA

**FY 2019 – 2021 Goals and Priorities**

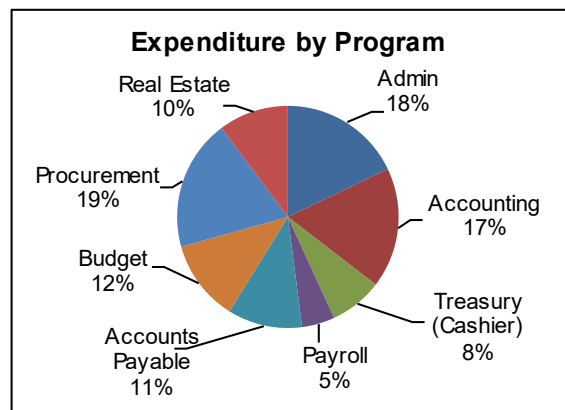
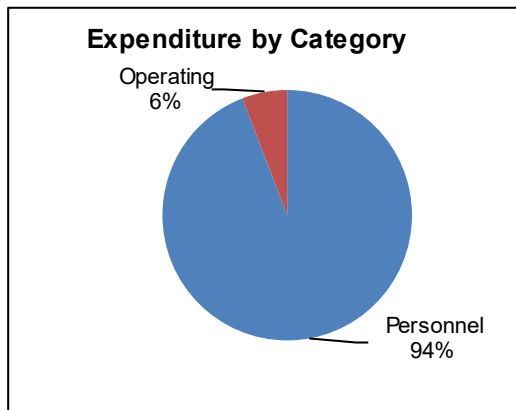
- Submit annual CAFRs to GFOA for Certificate of Achievement for Excellence in Financial Reporting.
- Submit annual operating budget to GFOA for the Distinguished Budget Award.
- Increase training provided to departments on various processes: budget preparation, accounts payable invoice processing, timekeeping, and procurement.
- Update the annual Revenue Manual for the budgeting process.
- Develop the staff to improve internal succession planning to avoid interruption of the work requirements of functional process and related roles.
- Automate, to the extent possible, financial reports for periodic monitoring reports as well as the preparation of annual financial statements and state reports.
- Continue to receive favorable ratings from S&P, Fitch and Moody's
- Continue providing financial services to the Community Redevelopment Agency and Charter School Authority
- Refinance all available debt to lower interest rates to reduce annual interest costs.
- Develop an annual procurement plan and streamline the procurement process for capital purchases
- Ensure the City's financial policies are adhered to especially for the two months operating reserves
- Finalize SW 6/7 Utilities Expansion Project and support for North 2 UEP
- Compile Hurricane Irma documentation and submit to FEMA for reimbursement

**City of Cape Coral, Florida**  
**FY 2019 - 2021 Adopted Budget**

## Operating Budget

Expenditure by Category	FY 2017 Actual Expenditures	FY 2018 Adopted Budget	FY 2018 Amended Budget	FY 2019 Adopted Budget	FY 2020 Proposed Budget	FY 2021 Proposed Budget
Personnel	\$2,721,730	\$3,200,394	\$3,200,394	\$3,392,169	\$3,466,029	\$3,575,933
Operating	213,369	232,786	232,786	210,845	220,004	237,899
Capital Outlay	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other	-	-	-	-	-	-
<b>Total Uses</b>	<b>\$2,935,099</b>	<b>\$3,433,180</b>	<b>\$3,433,180</b>	<b>\$3,603,014</b>	<b>\$3,686,033</b>	<b>\$3,813,832</b>

Expenditure by Program	FY 2017 Actual Expenditures	FY 2018 Adopted Budget	FY 2018 Amended Budget	FY 2019 Adopted Budget	FY 2020 Proposed Budget	FY 2021 Proposed Budget
Administration	\$ 538,809	\$ 621,106	\$ 637,606	\$ 645,135	\$ 666,173	\$ 686,696
Accounting	501,528	626,633	593,608	630,894	645,886	670,970
Treasury (Cashier)	236,990	253,963	263,963	278,706	294,133	304,109
Payroll	148,164	156,877	161,877	172,742	182,130	190,132
Accounts Payable	313,766	364,113	364,113	392,569	406,624	423,583
Budget	410,265	409,710	411,235	426,487	441,208	455,137
Procurement	507,319	661,732	661,732	687,981	713,760	737,034
Real Estate	278,258	339,046	339,046	368,500	336,119	346,171
<b>Total Uses</b>	<b>\$2,935,099</b>	<b>\$3,433,180</b>	<b>\$3,433,180</b>	<b>\$3,603,014</b>	<b>\$3,686,033</b>	<b>\$3,813,832</b>

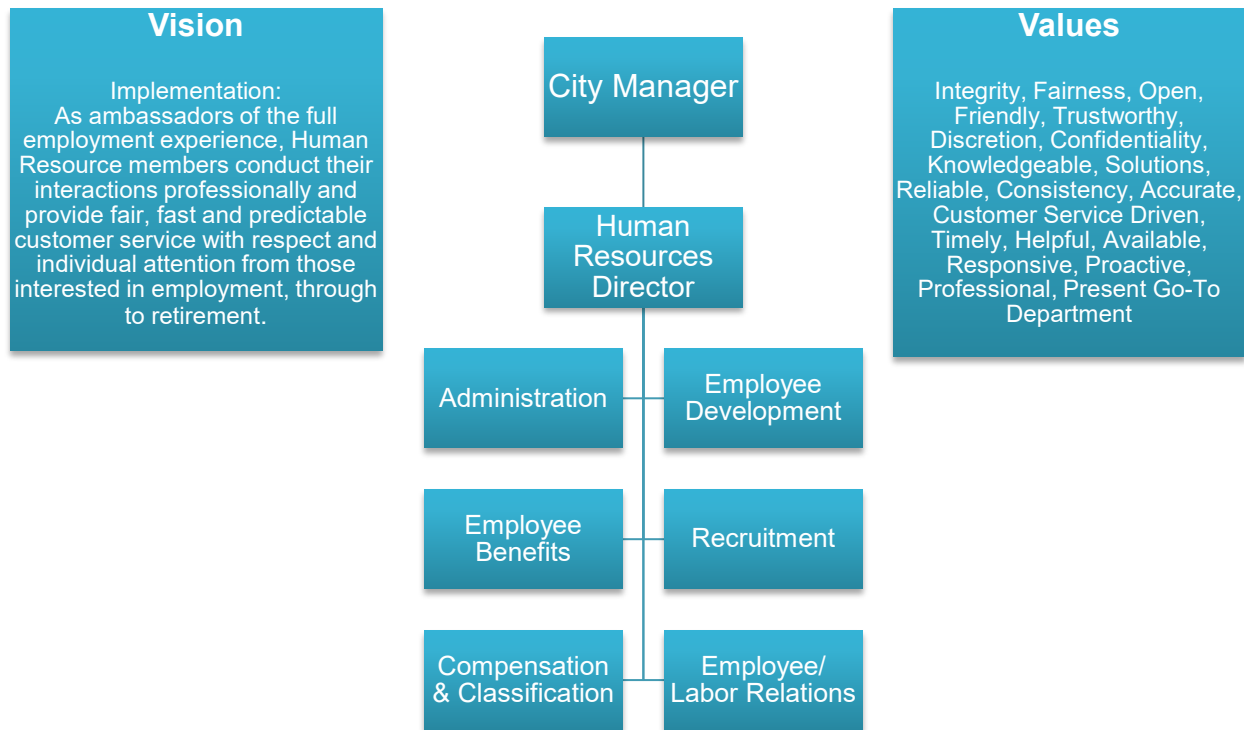


## Human Resources Department

HR identifies and articulates strategic human resource management solutions, provides skilled advice and counsel, identifies and implements best practices, and recognizes individual and organization success.

### Mission

To drive the City of Cape Coral's growth and sustainability through providing total compensation, development and talent strategies, compliance to employment legal matters, and strengthening of working relationships through Interest Based Bargaining and team work with labor representation.





**City of Cape Coral, Florida**  
**FY 2019 - 2021 Adopted Budget**

**Department Functions**

**Recruitment and Development Vision:** Assist to fill positions with the most qualified personnel by identifying workforce needs, ensuring efficient and best practice recruitment and internal processes. Identify and develop workforce talents and strengths to support the success of engaged employees who will drive the City of Cape Coral forward.

**Benefits and Compensation Vision:** To attract and retain a top talent base by providing competitive total compensation with strategic benefits, wellness and compensation packages that support the City's employees throughout their employment and retirement experiences.

**Employee and Labor Relations Vision:** Ensure a fair and equitable employment experience while developing cooperation and communication between employees and management.

**Overall Compliance:** Provide all services, support, and record keeping within regulatory compliance, City policies, industry standards and best practices.

**FY 2018 Accomplishments**

**Process Efficiency**

- Administrative Regulations rewritten or revisited to reflect evolution of needs and regulations including citywide training on any significant enhancements.
- SABA software implemented, rolled out and utilized for e-performance reviews, e-learning and development.
- Power BI activated for field access to analytics through configured dashboard view.
- Diminished offsite storage of long term files with electronic transfer provider.
- Impact of Hurricane Irma on readiness and workforce issues enhanced.

**Development**

- Programs enhancing leadership development researched and offered.
- SABA utilized for electronic tracking, program scheduling, AR training, and various other training initiatives.
- Leadership development formal program in creation stages.
- True Colors training delivered.
- FY17 overall 2,854 hours delivered to 1126 employees.

**Benefits**

- Workforce Planning analysis and retention efforts through benefit plans offered reviewed, analyzed for plan design and impact to workforce.
- Wellness programs increased with year to year progression results tracked and communicated.
- Proactive retirement education and planning fair created and implemented to enhance preparedness and benefit education to workforce.
- Self-insurance Health Trust researched and implemented with a joint union/management committee.
- Internal audit performed.

**Compensation**

- Hurricane Irma pay impacts implemented, proactive measures and policies for future emergency needs.

**City of Cape Coral, Florida  
FY 2019 - 2021 Adopted Budget**

- Pay parity continued for both Managerial/Confidential staff and bargaining units
- Completed review and rewrite of General Union and managerial and confidential job descriptions.
- Guidance provided to departments for structural needs related to the evolution of the City.
- Pay related and miscellaneous Ordinance enhancements and implementation of same.

**Labor and Employee Relations**

- Union Contract expirations:
  - General: September 30, 2018
  - Police: September 30, 2019
  - Fire: September 30, 2018
- Managerial and confidential communications and AR and Ordinance enhancements.
- Impact of Hurricane Irma on policy and collective bargaining agreements.

**Talent Acquisition**

- Days to fill maintained under national average of 43 days.
- Fingerprinting and background check AR60, points bargained and implemented.

**FY 2019 – 2021 Goals and Priorities**

Human Resources and Labor Relations goals, action plans and activities drive towards workforce planning and readiness to include analytics, technology, employee development, education.

- Workforce Planning efforts including succession planning
- SABA Talent Management System:
  - Continue the roll out of capabilities. Performance Reviews, Learning, onboarding, succession and workforce planning
- Leadership Development programs identified and implemented through full workforce.
- Competitive pay and benefits continued through negotiations, research and analysis.
- Administrative Regulation reviews/rewrites.
  - Complete and maintain any remaining of 27 under HR purview.
- Union Contract expirations:
  - Police: September 30, 2019 - Prepare, Spring 2019 Interest Based Negotiation
  - General: September 30, 2018 - Finalize and implement negotiated contract
  - Fire: September 30, 2018 - Finalize and implement negotiated contract

**City of Cape Coral, Florida**  
**FY 2019 - 2021 Adopted Budget**

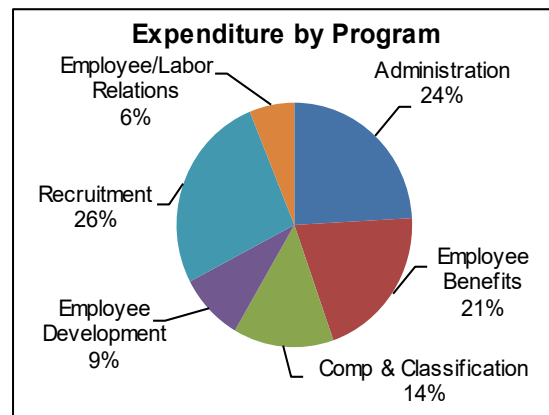
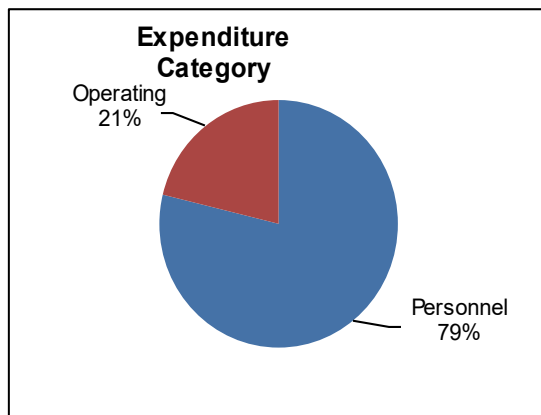
## Operating Budget

<b>Expenditure Category</b>	<b>FY 2017 Actual Expenditures</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
Personnel <sup>1</sup>	\$ 1,162,495	\$1,306,682	\$1,337,682	\$1,310,717	\$1,353,992	\$ 1,396,026
Operating	223,051	365,145	369,936	352,858	347,686	366,892
Capital Outlay	-	-	-	-	6,200	-
Debt Service	-	-	-	-	-	-
Other	-	-	-	-	-	-
<b>Total Uses</b>	<b>\$ 1,385,546</b>	<b>\$1,671,827</b>	<b>\$1,707,618</b>	<b>\$1,663,575</b>	<b>\$1,707,878</b>	<b>\$ 1,762,918</b>

<b>Expenditure by Program</b>	<b>FY 2017 Actual Expenditures</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
Administration	\$ 430,787	\$ 480,115	\$ 480,115	\$ 401,180	\$ 419,670	\$ 425,696
Employee Benefits	259,426	308,793	342,584	341,096	338,457	362,629
Comp & Classification	200,314	216,225	224,225	229,660	237,693	244,332
Employee Development <sup>1</sup>	89,754	149,778	139,778	148,270	151,509	156,526
Recruitment <sup>1</sup>	317,258	421,207	421,207	440,718	452,597	464,145
Employee/Labor Relations	88,008	95,709	99,709	102,651	107,952	109,590
<b>Total Uses</b>	<b>\$ 1,385,546</b>	<b>\$1,671,827</b>	<b>\$1,707,618</b>	<b>\$1,663,575</b>	<b>\$1,707,878</b>	<b>\$ 1,762,918</b>

Notes:

<sup>1</sup>Contract Talent Acquisition Associate was eliminated and a Talent Acquisition Associate was added in FY 2017.

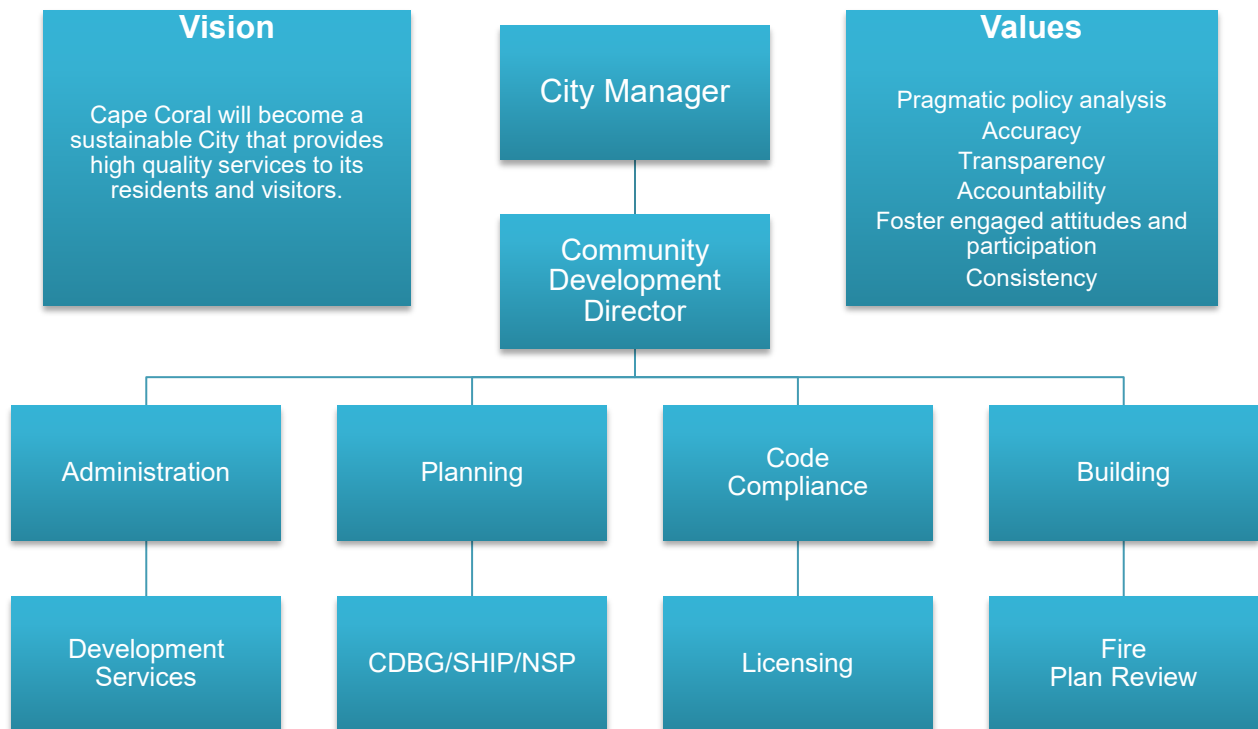


## Department of Community Development

The Community Development Department provides a comprehensive range of services to the public and the development community including, but not limited to, review of development proposals; building permits; changes to the City's Comprehensive Plan and redevelopment plans; and compliance with City ordinances. Staff support is provided to the City Council, the Planning and Zoning Commission, the Community Redevelopment Agency, the Construction Regulation Board, and other advisory boards, and City departments.

### Mission

The mission of the Department of Community Development is to provide courteous, consistent, dependable and trustworthy public service pertaining to the various functions of the Department in an effort to foster positive, orderly development and redevelopment of the City's land assets.



**City of Cape Coral, Florida**  
**FY 2019 - 2021 Adopted Budget**

**Department Functions:**

**Planning Division:** Prepares, monitors, and implements the City's Comprehensive Plan, which includes compliance review, annual amendments, and revisions. Administration of the City's Land Use and Development Regulations by reviewing development applications and conducting field inspections. Oversees the Federal Community Development Block Grant and State's local housing assistance programs. Serves as technical support staff for the Community Redevelopment Agency and the Local Planning Agency. Implements special projects and studies as directed by the City Manager.

**Building Division:** Provides construction enforcement through review and approval of construction plans; issuance of building permits; field inspections; and issuance of certificates of occupancy. Codes enforced include the Florida Building Code; the national electric and gas codes; and the Americans with Disabilities Act. Offers special services to non-residential development through the customer advocate program and electronic permitting.

**Code Compliance Division:** Enforcement of local, state, and federal codes, ordinances, regulations and statutes to protect the quality of life, property values, and health, safety, and welfare of the city's residents and visitors. This includes nuisances; sub-standard living conditions; contractor licenses; unlicensed worker enforcement; property maintenance; liens and foreclosures; illegal parking of vehicles; storage facilities; and signs. Serve as staff for the Special Magistrate, who hears code compliance cases, and the Construction Regulation Board.

**Development Services Section:** Reviews development permit applications for site development and improvement plans; landscape plans; land clearing; parking lots; demolitions of buildings; dredging; storm drains; and subdivision plats. Conducts engineering and landscape inspections and coordinates closely with the Public Works and Utilities Departments.

**FY 2018 Accomplishments**

- Continuous update and improvement process for Development Services web page.
- Updated applications and permit guidelines to reflect online submittal options.
- All applications for miscellaneous site development permits now have the option for eTRAKiT online submittal.
- Approximately 90% of all miscellaneous site development permits have been submitted and reviewed electronically.
- Online submittal of Site Development Plan applications through the eTRAKiT system are now approaching 100%.
- Continued review of commercial landscaping to increase City beautification and ensure compliance with development orders.
- Changed response areas for Code Officers to better distribute manpower.
- Continued weekly statistics review of code activity to ensure efficiency.
- Increased training for Code Officers to ensure proper preparation.
- Reduced the average number of days to compliance from three weeks to two weeks.
- Worked with IT to automate the RV permit process on the Code Division web site.
- Collected over \$101,000.00 in liens from October 1, 2017 to March 26, 2018 that resulted in recording 41 release of liens (does not include watering fines).
- 239 Unlicensed contractor/activities investigated from October 1, 2017 to March 26, 2018.
- 121 Construction site inspections conducted from October 1, 2017 to March 26, 2018.
- 44 Unlicensed contractors cited from October 1, 2017 to March 26, 2018.

**City of Cape Coral, Florida  
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- Continuing partnership between Code Compliance Division and the Utilities Department for enhanced enforcement of watering violations to reduce water consumption used for irrigation.
- Continued to support special projects including: Bimini Basin Redevelopment, Adoption of Seven Islands/Northwest Vision Plan, Land Use and Development Regulation Rewrite, Parks and Recreation Master Plan, and Species Management.
- Initiated a large-scale future land use map amendment of 2,840 acres from the Urban Service Reserve Area to the Urban Service Transition Area to facilitate the North 2 Utility Expansion Program.
- Initiated three amendments to the City's Land Use and Development Regulations to facilitate commercial development within the City.
- Continued implementation and coordination of the Utility Expansion Grant program to assist low income households connect their homes to City utilities in the SW6 and SW7 expansion areas with Community Development Block Grant and State Housing Initiative Partnership Program funds. Fifty low income households have applied and been approved for this program.
- Of all permits that are available electronically, the Building Division exceeded 51% of available permits online with 72% of all permit types available online applied for electronically in FY2017.
- The Building Division continues to be active in all industry partnerships, providing support and technical services.
- The Building Division participates in a new stakeholders group meeting with industry partners to improve service levels.
- Internal communication was enhanced by increasing the frequency of meetings with Department Director, Division Managers, Supervisors, and within sections.
- Completed the cost allocation study, as recommended in the Zucker report, to assure all Departments are receiving funds that cover their costs in reviewing development applications to be presented to City Council.

**FY 2019 – 2021 Goals and Priorities**

**Administration**

- Complete the LUDR rewrite.

**Building Division**

- Permitting: Continue to complete our online permitting with a goal of 85% of all permits applied for online.
  - With more online permits, maintain an average wait time for counter applicants of 25 minutes.
- Plan Review: All reviewed miscellaneous permits processed in four days or less.
  - Residential 1 & 2 Family: New construction and addition remodels completed in 8 days or less.
  - Commercial: All commercial permits through the completed review in 8 days or less.
- Inspections: Have 98% of all inspections completed on schedule.
  - Continued Education & Training to insure consistency with inspection results.
  - Provide next day inspections and complete all inspections by working overtime or with contract help as needed to keep next day.
  - Provide calls to contractors for rescheduling if inspections are rolled over to another day.
- Industry Partnership:

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- Continue to maintain an active partnership with the CCCIA (BIOC) along with the Chamber of Commerce, the Cape Coral Realtors Association, and local business leaders.
- The Building Official will participate in quarterly builders' liaison meetings to work on issues before they become problems.
- The Building Official will participate in monthly BOAF Gulf Coast Chapter meetings.

**Code Compliance Division**

- Continue working to reduce the number of days to compliance through cooperation with property owners.
- Strive for higher rates of proactive enforcement efforts (above 50% to aggressively address violations of code that detract from the City.
- Create reports to analyze statistics to ensure efficient and effective operations by staff.
- Continue to use organized "code sweep" activities citywide by focusing on specific areas and specific issues.
- Develop new partnerships and continue speaking engagements with state associations, realtor associations, construction associations, and community and neighborhood groups.
- Expand our training for all staff through increased participation in state and local association training and other educational events.
- Continue our partnership with the Florida Association of Code Enforcement (FACE) to bring advanced training to our area.
- Continue to cultivate and expand the volunteer program in the Code Division.
- Continue our involvement and participation in the Florida Association of Code Enforcement (FACE), the Southwest Association of Code Enforcement (SWACE), Keep Lee County Beautiful, Inc., Contractor Licensing Officials Association of Florida (CLOAF), and training entities.

**Development Services**

- Continue to assist Utilities Department with the development of new utility standards for commercial and residential development.
- Continue to assist Public Works Department on updates to the Engineering Design Standards.
- Assist with LUDR update, as applicable, to commercial and residential development projects.
- In conjunction with the LUDR update, clarify/establish plat review approval process for staff and applicants.
- Continuous update and improvement process for Development Services web page.
- Continuous update and improvement process for Development Services online development applications and permits.
- Clarify the City website link for "I Want To"/"Apply For" as it relates to the Development Services Group permit applications.
- Develop an online calendar for available Advisory Meeting time slots.

**Planning Division**

- Complete the amendment to the Land Use and Development Regulations (LUDR) (under Administration also).
- Complete Comprehensive Plan Amendments needed to implement the new Land Development Code.
- Complete the rezoning of property throughout the City to conform to the new Land Development Code zoning districts.



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- In conjunction with the Community Rating Service (CRS) verification visit, continue to work and coordinate with other departments to maintain the city's CRS classification of "Class 5" in order to provide financial benefit to flood insurance rate payers within the City of Cape Coral.
- Continue to support City Council/Mayor for special projects, such as community planning, land acquisition planning, Bimini Basin, public/private partnerships, and the Seven Islands master planning.
- Continue to provide support for the Community Redevelopment Area Board and stakeholders groups on City planning functions.
- Monitor risk management mapping related to the Federal Emergency Management Agency's effort to update the flood insurance rate maps (FIRM) so City interests are effectively represented.
- Continue to provide assistance to the Economic Development Office for City planning topics and customer service improvements.
- Continue to improve level of service (LOS) for customers, including establishing completion targets for all public hearing applications.
- Continue to add more public hearing applications and permits to "online permitting" to provide more methods of convenience to the public and development community.
- Continue speaking engagements with realtor associations, developers, community groups, and neighborhood associations.
- Continue to provide environment assistance by reviewing development applications, coordination with State and Federal permitting agencies, and offering training programs, as needed, to the local development community on listed species within Cape Coral.
- Continue implementation and monitoring of the City-wide Incidental Take Permit and Habitat Conservation Plan for the Florida scrub jay.

**City of Cape Coral, Florida  
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## Operating Budget

Expenditure Category	FY 2017 Actual Expenditures	FY 2018 Adopted Budget	FY 2018 Amended Budget	FY 2019 Adopted Budget	FY 2020 Proposed Budget	FY 2021 Proposed Budget
Personnel <sup>1</sup>	\$ 3,747,718	\$ 4,226,557	\$ 4,265,007	\$ 4,399,498	\$ 4,608,843	\$ 4,740,500
Operating	463,143	635,373	626,923	599,511	594,814	627,886
Capital Outlay <sup>2</sup>	-	78,000	176,493	26,000	78,029	58,000
Debt Service	-	-	-	-	-	-
Other	-	-	-	-	-	-
<b>Total Uses</b>	<b>\$ 4,210,860</b>	<b>\$ 4,939,930</b>	<b>\$ 5,068,423</b>	<b>\$ 5,025,009</b>	<b>\$ 5,281,686</b>	<b>\$ 5,426,386</b>

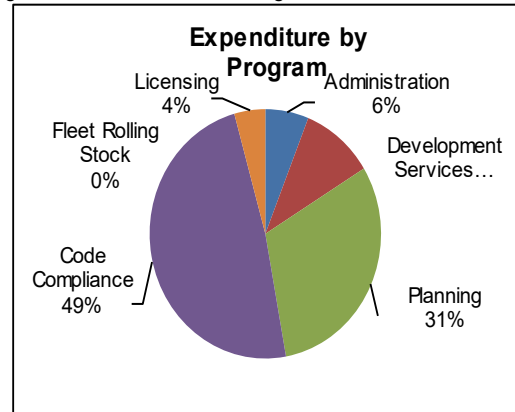
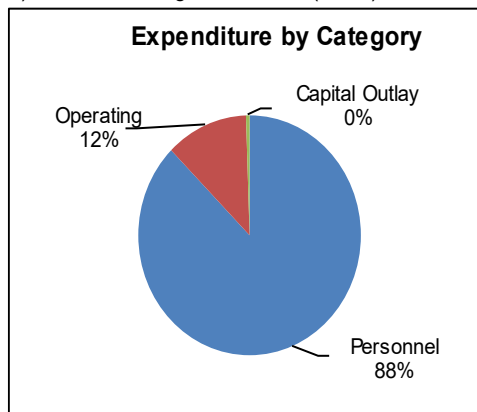
Expenditure by Program	FY 2017 Actual Expenditures	FY 2018 Adopted Budget	FY 2018 Amended Budget	FY 2019 Adopted Budget	FY 2020 Proposed Budget	FY 2021 Proposed Budget
Administration	\$ 309,228	\$ 350,691	\$ 350,691	\$ 302,587	\$ 288,767	\$ 306,792
Development Services	355,397	373,439	395,939	508,525	498,349	511,798
Planning	1,100,136	1,346,301	1,376,301	1,545,354	1,652,359	1,705,203
Code Compliance	2,099,569	2,410,213	2,373,113	2,426,214	2,539,039	2,612,317
Code Unlicensed Contract	3,596	-	11,900	-	-	-
Fleet Rolling Stock <sup>2</sup>	-	78,000	176,493	26,000	78,029	58,000
Licensing	176,549	198,246	200,946	216,329	225,143	232,276
Fire Plan Review <sup>3</sup>	166,386	183,040	183,040	-	-	-
<b>Total Uses</b>	<b>\$ 4,210,860</b>	<b>\$ 4,939,930</b>	<b>\$ 5,068,423</b>	<b>\$ 5,025,009</b>	<b>\$ 5,281,686</b>	<b>\$ 5,426,386</b>

<sup>1</sup> FY 2019 Adding 1 Code Compliance Officer. FY 2020 - Adding 1 Zoning Inspector.

<sup>2</sup> FY 2017 New and Replacement Fleet rolling stock items are budgeted at the department/division level, instead of the fund level

<sup>3</sup> FY2019 Fire Plan Review has been moved back to the Fire Dept

Other related funds can be found under the Special Revenue section: Building, Community Development Block Grant (CDBG), Local Housing Assistance (SHIP), CDBG Revolving Loan Fund and HUD Neighborhood Stabilization.



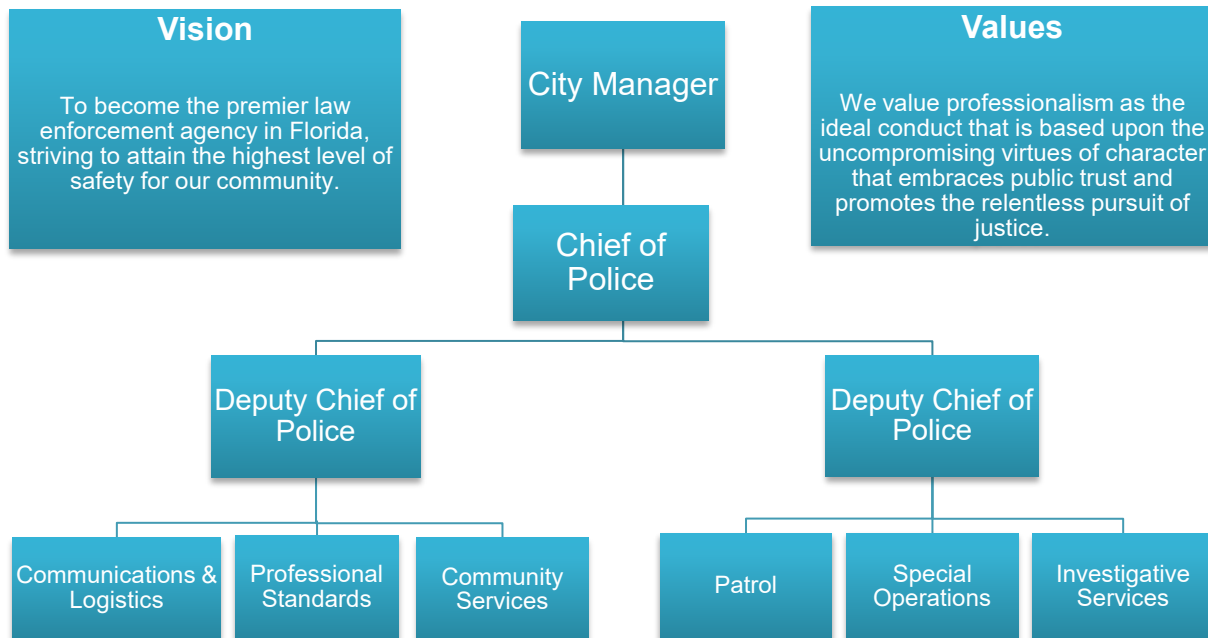
## Police Department

The Cape Coral Police Department is a full-service law enforcement agency responsible for the maintenance of law and order. This includes the protection to persons and property, prevention and suppression of crime, investigation and apprehension of persons suspected of crimes, direction and control of traffic, investigation of traffic accidents, enforcement of all state and municipal criminal laws, and the safety and security of citizens at special events and public gatherings.

The Cape Coral Police Department has over 234 sworn officers, dedicated to keeping our community safe. The department is comprised of six bureaus: Patrol, Investigative Services, Special Operations, Communications and Logistical Support, Professional Standards and Community Services.

### Mission

The Mission of the Cape Coral Police Department is to ensure the safety and well-being of our community through a partnership with our citizens.



**City of Cape Coral, Florida**  
**FY 2019 - 2021 Adopted Budget**

**Department Functions**

**Communications & Logistical Support Bureau:** responsible for all 911 emergency and non-emergency calls, radio communications, records management, uniform crime reporting, maintaining and issuing equipment, and court services.

**Professional Standards Bureau:** responsible for recruitment, hiring and training of Department personnel; the investigation of complaints made against Department personnel through it's Internal Affairs Unit; Payroll; Accreditation; and the publication of Departmental reports and periodicals.

**Community Services Bureau:** responsible for crime prevention, community outreach coordination, youth crimes, community policing and includes the DRC Unit, School Resource Officers, and Police Volunteer Unit.

**Patrol Bureau:** responsible for day-to-day service to the public, including crime suppression and detection; enforcement of criminal laws, traffic laws and City ordinances; investigation of traffic accidents; initial crime reporting; and responding to other calls for service.

**Special Operations Bureau:** one of the most diverse bureaus at the Cape Coral Police Department, includes K9, SWAT, Crisis Negotiation Team, Motorcycle Unit, Traffic Unit, Marine Unit, Aviation, Police Explorers, and the Police Volunteer Unit.

**Investigative Services Bureau:** responsible for long-term, in-depth, under-cover, and technical investigations of criminal activity occurring within our city. The Bureau is comprised of Major Crimes, Property Crimes, Vice-Intelligence-Narcotics, Economic Crimes, Forensics, and Crime Analysis.

**FY 2018 Accomplishments**

- Maintained status as the second safest City in Florida with a population over 150,000
- Replaced aging portable radios and mobile radios
- Continued to increase Targeted Traffic Enforcement Activity in hotspots throughout the City, including bicycle and pedestrian safety specific operations, and traffic safety programs for children in schools.
- Actively pursued grant funding to supplement operational and equipment needs; with over \$538,000 in grant funding attained through more than 6 active grants.
- Implemented new Intelligence Unit to more efficiently manage criminal and suspicious activity analysis and planning to more effectively use investigative resources
- Implemented new Mobile Enforcement Team (MET) to utilize enforcement action to deter or address crime trends, specific incidents, and general quality of life issues.
- Increased social media activity and community engagement programs
- Increased the size of the Marine Patrol Unit to provide better maritime enforcement and educational services to the community
- Successfully re-accredited by the Commission on Accreditation for Law Enforcement Agencies (CALEA) for both Law Enforcement and Communications
- The Forensics Unit completed their first assessment for ISO/ IEC 17020 accreditation through the ANSI-ASQ National Accreditation Board (ANAB)

**FY 2019 – 2021 Goals and Priorities**

- Become the safest city in Florida with a population over 150,000
- Ensure safe movement of people and vehicles by reducing the number of serious injury/fatal traffic crashes
- Reduce emergency response times by patrol officers
- Increase case clearance rates for property and violent crimes
- Increase efficiencies in the receipt and dispatch of emergency calls for service

**City of Cape Coral, Florida**  
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- Continue to develop and implement youth services programs
- Continue to develop partnerships and improve relationships within the community
- Maintain compliance with all applicable accreditation standards through the Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA) and the State of Florida Commission for Florida Accreditation (CFA) and the ANSI-ASQ National Accreditation Board (ANAB)
- Implement (Phase 1) of the planned public safety training facility
- Continue to review and refine organizational structure, staffing, and allocation to ensure the highest level of service possible while meeting operational goals

**City of Cape Coral, Florida**  
**FY 2019 - 2021 Adopted Budget**

## Operating Budget

<b>Expenditure Category</b>	<b>FY 2017 Actual Expenditures</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
Personnel <sup>1</sup>	\$ 30,462,995	\$ 30,901,307	\$ 32,408,522	\$ 33,966,756	\$ 35,157,665	\$ 36,251,330
Operating	4,217,082	4,941,717	4,472,189	5,302,367	5,206,159	5,362,799
Capital Outlay <sup>2</sup>	1,168,100	996,523	2,645,135	1,002,469	1,214,000	1,309,000
Transfer Out <sup>3</sup>	-	-	165,500	-	-	-
<b>Total Uses</b>	<b>\$ 35,848,177</b>	<b>\$ 36,839,547</b>	<b>\$ 39,691,346</b>	<b>\$ 40,271,592</b>	<b>\$ 41,577,824</b>	<b>\$ 42,923,129</b>

<b>Expenditure by Program</b>	<b>FY 2017 Actual Expenditures</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
Support Administration	\$ 5,563,824	\$ 6,406,437	\$ 6,263,687	\$ 6,769,690	\$ 6,992,320	\$ 7,223,997
Communication & Records	3,772,208	4,257,261	4,252,998	4,519,056	4,673,769	4,811,163
Investigative Services	6,221,549	6,700,662	6,034,662	6,532,806	6,763,147	6,964,612
Patrol	14,469,916	14,081,973	14,970,373	14,759,882	15,290,417	15,734,833
Special Operations	4,372,133	4,433,845	4,368,025	4,445,888	4,497,982	4,756,408
Do The Right Thing	58,617	60,846	65,846	65,765	68,175	70,139
Community Services <sup>2</sup>	-	-	760,000	2,275,308	2,097,167	2,164,136
Fleet Rolling Stock <sup>4</sup>	937,715	898,523	2,401,398	811,469	1,100,000	1,100,000
Police Misc Grants - Federal	-	-	18,042	-	-	-
JAGC Grants	45,019	-	-	-	-	-
Edward Byrne Memorial JAG	17,219	-	15,562	-	-	-
Paul Coverdell Forensic Science	78,310	-	-	-	-	-
National Crime Victims' Rights	4,177	-	-	-	-	-
SFA Retrofit MCCV	-	-	258,400	-	-	-
HVE Ped/Bike	23,537	-	28,095	-	-	-
FDOT Impaired Driving	23,655	-	-	-	-	-
WCIND Grants <sup>1</sup>	153,835	-	137,584	91,728	94,847	97,841
VOCA Grants	106,463	-	116,674	-	-	-
<b>Total Uses</b>	<b>\$ 35,848,177</b>	<b>\$ 36,839,547</b>	<b>\$ 39,691,346</b>	<b>\$ 40,271,592</b>	<b>\$ 41,577,824</b>	<b>\$ 42,923,129</b>

Notes:

<sup>1</sup> FY 2017 2 Officers and 1 Lieutenant were added to Patrol. Contract position added from Waterpark for Finger Printing.

FY 2018 School Crossing Guards are being outsourced. 1 FTE was transferred in from Special Revenue Alarm Fees. A second Deputy Chief was added to Support Admin. 1 Sergeant was added for the School Resource Officer Program in Community Services.

1 Police Officer was added for WCIND Grant.

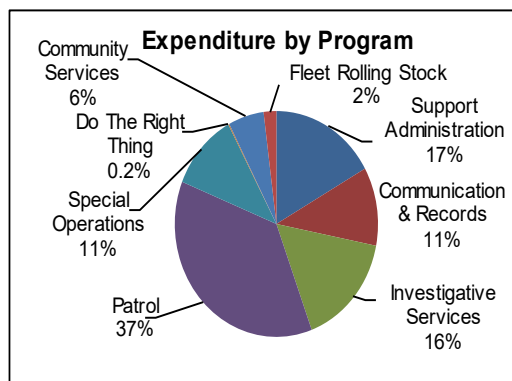
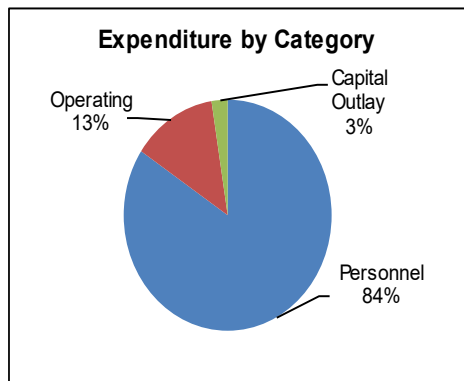
FY 2019 22 Officers and 1 Lieutenant are being added for the School Resource Officer Program in Community Services Bureau.

<sup>2</sup> FY 2018 Community Service Bureau was created. School Resource Officer Program is budgeted in this Bureau starting FY 2019.

<sup>3</sup> FY 2018 Transfer Out to Fire Department for purchase of vehicles

<sup>4</sup> FY 2017 New/Replacement Fleet rolling stock items are budgeted at the department/division level, instead of the fund level.

FY 2018 Amended budget to include Capital fleet purchases for 22 School Resource Officers.

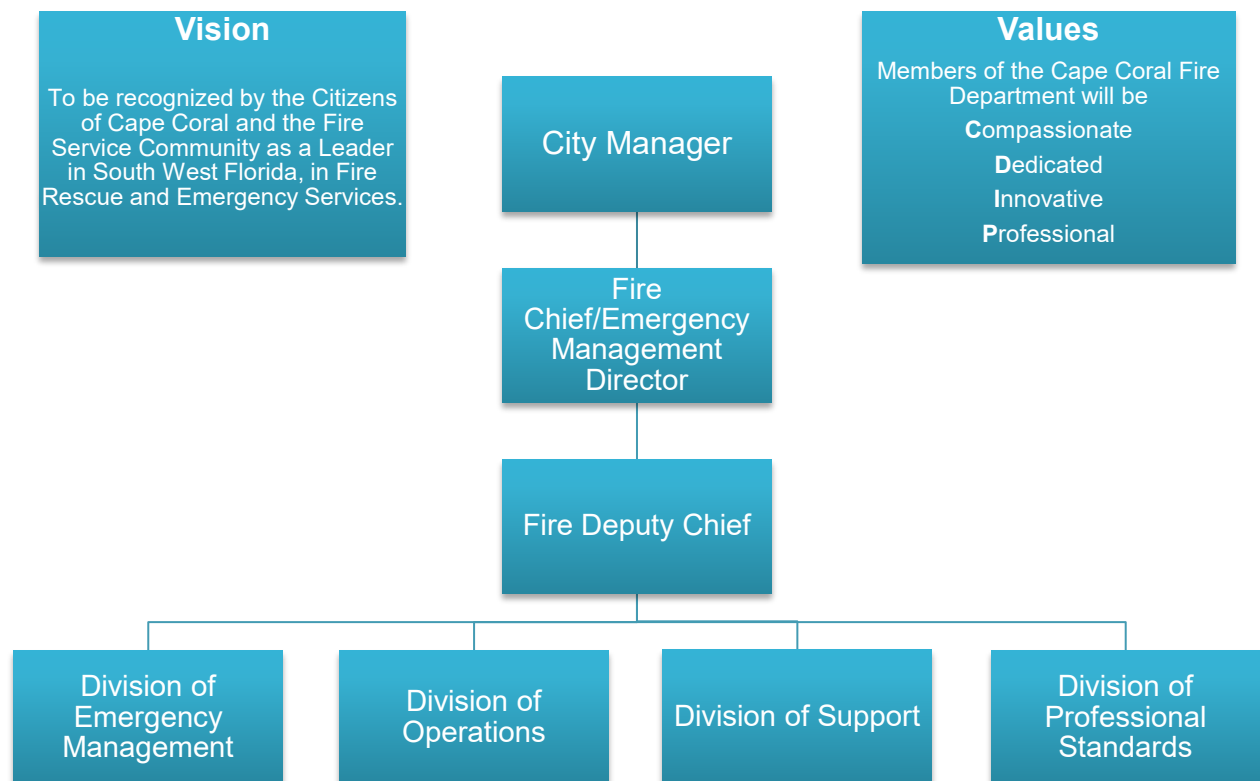


## Fire Department

The Fire Department is responsible for fire protection, prevention and suppression of fires, and a systematic fire prevention and education program. The Department currently maintains ten fire stations.

### Mission

The Men and Women of the Cape Coral Fire Department are dedicated to the preservation of life and property through a commitment to excellence of service delivery, with pride, integrity and self-sacrifice.





**City of Cape Coral, Florida**  
**FY 2019 - 2021 Adopted Budget**

**Department Functions**

**Emergency Management:** The Division of Emergency Management (DEM) leads the City's mitigation, preparedness, response, and recovery efforts. The division maintains the City's Emergency Operations Center (EOC), which is used by City Officials and related agencies to provide a coordinated response to emergencies and disasters. DEM maintains and administers the City's Emergency Operations Plan which identifies the responsibilities of all departments and local agencies.

**Operations:** The Division of Operations is the primary division of the department with 175 members, including the ranks of Firefighter, Engineer, Lieutenant, Battalion Chief and is lead by a Division Chief. The division operates 10 fire stations and 17 apparatus, divided into two battalions. Crews are divided into three shifts, working 24/48 hour rotations.

**Support Services:** The Division of Support Services is responsible for managing and maintaining the physical resources of the department, to include all vehicles, apparatus, equipment, operating supplies and fire stations.

**Professional Standards:** The Division of Professional Standards has oversight in ensuring the highest level of emergency service for the City of Cape Coral. This includes training and education, state and professional licensing compliance, quality assurance/improvement, hiring/promotions and professional development.

**FY 2018 Accomplishments**

- Successfully conducted Hurricane Irma operations through cooperation with multiple City, County, State, and Federal department(s)/agency(s)
- Operations personnel participated in the Lee County Fire Department Cooperative training in the areas of marine, fire operations, and Hazardous Materials
- Provided ongoing support and participation with the Ida S. Baker High School's Public Service Fire Academy
- Acquired land for future needs of the CCFD
- Assisted with and provided input for final approval for Fire Station 11 design
- Provided a cost-benefit solution for issues regarding the site plan for Fire Station 2
- Provided a collaborative Fleet Capital Master Plan for budgeting purposes
- Formulated a bid specification for fitting of Wildland Frontline Fire Suppression apparatus
- Managed all Fire Fleet vehicles
- Created a Capital Vehicle, Equipment and Facilities Master Plan for the budget and a standardized replacement cycle
- Identified location for the Public Safety Training Facility
- Developed the 2018 Annual Training Plan
- Conducted Fire Engineer/Driver and Fire Lieutenant promotional testing
- Implemented Gemini hazardous materials analyzer
- Incident documentation was compliant with NFIRS, NEMSIS and EMSTARS
- All target hazards were inspected
- Assistance to Firefighters Grant (AFG) for Smoke Alarms for the hearing-impaired was approved
- Initiated Life Safety Home Inspections Program
- Received City Council's approval for a Fire Hydrant Ordinance change
- All annual school inspections were completed in September, October, and November of 2017

**City of Cape Coral, Florida  
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- Applied for FEMA's Integrated Emergency Management Course (IEMC) Training Grant
- Conducted Community CPR/AED training
- Graduated three (3) Community Emergency Response Team (CERT) Basic Classes (40 CERT graduates)
- Conducted seven (7) CERT Refresher Classes (150 students)
- CERT volunteers' services hours completed for the first half of FY 2018: 1,930
- Completed Hurricane Irma After-Action Report and Improvement Plan
- Conducted three (3) advanced Incident Command System (ICS) trainings (60 students)
- Held successful Holiday Toy Drive, with over 4,500 toys collected and over 1,500 children receiving toys
- Planned and organized Breakfast with Santa event for children in foster care; approximately 100 children and their foster families participated
- Increased number of people reached through programs and the number of programs
- Held successful Open House with greater attendance over Fiscal Year 2017, with new activities
- Provide cost-benefit for utilization of City of Cape Coral owned property for mixed use Logistics warehousing and Emergency Management operations and warehousing
- Utilization of PSTRAx to establish a facilities inventory checkoff and provide accountability for CCFD facility care and maintenance
- Implement new High-Rise policy and equipment
- Complete consulting firm analysis
- Implement joint Active Shooter Response Policy for Police and Fire Departments
- Conduct Fire Battalion Chief and Fire Division Chief promotional testing
- Evaluate Hazardous Materials Team by the Local Emergency Planning Committee
- Apply for West Coast Inland Navigation District grant for fire boat pumps
- Manage and coordinate mental health peer support training program
- Increase efficiency of medical supply ordering
- Create/revise sixteen governing documents
- Submit the revised Burn Ban in the Code of Ordinances to City Council
- Initiate fire pre-plans with Fire Inspectors and Operations Division personnel
- Revise Emergency Operations Plan (EOP), Recovery Annex, and EOC Activation Manual
- Develop Public Information Officer PIO Coordinating Procedure
- Develop EOC Sleep Plan and Disaster Feeding Plan
- Update of City's Local State of Emergency Ordinance
- Execute Memorandums of Understanding (MOU) between the City community partners for First Responder Shelter Bases
- Develop Planning Section Coordinating Procedure
- Implement Emergency Management Duty Officer Program software
- Acquire WebEOC Incident Management System
- Implement City-wide Continuity of Operations (COOP) Planning System
- Apply for the Volunteer Florida Community Emergency Response Team (CERT) Grant
- Conduct four (4) EOC/EOC/COOP (is this the right name?) Orientation Trainings
- Assist with development of Social Media and Digital Imagery Policy
- Update Ride Along Policy
- Implement Media Monitoring System
- Conduct Animal Response Training for CERT members

**City of Cape Coral, Florida**  
**FY 2019 - 2021 Adopted Budget**

**FY 2019 - 2021 Goals and Priorities**

- Fire Station 11 construction projected completion in November of 2018 and FY 2019
- Fire Station 5 remodel will be design, bid, and build with a General Contractor
- Implement quality assurance/improvement system and benchmarking
- Initiate Fire Department accreditation process
- Participate in the Urban Search and Rescue Task Force Team Six
- Convert Standing Operations Guidelines into current Governing Document format
- Develop and implement Standing Order for Investigator call-out
- Develop and implement Standing Order for Quality Assurance for Fire Inspections
- Develop an internship program
- Develop an Operation Section Coordinating Procedure
- Initiate an Emergency Management Accreditation Program (EMAP) process
- Develop lesson plan for Inflatable Fire Safety House
- Provide public education to all Cape Coral 4<sup>th</sup> grade students
- Align public safety programs with school standards
- Expand senior citizens' safety programs
- Increase social media presence
- Arrive on Scene within 5 minutes of dispatch, 60% of the time
- Evaluate the Resource Deployment Model
- Improve the Insurance Services Office (ISO) score
- Implement and oversee the current Public Safety Master Plan
- Monitor the Fire Capital Master Plan
- Develop, manage, and track the CCFD Capital and Facility Assets Sustainability Programs
- Develop the Public Safety Training Facility
- Improve professional development, succession planning, and employee retention
- Conduct hiring and promotional testing
- Improve incident documentation
- Provide City-wide Advanced Life Support (ALS) response
- Improve resource utilization and inter-agency operability
- Continue to inspect all identified target hazards within the City annually, to meet ISO requirements
- Inspect all commercial properties every year to meet ISO requirements
- Reinstate a Fire Inspector position to meet the CCFD summary of requests to achieve a good level of service
- Amend the City's Code of Ordinances and adopt the 6<sup>th</sup> and 7<sup>th</sup> Edition of the Florida Fire Prevention Code (FFPC)
- Create a Fire Deputy Marshal position as stated in the CCFD summary of requests to meet good level of service
- Complete a Community Risk Assessment and Mitigation Program
- Conduct home safety inspections
- Conduct the hearing-impaired smoke alarm program
- Implement the Commercial Building Pre-Plan Program
- Increase Emergency Management's (EM) role within the City for local emergency planning and response
- Increase and diversify EM's volunteer participation
- Enhance the CCFD/EM Emergency Operations Center (EOC) preparedness and response capabilities

**City of Cape Coral, Florida**  
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- Develop an EM Duty Officer Program
- Initiate the EM Accreditation Process
- Enhance community outreach
- Update Public Safety Programs
- Improve external communications
- Increase Public Information/Public Education engagement programs

**City of Cape Coral, Florida**  
**FY 2019 - 2021 Adopted Budget**

## Operating Budget

Expenditure Category	FY 2017 Actual Expenditures	FY 2018 Adopted Budget	FY 2018 Amended Budget	FY 2019 Adopted Budget	FY 2020 Proposed Budget	FY 2021 Proposed Budget
Personnel <sup>1</sup>	\$23,363,080	\$25,183,467	\$25,556,998	\$25,959,264	\$26,662,432	\$27,352,882
Operating <sup>2</sup>	3,720,337	4,709,073	5,678,165	4,603,662	5,038,546	5,232,679
Capital Outlay <sup>2,3</sup>	1,294,115	1,228,297	3,480,092	215,060	1,897,299	1,275,689
Transfers Out <sup>2</sup>	289,642	691,354	691,354	734,915	735,253	1,178,626
Other	-	-	-	-	-	-
<b>Total Uses</b>	<b>\$28,667,174</b>	<b>\$31,812,191</b>	<b>\$35,406,609</b>	<b>\$31,512,901</b>	<b>\$34,333,530</b>	<b>\$35,039,876</b>

Expenditure by Program	FY 2017 Actual Expenditures	FY 2018 Adopted Budget	FY 2018 Amended Budget	FY 2019 Adopted Budget	FY 2020 Proposed Budget	FY 2021 Proposed Budget
Administration	\$ 680,973	\$ 920,193	\$ 969,071	\$ 1,029,715	\$ 1,073,785	\$ 1,036,660
EOC Operations	141,540	192,857	206,942	198,379	211,579	228,070
Logistics	868,709	1,025,493	863,432	1,002,477	1,032,217	1,066,876
Special Operations	417,201	293,788	378,017	312,044	347,416	332,891
Fire Training	202,168	332,087	270,679	341,130	351,780	378,094
Emergency Medical Ser	397,971	476,463	438,255	517,881	522,682	570,327
Life Safety	827,652	889,694	890,878	915,059	943,388	992,089
Fire Plan Review <sup>3</sup>	-	-	-	199,681	206,519	213,089
Operations	23,641,822	26,841,975	27,817,488	26,480,370	27,418,390	28,598,034
Public Affairs	120,047	113,196	133,196	131,366	149,604	153,114
Professional Standards	303,470	294,621	392,427	340,799	352,312	370,495
Fleet Rolling Stock <sup>3</sup>	1,059,591	431,824	2,841,224	44,000	1,723,858	1,100,137
<b>Total Uses</b>	<b>\$28,667,174</b>	<b>\$31,812,191</b>	<b>\$35,406,609</b>	<b>\$31,512,901</b>	<b>\$34,333,530</b>	<b>\$35,039,876</b>

Notes:

<sup>1</sup> FY 2017 added 9 new firefighters for Fire Station #11. FY 2019 Adding 1 Training Lieutenant and 1 Grants Coordinator.

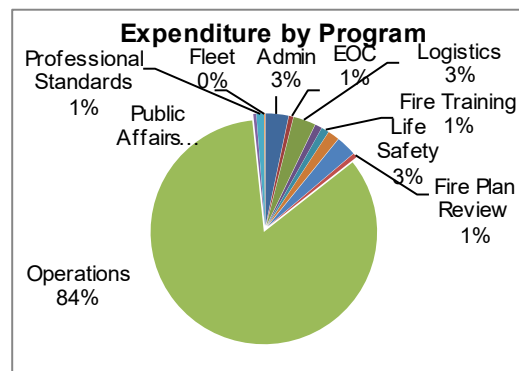
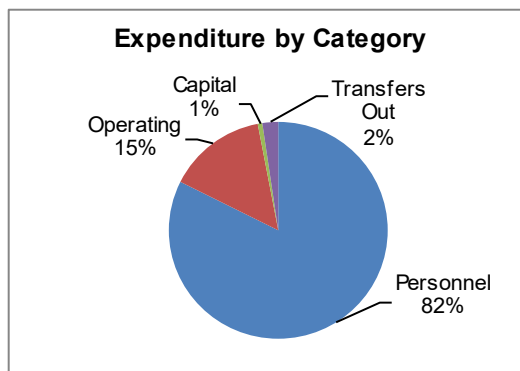
<sup>2</sup> FY 2017 and 2018 Station 11 design and construction associated costs, along with debt payments budgeted in FY 2018.

FY 2018 Station 2 design related costs are budgeted. FY 2020 Station 2 construction associated costs are budgeted, with debt payments budgeted in FY 2021.

<sup>3</sup> FY 2019 Fire Plan Review moved back to Fire Dept, previously in DCD.

<sup>4</sup> FY 2017 New /Replacement Fleet rolling stock items are budgeted at the department/division level, instead of the fund level.

Revenues from the Fire Service Assessment do not increase the Fire Department budget but provide an alternate funding source.

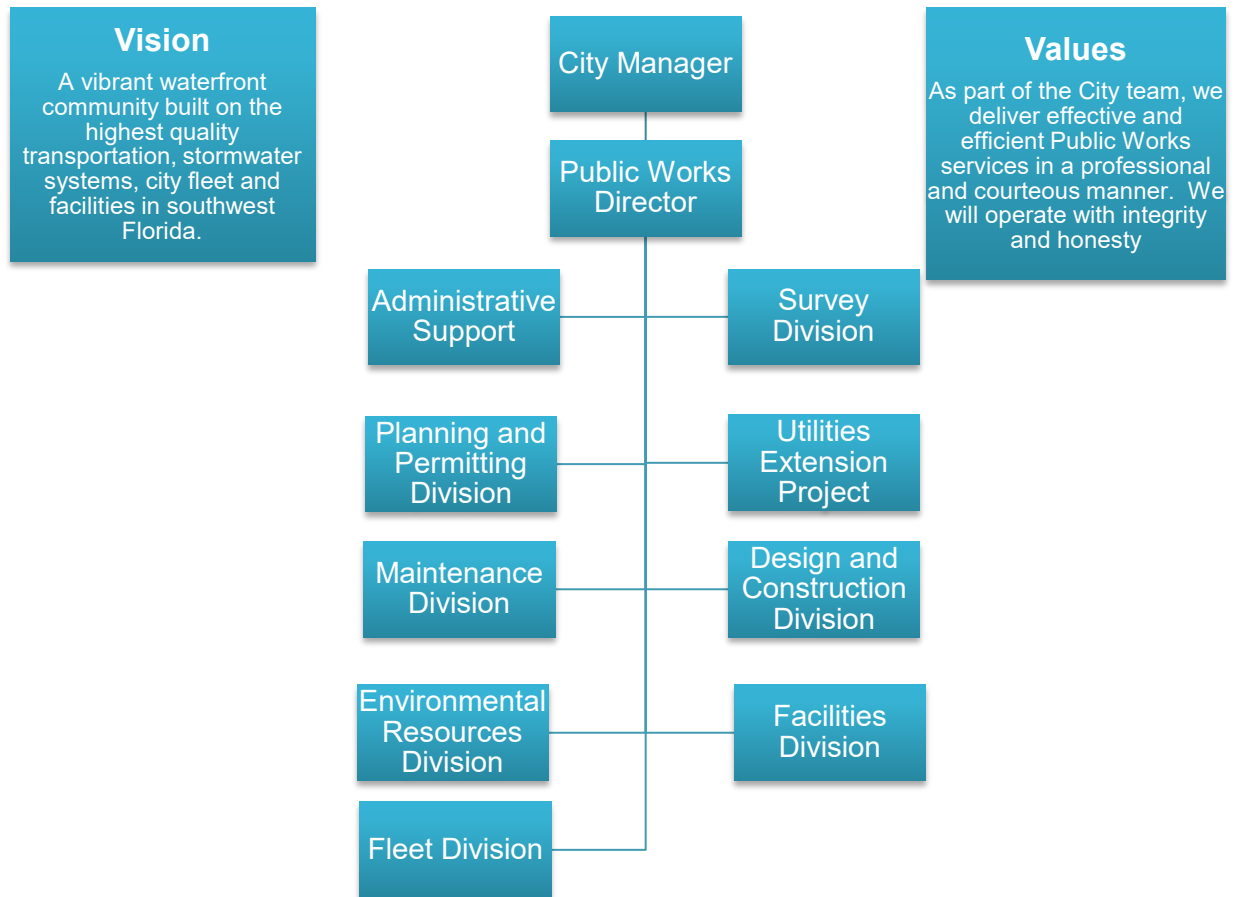


## Public Works Department

The Public Works Department is a diverse group of divisions that are primarily responsible for construction and maintenance of transportation and stormwater facilities, and engineering support for Cape Coral's infrastructure (roads, canals, and stormwater systems, etc.), as well as Facilities Management and the Fleet Maintenance, and managing the UEP.

### Mission

Serve the citizens as a proactive skilled team using the best available methods to plan, design, construct and maintain the City's stormwater system, transportation network, facilities buildings and fleet.



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**Department Functions**

**Planning and Permitting:** Provides supervision and direction to support long range planning and the issuance of permits. Oversees the PW Geographic Information System (GIS).

**Environmental Resources:** Monitors the terrestrial and aquatic environments; provides environmental guidance for sustainable and responsible development through cooperative education, habitat enhancement and other interdependent people/nature processes.

**Survey:** Provides professional surveying services for the City of Cape Coral in support of engineering projects within the public rights of way (ROW), and City owned properties.

**Design and Construction:** Prepares the necessary plans and specifications for Transportation and Drainage Capital Projects and then implements the construction of the improvements. Project management and inspection services are provided during the construction of the improvements.

**Maintenance:** Responsible for stormwater management maintenance to include catch basin repair, street sweeping, swale reconstruction, and drainpipe replacement and improvements. It also provides the maintenance of medians, road shoulders, bridge repairs, pothole repairs, and removal of exotic plants, new sidewalk construction and repair.

**Facilities:** Preventive maintenance programs that insure high serviceability of building infrastructures, provide contract administration and project management for City building rehabilitation or replacement and provides new electrical install and maintenance for buildings and street/park decorator lights.

**Fleet:** Monitors all phases of fleet operations. Maintains all inventory of City vehicles, heavy equipment and rolling stock. Provide specifications and is the lead in the acquisition and disposition of equipment. Maintains and controls the City's fueling operations.

**Utilities Extension:** Provides engineering and management oversight for the planning, design, permitting, bidding and construction of the extension of water, sewer, and irrigation utilities to the areas of the City presently not serviced by municipal utilities.

**FY2018 Accomplishments**

**Planning and Permitting:**

- Coordination between FDOT, CDBG and City on sidewalk grant funding. Secured MPO and CDBG grant funding for design and construction of sidewalks on four segments of roads.
- Started implementation of the City's Bicycle-Pedestrian Master Plan in coordination with North-2 UEP.
- Coordination with Lee County on the widening of Burnt Store Road. Segment 3 (Van Buren Parkway to Diplomat Parkway) and starting of Segment 2 (Diplomat Parkway to Tropicana Parkway).
- Completed the 2018 Stormwater rate analysis.
- Coordination with Lee County to enter the Kismet/Littleton Realignment Agreement. Council adopted preferred alignment in summer 2019 and 100% design plans expected by winter 2019.
- Completed sidewalk grant projects: El Dorado Parkway., Skyline Boulevard South and S.W. 26<sup>th</sup> Street and Lane. Substantially completed: Pelican school, S.W. 20<sup>th</sup> Avenue



**City of Cape Coral, Florida**  
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and S.E. 8<sup>th</sup> Street. Under construction: Chiquita Boulevard (north and south) and Tropicana Parkway.

- The design phase for Sun Trail began and is expected to be completed by Spring 2019.

**Design and Construction:**

- Local Road Resurfacing: 100 lane miles completed
- Major Road Resurfacing: 29 lane miles completed
- Streetlights: approximately 150 installed
- Replaced/repared approximately 10,000 signs/posts due to damage from Hurricane Irma.
- Replaced and added trees to the Cape Coral Parkway medians (Del Prado Boulevard to Coronado Parkway)
- Added trees to the Driftwood/Lucerne/Coronado Parkway medians (Cape Coral Parkway to Yacht Club)
- Inspected and provided project management for the streetscape improvements on SE 47<sup>th</sup> Terrace and Club Square.

**Facilities/Projects Management:**

- Fire Station #11 construction completed.
- Completed construction of Sun Splash Water Park main building.
- Completed an ADA access and conformance recommendation assessment of all City facilities and parks.

**Fleet:**

- Listed in the 100 Best Fleets in North America (second time) #42.
- Listed in the top 50 Leading Fleets in North America by Government Fleet Magazine in conjunction with the American Public Works Association
- Fleet completed 50% of our repairs in 24 hours or less (up from 12%).

**Utilities Extension Project:**

- North 2 UEP
  - Construction commencement of 11 linework contracts and 2 pump station contracts with total contract value of \$226M.
  - Secured agreements for \$1.9M in TMDL grant funding from FDEP for stormwater inlet replacement and bioswale installation.
  - Received additional \$310,000 in TMDL grant funding for the N2 UEP catch basin replacement and enhanced swales – West.
  - Salvaged approximately 250 tons of obsolete concrete catch basins to donate to Lee County Natural Resources for the Artificial Reef Program.
  - Direct purchased over \$29M of construction materials, resulting in tax savings of approximately \$1.76M.

**Environmental Resources:**

- Completed over 22,000 water quality tests from 50 different locations within the Cape
- Assisted with the 2<sup>nd</sup> annual Burrowing Owl survey organized by Cape Coral Friends of Wildlife and the Parks and Recreation Department.
- Responded to 108 Lizard calls, deployed 91 traps, caught 20 lizards.
- Informed approximately 600 residents of environmental issues.
- Staff training was updated with most recent field procedures and data quality management by the Florida Department of Environmental Protection.

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**Maintenance/Stormwater Maintenance:**

- Replaced 9,475 linear feet (LF), relined 14,325 LF and vacuumed 38,938 LF of drainpipes
- Installed 39 new catch basins and repaired and/or modified 257 drainage structures
- Removed approximately 10,000 CY silt material from canals through our dredging program
- Mowed 4,910 linear miles of medians
- Filled 7,898 potholes using 452 tons of asphalt
- Completed 159 detailed bridge inspections (41 City / 118 FDOT)
- Bimini Basin north-south drainage flow re-established to enhance water quality
- Regraded 616 front yard / roadside swales (297 separate projects)
- Removed 340,000 Cubic Yards (CY) of Right of Way debris, 25,000 CY of construction & demolition, 164,800 CY of debris from canals, and 2,700 downed trees on vacant lots. Total hurricane debris removal totals over \$14 million.

**Survey:**

- Completed Right-of-Way/Topographic Surveys for design to receive funding for 10 sidewalk grant projects.
- Completed (15) Block Right-of-Way/Topographic Surveys for design of drainage and curbing.
- Provided stakeout of curbing for (15) Block/Commercial Sites.
- Completed Boundary & Topographic Survey/Development Order Surveys for design purposes for 4 City sites.
- Completed preservation/stakeout of 500+/- Survey Monuments in North 2 UE Areas
- Completed (4) Boundary Surveys for Master Lift Station, Pump Station sites.

**Lot Mowing:**

- Mowed an average of 61,570 lots (10,000 sq. ft each) per cycle for a total of 7 cycles.
- Trimmed an average of 3,000 Burrowing Owl nests per cycle for a total of 6 cycles.

**Solid Waste:**

- Coordinated with Waste Pro and Goodwill to implement a Cape Coral Bulk Event which collected over 50,000 lbs. of material.

**FY 2019 - 2021 Goals and Priorities**

**Planning and Permitting:**

- Continue implementation of the Bicycle-Pedestrian Master Plan
- Coordinate scheduling and intergovernmental relations between FDOT, CDBG and City on sidewalk grant funding working towards keeping 100% of the projects on schedule.
- Coordination with Lee County on the widening of Burnt Store Road. Segment 2 (Diplomat to Tropicana) to be completed by December 2019 and segment 1 (SR-78 to Tropicana) to start
- Coordinate with Lee County in the right-of-way and construction phases of the Kismet/Littleton Realignment.

**Design and Construction:**

- Update and continue implementation of the 5-year Local and Major Road Paving Program
- Design and construct stormwater/water quality projects as identified in work program
- Street Lighting, Median Landscaping and Alley Paving Programs

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- Completion of streetscape improvements on S.E. 47<sup>th</sup> Terrace and Club Square

**Facilities/Projects Management:**

- Removal of Chiquita Lock subject to permitting
- Fire Station #2 construction, anticipated completion late 2019
- Implement Facilities Management support of the Charter Schools
- Achieve 40% reduction of electricity usage by City facilities as was set by Resolution 28-09 well ahead of the 2025 objective timing.
- Create short and long-range capital plans forecasting major equipment and building renovations, integrating capital forecast with real-time maintenance costs and existing work order process
- Construct new Sign Shop at the Everest Annex.
- Design and construction of a new Fleet Facility

**Fleet:**

- Apply for the 50 Best Fleets and achieve a higher ranking
- Obtain Leading Fleet designation from Ford Motor Company

**Utilities Extension Project:**

- Manage construction of North 2 UEP
- Secure funding for North 1 UEP.
- North 1 UEP design, permitting and construction
- Coordinate with Utilities Department in City-wide Utilities Master Plan update to determine future UEP areas
- Deployment of improved asset management software capabilities for transportation and stormwater systems.

**Environmental Resources:**

- Implement projects from Surface Water Monitoring Program (SWMP)
- Meet Caloosahatchee Basin Management Action Plan (BMAP) goals
- Obtain Accreditation Process of the City's Laboratory to transition water quality criteria from Fecal Streptococcus to Enterococcus.

**Maintenance/Stormwater Maintenance:**

- Evaluate dredging needs, purchase new dredge and update the implementation of the Canal Dredging Program
- Bridge Maintenance including inspections, repairs, and painting
- New sidewalk installation for grant projects and routine safety repairs
- Swale regrading, storm drain pipe and catch basin replacement and/or lining
- Canal Dredging and Navigation Obstruction Removal

**Survey:**

- Coordinate the Installation of new Tide Stations

**City of Cape Coral, Florida**  
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## Operating Budget

Expenditure by Category	FY 2017 Actual Expenditures	FY 2018 Adopted Budget	FY 2018 Amended Budget	FY 2019 Adopted Budget	FY 2020 Proposed Budget	FY 2021 Proposed Budget
Personnel <sup>1</sup>	\$ 4,641,149	\$ 5,713,696	\$ 5,877,446	\$ 6,063,694	\$ 6,335,409	\$ 6,537,609
Operating <sup>2</sup>	2,580,250	3,366,309	3,602,215	6,650,517	7,089,111	8,172,887
Capital Outlay <sup>3</sup>	297,953	300,623	782,912	428,100	811,697	381,000
Debt Service	-	-	-	-	-	-
Other	-	-	26,000	-	-	-
<b>Total Uses</b>	<b>\$ 7,519,352</b>	<b>\$ 9,380,628</b>	<b>\$ 10,288,573</b>	<b>\$ 13,142,311</b>	<b>\$ 14,236,217</b>	<b>\$ 15,091,496</b>

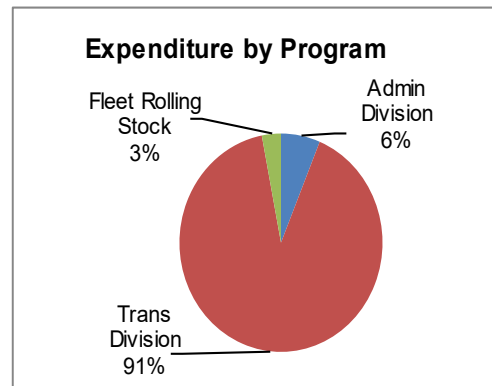
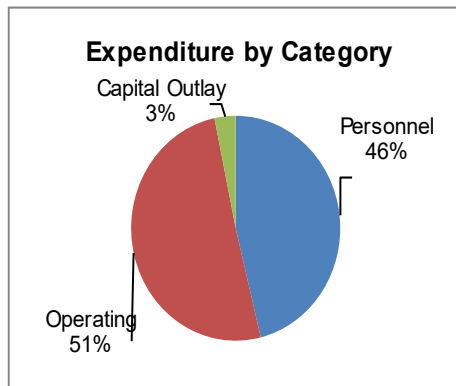
Expenditure by Program	FY 2017 Actual Expenditures	FY 2018 Adopted Budget	FY 2018 Amended Budget	FY 2019 Adopted Budget	FY 2020 Proposed Budget	FY 2021 Proposed Budget
Administration Division	\$ 706,945	\$ 789,496	\$ 789,496	\$ 818,796	\$ 847,974	\$ 876,218
Transportation Division	6,573,421	8,342,509	8,789,965	11,924,915	12,736,708	13,867,278
Fleet Rolling Stock <sup>3</sup>	238,986	248,623	709,112	398,600	651,535	348,000
<b>Total Uses</b>	<b>\$ 7,519,352</b>	<b>\$ 9,380,628</b>	<b>\$ 10,288,573</b>	<b>\$ 13,142,311</b>	<b>\$ 14,236,217</b>	<b>\$ 15,091,496</b>

Notes:

<sup>1</sup> FY 2019 Adding 2 Senior Equipment Operators. FY 2020 Adding 1 Registered Surveyor.

<sup>2</sup> FY 2019 forward, Transportation related Street Lighting costs included in PW, moved out of Government Services.

<sup>3</sup> FY 2017 forward, New and Replacement Fleet rolling stock items are budgeted at the department/division level,

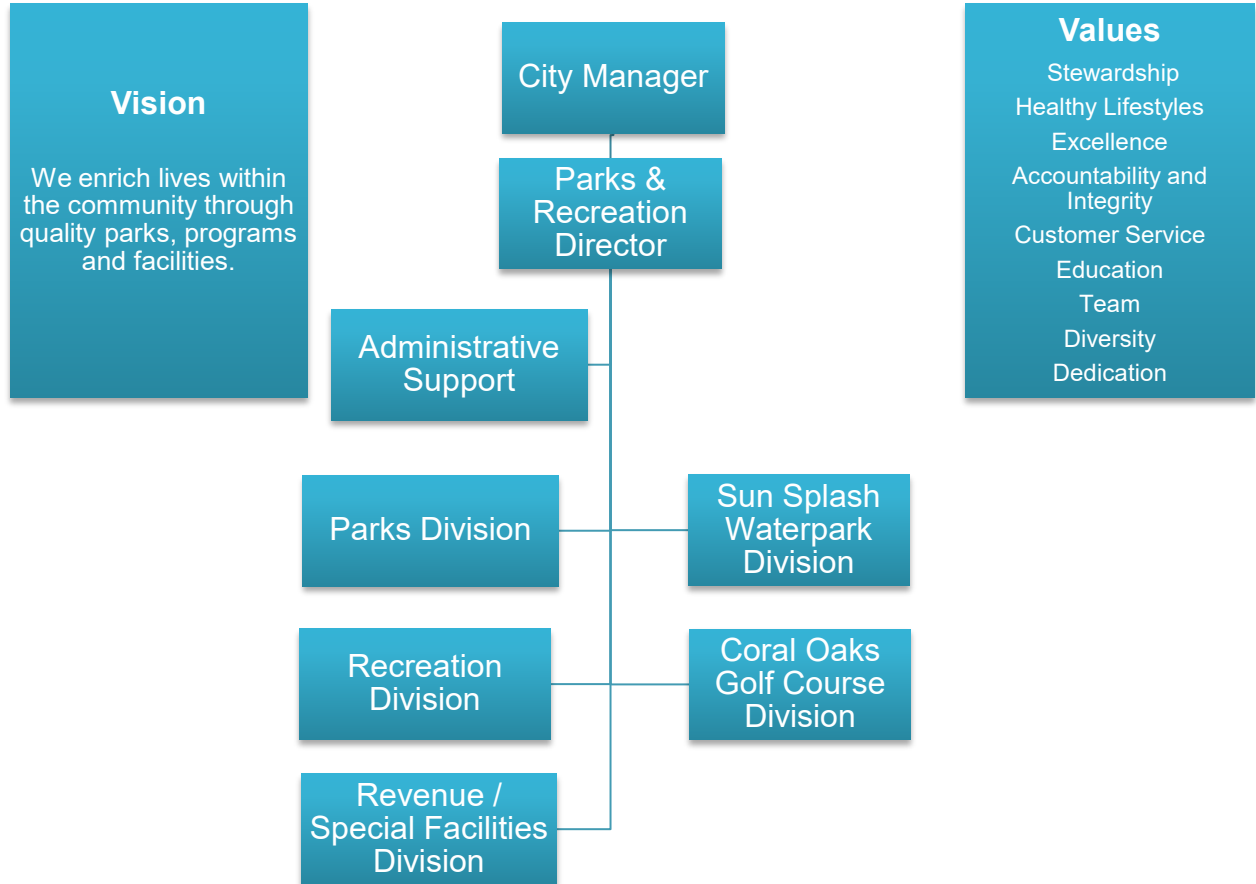


## Parks & Recreation Department

In addition to Administration, the Department is organized into three primary divisions: Parks, Recreation & Social Services, and Revenue & Special Facilities. The Parks Division maintains the athletic fields and parks throughout the City. The Recreation & Social Services Division operates instructional, cultural, and leisure programs and activities for all ages. Revenue & Special Facilities offers programs for individuals with developmental and physical handicaps, environmental education, athletic programs, and community wide special events. The Yacht Basin operates as an enterprise fund, Coral Oaks Golf Course and Sun Splash Waterpark are special revenue funds.

### Mission

The mission of the Cape Coral Parks & Recreation Department is to provide premier parks and programs for individuals of various ages, skill levels, interests, social needs and economic capabilities that collectively enhance the overall quality of life within the City of Cape Coral.



**City of Cape Coral, Florida**  
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**Department Functions**

**Parks & Recreation Administration:** Provide leadership, direction, support and resources for all Parks & Recreation divisions.

**Parks Division:** Provide a multitude of safe and healthy locations for residents to exercise, relax and enjoy all that the park system has to offer.

**Recreation Division:** Offer a wide variety of programs within the park system for persons of all ages and abilities including aquatic programs, as well as educational and specialty programs for youth, adults and families. Also offers programming catered toward seniors including a transport program for mobility disadvantaged residents.

**Revenue & Special Facility Division:** Conduct and support community-wide special events, as well as provide support for athletics, environmental education and recreation, marine services and Special Populations programs.

**Coral Oaks Golf Course:** Provide quality, aesthetically pleasing conditions for professional yet affordable golf experiences within the golfing community.

**Sun Splash Family Waterpark:** Provide a unique park experience focusing on value, safety and fun for both residents and visitors alike while promoting water safety in the local community.

**FY 2018 Accomplishments**

- Eagle Skate Park was renovated by replacing all ramps with 20 year warrantied low-maintenance solid steel.
- Youth Services partnered with the Cape Coral Police Youth League to operate free sports programs at the Youth Center.
- The Yacht Club obtained a \$3,000 sponsorship from Lee Health as the title sponsor for the 2018 Cape Coral Sprint Triathlon.
- The Yacht Club Community Park received a 4-Star rating from Trip Advisor, the world's largest travel site.
- Four Freedoms Park partnered with the Lions Club of Cape Coral to offer free hearing and vision screenings for VPK students (34).
- Coral Oaks, in conjunction with the South Florida Section of the PGA, coordinated The PGA Hope Program for Military Veterans.
- Coral Oaks completed renovations of four tee boxes and installed 20 new putting surfaces.
- Coral Oaks signed a three-year, Title Sponsor Agreement with Storm Smart for \$12,500 annually for the City Championship.
- Sun Splash Waterpark was rebranded with a new logo for a fresh look and feel.
- Sun Splash Waterpark added additional rental cabanas to increase revenue.
- Special Populations secured two new vehicles including one 10-passenger wheelchair accessible van and one 20-person wheelchair accessible bus, through the Guardian Angels for Special Populations.
- Special Events received two awards at the Florida Festivals & Events Conference for outdoor event advertising and signage.
- Special Events partnered with Four Freedoms Park to implement a new event, part of the Movie in the Park series called Date Night in the Park. Four Freedoms Park will provide child care while adults enjoy Date Night Movie in the Park.
- Marine Services received a \$7,000 grant for a portable pump allowing for continued residential support of The Clean Marina Project.

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- Rotary Park received a grant approval from DEP Florida Coastal Management Program for \$10,000 to remove exotics from Four Mile Cove Ecological Preserve and the FWC is funding the exotic removal project at Yellow Fever Creek for \$22,499, treating 53.2 acres of exotics at no cost to the City.
- Rotary Park began discussion of collaborations with FGCU faculty on internships, student research opportunities, and the possibility of working with Rotary Clubs and FGCU to build an additional facility for environmental education and research on Rotary Park property.
- The Youth Center collaborated with Strong Kids 360 to implement strength training and physical activity for daycare children to combat childhood obesity.
- The Yacht Club was chosen as a display site for Cape Coral's first public arts project, "Dancing with the Dolphins," which was created in 2016 to support the arts. Six dolphins, all hand painted by local artists, are individually displayed in various locations throughout the city.
- The Yacht Club obtained an equipment donation from Fish Florida of 125 rods, reels and tackle boxes for the participants in the annual Kids Fishing Derby.
- The Yacht Club partners with City Police and Fire annually in May to host Water Safety Day which provides the community with water safety education and drowning prevention awareness.
- Cape Coral Mini-Bus Service secured \$16,706 from CDBG for the Fee Assistance Program as well as increased the number of Medicaid Waiver clients by 9%.
- Lake Kennedy Center implemented two new summer creative writing camps for middle school students.
- Knickers Pub at Coral Oaks underwent renovations including new A/C & furniture.
- Yacht Basin patrons were empowered to help with the beautification process by installing and maintaining 12 flower beds.
- Rosen Park and Yacht Basin security cameras were revamped with state of the art optics.
- Rotary Park hosted the 2018 Burrowing Owl Festival (in partnership with the Cape Coral Friends of Wildlife) which attracted over 3,000 attendees.
- Rotary Park maintained and submitted the final report for the Florida Wildflower Garden that was established through the Florida Wildflower Grant.
- Parks & Recreation Department collaborated with Oasis Schools to plan an Eco-Outdoor Classroom and Creative Play area that will benefit both Cape Coral Parks and Recreation Youth Programs and Oasis Schools.
- New park signage was installed at the Yacht Club, Arts Studio, and Sirena Vista Park.
- New playground equipment, artificial turf, and exercise stations were installed at several parks (Horton, Veterans, Lake Kennedy).

**FY 2019 – 2021 Goals and Priorities**

- Grow sponsorships and partnerships for all Parks and Recreation divisions.
- Maintain or reduce the budgeted subsidy for all Parks and Recreation divisions.
- Research grant opportunities pertaining to all divisions within the department which will increase and/or maintain service levels, expand/improve existing programs, or provide quality of life benefits to our residents.
- Explore the opportunity for development of indoor and outdoor Pickleball courts throughout the City.
- Youth Center to maintain 100% inspections with DCF.
- Eagle Skate Park to increase attendance, Pro Shop sales, and vending by 20%.
- Youth Center to develop and promote the Mobile Recreation Van (Fun-Mobile).

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- The Yacht Club will continue to promote water safety and drowning prevention throughout the community and increase participation in swim lessons.
- Cape Coral Mini Bus Service to work with the City of Cape Coral's ITS Department to explore improvements with routing utilizing City GIS.
- Lake Kennedy Center to develop a minimum of two new events that will further enhance the diversity of programs and broaden the scope of service to include fundraising events and partnerships.
- Cape Coral Arts Studio to create new community partnerships with local/downtown businesses to involve the Arts Studio in cultural activities.
- Arts Studio to add one new public art piece within the City of Cape Coral.
- Arts Studio to build the Jean Inman Sculpture Pavilion with bequest.
- Coral Oaks Golf Course to install updated security monitoring system.
- Coral Oaks to receive complete installation of the Lightning Detection System implemented in FY 16
- Coral Oaks to complete cart path repairs/renovations throughout the course.
- Coral Oaks to create marketing and loyalty programs utilizing golf specific marketing vendors and electronic tracking.
- Coral Oaks to remain competitive in the marketplace through implementing correct fee structures, as well as marketing and customer retention efforts.
- Coral Oaks to maintain PGA "Growth of the Game" opportunities including the Cape Coral Junior Golf Association Summer Program, Youth Crime Intervention Saturday Free Kids Clinic, Middle School and High School Junior Golf Programs, PGA instructional programs, Ladies Night and Points Game.
- Sun Splash Family Waterpark to get approval to sell alcohol to generate revenue for park maintenance/improvements.
- Sun Splash to initiate off season birthday parties to produce revenue during waterpark closure.
- Pops Café to do marketing for community exposure to increase revenue and offer participants opportunities to learn new and diversified tasks and skills.
- Citywide Special Events Division to promote partnerships, sponsorships, and agency support to provide a varied event platform to residents and visitors of all interests, sociological, and economic backgrounds.
- Marine Services Division to increase Marina dockage by 16 slips for larger vessels (40-60 ft) by extending the center dock.
- Four Mile Cove Ecological Preserve to undergo shoreline restoration of native plants to replace Brazilian Pepper that was removed after Hurricane Irma with mangroves and giant leather fern.
- Department to install primitive kayak launches on property owned by the department at locations agreed upon by community organizations and residents.
- Environmental Recreation to begin plot rentals for residents of Cape Coral at the Community Garden.
- Environmental Recreation to continue working with the Rotary Clubs of Cape Coral to renovate the nature trail tower at Rotary Park for visitors to use for birding, nature photography, and to enhance overall park enjoyment.
- Environmental Recreation to establish a network of trails on the Cape Coral side of the property known as Yellow Fever Creek Preserve by working with the FWC, Cape Coral Environmental Resources, Lee County Parks and Recreation, and Boy Scouts of America.
- Parks Division to replace/install new playgrounds at several parks including Giuffrida, Storm and Caloosa Fields, and Multi-Sports Complex.



**City of Cape Coral, Florida  
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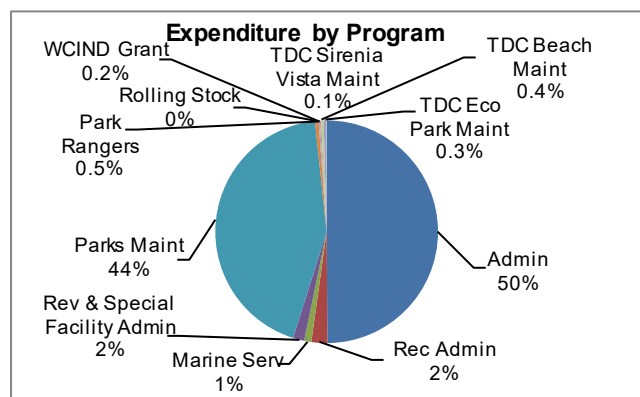
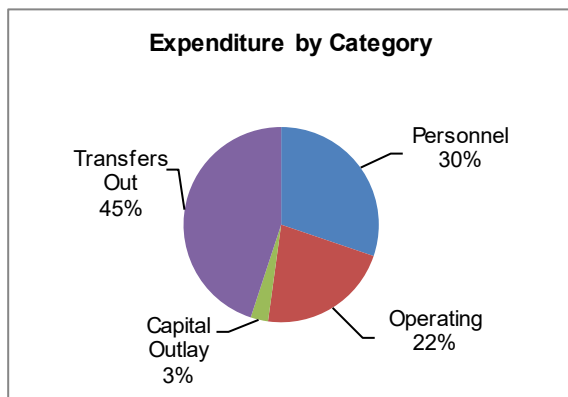
## Operating Budget

<b>Expenditure by Category</b>	<b>FY 2017 Actual Expenditures</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
Personnel	\$ 3,734,389	\$ 4,123,085	\$ 4,121,635	\$ 4,210,101	\$ 4,345,308	\$ 4,475,237
Operating	2,613,494	3,163,266	2,934,938	3,058,189	3,107,462	3,374,224
Capital Outlay	1,141,623	359,162	1,190,603	404,000	28,000	242,000
Transfers Out	5,846,473	5,724,535	7,392,446	6,263,279	6,027,095	6,139,320
<b>Total Uses</b>	<b>\$13,335,978</b>	<b>\$13,370,048</b>	<b>\$15,639,622</b>	<b>\$13,935,569</b>	<b>\$13,507,865</b>	<b>\$14,230,781</b>

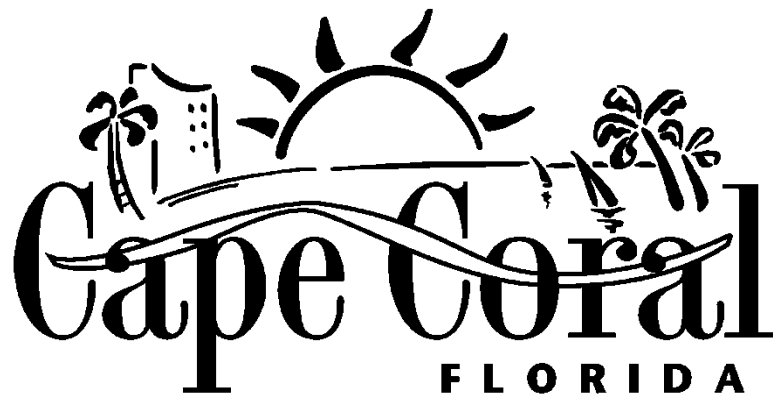
<b>Expenditure by Program</b>	<b>FY 2017 Actual Expenditures</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
Administration	\$ 6,518,735	\$ 6,526,294	\$ 8,386,852	\$ 6,952,356	\$ 6,744,753	\$ 6,879,300
Recreation Administration	208,954	231,462	231,462	322,208	330,633	338,404
Marine Services	126,354	152,233	152,233	144,996	146,727	148,507
Rev & Special Facility Admin	182,772	203,413	203,413	228,722	235,837	246,768
Parks Maintenance	5,773,979	5,808,571	6,019,219	6,052,902	5,814,108	6,163,449
Park Rangers	55,943	61,753	61,753	71,336	73,884	76,304
P&R Rolling Stock <sup>1</sup>	361,445	249,162	447,530	27,000	28,000	242,000
WCIND Grant	9,028	25,000	25,000	25,000	25,000	25,000
TDC Beach Maint	41,572	51,230	51,230	50,799	48,673	50,799
TDC Eco Park Maint	50,954	49,118	49,118	48,569	48,569	48,569
TDC Sirenia Vista Maint	6,241	11,812	11,812	11,681	11,681	11,681
<b>Total Uses</b>	<b>\$13,335,978</b>	<b>\$13,370,048</b>	<b>\$15,639,622</b>	<b>\$13,935,569</b>	<b>\$13,507,865</b>	<b>\$14,230,781</b>

Notes:

<sup>1</sup> Rolling Stock was transferred from Government Services to Parks & Recreation FY 2017



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FY 2019 - 2021 Adopted Budget



**City of Cape Coral, Florida**  
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## Government Services

Government Services is used to account for non-departmental contributions, transfers to other funds, reserves and costs not directly associated with just one department.

<b>Expenditure Category</b>	<b>FY 2017 Actual Expenditures</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
Personnel	\$ 29,115,851	\$ 27,246,518	\$ 27,741,450	\$ 29,511,898	\$ 30,518,030	\$ 31,547,611
Operating	11,471,652	11,598,092	27,039,021	12,261,740	12,495,072	12,531,195
Capital Outlay	1,227,833	-	671,366	902,211	-	-
Debt Service	-	-	-	-	-	-
Transfers Out	16,048,635	15,992,921	16,858,806	7,886,704	13,072,170	16,179,527
Subtotal Expenditures	57,863,972	54,837,531	72,310,643	50,562,553	56,085,272	60,258,333
Reserves	-	38,634,630	23,006,598	36,958,565	37,150,479	35,659,155
<b>Total Uses</b>	<b>\$ 57,863,972</b>	<b>\$ 93,472,161</b>	<b>\$ 95,317,241</b>	<b>\$ 87,521,118</b>	<b>\$ 93,235,751</b>	<b>\$ 95,917,488</b>

<b>Expenditure by Program</b>	<b>FY 2017 Actual Expenditures</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
Donations						
Cape Coral Historical Society <sup>1</sup>	\$ 42,500	\$ 45,000	\$ 45,000	\$ 40,000	\$ -	\$ -
Good Wheels	30,000	30,000	30,000	-	-	-
Homeless Hotel Grant	10,000	-	-	-	-	-
Bike/Pedestrian Paths	1,702	-	10,759	-	-	-
Assessment Lot Mow & Utility <sup>2</sup>	489,884	874,296	874,296	875,000	875,000	875,000
Property/Liability Insurance <sup>3</sup>	1,018,791	994,088	994,088	1,024,700	1,045,194	1,066,098
Assessment Stormwater Fees	437,645	481,410	556,832	600,000	600,000	600,000
On-Behalf Pension Pymts	2,733,615	2,560,207	2,882,127	2,560,207	2,560,207	2,560,207
General Fund Transfers <sup>4</sup>						
To CRA (Tax Increment)	1,001,219	1,317,385	1,370,788	1,383,254	1,452,416	1,510,513
To City Centrum	71,000	93,274	119,874	90,559	91,483	92,461
To Computer ERP Systems	-	-	-	-	-	-
To Trans Cap -Road Resurface	6,500,000	6,500,000	6,500,000	-	3,500,000	5,500,000
To Transportation Cap-Alleys	306,000	312,000	312,000	-	312,000	312,000
To Transportation Cap-Medians	510,000	520,000	520,000	-	520,000	520,000
To CRA Streetscape	152,861	-	-	-	-	-
To Academic Village	74,806	-	90,000	90,000	493,040	-
To P&R Art Studio	-	-	200,000	-	-	-
To P&R Festival Park	-	-	200,000	-	-	-
To P&R D&D Boat Ramp	-	-	222,297	-	-	-
To Self-Insurance Health	1,000,000	-	1,000,000	-	-	-
Debt Service <sup>5</sup>						
2008 Bonds Police HQ	1,748,968	1,244,843	1,244,843	1,241,623	-	-
2012 Bonds Fire St 3 & 4	460,241	462,643	462,643	462,637	462,640	462,642
2012 Equipment Lease	439,193	-	-	-	-	-
2014 Cap Improvement Bonds	602,843	602,898	602,898	600,286	602,090	598,943
2015 Special Obligation Note	751,256	1,678,339	751,924	754,696	754,236	1,416,183
2018 Capital Debt	-	440,000	440,000	440,000	884,180	1,772,539
2015 Special Obligation Note	1,794,019	1,801,539	1,801,539	1,803,649	1,805,085	1,802,996
2017 Special Obligation Note	636,228	1,020,000	1,020,000	1,020,000	2,195,000	2,191,250
Retiree Cost						
Annual Costs <sup>6</sup>	6,014,586	6,622,805	6,622,805	7,752,125	8,104,810	8,465,862
UAAL General Pension	6,176,633	7,241,000	7,670,429	7,606,035	7,834,217	8,069,244
UAAL Police Pension	4,236,511	5,172,689	5,172,689	5,883,212	6,059,709	6,241,501
UAAL Fire Pension	6,926,533	8,168,514	8,168,514	8,145,923	8,390,301	8,642,011
Outside Contracts <sup>7</sup>						
Community Theatre & Bldg	35,000	35,000	35,000	-	-	-
Animal Control	730,338	823,939	823,939	911,910	934,708	958,076
Charter School Charges <sup>8</sup>						
Payroll	81,792	41,510	41,510	124,603	128,993	128,993
Other City Costs	101,968	20,250	550,900	29,713	30,349	31,002
Street Light Power <sup>9</sup>	2,691,922	2,892,235	2,792,235	-	-	-

**City of Cape Coral, Florida**  
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<b>Expenditure Category</b>	<b>FY 2017 Actual Expenditures</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Proposed Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
Professional Services:						
Legal Fees	97,141	110,000	110,000	175,000	175,000	175,000
Accounting & Auditing	64,300	75,000	128,100	76,125	77,278	80,370
Outside Consulting Firms	240,332	220,500	339,125	219,600	232,384	245,680
Lobbyist-State & Federal	100,000	100,000	100,000	100,000	100,000	100,000
Studies, Plans & Other Professional <sup>10</sup>						
Cost Recovery			4,745			
Parks Master Plan Update	9,779	-	-	-	-	-
Bimini Basin <sup>24</sup>	-	50,000	51,495	75,000	75,000	75,000
7 Islands Master Plan <sup>24</sup>	13,500	50,000	50,000	75,000	75,000	75,000
Other Services:						
Land Purchase	3,120	-	9,600	-	-	-
Billing Service Fees	63,084	65,000	65,000	65,000	65,000	66,950
Election Costs	38	500,000	500,000	250,000	500,000	250,000
Fleet Charges	-	1,101,705	1,204,713	978,601	925,683	917,445
Facility Charges	1,215,123	70,274	1,461,201	2,987,595	3,131,560	3,360,747
Nicholas Annex Utilities	7,779	7,952	7,952	10,220	10,628	11,164
Property Maintenance						
City Annex Maintenance	120,972	19,732	490,769	100,000	10,000	10,000
Chester reroof	-	-	-	36,900	-	-
Fuel System EOC Generator Rep	9,690	-	-	-	-	-
Other Operating:						
Small Equipment & Repair/Maint	1,360	5,000	194,371	10,000	10,250	10,558
Small Equipment - Prod Room	-	55,000	62,830			
Computer Hardware	56,650	-	-	-	-	-
Computer Software	38,320			902,211		
Ping4Alerts	20,000	20,000	20,000	20,000	20,000	20,000
Membership - Grant SW & FBC	2,500	3,000	3,000	3,275	3,357	3,458
Other	43,289	17,950	90,985	26,550	27,130	28,096
Employee Walkin Clinic	12,375	15,000	15,000	15,000	15,000	15,000
BCBS Wellness Program	138,879	75,000	75,000	50,000	50,000	50,000
Scrub Jay Habitat Mitigation	-	151,754	695,020	788,025	788,025	788,025
Matlacha Property Lease	35,230	27,000	56,519	56,519	56,519	56,519
Public Private Partnership	6,880	-	16,356	-	-	-
Electric Franchise Agreement	141,992	100,000	129,830	100,000	100,000	100,000
Fleet /Rolling Stock Replace <sup>11</sup>	1,323,044	-	290,126	-	-	-
Sunsplash Fire Project	18,996	-	-	-	-	-
Hurricane Irma	6,253,057	-	12,006,216	-	-	-
Alage Bloom Disaster	-	-	1,084	-	-	-
<b>Subtotal Expenditures</b>	<b>57,845,484</b>	<b>54,835,731</b>	<b>72,308,966</b>	<b>50,560,753</b>	<b>56,083,472</b>	<b>60,256,533</b>
<b>Reserves</b>						
Designated: Disaster & Other <sup>12</sup>	18,488	4,546,537	4,545,677	4,545,800	4,545,800	4,545,800
Undesignated	-	34,089,893	18,462,598	32,414,565	32,606,479	31,115,155
<b>Total Uses</b>	<b>\$ 57,863,972</b>	<b>\$ 93,472,161</b>	<b>\$ 95,317,241</b>	<b>\$ 87,521,118</b>	<b>\$ 93,235,751</b>	<b>\$ 95,917,488</b>

**City of Cape Coral, Florida**  
**FY 2019 - 2021 Adopted Budget**

Government Services Notes:

<sup>1</sup> Cape Coral Historical Society donation moved to P&R Administration budget in FY 2019

<sup>2</sup> Assessments, Lot Mowing & Utility - The General Fund is responsible for the allocation related to the City's governmental assets. Assessment includes an estimate for North 2 Assessments based on the amortization option.

<sup>3</sup> Property/Liability Insurance-This is an interfund service charge to the internal service fund. Allocation is based on estimated expenditures of the internal service fund with apportionment based on the value of the City's assets. The General Fund is responsible for the allocation related to the City's governmental assets.

<sup>4</sup> General Fund Transfer out

To CRA Transfer includes tax increment

To City Centrum to maintain support of daily operation and maintenance

To Transportation Capital - Road Resurfacing Program

To Transportation Capital Project-Alleys for Alley repaving project to complete gaps in alleyways on Del Prado Blvd

To Transportation Capital Project - Medians. Reinstatement of median landscaping program.

To CRA Capital Project - Streetscape General Fund portion for IT related items

To Academic Village Capital Project

To P&R Capital Project - Art Studio Grant match

To P&R Capital Project - Festival Park Land prep

To P&R Capital Project - D&D Boat Ramp Grant Match

To Self Insurance Fund to maintain required Reserves

<sup>5</sup> Debt Service

2012 Equipment Lease. The last payment will be made in FY 2017.

2015 Special Obligation Note. This note resulted from the refunding of the 2006 Special Obligation Bonds. These bonds were issued for the purpose of buying land primarily for parks purposes and right-of-way for the widening of Del Prado and Santa Barbara Blvds. Funding has been established at 28.27% for Road Impact Fees and 71.73% for Park Impact Fees. The gas taxes provide additional funds if road impact fees are insufficient to cover annual debt service. This debt was refunded in FY 2015 The General Fund covers any shortfalls experienced by Park Impact Fees.

2015 Special Obligation Note. This note resulted from the refunding of the 2005 Special Obligation Bonds partial refunded the 2005 and 1999 Capital Improvement & refunding bonds for City Hall, Fire Station, Art Studio and Recreational Park

2017 Special Obligation Note refunds the 2007, 2008 & 2011 bonds for Police Headquarters and Charter Schools

2018 Debt. Proposed Lease will be for the new lease of equipment in the 2012 Equipment Lease. Proposed new debt in FY 2020 for purchase of golf course in Southeast Cape Coral

<sup>6</sup> Retiree Cost

Annual Cost. Other Retiree cost to include payment of health and life insurance premiums for retirees in accordance with eligibility under City ordinances. The City is only funding the annual pay-as-you-go amounts.

<sup>7</sup> Outside Services

Community Theatre & Building moved to P&R Administration budget FY 2019

Animal Control Services - An interlocal agreement exists with Lee County for providing animal control services. Annual funding is adjusted in accordance with a formally approved formula.

<sup>8</sup> The Cost incurred on the behalf of the Charter School Authority. The Charter School is unable to issue debt, as such, debt funding was secured by the City for the Charter School buses. Annual debt service is paid by the Charter School Authority. FY 2018 Budget includes an additional \$530,650 for security.

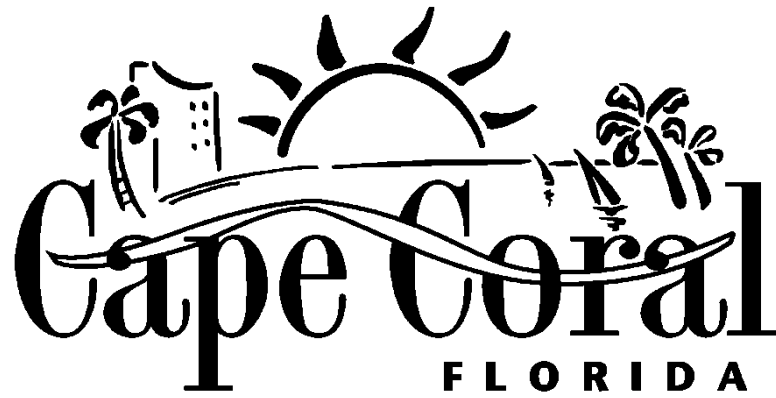
<sup>9</sup> The street light program was reinstated with the FY 2015 budget. Permanent school bus stop locations are the highest priority locations. FY 2019 budget for Street Lightening Program was moved to Public Works

<sup>10</sup> These are one time non-recurring studies/activities that will position the City for future initiatives

<sup>11</sup> The City is moving to a centralized Fleet system. With adoption of the FY 2015 budget, funds were removed from the individual departments to a single business unit at the fund level. FY 2017 Rolling Stock was moved to owning departments

<sup>12</sup> This category includes designated reserves identified within the financial policies

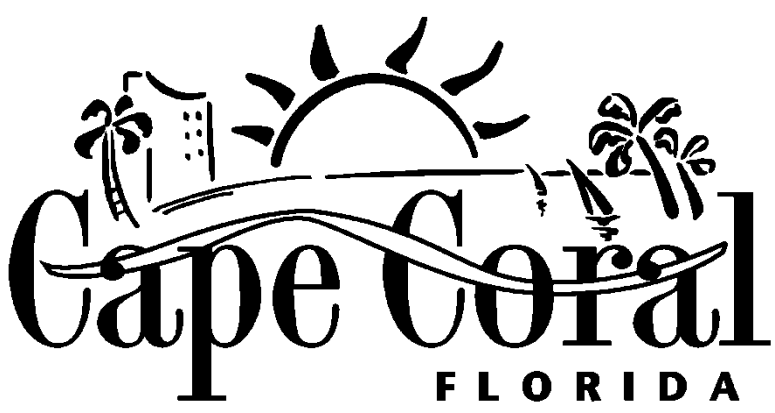
City of Cape Coral, Florida  
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## SPECIAL REVENUE FUNDS

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**City of Cape Coral, Florida**  
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## Additional Five-Cent Gas Tax

Additional Five Cent Gas Tax is used to account for the Local Option Gas Tax, which is used for capital improvement projects of the adopted local government comprehensive plan.

<b>Revenue Category</b>	<b>FY 2017 Actual Revenue</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Fund Balance	-	7,017,372	8,448,621	11,334,781	15,105,043	18,992,913
Revenue:						
Sales, Use & Fuel Taxes	3,795,908	3,468,098	3,468,098	3,920,262	4,037,870	4,159,007
Intergovernmental	-	-	-	-	-	-
Miscellaneous	36,346	-	-	-	-	-
Interfund Transfers	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-
<b>Total Sources</b>	<b>\$ 3,832,254</b>	<b>\$10,485,470</b>	<b>\$11,916,719</b>	<b>\$15,255,043</b>	<b>\$19,142,913</b>	<b>\$23,151,920</b>

<b>Expenditure Category</b>	<b>FY 2017 Actual Expenditures</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other & Transfers Out	150,000	581,938	581,938	150,000	150,000	150,000
Reserves	-	9,903,532	11,334,781	15,105,043	18,992,913	23,001,920
<b>Total Uses</b>	<b>\$ 150,000</b>	<b>\$10,485,470</b>	<b>\$11,916,719</b>	<b>\$15,255,043</b>	<b>\$19,142,913</b>	<b>\$23,151,920</b>

<b>Program</b>	<b>FY 2017 Actual Expenditures</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
Transfers Out						
To General Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
To Capital Projects <sup>1</sup>	150,000	150,000	150,000	150,000	150,000	150,000
To Gas Tax Rev Bonds	-	431,938	-	-	-	-
Reserves	-	9,903,532	11,766,719	15,105,043	18,992,913	23,001,920
<b>Total Uses</b>	<b>\$ 150,000</b>	<b>\$10,485,470</b>	<b>\$11,916,719</b>	<b>\$15,255,043</b>	<b>\$19,142,913</b>	<b>\$23,151,920</b>

Notes:

<sup>1</sup> To the Transportation Capital Projects Fund for non-grant related sidewalk construction and misc. projects.

**City of Cape Coral, Florida  
FY 2019 – 2021 Adopted Budget**

## Six-Cent Gas Tax

Six Cent Gas Tax Fund is used to account for the Local Option Gas Tax which is used for road improvements and related items.

<b>Revenue Category</b>	<b>FY 2017 Actual Revenue</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Fund Balance	-	9,044,576	9,114,315	9,056,846	8,580,755	4,901,302
Revenue:						
Sales, Use & Fuel Taxes	5,160,100	4,717,573	4,717,573	5,379,196	5,540,572	5,706,790
Charges for Services	-	-	-	-	-	-
Miscellaneous	40,171	-	-	-	-	-
Federal Grant	-	-	-	-	-	-
Interfund Transfers	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-
<b>Total Sources</b>	<b>\$ 5,200,272</b>	<b>\$13,762,149</b>	<b>\$13,831,888</b>	<b>\$14,436,042</b>	<b>\$14,121,327</b>	<b>\$10,608,092</b>

<b>Expenditure Category</b>	<b>FY 2017 Actual Expenditures</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other & Transfers Out	3,937,574	4,364,262	4,364,262	5,855,287	9,220,025	7,357,566
Reserves	-	9,397,887	9,467,626	8,580,755	4,901,302	3,250,526
<b>Total Uses</b>	<b>\$ 3,937,574</b>	<b>\$13,762,149</b>	<b>\$13,831,888</b>	<b>\$14,436,042</b>	<b>\$14,121,327</b>	<b>\$10,608,092</b>

<b>Program</b>	<b>FY 2017 Actual Expenditures</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
Transfers Out:						
To Road Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
To General Fund	3,237,574	3,564,262	3,564,262	5,855,287	6,220,025	6,357,566
To Capital Projects <sup>1</sup>	700,000	800,000	800,000	-	3,000,000	1,000,000
To Gas Tax Rev Bonds	-	-	-	-	-	-
Reserves	-	9,397,887	9,467,626	8,580,755	4,901,302	3,250,526
<b>Total Uses</b>	<b>\$ 3,937,574</b>	<b>\$13,762,149</b>	<b>\$13,831,888</b>	<b>\$14,436,042</b>	<b>\$14,121,327</b>	<b>\$10,608,092</b>

Notes:

<sup>1</sup> To the Transportation Capital Projects Fund - FY 2017 North 1 Non-Assessed Transportation improvements.

FY 2018 \$400,000 transfer to Sidewalks/Bikepaths for the UEP, \$400,000 transfer to Sidewalks/Bikepaths non-UEP.

FY 2020 \$3,000,000 and FY21 \$1,000,000 transfer to Local Road Resurfacing

**City of Cape Coral, Florida  
FY 2019 – 2021 Adopted Budget**

## Road Impact Fee

Road Impact Fee Fund is used to account for the impact fees, which are used to provide new roads.

<b>Revenue Category</b>	<b>FY 2017 Actual Revenue</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Fund Balance	-	636,812	1,046,920	1,922,004	1,401,395	1,429,519
Revenue:						
Intergovernmental	757,999	743,343	743,343	743,343	743,343	743,343
Miscellaneous	9,452	7,062	7,062	7,062	7,062	7,062
Impact Fees	7,106,032	5,141,492	5,901,940	5,656,815	6,223,084	5,041,535
Interfund Transfers	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-
<b>Total Sources</b>	<b>\$ 7,873,483</b>	<b>\$ 6,528,709</b>	<b>\$ 7,699,265</b>	<b>\$ 8,329,224</b>	<b>\$ 8,374,884</b>	<b>\$ 7,221,459</b>

<b>Expenditure Category</b>	<b>FY 2017 Actual Expenditures</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	56,353	-	70,000	-	-	-
Capital Outlay	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other & Transfers Out	6,947,273	6,478,709	7,169,157	6,927,829	6,945,365	6,947,370
Reserves	-	50,000	460,108	1,401,395	1,429,519	274,089
<b>Total Uses</b>	<b>\$ 7,003,626</b>	<b>\$ 6,528,709</b>	<b>\$ 7,699,265</b>	<b>\$ 8,329,224</b>	<b>\$ 8,374,884</b>	<b>\$ 7,221,459</b>

<b>Program</b>	<b>FY 2017 Actual Expenditures</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
Misc Operating Expenses	\$ 56,353	\$ -	\$ 70,000	\$ -	\$ -	\$ -
Transfers Out:						
To Capital Projects	-	-	-	-	-	-
To General Fund	213,181	154,245	412,755	169,705	186,693	205,362
To 2006 Special Obligation Bonds	2	-	-	-	-	-
To 2015 Special Obligation Bonds	990,533	994,837	994,837	994,216	994,004	995,488
To Gas Tax Rev Bonds	5,743,556	5,329,627	5,761,565	5,763,908	5,764,668	5,746,520
Reserves	-	50,000	460,108	1,401,395	1,429,519	274,089
<b>Total Uses</b>	<b>\$ 6,947,273</b>	<b>\$ 6,528,709</b>	<b>\$ 7,629,265</b>	<b>\$ 8,329,224</b>	<b>\$ 8,374,884</b>	<b>\$ 7,221,459</b>

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FY 2019 – 2021 Adopted Budget**

## Police Protection Impact Fee

Police Protection Impact Fee Fund is used to account for impact fees, which are used for the purchase of capital improvements consisting of land, buildings, vehicles and equipment for police protection services.

<b>Revenue Category</b>	<b>FY 2017 Actual Revenue</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Fund Balance	-	2,345,285	3,135,617	4,118,919	5,201,050	6,392,243
Revenue:						
Charges for Services	-	-	-	-	-	-
Miscellaneous	14,687	7,036	7,036	12,357	15,603	19,177
Misc-Impact Fees	1,257,401	993,772	993,772	1,091,606	1,199,582	974,682
Interfund Transfers	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-
<b>Total Sources</b>	<b>\$ 1,272,088</b>	<b>\$ 3,346,093</b>	<b>\$ 4,136,425</b>	<b>\$ 5,222,882</b>	<b>\$ 6,416,235</b>	<b>\$ 7,386,102</b>

<b>Expenditure Category</b>	<b>FY 2017 Actual Expenditures</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	11,007	19,875	19,875	21,832	23,992	19,494
Capital Outlay	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other & Transfers Out	-	-	-	-	-	-
Reserves <sup>1</sup>	-	3,326,218	4,116,550	5,201,050	6,392,243	7,366,608
<b>Total Uses</b>	<b>\$ 11,007</b>	<b>\$ 3,346,093</b>	<b>\$ 4,136,425</b>	<b>\$ 5,222,882</b>	<b>\$ 6,416,235</b>	<b>\$ 7,386,102</b>

<b>Program</b>	<b>FY 2017 Actual Expenditures</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
Police Impact	\$ 11,007	\$ 3,346,093	\$ 4,136,425	\$ 5,222,882	\$ 6,416,235	\$ 7,386,102
<b>Total Uses</b>	<b>\$ 11,007</b>	<b>\$ 3,346,093</b>	<b>\$ 4,136,425</b>	<b>\$ 5,222,882</b>	<b>\$ 6,416,235</b>	<b>\$ 7,386,102</b>

Notes:

<sup>1</sup>Funds will be held in reserve until such time as an eligible project has been approved such as creation of a sub-station, driving range, firing range, and/or training facility.

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## Advanced Life Support Impact Fee

Advanced Life Support (ALS) Impact Fee Fund is used to account for impact fees, which are used for the purchase of capital improvements consisting of land, buildings, vehicles and equipment for Advanced Life Support Program.

<b>Revenue Category</b>	<b>FY 2017 Actual Revenue</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Fund Balance	-	213,442	260,169	318,334	282,464	301,701
Revenue:						
Charges for Services	-	-	-	-	-	-
Miscellaneous	1,250	180	180	955	1,147	1,358
Misc-Impact Fees	74,096	58,556	58,556	64,321	70,683	57,431
Interfund Transfers	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-
<b>Total Sources</b>	<b>\$ 75,347</b>	<b>\$ 272,178</b>	<b>\$ 318,905</b>	<b>\$ 383,610</b>	<b>\$ 354,294</b>	<b>\$ 360,490</b>

<b>Expenditure Category</b>	<b>FY 2017 Actual Expenditures</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	645	1,171	12,595	12,996	7,416	13,455
Capital Outlay	-	-	75,683	88,150	45,177	92,614
Debt Service	-	-	-	-	-	-
Other & Transfer Out	-	-	-	-	-	-
Reserves <sup>1</sup>	-	271,007	230,627	282,464	301,701	254,421
<b>Total Uses</b>	<b>\$ 645</b>	<b>\$ 272,178</b>	<b>\$ 318,905</b>	<b>\$ 383,610</b>	<b>\$ 354,294</b>	<b>\$ 360,490</b>

<b>Program</b>	<b>FY 2017 Actual Expenditures</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
Advanced Life Support	\$ 645	\$ 272,178	\$ 318,905	\$ 383,610	\$ 354,294	\$ 360,490
<b>Total Uses</b>	<b>\$ 645</b>	<b>\$ 272,178</b>	<b>\$ 318,905</b>	<b>\$ 383,610</b>	<b>\$ 354,294</b>	<b>\$ 360,490</b>

Notes:

<sup>1</sup> Funds will be held in reserve until such time as an eligible project has been approved such as equipment required to establish an ALS program at one of the existing fire stations that are not considered an ALS Station.

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## Do the Right Thing

The "Do the Right Thing" Program is sponsored by the Police Department and rewards the youth population in the community for "doing the right thing". The program had previously resided in the General Fund. This fund was established to account for the program donations that are used to offset the operating expenses of the program to include prizes and rewards for the program recipients.

<b>Revenue Category</b>	<b>FY 2017 Actual Revenue</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
Use of Fund Balance	\$ -	\$ -	\$ 17,569	\$ -	\$ -	\$ -
Operating Fund Balance	-	-	-	-	-	-
Revenue:						
Charges for Services	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-
Miscellaneous	17,032	8,000	8,000	8,000	8,000	8,000
Interfund Transfers	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-
<b>Total Sources</b>	<b>\$ 17,032</b>	<b>\$ 8,000</b>	<b>\$ 25,569</b>	<b>\$ 8,000</b>	<b>\$ 8,000</b>	<b>\$ 8,000</b>

<b>Expenditure Category</b>	<b>FY 2017 Actual Expenditures</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	16,932	8,000	10,500	8,000	8,000	8,000
Capital Outlay	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other & Transfers Out	-	-	-	-	-	-
Reserves	-	-	15,069	-	-	-
<b>Total Uses</b>	<b>\$ 16,932</b>	<b>\$ 8,000</b>	<b>\$ 25,569</b>	<b>\$ 8,000</b>	<b>\$ 8,000</b>	<b>\$ 8,000</b>

<b>Program</b>	<b>FY 2017 Actual Expenditures</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
Do the Right Thing	\$ 16,932	\$ 8,000	\$ 25,569	\$ 8,000	\$ 8,000	\$ 8,000
<b>Total Uses</b>	<b>\$ 16,932</b>	<b>\$ 8,000</b>	<b>\$ 25,569</b>	<b>\$ 8,000</b>	<b>\$ 8,000</b>	<b>\$ 8,000</b>

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## Police Confiscation/State

Police Confiscation-State Fund is used to account for monies received from the sale of confiscated items in non-federal cases and used to purchase equipment for the Police Department.

<b>Revenue Category</b>	<b>FY 2017 Actual Revenue</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
Use of Fund Balance	\$ -	\$ 19,475	\$ 19,475	\$ 19,475	\$ 19,519	\$ 19,519
Operating Fund Balance	-	169,839	308,253	288,778	269,259	249,740
Revenue:						
Fines & Forfeits	-	-	-	-	-	-
Miscellaneous	8,747	100	100	100	100	100
Interfund Transfers <sup>1</sup>	132,286	-	-	-	-	-
Other Sources	-	-	-	-	-	-
<b>Total Sources</b>	<b>\$ 141,033</b>	<b>\$ 189,414</b>	<b>\$ 327,828</b>	<b>\$ 308,353</b>	<b>\$ 288,878</b>	<b>\$ 269,359</b>

<b>Expenditure Category</b>	<b>FY 2017 Actual Expenditures</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	24,813	19,575	38,675	19,575	19,619	19,619
Capital Outlay	12,412	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other & Transfers Out	6,187	-	17,430	-	-	-
Reserves	-	169,839	271,723	288,778	269,259	249,740
<b>Total Uses</b>	<b>\$ 43,412</b>	<b>\$ 189,414</b>	<b>\$ 327,828</b>	<b>\$ 308,353</b>	<b>\$ 288,878</b>	<b>\$ 269,359</b>

<b>Program</b>	<b>FY 2017 Actual Expenditures</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
Confiscation	\$ 43,412	\$ 189,414	\$ 327,828	\$ 308,353	\$ 288,878	\$ 269,359
<b>Total Uses</b>	<b>\$ 43,412</b>	<b>\$ 189,414</b>	<b>\$ 327,828</b>	<b>\$ 308,353</b>	<b>\$ 288,878</b>	<b>\$ 269,359</b>

Notes:

<sup>1</sup> Transfer from Police Evidence Fund (unbudgeted fund) following judicial process.

**City of Cape Coral, Florida  
FY 2019 – 2021 Adopted Budget**

## Police Confiscation/Federal

Police Confiscation-Federal Fund is used to account for monies received from federal confiscation cases and used to purchase equipment for the Police Department.

<b>Revenue Category</b>	<b>FY 2017 Actual Revenue</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
Use of Fund Balance	\$ -	\$ 88,753	\$ 88,753	\$ 97,602	\$ 37,526	\$ 40,310
Operating Fund Balance	-	375,674	459,287	361,685	324,159	283,849
Revenue:						
Miscellaneous	66,092	300	300	300	300	300
Interfund Transfers	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-
<b>Total Sources</b>	<b>\$ 66,092</b>	<b>\$ 464,727</b>	<b>\$ 548,340</b>	<b>\$ 459,587</b>	<b>\$ 361,985</b>	<b>\$ 324,459</b>

<b>Expenditure Category</b>	<b>FY 2017 Actual Expenditures</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	70,666	89,053	89,053	97,902	37,826	40,610
Capital Outlay	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other & Transfers Out	-	-	82,150	-	-	-
Reserves	-	375,674	377,137	361,685	324,159	283,849
<b>Total Uses</b>	<b>\$ 70,666</b>	<b>\$ 464,727</b>	<b>\$ 548,340</b>	<b>\$ 459,587</b>	<b>\$ 361,985</b>	<b>\$ 324,459</b>

<b>Program</b>	<b>FY 2017 Actual Expenditures</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
Confiscation	\$ 70,666	\$ 464,727	\$ 548,340	\$ 459,587	\$ 361,985	\$ 324,459
<b>Total Uses</b>	<b>\$ 70,666</b>	<b>\$ 464,727</b>	<b>\$ 548,340</b>	<b>\$ 459,587</b>	<b>\$ 361,985</b>	<b>\$ 324,459</b>



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## Seawall Assessments

Seawall Assessment Funds are used to account for the collection of special assessments associated with the construction of seawalls.

<b>Revenue Category</b>	<b>FY 2017 Actual Revenue</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Fund Balance	-	-	-	-	-	-
Revenue:						
Miscellaneous Revenue	1,169	-	3,345	-	-	-
Misc-Spec Assessment	-	-	-	-	-	-
Fines & Forfeits	-	-	-	-	-	-
<b>Total Sources</b>	<b>\$ 1,169</b>	<b>\$ -</b>	<b>\$ 3,345</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

<b>Expenditure Category</b>	<b>FY 2017 Actual Expenditures</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	-	-	3,345	-	-	-
Capital Outlay	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other & Transfers Out	-	-	-	-	-	-
Reserves	-	-	-	-	-	-
<b>Total Uses</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,345</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

<b>Program</b>	<b>FY 2017 Actual Expenditures</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
Seawall Assmnt 7A-A3	\$ -	\$ -	\$ 3,345	\$ -	\$ -	\$ -
Seawall Assmt 7B	-	-	-	-	-	-
<b>Total Uses</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,345</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

Notes:

Debt Service Payments related to repayment of advances from the General Fund for the cost of construction.

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## Fire Rescue and Emergency Capital Improvement Impact Fee

Fire Impact Fee Fund is used to account for impact fees, which are used to provide additional fire public safety facilities.

<b>Revenue Category</b>	<b>FY 2017 Actual Revenue</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Fund Balance	-	1,031,391	1,702,144	2,310,265	3,008,418	3,810,650
Revenue:						
Miscellaneous	8,063	3,094	3,094	6,931	9,025	11,432
Misc-Impact Fees	1,214,514	957,834	957,834	1,052,128	1,156,196	939,436
Interfund Transfers	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-
<b>Total Sources</b>	<b>\$ 1,222,577</b>	<b>\$ 1,992,319</b>	<b>\$ 2,663,072</b>	<b>\$ 3,369,324</b>	<b>\$ 4,173,639</b>	<b>\$ 4,761,518</b>

<b>Expenditure Category</b>	<b>FY 2017 Actual Expenditures</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	10,968	19,157	19,157	21,043	23,124	18,789
Capital Outlay	73,637	-	106,750	-	-	-
Debt Service	-	-	-	-	-	-
Other & Transfers Out <sup>1</sup>	338,152	339,867	339,867	339,863	339,865	961,510
Reserves	-	1,633,295	2,197,298	3,008,418	3,810,650	3,781,219
<b>Total Uses</b>	<b>\$ 422,758</b>	<b>\$ 1,992,319</b>	<b>\$ 2,663,072</b>	<b>\$ 3,369,324</b>	<b>\$ 4,173,639</b>	<b>\$ 4,761,518</b>

<b>Program</b>	<b>FY 2017 Actual Expenditures</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
Fire Impact Fee	\$ 422,758	\$ 1,992,319	\$ 2,663,072	\$ 3,369,324	\$ 4,173,639	\$ 4,761,518
<b>Total Uses</b>	<b>\$ 422,758</b>	<b>\$ 1,992,319</b>	<b>\$ 2,663,072</b>	<b>\$ 3,369,324</b>	<b>\$ 4,173,639</b>	<b>\$ 4,761,518</b>

Notes:

<sup>1</sup> Funds are currently being transferred out to pay debt service for Fire Station #9. FY21 transfer out for Station #12 design related costs.

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## Park Recreational Facilities Impact Fee

Park Impact Fee Fund is used to account for impact fees, which are used to provide recreational facilities.

<b>Revenue Category</b>	<b>FY 2017 Actual Revenue</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Fund Balance	-	10,000	1,598,705	1,598,706	854,189	308,996
Revenue:						
Misc-Impact Fees	2,751,820	1,828,600	2,708,600	2,011,460	2,213,275	1,792,920
Miscellaneous	7,742	-	-	-	-	-
Interfund Transfers	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-
<b>Total Sources</b>	<b>\$ 2,759,562</b>	<b>\$ 1,838,600</b>	<b>\$ 4,307,305</b>	<b>\$ 3,610,166</b>	<b>\$ 3,067,464</b>	<b>\$ 2,101,916</b>

<b>Expenditure Category</b>	<b>FY 2017 Actual Expenditures</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	20,580	27,430	27,430	30,172	33,199	26,894
Capital Outlay	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other & Transfers Out <sup>1</sup>	2,712,042	1,801,170	2,727,585	2,725,805	2,725,269	2,065,022
Reserves	-	10,000	1,552,290	854,189	308,996	10,000
<b>Total Uses</b>	<b>\$ 2,732,622</b>	<b>\$ 1,838,600</b>	<b>\$ 4,307,305</b>	<b>\$ 3,610,166</b>	<b>\$ 3,067,464</b>	<b>\$ 2,101,916</b>

<b>Program</b>	<b>FY 2017 Actual Expenditures</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
Park Impact Fee	\$ 2,732,622	\$ 1,838,600	\$ 4,307,305	\$ 3,610,166	\$ 3,067,464	\$ 2,101,916
<b>Total Uses</b>	<b>\$ 2,732,622</b>	<b>\$ 1,838,600</b>	<b>\$ 4,307,305</b>	<b>\$ 3,610,166</b>	<b>\$ 3,067,464</b>	<b>\$ 2,101,916</b>

Notes:

<sup>1</sup> Funds are currently being used to support annual debt service related to the 2006 Special Obligation Revenue Bond, which was refunded with 2015 Refunding Bonds issued for the purchase of parkland, and the 2012 Special Obligation Note for park facilities. If impact fee revenue is insufficient to cover all debt service obligations, the General Fund will cover the debt obligations.

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## Community Redevelopment Agency (CRA)

Community Redevelopment Agency Fund is used to account for monies received from tax incremental revenue by all taxing authorities in the community redevelopment area. For financial reporting purposes, the fund is a blended component unit.

<b>Revenue Category</b>	<b>FY 2017 Actual Revenue</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Fund Balance	-	2,443,223	156,634	-	-	150,000
Revenue:						
Ad Valorem Taxes	600,820	790,548	822,594	830,075	871,579	906,443
Miscellaneous	20,373	5,700	5,700	5,700	5,700	5,700
Interfund Transfer <sup>1</sup>	1,001,219	1,317,385	1,370,788	1,383,254	1,452,416	1,510,513
Other Sources	-	-	-	-	-	-
<b>Total Sources</b>	<b>\$ 1,622,412</b>	<b>\$ 4,556,856</b>	<b>\$ 2,355,716</b>	<b>\$ 2,219,029</b>	<b>\$ 2,329,695</b>	<b>\$ 2,572,656</b>

<b>Expenditure Category</b>	<b>FY 2017 Actual Expenditures</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
Personnel	\$ 80,316	\$ 85,696	\$ 85,696	\$ 88,536	\$ 90,131	\$ 94,668
Operating	259,375	358,380	363,795	273,700	273,700	273,700
Capital Outlay	178,186	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other & Transfers Out <sup>2</sup>	3,351,946	4,112,780	1,852,822	1,856,793	1,965,864	2,054,288
Reserves	-	-	53,403	-	-	150,000
<b>Total Uses</b>	<b>\$ 3,869,823</b>	<b>\$ 4,556,856</b>	<b>\$ 2,355,716</b>	<b>\$ 2,219,029</b>	<b>\$ 2,329,695</b>	<b>\$ 2,572,656</b>

<b>Program</b>	<b>FY 2017 Actual Expenditures</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
CRA Management	\$ 3,455,033	\$ 4,140,008	\$ 1,938,868	\$ 1,802,173	\$ 1,912,840	\$ 2,155,804
LCEC Undergrounding	414,790	416,848	416,848	416,856	416,855	416,852
CRA Projects	-	-	-	-	-	-
<b>Total Uses</b>	<b>\$ 3,869,823</b>	<b>\$ 4,556,856</b>	<b>\$ 2,355,716</b>	<b>\$ 2,219,029</b>	<b>\$ 2,329,695</b>	<b>\$ 2,572,656</b>

Notes:

<sup>1</sup> Tax increment from Lee County recorded in Ad Valorem Taxes. Tax Increment from Cape Coral recorded in Interfund Transfer

<sup>2</sup> Transfers out consist of Debt Payment for LCEC Under grounding and the Capital Project CRA SE 47th Street Streetscape.

**City of Cape Coral, Florida  
FY 2019 – 2021 Adopted Budget**

## City Centrum Business Park

City Centrum Business Park is used to account for monies collected from agencies that occupy the facilities.

<b>Revenue Category</b>	<b>FY 2017 Actual Revenue</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Fund Balance	-	-	-	-	-	-
Revenue:						
Misc-Rent and Royalties	-	-	-	-	-	-
Misc-Other Revenues	(1)	-	-	-	-	-
Interfund Transfers	71,000	93,274	119,874	90,559	91,483	92,461
Other Sources	-	-	-	-	-	-
<b>Total Sources</b>	<b>\$ 70,999</b>	<b>\$ 93,274</b>	<b>\$ 119,874</b>	<b>\$ 90,559</b>	<b>\$ 91,483</b>	<b>\$ 92,461</b>

<b>Expenditure Category</b>	<b>FY 2017 Actual Expenditures</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	69,940	93,274	119,874	90,559	91,483	92,461
Capital Outlay	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other & Transfers Out	-	-	-	-	-	-
Reserves	-	-	-	-	-	-
<b>Total Uses</b>	<b>\$ 69,940</b>	<b>\$ 93,274</b>	<b>\$ 119,874</b>	<b>\$ 90,559</b>	<b>\$ 91,483</b>	<b>\$ 92,461</b>

<b>Program</b>	<b>FY 2017 Actual Expenditures</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
City Centrum Business Park	\$ 69,940	\$ 93,274	\$ 119,874	\$ 90,559	\$ 91,483	\$ 92,461
<b>Total Uses</b>	<b>\$ 69,940</b>	<b>\$ 93,274</b>	<b>\$ 119,874</b>	<b>\$ 90,559</b>	<b>\$ 91,483</b>	<b>\$ 92,461</b>

**City of Cape Coral, Florida  
FY 2019 – 2021 Adopted Budget**

## All Hazards

All Hazards Fund is used to account for monies collected by Lee County in the All Hazards Protection District for the funding of shelters, emergency preparedness, and hazardous material response programs.

<b>Revenue Category</b>	<b>FY 2017 Actual Revenue</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Fund Balance	-	1,046,526	1,232,008	1,280,218	1,057,580	1,126,773
Revenue:						
Ad Valorem Taxes	743,399	851,417	728,108	920,137	947,742	976,175
Intergovernmental	-	-	-	-	-	-
Miscellaneous	7,092	-	-	-	-	-
Interfund Transfers	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-
<b>Total Sources</b>	<b>\$ 750,490</b>	<b>\$ 1,897,943</b>	<b>\$ 1,960,116</b>	<b>\$ 2,200,355</b>	<b>\$ 2,005,322</b>	<b>\$ 2,102,948</b>

<b>Expenditure Category</b>	<b>FY 2017 Actual Expenditures</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
Personnel <sup>1</sup>	\$ 377,729	\$ 503,332	\$ 508,202	\$ 546,643	\$ 565,019	\$ 582,787
Operating	47,429	124,283	163,690	180,146	214,780	175,197
Capital Outlay	35,214	15,000	80,381	322,386	5,150	36,810
Debt Service	-	-	-	-	-	-
Other & Transfers Out	180,000	93,600	93,600	93,600	93,600	93,600
Reserves	-	1,161,728	1,114,243	1,057,580	1,126,773	1,214,554
<b>Total Uses</b>	<b>\$ 640,372</b>	<b>\$ 1,897,943</b>	<b>\$ 1,960,116</b>	<b>\$ 2,200,355</b>	<b>\$ 2,005,322</b>	<b>\$ 2,102,948</b>

<b>Program</b>	<b>FY 2017 Actual Expenditures</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
All Hazards	\$ 640,372	\$ 1,897,943	\$ 1,960,116	\$ 2,200,355	\$ 2,005,322	\$ 2,102,948
<b>Total Uses</b>	<b>\$ 640,372</b>	<b>\$ 1,897,943</b>	<b>\$ 1,960,116</b>	<b>\$ 2,200,355</b>	<b>\$ 2,005,322</b>	<b>\$ 2,102,948</b>

Notes:

<sup>1</sup> FY 2018 1 Administrative Assistant was added

Through an interlocal agreement, the City has elected to participate in the All Hazards Protection District. The tax levy is made by the Lee County Board of County Commissioners. The tax rate is 0.0693 mills per \$1,000 of taxable value. 100% of net revenues from Cape Coral properties are returned to the City. Capital Outlay includes technology and building improvements to the original part of the EOC building.

**City of Cape Coral, Florida  
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## Alarm Fee

The Alarm Fee Fund is used to account for fees and fines collected by the City in connection with initial installation and false alarms thereafter.

<b>Revenue Category</b>	<b>FY 2017 Actual Revenue</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Fund Balance	-	19,591	4,691	37,862	50,026	58,881
Revenue:						
Charges for Services	112,981	143,449	115,949	119,000	119,000	119,000
Intergovernmental	-	-	-	-	-	-
Miscellaneous	78	200	200	-	-	-
Interfund Transfers	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-
<b>Total Sources</b>	<b>\$ 113,059</b>	<b>\$ 163,240</b>	<b>\$ 120,840</b>	<b>\$ 156,862</b>	<b>\$ 169,026</b>	<b>\$ 177,881</b>

<b>Expenditure Category</b>	<b>FY 2017 Actual Expenditures</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
Personnel <sup>1</sup>	\$ 85,026	\$ 83,888	\$ 87,922	\$ 79,670	\$ 82,485	\$ 85,168
Operating	17,579	19,090	16,590	19,666	20,160	20,664
Capital Outlay	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other & Transfers Out	7,500	7,500	7,500	7,500	7,500	7,500
Reserves	-	52,762	8,828	50,026	58,881	64,549
<b>Total Uses</b>	<b>\$ 110,105</b>	<b>\$ 163,240</b>	<b>\$ 120,840</b>	<b>\$ 156,862</b>	<b>\$ 169,026</b>	<b>\$ 177,881</b>

<b>Program</b>	<b>FY 2017 Actual Expenditures</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
Alarm Fee	\$ 110,105	\$ 163,240	\$ 120,840	\$ 156,862	\$ 169,026	\$ 177,881
<b>Total Uses</b>	<b>\$ 110,105</b>	<b>\$ 163,240</b>	<b>\$ 120,840</b>	<b>\$ 156,862</b>	<b>\$ 169,026</b>	<b>\$ 177,881</b>

Note:

<sup>1</sup> FY 2018 1 position was transferred to General Fund for the Police Department

**City of Cape Coral, Florida  
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## Criminal Justice Education Fund

The Criminal Justice Education Fund is used to account for fines collected by the City in connection with citations issued by the Police Department. The \$2 fee per ticket is to be used for training purposes.

<b>Revenue Category</b>	<b>FY 2017 Actual Revenue</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
Use of Fund Balance	\$ -	\$ 5,000	\$ 20,601	\$ 5,000	\$ 4,600	\$ 4,215
Operating Fund Balance	-	-	-	-	-	-
Revenue:						
Fines & Forfeits	21,003	18,000	18,000	19,000	20,000	21,000
Miscellaneous	76	-	-	-	-	-
Other Sources	-	-	-	-	-	-
<b>Total Sources</b>	<b>\$ 21,079</b>	<b>\$ 23,000</b>	<b>\$ 38,601</b>	<b>\$ 24,000</b>	<b>\$ 24,600</b>	<b>\$ 25,215</b>

<b>Expenditure Category</b>	<b>FY 2017 Actual Expenditures</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	15,447	23,000	38,601	24,000	24,600	25,215
Capital Outlay	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other & Transfers Out	-	-	-	-	-	-
Reserves	-	-	-	-	-	-
<b>Total Uses</b>	<b>\$ 15,447</b>	<b>\$ 23,000</b>	<b>\$ 38,601</b>	<b>\$ 24,000</b>	<b>\$ 24,600</b>	<b>\$ 25,215</b>

<b>Program</b>	<b>FY 2017 Actual Expenditures</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
Criminal Justice Education	\$ 15,447	\$ 23,000	\$ 38,601	\$ 24,000	\$ 24,600	\$ 25,215
<b>Total Uses</b>	<b>\$ 15,447</b>	<b>\$ 23,000</b>	<b>\$ 38,601</b>	<b>\$ 24,000</b>	<b>\$ 24,600</b>	<b>\$ 25,215</b>



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## Del Prado Mall Parking Lot

The Del Prado Mall Parking Lot Fund is used to account for assessment fees collected by the City in connection with the maintenance of a city owned parking lot.

<b>Revenue Category</b>	<b>FY 2017 Actual Revenue</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Fund Balance	-	-	98,027	-	-	-
Revenue:						
Fines & Forfeits	17	-	-	-	-	-
Misc-Spec Assessment <sup>1</sup>	144,689	38,010	38,010	36,388	38,059	39,965
Miscellaneous	5,771	-	-	-	-	-
<b>Total Sources</b>	<b>\$ 150,477</b>	<b>\$ 38,010</b>	<b>\$ 136,037</b>	<b>\$ 36,388</b>	<b>\$ 38,059</b>	<b>\$ 39,965</b>

<b>Expenditure Category</b>	<b>FY 2017 Actual Expenditures</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	21,530	38,010	38,010	36,388	38,059	39,965
Capital Outlay <sup>2</sup>	-	-	-	-	-	-
Debt Service <sup>3</sup>	3,627	-	-	-	-	-
Other & Transfers Out	-	-	-	-	-	-
Reserves	-	-	98,027	-	-	-
<b>Total Uses</b>	<b>\$ 25,157</b>	<b>\$ 38,010</b>	<b>\$ 136,037</b>	<b>\$ 36,388</b>	<b>\$ 38,059</b>	<b>\$ 39,965</b>

<b>Program</b>	<b>FY 2017 Actual Expenditures</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
Del Prado Mall Parking Lot	\$ 25,157	\$ 38,010	\$ 136,037	\$ 36,388	\$ 38,059	\$ 39,965
<b>Total Uses</b>	<b>\$ 25,157</b>	<b>\$ 38,010</b>	<b>\$ 136,037</b>	<b>\$ 36,388</b>	<b>\$ 38,059</b>	<b>\$ 39,965</b>

Notes:

<sup>1</sup> FY 2017 was the final assessment billing for the capital component as the repayment of the construction funding advance from the General Fund will have been satisfied.

<sup>2</sup> Operating Cost are for the maintenance of City owned parking lot

<sup>3</sup> FY 2017 actual is reflected on a budgetary basis to include the principal repayment to the General Fund.

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FY 2019 – 2021 Adopted Budget**

## Lot Mowing

The Lot Mowing Fund is used to account for fees collected for the maintenance of unimproved real property.

<b>Revenue Category</b>	<b>FY 2017 Actual Revenue</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
Use of Fund Balance	\$ -	\$ 433,078	\$ 433,078	\$ 417,769	\$ 457,203	\$ 564,660
Operating Fund Balance	-	1,180,887	1,925,136	1,450,625	993,422	428,762
Revenue:						
Special Assessment	(170,937)	-	-	-	-	-
Charges for Services	3,431,109	3,417,869	3,417,869	3,401,135	3,384,483	3,367,912
Fines & Forfeits	22,885	51,000	51,000	51,000	51,000	51,000
Miscellaneous	52,950	-	-	-	-	-
Interfund Transfers	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-
<b>Total Sources</b>	<b>\$ 3,336,007</b>	<b>\$ 5,082,834</b>	<b>\$ 5,827,083</b>	<b>\$ 5,320,529</b>	<b>\$ 4,886,108</b>	<b>\$ 4,412,334</b>

<b>Expenditure Category</b>	<b>FY 2017 Actual Expenditure</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
Personnel	\$ 396,459	\$ 516,482	\$ 516,482	\$ 510,610	\$ 530,037	\$ 619,816
Operating	3,105,753	3,359,287	4,090,752	3,359,294	3,362,649	3,363,756
Capital Outlay	-	94,074	122,320	-	-	-
Debt Service	-	-	-	-	-	-
Other & Transfers Out	-	-	-	-	-	-
Reserves	-	1,112,991	1,097,529	1,450,625	993,422	428,762
<b>Total Uses</b>	<b>\$ 3,502,211</b>	<b>\$ 5,082,834</b>	<b>\$ 5,827,083</b>	<b>\$ 5,320,529</b>	<b>\$ 4,886,108</b>	<b>\$ 4,412,334</b>

<b>Program</b>	<b>FY 2017 Actual Expenditure</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
Contracted Mowing	\$ 1,943,158	\$ 3,723,555	\$ 4,393,836	\$ 4,046,426	\$ 3,592,291	\$ 3,030,586
Fin. Lot Mowing Billing	77,574	95,997	96,977	110,307	114,635	191,810
Peppertree Program	1,243,596	825,220	869,962	829,119	830,179	831,065
PW Inspection Services	237,883	343,988	343,988	334,677	349,003	358,873
Fleet Replacement	-	94,074	122,320	-	-	-
<b>Total Uses</b>	<b>\$ 3,502,211</b>	<b>\$ 5,082,834</b>	<b>\$ 5,827,083</b>	<b>\$ 5,320,529</b>	<b>\$ 4,886,108</b>	<b>\$ 4,412,334</b>

**Notes:**

Beginning 2010, the City's lot mowing program was assessed on the tax bill. The program is divided into four districts and the calculation of the annual billing is based on the individual district's costs. Expansion of Peppertree Program utilizes fund balance.

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## Building

The fund is used to account for the activities of the Building and Permitting Services of the Department of Community Development as related to the construction of buildings and related structures within the City of Cape Coral.

<b>Revenue Category</b>	<b>FY 2017 Actual Revenue</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Fund Balance	-	7,801,302	8,527,369	10,955,004	8,339,609	10,855,757
Revenue:						
Building Permits	7,249,540	5,561,887	5,561,887	6,103,405	6,698,634	7,352,932
Charges for Services	269,185	265,250	265,250	291,776	320,954	353,049
Fines and Forfeits	105,938	39,755	39,755	43,731	48,104	52,914
Miscellaneous	67,083	2,490	2,490	2,730	2,993	3,281
<b>Total Uses</b>	<b>\$ 7,691,746</b>	<b>\$13,670,684</b>	<b>\$14,396,751</b>	<b>\$17,396,646</b>	<b>\$15,410,294</b>	<b>\$18,617,933</b>

<b>Expenditure Category</b>	<b>FY 2017 Actual Expenditures</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
Personnel	\$ 3,963,030	\$ 4,688,674	\$ 5,191,845	\$ 5,196,530	\$ 5,390,912	\$ 5,464,847
Operating	275,552	382,021	477,869	364,681	375,376	356,308
Capital Outlay	289,230	75,302	572,841	2,424,549	-	-
Debt Service	-	-	-	-	-	-
Other & Transfers Out <sup>1</sup>	764,204	1,044,696	1,044,696	1,071,277	1,102,798	1,135,141
Reserves	-	7,479,991	7,109,500	8,339,609	8,541,208	11,661,637
<b>Total Uses</b>	<b>\$ 5,292,016</b>	<b>\$13,670,684</b>	<b>\$14,396,751</b>	<b>\$17,396,646</b>	<b>\$15,410,294</b>	<b>\$18,617,933</b>

<b>Expenditure by Program</b>	<b>FY 2017 Actual Expenditures</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
Building	\$ 5,002,786	\$13,595,382	\$14,197,859	\$17,286,646	\$15,410,294	\$18,617,933
Fleet Rolling Stock	\$ 289,230	\$ 75,302	\$ 198,892	\$ 110,000	\$ -	\$ -
<b>Total Uses</b>	<b>\$ 5,292,016</b>	<b>\$13,670,684</b>	<b>\$14,396,751</b>	<b>\$17,396,646</b>	<b>\$15,410,294</b>	<b>\$18,617,933</b>

Notes:

<sup>1</sup> FY 2017 Added 1 Customer Service Representative

FY 2018 Added 1 Construction Inspector, reinstated 2 Senior Customer Service Representatives and eliminated 1 Contract Plans Examiner and 1 Contract Combination Inspector

FY 2019 Transferring 2 Code Compliance Officers from General Fund to Building Fund

<sup>2</sup> Interfund transfers include a payment to the General Fund for general administrative overhead costs incurred on the behalf of the Building Fund activities in the amount of \$742,189, \$1,022,617, \$1,049,198, \$1,080,674, and \$1,113,094 for FY 2017-2021 respectively.

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## Community Development Block Grant (C.D.B.G.)

Community Development Block Grant (CDBG) is used to account for monies received from the U.S. Department of Housing and Urban Development for community redevelopment.

<b>Revenue Category</b>	<b>FY 2017 Actual Revenue</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Fund Balance	-	-	-	-	-	-
Revenue:						
Federal Grants	1,138,077	940,159	1,043,100	940,159	940,159	940,159
Interfund Transfers <sup>1</sup>	-	-	-	-	-	-
Miscellaneous	160,889	-	331,780	-	-	-
Other Sources	-	-	-	-	-	-
<b>Total Sources</b>	<b>\$ 1,298,966</b>	<b>\$ 940,159</b>	<b>\$ 1,374,880</b>	<b>\$ 940,159</b>	<b>\$ 940,159</b>	<b>\$ 940,159</b>

<b>Expenditure Category</b>	<b>FY 2017 Actual Expenditures</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
Personnel	\$ 73,071	\$ 47,629	\$ 113,867	\$ 7,158	\$ 7,156	\$ 7,156
Operating	1,228,109	823,352	1,191,835	878,219	876,578	874,885
Capital Outlay	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other & Transfers Out	4,776	69,178	69,178	54,782	56,425	58,118
Reserves	-	-	-	-	-	-
<b>Total Uses</b>	<b>\$ 1,305,956</b>	<b>\$ 940,159</b>	<b>\$ 1,374,880</b>	<b>\$ 940,159</b>	<b>\$ 940,159</b>	<b>\$ 940,159</b>

<b>Program</b>	<b>FY 2017 Actual Expenditures</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
2016 CDBG	\$ 622,048	\$ -	\$ -	\$ -	\$ -	\$ -
2017 CDBG	683,908	-	-	-	-	-
2018 CDBG	-	940,159	1,374,880	-	-	-
2019 CDBG	-	-	-	940,159	-	-
2020 CDBG	-	-	-	-	940,159	-
2021 CDBG	-	-	-	-	-	940,159
<b>Total Uses</b>	<b>\$ 1,305,956</b>	<b>\$ 940,159</b>	<b>\$ 1,374,880</b>	<b>\$ 940,159</b>	<b>\$ 940,159</b>	<b>\$ 940,159</b>

**City of Cape Coral, Florida**  
**FY 2019 – 2021 Adopted Budget**

## Local Housing Assistance (S.H.I.P.)

Local Housing Assistance Fund is used to account for monies received from the State to provide assistance to low and moderate-income families for the purpose of obtaining affordable housing in the City.

<b>Revenue Category</b>	<b>FY 2017 Actual Revenue</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Fund Balance	-	-	-	-	-	-
Revenue:						
State Shared Revenues	976,881	-	-	-	-	-
Miscellaneous	117,019	-	143,118	-	-	-
Other Sources	-	-	-	-	-	-
<b>Total Sources</b>	<b>\$ 1,093,900</b>	<b>\$ -</b>	<b>\$ 143,118</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

<b>Expenditure Category</b>	<b>FY 2017 Actual Expenditures</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
Personnel	\$ 20,573	\$ -	\$ 10,927	\$ -	\$ -	\$ -
Operating	520,519	-	132,191	-	-	-
Capital Outlay	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other & Transfers Out	4,776	-	-	-	-	-
Reserves	-	-	-	-	-	-
<b>Total Uses</b>	<b>\$ 545,869</b>	<b>\$ -</b>	<b>\$ 143,118</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

<b>Program</b>	<b>FY 2017 Actual Expenditures</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
2014 SHIP	24,251	-	-	-	-	-
2015 SHIP	129,762	-	-	-	-	-
2016 SHIP	256,700	-	-	-	-	-
2017 SHIP	135,155	-	-	-	-	-
2018 SHIP	-	-	51,864	-	-	-
2019 SHIP	-	-	91,254	-	-	-
<b>Total Uses</b>	<b>\$ 545,869</b>	<b>\$ -</b>	<b>\$ 143,118</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**Notes:**

The City was allocated \$869,176 and \$112,117 for the State's FY 2016-2017 Budget which began July 1, 2015. These funds were included in Budget Amendment #2. As funding has not been guaranteed annually, none is included for FY 2019 - FY 2021.

**City of Cape Coral, Florida  
FY 2019 – 2021 Adopted Budget**

## **Residential Construction Mitigation Program Grant Fund**

This fund is used to account for residential wind mitigation retrofit improvements funded by the State of Florida, Division of Emergency Management.

<b>Revenue Category</b>	<b>FY 2017 Actual Revenue</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Fund Balance	-	-	-	-	-	-
Revenue:						
Intergovernmental	180,146	-	-	-	-	-
Miscellaneous	12,584	-	16,240	-	-	-
Other Sources	-	-	-	-	-	-
<b>Total Sources</b>	<b>\$ 192,730</b>	<b>\$ -</b>	<b>\$ 16,240</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

<b>Expenditure Category</b>	<b>FY 2017 Actual Expenditures</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
Personnel	\$ 5,369	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	46,545	-	16,240	-	-	-
Capital Outlay	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other & Transfers Out	-	-	-	-	-	-
Reserves	-	-	-	-	-	-
<b>Total Uses</b>	<b>\$ 51,914</b>	<b>\$ -</b>	<b>\$ 16,240</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

<b>Program</b>	<b>FY 2017 Actual Expenditures</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
Res Const Mit Pgm Grant	\$ 51,914	\$ -	\$ 16,240	\$ -	\$ -	\$ -
<b>Total Uses</b>	<b>\$ 51,914</b>	<b>\$ -</b>	<b>\$ 16,240</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**City of Cape Coral, Florida  
FY 2019 – 2021 Adopted Budget**

## HUD Neighborhood Stabilization

The Neighborhood Stabilization Program (NSP) was established for the purpose of stabilizing communities that have suffered from foreclosures and abandonment.

NSP is a component of the Community Development Block Grant (CDBG). The CDBG regulatory structure is the platform used to implement NSP and the HOME program provides a safe harbor for NSP affordability requirements.

NSP funds may be used for activities, which include, but are not limited to:

- Establish financing mechanisms for purchase and redevelopment of foreclosed homes and residential properties
- Purchase and rehabilitate homes and residential properties abandoned or foreclosed
- Establish land banks for foreclosed homes
- Demolish blighted structures
- Redevelop demolished or vacant properties.

<b>Revenue Category</b>	<b>FY 2017 Actual Revenue</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Fund Balance	-	-	-	-	-	-
Revenue:						
Federal Grant	-	-	-	-	-	-
Miscellaneous	562,983	-	617,633	-	-	-
<b>Total Sources</b>	<b>\$ 562,983</b>	<b>\$ -</b>	<b>\$ 617,633</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

<b>Expenditure Category</b>	<b>FY 2017 Actual Expenditures</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
Personnel	\$ 45,657	\$ -	\$ 61,764	\$ -	\$ -	\$ -
Operating	402,632	-	555,869	-	-	-
Capital Outlay	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other & Transfers Out	9,552	-	-	-	-	-
Reserves	-	-	-	-	-	-
<b>Total Uses</b>	<b>\$ 457,841</b>	<b>\$ -</b>	<b>\$ 617,633</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

<b>Program</b>	<b>FY 2017 Actual Expenditures</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
NSP 2008-2009	\$ 211,547	\$ -	\$ 537,693	\$ -	\$ -	\$ -
NSP 2010-2011	246,293	-	79,940	-	-	-
<b>Total Uses</b>	<b>\$ 457,841</b>	<b>\$ -</b>	<b>\$ 617,633</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**City of Cape Coral, Florida**  
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## Parks & Recreation Programs

Parks & Recreation Programs are used to account for the recreational programs for individuals of various ages, skill levels, interests, social needs, and economic capabilities that collectively enhance the overall quality of life within the City.

<b>Revenue by Category</b>	<b>FY 2017 Actual Revenue</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Fund Balance	-	-	-	-	-	-
Revenue:						
Grants-Intergovmntl-Federal	217,427	278,023	278,023	283,484	294,104	294,104
Grants-Intergovmntl-State	306,933	289,473	289,473	342,219	353,948	353,948
Grants-Intergovmntl-Local	-	-	-	-	-	-
Charges for Service	3,287,716	3,732,095	3,832,095	3,794,988	3,861,610	3,935,531
Fines and Forfeits	14,282	11,800	11,800	11,800	11,800	12,020
Miscellaneous	37,940	7,240	7,240	20,383	16,668	20,728
Misc-Contribution/Donation	115,820	259,591	284,895	228,605	230,820	236,523
Interfund Transfers	4,265,000	4,881,507	5,489,492	5,655,138	5,329,758	5,371,363
Other Sources	-	-	-	-	-	-
<b>Total Sources</b>	<b>\$ 8,245,118</b>	<b>\$ 9,459,729</b>	<b>\$ 10,193,018</b>	<b>\$ 10,336,617</b>	<b>\$ 10,098,708</b>	<b>\$ 10,224,217</b>

<b>Expenditure by Category</b>	<b>FY 2017 Actual Expenditures</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
Personnel <sup>1</sup>	\$ 5,352,955	\$ 6,195,444	\$ 6,234,357	\$ 6,450,392	\$ 6,652,606	\$ 6,802,500
Operating	2,763,914	3,079,785	3,366,210	3,791,725	3,331,102	3,295,717
Capital Outlay	165,331	184,500	592,451	94,500	115,000	126,000
Transfers Out	-	-	-	-	-	-
Reserves	-	-	-	-	-	-
<b>Total Uses</b>	<b>\$ 8,282,200</b>	<b>\$ 9,459,729</b>	<b>\$ 10,193,018</b>	<b>\$ 10,336,617</b>	<b>\$ 10,098,708</b>	<b>\$ 10,224,217</b>

<b>Expenditure by Program</b>	<b>FY 2017 Actual Expenditures</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
Admin P&R	\$ 623,124	\$ 716,401	\$ 755,314	\$ 722,759	\$ 749,317	\$ 776,057
Aquatics	474,386	496,027	518,901	821,337	549,653	544,378
Art Studio <sup>1</sup>	433,439	520,834	599,088	774,949	490,035	515,488
Athletics	582,740	587,757	627,357	606,655	632,146	650,704
Charter Before & After	180,205	278,906	278,906	356,810	366,782	376,376
Community Supported Event	59,607	72,600	72,600	72,600	72,600	72,600
Environmental Recreation <sup>1</sup>	329,089	364,418	364,418	468,705	474,533	483,182
Four Freedoms	637,773	591,129	606,129	567,025	598,496	620,426
Lake Kennedy	397,885	376,821	430,917	380,441	390,152	399,487
Parking Program	168,695	221,934	211,934	220,483	224,953	228,744
Pops Café	162,109	161,109	203,894	165,518	170,129	175,005
Rotino Senior Center	300,994	401,048	396,048	408,381	477,092	438,708
Special Events <sup>1</sup>	799,705	1,116,937	1,026,937	1,154,489	1,173,405	1,198,193
Special Population	1,041,651	1,166,943	1,184,358	1,131,363	1,162,189	1,202,488
Transportation <sup>1</sup>	265,818	311,894	346,594	292,955	297,297	301,733
William Austin Youth Center	1,266,605	1,388,831	1,803,137	1,459,379	1,485,956	1,493,518
Yacht Club	558,377	599,640	656,640	692,768	693,973	631,130
P&R Fleet Replacement	-	86,500	109,846	40,000	90,000	116,000
<b>Total Uses</b>	<b>\$ 8,282,200</b>	<b>\$ 9,459,729</b>	<b>\$ 10,193,018</b>	<b>\$ 10,336,617</b>	<b>\$ 10,098,708</b>	<b>\$ 10,224,217</b>

<sup>1</sup> FY 2017 Recreation Specialist II - Art Studio.

FY 2018 converted 2 Contract position to 1 Full-time Recreation Specialist, 1 Recreation Specialist - Special Events

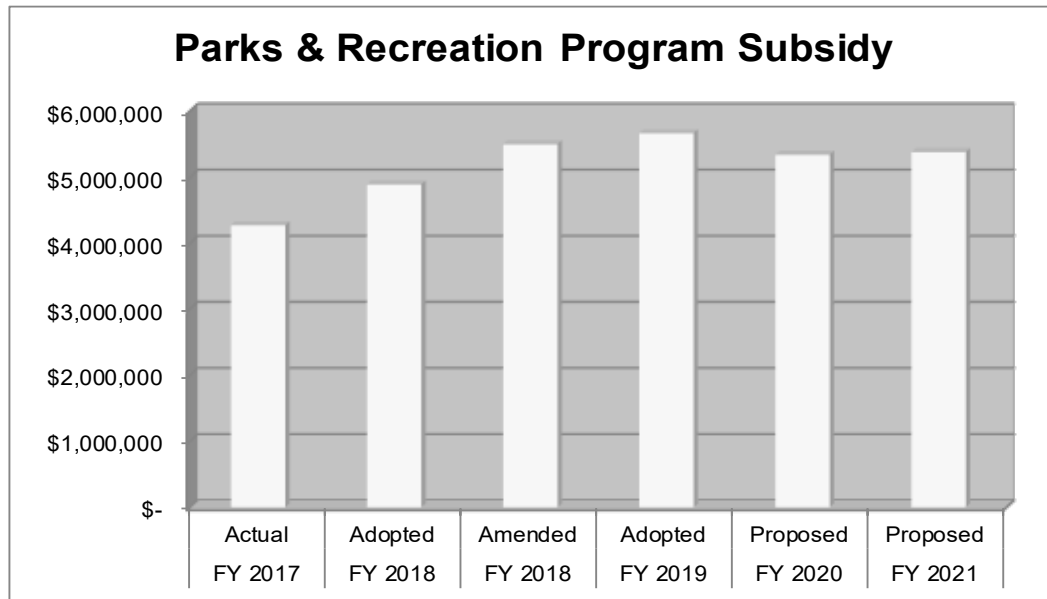
FY 2019 Added 1 Recreation Program Supervisor - Environmental Recreation and 1 Contract Driver P&R Transportation



**City of Cape Coral, Florida  
FY 2019 – 2021 Adopted Budget**

## Parks & Recreation Programs Subsidy by Program

Program	FY 2017 Actual Revenue	FY 2018 Adopted Budget	FY 2018 Amended Budget	FY 2019 Adopted Budget	FY 2020 Proposed Budget	FY 2021 Proposed Budget
Administration	\$ 523,254	\$ 714,101	\$ 753,014	\$ 720,459	\$ 747,017	\$ 774,257
Aquatics	319,954	349,235	372,109	670,555	392,233	385,043
Art Studio	265,688	277,075	352,075	544,911	259,248	274,725
Athletics	184,517	117,724	157,324	126,205	146,887	154,760
Charter Before & After	(52,326)	40,256	40,256	118,160	121,782	125,876
Comm Supp Events	57,737	69,140	69,140	70,440	69,760	69,750
Environmental Rec	229,916	249,159	249,159	344,151	348,616	357,265
Four Freedoms	403,777	366,511	381,511	332,245	357,837	373,745
Lake Kennedy	260,290	218,821	272,917	224,741	231,852	238,837
Parking Program	43,504	86,184	76,184	82,330	82,985	83,935
Pops Café'	38,956	16,125	58,910	19,848	23,145	28,005
Rotino Sr. Center	214,198	305,050	300,050	310,468	377,229	338,735
Special Events	449,666	436,951	336,951	462,667	475,654	479,500
Special Populations	495,293	474,783	480,148	463,794	473,271	513,570
Transportation	113,844	192,844	227,544	125,277	126,619	130,755
William Austin Youth Center	396,180	518,905	833,211	543,616	554,569	539,131
Yacht Club	328,952	362,143	419,143	455,271	451,054	387,474
P&R Programs FleetReplace	(8,400)	86,500	109,846	40,000	90,000	116,000
<b>Total Subsidy:</b>	<b>\$ 4,265,000</b>	<b>\$ 4,881,507</b>	<b>\$ 5,489,492</b>	<b>\$ 5,655,138</b>	<b>\$ 5,329,758</b>	<b>\$ 5,371,363</b>



**Notes:**

Admin Budget includes UAAL General Retirement associated with all Program Areas.

**City of Cape Coral, Florida  
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## Waterpark

Sun Splash Family Waterpark is a combination of pools and water slides that provide a wide variety of water related participatory recreation activities. This aquatic center and leisure complex is designed with family in mind and gives individuals, groups, and organizations a place to gather with catering services. Sun Splash offers community programs such as swimming lessons, water safety training, specialized youth activity programming as well as many seasonal special events.

<b>Revenue by Category</b>	<b>FY 2017 Actual Revenue</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Fund Balance	-	-	-	-	-	-
Revenue:						
Intergovernmental	-	-	-	-	-	-
Charges for Service	1,890,952	2,519,286	2,501,476	2,627,997	2,696,126	2,723,093
Miscellaneous	11,358	10,026	246,761	10,026	11,826	11,945
Misc-Contribution/Donation	-	-	-	-	-	-
Transfer in	802,577	431,677	874,158	370,166	340,281	382,493
<b>Total Sources</b>	<b>\$ 2,704,887</b>	<b>\$ 2,960,989</b>	<b>\$ 3,622,395</b>	<b>\$ 3,008,189</b>	<b>\$ 3,048,233</b>	<b>\$ 3,117,531</b>

<b>Expenditure by Category</b>	<b>FY 2017 Actual Expenditures</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
Personnel	\$ 1,115,696	\$ 1,358,647	\$ 1,364,867	\$ 1,384,981	\$ 1,414,170	\$ 1,427,628
Operating	985,185	1,066,218	1,433,748	1,030,051	1,028,332	1,062,223
Capital Outlay	473,846	5,000	292,656	-	-	9,000
Other	-	-	-	-	-	-
Transfers Out <sup>1</sup>	446,440	531,124	531,124	593,157	605,731	618,680
Reserves	-	-	-	-	-	-
<b>Total Uses</b>	<b>\$ 3,021,167</b>	<b>\$ 2,960,989</b>	<b>\$ 3,622,395</b>	<b>\$ 3,008,189</b>	<b>\$ 3,048,233</b>	<b>\$ 3,117,531</b>

<b>Program</b>	<b>FY 2017 Actual Expenditures</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
Waterpark	\$ 1,647,829	\$ 1,862,973	\$ 2,156,020	\$ 1,922,030	\$ 1,945,702	\$ 2,004,076
Aquatic Maintenance	53,238	73,421	73,421	74,329	75,070	73,586
Food & Beverage	244,390	330,888	331,447	332,515	338,836	343,952
Cashiers	100,234	114,832	114,832	113,958	117,418	115,097
Group Sales	26,141	29,897	31,350	30,231	30,502	30,577
Lifeguards	359,359	429,392	429,392	414,327	418,471	418,471
Sales Clerks	105,791	119,586	124,884	120,799	122,234	122,772
Waterpark Improvements <sup>2</sup>	458,403	-	361,049	-	-	-
Waterpark Fleet Replacemen	25,783	-	-	-	-	9,000
<b>Total Uses</b>	<b>\$ 3,021,167</b>	<b>\$ 2,960,989</b>	<b>\$ 3,622,395</b>	<b>\$ 3,008,189</b>	<b>\$ 3,048,233</b>	<b>\$ 3,117,531</b>

Notes:

<sup>1</sup> Transfers Out:

Annual Debt Service payment to Debt Service Fund

Payment to the General Fund for general administrative overhead costs incurred on the behalf of the waterpark activities in the amount of \$328,167, \$357,025, \$419,061, \$431,633 and \$444,582 for FY 2017 - 2021 respectively.

<sup>2</sup> Waterpark Improvements accounts for the Waterpark attraction improvement.

**City of Cape Coral, Florida  
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## Golf Course

The Coral Oaks Golf Course provides for a year-round municipal golf facility to include Clubhouse, Greens, and Restaurant operations.

<b>Revenue by Category</b>	<b>FY 2017 Actual Revenue</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Revenue:						
Charges for Service	1,951,074	2,621,158	2,448,951	2,696,181	2,701,425	2,707,928
Fines & Forfeits	-	-	-	-	-	-
Miscellaneous	2,874	-	-	-	-	-
Misc-Contributions/Donation	200	17,400	17,400	20,000	22,000	22,110
Interfund Transfers	893,896	526,351	1,143,796	352,975	472,056	500,464
Other Sources	-	-	-	-	-	-
<b>Total Sources</b>	<b>\$ 2,848,044</b>	<b>\$ 3,164,909</b>	<b>\$ 3,610,147</b>	<b>\$ 3,069,156</b>	<b>\$ 3,195,481</b>	<b>\$ 3,230,502</b>

<b>Expenditure by Category</b>	<b>FY 2017 Actual Expenditures</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
Personnel <sup>1</sup>	\$ 1,337,277	\$ 1,581,028	\$ 1,654,185	\$ 1,581,853	\$ 1,617,980	\$ 1,658,028
Operating <sup>2</sup>	1,319,776	1,444,053	1,595,349	1,338,803	1,404,201	1,419,974
Capital <sup>3</sup>	321,012	139,828	360,613	148,500	173,300	152,500
Transfers Out	-	-	-	-	-	-
Reserves	-	-	-	-	-	-
<b>Total Uses</b>	<b>\$ 2,978,064</b>	<b>\$ 3,164,909</b>	<b>\$ 3,610,147</b>	<b>\$ 3,069,156</b>	<b>\$ 3,195,481</b>	<b>\$ 3,230,502</b>

<b>Expenditure by Program</b>	<b>FY 2017 Actual Expenditures</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
Greens	\$ 1,384,676	\$ 1,213,022	\$ 1,309,894	\$ 1,213,811	\$ 1,256,247	\$ 1,288,445
Clubhouse	1,220,801	1,500,817	1,596,234	1,413,224	1,476,690	1,497,683
Restaurant	372,587	330,776	358,186	293,621	289,244	300,374
Fleet Replacement	-	120,294	345,833	148,500	173,300	144,000
<b>Total Uses</b>	<b>\$ 2,978,064</b>	<b>\$ 3,164,909</b>	<b>\$ 3,610,147</b>	<b>\$ 3,069,156</b>	<b>\$ 3,195,481</b>	<b>\$ 3,230,502</b>

Notes:

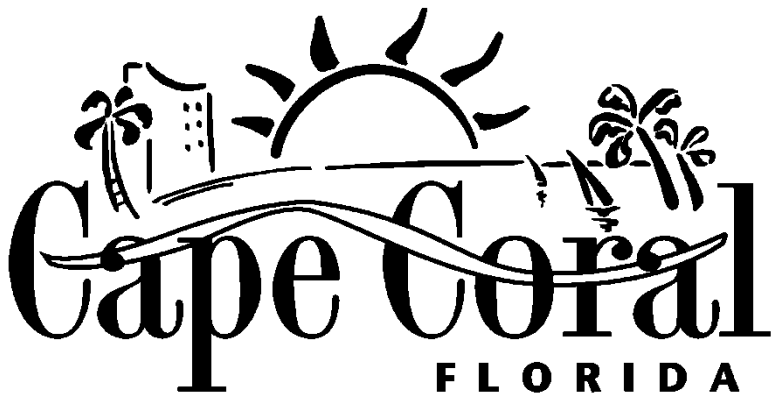
FY 2017 Expenditures are on a budgetary basis:

<sup>1</sup> Personnel costs do not include "OPEB" recorded at \$352,204 as this is a non-cash accounting entry.

<sup>2</sup> Operating costs do not include "Depreciation" recorded at \$105,838 as this is a non-cash accounting entry.

<sup>3</sup> Capital Outlay includes capitalized assets that are recorded on the balance sheet for financial reporting purposes.

FY 2019 the Golf Course was reclassified from an Enterprise Fund to a Special Revenue Fund



**DEBT SERVICE FUND**

**Debt Service Fund..... 8**  
    *Governmental Debt* .....8-2  
    *Summary of Debt Service*.....8-3

**City of Cape Coral, Florida  
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## **Governmental Debt**

- **2007 Special Obligation Revenue Bonds (Charter School)** – Issued to finance the cost of acquisition, construction and equipping of the City's two elementary and one middle schools. Annual debt service is paid by the Charter School Authority.
- **2008 Capital Improvement Revenue Bonds** - Issued to finance and refinance the cost of acquisition, construction and equipping of a new police headquarters facility.
- **2009, 2010, & 2014 Gas Tax Revenue Bonds** - Issued to finance and refinance the cost of acquisition, construction, and reconstruction of transportation improvements to include the widening of Del Prado and Santa Barbara Boulevards.
- **2011 Special Obligation Revenue Bonds (Charter Schools)** - Issued to finance and refinance the cost of acquisition, construction, and equipping of various capital improvements to the Oasis Campus to include the construction of a high school. Annual debt service is paid by the Charter School Authority.
- **2012 Special Obligation Bonds** - Refunded the outstanding Series 2009 Special Obligation Revenue Notes as well as commercial paper obligations issued to finance and refinance the acquisition, construction and equipping of various capital improvements with the City. The CRA pays a portion of the annual debt service related to the undergrounding of electric lines.
- **2014 Capital Improvement Refunding Revenue Bonds** – Issued to refund a portion of the City's outstanding Capital Improvement Revenue Bonds, Series 2005 in order to reduce total debt service.
- **2015 Special Obligation Refunding Bonds** – Parks Capital Projects Fund is used to account for the acquisition of parkland and improvements at various parks.
- **2012 Capital Lease (City)** – Issued to finance the acquisition of various police and fire vehicles, and information technology equipment.
- **2012 Capital Lease (Charter School)** – Issued to finance the acquisition of school buses for the City's Charter School. Annual debt service is paid by the Charter School Authority.
- **State Infrastructure Bank Loan** – Issued for the purpose of funding a capital improvement project which consisted of the construction of two additional travel lanes for State Road 78 from Chiquita Boulevard to Burnt Store Road capital improvement project. The principal will be repaid from the Federal Surface Transportation Program Urban Funds allocated through Lee County Metropolitan Planning Organization (MPO). The City is responsible for the interest only on this loan per the loan agreement.
- **2015 Fire Protection Assessment Revenue Note** – Issued to finance acquisition of fire apparatus and equipment. Annual debt service is paid by the Fire Protection Assessment
- **2015 Special Obligation Revenue Note** – Issued to finance acquisition of capital equipment and refunding remaining 2005 Capital Improvement & Refunding Bonds.
- **2017 Special Obligation Refunding Revenue Note** – Issued to refund the 2007 Special Revenue Bond, 2008 Special Revenue Bond and the 2011 Special Revenue Bond in order to reduce debt service.
- **2018 Special Obligation Revenue Note** – Issued for the purpose of funding capital improvement project which consist of construction of Fire Station 2 and SE47th Terrace Streetscape

Please also refer to the Debt Management Section of this document and the Comprehensive Annual Financial Report (CAFR) for additional detail.

**City of Cape Coral, Florida**  
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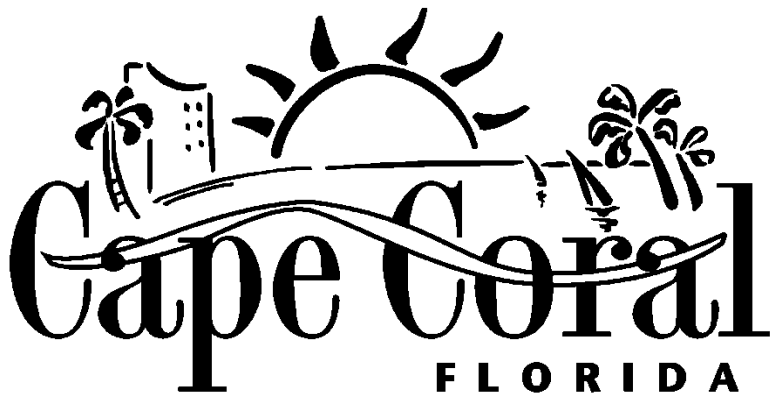
## Summary of Debt Service

Debt Service Fund is used to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

<b>Revenue Category</b>	<b>FY 2017 Actual Revenue</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
Operating Fund Balance	\$ -	\$ 7,766,851	\$ 4,565,307	\$ 345,966	\$ 345,966	\$ 299,389
Revenue:						
Ad Valorem Taxes	-	-	-	-	-	-
Fines and Forfeits	-	-	-	-	-	-
Miscellaneous	3,165,336	4,279,469	4,282,469	3,444,028	3,352,983	3,262,644
Interfund Transfers	17,160,982	17,251,499	17,251,499	18,077,817	18,458,749	19,766,123
Debt Proceeds	70,636,561	-	7,912,705	-	-	-
<b>Total Sources</b>	<b>\$ 90,962,879</b>	<b>\$ 29,297,819</b>	<b>\$ 34,011,980</b>	<b>\$ 21,867,811</b>	<b>\$ 22,157,698</b>	<b>\$ 23,328,156</b>

<b>Expenditure Category</b>	<b>FY 2017 Actual Expenditures</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
<b>Appropriations</b>						
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	2,760	1,000	4,000	1,000	1,000	1,000
Capital Outlay	-	-	-	-	-	-
Debt Service	21,554,863	21,529,968	21,571,970	21,520,845	21,810,733	23,027,767
Other & Transfers Out	72,412,987	-	7,870,703	-	-	-
Reserves	-	7,766,851	4,565,307	345,966	345,965	299,389
<b>Total Uses</b>	<b>\$ 93,970,609</b>	<b>\$ 29,297,819</b>	<b>\$ 34,011,980</b>	<b>\$ 21,867,811</b>	<b>\$ 22,157,698</b>	<b>\$ 23,328,156</b>

<b>Program</b>	<b>FY 2017 Actual Expenditures</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
2007 Special Oblig (Charter)	\$ 1,561,062	\$ 546,814	\$ -	\$ -	\$ -	\$ -
2007 Sp Ob Reserve (Charter)	2,216,046	2,206,305	-	-	-	-
2008 Spec Ob (Police HQ)	1,755,316	1,244,843	1,244,843	1,241,623	-	-
2010 Gas Tax Revenue Bond	3,153,480	3,153,301	7,227,676	3,156,002	3,156,220	3,137,674
2011 Special Oblig (Charter)	861,500	1,603,810	1,394,773	558,604	557,029	558,804
2012 Lease \$1,342,755 Charter	185,360	231,938	372,135	231,937	139,258	-
2012 Lease \$2,315,706 City	440,000	-	-	-	-	-
2012 Special Oblig Rev Note	1,596,617	1,656,067	1,596,623	1,596,616	1,596,624	1,596,625
2014 Gas Tax Refunding Rev DSF	2,608,544	6,662,920	2,608,264	2,607,906	2,608,448	2,608,846
2014 Capital Improvement DSF	653,570	650,981	650,981	648,162	650,110	646,712
2015 Fire Service Asmt Debt	295,914	586,772	581,127	478,571	478,909	479,166
2015 Special Oblig Ref Revenue	4,339,562	4,676,990	4,339,493	4,338,608	4,337,357	4,340,358
2015 Special Oblig Rev Note	1,871,932	1,871,953	1,871,953	1,874,264	1,875,795	1,873,548
2017 Special Oblig Ref Revenue	72,431,707	3,765,125	3,771,407	3,765,625	4,943,875	4,940,875
2018 Special Oblig Rev DSF	-	-	7,912,705	-	-	-
Proposed Debt	-	-	-	929,893	1,374,073	2,705,548
Capital Lease DSF	-	440,000	440,000	440,000	440,000	440,000
<b>Total Uses</b>	<b>\$ 93,970,609</b>	<b>\$ 29,297,819</b>	<b>\$ 34,011,980</b>	<b>\$ 21,867,811</b>	<b>\$ 22,157,698</b>	<b>\$ 23,328,156</b>





**CAPITAL PROJECTS FUNDS**

**Capital Projects Fund ..... 9**  
    *Capital Projects .....9-2*

## Capital Projects

- **Academic Village** – Academic Village Fund is used to account for the design and permitting of the Academic Village site which was purchased with the intent of constructing institutions of higher education, a high school, library, and a recreational complex. Currently, costs being incurred are related to environmental mitigation and the site permit.
- **Computer (ERP) System** – Computer System Replacement Fund is used to account for the costs associated with replacing the City's financial operating software and related applications. FY 2015 is related to the Cashier System. FY2016 is related Budget and CAFR Software
- **CRA Streetscape** – CRA Streetscape Fund is used to account for CRA District improvements.
- **Fire Station Construction**- Fire Stations Fund is used to account for the design and construction of new and replacement Fire Stations as well as the expansion of the Emergency Operations Center.
- **Santa Barbara Widening** - Santa Barbara Widening Fund is used to account for roadway improvements and access on Santa Barbara Boulevard from SR 78 to Cape Coral Parkway.
- **Del Prado Widening** - Del Prado Widening Fund is used to account for the roadway improvements of Del Prado Boulevard from State Road 78 to Kismet Parkway.
- **Non-Assessed Utility** – Non-Assessed Utility Fund is used to account for the restoration and repaving of roadways in coordination of the Utility Expansion Project.
- **Transportation Capital** – Transportation Capital Fund is used to account for improvements to various roadways including Median Landscaping, Sidewalks, Alleyway Resurfacing and miscellaneous road resurfacing.
- **Public Works Capital** – Public Works Capital Fund is used to account for various capital improvements including the Everest Complex perimeter wall, Sign/Stripping Building, Chiquita Lock Repairs, and North Spreader Waterway.
- **Parks Capital Project** – Parks Capital Projects Fund is used to account for the acquisition of parkland and improvements at various parks.

On an annual basis, only additional appropriations to the capital project are budgeted.

**City of Cape Coral, Florida  
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## Capital Projects Funds

<b>Revenue Category</b>	<b>FY 2017 Actual Revenue</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
Balances Forward	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Revenue:						
Intergovernmental Revenues	2,382,552	3,065,438	6,171,333	-	-	-
Miscellaneous Revenues	371,003	-	67,500	-	-	-
Interfund Transfers	18,190,521	12,274,932	18,597,974	1,193,161	9,037,273	9,254,303
Debt Proceeds	-	-	(10,269,610)	-	4,310,000	-
<b>Total Sources</b>	<b>\$ 20,944,075</b>	<b>\$ 15,340,370</b>	<b>\$ 14,567,197</b>	<b>\$ 1,193,161</b>	<b>\$ 13,347,273</b>	<b>\$ 9,254,303</b>
<b>Expenditure Category</b>	<b>FY 2017 Actual Expenditures</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
Personnel <sup>1</sup>	\$ 234,804	\$ 1,075,917	\$ 1,086,241	\$ 1,146,145	\$ 1,186,377	\$ 1,225,042
Operating <sup>1</sup>	175,825	(925,917)	(846,241)	(906,145)	(543,337)	(1,075,042)
Capital Outlay	9,686,559	15,190,370	14,327,197	953,161	12,704,233	9,104,303
Debt Service	-	-	-	-	-	-
Transfers	-	-	-	-	-	-
<b>Total Uses</b>	<b>\$ 10,097,189</b>	<b>\$ 15,340,370</b>	<b>\$ 14,567,197</b>	<b>\$ 1,193,161</b>	<b>\$ 13,347,273</b>	<b>\$ 9,254,303</b>
<b>Program</b>	<b>FY 2017 Actual Expenditures</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
Government Service <sup>2</sup>						
Academic Village	\$ 106,578	\$ -	\$ 90,000	\$ 90,000	\$ 493,040	\$ -
Computer System	133,886	-	-	-	-	-
CRA Streetscape	316,364	3,695,932	2,556,096	953,161	1,062,233	1,150,660
Public Safety <sup>3</sup>						
Fire Station Construct	279,655	297,000	1,477,971	-	4,310,000	621,643
Public Works <sup>4</sup>						
Fleet Maint Facility	55,443	-	(4,700,000)	-	-	-
Public Works Capital	162,661	-	-	-	-	-
Transportation <sup>5</sup>						
Median Curbing & Alleyway	1,824,127	832,000	832,000	-	832,000	832,000
Road Resurfacing	5,640,884	6,500,000	6,500,000	-	6,500,000	6,500,000
Sidewalk/Bikepath Rd Resurface	-	400,000	400,000	-	-	-
Sidewalk/Bikepath UEP	-	400,000	400,000	-	-	-
Sidewalks	1,443,799	3,215,438	5,760,076	150,000	150,000	150,000
Non-Assessed Utility	10,396	-	-	-	-	-
Cultural/Recreation <sup>6</sup>						
Parks & Recreation	123,397	-	1,251,054	-	-	-
<b>Total Uses</b>	<b>\$ 10,097,189</b>	<b>\$ 15,340,370</b>	<b>\$ 14,567,197</b>	<b>\$ 1,193,161</b>	<b>\$ 13,347,273</b>	<b>\$ 9,254,303</b>

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On an annual basis, only additional appropriations to the capital projects are budgeted.

<sup>1</sup> Payroll and Operating expenditures within the Sidewalk Capital Project become capitalized expenses. For budgeting purpose the contra entry is in the Operating Category, Actual contra entry is based on the work orders processed in the Payroll and Operating Category.

<sup>2</sup> Government Services: Academic Village cost associated with environmental mitigation and the site permit. CRA Streetscape cost associated with the design and improvement of CRA District.

<sup>3</sup> Public Safety: Fire Station 11 and 2 construction is funded by debt service. Design is funded by transfer from the General Fund. Station 11 construction is scheduled for FY2017/FY2018 and Station 2 construction is scheduled for FY2020. Design for Station 12 is budgeted in FY 2021.

<sup>4</sup> Transportation: FY 20 and FY21 Road resurfacing has been funded by a General Fund transfer and 6 Cent Gas Tax contributions. Sidewalks are primarily funded by grant funds with \$150,000 being funded by Five Cent Gas Tax for FY19-21. In FY20 and FY21 General Fund Transportation include \$520,000 for alley resurfacing and \$312,000 for median landscaping. Funding from 6 Cent Gas Tax will support non-assessed transportation work in North 1-2 utility extension areas and sidewalk/bikepath resurfacing.

<sup>5</sup> Cultural/Recreation: Parks & Recreation account for land purchase and park development.

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ENTERPRISE FUNDS

Enterprise Funds..... 10

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*Water & Sewer Operations* ..... 10-11

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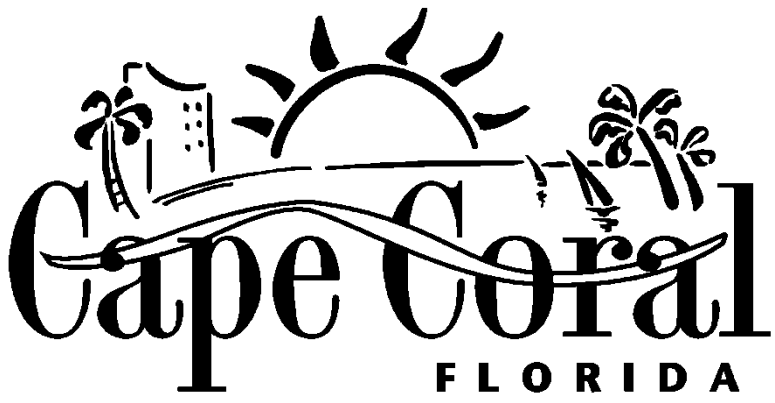
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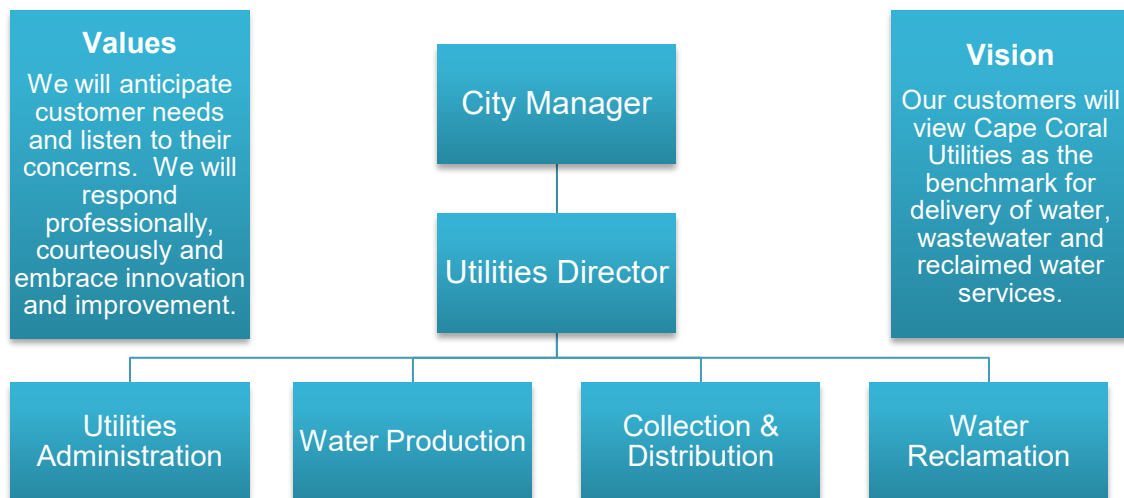


## Water & Sewer Utilities Department

The Utilities Department provides potable water supply, irrigation water supply, and collection, treatment and disposal of sanitary sewage for the residents of Cape Coral. The City owns and operates a system of raw water supply wells, raw water transmission mains, two potable water treatment facilities, potable water storage and pumping facilities, potable water distribution system, sanitary sewage collection system, two wastewater treatment and water reclamation facilities, reclaimed water storage and pumping facilities, canal withdrawal and pumping facilities for supplemental irrigation water supply, irrigation water distribution system, as well as, backup disposal facilities for excess reclaimed water during wet weather. The department is organized into four divisions: Administration, Water Production, Collection and Distribution and Water Reclamation.

### Mission

Continue to improve our delivery of cost-effective water, irrigation water and wastewater collection services by empowering employees to responsively meet customer expectations for quality, value, safety, reliability and environmental responsibility.



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**Department Functions**

**Administration:** is responsible for overall utility operations and utility project management and is responsible for developing long range plans and implementing those plans through appropriate utility construction projects. Additional responsibilities include permitting, ordinances, grants and development of projects in coordination with agencies such as South Florida Water Management, US Geologic Survey, Department of Environmental Protection, and other State and Federal agencies to ensure all regulatory points and requirements are fully met. Administration also interacts and works with other Utility systems, trade organizations and local community groups.

**Water Production:** is responsible for producing water that meets or exceeds all Safe Drinking Water Act standards and permit requirements as established by the Environmental Protection Agency (EPA) and the Florida Department of Environmental Protection (FDEP). This Division is currently responsible for operating and maintaining the recently expanded 18.0 MGD Southwest Reverse Osmosis (RO) Water Treatment Plant, 33 raw water wells, and two off-site storage tanks with re-pump facilities, the new 12 MGD North Cape Coral RO Water Treatment Plant and 24 associated raw water wells.

**Collection and Distribution:** is broken down into three sections, water, sewer and irrigation. This Division is responsible for the operation and maintenance of over 2400 miles of water, sewer, and irrigation piping in conformance to regulatory standards along with appurtenances such as services, meters, valves, fire hydrants, and manholes, which are spread throughout the City. UCD repairs service leaks and major line breaks including restoration, performs new meter installation and meter change-outs, existing and new line inspections and utility locates.

**Water Reclamation:** is responsible for processing wastewater so that after treatment it meets and/or exceeds all standards and different permit requirements as established by the EPA and the FDEP for river discharge, deep injection and/or reuse water for the City's irrigation system. The Division operates and maintains the 13.4 MGD Everest Water Reclamation Facility; the 15.1 MGD Southwest Water Reclamation Facility, and 277 wastewater pump lift stations throughout the City and 5 freshwater canal pump stations to supplement the irrigation system.

**FY 2018 Accomplishments**

**Utilities Administration**

- Completed above ground piping installation at second dual use Deep Injection Well (#2) for SW RO/WRF to meet required dates as set forth by Consent Order from DEP. Well was placed into service for performance testing.
- FGUA Irrigation Main Extension Design Complete
- FGUA Irrigation Main Extension Construction started. Completion 2/17/2019
- 42in Force Main Replacement Phase I Design Complete
- Significant involvement in the N-2 UEP, Construction
- Submitted and accepted by the SFWMD the City's "Public Water Supply Utilities Annual Progress Report" as required by state statute (Section 373.709(6), F.S.).
- Force Main installation on 47<sup>th</sup> Ter, for future growth
- Coordinated with Lee Co on Grant Application for Blue Green Algae remediation
- Coordinated with AECOM on identification and mobilization of tankers and crews for the Algal concentrations, throughout City
- Completed the Rehabilitation Design of Master Pump Station 200
- Completed Comprehensive Fiber Optics Conduit Master Plan to serve the Utilities and City Departments.
- Developed the Interlocal Plan and Agreement with Lee County for the sharing of Fiber Optics conduit.
- Developed Fiber Optics Details and Specifications for the Utilities, UEP and all



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future City installations

- Revised the Utilities Design Procedures Manual, Details and Specifications
- Closed settlement agreement with FDEP related to Hurricane Irma and closed Consent Order with FDEP related to Lake Finistere and new Deep Injection Well
- Submitted permit for US Aggregates Reservoir water supply
- Lift Station Rehabilitation Design FY18 Completed
- Completed majority of the Galvanized Pipe Replacement Program Construction – Section 2A project
- Completed this phase of the multi-year contract for the Gravity Sewer I&I Pipe Lining project.
- Completed FY-2018 phase of the multi-year contract for Manhole Rehabilitation.
- Completed FY-2018 phase of the multi-year contract for the Sanitary Sewer Inflow Abatement Services (smoke testing) project.
- Completed the repair of the cross-wire connection (4160V) at the North RO Water Treatment Plant (WTP) discovered during the routine switchgear/breaker maintenance shut-down at the North RO WTP.
- Completed the replacement of the four primary exterior busways serving the High Service Pump Building and the Operations and Production Building with underground conduit and cable at the North RO Water Treatment Plant.
- Completed work on the Auxiliary Power and Control System Upgrades at the Van Loon Booster Pump Station.
- Began multi-year contract for the 5/8" and 1" Potable Water Radio Read Meter Change-out Program.
- Replacement and Paving and Drainage Improvements. This is a joint project with Public Works. (Santa Barbara Blvd. to Country Club Blvd.).
- Completed the RICE NESHAP reporting requirements and protocol for the generators at the NRO WTP, SWRO WTP and the booster pump stations.
- Installed SmartCover® water level reporting devices in select manholes located throughout the City to monitor wastewater flows.
- Completed installation of the waterline along Santa Barbara Blvd and Hancock Bridge Parkway.
- Completed the design and received bids for the replacement of the failed wiring and conduit duct bank serving three clarifiers at the Everest Water Reclamation Facility.
- Completed the Hancock Bridge Parkway Water Line Extension.

**Utilities Collection & Distribution Division**

- Assisted 48,700 customers personal needs.
- Inspected 11,679 backflow preventers to ensure potable water safety compliance.
- Installed 1,724 new construction meters.
- Rebuilt/replaced 1249 meters in house and overseen 2,521 contracted replacements.
- Tested 2,928 meters for accuracy.
- Repaired 3,473 service laterals.
- Replaced 391 service laterals.
- Repaired 390 water mains.
- Replaced 7,531 feet of water main.
- Inspected/tested/performed maintenance on 3,861 Fire hydrants.
- Replaced 101 hydrants.
- Inspected and exercised 2,741 mainline isolation valves.
- Replaced 43 mainline isolation valves.
- Flushed 157,134,300 gallons of water for hydrant testing and water quality assurance.
- Installed 640 reuse filters for customer quality assurance.
- Inspected 1,852 gravity sewer manholes.

**City of Cape Coral, Florida  
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- Repaired 19 Manholes.
- Replaced 45 Manholes.
- Repaired 120 gravity sewer laterals.
- Replaced 146 gravity sewer laterals.
- Installed 48 gravity sewer laterals.
- Identified and repaired 97 gravity sewer lateral blockages.
- Identified and repaired 97 gravity sewer mainline blockages.
- Replaced 159 feet of gravity sewer mainline pipe.
- Inspected 3,150 services totaling 15,014 feet of sewer laterals with CCTV.
- Inspected 230,128 feet of sewer mainlines with CCTV.
- Stopped an estimated 840 GPM through the CCTV and mainline replacements.
- Performed 16,132 cross connection inspections verifying quality assurance.
- Performed 27,004 locate and physical service connections verifying proper location and connection procedures.
- Performed 633 plan/permit reviews to ensure accuracy and code/standard compliance.
- Installed 157,800' of sod at 6,365 site addresses, 997 Tons of asphalt, replaced 131 sidewalks and 38 driveways to restore project sites to original condition.
- Located and corrected 10 illegal customer connections.

**Water Production Division**

- Continued reduction in electrical usage from the South Reverse Osmosis (RO) Plant membranes replacement with a new type of lower pressure membrane in an innovative configuration: Est. \$126,000 recurring annual cost avoidance.
- Achieved compliance w/LCEC load management agreement for peak load shaving at both RO Plants: Est. \$250,000 annual recurring electric cost savings.
- Retrofitted all existing high-pressure sodium and halogen lighting with more efficient LED lighting in the North RO Plant: process area, maintenance building, and high service pump building. Payback on the purchase of the LED lights is estimated to be about 1 year and will result in annual recurring electric cost savings of approximately \$10,000.
- Completed auxiliary power installation, switchgear/control retrofit, and installation of the analytical equipment for remote water quality monitoring at the Van Loon re-pump station.
- Completed Phase 1 of the South RO Plant Well Communication/Control retrofit project.
- Completed Grounding Improvements at the South RO Plant Wells.
- Completed Switchgear/Breaker Maintenance for the North RO Plant.
- Completed replacement of the four primary exterior busways that feeds power to the North RO Plant Operations and Distribution Building with underground conduit and cable.
- Repaired the crossed 4160V wires at the North RO Plant that feeds power from the Main Switchgear room to the Distribution Pump Building.
- Completed Phase 1 (data collection) for the update to the Hydrogeologic ground water model.
- Performed successful cleaning of the Reverse Osmosis membrane elements in both plants resulting in reduced operating pressures and power costs.
- Changed out 4,000 cubic feet of degasifier odor control packing media at the North RO Plant.
- Completed Mechanical Integrity Testing (MIT) on South RO Plant IW-1.
- Replaced the South RO Plant 1 raw line pretreatment static mixer.
- Completed the North RO Plant Wellfield Radio Replacement Project.

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- Installed a new insertion magnetic flow meter on the South RO Plant 2 distribution line for performance testing for consideration of possible use for flow measurement instead of costlier conventional in-line magnetic meters.

**Water Reclamation Division**

- Completed rehabilitation of six existing lift stations and continued infiltration and inflow program (I&I).
- Complete recoating of metal components on one clarifier at each of the WRF.
- Completed concrete repairs and recoating of Everest aeration basin #1.
- Rehabilitation of two (2) traveling bridge sand filters at Everest WRF, mainly the traveling bridge and controls portion of the filters.
- Purchased thirteen new portable emergency pumps to maintain lift station operations during emergency situations.
- Purchased \$462,000 in new lift station pumps to replace aging equipment and provide adequate inventory to address emergencies.
- Replaced gear drive on clarifier 2 at Everest WRF.
- Completed design of electrical duct bank replacement at Everest WRF.
- Submitted FEMA HMGP grant applications for three projects to assist in mitigation of storm impacts.
- Replaced magnetic flow meter at Canal Pump Station #2.
- Everest WRF Operating Permit renewed for five years.
- Installed new magnetic flow meters on three biosolids centrifuges.
- Replaced 1200 older style air diffusers in biosolids storage tanks with 600 newer style diffusers to reduce sludge infiltration and reduce air production costs.
- Completed three-year maintenance program on all WRF aeration basin Turblex blowers.
- Protective coatings applied to 90% of piping and equipment at SW by staff.
- Replaced four electrical transformers at Everest WRF Administration building.
- Installed and initiated Telog monitoring at Weir 19.
- Variable Frequency Drives replaced on Everest WRF deep injection well pumps.
- SW WRF grit control panels engineered and rebuilt by staff.
- SW WRF bleach pump skid rehabilitated by staff.

**FY 2019 - 2021 Goals & Priorities**

**Utilities Collection & Distribution Division**

- Residential Meter Replacement Program; to minimize water loss by exchanging meters ten to fifteen years old with newer and more accurate units. Currently, replace two per day with desired results for FY of twenty per day.
- Valve Exercise Program; work in coordination with the hydrant crews to increase performance and quality of systems to minimize affected customers during repairs. Currently, valves exercised during main breaks 4,000 per year (current), desired for FY (8,000 per year).
- Valve Replacement Program; replacement of defective valves to increase performance and quality of systems to minimize affected customers during repairs. Currently, there are over 400 defective valves and only replaced when they are leaking, desired replacements for FY (approx. 50 per year).
- Employee Training / Certification Requirements; to bring staff into required compliance. Currently, minimal goals are met. Desired goal is to increase the number of staff that is in total compliance (90% for FY).

**Water Production Division**

- Retrofit obsolete South RO Distribution Sonic Flow Meters with new Insertion Magnetic

**City of Cape Coral, Florida  
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Flow meters

- Replace and re-range North and South Well-field Level Transmitters for optimized specific capacity calculations resulting in a more proactive approach to aquifer management.
- Install hurricanes shutters on vents and apply additional weather proofing treatment at the North Plant access doors as recommended by consulting engineer from post-Irma storm assessment.
- Complete Palm Tree Pump Station Control System retrofit.
- Complete in-house Southwest RO Plant Well Communication/Control retrofit project (all 33 wells).
- Complete the SW RO Plant Odor Control Improvements.
- Complete work on the Phase I Palm Tree Pump Station improvements.
- Complete the Hydrogeologic ground water model update.
- Begin installation of additional raw water production wells.
- Replace the North RO Plant analyzer shed.
- Replace the South RO Plant Guardhouse.
- Retrofit existing high-pressure sodium and halogen lighting at the North RO Plant with more efficient LED lighting. Anticipated to cut energy consumption by 75%.
- Replacement of Security Cameras at the South RO Plant.

**Water Reclamation Division**

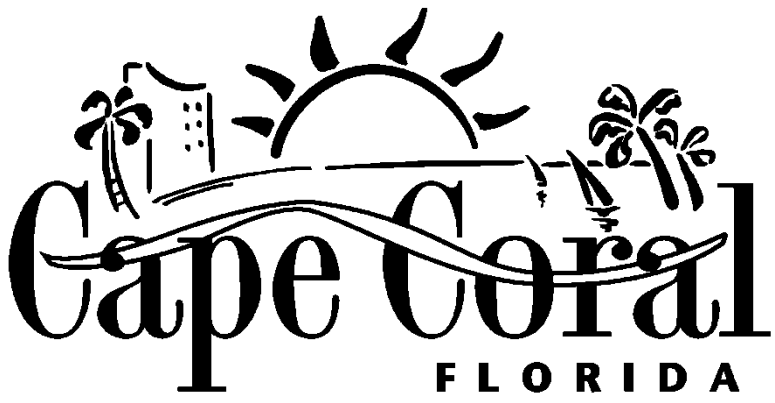
- Continued rehabilitation of multiple existing lift stations and continued infiltration and inflow program (I&I).
- Purchase and install launder covers on one clarifier at Everest WRF to reduce algae growth and bleach use.
- Rehabilitate Everest WRF Reuse building, pump pads, and discharge valves.
- Apply new protective coatings to metal components of one clarifier at Everest WRF.
- Begin Construction of Operations Building at the Southwest Water Reclamation Facility.
- Complete replacement of Everest deepwell pump VFDs.
- Rehabilitate Master Lift Station 200 including electrical components.
- Purchase four new portable emergency generators/pumps to maintain lift station operations during emergency situations.
- Purchase \$400,000 in new lift station pumps to replace aging equipment and provide adequate inventory to address emergencies.
- Purchase new camera to inspect manholes, lift stations, and sewer mains.
- Replace and modify MCC 1 at Southwest WRF two utility main breakers from lug mounted to rackable breakers.
- Install new check valves in reuse pumps at SW WRF.
- Replace outdated breakers at all Canal Pump Stations to safer rack out breakers.
- Re-route electrical cable at SW WRF to eliminate three 1500 KW generators.
- Repair or replace 36" reuse valve at Southwest WRF. Install above ground motor operator and controls.
- Provide increased training to improve knowledge of staff including but not limited to supervisory training, industry trade shows, continuing education units and specific job classification related training.
- Continued rehabilitation of multiple existing lift stations and continued infiltration and inflow program (I&I).

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- Provide sufficient training to improve knowledge of staff including but not limited to supervisory training, industry trade shows, continuing education units and specific job classification related training.
- Install fourth 450 hp blower at Southwest WRF to provide sufficient air supply for increased flows to plant from new UEP customers.
- Bid and construct installation of piping and automatic valves at SW WRF to allow flows from Clarifiers 1 and 2 to pass through Automatic Backwash Filters.

<b>Utilities Divisions</b>	<b>FY 2017 Actual Expenditures</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
Administration	\$ 37,920,659	\$ 42,680,068	\$ 43,142,226	\$ 20,360,618	\$ 18,011,800	\$ 18,086,544
Water Production	7,957,838	9,838,081	11,602,194	9,600,371	10,192,117	10,452,368
Collection & Distribution	8,798,230	11,999,796	12,346,796	13,016,944	13,003,214	13,214,672
Water Reclamation	11,588,134	15,238,003	16,375,021	14,723,548	15,428,514	15,973,756
Operations Debt Service	28,917,379	28,860,788	28,860,788	28,093,166	28,091,023	28,092,050
Fleet Rolling Stock <sup>1</sup>	1,277,473	460,165	2,106,671	1,039,889	469,500	652,000
<b>Total Uses</b>	<b>\$ 96,459,712</b>	<b>\$ 109,076,901</b>	<b>\$ 114,433,696</b>	<b>\$ 86,834,536</b>	<b>\$ 85,196,168</b>	<b>\$ 86,471,390</b>

<sup>1</sup> Utilities Fleet Rolling Stock includes new and replacement Rolling Stock; Heavy Equipment and Vehicles.



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## Water & Sewer Operations

Revenue Category	FY 2017 Actual Revenue	FY 2018 Adopted Budget	FY 2018 Amended Budget	FY 2019 Adopted Budget	FY 2020 Proposed Budget	FY 2021 Proposed Budget
Use of Fund Balance	\$ -	\$ -	\$ -	\$ 16,572,230	\$ -	\$ -
Restricted Fund Balance	-	20,895,495	12,717,450	-	-	-
Revenue						
Internal Service	242,311	631,891	631,891	671,703	687,659	703,858
Intergovernmental	-	-	-	-	-	-
Charges for Services	81,562,039	82,162,687	81,925,952	84,531,354	87,730,131	90,201,988
Fines & Forfeits	608,555	773,574	773,574	773,574	773,574	773,574
Miscellaneous	588,339	757,778	757,778	834,919	844,251	990,360
Other & Transfers In	30,666,007	50,254,697	50,253,697	14,636,100	27,117,505	26,177,474
<b>Total Sources</b>	<b>\$ 113,667,250</b>	<b>\$ 155,476,122</b>	<b>\$ 147,060,342</b>	<b>\$ 118,019,880</b>	<b>\$ 117,153,120</b>	<b>\$ 118,847,254</b>

Expenditure Category	FY 2017 Actual Expenditures	FY 2018 Adopted Budget	FY 2018 Amended Budget	FY 2019 Adopted Budget	FY 2020 Proposed Budget	FY 2021 Proposed Budget
Personnel <sup>1</sup>	\$ 22,639,733	\$ 28,204,532	\$ 28,601,033	\$ 29,771,376	\$ 30,869,680	\$ 31,754,372
Operating <sup>2</sup>	20,642,839	26,499,606	27,727,578	26,602,901	26,937,364	27,574,105
Capital	2,499,502	4,637,149	8,776,091	5,266,542	2,756,264	2,975,928
Debt Service	28,915,921	28,860,788	28,860,788	28,093,166	28,091,023	28,092,050
Other & Transfers Out	34,180,113	38,225,847	38,242,847	14,305,797	14,305,991	14,305,659
Fund Balance	-	29,048,200	14,767,272	13,980,098	14,192,798	14,145,140
<b>Total Uses</b>	<b>\$ 108,878,107</b>	<b>\$ 155,476,122</b>	<b>\$ 146,975,609</b>	<b>\$ 118,019,880</b>	<b>\$ 117,153,120</b>	<b>\$ 118,847,254</b>

Program	FY 2017 Actual Expenditures	FY 2018 Adopted Budget	FY 2018 Amended Budget	FY 2019 Adopted Budget	FY 2020 Proposed Budget	FY 2021 Proposed Budget
Overhead & Allocations <sup>3</sup>	\$ 8,575,673	\$ 10,980,323	\$ 11,326,824	\$ 10,653,480	\$ 10,946,093	\$ 11,225,420
Utilities Department <sup>4,6</sup>	96,459,712	109,076,901	114,433,696	86,834,536	85,196,168	86,471,390
Financial Services <sup>5</sup>	3,733,504	4,850,825	4,887,944	5,063,210	5,241,108	5,427,168
Public Works/UEP Admin	109,218	1,519,873	1,559,873	1,488,556	1,576,953	1,578,136
Fund Balance	-	29,048,200	14,767,272	13,980,098	14,192,798	14,145,140
<b>Total Uses</b>	<b>\$ 108,878,107</b>	<b>\$ 155,476,122</b>	<b>\$ 146,975,609</b>	<b>\$ 118,019,880</b>	<b>\$ 117,153,120</b>	<b>\$ 118,847,254</b>

Notes: FY2017 Expenditures are on a budgetary basis.

<sup>1</sup> Personnel does not include OPEB of \$1,797,065.

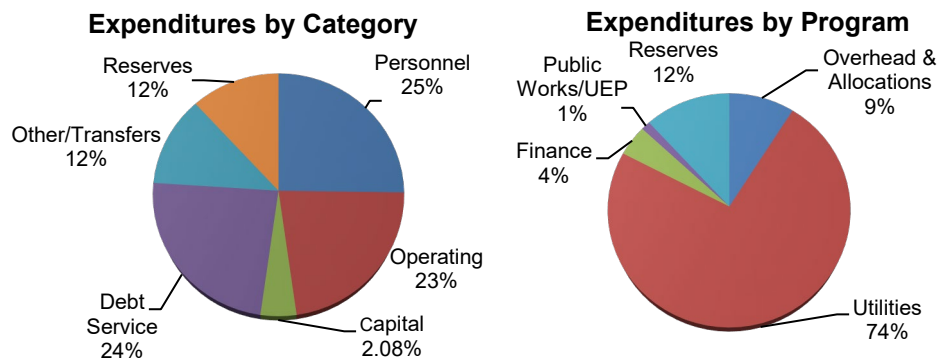
<sup>2</sup> Operating costs do not include Depreciation of \$6,406,637 as this is a non-cash accounting entry.

<sup>3</sup> Overhead & Allocations include Pension UAAL, Full Cost Allocation to General Fund, and Property/Liability Insurance.

<sup>4</sup> Utilities Department includes Utilities Admin, Water Production, Water Reclamation and Collection/Distribution Maintenance.

Debt service payments and Utilities Fleet Rolling Stock are included in this total. UEP is a division of the Public Works

<sup>5</sup> Financial Services are dedicated Accounting, Billing, Payroll, Budget, Procurement and Customer Service operations for W&S.



City of Cape Coral, Florida  
FY 2019 – 2021 Adopted Budget

## Water & Sewer Capital Projects

Revenue Category	FY 2017 Actual Revenue	FY 2018 Adopted Budget	FY 2018 Amended Budget	FY 2019 Adopted Budget	FY 2020 Proposed Budget	FY 2021 Proposed Budget
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Balance Forward	-	29,357,564	29,357,564	-	-	-
Revenue:						
Intergovernmental	-	-	-	-	-	-
Miscellaneous	160,591	-	-	-	-	-
Other Sources	-	28,575,000	28,575,000	-	-	-
<b>Total Sources</b>	<b>\$ 160,591</b>	<b>\$ 57,932,564</b>	<b>\$ 57,932,564</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

Expenditure Category	FY 2017 Actual Expenditures	FY 2018 Adopted Budget	FY 2018 Amended Budget	FY 2019 Adopted Budget	FY 2020 Proposed Budget	FY 2021 Proposed Budget
<b>Appropriations</b>						
Personnel <sup>1</sup>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating <sup>2</sup>	66,151	-	-	-	-	-
Capital <sup>1,3</sup>	8,340,320	28,575,000	27,154,550	-	-	-
Debt Service <sup>4</sup>	(412)	-	-	-	-	-
Other & Transfers Out	-	-	-	-	-	-
Fund Balance	-	29,357,564	30,832,564	-	-	-
<b>Total Uses</b>	<b>\$ 8,406,059</b>	<b>\$ 57,932,564</b>	<b>\$ 57,987,114</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

Program <sup>5</sup>	FY 2017 Actual Expenditures	FY 2018 Adopted Budget	FY 2018 Amended Budget	FY 2019 Adopted Budget	FY 2020 Proposed Budget	FY 2021 Proposed Budget
WSCP Utility Administration	-	29,357,564	30,832,564	-	-	-
ADM-36 Palm Tree BI Phase 1	10,796	-	-	-	-	-
IRR-14 SW 6/7 Non Assd Util	6,249	-	(100,000)	-	-	-
UCD-1 Administration Building	-	-	-	-	-	-
IRR-15 Weir#4 Construction	307,934	-	-	-	-	-
ADM-38 Fire Sprinkler Conv FY14	45,360	-	(21,687)	-	-	-
ADM-39 Potable Wtr Infr FY14	8,404	-	(88,753)	-	-	-
IRR-18 Reuse Main Ext (FGUA)	25,974	-	7,738,333	-	-	-
WRE3 Everest Landscaping	22,533	-	(7,847)	-	-	-
WRC-8 Plant LS Rehabs FY13	-	-	-	-	-	-
WRB-2 Biosolids Centrifuge	477,067	-	-	-	-	-
UCD-8 Manhole Rehab FY14	-	-	-	-	-	-
WRC-9 Lift Station Rehab FY12	-	-	-	-	-	-
WRE-4 Plant LS Rehab FY13	4,455	-	-	-	-	-
UCD-11 Meter Replacement Program	-	500,000	500,000	-	-	-
WRSW-4 Operations Building	6,504	-	-	-	-	-
SRO-4 Plant 1 Structural Upgrd	454,315	-	-	-	-	-
SRO-5 Retrofit Well Field Com	638,321	-	-	-	-	-
SRO-6 Control System Upgrade	149,838	-	-	-	-	-
SRO-7 Underground Well Feeds	-	-	-	-	-	-
SRO-7 Underground Well Feeds	1,269,044	-	-	-	-	-
SRO-8 Deep Injection Well# IW2	-	-	-	-	-	-
UCD-12 Road Resurfacing ADJ	-	500,000	882,893	-	-	-
SRO-9 Whse & Storage Bldg	291,230	-	-	-	-	-
SRO-10 Lightening & Grounding	-	-	-	-	-	-
NRO-5 Deep Injection Well IW1	-	-	-	-	-	-
NRO-6 Perimeter Wall	7,288	-	-	-	-	-
NRO-8 Aux Power Van Loon PS	563,772	-	-	-	-	-
NRO-10 Rehab/Rpl Raw Wtr Well	7,094	800,000	800,000	-	-	-
<b>Subtotal Uses</b>	<b>\$ 4,296,178</b>	<b>\$ 31,157,564</b>	<b>\$ 40,535,503</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>



**City of Cape Coral, Florida**  
**FY 2019 – 2021 Adopted Budget**

<b>Program</b>	<b>FY 2017 Actual Expenditures</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
WRC-11 Lift Station Rehab FY14	584,277	-	-	-	-	-
WRC-12 Lift Station Rehab FY16	-	-	-	-	-	-
WRC-13 Lift Station Rehab FY17	-	-	-	-	-	-
WRE-5 Building for Analyzers	3,220	-	-	-	-	-
ADM-48 Infiltrn & Inflow FY15	-	-	-	-	-	-
ADM-43 42" Forcemain Intercon	13,639	-	-	-	-	-
ADM-44 Unspecified Projects	-	-	(400,741)	-	-	-
ADM-45 ASR/IRR Supply FY14	-	-	-	-	-	-
ADM-45 ASR/IRR Supply FY14	38,728	-	640,000	-	-	-
SRO-3 Odor Control Mod	-	-	-	-	-	-
ADM-24 Land Purchases	586,510	475,000	475,000	-	-	-
WRSW-1 Choloring Chamber Coat	42,875	-	-	-	-	-
IRR-1 Weir Improvements	-	1,000,000	1,000,000	-	-	-
WRC-1 Lift Station Rehab	-	2,000,000	2,000,000	-	-	-
WRC-1 Lift Station Rehab FY19	-	-	250,000	-	-	-
IRR-2 NE 10MG Stor Tank & Pump	36,716	100,000	100,000	-	-	-
IRR-3 SW 5MG Stor Tank & Pump	35,930	1,200,000	(6,538,333)	-	-	-
UCD-7 MARS Test Bench	-	-	-	-	-	-
WRE-2 Reseal North CI Chamber	(550)	-	-	-	-	-
WRC-5 LS Odor Control Rehab	-	75,000	75,000	-	-	-
ADM-1 Smoke Testing I&I	97,190	50,000	50,000	-	-	-
IRR-7 Reuse Sys Improve FY15	-	-	-	-	-	-
WRC-6 Port Generator Aw ning	-	-	(1,157,500)	-	-	-
ADM-3 Galvanized Pipe Rpl 3A	108,801	-	-	-	-	-
ADM-4 Galvanized Pipe Rpl 3B	106,488	-	-	-	-	-
ADM-5 Galvanized Pipe Rpl 2A	468,898	-	-	-	-	-
ADM-6 Galvanized Pip Replacement	-	1,350,000	1,350,000	-	-	-
WRC-3 Lift Station Rehab FY20	-	-	21,687	-	-	-
ADM-10 Fire Sprinkler Conv	-	500,000	554,550	-	-	-
ADM-12 Potable Wtr Infr FY15	1,605	-	(203)	-	-	-
ADM-13 Potable Wtr Infr FY16	-	-	-	-	-	-
ADM-14 Potable Wtr Infr FY17	-	-	(88,900)	-	-	-
ADM-15 Potable Wtr Infr FY18	-	1,000,000	1,177,653	-	-	-
ADM-49 ASR/IRR Supply FY15	-	-	-	-	-	-
UCD-2 Manhole Rehab FY16	168,106	-	-	-	-	-
UCD-2 Manhole Rehab FY17	457,294	-	-	-	-	-
UCD-4 Manhole Rehab FY19	-	500,000	500,000	-	-	-
ADM-54 Burnt St Widg-Casings	160,813	-	-	-	-	-
ADM-19 Infiltrn & Inflow FY16	335,354	-	-	-	-	-
ADM-20 Infiltrn & Inflow FY17	263,765	-	-	-	-	-
ADM-21 Infiltrn & Inflow FY19	-	750,000	750,000	-	-	-
ADM-26 ASR/IRR Supply FY16	-	-	-	-	-	-
ADM-27 ASR/IRR Supply FY17	-	-	-	-	-	-
IRR-8 Reuse Sys Improve FY16	6,735	-	-	-	-	-
IRR-9 Reuse Sys Improve FY17	-	-	-	-	-	-
IRR-10 Reuse Sys Improve FY19	-	1,000,000	360,000	-	-	-
IRR-4 NaClO Storage Rooms	-	-	-	-	-	-
SE 47th Terrace Streetscape	-	1,475,000	-	-	-	-
WRC-7 Rehab Master LS 200	-	-	-	-	-	-
WRC-7 Vault Coating FY16	-	-	-	-	-	-
WRC-6 Vault Coating FY16	-	-	-	-	-	-
WRE/WRSW-2 Clarifier Ctnng FY16	135,827	100,000	85,898	-	-	-
ADM-56 NE Reservoir	251,426	2,100,000	2,100,000	-	-	-
ADM-56 NE Reservoir	-	-	-	-	-	-
<b>Subtotal Uses</b>	<b>\$ 3,903,645</b>	<b>\$ 13,675,000</b>	<b>\$ 3,304,111</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**City of Cape Coral, Florida  
FY 2019 – 2021 Adopted Budget**

<b>Program</b>	<b>Actual Expenditures</b>	<b>Adopted Budget</b>	<b>Amended Budget</b>	<b>Adopted Budget</b>	<b>Proposed Budget</b>	<b>Proposed Budget</b>
SRO-12 Containment Pits	-	-	-	-	-	-
SRO-13 Pit 2 MCC Replacement	20,354	750,000	750,000	-	-	-
WRE-7 Headworks & Structural Ctg	149,960	200,000	200,000	-	-	-
WRE-9 Bleach Containment Ctg	-	-	-	-	-	-
ADM-58 Burnt St-Casings Ph II	-	-	-	-	-	-
ADM-62 Fiber Optics	-	750,000	750,000	-	-	-
ADM-63 WAS Line	-	1,000,000	1,000,000	-	-	-
ADM-65 FM/MOV/MPS Sys & Comm	27,564	500,000	500,000	-	-	-
IRR-21 Irrigation System Comm	-	-	-	-	-	-
ADM-71 North 2 Canal PS (1)	-	3,500,000	4,729,895	-	-	-
WRE-10 MCC Blower Conduit Clar	8,358	350,000	350,000	-	-	-
WRSW-8 Odor Control Rehab	-	-	40,000	-	-	-
IRR-22 North 2 Non Assd Utility	-	2,700,000	2,800,000	-	-	-
ADM-59 Burnt St-Casings Ph III	-	750,000	750,000	-	-	-
ADM-43 42" Forcemain Intercon	-	500,000	500,000	-	-	-
ADM-45 ASR/IRR Supply FY 14	-	450,000	127,605	-	-	-
NRO-11 GST Exterior CTG	-	150,000	150,000	-	-	-
ADM-45 ASR/IRR Supply FY 14	-	500,000	500,000	-	-	-
WRE-12 Recoat Aeration Ext	-	200,000	200,000	-	-	-
WRSW-12 Bleach Contmnt Coating	-	300,000	300,000	-	-	-
WRSW-13 Rpl 36" Reuse Valve	-	200,000	200,000	-	-	-
WRSW-16 CROM Tank Repair	-	300,000	300,000	-	-	-
<b>Total Uses</b>	<b>\$ 8,406,059</b>	<b>\$ 57,932,564</b>	<b>\$ 57,987,114</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

Notes: FY 2017 Expenditures are on a budgetary basis.

<sup>1</sup> Personnel costs are related to inspection and project administration; these costs become part of the capitalized asset.

<sup>2</sup> Operating costs do not include Depreciation of \$15,508,529 as these are non-cash accounting entries.

<sup>3</sup> Capital outlay includes capitalized assets that are recorded on the balance sheet for financial reporting purposes.

<sup>4</sup> Debt service includes principal costs which are recorded on the balance sheet for financial reporting purposes.

<sup>5</sup> Capital Projects are in accordance with the Rate Sufficiency Analysis prepared for City by consultant.

**City of Cape Coral, Florida**  
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## Water & Sewer Utility Extension Capital Projects

<b>Revenue Category</b>	<b>FY 2017 Actual Revenue</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
Balances Forward-Op Res	\$ -	\$ 18,681,914	\$ 18,681,914	\$ 18,681,914	\$ 18,681,914	\$ 18,681,914
Revenue						
Charges for Service-Phys Env	297,791	-	-	-	-	-
Debt Proceeds	-	72,083,542	72,083,542	88,015,484	61,812,417	104,786,314
Fines & Forfeits	284,721	-	-	-	-	-
Misc-Disp of Fixed Asset	-	-	-	-	-	-
Misc-Interest	6,701,782	-	-	-	-	-
Misc-Other	30,774	-	-	-	-	-
Special Asmt	27,237,053	22,753,430	22,753,430	16,966,651	16,970,481	16,463,346
Transfer In	100,329,024	-	-	4,705,779	4,705,779	4,705,779
<b>Total Sources</b>	<b>\$ 134,881,145</b>	<b>\$ 113,518,886</b>	<b>\$ 113,518,886</b>	<b>\$ 128,369,828</b>	<b>\$ 102,170,591</b>	<b>\$ 144,637,353</b>

<b>Expenditure Category</b>	<b>FY 2017 Actual Expenditures</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
Payroll	\$ 84,500	\$ -	\$ -	\$ -	\$ -	\$ -
Operating <sup>1</sup>	65,325	-	-	-	-	-
Capital <sup>2</sup>	2,962,252	72,083,542	72,101,225	88,015,484	61,812,417	104,786,314
Debt Service <sup>3</sup>	12,269,536	22,753,430	22,753,430	17,707,509	17,711,339	17,204,204
Other	7,010,330	-	-	-	-	-
Transfers Out	96,244,912	-	-	3,964,921	3,964,921	3,964,921
Fund Balance	-	18,681,914	18,681,914	18,681,914	18,681,914	18,681,914
<b>Total Uses</b>	<b>\$ 118,636,855</b>	<b>\$ 113,518,886</b>	<b>\$ 113,536,569</b>	<b>\$ 128,369,828</b>	<b>\$ 102,170,591</b>	<b>\$ 144,637,353</b>

<b>Program</b>	<b>FY 2017 Actual Expenditures</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
Southeast 1	\$ 2,241,107	\$ -	\$ -	\$ -	\$ -	\$ -
Surfside	220,289	-	-	-	-	-
Blue & Green Water	164	-	-	-	-	-
Southwest Area I	1,659,366	-	-	392,420	392,420	392,420
Southwest Area II	2,344,475	-	-	-	-	-
Southwest Area III	1,974,953	-	-	-	-	-
Southwest Area IV	5,649,935	-	-	-	-	-
Southwest Area V	4,581,988	-	-	-	-	-
Southwest Area VI/VII	17,030,965	-	-	3,719,650	3,719,650	3,719,650
Striped Green Wastewater	62	-	-	-	-	-
Orange Wastewater	324	-	-	-	-	-
Pine Island Area	622,807	-	-	98,122	98,122	98,122
North Central Loop Area	34,211	-	-	-	-	-
North 1	1,391	-	-	-	-	-
North 2	1,533	-	-	-	-	-
North 1 - 8 Water Only	5,205	-	-	-	-	-
NCL Water Transmission	-	-	-	-	-	-
SRF Drinking Wtr 360103 SW6/7	12,489,006	-	-	1,078,775	1,078,775	1,078,775
SRF Clean Wtr 360100	55,999,334	-	-	3,381,733	3,381,733	3,381,733
SW6/7 All Serv Construct	4,604,891	-	-	-	-	-
N1 All Services CDT Construct	26,657	31,739,052	31,739,052	65,962,987	54,520,232	-
N2 W SR IRR Prepay	8,709	-	-	-	-	-
N2 All Services CDT Construct	2,161,495	33,052,301	33,069,984	22,052,497	-	-
North 1-8 Utility Extension	6,852,066	-	-	-	-	-
N1-Water/Trans Construction	125,925	-	-	-	-	-
N3 All Servies CDT Predesign	-	7,292,189	7,292,189	-	7,292,185	98,444,513
N4 All Services Predesign	-	-	-	-	-	6,341,801
Utility Ext Special Assesment <sup>4</sup>	-	41,435,344	41,435,344	31,683,644	31,687,474	31,180,339
<b>TOTAL USES</b>	<b>\$ 118,636,856</b>	<b>\$ 113,518,886</b>	<b>\$ 113,536,569</b>	<b>\$ 128,369,828</b>	<b>\$ 102,170,591</b>	<b>\$ 144,637,353</b>

Notes: FY 2017 Expenditures are on a budgetary basis.

<sup>1</sup> Operating cost does not include Depreciation of \$11,754,900 as this is a non-cash accounting entry.

<sup>2</sup> Capital outlay includes capitalized assets that are recorded on the balance sheet for financial reporting purposes.

<sup>3</sup> Debt service includes principal costs which are recorded on the balance sheet for financial reporting purposes.

**City of Cape Coral, Florida  
FY 2019 – 2021 Adopted Budget**

**Water & Sewer Impact, Capital Facility Expansion Charges (CFEC) &  
Contribution in Aid of Construction (CIAC) Fees**

<b>Revenue Category</b>	<b>FY 2017 Actual Revenue</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
Use of Fund Balance	\$ -	\$ 27,696,813	\$ 27,696,813	\$ -	\$ -	\$ -
Fund Balance	-	27,438,297	27,438,297	67,159,579	79,523,894	107,456,919
Estimated Revenue:						
Special Assessment	7,718,576	-	-	-	-	-
Charges for Service	76,458	-	-	-	-	-
Fines & Forfeits	46,969	-	-	-	-	-
Permits, Impacts	8,561,321	13,116,605	13,116,605	13,231,888	28,801,498	22,226,076
Miscellaneous	869,076	-	-	-	-	-
Misc Other Sources <sup>1</sup>	(25,835)	-	-	-	-	-
Transfer In	-	-	-	-	-	-
<b>Total Sources</b>	<b>\$ 17,246,565</b>	<b>\$ 68,251,715</b>	<b>\$ 68,251,715</b>	<b>\$ 80,391,467</b>	<b>\$ 108,325,392</b>	<b>\$ 129,682,995</b>

<b>Expenditure Category</b>	<b>FY 2017 Actual Expenditures</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating <sup>2</sup>	84,504	16,850	90,350	17,750	18,650	19,650
Capital	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other & Transfers Out <sup>3</sup>	3,593,989	40,700,268	40,698,768	849,823	13,331,228	12,391,197
Reserves	-	27,534,597	27,475,097	79,523,894	94,975,514	117,272,148
<b>Total Uses</b>	<b>\$ 3,678,493</b>	<b>\$ 68,251,715</b>	<b>\$ 68,264,215</b>	<b>\$ 80,391,467</b>	<b>\$ 108,325,392</b>	<b>\$ 129,682,995</b>

<b>Program</b>	<b>FY 2017 Actual Expenditures</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
Water Impact CFEC <sup>4</sup>	\$ 456,882	\$ -	\$ 14,000	\$ 6,478,613	\$ 6,441,163	\$ 6,403,713
Sewer Impact CFEC <sup>4</sup>	2,232,611	-	-	20,426,997	20,041,339	19,655,681
Irrigation Impact CFEC <sup>4</sup>	488,484	-	-	3,251,695	3,251,695	3,251,695
Water Impact	273,323	11,124,242	11,124,242	7,265,127	12,647,912	16,812,078
Sewer Impact	79,832	33,454,254	33,454,254	18,057,437	32,525,703	43,944,382
Irrigation Impact	138,277	7,874,007	7,874,007	7,732,307	15,635,489	21,222,510
Sewer Impact District 2	2,542	2,260,679	2,260,679	2,303,098	2,302,298	2,301,398
Water CIAC	4,428	5,360,897	5,360,897	5,919,434	6,085,944	6,260,194
Sewer CIAC	2,114	7,403,010	7,401,510	8,092,922	8,430,572	8,764,047
Irrigation CIAC	-	774,626	774,626	863,837	963,277	1,067,297
<b>Total Uses</b>	<b>\$ 3,678,493</b>	<b>\$ 68,251,715</b>	<b>\$ 68,264,215</b>	<b>\$ 80,391,467</b>	<b>\$ 108,325,392</b>	<b>\$ 129,682,995</b>

Notes: FY 2017 Expenditures are on a budgetary basis.

<sup>1</sup> Other Sources include capital contributions in aid of construction from private sources.

<sup>2</sup> Operating costs do not include Depreciation of \$34,969 as this is a non-cash accounting entry.

<sup>3</sup> Other uses includes transfers out to various utility capital expansion funds and water & sewer operations to cover the cost of debt service; for financial reporting these transactions would be eliminated.

<sup>4</sup> Prior reporting versions rolled CFECs into Impact Fees.

**City of Cape Coral, Florida  
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## Stormwater Operations

In 1990, City Council passed Ordinance #18-90 creating a Stormwater Utility Program in order to meet City Stormwater management goals and responsibilities in compliance with Environmental Protection Agency and State regulations.

<b>Revenue Category</b>	<b>FY 2017 Actual Revenue</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
Use of Fund Balance	\$ -	\$ -	\$ -	\$ 1,819,865	\$ 1,686,902	\$ 1,086,199
Operating Fund Balance	-	11,644,134	6,122,486	5,290,359	3,603,457	2,517,258
Revenue:						
Licenses and Permits	4,779	3,660	3,660	3,660	3,660	3,660
Charges for Services	14,381,207	17,519,772	17,519,772	18,515,133	19,211,074	20,228,399
Fines & Forfeits	52,017	1,664	1,664	1,664	1,664	1,664
Miscellaneous	427,335	108,862	108,862	108,862	108,802	108,802
Interfund Transfers	-	-	-	-	-	-
Other Sources	229,821	-	-	-	-	-
<b>Total Sources</b>	<b>\$ 15,095,159</b>	<b>\$ 29,278,092</b>	<b>\$ 25,656,444</b>	<b>\$ 25,739,543</b>	<b>\$ 24,615,559</b>	<b>\$ 23,945,982</b>

<b>Expenditure Category</b>	<b>FY 2017 Actual Expenditures</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
Personnel <sup>1</sup>	\$ 7,332,747	\$ 8,588,951	\$ 8,789,965	\$ 9,140,405	\$ 9,458,345	\$ 9,860,391
Operating <sup>2</sup>	3,563,057	5,684,307	5,483,716	5,356,333	5,503,473	5,714,236
Capital Outlay <sup>3</sup>	1,433,622	1,067,663	2,191,333	840,600	667,907	647,476
Debt Service <sup>4</sup>	-	443,000	443,000	443,000	443,000	443,000
Other & Transfers Out <sup>5</sup>	2,155,573	-	4,628,750	4,668,846	4,939,377	4,763,621
Reserves	-	13,494,171	4,119,680	5,290,359	3,603,457	2,517,258
<b>Total Uses</b>	<b>\$ 14,484,999</b>	<b>\$ 29,278,092</b>	<b>\$ 25,656,444</b>	<b>\$ 25,739,543</b>	<b>\$ 24,615,559</b>	<b>\$ 23,945,982</b>

<b>Expenditure by Program</b>	<b>FY 2017 Actual Expenditures</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
PW Administration <sup>6</sup>	\$ 1,242,844	\$ 1,594,252	\$ 1,595,252	\$ 1,590,742	\$ 1,637,859	\$ 1,686,116
Stormwater Operations <sup>7</sup>	10,326,791	24,929,778	20,494,005	20,992,544	19,862,433	19,176,993
Surface Water Mgmt <sup>8</sup>	394,121	414,625	688,832	896,528	929,990	958,351
Environmental Division <sup>9</sup>	1,110,648	1,218,452	1,363,452	1,382,001	1,467,799	1,492,480
Financial Services <sup>10</sup>	59,608	137,022	141,850	154,228	158,478	163,042
Stormwater Fleet Replace <sup>11</sup>	1,350,988	983,963	1,373,053	723,500	559,000	469,000
<b>Total Uses</b>	<b>\$ 14,484,999</b>	<b>\$ 29,278,092</b>	<b>\$ 25,656,444</b>	<b>\$ 25,739,543</b>	<b>\$ 24,615,559</b>	<b>\$ 23,945,982</b>

Notes:

<sup>1</sup> Personnel costs do not include "OPEB" at \$1,111,011.

<sup>2</sup> Operating costs do not include "Depreciation" of \$987,763 as this is a non-cash accounting entry.

<sup>3</sup> Capital outlay includes capitalized assets that are recorded on the balance sheet for financial reporting purposes.

<sup>4</sup> Debt service includes principal costs which are recorded on the balance sheet for financial reporting purposes. Related to non-assessed drainage improvements in SW 6/7 funded by the SRF loan.

<sup>5</sup> Other & transfers out includes dollars transferred to the Stormwater Capital Project Fund but eliminated for financial reporting purposes.

<sup>6</sup> PW Administration includes interfund service payments to the General Fund, Property/Liability Fund and Water & Sewer are budgeted and recorded here.

<sup>7</sup> Stormwater Operations includes programs such as drainpipe replacement, catch basins, drainage management, swales, regrading, and canal maintenance.

<sup>8</sup> Surface Water Management is associated with new construction and related drainage issues in right-of-ways.

<sup>9</sup> Environmental Division is responsible for testing of canal waters and the operation of the laboratory.

<sup>10</sup> Financial Services includes accounting and billing costs.

<sup>11</sup> Stormwater Fleet Replacement includes Rolling Stock, Heavy Equipment and Vehicles.

**City of Cape Coral, Florida**  
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## Stormwater Capital Projects

<b>Revenue Category</b>	<b>FY 2017 Actual Revenue</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
Balances Forward	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Revenue:						
Intergovernmental	-	-	-	-	-	-
Miscellaneous	23,074	-	-	-	-	-
Interfund Transfer	86,020	-	4,600,000	4,351,096	4,621,627	4,445,871
Other Sources	-	579,000	579,000	-	-	-
<b>Total Sources</b>	<b>\$ 109,094</b>	<b>\$ 579,000</b>	<b>\$ 5,179,000</b>	<b>\$ 4,351,096</b>	<b>\$ 4,621,627</b>	<b>\$ 4,445,871</b>

<b>Expenditure Category</b>	<b>FY 2017 Actual Expenditures</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating <sup>1</sup>	100	-	-	-	-	-
Capital Outlay <sup>2</sup>	955,697	579,000	5,179,000	4,351,096	4,621,627	4,445,871
Debt Service	-	-	-	-	-	-
Other	-	-	-	-	-	-
Reserves	-	-	-	-	-	-
<b>Total Uses</b>	<b>\$ 955,797</b>	<b>\$ 579,000</b>	<b>\$ 5,179,000</b>	<b>\$ 4,351,096</b>	<b>\$ 4,621,627</b>	<b>\$ 4,445,871</b>

<b>Expenditure by Program</b>	<b>FY 2017 Actual Expenditures</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
SWR CPF Environmental	\$ 14,899	\$ -	\$ -	\$ 50,000	\$ -	\$ -
SWR CPF-DP Improvements	913,186	-	-	1,340,096	1,410,627	1,484,871
SWR CPF-NA SW6/7 DP Improv	-	-	-	-	-	-
SWR CPF-NA N1 DP Improv	-	579,000	3,279,000	-	-	-
SWR CPF-NA N2 DP Improv	-	-	1,900,000	461,000	461,000	461,000
SW Contribution N1 UEP Program	-	-	-	1,000,000	1,000,000	1,000,000
SW Flood Prevention Program	-	-	-	500,000	750,000	500,000
SW Weir Program	-	-	-	1,000,000	1,000,000	1,000,000
<b>Total Uses</b>	<b>\$ 928,085</b>	<b>\$ 579,000</b>	<b>\$ 5,179,000</b>	<b>\$ 4,351,096</b>	<b>\$ 4,621,627</b>	<b>\$ 4,445,871</b>

Notes: Actual Expenditures are on a budgetary basis:

<sup>1</sup> Operating costs do not include "Depreciation" at \$734,612 as this is a non-cash accounting entry.

<sup>2</sup> Capital outlay includes capitalized assets that are recorded on the balance sheet for financial reporting purposes.

Capital improvements will be accomplished with existing funds in the Capital Project.

Capital outlay in FY 2017-2020 includes support of non-assessed stormwater work in the North 1 and 2 utility extension areas and is anticipated to be funded by State Revolving Loan Funds.

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## Yacht Basin

The Yacht Basin is responsible for providing wet slip storage for deep-water recreational boats and provides regular access from the freshwater canals to saltwater canals and the Gulf of Mexico. The basin offers over 99 slips for monthly and transient dockage.

<b>Revenue by Category</b>	<b>FY 2017 Actual Revenue</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Fund Balance	-	721,786	787,393	537,393	672,702	649,132
Revenue:						
Charges for Service	669,343	539,127	539,127	671,237	672,235	653,621
Fines & Forfeits	-	-	-	-	-	-
Intergov - State Grant	-	-	5,250	-	-	-
Miscellaneous	13,836	1,200	1,200	1,200	1,230	1,230
Misc-Contributions/Donation:	-	-	-	-	-	-
Interfund Transfers	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-
<b>Total Sources</b>	<b>\$ 683,179</b>	<b>\$ 1,262,113</b>	<b>\$ 1,332,970</b>	<b>\$ 1,209,830</b>	<b>\$ 1,346,167</b>	<b>\$ 1,303,983</b>

<b>Expenditure by Category</b>	<b>FY 2017 Actual Expenditures</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
Personnel <sup>1</sup>	\$ 147,366	\$ 140,859	\$ 156,137	\$ 160,048	\$ 162,871	\$ 165,783
Operating <sup>2</sup>	216,809	219,289	359,658	262,080	419,164	430,339
Capital Outlay <sup>3</sup>	11,472	-	158,750	-	-	-
Transfers Out <sup>4</sup>	115,000	115,000	115,000	115,000	115,000	115,000
Reserves	-	786,965	543,425	672,702	649,132	592,861
<b>Total Uses</b>	<b>\$ 490,647</b>	<b>\$ 1,262,113</b>	<b>\$ 1,332,970</b>	<b>\$ 1,209,830</b>	<b>\$ 1,346,167</b>	<b>\$ 1,303,983</b>

<b>Expenditure by Program</b>	<b>FY 2017 Actual Expenditures</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
Yacht Basin	\$ 463,129	\$ 1,225,022	\$ 1,288,602	\$ 1,173,665	\$ 1,309,032	\$ 1,265,845
Rosen Park	27,518	37,091	44,368	36,165	37,135	38,138
Yacht Basin Fleet Replacemen	-	-	-	-	-	-
<b>Total Uses</b>	<b>\$ 490,647</b>	<b>\$ 1,262,113</b>	<b>\$ 1,332,970</b>	<b>\$ 1,209,830</b>	<b>\$ 1,346,167</b>	<b>\$ 1,303,983</b>

**Notes:**

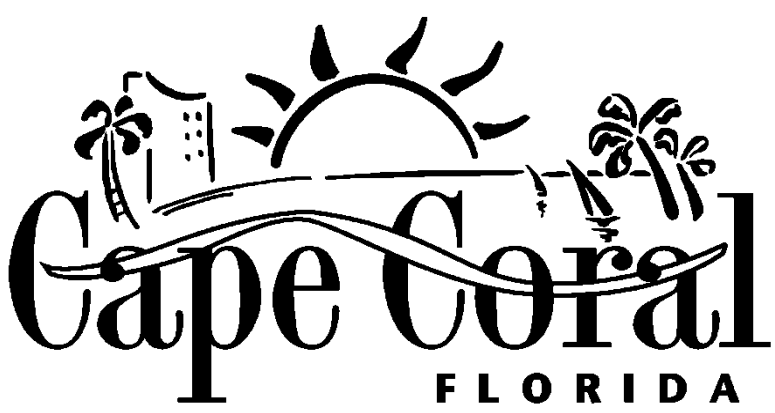
Actual expenditures are on a budgetary basis

<sup>1</sup> Personnel costs do not include "OPEB" recorded at \$(100,795) as this is a non-cash accounting entry.

<sup>2</sup> Operating costs do not include "Depreciation" recorded at \$42,730 as this is a non-cash accounting entry.

<sup>3</sup> Capital Outlay includes capitalized assets that are recorded on the balance sheet for financial reporting purposes.

<sup>4</sup> Transfers out include FY 2017 - 2021 \$115,000 for P&R Program Fund has been included to support the activities of the facilities at the Yacht Basin Complex.





**INTERNAL SERVICE FUNDS**

**Internal Service Funds..... 11**

*Workers Compensation Insurance Fund..... 11-3*

*Property/Liability Insurance Fund ..... 11-4*

*Self-Insured Health Plan Fund..... 11-5*

*Facilities Management Fund..... 11-6*

*Fleet Maintenance Fund..... 11-7*



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## Workers Compensation Insurance Fund

The Internal Service Fund of Workers' Compensation Insurance is to account for the self-insurance of workers compensation. The primary source of funding for cost recovery is through bi-weekly payroll contributions of the individual operating funds.

	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Amended</b>	<b>Adopted</b>	<b>Proposed</b>	<b>Proposed</b>
<b>Revenue Category</b>	<b>Revenue</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>
Use of Fund Balance	\$ -	\$ 8,340,776	\$ 7,786,267	\$ 8,666,206	\$ 9,540,977	\$10,600,394
Operating Fund Balance	-	-	-	-	-	-
Revenue:						
Charges for Services	3,646,273	4,215,594	4,256,292	4,231,245	4,464,707	4,588,627
Miscellaneous	754,673	-	-	-	-	-
Interfund Transfers	-	-	-	-	-	-
<b>Total Sources</b>	<b>\$ 4,400,945</b>	<b>\$12,556,370</b>	<b>\$12,042,559</b>	<b>\$12,897,451</b>	<b>\$14,005,684</b>	<b>\$15,189,021</b>

	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Amended</b>	<b>Adopted</b>	<b>Proposed</b>	<b>Proposed</b>
<b>Expenditure Category</b>	<b>Expenditures</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>
Personnel <sup>1</sup>	\$ 287,348	\$ 218,703	\$ 264,261	\$ 237,029	\$ 244,741	\$ 252,335
Operating <sup>2</sup>	3,994,444	3,116,952	3,350,650	3,119,445	3,135,549	3,198,884
Capital <sup>3</sup>	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other	-	-	-	-	-	-
Reserves	-	9,220,715	8,427,648	9,540,977	10,600,394	11,737,802
<b>Total Uses</b>	<b>\$ 4,281,792</b>	<b>\$12,556,370</b>	<b>\$12,042,559</b>	<b>\$12,897,451</b>	<b>\$13,980,684</b>	<b>\$15,189,021</b>

	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Amended</b>	<b>Adopted</b>	<b>Proposed</b>	<b>Proposed</b>
<b>Program</b>	<b>Expenditures</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>
Workers' Comp Ins	\$ 4,281,792	\$12,556,370	\$12,042,559	\$12,897,451	\$13,980,684	\$15,189,021
<b>Total Uses</b>	<b>\$ 4,281,792</b>	<b>\$12,556,370</b>	<b>\$12,042,559</b>	<b>\$12,897,451</b>	<b>\$13,980,684</b>	<b>\$15,189,021</b>

Notes:

<sup>1</sup> Risk Manager is charged 100% to Workers' Comp Fund. Risk Generalist and Safety Officer (are split equally at 50% each between Workers Comp and Property Liability. Claims Examiner is charged to Property/Liability Liability Funds. Actual does not include OPEB costs of \$71,501 in FY17 as this is a non-cash accounting entry.

<sup>2</sup> Actual Operating does not include Depreciation of \$9,583 in FY17 as this is a non-cash accounting entry.

<sup>3</sup> Capital Outlay includes capitalized assets that are recorded on the balance sheet for financial reporting purposes.

**City of Cape Coral, Florida**  
**FY 2019 – 2021 Adopted Budget**

## Property/Liability Insurance Fund

The Internal Service Fund of Property Liability Insurance is to account for the self-insurance liability. The primary source of funding is through an annual allocation to operating funds based on the recorded value of capital assets.

<b>Revenue Category</b>	<b>FY 2017 Actual Revenue</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Fund Balance	-	797,184	2,428,832	2,410,695	2,176,698	1,958,014
Revenue:						
Charges for Services	3,587,151	3,766,311	3,766,311	3,592,588	3,674,967	3,760,047
Miscellaneous	100,301	-	-	-	-	-
Interfund Transfers	-	-	-	-	-	-
<b>Total Sources</b>	<b>\$ 3,687,452</b>	<b>\$ 4,563,495</b>	<b>\$ 6,195,143</b>	<b>\$ 6,003,283</b>	<b>\$ 5,851,665</b>	<b>\$ 5,718,061</b>

<b>Expenditure Category</b>	<b>FY 2017 Actual Expenditures</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
Personnel <sup>1</sup>	\$ 158,738	\$ 219,935	\$ 219,935	\$ 211,472	\$ 218,163	\$ 223,341
Operating <sup>2</sup>	2,861,411	3,554,468	3,564,513	3,615,113	3,675,488	3,774,000
Capital	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other	-	-	-	-	-	-
Reserves	-	789,092	2,410,695	2,176,698	1,958,014	1,720,720
<b>Total Uses</b>	<b>\$ 3,020,149</b>	<b>\$ 4,563,495</b>	<b>\$ 6,195,143</b>	<b>\$ 6,003,283</b>	<b>\$ 5,851,665</b>	<b>\$ 5,718,061</b>

<b>Program</b>	<b>FY 2017 Actual Expenditures</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
Property/Liab. Ins	\$ 3,020,149	\$ 4,563,495	\$ 6,195,143	\$ 6,003,283	\$ 5,851,665	\$ 5,718,061
<b>Total Uses</b>	<b>\$ 3,020,149</b>	<b>\$ 4,563,495</b>	<b>\$ 6,195,143</b>	<b>\$ 6,003,283</b>	<b>\$ 5,851,665</b>	<b>\$ 5,718,061</b>

Notes:

<sup>1</sup> Risk Manager is charged 100% to Workers' Comp Fund. Claims Examiner is charged to Property/Liability Fund. Risk Generalist and Safety Officer ( are split equally at 50% each between Workers Comp and Property Liability Funds. Actual does not include OPEB costs of \$688 in FY17 as this is a non-cash accounting entry.

<sup>2</sup> Operating costs do not include Depreciation in the amount of \$206 in FY17 as this is a non-cash accounting entry.

**City of Cape Coral, Florida**  
**FY 2019 – 2021 Adopted Budget**

## Self-Insured Health Plan Fund

The Internal Service Fund of Self-Insured Health Plan is to account for the self-insurance of medical insurance. The primary source of funding for cost recovery is through bi-weekly payroll contributions of the individual operating funds.

<b>Revenue Category</b>	<b>FY 2017 Actual Revenue</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Fund Balance	-	3,059,311	2,638,785	4,456,885	7,828,530	11,478,511
Revenue:						
Charges for Services	17,624,372	21,208,211	21,208,211	24,111,819	25,692,366	26,987,410
Interest	32,702	-	-	-	-	-
Interfund Transfers	1,000,000	-	1,000,000	-	-	-
Other	1,108,362	140,000	140,000	400,000	140,000	140,000
<b>Total Sources</b>	<b>\$ 19,765,437</b>	<b>\$ 24,407,522</b>	<b>\$ 24,986,996</b>	<b>\$ 28,968,704</b>	<b>\$ 33,660,896</b>	<b>\$ 38,605,921</b>

<b>Expenditure Category</b>	<b>FY 2017 Actual Expenditures</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
Personnel	\$ 239,112	\$ 131,997	\$ 133,530	\$ 131,856	\$ 136,250	\$ 140,559
Operating	19,731,552	17,024,521	21,024,521	21,008,318	22,046,135	23,135,843
Capital	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other	-	-	-	-	-	-
Reserves	-	7,251,004	3,828,945	7,828,530	11,478,511	15,329,519
<b>Total Uses</b>	<b>\$ 19,970,664</b>	<b>\$ 24,407,522</b>	<b>\$ 24,986,996</b>	<b>\$ 28,968,704</b>	<b>\$ 33,660,896</b>	<b>\$ 38,605,921</b>

<b>Program</b>	<b>FY 2017 Actual Expenditures</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
Self-Insured Health Plan	\$ 19,970,664	\$ 24,407,522	\$ 24,986,996	\$ 28,968,704	\$ 33,660,896	\$ 38,605,921
<b>Total Uses</b>	<b>\$ 19,970,664</b>	<b>\$ 24,407,522</b>	<b>\$ 24,986,996</b>	<b>\$ 28,968,704</b>	<b>\$ 33,660,896</b>	<b>\$ 38,605,921</b>

**City of Cape Coral, Florida**  
**FY 2019 – 2021 Adopted Budget**

## Facilities Management Fund

The Internal Service Fund of Facilities Management provides project management, facilities management and contract management services for a broad spectrum of municipal capital improvement and maintenance projects. Cost recovery is through a work order system with a related general administrative overhead cost allocation.

<b>Revenue Category</b>	<b>FY 2017 Actual Revenue</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Fund Balance	-	-	-	-	-	-
Revenue:						
Charges for Services	4,465,386	5,227,451	5,441,511	5,692,360	5,855,555	6,147,296
Miscellaneous	8,850	-	-	-	-	-
Interfund Transfers	-	-	-	-	-	-
Other	-	-	10,400	-	-	-
<b>Total Sources</b>	<b>\$ 4,474,236</b>	<b>\$ 5,227,451</b>	<b>\$ 5,451,911</b>	<b>\$ 5,692,360</b>	<b>\$ 5,855,555</b>	<b>\$ 6,147,296</b>

<b>Expenditure Category</b>	<b>FY 2017 Actual Expenditures</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
Personnel <sup>1</sup>	\$ 3,240,318	\$ 3,836,201	\$ 3,874,334	\$ 4,211,348	\$ 4,357,188	\$ 4,496,595
Operating <sup>2</sup>	1,185,667	1,363,250	1,357,266	1,451,012	1,489,967	1,594,701
Capital <sup>3</sup>	-	28,000	220,311	30,000	8,400	56,000
Debt Service	-	-	-	-	-	-
Other	-	-	-	-	-	-
Reserves	-	-	-	-	-	-
<b>Total Uses</b>	<b>\$ 4,425,986</b>	<b>\$ 5,227,451</b>	<b>\$ 5,451,911</b>	<b>\$ 5,692,360</b>	<b>\$ 5,855,555</b>	<b>\$ 6,147,296</b>

<b>Expenditure by Program</b>	<b>FY 2017 Actual Expenditures</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
Administration	\$ 1,109,694	\$ 1,385,523	\$ 1,423,656	\$ 1,483,070	\$ 1,587,888	\$ 1,635,487
Facilities Maintenance	2,393,536	2,753,642	2,753,642	2,974,801	3,025,597	3,196,576
Custodial Srvs	540,554	653,249	653,249	691,190	715,339	739,718
Facilities Project Admin	382,202	407,037	407,037	513,299	526,731	545,515
Fleet Rolling Stock	-	28,000	214,327	30,000	-	30,000
<b>Total Uses</b>	<b>\$ 4,425,986</b>	<b>\$ 5,227,451</b>	<b>\$ 5,451,911</b>	<b>\$ 5,692,360</b>	<b>\$ 5,855,555</b>	<b>\$ 6,147,296</b>

Notes:

<sup>1</sup> FY 2018 - 1 new Customer Service Representative and 1 new Custodial Specialist. FY 2019 - 1 new Facilities Manager. Personnel does not reflect OPEB of \$740,545 in FY17.

<sup>2</sup> Operating costs do not include Depreciation of \$76,062 in FY17 as this is a non-cash accounting entry.

<sup>3</sup> Capital Outlay includes capitalized assets that are recorded on the balance sheet for financial reporting purposes.

**City of Cape Coral, Florida  
FY 2019 – 2021 Adopted Budget**

## Fleet Maintenance Fund

The Internal Service Fund of Fleet Maintenance is responsible for the maintenance of the City Fleet, the City's equipment repair facilities and the City's fueling operations, ensuring that sufficient resources are available to maintain equipment at a satisfactory level of operating efficiency. Cost recovery is through a work order system with a related general administrative overhead cost allocation.

<b>Revenue Category</b>	<b>FY 2017 Actual Revenue</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Fund Balance	-	-	-	-	-	-
Revenue:						
Charges for Services	3,815,403	4,731,634	4,867,662	4,833,343	4,874,502	4,928,360
Miscellaneous <sup>3</sup>	45,391	-	-	-	-	-
Interfund Transfers	-	-	61,350	-	-	-
Other	-	-	-	-	-	-
<b>Total Sources</b>	<b>\$ 3,860,794</b>	<b>\$4,731,634</b>	<b>\$4,929,012</b>	<b>\$4,833,343</b>	<b>\$4,874,502</b>	<b>\$4,928,360</b>

<b>Expenditure Category</b>	<b>FY 2017 Actual Expenditures</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
Personnel <sup>1</sup>	\$ 1,432,026	\$2,094,720	\$2,116,462	\$2,114,795	\$2,185,569	\$2,253,866
Operating <sup>2</sup>	2,129,494	2,530,914	2,533,914	2,592,548	2,628,933	2,592,494
Capital <sup>3</sup>	-	106,000	278,636	126,000	60,000	82,000
Debt Service	-	-	-	-	-	-
Other & Transfers Out	-	-	-	-	-	-
Reserves	-	-	-	-	-	-
<b>Total Uses</b>	<b>\$ 3,561,520</b>	<b>\$4,731,634</b>	<b>\$4,929,012</b>	<b>\$4,833,343</b>	<b>\$4,874,502</b>	<b>\$4,928,360</b>

<b>Expenditure by Program</b>	<b>FY 2017 Actual Expenditures</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
Fleet Administration	\$ 722,688	\$ 921,123	\$ 942,865	\$1,035,977	\$1,042,810	\$1,073,764
Fleet Maintenance	2,507,723	3,720,511	3,720,511	3,797,366	3,801,692	3,824,596
Fleet Capital Outlay	-	90,000	265,636	-	30,000	30,000
Fleet-Fire Frontline <sup>4</sup>	331,108	-	-	-	-	-
<b>Total Uses</b>	<b>\$ 3,561,520</b>	<b>\$4,731,634</b>	<b>\$4,929,012</b>	<b>\$4,833,343</b>	<b>\$4,874,502</b>	<b>\$4,928,360</b>

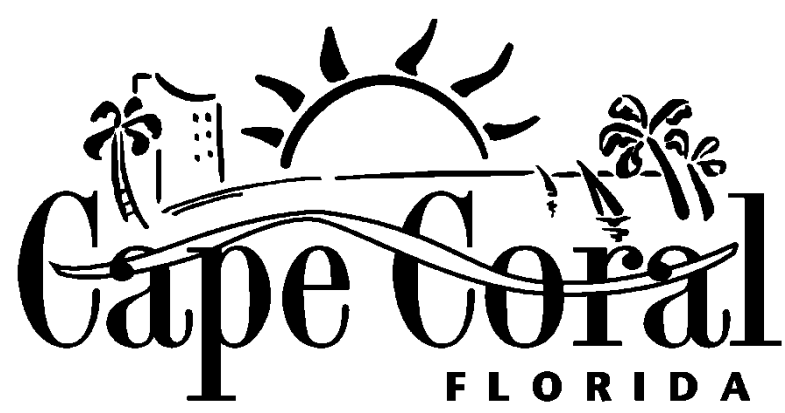
Notes:

<sup>1</sup> Personnel does not reflect OPEB of \$143,187 in FY2017 as this is a non-cash accounting entry.

<sup>2</sup> Operating costs do not include Depreciation of \$244,878 in FY2017 as this is a non-cash accounting entry.

<sup>3</sup> Capital Outlay includes capitalized assets that are recorded on the balance sheet for financial reporting purposes.

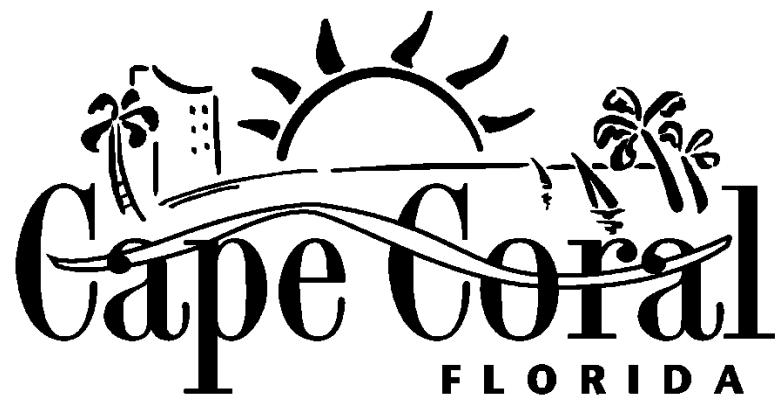
<sup>4</sup> FY 2016 Maintenance of Fire Frontline was split out from Fleet Maintenance. FY2018 Fire Frontline maintenance is back under Fleet





**CITY OF CAPE CORAL CHARTER SCHOOL AUTHORITY**

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**City of Cape Coral, Florida  
FY 2019 – 2021 Adopted Budget**

## Charter School Authority

The Charter School Fund is used to account for the operations of the City of Cape Coral Charter School Authority as agreed to in a contract with the Lee County School District to establish a charter school system.

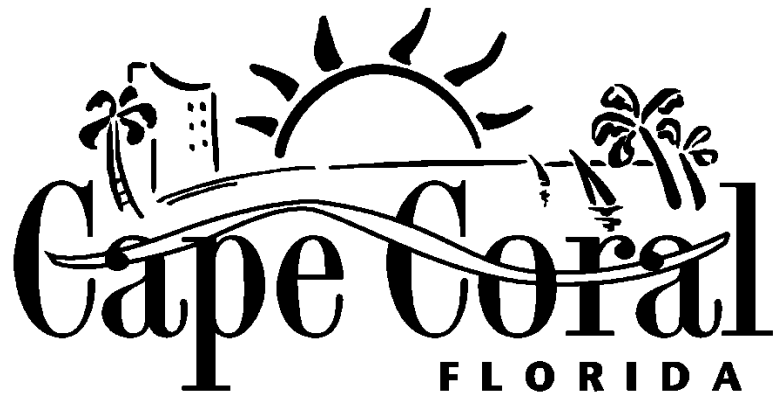
<b>Revenue Category</b>	<b>FY 2017 Actual Revenue</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
Use of Fund Balance	\$ -	\$ 253,779	\$ 3,646,132	\$ 4,353,141	\$ 3,577,989	\$ 3,534,797
Operating Fund Balance	-	6,334,137	6,343,932	3,937,621	4,687,138	3,818,066
Revenue:						
Intergovernmental	22,910,150	22,937,710	22,890,762	21,791,773	21,871,644	22,139,295
Capital Outlay	887,939	582,762	634,162	1,515,652	1,515,652	1,515,652
Charges for Serv	644,077	666,450	586,157	650,000	660,600	670,944
Miscellaneous	534,308	189,733	468,538	154,529	200,033	205,803
Debt Proceeds	163,071	-	-	-	-	-
<b>Total Sources</b>	<b>\$ 25,139,545</b>	<b>\$ 30,964,571</b>	<b>\$ 34,569,683</b>	<b>\$ 32,402,716</b>	<b>\$ 32,513,056</b>	<b>\$ 31,884,557</b>

<b>Expenditure Category</b>	<b>FY 2017 Actual Expenditures</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
Personnel	\$ 16,357,199	\$ 16,567,465	\$ 16,716,535	\$ 17,401,785	\$ 17,054,101	\$ 17,067,978
Operating	6,767,837	7,022,075	6,839,884	7,332,047	7,284,129	7,374,103
Capital Outlay	457,514	318,165	158,400	949,434	538,285	733,755
Debt Service	307,226	252,211	305,655	305,359	283,679	65,494
Reserves	-	6,804,655	10,549,209	6,414,091	7,352,862	6,643,227
<b>Total Uses</b>	<b>\$ 23,889,776</b>	<b>\$ 30,964,571</b>	<b>\$ 34,569,683</b>	<b>\$ 32,402,716</b>	<b>\$ 32,513,056</b>	<b>\$ 31,884,557</b>

<b>Program</b>	<b>FY 2017 Actual Expenditures</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Proposed Budget</b>	<b>FY 2021 Proposed Budget</b>
Basic Instruction	\$ 12,298,494	\$ 12,349,991	\$ 12,722,698	\$ 12,604,632	\$ 12,449,924	\$ 12,429,522
Exceptional	232,058	270,795	257,821	234,126	235,677	235,677
Guidance Services	352,795	381,919	305,784	262,113	264,300	264,300
Health Services	108,294	137,985	101,290	296,789	148,276	148,351
Other Pupil Services	193,112	214,032	215,426	213,770	215,270	216,770
Instructional Media Serv	174,265	169,680	154,118	136,046	136,166	136,286
Instr Staff Training Svcs	31,860	34,701	65,716	59,474	59,474	59,474
Board	18,170	43,799	35,071	36,562	36,026	36,896
General Administration	540,399	529,300	593,416	934,970	830,914	831,971
School Administration	1,877,307	2,017,261	1,957,979	1,965,006	1,988,407	2,088,732
Facilities Acq & Constr	-	-	24,337	10,633	-	-
Fiscal Services	342,118	416,013	121,833	487,537	482,814	490,510
Food Services	1,021,365	1,073,620	1,059,527	1,128,329	1,169,842	1,193,841
Information Technology	774,966	311,467	315,384	266,587	208,082	220,541
Pupil Transportation Serv	1,040,936	1,068,610	1,182,568	1,252,471	1,348,175	1,291,172
Maintenence/Custodial	4,619,825	4,425,444	4,392,397	4,588,314	4,753,259	4,778,699
Maintenance of Plant	263,812	715,299	515,109	1,511,266	833,588	818,588
Reserves	-	6,804,655	10,549,209	6,414,091	7,352,862	6,643,227
<b>Total Uses</b>	<b>\$ 23,889,776</b>	<b>\$ 30,964,571</b>	<b>\$ 34,569,683</b>	<b>\$ 32,402,716</b>	<b>\$ 32,513,056</b>	<b>\$ 31,884,557</b>

The Charter School System is a component unit of the City of Cape Coral. The budget is approved by the Governing Board. The Charter School prepares a three-year rolling budget, with the adoption the first year, similar to the City of Cape Coral. Additional information can also be found on the City's and Charter School websites.

City of Cape Coral, Florida  
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## ASSET MANAGEMENT PROGRAM

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**City of Cape Coral, Florida**  
**FY 2019 - 2021 Adopted Budget**

## Asset Management Program

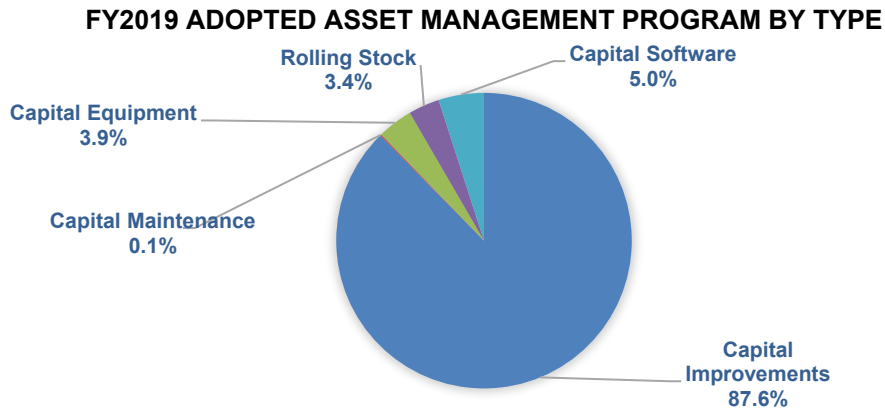
The City of Cape Coral Asset Management Program is a comprehensive program including a summary of assets owned by the City coupled with the condition and future plans for those assets. The Asset Management Program's budgetary process encompasses the integration of revenues and expenditures along with program and policy issues included in the City's long-range planning process.

The goals and objectives of the Program are:

- Increase efficiency of City operations by maintaining assets in acceptable condition.
- Recommend an annual level of combined expenditures for capital, major maintenance and vehicle and equipment replacement to aid in the stabilization of property tax levies from year to year.
- Identify assets no longer needed by the City and assess the salvage/recoverable value.
- Reduce utility and maintenance costs by identifying improvements that will result in cost savings.
- Suggest a long-term plan for each asset.
- Identify a plan for the proposed maintenance and replacement of existing assets and acquisition of new assets which is based on a reasonable expectation of what the City can afford.
- To be an on-going tool for annual asset tracking, update the asset inventory and re-assess long-term plans.

The funding requirements of the Asset Management Program for FY 2019-2023 are summarized below:

<b>Capital Program</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>TOTAL</b>
Capital Improvements	\$ 93,319,741	\$ 79,138,277	\$ 118,336,488	\$ 145,247,007	\$ 119,491,344	\$ 555,532,857
Capital Maintenance	156,500	90,000	26,000	45,000	5,848,000	6,165,500
Capital Equipment	4,124,849	3,448,201	3,984,880	4,582,641	5,651,461	21,792,032
Capital Software	5,296,760	300,000	275,000	275,000	950,000	7,096,760
Fleet Rolling Stock	3,617,958	4,928,222	4,330,429	5,351,860	6,207,725	24,436,194
<b>Grand Total</b>	<b>\$ 106,515,808</b>	<b>\$ 87,904,700</b>	<b>\$ 126,952,797</b>	<b>\$ 155,501,508</b>	<b>\$ 138,148,530</b>	<b>\$ 615,023,343</b>



The Program presents a structured plan to support orderly growth patterns with relevant capital improvements, to include:

- Compliance with the capital improvement element of the Comprehensive Plan.
- Relocation and modernization of Fire Station #2 and design for construction of Fire Station #12.
- Construction of sidewalks along major transportation corridors.
- Resurfacing and strategic improvements to existing roadways.
- Stormwater improvements.

**City of Cape Coral, Florida  
FY 2019 - 2021 Adopted Budget**

- Enhanced median landscaping.
- Expansion of utility services.
- Maintenance, repair and modernization of existing utilities.

The ability for the City to finance these needs and remain in compliance with the Comprehensive Plan will be a major directive in future City budgets.

**Asset Management Plan (AMP) Selection Process**

In general, submissions for the AMP are prepared by individual departments. Replacement capital vehicles and rolling stock are scheduled for funding and replacement by the Fleet division and integrated into the overall Asset Management Plan. Requests for new vehicles and new and replacement capital equipment are submitted by the individual departments as supplemental requests to be considered for integration into the Asset Management Plan. Replacement technology (hardware, software and recurring maintenance) is scheduled for funding and replacement by Information Technology Services. All requests for new technology must be evaluated and approved by ITS for compatibility with current information systems and submitted as a supplemental request for review. Non-Utility related Capital Improvement Projects (CIP) are reviewed by the Facilities Management division for thoroughness and accuracy of costs. The CIP submissions include the project title, project location, department/division, objective of project, justification of project, scope of project, linkage to strategic and comprehensive plans, funding source and schedule, impact on operating budget, and project detail.

The AMP is updated annually to accommodate changes based on the community's needs, changes in the availability and cost of funds, and to extend the program plan by one year to replace the prior budget year completed. The AMP process begins in early December with an evaluation of the existing budget process as a means of continuous improvement. Templates are distributed to departments and submissions are aggregated by the budget division for sequential review by the Finance Director, City Manager, Citizen's Budget Review Committee, and City Council. Projects related to the Utilities Department are evaluated in a similar manner but are also submitted to the City's rate consultant to determine the potential impact of the proposed projects on water and sewer rates.

**Unfunded Improvements**

The identified but unfunded improvement projects total \$132,719,496 and include additional transportation projects, enhanced street lighting, and the development and renovation of various Parks and Recreation properties.

**Elements of the Program**

The Asset Management Program integrates the Capital Improvements Program, Capital Equipment/Software Program, Fleet/Rolling Stock Program and any Capital Maintenance projects. The program identifies and combines the funding required for these elements into an overall financial management plan. Pursuant to City Charter Section 7.05, the City Manager must prepare and submit annually to Council a five-year program. The Council, by resolution, adopts the program with or without amendments after public hearings on or before the first day of September of each year. The Program recognizes charter requirements by developing the capital improvements element within the required time frame.

**Program Calendar**

January-February	Departments prepare and submit program elements to Financial Services
February-June	Program integrated into annual budget preparation and reviewed by staff
July-September	Program presented to City Council. Program revised and adopted in accordance with public hearing review

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**Definitions** - The terms delineated below are used to distinguish types of assets.

**Capital Improvement** – New construction, acquisition of assets and one-time projects which have a value greater than \$50,000 and an expected life of more than one year and are not vehicles or equipment. The projects also extend the useful life, increase the asset value or increase an asset's productive capacity. The completion of these projects may span across several fiscal years.

**Equipment/Software**– Assets used in an operation or activity with a per unit cost greater than \$5,000, an expected life of greater than one year, and are not rolling stock. Also included in this list are assets generally related to electronic data processing, including but not limited to laptop computers, certain software, printers, modems, and related accessories.

**Fleet/Rolling Stock** – Assets which can generally be described as licensed or unlicensed rolling stock that have a life expectancy of greater than one year and a per unit cost greater than \$5,000.

**Capital Maintenance** – Non-routine maintenance that increases the life, value or productive capacity of a fixed asset.

**Limitations of the Program**

The Program includes projected asset replacement, acquisition and maintenance expenses related to City assets for the period from FY 2019–2023. The Program addresses projected asset needs while still operating within projected financial constraints. City staff makes every effort to develop reasonable, educated estimates to prioritize asset expenditures.

The City's Fleet/Rolling Stock program for fiscal years 2019–2023 is based primarily on the replacement costs of existing assets. The limited funding for both new and replacement vehicles has necessitated that staff focus on maintaining the essential elements of the existing fleet first and expansion second. To this end, the Fleet Manager reviews the life expectancy criteria against the actual maintenance record of each vehicle scheduled for replacement (see attached chart). Where indicated, some exceptions are approved and vehicles can be kept in service subject to ongoing review.

The Capital Maintenance program provides a description of the general types of items accounted for as capitalized maintenance associated with individual assets. In most cases, departments that manage the assets include routine maintenance expenses for most assets in the line item operating budget. City staff itemizes and details the capitalized maintenance costs by asset that extend life, increase value or expand capacity.

The national and local economies continue to exercise significant impact upon a local government's funding capabilities. The aforementioned projects are important to the continued growth and success of the City and need to proceed. In the event of unanticipated deterioration of the economy, the City is prepared to adjust the scheduling of projects within the five-year program in recognition of those changing financial realities.

**Relationship to Comprehensive Plans**

The Capital Improvements element of the Asset Management Program, Comprehensive Plan, Utility Master Plan, Engineering/Feasibility Studies, and various neighborhood plans are intended to be mutually supportive. The Comprehensive Plan/Utility Master Plan and Neighborhood Plans identify the areas of the City suitable for development and the rehabilitation or addition of public facilities that are required. The Capital Program translates these requirements into capital projects designed to support the goals and policies of the aforementioned plans. In this way, neighborhood improvements and development projects are guided by the provision of adequate public facility capacities, and support is provided for recommended levels of development. By encouraging further development and rehabilitation in the directions indicated by the Comprehensive Plan/Utility Master Plan/Neighborhood Plans, the Capital Program can facilitate orderly growth and circulation patterns in the best interests of the citizens of Cape Coral.



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On February 13, 1989, the City of Cape Coral adopted its Comprehensive Plan in accordance with Florida Statutes, Chapter 163, Part II. Since that time, the plan has been amended four times. The Comprehensive Plan consists of goals, objectives, policies, supporting documentation, and a Future Land Use Map that work in concert to guide future growth and development in Cape Coral.

The Comprehensive Plan contains 11 elements:

- ❖ Capital Improvement Element
- ❖ Coastal Management Element
- ❖ Conservation Element
- ❖ Housing Element
- ❖ Future Land Use Element
- ❖ Infrastructure Element
- ❖ Intergovernmental Coordination Element
- ❖ Mass Transit Element
- ❖ Ports, Aviation and Related Facilities Element
- ❖ Recreation and Open Space Element
- ❖ Traffic Circulation Element

Each element contains one or more goals. In order to achieve said goal, the City has adopted a series of short-term goals called objectives. These objectives are met by the implementation of policies – measurable and specific programs that are in essence the building blocks of the plan. Together, the goals, objectives and policies form a strategy that will move the City forward through the Twenty-first Century. Rule 9J-5.005(7) requires that the City establish procedures to monitor, evaluate, and update its Comprehensive Plan in the preparation of its five-year Evaluation and Appraisal Reports. This requirement is in addition to the annual procedures established in the Comprehensive Plan's Capital Improvements Element. The FY 2019 – 2023 Capital Improvements Program is in compliance with the proposed amendments to the City's Capital Improvements Element of the Comprehensive Plan.

**Community Issues**

The Capital Improvements Program is impacted by a number of community issues that have a direct relationship to the sustainability of the community and the quality of life in our City. Some of the issues that have the most significant impact on the Program are the need to provide utility services, public safety, upgrades to transportation infrastructure, parks and recreational opportunities, and stormwater management.

Utility Service - The Capital Program includes approximately \$40.4 million for the design and construction of Utility improvements and \$451.5 million for the extension of Utility services, \$3.6 million for rolling stock, and \$11.4 million for equipment, in addition to ongoing maintenance across the system through FY2023.

Public Safety – In order to provide the community with adequate services in the area of public safety, the police and fire departments must upgrade and expand facilities, technology and vehicles. As the community grows, public safety facilities must be added and/or renovated as well as upgrading equipment to include computer and communication systems to keep up with changing technology. Over the next five years, \$10.1 million will be utilized for the design and construction of public safety facilities, \$12.6 million for the purchase of rolling stock and \$3.0 million in equipment to enable the public safety departments to provide a high level of service to the community.

Transportation Infrastructure – The transportation infrastructure consists of over 3,000 lane miles of paved streets. Roadways are repaired through an on-going local road re-surfacing program. Additionally, roadway modifications are made based on changing traffic patterns to include new or widened streets as well as sidewalks and bike lanes. Included in this Program is \$34.2 million for essential capital projects.

Parks and Recreational Opportunities – The City owns and operates a municipal golf course, a waterpark, a swimming pool, a yacht basin, two senior centers, an arts studio, a special populations facility, tennis and racquetball facilities, a beach, thirty-four developed parks and twenty-four undeveloped parks. This

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program identifies \$1.1 million for equipment, \$1.9 million for rolling stock and \$5.8 million for capital maintenance.

Stormwater Management - Effective management of the City's drainage system and compliance with stormwater quality regulations will require an investment of approximately \$20.3 million in capital improvements over the next five years.

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**Impact on Operating Budget and Debt Service**

The relationship between the Capital Improvements Program and the annual operating budget/debt service obligations is often misunderstood. The Capital Program has two direct impacts on the operating budget. The primary impact is reflected in the various debt service accounts.

Assuming an average interest rate of 4.0% and \$1 million of bonds issued, the following table delineates debt service costs.

<u>YEAR</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
1	\$50,000	\$40,000	\$90,000
2	50,000	38,000	88,000
3	50,000	36,000	86,000
4	50,000	34,000	84,000
5	50,000	32,000	82,000
6	50,000	30,000	80,000
7	50,000	28,000	78,000
8	50,000	26,000	76,000
9	50,000	24,000	74,000
10	50,000	22,000	72,000
11	50,000	20,000	70,000
12	50,000	18,000	68,000
13	50,000	16,000	66,000
14	50,000	14,000	64,000
15	50,000	12,000	62,000
16	50,000	10,000	60,000
17	50,000	8,000	58,000
18	50,000	6,000	56,000
19	50,000	4,000	54,000
20	<u>50,000</u>	<u>2,000</u>	<u>52,000</u>
<b>TOTAL</b>	<b>\$1,000,000</b>	<b>\$420,000</b>	<b>\$1,420,000</b>

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**Vehicle/ Equipment Life Expectancy Chart**

Car	10 years/100,000* miles
Police Patrol	7 years / 75,000 miles
Pick up (Gas)	10 years / 100,000* miles
Van (Gas)	10 years / 100,000* miles
Truck (Light/Gas) in excess of 1 ton GVWR, F450 or F550 equivalent	10 years / 100,000 miles
Truck (Medium/Diesel) F450-F800, equivalent	12 years / 140,000 miles
Truck (Heavy/Diesel) F-80000-9000, equivalent	12 years / 200,000 miles
Construction Equipment	10 years / 6,000 hours
Farm Tractor	10 years and/or 6,000 hours
Trailers	12 years (all trailers)
Mowers	5 years
Miscellaneous Equipment	5 years
Truck (Fire/Brush)	10 years
Truck (Fire/Custom Pumper)	15 years Front Line/5 years Reserve
Truck (Fire/Aerial Ladder-Platform)	15 years Front Line/5 Years Reserve

\*Use drop dead age of 12 years or 120,000 miles  
(Vehicles w/less than 100,000 miles but >= 12 years – Replace)  
(Vehicles w/less than 10 years but >= 120,000 miles – Replace)

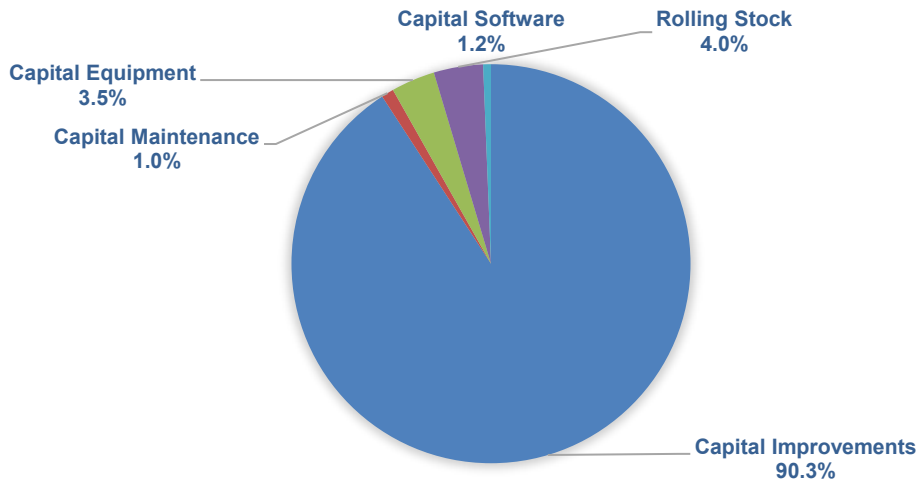
\*May require input from Fleet eff. 12.16.14

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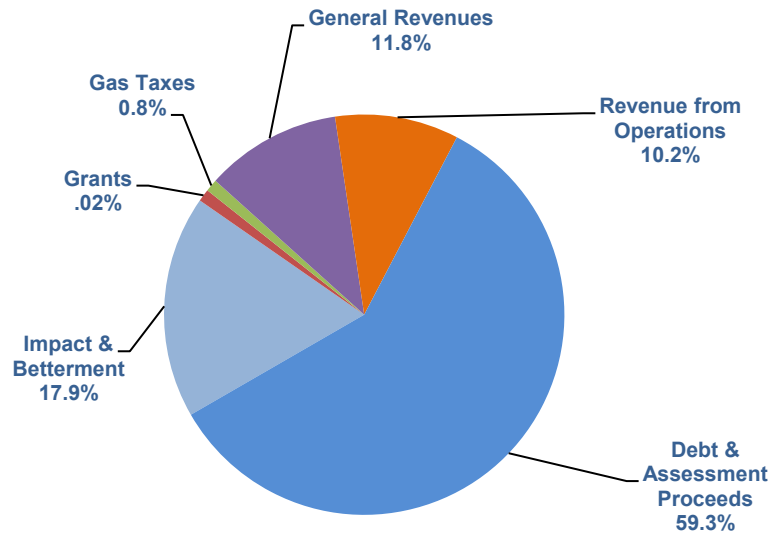
**ASSET MANAGEMENT PROGRAM  
FY 2019 – FY 2023**

**Expenditures by Type for 5-Year Program**

Capital Improvements	\$555,532,857
Capital Maintenance	6,165,500
Capital Equipment	21,792,032
Capital Software	7,096,760
Rolling Stock	<u>24,436,194</u>
<b>Total</b>	<b>\$615,023,343</b>



**Expenditures by Funding Source for 5-Year Program**



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**Department Requested Capital Improvement Program  
CAPITAL IMPROVEMENT PROGRAM FY2019-FY2023**

**Summary of Required Revenues**

	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>TOTAL</b>
General Fund	\$ -	\$ 8,642,000	\$ 6,953,643	\$ 13,048,696	\$ 7,832,000	\$ 36,476,339
Stormwater Revenues	4,351,096	4,621,627	4,445,871	3,422,000	3,422,000	20,262,594
Six Cent Gas Tax	-	3,000,000	1,000,000	-	-	4,000,000
Capital Facility Expansion Charge	17,130,505	13,838,772	27,571,653	27,571,652	23,895,927	110,008,509
Utility Special Assessment	70,884,979	47,973,645	77,214,661	77,214,659	68,291,417	341,579,361
TIF Tax Incremental Funding	953,161	1,062,233	1,150,660	-	-	3,166,054
Water/Sewer Fees	-	-	-	23,990,000	16,050,000	40,040,000
<b>Grand Total</b>	<b>\$ 93,319,741</b>	<b>\$ 79,138,277</b>	<b>\$ 118,336,488</b>	<b>\$ 145,247,007</b>	<b>\$ 119,491,344</b>	<b>\$ 555,532,857</b>

**Summary By Type**

	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>TOTAL</b>
Public Building	\$ -	\$ 4,310,000	\$ 621,643	\$ 5,216,696	\$ -	\$ 10,148,339
Stormwater	4,351,096	4,621,627	4,445,871	3,422,000	3,422,000	20,262,594
Transportation	953,161	8,394,233	8,482,660	7,832,000	7,832,000	33,494,054
UEP	88,015,484	61,812,417	104,786,314	104,786,311	92,187,344	451,587,870
Utilities	-	-	-	23,990,000	16,050,000	40,040,000
<b>Grand Total</b>	<b>\$93,319,741</b>	<b>\$79,138,277</b>	<b>\$ 118,336,488</b>	<b>\$ 145,247,007</b>	<b>\$ 119,491,344</b>	<b>\$ 555,532,857</b>

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**CAPITAL IMPROVEMENT PROGRAM FY2019 - FY2023**

The budget process includes a review of all departmental requests for capital improvement projects. Those projects with value to the community are ultimately designated as funded capital improvement projects or identified but unfunded capital improvement projects.

**FUNDED CAPITAL PROJECTS**

PROJ #	COMMON DESCRIPTION	FUNDING SOURCE	FY2019	FY2020	FY2021	FY2022	FY2023	TOTAL
1	CRA Streetscape	TIF Tax Incremental Funding	953,161	1,062,233	1,150,660	-	-	3,166,054
2	Fire Station #2	General Fund	-	4,310,000	-	-	-	4,310,000
3	Fire Station #12	General Fund	-	-	621,643	5,216,696	-	5,838,339
4	Academic Village (Contra)	General Fund	-	-	-	-	-	-
5	Alley Resurfacing/Paving (misc paving)	General Fund	-	520,000	520,000	520,000	520,000	2,080,000
6	Median Landscaping	General Fund	-	312,000	312,000	312,000	312,000	1,248,000
7	FY20 Road Resurfacing	General Fund	-	3,500,000	-	-	-	3,500,000
8	FY20 Road Resurfacing	Six Cent Gas Tax	-	3,000,000	-	-	-	3,000,000
9	FY21 Road Resurfacing	General Fund	-	-	5,500,000	-	-	5,500,000
10	FY21 Road Resurfacing	Six Cent Gas Tax	-	-	1,000,000	-	-	1,000,000
11	Sidewalks CPF (Contra)	Six Cent Gas Tax	-	-	-	-	-	-
12	North Area 1 Irrigation Transmission	Capital Facility Expansion Charge	6,225,618	5,145,646	-	-	-	11,371,264
13	North Area 1 Potable Water Transmission	Capital Facility Expansion Charge	447,117	369,554	-	-	-	816,671
14	North Area 1 Wastewater Transmission	Capital Facility Expansion Charge	7,746,618	6,402,794	-	-	-	14,149,412
15	North Area 1 Irrigation Collection & Distribution	Utility Special Assessment	11,618,774	9,603,238	-	-	-	21,222,012
16	North Area 1 Potable Water Collection & Distribution	Utility Special Assessment	11,121,849	9,192,516	-	-	-	20,314,365
17	North Area 1 Wastewater Collection & Distribution	Utility Special Assessment	28,803,011	23,806,484	-	-	-	52,609,495
18	North Area 2 Irrigation Transmission	Capital Facility Expansion Charge	(7,041,250)	-	-	-	-	(7,041,250)
19	North Area 2 Potable Water Transmission	Capital Facility Expansion Charge	1,356,364	-	-	-	-	1,356,364
20	North Area 2 Wastewater Transmission	Capital Facility Expansion Charge	6,608,070	-	-	-	-	6,608,070
21	North Area 2 Irrigation Water Collection & Distribution	Capital Facility Expansion Charge	1,787,968	-	-	-	-	1,787,968
22	North Area 2 Potable Water Collection & Distribution	Utility Special Assessment	4,356,429	-	-	-	-	4,356,429
23	North Area 2 Wastewater Collection & Distribution	Utility Special Assessment	14,984,916	-	-	-	-	14,984,916
24	North Area 3 Irrigation Transmission	Capital Facility Expansion Charge	-	696,843	9,407,378	9,407,378	-	19,511,599
25	North Area 3 Potable Water Transmission	Capital Facility Expansion Charge	-	185,743	2,507,529	2,507,529	-	5,200,801
26	North Area 3 Wastewater Transmission	Capital Facility Expansion Charge	-	1,038,192	14,015,600	14,015,599	-	29,069,391
27	North Area 3 Irrigation Collection & Distribution	Utility Special Assessment	-	1,143,865	15,442,182	15,442,182	-	32,028,229
28	North Area 3 Potable Water Collection & Distribution	Utility Special Assessment	-	1,391,893	18,790,562	18,790,561	-	38,973,016
29	North Area 3 Wastewater Collection & Distribution	Utility Special Assessment	-	2,835,649	38,281,262	38,281,261	-	79,398,172
30	North Area 4 Irrigation Transmission	Capital Facility Expansion Charge	-	-	655,116	655,116	8,844,070	10,154,302
31	North Area 4 Potable Water Transmission	Capital Facility Expansion Charge	-	-	27,869	27,869	376,227	431,965
32	North Area 4 Wastewater Transmission	Capital Facility Expansion Charge	-	-	958,161	958,161	12,935,179	14,851,501
33	North Area 5 Irrigation Transmission	Capital Facility Expansion Charge	-	-	-	-	664,893	664,893

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**FUNDED CAPITAL PROJECTS (Continued)**

PROJ #	COMMON DESCRIPTION	FUNDING SOURCE	FY2019	FY2020	FY2021	FY2022	FY2023	TOTAL
34	North Area 5 Potable Water Transmission	Capital Facility Expansion Charge	-	-	-	-	98,645	98,645
35	North Area 5 Wastewater Transmission	Capital Facility Expansion Charge	-	-	-	-	976,913	976,913
36	North Area 5 Irrigation Collection & Distribution	Utility Special Assessment	-	-	-	-	1,045,581	1,045,581
37	North Area 5 Potable Water Collection & Distribution	Utility Special Assessment	-	-	-	-	1,194,991	1,194,991
38	North Area 5 Wastewater Collection & Distribution	Utility Special Assessment	-	-	-	-	2,592,002	2,592,002
39	North Area 4 Irrigation Collection & Distribution	Utility Special Assessment	-	-	1,015,506	1,015,506	13,709,332	15,740,344
40	North Area 4 Potable Water Collection & Distribution	Utility Special Assessment	-	-	1,167,703	1,167,703	15,763,995	18,099,401
41	North Area 4 Wastewater Collection & Distribution	Utility Special Assessment	-	-	2,517,446	2,517,446	33,985,516	39,020,408
42	SW CPF Land	Stormwater Revenues	50,000	-	-	-	-	50,000
43	CPF DP Improvements	Stormwater Revenues	1,340,096	1,410,627	1,484,871	-	-	4,235,594
44	SWR CPF-NA N1 DP Improv	Stormwater Revenues	-	-	-	461,000	461,000	922,000
45	SWR-CPF-NA N2 DP Improv	Stormwater Revenues	461,000	461,000	461,000	461,000	461,000	2,305,000
46	Cash Contribution Towards N1	Stormwater Revenues	1,000,000	1,000,000	1,000,000	-	-	3,000,000
47	SWR Flood Prevention Projects	Stormwater Revenues	500,000	750,000	500,000	500,000	500,000	2,750,000
48	SW Weir Improvement Projects	Stormwater Revenues	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
49	Cash Contribution Towards N3	Stormwater Revenues	-	-	-	1,000,000	1,000,000	2,000,000
50	FY22 Road Resurfacing	General Fund	-	-	-	7,000,000	-	7,000,000
51	FY23 Road Resurfacing	General Fund	-	-	-	-	7,000,000	7,000,000
52	UCD-11 Meter Replacement Prog	Water/Sewer Fees	-	-	-	500,000	500,000	1,000,000
53	UCD-12 Road Surfacing Adj (Manhole/Valve Adjusts)	Water/Sewer Fees	-	-	-	500,000	500,000	1,000,000
54	NRO-9 Distribtn Sys Automate	Water/Sewer Fees	-	-	-	250,000	-	250,000
55	NRO-10 Rehab/Rpl Raw Wtr Well	Water/Sewer Fees	-	-	-	1,600,000	1,600,000	3,200,000
56	ADM-24 Land Purchases	Water/Sewer Fees	-	-	-	590,000	-	590,000
57	IRR-1 Weir Improvements	Water/Sewer Fees	-	-	-	1,500,000	-	1,500,000
58	ADM-1 Smoke Testing I&I	Water/Sewer Fees	-	-	-	100,000	100,000	200,000
59	SRO-2 Pft 2 Bldg Replacement	Water/Sewer Fees	-	-	-	50,000	-	50,000
60	NRO-3 Reconst Van Loon PS Bldg	Water/Sewer Fees	-	-	-	-	750,000	750,000
61	ADM-50 Palm Tree Imprv PHll	Water/Sewer Fees	-	-	-	2,400,000	-	2,400,000
62	ADM-62 Fiber Optics	Water/Sewer Fees	-	-	-	500,000	500,000	1,000,000
63	ADM-71 North 2 Canal PS (9)(West) & (10)(East)	Water/Sewer Fees	-	-	-	4,000,000	4,000,000	8,000,000
64	ADM-60 Infiltrn & Inflow FY22	Water/Sewer Fees	-	-	-	850,000	-	850,000
65	ADM-55 ASR/IRR Supply FY22	Water/Sewer Fees	-	-	-	3,000,000	-	3,000,000
66	ADM-61 Irr to PW (F/H) FY22	Water/Sewer Fees	-	-	-	1,500,000	-	1,500,000
67	IRR-20 Reuse Sys Improve FY22	Water/Sewer Fees	-	-	-	350,000	-	350,000
68	NSRO-3 Replace Membranes	Water/Sewer Fees	-	-	-	2,000,000	600,000	2,600,000
69	WRE-8 Rehab Biosolids Bldg	Water/Sewer Fees	-	-	-	1,100,000	-	1,100,000
70	WRC-14 Lift Station Rehab FY22	Water/Sewer Fees	-	-	-	2,000,000	-	2,000,000
71	UCD-10 Manhole Rehabs FY22	Water/Sewer Fees	-	-	-	500,000	-	500,000

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**FUNDED CAPITAL PROJECTS (Continued)**

PROJ #	COMMON DESCRIPTION	FUNDING SOURCE	FY2019	FY2020	FY2021	FY2022	FY2023	TOTAL
72	ADM-70 Potable Wtr Infr FY22	Water/Sew er Fees	-	-	-	300,000	-	<b>300,000</b>
73	WRSW-14 RAS Roof Mod	Water/Sew er Fees	-	-	-	200,000	-	<b>200,000</b>
74	WRSW-15 Conc & Liner Repair	Water/Sew er Fees	-	-	-	200,000	-	<b>200,000</b>
75	ADM-73 Infiltrn & Inflow FY23	Water/Sew er Fees	-	-	-	-	850,000	<b>850,000</b>
76	ADM-74 ASR/IRR Supply FY23	Water/Sew er Fees	-	-	-	-	3,000,000	<b>3,000,000</b>
77	ADM-75 Irr to PW (F/H) FY23	Water/Sew er Fees	-	-	-	-	500,000	<b>500,000</b>
78	IRR-20 Reuse Sys Improve FY23	Water/Sew er Fees	-	-	-	-	350,000	<b>350,000</b>
79	WRC-14 Lift Station Rehab FY23	Water/Sew er Fees	-	-	-	-	2,000,000	<b>2,000,000</b>
80	UCD-13 Manhole Rehabs FY23	Water/Sew er Fees	-	-	-	-	500,000	<b>500,000</b>
81	ADM-72 Potable Wtr Infr FY23	Water/Sew er Fees	-	-	-	-	300,000	<b>300,000</b>

**TOTAL**

<b>\$ 93,319,741</b>	<b>\$ 79,138,277</b>	<b>\$ 118,336,488</b>	<b>\$ 145,247,007</b>	<b>\$ 119,491,344</b>	<b>\$ 555,532,857</b>
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**Project # does not indicate priority of order.**

**City of Cape Coral, Florida  
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**CAPITAL IMPROVEMENT PROJECT DESCRIPTIONS & BUDGETARY IMPACT**

The project descriptions also include any anticipated increase to the operating and maintenance budgets during the first fiscal year after completion of the improvement and during the realization of the projects benefit to the community. Water and Sewer related projects are within the current plant capacities and any expenditures that may be realized due to expansion of services would be offset by corresponding revenues, as validated by the City's rate consultant.

**FUNDED CAPITAL PROJECTS**

PROJ #	PROJECT NAME	PROJECT DESCRIPTION	FY2019-2023 Total
1	CRA Streetscape	Improvements and enhancements to CRA district accessibility	<b>3,166,054</b>
2	Fire Station #2 (Replacing existing structure)	Develop site plan, final design, and accomplish construction of a <b>replacement</b> fire station based upon the Neighborhood Fire Station concept date February 12, 2014. (This concept design is based on existing station 4 which is located on Santa Barbara north of Veterans). The narrow site for the facility limits the facility to 2 apparatus bays. The station will accommodate up to 7 plus 1 officer. The site is owned by the City. <b>Estimated first year impact to O&amp;M budget per department: \$ 374,343</b>	<b>4,310,000</b>
3	Fire Station #12	Develop site plan, final design, and accomplish construction of a <b>new</b> fire station based upon the Neighborhood Fire Station concept date February 12, 2014. The facility will be located on city owned property at the SW corner of Chiquita Blvd x SW 22nd Street. The facility will include 2 apparatus bays and accommodations for 5 plus 1 officer. An emergency signal on Chiquita will be necessary for fast, safe, emergency response. <b>Estimated first year impact to O&amp;M budget per department: \$ 894,713</b>	<b>5,838,339</b>
4	Academic Village	Continue Enhancements for future campus development program (Contra)	-
5	Alley Resurfacing/Paving (misc paving)	Provide useable access to businesses and extend service life of the alleys.	<b>2,080,000</b>
6	Median Landscaping	Prioritize a list of existing curbed medians and obtain landscape design from consultant that considers issues such irrigation needs, volume of traffic, sight distance, appropriate plants for location, and maintenance requirements. Installation by contractor. <b>Estimated first year impact to O&amp;M budget per department: \$ 57,090</b>	<b>1,248,000</b>
7	FY20 Road Resurfacing	Repave local and major roads throughout Cape Coral to extend their serviceability.	<b>3,500,000</b>
8	FY20 Road Resurfacing	Repave local and major roads throughout Cape Coral to extend their serviceability.	<b>3,000,000</b>
9	FY21 Road Resurfacing	Repave local and major roads throughout Cape Coral to extend their serviceability.	<b>5,500,000</b>

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**City of Cape Coral, Florida**  
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**FUNDED CAPITAL PROJECTS (Continued)**

<b>PROJ #</b>	<b>PROJECT NAME</b>	<b>PROJECT DESCRIPTION</b>	<b>FY2019-2023 Total</b>
10	FY21 Road Resurfacing	Repave local and major roads throughout Cape Coral to extend their serviceability.	<b>1,000,000</b>
11	Sidewalks CPF	Construct new sidewalks across City (Contra)	<b>-</b>
12	North Area 1 Irrigation Transmission	To have all properties connected to municipal water, sewer and/or irrigation and eliminate all private potable wells and septic systems.	<b>11,371,264</b>
13	North Area 1 Potable Water Transmission	To have all properties connected to municipal water, sewer and/or irrigation and eliminate all private potable wells and septic systems.	<b>816,671</b>
14	North Area 1 Wastewater Transmission	To have all properties connected to municipal water, sewer and/or irrigation and eliminate all private potable wells and septic systems.	<b>14,149,412</b>
15	North Area 1 Irrigation Collection & Distribution	To have all properties connected to municipal water, sewer and/or irrigation and eliminate all private potable wells and septic systems.	<b>21,222,012</b>
16	North Area 1 Potable Water Collection & Distribution	To have all properties connected to municipal water, sewer and/or irrigation and eliminate all private potable wells and septic systems.	<b>20,314,365</b>
17	North Area 1 Wastewater Collection & Distribution	To have all properties connected to municipal water, sewer and/or irrigation and eliminate all private potable wells and septic systems.	<b>52,609,495</b>
18	North Area 2 Irrigation Transmission	To have all properties connected to municipal water, sewer and/or irrigation and eliminate all private potable wells and septic systems.	<b>(7,041,250)</b>
19	North Area 2 Potable Water Transmission	To have all properties connected to municipal water, sewer and/or irrigation and eliminate all private potable wells and septic systems.	<b>1,356,364</b>
20	North Area 2 Wastewater Transmission	To have all properties connected to municipal water, sewer and/or irrigation and eliminate all private potable wells and septic systems.	<b>6,608,070</b>
21	North Area 2 Irrigation Water Collection & Distribution	To have all properties connected to municipal water, sewer and/or irrigation and eliminate all private potable wells and septic systems.	<b>1,787,968</b>
22	North Area 2 Potable Water Collection & Distribution	To have all properties connected to municipal water, sewer and/or irrigation and eliminate all private potable wells and septic systems.	<b>4,356,429</b>
23	North Area 2 Wastewater Collection & Distribution	To have all properties connected to municipal water, sewer and/or irrigation and eliminate all private potable wells and septic systems.	<b>14,984,916</b>
24	North Area 3 Irrigation Transmission	To have all properties connected to municipal water, sewer and/or irrigation and eliminate all private potable wells and septic systems.	<b>19,511,599</b>
25	North Area 3 Potable Water Transmission	To have all properties connected to municipal water, sewer and/or irrigation and eliminate all private potable wells and septic systems.	<b>5,200,801</b>
26	North Area 3 Wastewater Transmission	To have all properties connected to municipal water, sewer and/or irrigation and eliminate all private potable wells and septic systems.	<b>29,069,391</b>

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**City of Cape Coral, Florida  
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**FUNDED CAPITAL PROJECTS (Continued)**

<b>PROJ #</b>	<b>PROJECT NAME</b>	<b>PROJECT DESCRIPTION</b>	<b>FY2019-2023 Total</b>
27	North Area 3 Irrigation Collection & Distribution	To have all properties connected to municipal water, sewer and/or irrigation and eliminate all private potable wells and septic systems.	<b>32,028,229</b>
28	North Area 3 Potable Water Collection & Distribution	To have all properties connected to municipal water, sewer and/or irrigation and eliminate all private potable wells and septic systems.	<b>38,973,016</b>
29	North Area 3 Wastewater Collection & Distribution	To have all properties connected to municipal water, sewer and/or irrigation and eliminate all private potable wells and septic systems.	<b>79,398,172</b>
30	North Area 4 Irrigation Transmission	To have all properties connected to municipal water, sewer and/or irrigation and eliminate all private potable wells and septic systems.	<b>10,154,302</b>
31	North Area 4 Potable Water Transmission	To have all properties connected to municipal water, sewer and/or irrigation and eliminate all private potable wells and septic systems.	<b>431,965</b>
32	North Area 4 Wastewater Transmission	To have all properties connected to municipal water, sewer and/or irrigation and eliminate all private potable wells and septic systems.	<b>14,851,501</b>
33	North Area 5 Irrigation Transmission	To have all properties connected to municipal water, sewer and/or irrigation and eliminate all private potable wells and septic systems.	<b>664,893</b>
34	North Area 5 Potable Water Transmission	To have all properties connected to municipal water, sewer and/or irrigation and eliminate all private potable wells and septic systems.	<b>98,645</b>
35	North Area 5 Wastewater Transmission	To have all properties connected to municipal water, sewer and/or irrigation and eliminate all private potable wells and septic systems.	<b>976,913</b>
36	North Area 5 Irrigation Collection & Distribution	To have all properties connected to municipal water, sewer and/or irrigation and eliminate all private potable wells and septic systems.	<b>1,045,581</b>
37	North Area 5 Potable Water Collection & Distribution	To have all properties connected to municipal water, sewer and/or irrigation and eliminate all private potable wells and septic systems.	<b>1,194,991</b>
38	North Area 5 Wastewater Collection & Distribution	To have all properties connected to municipal water, sewer and/or irrigation and eliminate all private potable wells and septic systems.	<b>2,592,002</b>
39	North Area 4 Irrigation Collection & Distribution	To have all properties connected to municipal water, sewer and/or irrigation and eliminate all private potable wells and septic systems.	<b>15,740,344</b>
40	North Area 4 Potable Water Collection & Distribution	To have all properties connected to municipal water, sewer and/or irrigation and eliminate all private potable wells and septic systems.	<b>18,099,401</b>
41	North Area 4 Wastewater Collection & Distribution	To have all properties connected to municipal water, sewer and/or irrigation and eliminate all private potable wells and septic systems.	<b>39,020,408</b>
42	SW CPF Land	Purchase viable water management properties.	<b>50,000</b>
43	CPF DP Improvements	Continue drainpipe improvement program.	<b>4,235,594</b>
44	SWR CPF-NAN1 DP Improv	Continue drainpipe improvement program.	<b>922,000</b>
45	SWR-CPF-NAN2 DP Improv	Continue drainpipe improvement program.	<b>2,305,000</b>
46	Cash Contribution Towards N1	Stormwater development of UEP program.	<b>3,000,000</b>
47	SWR Flood Prevention Projects	Continue water management efforts.	<b>2,750,000</b>
48	SW Weir Improvement Projects	Continue water management efforts.	<b>5,000,000</b>

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**City of Cape Coral, Florida**  
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**FUNDED CAPITAL PROJECTS (Continued)**

PROJ #	PROJECT NAME	PROJECT DESCRIPTION	FY2019-2023 Total
49	Cash Contribution Towards N3	Stormwater development of UEP program.	2,000,000
50	FY22 Road Resurfacing	Repave local and major roads throughout Cape Coral to extend their serviceability.	7,000,000
51	FY23 Road Resurfacing	Repave local and major roads throughout Cape Coral to extend their serviceability.	7,000,000
52	UCD-11 Meter Replacement Prog	Upgrade to automated reading meters.	1,000,000
53	UCD-12 Road Surfacing Adj (Manhole/Valve Adjus	Modifications related to paving program.	1,000,000
54	NRO-9 Distribtn Sys Automate	To entirely automate the city's potable water distribution system.	250,000
55	NRO-10 Rehab/Rpl Raw Wtr Well	Relocate/Rehabilitate existing poor water quality wells	3,200,000
56	ADM-24 Land Purchases	To obtain land for additional resources needed by expanding utilities. Land would be purchased for lift station relocations, reuse storage tanks, etc.	590,000
57	IRR-1 Weir Improvements	As the Utility Irrigation System expands additional capacity is required to provide irrigation water to new customer and help maintain system pressure. Also during low rainy seasons the added basins will provide much needed capacity.	1,500,000
58	ADM-1 Smoke Testing I&I	Locating and repairing the sources of I&I will greatly reduce the amount of "outside" water that enters the sanitary sewer collection system that is pumped through the lift stations and treated at the wastewater reclamation facilities. Correcting these problems will save the City the extra treatment and pumping costs as well as free-up additional treatment capacity at the wastewater treatment for use for future developments within the City.	200,000
59	SRO-2 Plt 2 Bldg Replacement	Replace the existing Plant 2 metal building that is deteriorating and does not meet current wind code requirements with a new concrete building. Also, install a new metal roof, traveling bridge crane, drop ceiling, and lighting	50,000
60	NRO-3 Reconst Van Loon PS Bldg	To construct a new building which will meet current and future needs as well as meet City's Codes.	750,000
61	ADM-50 Palm Tree Imprv PHII	By constructing these water main improvements the Palm Tree Storage Tank and Pumping Facility utilization will be further increased. These improvements will be directed to the Coronado Pkwy area. Construction of these improvements will improve system pressures and water quality.	2,400,000
62	ADM-62 Fiber Optics	Utilities system efficiency project	1,000,000
63	ADM-71 North 2 Canal PS (9)(West) & (10)(East)	Canal Pump Stations for Irrigation	8,000,000
64	ADM-60 Infiltrn & Inflow FY22	Locating and repairing the sources of I&I will greatly reduce the amount of "outside" water that enters the sanitary sewer collection system that is pumped through the lift stations and treated at the wastewater reclamation facilities. Correcting these problems will save the City the extra treatment and pumping costs as well as free-up additional treatment capacity at the wastewater treatment for use for future developments within the City.	850,000

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**City of Cape Coral, Florida**  
**FY 2019 - 2021 Adopted Budget**

**FUNDED CAPITAL PROJECTS (Continued)**

PROJ #	PROJECT NAME	PROJECT DESCRIPTION	FY2019-2023 Total
65	ADM-55 ASR/IRR Supply FY22	Utilities system efficiency project	3,000,000
66	ADM-61 Irr to PW (F/H) FY22	Replace irrigation FH (Purple) with Potable w ater FH	1,500,000
67	IRR-20 Reuse Sys Improve FY22	To gather pertinent data for the hydraulic modeling and conservation programs	350,000
68	NSRO-3 Replace Membranes	North & South RO operations project	2,600,000
69	WRE-8 Rehab Biosolids Bldg	Water Reclamation - Everest operations project	1,100,000
70	WRC-14 Lift Station Rehab FY22	Rehabilitation to existing Lift Stations to improve reliability and extend station life / prevent structural and/or mechanical failures / health and w elfare of the environment and citizens	2,000,000
71	UCD-10 Manhole Rehabs FY22	Rehabilitation, replace failing manholes	500,000
72	ADM-70 Potable Wtr Infr FY22	Replacement of undersized potable w ater mains	300,000
73	WRSW-14 RAS Roof Mod	Water Reclamation - Everest operations project	200,000
74	WRSW-15 Conc & Liner Repair	Rehabilitate/repair concrete and interior lining of designated reservoirs	200,000
75	ADM-73 Infiltrn & Inflow FY23	Locating and repairing the sources of I&I will greatly reduce the amount of "outside" w ater that enters the sanitary sew er collection system that is pumped through the lift stations and treated at the w astew ater reclamation facilities. Correcting these problems w ill save the City the extra treatment and pumping costs as w ell as free-up additional treatment capacity at the w astew ater treatment for use for future developments w ithin the City.	850,000
76	ADM-74 ASR/IRR Supply FY23	Utilities system efficiency project	3,000,000
77	ADM-75 Irr to PW (F/H) FY23	Replace irrigation FH (Purple) w ith Potable w ater FH	500,000
78	IRR-20 Reuse Sys Improve FY23	To gather pertinent data for the hydraulic modeling and conservation programs	350,000
79	WRC-14 Lift Station Rehab FY23	Rehabilitation to existing Lift Stations to improve reliability and extend station life / prevent structural and/or mechanical failures / health and w elfare of the environment and citizens	2,000,000
80	UCD-13 Manhole Rehabs FY23	Rehabilitation, replace failing manholes	500,000
81	ADM-72 Potable Wtr Infr FY23	Replacement of undersized potable w ater mains	300,000
<b>TOTAL</b>			<b>\$ 555,532,857</b>

**City of Cape Coral, Florida  
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**IDENTIFIED/UNFUNDED CAPITAL IMPROVEMENTS**

<b>PROJ #</b>	<b>DEPARTMENT</b>	<b>DESCRIPTION</b>	<b>FUNDING SOURCE</b>	<b>ESTIMATED COST</b>
1	Fire	Fire Station #13	General Fund	\$ 5,933,158
2	Fire	Everest Boat Lift Compound	General Fund	40,000
3	Fire	Marine 11 Boat Lift Compound	General Fund	40,000
4	Fire	Land Acquisition for Fire Station #15	General Fund	TBD
5	Fire	Land Acquisition for Fire Station #16	General Fund	TBD
6	Fire	Land Acquisition for Fire Station #17	General Fund	TBD
7	Fire	Land Acquisition for Fire Station #18	General Fund	TBD
8	Fire	Land Acquisition for Fire Station #19	General Fund	TBD
9	Fire	Land Acquisition for Fire Station #20	General Fund	TBD
10	Fire	Logistics Warehouse	General Fund	TBD
11	Fire	Fire Department Administrative Headquarters	General Fund	TBD
12	Fire	Station #10 (Design and Build of a New Station #10)	General Fund	TBD
13	Fire	Fire Department Emergency Operations Center	General Fund	TBD
14	Fire	Land Acquisition for Fire Station #14	General Fund	TBD
15	Fire/Police	Public Safety Training Facility	General Fund/Impact Fees	3,893,338
16	Fire/Police	Public Safety Facility/North Sub Station	General Fund/Impact Fees	14,100,000
17	PW	Public Works-Facilities Storage Facility	General Fund	115,000
18	IT	Replace the Utiligy Billing System	General Fund	2,375,000
19	Parks & Rec	Eco Park Kayak/Nature Center	General Fund	5,000,000
20	Parks & Rec	Lake Saratoga Park Kayak rental/launch	General Fund	200,000
21	Parks & Rec	Rotary Nature Center/add more office space	General Fund	150,000
22	Parks & Rec	Rotary Park Board walk from Rotary to Glover	General Fund	500,000
23	Parks & Rec	Serenia Vista Kayak Rental Center	General Fund	150,000
24	Parks & Rec	Serenia Vista manatee education center	General Fund	300,000
25	Parks & Rec	Yellow Fever Creek parking lot per master plan	General Fund	150,000
26	Parks & Rec	Freshwater Boat Access	General Fund	75,000
27	Parks & Rec	Horton Park - Small Fish Pier	General Fund	150,000
28	Parks & Rec	Jaycee Park - Replace Australian Pine on Shoreline	General Fund	90,000
29	Parks & Rec	Lost Pond Loop	General Fund	500,000
30	Parks & Rec	Nursery - Parks Maintenance Bldg. - Relocation Operations	General Fund	500,000
31	Parks & Rec	Designate triangle piece of land for parking lot expansion	General Fund 172001	100,000

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**City of Cape Coral, Florida**  
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**IDENTIFIED/UNFUNDED CAPITAL IMPROVEMENTS (Continued)**

PROJ #	DEPARTMENT	DESCRIPTION	FUNDING SOURCE	ESTIMATED COST
32	Parks & Rec	Expansion of Clubhouse w/ outside covered deck	Golf Course Revenues	150,000
33	Parks & Rec	Cart Paths Renovation	Golf Course Revenues	120,000
34	Parks & Rec	Driving and Practice Green Renovation	Golf Course Revenues	85,000
35	Parks & Rec	Greens Renovation - Regrassing	Golf Course Revenues	500,000
36	Parks & Rec	Irrigation System - Replacement	Golf Course Revenues	998,000
37	Parks & Rec	Parking Lot Re Paving	Golf Course Revenues	100,000
38	Parks & Rec	Tee Renovation	Golf Course Revenues	250,000
39	Parks & Rec	Boat Access Park Development	Park Impact Fees	2,000,000
40	Parks & Rec	Festival Park Development	Park Impact Fees	7,000,000
41	Parks & Rec	Lake Meade - NE Community Park	Park Impact Fees	10,000,000
42	Parks & Rec	Land Acquisition - Various Parks	Park Impact Fees	4,000,000
43	Parks & Rec	Major Park - Yellow Fever Creek	Park Impact Fees	4,100,000
44	Parks & Rec	Neighborhood Park #10 Devlpmt Adult	Park Impact Fees	5,000,000
45	Parks & Rec	Neighborhood Park #2 Development	Park Impact Fees	4,000,000
46	Parks & Rec	Neighborhood Park #3 Dvlpmnt. - Football	Park Impact Fees	4,000,000
47	Parks & Rec	Neighborhood Park #6 Development Sand Blvd.	Park Impact Fees	3,000,000
48	Parks & Rec	Neighborhood Park #8 Development	Park Impact Fees	4,000,000
49	Parks & Rec	Neighborhood Park #9 - Youth Baseball/Softball Devlpmt.	Park Impact Fees	5,000,000
50	Parks & Rec	New Park - Neighborhood Park #7 Development	Park Impact Fees	4,000,000
51	Parks & Rec	Sirena Vista Park education center/bdwb	Park Impact Fees	450,000
52	Parks & Rec	Southwest Community Park Development	Park Impact Fees	7,000,000
53	Parks & Rec	Yacht Club Pool Gatehouse/Restrooms Renovations	Program Revenues	900,000
54	Parks & Rec	Rotary Park Observation Tower Replace	Program Revenues	90,000
55	Parks & Rec	Four Freedoms - Water Enhancement	Program Revenues	65,000
56	Parks & Rec	Waterpark Interactive Water Playground	Waterpark Revenues	1,000,000
57	Parks & Rec	Waterpark Parking Lot Expansion	Waterpark Revenues	500,000
58	Parks & Rec	Fuel pumps (gas/diesel) Rosen Park	Yacht Basin Rev 450001	100,000
59	Parks & Rec	Rosen Park Marina - shops, store, restaurant	Yacht Basin Rev 450001	750,000
60	Public Works	Chiquita Boat Lock	General Fund	200,000
61	Public Works	Chiquita Lock Parallel Lock	TBD	TBD
62	Public Works	Traffic Control Devices/Intersection Impr	Transportation Fund	2,250,000
63	Public Works	Street Programs	Transportation Fund	15,600,000

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**City of Cape Coral, Florida  
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**IDENTIFIED/UNFUNDED CAPITAL IMPROVEMENTS (Continued)**

<b>PROJ #</b>	<b>DEPARTMENT</b>	<b>DESCRIPTION</b>	<b>FUNDING SOURCE</b>	<b>ESTIMATED COST</b>
64	Public Works	Median Landscaping	Transportation Fund	1,500,000
65	Stomwater	Secondary Drainage Improvements & Water Quality Projects	Stomwater Fund	5,750,000
66	Transportation	NCGC Sign Shop & Future Signal Maint.	General Fund	TBD
67	Transportation	Citywide general access management & circulation improvem	Transportation Fund	3,750,000
68	Transportation	Andalusia/Cultural Connection	Transportation Fund	TBD
69	Transportation	Chiquita Blvd. Ph. I (Veterans - SR 78)	Transportation Fund	TBD
70	Transportation	Chiquita Blvd. Ph. II (Veterans - CCPW)	Transportation Fund	TBD
71	Transportation	Downtown Circulation	Transportation Fund	TBD
72	Transportation	Median curbing with local match	Transportation Fund	150,000
73	Transportation	North Cape East/West Arterial Phase I	Transportation Fund	TBD
74	Transportation	Skyline Blvd C/C Pkwy to SR 78	Transportation Fund	TBD
75	Transportation	SR-78 Parallel Access Road	Transportation Fund	TBD
76	Transportation	NE 24th Ave Widening	Transportation Fund	TBD
77	Transportation	Andalusia Extension to Jacaranda Parkway	Transportation Fund	TBD
78	Transportation	Surfside Extension - Trafalgar to SR 78	Transportation Fund	TBD

**TOTAL**

**\$ 132,719,496**

**City of Cape Coral, Florida  
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**Department Requested Capital Equipment  
CAPITAL EQUIPMENT PROGRAM FY2019-FY2023**

**SUMMARY OF REQUIRED REVENUES**

	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>TOTAL</b>
All Hazards	\$ 23,386	\$ 5,150	\$ 36,810	\$ 5,500	\$ 5,700	\$ 76,546
General Fund	1,508,560	938,803	1,282,552	2,021,600	3,126,702	8,878,217
Golf Course Revenues	-	-	8,500	-	-	8,500
Stormwater Revenues	117,100	108,907	178,476	115,000	56,000	575,483
Water/Sewer Fees	2,226,653	2,286,764	2,323,928	2,347,041	2,309,259	11,493,645
Waterpark Revenues					77,300	77,300
ALS Impact Fees	88,150	45,177	92,614			225,941
P&R Program Fees	35,000	25,000	10,000	77,500	19,500	167,000
ISF Fleet	126,000	30,000	52,000	16,000	45,000	269,000
ISF Facilities	-	8,400	-	-	12,000	20,400
<b>Grand Total</b>	<b>\$ 4,124,849</b>	<b>\$ 3,448,201</b>	<b>\$ 3,984,880</b>	<b>\$ 4,582,641</b>	<b>\$ 5,651,461</b>	<b>\$ 21,792,032</b>

**SUMMARY BY DEPARTMENT**

	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>TOTAL</b>
City Clerk	\$ 17,000	\$ -	\$ -	\$ 31,600	\$ 14,600	\$ 63,200
Fire	282,596	223,768	304,976	159,000	743,302	1,713,642
Human Resources		6,200				6,200
ITS	780,000	575,000	865,000	1,360,000	1,255,000	4,835,000
Parks & Recreation	367,000	25,000	18,500	132,500	601,800	1,144,800
Police	179,000	114,000	209,000	352,000	475,000	1,329,000
Public Works	272,600	217,469	263,476	200,500	252,500	1,206,545
Utilities	2,226,653	2,286,764	2,323,928	2,347,041	2,309,259	11,493,645
<b>Grand Total</b>	<b>\$ 4,124,849</b>	<b>\$ 3,448,201</b>	<b>\$ 3,984,880</b>	<b>\$ 4,582,641</b>	<b>\$ 5,651,461</b>	<b>\$ 21,792,032</b>

**City of Cape Coral, Florida  
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**EQUIPMENT PROGRAM**

DEPARTMENT	DESCRIPTION	FUNDING SOURCE	FY2019	FY2020	FY2021	FY2022	FY2023	TOTAL
City Clerk	Blueprint Scanner(s) 26318 (Stephen)	General Fund	-	-	-	14,600	-	14,600
City Clerk	Blueprint Scanner(s) 25248 (Beth)	General Fund	-	-	-	-	14,600	14,600
City Clerk	Digital Microfilm Machine 22764	General Fund	11,000	-	-	11,000	-	22,000
City Clerk	WorkGroup Scanner(s) 27823 (Beth)	General Fund	6,000	-	-	-	-	6,000
City Clerk	WorkGroup Scanner(s) 26933 (Stephen)	General Fund	-	-	-	6,000	-	6,000
Fire	WeatherSTEM Community All-Hazards Weather Station	All Hazards	5,000	5,150	5,350	5,500	5,700	26,700
Fire	Air Conditioner Replacement	All Hazards	18,386	-	31,460	-	-	49,846
Fire	Cardiac Monitors at ALS Stations	ALS Impact Fees	88,150	45,177	92,614	-	-	225,941
Fire	Fire Pump Marine 1 (Replacement)	General Fund	-	20,862	-	-	-	20,862
Fire	2016 Bullex Fire Simulator	General Fund	-	-	16,999	-	-	16,999
Fire	Cardiac Monitor (\$43,000 each in FY2018)	General Fund	-	-	-	-	145,953	145,953
Fire	Breathing Air Compressor for HP System	General Fund	-	45,256	46,387	-	-	91,643
Fire	Gear Washer/Extractor	General Fund	5,000	-	5,160	5,300	11,253	26,713
Fire	Hydraulic Rescue	General Fund	61,061	31,393	64,152	65,756	67,400	289,762
Fire	Thermal imaging camera - (5 yr. exp. Life)	General Fund	40,789	41,670	42,854	32,944	45,023	203,280
Fire	Engine Exhaust removal system	General Fund	-	-	-	-	109,273	109,273
Fire	Automated dispatching and enhanced station alerting	General Fund	-	-	-	-	250,000	250,000
Fire	Sta#1 5 Ton Split System Upstairs	General Fund	8,550	-	-	-	-	8,550
Fire	Sta#1 4 Ton Split System upstairs	General Fund	8,040	-	-	-	-	8,040
Fire	Sta#1 5 Ton Split System down stairs	General Fund	8,550	-	-	-	-	8,550
Fire	Sta#1 4 Ton Split System 1st floor	General Fund	8,040	-	-	-	-	8,040
Fire	Sta#1 Mini Split System down stairs	General Fund	6,400	-	-	-	-	6,400
Fire	Sta#9 4 Ton Split System upstairs	General Fund	8,040	-	-	-	-	8,040
Fire	Sta#9 5 Ton Split System down stairs	General Fund	8,550	-	-	-	-	8,550
Fire	Sta#9 4 Ton Split System down stairs	General Fund	8,040	-	-	-	-	8,040
Fire	Sta#5 5 Ton Trane	General Fund	-	8,500	-	-	-	8,500
Fire	Sta#5 5 Ton Trane	General Fund	-	8,500	-	-	-	8,500
Fire	Sta#6 5 Ton Trane	General Fund	-	8,500	-	-	-	8,500
Fire	Sta#6 5 Ton Trane	General Fund	-	8,760	-	-	-	8,760
Fire	Sta#4 5 Ton Units Aaon	General Fund	-	-	-	49,500	-	49,500
Fire	Sta#1 Aaon Unit Upstairs	General Fund	-	-	-	-	50,000	50,000
Fire	Sta#1 Aaon Unit Down stairs	General Fund	-	-	-	-	50,000	50,000
Fire	Sta#2 4 Ton Split System	General Fund	-	-	-	-	8,700	8,700
Human Resources	Heavy Duty Scanner Replacement (#24516) Admin.	General Fund	-	6,200	-	-	-	6,200

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**City of Cape Coral, Florida**  
**FY 2019 - 2021 Adopted Budget**

**EQUIPMENT PROGRAM (Continued)**

DEPARTMENT	DESCRIPTION	FUNDING SOURCE	FY2019	FY2020	FY2021	FY2022	FY2023	TOTAL
ITS	Cable Infrastructure/Fiber/light control etc	General Fund	225,000	240,000	-	400,000	400,000	1,265,000
ITS	Environmental Systems	General Fund	-	-	45,000	-	-	45,000
ITS	Miscellaneous Equipment Replacement -Emer Basis	General Fund	25,000	-	-	-	-	25,000
ITS	Switches & Routers Upgrade	General Fund	50,000	-	-	-	100,000	150,000
ITS	VoIP/WiFi Systems Upgrade	General Fund	140,000	-	95,000	60,000	95,000	390,000
ITS	Access & Monitoring (Cameras, Video Storage, Access Systems)	General Fund	45,000	75,000	75,000	75,000	100,000	370,000
ITS	Server & Virtualization Upgrade	General Fund	110,000	-	200,000	300,000	100,000	710,000
ITS	Server Upgrades	General Fund	65,000	100,000	175,000	125,000	150,000	615,000
ITS	Connectivity and hardware infrastructure	General Fund	85,000	45,000	100,000	100,000	100,000	430,000
ITS	EOC DC Power Upgrades	General Fund	35,000	-	75,000	-	60,000	170,000
ITS	UPS Upgrade-Data Center	General Fund	-	-	-	150,000	-	150,000
ITS	DC Security	General Fund	-	-	-	50,000	50,000	100,000
ITS	Security Upgrade	General Fund	-	115,000	100,000	100,000	100,000	415,000
Parks & Recreation	Playground Equipment Replace - Caloosa	General Fund	55,000	-	-	-	-	55,000
Parks & Recreation	Playground Equipment Replace - Giuffrida	General Fund	90,000	-	-	-	-	90,000
Parks & Recreation	Playground Equipment Replace - Multi Sports	General Fund	101,000	-	-	-	-	101,000
Parks & Recreation	Playground Equipment Replace - Storm Complex	General Fund	86,000	-	-	-	-	86,000
Parks & Recreation	Parks New playground - Pelican Soccer Field	General Fund	-	-	-	-	150,000	150,000
Parks & Recreation	Parks NW New Playground	General Fund	-	-	-	-	150,000	150,000
Parks & Recreation	Parks Jim Jeffers Playground NEW	General Fund	-	-	-	-	150,000	150,000
Parks & Recreation	Replace Rotino Air Handler (2=one in 22 + one in 23)	General Fund	-	-	-	9,500	9,500	19,000
Parks & Recreation	Replace Rotino Condensing Unit	General Fund	-	-	-	6,500	6,500	13,000
Parks & Recreation	Replace Yacht Club Air Handlers, 2 @ \$12,000 ea	General Fund	-	-	-	24,000	24,000	48,000
Parks & Recreation	Replace Yacht Club Condensing Units, 2 @ \$7,500 ea	General Fund	-	-	-	15,000	15,000	30,000
Parks & Recreation	Stove grid, 4 burn & 2 ovens #17564 (2000)	Golf Course Revenues	-	-	8,500	-	-	8,500
Parks & Recreation	All Purpose Deck and Z Stands Drum Riser	P&R Program Fees	-	-	5,000	5,000	-	10,000
Parks & Recreation	All Purpose Deck for City stage	P&R Program Fees	-	-	5,000	5,000	-	10,000
Parks & Recreation	Box Trussing SE	P&R Program Fees	-	-	-	6,000	-	6,000
Parks & Recreation	Hydraulic Replacement on Stage SE	P&R Program Fees	5,000	-	-	8,000	-	13,000
Parks & Recreation	New Movie screen & Projector SE	P&R Program Fees	-	-	-	18,500	-	18,500
Parks & Recreation	Replace 125KW Generator SE	P&R Program Fees	30,000	-	-	-	-	30,000
Parks & Recreation	Replace 70KW Generator SE	P&R Program Fees	-	25,000	-	-	-	25,000
Parks & Recreation	Lake Kennedy ADD Sensor to Automatic Front Doors	P&R Program Fees	-	-	-	8,000	-	8,000
Parks & Recreation	Replace Yacht Club Air Handler (1)	P&R Program Fees	-	-	-	-	12,000	12,000
Parks & Recreation	Replace Yacht Club Condensing Unit (1)	P&R Program Fees	-	-	-	-	7,500	7,500

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**City of Cape Coral, Florida  
FY 2019 - 2021 Adopted Budget**

**EQUIPMENT PROGRAM (Continued)**

DEPARTMENT	DESCRIPTION	FUNDING SOURCE	FY2019	FY2020	FY2021	FY2022	FY2023	TOTAL
Parks & Recreation	Audio Visual Equipment	P&R Program Fees	-	-	-	6,000	-	6,000
Parks & Recreation	Skate Ramp Additions	P&R Program Fees	-	-	-	5,000	-	5,000
Parks & Recreation	Electronic/Game Equipment Replacement	P&R Program Fees	-	-	-	16,000	-	16,000
Parks & Recreation	New tent,gazebo,chairs,tables,Indscape for wed-banq venue	Waterpark Revenues	-	-	-	-	77,300	77,300
Police	Polygraph Machine (Replacement)	General Fund	-	-	10,000	-	-	10,000
Police	Shredder in Comm Ctr (Replacement)	General Fund	-	9,000	-	-	-	9,000
Police	Shredder in Records (Replacement)	General Fund	9,000	-	-	-	-	9,000
Police	AV System Upgrade-Communications Center (Replacement)	General Fund	-	-	-	110,000	-	110,000
Police	AFIT (AFIX) Retro (Replacement)	General Fund	-	30,000	-	-	-	30,000
Police	Fingerprint Machine	General Fund	-	-	30,000	-	-	30,000
Police	Fume Hood-Forensics (Replacement)	General Fund	12,000	-	-	-	-	12,000
Police	Humidifier Chamber - Forensics Lab (Replacement)	General Fund	20,000	-	-	-	-	20,000
Police	Polygraph Equipment (Replacement)	General Fund	-	10,000	-	-	-	10,000
Police	Shoe Print Comparison Equip. (New )	General Fund	-	5,000	-	-	-	5,000
Police	AV System for Interview Rooms (Replacement)	General Fund	-	-	-	35,000	-	35,000
Police	Raven Surveillance System for VIN (Replacement)	General Fund	-	-	-	8,000	-	8,000
Police	Vehicle Digital Forensics (New ) - MSAB	General Fund	-	-	10,000	-	-	10,000
Police	ParaDNA System (New )	General Fund	-	-	-	-	250,000	250,000
Police	Police Segway's - Model I2 (2 new & 2 Replace)	General Fund	-	30,000	-	-	-	30,000
Police	Electronic Message Boards (Replacement)	General Fund	-	13,000	-	-	13,000	26,000
Police	Event Data Recorder (New )	General Fund	-	-	7,000	-	-	7,000
Police	In-Car Video Cameras (Replacement)	General Fund	84,000	-	75,000	75,000	75,000	309,000
Police	License Plate Readers (Replacement)	General Fund	22,000	-	40,000	-	-	62,000
Police	Marine Law Enforcement Boats/Motors (Replacement)	General Fund	22,000	-	-	70,000	100,000	192,000
Police	Police K-9 (Replacement)	General Fund	10,000	10,000	12,000	12,000	28,000	72,000
Police	Sniper Optics (1) (Replacement)	General Fund	-	7,000	-	-	9,000	16,000
Police	All Wheel Speedometer Calibration Machine (New )	General Fund	-	-	-	42,000	-	42,000
Police	Throw Phone	General Fund	-	-	25,000	-	-	25,000
Public Works	Replace 1999 Grinder/Planer #16569	General Fund	-	5,162	-	-	-	5,162
Public Works	New -Mini Milling Machine	General Fund	-	50,000	-	-	-	50,000
Public Works	Repair 2012 GPS Base Station	General Fund	5,000	5,000	5,000	5,000	-	20,000
Public Works	Repair 2012 GPS Rovers	General Fund	5,000	5,000	5,000	5,000	-	20,000
Public Works	Repair 2012 Total Stations	General Fund	5,000	5,000	5,000	5,000	-	20,000
Public Works	Replace 2012 Total Station #1	General Fund	-	-	-	-	52,000	52,000
Public Works	Replace 2012 Total Station #2	General Fund	-	-	-	-	52,000	52,000
Public Works	Replace 2012 GPS Reference Station	General Fund	-	-	-	-	26,000	26,000

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**City of Cape Coral, Florida  
FY 2019 - 2021 Adopted Budget**

**EQUIPMENT PROGRAM (Continued)**

DEPARTMENT	DESCRIPTION	FUNDING SOURCE	FY2019	FY2020	FY2021	FY2022	FY2023	TOTAL
Public Works	Replace 1990 PM Eraser/Grinder #11440	General Fund	-	-	10,000	-	-	10,000
Public Works	Replace Sign Shop Plotter #19947	General Fund	14,500	-	-	-	-	14,500
Public Works	Replace Walk Behind Paint Sprayer #24346	General Fund	-	-	8,000	-	-	8,000
Public Works	Replace Grinder #28678	General Fund	-	-	-	9,000	-	9,000
Public Works	Replace Bituminous Machine #28643	General Fund	-	-	-	6,500	-	6,500
Public Works	Replace Walk Behind Thermo Applicator #28630	General Fund	-	-	-	39,000	-	39,000
Public Works	Replace Walk Behind Paint Sprayer #28614	General Fund	-	-	-	-	9,500	9,500
Public Works	Replace Two Table Saws w/Safety Switches	ISF Facilities	-	-	-	-	12,000	12,000
Public Works	Replace 5 ton A/C	ISF Facilities	-	8,400	-	-	-	8,400
Public Works	Replace Lift CB (4of4) #24348	ISF Fleet	20,000	-	-	-	-	20,000
Public Works	Replace Lift HT Bay #24455	ISF Fleet	31,000	-	-	-	-	31,000
Public Works	Replace Tire Changer #24915, moved 3.13.18 per SM	ISF Fleet	15,000	-	-	-	-	15,000
Public Works	Replace Portable Lift #24342	ISF Fleet	-	-	21,000	-	-	21,000
Public Works	Replace Vertical Milling Machine # 25472	ISF Fleet	-	-	6,000	-	-	6,000
Public Works	Replace Iron Worker Machine #16566	ISF Fleet	-	-	-	16,000	-	16,000
Public Works	Purchase All Buildings Generator	ISF Fleet	60,000	-	-	-	-	60,000
Public Works	Replace Fuel Pumps at City Hall, moved 3.13.18 per SM	ISF Fleet	-	-	25,000	-	-	25,000
Public Works	Replace Fuel Pumps at Fleet Management	ISF Fleet	-	25,000	-	-	-	25,000
Public Works	Replace AC Recycle Machines (4) # 24467; 25913; 25914; 25596	ISF Fleet	-	-	-	-	20,000	20,000
Public Works	Replace Lift #24814 Fire Bay	ISF Fleet	-	-	-	-	25,000	25,000
Public Works	Replace Wheel Balancer Machine #18290	ISF Fleet	-	5,000	-	-	-	5,000
Public Works	C3 Submersible Fluorometer	Stormwater Revenues	20,000	-	-	-	-	20,000
Public Works	Replace # 23186 Circulating Water Bath	Stormwater Revenues	5,125	-	-	-	-	5,125
Public Works	Replace Balance	Stormwater Revenues	-	-	10,250	-	-	10,250
Public Works	Replace Discrete Auto Analyzer #25434	Stormwater Revenues	-	-	-	70,000	-	70,000
Public Works	Replace Scale AX204 # 19331	Stormwater Revenues	-	7,688	-	-	-	7,688
Public Works	Replace Muffle Furnace #26011	Stormwater Revenues	-	5,125	-	-	-	5,125
Public Works	Purchase Balance (2)	Stormwater Revenues	11,070	11,070	-	-	-	22,140
Public Works	Purchase Balance (1)	Stormwater Revenues	-	-	5,535	-	-	5,535
Public Works	Walk in Cooler	Stormwater Revenues	-	9,024	-	-	-	9,024
Public Works	Spectrophotometer and Fluorometer	Stormwater Revenues	25,000	-	-	-	-	25,000
Public Works	CBOD Equipment	Stormwater Revenues	-	-	70,000	-	-	70,000
Public Works	PC Titrator Equipment	Stormwater Revenues	-	70,000	-	-	-	70,000
Public Works	Memmert Incubator (2)	Stormwater Revenues	-	-	-	18,000	-	18,000
Public Works	Cole Palmer BOD Incubator (2)	Stormwater Revenues	-	-	-	12,000	-	12,000
Public Works	Cole Palmer BOD Incubator (1)	Stormwater Revenues	-	-	-	-	6,000	6,000

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**City of Cape Coral, Florida**  
**FY 2019 - 2021 Adopted Budget**

**EQUIPMENT PROGRAM (Continued)**

DEPARTMENT	DESCRIPTION	FUNDING SOURCE	FY2019	FY2020	FY2021	FY2022	FY2023	TOTAL
Public Works	DI Water System	Storm w ater Revenues	-	-	7,500	-	-	7,500
Public Works	New Mini Milling Machine	Storm w ater Revenues	-	-	-	-	50,000	50,000
Public Works	Adjustable Trench box	Storm w ater Revenues	50,000	-	-	-	-	50,000
Public Works	Inspection Camera (Pole and/or Rover)	Storm w ater Revenues	-	-	70,000	-	-	70,000
Public Works	Welder	Storm w ater Revenues	-	6,000	-	-	-	6,000
Public Works	Replace Air compressor #24485	Storm w ater Revenues	5,905	-	-	-	-	5,905
Public Works	Replace Mig w elder #24324	Storm w ater Revenues	-	-	7,561	-	-	7,561
Public Works	Replace Pipe Threading Machine #22181	Storm w ater Revenues	-	-	7,630	-	-	7,630
Public Works	Jon Boat and/or Motor for Dredge Crew	Storm w ater Revenues	-	-	-	15,000	-	15,000
Utilities	MAINTENANCE CART *	Water/Sew er Fees	-	12,000	-	-	-	12,000
Utilities	4' Diesel Pump (Portable/Maint)	Water/Sew er Fees	50,000	-	-	-	-	50,000
Utilities	New Rosemount Handheld Calibrator Model 475	Water/Sew er Fees	7,000	-	-	-	-	7,000
Utilities	Plant Flow meter for Scale Inhibitor	Water/Sew er Fees	-	5,384	-	-	-	5,384
Utilities	Plant Transmitter for CHLORINE Analyzer	Water/Sew er Fees	-	7,059	-	-	7,416	14,475
Utilities	Plant Transmitter for FLOW-Ultrasonic (1/yr)(6")	Water/Sew er Fees	11,735	12,028	12,329	12,637	12,953	61,682
Utilities	Replace 1 High Pressure Pump for Plant 1	Water/Sew er Fees	-	200,000	-	-	-	200,000
Utilities	Replace 1 Spectrophotometer	Water/Sew er Fees	-	-	-	-	9,618	9,618
Utilities	Replace 3 - 4,000 gal Bleach Tanks	Water/Sew er Fees	30,000	-	-	-	-	30,000
Utilities	Replace Paint Storage Locker	Water/Sew er Fees	-	-	7,000	-	-	7,000
Utilities	Replace Plant #1 Ultrasonic Meters (2)	Water/Sew er Fees	13,000	-	16,163	-	16,981	46,144
Utilities	Replace Plant 1 Magmeters (Concentrate)	Water/Sew er Fees	-	-	-	6,623	-	6,623
Utilities	Replace Plant 2 Magmeter (Concentrate)	Water/Sew er Fees	-	-	-	6,623	-	6,623
Utilities	Replace Plant 2 Magmeter (Product)	Water/Sew er Fees	-	-	-	9,934	-	9,934
Utilities	Replace Plant 2 Magmeter-Blend	Water/Sew er Fees	-	-	10,000	-	-	10,000
Utilities	Replace Plant 2 Magmeter-Raw (20") Ultrasonic Meters)	Water/Sew er Fees	15,000	-	15,375	-	15,760	46,135
Utilities	Replace Total Concentrate Flow meter	Water/Sew er Fees	31,399	-	-	-	-	31,399
Utilities	Replace VFD's Plant 1 & 2 Prod. Train (2/yr)	Water/Sew er Fees	29,572	38,687	31,070	62,138	32,642	194,109
Utilities	Replace Well Motors 50 HP w /motor leads (approx 5/yr)	Water/Sew er Fees	69,000	51,758	53,052	54,378	55,737	283,925
Utilities	Replace Well Pumps and Accessories(2/yr)	Water/Sew er Fees	-	31,914	32,712	33,530	34,368	132,524
Utilities	Replace Worchester 6" Ball Valve (1/yr)	Water/Sew er Fees	9,683	9,925	10,173	10,427	10,688	50,896
Utilities	Security Equipment Replacements	Water/Sew er Fees	-	-	80,000	-	-	80,000
Utilities	Wellfield VFD's 50 HP	Water/Sew er Fees	23,839	29,582	30,322	31,080	31,857	146,680
Utilities	Plant Transmitter for Flow Ultrasonic Distribution-20"	Water/Sew er Fees	-	-	-	25,738	-	25,738
Utilities	Security Camera Replacements	Water/Sew er Fees	100,000	-	-	-	-	100,000
Utilities	Plant 1 - High Service Pump (2000)	Water/Sew er Fees	-	30,000	-	-	-	30,000
Utilities	Plant 1 - High Service Motor	Water/Sew er Fees	-	50,000	-	-	-	50,000

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**City of Cape Coral, Florida**  
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**EQUIPMENT PROGRAM (Continued)**

DEPARTMENT	DESCRIPTION	FUNDING SOURCE	FY2019	FY2020	FY2021	FY2022	FY2023	TOTAL
Utilities	Calibrator and Verification Equipment	Water/Sewer Fees	-	-	15,000	-	-	15,000
Utilities	Flow Meters for Chemical System	Water/Sewer Fees	10,335	10,593	10,858	11,130	11,408	54,324
Utilities	New SS Silent Check Valve on High Pressure Pump Distr. System	Water/Sewer Fees	-	-	40,695	-	41,712	82,407
Utilities	Replace 1 Spectrophotometer	Water/Sewer Fees	-	-	-	9,382	-	9,382
Utilities	Replace Ball Valves	Water/Sewer Fees	18,304	18,762	-	19,712	-	56,778
Utilities	Replace Bleach Tanks	Water/Sewer Fees	-	-	-	33,115	33,945	67,060
Utilities	Replace Chemical Pumps 3/yr	Water/Sewer Fees	40,679	41,696	42,738	43,807	44,905	213,825
Utilities	Replace Well Motors 50 HP w/motor leads (approx 5/yr)	Water/Sewer Fees	50,496	51,758	53,052	54,378	55,737	265,421
Utilities	Replace Well Pumps and Accessories (3/yr)	Water/Sewer Fees	31,286	32,068	32,870	33,691	34,533	164,448
Utilities	Replacement Components for Multiple VFD's	Water/Sewer Fees	29,572	30,311	31,070	62,138	32,642	185,733
Utilities	Security Equipment Replacements	Water/Sewer Fees	-	-	60,000	-	-	60,000
Utilities	Vertical Sump Pump	Water/Sewer Fees	-	60,000	-	-	-	60,000
Utilities	Wellfield VFD's 50 HP	Water/Sewer Fees	28,860	29,582	30,322	31,080	31,857	151,701
Utilities	Server Upgrade (SCADA)	Water/Sewer Fees	-	-	250,627	-	-	250,627
Utilities	"NEW" Radiodetection RD1000 GPR	Water/Sewer Fees	-	20,000	-	-	-	20,000
Utilities	4" Hydraulic Diesel Pump (Portable/Maint)	Water/Sewer Fees	40,000	40,000	-	-	-	80,000
Utilities	Replace (2) 3.5ton AC units, 7.5 air handler & duct work Admin Bldg	Water/Sewer Fees	-	20,000	-	-	-	20,000
Utilities	Replace 3.5 ton condensing unit & air handler in Admin Bldg	Water/Sewer Fees	-	5,657	-	-	-	5,657
Utilities	"NEW" Hydraulic Tapping Tool & w/3"to12" Cutting Accessories (lat	Water/Sewer Fees	42,049	-	-	-	-	42,049
Utilities	"NEW" HP DesignJet T2530 Multifunction Plotter	Water/Sewer Fees	8,500	-	-	-	-	8,500
Utilities	"NEW" Automated Manhole/Liftstation Inspection System	Water/Sewer Fees	115,000	-	-	-	-	115,000
Utilities	Replace Existing CUES TV Sewer Camera System	Water/Sewer Fees	245,844	-	-	-	-	245,844
Utilities	Replacement LIFT STATIONS Pumps	Water/Sewer Fees	400,000	415,000	430,000	445,000	460,000	2,150,000
Utilities	New Automated Manhole Inspection System	Water/Sewer Fees	\$85,000	-	-	-	-	85,000
Utilities	Replace Chlorine Analyzers	Water/Sewer Fees	9,000	-	-	10,000	-	19,000
Utilities	Replace Aeration Blower / Motor	Water/Sewer Fees	-	50,000	-	50,000	-	100,000
Utilities	Replace Bleach Tanks	Water/Sewer Fees	-	-	-	100,000	-	100,000
Utilities	Replace Chemical Feed Equipment	Water/Sewer Fees	-	13,000	-	100,000	-	113,000
Utilities	Replace Composite Sampler	Water/Sewer Fees	-	8,000	-	10,000	-	18,000
Utilities	Replace Grit Equipment	Water/Sewer Fees	60,000	-	60,000	120,000	70,000	310,000
Utilities	Replace Odor Control Equipment	Water/Sewer Fees	15,000	8,000	15,000	8,000	15,000	61,000
Utilities	Replace Reuse Pump / Motor	Water/Sewer Fees	-	30,000	-	130,000	-	160,000
Utilities	Replace Service Water Motor /Pump	Water/Sewer Fees	30,000	-	15,000	30,000	-	75,000
Utilities	Replace Submersible Pumps (Scum, AB Filter & Liftstations)	Water/Sewer Fees	22,500	-	22,500	-	25,000	70,000
Utilities	Replace Transfer Pump & Motor	Water/Sewer Fees	-	-	75,000	-	80,000	155,000
Utilities	Replace Instrumentation Meters	Water/Sewer Fees	-	10,000	-	-	10,000	20,000

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**EQUIPMENT PROGRAM (Continued)**

DEPARTMENT	DESCRIPTION	FUNDING SOURCE	FY2019	FY2020	FY2021	FY2022	FY2023	TOTAL
Utilities	Replace Valve Actuator Motor	Water/Sewer Fees	-	15,000	-	15,000	-	30,000
Utilities	Replace VFD	Water/Sewer Fees	30,000	30,000	30,000	35,000	50,000	175,000
Utilities	Replacement Floating Mixer Motor	Water/Sewer Fees	-	15,000	-	35,000	-	50,000
Utilities	Replacement Mix Liquor Return pump	Water/Sewer Fees	30,000	-	30,000	-	30,000	90,000
Utilities	Replacement of Overhead Door & Opener	Water/Sewer Fees	10,000	-	-	-	10,000	20,000
Utilities	Replacement R.A.S. Pumps (Pumps & Motors)	Water/Sewer Fees	60,000	-	60,000	-	60,000	180,000
Utilities	Replacement W.A.S. Pumps/Motors	Water/Sewer Fees	-	-	30,000	-	30,000	60,000
Utilities	Replacement WAS Transfer Pumps/Motors	Water/Sewer Fees	-	-	50,000	-	50,000	100,000
Utilities	Replace Orp Receivers	Water/Sewer Fees	-	14,000	-	-	-	14,000
Utilities	SCADA SERVER/ PLC HARDWARE COMPONENTS	Water/Sewer Fees	25,000	125,000	47,500	50,000	50,000	297,500
Utilities	SECURITY & CCTV	Water/Sewer Fees	10,000	-	10,000	-	10,000	30,000
Utilities	SPARE/REPLACEMENT ELECTRICAL CIRCUIT BREAKERS	Water/Sewer Fees	-	25,000	25,000	25,000	25,000	100,000
Utilities	Replace Bleach Tanks	Water/Sewer Fees	-	-	50,000	-	30,000	80,000
Utilities	Replace Chemical Feed Pumps Equipment	Water/Sewer Fees	25,000	-	15,000	-	20,000	60,000
Utilities	Replace Composite Sampler	Water/Sewer Fees	6,000	-	7,000	-	7,000	20,000
Utilities	Replace Submersible Flygt Pumps (Scum, AB Filter & Liftstations)	Water/Sewer Fees	25,000	-	25,000	-	25,000	75,000
Utilities	Replace Grit Pump Equipment	Water/Sewer Fees	20,000	-	20,000	-	20,000	60,000
Utilities	Replace Jockey Pump/ Motor	Water/Sewer Fees	-	90,000	-	30,000	-	120,000
Utilities	Replace MLR 24" Checkvalve	Water/Sewer Fees	-	-	20,000	-	-	20,000
Utilities	Replace Odor Control Recirculating Pump Equipment	Water/Sewer Fees	-	-	15,000	-	20,000	35,000
Utilities	Replace Overhead Door & Opener	Water/Sewer Fees	-	15,000	-	-	20,000	35,000
Utilities	Replace Reuse Pump / Motor	Water/Sewer Fees	50,000	100,000	-	50,000	-	200,000
Utilities	Replace Reuse Pump Check Valve	Water/Sewer Fees	15,000	-	-	15,000	-	30,000
Utilities	Replace Transfer Pump /Motor	Water/Sewer Fees	50,000	105,000	-	50,000	-	205,000
Utilities	Replace Turbidity Meter Instrumentation Meters	Water/Sewer Fees	10,000	-	10,000	-	10,000	30,000
Utilities	Replace Valve Actuator Motor & Controller	Water/Sewer Fees	-	16,000	-	16,000	-	32,000
Utilities	Replace VFD's	Water/Sewer Fees	12,500	12,500	12,500	12,500	12,500	62,500
Utilities	Replacement Air Compressor & Drier	Water/Sewer Fees	-	-	50,000	-	-	50,000
Utilities	Replacement Floating Mixer	Water/Sewer Fees	15,000	-	15,000	-	15,000	45,000
Utilities	Replacement Mix Liquor Return pump	Water/Sewer Fees	35,000	-	-	35,000	-	70,000
Utilities	Replacement R.A.S. Pumps Equipment	Water/Sewer Fees	-	50,000	-	50,000	-	100,000
Utilities	Replacement W.A.S. Pumps Equipment	Water/Sewer Fees	-	-	35,000	-	35,000	70,000
Utilities	Replace 450HP Turbex Blower/ Motor	Water/Sewer Fees	-	25,000	-	-	350,000	375,000
Utilities	Replace Step Screen Motor/Gearbox Bar Screen Equipment	Water/Sewer Fees	-	15,000	-	-	-	15,000
Utilities	SCADA REPLACEMENT PARTS	Water/Sewer Fees	-	25,000	-	25,000	-	50,000
Utilities	SECURITY & CCTV	Water/Sewer Fees	10,000	-	10,000	-	10,000	30,000

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**City of Cape Coral, Florida**  
**FY 2019 - 2021 Adopted Budget**

**EQUIPMENT PROGRAM (Continued)**

DEPARTMENT	DESCRIPTION	FUNDING SOURCE	FY2019	FY2020	FY2021	FY2022	FY2023	TOTAL
Utilities	SPARE/REPLACEMENT ELECTRICAL CIRCUIT BREAKERS	Water/Sew er Fees	-	-	-	25,000	-	25,000
Utilities	Centrifuge Motor	Water/Sew er Fees	-	-	-	35,000	25,000	60,000
Utilities	Centrifuge Motor VFD	Water/Sew er Fees	25,000	-	10,000	25,000	25,000	85,000
Utilities	Chemical Pump Feed Equipment	Water/Sew er Fees	-	40,000	40,000	-	40,000	120,000
Utilities	Sludge Grinder Pumps	Water/Sew er Fees	-	30,000	-	-	-	30,000
Utilities	REPLACE CONVEYOR BELT	Water/Sew er Fees	-	-	-	15,000	-	15,000
Utilities	Sludge Feed Pump	Water/Sew er Fees	-	-	-	-	25,000	25,000
Utilities	SCADA RTU Upgrade Equipment	Water/Sew er Fees	27,500	27,500	-	-	30,000	85,000
Utilities	Replace Bleach Tanks (5 Double Wall Tanks) (CPS)	Water/Sew er Fees	14,000	15,000	15,000	-	13,000	57,000
Utilities	Replace Flow Meter (CPS) Ultrasonic/Storage Tanks	Water/Sew er Fees	-	-	-	-	12,000	12,000
Utilities	Replace VFD's (CPS)	Water/Sew er Fees	25,000	25,000	24,000	22,000	25,000	121,000
Utilities	Replacement Pump CPS #5	Water/Sew er Fees	-	-	70,000	-	-	70,000
Utilities	Replacement Pump CPS #8	Water/Sew er Fees	-	-	70,000	-	-	70,000
Utilities	Canal Transfer Pumps	Water/Sew er Fees	-	75,000	-	50,000	50,000	175,000
Utilities	New CPS Chlorine Feed Pumps	Water/Sew er Fees	12,000	12,000	-	12,000	-	36,000
Utilities	REHAB Adams Strainers all CPS	Water/Sew er Fees	-	-	45,000	-	-	45,000
Utilities	Replace Grinder Pumps CPS#5	Water/Sew er Fees	12,000	12,000	-	15,000	-	39,000
Utilities	NEW BI-DIRECTIONAL ASR PUMP	Water/Sew er Fees	-	-	-	150,000	-	150,000

**TOTAL**

**\$ 4,124,849   \$ 3,448,201   \$ 3,984,880   \$ 4,582,641   \$ 5,651,461   \$ 21,792,032**

City of Cape Coral, Florida  
FY 2019 - 2021 Adopted Budget

Department Requested Capital Software  
CAPITAL SOFTWARE PROGRAM FY2019-FY2023

**SUMMARY OF REQUIRED REVENUES**

	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>TOTAL</b>
General Fund	\$ 982,211	\$ 300,000	\$ 275,000	\$ 275,000	\$ 950,000	<b>\$ 2,782,211</b>
Water/Sewer Fees	2,000,000	-	-	-	-	<b>2,000,000</b>
Building Fund	2,314,549	-	-	-	-	<b>2,314,549</b>
<b>Grand Total</b>	<b>\$ 5,296,760</b>	<b>\$ 300,000</b>	<b>\$ 275,000</b>	<b>\$ 275,000</b>	<b>\$ 950,000</b>	<b>\$ 7,096,760</b>

**SUMMARY BY DEPARTMENT**

	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>TOTAL</b>
Fire	\$ -	\$ -	\$ -	\$ 75,000	\$ -	<b>\$ 75,000</b>
ITS	80,000	300,000	275,000	200,000	950,000	<b>1,805,000</b>
Utilities	2,000,000	-	-	-	-	<b>2,000,000</b>
DCD	2,314,549	-	-	-	-	<b>2,314,549</b>
Gov Services	902,211	-	-	-	-	<b>902,211</b>
<b>Grand Total</b>	<b>\$ 5,296,760</b>	<b>\$ 300,000</b>	<b>\$ 275,000</b>	<b>\$ 275,000</b>	<b>\$ 950,000</b>	<b>\$ 7,096,760</b>

**SOFTWARE PROGRAM**

<b>DEPARTMENT</b>	<b>DESCRIPTION</b>	<b>FUNDING SOURCE</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>TOTAL</b>
Utilities	Utilogy Software	Water/Sewer Fees	\$ 2,000,000	\$ -	\$ -	\$ -	\$ -	<b>\$2,000,000</b>
ITS	IT Software tools/DataWarehouse	General Fund	-	100,000	-	-	-	<b>100,000</b>
ITS	JDE Upgrades	General Fund	-	-	-	-	700,000	<b>700,000</b>
ITS	Software Customizations/Upgrades	General Fund	80,000	120,000	200,000	50,000	150,000	<b>600,000</b>
ITS	Provision for new SW/new SW modules	General Fund	-	80,000	75,000	150,000	100,000	<b>405,000</b>
Fire	Radio Frequency Identification (RFID)	General Fund	-	-	-	75,000	-	<b>75,000</b>
DCD	Energov Software	Building Fund	2,314,549	-	-	-	-	<b>2,314,549</b>
Government Services	ERP Software	General Fund	902,211	-	-	-	-	<b>902,211</b>

**TOTAL**

**\$ 5,296,760   \$ 300,000   \$ 275,000   \$ 275,000   \$ 950,000   \$ 7,096,760**

City of Cape Coral, Florida  
FY 2019 - 2021 Adopted Budget

**Department Requested Capital Maintenance  
CAPITAL MAINTENANCE PROGRAM FY2019-FY2023**

**SUMMARY OF REQUIRED REVENUES**

	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>TOTAL</b>
General Fund	\$ 57,000	\$ 90,000	\$ -	\$ 45,000	\$ 1,548,000	<b>\$ 1,740,000</b>
Golf Course Revenues					4,250,000	<b>4,250,000</b>
All Hazards	80,000					<b>80,000</b>
P&R Program Fees	19,500	-	-	-	-	<b>19,500</b>
ISF Facilities	-	-	26,000	-	50,000	<b>76,000</b>
<b>Grand Total</b>	<b>\$ 156,500</b>	<b>\$ 90,000</b>	<b>\$ 26,000</b>	<b>\$ 45,000</b>	<b>\$ 5,848,000</b>	<b>\$ 6,165,500</b>

**SUMMARY OF REQUIRED REVENUES**

	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>TOTAL</b>
Parks & Recreation	\$ 64,500	\$ -	\$ -	\$ -	\$ 5,730,000	<b>\$ 5,794,500</b>
Police	12,000	-	-	45,000	68,000	<b>125,000</b>
Public Works	-	90,000	26,000	-	50,000	<b>166,000</b>
Fire	80,000					<b>80,000</b>
<b>Grand Total</b>	<b>\$ 156,500</b>	<b>\$ 90,000</b>	<b>\$ 26,000</b>	<b>\$ 45,000</b>	<b>\$ 5,848,000</b>	<b>\$ 6,165,500</b>

**City of Cape Coral, Florida**  
**FY 2019 - 2021 Adopted Budget**

**CAPITAL MAINTENANCE PROGRAM**

DEPARTMENT	DESCRIPTION	FUNDING SOURCE	FY2019	FY2020	FY2021	FY2022	FY2023	TOTAL
Police	Upgrade Security System: Gates and Door Locks	General Fund	\$ -	\$ -	\$ -	\$45,000	\$ -	\$ 45,000
Police	Water Heater Replacements	General Fund	12,000	-	-	-	8,000	20,000
Police	A/C Units in IT Server Room	General Fund	-	-	-	-	60,000	60,000
Fire	Storage Building	All Hazards	80,000	-	-	-	-	80,000
Parks & Recreation	Eco Park - Replace Storage/Office Building	General Fund	45,000	-	-	-	-	45,000
Parks & Recreation	AQ-YC Remove Diving Boards, Install Slide Feature	P&R Program Fees	19,500	-	-	-	-	19,500
Parks & Recreation	COGC Clubhouse Reno, Re-Build (changing blueprint)	Golf Course Revenues	-	-	-	-	2,500,000	2,500,000
Parks & Recreation	COGC Regrass/Bunker/Tee Renovations	Golf Course Revenues	-	-	-	-	1,750,000	1,750,000
Parks & Recreation	Sanborn Park (2) New Racquetball Courts	General Fund	-	-	-	-	80,000	80,000
Parks & Recreation	Pelican Soccer Fencing-Perimeter	General Fund	-	-	-	-	90,000	90,000
Parks & Recreation	Pelican Cmplx Playground Turf	General Fund	-	-	-	-	85,000	85,000
Parks & Recreation	Sanborn Park Playground Turf	General Fund	-	-	-	-	100,000	100,000
Parks & Recreation	Cultural Park Restroom	General Fund	-	-	-	-	120,000	120,000
Parks & Recreation	CCSC Baseball Batting cages	General Fund	-	-	-	-	15,000	15,000
Parks & Recreation	Yacht Club Tennis Shade Covers - 4	General Fund	-	-	-	-	40,000	40,000
Parks & Recreation	Caloosa Football Fd 1 and 3 Lights	General Fund	-	-	-	-	350,000	350,000
Parks & Recreation	Storm Football Lights Field 3	General Fund	-	-	-	-	150,000	150,000
Parks & Recreation	Automated locks/lights Various Restrooms	General Fund	-	-	-	-	40,000	40,000
Parks & Recreation	Stonis Park 2 New Racquetball Courts	General Fund	-	-	-	-	80,000	80,000
Parks & Recreation	Verdow Park New dugouts (6)	General Fund	-	-	-	-	60,000	60,000
Parks & Recreation	Koza New dugouts (8)	General Fund	-	-	-	-	80,000	80,000
Parks & Recreation	BMX Maint Shed w/ garage door	General Fund	-	-	-	-	60,000	60,000
Parks & Recreation	City Nursery Pole Barn 24'x40'	General Fund	-	-	-	-	75,000	75,000
Parks & Recreation	Multi Sports-Softball- New dugouts (6)	General Fund	-	-	-	-	55,000	55,000
Public Works	Facilities Maintenance Building Improvements	ISF Facilities	-	-	-	-	50,000	50,000
Public Works	Gate & Opener/Controller	ISF Facilities	-	-	26,000	-	-	26,000
Public Works	Modify Everest perimeter wall & gates for improved security and safety	General Fund	-	50,000	-	-	-	50,000
Public Works	Equipment washdown	General Fund	-	10,000	-	-	-	10,000
Public Works	Supply Shed	General Fund	-	10,000	-	-	-	10,000
Public Works	Equipment awning	General Fund	-	20,000	-	-	-	\$ 20,000

**TOTAL**

**\$156,500   \$90,000   \$26,000   \$45,000   \$5,848,000   \$6,165,500**

**City of Cape Coral, Florida  
FY 2019 - 2021 Adopted Budget**

**Department Requested Fleet Rolling Stock  
FLEET ROLLING STOCK PROGRAM FY2019-FY2023**

**SUMMARY OF REQUIRED REVENUES**

	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>TOTAL</b>
All Hazards	\$ 219,000	\$ -	\$ -	\$ -	\$ -	\$ 219,000
Building Fund	110,000	-	-	-	-	110,000
General Fund	1,307,069	3,581,422	2,848,137	3,608,000	3,936,639	15,281,267
Golf Course Revenues	148,500	173,300	144,000	139,500	148,000	753,300
Sidewalks	-	-	32,292	65,000	46,000	143,292
Waterpark Revenues	-	-	9,000	-	-	9,000
Yacht Basin Fund	12,000	-	-	-	-	12,000
ISF Risk Mgmt	-	25,000	-	-	-	25,000
Transportation CPF	-	-	-	-	-	-
Stormwater Revenues	723,500	559,000	469,000	887,860	579,586	3,218,946
ISF Facilities	30,000	-	30,000	68,000	420,000	548,000
ISF Fleet	-	30,000	30,000	-	50,000	110,000
Water/Sewer Fees	1,039,889	469,500	652,000	517,500	919,500	3,598,389
P&R Program Fees	28,000	90,000	116,000	66,000	108,000	408,000
<b>Grand Total</b>	<b>\$ 3,617,958</b>	<b>\$ 4,928,222</b>	<b>\$ 4,330,429</b>	<b>\$ 5,351,860</b>	<b>\$ 6,207,725</b>	<b>\$ 24,436,194</b>

**SUMMARY BY DEPARTMENT**

	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>TOTAL</b>
City Manager	\$ -	\$ -	\$ -	\$ 35,000	\$ -	\$ 35,000
DCD	136,000	78,029	58,000	32,000	-	304,029
Finance	-	25,000	-	-	-	25,000
Fire	263,000	1,723,858	1,100,137	1,500,000	2,117,639	6,704,634
ITS	-	-	-	-	30,000	30,000
Parks & Rec	215,500	291,300	511,000	391,000	453,000	1,861,800
Police	811,469	1,100,000	1,100,000	1,358,000	1,300,000	5,669,469
Public Works	1,152,100	1,240,535	909,292	1,518,360	1,387,586	6,207,873
Utilities	1,039,889	469,500	652,000	517,500	919,500	3,598,389
<b>Grand Total</b>	<b>\$ 3,617,958</b>	<b>\$ 4,928,222</b>	<b>\$ 4,330,429</b>	<b>\$ 5,351,860</b>	<b>\$ 6,207,725</b>	<b>\$ 24,436,194</b>

**City of Cape Coral, Florida  
FY 2019 - 2021 Adopted Budget**

**FLEET/ROLLING STOCK PROGRAM**

Department	Description	Funding Source	FY2019	FY2020	FY2021	FY2022	FY2023	TOTAL
City Manager	FORD EXPLORER	General Fund	-	-	-	35,000	-	35,000
DCD	FORD F150 Supervisor *****	General Fund	26,000	-	-	-	-	26,000
DCD	FORD RANGER	General Fund	-	52,029	-	-	-	52,029
DCD	FORD RANGER	General Fund	-	26,000	-	-	-	26,000
DCD	FORD RANGER	General Fund	-	-	29,000	-	-	29,000
DCD	FORD F150	General Fund	-	-	29,000	-	-	29,000
DCD	CHEVY IMPALA	General Fund	-	-	-	32,000	-	32,000
DCD	FORD F-150	Building Fund	27,500	-	-	-	-	27,500
DCD	FORD F-150	Building Fund	27,500	-	-	-	-	27,500
DCD	FORD F-150	Building Fund	27,500	-	-	-	-	27,500
DCD	FORD F-150	Building Fund	27,500	-	-	-	-	27,500
Finance	CHEVROLET IMPALA	ISF Risk Mgmt	-	25,000	-	-	-	25,000
Fire	ADD*All Terrain Vehicle Fire/Rescue (Unleaded) 6X6	General Fund	-	27,021	-	-	-	27,021
Fire	ADD*TBD*1/2 Ton Pickup Truck (Unleaded) 4x4	General Fund	44,000	-	-	-	-	44,000
Fire	ADD*BC Truck (1) 3 BCs share St 12 SUV (Unleaded)	General Fund	-	96,415	-	-	-	96,415
Fire	Fire Fleet Replacement Cycle	General Fund	-	-	-	1,500,000	-	1,500,000
Fire	RPL*Custom Ladder 100' (Diesel) (without Platform)	General Fund	-	-	1,100,137	-	-	1,100,137
Fire	RPL*TBD*Custom Engine (Diesel) (RPL Provisioning)	General Fund	-	558,562	-	-	-	558,562
Fire	RPL*Custom Ladder 100' (Diesel) (without Platform)	General Fund	-	1,041,860	-	-	-	1,041,860
Fire	Engine (Diesel) RPL Provisioning	General Fund	-	-	-	-	653,402	653,402
Fire	Tender (RPL #18835)	General Fund	-	-	-	-	250,042	250,042
Fire	Haz-Mat Truck ADD Provisioning	General Fund	-	-	-	-	1,214,195	1,214,195
Fire	Fire 100KW Mobile Generator	All Hazards	125,000	-	-	-	-	125,000
Fire	*NEW* 1/2 Ton Pickup Truck (Unleaded) 4x4	All Hazards	44,000	-	-	-	-	44,000
Fire	Fire Trailer (Enclosed) - All Hazards Multi Use	All Hazards	50,000	-	-	-	-	50,000
ITS	CHEVROLET ASTRO	General Fund	-	-	-	-	30,000	30,000
Parks & Rec	CLUB CAR GOLF CART	General Fund	-	-	-	15,000	-	15,000
Parks & Rec	RYAN SOD CUTTER	General Fund	-	-	-	27,500	-	27,500
Parks & Rec	CCI WATER TANK TRAILER	General Fund	-	-	-	16,000	-	16,000
Parks & Rec	TORO CART WORKMAN	General Fund	-	-	-	-	11,000	11,000
Parks & Rec	BOBCAT SKID STEER	General Fund	-	-	-	-	48,000	48,000
Parks & Rec	FORD EXPLORER	General Fund	27,000	-	-	-	-	27,000
Parks & Rec	FORD F150	General Fund	-	28,000	-	-	-	28,000
Parks & Rec	FORD F250	General Fund	-	-	32,000	-	-	32,000
Parks & Rec	FORD F350	General Fund	-	-	40,000	-	-	40,000

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**City of Cape Coral, Florida**  
**FY 2019 - 2021 Adopted Budget**

**FLEET/ROLLING STOCK PROGRAM (Contiued)**

Department	Description	Funding Source	FY2019	FY2020	FY2021	FY2022	FY2023	TOTAL
Parks & Rec	FORD F-350 PICKUP DUMP	General Fund	-	-	55,000	-	-	55,000
Parks & Rec	CROSLEY TRAILER	General Fund	-	-	85,000	-	-	85,000
Parks & Rec	FORD F150	General Fund	-	-	30,000	-	-	30,000
Parks & Rec	FORD F-350 TRUCK DUMP	General Fund	-	-	-	55,000	-	55,000
Parks & Rec	FORD EXPLORER	General Fund	-	-	-	20,000	-	20,000
Parks & Rec	FORD F-350 DUMP	General Fund	-	-	-	42,000	-	42,000
Parks & Rec	AOK ENCL CARGO TRLR	General Fund	-	-	-	10,000	-	10,000
Parks & Rec	FORD F550	General Fund	-	-	-	-	100,000	100,000
Parks & Rec	FORD F-350 PICKUP DUMP	General Fund	-	-	-	-	38,000	38,000
Parks & Rec	CLUB CAR CARRYALL II	Waterpark Revenues	-	-	9,000	-	-	9,000
Parks & Rec	CLUB CAR CARRYALL XI	Yacht Basin Fund	12,000	-	-	-	-	12,000
Parks & Rec	WELLS CARGO TRAILER	P&R Program Fees	-	-	16,000	-	-	16,000
Parks & Rec	FORD RANGER	P&R Program Fees	28,000	-	-	-	-	28,000
Parks & Rec	FORD E350	P&R Program Fees	-	60,000	-	-	-	60,000
Parks & Rec	CHEVROLET G3500	P&R Program Fees	-	30,000	-	-	-	30,000
Parks & Rec	CHEVROLET G3500	P&R Program Fees	-	-	40,000	-	-	40,000
Parks & Rec	FORD E350	P&R Program Fees	-	-	60,000	-	-	60,000
Parks & Rec	CHEVROLET G3500	P&R Program Fees	-	-	-	66,000	-	66,000
Parks & Rec	CHEVROLET G3500	P&R Program Fees	-	-	-	-	40,000	40,000
Parks & Rec	FORD E350	P&R Program Fees	-	-	-	-	30,000	30,000
Parks & Rec	FORD F250	P&R Program Fees	-	-	-	-	38,000	38,000
Parks & Rec	CLUB CAR CARRYALL TURF II	Golf Course Revenues	11,000	-	-	-	-	11,000
Parks & Rec	CLUB CAR CARRYALL TURF II	Golf Course Revenues	11,000	-	-	-	-	11,000
Parks & Rec	RYAN GREENSAIR	Golf Course Revenues	23,000	-	-	-	-	23,000
Parks & Rec	TORO DEBRIS 600	Golf Course Revenues	8,500	-	-	-	-	8,500
Parks & Rec	TORO 5510 REEL MASTER	Golf Course Revenues	58,000	-	-	-	-	58,000
Parks & Rec	TORO MULTI-PRO 1250	Golf Course Revenues	37,000	-	-	-	-	37,000
Parks & Rec	LELY SPREADER	Golf Course Revenues	-	5,800	-	-	-	5,800
Parks & Rec	TORO MOWER -3500-D	Golf Course Revenues	-	33,500	-	-	-	33,500
Parks & Rec	TORO MOWER - 328-D	Golf Course Revenues	-	25,000	-	-	-	25,000
Parks & Rec	KUBOTA TRACTOR/LOADER	Golf Course Revenues	-	35,000	-	-	-	35,000
Parks & Rec	TORO 4500-D	Golf Course Revenues	-	65,000	-	-	-	65,000
Parks & Rec	TORO WORKMAN MD	Golf Course Revenues	-	9,000	-	-	-	9,000
Parks & Rec	TORO SANDPRO 3040	Golf Course Revenues	-	-	22,000	-	-	22,000

(Continued Next Page)

**City of Cape Coral, Florida  
FY 2019 - 2021 Adopted Budget**

**FLEET/ROLLING STOCK PROGRAM (Continued)**

Department	Description	Funding Source	FY2019	FY2020	FY2021	FY2022	FY2023	TOTAL
Parks & Rec	FOLEY 670 ACCUPRO BEDKNIFE GDR	Golf Course Revenues	-	-	20,000	-	-	20,000
Parks & Rec	TRU-TURF R548-11D	Golf Course Revenues	-	-	18,000	-	-	18,000
Parks & Rec	TORO 3150-Q	Golf Course Revenues	-	-	38,000	-	-	38,000
Parks & Rec	TORO 3150-Q	Golf Course Revenues	-	-	38,000	-	-	38,000
Parks & Rec	HUDSON TRAILER 10' TILT BED	Golf Course Revenues	-	-	8,000	-	-	8,000
Parks & Rec	FOLEY REEL SPIN GRINDER	Golf Course Revenues	-	-	-	30,000	-	30,000
Parks & Rec	TORO WORKMAN HD	Golf Course Revenues	-	-	-	22,000	-	22,000
Parks & Rec	GATOR GOLF CART GATOR	Golf Course Revenues	-	-	-	10,000	-	10,000
Parks & Rec	TORO DEBRIS BLOWER	Golf Course Revenues	-	-	-	8,500	-	8,500
Parks & Rec	TORO 5510-D	Golf Course Revenues	-	-	-	61,000	-	61,000
Parks & Rec	TORO AERATOR 686	Golf Course Revenues	-	-	-	8,000	-	8,000
Parks & Rec	TORO WORKMAN 1100	Golf Course Revenues	-	-	-	-	23,000	23,000
Parks & Rec	TORO SANDPRO 3040	Golf Course Revenues	-	-	-	-	24,000	24,000
Parks & Rec	TORO 3150Q	Golf Course Revenues	-	-	-	-	38,000	38,000
Parks & Rec	TORO 3150 Q	Golf Course Revenues	-	-	-	-	38,000	38,000
Parks & Rec	FORD F150	Golf Course Revenues	-	-	-	-	25,000	25,000
Police	American Signal GP 432	General Fund	5,000	-	-	-	-	5,000
Police	Ford Explorer *NEW ADD*	General Fund	41,000	-	-	-	-	41,000
Police	Chevy Tahoe	General Fund	51,000	-	-	-	-	51,000
Police	Chevy Silverado	General Fund	51,000	-	-	-	-	51,000
Police	Ford F350	General Fund	51,000	-	-	-	-	51,000
Police	Ford Crown Victoria	General Fund	51,000	-	-	-	-	51,000
Police	Ford Crown Victoria	General Fund	51,000	-	-	-	-	51,000
Police	Dodge Charger	General Fund	51,000	-	-	-	-	51,000
Police	Dodge Charger	General Fund	51,000	-	-	-	-	51,000
Police	Ford Taurus	General Fund	51,000	-	-	-	-	51,000
Police	Chevy Impala	General Fund	51,000	-	-	-	-	51,000
Police	Chevy Impala	General Fund	51,000	-	-	-	-	51,000
Police	Chevy Impala	General Fund	51,000	-	-	-	-	51,000
Police	Ford Crown Victoria	General Fund	51,000	-	-	-	-	51,000
Police	Ford Crown Victoria	General Fund	51,000	-	-	-	-	51,000
Police	Ford Crown Victoria	General Fund	51,000	-	-	-	-	51,000
Police	Chevy Tahoe	General Fund	51,469	-	-	-	-	51,469
Police	Replacement Vehicles per PD & Fleet Designation	General Fund	-	1,100,000	1,100,000	1,358,000	1,300,000	4,858,000

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**City of Cape Coral, Florida  
FY 2019 - 2021 Adopted Budget**

**FLEET/ROLLING STOCK PROGRAM (Continued)**

Department	Description	Funding Source	FY2019	FY2020	FY2021	FY2022	FY2023	TOTAL
Public Works	CASE 621	General Fund	151,600	-	-	-	-	151,600
Public Works	SE Metal Products 52KDBLBRK	General Fund	-	-	7,000	-	-	7,000
Public Works	WANCO ARROWBOARD	General Fund	-	-	5,000	-	-	5,000
Public Works	BANDIT IND - BEAST GRNDR HORIZONTAL-FEED	General Fund	-	651,535	-	-	-	651,535
Public Works	WANCO ARVADA ARROWBOARD	General Fund	-	-	8,000	-	-	8,000
Public Works	HUSTLER MOWER 4600	General Fund	-	-	16,000	-	-	16,000
Public Works	CATERPILLAR SKID STEER	General Fund	-	-	90,000	-	-	90,000
Public Works	HUSTLER MOWER 3700 ISM	General Fund	-	-	-	35,000	-	35,000
Public Works	VERMEER CHIPPER	General Fund	-	-	-	39,000	-	39,000
Public Works	NEW HOLLAND TRACTOR TN65	General Fund	-	-	-	35,000	-	35,000
Public Works	TORO MOWER 4000D	General Fund	-	-	-	68,000	-	68,000
Public Works	SCHULTE BAT WING MOWER S150	General Fund	-	-	-	21,000	-	21,000
Public Works	VERMEER VERMEER CHIPPER	General Fund	-	-	-	-	39,000	39,000
Public Works	HUSTLER 3700	General Fund	-	-	-	-	35,000	35,000
Public Works	CATERPILLAR ROLLER CB224D	General Fund	-	-	-	-	60,000	60,000
Public Works	FORD F-350 TRUCKSTAKE	General Fund	90,000	-	-	-	-	90,000
Public Works	FORD F-450 STAKEBODY	General Fund	90,000	-	-	-	-	90,000
Public Works	FORD F350	General Fund	32,000	-	-	-	-	32,000
Public Works	FORD F350	General Fund	35,000	-	-	-	-	35,000
Public Works	FORD F-450 CREWCAB DUMP	General Fund	-	-	65,000	-	-	65,000
Public Works	FORD F150	General Fund	-	-	30,000	-	-	30,000
Public Works	FORD F350	General Fund	-	-	45,000	-	-	45,000
Public Works	FORD F-450	General Fund	-	-	82,000	-	-	82,000
Public Works	INTERNATIONAL 4300 W/CHIPPER BOX	General Fund	-	-	-	20,000	-	20,000
Public Works	FORD F350	General Fund	-	-	-	35,000	-	35,000
Public Works	INTERNATIONAL 7400	General Fund	-	-	-	115,000	-	115,000
Public Works	FORD EXPLORER	General Fund	-	-	-	35,000	-	35,000
Public Works	INTERNATIONAL DUMP TRUCK LOW-SIDE	General Fund	-	-	-	69,000	-	69,000
Public Works	FORD RANGER	General Fund	-	-	-	25,500	-	25,500
Public Works	IMPERIAL TRAILER	General Fund	-	-	-	-	24,000	24,000
Public Works	CATERPILLAR 416E	General Fund	-	-	-	-	75,000	75,000
Public Works	FORD EXPEDITION	General Fund	-	-	-	-	33,000	33,000
Public Works	FORD E250	General Fund	-	-	-	-	26,000	26,000
Public Works	CATERPILLAR 308E W/ TRAILER	Stormwater Revenues	107,000	-	-	-	-	107,000
Public Works	CATERPILLAR 430E	Stormwater Revenues	-	90,000	-	-	-	90,000

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**City of Cape Coral, Florida  
FY 2019 - 2021 Adopted Budget**

**FLEET/ROLLING STOCK PROGRAM (Continued)**

Department	Description	Funding Source	FY2019	FY2020	FY2021	FY2022	FY2023	TOTAL
Public Works	THOMPSON PUMP	Stormwater Revenues	-	-	16,000	-	-	16,000
Public Works	HONDA EM7000IS	Stormwater Revenues	-	-	-	5,000	-	5,000
Public Works	SULLAIR 185CA AIR COMPRESSOR	Stormwater Revenues	-	-	20,000	-	-	20,000
Public Works	CASE 621E	Stormwater Revenues	-	-	-	-	133,680	133,680
Public Works	JOHN DEERE 80C	Stormwater Revenues	138,000	-	-	-	-	138,000
Public Works	CASE 570 MXT	Stormwater Revenues	-	-	90,000	-	-	90,000
Public Works	GRADALL XL3100	Stormwater Revenues	-	-	-	332,360	-	332,360
Public Works	CASE 570 MXT	Stormwater Revenues	-	-	-	90,000	-	90,000
Public Works	CATERPILLAR 430E	Stormwater Revenues	-	-	-	-	81,000	81,000
Public Works	MMD NGK6000H GENERATOR	Stormwater Revenues	-	-	-	-	2,000	2,000
Public Works	CATERPILLAR 325 CL	Stormwater Revenues	-	-	340,000	-	-	340,000
Public Works	CATERPILLAR 325 DL	Stormwater Revenues	-	-	-	425,000	-	425,000
Public Works	CASE 621D	Stormwater Revenues	-	-	-	-	140,000	140,000
Public Works	SEMI TRUCK TRACTOR	Stormwater Revenues	105,000	-	-	-	-	105,000
Public Works	HITCH AND TRAILER L6412G2 AFFIX TO VEHICLE	Stormwater Revenues	2,500	-	-	-	-	2,500
Public Works	INTERNATIONAL STAKE BODY W/CRANE	Stormwater Revenues	138,000	-	-	-	-	138,000
Public Works	FORD F-550 W/ IMT CRANE	Stormwater Revenues	-	-	-	-	70,000	70,000
Public Works	FORD EXPLORER	Stormwater Revenues	-	-	-	27,500	-	27,500
Public Works	STERLING LT9500	Stormwater Revenues	-	113,000	-	-	-	113,000
Public Works	FORD F350	Stormwater Revenues	-	40,000	-	-	-	40,000
Public Works	FORD F350	Stormwater Revenues	36,000	-	-	-	-	36,000
Public Works	FORD F750	Stormwater Revenues	95,000	-	-	-	-	95,000
Public Works	FORD F350	Stormwater Revenues	36,000	-	-	-	-	36,000
Public Works	INTERNATIONAL 7600	Stormwater Revenues	-	135,000	-	-	-	135,000
Public Works	FORD F350	Stormwater Revenues	32,000	-	-	-	-	32,000
Public Works	CLARK TRAILER 45'	Stormwater Revenues	34,000	-	-	-	-	34,000
Public Works	INTERNATIONAL 2654	Stormwater Revenues	-	110,000	-	-	-	110,000
Public Works	FORD F350	Stormwater Revenues	-	50,000	-	-	-	50,000
Public Works	IMPERIAL TRAILER	Stormwater Revenues	-	21,000	-	-	-	21,000
Public Works	CARRYON 14 FT TRAILER	Stormwater Revenues	-	-	3,000	-	-	3,000
Public Works	ROLLS RITE TRAILER	Stormwater Revenues	-	-	-	8,000	-	8,000
Public Works	IMPERIAL TRAILER	Stormwater Revenues	-	-	-	-	20,906	20,906
Public Works	IMPERIAL TRAILER	Stormwater Revenues	-	-	-	-	21,000	21,000
Public Works	STERLING LT7500	Stormwater Revenues	-	-	-	-	111,000	111,000
Public Works	FORD F150	ISF Facilities	-	-	30,000	-	-	30,000

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**City of Cape Coral, Florida  
FY 2019 - 2021 Adopted Budget**

**FLEET/ROLLING STOCK PROGRAM (Continued)**

Department	Description	Funding Source	FY2019	FY2020	FY2021	FY2022	FY2023	TOTAL
Public Works	FORD E-450 BOX VAN	ISF Facilities	-	-	-	38,000	-	38,000
Public Works	FORD F150	ISF Facilities	-	-	-	30,000	-	30,000
Public Works	FORD E250	ISF Facilities	-	-	-	-	30,000	30,000
Public Works	FREIGHTLINER FL80 AERIAL BUCKET TRK	ISF Facilities	-	-	-	-	390,000	390,000
Public Works	FORD F150	ISF Fleet	-	30,000	-	-	-	30,000
Public Works	FORD F150	ISF Fleet	-	-	30,000	-	-	30,000
Public Works	FORD F350	ISF Fleet	-	-	-	-	50,000	50,000
Public Works	Ford EXPLORER *****	ISF Facilities	30,000	-	-	-	-	30,000
Public Works	FORD F350	Sidewalks	-	-	32,292	-	-	32,292
Public Works	FORD F350	Sidewalks	-	-	-	65,000	-	65,000
Public Works	FORD F350	Sidewalks	-	-	-	-	46,000	46,000
Public Works	FORD EXPLORER (Contra)	Transportation CPF	-	-	-	-	-	-
Utilities	FORD F150	Water/Sewer Fees	26,000	-	-	-	-	26,000
Utilities	BOBCAT ALL WHEEL LOADER	Water/Sewer Fees	68,045	-	-	-	-	68,045
Utilities	NEW TRLR W/ MTD GEN	Water/Sewer Fees	50,000	-	-	-	-	50,000
Utilities	NEW TRLR W/ MTD GEN	Water/Sewer Fees	50,000	-	-	-	-	50,000
Utilities	NEW TRLR W/ MTD GEN	Water/Sewer Fees	50,000	-	-	-	-	50,000
Utilities	NEW PTBL 6" PUMP	Water/Sewer Fees	70,000	-	-	-	-	70,000
Utilities	NEW SCISSORLIFT	Water/Sewer Fees	30,000	-	-	-	-	30,000
Utilities	NEW MANLIFT	Water/Sewer Fees	44,000	-	-	-	-	44,000
Utilities	HYSTER FORKLIFT PROPANE	Water/Sewer Fees	-	-	-	-	35,000	35,000
Utilities	CASE FORKLIFT 4X4	Water/Sewer Fees	-	-	-	85,000	-	85,000
Utilities	INGERSOLL P185 COMPRESSOR	Water/Sewer Fees	23,000	-	-	-	-	23,000
Utilities	WANCO ARVADA WTSP-55-LSA	Water/Sewer Fees	5,500	-	-	-	-	5,500
Utilities	WANCO ARVADA WTSP-55-LSA	Water/Sewer Fees	5,500	-	-	-	-	5,500
Utilities	STONE CEMENT MIXER	Water/Sewer Fees	5,000	-	-	-	-	5,000
Utilities	WAC ROLLER-VIBRATOR	Water/Sewer Fees	-	25,000	-	-	-	25,000
Utilities	CLUB CAR CARRYALL	Water/Sewer Fees	-	10,000	-	-	-	10,000
Utilities	BOBCAT E350	Water/Sewer Fees	-	-	-	48,000	-	48,000
Utilities	JOHN DEERE M655	Water/Sewer Fees	-	8,500	-	-	-	8,500
Utilities	JLG LIFTS 600A	Water/Sewer Fees	-	-	-	115,000	-	115,000
Utilities	JLG LIFT ARTICULATING 60'	Water/Sewer Fees	-	-	-	115,000	-	115,000
Utilities	JOHN DEERE GATOR	Water/Sewer Fees	-	-	-	-	18,000	18,000
Utilities	JOHN DEERE GATOR	Water/Sewer Fees	-	-	-	-	18,000	18,000
Utilities	Automated Manhole Lift station Inspection TRUCK	Water/Sewer Fees	115,000	-	-	-	-	115,000
Utilities	Sewer Camera TV Truck CA25310 TRUCK *****	Water/Sewer Fees	254,844	-	-	-	-	254,844
Utilities	FORD EXPLORER	Water/Sewer Fees	-	30,000	-	-	-	30,000

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**City of Cape Coral, Florida  
FY 2019 - 2021 Adopted Budget**

**FLEET/ROLLING STOCK PROGRAM (Continued)**

Department	Description	Funding Source	FY2019	FY2020	FY2021	FY2022	FY2023	TOTAL
Utilities	FORD EXPLORER	Water/Sewer Fees	-	-	-	-	36,000	<b>36,000</b>
Utilities	FORD F-550 UTLY W/CRANE	Water/Sewer Fees	-	-	154,000	-	-	<b>154,000</b>
Utilities	FORD F150	Water/Sewer Fees	-	-	-	-	34,500	<b>34,500</b>
Utilities	BUTLER TRAILER	Water/Sewer Fees	16,000	-	-	-	-	<b>16,000</b>
Utilities	FORD F350 UTIL	Water/Sewer Fees	40,000	-	-	-	-	<b>40,000</b>
Utilities	BUTLER TRAILER	Water/Sewer Fees	15,000	-	-	-	-	<b>15,000</b>
Utilities	BUTLER TRAILER	Water/Sewer Fees	15,000	-	-	-	-	<b>15,000</b>
Utilities	BUTLER TRAILER	Water/Sewer Fees	15,000	-	-	-	-	<b>15,000</b>
Utilities	BUTLER TRAILER LT1416-WL	Water/Sewer Fees	15,000	-	-	-	-	<b>15,000</b>
Utilities	BUTLER TRAILER	Water/Sewer Fees	16,000	-	-	-	-	<b>16,000</b>
Utilities	INTERNATIONAL 2574	Water/Sewer Fees	111,000	-	-	-	-	<b>111,000</b>
Utilities	FORD F150-WTS TO REPLACE W/FLATBED	Water/Sewer Fees	-	50,000	-	-	-	<b>50,000</b>
Utilities	INTERNATIONAL 7400	Water/Sewer Fees	-	103,000	-	-	-	<b>103,000</b>
Utilities	FORD F350	Water/Sewer Fees	-	-	-	50,000	-	<b>50,000</b>
Utilities	FREIGHTLINER MT45	Water/Sewer Fees	-	-	-	42,000	-	<b>42,000</b>
Utilities	FORD F250	Water/Sewer Fees	-	-	-	-	35,000	<b>35,000</b>
Utilities	CHEVROLET C5500 TV TRUCK	Water/Sewer Fees	-	-	-	-	300,000	<b>300,000</b>
Utilities	FREIGHTLINER VAN WALK IN TV TRUCK	Water/Sewer Fees	-	-	-	-	300,000	<b>300,000</b>
Utilities	FORD E250	Water/Sewer Fees	-	33,000	-	-	-	<b>33,000</b>
Utilities	EXP ENCLOSED CARGO TRLR	Water/Sewer Fees	-	-	-	14,500	-	<b>14,500</b>
Utilities	FORD F-550 UTIL W/CRANE	Water/Sewer Fees	-	135,000	-	-	-	<b>135,000</b>
Utilities	FORD F250	Water/Sewer Fees	-	-	-	-	33,000	<b>33,000</b>
Utilities	INTERNATIONAL 7600	Water/Sewer Fees	-	-	-	-	110,000	<b>110,000</b>
Utilities	INTERNATIONAL 7400 VAC TRK	Water/Sewer Fees	-	-	450,000	-	-	<b>450,000</b>
Utilities	FORD E250	Water/Sewer Fees	-	37,000	-	-	-	<b>37,000</b>
Utilities	FORD E250	Water/Sewer Fees	-	38,000	-	-	-	<b>38,000</b>
Utilities	FORD F250	Water/Sewer Fees	-	-	48,000	-	-	<b>48,000</b>
Utilities	FORD F250	Water/Sewer Fees	-	-	-	48,000	-	<b>48,000</b>

**TOTAL**

**\$3,617,958   \$4,928,222   \$4,330,429   \$5,351,860   \$6,207,725   \$24,436,194**

**City of Cape Coral, Florida  
FY 2019 - 2021 Adopted Budget**

**ONGOING/EXISTING CAPITAL PROJECTS**

**SUMMARY BY UTILIZED REVENUES**

	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>TOTAL</b>
Impact, 5, 6 Cent Gas Tax	\$ 23,548,613	\$ 14,608,461	\$ 14,358,630	\$ 14,162,803	\$ 13,921,059	<b>\$ 80,599,566</b>
Stormwater Revenue	1,390,096	1,410,627	1,484,871	1,492,295	1,499,757	<b>7,277,646</b>
<b>Grand Total</b>	<b>\$ 24,938,709</b>	<b>\$ 16,019,088</b>	<b>\$ 15,843,501</b>	<b>\$ 15,655,098</b>	<b>\$ 15,420,816</b>	<b>\$ 87,877,212</b>

**SUMMARY BY TYPE**

	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>TOTAL</b>
Stormwater	\$ 1,390,096	\$ 1,410,627	\$ 1,484,871	\$ 1,492,295	\$ 1,499,757	<b>\$ 7,277,646</b>
Transportation	23,548,613	14,608,461	14,358,630	14,162,803	13,921,059	<b>80,599,566</b>
<b>Grand Total</b>	<b>\$ 24,938,709</b>	<b>\$ 16,019,088</b>	<b>\$ 15,843,501</b>	<b>\$ 15,655,098</b>	<b>\$ 15,420,816</b>	<b>\$ 87,877,212</b>

**EXISTING TRANSPORTATION AND STORMWATER FUNDED CAPITAL IMPROVEMENTS**

<b>TYPE</b>	<b>DESCRIPTION</b>	<b>FUNDING SOURCE</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>TOTAL</b>
Stormwater	Drainage Projects	Stormwater Revenues	\$ 1,340,096	\$ 1,410,627	\$ 1,484,871	\$ 1,492,295	\$ 1,499,757	<b>\$ 7,227,646</b>
Stormwater	Land Acquisition	Stormwater Revenues	50,000	-	-	-	-	<b>50,000</b>
Transportation	Down Town Circulation	Impact, 5, 6 Cent Gas Tax	250,000	-	-	-	-	<b>250,000</b>
Transportation	Kismet/Littleton Realignment	Impact, 5, 6 Cent Gas Tax	1,500,000	1,500,000	-	-	-	<b>3,000,000</b>
Transportation	North Cape East/West Corridor	Impact, 5, 6 Cent Gas Tax	-	-	1,000,000	-	-	<b>1,000,000</b>
Transportation	S.R. 78 Parallel Access Road	Impact, 5, 6 Cent Gas Tax	250,000	-	250,000	-	250,000	<b>750,000</b>
Transportation	Traffic Control Devices/Intersection Imp	Impact, 5, 6 Cent Gas Tax	500,000	500,000	500,000	500,000	400,000	<b>2,400,000</b>
Transportation	Chiquita Blvd Improvements	Impact, 5, 6 Cent Gas Tax	-	-	-	750,000	-	<b>750,000</b>
Transportation	Turn Lane Improvement	Impact, 5, 6 Cent Gas Tax	500,000	500,000	600,000	600,000	700,000	<b>2,900,000</b>
Transportation	Street Programs	Impact, 5, 6 Cent Gas Tax	9,242,613	10,008,461	10,208,630	10,412,803	10,621,059	<b>50,493,566</b>
Transportation	Median Curbing Projects	Impact, 5, 6 Cent Gas Tax	400,000	400,000	400,000	400,000	450,000	<b>2,050,000</b>
Transportation	Access Management	Impact, 5, 6 Cent Gas Tax	400,000	400,000	400,000	500,000	500,000	<b>2,200,000</b>
Transportation	Bridge Replacement	Impact, 5, 6 Cent Gas Tax	500,000	500,000	500,000	500,000	500,000	<b>2,500,000</b>
Transportation	Alley Resurfacing/Paving (misc paving)	Impact, 5, 6 Cent Gas Tax	520,000	-	-	-	-	<b>520,000</b>
Transportation	Median Landscaping	Impact, 5, 6 Cent Gas Tax	312,000	-	-	-	-	<b>312,000</b>
Transportation	FY19 Road Resurfacing	Impact, 5, 6 Cent Gas Tax	6,500,000	-	-	-	-	<b>6,500,000</b>
Transportation	N1 Non Assessed Trans Imp	Impact, 5, 6 Cent Gas Tax	500,000	500,000	-	-	-	<b>1,000,000</b>
Transportation	N2 Non Assessed Trans Imp	Impact, 5, 6 Cent Gas Tax	1,674,000	-	-	-	-	<b>1,674,000</b>
Transportation	Sidewalks/Bikepaths, Road Resurfacing	Impact, 5, 6 Cent Gas Tax	300,000	300,000	300,000	300,000	200,000	<b>1,400,000</b>
Transportation	Sidewalks/Bikepaths, Part of UEP	Impact, 5, 6 Cent Gas Tax	200,000	-	200,000	200,000	300,000	<b>900,000</b>

**TOTAL**

**\$24,938,709   \$16,019,088   \$15,843,501   \$15,655,098   \$15,420,816   \$87,877,212**

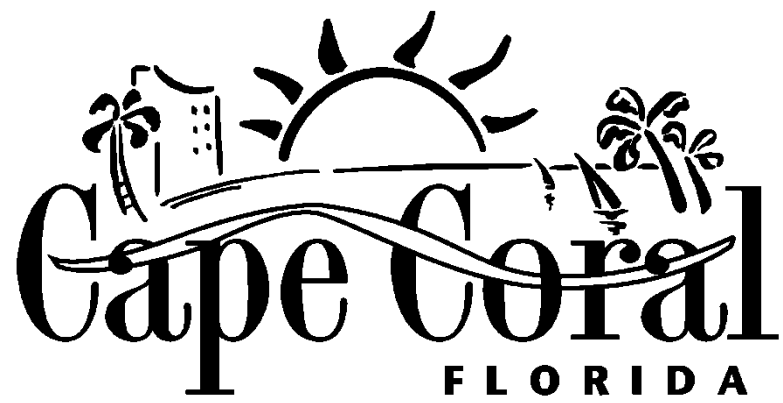
City of Cape Coral, Florida  
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**DEBT MANAGEMENT PROGRAM**

**Debt Management Program..... 14**  
*Debt Management..... 14-3*



## **Debt Management**

The City's primary objective in debt management is to maintain the level of indebtedness within available resources and legal debt limitations established by resolution, while keeping the cost to the taxpayer at a minimum. Although the City has set no legal debt limit, specific policies have been established as part of the Financial Management Policies.

One such policy is that any capital project financed through the issuance of general obligation, revenue and/or special assessment bonds should be financed for a period not to exceed the expected useful life of the project. The City also maintains debt service ratios at levels in compliance with bond requirements.

There are several key debt ratios that investors and financial analysts use when reviewing a city's creditworthiness. As part of its overall policy, the City reviews such ratios used by the national credit rating agencies. Additionally, the financial management policies that are in place have allowed the City to build up the General Fund reserves and commit to sound financial practices.

The Financial Services Department prepares and releases an Annual Debt and Credit Report to the City Council. This report is posted on the City's website and contains the following elements:

- Calculations of the appropriate ratios and measurements necessary to evaluate the City's credit, and that of its various enterprise systems.
- Information related to any significant events affecting outstanding Debt, including Conduit Debt Obligations, if any.
- An evaluation of savings related to any refinancing activity.
- A summary of any changes in Federal or State laws affecting the City's debt program.
- A detailed description, individual and aggregate schedules and summaries of the City's outstanding debt.

### **Debt Per Capita**

Direct debt is defined as a government unit's gross debt less the enterprise system's self-supporting debt. The City will strive to maintain Direct Debt per Capita at or below the standard municipal rating agency median for cities of comparable size. In any case, the amount should not exceed 135% of such median. The Direct Debt per Capita shall be calculated by dividing the Governmental Direct Debt by the most current population within the City. Our Direct Debt per Capita is estimated at \$1,054 for the fiscal year ending September 30, 2017.

Rating agency median	2,141
135% of rating agency median	2,890
City of Cape Coral estimated population at September 30, 2017	179,804
Direct debt	\$ 189,455,590
Direct debt per capita	\$ 1,054

**City of Cape Coral, Florida  
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**Debt Administration**

As of September 30, 2017, the City had total outstanding debt of \$806,779,025. The following is a summary of the debt by type.

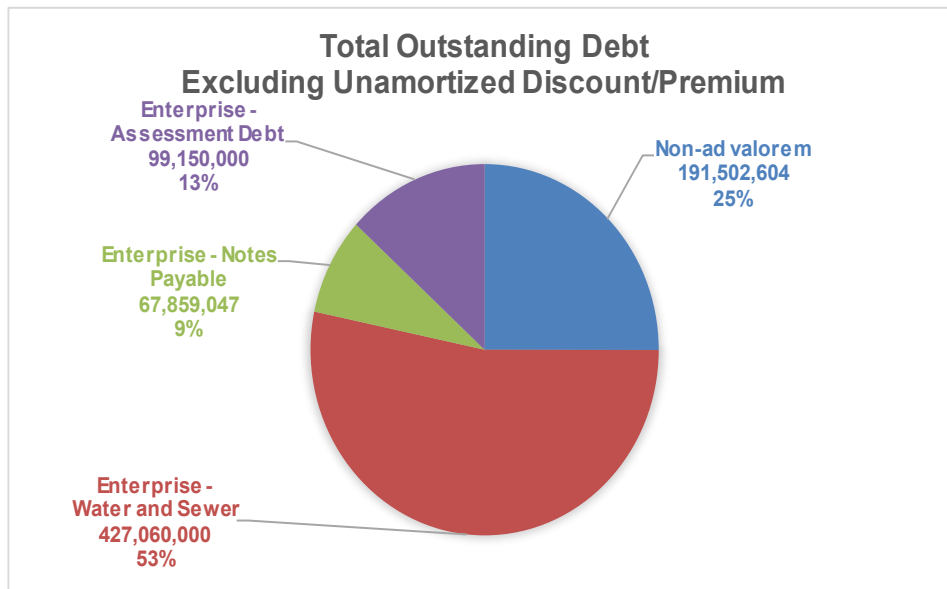
<b>Category</b>	<b>Outstanding 09/30/2017</b>	<b>Percentage of Total Debt</b>
Governmental Fund Debt	\$ 203,110,436	25.18%
Enterprise Fund Debt	603,668,590	74.82%
	<u>\$ 806,779,026</u>	<u>100.00%</u>

**Governmental**

Revenue Bonds	\$ 179,446,590
Notes Payable	10,474,000
Assessments	1,130,000
Capital Leases	452,014
	<u>191,502,604</u>
Unamortized discount and premium	11,607,832
Total Governmental Debt	<u>\$ 203,110,436</u>

**Enterprise**

Water and Sewer Revenue Bonds	\$ 427,060,000
Notes Payable	67,859,047
Assessment Debt	99,150,000
	<u>594,069,047</u>
Unamortized Discount & Premium	9,599,543
Total Enterprise Debt	<u>\$ 603,668,590</u>
Total Governmental & Enterprise Debt	<u>\$ 806,779,026</u>



**City of Cape Coral, Florida  
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**Total Outstanding Debt  
as of September 30, 2017**

**GOVERNMENTAL**

**Revenue Bonds**

Capital Improvement Revenue Bonds, Series 2008	\$ 2,290,000	
Gas Tax Revenue Bonds, Series 2010A	1,555,000	
Gas Tax Revenue Bonds, Series 2010B	33,815,000	
Special Obligation Revenue Bonds, Series 2011 (Charter)	1,595,000	
Special Obligation Revenue Bonds, Series 2012	10,164,590	
Capital Improvement & Refunding Bonds, Series 2014	4,155,000	
Gas Tax Revenue Bonds, Series 2014	14,512,000	
Special Obligation Revenue Bonds, Series 2015	48,765,000	
Special Obligation Revenue Bonds, Series 2017	<u>62,595,000</u>	
<b>Total Revenue Bonds</b>		<b>\$ 179,446,590</b>

**Note Payables**

Special Obligation Revenue Note, Series 2015	<u>\$ 10,474,000</u>	10,474,000
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**Assessment Debt**

Fire Protection Assessment Revenue Note, Series 2015	<u>\$ 1,130,000</u>	1,130,000
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**Capital Leases**

Capital Lease, Series 2012 (Charter)	<u>\$ 452,014</u>	
Total Capital Leases		452,014
<b>Total Governmental Debt</b>		191,502,604
Unamortized Discount & Premium		<u>11,607,832</u>
<b>Total Net Governmental Debt</b>		<b><u>\$ 203,110,436</u></b>

**ENTERPRISE**

**Revenue Bonds**

Water and Sewer Refunding Revenue, Series 2011	\$ 164,125,000	
Water and Sewer Refunding Revenue, Series 2011A	99,280,000	
Water and Sewer Refunding Revenue, Series 2013	2,145,000	
Water and Sewer Refunding Revenue, Series 2015	72,415,000	
Water and Sewer Refunding Revenue, Series 2015A	<u>89,095,000</u>	
Total Water and Sewer Revenue Bonds		427,060,000

**Notes Payable**

State Revolving Fund #7516P	\$ 1,062,671	
State Revolving Fund #7516L-01	268,149	
State Revolving Fund #7516L-02	1,312,523	
State Revolving Fund # DW360103 (SW 6/7)	12,401,582	
State Revolving Fund # WW360100 (SW 6/7)	<u>52,814,122</u>	
Total Notes Payable		67,859,047

**Assessment Debt**

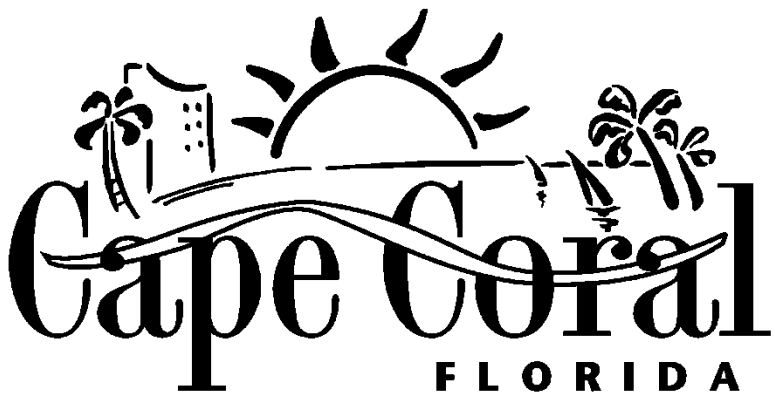
Utility Improvement Refunding Assessment Bonds (Various Areas), Series 2017	<u>\$ 99,150,000</u>	
Total Assessment Debt		99,150,000
<b>Total Enterprise Debt</b>		594,069,047
Unamortized Discount & Premium		<u>9,599,543</u>
<b>Total Net Enterprise Debt</b>		<u>\$ 603,668,590</u>
<b>Total Outstanding Debt</b>		<b><u>\$ 806,779,026</u></b>

**City of Cape Coral, Florida**  
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**Proposed New Debt**

The City is anticipating issuing the following governmental debt:

1. FY 2020 – Bank Note for \$11.5 million for the purchase of the golf course in Southeast Cape Coral. The proposed budget provides \$441,180 for annual debt service in FY 2020 and \$1,332,540 for annual debt service in FY 2021.
2. FY 2021 - Fire Assessment Note for \$4.3 million for the purpose of construction of Fire Station #2. The proposed budget provides \$443,117 for annual debt service.
3. In August 2017, City Council approved a loan agreement with the State of Florida. The State Revolving Fund Loan is for the purpose of extending water, sewer, and irrigation collection and transmission lines in the area known as North 2 Utility Expansion Project. This loan was approved by City Council in August 2017. Debt service schedules will not be established until final project close out which is expected in late 2019.



**City of Cape Coral, Florida**  
**FY 2019 – 2021 Adopted Budget**

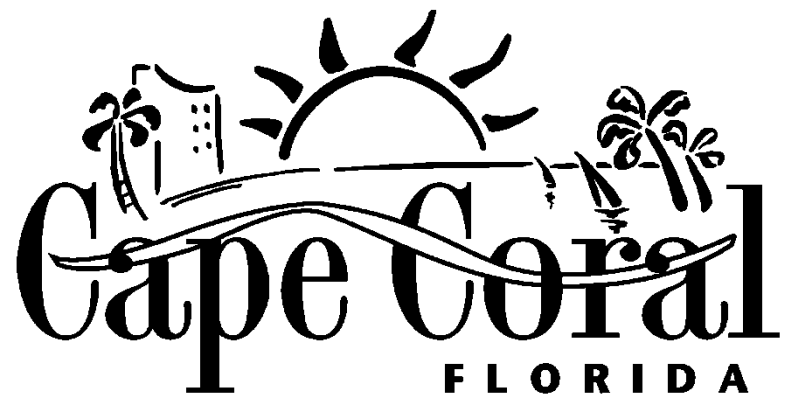
**FY 2019 - FY 2042 Debt Service Schedule**

	Original Issue Amount	Principal Outstanding 9/30/2019	FY 2019 Principal	FY 2019 Interest	FY 2019 Requirement
<b>Governmental</b>					
Revenue Bonds					
2008 Capital Improvement Revenue	\$ 28,200,000	\$ 1,175,000	\$ 1,175,000	\$ 66,623	\$ 1,241,623
2010 Gas Tax Revenue	40,000,000	34,610,000	795,000	2,361,001	3,156,001
2011 Special Obligation Revenue	17,690,000	1,220,000	390,000	54,988	444,988
2012 Special Obligation Revenue	17,669,950	8,814,969	1,382,410	214,204	1,596,614
2014 Gas Tax Revenue Bond	21,433,000	12,223,000	2,339,000	268,906	2,607,906
2014 Capital Improvement&Refund Revenue	5,300,000	3,600,000	565,000	83,160	648,160
2015 Special Obligation Revenue	51,427,288	46,530,000	2,325,000	2,013,606	4,338,606
2015 Fire Protection Assessment Revenue	1,500,000	855,000	280,000	11,798	291,798
2015 Special Obligation Note	13,675,000	8,822,000	1,689,000	185,262	1,874,262
2017 Special Obligation Bond	62,595,000	61,705,000	935,000	2,830,625	3,765,625
Notes Payable					
2018 Special Obligation Revenue Note	7,912,705	6,939,452	726,496	203,397	929,893
Capital Leases					
2012 Lease - Charter School Bus	1,342,755	273,460	181,548	3,812	185,360
<b>Total Governmental Debt</b>	<b>\$ 268,745,698</b>	<b>\$ 186,767,881</b>	<b>\$ 12,783,454</b>	<b>\$ 8,297,381</b>	<b>\$ 21,080,835</b>
<b>Enterprise</b>					
Revenue Bonds					
2011 Water & Sewer Revenue Refunding	\$ 185,000,000	\$ 6,925,000	\$ 2,225,000	\$ 301,750	\$ 2,526,750
2011A Water & Sewer Revenue Refunding	185,000,000	5,350,000	1,710,000	250,400	1,960,400
2015 Water & Sewer Revenue Refunding	72,415,000	72,415,000	-	3,393,900	3,393,900
2015A Series Water & Sewer Refunding	94,740,000	84,785,000	6,825,000	2,144,916	8,969,916
2017 Series Water & Sewer Refunding	248,355,000	248,355,000	-	11,071,788	11,071,788
Notes - State Revolving Fund Loans					
State Revolving Fund Loan #7516L-01	682,496	226,643	42,731	6,330	49,061
State Revolving Fund Loan #7516L-02	2,898,884	1,153,616	163,598	32,611	196,209
State Revolving Fund Loan #DW360103 SW6/7	12,401,582	11,568,152	833,429	245,345	1,078,774
State Revolving Fund Loan #WW3600100 SW6/7	54,662,273	50,522,781	2,339,337	1,042,395	3,381,731
State Revolving Fund Loan #7516P	2,390,719	924,760	142,303	28,107	170,410
Special Assessment Bonds					
2017 Utility Improvement Assessment (all areas)	101,155,000	88,315,000	10,980,000	2,021,730	13,001,730
<b>Total Enterprise Debt</b>	<b>\$ 959,700,953</b>	<b>\$ 570,540,953</b>	<b>\$ 25,261,397</b>	<b>\$ 20,539,271</b>	<b>\$ 45,800,668</b>
<b>Total Debt</b>	<b>\$ 1,228,446,651</b>	<b>\$ 757,308,833</b>	<b>\$ 38,044,851</b>	<b>\$ 28,836,652</b>	<b>\$ 66,881,504</b>



**City of Cape Coral, Florida**  
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	FY 2020 Principal	FY 2020 Interest	FY 2020 Requirement	FY 2021 Principal	FY 2021 Interest	FY 2021 Requirement	FY 2022 - 2042 Requirement
<b>Governmental</b>							
Revenue Bonds							
2008 Capital Improvement Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2010 Gas Tax Revenue	830,000	2,326,220	3,156,220	860,000	2,277,673	3,137,673	32,125,000
2011 Special Obligation Revenue	405,000	38,413	443,413	425,000	20,188	445,188	-
2012 Special Obligation Revenue	1,416,010	180,611	1,596,621	1,450,420	146,202	1,596,622	4,566,128
2014 Gas Tax Revenue Bond	2,391,000	217,448	2,608,448	2,444,000	164,846	2,608,846	5,049,000
2014 Capital Improvement&Refund Revenue	580,000	70,109	650,109	590,000	56,711	646,711	1,865,000
2015 Special Obligation Revenue	2,440,000	1,897,356	4,337,356	2,565,000	1,775,356	4,340,356	39,200,000
2015 Fire Protection Assessment Revenue	285,000	7,136	292,136	290,000	2,393	292,393	-
2015 Special Obligation Note	1,726,000	149,793	1,875,793	1,760,000	113,547	1,873,547	3,647,000
2017 Special Obligation Bond	2,160,000	2,783,875	4,943,875	2,265,000	2,675,875	4,940,875	56,345,000
Notes Payable							
2018 Special Obligation Revenue Note	704,753	225,139	929,892	748,907	180,984	929,891	4,759,296
Capital Leases							
2012 Lease - Charter School Bus	91,913	767	92,680	-	-	-	-
<b>Total Governmental Debt</b>	<b>\$ 13,029,676</b>	<b>\$ 7,896,867</b>	<b>\$ 20,926,543</b>	<b>\$ 13,398,327</b>	<b>\$ 7,413,774</b>	<b>\$ 20,812,101</b>	<b>\$ 147,556,424</b>
<b>Enterprise</b>							
Revenue Bonds							
2011 Water & Sewer Revenue Refunding	\$ 2,295,000	\$ 235,000	\$ 2,530,000	\$ 2,405,000	\$ 120,250	\$ 2,525,250	\$ -
2011A Water & Sewer Revenue Refunding	1,775,000	182,000	1,957,000	1,865,000	93,250	1,958,250	-
2015 Water & Sewer Revenue Refunding	-	3,393,900	3,393,900	-	3,393,900	3,393,900	72,415,000
2015A Series Water & Sewer Refunding	6,975,000	1,992,923	8,967,923	7,135,000	1,837,450	8,972,450	63,850,000
2017 Series Water & Sewer Refunding	-	11,071,788	11,071,788	-	11,071,788	11,071,788	248,355,000
Notes - State Revolving Fund Loans							
State Revolving Fund Loan #7516L-01	43,992	5,069	49,061	45,290	3,770	49,061	94,630
State Revolving Fund Loan #7516L-02	168,426	27,783	196,209	173,397	22,812	196,209	648,195
State Revolving Fund Loan #DW360103 SW6/7	833,429	245,345	1,078,774	833,429	245,345	1,078,774	9,067,865
State Revolving Fund Loan SW 6/7 (DW)	2,388,345	993,386	3,381,731	2,438,389	943,342	3,381,731	43,356,710
State Revolving Fund Loan #7516P	146,835	23,575	170,410	151,512	18,898	170,410	484,109
Special Assessment Bonds							
2017 Utility Improvement Assessment (all areas)	11,165,000	1,840,560	13,005,560	10,870,000	1,628,425	12,498,425	55,300,000
<b>Total Enterprise Debt</b>	<b>\$ 25,791,028</b>	<b>\$ 20,011,327</b>	<b>\$ 45,802,356</b>	<b>\$ 25,917,018</b>	<b>\$ 19,379,229</b>	<b>\$ 45,296,247</b>	<b>\$ 493,571,509</b>
<b>Total Debt</b>	<b>\$ 38,820,704</b>	<b>\$ 27,908,195</b>	<b>\$ 66,728,898</b>	<b>\$ 39,315,345</b>	<b>\$ 26,793,003</b>	<b>\$ 66,108,348</b>	<b>\$ 641,127,933</b>



**APPENDICES**

**Appendices..... 15**

*Glossary of Financial Terms ..... Section 15-A1*

*Statistical Section..... Section 15-B1*

*Staffing..... Section 15-C1*

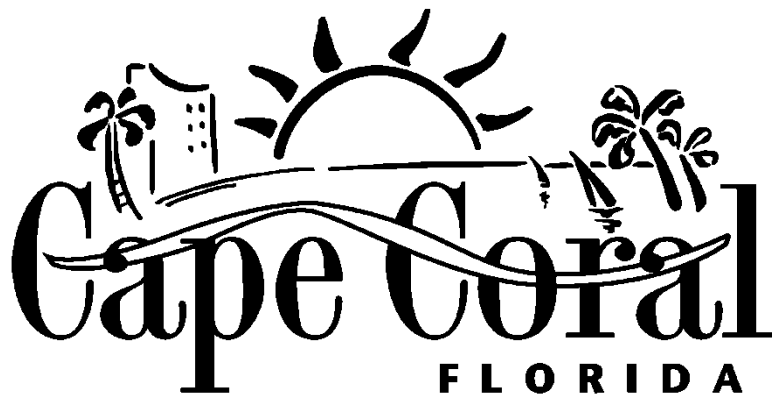
*Full Cost Allocation ..... Section 15-D1*

*Ordinance..... Section 15-E1*

*Ordinance 63-18*

*Ordinance 64-18*

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## Glossary of Financial Terms

**Account:** Financial reporting unit for budget, management, or accounting purposes.

**Accounting Period:** A period of time (e.g. one month, one year) where the city determines its financial position and results of operations.

**Accrual Basis:** The basis whereby transactions and events are recognized when they occur, regardless of when cash is received or paid.

**Actuarial:** A person or methodology that makes determinations of required contributions to achieve future funding levels that addresses risk and time.

**Ad Valorem Tax:** Tax levied in proportion to the value of the property against which it is levied.

**Adopted Budget:** The proposed budget as initially formally approved by the City Council.

**Aggregate Millage Rate:** A rate obtained by dividing the sum of all ad valorem taxes levied by the governing body by the taxable value of the municipality, expressed as an average tax rate.

**All Years Budgeting:** The method of budgeting and reporting grant and capital project appropriations and expenditures from grant or project inception through the reporting period, as opposed to, budgeting and reporting on a fiscal year basis. As a result, each year's budget only reflects that year's changes in funding, such as additional funds being added to a project budget or unneeded funds being subtracted from the budget.

**Allocation:** Component of an appropriation earmarking expenditures for a specific purpose and/or level of organization.

**Amendments:** Process in which budget appropriations are increased or decreased as a result of unanticipated changes in sources/uses. Amendments must be approved by the City Council in the same form the budget was originally approved.

**Appropriation:** A legal authorization granted by the legislative body to incur expenditures and obligations for a specific purpose. An appropriation is usually limited in amount, and as to the time when it may be expended.

**Assessed Valuation:** A valuations set upon real estate or other property by a government as a basis for levying taxes. Taxable valuation is calculated from an assessed valuation. In Florida, assessed value is required to approach 100% of market value.

**Asset:** A resource owned or controlled by the City, which has monetary value.

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**Asset Management Program:** A five-year program of assets owned by the City coupled with the condition and future plans for those assets. The program is updated annually and integrates the Capital Improvements Program, Capital Equipment/Software Program, Fleet Rolling Stock Program and any Capital Maintenance projects.

**Balanced Budget:** A budget in which the amount available from taxation and other sources, including balances brought forward from prior fiscal years, equal the total appropriations for expenditures and reserves.

**Benchmark:** To determine the quality of products, services and practices by measuring critical factors (i.e., how fast, how reliable a product or service is) and compare the results to those of comparable entities.

**Bond:** Written evidence of the issuer's obligation to repay a specified principal amount on a certain date (maturity date), together with interest at a stated rate, or according to a formula for determining that rate.

**Bond Rating:** The rating established by a rating company (Moody's, Standard and Poor's, Fitch) that assesses the City's financial stability, resources and capacity to repay the financing issue by evaluating the organization's administrative management, financial management, debt load and local economy.

**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 city 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, charter, and/or administrative rules and regulations.

**Budget Calendar:** The schedule of key dates, which the City follows in the preparation, and adoption of the budget.

**Budget Message:** A general discussion of the proposed budget as presented in writing to the legislative body.

**Capital Expenditure (Outlay):** An expenditure to acquire long-term assets. The asset will have a unit cost of \$5,000 or more and a useful life in excess of one year.

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**Capital Improvement Program (CIP):** A plan for capital expenditures to be incurred each year over a period of years to meet capital needs arising from the long-term work program. It sets forth each project and its related expenditures and specifies the full resources estimated to be available to finance the projected expenditures.

**Capital Lease:** An agreement conveying the right to use property, plant, or equipment usually for a stated period of time where the lessee assumes all the risks and rewards of ownership.

**Capital Project:** A major capital construction project costing over \$50,000 and spanning over a period of years. Included in the Capital Improvement Program.

**Capitalized Interest:** When interest cost is added to the cost of an asset and expensed over the useful life of an asset.

**Charges for Service:** This revenue results from user fees for various City services. Golf course fees, fees for planning and zoning services, and charges for utility service are examples.

**Charter School:** A school receiving public money but operates independently of the established public school system.

**City 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 not special sectors or groups and is one in which resources are located and distributed to make the service universally accessible to the general population.

**Commercial Paper:** An unsecured promissory note that is used for a specific amount, maturing on a specific day. Normally, the maximum maturity is 270 days, but the most common length is 30 days.

**Communication Services Tax Simplification Law:** A law created by Florida Legislature to combine communication services revenues with a two-tiered tax composed of State and local-option tax.

**Comprehensive Annual Financial Report (CAFR):** This report is prepared by the Accounting Division of the Financial Services Department. It is usually referred to by its abbreviation, and summarizes financial data for a fiscal year in a standardized format. The CAFR is organized by fund and contains two basic types of information: a balance sheet that compares assets with liabilities and fund balance; and an operating statement that compares revenues with expenditures.

**Comprehensive Plan:** As required by Florida Statutes, the comprehensive plan is a definitive guide for growth management of our community. The Plan consists of eleven elements in such areas as capital improvements, land use, housing, transportation, recreation and infrastructure and provides goals, objectives, policies and supporting documentation.

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**Community Development Block Grant (CDBG):** An entitlement grant program authorized by the federal government, which provides a federal grant for each year in which the program is authorized by Congress. The entitlement is based upon a formula, which includes the City's population. The CDBG is limited in eligible uses of the funds to projects generally affecting low and moderate-income persons or the elimination of slums and blight.

**Community Redevelopment Agency (CRA):** The Community Redevelopment Agency is a dependent special district established pursuant to State law by a local government. A CRA is established in an area suffering from blighted conditions. As the property within the district's boundaries is improved, ad valorem revenue generated from the difference between the base year taxable value and the current year taxable value is returned to the CRA fund. Generated revenue is used as a mechanism to finance additional capital improvements within the area.

**Continuing Appropriations:** Funding approved in the current budget but not expended during that current budget year. These appropriations are carried forward into the next fiscal year for their intended purposes. (Grants and capital projects)

**Debt Limit:** The maximum amount of gross or net debt that is legally permitted. The Constitution of the State of Florida (FS 200.181) and the City of Cape Coral set no legal debt limit.

**Debt Ratios:** Comparative statistics showing the relationship between the issuer's outstanding debt and such factors as its tax base, income or population. Such ratios are often used in the process of determining credit quality of an issue.

**Debt Service:** The annual payments required to support debt issues, including interest and principal payments.

**Department:** A basic organizational unit of government that may be sub-divided into divisions, programs, activity groups, and/or activities.

**Depreciation:** The decrease in value of physical assets due to use and the passage of time.

**Distinguished Budget Presentation Award Program:** A voluntary program administered by the Government Finance Officers Association to encourage governments to publish efficiently organized and easily readable budget documents and to provide peer recognition and technical assistance to the fiscal officers preparing them.

**Efficiency:** A relationship between the resource allocation (input) and the ultimate product or service delivered (output) for a particular activity. Usually expressed as "cost per service provided."

**Employee Benefits:** Contributions made by the City to meet commitments or obligations for employee fringe benefits. Included are the City's costs for social security and various pensions as well as medical and life insurance plans.



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**Encumbrance:** Purchase orders, contracts, salaries or other commitments which are chargeable to an appropriation and for which a part of the appropriation is obligated. They cease to be encumbrances when the obligations are paid or otherwise liquidated.

**Enterprise Fund:** A fund used to account for operations that are financed and operated in a manner similar to private business enterprises, wherein the stated intent is that the costs (including depreciation) of providing goods and services be financed from revenues recovered primarily through user fees.

**Escrow:** Money or property held in the custody of a third party that is returned only after the fulfillment of specific conditions.

**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.

**Financial Management Policies:** A comprehensive set of financial management policies that are necessary to strengthen the city's financial condition and bond ratings. These policies, which are based on widely accepted credit industry measures and standards, are applied to the ongoing management of the City's finances.

**Fines and Forfeitures:** Consists of a variety of fees, fines and forfeitures collected by the State Court System, including bail forfeitures, garnishments, legal defenders recoupment and juror/witness fees.

**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. Cape Coral's fiscal year begins October 1<sup>st</sup> and ends September 30<sup>th</sup> of each year.

**Fixed Assets:** Assets of a long-term character which are intended to continue to be held or used, such as land, building, improvements other than buildings, machinery, and equipment. Also see capital expenditures.

**Franchise Fee:** Charges to utilities for exclusive rights to operate within municipal right-of-way's or to provide a service. Examples are electricity and solid waste.

**Full Cost Allocation Plan:** A plan to distribute central services overhead costs to operating departments. Central services are those administrative functions that mainly provide services to other governmental departments and not to the public.

**Full-Time Equivalent Position (FTE):** A position converted to the decimal equivalent of a full time position based on 2,080 hours per year. For example, a clerk working for 20 hours per week would be the equivalent to .5 of a full-time position.

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**Functions:** Expenditure classification according to the principal purposes for which expenditures are made. Examples are general government, culture/recreation, public safety, and transportation.

**Fund:** A fiscal and accounting entity with a self-balancing set of accounts recording assets, liabilities, revenues and expenditures associated with a particular purpose.

**Fund Balance:** The difference between a governmental fund's assets and liabilities.

**Funded Positions:** A term referring to the number of authorized positions for which funding is included in a given fiscal year's budget.

**Government Accounting Standards Board (GASB):** The independent organization that establishes and improves standards of accounting and financial reporting for U.S. state and local governments.

**General Fund:** This fund is used to account for all financial transactions applicable to the general operations of the city. Revenues are derived principally from property taxes, state shared revenues, franchise fees, fines, licenses and permits, and grants. This fund accounts for the general operating expenditures of the City including police and fire protection, engineering/public works, parks and recreation, planning and development, and general administration.

**General Obligation Bonds:** Bonds, which are secured by the full faith and credit of the issuer. General obligation bonds issued by local units of government are secured by a pledge of the issuer's ad valorem taxing power. Such bonds constitute debts of the issuer and require voter approval prior to issuance in the State of Florida.

**Generally Accepted Accounting Principles (GAAP):** Uniform minimum standards and guidelines for financial accounting and reporting that 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. 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.

**Government Finance Officers Association (GFOA):** GFOA is the professional association of state/provincial and local finance officers in the United States and Canada, as has served the public finance profession since 1906. Approximately 16,000 GFOA members are dedicated to the sound management of government financial resources.

**Governmental Funds:** Funds used to finance the acquisition, usage, and balances of the City's expendable financial resources. The City utilizes the following governmental funds: General Fund, Debt Service Fund, Special Revenue Fund, and Capital Projects Fund.

**Grant:** An award or contribution of funding provided by a governmental unit or other type of organization to aid in support of a particular governmental program.

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**Homestead Exemption:** Pursuant to the Florida State Constitution, when someone owns property and makes it his or her permanent residence or the permanent residence of his or her dependent, the property owner maybe be eligible to receive a homestead exemption up to \$50,000. The first \$25,000 applies to all property taxes, including school district taxes. The additional exemption up to \$25,000 applies to the assessed value between \$50,000 and \$75,000 and only to non-school taxes.

**Impact Fee:** A fee imposed on new development to for all or a portion of the costs of providing public services to the new development.

**Indirect Costs:** Costs associated but not directly attributable to, the providing of a product or service. These costs are usually incurred by a department in the support of other operating departments.

**Infrastructure:** Public domain fixed assets including roads, bridges, curbs, gutters, sidewalks, drainage systems, lighting systems and other items that have value only to the City.

**Interest Income:** Revenue associated with the City cash management activities of investing fund balances.

**Interfund Transfers:** Amounts transferred from one fund to another, primarily for work or services provided.

**Intergovernmental Revenue:** Revenue collected by one government and distributed (usually through some predetermined formula) to another level of government(s).

**Interlocal Agreement:** A contractual agreement between two or more governmental entities.

**Internal Service Fund:** A fund established to account for an entity which provides goods and services to other City entities and charges those entities for the goods and services provided. Example: self-insurance funds and maintenance funds for Fleet and Facilities.

**Legally Adopted Budget:** The total of the budgets of each City fund including budgeted transactions between funds.

**Liability:** A debt or other legal obligation arising out of a transaction in the past which must be liquidated, renewed, or refunded at some future date.

**Licenses and Permits:** This category includes revenue raised for the purpose of recovering the costs associated with regulating business activity. Many of these fees are regulatory in nature in order to ensure compliance with the law.

**Mandate:** A requirement from a higher level of government that a lower government perform a task in a particular way or standard.

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**Measurement:** A variety of methods used to assess the results achieved and improvements still required in a process or a system. Measurement gives the basis for continuous improvement by helping evaluate what is working and what is not working.

**Mil:** One thousandth of a dollar or \$1.00 of tax per \$1,000 assessed valuation.

**Millage Rate:** A rate expressed in thousandths. As used with ad valorem (property) taxes the rate expresses the dollars of tax per one thousand dollars of taxable value.

**Mission Statement:** A broad statement of purpose derived from an organization's and/or community's values and goals.

**Modified Accrual Basis:** The basis of accounting under which revenues are recognized when measurable and available to pay liabilities and expenditures are recognized when the liability is incurred. Exceptions to this rule include principal and interest on long term debt as well as expenditures related to compensated absences and claims and judgments which are recognized when due. All governmental funds are accounted for using the modified accrual basis of accounting.

**Multi-Year Fiscal Forecast:** An estimation of revenues and expenditures over a period of five or more years with the use of relevant financial, economic and demographic information. It serves as an aid to elected and administrative officials in anticipating future fiscal issues, enabling them to take corrective action where necessary. It also assists the staff and Council in operations planning and strengthens estimates of revenues and expenditures in the annual budget process.

**Net position:** The differences between an enterprise fund's assets and liabilities.

**Non-Ad Valorem Assessment:** A fee levied on certain properties to defray all or part of the cost of a specific capital improvement or service deemed to benefit those properties. The value of the property is not considered when calculating a Non-Ad Valorem Assessment. Instead, the cost of the facility or service is allocated proportionately to the benefited properties in a defined area. It is sometimes referred to as a Special Assessment. Generally, this is collected by the Tax Collector's Office on the annual consolidated tax bill along with Ad Valorem Taxes.

**Objective:** Something to be accomplished in specific, well defined and measurable terms and that is achievable within a specified time frame. A good statement of objectives should state a specific standard of performance for a given program: (1) An operational objective focuses on service delivery. (2) A managerial objective focuses on those aspects of management that help staff achieve operational objectives; i.e., staff training, work plan development, etc.

**Operating Lease:** A lease that is paid out of current operating income.

**Operating Transfers:** Legally authorized transfers between object codes as needed to balance specific line items.

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**Ordinance:** A formal legislative enactment by the City that carries the full faith and effect of the law within corporate boundaries of the City unless in conflict with any higher form of law, such as state or federal.

**Outcomes:** Quality performance measures of effectiveness and of achieving goals. (e.g. customer satisfaction, awareness level, etc.)

**Outputs:** Process performance measures of efficiency and productivity. (e.g., per capita expenditures, transactions per day, etc.)

**Pay-as-You-Go Financing:** A method of paying for the capital projects that relies on current tax and grant revenues rather than on debt.

**Per capita:** A measurement of the proportion of some statistic to an individual resident determined by dividing the statistic by the current population.

**Performance Budget:** A budget which relates expenditures to measures of activity and performance.

**Performance Measures:** Data collected to determine how effective and and/or efficient a program is in achieving its objectives. The measures are also reported for prior years to allow comparison and evaluation. Performance measures include workload indicators, effectiveness and efficiency standards, and outcomes.

**Potable Water:** Water that is safe to drink.

**Present Value:** The discounted value of a future amount of cash, assuming a given rate of interest, to take into account the time value of money. A dollar is worth a dollar today, but is worth less than today's dollar tomorrow.

**Projected Expense:** The estimated expense through the end of the current fiscal year for a respective budget line item.

**Property Tax:** Another term for Ad Valorem Tax. See Ad Valorem Tax.

**Proprietary Funds:** All assets, liabilities, equities, revenues, expenses, and transfers relating to the City's business and quasi-business activities. The City utilizes two types of proprietary funds, Enterprise Funds and Internal Services Fund.

**Quality:** Excellence as defined by the customer.

**Resolution:** A legislative act by the City with less legal formality than an ordinance.

**Revenues:** Monies received from all sources (with exception of fund balance) which will be used to fund expenditures in a fiscal year.

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**Rolled-Back Rate:** The operating millage rate required to raise the same ad valorem tax revenues as were levied in the prior year, exclusive of new construction, additions to structures, deletions and property added, i.e. annexations.

**Rolling Stock:** Wheeled vehicles in the City's fleet.

**Self-Insurance Fund:** Internal service funds used to centrally manage the City's insurance coverage for workers' compensation, property/liability and health.

**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.

**Special Assessment:** Another name for Non-Ad Valorem Assessment.

**Special Assessment Bonds:** Obligations payable from special assessment revenues or charges imposed against property in a particular locality because that property receives a special benefit by virtue of a public improvement, separate and apart from the general benefit accruing to the public at large.

**Special Revenue Funds:** Funds, exclusive of the General Fund and capital funds, which are separately administered because they are associated with a distinct function or purpose.

**Statute:** A written law enacted by a duly organized and constituted legislative body.

**Strategic Plan:** A document outlining long-term goals, critical issues and action plans, which will increase the organization's effectiveness in attaining its mission, priorities, goals and objectives. Strategic planning starts with examining the present, envisioning the future, choosing how to get there, and making it happen.

**Supplemental Requests:** Budget requests by Departments for new positions, new equipment, and/or program expansions.

**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.

**Tax Rate:** The amount tax stated in terms of a unit of the tax base; for example, 5 mills equal 5 dollars per thousand of taxable value.

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**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 \$50,000 homestead exemption. 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.

**TRIM Notice:** A tentative tax notice sent to all property owners in August, to provide information reflecting tentatively adopted millage rates.

**Truth in Millage:** The Florida Truth in Millage Act (TRIM) serves to formalize the property tax levying process by requiring a specific method of tax rate calculation, form of notice, public hearing requirements and advertising specifications prior to the adoption of a budget tax rate. The intent of TRIM is to inform taxpayers that their property taxes are changing (up or down), the cause (a change in the assessed value of their property and/or an increase in the proposed spending level) and how the proposed new tax rate compares to the rate that would generate the same property tax dollars as the current year (the “rolled-back” rate).

**Unappropriated:** Not obligated for a specific purposes, undesignated.

**Undesignated:** Without a specific purpose.

**User Fees:** Charges for specific governmental services. These fees cover the cost of providing that service to the user (ex. building permits). The key to effective utilization of user fees is being able to identify specific beneficiaries of services and then determine the full cost of the service they are consuming. Also see Charges for Service.

**Vision:** A guiding statement describing a desirable future state toward which efforts should be directed. An effective vision statement inspires creativity while keeping an organization “on track” for the future by aligning its priorities.

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**Acronyms**

ADA	Americans with Disabilities Act
ALS	Advanced Life Support
AMP	Asset Management Program
ARRA	American Recovery and Reinvestment Act
BIOC	Building Industry Oversight Committee
BLS	Basic Life Support
BRC	Budget Review Committee
CAD	Computer Aided Dispatch
CAFR	Comprehensive Annual Financial Report
CFEC	Capital Facility Expansion Charges
CIAC	Contribution in Aid of Construction
CDBG	Community Development Block Grant
CERT	Community Emergency Response Team
CIP	Capital Improvement Plan
CPI	Consumer Price Index
CRA	Community Redevelopment Agency
DCD	Department of Community Development
EAR	Evaluation and Appraisal Report
EFT	Electronic Funds Transfer
EMS	Emergency Medical Services
EPA	Environmental Protection Agency
ERU	Equivalent Residential Unit
FAPPO	Florida Association of Public Procurement Officials
FDEP	Florida Department of Environmental Protection
FDLE	Florida Department of Law Enforcement
FDOT	Florida Department of Transportation
FEMA	Federal Emergency Management Agency
FS	Florida Statute
FTE	Full Time Equivalent
FY	Fiscal Year
GAAP	Generally Accepted Accounting Principles
GASB	Governmental Accounting Standards Board
GFOA	Government Finance Officers Association
GIS	Geographic Information Systems
HR	Human Resources
IT	Information Technology
JPA	Joint Participation Agreement
LAP	Local Agency Program
MGD	Million Gallons per Day
MHz	Megahertz
MPO	Metropolitan Planning Organization
NFPA	National Fire Protection Association
NPDES	National Pollutant Discharge Elimination System
PILOT	Payment in Lieu of Taxes
RO	Reverse Osmosis
ROW	Right-Of-Way
SCADA	Supervisory Control and Data Acquisition
SWFWMD	Southwest Florida Water Management District
TDC	Tourist Development Council
TIF	Tax Incremental Financing
TRIM	Truth in Millage
UEP	Utilities Extension Project
WCIND	West Coast Inland Navigation District
WTP	Water Treatment Plant
WWTP	Wastewater Treatment Plant



## Statistical Section

### Geography and Community Profile

Cape Coral's existence began about 60 years ago by two land speculators, brothers Leonard and Jack Rosen, who believed that the property's location on the Gulf Coast provided abundant sunshine and almost endless opportunities for waterfront living. The city is a large peninsula bordered by the Caloosahatchee River on the east and Matlacha Pass on the west. It is located between Sarasota and Marco Island.

The Rosen brothers purchased the property, platted the community and created more than 400 miles of canals. The largest concentration of earth moving equipment in Florida history was brought in to excavate canals and prepare home sites, commercial areas, and industrial districts. The brothers began a massive marketing campaign that resulted in the sale of nearly all of the 350,000 residential building sites, the majority to people living in other states.

In the ceaseless promotion of Cape Coral, the Rosen brothers, along with other land developers, helped to introduce millions of people to the benefits of living in Florida. By selling home sites on installment, the price of waterfront real estate was placed within the reach of even blue-collar Americans. At one point in the 1960's, the Rosen's were spending more money on promoting Florida than the State of Florida.

Since incorporating in August 1970, Cape Coral's population has experienced rapid growth. With nearly 190,000 residents, Cape Coral's population is anticipated to grow at an annual rate of 1.44 percent through 2020. At build out, the Cape Coral population is estimated to be more than 400,000.

Cape Coral is the state's third largest city by land mass - 120 square miles. The city features thousands of waterfront residential properties on canals, including many with direct, saltwater access to the Gulf of Mexico and Charlotte Harbor. The supply and affordability of these waterfront sites makes Cape Coral one of the most attractive communities on the Gulf Coast.

### Seasonal Normal Temperatures

Winter (Dec-Feb) 56-77° F

Spring (Mar-May) 59-89° F

Summer (Jun-Aug) 73-92° F

Autumn (Sep-Nov) 62-90° F

Source: Southeast Regional Climate Center



**Date of Incorporation**

August 1970

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**Form of Government**

The City of Cape Coral operates under the Council-City Manager form of government. City Council members are nonpartisan and elected at large from seven districts. The Mayor is also nonpartisan and elected at large. The Mayor serves as the eighth member of council and presides over council meetings. The City Council enacts ordinances and resolutions, adopts the budget, comprehensive plan and land-use regulations. The Council appoints the City Manager, City Auditor and City Attorney, as well as the members of all boards and commissions. The City Manager hires all department directors and oversees the day-to-day operations of the city.

**Assessed Taxable Property Valuation**

2018 Tax Year/2019 Fiscal Year

July Certified	\$ 14,313,935,650
October Final	\$ 14,300,433,937
Proposed Budget	\$ 779,763,685

**Property Tax Millage Rate:**

FY2019 General Operating	6.7500
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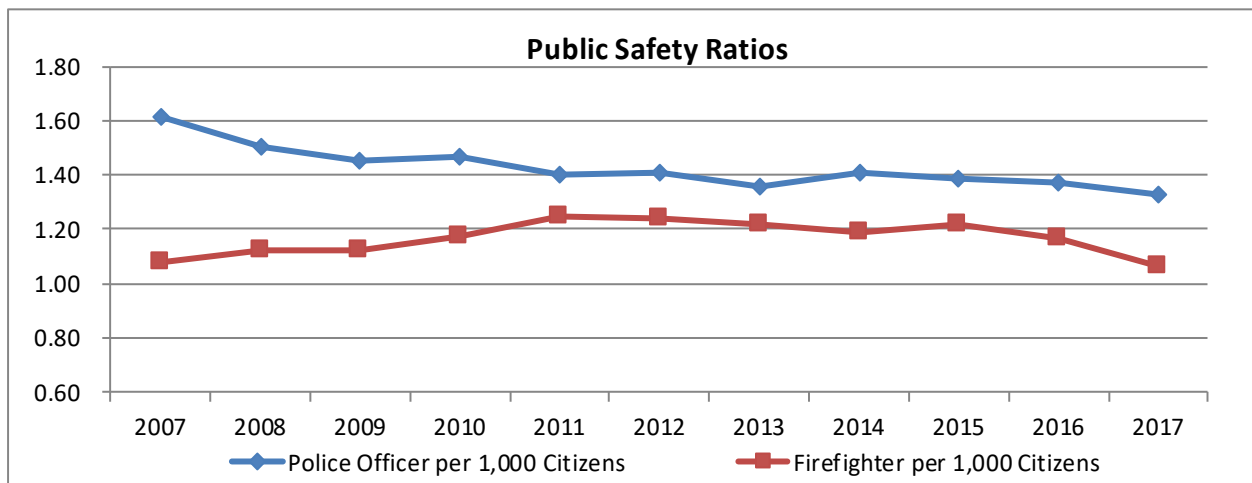
**Public Safety**

The Cape Coral Police Department is comprised of a number of units-Patrol, Investigations, Traffic, K9, Aviation, Marine, and others to serve the varied needs of our community.

Police Uniform Strength	252
Number of calls dispatched	285,479
Police Officer per 1,000 Citizens	1.326

The Cape Coral Fire Department consists of the Operations, Administration, Professional Standards and Life Safety Divisions.

Fire Uniform Strength	202
Calls for service	20,471
Fire Inspections	8,138
Number of Fire Stations	11
Firefighter per 1,000 Citizens	1.063



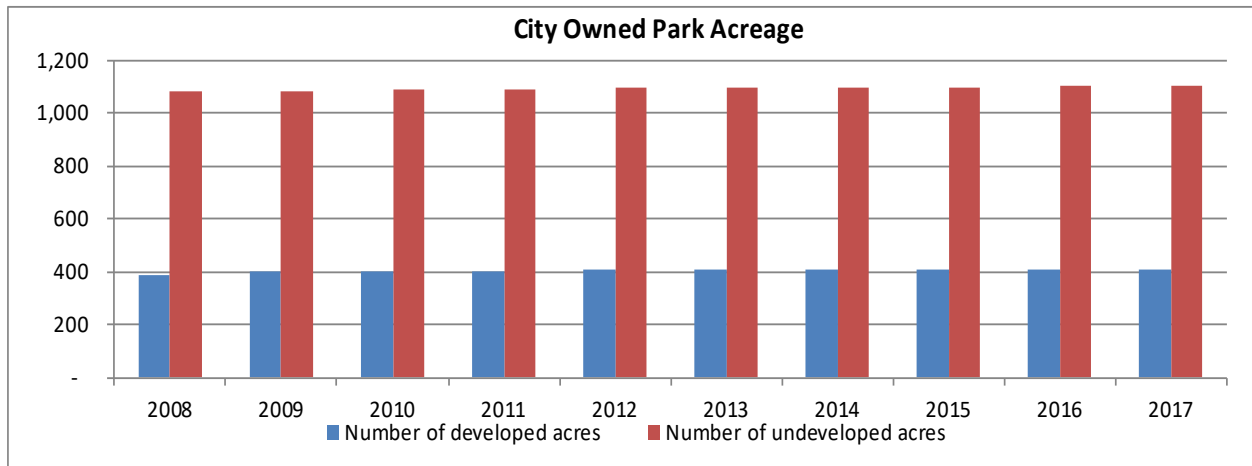
**2017 CAFR City of Cape Coral, Population, Police/Firefighter, 2015 ESRI Forecast**

**City of Cape Coral, Florida**  
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**Parks & Recreation**

The Department is made up of five (5) Divisions: Administration, Coral Oaks Golf Course, Parks, Recreation & Social Services, and Revenue & Special Facilities. The department operates one enterprise fund and two special revenue funds: the Cape Coral (Godman) Yacht Basin, Coral Oaks Golf Course and Sun Splash Family Waterpark, respectively.

Number of developed parks	34
Number of undeveloped parks	24
Number of developed acres	409
Number of undeveloped acres	1,101
City owned boat launches, lifts and locks	22
City owned golf courses	1
Rounds played	46,678
City owned waterpark	1
Admissions	87,969
Cultural Park Theater (seats)	187
City owned yacht basin	1
Number of slips	107
Senior Activity Centers	2
Senior center memberships	787
Mini-bus Transportation (total miles)	105,103



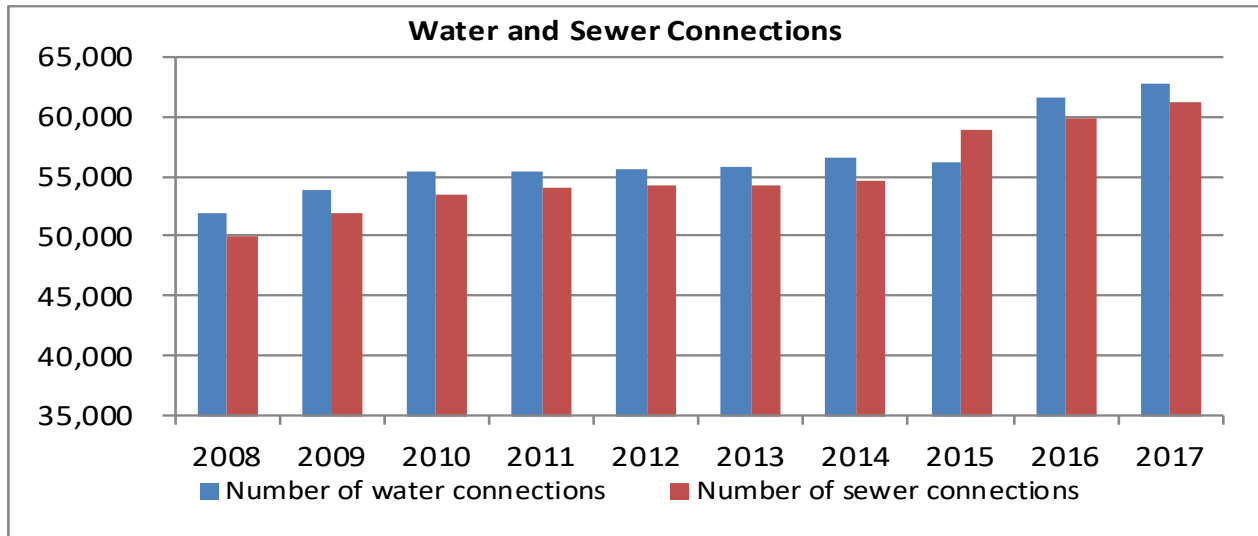
**Source: 2017 CAFR City of Cape Coral, Parks and Recreation**

**Water and Sewer**

The Utilities Department consists of the Water Production, Water Reclamation, Collection and Distribution and Administration divisions.

Number of water connections	62,692
Number of sewer connections	61,208
Miles of water distribution	907

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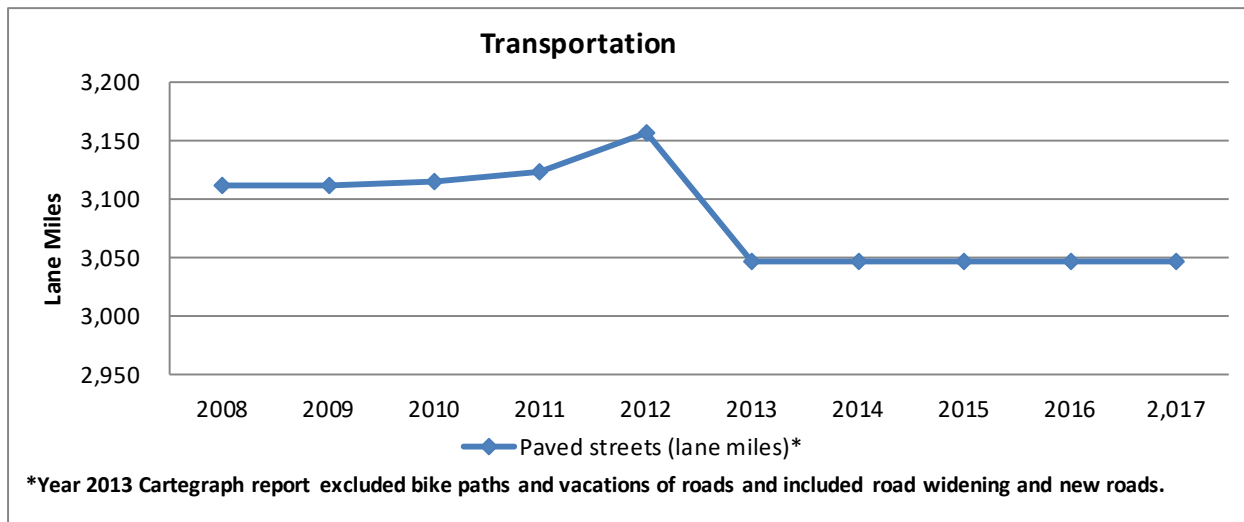


**Source: 2017 CAFR City of Cape Coral, Water and Sewer**

**Public Works**

The Public Works Department is primarily responsible for construction, maintenance, operations, testing, and engineering/scientific guidance/support for Cape Coral's infrastructure (to include: planning, design, roads, canals, stormwater systems, city buildings, fleet, etc.).

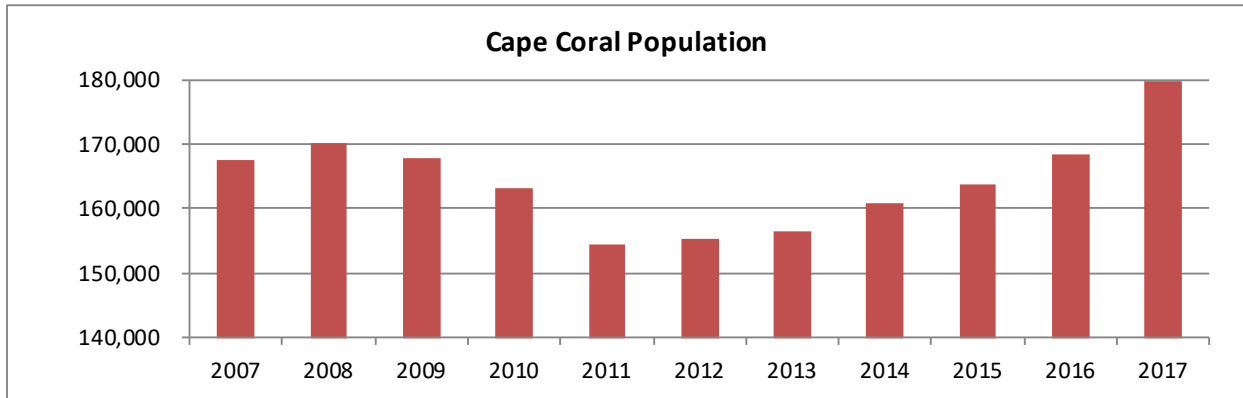
Stormwater drainage pipes (miles)	540
Swales (miles)	3,363
Catch basins	23,733
Paved streets	3,047
Sidewalks (miles)	220
Paved alleys (miles)	11



**Source: 2017 CAFR City of Cape Coral, Transportation**

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**Demographics**

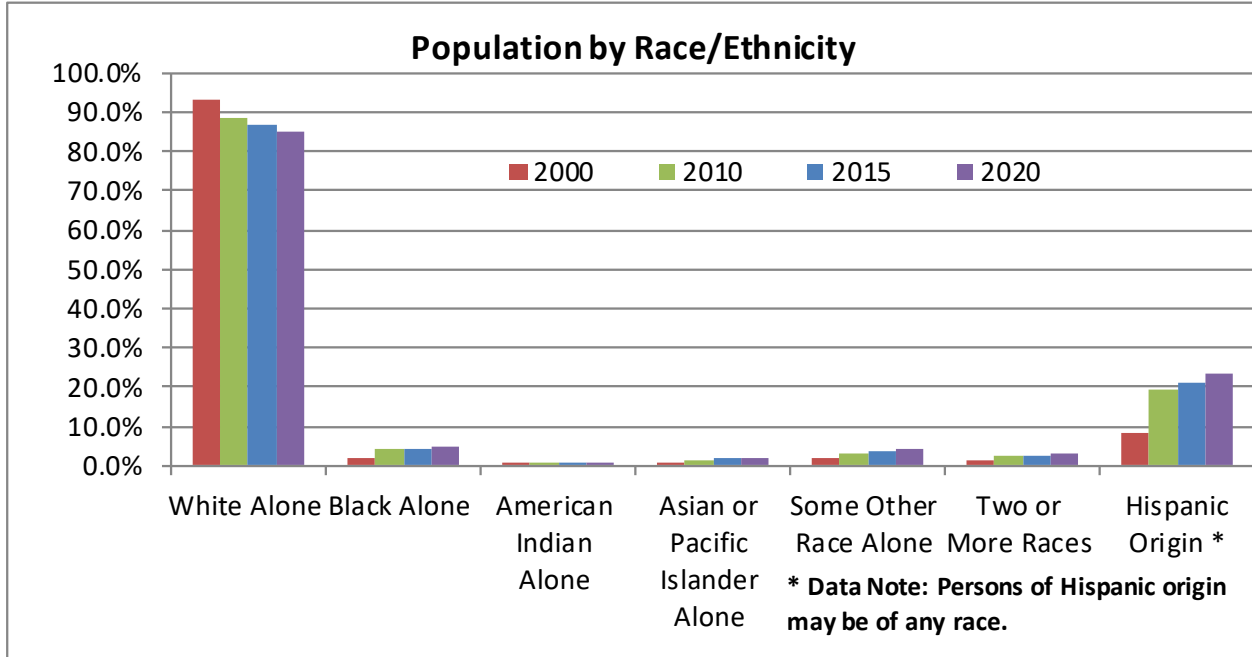


**Source: 2017 CAFR City of Cape Coral**

***Fast Fact – Cape Coral metro area ranks as the 9<sup>th</sup> fastest growing metro area in America. (Forbes - February 2018)***

In 2008, immediately prior to the extended period of economic decline, Cape Coral's population peaked at an estimated 170,074. The area population is currently rebounding and has already surpassed the forecasted increase to 175,699 by 2020. By 2020, the gender profile for Cape Coral will be 51.1% female and 48.9% male. The median age is anticipated to increase from 44.4 years of age in 2015 to 44.8 years of age by 2020. By 2020, 51.4% of the population will be between the ages of 25 and 64 with 26.4% under the age of 24 and 22.2% over the age of 64.

**Source: Cape Coral EDO and ESRI Forecast FY15 and FY20**



**Source: 2000 Census Population & Housing, 2010 Census, EDO/ESRI Data 2015 & 2020**

Due to population and job growth, Cape Coral's median income increased from \$43,523 in 2000 to 2015's median of \$51,370. Cape Coral has a nationally recognized suite of Florida workforce development

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programs and its mixed population of young and mature (45-60 year-olds) residents provides a pool of both experienced and educated workers for the economy.

**Per Capita Income**

2000	\$21,021
2010	\$26,031
2015	\$25,599
2020	\$28,934

**Source: 2000 Census Population & Housing, 2010 Census, EDO/ESRI Data 2015 & 2020**

**Median Household Income**

2000	\$43,523
2010	\$55,989
2015	\$51,370
2020	\$57,518

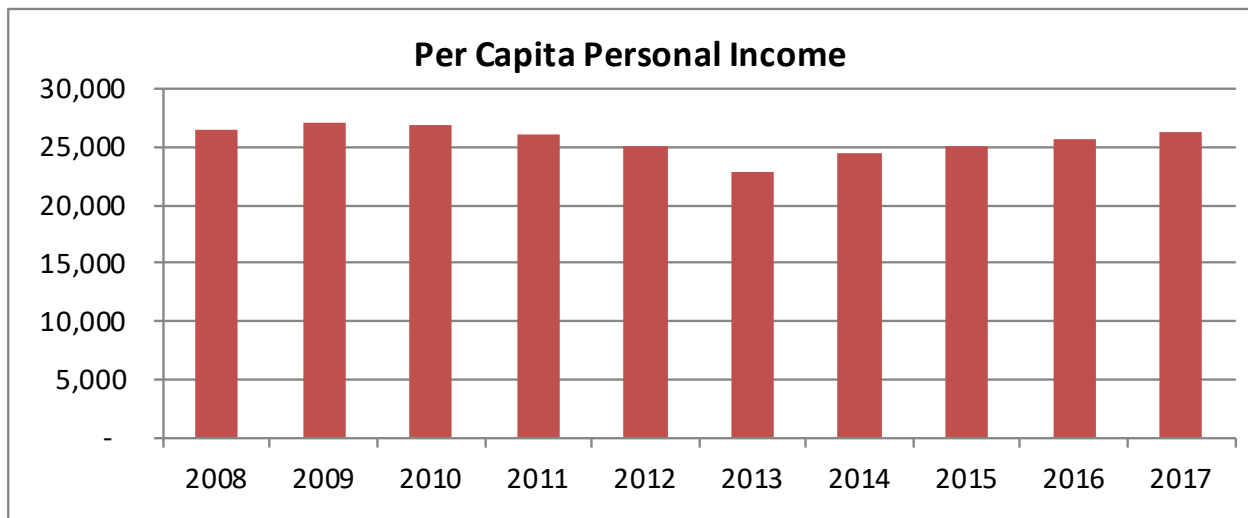
**Source: 2000 Census Population & Housing, 2010 Census, EDO/ESRI Data 2015 & 2020**

**Median Home Value**

2000	\$106,471
2010	\$135,665
2015	\$158,399
2020	\$205,207

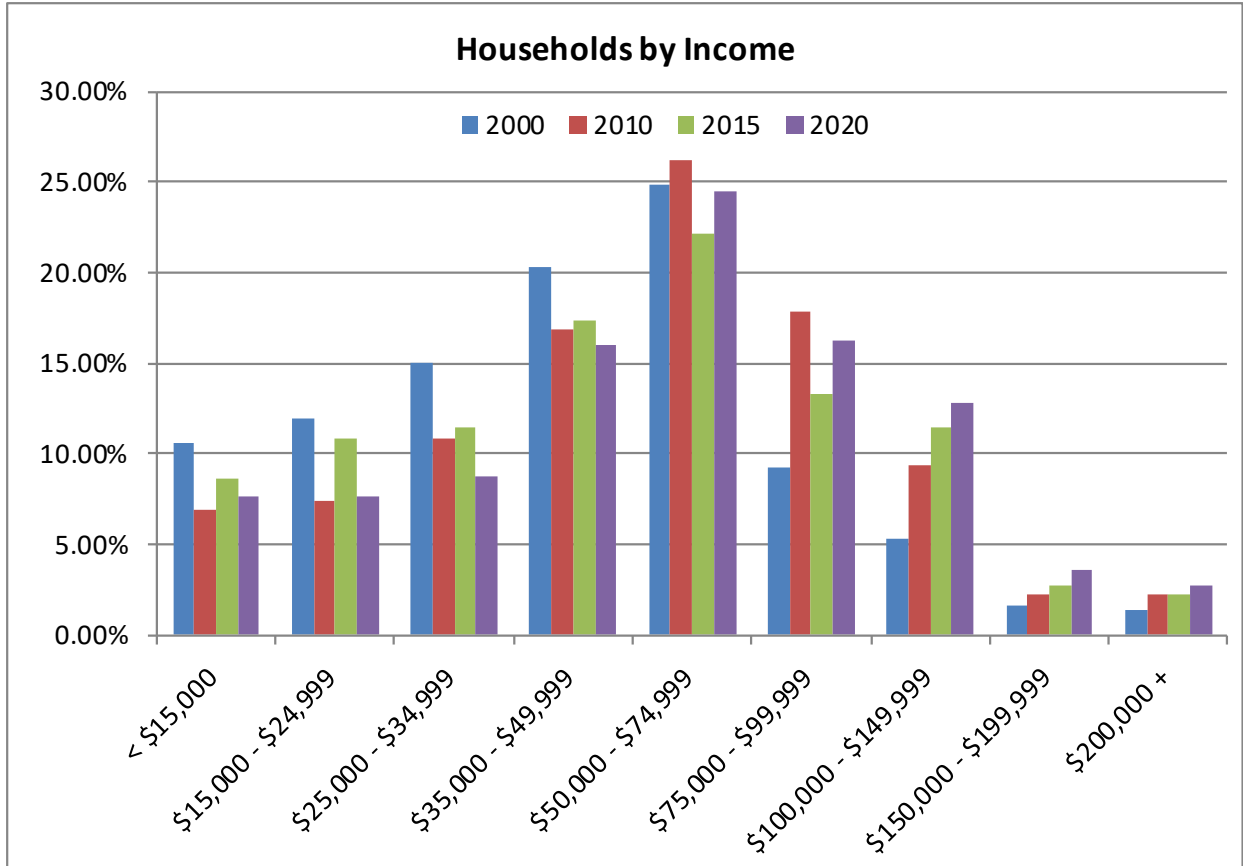
**Source: 2000 Census Population & Housing, 2010 Census, EDO/ESRI Data 2015 & 2020**

***Fast Fact – Forbes reports that Cape Coral -Fort Myers MSA is the best place in the nation for job growth using labor-market data from Emsi. (July 2016)***



**Source: 2017 CAFR; Lee County Economic Development, per capita income is for entire Lee County as City of Cape Coral was not available.**

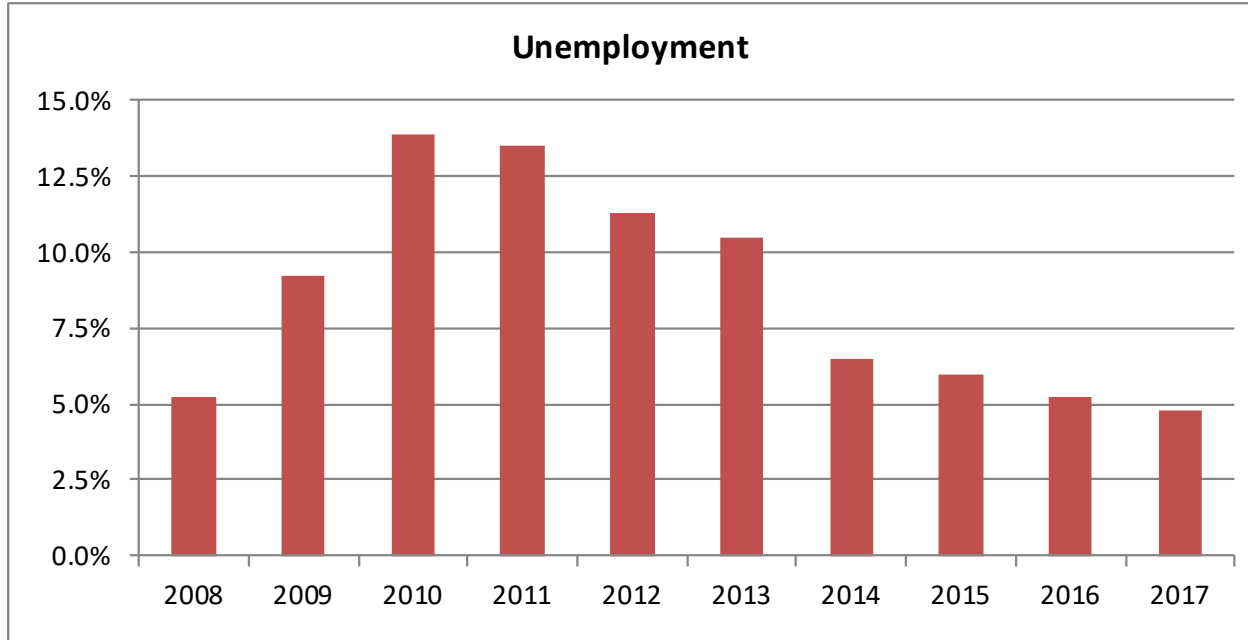
**City of Cape Coral, Florida  
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Source: 2000 Census Population & Housing, 2010 Census, EDO/ESRI Data 2015 & 2020

***Fast Fact – Cape Coral is No. 30 of 200 in Milken Institute list for “Best Performing Cities” in 2018 for Large Cities. (December 2017)***

**City of Cape Coral, Florida  
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**Source: 2017 CAFR per Department of Labor, Bureau of Labor Statistics**

Lee County's population grew by more than 40% between 2000 and 2010. The growth of the county's 18-24-year-old population—those beginning or available to enter the workforce—is outpacing the national average, according to the public-private Horizon Council.

Almost 60% of the Cape Coral workforce is employed in largely white-collar occupations, such as management, professional, sales and administrative support. The retail and service industries are Cape Coral's top employers.

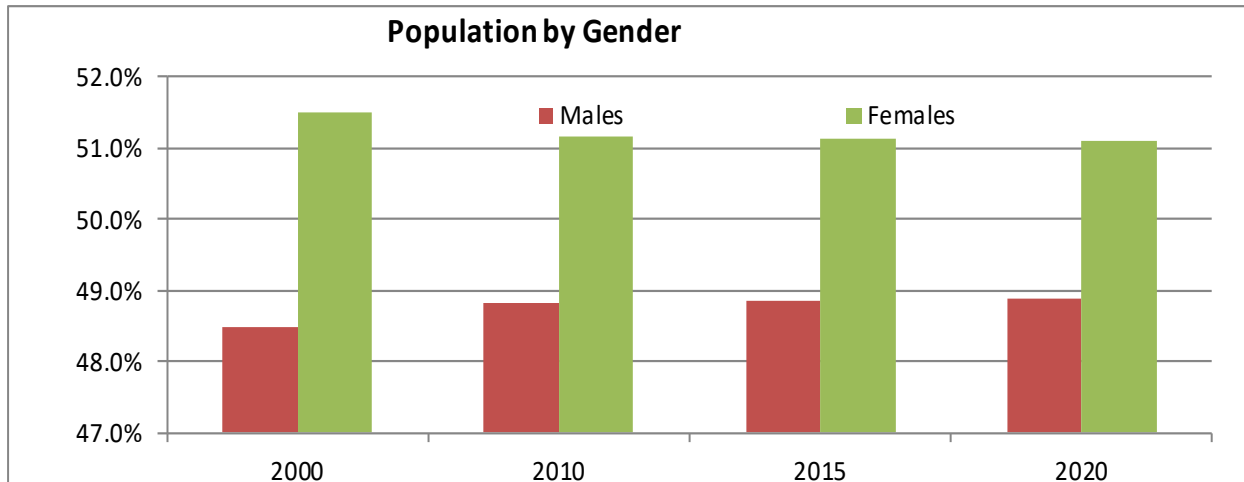
**Median Age**

2000	41.7
2010	42.4
2015	44.4
2020	44.8

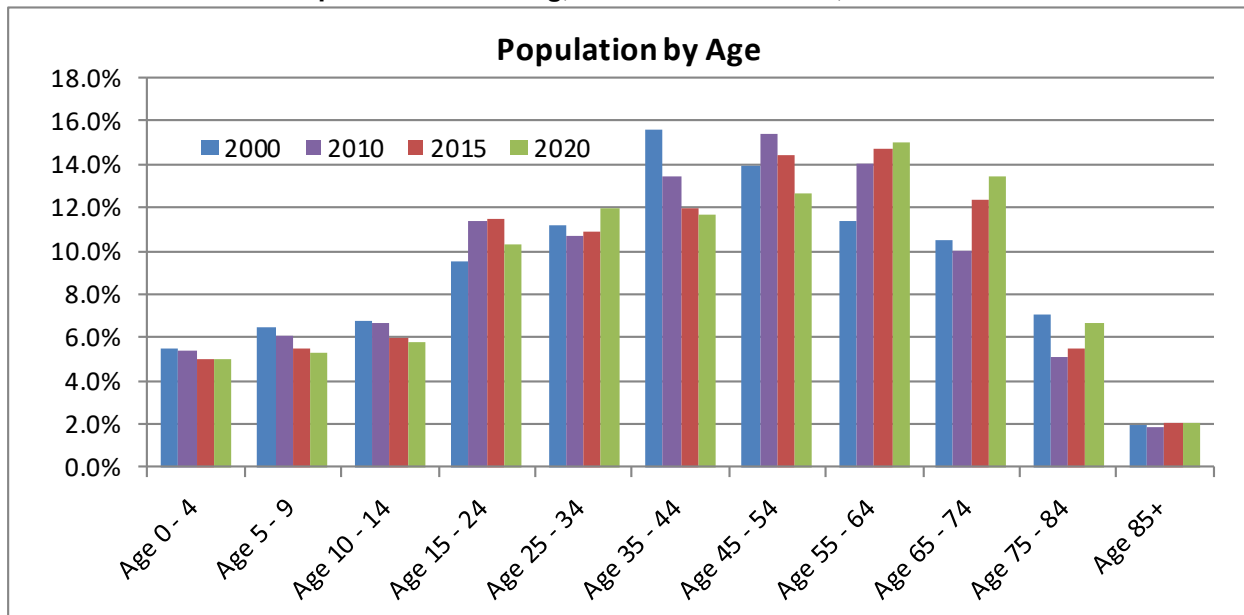
**Source: 2000 Census Population & Housing, EDO/ESRI Data 2010, 2015 & 2020**



**City of Cape Coral, Florida  
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**Source: 2000 Census Population & Housing, EDO/ESRI Data 2010, 2015 & 2020**

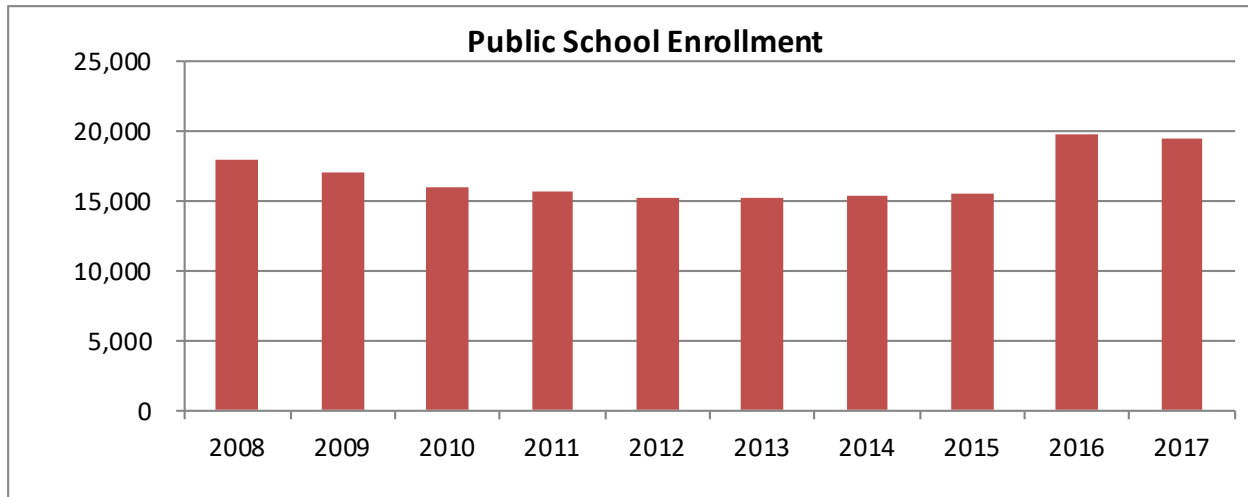


**Source: 2000 Census Population & Housing, EDO/ESRI Data 2010, 2015 & 2020**

Southwest Florida is well-served by 10 colleges and a state university, and has an array of choices for K-12 education in public, private and charter schools.

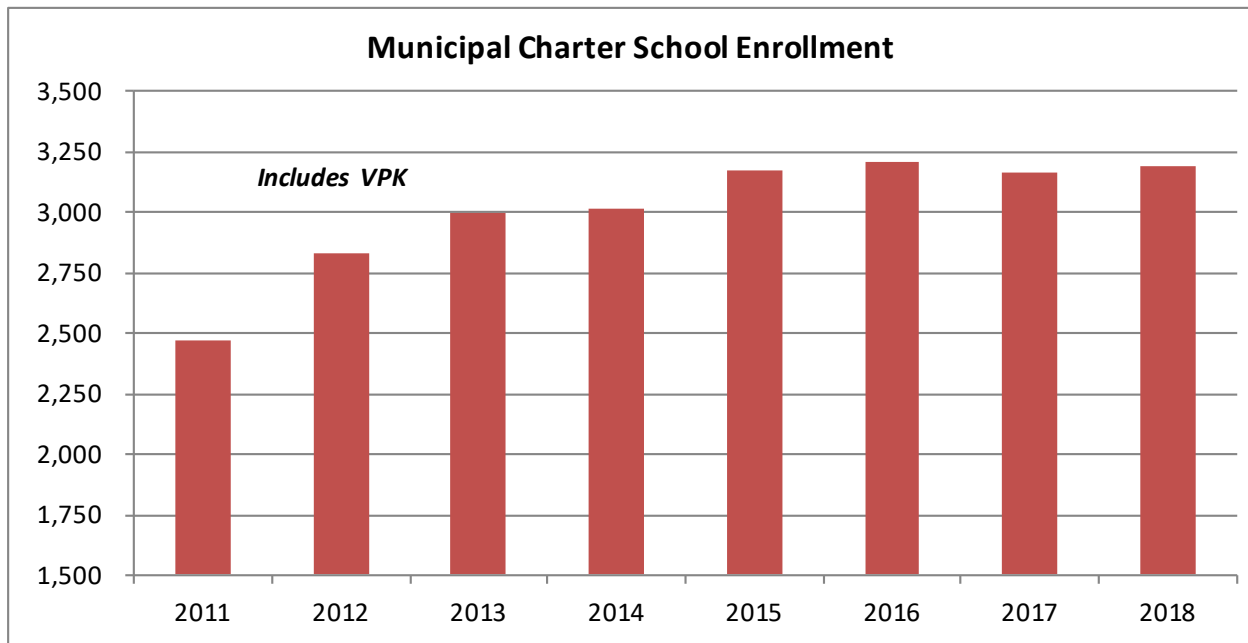
Growth momentum in Cape Coral is sustained by continuously expanding public and private school systems with high performance standards. Public schools are operated by the Lee County School District, which is the ninth-largest district in the state. It operates eight elementary, six middle and four high schools in Cape Coral.

**City of Cape Coral, Florida  
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**Source: 2017 CAFR per School District of Lee County (Excludes Charter Schools)**

The City of Cape Coral has created a municipal charter school system that is governed by the Cape Coral Charter School Authority. It provides a challenging curriculum in a small classroom environment. Students can begin with a voluntary pre-K and carry their educational pursuits all the way through to Oasis High School. The four charter schools provide a seamless opportunity for nurturing students during their pre-college years. Because the system is public, there is no tuition. The municipal charter schools are available exclusively to children who live in Cape Coral.



**Source: Cape Coral Charter School FY18-20 Budget** [www.capecharterschools.org](http://www.capecharterschools.org)

Cape Coral is also home to the Cape Coral Institute of Technology (Cape Coral Tech), a post-secondary educational institution operated by the School District of Lee County. It provides training in medical, computer and food-science fields and supplies a constant stream of qualified workers with curricula designed to offer maximum training in a minimum amount of time.

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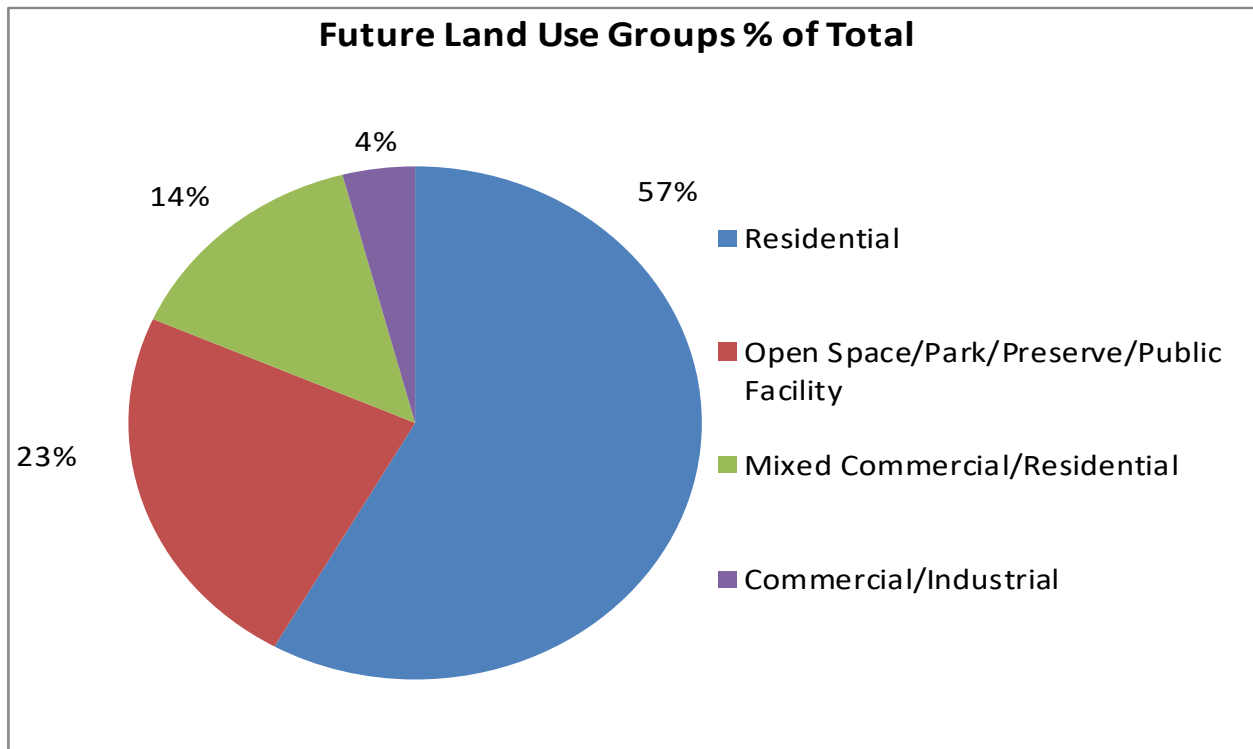
The region's largest higher education facility is Florida Gulf Coast University (FGCU) located in Fort Myers. Now known nationally as "Dunk City," FGCU is one of Florida's youngest state universities, but has exceeded annual enrollment rates of 10,000-plus students since opening in 1997. FGCU is located only 20 miles from Cape Coral and offers undergraduate, graduate and doctorate degrees. The nationally recognized Lutgert College of Business' Center for Leadership and Innovation provides the region's premier executive and technology education programs for middle and upper managers in the private and public sectors. FGCU partnered with Cape Coral to offer a Small Business Development Center office in the city and has established a Cape Coral satellite facility, which provides free and confidential business assistance.

Florida Southwestern State College, with four campuses in the region, offers associate and bachelor's degrees, plus technical training in fields such as allied health, computer networking and programming, business administration, paralegal, criminal justice and fire science.

**Land Use**

Cape Coral is Florida's third largest city by land mass at 120 square miles and currently only at 45% of build-out. With 6,500 businesses, the city's year-round population of 165,000 swells to 185,000 during the winter months with seasonal residents, tourists and European visitors. Despite being hard-hit during the economic recession, Cape Coral experienced the largest amount of growth throughout the last decade.

The city offers more than six distinct investment areas that include two industrial parks and two Foreign Trade Zones for a total of 3,844 acres for commercial/industrial development. Commercial properties are available for competitive, low-cost leasing. Cape Coral has approximately 65 square miles of unimproved commercial and residential land within its total 120 square miles.



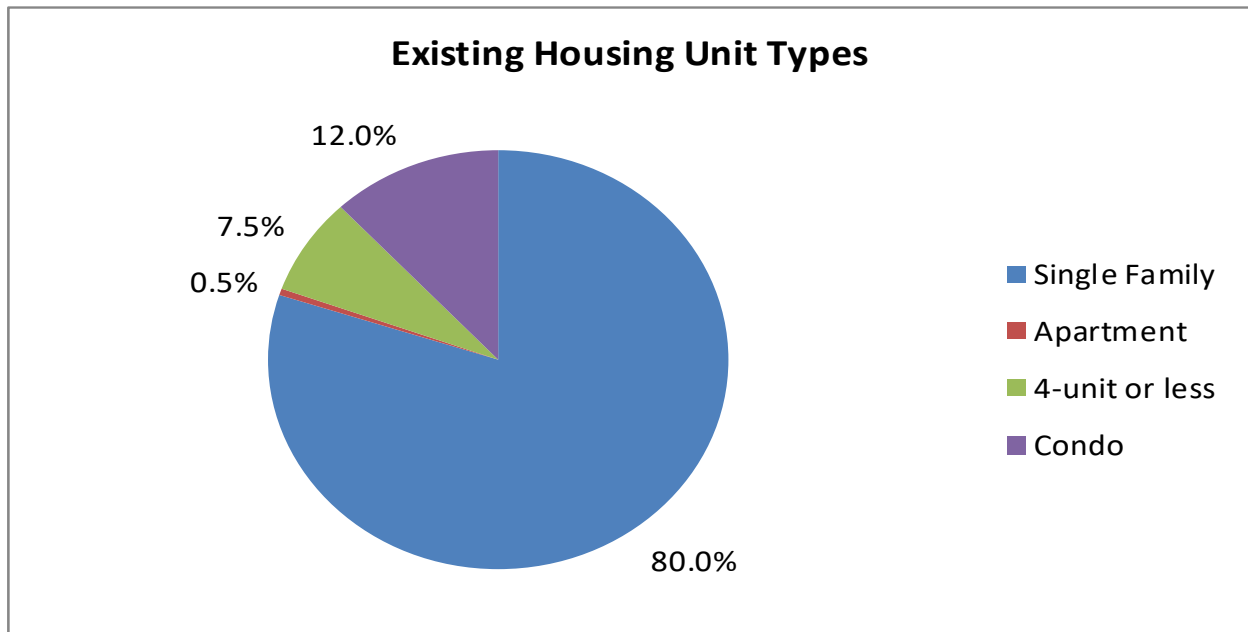
**Source: Cape Coral Department of Community Development, Planning Division, 2015**

**City of Cape Coral, Florida  
FY 2019 – 2021 Adopted Budget**

Residents of Cape Coral enjoy living in a widely renowned locale with plenty of educational, cultural and recreational opportunities. The American Chamber of Commerce Research Association's 2012 Cost of Living Index scored the Cape Coral-Fort Myers metropolitan area as having the third, best cost of living rate in the nation. At build-out, the Cape's population is estimated to be more than 400,000.

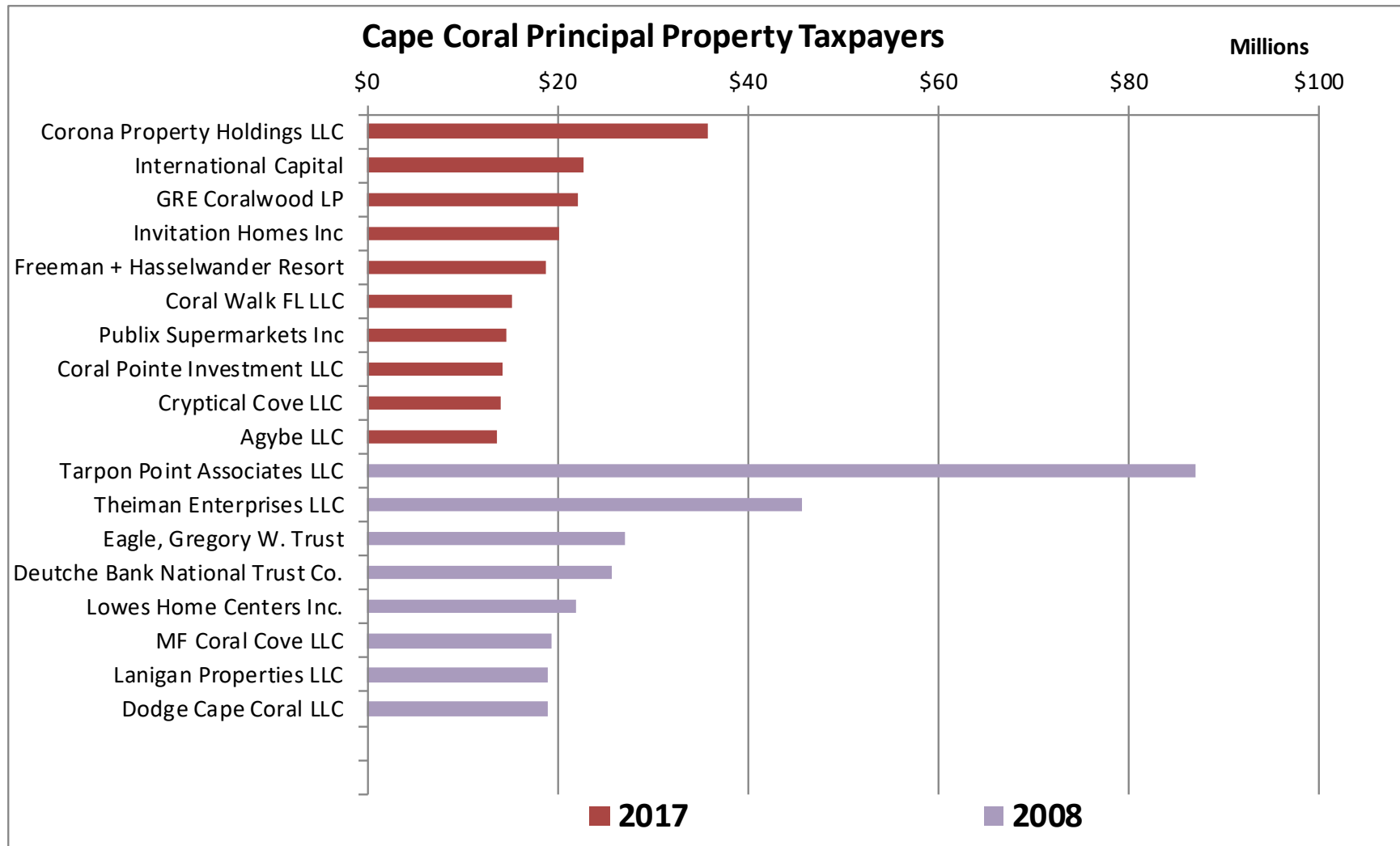
	Number of Parcels	% by Parcel Count	% by Land Area
Improved Parcels	69,833	54%	35%
Unimproved Parcels	59,421	46%	65%
Total	129,254	100%	100%

Source: Cape Coral Department of Community Development, Planning Division, 2015



Source: Cape Coral Department of Community Development, Planning Division, 2015

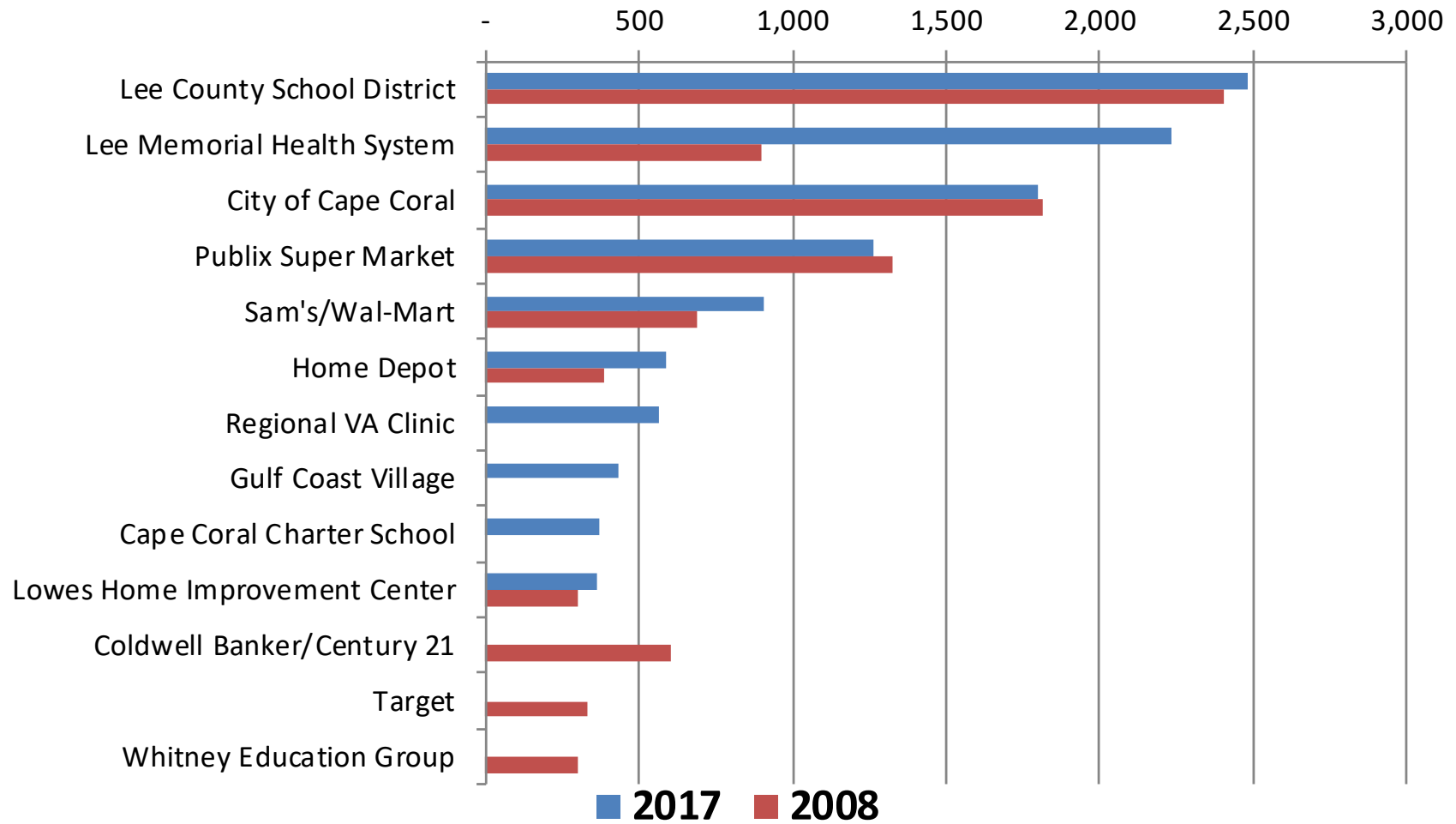
**City of Cape Coral, Florida  
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Source: Lee County Property Appraiser, 2017 CAFR City of Cape Coral

City of Cape Coral, Florida  
FY 2019 – 2021 Adopted Budget

## Cape Coral Principal Employers



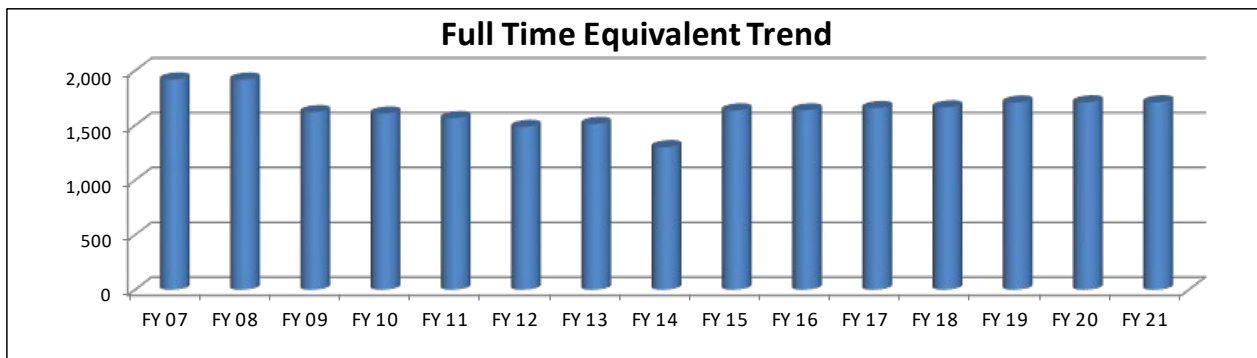
Source: City of Cape Coral, Economic Development Office, 2017 CAFR City of Cape Coral

**City of Cape Coral, Florida  
FY 2019 – 2021 Adopted Budget**

## Staffing Summary

### Full-Time Equivalents Fund Level

<b>Fund/Department</b>	<b>FY 2017 Adopted Total</b>	<b>FY 2017 Amended Total</b>	<b>FY 2018 Adopted Total</b>	<b>FY 2018 Amended Total</b>	<b>FY 2019 Adopted Total</b>	<b>FY 2020 Proposed Total</b>	<b>FY 2021 Proposed Total</b>
<b>General Fund:</b>							
City Council	11.00	11.00	11.00	11.00	11.00	11.00	11.00
City Attorney	13.00	13.00	13.00	13.00	13.00	13.00	13.00
City Manager	12.50	12.50	12.50	13.00	14.00	14.00	14.00
City Auditor	5.00	5.00	5.00	5.00	5.00	5.00	5.00
Information Technology	26.00	26.00	26.00	26.00	27.00	27.00	27.00
City Clerk	20.00	20.00	20.00	20.00	20.00	20.00	20.00
Financial Services	38.00	38.00	38.00	38.00	38.00	38.00	38.00
Human Resources	15.60	15.60	15.60	15.60	15.60	15.60	15.60
Community Development	54.00	54.00	54.00	54.00	53.00	54.00	54.00
Police	340.36	329.93	330.93	333.93	356.93	356.93	356.93
Fire	217.00	217.00	217.00	217.00	221.00	221.00	221.00
Public Works	69.00	70.00	70.00	70.00	72.00	73.00	73.00
Parks & Recreation	64.60	64.60	64.60	64.60	63.60	63.60	63.60
<b>Total General Fund</b>	<b>886.06</b>	<b>876.63</b>	<b>877.63</b>	<b>881.13</b>	<b>910.13</b>	<b>912.13</b>	<b>912.13</b>
Alarm Fee Fund	2.00	2.00	1.00	1.00	1.00	1.00	1.00
Parks & Recreation Programs	145.12	145.12	146.43	145.93	147.43	147.43	147.43
Waterpark Fund	61.67	61.17	61.17	61.17	61.17	61.17	61.17
All Hazards	4.50	4.50	5.50	5.50	5.50	5.50	5.50
Lot Mowing Fund	4.00	4.00	4.00	4.00	4.00	4.00	4.00
CRA Fund	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Building Fund	48.45	49.45	49.45	50.88	52.88	52.88	52.88
CDBG/SHIP/NSP Funds	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Transportation Capital Projects	16.00	16.00	16.00	16.00	17.00	17.00	17.00
Water & Sewer Utility Fund	296.15	296.15	298.15	298.15	302.15	302.15	302.15
Stormwater Utility Fund	96.00	96.00	96.00	96.00	97.00	97.00	97.00
Yacht Basin Fund	2.55	2.55	2.55	2.55	2.55	2.55	2.55
Golf Course Fund	32.00	32.00	32.00	32.00	32.00	32.00	32.00
Self-Insured Health Plan	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Facilities Management	41.50	40.50	42.50	42.50	43.50	43.50	43.50
Fleet Maintenance	24.00	24.00	24.00	24.00	24.00	24.00	24.00
Workers Comp & Prop/Liab	4.00	4.00	4.00	4.00	4.00	4.00	4.00
<b>Total All Funds</b>	<b>1,668.00</b>	<b>1,658.07</b>	<b>1,664.38</b>	<b>1,668.80</b>	<b>1,708.30</b>	<b>1,710.30</b>	<b>1,710.30</b>

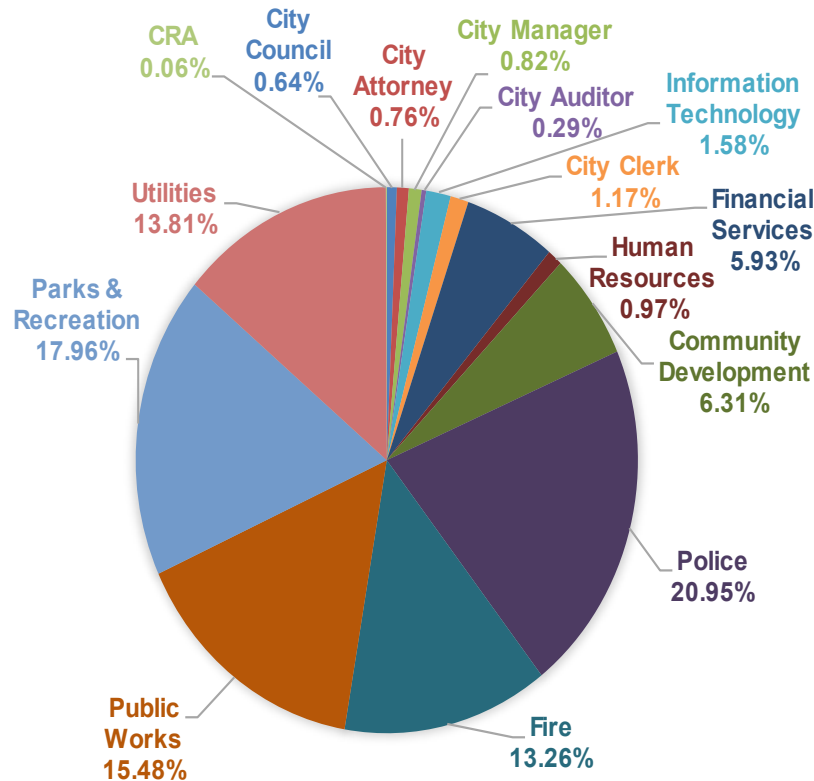


**City of Cape Coral, Florida  
FY 2019 – 2021 Adopted Budget**

**Departmental Basis**

Department	FY 2017 Adopted Total	FY 2017 Amended Total	FY 2018 Adopted Total	FY 2018 Amended Total	FY 2019 Adopted Total	FY 2020 Proposed Total	FY 2021 Proposed Total
City Council	11.00	11.00	11.00	11.00	11.00	11.00	11.00
City Attorney	13.00	13.00	13.00	13.00	13.00	13.00	13.00
City Manager	12.50	12.50	12.50	13.00	14.00	14.00	14.00
City Auditor	5.00	5.00	5.00	5.00	5.00	5.00	5.00
Information Technology	26.00	26.00	26.00	26.00	27.00	27.00	27.00
City Clerk	20.00	20.00	20.00	20.00	20.00	20.00	20.00
Financial Services	99.25	99.25	99.25	99.25	101.25	101.25	101.25
Human Resources	16.60	16.60	16.60	16.60	16.60	16.60	16.60
Community Development	104.45	105.45	105.45	106.88	107.88	108.88	108.88
Police	342.36	331.93	331.93	334.93	357.93	357.93	357.93
Fire	221.50	221.50	222.50	222.50	226.50	226.50	226.50
Public Works	257.50	257.50	259.50	259.50	264.50	265.50	265.50
Parks & Recreation	305.94	305.44	306.75	306.25	306.75	306.75	306.75
Utilities	231.90	231.90	233.90	233.90	235.90	235.90	235.90
<b>Subtotal City Departments</b>	<b>1,667.00</b>	<b>1,657.07</b>	<b>1,663.38</b>	<b>1,667.80</b>	<b>1,707.30</b>	<b>1,709.30</b>	<b>1,709.30</b>
<b>CRA</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
<b>Total City</b>	<b>1,668.00</b>	<b>1,658.07</b>	<b>1,664.38</b>	<b>1,668.80</b>	<b>1,708.30</b>	<b>1,710.30</b>	<b>1,710.30</b>

**STAFFING BY DEPARTMENT**





**City of Cape Coral, Florida  
FY 2019 – 2021 Adopted Budget**

## Staffing Changes

**FY 2018 Amended**

<b>Fund</b>	<b>Dept</b>	<b>Position</b>	<b>FTE</b>
General	City Manager	Contract Business Manager transferred from Parks & Rec Budgetary Impact - Upgraded (1) Senior Auditor to Assistant City Auditor	0.50
General	City Auditor		-
General	Police	Deputy Chief of Police	1.00
General	Police	Police Sergeant - SRO Program	1.00
General	Police	Police Officer - WCIND Grant	1.00
General	Public Works	Budgetary Impact - Upgraded (1) Survey Crew Chief to Land Surveyor	-
		<b>TOTAL GENERAL FUND POSITIONS</b>	<b>3.50</b>
P&R Programs	Parks & Rec	Counselor/Instructor transferred to City Manager's Office	(0.50)
Building	DCD	Construction Inspector	1.00
Building	DCD	Reinstate Senior Customer Service Representatives	2.00
Building	DCD	Contract Plans Examiner	(0.875)
Building	DCD	Contract Combination Inspector	(0.700)
Building	DCD	Budgetary Impact - Upgraded (1) Building Inspector to Chief Plans Examiner	-
Building	DCD	Budgetary Impact - Upgraded (3) Building Inspectors to Senior Bldg Insp's	-
		<b>TOTAL CHANGE</b>	<b>4.43</b>

**FY 2019**

<b>Fund</b>	<b>Dept</b>	<b>Position</b>	<b>FTE</b>
General	City Manager	Grants Coordinator/Writer to City Manager Administration	1.00
General	City Manager	Eliminate (1) Business Recruitment Specialist in Economic Development Office	(1.00)
General	City Manager	Replace vacant FTE in City Manager Admin with Quality Assurance Projects Coordinator	1.00
General	City Manager	Relocate CRA Coordinator position from City Manager Admin to Economic Development	-
General	DCD	Convert Code Enforcement Officer to Customer Service Representative	-
General	DCD	Convert Code Enforcement Officer to Plans Examiner I	-
General	DCD	Code Enforcement Officer	1.00
General	DCD/Fire	Transfer (2) Fire Plans Examiners from DCD back to Fire	-
General	Finance	Budgetary Impact - Upgrade (1) Sr Mgt/Budget Analyst to Project Manager	-
General	Finance	Budgetary Impact - Upgrade (1) Accountant to Sr Accountant	-
General	Fire	Grants Coordinator/Writer	1.00
General	Fire	Fire Training Lieutenant	1.00
General	Fire	Budgetary Impact - Upgrade (1) Customer Service Rep to Admin Assistant	-
General	Police	Police Officers - SRO Program	22.00
General	Police	Police Lieutenant - SRO Program	1.00
General	Public Works	Reinstate Equipment Operator II	2.00
General	P&R/ITS	Transfer Computer Technician from P&R to ITS	-
		<b>TOTAL GENERAL FUND POSITIONS</b>	<b>29.00</b>
Building	DCD	(2) Code Enforcement Officers	2.00
P&R Programs	Parks & Rec	Environmental Recreation Supervisor	1.00
P&R Programs	Parks & Rec	Contract Driver	0.50
Capital Projects	Public Works	Transportation Project Manager	1.00
IS Facilities	Public Works	Budgetary Impact - Convert (3) Trade Specialists to Sr Trade Specialists	-
IS Facilities	Public Works	Facilities Manager	1.00
Stormwater	Public Works	SW Operations Supervisor	1.00
Water & Sewer	Finance	Payroll Specialist	1.00
Water & Sewer	Finance	Mgt/Budget Analyst	1.00
Water & Sewer	Finance	Reclassify (1) Debt Treasury Manager to Assist Sr Accounting Manager	-
Water & Sewer	Utilities	Senior Engineer - Hydrogeologist	1.00
Water & Sewer	Utilities	Senior Construction Inspector	1.00
		<b>TOTAL CHANGE</b>	<b>39.50</b>

**FY 2020**

<b>Fund</b>	<b>Dept</b>	<b>Position</b>	<b>FTE</b>
General	DCD	Zoning Inspector	1.00
General	Public Works	Registered Surveyor	1.00
		<b>TOTAL CHANGE</b>	<b>2.00</b>

**FY 2021**

<b>Fund</b>	<b>Dept</b>	<b>Position</b>	<b>FTE</b>
No anticipated staffing changes at this time			

**City of Cape Coral, Florida  
FY 2019 – 2021 Adopted Budget**

## Unfunded Position Requests

<b>Fund</b>	<b>Dept</b>	<b>Position Request</b>	<b>FTE</b>
General	City Clerk	Add 1 Customer Service Rep	1.0
General	City Clerk	Convert Contract Mail Clerk to a Full Time Customer Service Rep	0.2
General	City Clerk	Add 1 Recording Secretary	1.0
General	DCD	Code Supervisor	1.0
General	DCD	Add 3 Code Officers	3.0
General	DCD	CSR	1.0
General	Fire	Add 1 Fire Lieutenant for Professional Standards (non-shift)	1.0
General	Fire	Add 4 Firefighters for Engine #9 and #10	4.0
General	Fire	Add 1 Fire Inspector	1.0
General	Fire	Add 1 Contract Accreditation Manager	0.7
General	Fire	Add 1 Contract Counselor/Instructor for Public Education	0.7
General	HR	Convert Contract Admin Tech to Full Time Accounts Coordinator	0.4
General	HR	Add 1 Training & Development Manager	1.0
General	HR	Add 1 Employee Labor Relations Manager	1.0
General	Police	Add 1 Customer Service Rep for Professional Standards	1.0
General	Public Works	Senior Supervisor	1.0
General	Public Works	Add 2 GIS Survey Technician	2.0
General	Public Works	Project Manager - Median Landscaping Projects	1.0
P&R Programs	Parks & Rec	Convert 2 Contract positions to a Full time Customer Service Rep	Upgrade
W&S	Finance	Rename Debt Treasury Mgr to Assistant Sr Accounting Mgr (no budget impact)	Reclass
W&S	Utilities	Convert 2 Maint Mechanics to Sr Maint Mechanics	Upgrade
W&S	Utilities	Plant Operator - Safety Coordinator	1.0
W&S	Utilities	Plant Operator Trainee	1.0
W&S	Utilities	Add 2 Laborer - Maintenance Function	2.0
W&S	Utilities	Electrical Instrumentation Assistant Supervisor	1.0
W&S	Utilities	Lift Station Technician - Utilities Technician	1.0
W&S	Utilities	Wastewater Operator ABC	1.0
W&S	Utilities	Pre Treatment Technician	1.0
W&S	Utilities	Water Conservation Technician	1.0
Yacht Basin	Parks & Rec	Add 1 Contract Staff	1.0
<b>Total FY 2019 Unfunded Position Requests</b>			<b>32.0</b>

<b>Fund</b>	<b>Dept</b>	<b>Position Request</b>	<b>FTE</b>
General	Fire	Add 1 Fire Deputy Chief	1.0
General	Fire	Add 1 Administrative Specialist (for 2nd Deputy Chief)	1.0
General	Fire	Add 1 Fire Service Specialist	1.0
General	Fire	Add 1 Contract Data Specialist	0.7
General	Fire	Add 1 Fire Lieutenant for Professional Standards (non-shift)	1.0
General	Fire	Add 1 Fire Inspector	1.0
General	Police	Add 7 Police Officers	7.0
General	Police	Add 1 Police Sergeant	1.0
General	Police	Reinstate 911 Operator	1.0
General	Public Works	Principal Planner	1.0
W&S	Utilities	Field Supervisor & Utilities Technician - New TV Inspection Truck Crew	2.0
W&S	Utilities	Senior Utilities Technician - New Vector Truck Crew	1.0
W&S	Utilities	Add 2 Senior Plant Operators	2.0
W&S	Utilities	Senior Utilities Technician	1.0
W&S	Utilities	Add 2 Senior Operators	2.0
<b>Total FY 2020 Unfunded Position Requests</b>			<b>23.7</b>

**City of Cape Coral, Florida  
FY 2019 – 2021 Adopted Budget**

<b>Fund</b>	<b>Dept</b>	<b>Position Request</b>	<b>FTE</b>
General	Fire	Add 3 Fire Lieutenants for Professional Standards (non-shift)	3.0
General	Fire	Add 1 Fire Marshal	1.0
General	Fire	Public Safety Training Facility - Fire portion	3.0
General	Police	Add 7 Police Officers	7.0
General	Police	Add 1 Police Sergeant	1.0
General	Police	Reinstate 911 Operator	1.0
General	Police	Add 1 Customer Service Rep for Investigative Services	1.0
General	Police	Public Safety Training Facility - Police portion	2.0
W&S	Utilities	Plant Operator Trainee	1.0
W&S	Utilities	Convert Instrument Tech to Sr Instrument Tech	Upgrade
W&S	Utilities	Convert Control Panel Specialist to Sr Control Panel Specialist	Upgrade
W&S	Utilities	Convert 2 Utilities Maintenance Mechanics to Sr Maintenance Mechanics	Upgrade
<b>Total FY 2021 Unfunded Position Requests</b>			<b>20.0</b>

City of Cape Coral, Florida  
FY 2019 – 2021 Adopted Budget

## Pay Scales

### DIRECTOR PAY PLAN

Effective 10/01/2017

Grade	Range Minimum	Range Midpoint	Range Maximum
DIRI	\$48.55	\$64.33	\$80.10
DIRII	\$54.58	\$72.32	\$90.06

### ENGINEERING PAY PLAN

Effective 3/26/2016

Grade	Range Minimum	Range Midpoint	Range Maximum
ENG1	\$24.50	\$30.63	\$36.75
ENG2	\$26.95	\$33.69	\$40.42
ENG3	\$29.91	\$37.39	\$44.87
ENG4	\$33.20	\$41.50	\$49.80
ENG5	\$36.85	\$46.07	\$55.28

### INFORMATION TECHNOLOGY PAY PLAN

Effective 3/26/2016

Grade	Range Minimum	Range Midpoint	Range Maximum
IT01	\$23.53	\$30.00	\$36.47
IT02	\$24.71	\$31.50	\$38.29
IT03	\$25.94	\$33.08	\$40.21
IT04	\$27.24	\$34.73	\$42.22
IT05	\$28.60	\$36.47	\$44.33
IT06	\$30.03	\$38.29	\$46.54
IT07	\$31.82	\$40.58	\$49.34
IT08	\$34.06	\$43.43	\$52.79
IT09	\$36.44	\$46.47	\$56.49
IT10	\$39.36	\$50.18	\$61.00

**City of Cape Coral, Florida  
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## NON-BARGAINING PAY PLAN

Effective 10/01/2017

Grade	Range Minimum	Range Midpoint	Range Maximum
NB100	\$14.64	\$19.03	\$23.42
NB101	\$15.37	\$19.98	\$24.59
NB102	\$16.14	\$20.99	\$25.83
NB103	\$16.95	\$22.03	\$27.11
NB104	\$17.80	\$23.14	\$28.47
NB105	\$18.69	\$24.30	\$29.90
NB106	\$19.62	\$25.51	\$31.39
NB107	\$20.60	\$26.78	\$32.96
NB108	\$21.63	\$28.12	\$34.61
NB109	\$22.72	\$29.53	\$36.34
NB110	\$23.85	\$31.01	\$38.16
NB111	\$25.04	\$32.56	\$40.07
NB112	\$26.30	\$34.18	\$42.06
NB113	\$27.61	\$35.89	\$44.17
NB114	\$28.99	\$37.69	\$46.38
NB115	\$30.44	\$39.57	\$48.69
NB116	\$31.96	\$41.55	\$51.13
NB117	\$33.87	\$44.04	\$54.20
NB118	\$35.90	\$46.68	\$57.46
NB119	\$38.42	\$49.95	\$61.48
NB120	\$41.49	\$53.94	\$66.39
NB121	\$45.23	\$58.80	\$72.37

## CITY ATTORNEY'S STAFF PAY PLAN

Effective 10/01/2017

Position	Range Minimum	Range Midpoint	Range Maximum
Administrative Clerk	\$17.79	\$23.13	\$28.47
Legal Secretary	\$19.57	\$25.44	\$31.31
Legal/Admin Assistant to the City Attorney	\$21.73	\$28.25	\$34.76
Paralegal I	\$22.57	\$29.35	\$36.12
Paralegal II	\$24.38	\$31.69	\$39.00
Senior Paralegal	\$26.34	\$34.24	\$42.13
Assistant City Attorney I	\$33.90	\$45.09	\$56.28
Assistant City Attorney II	\$36.92	\$49.11	\$61.29
Assistant City Attorney III	\$47.13	\$62.81	\$78.48
City Attorney	Negotiable per Contract		

City of Cape Coral, Florida  
FY 2019 – 2021 Adopted Budget

**POLICE UNION PAY PLANS**

Effective 10/08/2018

Step	Hourly Pay Rate		
	Officers	Sergeants	Lieutenants
1	\$23.08	\$35.64	\$43.83
2	\$23.70	\$36.86	\$45.81
3	\$24.40	\$38.80	\$47.80
4	\$25.75	\$41.00	\$50.00
5	\$27.13	\$45.40	\$52.50
6	\$28.37		
7	\$29.75		
8	\$31.00		
9	\$32.40		
10	\$33.70		
11	\$36.30		

**City of Cape Coral, Florida  
FY 2019 – 2021 Adopted Budget**

**FIRE UNION PAY PLANS**

Effective 10/08/2016

**Forty-Eight (48) Hour Work Week Shift Employees:**

	<b>Hourly Pay Rate</b>		
<b>Step</b>	<b>Fire Fighter</b>	<b>Fire Engineer / Driver</b>	<b>Fire Lieutenant</b>
1	\$20.14	\$22.52	\$27.43
2	\$21.34	\$24.16	\$29.33
3	\$22.54	\$25.81	\$31.23
4	\$23.73	\$27.45	\$33.13
5	\$24.93	\$29.10	\$35.03
6	\$26.13	\$30.74	\$36.93
7	\$27.33	\$32.39	\$38.82
8	\$28.52	\$34.04	\$40.72
9	\$29.72		
10	\$30.92		
11	\$32.12		

**Supervisory Employees  
(Battalion Chief and Fire Marshal):**

	<b>Hourly Pay Rate</b>	
<b>Step</b>	<b>Supervisory Shift</b>	<b>Supervisory Non-Shift</b>
1	\$34.79	\$41.78
2	\$36.18	\$43.44
3	\$37.56	\$45.09
4	\$38.94	\$46.75
5	\$40.32	\$48.40
6	\$41.71	\$50.06
7	\$43.50	\$51.71
8	\$44.47	\$53.37
9	\$45.85	\$55.12
10	\$47.23	\$56.68

**Forty (40) Hour Work Week  
Non-Shift Employees:**

	<b>Hourly Pay Rate</b>	
<b>Step</b>	<b>Fire Lieutenant</b>	<b>Fire Inspector</b>
1	\$32.92	\$27.55
2	\$35.20	\$29.16
3	\$37.48	\$30.76
4	\$39.76	\$32.37
5	\$42.04	\$33.98
6	\$44.31	\$35.58
7	\$46.59	\$37.19
8	\$48.87	\$38.79

City of Cape Coral, Florida  
FY 2019 – 2021 Adopted Budget

**GENERAL UNION PAY PLAN**

Effective 3/26/2018

Grade	Range Minimum	Range Midpoint	Range Maximum
4	\$12.39	\$15.90	\$19.40
5	\$12.89	\$16.53	\$20.17
6	\$13.41	\$17.20	\$20.98
7	\$13.94	\$17.88	\$21.82
8	\$14.64	\$18.78	\$22.91
9	\$15.37	\$19.71	\$24.05
10	\$16.14	\$20.70	\$25.26
11	\$16.95	\$21.74	\$26.52
12	\$17.79	\$22.82	\$27.84
13	\$18.68	\$23.96	\$29.24
14	\$19.62	\$25.16	\$30.70
15	\$20.60	\$26.42	\$32.23
16	\$21.63	\$27.74	\$33.85
17	\$22.71	\$29.13	\$35.54
18	\$23.85	\$30.58	\$37.31
19	\$25.04	\$32.11	\$39.18
20	\$26.29	\$33.72	\$41.14
21	\$27.60	\$35.40	\$43.20
22	\$28.99	\$37.18	\$45.36
23	\$30.43	\$39.03	\$47.62
24	\$31.96	\$40.99	\$50.01
25	\$33.55	\$43.03	\$52.51
26	\$35.23	\$45.18	\$55.13
27	\$36.99	\$47.44	\$57.89
28	\$38.84	\$49.81	\$60.78
29	\$40.78	\$52.30	\$63.82
30	\$42.82	\$54.92	\$67.01



## Full Cost Allocation

A cost allocation plan (CAP) distributes central service overhead costs to operating departments. Central services are those administrative functions that mainly provide services to other governmental departments and not to the public. Examples include the Offices of the City Manager, City Attorney and City Auditor, as well as, Financial Services and Information Technology Services, etc. The allocated costs have been incorporated into the budget for FY 2019 - 2021.

### Cost Allocation Plans Are Prepared for a Number of Reasons

Principally, these include:

Claiming indirect costs associated with Federal programs.

Charging Enterprise Funds for services provided by the General Fund.

Determine the full costs of departments providing user fee related services to the public.

Obtaining management information related to how the agency carries out its programs.

As the above indicates, most agencies prepare CAP's to recover general fund dollars. This has become increasingly important in view of the limitations on taxes and the general need for additional local revenues. However, in the process of preparing a CAP, considerable valuable management information is also developed. In an effort to manage programs better, more agencies are utilizing this information.

#### Methodology

This cost allocation plan was prepared in accordance with Office of Management and Budget Circular A-87. Direct costs charged to programs have not been included as indirect costs.

Estimated budgeted City expenditures for FY 2019 were utilized for the allocation. The costs of the following services were allocated:

City Council	City Manager
City Attorney	City Auditor
City Clerk	Financial Services
Human Resources	Informational Technology Services

A basis of allocation for each of the departments listed above was established. As the plan is based on a proposed budget for the upcoming year and estimated activity, the plan is updated at fiscal year-end based on actual data and adjustments are made to the calculated allocation.

**City of Cape Coral, Florida  
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Additionally, the General Fund receives reimbursement from other funds/agencies based on varying formulas as summarized below:

**Road Impact Fees:** In accordance with Section 2-24.29 of the Code of Ordinances, an administrative charge of 3% of the road impact fees collected is charged by the General Fund.

The following table summarizes the calculated charges through the full cost allocation of general administrative and overhead costs for FY 2017 - 2021.

**Central Service Reimbursement to the General Fund FY 2017 - FY 2021**

<b>Fund Name</b>	<b>FY 2017 Estimated Allocation</b>	<b>FY 2017 Actual Allocation</b>	<b>FY 2018 Estimated Allocation</b>	<b>FY 2019 Projected Allocation</b>	<b>FY 2020 Projected Allocation</b>	<b>FY 2021 Projected Allocation</b>
Water & Sewer Fund	720,571	783,244	3,901,246	3,400,825	3,502,850	3,607,936
Stormwater Fund	18,547	33,340	1,514,077	1,509,711	1,555,002	1,601,652
Building Fund	332,339	302,187	1,022,617	1,049,198	1,080,674	1,113,094
Waterpark Fund	1,126,155	1,034,345	357,025	419,061	431,633	444,582
Golf Course Fund	2,729,522	2,584,842	387,132	389,222	400,899	412,926
Yacht Basin Fund	318,609	296,080	49,222	82,240	84,708	87,249
CDBG Fund	77,570	63,442	69,178	54,782	56,425	58,118
<b>Total Charge Back</b>	<b>5,323,313</b>	<b>5,097,481</b>	<b>7,300,497</b>	<b>6,905,039</b>	<b>7,112,191</b>	<b>7,325,557</b>

Note: Differences are due to rounding.

**City of Cape Coral, Florida  
FY 2019 – 2021 Adopted Budget**

## FY 2019 Allocation Basis

<b>Department/Division</b>	<b>Allocation Method</b>
City Council	Number of Council Agenda Items
City Attorney	Number of Full-time Employees (FTE's)
City Auditor	Number of Internal Audit Hours
City Manager	
Administration	Number of Full-time Employees (FTE's)
Public Information	Number of Full-time Employees (FTE's)
City Clerk	
Administration	Number of Full-time Employees (FTE's)
Communications	Number of Full-time Employees (FTE's)
Records Management	Number of Files Imaged
Citizen's Action Center	Number of Complaints/Inquiries
Financial Services	
Administration	Number of Full-time Employees (FTE's)
Accounting & Debt Management	Number of Accounting Transactions Processed
Treasury (Cashier)	Number of Cashier Transactions Processed
Payroll Services	Number of Full-time Employees (FTE's)
Accounts Payable	Dollar amount of A/P Transactions Processed
Management/Budget	Percentage of Budget Department Expenditures
Procurement	Number of Purchase Orders Processed
Human Resources	
Administration	Number of Full-time Employees (FTE's)
Employee Benefits	Number of Full-time Employees (FTE's)
Retiree Health Care Costs	Number of Full-time Employees (FTE's)
Compensation & Classification	Number of Full-time Employees (FTE's)
Employee Development	Number of Full-time Employees (FTE's)
Recruitment	Number of Full-time Employees (FTE's)
Employee/Labor Relations	Number of Full-time Employees (FTE's)
Information Systems	
Administration	Number of Employee Accounts
Business Applications	Number of Employee Accounts
Network Administration	Number of Employee Accounts
ITS Publick Safety	Number of Employee Accounts
Security	Number of Employee Accounts
GIS	Number of Mapping & Analysis Requests
Department of Community Development	Percentage of DCD Department Expenditures
Parks & Recreation	Percentage of P&R Department Expenditures
Public Works	Percentage of Public Works FTE's

\*Allocations based on most recent actuals (FY16)

**City of Cape Coral, Florida  
FY 2019 – 2021 Adopted Budget**

**Summary of Allocated Costs by Function**

**Total General Fund Amount to Charge Back**

**\$6,905,039**

Departments/Amounts to be Allocated		FY 2019 Basis of Allocation	Amount Allocated to Other Funds	General Fund Portion
<b>Human Resources</b>	<b>\$8,654,368</b>	<b>Human Resources Allocation</b>	<b>\$2,180,902</b>	<b>\$6,473,466</b>
Administration	\$476,842	# of FTE 1,636.37 % of Total FTE <b>Amount of Allocation</b>	<b>\$153,877</b>	<b>\$322,965</b>
Employee Benefits	\$317,386	# of FTE 1,636.37 % of Total FTE <b>Amount of Allocation</b>	<b>\$102,420</b>	<b>\$214,966</b>
Retiree Health Care Costs	\$6,960,889	# of Retirees 660.00 % of Total Retirees <b>Amount of Allocation</b>	<b>\$1,634,417</b>	<b>\$5,326,472</b>
Compensation & Classification	\$222,338	# of FTE 1,636.37 % of Total FTE <b>Amount of Allocation</b>	<b>\$71,748</b>	<b>\$150,590</b>
Employee Development	\$145,945	# of FTE 1,636.37 % of Total FTE <b>Amount of Allocation</b>	<b>\$47,096</b>	<b>\$98,849</b>
Recruitment	\$432,071	# of FTE 1,636.37 % of Total FTE <b>Amount of Allocation</b>	<b>\$139,429</b>	<b>\$292,642</b>
Employee/Labor Relations	\$98,897	# of FTE 1,636.37 % of Total FTE <b>Amount of Allocation</b>	<b>\$31,914</b>	<b>\$66,983</b>
<b>Financial Services</b>	<b>\$3,211,320</b>	<b>Financial Services Allocation</b>	<b>\$1,105,148</b>	<b>\$2,106,172</b>
Administration	\$639,593	# of FTE 1,636.37 % of Total FTE <b>Amount of Allocation</b>	<b>\$206,397</b>	<b>\$433,196</b>
Accounting & Debt Management	\$661,687	# of Accounting Transactions Processed 83,900.00 % of Total Accounting Transactions <b>Amount of Allocation</b>	<b>\$206,116</b>	<b>\$455,571</b>
Treasury (Cashier)	\$26,528 \$238,751	# of Cashier Transactions Processed 4,466,929.00 # of Rec Trac Transactions Processed 254,632.00 % of Total Cashier/Rec Trac Transactions <b>Amount of Allocation</b>	<b>\$205,360</b>	<b>\$59,919</b>
Payroll Services	\$160,381	# of FTE 1,636.37 % of Total FTE <b>Amount of Allocation</b>	<b>\$51,755</b>	<b>\$108,626</b>
Accounts Payable	\$379,440	\$ Amount of A/P Transactions Processed 195,168,777.00 % of Total A/P Transactions <b>Amount of Allocation</b>	<b>\$85,336</b>	<b>\$294,104</b>
Management/Budget	\$423,530	% of Budget Expenditures 249,470,944.00 % of Total Budget Expenditures <b>Amount of Allocation</b>	<b>\$104,400</b>	<b>\$319,130</b>
Procurement	\$681,410	# of Purchase Orders Processed 4,865.00 % of Total Purchase Orders Processed <b>Amount of Allocation</b>	<b>\$245,785</b>	<b>\$435,625</b>
<b>City Clerk</b>	<b>\$1,001,645</b>	<b>City Clerk Allocation</b>	<b>\$410,881</b>	<b>\$590,764</b>
Administration	\$564,569	# of FTE 1,636.37 % of Total FTE <b>Amount of Allocation</b>	<b>\$182,186</b>	<b>\$382,383</b>
Communications	\$87,594	# of FTE 1,636.37 % of Total FTE <b>Amount of Allocation</b>	<b>\$28,267</b>	<b>\$59,327</b>
Records Management	\$222,201	# of Files Imaged 1,807,861.00 % of Total Files Imaged <b>Amount of Allocation</b>	<b>\$180,916</b>	<b>\$41,285</b>
Citizen's Action Center	\$127,281	# of Complaints/Inquiries 26,117.00 % of Total Complaints/Inquiries <b>Amount of Allocation</b>	<b>\$19,512</b>	<b>\$107,769</b>

**City of Cape Coral, Florida  
FY 2019 – 2021 Adopted Budget**

**Summary of Allocated Costs by Function**

**Total General Fund Amount to Charge Back**

**\$6,905,039**

Departments/Amounts to be Allocated		FY 2019 Basis of Allocation	Amount Allocated to Other Funds	General Fund Portion
<b>City Manager</b>	<b>\$1,493,262</b>	<b>City Manager Allocation</b>	<b>\$481,876</b>	<b>\$1,011,386</b>
Administration	\$1,011,589	# of FTE 1,636.37 % of Total FTE		
		<b>Amount of Allocation</b>	<b>\$326,440</b>	<b>\$685,149</b>
Public Information	\$481,673	# of FTE 1,636.37 % of Total FTE		
		<b>Amount of Allocation</b>	<b>\$155,436</b>	<b>\$326,237</b>
<b>Information Technology Services</b>	<b>\$7,250,018</b>	<b>ITS Allocation</b>	<b>\$1,040,848</b>	<b>\$6,209,170</b>
Administration	\$298,563	# of Employee Accounts 946.00 % of Total # of Employee Accounts		
		<b>Amount of Allocation</b>	<b>\$36,932</b>	<b>\$261,631</b>
Business Applications	\$1,553,646	# of Employee Accounts 946.00 % of Total # of Employee Accounts		
		<b>Amount of Allocation</b>	<b>\$192,186</b>	<b>\$1,361,460</b>
Network Administration	\$1,630,488	# of Employee Accounts 946.00 % of Total # of Employee Accounts		
		<b>Amount of Allocation</b>	<b>\$201,691</b>	<b>\$1,428,797</b>
Public Safety	\$2,862,575	# of Employee Accounts 946.00 % of Total # of Employee Accounts		
		<b>Amount of Allocation</b>	<b>\$354,101</b>	<b>\$2,508,474</b>
Security	\$566,668	# of Employee Accounts 946.00 % of Total # of Employee Accounts		
		<b>Amount of Allocation</b>	<b>\$70,097</b>	<b>\$496,571</b>
GIS	\$338,078	# of Total Mapping & Analysis Requests 171.00 % of Total # of Mapping & Analysis Requests		
		<b>Amount of Allocation</b>	<b>\$185,841</b>	<b>\$152,237</b>
<b>City Auditor</b>	<b>\$744,858</b>	# of Internal Audit Hours 5,488.00 % of Total Internal Audit Hours		
		<b>Amount of Allocation</b>	<b>\$154,260</b>	<b>\$590,598</b>
<b>City Council</b>	<b>\$799,020</b>	# of Council Agenda Items 461.00 % of Total Council Agenda Items		
		<b>Amount of Allocation</b>	<b>\$149,017</b>	<b>\$650,003</b>
<b>City Attorney</b>	<b>\$1,659,399</b>	# of FTE 1,636.37 % of Total FTE		
		<b>Amount of Allocation</b>	<b>\$535,488</b>	<b>\$1,123,911</b>
<b>Department Overhead</b>	<b>\$2,399,852</b>	% of Overhead Allocation Total Allotted For Each Fund		
		<b>Amount of Allocation</b>	<b>\$859,166</b>	<b>\$1,540,686</b>
<b>Adjustment</b>				
		<b>FY 2016 True Up</b>	<b>(\$12,548)</b>	
<b>Total General Fund Allocations</b>	<b>\$27,213,742</b>		<b>\$6,905,039</b>	<b>\$20,296,155</b>

**Notes:**

The amounts listed above are related to the total estimated cost of the function budgeted within the General Fund. The actual allocated amount varies by fund. For recreation funds (Waterpark, Golf Course and Yacht Basin), Rec Trac transactions were used as the basis of allocation with only 10% of the costs being allocated to these funds. Beginning in FY 2010, the Water & Sewer Fund began funding 1 cashier position directly; as such only the cost of the Cashier Supervisor and Accounting Assistant is being allocated to the fund. Only 28% of Records Management, in the City Clerk's Office, is allocated. All estimates preceded the adoption of the final budget and will vary from the final adopted amounts for budget, FTE, etc. A true-up will follow at year-end and will be applied to the FY 2020 estimated amounts. Differences are due to rounding.

**City of Cape Coral, Florida  
FY 2019 – 2021 Adopted Budget**

**Summary of Allocated Costs by Fund**

Departments/Amounts to be Allocated		FY 2019 Basis of Allocation	Water & Sewer	Stormwater	Building	Waterpark
Human Resources	\$8,654,368	Human Resources Allocation	\$1,275,963	\$341,646	\$366,847	\$63,844
Financial Services	\$3,211,320	Financial Services Allocation	\$730,933	\$146,624	\$45,955	\$72,452
City Clerk	\$1,001,645	City Clerk Allocation	\$141,839	\$46,135	\$183,712	\$24,587
City Manager	\$1,493,262	City Manager Allocation	\$260,276	\$87,654	\$44,201	\$56,296
ITS	\$7,250,018	ITS Allocation	\$443,270	\$247,143	\$233,624	\$51,148
City Auditor	\$744,858	City Auditor Allocation	\$154,260	\$0	\$0	\$0
City Council	\$799,020	City Council Allocation	\$105,710	\$17,339	\$5,194	\$5,194
City Attorney	\$1,659,399	City Attorney Allocation	\$289,233	\$97,407	\$49,118	\$62,559
Department Overhead	\$2,399,852	Amount of Allocation	\$0	\$526,072	\$126,018	\$84,583
Adjustment		FY 2016 True Up	(\$659)	(\$309)	(\$5,471)	(\$1,602)
<b>Total General Fund Allocations</b>	<b>\$27,213,742</b>		<b>\$3,400,825</b>	<b>\$1,509,711</b>	<b>\$1,049,198</b>	<b>\$419,061</b>

**City of Cape Coral, Florida  
FY 2019 – 2021 Adopted Budget**

**Summary of Allocated Costs by Fund**

Departments/Amounts to be Allocated		FY 2019 Basis of Allocation	Golf Course	Yacht Basin	CDBG	Allocation
Human Resources	\$8,654,368	Human Resources Allocation	\$106,978	\$23,592	\$2,032	\$2,180,902
Financial Services	\$3,211,320	Financial Services Allocation	\$74,368	\$11,863	\$22,953	\$1,105,148
City Clerk	\$1,001,645	City Clerk Allocation	\$12,782	\$1,043	\$783	\$410,881
City Manager	\$1,493,262	City Manager Allocation	\$29,268	\$2,389	\$1,792	\$481,876
ITS	\$7,250,018	ITS Allocation	\$36,633	\$14,515	\$14,515	\$1,040,848
City Auditor	\$744,858	City Auditor Allocation	\$0	\$0	\$0	\$154,260
City Council	\$799,020	City Council Allocation	\$3,436	\$1,758	\$10,387	\$149,017
City Attorney	\$1,659,399	City Attorney Allocation	\$32,524	\$2,655	\$1,991	\$535,488
Department Overhead	\$2,399,852	Amount of Allocation	\$107,544	\$12,800	\$2,149	\$859,166
Adjustment		FY 2016 True Up	(\$14,311)	\$11,625	(\$1,821)	(\$12,548)
<b>Total General Fund Allocations</b>	<b>\$27,213,742</b>		<b>\$389,222</b>	<b>\$82,240</b>	<b>\$54,782</b>	<b>\$6,905,039</b>

Note: Differences are due to rounding.

**City of Cape Coral, Florida  
FY 2019 – 2021 Adopted Budget**

**Departmental Overhead Allocations**

**Total Administrative Overhead Costs Allocated**

**\$859,166**

Departments/Amounts to be Allocated		FY 2019 Basis of Allocation	
<b>Public Works Administrative Cost</b>	<b>\$1,328,879</b>	<b>Public Works Overhead Allocation</b>	
Stormwater Fund		% of Total Public Works FTE	39.59%
		<b>Overhead Costs Allocated</b>	<b>\$526,072</b>
<b>Parks &amp; Recreation Administrative Cost</b>	<b>\$805,988</b>	<b>Parks &amp; Recreation Overhead Allocation</b>	<b>\$204,927</b>
Waterpark Fund		% of Total Parks & Recreation Budget	10.49%
		<b>Overhead Costs Allocated</b>	<b>\$84,583</b>
Golf Course Fund		% of Total Parks & Recreation Budget	13.34%
		<b>Overhead Costs Allocated</b>	<b>\$107,544</b>
Yacht Basin Fund		% of Total Parks & Recreation Budget	1.59%
		<b>Overhead Costs Allocated</b>	<b>\$12,800</b>
<b>DCD Administrative Cost</b>	<b>\$264,985</b>	<b>DCD Overhead Allocation</b>	<b>\$128,167</b>
Building Fund		% of Total DCD Budget	47.56%
		<b>Overhead Costs Allocated</b>	<b>\$126,018</b>
CDBG Fund		Limitation	0.1
		% of Total DCD Budget	8.11%
		<b>Overhead Costs Allocated</b>	<b>\$2,149</b>
<b>Total Administrative Cost to be Allocated</b>	<b>\$2,399,852</b>		<b>\$859,166</b>





**City of Cape Coral, Florida  
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**General Fund Overhead Allocation to Water & Sewer Fund**

**Total General Fund Amount to Charge Back**

**\$3,400,825**

Departments/Amounts to be Allocated		FY 2019 Basis of Allocation		Water & Sewer Fund
<b>Human Resources</b>	<b>\$8,654,368</b>	<b>Human Resources Allocation</b>		<b>\$1,275,963</b>
Administration	\$476,842	# of FTE	1,636.37	285.15
		% of Total FTE		17.43%
		<b>Amount of Allocation</b>		<b>\$83,114</b>
Employee Benefits	\$317,386	# of FTE	1,636.37	285.15
		% of Total FTE		17.43%
		<b>Amount of Allocation</b>		<b>\$55,320</b>
Retiree Health Care Costs	\$6,960,889	# of Retirees	660.00	93.00
		% of Total Retirees		14.09%
		<b>Amount of Allocation</b>		<b>\$980,789</b>
Compensation & Classification	\$222,338	# of FTE	1,636.37	285.15
		% of Total FTE		17.43%
		<b>Amount of Allocation</b>		<b>\$38,754</b>
Employee Development	\$145,945	# of FTE	1,636.37	285.15
		% of Total FTE		17.43%
		<b>Amount of Allocation</b>		<b>\$25,438</b>
Recruitment	\$432,071	# of FTE	1,636.37	285.15
		% of Total FTE		17.43%
		<b>Amount of Allocation</b>		<b>\$75,310</b>
Employee/Labor Relations	\$98,897	# of FTE	1,636.37	285.15
		% of Total FTE		17.43%
		<b>Amount of Allocation</b>		<b>\$17,238</b>
<b>Financial Services</b>	<b>\$3,184,792</b>	<b>Financial Services Allocation</b>		<b>\$730,933</b>
Administration	\$639,593	# of FTE	1,636.37	285.15
		% of Total FTE		17.43%
		<b>Amount of Allocation</b>		<b>\$111,481</b>
Accounting & Debt Management	\$661,687	# of Accounting Transactions Processed	83,900.00	13957.00
		% of Total Accounting Transactions		16.64%
		<b>Amount of Allocation</b>		<b>\$110,105</b>
Treasury (Cashier)	\$238,751	# of Cashier Transactions Processed	4,466,929.00	3,467,876.00
		% of Total Cashier Transactions		77.63%
		<b>Amount of Allocation</b>		<b>\$185,342</b>
Payroll Services	\$160,381	# of FTE	1,636.37	285.15
		% of Total FTE		17.43%
		<b>Amount of Allocation</b>		<b>\$27,954</b>
Accounts Payable	\$379,440	\$ Amount of A/P Transactions Processed	195,168,777.00	36,188,529.00
		% of Total A/P Transactions		18.54%
		<b>Amount of Allocation</b>		<b>\$70,348</b>
Management/Budget	\$423,530	% of Budget Expenditures	249,470,944.00	40,395,354.00
		% of Total Budget Expenditures		16.19%
		<b>Amount of Allocation</b>		<b>\$68,570</b>
Procurement	\$681,410	# of Purchase Orders Processed	4,865.00	1,122.00
		% of Total Purchase Orders Processed		23.06%
		<b>Amount of Allocation</b>		<b>\$157,133</b>
<b>City Clerk</b>	<b>\$1,001,645</b>	<b>City Clerk Allocation</b>		<b>\$141,839</b>
Administration	\$564,569	# of FTE	1,636.37	285.15
		% of Total FTE		17.43%
		<b>Amount of Allocation</b>		<b>\$98,404</b>
Communications	\$87,594	# of FTE	1,636.37	285.15
		% of Total FTE		17.43%
		<b>Amount of Allocation</b>		<b>\$15,268</b>
Records Management	\$222,201	# of Files Imaged	1,807,861.00	140,083.00
		% of Total Files Imaged		7.75%
		<b>Amount of Allocation</b>		<b>\$17,221</b>
Citizen's Action Center	\$127,281	# of Complaints/Inquiries	26,117.00	2,246.00
		% of Total Complaints/Inquiries		8.60%
		<b>Amount of Allocation</b>		<b>\$10,946</b>

**City of Cape Coral, Florida  
FY 2019 – 2021 Adopted Budget**

**General Fund Overhead Allocation to Water & Sewer Fund**

**Total General Fund Amount to Charge Back**

**\$3,400,825**

Departments/Amounts to be Allocated		FY 2019 Basis of Allocation		Water & Sewer Fund
<b>City Manager</b>	<b>\$1,493,262</b>	<b>City Manager Allocation</b>		<b>\$260,276</b>
Administration	\$1,011,589	# of FTE	1,636.37	285.15
		% of Total FTE		17.43%
		<b>Amount of Allocation</b>		<b>\$176,320</b>
Public Information	\$481,673	# of FTE	1,636.37	285.15
		% of Total FTE		17.43%
		<b>Amount of Allocation</b>		<b>\$83,956</b>
<b>Information Technology Services</b>	<b>\$7,250,018</b>	<b>Information Technology Services Allocation</b>		<b>\$443,270</b>
Administration	\$298,563	# of Employee Accounts	946.00	36.00
		% of Total # of Employee Accounts		3.81%
		<b>Amount of Allocation</b>		<b>\$11,375</b>
Business Applications	\$1,553,646	# of Employee Accounts	946.00	36.00
		% of Total # of Employee Accounts		3.81%
		<b>Amount of Allocation</b>		<b>\$59,194</b>
Network Administration	\$1,630,488	# of Employee Accounts	946.00	36.00
		% of Total # of Employee Accounts		3.81%
		<b>Amount of Allocation</b>		<b>\$62,122</b>
Public Safety	\$2,862,575	# of Employee Accounts	946.00	36.00
		% of Total # of Employee Accounts		3.81%
		<b>Amount of Allocation</b>		<b>\$109,064</b>
Security	\$566,668	# of Employee Accounts	946.00	36.00
		% of Total # of Employee Accounts		3.81%
		<b>Amount of Allocation</b>		<b>\$21,590</b>
GIS	\$338,078	# of Total Mapping & Analysis Requests	171.00	91.00
		% of Total # of Mapping & Analysis Requests		53.22%
		<b>Amount of Allocation</b>		<b>\$179,925</b>
<b>City Auditor</b>	<b>\$744,858</b>	# of Internal Audit Hours	5,488.00	1136.75
		% of Total Internal Audit Hours		20.71%
		<b>Amount of Allocation</b>		<b>\$154,260</b>
<b>City Council</b>	<b>\$799,020</b>	# of Council Agenda Items	461.00	61.00
		% of Total Council Agenda Items		13.23%
		<b>Amount of Allocation</b>		<b>\$105,710</b>
<b>City Attorney</b>	<b>\$1,659,399</b>	# of FTE	1,636.37	285.15
		% of Total FTE		17.43%
		<b>Amount of Allocation</b>		<b>\$289,233</b>
<b>Adjustment</b>		<b>FY 2016 True Up</b>		<b>(659)</b>
<b>Total General Fund Allocations</b>	<b>\$24,787,362</b>			<b>\$3,400,825</b>

Note: Differences are due to rounding.

**City of Cape Coral, Florida  
FY 2019 – 2021 Adopted Budget**

**General Fund Overhead Allocation to Stormwater Fund**

**Total General Fund Amount to Charge Back**

**\$1,509,711**

Departments/Amounts to be Allocated		FY 2019 Basis of Allocation		Stormwater Fund
<b>Human Resources</b>	<b>\$8,654,368</b>	<b>Human Resources Allocation</b>		<b>\$341,646</b>
Administration	\$476,842	# of FTE	1,636.37	96.00
		% of Total FTE		5.87%
		<b>Amount of Allocation</b>		<b>\$27,991</b>
Employee Benefits	\$317,386	# of FTE	1,636.37	96.00
		% of Total FTE		5.87%
		<b>Amount of Allocation</b>		<b>\$18,631</b>
Retiree Health Care Costs	\$6,960,889	# of Retirees	660.00	23.00
		% of Total Retirees		3.48%
		<b>Amount of Allocation</b>		<b>\$242,239</b>
Compensation & Classification	\$222,338	# of FTE	1,636.37	96.00
		% of Total FTE		5.87%
		<b>Amount of Allocation</b>		<b>\$13,051</b>
Employee Development	\$145,945	# of FTE	1,636.37	96.00
		% of Total FTE		5.87%
		<b>Amount of Allocation</b>		<b>\$8,567</b>
Recruitment	\$432,071	# of FTE	1,636.37	96.00
		% of Total FTE		5.87%
		<b>Amount of Allocation</b>		<b>\$25,363</b>
Employee/Labor Relations	\$98,897	# of FTE	1,636.37	96.00
		% of Total FTE		5.87%
		<b>Amount of Allocation</b>		<b>\$5,805</b>
<b>Financial Services</b>	<b>\$3,184,792</b>	<b>Financial Services Allocation</b>		<b>\$146,624</b>
Administration	\$639,593	# of FTE	1,636.37	96.00
		% of Total FTE		5.87%
		<b>Amount of Allocation</b>		<b>\$37,544</b>
Accounting & Debt Management	\$661,687	# of Accounting Transactions Processed	83,900.00	5788.00
		% of Total Accounting Transactions		6.90%
		<b>Amount of Allocation</b>		<b>\$45,656</b>
Treasury (Cashier)	\$238,751	# of Cashier Transactions Processed	4,466,929.00	4,037.00
		% of Total Cashier Transactions		0.09%
		<b>Amount of Allocation</b>		<b>\$215</b>
Payroll Services	\$160,381	# of FTE	1,636.37	96.00
		% of Total FTE		5.87%
		<b>Amount of Allocation</b>		<b>\$9,414</b>
Accounts Payable	\$379,440	\$ Amount of A/P Transactions Processed	195,168,777.00	3,067,242.00
		% of Total A/P Transactions		1.57%
		<b>Amount of Allocation</b>		<b>\$5,957</b>
Management/Budget	\$423,530	% of Budget Expenditures	249,470,944.00	10,684,859.00
		% of Total Budget Expenditures		4.28%
		<b>Amount of Allocation</b>		<b>\$18,127</b>
Procurement	\$681,410	# of Purchase Orders Processed	4,865.00	212.00
		% of Total Purchase Orders Processed		4.36%
		<b>Amount of Allocation</b>		<b>\$29,709</b>
<b>City Clerk</b>	<b>\$1,001,645</b>	<b>City Clerk Allocation</b>		<b>\$46,135</b>
Administration	\$564,569	# of FTE	1,636.37	96.00
		% of Total FTE		5.87%
		<b>Amount of Allocation</b>		<b>\$33,140</b>
Communications	\$87,594	# of FTE	1,636.37	96.00
		% of Total FTE		5.87%
		<b>Amount of Allocation</b>		<b>\$5,142</b>
Records Management	\$222,201	# of Files Imaged	1,807,861.00	0.00
		% of Total Files Imaged		0.00%
		<b>Amount of Allocation</b>		<b>\$0</b>
Citizen's Action Center	\$127,281	# of Complaints/Inquiries	26,117.00	1,611.00
		% of Total Complaints/Inquiries		6.17%
		<b>Amount of Allocation</b>		<b>\$7,853</b>

**City of Cape Coral, Florida  
FY 2019 – 2021 Adopted Budget**

**General Fund Overhead Allocation to Stormwater Fund**

**Total General Fund Amount to Charge Back**

**\$1,509,711**

Departments/Amounts to be Allocated		FY 2019 Basis of Allocation	Stormwater Fund
<b>City Manager</b>	<b>\$1,493,262</b>	<b>City Manager Allocation</b>	<b>\$87,654</b>
Administration	\$1,011,589	# of FTE 1,636.37	96.00
		% of Total FTE	5.87%
		<b>Amount of Allocation</b>	<b>\$59,380</b>
Public Information	\$481,673	# of FTE 1,636.37	96.00
		% of Total FTE	5.87%
		<b>Amount of Allocation</b>	<b>\$28,274</b>
<b>Information Technology Services</b>	<b>\$7,250,018</b>	<b>Information Technology Services Allocation</b>	<b>\$247,143</b>
Administration	\$298,563	# of Employee Accounts 946.00	33.00
		% of Total # of Employee Accounts	3.49%
		<b>Amount of Allocation</b>	<b>\$10,420</b>
Business Applications	\$1,553,646	# of Employee Accounts 946.00	33.00
		% of Total # of Employee Accounts	3.49%
		<b>Amount of Allocation</b>	<b>\$54,222</b>
Network Administration	\$1,630,488	# of Employee Accounts 946.00	33.00
		% of Total # of Employee Accounts	3.49%
		<b>Amount of Allocation</b>	<b>\$56,904</b>
Public Safety	\$2,862,575	# of Employee Accounts 946.00	33.00
		% of Total # of Employee Accounts	3.49%
		<b>Amount of Allocation</b>	<b>\$99,904</b>
Security	\$566,668	# of Employee Accounts 946.00	33.00
		% of Total # of Employee Accounts	3.49%
		<b>Amount of Allocation</b>	<b>\$19,777</b>
GIS	\$338,078	# of Total Mapping & Analysis Requests 171.00	3.00
		% of Total # of Mapping & Analysis Requests	1.75%
		<b>Amount of Allocation</b>	<b>\$5,916</b>
<b>City Auditor</b>	<b>\$744,858</b>	# of Internal Audit Hours 5,488.00	0.00
		% of Total Internal Audit Hours	0.00%
		<b>Amount of Allocation</b>	<b>\$0</b>
<b>City Council</b>	<b>\$799,020</b>	# of Council Agenda Items 461.00	10.00
		% of Total Council Agenda Items	2.17%
		<b>Amount of Allocation</b>	<b>\$17,339</b>
<b>City Attorney</b>	<b>\$1,659,399</b>	# of FTE 1,636.37	96.00
		% of Total FTE	5.87%
		<b>Amount of Allocation</b>	<b>\$97,407</b>
<b>Public Works Department Overhead</b>		Please refer to Departmental Overhead Allocations	
		% of Public Works Full Time Employees	39.59%
		<b>Amount of Allocation</b>	<b>\$526,072</b>
<b>Adjustment</b>		<b>FY 2016 True Up</b>	<b>(309)</b>
<b>Total General Fund Allocations</b>	<b>\$24,787,362</b>		<b>\$1,509,711</b>

Note: Differences are due to rounding.

**City of Cape Coral, Florida  
FY 2019 – 2021 Adopted Budget**

**General Fund Overhead Allocation to Building Fund**

**Total General Fund Amount to Charge Back**

**\$1,049,198**

Departments/Amounts to be Allocated		FY 2019 Basis of Allocation		Building Fund
<b>Human Resources</b>	<b>\$8,654,368</b>	<b>Human Resources Allocation</b>		<b>\$366,847</b>
Administration	\$476,842	# of FTE	1,636.37	48.45
		% of Total FTE		2.96%
		<b>Amount of Allocation</b>		<b>\$14,115</b>
Employee Benefits	\$317,386	# of FTE	1,636.37	48.45
		% of Total FTE		2.96%
		<b>Amount of Allocation</b>		<b>\$9,395</b>
Retiree Health Care Costs	\$6,960,889	# of Retirees	660.00	30.00
		% of Total Retirees		4.55%
		<b>Amount of Allocation</b>		<b>\$316,720</b>
Compensation & Classification	\$222,338	# of FTE	1,636.37	48.45
		% of Total FTE		2.96%
		<b>Amount of Allocation</b>		<b>\$6,581</b>
Employee Development	\$145,945	# of FTE	1,636.37	48.45
		% of Total FTE		2.96%
		<b>Amount of Allocation</b>		<b>\$4,320</b>
Recruitment	\$432,071	# of FTE	1,636.37	48.45
		% of Total FTE		2.96%
		<b>Amount of Allocation</b>		<b>\$12,789</b>
Employee/Labor Relations	\$98,897	# of FTE	1,636.37	48.45
		% of Total FTE		2.96%
		<b>Amount of Allocation</b>		<b>\$2,927</b>
<b>Financial Services</b>	<b>\$3,184,792</b>	<b>Financial Services Allocation</b>		<b>\$45,955</b>
Administration	\$639,593	# of FTE	1,636.37	48.45
		% of Total FTE		2.96%
		<b>Amount of Allocation</b>		<b>\$18,932</b>
Accounting & Debt Management	\$661,687	# of Accounting Transactions Processed	83,900.00	1234.00
		% of Total Accounting Transactions		1.47%
		<b>Amount of Allocation</b>		<b>\$9,727</b>
Treasury (Cashier)	\$238,751	# of Cashier Transactions Processed	4,466,929.00	86,101.00
		% of Total Cashier Transactions		1.93%
		<b>Amount of Allocation</b>		<b>\$4,608</b>
Payroll Services	\$160,381	# of FTE	1,636.37	48.45
		% of Total FTE		2.96%
		<b>Amount of Allocation</b>		<b>\$4,747</b>
Accounts Payable	\$379,440	\$ Amount of A/P Transactions Processed	195,168,777.00	167,228.00
		% of Total A/P Transactions		0.09%
		<b>Amount of Allocation</b>		<b>\$341</b>
Management/Budget	\$423,530	% of Budget Expenditures	249,470,944.00	3,405,016.00
		% of Total Budget Expenditures		1.36%
		<b>Amount of Allocation</b>		<b>\$5,760</b>
Procurement	\$681,410	# of Purchase Orders Processed	4,865.00	13.00
		% of Total Purchase Orders Processed		0.27%
		<b>Amount of Allocation</b>		<b>\$1,840</b>
<b>City Clerk</b>	<b>\$1,001,645</b>	<b>City Clerk Allocation</b>		<b>\$183,712</b>
Administration	\$564,569	# of FTE	1,636.37	48.45
		% of Total FTE		2.96%
		<b>Amount of Allocation</b>		<b>\$16,711</b>
Communications	\$87,594	# of FTE	1,636.37	48.45
		% of Total FTE		2.96%
		<b>Amount of Allocation</b>		<b>\$2,593</b>
Records Management	\$222,201	# of Files Imaged	1,807,861.00	1,331,911.00
		% of Total Files Imaged		73.67%
		<b>Amount of Allocation</b>		<b>\$163,695</b>
Citizen's Action Center	\$127,281	# of Complaints/Inquiries	26,117.00	146.00
		% of Total Complaints/Inquiries		0.56%
		<b>Amount of Allocation</b>		<b>\$713</b>

**City of Cape Coral, Florida  
FY 2019 – 2021 Adopted Budget**

**General Fund Overhead Allocation to Building Fund**

**Total General Fund Amount to Charge Back**

**\$1,049,198**

Departments/Amounts to be Allocated		FY 2019 Basis of Allocation		Building Fund
<b>City Manager</b>	<b>\$1,493,262</b>	<b>City Manager Allocation</b>		<b>\$44,201</b>
Administration	\$1,011,589	# of FTE	1,636.37	48.45
		% of Total FTE		2.96%
		<b>Amount of Allocation</b>		<b>\$29,943</b>
Public Information	\$481,673	# of FTE	1,636.37	48.45
		% of Total FTE		2.96%
		<b>Amount of Allocation</b>		<b>\$14,258</b>
<b>Information Technology Services</b>	<b>\$7,250,018</b>	<b>Information Technology Services Allocation</b>		<b>\$233,624</b>
Administration	\$298,563	# of Employee Accounts	946.00	32.00
		% of Total # of Employee Accounts		3.38%
		<b>Amount of Allocation</b>		<b>\$10,091</b>
Business Applications	\$1,553,646	# of Employee Accounts	946.00	32.00
		% of Total # of Employee Accounts		3.38%
		<b>Amount of Allocation</b>		<b>\$52,513</b>
Network Administration	\$1,630,488	# of Employee Accounts	946.00	32.00
		% of Total # of Employee Accounts		3.38%
		<b>Amount of Allocation</b>		<b>\$55,110</b>
Public Safety	\$2,862,575	# of Employee Accounts	946.00	32.00
		% of Total # of Employee Accounts		3.38%
		<b>Amount of Allocation</b>		<b>\$96,755</b>
Security	\$566,668	# of Employee Accounts	946.00	32.00
		% of Total # of Employee Accounts		3.38%
		<b>Amount of Allocation</b>		<b>\$19,153</b>
GIS	\$338,078	# of Total Mapping & Analysis Requests	171.00	0.00
		% of Total # of Mapping & Analysis Requests		0.00%
		<b>Amount of Allocation</b>		<b>\$0</b>
<b>City Auditor</b>	<b>\$744,858</b>	# of Internal Audit Hours	5,488.00	0.00
		% of Total Internal Audit Hours		0.00%
		<b>Amount of Allocation</b>		<b>\$0</b>
<b>City Council</b>	<b>\$799,020</b>	# of Council Agenda Items	461.00	3.00
		% of Total Council Agenda Items		0.65%
		<b>Amount of Allocation</b>		<b>\$5,194</b>
<b>City Attorney</b>	<b>\$1,659,399</b>	# of FTE	1,636.37	48.45
		% of Total FTE		2.96%
		<b>Amount of Allocation</b>		<b>\$49,118</b>
<b>DCD Department Overhead</b>		Please refer to Departmental Overhead Allocations		
		% of Total DCD Budget		47.56%
		<b>Amount of Allocation</b>		<b>\$126,018</b>
<b>Adjustment</b>				
		<b>FY 2016 True Up</b>		<b>(5,471)</b>
<b>Total General Fund Allocations</b>	<b>\$24,787,362</b>			<b>\$1,049,198</b>

Note: Differences are due to rounding.

**City of Cape Coral, Florida  
FY 2019 – 2021 Adopted Budget**

**General Fund Overhead Allocation to Waterpark Fund**

**Total General Fund Amount to Charge Back**

**\$419,061**

Departments/Amounts to be Allocated		FY 2019 Basis of Allocation		Waterpark Fund
<b>Human Resources</b>	<b>\$8,654,368</b>	<b>Human Resources Allocation</b>		<b>\$63,844</b>
Administration	\$476,842	# of FTE	1,636.37	61.67
		% of Total FTE		3.77%
		<b>Amount of Allocation</b>		<b>\$17,977</b>
Employee Benefits	\$317,386	# of FTE	1,636.37	61.67
		% of Total FTE		3.77%
		<b>Amount of Allocation</b>		<b>\$11,965</b>
Retiree Health Care Costs	\$6,960,889	# of Retirees	660.00	0.00
		% of Total Retirees		0.00%
		<b>Amount of Allocation</b>		<b>\$0</b>
Compensation & Classification	\$222,338	# of FTE	1,636.37	61.67
		% of Total FTE		3.77%
		<b>Amount of Allocation</b>		<b>\$8,382</b>
Employee Development	\$145,945	# of FTE	1,636.37	61.67
		% of Total FTE		3.77%
		<b>Amount of Allocation</b>		<b>\$5,502</b>
Recruitment	\$432,071	# of FTE	1,636.37	61.67
		% of Total FTE		3.77%
		<b>Amount of Allocation</b>		<b>\$16,289</b>
Employee/Labor Relations	\$98,897	# of FTE	1,636.37	61.67
		% of Total FTE		3.77%
		<b>Amount of Allocation</b>		<b>\$3,728</b>
<b>Financial Services</b>	<b>\$2,972,569</b>	<b>Financial Services Allocation</b>		<b>\$72,452</b>
Administration	\$639,593	# of FTE	1,636.37	61.67
		% of Total FTE		3.77%
		<b>Amount of Allocation</b>		<b>\$24,113</b>
Accounting & Debt Management	\$661,687	# of Accounting Transactions Processed	83,900.00	1156.00
		% of Total Accounting Transactions		1.38%
		<b>Amount of Allocation</b>		<b>\$9,131</b>
Treasury (Cashier)	\$26,528	# of Rec Trac Transactions Processed	254,632.00	88,562.00
		% of Total Rec Trac Transactions		34.78%
		<b>Amount of Allocation</b>		<b>\$9,226</b>
Payroll Services	\$160,381	# of FTE	1,636.37	61.67
		% of Total FTE		3.77%
		<b>Amount of Allocation</b>		<b>\$6,046</b>
Accounts Payable	\$379,440	\$ Amount of A/P Transactions Processed	195,168,777.00	986,014.00
		% of Total A/P Transactions		0.51%
		<b>Amount of Allocation</b>		<b>\$1,935</b>
Management/Budget	\$423,530	% of Budget Expenditures	249,470,944.00	1,931,264.00
		% of Total Budget Expenditures		0.77%
		<b>Amount of Allocation</b>		<b>\$3,261</b>
Procurement	\$681,410	# of Purchase Orders Processed	4,865.00	134.00
		% of Total Purchase Orders Processed		2.75%
		<b>Amount of Allocation</b>		<b>\$18,739</b>
<b>City Clerk</b>	<b>\$1,001,645</b>	<b>City Clerk Allocation</b>		<b>\$24,587</b>
Administration	\$564,569	# of FTE	1,636.37	61.67
		% of Total FTE		3.77%
		<b>Amount of Allocation</b>		<b>\$21,284</b>
Communications	\$87,594	# of FTE	1,636.37	61.67
		% of Total FTE		3.77%
		<b>Amount of Allocation</b>		<b>\$3,302</b>
Records Management	\$222,201	# of Files Imaged	1,807,861.00	0.00
		% of Total Files Imaged		0.00%
		<b>Amount of Allocation</b>		<b>\$0</b>
Citizen's Action Center	\$127,281	# of Complaints/Inquiries	26,117.00	0.00
		% of Total Complaints/Inquiries		0.00%
		<b>Amount of Allocation</b>		<b>\$0</b>



**City of Cape Coral, Florida  
FY 2019 – 2021 Adopted Budget**

**General Fund Overhead Allocation to Waterpark Fund**

**Total General Fund Amount to Charge Back**

**\$419,061**

Departments/Amounts to be Allocated		FY 2019 Basis of Allocation		Waterpark Fund
<b>City Manager</b>	<b>\$1,493,262</b>	<b>City Manager Allocation</b>		<b>\$56,296</b>
Administration	\$1,011,589	# of FTE	1,636.37	61.67
		% of Total FTE		3.77%
		<b>Amount of Allocation</b>		<b>\$38,137</b>
Public Information	\$481,673	# of FTE	1,636.37	61.67
		% of Total FTE		3.77%
		<b>Amount of Allocation</b>		<b>\$18,159</b>
<b>Information Technology Services</b>	<b>\$7,250,018</b>	<b>Information Technology Services Allocation</b>		<b>\$51,148</b>
Administration	\$298,563	# of Employee Accounts	946.00	7.00
		% of Total # of Employee Accounts		0.74%
		<b>Amount of Allocation</b>		<b>\$2,209</b>
Business Applications	\$1,553,646	# of Employee Accounts	946.00	7.00
		% of Total # of Employee Accounts		0.74%
		<b>Amount of Allocation</b>		<b>\$11,497</b>
Network Administration	\$1,630,488	# of Employee Accounts	946.00	7.00
		% of Total # of Employee Accounts		0.74%
		<b>Amount of Allocation</b>		<b>\$12,066</b>
Public Safety	\$2,862,575	# of Employee Accounts	946.00	7.00
		% of Total # of Employee Accounts		0.74%
		<b>Amount of Allocation</b>		<b>\$21,183</b>
Security	\$566,668	# of Employee Accounts	946.00	7.00
		% of Total # of Employee Accounts		0.74%
		<b>Amount of Allocation</b>		<b>\$4,193</b>
GIS	\$338,078	# of Total Mapping & Analysis Requests	171.00	0.00
		% of Total # of Mapping & Analysis Requests		0.00%
		<b>Amount of Allocation</b>		<b>\$0</b>
<b>City Auditor</b>	<b>\$744,858</b>	# of Internal Audit Hours	5,488.00	0.00
		% of Total Internal Audit Hours		0.00%
		<b>Amount of Allocation</b>		<b>\$0</b>
<b>City Council</b>	<b>\$799,020</b>	# of Council Agenda Items	461.00	3.00
		% of Total Council Agenda Items		0.65%
		<b>Amount of Allocation</b>		<b>\$5,194</b>
<b>City Attorney</b>	<b>\$1,659,399</b>	# of FTE	1,636.37	61.67
		% of Total FTE		3.77%
		<b>Amount of Allocation</b>		<b>\$62,559</b>
<b>Parks &amp; Recreation Department Overhead</b>		Please refer to Departmental Overhead Allocations		
		% of Total P&R Budget		10.49%
		<b>Amount of Allocation</b>		<b>\$84,583</b>
<b>Adjustment</b>				
		<b>FY 2016 True Up</b>		<b>(1,602)</b>
<b>Total General Fund Allocations</b>	<b>\$24,575,139</b>			<b>\$419,061</b>

Note: Differences are due to rounding.

**City of Cape Coral, Florida  
FY 2019 – 2021 Adopted Budget**

**General Fund Overhead Allocation to Golf Course Fund**

**Total General Fund Amount to Charge Back**

**\$389,222**

Departments/Amounts to be Allocated		FY 2019 Basis of Allocation		Golf Course Fund
<b>Human Resources</b>	<b>\$8,654,368</b>	<b>Human Resources Allocation</b>		<b>\$106,978</b>
Administration	\$476,842	# of FTE	1,636.37	32.00
		% of Total FTE		1.96%
		<b>Amount of Allocation</b>		<b>\$9,346</b>
Employee Benefits	\$317,386	# of FTE	1,636.37	32.00
		% of Total FTE		1.96%
		<b>Amount of Allocation</b>		<b>\$6,221</b>
Retiree Health Care Costs	\$6,960,889	# of Retirees	660.00	7.00
		% of Total Retirees		1.06%
		<b>Amount of Allocation</b>		<b>\$73,785</b>
Compensation & Classification	\$222,338	# of FTE	1,636.37	32.00
		% of Total FTE		1.96%
		<b>Amount of Allocation</b>		<b>\$4,358</b>
Employee Development	\$145,945	# of FTE	1,636.37	32.00
		% of Total FTE		1.96%
		<b>Amount of Allocation</b>		<b>\$2,861</b>
Recruitment	\$432,071	# of FTE	1,636.37	32.00
		% of Total FTE		1.96%
		<b>Amount of Allocation</b>		<b>\$8,469</b>
Employee/Labor Relations	\$98,897	# of FTE	1,636.37	32.00
		% of Total FTE		1.96%
		<b>Amount of Allocation</b>		<b>\$1,938</b>
<b>Financial Services</b>	<b>\$2,972,569</b>	<b>Financial Services Allocation</b>		<b>\$74,368</b>
Administration	\$639,593	# of FTE	1,636.37	32.00
		% of Total FTE		1.96%
		<b>Amount of Allocation</b>		<b>\$12,536</b>
Accounting & Debt Management	\$661,687	# of Accounting Transactions Processed	83,900.00	1706.00
		% of Total Accounting Transactions		2.03%
		<b>Amount of Allocation</b>		<b>\$13,432</b>
Treasury (Cashier)	\$26,528	# of Rec Trac Transactions Processed	254,632.00	56,024.00
		% of Total Rec Trac Transactions		22.00%
		<b>Amount of Allocation</b>		<b>\$5,836</b>
Payroll Services	\$160,381	# of FTE	1,636.37	32.00
		% of Total FTE		1.96%
		<b>Amount of Allocation</b>		<b>\$3,143</b>
Accounts Payable	\$379,440	\$ Amount of A/P Transactions Processed	195,168,777.00	943,359.00
		% of Total A/P Transactions		0.48%
		<b>Amount of Allocation</b>		<b>\$1,821</b>
Management/Budget	\$423,530	% of Budget Expenditures	249,470,944.00	2,526,259.00
		% of Total Budget Expenditures		1.01%
		<b>Amount of Allocation</b>		<b>\$4,278</b>
Procurement	\$681,410	# of Purchase Orders Processed	4,865.00	238.00
		% of Total Purchase Orders Processed		4.89%
		<b>Amount of Allocation</b>		<b>\$33,321</b>
<b>City Clerk</b>	<b>\$1,001,645</b>	<b>City Clerk Allocation</b>		<b>\$12,782</b>
Administration	\$564,569	# of FTE	1,636.37	32.00
		% of Total FTE		1.96%
		<b>Amount of Allocation</b>		<b>\$11,066</b>
Communications	\$87,594	# of FTE	1,636.37	32.00
		% of Total FTE		1.96%
		<b>Amount of Allocation</b>		<b>\$1,717</b>
Records Management	\$222,201	# of Files Imaged	1,807,861.00	0.00
		% of Total Files Imaged		0.00%
		<b>Amount of Allocation</b>		<b>\$0</b>
Citizen's Action Center	\$127,281	# of Complaints/Inquiries	26,117.00	0.00
		% of Total Complaints/Inquiries		0.00%
		<b>Amount of Allocation</b>		<b>\$0</b>

**City of Cape Coral, Florida  
FY 2019 – 2021 Adopted Budget**

**General Fund Overhead Allocation to Golf Course Fund**

**Total General Fund Amount to Charge Back**

**\$389,222**

Departments/Amounts to be Allocated		FY 2019 Basis of Allocation		Golf Course Fund
<b>City Manager</b>	<b>\$1,493,262</b>	<b>City Manager Allocation</b>		<b>\$29,268</b>
Administration	\$1,011,589	# of FTE	1,636.37	32.00
		% of Total FTE		1.96%
		<b>Amount of Allocation</b>		<b>\$19,827</b>
Public Information	\$481,673	# of FTE	1,636.37	32.00
		% of Total FTE		1.96%
		<b>Amount of Allocation</b>		<b>\$9,441</b>
<b>Information Technology Services</b>	<b>\$7,250,018</b>	<b>Information Technology Services Allocation</b>		<b>\$36,633</b>
Administration	\$298,563	# of Employee Accounts	946.00	5.00
		% of Total # of Employee Accounts		0.53%
		<b>Amount of Allocation</b>		<b>\$1,582</b>
Business Applications	\$1,553,646	# of Employee Accounts	946.00	5.00
		% of Total # of Employee Accounts		0.53%
		<b>Amount of Allocation</b>		<b>\$8,234</b>
Network Administration	\$1,630,488	# of Employee Accounts	946.00	5.00
		% of Total # of Employee Accounts		0.53%
		<b>Amount of Allocation</b>		<b>\$8,642</b>
Public Safety	\$2,862,575	# of Employee Accounts	946.00	5.00
		% of Total # of Employee Accounts		0.53%
		<b>Amount of Allocation</b>		<b>\$15,172</b>
Security	\$566,668	# of Employee Accounts	946.00	5.00
		% of Total # of Employee Accounts		0.53%
		<b>Amount of Allocation</b>		<b>\$3,003</b>
GIS	\$338,078	# of Total Mapping & Analysis Requests	171.00	0.00
		% of Total # of Mapping & Analysis Requests		0.00%
		<b>Amount of Allocation</b>		<b>\$0</b>
<b>City Auditor</b>	<b>\$744,858</b>	# of Internal Audit Hours	5,488.00	0.00
		% of Total Internal Audit Hours		0.00%
		<b>Amount of Allocation</b>		<b>\$0</b>
<b>City Council</b>	<b>\$799,020</b>	# of Council Agenda Items	461.00	2.00
		% of Total Council Agenda Items		0.43%
		<b>Amount of Allocation</b>		<b>\$3,436</b>
<b>City Attorney</b>	<b>\$1,659,399</b>	# of FTE	1,636.37	32.00
		% of Total FTE		1.96%
		<b>Amount of Allocation</b>		<b>\$32,524</b>
<b>Parks &amp; Recreation Department Overhead</b>		Please refer to Departmental Overhead Allocations		
		% of Total P&R Budget		13.34%
		<b>Amount of Allocation</b>		<b>\$107,544</b>
<b>Adjustment</b>				
		<b>FY 2016 True Up</b>		<b>(14,311)</b>
<b>Total General Fund Allocations</b>	<b>\$24,575,139</b>			<b>\$389,222</b>

Note: Differences are due to rounding.

**City of Cape Coral, Florida  
FY 2019 – 2021 Adopted Budget**

**General Fund Overhead Allocation to Yacht Basin Fund**

**Total General Fund Amount to Charge Back**

**\$82,240**

Departments/Amounts to be Allocated		FY 2019 Basis of Allocation		Yacht Basin Fund
<b>Human Resources</b>	<b>\$8,654,368</b>	<b>Human Resources Allocation</b>		<b>\$23,592</b>
Administration	\$476,842	# of FTE	1,636.37	2.55
		% of Total FTE		0.16%
		<b>Amount of Allocation</b>		<b>\$763</b>
Employee Benefits	\$317,386	# of FTE	1,636.37	2.55
		% of Total FTE		0.16%
		<b>Amount of Allocation</b>		<b>\$508</b>
Retiree Health Care Costs	\$6,960,889	# of Retirees	660.00	2.00
		% of Total Retirees		0.30%
		<b>Amount of Allocation</b>		<b>\$20,883</b>
Compensation & Classification	\$222,338	# of FTE	1,636.37	2.55
		% of Total FTE		0.16%
		<b>Amount of Allocation</b>		<b>\$356</b>
Employee Development	\$145,945	# of FTE	1,636.37	2.55
		% of Total FTE		0.16%
		<b>Amount of Allocation</b>		<b>\$234</b>
Recruitment	\$432,071	# of FTE	1,636.37	2.55
		% of Total FTE		0.16%
		<b>Amount of Allocation</b>		<b>\$691</b>
Employee/Labor Relations	\$98,897	# of FTE	1,636.37	2.55
		% of Total FTE		0.16%
		<b>Amount of Allocation</b>		<b>\$158</b>
<b>Financial Services</b>	<b>\$2,972,569</b>	<b>Financial Services Allocation</b>		<b>\$11,863</b>
Administration	\$639,593	# of FTE	1,636.37	2.55
		% of Total FTE		0.16%
		<b>Amount of Allocation</b>		<b>\$1,023</b>
Accounting & Debt Management	\$661,687	# of Accounting Transactions Processed	83,900.00	534.00
		% of Total Accounting Transactions		0.64%
		<b>Amount of Allocation</b>		<b>\$4,235</b>
Treasury (Cashier)	\$26,528	# of Rec Trac Transactions Processed	254,632.00	1,283.00
		% of Total Rec Trac Transactions		0.50%
		<b>Amount of Allocation</b>		<b>\$133</b>
Payroll Services	\$160,381	# of FTE	1,636.37	2.55
		% of Total FTE		0.16%
		<b>Amount of Allocation</b>		<b>\$257</b>
Accounts Payable	\$379,440	\$ Amount of A/P Transactions Processed	195,168,777.00	387,906.00
		% of Total A/P Transactions		0.20%
		<b>Amount of Allocation</b>		<b>\$759</b>
Management/Budget	\$423,530	% of Budget Expenditures	249,470,944.00	330,104.00
		% of Total Budget Expenditures		0.13%
		<b>Amount of Allocation</b>		<b>\$551</b>
Procurement	\$681,410	# of Purchase Orders Processed	4,865.00	35.00
		% of Total Purchase Orders Processed		0.72%
		<b>Amount of Allocation</b>		<b>\$4,906</b>
<b>City Clerk</b>	<b>\$1,001,645</b>	<b>City Clerk Allocation</b>		<b>\$1,043</b>
Administration	\$564,569	# of FTE	1,636.37	2.55
		% of Total FTE		0.16%
		<b>Amount of Allocation</b>		<b>\$903</b>
Communications	\$87,594	# of FTE	1,636.37	2.55
		% of Total FTE		0.16%
		<b>Amount of Allocation</b>		<b>\$140</b>
Records Management	\$222,201	# of Files Imaged	1,807,861.00	0.00
		% of Total Files Imaged		0.00%
		<b>Amount of Allocation</b>		<b>\$0</b>
Citizen's Action Center	\$127,281	# of Complaints/Inquiries	26,117.00	0.00
		% of Total Complaints/Inquiries		0.00%
		<b>Amount of Allocation</b>		<b>\$0</b>

**City of Cape Coral, Florida  
FY 2019 – 2021 Adopted Budget**

**General Fund Overhead Allocation to Yacht Basin Fund**

**Total General Fund Amount to Charge Back**

**\$82,240**

Departments/Amounts to be Allocated		FY 2019 Basis of Allocation		Yacht Basin Fund
<b>City Manager</b>	<b>\$1,493,262</b>	<b>City Manager Allocation</b>		<b>\$2,389</b>
Administration	\$1,011,589	# of FTE	1,636.37	2.55
		% of Total FTE		0.16%
		<b>Amount of Allocation</b>		<b>\$1,619</b>
Public Information	\$481,673	# of FTE	1,636.37	2.55
		% of Total FTE		0.16%
		<b>Amount of Allocation</b>		<b>\$771</b>
<b>Information Technology Services</b>	<b>\$7,250,018</b>	<b>Information Technology Services Allocation</b>		<b>\$14,515</b>
Administration	\$298,563	# of Employee Accounts	946.00	2.00
		% of Total # of Employee Accounts		0.21%
		<b>Amount of Allocation</b>		<b>\$627</b>
Business Applications	\$1,553,646	# of Employee Accounts	946.00	2.00
		% of Total # of Employee Accounts		0.21%
		<b>Amount of Allocation</b>		<b>\$3,263</b>
Network Administration	\$1,630,488	# of Employee Accounts	946.00	2.00
		% of Total # of Employee Accounts		0.21%
		<b>Amount of Allocation</b>		<b>\$3,424</b>
Public Safety	\$2,862,575	# of Employee Accounts	946.00	2.00
		% of Total # of Employee Accounts		0.21%
		<b>Amount of Allocation</b>		<b>\$6,011</b>
Security	\$566,668	# of Employee Accounts	946.00	2.00
		% of Total # of Employee Accounts		0.21%
		<b>Amount of Allocation</b>		<b>\$1,190</b>
GIS	\$338,078	# of Total Mapping & Analysis Requests	171.00	0.00
		% of Total # of Mapping & Analysis Requests		0.00%
		<b>Amount of Allocation</b>		<b>\$0</b>
<b>City Auditor</b>	<b>\$744,858</b>	# of Internal Audit Hours	5,488.00	0.00
		% of Total Internal Audit Hours		0.00%
		<b>Amount of Allocation</b>		<b>\$0</b>
<b>City Council</b>	<b>\$799,020</b>	# of Council Agenda Items	461.00	1.00
		% of Total Council Agenda Items		0.22%
		<b>Amount of Allocation</b>		<b>\$1,758</b>
<b>City Attorney</b>	<b>\$1,659,399</b>	# of FTE	1,636.37	2.55
		% of Total FTE		0.16%
		<b>Amount of Allocation</b>		<b>\$2,655</b>
<b>Parks &amp; Recreation Department Overhead</b>		Please refer to Departmental Overhead Allocations		1.59%
		% of Total P&R Budget		
		<b>Amount of Allocation</b>		<b>\$12,800</b>
<b>Adjustment</b>		<b>FY 2016 True Up</b>		<b>11,625</b>
<b>Total General Fund Allocations</b>	<b>\$24,575,139</b>			<b>\$82,240</b>

Note: Differences are due to rounding.

**City of Cape Coral, Florida  
FY 2019 – 2021 Adopted Budget**

**General Fund Overhead Allocation to CDBG Fund**

**Total General Fund Amount to Charge Back**

**\$54,782**

Departments/Amounts to be Allocated		FY 2019 Basis of Allocation		CDBG Fund
<b>Human Resources</b>	<b>\$8,654,368</b>	<b>Human Resources Allocation</b>		<b>\$2,032</b>
Administration	\$476,842	# of FTE	1,636.37	2.00
		% of Total FTE		0.12%
		<b>Amount of Allocation</b>		<b>\$572</b>
Employee Benefits	\$317,386	# of FTE	1,636.37	2.00
		% of Total FTE		0.12%
		<b>Amount of Allocation</b>		<b>\$381</b>
Retiree Health Care Costs	\$6,960,889	# of Retirees	660.00	0.00
		% of Total Retirees		0.00%
		<b>Amount of Allocation</b>		<b>\$0</b>
Compensation & Classification	\$222,338	# of FTE	1,636.37	2.00
		% of Total FTE		0.12%
		<b>Amount of Allocation</b>		<b>\$267</b>
Employee Development	\$145,945	# of FTE	1,636.37	2.00
		% of Total FTE		0.12%
		<b>Amount of Allocation</b>		<b>\$175</b>
Recruitment	\$432,071	# of FTE	1,636.37	2.00
		% of Total FTE		0.12%
		<b>Amount of Allocation</b>		<b>\$518</b>
Employee/Labor Relations	\$98,897	# of FTE	1,636.37	2.00
		% of Total FTE		0.12%
		<b>Amount of Allocation</b>		<b>\$119</b>
<b>Financial Services</b>	<b>\$3,184,792</b>	<b>Financial Services Allocation</b>		<b>\$22,953</b>
Administration	\$639,593	# of FTE	1,636.37	2.00
		% of Total FTE		0.12%
		<b>Amount of Allocation</b>		<b>\$768</b>
Accounting & Debt Management	\$661,687	# of Accounting Transactions Processed	83,900.00	1750.00
		% of Total Accounting Transactions		2.09%
		<b>Amount of Allocation</b>		<b>\$13,829</b>
Treasury (Cashier)	\$238,751	# of Cashier Transactions Processed	4,466,929.00	51.00
		% of Total Cashier Transactions		0.00%
		<b>Amount of Allocation</b>		<b>\$0</b>
Payroll Services	\$160,381	# of FTE	1,636.37	2.00
		% of Total FTE		0.12%
		<b>Amount of Allocation</b>		<b>\$192</b>
Accounts Payable	\$379,440	\$ Amount of A/P Transactions Processed	195,168,777.00	2,146,129.00
		% of Total A/P Transactions		1.10%
		<b>Amount of Allocation</b>		<b>\$4,174</b>
Management/Budget	\$423,530	% of Budget Expenditures	249,470,944.00	2,259,237.00
		% of Total Budget Expenditures		0.91%
		<b>Amount of Allocation</b>		<b>\$3,854</b>
Procurement	\$681,410	# of Purchase Orders Processed	4,865.00	1.00
		% of Total Purchase Orders Processed		0.02%
		<b>Amount of Allocation</b>		<b>\$136</b>
<b>City Clerk</b>	<b>\$1,001,645</b>	<b>City Clerk Allocation</b>		<b>\$783</b>
Administration	\$564,569	# of FTE	1,636.37	2.00
		% of Total FTE		0.12%
		<b>Amount of Allocation</b>		<b>\$677</b>
Communications	\$87,594	# of FTE	1,636.37	2.00
		% of Total FTE		0.12%
		<b>Amount of Allocation</b>		<b>\$105</b>
Records Management	\$222,201	# of Files Imaged	1,807,861.00	0.00
		% of Total Files Imaged		0.00%
		<b>Amount of Allocation</b>		<b>\$0</b>
Citizen's Action Center	\$127,281	# of Complaints/Inquiries	26,117.00	0.00
		% of Total Complaints/Inquiries		0.00%
		<b>Amount of Allocation</b>		<b>\$0</b>

**City of Cape Coral, Florida  
FY 2019 – 2021 Adopted Budget**

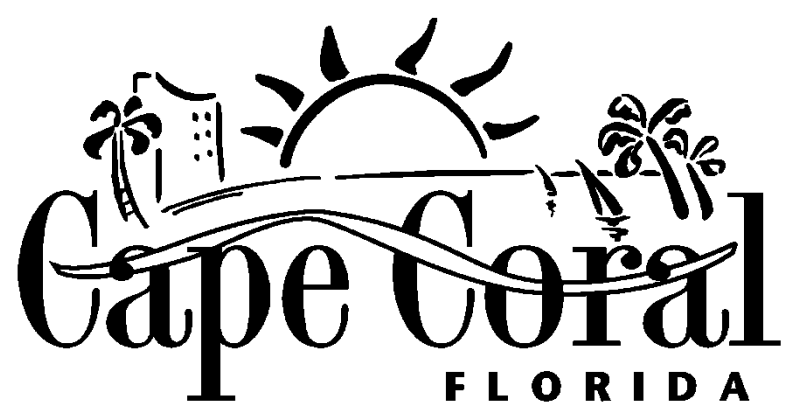
**General Fund Overhead Allocation to CDBG Fund**

**Total General Fund Amount to Charge Back**

**\$54,782**

Departments/Amounts to be Allocated		FY 2019 Basis of Allocation		CDBG Fund
<b>City Manager</b>	<b>\$1,493,262</b>	<b>City Manager Allocation</b>		<b>\$1,792</b>
Administration	\$1,011,589	# of FTE	1,636.37	2.00
		% of Total FTE		0.12%
		<b>Amount of Allocation</b>		<b>\$1,214</b>
Public Information	\$481,673	# of FTE	1,636.37	2.00
		% of Total FTE		0.12%
		<b>Amount of Allocation</b>		<b>\$578</b>
<b>Information Technology Services</b>	<b>\$7,250,018</b>	<b>Information Technology Services Allocation</b>		<b>\$14,515</b>
Administration	\$298,563	# of Employee Accounts	946.00	2.00
		% of Total # of Employee Accounts		0.21%
		<b>Amount of Allocation</b>		<b>\$627</b>
Business Applications	\$1,553,646	# of Employee Accounts	946.00	2.00
		% of Total # of Employee Accounts		0.21%
		<b>Amount of Allocation</b>		<b>\$3,263</b>
Network Administration	\$1,630,488	# of Employee Accounts	946.00	2.00
		% of Total # of Employee Accounts		0.21%
		<b>Amount of Allocation</b>		<b>\$3,424</b>
Public Safety	\$2,862,575	# of Employee Accounts	946.00	2.00
		% of Total # of Employee Accounts		0.21%
		<b>Amount of Allocation</b>		<b>\$6,011</b>
Security	\$566,668	# of Employee Accounts	946.00	2.00
		% of Total # of Employee Accounts		0.21%
		<b>Amount of Allocation</b>		<b>\$1,190</b>
GIS	\$338,078	# of Total Mapping & Analysis Requests	171.00	0.00
		% of Total # of Mapping & Analysis Requests		0.00%
		<b>Amount of Allocation</b>		<b>\$0</b>
<b>City Auditor</b>	<b>\$744,858</b>	# of Internal Audit Hours	5,488.00	0.00
		% of Total Internal Audit Hours		0.00%
		<b>Amount of Allocation</b>		<b>\$0</b>
<b>City Council</b>	<b>\$799,020</b>	# of Council Agenda Items	461.00	6.00
		% of Total Council Agenda Items		1.30%
		<b>Amount of Allocation</b>		<b>\$10,387</b>
<b>City Attorney</b>	<b>\$1,659,399</b>	# of FTE	1,636.37	2.00
		% of Total FTE		0.12%
		<b>Amount of Allocation</b>		<b>\$1,991</b>
<b>DCD Department Overhead</b>		Please refer to Departmental Overhead Allocations		
		% of Total DCD Budget		8.11%
		<b>Amount of Allocation</b>		<b>\$2,149</b>
<b>Adjustment</b>				
		<b>FY 2016 True Up</b>		<b>(1,821)</b>
<b>Total General Fund Allocations</b>	<b>\$24,787,362</b>			<b>\$54,782</b>

Note: Differences are due to rounding.





City of Cape Coral, Florida  
FY 2019 – 2021 Adopted Budget

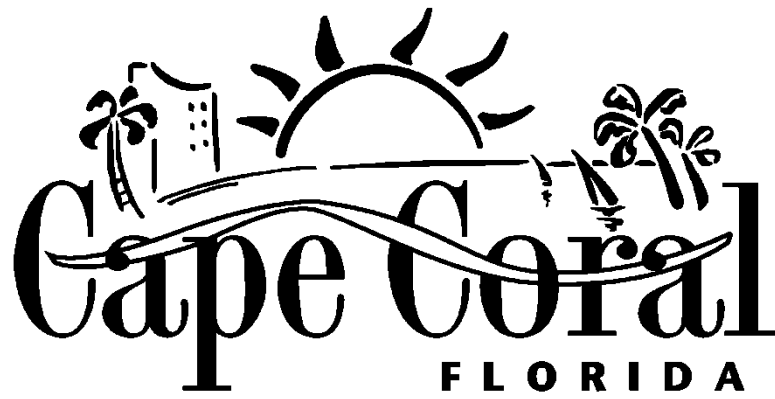
ORDINANCE

Ordinance .....15-E1

Ordinance 63-18 ..... 15-E3

Ordinance 64-18 ..... 15-E5

City of Cape Coral, Florida  
FY 2019 – 2021 Adopted Budget



**City of Cape Coral, Florida  
FY 2019 – 2021 Adopted Budget**

ORDINANCE 63 - 18

AN ORDINANCE TO ESTABLISH AND LEVY AD VALOREM TAXES WITHIN THE CORPORATE LIMITS OF THE CITY OF CAPE CORAL, FLORIDA, FOR THE TAX YEAR 2018; PROVIDING FOR THE LEVY OF AD VALOREM TAXES IN THE AMOUNT OF 6.750 MILLS (\$6.750 PER \$1,000) BASED ON THE ASSESSED VALUE ON NON-EXEMPT REAL AND PERSONAL PROPERTY LOCATED WITHIN THE CITY LIMITS OF THE CITY OF CAPE CORAL; PROVIDING FOR THE MANNER OF ASSESSMENT AND COLLECTION; PROVIDING SEVERABILITY; REPEALING ALL ORDINANCES IN CONFLICT WITH THIS ORDINANCE; PROVIDING AN EFFECTIVE DATE.

NOW, THEREFORE, THE CITY OF CAPE CORAL, FLORIDA, HEREBY ORDAINS THIS ORDINANCE:

SECTION 1. The Charter of the City of Cape Coral and the applicable State Laws of Florida grant to the City Council of the City of Cape Coral the power to establish and fix and levy ad valorem taxes for the purpose of providing general funds for the operation of functions of the City, and for other purposes.

The City Council of the City of Cape Coral does hereby establish and fix and levy ad valorem taxes for the tax year 2018 in the amount of 6.750 mills, \$6.750 for each \$1,000 of assessed valuation, less exemptions. The millage rate levied is more than the roll-back rate of 6.4402 mills by 0.3098 mills computed pursuant to Florida Law and amounts to a 4.8% increase in property taxes.

The levy of taxes provided for shall be based on the assessed value of all non-exempt real and personal property assessed and established pursuant to law by the Lee County Property Appraiser for the year 2018 and shall be collected as provided by law. When collected, taxes fixed and levied by this Ordinance shall be used for all lawful purposes for the Fiscal Year beginning October 1, 2018, and ending September 30, 2019, for the City of Cape Coral, Florida, except that taxes budgeted for Capital Improvements may continue to be available for a period of three (3) years.

SECTION 2. If the property appraiser notifies the City of an aggregate change in the assessment roll from the certified assessment roll, from corrections of errors in the assessment roll, the millage will be adjusted by the City Manager by issuing a certificate of adjusted millage. The adjustment shall be such that the taxes computed by applying the adopted rate against the certified taxable value are equal to the taxes computed by applying the adjusted adopted rate to the taxable value on the roll to be extended. The certificate shall be delivered to the property appraiser not later than three days after receipt of notification of the aggregate change in the assessment roll.

SECTION 3. Severability. In the event that any portion or Section of this ordinance is determined to be invalid, illegal or unconstitutional by a court of competent jurisdiction, such decision shall in no manner affect the remaining portions or Sections of this ordinance which shall remain in full force and effect.

SECTION 4. All ordinances or parts of ordinances in conflict herewith shall be, and the same are hereby repealed.

SECTION 5. Effective Date. This ordinance shall become October 1, 2018.

ADOPTED BY THE COUNCIL OF THE CITY OF CAPE CORAL AT ITS SPECIAL COUNCIL MEETING THIS 20<sup>th</sup> DAY OF September, 2018.

  
\_\_\_\_\_  
JOE COVIELLO, MAYOR

**City of Cape Coral, Florida  
FY 2019 – 2021 Adopted Budget**

VOTE OF MAYOR AND COUNCILMEMBERS:

COVIELLO  
GUNTER  
CARIOSCIA  
STOUT

aye  
aye  
aye  
aye


NELSON  
STOKES  
WILLIAMS  
COSDEN

aye  
aye  
aye  
aye

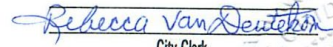
ATTESTED TO AND FILED IN MY OFFICE THIS 20<sup>th</sup> DAY OF September, 2018.

  
REBECCA VAN DEUTEKOM  
CITY CLERK

APPROVED AS TO FORM:

  
DOLORES D. MENENDEZ  
CITY ATTORNEY  
ord/budget-FY19 Millage  
8/24/18

I HEREBY CERTIFY that I am the duly appointed and qualified Clerk of the City of Cape Coral, Florida and the keeper of the records and corporate seal of said municipality; that this is a true and correct copy of Ordinance 63-18

  
City Clerk

**City of Cape Coral, Florida**  
**FY 2019 – 2021 Adopted Budget**

ORDINANCE 64 - 18

AN ORDINANCE ADOPTING THE CITY OF CAPE CORAL OPERATING BUDGET, REVENUES (SOURCES) AND EXPENDITURES (USES), AND CAPITAL BUDGET FOR THE FISCAL YEAR 2019 FOR THE CITY OF CAPE CORAL, FLORIDA; REPEALING ALL ORDINANCES IN CONFLICT WITH THIS ORDINANCE; PROVIDING SEVERABILITY AND AN EFFECTIVE DATE.

NOW, THEREFORE, THE CITY OF CAPE CORAL, FLORIDA, HEREBY ORDAINS THIS ORDINANCE AS FOLLOWS:

SECTION 1. The City Manager of the City of Cape Coral, Florida, has presented to the City Council the budget covering the operating budget, revenues and expenditures, and capital budget as estimated to be required for the fiscal year 2019.

SECTION 2. The City Council, in duly called sessions, reviewed the budget and, having made certain amendments thereto, adopted a tentative budget.

SECTION 3. The City Council authorized Public Hearings for September 6, 2018, at 5:05 P.M. and September 20, 2018, at 5:05 P.M. at the Cape Coral City Hall, 1015 Cultural Park Boulevard, Cape Coral, Florida, and has caused notice of same to be published in a newspaper of general circulation in the City of Cape Coral according to law.

SECTION 4. The City of Cape Coral, Florida operating budget, sources (revenue), uses (expenditures), and capital budget for the fiscal year 2018, as provided for in Attachment A, is hereby adopted. A copy of the budget is attached hereto and incorporated herein by reference.

If at any time during the fiscal year it appears probable that the revenues available will be insufficient to meet the amount appropriated, the City Council shall then take such further action as necessary to prevent or minimize any deficit and for that purpose it may by ordinance reduce one or more appropriations.

Any time during the fiscal year the City Manager or the City Council may transfer part or all of any unencumbered appropriation balance among programs within a department, office or agency and upon request by the City Manager, the City Council may by ordinance transfer part or all of any unencumbered appropriation balance from one department, office, or agency to another.

No appropriation for debt service may be reduced or transferred, and no appropriation may be reduced below any amount required by law to be appropriated or by more than the amount of the unencumbered balance thereof.

SECTION 5. To meet a public emergency affecting life, health, property or the public peace, the City Council may make emergency appropriations. Such emergency appropriations may be made by emergency ordinance in accordance with the provisions of the City of Cape Coral Charter, Section 4.19. To the extent that there are no available unappropriated revenues to meet such appropriations, the City Council may by such emergency ordinance authorize the issuance of emergency notes which may be renewed from time to time, but the emergency notes and renewals of any fiscal year shall be paid not later than the last day the fiscal year next succeeding that in which the emergency appropriation was made. The supplemental and emergency appropriations and reduction or transfer of appropriations authorized may be made effective immediately upon adoption.

If during the fiscal year the City Manager certifies or City Council determines that there are available for appropriation revenues in excess of those estimated in this budget, the City Council by ordinance may make supplemental appropriations for the year up to the amount of such excess after advertising as required by law.

SECTION 6. Every appropriation, except an appropriation for a capital expenditure or multi-year grant program, shall lapse at the close of the fiscal year to the extent that it has not been expended or encumbered. An appropriation for a capital expenditure or multi-year grant program shall continue in force until the purpose for which it was made has been accomplished or abandoned; the purpose of any such appropriation shall be deemed abandoned if three (3) years pass without any disbursement from or encumbrance of the appropriation.

**City of Cape Coral, Florida  
FY 2019 – 2021 Adopted Budget**

SECTION 7. Reserve appropriations shall not be expended without approval of the City Council.

SECTION 8. All ordinances or parts of ordinances in conflict herewith shall be and the same are hereby repealed.

SECTION 9. Severability. In the event that any portion or Section of this ordinance is determined to be invalid, illegal or unconstitutional by a court of competent jurisdiction, such decision shall in no manner affect the remaining portions or Sections of this ordinance which shall remain in full force and effect.

SECTION 10. Effective Date. This ordinance shall become effective immediately after its adoption by the Cape Coral City Council.

ADOPTED BY THE COUNCIL OF THE CITY OF CAPE CORAL AT ITS SPECIAL COUNCIL MEETING THIS 20<sup>th</sup> DAY OF September, 2018.

  
JOE COVIELLO, MAYOR

VOTE OF MAYOR AND COUNCILMEMBERS:

COVIELLO aye  
GUNTER aye  
CARIOSCIA aye  
STOUT aye

NELSON aye  
STOKES aye  
WILLIAMS excused  
COSDEN aye

ATTESTED TO AND FILED IN MY OFFICE THIS 20<sup>th</sup> DAY OF September, 2018.

  
REBECCA VAN DEUTEKOM  
CITY CLERK

APPROVED AS TO FORM:

  
DOLORES D. MENENDEZ  
CITY ATTORNEY  
Ord/Budget-FY19 Operating  
8/24/18

I HEREBY CERTIFY that I am the duly appointed and qualified Clerk of the City of Cape Coral, Florida and the keeper of the records and corporate seal of said municipality; that this is a true and correct copy of Ordinance 64-18

  
City Clerk

**City of Cape Coral, Florida**  
**FY 2019 – 2021 Adopted Budget**

**CITY OF CAPE CORAL**  
**FY 2019 PROPOSED BUDGET - BY FUND**  
**ATTACHMENT TO ORDINANCE 64-18**

	FY 2019 PROPOSED BUDGET	IDENTIFIED CHANGES	Ref #	TENTATIVE BUDGET	CITY COUNCIL CHANGES	Ref #	ADOPTED ORD ##-18
<b>GENERAL FUND</b>							
<b>SOURCES</b>							
Balances Brought Forward	\$ 29,330,548			\$ 29,330,548			\$ 29,330,548
Revenues:							
Ad Valorem Taxes	93,468,184			93,468,184			93,468,184
Sales & Use Taxes	13,618,760			13,618,760			13,618,760
Licenses, Permits, Franchise, Impact Fees & Special Assessments	30,293,734			30,293,734			30,293,734
Charges for Service	1,620,824			1,620,824			1,620,824
Internal Service Charges	5,580,016			5,580,016			5,580,016
Intergovernmental	26,285,866			26,285,866			26,285,866
Fines & Forfeitures	476,467			476,467			476,467
Miscellaneous	3,318,960			3,318,960			3,318,960
Interfund Transfers	7,649,133			7,649,133			7,649,133
Debt Proceeds	-			-			-
Total General Fund Sources	\$ 211,642,492	\$ -		\$ 211,642,492	\$ -		\$ 211,642,492
<b>USES</b>							
City Council	\$ 836,826			\$ 836,826	\$ 5,000	6	\$ 841,826
City Attorney	1,625,026			1,625,026			1,625,026
City Auditor	788,744			788,744			788,744
City Clerk	1,634,868			1,634,868			1,634,868
City Manager	2,677,119	19,506	3	2,696,625			2,696,625
DCD	5,025,009			5,025,009			5,025,009
Finance	3,559,887	43,127	2	3,603,014			3,603,014
Fire	31,443,395	69,506	4	31,512,901			31,512,901
Human Resources	1,663,575			1,663,575			1,663,575
ITS	7,380,314			7,380,314			7,380,314
Parks & Rec	13,935,569			13,935,569			13,935,569
Police	40,271,592			40,271,592			40,271,592
Public Works	13,142,311			13,142,311			13,142,311
Government Services	-			-			-
Expenditures	49,620,342			50,522,553			50,562,553
		902,211	5				
					40,000	1	
Fund Balance							
Committed	4,544,000			4,544,000			4,544,000
Unassigned Fund Balance	33,493,915			32,459,565			32,414,565
		(43,127)	2		(40,000)	1	
		(19,506)	3		(5,000)	6	
		(69,506)	4				
		(902,211)	5				
Appropriations & Fund Balance General Fund	\$ 211,642,492	\$ -		\$ 211,642,492	\$ -		\$ 211,642,492
<b>SPECIAL REVENUE FUNDS</b>							
<b>ADDITIONAL FIVE CENT GAS TAX FUND</b>							
<b>SOURCES</b>							
Balances Brought Forward	\$ 11,334,781			\$ 11,334,781			\$ 11,334,781
Revenues:							
Sales & Use Taxes	3,920,262			3,920,262			3,920,262
Intergovernmental	-			-			-
Miscellaneous	-			-			-
Interfund Transfers	-			-			-
Total Additional Five Cent Gas Tax Fund Sources	\$ 15,255,043	\$ -		\$ 15,255,043	\$ -		\$ 15,255,043
<b>USES</b>							
Personnel, Operating, Capital Expenditures	\$ -			\$ -			\$ -
Debt Service	-			-			-
Transfers Out	150,000			150,000			150,000
Fund Balance	15,105,043			15,105,043			15,105,043
Appropriations & Fund Balance Additional Five Cent Gas Tax Fund	\$ 15,255,043	\$ -		\$ 15,255,043	\$ -		\$ 15,255,043
<b>SIX CENT GAS TAX FUND</b>							
<b>SOURCES</b>							
Balances Brought Forward	\$ 9,056,846			\$ 9,056,846			\$ 9,056,846
Revenues:							

**City of Cape Coral, Florida  
FY 2019 – 2021 Adopted Budget**

**CITY OF CAPE CORAL  
FY 2019 PROPOSED BUDGET - BY FUND  
ATTACHMENT TO ORDINANCE 64-18**

	FY 2019 PROPOSED BUDGET	IDENTIFIED CHANGES	Ref #	TENTATIVE BUDGET	CITY COUNCIL CHANGES	Ref #	ADOPTED ORD ##-18
Sales & Use Taxes	5,379,196			5,379,196			5,379,196
Intergovernmental	-			-			-
Miscellaneous	-			-			-
Interfund Transfers	-			-			-
<b>Total Six Cent Gas Tax Fund Sources</b>	<b>\$ 14,436,042</b>	<b>\$ -</b>		<b>\$ 14,436,042</b>	<b>\$ -</b>		<b>\$ 14,436,042</b>
<b>USES</b>							
Personnel, Operating, Capital Expenditures	\$ -			\$ -			\$ -
Debt Service	-			-			-
Transfers Out	5,855,287			5,855,287			5,855,287
Fund Balance	8,580,755			8,580,755			8,580,755
<b>Appropriations &amp; Fund Balance Six Cent Gas Tax Fund</b>	<b>\$ 14,436,042</b>	<b>\$ -</b>		<b>\$ 14,436,042</b>	<b>\$ -</b>		<b>\$ 14,436,042</b>
<b>ROAD IMPACT FUND</b>							
<b>SOURCES</b>							
Balances Brought Forward	\$ 1,922,004			\$ 1,922,004			\$ 1,922,004
Revenues:							
Intergovernmental	743,343			743,343			743,343
Licenses, Permits, Franchise, Impact Fees & Special Assessments	5,656,815			5,656,815			5,656,815
Miscellaneous	7,062			7,062			7,062
Interfund Transfers	-			-			-
<b>Total Road Impact Fund Sources</b>	<b>\$ 8,329,224</b>	<b>\$ -</b>		<b>\$ 8,329,224</b>	<b>\$ -</b>		<b>\$ 8,329,224</b>
<b>USES</b>							
Personnel, Operating, Capital Expenditures	\$ -			\$ -			\$ -
Debt Service	-			-			-
Transfers Out	6,927,829			6,927,829			6,927,829
Fund Balance	1,401,395			1,401,395			1,401,395
<b>Appropriations &amp; Fund Balance Road Impact Fee Fund</b>	<b>\$ 8,329,224</b>	<b>\$ -</b>		<b>\$ 8,329,224</b>	<b>\$ -</b>		<b>\$ 8,329,224</b>
<b>POLICE PROT. IMPACT FEES</b>							
<b>SOURCES</b>							
Balances Brought Forward	\$ 4,118,919			\$ 4,118,919			\$ 4,118,919
Revenues:							
Licenses, Permits, Franchise, Impact Fees & Special Assessments	1,091,606			1,091,606			1,091,606
Miscellaneous	12,357			12,357			12,357
Interfund Transfers	-			-			-
<b>Total Police Protection Impact Fee Fund Sources</b>	<b>\$ 5,222,882</b>	<b>\$ -</b>		<b>\$ 5,222,882</b>	<b>\$ -</b>		<b>\$ 5,222,882</b>
<b>USES</b>							
Personnel, Operating, Capital Expenditures	\$ 21,832			\$ 21,832			\$ 21,832
Debt Service	-			-			-
Transfers Out	-			-			-
Fund Balance	5,201,050			5,201,050			5,201,050
<b>Appropriations &amp; Fund Balance Police Protection Impact Fee Fund</b>	<b>\$ 5,222,882</b>	<b>\$ -</b>		<b>\$ 5,222,882</b>	<b>\$ -</b>		<b>\$ 5,222,882</b>
<b>ALS IMPACT FEES</b>							
<b>SOURCES</b>							
Balances Brought Forward	\$ 318,334			\$ 318,334			\$ 318,334
Revenues:							
Licenses, Permits, Franchise, Impact Fees & Special Assessments	64,321			64,321			64,321
Miscellaneous	955			955			955
Interfund Transfers	-			-			-
<b>Total ALS Fund Sources</b>	<b>\$ 383,610</b>	<b>\$ -</b>		<b>\$ 383,610</b>	<b>\$ -</b>		<b>\$ 383,610</b>
<b>USES</b>							
Personnel, Operating, Capital Expenditures	\$ 101,146			\$ 101,146			\$ 101,146
Debt Service	-			-			-
Transfers Out	-			-			-
Fund Balance	282,464			282,464			282,464
<b>Appropriations &amp; Fund Balance ALS Fund</b>	<b>\$ 383,610</b>	<b>\$ -</b>		<b>\$ 383,610</b>	<b>\$ -</b>		<b>\$ 383,610</b>
<b>PARK IMPACT FEE FUNDS</b>							



**City of Cape Coral, Florida**  
**FY 2019 – 2021 Adopted Budget**

**CITY OF CAPE CORAL**  
**FY 2019 PROPOSED BUDGET - BY FUND**  
**ATTACHMENT TO ORDINANCE 64-18**

	FY 2019 PROPOSED BUDGET	IDENTIFIED CHANGES	Ref #	TENTATIVE BUDGET	CITY COUNCIL CHANGES	Ref #	ADOPTED ORD ##-18
<b>SOURCES</b>							
Balances Brought Forward	\$ 1,598,706			\$ 1,598,706			\$ 1,598,706
Revenues:							
Licenses, Permits, Franchise, Impact Fees & Special Assessments	2,011,460			2,011,460			2,011,460
Miscellaneous	-			-			-
Interfund Transfers	-			-			-
Total Park Impact Fee Funds Sources	\$ 3,610,166	\$ -		\$ 3,610,166	\$ -		\$ 3,610,166
<b>USES</b>							
Personnel, Operating, Capital Expenditures	\$ 30,172			\$ 30,172			\$ 30,172
Debt Service	-			-			-
Transfers Out	2,725,805			2,725,805			2,725,805
Fund Balance	854,189			854,189			854,189
Appropriations & Fund Balance Park Impact Fee Funds	\$ 3,610,166	\$ -		\$ 3,610,166	\$ -		\$ 3,610,166
<b>FIRE IMPACT CAPITAL IMPROVEMENT FUND</b>							
<b>SOURCES</b>							
Balances Brought Forward	\$ 2,310,265			\$ 2,310,265			\$ 2,310,265
Revenues:							
Licenses, Permits, Franchise, Impact Fees & Special Assessments	1,052,128			1,052,128			1,052,128
Miscellaneous	6,931			6,931			6,931
Interfund Transfers	-			-			-
Total Fire Capital Improvement Fund Sources	\$ 3,369,324	\$ -		\$ 3,369,324	\$ -		\$ 3,369,324
<b>USES</b>							
Personnel, Operating, Capital Expenditures	\$ 21,043			\$ 21,043			\$ 21,043
Debt Service	-			-			-
Transfers Out	339,863			339,863			339,863
Fund Balance	3,008,418			3,008,418			3,008,418
Appropriations & Fund Balance Fire Capital Improvement Fund	\$ 3,369,324	\$ -		\$ 3,369,324	\$ -		\$ 3,369,324
<b>DO THE RIGHT THING</b>							
<b>SOURCES</b>							
Balances Brought Forward	\$ -			\$ -			\$ -
Revenues:							
Miscellaneous	8,000			8,000			8,000
Interfund Transfers	-			-			-
Total Do The Right Thing Fund Sources	\$ 8,000	\$ -		\$ 8,000	\$ -		\$ 8,000
<b>USES</b>							
Personnel, Operating, Capital Expenditures	\$ 8,000			\$ 8,000			\$ 8,000
Debt Service	-			-			-
Transfers Out	-			-			-
Fund Balance	-			-			-
Appropriations & Fund Balance Do The Right Thing Fund	\$ 8,000	\$ -		\$ 8,000	\$ -		\$ 8,000
<b>CRIMINAL JUSTICE EDUCATION (Police Training)</b>							
<b>SOURCES</b>							
Balances Brought Forward	\$ 5,000			\$ 5,000			\$ 5,000
Revenues:							
Fines & Forfeitures	19,000			19,000			19,000
Miscellaneous	-			-			-
Total Police Confiscation-State Fund Sources	\$ 24,000	\$ -		\$ 24,000	\$ -		\$ 24,000
<b>USES</b>							
Personnel, Operating, Capital Expenditures	\$ 24,000			\$ 24,000			\$ 24,000
Debt Service	-			-			-
Transfers Out	-			-			-
Fund Balance	-			-			-
Appropriations & Fund Balance Police Confiscation - State Fund	\$ 24,000	\$ -		\$ 24,000	\$ -		\$ 24,000
<b>POLICE CONFISCATION - STATE</b>							
<b>SOURCES</b>							
Balances Brought Forward	\$ 308,253			\$ 308,253			\$ 308,253

**City of Cape Coral, Florida  
FY 2019 – 2021 Adopted Budget**

**CITY OF CAPE CORAL  
FY 2019 PROPOSED BUDGET - BY FUND  
ATTACHMENT TO ORDINANCE 64-18**

	FY 2019 PROPOSED BUDGET	IDENTIFIED CHANGES	Ref #	TENTATIVE BUDGET	CITY COUNCIL CHANGES	Ref #	ADOPTED ORD ##-18
<b>Revenues:</b>							
Miscellaneous	100			100			100
Interfund Transfers	-			-			-
<b>Total Police Confiscation-State Fund Sources</b>	<b>\$ 308,353</b>	<b>\$ -</b>		<b>\$ 308,353</b>	<b>\$ -</b>		<b>\$ 308,353</b>
<b>USES</b>							
Personnel, Operating, Capital Expenditures	\$ 19,575			\$ 19,575			\$ 19,575
Debt Service	-			-			-
Transfers Out	-			-			-
<b>Fund Balance</b>	<b>288,778</b>			<b>288,778</b>			<b>288,778</b>
<b>Appropriations &amp; Fund Balance Police Confiscation - State Fund</b>	<b>\$ 308,353</b>	<b>\$ -</b>		<b>\$ 308,353</b>	<b>\$ -</b>		<b>\$ 308,353</b>
<b>POLICE CONFISCATION - FEDERAL</b>							
Balances Brought Forward	\$ 459,287			\$ 459,287			\$ 459,287
<b>Revenues:</b>							
Miscellaneous	300			300			300
Interfund Transfers	-			-			-
<b>Total Police Confiscation-State Fund Sources</b>	<b>\$ 459,587</b>	<b>\$ -</b>		<b>\$ 459,587</b>	<b>\$ -</b>		<b>\$ 459,587</b>
<b>USES</b>							
Personnel, Operating, Capital Expenditures	\$ 97,902			\$ 97,902			\$ 97,902
Debt Service	-			-			-
Transfers Out	-			-			-
<b>Fund Balance</b>	<b>361,685</b>			<b>361,685</b>			<b>361,685</b>
<b>Appropriations &amp; Fund Balance Police Confiscation - Federal Fund</b>	<b>\$ 459,587</b>	<b>\$ -</b>		<b>\$ 459,587</b>	<b>\$ -</b>		<b>\$ 459,587</b>
<b>ALARM FEE FUND</b>							
<b>SOURCES</b>							
Balances Brought Forward	\$ 37,862			\$ 37,862			\$ 37,862
<b>Revenues:</b>							
Charges for Service	119,000			119,000			119,000
Miscellaneous	-			-			-
Interfund Transfers	-			-			-
<b>Total Alarm Fee Fund Sources</b>	<b>\$ 156,862</b>	<b>\$ -</b>		<b>\$ 156,862</b>	<b>\$ -</b>		<b>\$ 156,862</b>
<b>USES</b>							
Personnel, Operating, Capital Expenditures	\$ 99,336			\$ 99,336			\$ 99,336
Debt Service	-			-			-
Transfers Out	7,500			7,500			7,500
<b>Fund Balance</b>	<b>50,026</b>			<b>50,026</b>			<b>50,026</b>
<b>Appropriations &amp; Fund Balance Alarm Fee Fund</b>	<b>\$ 156,862</b>	<b>\$ -</b>		<b>\$ 156,862</b>	<b>\$ -</b>		<b>\$ 156,862</b>
<b>ALL HAZARDS FUND</b>							
<b>SOURCES</b>							
Balances Brought Forward	\$ 1,280,218			\$ 1,280,218			\$ 1,280,218
<b>Revenues:</b>							
Ad Valorem Taxes	920,137			920,137			920,137
Intergovernmental	-			-			-
Miscellaneous	-			-			-
Interfund Transfers	-			-			-
<b>Total All Hazards Fund Sources</b>	<b>\$ 2,200,355</b>	<b>\$ -</b>		<b>\$ 2,200,355</b>	<b>\$ -</b>		<b>\$ 2,200,355</b>
<b>USES</b>							
Personnel, Operating, Capital Expenditures	\$ 1,049,175			\$ 1,049,175			\$ 1,049,175
Debt Service	-			-			-
Transfers Out	93,600			93,600			93,600
<b>Fund Balance</b>	<b>1,057,580</b>			<b>1,057,580</b>			<b>1,057,520</b>
<b>Appropriations &amp; Fund Balance All Hazards Fund</b>	<b>\$ 2,200,355</b>	<b>\$ -</b>		<b>\$ 2,200,355</b>	<b>\$ -</b>		<b>\$ 2,200,355</b>
<b>DEL PRADO PARKING LOT MAINTENANCE</b>							
<b>SOURCES</b>							
Balances Brought Forward	\$ -			\$ -			\$ -
<b>Revenues:</b>							
Licenses, Permits, Franchise, Impact Fees & Special Assessments	36,388			36,388			36,388
Miscellaneous	-			-			-

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**CITY OF CAPE CORAL**  
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	FY 2019 PROPOSED BUDGET	IDENTIFIED CHANGES	Ref #	TENTATIVE BUDGET	CITY COUNCIL CHANGES	Ref #	ADOPTED ORD ##-18
Interfund Transfers	-			-			-
Total Del Prado Mall Maintenance Fund Sources	\$ 36,388	\$ -		\$ 36,388	\$ -		\$ 36,388
<u>USES</u>							
Personnel, Operating, Capital Expenditures	\$ 36,388			\$ 36,388			\$ 36,388
Debt Service	-			-			-
Transfers Out	-			-			-
Fund Balance	-			-			-
Appropriations & Fund Balance Del Prado Mall Maintenance Fund	\$ 36,388	\$ -		\$ 36,388	\$ -		\$ 36,388
<b>LOT MOWING FUND</b>							
<u>SOURCES</u>							
Balances Brought Forward	\$ 1,868,394			\$ 1,868,394			\$ 1,868,394
Revenues:							
Charges for Service	3,401,135			3,401,135			3,401,135
Miscellaneous	51,000			51,000			51,000
Fines & Forfeitures	-			-			-
Interfund Transfers	-			-			-
Total Lot Mowing Fund Sources	\$ 5,320,529	\$ -		\$ 5,320,529	\$ -		\$ 5,320,529
<u>USES</u>							
Personnel, Operating, Capital Expenditures	\$ 3,869,904			\$ 3,869,904			\$ 3,869,904
Debt Service	-			-			-
Transfers Out	-			-			-
Fund Balance	1,450,625			1,450,625			1,450,625
Appropriations & Fund Balance Lot Mowing Fund	\$ 5,320,529	\$ -		\$ 5,320,529	\$ -		\$ 5,320,529
<b>BUILDING DIVISION FUND</b>							
<u>SOURCES</u>							
Balances Brought Forward	\$ 10,955,004			\$ 10,955,004			\$ 10,955,004
Revenues:							
Licenses, Permits, Franchise, Impact Fees & Special Assessments	6,103,405			6,103,405			6,103,405
Charges for Service	291,776			291,776			291,776
Fines & Forfeitures	43,731			43,731			43,731
Miscellaneous	2,730			2,730			2,730
Interfund Transfers	-			-			-
Total Building Division Sources	\$ 17,396,646	\$ -		\$ 17,396,646	\$ -		\$ 17,396,646
<u>USES</u>							
Personnel, Operating, Capital Expenditures	\$ 5,671,211			\$ 5,671,211			\$ 5,671,211
Debt Service	-			-			-
Transfers Out	1,071,277			1,071,277			1,071,277
ERP Software Allocation		2,314,549	5	2,314,549			2,314,549
Fund Balance	10,654,158	(2,314,549)	5	8,339,609			8,339,609
Appropriations & Fund Balance Building Division Fund	\$ 17,396,646	\$ -		\$ 17,396,646	\$ -		\$ 17,396,646
<b>COMMUNITY REDEVELOPMENT TRUST FUND</b>							
<u>SOURCES</u>							
Balances Brought Forward	\$ -			\$ -			\$ -
Revenues:							
Ad Valorem Taxes	830,075			830,075			830,075
Charges for Service	-			-			-
Miscellaneous	5,700			5,700			5,700
Interfund Transfers	1,383,254			1,383,254			1,383,254
Total Community Redevelopment Trust Fund Sources	\$ 2,219,029	\$ -		\$ 2,219,029	\$ -		\$ 2,219,029
<u>USES</u>							
Personnel, Operating, Capital Expenditures	\$ 362,236			\$ 362,236			\$ 362,236
Debt Service	-			-			-
Transfers Out	1,856,793			1,856,793			1,856,793
Fund Balance	-			-			-
Appropriations & Fund Balance Community Redevelopment Trust Fund	\$ 2,219,029	\$ -		\$ 2,219,029	\$ -		\$ 2,219,029

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	FY 2019 PROPOSED BUDGET	IDENTIFIED CHANGES	Ref #	TENTATIVE BUDGET	CITY COUNCIL CHANGES	Ref #	ADOPTED ORD ##-18
<b>CITY CENTRUM BUSINESS PARK FUND</b>							
<u><b>SOURCES</b></u>							
Balances Brought Forward	\$ -			\$ -			\$ -
Revenues:							
Intergovernmental	-			-			-
Miscellaneous	-			-			-
Interfund Transfers	90,559			90,559			90,559
<b>Total City Centrum Business Park Fund Sources</b>	<b>\$ 90,559</b>	<b>\$ -</b>		<b>\$ 90,559</b>	<b>\$ -</b>		<b>\$ 90,559</b>
<u><b>USES</b></u>							
Personnel, Operating, Capital Expenditures	\$ 90,559			\$ 90,559			\$ 90,559
Debt Service	-			-			-
Transfers Out	-			-			-
Fund Balance	-			-			-
<b>Appropriations &amp; Fund Balance City Centrum Business Park Fund</b>	<b>\$ 90,559</b>	<b>\$ -</b>		<b>\$ 90,559</b>	<b>\$ -</b>		<b>\$ 90,559</b>
<b>SUN SPLASH WATERPARK FUND</b>							
<u><b>SOURCES</b></u>							
Balances Brought Forward	\$ -			\$ -			\$ -
Revenues:							
Intergovernmental	-			-			-
Charges for Service	2,627,997			2,627,997			2,627,997
Miscellaneous	10,026			10,026			10,026
Interfund Transfers	370,166			370,166			370,166
Debt Proceeds	-			-			-
<b>Total Sun Splash Waterpark Fund Sources</b>	<b>\$ 3,008,189</b>	<b>\$ -</b>		<b>\$ 3,008,189</b>	<b>\$ -</b>		<b>\$ 3,008,189</b>
<u><b>USES</b></u>							
Personnel, Operating, Capital Expenditures	\$ 2,415,032			\$ 2,415,032			\$ 2,415,032
Debt Service	-			-			-
Transfers Out	-			-			-
Fund Balance	593,157			593,157			593,157
<b>Appropriations &amp; Fund Balance Sun Splash Waterpark Fund</b>	<b>\$ 3,008,189</b>	<b>\$ -</b>		<b>\$ 3,008,189</b>	<b>\$ -</b>		<b>\$ 3,008,189</b>
<b>PARK &amp; RECREATION PROGRAMS FUND</b>							
<u><b>SOURCES</b></u>							
Balances Brought Forward	\$ -			\$ -			\$ -
Fund Balance							
Intergovernmental	625,703			625,703			625,703
Charges for Service	3,794,988			3,794,988			3,794,988
Fines & Forfeitures	11,800			11,800			11,800
Miscellaneous	248,988			248,988			248,988
Interfund Transfers	5,655,138			5,655,138			5,655,138
Debt Proceeds	-			-			-
<b>Total P&amp;R Programs Fund Sources</b>	<b>\$ 10,336,617</b>	<b>\$ -</b>		<b>\$ 10,336,617</b>	<b>\$ -</b>		<b>\$ 10,336,617</b>
<u><b>USES</b></u>							
Personnel, Operating, Capital Expenditures	\$ 10,336,617			\$ 10,336,617			\$ 10,336,617
Debt Service	-			-			-
Transfers Out	-			-			-
Fund Balance	-			-			-
<b>Appropriations &amp; Fund Balance Park Programs Fund</b>	<b>\$ 10,336,617</b>	<b>\$ -</b>		<b>\$ 10,336,617</b>	<b>\$ -</b>		<b>\$ 10,336,617</b>
<b>GOLF COURSE FUND</b>							
<u><b>SOURCES</b></u>							
Balances Brought Forward	\$ -			\$ -			\$ -
Revenues:							
Charges for Service	2,696,181			2,696,181			2,696,181
Miscellaneous	20,000			20,000			20,000
Interfund Transfers	352,975			352,975			352,975
<b>Total Golf Course Fund Sources</b>	<b>\$ 3,069,156</b>	<b>\$ -</b>		<b>\$ 3,069,156</b>	<b>\$ -</b>		<b>\$ 3,069,156</b>
<u><b>USES</b></u>							
Personnel, Operating, Capital Expenditures	\$ 3,069,156			\$ 3,069,156			\$ 3,069,156

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	FY 2019 PROPOSED BUDGET	IDENTIFIED CHANGES	Ref #	TENTATIVE BUDGET	CITY COUNCIL CHANGES	Ref #	ADOPTED ORD ##-18
Debt Service	-	-		-	-		-
Transfers Out	-	-		-	-		-
Fund Balance	-	-		-	-		-
Appropriations & Fund Balance Golf Course Fund	\$ 3,069,156	\$ -		\$ 3,069,156	\$ -		\$ 3,069,156
<b>COMMUNITY DEVELOPMENT BLOCK GRANT FUND (CDBG)</b>							
<u>SOURCES</u>							
Balances Brought Forward	\$ -			\$ -			\$ -
Revenues:							
Intergovernmental	940,159			940,159			940,159
Miscellaneous							
Interfund Transfers							
Total Community Development Block Grant Fund Sources	\$ 940,159	\$ -		\$ 940,159	\$ -		\$ 940,159
<u>USES</u>							
Personnel, Operating, Capital Expenditures	\$ 885,377			\$ 885,377			\$ 885,377
Debt Service	-			-			-
Transfers Out	54,782			54,782			54,782
Fund Balance	-			-			-
Appropriations & Fund Balance Community Development Block Grant Fund	\$ 940,159	\$ -		\$ 940,159	\$ -		\$ 940,159
<b>DEBT SERVICE FUND</b>							
<u>SOURCES</u>							
Balances Brought Forward	\$ 345,966			\$ 345,966			\$ 345,966
Revenues:							
Miscellaneous	3,444,028			3,444,028			3,444,028
Interfund Transfers	18,077,817			18,077,817			18,077,817
Total Debt Service Fund Sources	\$ 21,867,811	\$ -		\$ 21,867,811	\$ -		\$ 21,867,811
<u>USES</u>							
Personnel, Operating, Capital Expenditures	\$ 1,000			\$ 1,000			\$ 1,000
Debt Service	21,520,845			21,520,845			21,520,845
Transfers Out	-			-			-
Fund Balance	345,966			345,966			345,966
Appropriations & Fund Balance Debt Service Fund	\$ 21,867,811	\$ -		\$ 21,867,811	\$ -		\$ 21,867,811
<b>CAPITAL PROJECTS FUNDS</b>							
<b>ACADEMIC VILLAGE CAPITAL PROJECT FUND</b>							
<u>SOURCES</u>							
Balances Brought Forward	\$ -			\$ -			\$ -
Revenues:							
Miscellaneous	-			-			-
Interfund Transfers	90,000			90,000			90,000
Debt Proceeds	-			-			-
Total Academic Village Capital Project Fund Sources	\$ 90,000	\$ -		\$ 90,000	\$ -		\$ 90,000
<u>USES</u>							
Personnel, Operating, Capital Expenditures	\$ 90,000			\$ 90,000			\$ 90,000
Debt Service	-			-			-
Transfers Out	-			-			-
Fund Balance	-			-			-
Appropriations & Fund Balance Academic Village Capital Fund	\$ 90,000	\$ -		\$ 90,000	\$ -		\$ 90,000
<b>FIRE STATION CONSTRUCTION CAPITAL PROJECT FUND</b>							
<u>SOURCES</u>							
Balances Brought Forward	\$ -			\$ -			\$ -
Revenues:							
Intergovernmental	-			-			-
Miscellaneous	-			-			-
Interfund Transfers	-			-			-
Debt Proceeds	-			-			-
Total Fire Station Capital Project Fund Sources	\$ -	\$ -		\$ -	\$ -		\$ -

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	FY 2019 PROPOSED BUDGET	IDENTIFIED CHANGES	Ref #	TENTATIVE BUDGET	CITY COUNCIL CHANGES	Ref #	ADOPTED ORD ##-18
<b>USES</b>							
Personnel, Operating, Capital Expenditures	\$ -			\$ -			\$ -
Debt Service	-			-			-
Transfers Out	-			-			-
Fund Balance	-			-			-
Appropriations & Fund Balance Fire Station Construction Cap Fund	\$ -	\$ -		\$ -	\$ -		\$ -
<b>CRA STREETSCAPE</b>							
<b>SOURCES</b>							
Balances Brought Forward	\$ -			\$ -			\$ -
Revenues:							
Intergovernmental	-			-			-
Miscellaneous	-			-			-
Interfund Transfers	953,161			953,161			953,161
Debt Proceeds	-			-			-
Total Computer Systems Project Fund Sources	\$ 953,161	\$ -		\$ 953,161	\$ -		\$ 953,161
<b>USES</b>							
Personnel, Operating, Capital Expenditures	\$ 953,161			\$ 953,161			\$ 953,161
Debt Service	-			-			-
Transfers Out	-			-			-
Fund Balance	-			-			-
Appropriations & Fund Balance CRA Streetscape	\$ 953,161	\$ -		\$ 953,161	\$ -		\$ 953,161
<b>TRANSPORTATION CAPITAL PROJECTS FUND</b>							
<b>SOURCES</b>							
Balances Brought Forward	\$ -			\$ -			\$ -
Revenues:							
Intergovernmental	-			-			-
Miscellaneous	-			-			-
Interfund Transfers	150,000			150,000			150,000
Debt Proceeds	-			-			-
Total Transportation Capital Project Fund Sources	\$ 150,000	\$ -		\$ 150,000	\$ -		\$ 150,000
<b>USES</b>							
Personnel, Operating, Capital Expenditures	\$ 150,000			\$ 150,000			\$ 150,000
Debt Service	-			-			-
Transfers Out	-			-			-
Fund Balance	-			-			-
Appropriations & Fund Balance Transportation Capital Fund	\$ 150,000	\$ -		\$ 150,000	\$ -		\$ 150,000
<b>ENTERPRISE FUNDS</b>							
<b>WATER &amp; SEWER UTILITY FUND</b>							
<b>SOURCES</b>							
Balances Brought Forward	\$ 102,413,723			\$ 102,413,723			\$ 102,413,723
Revenues:							
Licenses, Permits, Franchise, Impact Fees & Special Assessments	30,198,539			30,198,539			30,198,539
Charges for Service	84,531,354			84,531,354			84,531,354
Internal Service Charges	671,703			671,703			671,703
Intergovernmental	-			-			-
Fines & Forfeitures	773,574			773,574			773,574
Miscellaneous	834,919			834,919			834,919
Debt Proceeds	88,015,484			88,015,484			88,015,484
Interfund Transfers	19,341,879			19,341,879			19,341,879
Total Water & Sewer Utility Fund Sources	\$ 326,781,175	\$ -		\$ 326,781,175	\$ -		\$ 326,781,175
<b>USES</b>							
Personnel, Operating, Capital Expenditures	\$ 149,674,053			\$ 149,674,053			\$ 149,674,053
Debt Service	45,800,675			45,800,675			45,800,675
Transfers Out	19,120,541			19,120,541			19,120,541
Fund Balance	112,185,906			112,185,906			112,185,906
Appropriations & Fund Balance Water & Sewer Utility Fund	\$ 326,781,175	\$ -		\$ 326,781,175	\$ -		\$ 326,781,175

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	FY 2019 PROPOSED BUDGET	IDENTIFIED CHANGES	Ref #	TENTATIVE BUDGET	CITY COUNCIL CHANGES	Ref #	ADOPTED ORD ##-18
<b>STORMWATER UTILITY FUND</b>							
<b>SOURCES</b>							
Balances Brought Forward	\$ 7,110,224			\$ 7,110,224			\$ 7,110,224
Revenues:							
Licenses, Permits, Franchise, Impact Fees & Special Assessments	3,660			3,660			3,660
Intergovernmental				-			-
Charges for Service	18,515,133			18,515,133			18,515,133
Fines & Forfeitures	1,664			1,664			1,664
Miscellaneous	108,862			108,862			108,862
Interfund Transfers	4,351,096			4,351,096			4,351,096
Debt Proceeds				-			-
Total Stormwater Utility Fund Sources	\$ 30,090,639	\$ -		\$ 30,090,639	\$ -		\$ 30,090,639
<b>USES</b>							
Personnel, Operating, Capital Expenditures	\$ 19,688,434			\$ 19,688,434			\$ 19,688,434
Debt Service	443,000			443,000			443,000
Transfers Out	4,668,846			4,668,846			4,668,846
Fund Balance	5,290,359			5,290,359			5,290,359
Appropriations & Fund Balance Stormwater Utility Fund	\$ 30,090,639	\$ -		\$ 30,090,639	\$ -		\$ 30,090,639
<b>YACHT BASIN FUND</b>							
<b>SOURCES</b>							
Balances Brought Forward	\$ 537,393			\$ 537,393			\$ 537,393
Revenues:							
Charges for Service	671,237			671,237			671,237
Miscellaneous	1,200			1,200			1,200
Interfund Transfers	-			-			-
Total Yacht Basin Fund Sources	\$ 1,209,830	\$ -		\$ 1,209,830	\$ -		\$ 1,209,830
<b>USES</b>							
Personnel, Operating, Capital Expenditures	\$ 422,128			\$ 422,128			\$ 422,128
Debt Service	-			-			-
Transfers Out	115,000			115,000			115,000
Fund Balance	672,702			672,702			672,702
Appropriations & Fund Balance Yacht Basin Fund	\$ 1,209,830	\$ -		\$ 1,209,830	\$ -		\$ 1,209,830
<b>INTERNAL SERVICE FUNDS (ISF)</b>							
<b>WORKERS COMP INSURANCE FUND</b>							
<b>SOURCES</b>							
Balances Brought Forward	\$ 8,666,206			\$ 8,666,206			\$ 8,666,206
Revenues:							
Internal Service Charges	4,231,245			4,231,245			4,231,245
Miscellaneous	-			-			-
Interfund Transfers	-			-			-
Total Workers Compensation Insurance Fund Sources	\$ 12,897,451	\$ -		\$ 12,897,451	\$ -		\$ 12,897,451
<b>USES</b>							
Personnel, Operating, Capital Expenditures	\$ 3,356,474			\$ 3,356,474			\$ 3,356,474
Debt Service	-			-			-
Transfers Out	-			-			-
Fund Balance	9,540,977			9,540,977			9,540,977
Appropriations & Fund Balance Workers Compensation Insurance Fund	\$ 12,897,451	\$ -		\$ 12,897,451	\$ -		\$ 12,897,451
<b>PROPERTY LIABILITY INSURANCE FUND</b>							
<b>SOURCES</b>							
Balances Brought Forward	\$ 2,410,695			\$ 2,410,695			\$ 2,410,695
Revenues:							
Charges for Service	3,592,588			3,592,588			3,592,588
Internal Service Charges	-			-			-
Miscellaneous	-			-			-
Interfund Transfers	-			-			-
Total Property Liability Insurance Fund Sources	\$ 6,003,283	\$ -		\$ 6,003,283	\$ -		\$ 6,003,283
<b>USES</b>							

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Personnel, Operating, Capital Expenditures	\$ 3,826,585			\$ 3,826,585			\$ 3,826,585
Debt Service	-			-			-
Transfers Out	-			-			-
Fund Balance	2,176,698			2,176,698			2,176,698
Appropriations & Fund Balance Property Liability Insurance Fund	\$ 6,003,283	\$ -		\$ 6,003,283	\$ -		\$ 6,003,283
<b>FACILITIES INTERNAL SERVICE</b>							
<b>SOURCES</b>							
Balances Brought Forward	\$ -			\$ -			\$ -
Revenues:							
Internal Service Charges	5,692,360			5,692,360			5,692,360
Miscellaneous	-			-			-
Interfund Transfers	-			-			-
Total Internal Service Fund Sources	\$ 5,692,360	\$ -		\$ 5,692,360	\$ -		\$ 5,692,360
<b>USES</b>							
Personnel, Operating, Capital Expenditures	\$ 5,692,360			\$ 5,692,360			\$ 5,692,360
Debt Service	-			-			-
Transfers Out	-			-			-
Fund Balance	-			-			-
Appropriations & Fund Balance Facilities Internal Service Fund	\$ 5,692,360	\$ -		\$ 5,692,360	\$ -		\$ 5,692,360
<b>FLEET INTERNAL SERVICE</b>							
<b>SOURCES</b>							
Balances Brought Forward	\$ -			\$ -			\$ -
Revenues:							
Internal Service Charges	4,833,343			4,833,343			4,833,343
Miscellaneous	-			-			-
Interfund Transfers	-			-			-
Total Fleet Internal Service Fund Sources	\$ 4,833,343	\$ -		\$ 4,833,343	\$ -		\$ 4,833,343
<b>USES</b>							
Personnel, Operating, Capital Expenditures	\$ 4,833,343			\$ 4,833,343			\$ 4,833,343
Debt Service	-			-			-
Transfers Out	-			-			-
Fund Balance	-			-			-
Appropriations & Fund Balance Fleet Internal Service Fund	\$ 4,833,343	\$ -		\$ 4,833,343	\$ -		\$ 4,833,343
<b>SELF INSURED HEALTH PLAN INTERNAL SERVICE</b>							
<b>SOURCES</b>							
Balances Brought Forward	\$ 4,456,885			\$ 4,456,885			\$ 4,456,885
Revenues:							
Internal Service Charges	24,111,819			24,111,819			24,111,819
Miscellaneous	400,000			400,000			400,000
Interfund Transfers	-			-			-
Total Self Insured Health Plan Internal Service Fund Sources	\$ 28,968,704	\$ -		\$ 28,968,704	\$ -		\$ 28,968,704
<b>USES</b>							
Personnel, Operating, Capital Expenditures	\$ 21,140,174			\$ 21,140,174			\$ 21,140,174
Debt Service	-			-			-
Transfers Out	-			-			-
Fund Balance	7,828,530			7,828,530			7,828,530
Appropriations & Fund Balance Self Insured Health Plan Int Serv Fund	\$ 28,968,704	\$ -		\$ 28,968,704	\$ -		\$ 28,968,704
<b>CHARTER SCHOOL OPERATING FUND</b>							
<b>SOURCES</b>							
Balances Brought Forward	\$ 9,057,691	\$ (766,929)	7	\$ 8,290,762			\$ 8,290,762
Revenues:							
Intergovernmental	23,307,425	-		23,307,425			23,307,425
Charges for Service	650,000			650,000			650,000
Miscellaneous	154,529			154,529			154,529
Total Charter School Operating Fund Sources	\$ 33,169,645	\$ (766,929)		\$ 32,402,716	\$ -		\$ 32,402,716



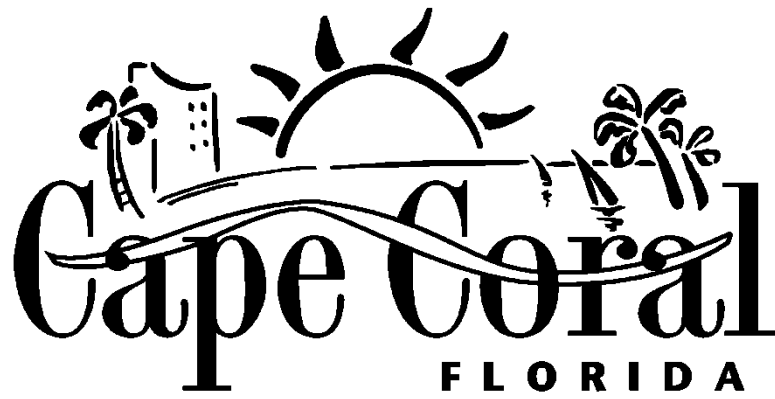
**City of Cape Coral, Florida**  
**FY 2019 – 2021 Adopted Budget**

**CITY OF CAPE CORAL**  
**FY 2019 PROPOSED BUDGET - BY FUND**  
**ATTACHMENT TO ORDINANCE 64-18**

	FY 2019 PROPOSED BUDGET	IDENTIFIED CHANGES	Ref #	TENTATIVE BUDGET	CITY COUNCIL CHANGES	Ref #	ADOPTED ORD ##-18
<b>USES</b>							
Personnel, Operating, Capital Expenditures	\$ 24,335,903	\$ 1,347,363	7	\$ 25,683,266			\$ 25,683,266
Debt Service	305,359			305,359			305,359
Other	-			-			-
Fund Balance	8,528,383	(2,114,292)	7	6,414,091			6,414,091
Appropriations & Fund Balance Charter School Operating Fund	\$ 33,169,645	\$ (766,929)		\$ 32,402,716	\$ -		\$ 32,402,716
<b>TOTAL FY 2019 BUDGET</b>	<b>\$ 780,530,614</b>	<b>\$ (766,929)</b>		<b>\$ 779,763,685</b>	<b>\$ -</b>		<b>\$ 779,763,685</b>
<b>TOTAL FY 2019 REVENUE (SOURCES) BUDGET</b>	<b>\$ -</b>	<b>\$ (766,929)</b>		<b>\$ 779,763,685</b>	<b>\$ -</b>		<b>\$ 779,763,685</b>
<b>TOTAL FY 2019 EXPENDITURE (USES) BUDGET</b>	<b>\$ -</b>	<b>\$ (766,929)</b>		<b>\$ 779,763,685</b>	<b>\$ -</b>		<b>\$ 779,763,685</b>

	FY 2019 PROPOSED BUDGET				
<b>FUND TYPE SUMMARY</b>					
General Fund	\$ 211,642,492	\$ -	\$ 211,642,492	\$ -	\$ 211,642,492
Special Revenue	96,180,720	-	96,180,720	-	96,180,720
Debt Service	21,867,811	-	21,867,811	-	21,867,811
Capital Project	1,193,161	-	1,193,161	-	1,193,161
Enterprise	391,251,289	(766,929)	390,484,360	-	390,484,360
Internal Service	58,395,141	-	58,395,141	-	58,395,141
Total	\$ 780,530,614	\$ (766,929)	\$ 779,763,685	\$ -	\$ 779,763,685

City of Cape Coral, Florida  
FY 2019 – 2021 Adopted Budget



**City of Cape Coral, Florida  
FY 2019 – 2021 Adopted Budget**

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