

**City of Cape Coral, Florida
Fiscal Years 2018 - 2020
Adopted
Operating Budget**



City Council

Budget Adopted By

**Marnie L. Sawicki, Mayor
James D. Burch, District #1
John M. Carioscia Sr., District #2
Marilyn Stout, District #3
Richard Leon, District #4
Dannie Puleio, District #5
Richard Williams, District #6
Jessica Cosden, District #7**

Current Sitting

**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
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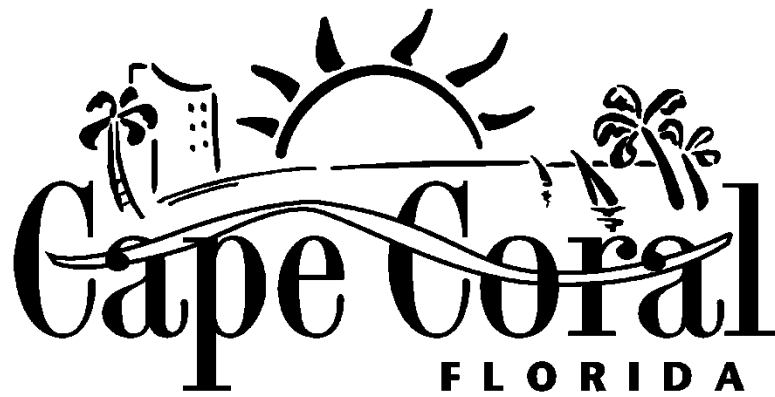


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INTRODUCTION

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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 170,474 (Florida League of Cities).

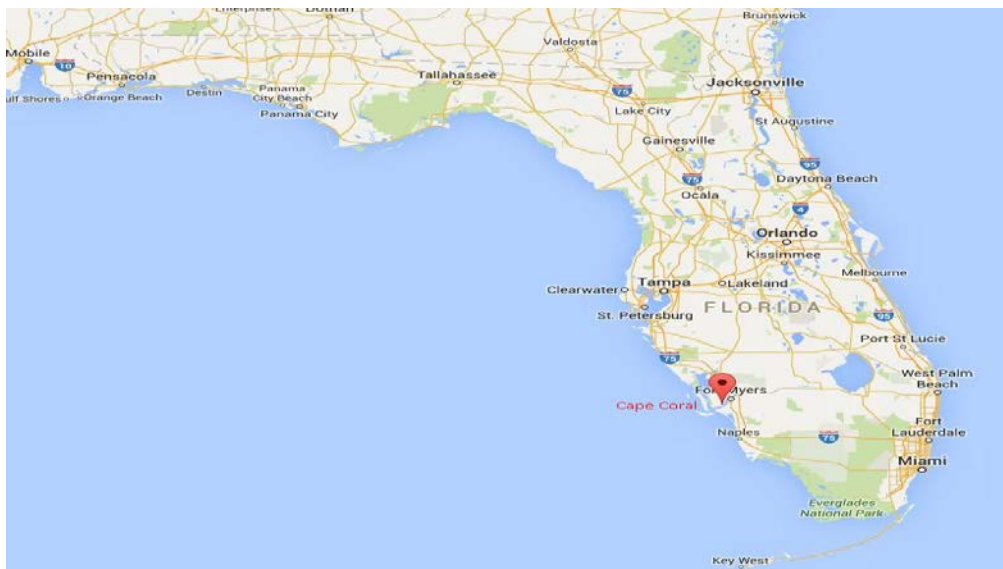
In addition to broad boulevards and paved streets, the City is interlaced with over 400 miles of waterways, providing home sites with access to the Intracoastal Waterway and the Gulf of Mexico. A number of City-owned parks, a City-owned municipal golf course, a City-owned yacht club and community park,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

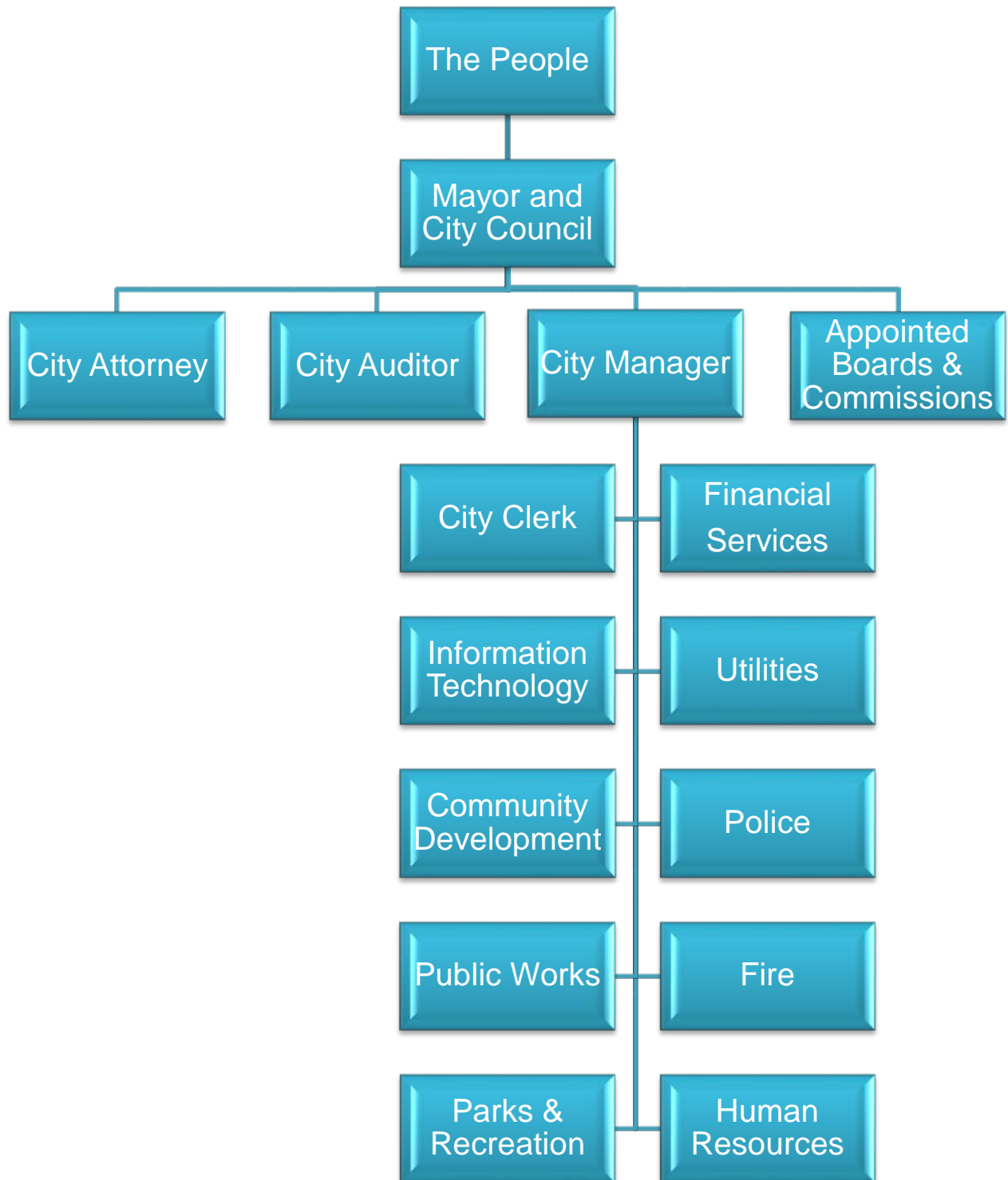
The City of Cape Coral operates under the Council-City Manager form of government. City Council members are elected at large from seven districts. The Mayor also is elected at large and is the eighth member of council. The Mayor presides over council meetings.

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.



ORGANIZATIONAL CHART





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Cape Coral
Florida**

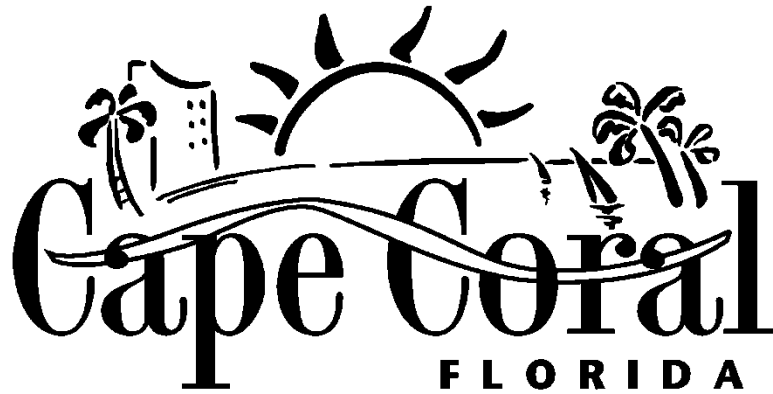
For the Fiscal Year Beginning

October 1, 2016

A handwritten signature in black ink, reading 'Jeffrey R. Enos'. The signature is fluid and cursive, with a clear 'J' at the beginning and a stylized 'E' at the end.

Executive Director

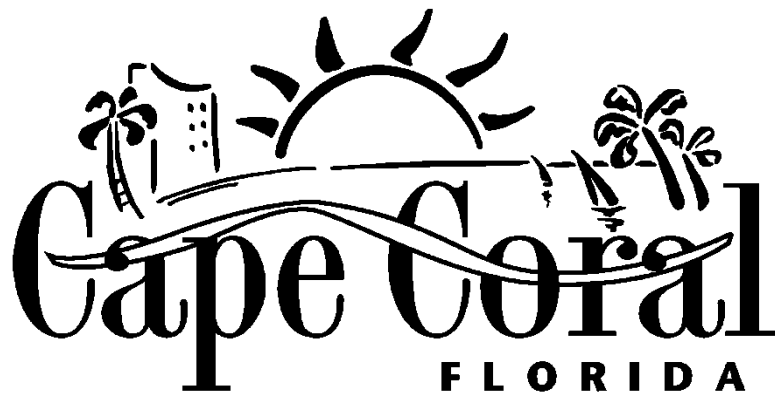
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BUDGET MESSAGE

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

To: Mayor Joe Coviello and Council Members

From: John Szerlag, City Manager
Victoria L. Bateman, CPA, CGFM Financial Services Director
Chris Phillips, CGFM, Management/Budget Administrator

Date: November 30, 2017

Re: FY 2018 Adopted Budget Update

November 2017

Following the release of the City Manager's FY 2018-2020 Proposed Budget on July 13, 2017, 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 2018) can be adopted by City Council, and it was.

The City Manager's Proposed Budget for the General Fund was developed with the assumption that vehicles and equipment purchases would be cash funded. To preserve fund balance, the General Fund operating model includes the use of debt funding for certain upcoming construction projects, including Fire Station #11 located on Burnt Store Road in Northwest Cape Coral and a small portion of the Community Redevelopment Agency's 47th Streetscape Project.

The tentative budget as approved at the first public hearing was subsequently adopted at the second and final public hearing on October 2nd, 2017. While this process is typically finalized prior to October 1st each year, the impacts of Hurricane Irma in early September disrupted and limited operations. The Florida Department of Revenue's Truth In Millage (TRIM) division granted a 30 day extension to local governments to complete the budget process, however the City of Cape Coral worked closely with the Lee County Property Appraiser to complete the City's budget process within the original time parameters to ensure ad valorem revenues were not delayed.

The following provides a summary of the changes by fund group between the City Manager's Proposed Budget and the Adopted Budget approved by City Council.

General Fund

The General fund was adopted in the amount of \$208,797,247 which was \$794,358 above the City Manager's proposed budget at \$208,002,899. As detailed below, because the millage rate was adopted unchanged from FY 2017, additional revenues were budgeted which resulted in an increase to the fund balance.

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Revenues:

- Fire Service Assessment estimated revenue was decreased by \$2,130,782. As explained in budget workshops that occurred in August, the proposed cost recovery percentage was decreased from 64% to 59% to help offset the impact to homeowners of the drastically increased building values for Ranch style homes.
- The millage rate was initially proposed by the City Manager with a .25 decrease to 6.50. However, with the financial impacts of Hurricane Irma not fully known at the time of budget passage, Council adopted an unchanged millage rate of 6.75.

Expenditures:

- \$30,000 was allocated to the Good Wheels program of Lee County.
- \$200,000 was allocated for site preparation for Festival Park.

Changes to other funds from proposed to adopted budgets:

Special Revenue Funds were adopted at \$77,774,377, \$245,729 more than proposed. Additional staff was added by Council as well as funding for Festival Park.

Enterprise Funds were adopted at \$458,155,588, \$222,380 more than proposed.

Internal Service Funds were adopted at \$51,486,472, \$1,667,237 less than proposed.

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 2018 Proposed Budget	FY 2018 Adopted Budget
General	\$ 208,002,889	\$ 208,797,247
Special Revenue	77,528,648	77,774,377
Debt Service	29,297,819	29,297,819
Capital Projects	15,340,370	15,340,370
Enterprise	457,933,208	458,155,588
Internal Service	53,153,709	51,486,472
	\$ 841,256,643	\$ 840,851,873

Documents presented during the workshop and public hearings are available on the City's website: www.capecoral.net.

Additionally, the comparative tables throughout the document have been updated to reflect the FY 2017 final amended budget as contained within Ordinance 61-17 as approved on November 20, 2017.

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**CITY OF CAPE CORAL
MEMORANDUM**

TO: Honorable Mayor and City Council
FROM: John Szerlag, City Manager
DATE: July 19, 2017
SUBJECT: FY 2018-2020 Proposed Rolling Budget



Dear Mayor and City Council Members,

I offer for your consideration the FY 2018-2020 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 2018.

Cape Coral has made significant progress since 2012. For the past five 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, City Council added new revenue sources 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 make adjustments to these revenues when necessary.

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

In FY 2017, with all our revenue pieces firmly in place, we finally were able to craft our first budget with no need to worry about "what if" scenarios. While we may be on solid footing now, we must not forget where we were in 2012 (depleted reserves, no capital investment and low employee morale). Nor can we lose sight of where we want to go and the direction we want to steer our city. The next steps we take will determine whether Cape Coral continues the progress made these past few years. Steady leadership is required to keep Cape Coral moving forward.

We promise our citizens we will craft operating budgets that will maintain a good level of service, make wise use of our revenues and keep Cape Coral one of the most affordable cities in Florida. This is a promise we have made and kept as evidenced by our accomplishments this past year.

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FY 2017 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 an annual 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.

The roads in Cape Coral were one area that had been neglected. The city has more than 3,000 lane miles of roadway in Cape Coral. The vast majority of roads were at some stage of disrepair and in dire need of attention. Roads were deteriorating or only being patched every few years due to a lack of capital funds. Some roads in the north Cape had not seen new pavement in more than 50 years, while roads in the southeast Cape had been ignored for more than 20 years.

That changed in FY 2014 when City Council approved a Five-Year Road Resurfacing Plan for residential streets and major roads. The plan invests \$6.5 million annually toward maintaining our roads. In FY 2017, the City will complete the fourth full year of the plan and will pave 103 lane miles of local roads and 48 miles of major roads. Since our Five-Year Road Resurfacing Plan began, the City has resurfaced 453 miles of local roads and 166 miles of major roads.

In FY 2017, the City continued to play "catch up" with capital needs. We "cash funded" \$1.9 million for vehicle and equipment replacements. We also invested another \$100,000 in streetlight enhancements. Since the reinstatement of the streetlight program, the City has installed 400 streetlights at bus stops and major intersections.

Other capital investments in FY 2017 included:

- \$312,000 for median improvements
- \$520,000 for an alley paving program
- \$789,000 for capital maintenance of parks and general government facilities

FY 2017 Organizational Investment

Public safety continued to be a staffing priority this past year. We added 17 positions in the budget, and nine of the positions were firefighters to staff Fire Station #11. We also reinstated three police officers.

We successfully negotiated three-year contracts with the police and fire unions. These contracts will help us retain and attract talented staff by following our pay philosophy to position the compensation level of our City employees at or near the 75th percentile of pay with comparable cities. We are on the right track toward responsible and reasonable pay structures for our City employees.

Our efforts continued to be fast, fair 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 to use private inspectors as needed. This will allow our Building Division to meet our increased customer demands for "next day" and "second day" inspections.

In addition, our investment in the online permitting system now provides the option to apply for all miscellaneous site development permits via eTRAKiT online submittal. Currently, about 35 percent of all miscellaneous site development permits have been submitted and reviewed

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electronically. We are well on our way to establishing the best online permitting system in our area.

The use of online project application submittals and permitting also increased last year. The level of participation is 96 percent and permitting is at 92 percent. Benefits of using the online option include a substantial reduction in paper handling and storage, which reduces the staff time required for scanning and record retention.

FY 2017 Future Planning and Projects

Future planning is another important principle in municipal government management. 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 Southwest 6 & 7 under budget, and we are moving forward with the North 2 area. North 2 is the largest expansion area the City has tackled with more than 4 square miles and almost 9,000 parcels to receive water, sewer and irrigation services. The \$269 million project will begin construction this year. City staff has worked to soften the financial impact on property owners by securing low-interest State Revolving Funds to finance the project.

The City Council also adopted the Parks Master Plan, which identifies deficiencies, and future parks and recreation needs for Cape Coral. With a buildout population estimate of about 400,000, and the preplatted nature of our community, these needs and deficiencies are many. The cost to address these deficiencies exceeds \$50 million, which means a funding strategy will have to be developed if any of these needs are to be met in the near future.

City staff completed a draft for an Economic Development Plan. We have been reviewing the various components with City Council and expect to finalize the plan for City Council adoption this next fiscal year. The plan takes a holistic view of Cape Coral and makes recommendations for future land use and zoning opportunities in targeted locations throughout the city.

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. In the south Cape, the City hired Redevelopment Management Associates as the project consultant for the Bimini Basin Project. RMA spent several months meeting with the community and businesses within the Bimini Basin area to solicit input on various opportunities for the Bimini area. They are finalizing the Bimini Basin Market Analysis and recommendations for the next steps, which will be presented to City Council this fiscal year.

In the northwest Cape, City Council approved the concept design for development of the Seven Islands located off Old Burnt Store Road. These City-owned parcels offer a prime location for a future mixed-use development. A land use amendment to change the parcels to mixed-use is in progress, and City utilities are being made available to the properties as part of the North 2 extension project. Recommendations on the options available for development of the property will be determined in the next fiscal year. These options could include sale of the property, public-private partnerships or other hybrid options.

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FY 2017 Summary

We continued making progress in FY 2017 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 2018 Proposed Budget

FY 2018 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 2018 – FY 2020 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.

FY 2018 Proposed Budget

"Coming together is a beginning, keeping together is progress, working together is success." This simple quote from Henry Ford provides the best advice for leaders. By following this simple formula for the past five years, City Council and City administration have provided our citizens with good government and a good level of service.

We have been able to do so thanks to sound financial policy decisions, a recovering real estate market and a three-year rolling budget plan. As we move into FY 2018, we have a few challenges on the immediate and future horizon that we must be prepared to address.

First, 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 2017 is just

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over \$13 billion – an increase of 9.57 percent from 2016. This is 4.57 percent higher than our conservative estimate of 5 percent.

While rising property values are a positive sign for our economy and our community, all of the additional revenue generated by better than expected growth values is not a necessity for our budget.

In our three-year rolling budget last year, we estimated property tax revenues of \$81,954,069 for FY 2018. With these higher property values, the current millage will bring in \$85,513,434. This is about \$3.5 million of additional property tax revenue above our estimated revenue needs for the FY 2018 proposed budget. Because we use a three-year budget to plan our revenues and expenditures, we can craft a smart budget and leave most of this added revenue with our Cape Coral taxpayers.

Immediate Challenges

Even with a three-year budget plan, we must realize the possibility exists for unanticipated expenses. This is the case with the FY 2018 budget. The City will have added pension expenses due to a change to the Mortality Tables approved by the Florida Legislature. This unfunded mandate will increase the City's Unfunded Accrued Actuarial Liability for police and fire pensions by \$2.9 million annually. In addition to this UAAL expense, the state added another unfunded mandate with workers' compensation, which increases the City's cost by more than \$302,000. These unanticipated expenses will add \$3.2 million to the FY 2018 budget.

Rather than use property tax revenue to fund these additional expenses, my proposed budget for FY 2018 will move the five General Fund positions requested for FY 2018 to FY 2019, and shift FY 2019 positions to FY 2020. Adjustments also were made to our capital requests to create additional savings. Moving the new build of Fire Station #12 out two years and the remodeling of Fire Station #2 to 2019 will save personnel and equipment costs.

By making these reductions in expenditures, I can recommend a millage rate reduction of 0.25 mills in the FY 2018 proposed budget. This will be the fourth rate reduction in the past five years and lowers the City's property tax rate to 6.50 mills. The proposed 0.25 mil reduction in the City's property tax rate equates to \$3,167,164. At 6.50 mills, many of our homesteaded properties will pay less in property taxes this year.

The proposed millage rate of 6.50 mills is 18 percent lower than the City of Cape Coral's millage rate in FY 2013 of 7.9570. Not many cities in the state of Florida have reduced their millage at the pace of Cape Coral.

For the FY 2018 proposed budget, the total for all City funds is \$841,256,643. The General Fund represents \$208,002,889 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 2018 General Fund. Additional budget information and highlights for all City funds can be found in Section 5.

- Millage Rate proposed at 6.50 – a decrease of 0.25 mills. This is a reduction of 3.85 percent from the current rate of 6.75. This millage rate produces property tax revenue of \$82.3 million. This rate collects \$1.9 million more in revenue than the "rollback rate" of 6.344; however, the \$82.3 million in tax revenue is only \$392,301 above our projection of revenues for FY 2018 in last year's FY 2017 – FY 2019 rolling budget.

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- Public Service Tax: Rate remains at 7 percent with estimated revenue of \$7.3 million.
- Fire Service Assessment: Cost Recovery remains at 64 percent with estimated revenue of \$26.1 million.
- Use of Fund Balance: The FY 2018 proposed budget includes the use of \$1,663,797 from Fund Balance. Our Fund Balance will maintain 2.91 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 paving program
- No new positions in the General Fund. See summary of positions beginning in Section 5, page 5-26.

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 charter schools' final revenue numbers. The revenue sharing requirement from HB 7069 signed by Gov. Rick Scott requires county school districts to share capital funds collected from a 1.5 mil property tax levy. The amount of revenue anticipated from the district has not been finalized.

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, will be charged \$100,000 for these services. The Fund Balance for the CRA has been allocated to capital improvement projects such as the SE 47th Street Streetscape Project.

The FY 2018 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 3 percent increase also is in line with collective bargaining agreements with the Police, Fire and General unions.

While the recovery rate for the fire services assessment remains the same as FY 2017 at 64 percent, the tier values have changed. The Tier 1 rate will increase from \$122.60 to \$134.57; however, the Tier 2 rate is decreasing from \$2.40 per Equivalent Benefit Unit to \$2.09 per unit. The actual financial impact from the change in the tier rates will be slightly higher for some property owners. As an example, the financial impact on a property with a "building cost/building extra" value of \$150,000 will be an increase of \$2.67 in FY 2018. One of the reasons for the slight increase is the City will be issuing debt to build a new fire station. There also are additional personnel and equipment costs factored into the fire services costs being recovered.

Future Challenges

While we are able to reduce the millage rate and maintain a healthy fund balance in the FY 2018 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 5-28.

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We also must be cognizant of the fact that a significant reduction in our property tax revenues looms on the horizon.

An amendment to the Florida Constitution has been placed on the ballot for the 2018 election to add another \$25,000 homestead credit. Even though the exemption only benefits a targeted number of homesteaded properties, the amendment most assuredly will be approved by the voters. We have estimated the City stands to lose about \$3.7 million in property tax revenue from this additional homestead credit beginning in FY 2020.

Because we do not budget for “what if” scenarios, this expected revenue loss will not be reflected in the estimated revenues for FY 2020 in our proposed three-year rolling budget. But we should keep in mind this potential loss of property tax revenue and plan for the reduction.

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 2018 proposed budget will continue this successful trend.

Based on FY 2015 financial benchmarking data submitted to the state of Florida by municipalities (the latest numbers available), Cape Coral was 6th lowest in spending per capita for all funds within our 15-city regional planning area. The five cities in the area that ranked lower than Cape Coral are not full-service cities – they do not provide all public safety services. In addition, Cape Coral ranked 6th in spending per capita when compared to nine other Florida cities with populations over 100,000.

Cape Coral Making Top Lists in 2017

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 2017 has been no different. To date, our city has made 16 “Top Lists” with more expected. These lists include:

- Trulia ranked Cape Coral No. 2 on “Top 10 Cities Where People Are Moving in 2017”
- Forbes.com has Cape Coral in the No. 1 spot for “Fastest Growing Cities in the U.S.”
- Cape Coral is No. 15 on Milken Institute list for “Best Performing Cities” in 2016 for Large Cities.
- Cape Coral is No. 38 on the list of “Top 50 Happiest Cities” based on Gallup-Healthways “Well Being Index”
- Cape Coral MSA is No. 8 for total job growth from 2009 – 2016 per IHS Global Insight with a total increase of 23.4 percent.
- MoneyRates.com has Cape Coral at No. 5 on their 2017 list of “America’s Top Cities for Young Entrepreneurs.”

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Conclusion

Building a budget can be challenging whether during difficult or better economic times. During the process, we are forced to wrestle with competing priorities and funding requests, and our desire to be frugal with the taxpayer dollars. During better economic times, we think it wise to exercise caution, not exuberance.

The FY 2018 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, delaying others, returning money to our taxpayers and keeping a watchful eye on the challenges we know lie ahead.

Cape Coral is the 10th largest city in the state of Florida with almost 180,000 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 five 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. 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.

Thank you as well to those in the community who recognize and support our efforts to move Cape Coral forward. Your support and encouragement is appreciated by my staff and me.

Finally, I would like to thank our Mayor and City Council members for their desire to serve the community and work in a collaborative fashion to build a better Cape Coral. As we move forward with the FY 2018 budget process, your steady leadership and commitment to the principles of our Council/Manager form of government will ensure Cape Coral's continued economic sustainability.

Sincerely,



A. John Szerlag
City Manager

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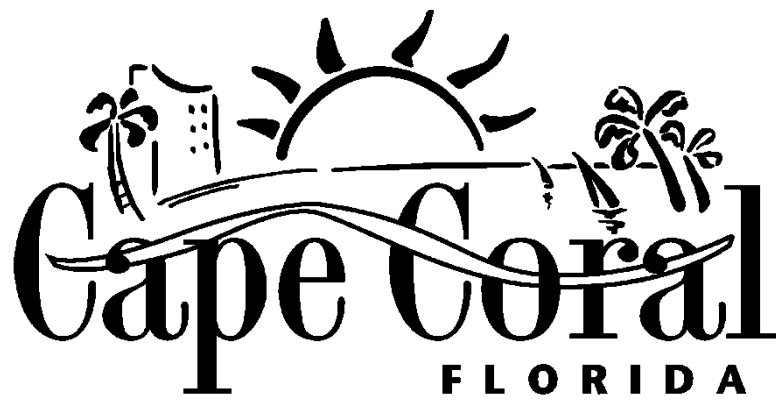
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UNDERSTANDING THE BUDGET

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 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 2018-2020 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

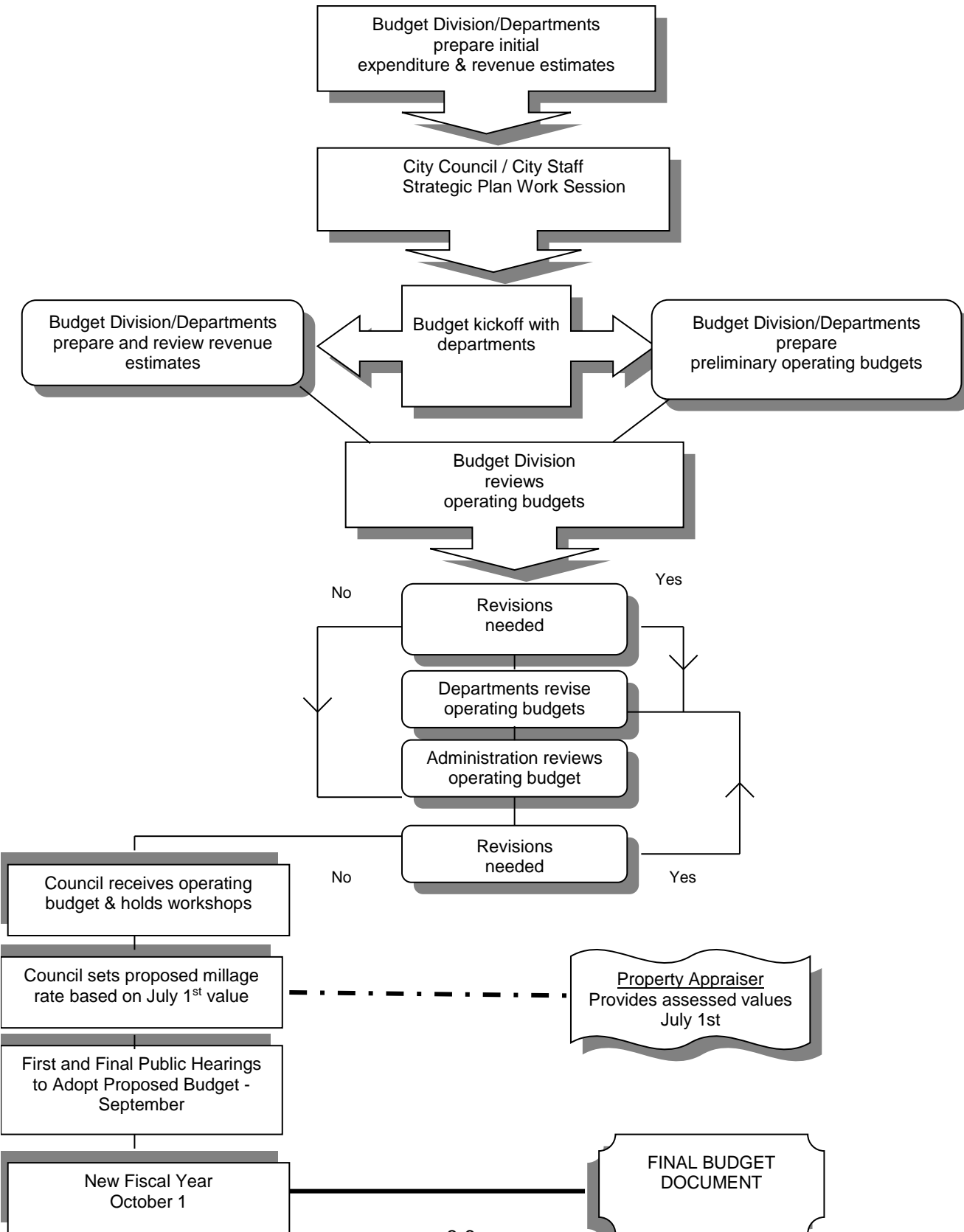
The budget presents the City's fiscal resources through a process of needs analysis, service delivery priorities and contingency planning. The document includes the current and long-term debt obligations, list of major projects (including an asset improvement plan) and the basis of budgeting for all 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 2017									FY 2018		
	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 2018 Budget									X			
Final Document Publication											X	
Research Financial Trends and Develop FY 2019 - 2024 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)

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.

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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.

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

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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 216-16 on December 12, 2016.

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.

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- 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.

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)

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- 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%.
- 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).

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- 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.
- 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.

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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.
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.

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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.
 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. 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.
 20. 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.
 21. 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.
 22. 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.
4. Golf Course Fund - used to account for the activities of the year-round municipal golf facility which includes the clubhouse, greens, and restaurant operations.

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.
7. Pension Trust Funds –used to account for three defined benefit plans which accumulate resources for pension benefit payments to employees/retirees.

G. AGENCY FUNDS

Agency funds are used to account for assets held in an agency capacity for others and therefore cannot be used to support the City's own programs.

1. 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.
2. 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.

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

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:

- | | <u>Minimum Amount</u> |
|--------------------------|---------------------------------|
| 1. Renewal & Replacement | 2 months operating expenditures |

After all general fund minimum reserve balances have been met, excess unassigned balances may be set aside to provide additional funding in any designated reserve.

City of Cape Coral, Florida
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FB #2 The City will have a Fund Balance Policy as follows:

A. DEFINITIONS

FUND BALANCE - As defined by the Governmental Accounting, Auditing and Financial Reporting of the Government Finance Officers Association, fund balance is "The difference between assets and liabilities reported in a governmental fund."

NON-SPENDABLE FUND BALANCE - Amounts that are (a) not in spendable form or (b) legally or contractually required to be maintained intact. "Not in spendable form" includes items that are not expected to be converted to cash (such as inventories and prepaid amounts) and items such as the long-term amount of loans and notes receivable, as well as property acquired for resale. The corpus (or principal) of a permanent fund is an example of an amount that is legally or contractually required to be maintained intact.

RESTRICTED FUND BALANCE - 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.

COMMITTED FUND BALANCE - Amounts that can be used only for the specific purposes determined by a formal action of the City Council, the City's highest level of decision making authority. Commitments may be changed or lifted only by the City Council taking the same formal action that imposed the constraint originally.

ASSIGNED FUND BALANCE – Portion that reflects a government's intended use of resources. Such intent has to be established by the Finance Director. Includes spendable fund balance amounts established by management of the City that are intended to be used for specific purposes that are neither considered restricted or committed.

UNASSIGNED FUND BALANCE - Unassigned fund balance is the residual classification for the general fund. This classification represents fund balance that has not been assigned to other funds and that has not been restricted, committed, or assigned to specific purposes within the general fund. Unassigned fund balance may also include negative balances for any governmental fund if expenditures exceed amounts restricted, committed, or assigned for those specific purposes.

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

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.

City of Cape Coral, Florida
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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.

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.

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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.

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.

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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.

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 2018-2020 Adopted 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 December 2016.

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.

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.

Status: A stormwater cost recovery study was completed during FY 2016 by an outside consultant. A rate increase for FY 2018 is included, with the rate remaining constant for FY 2019-2020.

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

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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.

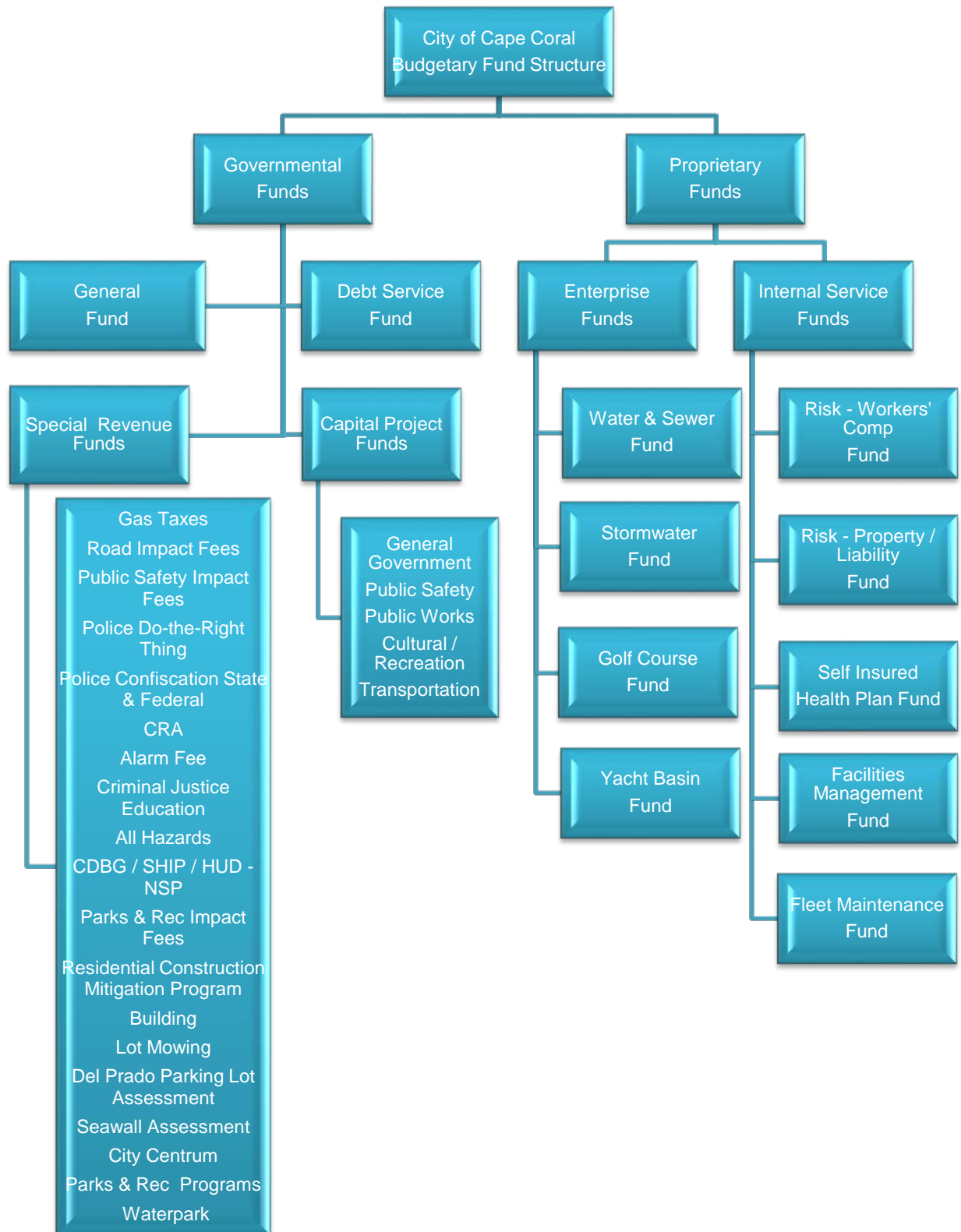
Internal Service Funds - Account for the financing of goods or services provided by one department or agency to other departments or agencies of the governmental unit, on a cost reimbursement basis.

FIDUCIARY FUND TYPES

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

City of Cape Coral, Florida
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Fund Structure

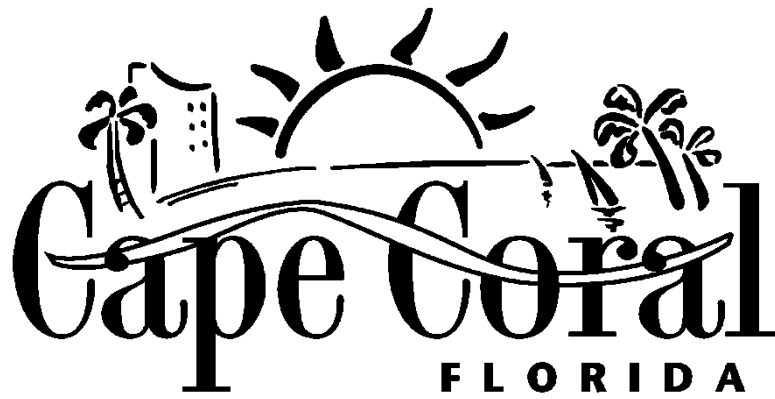


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Department and Fund Relationship

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

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STRATEGIC PLANNING

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 Strategic Plan Summary 4-2
 Strategic Plan Resolution..... 4-4
 Strategic Plan..... 4-5

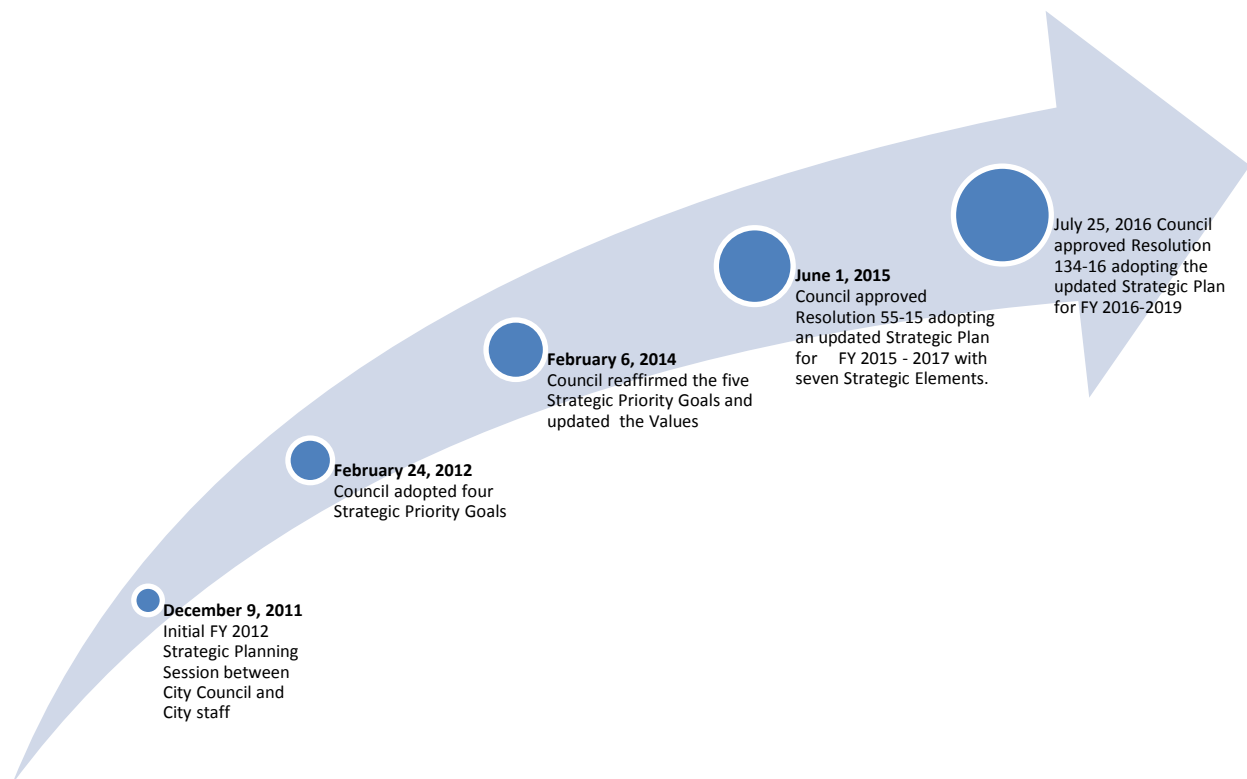
Strategic Plan Summary

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. City Council Approved Resolution 55-15 adopting the 2015 – 2017 Strategic Plan on June 1, 2015. Resolution 55-15 was updated and Resolution 134-16 was approved by City Council on July 25, 2016. The timeline below illustrates the most recent strategic planning process activity.



City of Cape Coral, Florida
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Our strategic plan provides a tool for more effective and economical operations and demonstrates to the public that careful consideration has been given to future development and direction of the organization. It helps us stay focused on our near-term objectives and tasks, while still keeping our eye on the long range perspective of our actions. The strategic plan is dynamic and can be adjusted or revised from time to time as needed.

The seven Strategic Plan Elements are subsetting by Strategic Initiatives. Action Plans with Action Steps and targeted completion dates ensure the City will achieve the strategies set forth by Council. Goals and Objectives drive the Action Plans and success is measured by Key Performance Indicators.

The foundation of our budget philosophy continues to be economic sustainability. By developing a multi-year fully-balanced rolling budget that maintains adequate levels of reserves while providing core services to include plans that address capital and infrastructure requirements and protects the City's credit rating, we allocate our resources in support of the City's Strategic Element B: ***ENHANCE FINANCIAL SUSTAINABILITY DURING ALL ECONOMIC TIMES.***

Strategic planning and performance measurement provide for a long-term, dynamic process of assessment, goal-setting, and decision-making, mapping a path towards the City's future vision. Clearly defined performance measures provide feedback to help improve operational performance, increase public trust through accountability and transparency, and to more efficiently allocate resources.

The City of Cape Coral has developed two very distinct sets of Key Performance Indicators (KPI's). Higher level KPI's link directly to the Strategic Plan and are presented in this section following each Strategic Element and Initiative. Our operational KPI's can be found in the individual departmental sections of the book. Cape Coral has taken a Balanced Scorecard approach with the operational KPI's at the department level. Operational KPI's will fall under one of four perspectives:

1. Customer: pertaining to time, quality, performance and service
2. Internal: cycle/production/response time, quality, productivity
3. Learning and Growth: employee satisfaction, product and process innovation, improvement goals
4. Financial: percent of personnel and operating budget expended

The Strategic Plan defines the City's Mission, Vision, Values, Goals and Objectives. The KPI's align with the Strategic Elements. It is in this manner that we monitor our achievement of the results for which we plan.

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

RESOLUTION 134 - 16

A RESOLUTION OF THE CITY OF CAPE CORAL ADOPTING THE 2017-2019 STRATEGIC PLAN AND THE STRATEGIC PLAN PERFORMANCE MEASUREMENT MANUAL AS ATTACHED HERETO; PROVIDING AN EFFECTIVE DATE.

WHEREAS, strategic planning is used by the City of Cape Coral as an organizational tool to set priorities, monitor goals identified for the City, provide a framework to assess the direction in which the City is moving, and is used in the development of our budget planning process; and

WHEREAS, in February, 2016, the City Council held two Strategic Planning Workshop Meetings to discuss changes and updates to the Strategic Plan and determined the strategic elements for inclusion in the City's 2017-2019 Strategic Plan; and

WHEREAS, the Performance Measurement Manual identifies key performance indicators to measure each of the strategic elements and the departments responsible for each performance indicator; and

WHEREAS, the City Council desires to adopt the 2017-2019 Strategic Plan and the 2017-2019 Performance Measurement Manual as attached hereto.

NOW, THEREFORE, BE IT RESOLVED BY THE COUNCIL OF THE CITY OF CAPE CORAL, FLORIDA, AS FOLLOWS:

Section 1. The City Council hereby adopts the Strategic Plan Fiscal Years 2017-2019 and the Strategic Plan Fiscal Years 2017-2019 Performance Measurement Manual. A copy of the Strategic Plan is attached hereto as Exhibit A. A copy of the Performance Measurement Manual is attached hereto as Exhibit B.

Section 2. The Strategic Plan Fiscal Years 2017-2019 takes effect on October 1st, 2016.

Section 3. This Resolution shall take effect immediately upon its adoption.

ADOPTED BY THE CITY COUNCIL OF THE CITY OF CAPE CORAL AT ITS REGULAR COUNCIL SESSION THIS 25th DAY OF JULY, 2016.


MARNI L. RETZER MAYOR

VOTE OF MAYOR AND COUNCILMEMBERS:

RETZER	<u>aye</u>	LEON	<u>aye</u>
BURCH	<u>aye</u>	ERBRICK	<u>aye</u>
CARIOSCIA	<u>aye</u>	WILLIAMS	<u>aye</u>
STOUT	<u>aye</u>	COSDEN	<u>aye</u>

ATTESTED TO AND FILED IN MY OFFICE THIS 4th DAY OF August, 2016.


REBECCA VAN DEUTEKOM
CITY CLERK

APPROVED AS TO FORM:


DOLORES D. MENENDEZ
CITY ATTORNEY
res/2017-2019 Strategic Plan



STRATEGIC PLAN

Fiscal Years 2017-2019

This document provides the City organization with a shared vision for managing our resources. This document is fluid. It is updated as we complete steps moving us closer to the organization's goals.

CITY OF CAPE CORAL MISSION, VISION AND VALUES

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.

VALUES

INTEGRITY

We are dedicated and committed to the delivery of services to our citizens with honesty, reliability and flexibility.

EMPATHY

We will be compassionate to others.

TEAMWORK

We will build and maintain productive working relationships and take pride in providing efficient and effective services.

CUSTOMER SATISFACTION

We will meet our citizens and customers' needs in a professional and courteous manner. We will be proactive and achieve the highest level of excellence in our products and services.

QUALITY OF LIFE

In partnership with the community, we are stewards of our unique environment and quality of life, and meet the economic, social, cultural, institutional and environmental needs of our citizens.

FINANCIAL ACCOUNTABILITY

We are responsible and fiscally accountable for the City's assets and resources.

COMMUNICATION

We value a positive attitude, trust, initiative and compassion with a high standard of professionalism and open communication with our citizens.

Strategic Plan Elements and Initiatives

ELEMENT A: INCREASE ECONOMIC DEVELOPMENT AND REDEVELOPMENT IN THE CITY

Initiative A.1: Increase recruitment of new businesses to the City

Champion(s): City Manager, EDO, DCD, Public Works, Utilities, Parks and Recreation

Stakeholders: City Staff, City Council, Developers, Landowners, Residents, Business Owners

Desired Outcome: Increase the number of businesses, job creation and investment, thereby creating a more positive image, and stabilize the tax base of the City.

Action Steps:

- Foster relationships with the real estate community, developers and citizens to create ambassadors who will promote Cape Coral.
- Utilize customized incentives to encourage relocation to Cape Coral.
- Increase outreach efforts through opportunities such as trade shows, industry events, and one-on-one visitations
- Facilitate physical infrastructure development and site readiness through construction and renovation projects
- Create a more business-friendly environment
- Seek unique projects to create awareness and put Cape Coral on the map nationally and internationally. Destination, not location
- Determine the feasibility of developing the P3 Athletic Training Complex
- Develop Club Square
- Continue to support City Council/Mayor for special projects such as community planning, land acquisition planning, public/private partnerships and master planning (Community Visioning, Seven Islands, Bimini Basin)

City of Cape Coral, Florida
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ELEMENT A: INCREASE ECONOMIC DEVELOPMENT AND REDEVELOPMENT IN THE CITY.								
Strategic Initiative A.1: Increase recruitment of new business to the City.								
Key Performance Indicator(s)	Dept	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2018 Estimate	FY 2019 Estimate	FY2020 Estimate	3 - 5 Yr Goal
1. Objective: Determine the feasibility of developing the P3 Athletic Training Complex and Athletic Suites								
Project determined feasible (Y/N)	P&R	TBD	N/A	TBD	TBD	TBD	TBD	TBD
2. Objective: Club Square improvement as part of Streetscape Project on 47th Terrace (Updated from Develop Club Square and to be incorporated into Streetscape Project)								
% Completion of Club Square project development cycle	City Manager EDO/ DCD	0%	10%	30%	60%	80%	100%	100%
3. Objective: Increase the number of businesses, job creation and investment, thereby creating a more positive image, and stabilize the tax base of the City								
# of New construction & renovation projects	City Manager EDO	163	228	145	150	150	125	715
Dollar value of new projects	City Manager EDO	\$19,068,436	\$18,968,000	\$11,500,000	\$12,000,000	\$12,500,000	\$10,000,000	\$56,000,000
# of New jobs created	City Manager EDO	2,026	2725	1,800	1,900	1,900	1,500	8,850
# of New businesses	City Manager EDO	1596	1582	1700	1850	1700	1300	7800
Increase in commercial assessed values	City Manager EDO	\$35,458,131	\$76,642,055	\$15,410,620	\$18,492,744	\$16,000,000	\$12,000,000	\$66,365,500
# of Recruitment events	City Manager EDO	31	36	35	40	40	40	143
# of Incentives provided	City Manager EDO	1	2	6	8	6	6	20
Dollar value of incentives provided	City Manager EDO	\$46,500	\$746,000	\$350,000	\$500,000	\$400,000	\$400,000	\$1,129,000
4. Continue to support City Council/Mayor for special projects such as community planning, land acquisition planning, public/private partnerships and master planning.								
Begin the following projects in FY 15 & complete in FY 16:	DCD Planning							
Community Visioning: % Complete	DCD Planning	On Hold	On Hold	N/A	N/A	N/A	N/A	N/A
Parks Master Plan: % Complete	DCD Planning	10%	75%	N/A	N/A	N/A	N/A	N/A
LUDR: Rewrite % Complete	DCD Planning	25%	75%	N/A	N/A	N/A	N/A	N/A
Seven Islands/NW Area: % Complete	DCD Planning	25%	100%	N/A	N/A	N/A	N/A	N/A
Hearing Examiner: % Complete	DCD Planning	25%	100%	100%	100%	N/A	N/A	100%
Bimini Basin: % of Visioning Complete	DCD Planning	20%	70%	N/A	N/A	N/A	N/A	N/A

Initiative A.2: Increase retention and expansion of existing businesses in the City

Champion(s): City Manager, EDO, DCD

Stakeholders: City Staff, City Council, Developers, Landowners, Residents, Business Owners

Desired Outcome: Create a positive business climate where an existing business knows where to seek assistance and growing businesses can obtain support and program based assistance thereby increasing the local job base and positively impacting the tax base.

Action Steps:

- Utilize customized incentives to support re-development and new investment
- Increase outreach efforts through local events and one-on-one visitation programs
- Establish job retention and redevelopment incentives
- Create an alternate lending resource to assist with business expansion and work in concert with traditional funding sources
- Bring Land Development Regulations up to date to meet developers' needs for today and encourage commercial development

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ELEMENT A: INCREASE ECONOMIC DEVELOPMENT AND REDEVELOPMENT IN THE CITY.									
Strategic Initiative A.2: Increase retention and expansion of existing businesses in the City.									
Key Performance Indicator(s)	Dept	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2018 Estimate	FY 2019 Estimate	FY 2020 Estimate	3 - 5 Yr	Goal
1. Objective: Enhance redevelopment in the City by									
Rate of turn around for special exceptions, variances, deviation, appeals	DCD Planning	44.00	44.23	30.00	30.00	30.00	30.00	30.00	
Time for initial review for PDP's (days)	DCD Planning	9	8	8	8	8	8	8	
Customer wait time average at permit counter (minutes)	DCD Building	17	32	<15	<15	<18	<15	<15	
Review time for misc. permits (days)	DCD Building	<7	<7	<7	<7	<7	<7	<7	
Review time for residential permits (days)	DCD Building	<8	<8	<8	<8	<8	<8	<8	
Review time for commercial permits (days)	DCD Building	<10	<9	<8/10	<8/10	<8/10	<8/10	<8/10	
Completion of inspections on requested date	DCD Building	92%	96%	<95%	<95%	<95%	95%	95%	
Proactive enforcement rate	DCD Code	65%	65%	55%	57%	58%	59%	60%	
Call response time for high priority calls (hours)	DCD Code	1	1	1	1	1	1	1	
Call response time for standard calls (business days)	DCD Code	3	2	1	1	1	1	1	
Time to accept application, review and comment (business days)	DCD Dev Svcs	8	8	<8	<8	<8	<8	<8	
Turnaround time for permits processed by Development Services (days)	DCD Dev Svcs	7	8	<6	<6	<6	<6	<6	
2. Create a positive business climate where existing									
# of Renovation & expansion projects	City Manager EDO	119	159	135	135	140	140	650	
Dollar value of renovation & expansion projects	City Manager EDO	\$14,587,356	13,919,327	\$13,500,000	\$14,000,000	\$13,000,000	\$13,000,000	\$63,378,888	
# of Jobs created due to expansion	City Manager EDO	637	746	661	685	575	575	3,101	
3. Objective: Create a positive business climate where growing businesses can obtain support and program based									
# of Organizational relationships established	City Manager EDO	39	48	43	47	45	40	47	
# of Business retention outreach visits	City Manager EDO	616	295	800	800	800	200	3524	

ELEMENT B: ENHANCE FINANCIAL SUSTAINABILITY DURING ALL ECONOMIC TIMES

Initiative B.1: Develop a balanced multi-year budget which provides the City's core services, capital assets and infrastructure, maintains appropriate reserves and debt service levels, and protects the City's credit rating

Champion(s): City Manager, Finance Department

Stakeholders: Residents, City Council, City Staff, and Rating Agencies

Desired Outcome: Develop, present, and have adopted a fully-balanced budget that maintains adequate levels of reserves while providing core services to include plans that address the capital and infrastructure requirements for providing those core services.

Action Steps:

- Annually prepare and present a multi-year budget to Council for its consideration
- Annually present a final year report
- Regularly meet with credit rating agencies, underwriters, and financial advisor to inform them on the status of the City's finances and any changes in policy or future plans.
- Update the City's financial policies; amend the current financial policy ordinance as necessary and obtain Council approval to include new or revised sources/uses.
- Create an annual procurement plan for City Council's approval with the goal of reducing the number of require agenda items for contractual service contracts and equipment purchases that have been approved in the annual operating budget.
- Implement action plan for all audit findings identified through our internal and external auditors

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ELEMENT B: ENHANCE FINANCIAL SUSTAINABILITY DURING ALL ECONOMIC TIMES.								
Strategic Initiative B.1: Develop a balanced multi-year budget which provides the City's core services, capital assets and infrastructure, maintains appropriate reserves and debt service levels, and protects the City's credit rating.								
Key Performance Indicator(s)	Dept	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2018 Estimate	FY 2019 Estimate	FY 2020 Estimate	3 - 5 Yr Goal
Objective: Annually prepare and present a multi-year budget to Council for its consideration								
Annual 3 year budget adopted	Finance	Yes	3 year Balanced Budget Adopted	Yes	Yes	Yes	Yes	Yes
Objective: Annually present a final year-end report								
Issue City's annual CAFR with an unqualified auditor opinion and no material weaknesses	Finance	Yes	CAFR Issues 3/31/16, 2 Material Weaknesses identified	Yes	Yes	Yes	Yes	Yes
Objective: Regularly 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	Yes	Yes	Yes	Yes
Objective: Update the City's financial policies; Amend the current Financial Policy Resolution as necessary and obtain Council approval to include new or revised sources/uses.								
Operating reserves maintained at or above the 2 month operating regular non-recurring operating expenses.	Finance	Yes	averaging above 2 months	Yes	Yes	Yes	Yes	Yes
Objective: Implement action plan for all audit findings identified through our internal and external auditors								
Meet the deadlines for completion of items identified in audit plan to address audit findings	Finance	Yes	Anticipated completion FY 17 Q1 - updated ARs are currently under review	Yes	Yes	Yes	Yes	Yes

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Initiative B.2: Diversify the City's finances in order to address the Council's priorities each fiscal year

Champion(s): City Manager, Finance Department

Stakeholders: Residents, City Council, City Staff, and Rating Agencies

Desired Outcome: Develop a balanced revenue structure whereby the General Fund is less susceptible to hard fluctuations of a single source

Action Steps:

- Maintain reliance and dependency on ad valorem tax receipts at or below 58% of annual general fund revenue sources excluding balances brought forward.
- Compare Franchise Agreement LCEC and MEU for best electric service provision in City.

ELEMENT B: ENHANCE FINANCIAL SUSTAINABILITY DURING ALL ECONOMIC TIMES.								
Strategic Initiative B.2: Diversify the City's finances in order to address the Council's priorities each fiscal year.								
Key Performance Indicator(s)	Dept	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2018 Estimate	FY 2019 Estimate	FY 2020 Estimate	3 - 5 Yr Goal
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	48%	50%	50%	50%	50%	50%	50%
2. Objective: Develop competing alternatives for municipalizing the City's electric utility versus extending the franchise agreement with LCEC.								
% Complete	City Manager	50%	40%	100%	N/A	N/A	N/A	N/A

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

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

Champion(s): Utilities Extension, Utilities Department, City Manager

Stakeholders: City Staff, Council Members, Current and Future Utility Ratepayers, Bond holders, Local Businesses, Engineering Firms and Construction-related Industry, SRF Funding Program

Desired Outcome: Construct Southwest 6 & 7 Utilities Extension Project (UEP) (Water, Sewer, & Irrigation) areas by June 2015. Construct UEP North 2 Project (Water, Sewer, & Irrigation) by the end of 2017 and North 1 Project (Water, Sewer & Irrigation) by the end of 2019.

Action Steps:

- Continue to secure FDEP SRF project funding
- Utilities Master Plan for North 1 and North 2
- North 2 Project Design and Assessment Completion
- North 2 Project Construction Completion
- North 1 Project Design and Assessment
- North 1 Project Construction
- Utilities Master Plan for North 3 through North 8 with focus on areas for proposed businesses
- Evaluate fiber optics and traffic calming opportunities in conjunction with UEP Projects

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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.									
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.									
	Key Performance Indicator(s)	Dept	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2018 Estimate	FY 2019 Estimate	FY 2020 Estimate	3 - 5 Yr Goal
1.	Objective: Secure FDEP SRF Project Funding								
	% of Funds Secured	Public Works UEP	N/A	75%	100%	N/A	N/A	N/A	100%
2.	Objective: Southwest 6 and 7 Project Construction Completion								
	Southwest 6&7 Project Construction % of completion	Public Works UEP	99%	99%	N/A	N/A	N/A	N/A	100%
3.	Objective: Utilities Master Plan for North 1 and North 2								
	Utilities Master Plan % of completion	Public Works UEP	100%	N/A	N/A	N/A	N/A	N/A	100%
4.	Objective: North 2 Project Design and Assessment completion								
	North 2 Project Design & Assessment % of completion	Public Works UEP	40%	90%	N/A	N/A	N/A	N/A	100%
5.	Objective: North 2 Project Construction Completion								
	North 2 Project Construction & Final Completion % of completion	Public Works UEP	N/A	N/A	50%	100%	N/A	N/A	100%
6.	Objective: North 1 Project Design								
	North 1 Project Design % of completion	Public Works UEP	N/A	N/A	80%	100%	N/A	N/A	100%
7.	Objective: North 1 Project Construction								
	North 1 Project Construction % of completion	Public Works UEP	N/A	N/A	N/A	30%	100%	100%	100%
8.	Objective: Utilities Master Plan for North 1 through North 8								
	% of Completion	Public Works UEP	N/A	N/A	100%	N/A	N/A	N/A	100%

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OVERVIEW OF INITIATIVE C.2A-F: DEVELOP AND UPDATE MASTER PLANS FOR PRIORITY INFRASTRUCTURE IMPROVEMENTS

Champion(s): Respective Departments, Financial Services Department

Stakeholders: Residents, Customers, Visitors, City Council, and City Staff

Desired Outcome: Implement a master plan that is financially feasible and sustainable, thus providing for system expansion while simultaneously maintaining our current facilities thereby allowing us to maintain concurrency with the City's Comprehensive Plan and support Economic Development.

Initiative C.2a: Develop a Utilities Capital Improvement Plan to support master planning events in conjunction with the annual Rate Sufficiency Analysis.

Champion: Utilities Department

Stakeholders: City Staff, Council Members, Current & Future Utility Ratepayers, Bond Holders, Local Businesses, Engineering Firms and Construction-related Industry, Florida Department of Environmental Protection, City of Ft. Myers, Southwest Florida Regional Planning Council, Charlotte Harbor National Estuary Program, Lee County, and South Florida Water Management District.

Desired Outcome: Construct a reclaimed water river crossing that allows the City to receive reclaimed water from the City of Ft. Myers thereby increasing Cape Coral's Irrigation water capacity while improving the water quality of the Caloosahatchee River by eliminating the need for Ft. Myers' current wastewater discharge into the river. Design and permit Aquifer Storage and Recovery (ASR) well surface facilities.

Action Steps:

- Negotiate Inter-local agreement with City of Fort Myers
- Garner additional monetary support from the various stakeholders
- Complete final engineering design and permitting
- Complete construction
- Issue request for Proposals to design and permit ASR wells
- Design, permit, and construct ASR wellhead facilities.

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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.								
Strategic Initiative C.2.a: Develop a Utilities Capital Improvement Plan to support master planning events in conjunction with the annual Rate Sufficiency Analysis.								
Key Performance Indicator(s)	Dept	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2018 Estimate	FY 2019 Estimate	FY 2020 Estimate	3 - 5 Yr Goal
1. Objective: Begin work on at least 80% of authorized capital projects within the fiscal year the project was funded								
Percentage of capital projects started in the funded fiscal year	Utilities	38%	52%	50%	60%	65%	75%	80%

Initiative C.2b: 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.

Champion: Public Works Department

Stakeholders: Residents, Roadway Users, City Council, City Staff

Desired Outcome: Finalize a sustainable ongoing Roadway Resurfacing Plan, Bicycle Route Master Plan, and Streetlight Improvement Plan. This includes creating a reliable sustainable funding source to maintain the City's Roadway Resurfacing Program on appropriate life cycle.

Action Steps:

- Provide annual updates on 5 year paving plan for local roads, major roads
- Bid Opening Phase II (Subject to FSA)
- Department Recommendation Phase II (Subject to FSA)
- Council Consideration/Award Contract Phase II (Subject to FSA)
- Issue Notice to Process Phase II (Subject to FSA)
- Implement annual paving plan for major and local roads
- Implement annual sidewalk plan
- Initiate and complete the City's Bicycle Pedestrian Master Plan
- Determine the feasibility of expanding LeeTran Routes in Cape Coral towards Burnt Store Road
- Maintain the level of services of the bridges over the Caloosahatchee River servicing Cape Coral (Cape Coral Bridge, Midpoint Bridge, US41)
- Expand and enhance Median Beautification

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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.								
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 network.								
Key Performance Indicator(s)	Dept	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2018 Estimate	FY 2019 Estimate	FY 2020 Estimate	3 - 5 Yr Goal
1. Objective: Implement Annual Paving Plan for major and local								
Annual Paving Plan % of completion	Public Works	16%	85%	100%	100%	100%	100%	100%
2. Objective: Implement Annual Sidewalk Plan								
Annual Sidewalk Plan % of completion	Public Works	100%	90%	100%	100%	100%	100%	100%
3. Objective: Initiate and complete the City's Bicycle Pedestrian								
Bicycle Pedestrian Master Plan % of completion	Public Works	10%	85%	100%	N/A	N/A	N/A	100%
4. Objective: Determine the feasibility of expanding LeeTran								
Route Expansion determined feasible? (Y/N)	Public Works	N/A	N/A	N/A	N/A	N/A	N/A	N/A
5. Objective: Maintain the level of service of the bridges over the								
Level of Service Rating E/D (1)	Public Works	CC Bridge - C Midpoint B	N/A	N/A	N/A	N/A	N/A	C/A
(1) E/D = Cape Coral Bridge Adopted Level of Service (LOS) "E" Midpoint Bridge Adopted Level of Service (LOS) "D" 2015 Source:								
(2) Per LCDOT AADT Counts								
6. Objective: Expand and enhance median beautification								
Miles of median beautified	Public Works	N/A	.75 Mi	2.5 Mi	2.5 Mi	2.0 mi	2.0 mi	7.5 Mi

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Initiative C.2c: Stormwater Master Plan

Champion: Public Works Department

Stakeholders: Stormwater Utility Customers, City Council, City Staff, and Engineering Firms

Desired Outcome: Complete a Stormwater Master Plan for the Entire City by February 2015 with eye towards floods protection and enhancing water quality.

Action Steps:

- Update Stormwater Fee Rate Analysis
- Complete Rate Study/Cost Recovery Plan to support the Stormwater Master Plan
- Determine if stormwater fees are cost effective for business owners and conduct an analysis with rate consultant.

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.									
Strategic Initiative C.2.c: Stormwater Master Plan									
	Key Performance Indicator(s)	Dept	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2018 Estimate	FY 2019 Estimate	FY 2020 Estimate	3 - 5 Yr Goal
1.	Objective: Update stormwater fee rate analysis								
	% of Update completed	Public Works	100%	100%	N/A	N/A	100%	N/A	N/A
3.	Objective: Determine if stormwater fees are cost effective for business owners and conduct an analysis with rate consultant								
	Fees are cost effective (Y/N)	Public Works	Y	Y	Y	Y	Y	Y	Y

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Initiative C.2d: Parks Master Plan

Champion: Parks and Recreation Department

Stakeholders: Residents, Parks Visitors, City Council, City Staff, and Friends of Wildlife

Desired Outcome: Update the Master Plan to reflect current state of the parks system and provide a recommendation to City Council with a prioritized list of projects for City at build-out.

Action Steps:

- Review resources available to update plan with in-house resources and initiate request for proposals for an outside services contract, if necessary. Identify fiscal resources of up to \$100,000 to complete the plan.
- Complete draft of plan update.
- Finalize updated plan.
- Review plan with City Council and create listing of priority projects.
- Finalize funding strategy to accomplish priority projects and create individual timelines for projects.

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.									
Strategic Initiative C.2.d: Parks Master Plan									
	Key Performance Indicator(s)	Dept	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2018 Estimate	FY 2019 Estimate	FY 2020 Estimate	3 - 5 Yr Goal
1.	Objective: Update Parks Master Plan								
	% Completed	P&R	91%	90%	N/A	N/A	100%	100%	100%
	% of Parks Master Plan Implemented	P&R	N/A	N/A	2%	2%	4%	6%	4%

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Initiative C.2e: Public Safety Facility Master Plan

Champion(s): Police Department, Fire Department

Stakeholders: Residents, Visitors, City Council, and City Staff

Desired Outcome: Create a Master Plan that provides public safety facilities to be strategically placed throughout the City to achieve service levels based on industry standards to include fire stations, police substations, and associated training facilities.

Action Steps:

- Develop a Facility Master Plan for the Fire Department
- Implement a Medical Priority Dispatch Plan to maximize the Cape Coral Fire Department's resources
- Complete Public Safety Training Facility Master Plan

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.									
Strategic Initiative C.2.e: Public Safety Facility Master Plan									
	Key Performance Indicator(s)	Dept	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2018 Estimate	FY 2019 Estimate	FY 2020 Estimate	3 - 5 Yr Goal
1.	Objective: Develop a Facility Master Plan for the Fire Department								
	% of Plan completed	Fire	30%	52.50%	70%	80%	90%	100%	100%
2.	Objective: Implement a Medical Priority Dispatch Plan to maximize the Cape Coral Fire Department's resources								
	% of Plan implemented	Fire	50%	90%	100%	100%	100%	100%	100%
3.	Objective: Complete Public Safety Training Facility Master Plan								
	% of Plan completed	Police/ Fire	20%	75%	100%	100%	100%	100%	100%

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Initiative C.2f: Economic Development Master Plan

Champion(s): EDO, Public Works, Utilities, DCD, Utilities Extension

Stakeholders: Residents, Business Owners, City Staff, and City Council

Desired Outcome: Create a comprehensive strategy and use it as a roadmap for economic development and related infrastructure development in the City in support of future commercial/industrial development.

Action Steps:

- Develop a RFP and hire a consultant to develop the plan
- City staff works with consultant to develop the plan
- City Council adopts the final Economic Development Plan
- Re-visit the plan annually to ensure work plans are achieving progress toward stated goals
- Facilitate physical infrastructure development based upon the plan
- Develop and pre-permit targeted areas to attract key developments

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.									
Strategic Initiative C.2.f: Economic Development Master Plan									
Key Performance Indicator(s)	Dept	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2018 Estimate	FY 2019 Estimate	FY 2020 Estimate	3 - 5 Yr Goal	
1. Objective: Create Economic Development Master Plan									
% Completed	City Manager EDO	0%	90%	100%	100%	100%	100%	100%	
Develop target areas to attract key development: %	City Manager EDO / DCD	20%	35%	60%	70%	75%	75%	80%	
2. Objective: Re-visit the plan annually to ensure work plans are									
% of Plan Implemented	City Manager EDO	0%	0%	25%	35%	40%	45%	40%	

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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.

Initiative D.1: Emphasize the City's success and positive attributes

Champion(s): PIO, City Manager, City Council, EDO

Stakeholders: Current/Future Residents and Businesses, City Employees, Elected Officials

Desired Outcome: Cape Coral gains more favorable recognition for positive qualities.

Action Steps:

- Publish quarterly community newsletter and distribute to all residents and businesses highlighting City programs and accomplishments
- Use City's social media tools (specifically Facebook) to publicize successes
- Look for opportunities to provide "good news" options to the media.
- CM Business roundtable meetings
- Weekly press released highlighting areas of success or successful endeavors

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.									
Strategic Initiative D.1: Emphasize the City's successes and positive attributes.									
	Key Performance Indicator(s)	Dept	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2018 Estimate	FY 2019 Estimate	FY 2020 Estimate	3 - 5 Yr Goal
1.	Objective: Publish quarterly community newsletter and distribute to all residents and businesses highlighting City programs and accomplishments								
	# of Newsletters distributed to residents	City Mgr PIO	N/A	79,129	79,500/qtr	80,000/qtr	80,500/qtr	80,500/qtr	100%
	# of Newsletters distributed to businesses	City Mgr PIO	N/A	3,438	3,500/qtr	3,600/qtr	3,700/qtr	3,700/qtr	100%
2.	Objective: Use City's social media tools (specifically Facebook) to publicize successes								
	# of People reached via Facebook posts	City Mgr PIO	N/A	75%	2,500/wk	2,500/wk	2,500/wk	2,500/wk	80%
3.	Objective: Provide "good news" options to the media								
	# of "Good News" stories provided	City Mgr PIO	N/A	41	32/yr	32/yr	32/yr	32/yr	100%
4.	Objective: Weekly press release highlighting areas of success or successful endeavors								
	# of press releases	City Mgr PIO	N/A	93	75/yr	75/yr	75/yr	75/yr	100%

Initiative D.2: Provide an open government, accountability, and transparency, to increase public trust and understanding

Champion(s): City Manager, City Council

Stakeholders: Citizens, Employees, Elected Officials, Media

Desired Outcome: Public trust and knowledge of City government increases, and differing opinions can be expressed and heard with greater respect.

Action Steps:

- Extend Electronic Permitting to encompass additional permit types
- Implement Electronic Plan Review
- Implement the CivicTRAK Mobile Citizen app changes
- Maintain Munetrix Municipal Benchmarking application
- Use social media tools to provide information and access to the citizens (Facebook, online chats, Ustream)
- Increase civic engagement via various means including, but not limited to, online chats, electronic town halls, targeted charrettes, offsite council meetings, department community initiatives, and other social media opportunities.
- Conduct biennial Citizen Survey to seek input from the community
- Engage current and potential members of all volunteer boards
- Complete engagement with What Works Cities for Open Data and Performance Measures

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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.								
Strategic Initiative D.2: Provide an open government, accountability and transparency to increase public trust and understanding.								
Key Performance Indicator(s)	Dept	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2018 Estimate	FY2019 Estimate	FY 2020 Estimate	3 - 5 Yr Goal
1. Objective: Extend Electronic Permitting to encompass additional permit types								
% of Residential Permit Applications that are electronic	DCD / ITS	16.0%	42.9%	43%	48%	50%	75%	50%
% utilization of available electronic permit types	DCD / ITS	69.4%	46.9%	75%	75%	75%	60%	75%
% of Permit types that were applied for that can be applied for electronically	DCD / ITS	26.8%	34.3%	35%	40%	50%	75%	40%
2. Objective: Implement Electronic Plan Review								
# Types available at end of period	DCD / ITS	3	14	18	18	18	18	18
3. Objective: Implement CRW CivicTRAK for the one year trial period authorized by Council								
% of Implementation completed	ITS	100%	N/A	N/A	N/A	N/A	N/A	N/A
4. Objective: Maintain Munetrix Municipal Benchmarking application								
% of Maintenance completed	Finance / ITS	100%	100%	100%	100%	100%		100%
5. Objective: Digitize 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								
% of Permits, plans and blueprints digitized	City Clerk	30%	100%	N/A	N/A	N/A	N/A	N/A
6. Objective: Increase civic engagement and access to information								
# of Followers, likes & email opt-in's	P&R	FB likes P&R: Beg 2701, End 4009; Diff 1308 +48%; FB SS: Beg 14790, End 17903, Diff 3113 +21%; FB CO: Beg 767, End 953, Diff 186 +24%; FB Special Events: Beg 0, End 1789, Diff 1789; Overall FB: +6396 likes +35%; Constant Contact emails:	FB likes P&R: Beg 4017, End 6617, Diff 2600 +64.7%. FB likes SS: Beg 17904, End 23218, Diff 5314 +22.9%. FB likes COGC: Beg 1055, End 1905, Diff 850 +80.6%. FB likes SE: Beg 1927, End 3567, Diff 1640 +85.1%. FB likes	Social Media-increase 15% email increase 10%	Social Media-increase 15% email increase 10%	Social Media-increase 15% email increase 10%	Social Media-increase 15% email increase 10%	Social Media-increase 15% email increase 10%

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7.	Objective: Use social media tools to provide information and access to the citizens (Facebook, Ustream)								
	# of Likes	City Mgr PIO	N/A	4,443	4,750	5,200	5,400		100%
	# Programs Broadcast via Ustream (DaCast)	City Mgr PIO	N/A	95	100/yr	100/yr	100/yr		100%
8.	Objective: Conduct biennial Citizen Survey to seek input from the community								
	% of Survey respondents who rated City services as <i>Good</i> or <i>Excellent</i> in most recent survey	City Mgr PIO	63%	N/A	75%	N/A	75%		75%
9.	Objective: Use social media tools to engage citizens (e.g. chats)								
	# of chats hosted	City Mgr PIO	2	0%	4	2	2	2	100%
10.	Objective: Provide online Q&A outlet for citizens								
	# of inquiries answered on online support center	City Mgr PIO	436	396	500/yr	500/yr	500/yr		100%
11.	Objective: Engage current and potential members of all volunteer boards								
	Average applicants per number of open board positions	City Clerk	90%	123%	100%	105%	110%	110%	110%
12.	Objective: Complete Engagement with What Works Cities								
	% of Open Data Policy Resolution complete	CMO/ITS	N/A	100%	100%	N/A	N/A	N/A	N/A
	# of datasets published and maintained on open data webpage	CMO/ITS	N/A	60	5	5	5	5	>5
	# of datasets published and maintained for performance metrics webpage	CMO/ITS	N/A	3	3	5	5	5	>5

Initiative D.3: Establish and maintain proactive partnerships with community, organizations, and external government agencies

Champion(s): City Manager, All Departments

Stakeholders: City staff, Elected Officials, Other Government Officials, Community Leaders, General Public

Desired Outcome: Improved relationships and willingness to work together on shared values with other elected bodies. More proactive involvement from citizens groups to encourage ideas and support.

Action Steps:

- Continue to maintain business relationships with the CCCIA along with the Chamber of Commerce, the Cape Coral Realtors Association and local business leaders
- Continue our community outreach programs through community presentations, participation in community events and educational opportunities
- Continue speaking engagements with state associations, realtor associations, community groups and neighborhood associations
- Continue to partner with volunteer groups
- Increase presence at state level to lobby on behalf of City of Cape Coral initiatives and interests.
- Determine the feasibility of negotiating inter-local agreement between Florida Governmental Utility Authority and/or Lee County and the City of Cape Coral for reclaimed water inter-connect.
- Continue to provide support for the Community Redevelopment Area Board
- Continue to provide support for the Regional Planning Council
- Maintain membership of one elected official and one staff person on Florida League of Cities Committees
- Conduct creative campaigns to maintain and grown contributions from the community (Parks and Rec)

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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.									
Strategic Initiative D.3: Establish and maintain proactive partnerships with community, organizations and external governmental agencies.									
	Key Performance Indicator(s)	Dept	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2018 Estimate	FY 2019 Estimate	FY 2020 Estimate	3 - 5 Yr Goal
1.	Objective: Determine the feasibility of negotiating inter-local agreement between Florida Governmental Utility Authority and/or Lee County and the City of Cape Coral for reclaimed water inter-connect and begin final engineering design and permitting								
	Project determined feasible (Y/N)	Utilities	No	No	Yes	Yes	Yes	Yes	Yes
2.	Objective: Continue to provide support for the Community Redevelopment Area Board								
	# of Tasks assigned	DCD Planning	3	8	2	2	1	1	2
	% of Tasks completed	DCD Planning	100%	83%	100%	100%	100%	100%	100%
3.	Objective: Continue to provide support for the Regional Planning Council								
	# of Tasks assigned	DCD Planning	1	5	1	1	1	1	1
	% of Tasks completed	DCD Planning	100%	100%	100%	100%	100%	100%	100%
4.	Objective: Continue to maintain business relationships with the CCCIA along with the Chamber of Commerce, the Cape Coral Realtors Association and local business leaders.								
	% Increase/decrease in # of functions and committee meetings participated in	DCD Building	100%	100%	100%	100%	100%	100%	100%
	% Increase/decrease	DCD	100%	100%	100%	100%	100%	100%	100%
5.	Objective: Continue our community outreach programs through community presentations, participation in community events and educational opportunities								
	% Increase/decrease in educational opportunities provided through community outreach	DCD Code	25%	125%	58%	75%	80%	85%	100%
6.	Objective: Continue speaking engagements with state associations, realtor associations, community groups and neighborhood associations								
	% Increase/decrease in scheduled engagements	All Depts	75%	55%	50%	50%	80%	75%	80%
7.	Objective: Continue to partner with the "Take Pride in the Cape" volunteer program								
	% Increase/decrease in # of volunteers	DCD Code	80%	71%	300%	400%	400%	400%	500%
	% of Violations abated as a result of voluntary compliance	DCD Code	N/A	89%	96%	96%	75%	97%	98%

Initiative D.4: Develop a culture of professionalism to retain and attract talented employees

Champion(s): City Manager, Human Resources

Stakeholders: City Staff, City Council

Desired Outcome: Promote and continue a positive and proactive work environment within the City in order to create and maintain good working relationships.

Action Steps:

- Enhance employee recognition programs
- Development of employees to enhance skills, overall engagement, and internal networking. Strengthening internal relationships
- Implement a Learning and Growth Management System
- Retain and attract talented employees for the City

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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.								
Strategic Initiative D.4: Develop a culture of professionalism to retain and attract talented employees								
Key Performance Indicator(s)	Dept	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2018 Estimate	FY 2019 Estimate	FY 2020 Estimate	3 - 5 Yr Goal
Objective: Enhance Employee Recognition Programs								
Conduct meetings to review programs in place and discuss implementation of new programs (Y/N)	HR	Y	Y	Y	Y	Y	Y	Y
% of Programs implemented from meetings	HR	>80%	100% est.	100% est.	100% est.	100% est.	100% est.	100%
Objective: Development of employees to enhance skills, overall engagement, and internal networking. Strengthen internal relationships. Leadership.								
Develop committee to hold strategic review meetings to implement or renew programs (Y/N)	HR	Y	Y	Y	Y	Y	Y	Y
% of Programs implemented or renewed	HR	100%	100%	100%	100%	100%	80%	100%
Objective: Implement a Learning and Growth Management System								
% implemented	HR	N/A	100%	100%	100%	100%	100%	100%
Objective: Retain and attract talented employees for the City								
Days to fill position openings	HR	<43	44 est.	<43	<43	<43	<43	<43
% of Applicants who meet minimum job qualifications	HR	58%	47% est.	>50%	>50%	>50%	>50%	>50%

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

Initiative E.1a: Traffic Safety

Champion: Police Department

Stakeholders: City Staff, City Council, Business Owners, Landowners, Residents, and Visitors

Desired Outcome: Implement strategies to enhance service delivery in order to promote traffic safety.

Action Steps:

- Obtain authorized staffing levels for dedicated traffic officers and patrol officers to increase pro-active traffic enforcement operations
- Continue to explore funding options for traffic safety equipment and personnel costs of officers involved in traffic enforcement operations.

	ELEMENT E: INCREASE QUALITY OF LIFE FOR OUR CITIZENS BY DELIVERING PROGRAMS AND SERVICES THAT FOSTER A SAFE COMMUNITY.									
	Strategic Initiative E.1.a Traffic Safety									
	Key Performance Indicator(s)	Dept	FY 2015 Actual	FY 2016 Actual	FY 2016 Estimate	FY 2017 Target	FY 2018 Estimate	FY2019 Estimate	FY 2020 Estimate	3 - 5 Yr Goal
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	87	N/A	75	79	83	87	Increase by 5%
2	Objective: Continue to reduce the number of severe injuries and fatalities related to traffic crashes									
	Number of traffic fatalities	Police	3/3	5/4	4	3	2	3	3	>3

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Initiative E.1b: Public Safety Capital Asset Plan

Champion: Fire Department

Stakeholders: City Staff, City Council, Business Owners, Landowners, Residents and Visitors

Desired Outcome: Create a Master Plan which would allow for the investment in and monitoring of public safety capital assets to enhance service delivery

Action Steps:

- Implementation of a Fire Master Plan including capital investment

Strategic Initiative E.1.b: Public Safety Capital Asset Plan										
Key Performance Indicator(s)	Dept	FY 2015 Actual	FY 2016 Total	FY 2016 Estimate	FY 2017 Target	FY 2018 Estimate	FY 2019 Estimate	FY 2020 Estimate	3 - 5 Yr Goal	
1. Objective: Implementation of Fire Master Plan including capital investment										
% of Plan implemented	Fire	10%	16.25%	20%	40%	60%	80%	80%	80%	

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Initiative E.1c: Community/Police Collaboration

Champion: Police Department

Stakeholders: City Staff, City Council, Business Owners, Landowners, Residents, and Visitors

Desired Outcome: Strengthen partnerships with community's youth through recreational programs and implement program for direct contact of residents and businesses through advertised "community face to face" program.

Action Steps:

- Re-instate Youth Intervention Program(s)
- Community Face to Face Program

ELEMENT E: INCREASE QUALITY OF LIFE FOR OUR CITIZENS BY DELIVERING PROGRAMS AND SERVICES THAT FOSTER A SAFE COMMUNITY.									
Strategic Initiative E.1.c: Community/Police Collaboration									
Key Performance Indicator(s)	Dept	FY 2015 Actual	FY 2016 Total	FY 2016 Estimate	FY 2017 Target	FY 2018 Estimate	FY 2019 Estimate	FY 2020 Estimate	3 - 5 Yr Goal
Objective: Implement program for direct citizen to Chief communication through advertised community face to face meetings									
# of Town Halls held	Police	Program Implemented	4	4	4	4	4	4	Maintain
# of face to face	Police	N/A	112	100	100	110	120	120	10
Objective: Reinstate Youth Intervention Program(s)									
% of Program(s) implemented	Police	N/A	80%	50%	100%	100%	100%	100%	Maintain

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Initiative E.2a: Establish a good level of service based on industry standards

Champion(s): Police Department

Stakeholders: City Staff, City Council, Business Owners, Landowners, Residents, and Visitors

Desired Outcome: Develop and implement strategies to improve response time for service calls.

Action Steps:

- Maintain accreditation through the Commission on Accreditation for Law Enforcement Agencies (CALEA) for Police and Communications

ELEMENT E: INCREASE QUALITY OF LIFE FOR OUR CITIZENS BY DELIVERING PROGRAMS AND SERVICES THAT FOSTER A SAFE COMMUNITY.									
Strategic Initiative E.2.a: Establish a good level of service based on industry standards.									
	Key Performance Indicator(s)	Dept	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2018 Estimate	FY 2019 Estimate	FY2020 Estimate	3 - 5 Yr Goal
1.	Objective: Maintain accreditation through the Commission on Accreditation for Law Enforcement Agencies (CALEA) for Police and Communications								
	Accreditation maintained	Police	100%	100%	100%	100%	100%	100%	Maintain

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Initiative E.2b: Maintain the community's Insurance Services Office (ISO) rating

Champion: Fire Department

Stakeholders: City Staff, City Council, Business Owners, Landowners, Residents, and Visitors

Desired Outcome: Develop and implement a strategy to maintain the community's Insurance Services Offices (ISO) rating, as well as Firefighter safety.

Action Steps:

- Conduct an independent review of our PPC classification
- Improve ISO rating

ELEMENT E: INCREASE QUALITY OF LIFE FOR OUR CITIZENS BY DELIVERING PROGRAMS AND SERVICES THAT FOSTER A SAFE COMMUNITY.									
Strategic Initiative E.2.b: Maintain the community's Insurance Services Office (ISO) rating.									
Key Performance Indicator(s)	Dept	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2018 Estimate	FY 2019 Estimate	FY2020 Estimate	3 - 5 Yr Goal	
1. Objective: Conduct an independent review of our PPC classification									
% of Review completed	Fire	100%	100%	100%	100%	100%	100%	100%	
2. Objective: Improve ISO rating									
ISO Rating	Fire	3	3	3	2	2	2	2	

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Initiative E.2c: Increase the community's education and involvement in Emergency Management Programs

Champion(s): Fire Department

Stakeholders: City Staff, City Council, Business Owners, Landowners, Residents, and Visitors

Desired Outcome: Increase community's overall level of awareness and preparedness as it relates to potential year-round natural and man-made hazards in Cape Coral, including the effects of tropical weather systems, wildfires, and flooding events.

Action Steps:

- Increase the number of CERT classes offered per year to four with a measured retention of 25 additional active CERT volunteers.

ELEMENT E: INCREASE QUALITY OF LIFE FOR OUR CITIZENS BY DELIVERING PROGRAMS AND SERVICES THAT FOSTER A SAFE COMMUNITY.								
Strategic Initiative E.2.c: Increase the community's education and involvement in Public Safety Programs.								
Key Performance Indicator(s)	Dept	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2018 Estimate	FY 2019 Estimate	FY2020 Estimate	3 - 5 Yr Goal
Objective: Increase the number of CERT classes offered per year to four with a measured retention of 25 additional active CERT volunteers								
# of CERT classes offered	Fire	2	3	7	7	8	8	8
# of CERT volunteers added	Fire	44	61	150	160	170	170	170

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

Initiative F.1: Establish Cape Coral as a destination of Arts and Culture for residents and visitors.

Champion: Parks and Recreation Department

Stakeholders: City Staff, City Council, Residents, and Visitors

Desired Outcome: Expanded opportunities with Arts Studio, Art League, Community Theatre, and Art Festivals.

Action Steps:

- Coordinate with private fine arts and cultural arts organizations to provide expanded cultural and fine art opportunities.
- Explore grant opportunities to purchase artwork to display in the City

	ELEMENT F: ENHANCE THE QUALITY OF LIFE THROUGH ARTS AND CULTURE TO CREATE AND PROMOTE A VIBRANT, CULTURALLY DIVERSE COMMUNITY								
	Strategic Initiative # F.1: Establish Cape Coral as a destination of Arts and culture for residents and visitors.								
	Key Performance Indicator(s)	Dept	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2018 Estimate	FY2019 Estimate	FY 2020 Estimate	3 - 5 Yr Goal
1.	Objective: Coordinate with private fine arts and cultural arts organizations to provide expanded cultural and fine art opportunities								
	# of Partnerships	P&R	31	90	40	48	48	48	48
2.	Objective: Explore grant opportunities to add artwork and sculptures to the City								
	# of grants identified/researched	P&R	4	2	10	10	10	10	10
	# of grants applied for	P&R	1	1	2	2	2	2	2

Initiative F.2: Increase the Community's education and involvement in Cape Coral's cultural and recreational opportunities

Champion: Parks and Recreation Department

Stakeholders: City Staff, City Council, Residents, and Visitors

Desired Outcome: Increase community's overall level of awareness of the City's culture and increase the overall participation in activities offered by the City which highlight cultural opportunities and elements.

Action Steps:

- Upgrade and expand facilities within existing parks
- Continue to utilize Four Mile Cove Ecological Park, Sirenia Vista, and Rotary Park as centers for environmental education and recreational opportunities.
- Expand aquatic programs in aquatic centers
- Expand Youth programs
- Expand eco-tourism and environmental programs
- Expand Special Needs programs

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ELEMENT F: ENHANCE THE QUALITY OF LIFE THROUGH ARTS AND CULTURE TO CREATE AND PROMOTE A VIBRANT, CULTURALLY DIVERSE COMMUNITY								
Strategic Initiative # F.2: Increase the Community's education and involvement in Cape Coral's cultural and recreational opportunities								
Key Performance Indicator(s)	Dept	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2018 Estimate	FY2019 Estimate	FY2020 Estimate	3 - 5 Yr Goal
Objective: Upgrade and expand facilities within existing parks								
% of Completion of AIP Projects	P&R	42%	51%	100%	100%	100%	100%	100%
Objective: Continue to utilize Four Mile Cove Ecological Park, Sirenia Vista, and Rotary Park as centers for environmental education and recreational opportunities.								
# of attendance at Four Mile Cove Ecological Preserve & Rotary Park Environmental	P&R	98,900	112,245	101,800	103,100	105,000	110,000	105,000
Objective: Expand aquatic programs in aquatic centers								
# of Attendance: Sun Splash & Yacht Club Pool	P&R	188,406	124,659	186,800	188,750	188,750	190,650	188,750
Objective: Expand Youth programs								
# of Participants	P&R	20,935	24,435	18,720	19,080	19,440	19,750	19,440
Objective: Expand eco-tourism and environmental programs								
# of Environmental Recreation programs offered	P&R	383	349	395	405	405	408	405
Objective: Expand Special Needs programs								
# of Participants	P&R	180	1048	191	194	195	195	195

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Initiative F.3: Provide a variety of experiences that are appealing, affordable, and accessible to all Cape Coral residents.

Champion: Parks and Recreation Department

Stakeholders: City Staff, City Council, Residents, and Visitors

Desired Outcome: Maintain recreational opportunities and expand when resources become available.

Action Steps:

- Offer a diverse range of youth, adult, and senior recreational programming
- Develop a festival gathering area within the City
- Continue special events, such as art/craft shows, festivals, block parties, concerts and other events
- Increase access to the City's freshwater and saltwater canal systems for boating and other recreational opportunities.

ELEMENT F: ENHANCE THE QUALITY OF LIFE THROUGH ARTS AND CULTURE TO CREATE AND PROMOTE A VIBRANT, CULTURALLY DIVERSE COMMUNITY								
Strategic Initiative # F.3: Provide a variety of experiences that are appealing, affordable, and accessible to all Cape Coral residents.								
Key Performance Indicator(s)	Dept	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2018 Estimate	FY2019 Estimate	FY 2020 Estimate	3 - 5 Yr Goal
Objective: Offer a diverse range of youth, adult, and senior recreational programming								
# of Recreation programs offered	P&R	3,273	2,981	3,425	3,500	3,550	3,550	3,500
Objective: Develop a festival gathering area within the City								
% Completion of Festival Park property purchases	P&R/ Real Estate	79%	80%	88%	100%	100%	10%	100%
Objective: Continue special events, such as art/craft shows, festivals, block parties, concerts and other events								
# of Special Events Conducted/Hosted/Sponsored	P&R	82	66	86	90	92	94	90
Objective: Increase access to the City's freshwater and saltwater canal systems for boating and other recreational opportunities.								
# of Public Access Ramps/Launches	P&R	14	14	16	17	17	17	17

ELEMENT G: WORK TOWARD EFFICIENT AND COST-EFFECTIVE SOLUTIONS TO PROTECT AND CONSERVE NATURAL RESOURCES, WHILE PROMOTING ENVIRONMENTAL AWARENESS AND SUSTAINABILITY IN THE COMMUNITY.

Initiative G.1: Reduce overall energy consumption within the City of Cape Coral.

Champion: Public Works Department, Facilities

Stakeholders: City Staff, City Council, Residents, LCEC, MEU

Desired Outcome: Develop and implement City initiatives and objectives which aim to reduce total energy consumption. Develop a public utility managed community solar program. Upgrade residential street lighting to provide higher quality lighting at lower cost per light reducing power usage by at least 50%. Continue progress toward reduction of City operations' electricity use by 10% by 2012 (previously surpassed), 25% by 2017, and 40% by 2025 (in proportion to population from calendar year 2008 baseline) (Resolution 28-09).

Action Steps:

- Evaluate additional energy saving measures including as part of MEU/Franchise Renewal such as LED, Street Lighting, Solar Power, and Charging Stations
- Determine the optimum design(s) for upgraded residential street lighting and the associated lighting rate tariff.
- Continue to identify and implement opportunities to reduce energy usage and cost which have a compelling return on investment.

ELEMENT G: WORK TOWARD EFFICIENT AND COST-EFFECTIVE SOLUTIONS TO PROTECT AND CONSERVE NATURAL RESOURCES, WHILE PROMOTING ENVIRONMENTAL AWARENESS AND SUSTAINABILITY IN THE COMMUNITY.								
Strategic Initiative G.1: Reduce overall energy consumption within the City of Cape Coral.								
Key Performance Indicator(s)	Dept	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2018 Estimate	FY2019 Estimate	FY 2020 Estimate	3 - 5 Yr Goal
Objective: Evaluate additional energy saving measures including as part of MEU/Franchise Renewal such as LED, Street Lighting, Solar Power, and Charging Stations								
# of Measures Evaluated	Public Works	1	2	1	1	1	1	4

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Initiative G.2: Work internally and with external associations to support healthy environments for Cape Coral's Wildlife.

Champion: Department of Community Development, Parks and Recreation Department, City Manager

Stakeholders: City Staff, City Council, Residents, Visitors, Friends of Wildlife, CCCIA

Desired Outcome: Pursue objectives which protect Cape Coral's environmental lands and wildlife habitats.

Action Steps:

- Remain committed stewards of natural habitats and wildlife
- Monitoring Bald Eagle population in accordance with City ordinance; seek new volunteers to assist.
- Work with Friends of Wildlife and CCCIA to achieve a balance to protect wildlife while still promoting growth.

ELEMENT G: WORK TOWARD EFFICIENT AND COST-EFFECTIVE SOLUTIONS TO PROTECT AND CONSERVE NATURAL RESOURCES, WHILE PROMOTING ENVIRONMENTAL AWARENESS AND SUSTAINABILITY IN THE COMMUNITY.									
Strategic Initiative G.2: Work internally and with external associations to support healthy environments for Cape Coral's Wildlife.									
	Key Performance Indicator(s)	Dept	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2018 Estimate	FY2019 Estimate	FY 2020 Estimate	3 - 5 Yr Goal
1.	Objective: Remain committed stewards of natural habitats and wildlife								
	# of Natural Area Acres Maintained	P&R	809	809	809	809	809	809	809
2.	Objective: Monitoring Bald Eagle population in accordance with City ordinance; seek new volunteers to assist.								
	# of cases monitored	DCD	9	58	11	11	11	15	11
	# of volunteers	DCD	5	39	10	10	10	10	10
3.	Objective: Work with Friends of Wildlife and CCCIA to achieve a balance to protect wildlife while still promoting growth.								
	# of interactions with stakeholder groups	City Manager/ DCD	3	11	5	5	2	2	5

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Initiative G.3: Work to sustain high water quality within the region.

Champion: Public Works Department, Utilities Department

Stakeholders: City Staff, City Council, Residents

Desired Outcome: Engage in activities and set standards for the City which initiative water quality promotion and sustainability.

Action Steps:

- No water quality violations of State and Federal Maximum Contaminant Levels (MCL's) at the Point of Entry (POE) to the distribution system.
- Meet 90% of the 110 NPDES Permit Activities

ELEMENT G: WORK TOWARD EFFICIENT AND COST-EFFECTIVE SOLUTIONS TO PROTECT AND CONSERVE NATURAL RESOURCES, WHILE PROMOTING ENVIRONMENTAL AWARENESS AND SUSTAINABILITY IN THE COMMUNITY.								
Strategic Initiative G.3: Sustain high water quality within the City of Cape Coral.								
Key Performance Indicator(s)	Dept	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2018 Estimate	FY2019 Estimate	FY 2020 Estimate	3 - 5 Yr Goal
1. Objective: No water quality violations of State and Federal Maximum Contaminant Levels (MCL's) at the Point of Entry (POE) to the distribution system.								
Southwest R.O. Plant number of POE Finished Water Quality Violations of MCL's	Utilities	0	0	0	0	0	0	0
North R.O. Plant number of POE Finished Water Quality Violations of MCL's	Utilities	0	0	0	0	0	0	0
2. Objective: Meet 90% of the 110 NPDES Activities								
% of activities accomplished	Public Works	98%	98%	99%	100%	100%	100%	100%

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Initiative G.4:

Promote environmental awareness and sustainability in the community and region and engage best practices to utilize irrigation water in the most cost effective and efficient manner while still promoting growth.

Champion: Utilities Department, Public Works, Parks and Recreation, Residents

Stakeholders: City Staff, City Council, Residents, External Stakeholders

Desired Outcome: Identify water irrigation best practices through internal analysis and external relationships to promote the most cost effective and efficient activities while still promoting economic growth in the City.

Action Steps:

- Work with stakeholders to identify best practices
- Educate the public on FYN (Florida Yards and Neighborhoods) Principles
- Provide outreach, education on irrigation practices

	ELEMENT G: WORK TOWARD EFFICIENT AND COST-EFFECTIVE SOLUTIONS TO PROTECT AND CONSERVE NATURAL RESOURCES, WHILE PROMOTING ENVIRONMENTAL AWARENESS AND SUSTAINABILITY IN THE COMMUNITY.								
	Strategic Initiative G.4: Engage Best Practices to utilize irrigation water in the most cost effective and efficient manner while still promoting growth.								
	Key Performance Indicator(s)	Dept	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2018 Estimate	FY2019 Estimate	FY 2020 Estimate	3 - 5 Yr Goal
1.	Objective: Work with stakeholders to identify best practices								
	Best Practices Identified (Y/N)	Utilities	Yes	Yes	Yes	Yes	Yes	Yes	Yes
	% of Best Practices Implemented	Utilities	5%	25%	50%	75%	85%	90%	100%
2.	Objective: Educate the public on FYN (Florida Yards and Neighborhoods) Principles								
	# of classroom participants	Public Works	183	161`	140	145	150	155	145

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FY2016 Strategic Plan Action Steps Accomplished:

Initiative C.1

- SW 6/7 Construction Completion

Initiative C.2.b

- Design and sign 90 miles of bike routes within the City
- Prepare specifications and estimates for Phase I to Procurement
- Prepare specifications and estimates for remaining portion of 2015 paving to Procurement Phase II
- Phase I

Initiative C.2.c

- Complete Cape Coral Stormwater Master Plan

Initiative D.2.

- Migrate from SIRE Agenda to NovusAGENDA

Initiative E.1.a

- Evaluate options for increasing authorized staffing level to enhance service by way of specialized units

Initiative E.1.c

- Evaluate effectiveness of a 3-1-1 Call Center

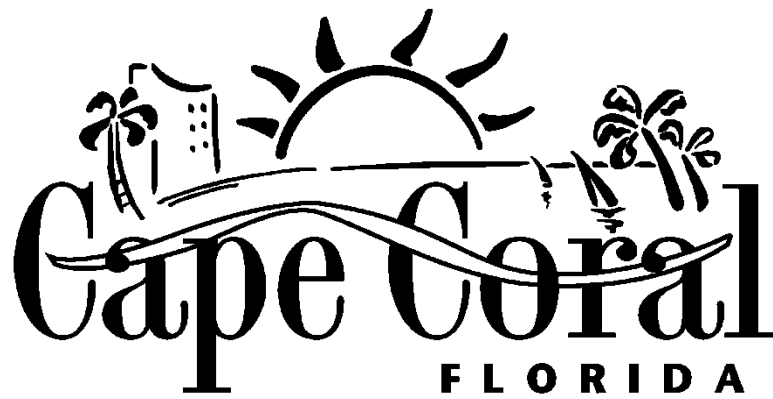
Initiative E.2.a

- Review results of Phase 1 with the City Manager and Council
- Upon Council approval, implement Phase II of Medical Priority Dispatch Plan

FINANCIAL HIGHLIGHTS

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



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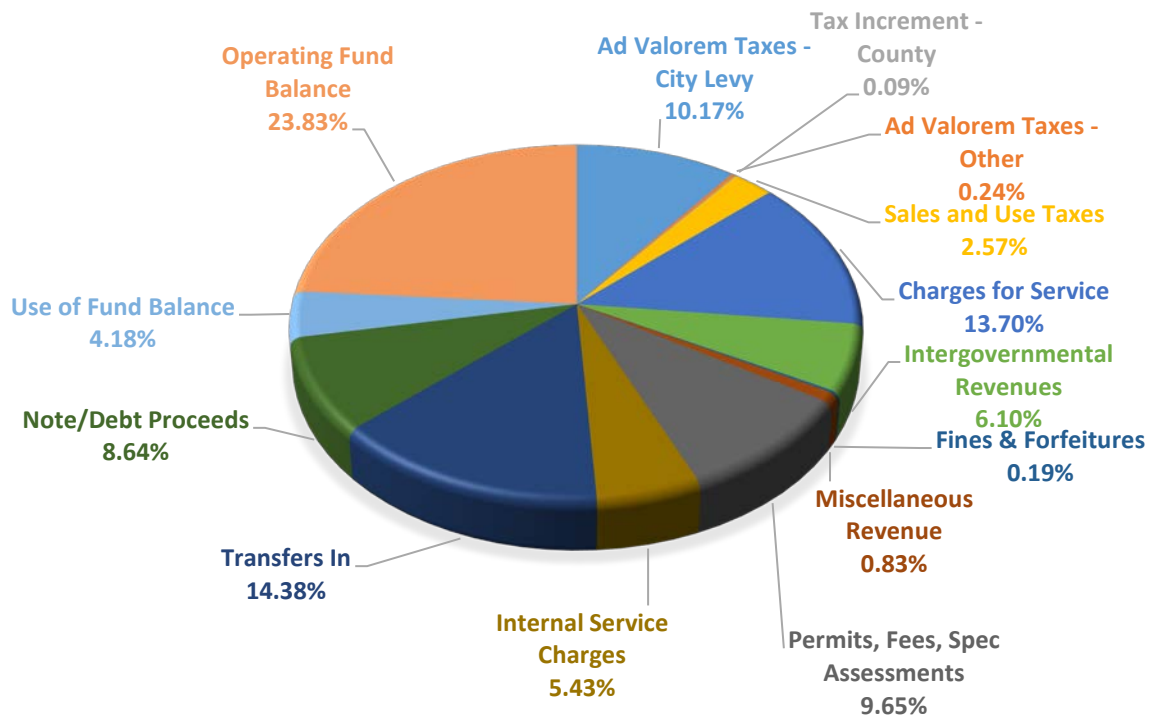
Budget Highlights and Summary Schedules

The table below provides a summary of the total budget for all funds for Fiscal Year 2017–2020. The FY 2018 Adopted Budget is \$840.8 million and includes \$208.8 million for General Fund expenditures and reserves and \$632 million for non-general fund operations. Asset Management Program expenditures account for approximately \$126.9 million in all funds and interfund transactions are \$120.6 million.

FUND TYPE SUMMARY	FY 2017 Adopted	FY 2017 Amended	FY 2018 Adopted	FY 2019 Proposed	FY 2020 Proposed
General Fund	\$ 195,691,726	\$ 214,139,726	\$ 208,797,247	\$ 214,133,433	\$ 220,454,254
Special Revenue	52,634,819	74,260,995	77,774,377	81,422,551	87,261,046
Debt Service	22,273,239	99,490,064	29,297,819	29,988,446	30,450,969
Capital Project	16,233,510	29,254,022	15,340,370	16,286,345	9,743,465
Enterprise	369,238,326	391,548,329	458,155,588	419,961,202	452,436,218
Internal Service	42,902,442	47,327,541	51,486,472	58,777,554	64,747,853
Total	\$ 698,974,062	\$ 856,020,677	\$ 840,851,873	\$ 820,569,531	\$ 865,093,805

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

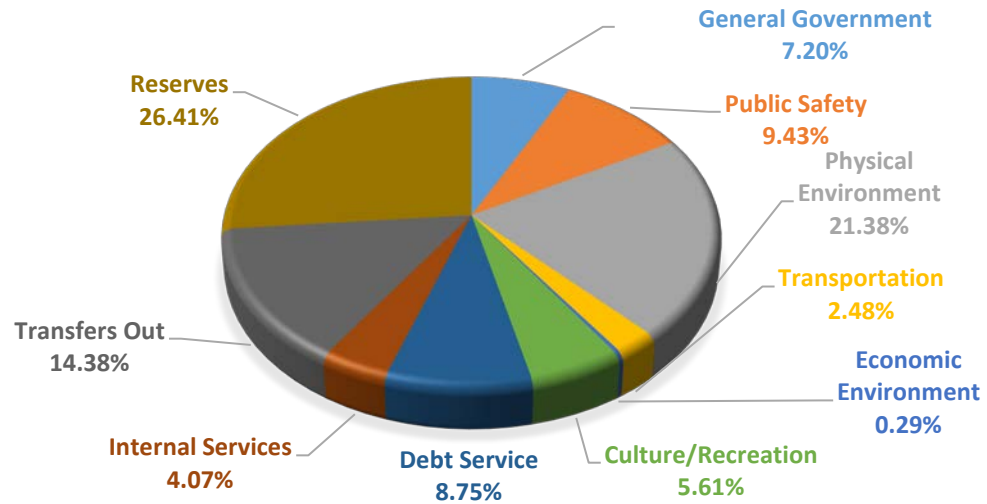
Sources – Where the Money Comes From FY 2018 All Funds



**City of Cape Coral, Florida
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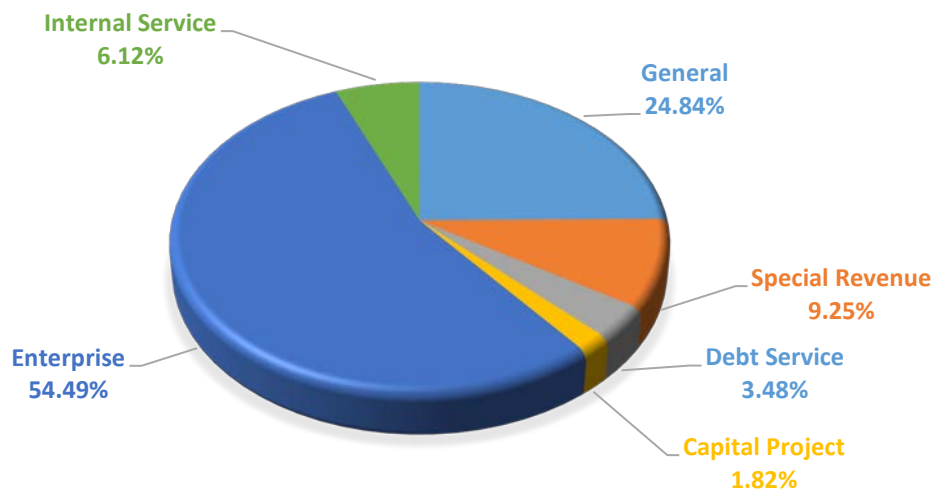
The various uses of the budgeted funds are summarized in the following table:

**Uses – Where the Money Goes
FY 2018**



Governmental accounting and budgeting utilizes fund types to account for activities. The chart below depicts the FY 2018 Adopted Budget by fund type:

Total Budget by Fund Type



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

FUND TYPE SUMMARY	FY 2017 Adopted	FY 2017 Amended	FY 2018 Adopted	FY 2019 Proposed	FY 2020 Proposed
General Fund	\$ 195,691,726	\$ 214,139,726	\$ 208,797,247	\$ 214,133,433	\$ 220,454,254
Special Revenue	52,634,819	74,260,995	77,774,377	81,422,551	87,261,046
Debt Service	22,273,239	99,490,064	29,297,819	29,988,446	30,450,969
Capital Project	16,233,510	29,254,022	15,340,370	16,286,345	9,743,465
Enterprise	369,238,326	391,548,329	458,155,588	419,961,202	452,436,218
Internal Service	42,902,442	47,327,541	51,486,472	58,777,554	64,747,853
Total	\$ 698,974,062	\$ 856,020,677	\$ 840,851,873	\$ 820,569,531	\$ 865,093,805

ALL FUNDS

Category - All Funds	FY 2017 Adopted	FY 2017 Amended	FY 2018 Adopted	FY 2019 Proposed	FY 2020 Proposed
Payroll & Related Benefits	\$ 172,194,933	\$ 179,871,338	\$ 186,148,239	\$ 193,284,544	\$ 199,170,321
Operating	104,763,547	121,366,728	111,145,384	114,954,062	119,067,339
Capital/Infrastructure	110,843,239	129,648,469	126,996,598	123,151,768	137,318,531
Debt Service	73,027,356	74,768,493	73,587,186	73,305,909	74,600,591
Other	-	77,511,513	-	-	-
Transfers Out	112,672,411	127,675,996	120,874,749	101,592,968	104,880,884
Reserves	125,472,576	145,178,140	222,099,717	214,280,280	230,056,139
Total	\$ 698,974,062	\$ 856,020,677	\$ 840,851,873	\$ 820,569,531	\$ 865,093,805

GENERAL FUND

Category - General Fund	FY 2017 Adopted	FY 2017 Amended	FY 2018 Adopted	FY 2019 Proposed	FY 2020 Proposed
Payroll & Related Benefits	\$ 101,435,196	\$ 109,338,470	\$ 109,971,308	\$ 114,165,521	\$ 117,925,690
Operating	32,179,270	40,197,271	33,805,124	34,188,020	36,289,061
Capital/Infrastructure	7,336,589	9,159,177	3,977,375	4,936,785	5,550,661
Debt Service	-	-	-	-	-
Transfers Out	21,990,764	23,086,509	22,408,810	22,690,119	23,027,439
Reserves	32,749,907	32,358,299	38,634,630	38,152,988	37,661,403
Total	\$ 195,691,726	\$ 214,139,726	\$ 208,797,247	\$ 214,133,433	\$ 220,454,254

General Fund	FY 2017 Adopted	FY 2017 Amended	FY 2018 Adopted	FY 2019 Proposed	FY 2020 Proposed
Appropriations	\$ 162,941,819	\$ 181,781,427	\$ 170,162,617	\$ 175,980,445	\$ 182,792,851
Reserves:	32,749,907	32,358,299	38,634,630	38,152,988	37,661,403
Total	\$ 195,691,726	\$ 214,139,726	\$ 208,797,247	\$ 214,133,433	\$ 220,454,254
1 Month Operating	12,357,436	13,756,549	13,213,020	13,642,638	14,159,183
# Months of Reserves	2.65	2.35	2.92	2.80	2.66

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.

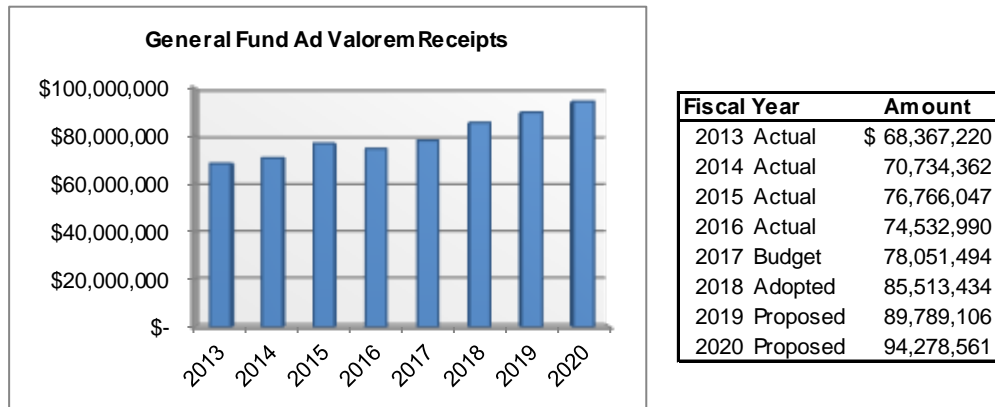
City of Cape Coral, Florida
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Ad Valorem Taxes (Property Taxes)

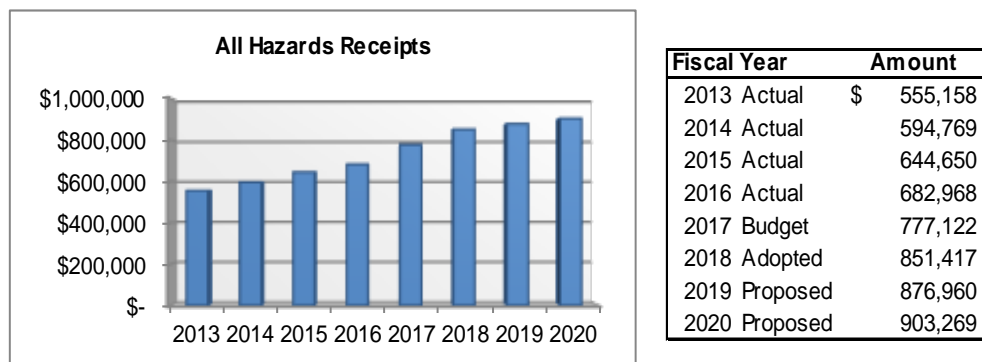
Ad valorem taxes are charges levied by the local unit of a government against property owners based on the value of their real property. Historically, property taxes have been the largest single revenue source in the General Fund. In accordance with the City's adopted financial policies, ad valorem revenues 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 2018 City Manager's Adopted Budget is based on the July 1 certified taxable value from the Lee County Property Appraiser and the millage rate of 6.750. It is assumed that taxable property values will increase 5% in FY 2019 and 2020 with the millage rate remaining constant at 6.750. Millage rate and taxable assessed value history can be found on page 5-16.



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.

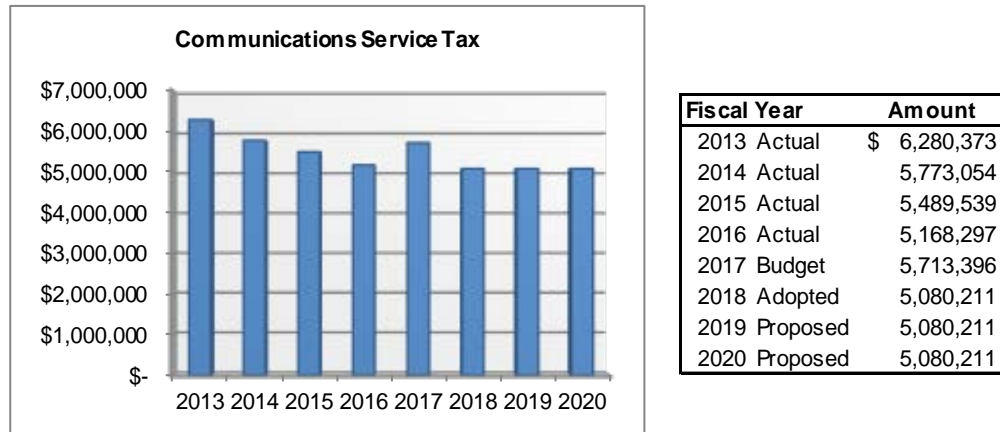


**City of Cape Coral, Florida
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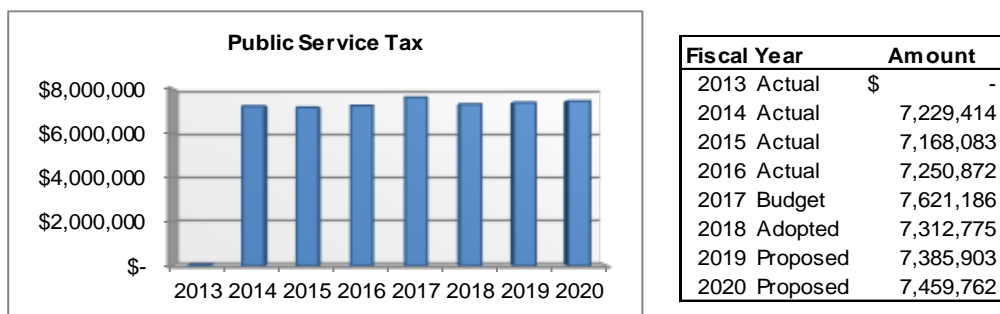
Other Taxes

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.

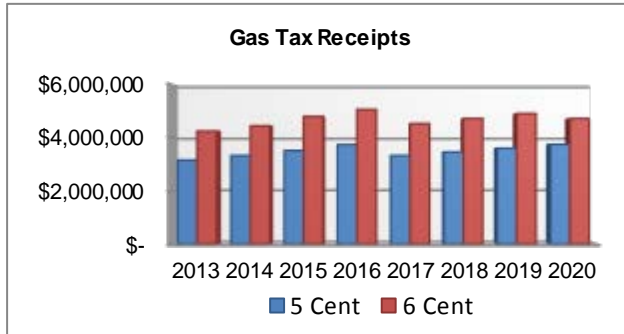


On April 29, 2013, City Council approved Ordinance 28-13, which authorized the implementation of the Public Service Tax on electric service. At the time of adoption of the tax, there was only one municipality in the State of Florida with a population of over 50,000 that did not have the tax. Although the tax can be levied up to a rate of 10%, City Council authorized a rate of 7%. The levy began on October 1, 2013. For residential customers, the first 500 kilowatts of usage has 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. Revenue is budgeted to decrease about 4% in FY 2018 and increase for FY 2019 and FY 2020 at 1.0% each year.



City of Cape Coral, Florida
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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
2013 Actual	\$ 3,165,907	\$ 4,248,133
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 Budget	3,334,709	4,536,127
2018 Adopted	3,468,098	4,717,573
2019 Proposed	3,606,822	4,906,276
2020 Proposed	3,751,095	4,717,573

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.

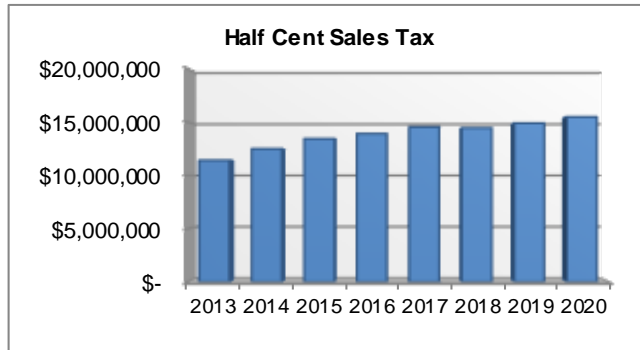


Fiscal Year	Amount
2013 Actual	\$ 6,096,686
2014 Actual	6,520,354
2015 Actual	6,549,306
2016 Actual	6,622,099
2017 Budget	6,620,787
2018 Adopted	6,619,204
2019 Proposed	6,691,651
2020 Proposed	6,764,924

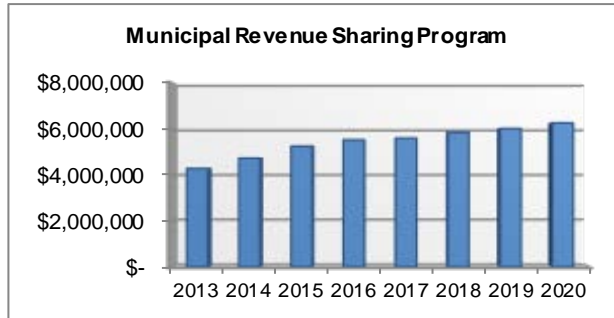
City of Cape Coral, Florida
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Intergovernmental Revenue

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. State shared revenue represents 11% of the General Fund current revenue sources. The annual revenue is budgeted at 95% of the estimate released by the State Department of Revenue (DOR).

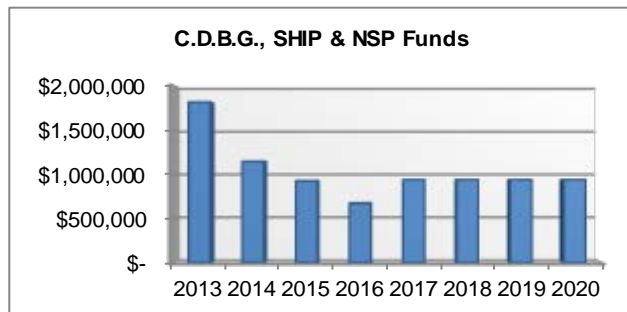


Fiscal Year	Amount
2013 Actual	\$ 11,416,867
2014 Actual	12,505,015
2015 Actual	13,456,287
2016 Actual	13,923,141
2017 Budget	14,554,864
2018 Adopted	14,456,982
2019 Proposed	14,913,678
2020 Proposed	15,511,225



Fiscal Year	Amount
2013 Actual	\$ 4,279,036
2014 Actual	4,723,010
2015 Actual	5,253,466
2016 Actual	5,527,856
2017 Budget	5,602,318
2018 Adopted	5,841,929
2019 Proposed	6,017,188
2020 Proposed	6,257,824

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.

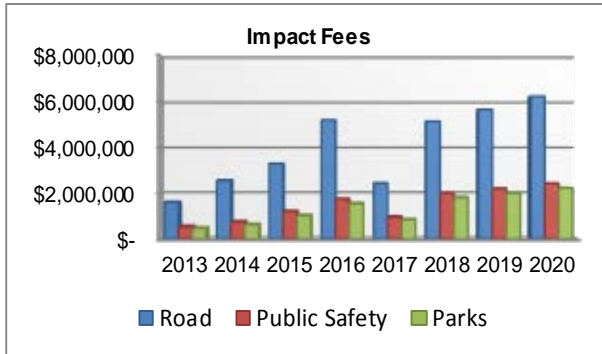


Fiscal Year	Amount
2013 Actual	\$ 1,816,962
2014 Actual	1,147,757
2015 Actual	927,146
2016 Actual	671,784
2017 Budget	940,159
2018 Adopted	940,159
2019 Proposed	940,159
2020 Proposed	940,159

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



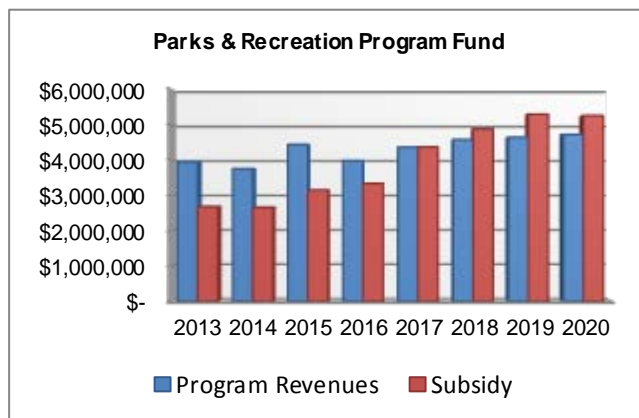
Fiscal Year	Road	Public Safety	Parks
2013 Actual	\$ 1,616,363	\$ 562,783	\$ 489,485
2014 Actual	2,571,011	768,178	642,240
2015 Actual	3,290,520	1,221,496	1,041,410
2016 Actual	5,193,939	1,757,514	1,559,473
2017 Budget	2,438,205	976,231	858,550
2018 Adopted	5,141,492	2,010,162	1,828,600
2019 Proposed	5,656,815	2,208,055	2,011,460
2020 Proposed	6,223,084	2,426,461	2,233,974

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. The Yacht Basin and Golf Course are operated as Enterprise Funds and designed to be 100% supported by generated revenue. Other programs such as the Arts Studio, Senior Centers, Transportation, Special Populations, and the Waterpark operate with a subsidy from the General Fund. The Yacht Basin also contributes \$115,000 to the P&R Program Fund.

Programs and related fee schedules are reviewed on an annual basis. On average, program revenues recover approximately 53% of program expenditures.

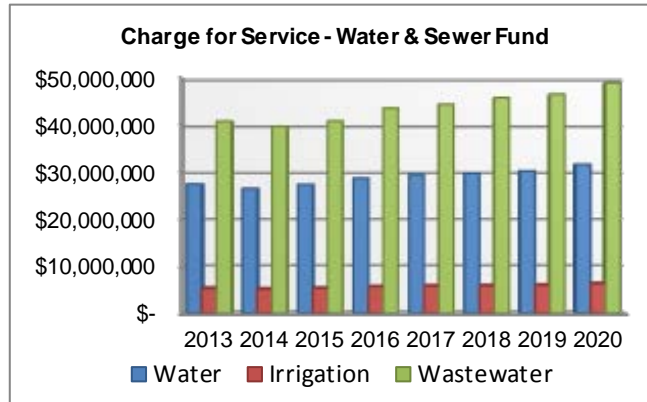


Fiscal Year	Program Revenues	Subsidy
2013 Actual	\$ 3,951,784	\$ 2,682,278
2014 Actual	3,752,289	2,658,334
2015 Actual	4,441,529	3,150,587
2016 Actual	3,984,562	3,340,000
2017 Budget	4,362,503	4,371,917
2018 Adopted	4,578,222	4,881,507
2019 Proposed	4,645,378	5,294,634
2020 Proposed	4,725,000	5,257,704

Does not include Waterpark

City of Cape Coral, Florida
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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
2013 Actual	\$ 27,504,420	\$ 5,390,182	\$40,867,446	\$ 73,762,048
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 Budget	29,610,506	5,926,966	44,476,773	80,014,245
2018 Adopted	29,795,145	5,962,835	45,862,874	81,620,854
2019 Proposed	30,283,311	6,058,093	46,623,464	82,964,868
2020 Proposed	31,713,931	6,409,189	49,028,050	87,151,170

**City of Cape Coral, Florida
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Special Assessments

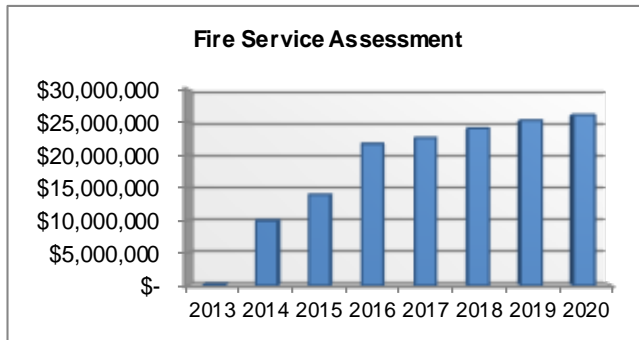
Special assessment, also called a non-ad valorem assessment, is a fee levied on certain properties to defray all or part of the cost of a specific capital improvement or service deemed to benefit those properties. The value of property is not considered when calculating a special assessment. Instead,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

The proposed FY 2018 assessment was based on a cost recovery of 59%. The estimated revenue from the assessment is \$24 million and will continue to be billed on the annual tax bill.



Fiscal Year	Amount
2013 Actual	\$ -
2014 Actual	9,928,725
2015 Actual	13,914,346
2016 Actual	21,690,753
2017 Budget	22,590,875
2018 Adopted	24,052,434
2019 Proposed	25,275,130
2020 Proposed	26,090,260

Highlights of Other Major Funds

Water and Sewer Fund

The adopted budget has been prepared to support the continuing operations of the existing utility facilities to include the water reclamation plants, reverse osmosis plants, and the existing collection, distribution, and transmission lines. Revenue and expenditures have been budgeted in accordance with the rate sufficiency model. Full time equivalents in this fund will increase by 2 in FY 2018. Changes in staffing requirements are a key consideration in the rate sufficiency model as the customer base is being increased annually through the utility extension 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 Proposed Budget includes a constant rate for each fiscal year. The proposed rate is \$111 per ERU, based on the data from the cost recovery study. The operating budgets in FY 2018 – 2020 will use funds which have previously been set aside for stormwater capital projects to support the cost of the drainage projects.

Parks & Recreation Program Fund

Non-enterprise recreational programs are budgeted in a special revenue fund that has a total budget in FY 2018 of \$9.4 million. Each business unit is supported by a certain level of user fees. Program costs and projected revenues are evaluated annually to ensure the program costs are being recovered while maintaining fairly constant General Fund support. Program fees will cover approximately 47% of the program expenditures in the adopted budget with the remaining funding of 53% coming from interfund transfers. The subsidy is budgeted at \$4,766,507 from the General Fund and \$115,000 from the Yacht Basin Fund.

Waterpark Fund

The FY 2018 Proposed Budget is \$2.9 million with expenditures to support current operations. Annual debt service related to the speed slide attraction has been budgeted in the amount of \$174,099. Additionally, the fund is required to make an interfund transfer to the General Fund in the amount of \$357,025 for general administrative overhead costs. Operating revenues are not forecasted to cover the fund's expenditures and a general fund subsidy of \$431,677 will be required.

Road Impact Fee and Gas Tax Funds

No new major projects have been planned for FY 2018. Revenues will be used to support debt service of the Gas Tax Bonds and to support basic maintenance operations. An interfund transfer from the 6 Cent Gas Tax to the General Fund is budgeted in the amount of \$3.5 million and supports the transportation activities of the Public Works Department.

Park Impact Fee Funds

While land acquisition and park development had been a focus during the period of FY 2005-2008, all available funds are now being used to satisfy annual debt service of \$1.8 million. As revenue collected will not be adequate to cover the debt service, the General Fund will continue to support a portion of the debt obligation.

City of Cape Coral, Florida
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Public Safety Impact Fee Funds

In June 2006, City Council approved Public Safety Impact Fees, which encompass distinct component parts for Fire, Police, and Advanced Life Support (ALS). Fire impact fees have supported the construction of new fire stations and the equipment necessary to outfit the stations. Fire impact fees continues to be used for annual debt service for Fire Station #9.

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.

Building Fund

The Building Fund has an adopted budget of \$13.6 million and provides funding for 49.45 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 \$1,022,617.

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 2018 is \$387,132. 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 2018, the General Fund has budgeted for a potential subsidy of \$526,351.

Yacht Basin Fund

The Yacht Basin Fund has an adopted budget of \$1.2 million with approximately 57% 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 2018 is \$49,222. FY 2018 planned expenditures include \$115,000 interfund transfer to the P&R Program Fund.

Five-Year Asset Management Program

The five-year asset management program is a comprehensive plan that encompasses not only capital improvements but also the cost of new and replacement vehicles and equipment as well as maintenance costs for many of our programs. Numerous capital improvement projects have been identified, but not all can be funded based upon current revenue estimates. While the projects have merit and should be identified, the City's current funding sources are insufficient to allow for commencement of the projects.

The identified funding requirement for the asset management program for the current year is \$126.9 million for all components. The plan identifies general fund expenditures of \$3.9 million. The General Fund capital replacement requirements as previously presented to City Council as part of the Burton Model also incorporates the needs of the P&R Programs and Waterpark Funds.

City of Cape Coral, Florida
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MILLAGE RATE HISTORY

Fiscal Year	General Operations	Debt Service	Total
2009	4.7698	0.0627	4.8325
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 Proposed	6.7500	0.0000	6.7500
2020 Proposed	6.7500	0.0000	6.7500

* Rolled back rate for FY 2018 is 6.3440.

TAXABLE ASSESSED VALUE HISTORY

Fiscal Year	Taxable Assessed Value	New Construction	Percentage Change
2009	15,696,642,250	971,086,761	-25.22%
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 Projected	13,856,343,489	353,329,976	5.00%
2020 Projected	14,549,160,663	370,996,475	5.00%

SINGLE FAMILY HOMES - HOMESTEAD & NON-HOMESTEAD

Fiscal Year	Average Taxable Assessed Value	Change in Average Value	Percentage Change
2009	153,543	(43,434)	-22.05%
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%

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

BUDGET SUMMARY							
City of Cape Coral, Florida FY 2018							
THE ADOPTED OPERATING BUDGET EXPENDITURES OF THE CITY OF CAPE CORAL ARE 8.0% INCREASE FROM LAST YEARS TOTAL OPERATING EXPENDITURES							
General Fund	6.7500						
ESTIMATED SOURCES	GENERAL FUND	SPECIAL REVENUE	DEBT SERVICE	CAPITAL PROJECT	ENTERPRISE FUNDS	INTERNAL SERVICE	TOTAL ALL FUNDS
Taxes:							
Ad Valorem Taxes - City Levy @6.750	\$ 85,513,434	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 85,513,434
Ad Valorem Taxes - Other	1,185,439	851,417	-	-	-	-	2,036,856
Tax Increment - County	-	790,548	-	-	-	-	790,548
Sales and Use Taxes	13,388,264	8,185,671	-	-	-	-	21,573,935
Charges for Service	1,540,242	10,077,949	-	-	103,509,194	-	115,127,385
Intergovernmental Revenues	23,606,535	2,250,998	-	3,065,438	22,421,035	-	51,344,006
Fines & Forfeitures	663,514	120,555	-	-	775,238	-	1,559,307
Miscellaneous Revenue	1,294,441	311,019	4,279,469	-	1,067,378	140,000	7,092,307
Permits, Franchise, Impact Fees, Spec Assess	30,705,074	14,580,151	-	-	35,873,695	-	81,158,920
Internal Service Charges	5,851,677	-	-	-	631,891	39,149,201	45,632,769
TOTAL SOURCES	\$163,748,620	\$37,168,308	\$4,279,469	\$3,065,438	\$164,278,431	\$39,289,201	\$411,829,467
Transfers In	5,268,427	6,723,843	17,251,499	12,274,932	79,356,048	-	120,874,749
Note/Debt Proceeds	-	-	-	-	72,662,542	-	72,662,542
Use of Fund Balance	5,690,306	546,306	338,984	-	28,530,287	-	35,105,883
Operating Fund Balance	34,089,894	33,335,920	7,427,867	-	113,328,280	12,197,271	200,379,232
TOTAL REVENUES, TRANSFERS & BALANCES	\$ 208,797,247	\$ 77,774,377	\$ 29,297,819	\$ 15,340,370	\$ 458,155,588	\$ 51,486,472	\$ 840,851,873
ESTIMATED USES							
General Government	\$ 56,724,633	\$ 131,284	\$ -	\$ 3,695,932	\$ -	\$ -	\$ 60,551,849
Public Safety	72,900,314	6,071,421	-	297,000	-	-	79,268,735
Physical Environment	-	3,969,843	-	-	175,799,578	-	179,769,421
Transportation	9,380,628	-	-	11,347,438	137,022	-	20,865,088
Economic Environment	1,102,719	1,315,057	-	-	-	-	2,417,776
Culture/Recreation	7,645,513	11,917,024	-	-	27,628,154	-	47,190,691
Debt Service	-	-	21,530,968	-	52,057,218	-	73,588,186
Internal Services	-	-	-	-	-	34,225,661	34,225,661
TOTAL EXPENDITURES	\$ 147,753,807	\$ 23,404,629	\$ 21,530,968	\$ 15,340,370	\$ 255,621,972	\$ 34,225,661	\$ 497,877,407
Transfers Out	22,408,810	19,424,824	-	-	79,041,115	-	120,874,749
Reserves	38,634,630	34,944,924	7,766,851	-	123,492,501	17,260,811	222,099,717
TOTAL APPROPRIATED EXPENDITURES, TRANSFERS & RESERVES	\$ 208,797,247	\$ 77,774,377	\$ 29,297,819	\$ 15,340,370	\$ 458,155,588	\$ 51,486,472	\$ 840,851,873
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 2018 – 2020 Adopted Operating Budget

ALL FUNDS REVENUES

Fund	FY 2016 Actual¹	FY 2017 Adopted Budget²	FY 2017 Amended Budget²	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
General Fund	\$ 151,262,537	\$ 195,691,726	\$ 214,139,726	\$ 208,797,247	\$ 214,133,433	\$ 220,454,254
Special Revenue Funds						
Additional Five Cent Gas Tax	3,761,742	3,384,709	8,101,077	10,485,470	13,510,354	16,590,842
Six Cent Gas Tax	5,106,957	9,059,634	12,387,775	13,762,149	14,304,163	13,738,281
Road Impact Fee	5,963,438	3,238,541	8,033,430	6,528,709	6,457,220	7,023,489
Police Protection Impact Fee	879,678	1,906,996	2,357,228	3,346,093	4,427,803	5,618,771
Advanced Life Support (ALS) Impact Fee	52,307	189,241	215,158	272,178	335,528	405,144
Do The Right Thing	18,227	8,000	25,470	8,000	8,000	8,000
Confiscation/Federal	327,841	493,937	552,915	464,727	375,974	282,372
Confiscation/State	68,556	100,690	228,464	189,414	169,939	150,464
Criminal Justice Education (Police Training)	17,002	22,000	31,969	23,000	24,000	25,000
Police Evidence Fund (not budgeted)	61,540	-	-	-	-	-
Seawall Assessments	34,574	1,400	1,400	-	-	-
Fire Capital Improvement Impact Fee	843,773	1,267,456	1,380,708	1,992,319	2,690,323	3,492,601
Park Recreational Facility Impact Fee	1,572,849	868,550	5,182,136	1,838,600	2,021,460	2,243,974
Community Redevelopment Agency (CRA) ³	1,217,233	3,446,839	4,016,117	4,556,856	2,219,029	2,329,695
City Centrum Business Park	1,237	12,849	74,714	93,274	93,274	93,274
All Hazards	690,696	1,848,995	1,798,978	1,897,943	2,053,688	2,141,864
Alarm Fee	92,897	145,619	161,008	163,240	200,714	239,218
Del Prado Mall Parking Lot Maintenance	100,432	217,172	139,000	38,010	39,148	40,380
Lot Mowing Program	2,835,604	5,401,247	4,905,133	5,082,834	4,633,022	4,177,489
Parks & Recreation Programs	7,324,562	8,734,420	9,707,105	9,459,729	9,940,012	9,982,704
HUD Neighborhood Stabilization (NSP) ⁴	564,440	-	561,525	-	-	-
Building Fund	6,449,312	8,384,010	9,718,368	13,670,684	13,956,093	14,652,995
Waterpark Fund	2,194,206	2,962,355	3,448,780	2,960,989	3,022,648	3,084,330
Community Development Block Grant (CDBG) ⁴	867,816	940,159	1,107,836	940,159	940,159	940,159
Residential Construction Mitigation Grant ⁴	235,144	-	12,584	-	-	-
Local Housing Assistance (SHIP) ⁴	894,482	-	112,117	-	-	-
Special Revenue	42,176,544	52,634,819	74,260,995	77,774,377	81,422,551	87,261,046
Debt Service Fund	21,323,750	22,273,239	99,490,064	29,297,819	29,988,446	30,450,969
Capital Projects Funds⁴						
Academic Village	743	-	74,806	-	-	-
Fire Station Construction	334,568	2,569,610	2,569,610	297,000	4,310,000	-
Charley Disaster Improvement	109,931	-	-	-	-	-
Finance Computer (ERP) System	300,000	-	-	-	-	-
Parks Capital Projects	13,114	-	-	-	-	-
Transportation Capital Projects	8,560,258	8,963,900	8,959,891	11,347,438	10,477,787	9,021,949
Public Works Capital Projects	425,389	-	-	-	-	-
CRA Streetscape	-	-	12,949,715	3,695,932	1,498,558	721,516
Fleet Maintenance Facility Construction	-	4,700,000	4,700,000	-	-	-
Computer System Replacement	2,963	-	-	-	-	-
Capital Projects Total	9,746,966	16,233,510	29,254,022	15,340,370	16,286,345	9,743,465

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

ALL FUNDS REVENUES continued

Fund	FY 2016 Actual¹	FY 2017 Adopted Budget²	FY 2017 Amended Budget²	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
Enterprise Funds						
Water & Sewer	109,000,381	153,399,530	154,500,491	155,476,122	150,075,574	155,575,528
Water & Sewer Capital Projects ^{4,5}	240,351	21,828,168	21,828,168	57,932,564	53,834,817	54,247,564
Water & Sewer Utility Extension ^{4,6}	42,721,561	89,299,580	113,435,921	113,518,886	113,522,402	132,729,702
Water & Sewer Utility Impact, CIAC, CFEC	13,097,872	45,245,924	45,135,698	68,251,715	40,766,485	45,407,071
Stormwater Utility	13,421,923	24,217,749	20,378,224	29,278,092	30,995,792	32,595,066
Stormwater Utility Capital Projects ⁴	139,211	2,500,000	2,500,000	579,000	579,000	824,000
Yacht Basin	593,686	1,417,888	833,328	1,262,113	1,329,483	1,395,128
Golf Course	2,811,725	3,026,956	3,445,941	3,164,909	3,154,252	3,408,260
Charter School Authority ^{3,7}	23,039,336	28,302,531	29,490,558	28,692,187	25,703,397	26,253,899
Enterprise Total	205,066,047	369,238,326	391,548,329	458,155,588	419,961,202	452,436,218
Internal Service Fund						
Workers Compensation Insurance	3,761,364	9,340,405	8,389,260	12,556,370	13,740,576	15,121,203
Property Liability Insurance	3,101,103	5,943,623	5,773,579	4,563,495	4,630,728	4,708,654
Self Insurance	16,204,330	18,345,316	23,324,109	24,407,522	29,924,628	33,880,604
Facilities Management	4,182,542	4,663,561	4,784,254	5,227,451	5,407,329	5,590,146
Fleet Maintenance	4,138,928	4,609,537	5,056,339	4,731,634	5,074,293	5,447,246
Internal Service Fund Total	31,388,268	42,902,442	47,327,541	51,486,472	58,777,554	64,747,853
Total All Funds	\$ 460,964,112	\$ 698,974,062	\$ 856,020,677	\$ 840,851,873	\$ 820,569,531	\$ 865,093,805

Notes:

¹ FY 2016 Actual is presented on budgetary basis.

² FY 2017 Budget was adopted through Ordinance 46-16 and has been amended through Ordinance 61-17.

³ 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.

⁴ Balances within Grant and Capital Project Funds are not rebudgeted on an annual basis. Only additional appropriations are included.

⁵ Water & Sewer Capital Projects are in accordance with the planned projects outlined in the rate sufficiency study.

⁶ 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.

⁷ The Charter School System has prepared a multi-year budget starting FY 2018 - FY 2020.

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

ALL FUNDS EXPENDITURES

Fund	FY 2016 Actual¹	FY 2017 Adopted Budget²	FY 2017 Amended Budget²	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
General Fund	\$ 155,787,121	\$ 195,691,726	\$ 214,139,726	\$ 208,797,247	\$ 214,133,433	\$ 220,454,254
Special Revenue Funds						
Additional Five Cent Gas Tax	150,000	3,384,709	8,101,077	10,485,470	13,510,354	16,590,842
Six Cent Gas Tax	2,511,786	9,059,634	12,387,775	13,762,149	14,304,163	13,738,281
Road Impact Fee	5,837,069	3,238,541	8,033,430	6,528,709	6,457,220	7,023,489
Police Protection Impact Fee	5,939	1,906,996	2,357,228	3,346,093	4,427,803	5,618,771
Advanced Life Support (ALS) Impact Fee	350	189,241	215,158	272,178	335,528	405,144
Do The Right Thing	13,771	8,000	25,470	8,000	8,000	8,000
Confiscation/Federal	269,529	493,937	552,915	464,727	375,974	282,372
Confiscation/State	12,457	100,690	228,464	189,414	169,939	150,464
Criminal Justice Education (Police Training)	16,063	22,000	31,969	23,000	24,000	25,000
Police Evidence Fund (not budgeted)	63,674	-	-	-	-	-
Seawall Assessments	901	1,400	1,400	-	-	-
Fire Capital Improvement Impact Fee	346,835	1,267,456	1,380,708	1,992,319	2,690,323	3,492,601
Park Recreational Facility Impact Fee	11,106	868,550	5,182,136	1,838,600	2,021,460	2,243,974
Community Redevelopment Agency (CRA) ³	559,959	3,446,839	4,016,117	4,556,856	2,219,029	2,329,695
City Centrum Business Park	66,604	12,849	74,714	93,274	93,274	93,274
All Hazards	604,585	1,848,995	1,798,978	1,897,943	2,053,688	2,141,864
Alarm Fee	107,176	145,619	161,008	163,240	200,714	239,218
Del Prado Mall Parking Lot Maintenance	25,927	217,172	139,000	38,010	39,148	40,380
Lot Mowing Program	2,582,867	5,401,247	4,905,133	5,082,834	4,633,022	4,177,489
Parks & Recreation Programs	7,811,114	8,734,420	9,707,105	9,459,729	9,940,012	9,982,704
HUD Neighborhood Stabilization (NSP) ⁴	460,615	-	561,525	-	-	-
Building Fund	4,147,687	8,384,010	9,718,368	13,670,684	13,956,093	14,652,995
Waterpark Fund	2,819,767	2,962,355	3,448,780	2,960,989	3,022,648	3,084,330
Community Development Block Grant (CDBG) ⁴	947,994	940,159	1,107,836	940,159	940,159	940,159
Residential Construction Mitigation Grant ⁴	357,329	-	12,584	-	-	-
Local Housing Assistance (SHIP) ⁴	869,176	-	112,117	-	-	-
Special Revenue	30,600,282	52,634,819	74,260,995	77,774,377	81,422,551	87,261,046
Debt Service Fund	24,922,839	22,273,239	99,490,064	29,297,819	29,988,446	30,450,969
Capital Projects Funds⁴						
Academic Village	99,485	-	74,806	-	-	-
Fire Station Construction	27,842	2,569,610	2,569,610	297,000	4,310,000	-
Parks Capital Projects	212,520	-	-	-	-	-
Transportation Capital Projects	11,773,602	8,963,900	8,959,891	11,347,438	10,477,787	9,021,949
Public Works Capital Projects	181,717	-	-	-	-	-
CRA Streetscape	-	-	12,949,715	3,695,932	1,498,558	721,516
Fleet Maintenance Facility Construction	13,405	4,700,000	4,700,000	-	-	-
Computer System Replacement	32,519	-	-	-	-	-
Capital Projects Total	12,341,091	16,233,510	29,254,022	15,340,370	16,286,345	9,743,465

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

ALL FUNDS EXPENDITURES continued

Fund	FY 2016 Actual ¹	FY 2017 Adopted Budget ²	FY 2017 Amended Budget ²	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
Enterprise Funds						
Water & Sewer	89,858,285	153,399,530	147,490,159	155,476,122	150,075,574	155,575,528
Water & Sewer Capital Projects ^{4,5}	12,351,718	21,828,168	21,828,168	57,932,564	53,834,817	54,247,564
Water & Sewer Utility Extension ^{4,6}	32,172,454	89,299,580	120,446,253	113,518,886	113,522,402	132,729,702
Water & Sewer Utility Impact, CIAC, CFEC	479,082	45,245,924	45,135,698	68,251,715	40,766,485	45,407,071
Stormwater Utility	11,242,882	24,217,749	20,378,224	29,278,092	30,995,792	32,595,066
Stormwater Utility Capital Projects ⁴	481,817	2,500,000	2,500,000	579,000	579,000	824,000
Yacht Basin	947,673	1,417,888	833,328	1,262,113	1,329,483	1,395,128
Golf Course	2,713,280	3,026,956	3,445,941	3,164,909	3,154,252	3,408,260
Charter School Authority ^{3,7}	23,039,336	28,302,531	29,490,558	28,692,187	25,703,397	26,253,899
Enterprise Total	173,286,527	369,238,326	391,548,329	458,155,588	419,961,202	452,436,218
Internal Service Fund						
Workers Compensation Insurance	2,482,180	9,340,405	8,389,260	12,556,370	13,740,576	15,121,203
Property Liability Insurance	1,832,960	5,943,623	5,773,579	4,563,495	4,630,728	4,708,654
Self Insurance	12,940,591	18,345,316	23,324,109	24,407,522	29,924,628	33,880,604
Facilities Management	4,340,912	4,663,561	4,784,254	5,227,451	5,407,329	5,590,146
Fleet Maintenance	3,723,151	4,609,537	5,056,339	4,731,634	5,074,293	5,447,246
Internal Service Fund Total	25,319,794	42,902,442	47,327,541	51,486,472	58,777,554	64,747,853
Total All Funds	\$ 422,257,654	\$ 698,974,062	\$ 856,020,677	\$ 840,851,873	\$ 820,569,531	\$ 865,093,805

Notes:

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⁶ 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.

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

INTER & INTRAFUND TRANSFERS: FY 2018 ADOPTED BUDGET

TRANSFER OUT	TRANSFERS IN								TOTAL
	GENERAL FUND	SPECIAL REVENUE	DEBT SERVICE	CAPITAL PROJECT	Water and Sewer Operations (1)	Water and Sewer Capital Projects (2)	GolfCourse Operations (3)	ENTERPRISE TOTAL (1+2+3)	
Interfund Transfers:									
General Fund	\$ -	\$6,608,843 ²	\$ 7,644,616 ⁴	\$ 7,629,000 ⁷	\$ -	\$ -	\$ 526,351 ⁹	\$ 526,351	\$ 22,408,810
Special Revenue	5,268,427 ¹	-	9,510,465 ⁵	4,645,932 ⁸	-	-	-	-	19,424,824
Capital Projects	-	-	-	-	-	-	-	-	-
Water and Sewer	-	-	96,418 ⁶	-	-	-	-	-	96,418
Yacht Basin	-	115,000 ³	-	-	-	-	-	-	115,000
Internal Service									-
Intrafund Transfers:									
Water & Sewer Operations	-	-	-	-	-	38,129,429 ¹¹	-	38,129,429	38,129,429
Water Impact & CFEC Fees	-	-	-	-	10,156,515 ¹⁰	-	-	10,156,515	10,156,515
Sewer Impact & CFEC Fees	-	-	-	-	25,693,564 ¹⁰	-	-	25,693,564	25,693,564
Irrigtn Impact & CFEC Fees	-	-	-	-	4,850,189 ¹⁰	-	-	4,850,189	4,850,189
Total	\$ 5,268,427	\$ 6,723,843	\$ 17,251,499	\$ 12,274,932	\$ 40,700,268	\$ 38,129,429	\$ 526,351	\$ 79,356,048	\$ 120,874,749

Interfund Transfers:

- 1 Special Revenue (Six Cent Gas Tax) transfer of \$3,564,262 to the general fund to support transportation activities performed by Public Works.
- Special Revenue (Road Impact Fees) transfer of \$154,245 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 \$1,022,617, to the general fund for reimbursement of general administrative overhead costs.
- Special Revenue (Waterpark Fund) transfer of \$357,025 to the general fund for reimbursement of general administrative overhead costs.
- Special Revenue (Community Development Block Grant Fund) transfer of \$69,178 to the general fund for reimbursement of general administrative overhead costs.
- 2 General Fund transfer of \$1,317,385 to Special Revenue (Community Redevelopment Agency) for established Tax Increment Financing (TIF) funding.
- General Fund transfer of \$93,274 to Special Revenue (City Centrum) for budgetary established levels to support operations.
- General Fund transfer of \$431,677 to Special Revenue (Waterpark) for budgetary established levels to support operations.
- General Fund transfer of \$4,766,507 to Special Revenue (P&R Programs) 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 \$7,644,616 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, and Road Impact Fees) transfer to Debt Service for debt service payments in the amount of \$9,093,617. CRA Fund to Debt Service in the amount of \$416,848 for proportional share of 2012 Special Obligation Bond for undergrounding electric lines in the CRA.
- 6 Water and Sewer Fund transfer of \$96,418 to Other Governmental Fund (Debt Service) for debt service payments - 2014 Capital Improvement and 2015 Special Obligation Revenue Note.
- 7 General Fund transfer to Transportation Capital Project Fund with \$6,500,000 for local road resurfacing; \$520,000 for Alley Paving; and \$312,000 for Median Improvements.
- General Fund transfer of \$297,000 to Capital Project Fund for Fire Station 11.
- 8 Special Revenue CRA Fund to Capital Projects in the amount of \$3,695,932 for 47th Street Streetscape Project
- Special Revenue (Transportation) Five Cent Gas Tax in the amount of \$150,000 for sidewalk program Six Cent Gas Tax in the amount of \$800,000 for sidewalk program
- 9 General Fund transfer of \$526,351 to Enterprise Fund (Golf Course) for budgetary established levels to support operations.

Intrafund Transfers:

- 10 Utility Impact and CFEC funds transfer of \$40,700,268 to Water & Sewer Operations for annual debt service.
- 11 Water & Sewer Operations transfer of \$38,129,429 to Water & Sewer Capital Projects as contained within the Rate Sufficiency Study.

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

Fund Balance Projections

	General Fund	% Chg	Transportaton Capital Improvements	% Chg	Community Redvelopment Agency	%Chg	Debt Service Fund	% Chg	Other Governmental Funds	% Chg
October 1, 2016 Fund Balance	\$ 50,545,177		\$ 23,038,357		\$ 2,404,047		\$ 7,433,618		\$ 32,800,865	
FY 2017 Amended Revenues	\$169,017,047		\$ 8,963,900		\$ 1,615,721		\$92,057,862		\$52,115,092	
FY 2017 Amended Budget Expenditures	170,162,617		8,963,900		4,016,117		95,236,711		48,284,517	
Net Gain (Loss) to Fund Balance	\$ (1,145,570)		\$ -		\$ (2,400,396)		\$ (3,178,849)		\$ 3,830,575	
September 30, 2017 Year End Balance (Projected)	\$ 49,399,607	-2%	\$ 23,038,357	0%	\$ 3,651	-100%	\$ 4,254,769	-43%	\$ 36,631,440	12%
FY 2018 Adopted Budget Revenues	\$169,017,047		\$ 11,347,438		\$ 2,113,633		\$21,530,968		\$42,075,518	
FY 2018 Adopted Budget Expenditures	170,162,617		11,347,438		2,113,633		21,530,968		38,569,597	
Net Gain (Loss) to Fund Balance	\$ (1,145,570)		\$ -		\$ -		\$ -		\$ 3,505,921	
September 30, 2018 Year End Balance (Projected)	\$ 48,254,037	-2%	\$ 23,038,357	0%	\$ 3,651	0%	\$ 4,254,769	0%	\$ 40,137,361	10%
FY 2019 Proposed Budget Revenues	\$175,498,802		\$ 10,477,787		\$ 2,219,029		\$22,221,595		\$48,446,242	
FY 2019 Proposed Budget Expenditures	175,980,445		10,477,787		2,219,029		22,221,595		44,389,548	
Net Gain (Loss) to Fund Balance	\$ (481,643)		\$ -		\$ -		\$ -		\$ 4,056,694	
September 30, 2019 Year End Balance (Projected)	\$ 47,772,394	-1%	\$ 23,038,357	0%	\$ 3,651	0%	\$ 4,254,769	0%	\$ 44,194,055	10%
FY 2020 Proposed Budget Revenues	\$182,301,266		\$ 9,021,949		\$ 2,329,695		\$22,684,118		\$45,854,087	
FY 2020 Proposed Budget Expenditures	182,792,851		9,021,949		2,329,695		22,684,118		39,543,494	
Net Gain (Loss) to Fund Balance	\$ (491,585)		\$ -		\$ -		\$ -		\$ 6,310,593	
September 30, 2020 Year End Balance (Projected)	\$ 47,280,809	-1%	\$ 23,038,357	0%	\$ 3,651	0%	\$ 4,254,769	0%	\$ 50,504,648	14%

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

Changes in Fund Balances - Governmental Funds

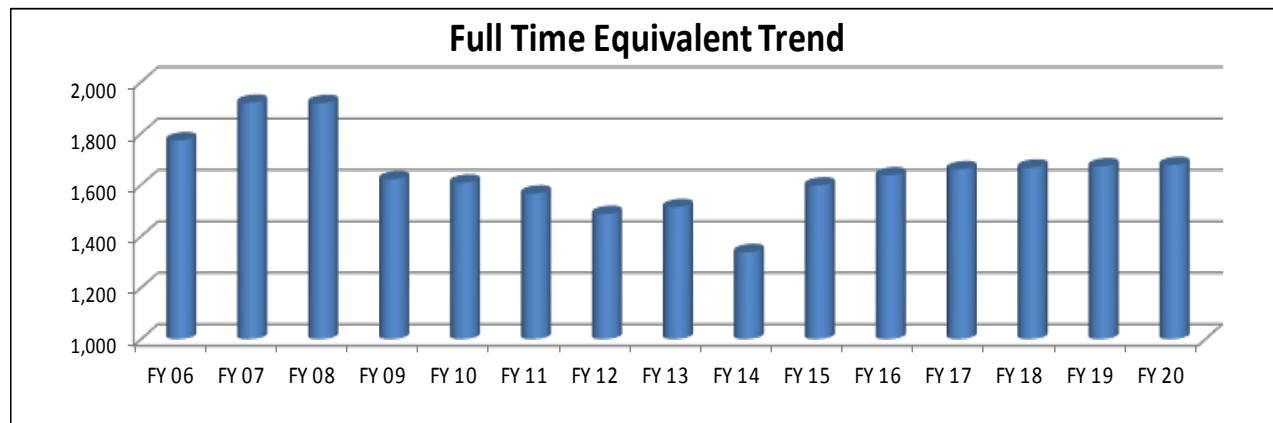
The City of Cape Coral has adopted a Fund Balance Policy. The purpose of the Fund Balance Policy is to provide enhanced financial stability, by ensuring the City maintains a prudent level of financial resources to protect against reducing service levels or raising taxes and fees because of temporary 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 2018 – 2020 Adopted Operating Budget

Staffing Summary

Fund/Department	FULL-TIME EQUIVALENTS FUND LEVEL						
	FY 2016 Adopted Total	FY 2016 Amended Total	FY 2017 Adopted Total	FY 2017 Amended Total	FY 2018 Adopted Total	FY 2019 Proposed Total	FY 2020 Proposed Total
General Fund:							
City Council	11.00	11.00	11.00	11.00	11.00	11.00	11.00
City Attorney	12.00	12.00	13.00	13.00	13.00	13.00	13.00
City Manager	11.50	12.50	12.50	12.50	12.50	12.50	12.50
City Auditor	5.00	5.00	5.00	5.00	5.00	5.00	5.00
Information Technology Services	25.00	26.00	26.00	26.00	26.00	26.00	26.00
City Clerk	20.00	20.00	20.00	20.00	20.00	20.00	20.00
Financial Services	37.00	38.00	38.00	38.00	38.00	38.00	38.00
Human Resources	15.40	15.40	15.60	15.60	15.60	15.60	15.60
Dept of Community Development	54.50	54.00	54.00	54.00	54.00	54.00	55.00
Police	337.36	337.36	340.36	329.93	330.93	331.93	331.93
Fire	207.07	207.07	217.00	217.00	217.00	218.00	221.00
Public Works	67.00	67.00	69.00	70.00	70.00	72.00	73.00
Parks & Recreation	64.60	64.60	64.60	64.60	64.60	64.60	64.60
Total General Fund	867.43	869.93	886.06	876.63	877.63	881.63	886.63
Alarm Fee Fund	2.00	2.00	2.00	2.00	1.00	1.00	1.00
Parks & Recreation Programs	144.12	144.12	145.12	145.12	146.43	147.43	147.43
Waterpark Fund	61.67	61.67	61.67	61.17	61.17	61.17	61.17
All Hazards	4.00	4.50	4.50	4.50	5.50	5.50	5.50
Lot Mowing Fund	3.50	3.50	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	36.45	48.45	48.45	49.45	49.45	49.45	49.45
CDBG/SHIP/NSP Funds	1.50	2.00	2.00	2.00	2.00	2.00	2.00
Transportation Capital Projects	16.00	16.00	16.00	16.00	16.00	16.00	16.00
Water & Sewer Utility Fund	285.15	285.15	296.15	296.15	298.15	298.15	298.15
Stormwater Utility Fund	96.00	96.00	96.00	96.00	96.00	96.00	96.00
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
Internal Service/HR	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Internal Service/Facilities	38.50	39.50	41.50	40.50	42.50	42.50	42.50
Internal Service/Fleet	23.00	23.00	24.00	24.00	24.00	24.00	24.00
Internal Service/Workers'Comp & Prop/Liab	4.00	4.00	4.00	4.00	4.00	4.00	4.00
Total All Funds	1,619.87	1,636.37	1,668.00	1,658.07	1,664.38	1,669.38	1,674.38

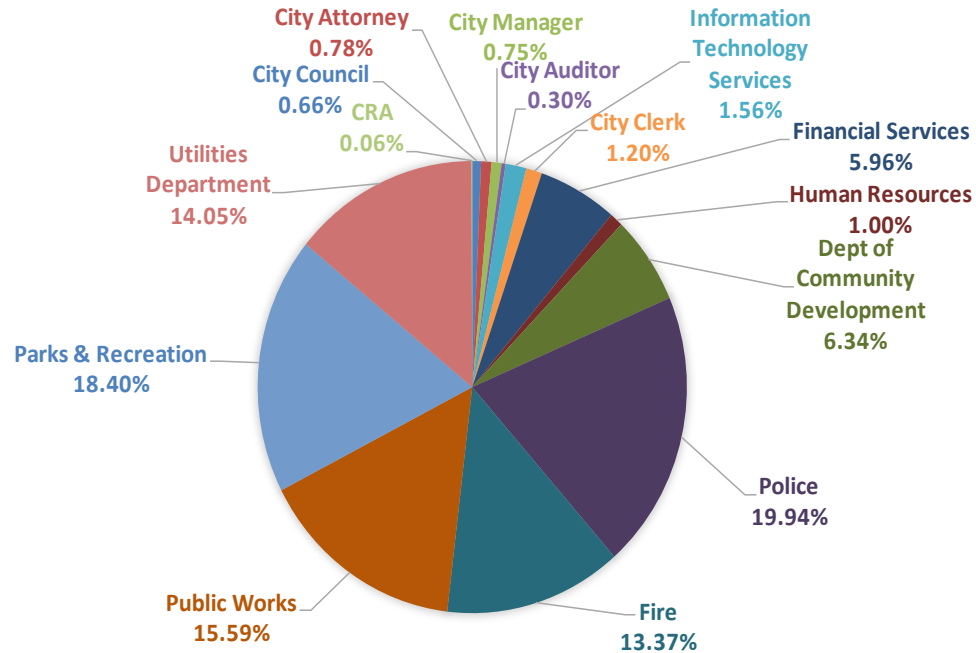


City of Cape Coral, Florida
FY 2018 – 2020 Adopted Operating Budget

DEPARTMENTAL BASIS

Department	FY 2016 Adopted Total	FY 2016 Amended Total	FY 2017 Adopted Total	FY 2017 Amended Total	FY 2018 Adopted Total	FY 2019 Proposed Total	FY 2020 Proposed Total
City Council	11.00	11.00	11.00	11.00	11.00	11.00	11.00
City Attorney	12.00	12.00	13.00	13.00	13.00	13.00	13.00
City Manager	19.50	20.50	12.50	12.50	12.50	12.50	12.50
City Auditor	5.00	5.00	5.00	5.00	5.00	5.00	5.00
Information Technology Services	25.00	26.00	26.00	26.00	26.00	26.00	26.00
City Clerk	20.00	20.00	20.00	20.00	20.00	20.00	20.00
Financial Services	97.25	98.25	99.25	99.25	99.25	99.25	99.25
Human Resources	16.40	16.40	16.60	16.60	16.60	16.60	16.60
Dept of Community Development	92.45	104.45	104.45	105.45	105.45	105.45	106.45
Police	339.36	339.36	342.36	331.93	331.93	332.93	332.93
Fire	211.07	211.57	221.50	221.50	222.50	223.50	226.50
Public Works	242.00	243.00	257.50	257.50	259.50	261.50	262.50
Parks & Recreation	304.94	304.94	305.94	305.44	306.75	307.75	307.75
Utilities Department	222.90	222.90	231.90	231.90	233.90	233.90	233.90
Subtotal City Departments	1,618.87	1,635.37	1,667.00	1,657.07	1,663.38	1,668.38	1,673.38
CRA	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Total City	1,619.87	1,636.37	1,668.00	1,658.07	1,664.38	1,669.38	1,674.38

STAFFING BY DEPARTMENT



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

Staffing Changes

FUNDED POSITION SUMMARY

FY 2017 Amended

Fund	Dept	Position	FTE
General	Police	Outsource Contract Crossing Guards	(10.93)
General	Police	Transferred CT Position from Waterpark for Finger Printing	0.50
General	Public Works	Transferred Principal Engineer from Facilities	1.00
		TOTAL GENERAL FUND POSITIONS	(9.43)
Special Revenue	Waterpark	Transferred CT Position to Police for Finger Printing	(0.50)
Special Revenue	Building	Customer Service Representative	1.00
Internal Service	Public Works	Facilities to General Fund Public Works	(1.00)
		TOTAL CHANGE	(9.93)

FY 2018

Fund	Dept	Position	FTE
General	Police	CSR Transfer from Alarm Fee	1.00
		TOTAL GENERAL FUND POSITIONS	1.00
Alarm Fees	Police	CSR Transfer to Police General Fund	(1.00)
All Hazards	Fire	Administrative Assistant	1.00
IS Facilities	Public Works	Customer Service Representative	1.00
IS Facilities	Public Works	Custodial Specialist	1.00
Special Revenue	Parks & Rec	Recreation Specialist	1.00
Special Revenue	Parks & Rec	Convert Contract Recreation Specialist to Full Time	0.31
Water & Sewer	Utilities	Maintenance Mechanic - WR	1.00
Water & Sewer	Utilities	Lift Station Inspector - WR	1.00
		TOTAL CHANGE	6.31

FY 2019

Fund	Dept	Position	FTE
General	Fire	Fire Training Lieutenant	1.00
General	Police	Deputy Chief of Police	1.00
General	Public Works	Reinstate Equipment Operator II	2.00
		TOTAL GENERAL FUND POSITIONS	4.00
Special Revenue	Parks & Rec	Environmental Recreation Supervisor	1.00
		TOTAL CHANGE	5.00

FY 2020

Fund	Dept	Position	FTE
General	DCD	Zoning Inspector	1.00
General	Fire	Battalion Chiefs for Geographic Zone	3.00
General	Public Works	Register Survey	1.00
		TOTAL CHANGE	5.00

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

UNFUNDED POSITION REQUESTS

FY 2018

Fund	Dept	Position Request
General Fund	DCD	New Contract Planning Interns (2 at 0.5 FTE each)
General Fund	DCD	New Customer Service Representatives
General Fund	Fire	New Fire Deputy Chief
General Fund	Fire	New Administrative Specialist
General Fund	Fire	New Contract Grant Coordinator/Writer
General Fund	Fire	New Contract Accreditation Manager
General Fund	Fire	New Contract Support Service Technician
General Fund	Fire	New Fire Inspector
General Fund	Fire	Upgrade 1 Customer Service Rep to Admin Assistant
General Fund	Fire	New Firefighters
General Fund	Fire	New Contract Public Education Specialist Assistant
General Fund	Fire	New Fire Lieutenants
General Fund	HR	Convert Contract Admin Tech to Full Time Accounts Coordinator
General Fund	HR	New Training and Development Manager
General Fund	Police	New Police Officers
General Fund	Police	New Customer Service Representative
General Fund	Public Works	New Transportation Maintenance Supervisor
General Fund	Public Works	New GIS Survey Tech II
General Fund	Public Works	New Registered Surveyor
Capital - Sidewalks	Public Works	Upgrade 2 Senior Equip Operators to Crew Coordinators
ISF Facilities	Public Works	New Facilities Manager
ISF Facilities	Public Works	Upgrade 3 Trade Specialists to Senior Trade Specialists
P&R Programs	P&R	New Recreation Specialist
P&R Programs	P&R	Reinstate Customer Service Representative
P&R Programs	P&R	New Contract Food & Beverage Manager
P&R Programs	P&R	New Contract Driver
Stormwater	Public Works	New Customer Service Representative
Stormwater	Public Works	Upgrade 2 Senior Equip Operators to Crew Coordinators
Stormwater	Public Works	Upgrade 2 Project Coordinators to Associate Project Managers
Stormwater	Public Works	Upgrade 2 Senior Equip Operators to Crew Coordinators
W&S Operations	Public Works	New Senior Construction Inspector
W&S Operations	Utilities	Reclass 1 Maintenance Mechanic to Laborer
W&S Operations	Utilities	New Construction Inspector
W&S Operations	Utilities	New Pre-Treatment Technician
W&S Operations	Utilities	New Waste Water Operator
W&S Operations	Utilities	Upgrade 2 Maintenance Mechanics to Sr Maintenance Mechanics
W&S Operations	Utilities	New Water Conservation Technician
W&S Operations	Utilities	New Senior Waste Water Operator
W&S Operations	Utilities	Upgrade 1 Instrument Technician to Sr Instrument Technician
W&S Operations	Utilities	Upgrade 1 Control Panel Specialist to Sr Control Panel Specialist
W&S Operations	Utilities	Upgrade 1 Water Plant Operators to Sr Water Plant Operators
W&S Operations	Utilities	New Senior Waste Water Operator
W&S Operations	Finance	Reinstate Payroll Specialist
W&S Operations	Finance	Reinstate Budget Analyst
Waterpark	P&R	Convert 1 Contract Supervisor to Full Time Aquatics Maint Specialist
Yacht Basin	P&R	New Contract Position for Rosen Park

Total FY 2018 Unfunded Postions: 42.1

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

FY 2019

Fund	Dept	Position Request
General	Fire	New Support Service Specialist
General	Fire	New Support Service Coordinator
General	Fire	New Fire Marshal
General	Fire	New Fire Inspector
General	Fire	New Public Education Specialist
General	Police	Convert 1 Contract Background Investigation Specialist to Full Time
General	Police	New Police Officers
General	Police	New Police Lieutenant
ISF	PW	New Project Manager
W&S	Utilities	New Geologist
W&S	Utilities	New Laborer
W&S	Utilities	New Lift Station Technician
W&S	Utilities	New Plant Operator

Total FY 2019 Unfunded Postions 16.25

FY 2020

Fund	Dept	Position Request
General	Fire	New Data Analyst
General	Fire	New Firefighters
General	Fire	New Fire Lieutenants for Fire/Police Training Facility
General	Police	New Police Officers
General	Police	New Police Sergeant
General	Police	New Police Officers for Fire/Police Training Facility
W&S	Utilities	New Senior Utilities Technician
W&S	Utilities	New Field Supervisor
W&S	Utilities	New Utilities Technician
W&S	Utilities	New Senior Technician

Total FY 2020 Unfunded Postions 19.0

TOTAL UNFUNDED POSITIONS FOR FY 2018 - 2020: 75.35

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

GENERAL FUND BUDGET SCHEDULES

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

SUMMARY OF GENERAL FUND REVENUES BY CATEGORY

	FY 2016 Actual Revenue	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
Use of Fund Balance	\$ -	\$ 8,374,745	\$ 8,374,745	\$ 5,690,306	\$ 5,026,380	\$ 5,036,322
Operating Fund Balance	-	27,012,994	42,170,432	34,089,894	33,608,251	33,116,666
Estimated Revenue						
Ad Valorem Taxes	74,532,990	78,051,494	78,051,494	85,513,434	89,789,106	94,278,561
MSTU-Burnt Store	706,454	1,022,885	1,022,885	1,185,439	1,022,885	1,022,885
Franchise Fees	6,622,099	6,620,787	6,620,787	6,619,204	6,691,651	6,764,924
Communications Service Tax	5,168,297	5,713,396	5,713,396	5,080,211	5,080,211	5,080,211
Public Service Tax	7,250,872	7,621,186	7,621,186	7,312,775	7,385,903	7,459,762
Local Business Tax	823,929	1,453,563	1,453,563	995,278	1,005,985	1,005,985
Licenses and Permits	38,351	28,751	28,751	33,436	34,774	36,165
Fire Service Assessment	20,808,145	22,590,875	22,590,875	24,052,434	25,275,130	26,090,260
Intergovernmental-Federal Grants	283,954	-	540,621	-	-	-
Intergovernmental-State Grants	57,791	-	41,600	-	-	-
Intergovernmental-State Shared Revenues	22,332,923	22,945,314	22,945,314	23,132,658	23,767,318	24,608,238
Intergovernmental-Local Grants	366,096	388,580	551,952	137,160	137,160	137,160
Intergovernmental-Local Shared Revenues	285,814	313,703	313,703	315,128	324,297	333,356
Charges for Service-General Government	701,930	724,587	736,587	781,110	795,171	819,592
Charges for Service-Public Safety	694,859	701,733	701,733	716,354	716,393	716,423
Charges for Service-Physical Environment	(45,930)	46,496	46,496	41,846	41,846	41,846
Charges for Service-Parks & Recreation	56,012	53,808	53,808	54,618	55,452	56,360
Charges for Service-Other	60,164	46,314	46,314	46,314	46,314	46,314
Internal Service Charges	4,575,238	4,653,149	4,653,149	5,851,677	6,027,228	6,208,044
Fines and Forfeits	704,935	656,543	656,543	663,514	668,637	685,414
Miscellaneous-Interest	507,553	384,154	384,154	400,259	414,712	426,853
Miscellaneous-Rents & Royalties	399,255	457,826	477,984	480,824	459,235	459,235
Miscellaneous-Disposition of Fixed Assets	140,967	-	94,690	-	-	-
Miscellaneous-Sale of Surplus Materials	3,952	6,479	6,479	6,479	6,479	6,479
Miscellaneous-Donations	4,025	-	1,000	-	-	-
Miscellaneous-Other	388,032	437,831	490,564	328,468	306,370	314,288
Other Sources-Interfund Transfer	3,793,832	4,634,533	6,998,921	5,268,427	5,446,545	5,702,911
Note/Debt Proceeds	-	750,000	750,000	-	-	-
Total Sources	\$ 151,262,537	\$ 195,691,726	\$ 214,139,726	\$ 208,797,247	\$ 214,133,433	\$ 220,454,254

**City of Cape Coral, Florida
FY 2018 - 2020 Adopted Operating 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 2018 estimated receipts calculated on 96% of levy based on July 1 certified value and rate of 6.7500. Projected taxable value increases 5% in FY 2019 and 5% in FY 2020 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 2017 Amended Budget: Locally, \$109,580 from Lee County TDC for maintenance of the Yacht Club Beach, Four Mile Cove Ecological Park, and Sirenia Vista Park. State grants total \$41,600 for Public Safety. Federal grants total \$540,621 for Public Safety and Transportation

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 2018 - 2020 Adopted Operating Budget

SUMMARY OF GENERAL FUND EXPENDITURES BY DEPARTMENT

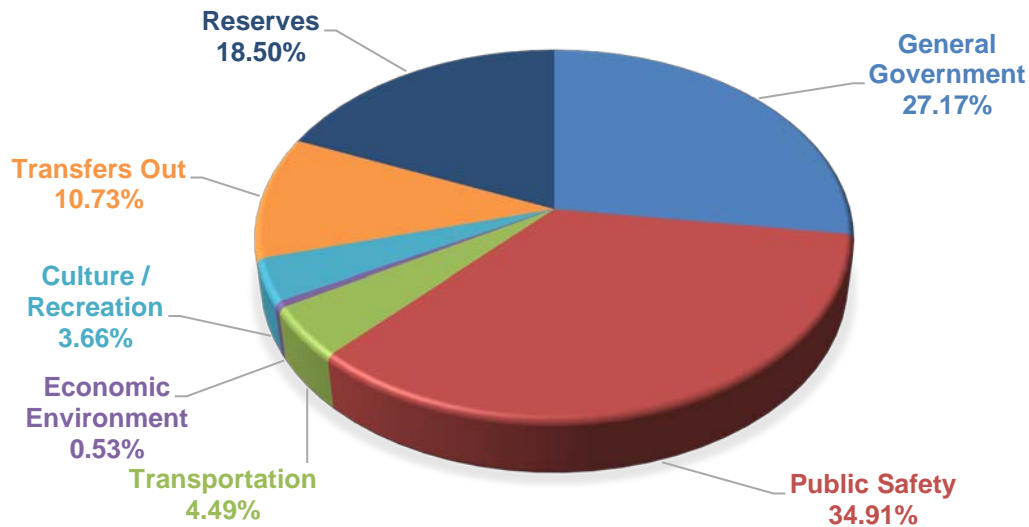
Department	FY 2016 Actual Expenditures	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
City Council	\$ 707,335	\$ 796,580	\$ 796,580	\$ 784,314	\$ 799,020	\$ 817,897
City Attorney	1,199,813	1,518,185	1,551,161	1,639,153	1,659,399	1,680,650
City Auditor	572,958	691,605	743,705	771,006	744,858	767,051
City Clerk	1,215,608	1,418,916	1,431,979	1,554,354	1,593,066	1,607,291
City Manager	1,718,509	2,299,344	2,594,713	2,570,054	2,578,216	2,655,472
DCD	3,967,452	4,690,803	4,704,004	4,939,930	5,060,969	5,401,986
Finance	2,758,609	3,412,404	3,539,362	3,433,180	3,561,505	3,650,960
Fire	26,928,555	30,955,046	31,243,309	31,812,191	33,469,000	35,528,322
Human Resources	1,340,911	1,598,582	1,621,432	1,671,827	1,693,479	1,735,718
ITS	5,727,002	6,710,099	7,357,536	6,558,854	7,250,018	7,573,145
Parks & Rec	10,868,854	12,412,563	15,525,905	13,370,048	13,816,656	13,792,016
Police	34,575,425	35,359,721	37,317,459	36,839,547	38,036,459	39,291,100
Public Works	6,714,411	8,973,327	10,032,012	9,380,628	9,996,786	10,813,653
Government Services	57,490,221	52,104,644	63,322,270	54,837,531	55,721,014	57,477,590
Subtotal Expenditures	155,785,662	162,941,819	181,781,427	170,162,617	175,980,445	182,792,851
Reserves	-	32,749,907	32,358,299	38,634,630	38,152,988	37,661,403
Total	\$ 155,785,662	\$ 195,691,726	\$ 214,139,726	\$ 208,797,247	\$ 214,133,433	\$ 220,454,254

Notes:

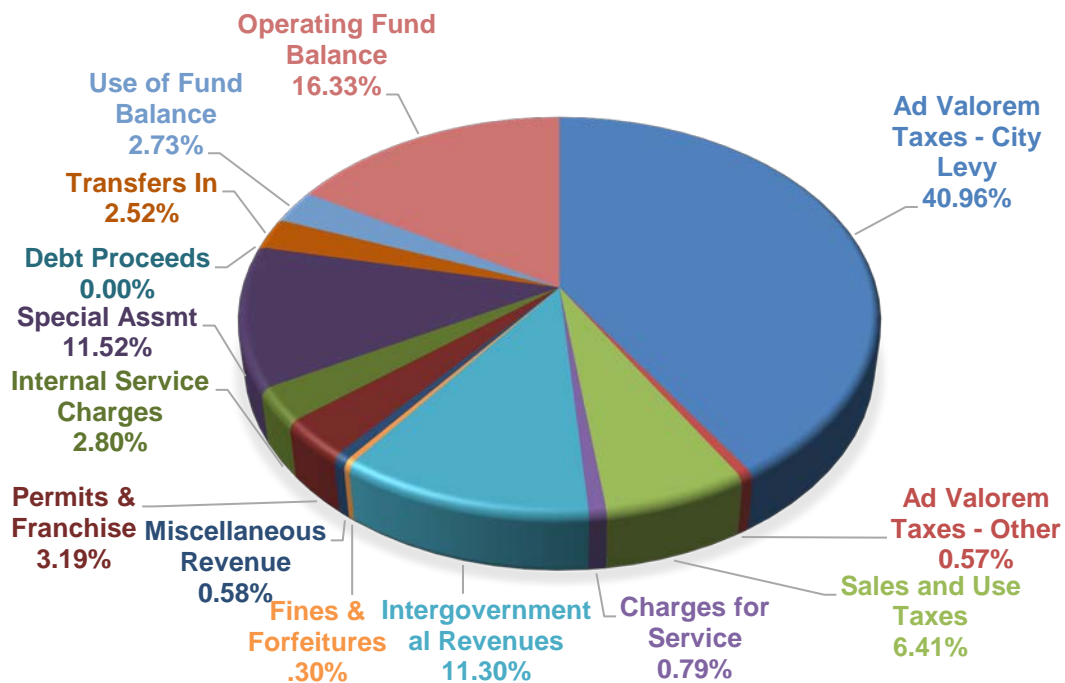
1. 9 additional full-time equivalents are being proposed for FY 2018- 2020. FY 2018 - 0 FTEs, FY 2019 - 4 FTEs and FY 2020 - 5 FTEs.
 2. Cost escalations are in accordance with Burton's General Fund Model.
 3. Retiree Costs: Beginning in FY 2014, rather than budgeting the Unfunded Actuarial Accrued Liability (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.
 4. 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.
 5. Capital Requirements: 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 and Public Works Director will manage all replacement purchases.
6. Transfers Out: In support of the reinstated local road resurfacing program, the General Fund will transfer \$6,500,000 in fiscal years FY 2018 - 2020 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 each year for FY 2018 - 2020. Also, a transfer is planned to Fire Capital Project Fund for the design of Fire Station #2 in FY 2018 for \$297,000.

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

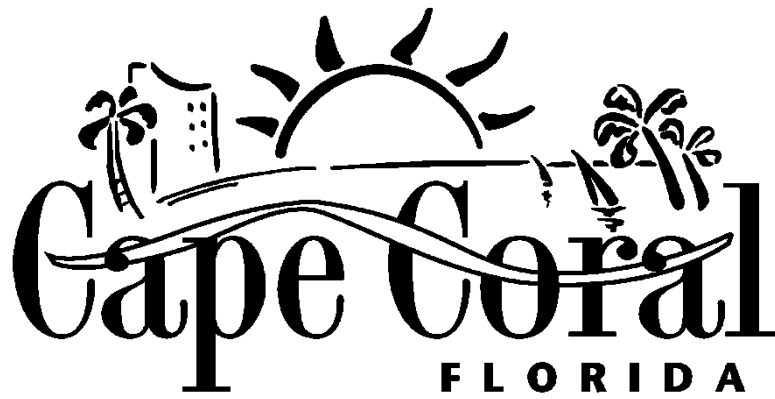
FY 2018 General Fund Expenditures by Major Program Area



FY 2018 General Fund Revenue Sources by Classification



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

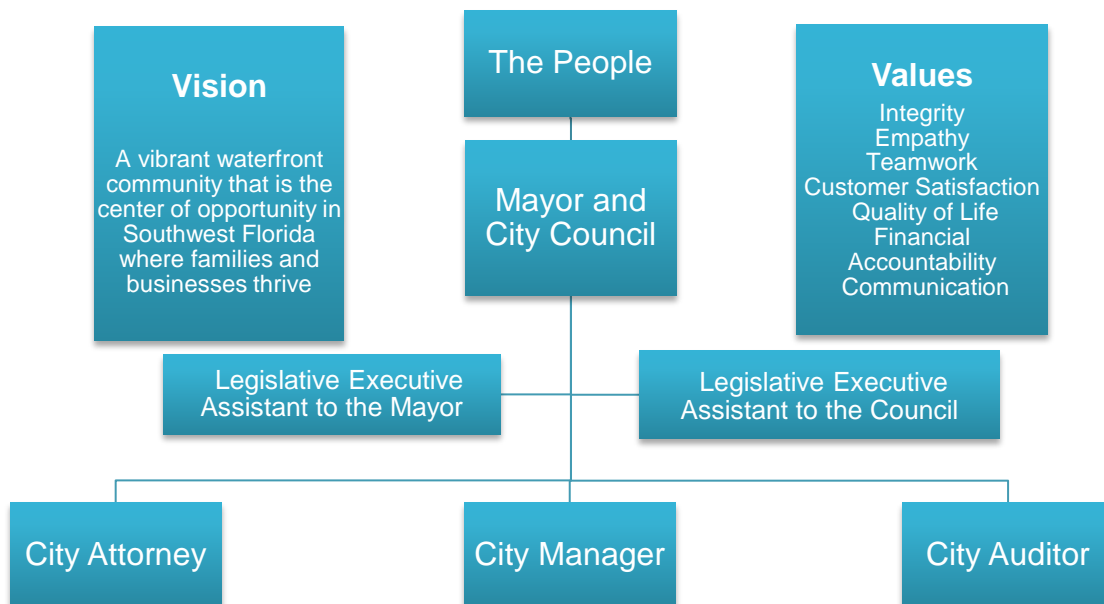


City Council

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 2018 - 2020 Adopted Operating Budget

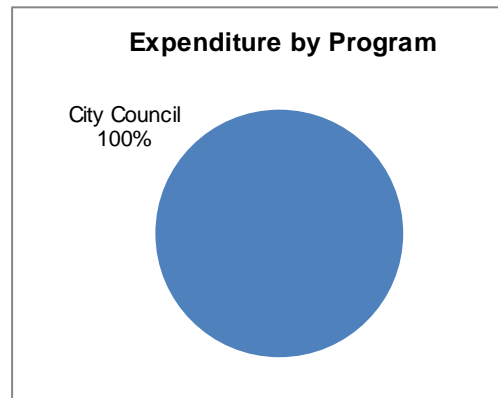
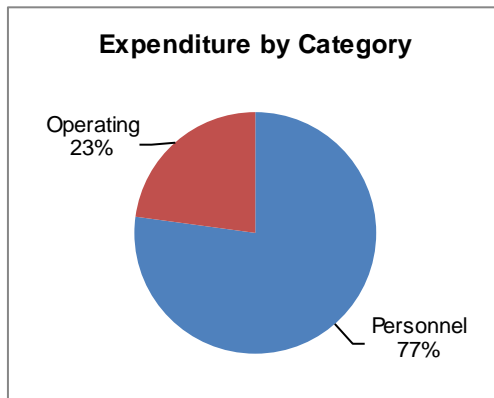
Operating Budget

Expenditure by Category	FY 2016 Actual Expenditures	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
Personnel ¹	\$ 523,660	\$ 636,777	\$ 616,777	\$ 605,059	\$ 614,788	\$ 620,165
Operating	183,675	159,803	179,803	179,255	184,232	197,732
Capital Outlay	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total	\$ 707,335	\$ 796,580	\$ 796,580	\$ 784,314	\$ 799,020	\$ 817,897

Expenditure by Program	FY 2016 Actual Expenditures	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
City Council	\$ 707,335	\$ 796,580	\$ 796,580	\$ 784,314	\$ 799,020	\$ 817,897
Total	\$ 707,335	\$ 796,580	\$ 796,580	\$ 784,314	\$ 799,020	\$ 817,897

Notes:

¹ FY 2016 City Council approved an additional Legislative Executive Admin Assistant to Council

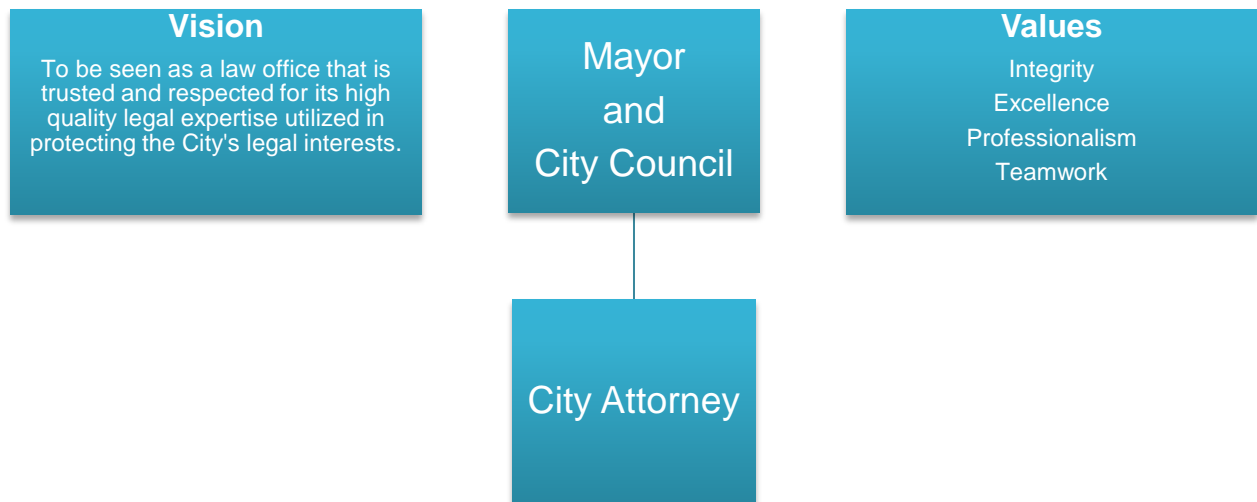


City Attorney

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 2018 - 2020 Adopted Operating 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 2017 Accomplishments

- Worked with Staff to prepare programs proposed for Council consideration including but not limited to vacation rentals and the establishment of a Nuisance Abatement Board
- 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
- Implemented a hearing examiner process to be used in lieu of the Planning and Zoning Commission for certain cases
- Negotiated and entered into a Ground Lease with the Cape Coral Animal Shelter Corp.

FY 2018 Goals & 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 2018 - 2020 Adopted Operating Budget

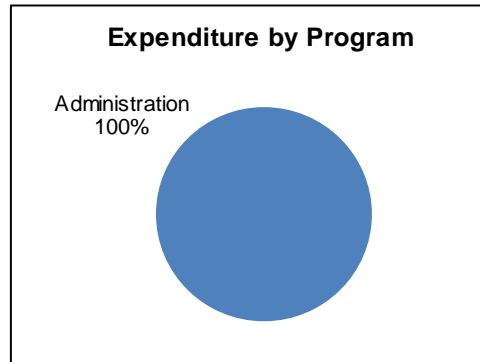
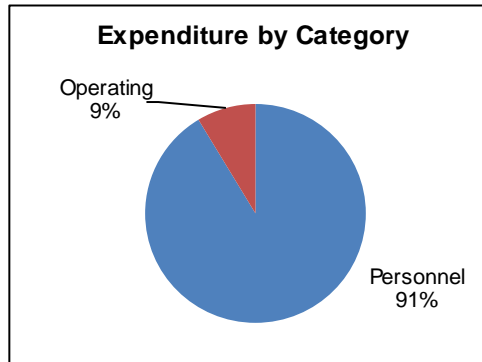
Operating Budget

Expenditure by Category	FY 2016 Actual Expenditures	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
Personnel ¹	\$ 1,111,428	\$ 1,399,140	\$ 1,379,140	\$ 1,497,543	\$ 1,544,760	\$ 1,563,958
Operating	71,896	119,045	139,045	141,610	114,639	116,692
Capital Outlay	16,488	-	32,976	-	-	-
Debt Service	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total	\$ 1,199,813	\$ 1,518,185	\$ 1,551,161	\$ 1,639,153	\$ 1,659,399	\$ 1,680,650

Expenditure by Program	FY 2016 Actual Expenditures	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
Administration	\$ 1,199,813	\$ 1,518,185	\$ 1,551,161	\$ 1,639,153	\$ 1,659,399	\$ 1,680,650
Total	\$ 1,199,813	\$ 1,518,185	\$ 1,551,161	\$ 1,639,153	\$ 1,659,399	\$ 1,680,650

Notes:

¹ Paralegal I added in FY2017.



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

Performance Measures [Strategic Plan Element B]

Perspective: Financial							
Goal: Develop a balanced multi-year budget.							
Objective(s): Meet Budget Targets							
Measurement Type	Key Performance Indicator(s)	FY 2016 Actual	FY 2017 Target	FY 2018 Estimate	FY 2019 Estimate	FY2020 Estimate	3 - 5 Yr Goal
Output	Expenditures	\$ 1,199,813	\$1,551,161	\$1,639,153	\$1,659,399	\$1,680,650	5%
Efficiency	% of Budget Utilized	87.80%	100.00%	100.00%	100.00%	100.00%	100.00%
Outcome	% Increase/ (Decrease) from prior year	21.02%	29.28%	5.67%	1.24%	1.28%	0.00%

Perspective: Client							
Goal: Provide response timeframes for documents or issues considered routine/Transactional							
Objective: Meet response times for documents or issues considered routine/Transactional							
Measurement Type	Key Performance Indicator(s)	FY 2016 Total	FY 2017 Estimate	FY 2018 Estimate	FY 2019 Estimate	FY2020 Estimate	3 - 5 Yr Goal
Output	# of matters requested	907	500	500	500	500	500
Efficiency	# of matters completed within specified timeframe	854	450	450	450	450	450
Outcome	% target response time met	94%	90%	90%	90%	90%	90%

Perspective: Client							
Goal: Provide litigation process for all departments/litigation							
Objective: Manage formal litigation holds throughout all departments/litigation							
Measurement Type	Key Performance Indicator(s)	FY 2016 Actual	FY 2017 Target	FY 2018 Estimate	FY 2019 Estimate	FY2020 Estimate	3 - 5 Yr Goal
Output	# of litigation holds per year	3	10	10	10	10	10
Efficiency	# of departments complied with retention of documents	4	up to 10	up to 10	up to 10	up to 10	up to 10
Outcome	% compliance with litigation hold process	100%	100%	100%	100%	100%	100%

Perspective: Internal							
Goal: Optimize use of technological resources							
Objective: Track and report measures in case management system							
Measurement Type	Key Performance Indicator(s)	FY 2016 Total	FY 2017 Target	FY 2018 Estimate	FY 2019 Estimate	FY2020 Estimate	3 - 5 Yr Goal
Output	# of case matters/transactional and litigation	actuals will begin in 2017	700	700	700	700	700
Efficiency	# of matters input into case management system	actuals will begin in 2018	630	700	700	700	665
Outcome	% efficiency of matters tracked for performance measures	actuals will begin in 2019	90%	100%	100%	100%	95%

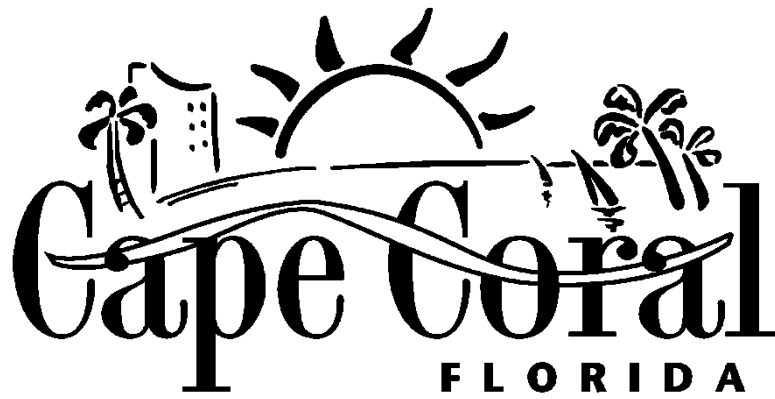
City of Cape Coral, Florida
FY 2018 - 2020 Adopted Operating Budget

Perspective: Learning and Growth							
Goal: Provide appropriate training opportunities for employees							
Objective: Meet mandatory CLE requirements for attorneys and paralegals							
Measurement Type	Key Performance Indicator(s)	FY 2016 Total	FY 2017 Target	FY 2018 Estimate	FY 2019 Estimate	FY2020 Estimate	3 - 5 Yr Goal
Output	# of employees requiring CLE credits	7	8	8	8	8	8
Efficiency	# of employees met proportionate share of credits for reporting period	7	8	8	8	8	8
Outcome	% of employees maintaing CLE credits	100%	100%	100%	100%	100%	100%

Perspective: Learning and Growth							
Goal: Increase employee effectiveness through training							
Objective: Provide at least one training opportunity for each non-CLE employee yearly							
Measurement Type	Key Performance Indicator(s)	FY 2016 Total	FY 2017 Target	FY 2018 Estimate	FY 2019 Estimate	FY2020 Estimate	3 - 5 Yr Goal
Output	# of employees	4	5	5	6	6	5
Efficiency	# of employees attended a training session	4	5	5	6	6	5
Outcome	% of employees attending yearly training	100%	100%	100%	100%	100%	100%

Perspective: Client							
Goal: Support the learning and growth of employees							
Objective: Provide yearly evaluation of employees							
Measurement Type	Key Performance Indicator(s)	FY 2016 Total	FY 2017 Target	FY 2018 Estimate	FY 2019 Estimate	FY2020 Estimate	3 - 5 Yr Goal
Output	# completed	1	11	12	13	13	12
Efficiency	% of timely completions	1	11	12	13	13	12
Outcome	% complete	10000%	100%	100%	100%	100%	100%

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



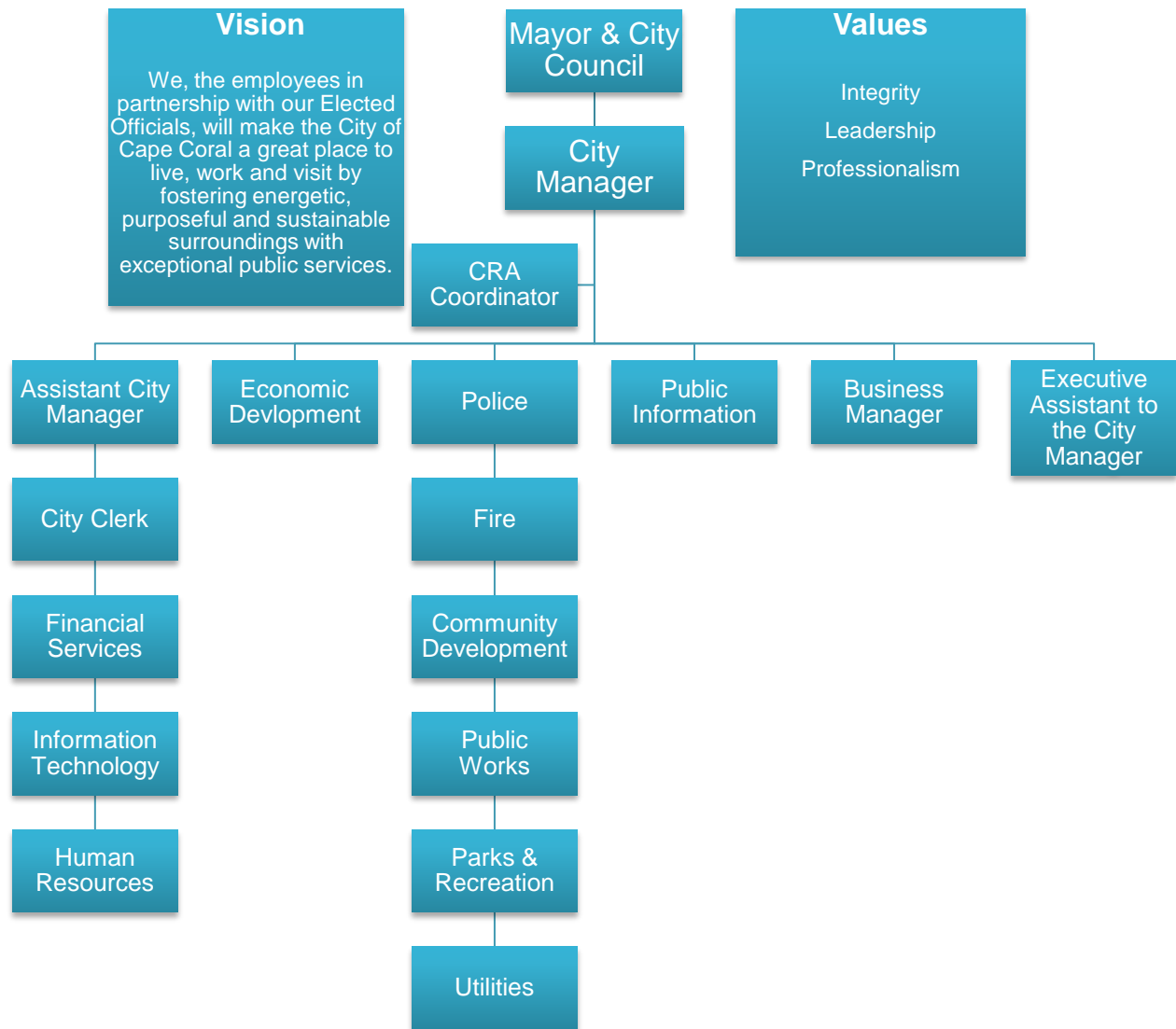
City of Cape Coral, Florida
FY 2018 - 2020 Adopted Operating Budget

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 2018 - 2020 Adopted Operating 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 2017 Accomplishments

- Updated the 3-year Rolling Budget Plan
- Refinance \$9.9 million in debt
- Achieved .207 mil tax rate reduction
- Completed FY2016 Paving
- Reached Agreement with FGUA for Irrigation Water
- Completed 2017 Citizens Survey
- Completed E-Permitting
- Completed What Works City Engagement
- Implement Learning Management System
- Negotiate Labor Contract with Police Union

FY 2018 - 2020 Goals and Priorities

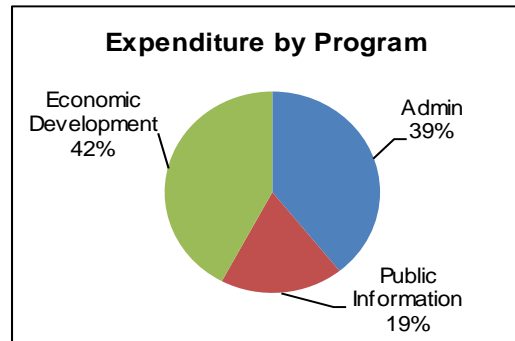
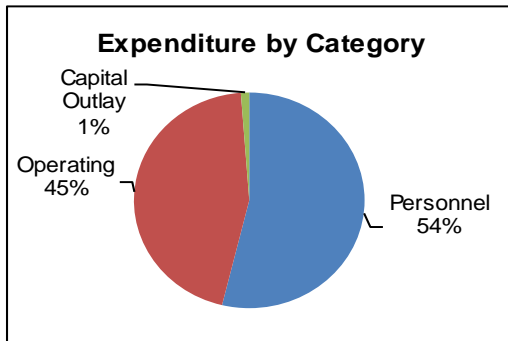
- Begin North 1 design
- Complete North 2 Construction
- Pursue Electric Franchise Agreement
- Complete SE 47th Terrace Streetscape Improvement Project
- Remove Chiquita Lock
- Determine development options for the NW/Seven Islands
- Complete Next Phase for Bimini Basin Project
- Development of Academic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

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

Operating Budget

Expenditure by Category	FY 2016 Actual Expenditures	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
Personnel	\$ 1,064,345	\$ 1,363,497	\$ 1,363,497	\$ 1,382,648	\$ 1,425,710	\$ 1,462,957
Operating	654,163	935,847	1,231,216	1,157,406	1,152,506	1,192,515
Capital Outlay	-	-	-	30,000.00	-	-
Debt Service	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total	\$ 1,718,509	\$ 2,299,344	\$ 2,594,713	\$ 2,570,054	\$ 2,578,216	\$ 2,655,472

Expenditure by Program	FY 2016 Actual Expenditures	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
Administration	\$ 825,245	\$ 961,326	\$ 1,039,992	\$ 997,844	\$ 1,011,589	\$ 1,047,324
Public Information	319,849	456,916	456,916	469,491	481,673	513,409
Economic Development	573,415	881,102	1,097,805	1,072,719	1,084,954	1,094,739
Fleet Rolling Stock	-	-	-	30,000	-	-
Total	\$ 1,718,509	\$ 2,299,344	\$ 2,594,713	\$ 2,570,054	\$ 2,578,216	\$ 2,655,472



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

Performance Measures [Strategic Plan Elements A - G]

Perspective: Financial							
Goal: Develop a balanced multi-year budget.							
Objective: Meet budget targets							
Measurement Type	Key Performance Indicator(s)	FY 2016 Actual	FY 2017 Target	FY 2018 Estimate	FY 2019 Estimate	FY 2020 Estimate	3 - 5 Yr Goal
Output	Expenditures	\$1,718,509	\$2,594,713	\$2,570,054	\$2,578,216	\$2,655,472	5%
Efficiency	% of Budget utilized	80%	100%	100%	100%	100%	100%
Outcome	% Increase/ (Decrease) from prior year	14%	51%	-1%	0.3%	3%	0%

Performance Measures

Perspective: Customer							
Goal: Increase Quality of Life							
Objective: To make Cape Coral a community livable, attractive and a place where people want to be							
Measurement Type	Key Performance Indicator(s)	FY 2016 Actual	FY 2017 Target	FY 2018 Estimate	FY 2019 Estimate	FY 2020 Estimate	3 - 5 Yr Goal
Outcome	% of residents who rated City services as <i>Good</i> or <i>Excellent</i> in most recent survey	N/A	75%	N/A	75%	75%	100%

Perspective: Internal							
Goal: To provide an interactive civic and public information program to provide an opportunity for residents to learn more about their City government and the services delivered							
Objective: Increase participation in the Citizens Academy Program							
Measurement Type	Key Performance Indicator(s)	FY 2016 Actual	FY 2017 Target	FY 2018 Estimate	FY 2019 Estimate	FY 2020 Estimate	3 - 5 Yr Goal
Outcome	# of participants	48	40	45	50	50	50

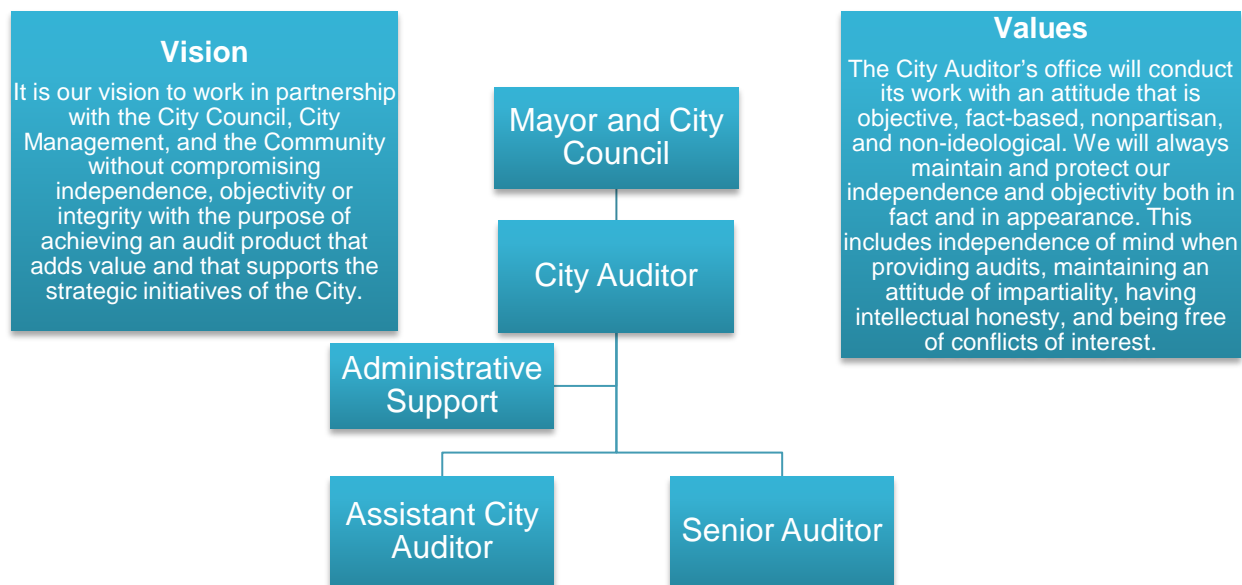
City Auditor

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 have been 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's governing body, the City Council. This reporting structure is designed to support and protect the independence of the office and the office personnel. Audit office resources are allocated towards engagements that support the City's strategic plan and key initiatives using a risk assessment methodology.

Mission

Our mission is to use the resources of the City Auditor's Office to provide assurance and consulting services in a systematic and disciplined manner and to ensure that our services are designed to promote the effectiveness and efficiency of City operations, internal controls, and governance processes.



City of Cape Coral, Florida
FY 2018 - 2020 Adopted Operating 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 – 2020 Goals and Priorities

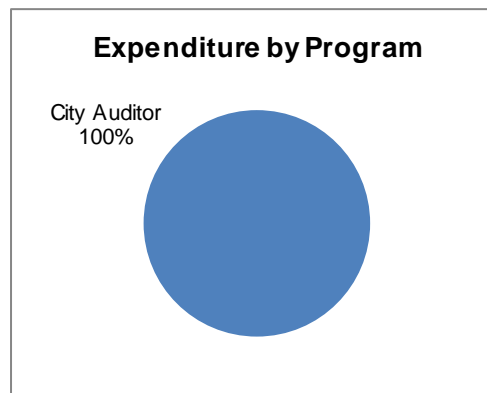
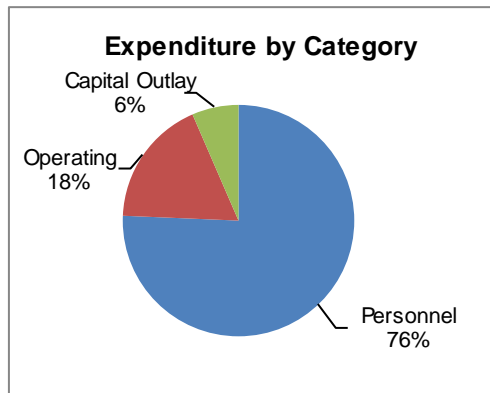
- Utilize the City's Strategic Plan along with our City-Wide Risk Assessment to allocate audit office resources.
- Champion the awareness and use of good governance and internal control frameworks within the City.
- Maintain a quality control process to provide assurance that all office work product is in compliance with Generally Accepted Government Auditing Standards (GAGAS).
- Require staff to complete a minimum of 40 hours of continuing education annually as required by the GAGAS standards.
- Transition the department to new leadership under a new City Auditor.
- Enhance office productivity by implementing the use of electronic working papers.

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

Operating Budget

	FY 2016 Actual	FY 2017 Adopted	FY 2017 Amended	FY 2018 Adopted	FY 2019 Proposed	FY 2020 Proposed
Expenditure by Category	Expenditures	Budget	Budget	Budget	Budget	Budget
Personnel	\$ 475,423	\$ 552,449	\$ 552,449	\$ 583,421	\$ 602,747	\$ 619,144
Operating	97,535	139,156	191,256	137,415	142,111	147,907
Capital Outlay	-	-	-	50,170	-	-
Debt Service	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total	\$ 572,958	\$ 691,605	\$ 743,705	\$ 771,006	\$ 744,858	\$ 767,051

	FY 2016 Actual	FY 2017 Adopted	FY 2017 Amended	FY 2018 Adopted	FY 2019 Proposed	FY 2020 Proposed
Expenditure by Program	Expenditures	Budget	Budget	Budget	Budget	Budget
Administration	\$ 572,958	\$ 691,605	\$ 743,705	\$ 771,006	\$ 744,858	\$ 767,051
Total	\$ 572,958	\$ 691,605	\$ 743,705	\$ 771,006	\$ 744,858	\$ 767,051



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

Performance Measures [Strategic Plan Element B]

Perspective: Financial							
Goal: Develop a balanced multi-year budget.							
Objective(s): Meet Budget Targets							
Measurement Type	Key Performance Indicator(s)	FY2016 Actual	FY 2017 Target*	FY 2018 Estimate*	FY2019 Estimate*	FY 2020 Estimate*	3 - 5 Yr Goal
Output	Expenditures	\$ 572,958	\$ 743,705	\$ 771,006	\$ 744,858	\$ 767,051	
Efficiency	Total % Budget Utilized	80.01%	100.00%	100.00%	100.00%	100.00%	>= 100.00%
Outcome	% Increase/ (Decrease) from prior year	13%	30%	4%	-3%	3%	0%

Performance Measures [Strategic Plan Element D]

Perspective: Customer							
Goal: Achieve and maintain professional peer review certification as required by yellow book every three years.							
Objective(s): Ensure that department performance is aligned with Generally Accepted Government Auditing Standards.							
Measurement Type	Key Performance Indicator(s)	FY 2016 Actual	FY 2017 Target	FY 2018 Estimate	FY2019 Estimate	FY 2020 Estimate	3 - 5 Yr Goal
Output	Perform an annual self assessment re quality control.	Done	Pending	Pending	Pending	Pending	Pending
Efficiency	150 man-hours allocated to self assessment process. / Every three years \$5000 budgeted for cost of Peer Review.	199.75	500 man-hours	150 man-hours	150 man-hours	500 man-hours	150 man-hours
Service Quality	Peer reviewers will report no findings and/or recommendations for improvement.	N/A	0 (Pending)	N/A	N/A	0 (Pending)	N/A
Outcome	A pass rating from outside peer reviewers every 3 years	N/A	Pass (Pending)	N/A	N/A	Pass (Pending)	N/A

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

Performance Measures [Strategic Plan Element D]

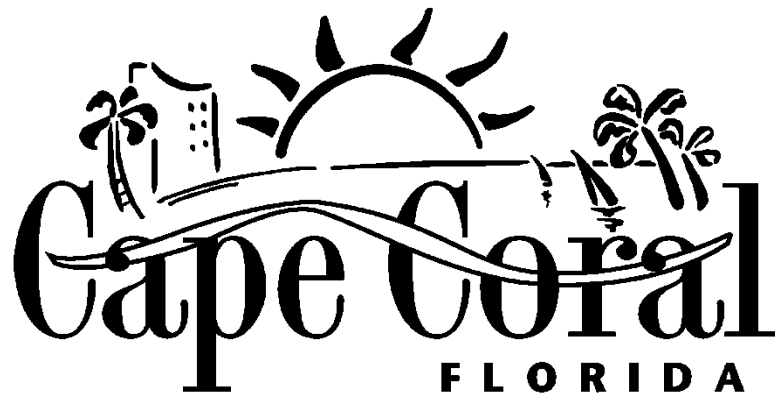
Perspective: Internal							
Goal: Of the Auditor Staff (1 City Auditor, 1 Assistant City Auditor, 2 Senior Auditors) available man-hours, at least 80% are spent on direct audit related projects. Administrative hours are to be limited to no more than 20%							
Objective(s): Staffing resources are managed and directed towards achieving department objectives							
Measurement Type	Key Performance Indicator(s)	FY 2016 Actual	FY 2017 Target	FY 2018 Estimate	FY2019 Estimate	FY 2020 Estimate	3 - 5 Yr Goal
Output	Hours on Audits and Projects	5,044	5,206	5,334			
	Hours on Administration	578	1,302	1,334			
	Total Available Hours	5,622	6,508	6,668			
Efficiency	% of Hours on Audits and Projects	90%	80%	80%	80%		80%
	% of Hours on Administration	10%	20%	20%	20%		20%
	Total Percent of Hours	100%	100%	100%	100%		100%
Outcome	Goal was 80% or Greater	Y	Y	Y	Y		Y
	Goal was 20% or less	Y	Y	Y	Y		Y

Perspective: Internal							
Goal: Achieve completion of engagement projects equal to 75% of the annual planned number of projects as defined by the Approved Audit Plan.							
Objective(s): To ensure manpower resources are used effectively.							
Measurement Type	Key Performance Indicator(s)	FY 2016 Actual	FY 2017 Target	FY 2018 Estimate	FY2019 Estimate	FY 2020 Estimate	3 - 5 Yr Goal
Output	# of Audit Engagements Completed	12	15	15	15	15	15
Efficiency	# of Approved Audit Plan Projects	18	20	20	20	20	20
Outcome	Goal is to complete projects equal to 75% of the Approved Audit Plan	67%	75%	75%	75%	75%	75%
	Was goal of 75% or greater achieved.	N	Y	Y	Y	Y	Y

Performance Measures [Strategic Plan Element B]

Perspective: Learning & Growth							
Goal: Support the learning and growth of department employees							
Objective: Complete all annual performance evaluations							
Measurement Type	Key Performance Indicator(s)	FY 2016 Actual	FY 2017 Target	FY 2018 Estimate	FY2019 Estimate	FY2020 Estimate	3 - 5 Yr Goal
Output	# Completed	100%	100%	100%	100%	100%	100%
Efficiency	% of Timely completions	100%	100%	100%	100%	100%	100%
Outcome *	% Complete	100%	100%	100%	100%	100%	100%
	* Percent complete by fiscal year end. Note: Goal was achieved in first quarter of FY 2017.						

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

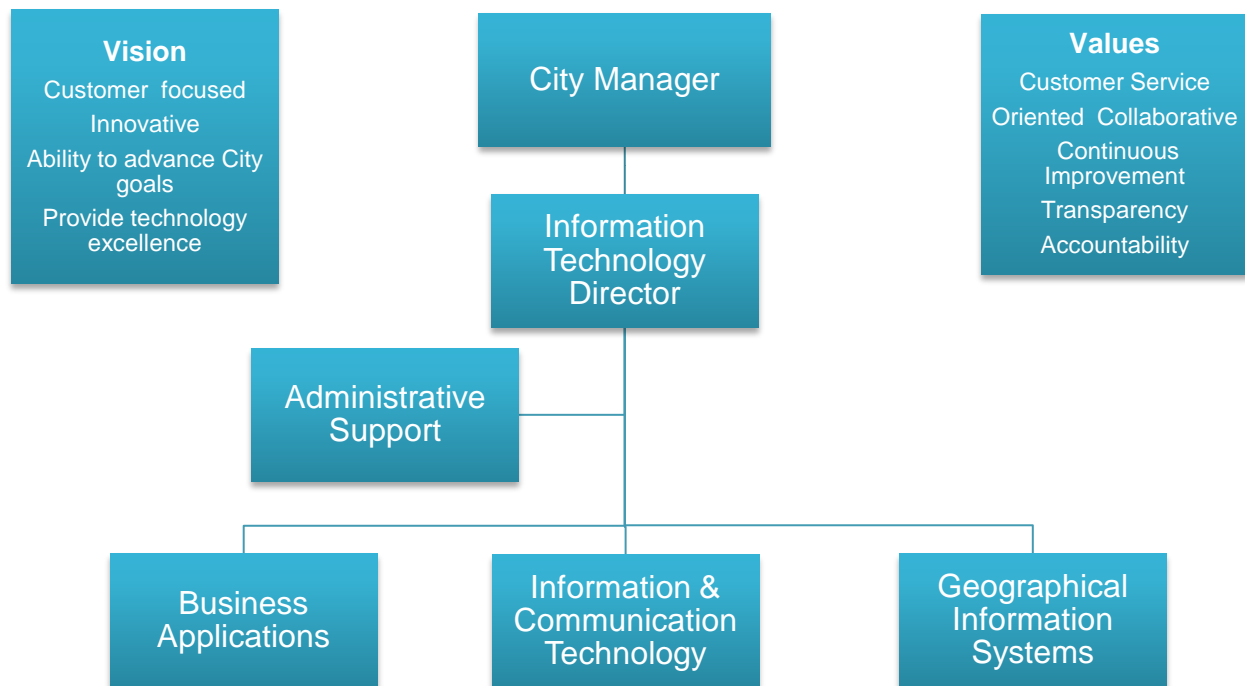


Information Technology Services

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 2018 - 2020 Adopted Operating 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 2017 Projected Accomplishments:

Business Applications

- Support Community Development with electronic permitting
 - Expanding permit types available for electronic application via TrakIt
 - Expanding electronic permit review including BlueBeam Revu
 - Implement an ePermitting Kiosk for customer convenience and training
- Develop dashboards for 6 departments
- Implement HR Learning Management; Performance Management, Succession Planning and Recruiting Systems
- Implement a new Point-of-Sale System, Kronos Enterprise Archiver, OnBase version upgrade, and Legal Hold software solution
- Implement Pet License Application, a new service in Cape Coral
- Develop custom web/workflow related solutions to improve productivity:
 - Pre-Travel Authorization
 - Annual phone stipend renewals
- Develop & implement various mobile applications and/or mobile web capabilities to enhance interaction with the City for residents and obtain productivity improvements for employees:
 - Rollout CapeConnect App for mobile devices

GIS

- Develop custom GIS related applications to improve productivity:
 - Create a 311 map that allows citizens to follow their complaint or code violation cases
 - Capital Improvements web map application to replace PDF map
 - Create a map for Public Works to view their open issues
 - Building Permits, Open Lots and Street Light Map to assist 311 Call Center in locating issues
- Publish 10 new Open Datasets
- GIS Layer Automation of Zoning and Future Land-use Codes improved data accuracy in CRW Land Coding
- Migrate the City's GIS to Lee County Parcel Fabric, which now allows staff to view parcel history
- Update City's GIS desktop/server software to 10.5, providing software enhancements and bug fixes
- Upgrade to ESRI Enterprise Portal Server to enhance the City's current GIS Web presence security and expand the City's Enterprise GIS capabilities

Network/Telecom

- Upgrade WAN Switches, Routers, Core Switches, WiFi Network
- Implement 311 Call Routing for City with all major carriers, and a 311 Call Recording System
- Replace Call Accounting System

City of Cape Coral, Florida
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- Upgrade VoIP - hardware and software
- Implement a Call Recording System for Customer Billing

Infrastructure

- Rollout Skype
- Virtualize the DMZ Server
- Upgrade Data Center UPS
- Deploy a Test Environment Solution
- Rollout Office 2016
- Upgrade Virtualized computing platform
- Upgrade City's Security Camera Solution

FY 2018 - 2020 Proposed Goals and Priorities:

Business Applications

- Support Community Development with electronic permitting
 - Expanding permit types available for electronic application via TrakIt
 - Expanding electronic permit review including BlueBeam Revu
- Upgrade to the current version of the Oracle/JD Edwards ERP (FY 2018)
- Migrate to the CRW TrakIT 9 product for community services (FY 2018)
- Implement Auditing Software for City Auditor (FY 2018)
- Upgrade Kronos WFC and IVR (FY 2018)
- Upgrade BMC Footprints (FY 2018)
- Upgrade GasBoy (FY 2019)
- Upgrade DFast and OnBase (FY 2020)
- Develop custom web/workflow related solutions to improve productivity
- Develop & implement various mobile applications and/or mobile web capabilities to enhance interaction with the City for residents and obtain productivity improvements for employees

GIS

- Develop custom GIS related applications and maps to improve productivity
- Expand Enterprise Geodatabase capabilities
- Migrate users to Desktop Pro
- Implement and integrate a new Asset Management System (FY 2018 – 2019)

Network/Telecom

- Upgrade switches, routers, data center firewall equipment
- Increase Mobility, Fiber and Public Wi-Fi solutions
- Expand Network Segmentation to Public Safety and Charter Schools (FY 2018)
- Upgrade VoIP Infrastructure (FY 2019)

Infrastructure

- Upgrade Backup Systems (FY 2018)
- Upgrade Access & Monitoring Systems (FY 2018 - 2019)
- Server and Virtualization upgrades and expansions
- Improve DR solutions

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

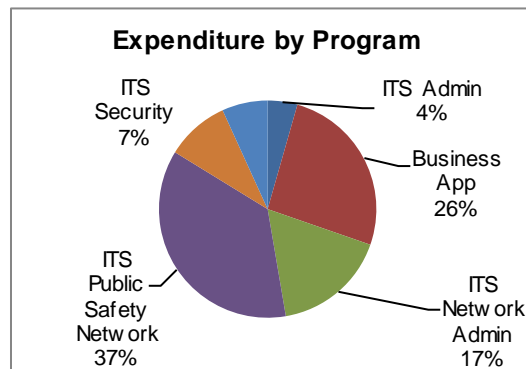
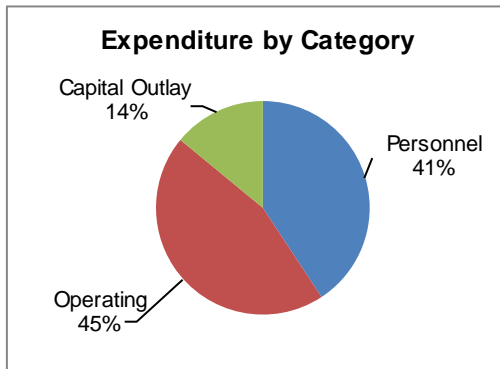
Operating Budget

	FY 2016	FY 2017	FY 2017	FY 2018	FY 2019	FY 2020
	Actual	Adopted	Amended	Adopted	Proposed	Proposed
Expenditure by Category	Expenditures	Budget	Budget	Budget	Budget	Budget
Personnel ¹	\$ 2,045,554	\$ 2,536,666	\$ 2,384,820	\$ 2,672,549	\$ 2,760,050	\$ 2,833,558
Operating	2,997,738	2,901,928	4,729,864	2,966,305	3,328,968	3,514,587
Capital Outlay ²	683,710	1,271,505	242,852	920,000	1,161,000	1,225,000
Debt Service	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total	\$ 5,727,002	\$ 6,710,099	\$ 7,357,536	\$ 6,558,854	\$ 7,250,018	\$ 7,573,145

	FY 2016	FY 2017	FY 2017	FY 2018	FY 2019	FY 2020
	Actual	Adopted	Amended	Adopted	Proposed	Proposed
Expenditure by Program	Expenditures	Budget	Budget	Budget	Budget	Budget
ITS Administration	\$ 269,972	\$ 276,937	\$ 294,137	\$ 289,810	\$ 298,563	\$ 301,601
ITS Business Applications	1,404,882	2,095,618	2,120,360	1,698,658	1,553,646	2,015,568
ITS Network Admin	3,101,900	1,464,577	1,943,408	1,115,073	1,630,488	1,468,075
ITS Public Safety Network	604,827	2,114,936	2,229,554	2,390,446	2,862,575	2,548,105
ITS Telecommunications	79,212	-	1,534	-	-	-
ITS Security	65,691	452,500	407,012	618,934	566,668	727,995
ITS GIS	249,434	305,531	361,531	445,933	338,078	511,801
Fleet Rolling Stock ¹	-	-	-	-	-	-
Special Store	(48,918)	-	-	-	-	-
Total	\$ 5,727,002	\$ 6,710,099	\$ 7,357,536	\$ 6,558,854	\$ 7,250,018	\$ 7,573,145

Notes:

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



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

Performance Measures [Strategic Plan Element B]

Perspective: Financial							
Goal: Develop a balanced multi-year budget.							
Objective(s): Meet budget targets (General Fund excluding grants)							
Measurement Type	Key Performance Indicator(s)	FY 2016 Actual	FY 2017 Target	FY 2018 Estimate	FY 2019 Estimate	FY 2020 Estimate	3 - 5 Yr Goal
Output	Expenditures	\$5,727,002	\$7,357,536	\$6,558,854	\$7,250,018	\$7,573,145	
Efficiency	% of Budget utilized	84.37%	100.00%	100.00%	100.00%	100.00%	100.00%
Outcome	% Increase / (Decrease) from prior year	13.35%	28.47%	-10.86%	10.54%	4.46%	0%

Performance Measures [Strategic Plan Element D]

Perspective: Internal							
Goal: To meet Service Level targets in responding to Requests for Service (Tickets)							
Objective(s): Meet SLA targets 90% of time (i.e. breached % <= 10%)							
Measurement Type	Key Performance Indicator(s)	FY 2016 Total	FY 2017 Target	FY 2018 Estimate	FY 2019 Estimate	FY 2020 Estimate	3 - 5 Yr Goal
Service Quality	Percentage Tickets - Resolution Time Breached	8.6%	<=7.5%	<=10%	<=10%	<=10%	<=10%

Performance Measures [Strategic Plan Element D]

Perspective: Customer							
Goal: Derive maximum value from investment in business application systems. Ensure software is properly maintained. Understand departmental business process flows & seek opportunities to streamline operations & add value via technology. Provide Project Management & User Training as required. Meet Service Level Agreement objectives.							
Objective(s): Provide effective IT support							
Measurement Type	Key Performance Indicator(s)	FY 2016 Total	FY 2017 Target	FY 2018 Estimate	FY 2019 Estimate	FY 2020 Estimate	3 - 5 Yr Goal
Service Quality	% Users rating level of service as Satisfied to Excellent	99.5%	100%	96%	96%	96%	96%

Performance Measures [Strategic Plan Element D]

Perspective: Customer							
Goal: Build and support an IT infrastructure supporting the City's needs. Encompasses the Network infrastructure including Telecommunications and the Public Safety infrastructure. Seek opportunities to introduce value adding technology providing significant return on investment.							
Objective(s): Provide effective IT Support							
Measurement Type	Key Performance Indicator(s)	FY 2016 Actual	FY 2017 Target	FY 2018 Estimate	FY 2019 Estimate	FY 2020 Estimate	3 - 5 Yr Goal
Service Quality	% Users rating level of service as Satisfied to Excellent	99.7%	97%	95%	95%	95%	95%
Outcome	Service (Network/Application) availability %	N/A	98%	98%	98%	98%	98%

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

Performance Measures [Strategic Plan Element D]

Perspective: Customer							
Goal: To provide effective overall coordination to the City Enterprise GIS program. To provide effective							
Objective(s): Provide effective GIS support							
Measurement Type	Key Performance Indicator(s)	FY 2016 Actual	FY 2017 Target	FY 2018 Estimate	FY 2019 Estimate	FY 2020 Estimate	3 - 5 Yr Goal
Service Quality	% Users rating level of service as Satisfied to Excellent	100%	98%	96%	96%	96%	96%

Performance Measures [Strategic Plan Element D]

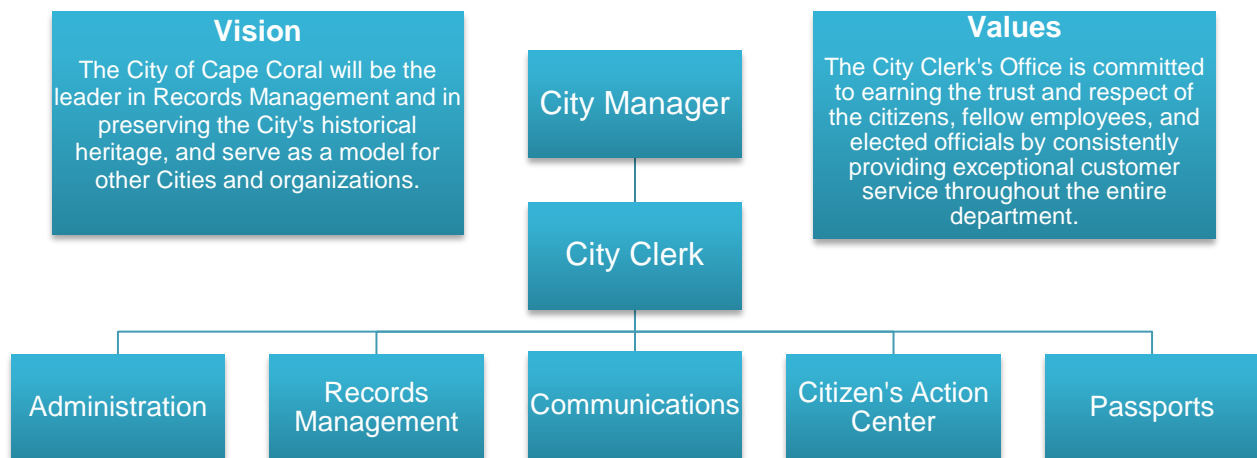
Perspective: Learning & Growth							
Goal: Support the learning and growth of department employees							
Objective: Complete all annual performance evaluations							
Measurement Type	Key Performance Indicator(s)	FY 2016 Actual	FY 2017 Target	FY 2018 Estimate	FY 2019 Estimate	FY 2020 Estimate	3 - 5 Yr Goal
Output	# Completed	20	22	22	22	22	100%
Efficiency	% of Timely completions	92%	100%	100%	100%	100%	100%
Outcome *	% Complete	100%	100%	100%	100%	100%	100%
* Percent complete by fiscal year end							

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 2018 - 2020 Adopted Operating 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 2017 Accomplishments

- Completed a citywide Records Inventory throughout all departments by engaging the records liaisons in every department to accurately identify and log all documents located in their respective departments. After the inventory, the City Clerk's Office will coordinate the proper destruction of documents per State law.
- Digitized 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)*
- Continued to digitize rolls of microfilm containing historical documents (including microfilm currently stored with the Florida Department of State)
- Enhanced customer service experience by fully implementing Pet Licensing, a new service in Cape Coral
- Completed conversion of the Citizen's Action Center to the 311 Call Center
- Completed the migration of the code codification services to Municipal Code.
- Completed a five-year plan for each division within the department
- Continued to provide full-service assistance to City Council, Boards, Commissions, and Committees
- Continued to provide citizens with a central contact point for inquiries, concerns, and issues
- Continued to provide citizens with a central information center to obtain copies of City records
- Adhered to the City's Strategic Plan by identify opportunities to enhance services, foster exceptional customer service, and diversify revenues.

FY 2018 - 2020 Goals & Priorities

- Establish scorecard monitoring for 311 Call Center.
- Expand service hours to accommodate citizen needs for passport processing.
- Implement Phase Three of our 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
- 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.
- Continue to support the learning and growth of department employees through timely completion of performance evaluations.

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

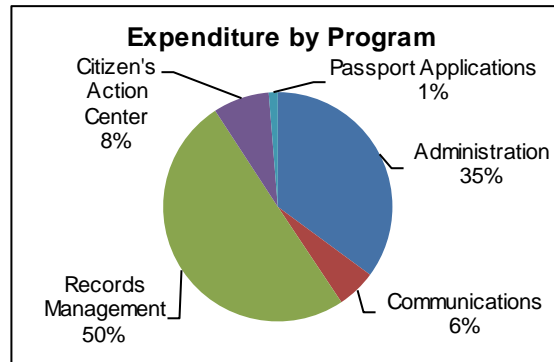
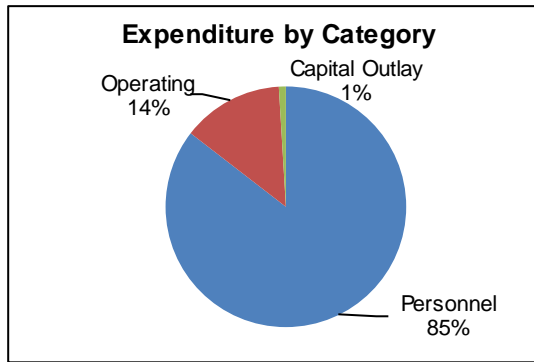
Operating Budget

Expenditure by Category	FY 2016 Actual Expenditures	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
Personnel	\$ 1,102,344	\$ 1,231,036	\$ 1,226,236	\$ 1,328,382	\$ 1,371,002	\$ 1,405,246
Operating	113,264	162,880	180,743	211,372	205,064	202,045
Capital Outlay ¹	-	25,000	25,000	14,600	17,000	-
Debt Service	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total	\$ 1,215,608	\$ 1,418,916	\$ 1,431,979	\$ 1,554,354	\$ 1,593,066	\$ 1,607,291

Expenditure by Program	FY 2016 Actual Expenditures	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
Administration	\$ 392,944	\$ 506,181	\$ 509,664	\$ 545,540	\$ 564,569	\$ 573,690
Communications	65,830	86,761	85,841	86,084	87,594	89,150
Records Management	640,319	671,396	678,196	779,867	793,575	794,651
Citizen's Action Center	99,544	118,835	110,535	123,209	127,281	129,354
Passport Applications	16,971	10,743	22,743	19,654	20,047	20,446
Fleet Rolling Stock ¹	-	25,000	25,000	-	-	-
Total	\$ 1,215,608	\$ 1,418,916	\$ 1,431,979	\$ 1,554,354	\$ 1,593,066	\$ 1,607,291

Notes:

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



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

Performance Measures [Strategic Plan Element D]

Perspective: Financial							
Goal: Develop a balanced multi-year budget.							
Objective: Meet budget targets							
Measurement Type	Key Performance Indicator(s)	FY 2016 Actual	FY 2017 Target	FY 2018 Estimate	FY 2019 Estimate	FY 2020 Estimate	3 - 5 Yr Goal
Output	Revenue	\$143,907	\$145,059	\$130,829	\$132,100	\$137,234	1%
	Expenditures	\$1,215,608	\$1,431,979	\$1,554,354	\$1,593,066	\$1,607,291	5%
Efficiency	% of Budget utilized	95%	100%	100%	100%	100%	100%
Outcome	% Increase/ (Decrease) from prior year	5%	18%	9%	2%	1%	0%

Performance Measures

Perspective: Customer							
Goal: Provide exceptional customer service to internal and external customers							
Objective: Achieve customer satisfaction ratings of at least 95% throughout the department (out of 100%).							
Measurement Type	Key Performance Indicator(s)	FY 2016 Actual	FY 2017 Target	FY 2018 Estimate	FY 2019 Estimate	FY 2020 Estimate	3 - 5 Yr Goal
Output	Customer satisfaction rating for record requests - # of Records Requests	8,726	9,000	9,000	9,000	9,000	9,000
Efficiency	Avg. RR Daily	35	36	36	36	36	36
Outcome	% Case Rating above 95% approval	98%	98%	98%	98%	98%	98%

Performance Measures

Perspective: Customer							
Goal: Provide exceptional customer service to internal and external customers							
Objective: Complete 85% of record requests for documents readily available within 48 hours.							
Measurement Type	Key Performance Indicator(s)	FY 2016 Actual	FY 2017 Target	FY 2018 Estimate	FY 2019 Estimate	FY 2020 Estimate	3 - 5 Yr Goal
Output	Customer satisfaction rating for record requests - # of Records Requests Completed	8,726	9,000	9,000	9,000	9,000	9,000
Efficiency	Avg. RR Daily	35	36	36	36	36	36
Outcome	% of Requests completed within 48 hrs	92%	93%	98%	98%	98%	98%

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

Performance Measures

Perspective: Customer							
Goal: Be responsive to customer needs by answering calls in a timely manner							
Objective: Reduce the number of abandoned calls in the Citizen's Action Center by 5%							
Measurement Type	Key Performance Indicator(s)	FY 2016 Actual	FY 2017 Target	FY 2018 Estimate	FY 2019 Estimate	FY 2020 Estimate	3 - 5 Yr Goal
Output	# of calls answered	25,419	26,000	26,000	26,000	26,000	26,000
Efficiency	Avg. number of calls taken each day	101	104	93	95	95	95
Outcome	Percentage of abandoned calls	2.43%	<2.0%	<2.0%	<2.0%	<2.0%	<2.0%

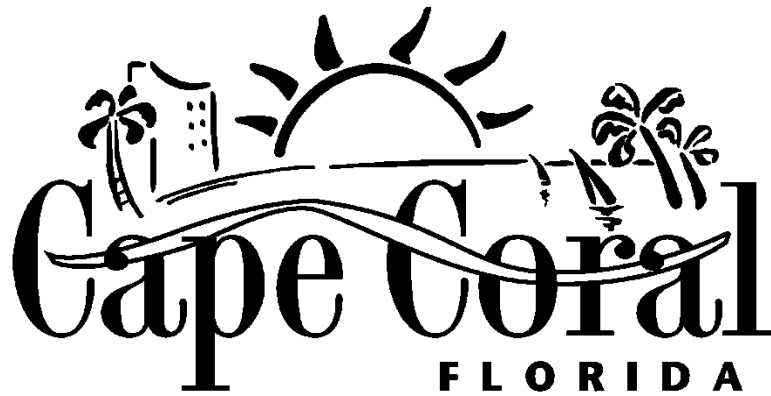
Performance Measures

Perspective: Internal							
Goal: Ensure that all digized records fully meet statutory requirements							
Objective: To ensure that all Quality Control Errors for scanned documents are identified and corrected.							
Measurement Type	Key Performance Indicator(s)	FY 2016 Actual	FY 2017 Target	FY 2018 Estimate	FY 2019 Estimate	FY 2020 Estimate	3 - 5 Yr Goal
Output	# of Pages Scanned	563,159	570,000	570,000	570,000	570,000	570,000
Efficiency	# of QC Errors	2,053	<1750	<1500	<1500	<1500	<1500
Outcome	% Error Rate	0.36%	<1%	<1%	<1%	<1%	<1%
	# of Critical Errors	0	0	0	0	0	0

Performance Measures

Perspective: Learning & Growth: In FY2016 this was met, effective FY2017 no longer tracked							
Goal: To increase employee effectiveness by providing quality training opportunities							
Objective: To provide at least one professional development training for each employee annually.							
Measurement Type	Key Performance Indicator(s)	FY 2016 Actual	FY 2017 Target	FY 2018 Estimate	FY 2019 Estimate	FY 2020 Estimate	3 - 5 Yr Goal
Output	# of employees	18	n/a	18	18	18	18
Efficiency	Total trainings attended per employee	5.1	n/a	1	1	1	1
Outcome	Number of Total employee training sessions	91	n/a	18	18	18	18

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

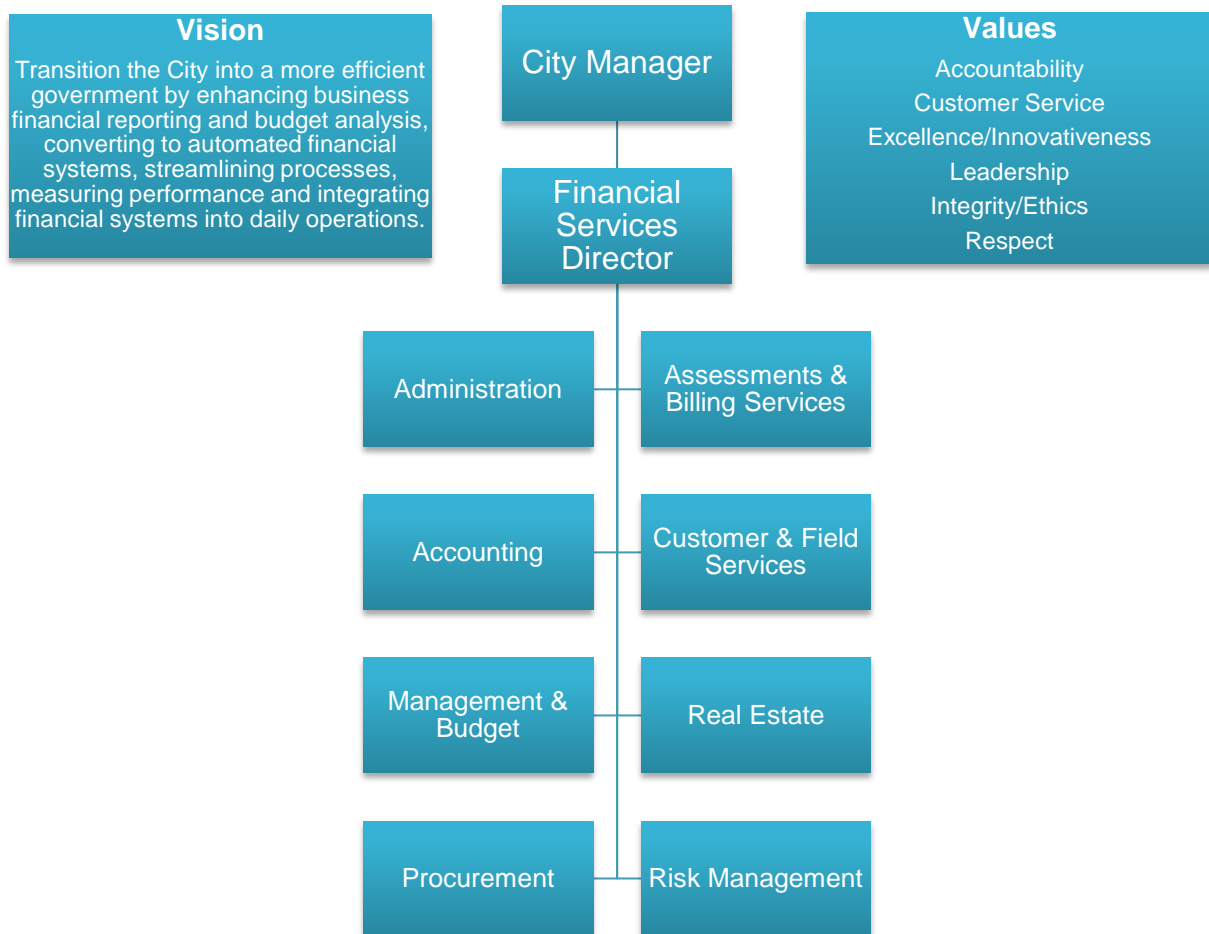


Financial Services Department

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 2018 - 2020 Adopted Operating 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.

FY 2017 Accomplishments

- Issued FY 2016 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. Fitch rating upgraded to AA
- Implemented electronic workflow for online services for utility customers including new online application process which allows customers to submit requests 24/7
- 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 \$160 million of Special Assessment & Special Revenue bonds

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

- Reviewed Charter School financial policies & procedures, developed a number of recommendations to be implemented by the Charter School
- Participated in developing Charter School 2018-2020 3-year budget
- Completed purchasing all required lift station and canal pump station sites for the North 2 Utility Extension Project through voluntary acquisitions.
- Completed bidding 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
- Renegotiated phone contract resulting in savings to all departments
- Completed major competitive solicitations including Bimini Basin project, Fire Station 11 construction, Streetscape projects and FGUA
- Continued education toward Private Public Partnerships

FY 2018 – 2020 Goals & Priorities

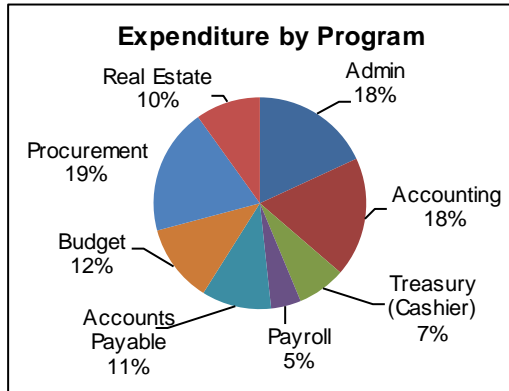
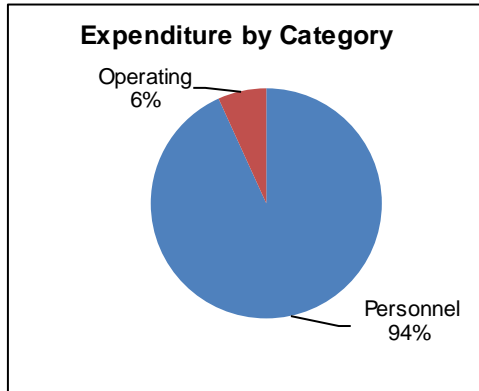
- Submit annual CAFRs to GFOA for Certificate of Achievement for Excellence in Financial Reporting.
- Submit annual operating budget to GFOA for the Distinguished Budget Award.
- Increase training provided to departments on various processes: budget preparation, accounts payable invoice processing, timekeeping, 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

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

Operating Budget

Expenditure by Category	FY 2016 Actual Expenditures	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
Personnel	\$ 2,602,021	\$ 3,196,131	\$ 3,142,451	\$ 3,200,394	\$ 3,308,634	\$ 3,398,845
Operating	156,588	216,273	396,911	232,786	252,871	252,115
Capital Outlay	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total	\$ 2,758,609	\$ 3,412,404	\$ 3,539,362	\$ 3,433,180	\$ 3,561,505	\$ 3,650,960

Expenditure by Program	FY 2016 Actual Expenditures	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
Administration	\$ 540,540	\$ 617,066	\$ 719,291	\$ 621,106	\$ 639,593	\$ 657,010
Accounting	456,724	679,372	665,072	626,633	661,687	679,162
Treasury (Cashier)	228,247	238,917	239,171	253,963	265,279	256,846
Payroll	123,465	146,695	150,095	156,877	160,381	171,231
Accounts Payable	308,730	323,616	323,616	364,113	379,440	389,117
Budget	309,205	440,776	476,155	409,710	423,530	434,962
Procurement	493,198	647,195	647,195	661,732	681,410	703,142
Real Estate	298,501	318,767	318,767	339,046	350,185	359,490
Total	\$ 2,758,609	\$ 3,412,404	\$ 3,539,362	\$ 3,433,180	\$ 3,561,505	\$ 3,650,960



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

Performance Measures [Strategic Plan Element B]

Perspective: Financial							
Goal: Develop a balanced multi-year budget.							
Objective: Meet budget targets							
Measurement Type	Key Performance Indicator(s)	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate	FY 2019 Estimate	FY 2020 Estimate	3 - 5 Yr Goal
Output	Expenditures	\$2,758,609	\$3,539,362	\$3,433,180	\$3,561,505	\$3,650,960	5%
Efficiency	% of Budget utilized	87%	100%	100%	100%	100%	100%
Outcome	% Increase/ (Decrease) from prior year	12%	28%	-3%	4%	0%	0%

Performance Measures

Perspective: Customer							
Goal: Acquire and manage real estate for the highest public use and benefit.							
Objective: Acquire interests in Real Property for City Projects (Easements or Fee Simple)							
Measurement Type	Key Performance Indicator(s)	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate	FY 2019 Estimate	FY 2020 Estimate	3 - 5 Yr Goal
Output	Total # of properties acquired for City Projects (includes fee simple & easements)	19	20	20	20	20	75
Efficiency	Minimize property acquisitions through eminent domain	0%	20%	20%	20%	20%	<30%
Service Quality	Percentage of properties closed within contractual timeframe	95%	95%	95%	95%	95%	95%
Outcome	Percentage of contracted properties purchased at or below appraised value	84%	85%	85%	85%	85%	80%

Performance Measures

Perspective: Customer							
Goal: Provide timely, pertinent, and useful financial information and recommendations to stakeholders.							
Objective: Gain efficiencies through training and improving resources.							
Measurement Type	Key Performance Indicator(s)	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate	FY 2019 Estimate	FY 2020 Estimate	3 - 5 Yr Goal
Output	# of formal training hours provided to departments to increase communication of budgeting procedures	5	10	15	18	20	20
Efficiency	# of days from month end for providing the monthly report	20	15	15	15	15	15
Service Quality	Develop and perform a customer satisfaction survey	0	1	2	2	2	2
Outcome	Exceed expectation on customer satisfaction survey	0	Score TBD	Score TBD	Score TBD	Score TBD	Score TBD

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

Performance Measures

Perspective: Customer							
Goal: To provide superior levels of customer service for water/sewer/irrigation customers of the City.							
Objective: Provide timely, efficient and professional customer service by telephone, in-person, and all other channels.							
Measurement Type	Key Performance Indicator(s)	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate	FY 2019 Estimate	FY 2020 Estimate	3 - 5 Yr Goal
Output	# of Field Service Work Orders	48,416	50,000	50,000	50,000	53,000	50,000
Efficiency	Speed-to-Answer (minutes)	2:26	3:45	3:45	3:45	3:30	3:45
Service Quality	% Users rating service as Above Average to Excellent	96%	85%	85%	85%	85%	85%
Outcome	Field Service work orders completed within 1 working day of issue	94%	80%	80%	80%	90%	80%

Performance Measures

Perspective: Customer							
Goal: To provide complete and accurate property payoff requests to customers, realtors, title companies within 1 business day, meet service level agreement of 97%							
Objective: Provide completed payoffs within one business day - Meet SLA 97%							
Measurement Type	Key Performance Indicator(s)	FY 2016 Actual	FY 2017 Target	FY 2018 Estimate	FY 2019 Estimate	FY 2020 Estimate	3 - 5 Yr Goal
Output	# Payoffs received	18,570	19,000	19,000	19,000	19,380	19,000
Efficiency	# Payoffs processed within one business day	18,136	19,000	19,000	19,000	18,605	19,000
Outcome	% SLA Achieved	97.7%	100%	100%	100%	96%	100%

Performance Measures

Perspective: Customer							
Goal: Process overpayment refunds on utility accounts within 45 days							
Objective: Provide utility account overpayment refunds within 45 days - Meet SLA 95%							
Measurement Type	Key Performance Indicator(s)	FY 2016 Actual	FY 2017 Target	FY 2018 Estimate	FY 2019 Estimate	FY 2020 Estimate	3 - 5 Yr Goal
Output	# of Refunds processed		1500	1550	1600	1,648	1600
Efficiency	# of refunds processed within 45 days		1,425	1,473	1,520	1,566	1,520
Outcome	% SLA Achieved		95%	95%	95%	95%	95%

Performance Measures

Perspective: Customer							
Goal: Process deposit refunds on closed utility accounts within 45 days							
Objective: Provide utility account overpayment refunds within 45 days - Meet SLA 95%							
Measurement Type	Key Performance Indicator(s)	FY 2016 Total	FY 2017 Target	FY 2018 Estimate	FY 2019 Estimate	FY 2020 Estimate	3 - 5 Yr Goal
Output	# of Refunds processed		1500	1550	1600	1,600	1600
Efficiency	# of refunds processed within 45 days		1,425	1,473	1,520	1,520	1,520
Outcome	% SLA Achieved		95%	95%	95%	95%	95%

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

Performance Measures

Perspective: Customer							
Goal: To provide purchasing services to ensure procurement of specified goods at the best possible combination of price, quality and timeliness consistent with prevailing economic conditions while maintaining fair and equitable processes.							
Objective: To increase the percentage of contracts executed prior to expiration							
Measurement Type	Key Performance Indicator(s)	FY 2016 Actual	FY 2017 Target	FY 2018 Estimate	FY 2019 Estimate	FY 2020 Estimate	3 - 5 Yr Goal
Output	# of Contracts	304	250	250	250	250	250
Efficiency	Average # of contracts managed per Contract Specialist/Buyer	51	40	40	40	40	40
Outcome	% of Contracts executed prior to expiration	99%	100%	100%	99%	99%	100%
	% of Vendor Protests	0%	0%	0%	0%	0%	0%

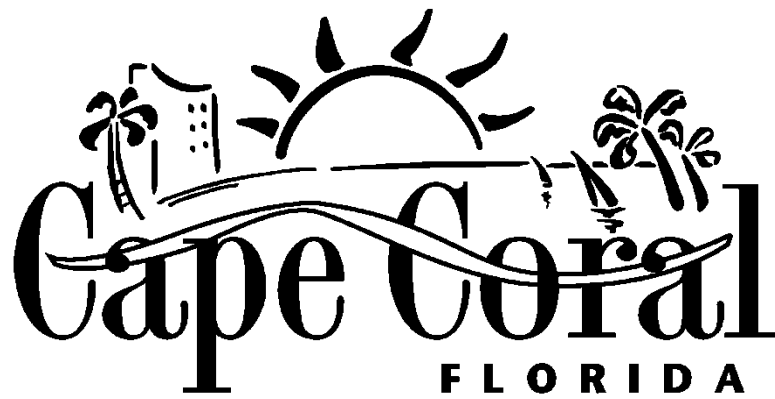
Performance Measures

Perspective: Internal							
Goal: To meet service level issuance of purchase orders							
Objective: To achieve an average turnaround time of one week							
Measurement Type	Key Performance Indicator(s)	FY 2016 Actual	FY 2017 Target	FY 2018 Estimate	FY 2019 Estimate	FY 2020 Estimate	3 - 5 Yr Goal
Output	# of Purchase Orders	3,556	5,000	5,000	5,000	4,000	5,000
Efficiency	Procurement Cycle time from the beginning of a process to the time a contract is executed	4.5 months	4.5 months	4.5 months	4.5 months	4.5 months	4.5 months
Outcome	% of Purchase orders processed within one week	n/a	90%	90%	90%	90%	90%

Performance Measures

Perspective: Internal							
Goal: Oversee the development and implementation of the 3-year rolling annual operating budget and 5-Year Asset Improvement Plan.							
Objective: Maintain financial stability by managing the budget according to Best Practices.							
Measurement Type	Key Performance Indicator(s)	FY 2016 Actual	FY 2017 Target	FY 2018 Estimate	FY 2019 Estimate	FY 2020 Estimate	3 - 5 Yr Goal
Output	Annual Operating Budget	1	1	1	1	1	1
Efficiency	Cost of Budget Services Per Capita	\$2.21	\$2.25	\$2.25	\$2.25	\$2.25	\$2.25
Service Quality	Awarded points for GFOA Distinguished Budget Award (372 max)	293	300	300	300	300	300
Outcome	Manage General Fund Current Expense To Revenue Ratio	98%	96%	95%	95%	95%	95%

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

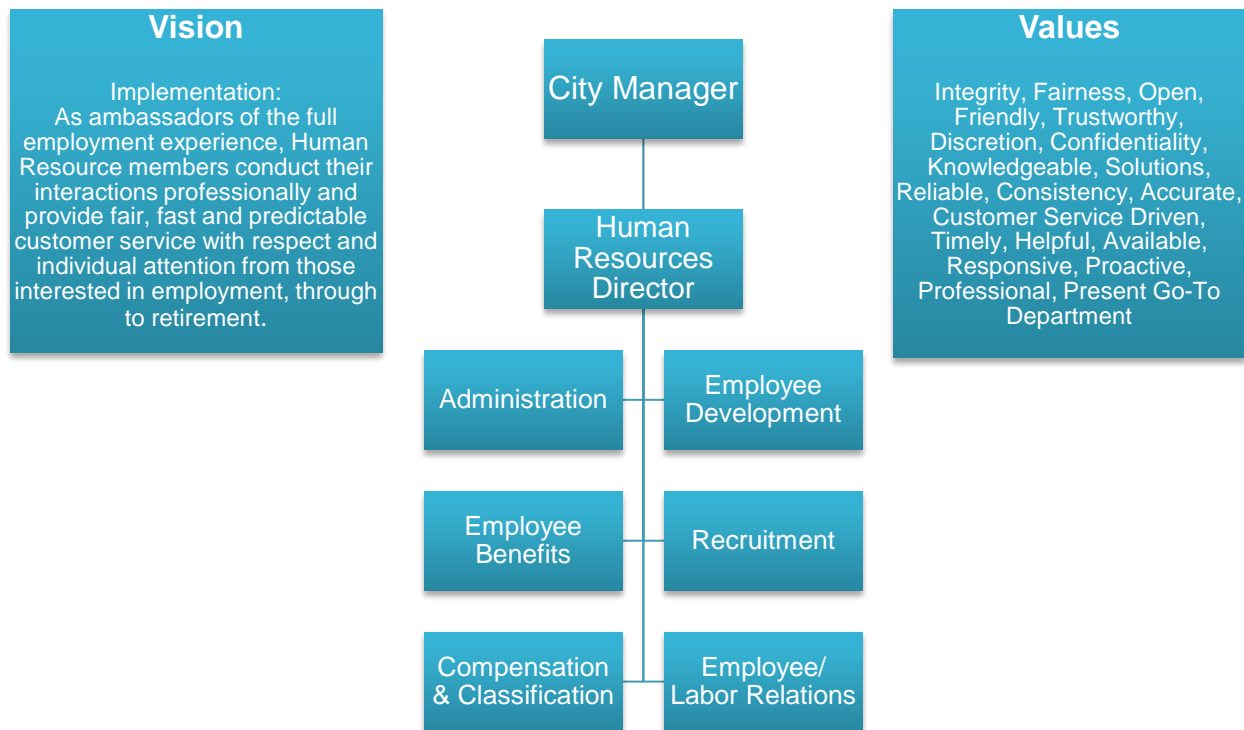


Human Resources Department

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 2018 - 2020 Adopted Operating 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 2017 Accomplishments

- **Process Efficiency**
 - 18 of 32 HR related AR's have been rewritten, with citywide training on FY17 AR rewrites
 - SABA software implemented, rolled out and utilized for e-performance reviews, e-learning and development and talent acquisition.
- **Development**
 - True Colors training delivered to all departments
 - FY16 2100 hours delivered to 363 employees, development was reinstated in FY16. FY17 overall 3,500 hours delivered to 600 employees
 - OWL (Our Work Link) employee pods created throughout City locations
- **Benefits**
 - Self-funded Plan smoothly and successfully monitored and continued
 - Wellness programs increased with year to year progression results tracked
 - Benefit broker RFP process completed
 - Self-insurance Health Trust researched and committee created
- **Compensation**
 - Compensation bargained with Police Department, implemented
 - Pay parity continued for both Managerial/Confidential staff and bargaining units
 - Completed review and rewrite of General Union and Managerial and Confidential job descriptions
- **Labor and Employee Relations**
 - PD full contract negotiated and closed including competitive range placement to market
 - Fire reopener closed
- **Talent Acquisition**
 - Days to fill maintained under national average of 43 days
 - Fingerprinting and background check AR60 bargained and implemented

FY 2018 - 2020 Goals and Priorities

- Continue to roll out and utilize SABA. Performance reviews, Learning, Recruitment.
 - Succession and workforce planning rolled out
- Competitive range placement to market continued for all employee groups
- Diminish offsite storage of long term files with electronic transfer provider
- Administrative Regulation reviews/rewrites. Complete any remaining of 32 reviewed
 - Union Contract expirations:
 - General - September 30, 2018
 - Police - September 30, 2019
 - Fire - September 30, 2018

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

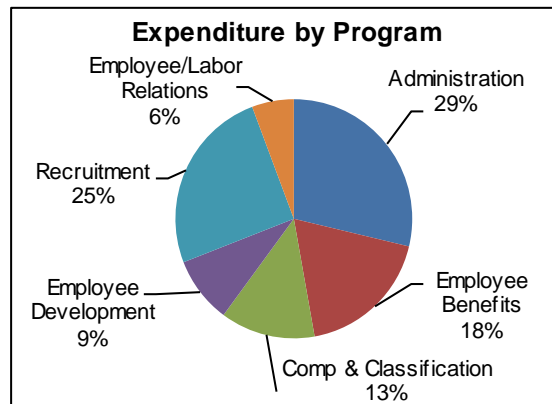
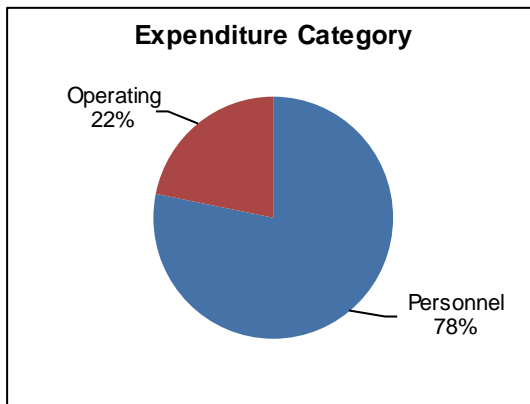
Operating Budget

Expenditure Category	FY 2016 Actual Expenditures	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
Personnel ¹	\$ 1,155,293	\$ 1,310,359	\$ 1,301,019	\$ 1,306,682	\$ 1,349,534	\$ 1,385,073
Operating	185,618	288,223	320,413	365,145	343,945	344,445
Capital Outlay	-	-	-	-	-	6,200
Debt Service	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total	\$ 1,340,911	\$ 1,598,582	\$ 1,621,432	\$ 1,671,827	\$ 1,693,479	\$ 1,735,718

Expenditure by Program	FY 2016 Actual Expenditures	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
Administration	\$ 419,425	\$ 442,697	\$ 460,982	\$ 480,115	\$ 476,842	\$ 493,662
Employee Benefits	239,067	297,739	288,879	308,793	317,386	324,598
Comp & Classification	197,358	196,935	213,535	216,225	222,338	227,499
Employee Development ¹	107,765	135,026	135,026	149,778	145,945	147,926
Recruitment ¹	283,765	430,751	427,576	421,207	432,071	440,607
Employee/Labor Relations	93,530	95,434	95,434	95,709	98,897	101,426
Total	\$ 1,340,911	\$ 1,598,582	\$ 1,621,432	\$ 1,671,827	\$ 1,693,479	\$ 1,735,718

Notes:

¹ Contract Talent Acquisition Associate was eliminated and a Talent Acquisition Associate was added in FY 2017.



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

Performance Measures [Strategic Plan Element D]

Perspective: Financial							
Goal: Develop a balanced multi-year budget.							
Objective: Meet budget targets							
Measurement Type	Key Performance Indicator(s)	FY 2016 Actual	FY 2017 Target	FY 2018 Estimate	FY 2019 Estimate	FY 2020 Estimate	3 - 5 Yr Goal
Output	Expenditures	\$1,340,911	\$1,621,432	\$1,671,827	\$1,693,479	\$1,735,718	5%
Efficiency	% of Budget utilized	95%	100%	100%	100%	100%	100%
Outcome	% Increase/ (Decrease) from prior year	1%	21%	3%	1%	2%	0%

Performance Measures

Perspective: Customer							
Goal: Business needs are met for filling Full Time positions							
Objective: Fill positions in a timely manner							
Measurement Type	Key Performance Indicator(s)	FY 2016 Total	FY 2017 Target	FY 2018 Estimate	FY 2019 Estimate	FY 2020 Estimate	3 - 5 Yr Goal
Output	Manager assessment period	25	21	21	21	21	21
	H/R evaluation time period	11	22	22	22	22	22
Efficiency	Days to fill recruiting	39	<60	<60	<60	<60	<60
Service Quality	# of Qualified applicants referred to mgr	8,007	> or = 4	> or = 4	> or = 4	> or = 4	> or = 4
Outcome	% of positions filled at or under target	TBD	80%	80%	80%	80%	80%

Performance Measures

Perspective: Internal							
Goal: Implement tracking for retention of employees.							
Objective: Track voluntary and involuntary terminations where DOH is pre 10/01/2003							
Measurement Type	Key Performance Indicator(s)	FY 2016 Total	FY 2017 Target	FY 2018 Estimate	FY 2019 Estimate	FY 2020 Estimate	3 - 5 Yr Goal
Output	# of Voluntary terminations	62	TBD	TBD	TBD	TBD	TBD
	# of Involuntary terminations	8	TBD	TBD	TBD	TBD	TBD
Efficiency	Turnover rate for voluntary terminations	TBD	TBD	TBD	TBD	TBD	TBD
	Turnover rate for involuntary terminations	TBD	TBD	TBD	TBD	TBD	TBD
Service Quality	Develop a qualitative analysis to track reasons for departure	100%	100%	100%	100%	100%	100%
Outcome	Determine acceptable % of voluntary departures	TBD	TBD	TBD	TBD	TBD	TBD

Performance Measures

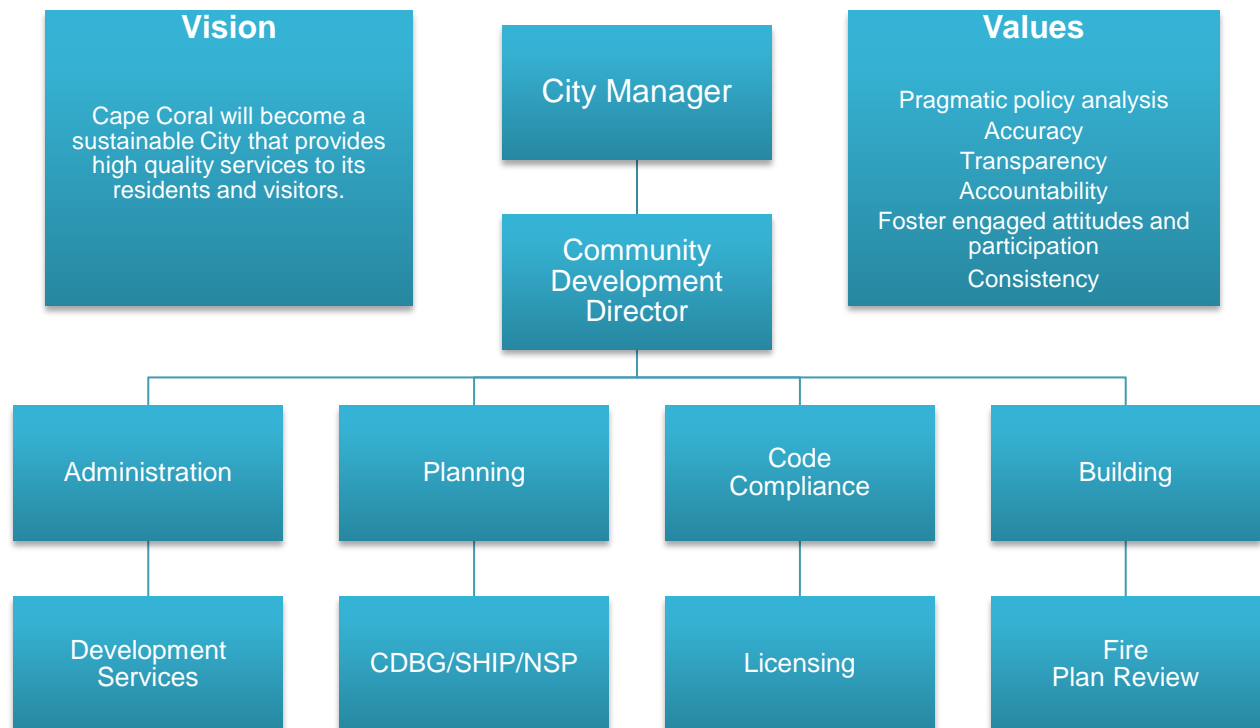
Perspective: Learning & Growth							
Goal: Support the learning and growth of department employees							
Objective: Complete all annual performance evaluations							
Measurement Type	Key Performance Indicator(s)	FY 2016 Total	FY 2017 Target	FY 2018 Estimate	FY 2019 Estimate	FY 2020 Estimate	3 - 5 Yr Goal
Output	# Completed	1101	100%	100%	100%	100%	100%
Efficiency	% of Timely completions	95%	100%	100%	100%	100%	100%
Outcome	% Complete	95%	100%	100%	100%	100%	100%

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 2018 - 2020 Adopted Operating 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 2017 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 are now available for online submittal. Approximately 85% of these permits have been submitted and reviewed electronically.
- Approximately 95% of all Site Development Plan applications are being submitted online.
- Changed response areas for Code Officers to better distribute manpower.
- Continued review of commercial landscaping to increase City beautification and ensure compliance with development orders.
- Continued weekly statistics review of code activity to ensure efficiency.
- Increased training for Code Officers to ensure proper preparation.
- Continued participation in the 20th Judicial "Task Force for Unlicensed Contractors" as a cohesive unit for southwest Florida to address the continuing effects of unlicensed contractor activity.
- Collected over \$97,900 in liens from October 1, 2016 to March 31, 2017 that resulted in recording 41 release of liens.
- 178 Unlicensed contractor/activities investigated from October 1, 2016 to March 31, 2017.
- 140 Construction site inspections conducted from October 1, 2016 to March 31, 2017.
- 21 Unlicensed contractors cited from October 1, 2016 to March 31, 2017.
- 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.
- Continuing partnership between Code Compliance Division and the Utilities Department for enhanced enforcement of watering violations to reduce water consumption used for irrigation.

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

- 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.
- The Building Division exceeded 51% of available permits online with 62.6% 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.

FY 2018 – FY 2020 Goals & Priorities

Administration

- Complete the LUDR rewrite.

Building Division

- Permitting: Continue online permitting with a goal of 30% of all permits applied for online.
 - With more online permits, maintain an average wait time for counter applicants of 10 minutes.
- Plan Review: All reviewed miscellaneous permits processed in four days or less.
 - Residential: 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 95% of all inspections completed on schedule.
 - Continued Education & Training to insure consistency with inspection results.
 - Maintain 12 to 15 inspections per day per inspector to minimize errors and maintain efficiency.
- Industry Partnership:
 - Continue to maintain an active partnership with the CCCIA along with the Chamber of Commerce, the Cape Coral Realtors Association, and local business leaders.

Code Compliance Division

- Continue efforts to gain compliance and collect liens on outstanding cases through our amnesty and lien reduction programs.
- Continue the Foreclosure Registration Program as an industry leader for effectiveness.
- Continue high rates of proactive enforcement efforts (above 50%) to aggressively address blight and health and safety violations.
- Maintain and analyze statistics to ensure efficient and effective operations.
- Increase the number of organized "code sweep" activities citywide by focusing on specific areas and issues.
- Advance the voluntary rental registration program by partnering with realtors, property managers, and property owners.
- Continue our community outreach programs through community presentations, participation in community events, and educational opportunities.
- Continue to monitor foreclosure properties and assess alternatives for compliance.
- Develop new relationships and continue speaking engagements with state associations, realtor associations, construction associations, community groups, and neighborhood associations.
- Enhance our training program for all staff through increased participation in state and local association training and educational events.
- Continue to increase volunteer program.
- Continue to increase the frequency of "Sting Operations" with the "Task Force for Unlicensed Contractors" and Cape Coral Police to address the continuing effects of unlicensed contractor activity.

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

- 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, 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

- Amend the Land Use and Development Regulations (LUDR) to be consistent, as needed, with updates and changes in the Comprehensive Plan.
- 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 Advisory Board 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
FY 2018 - 2020 Adopted Operating Budget

Operating Budget

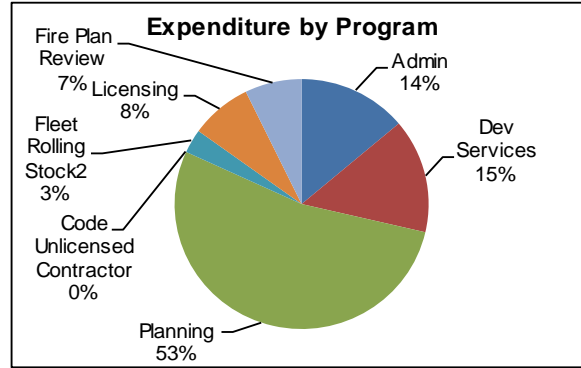
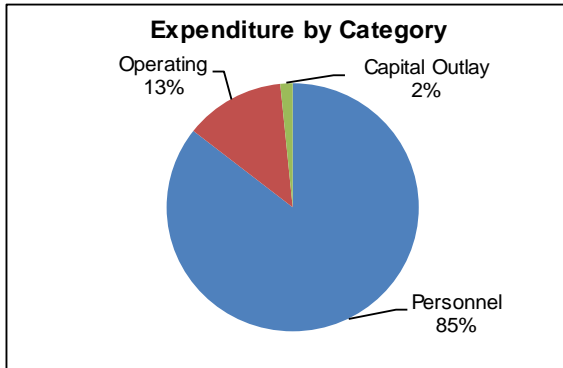
Expenditure Category	FY 2016 Actual Expenditures	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
Personnel	\$ 3,604,245	\$ 3,950,059	\$ 3,951,619	\$ 4,226,557	\$ 4,387,931	\$ 4,597,444
Operating ¹	357,691	643,504	653,892	635,373	647,038	666,542
Capital Outlay ²	5,516	97,240	98,493	78,000	26,000	138,000
Debt Service	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total	\$ 3,967,452	\$ 4,690,803	\$ 4,704,004	\$ 4,939,930	\$ 5,060,969	\$ 5,401,986

Expenditure by Program	FY 2016 Actual Expenditures	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
Administration	\$ 313,862	\$ 350,665	\$ 350,665	\$ 350,691	\$ 360,580	\$ 370,586
Development Services	328,040	369,613	371,173	373,439	386,129	396,037
Planning	875,153	1,150,397	1,162,397	1,346,301	1,407,283	1,542,101
Code Compliance	2,128,834	2,352,087	2,345,900	2,410,213	2,486,743	2,551,000
Code Unlicensed Contractor	1,538	-	4,575	-	-	-
Fleet Rolling Stock ²	-	97,240	98,493	78,000	26,000	138,000
Licensing	176,215	193,061	193,061	198,246	205,130	210,190
Fire Plan Review	143,811	177,740	177,740	183,040	189,104	194,072
Total	\$ 3,967,452	\$ 4,690,803	\$ 4,704,004	\$ 4,939,930	\$ 5,060,969	\$ 5,401,986

¹ A Special Magistrate/Hearing Examiner for development issues has been added based on Zucker recommendations.

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

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.



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

Performance Measures [Strategic Plan Element A]

Perspective: Financial							
Goal: Develop a balanced multi-year budget.							
Objective: Meet budget targets							
Measurement Type	Key Performance Indicator(s)	FY 2016 Actual	FY 2017 Target	FY 2018 Estimate	FY 2019 Estimate	FY 2020 Estimate	3 - 5 Yr Goal
Output	Revenue	\$1,527,770	\$2,187,727	\$1,682,632	\$1,707,050	\$1,730,389	1%
	Expenditures	\$3,967,452	\$4,704,004	\$4,939,930	\$5,060,969	\$5,401,986	5%
Efficiency	% of Budget utilized	98%	100%	100%	100%	100%	100%
Outcome	% Increase/ (Decrease) from prior year	9%	19%	5%	2%	7%	0%

Performance Measures

Perspective: Customer							
Goal: To increase the # of construction site inspections for unlicensed contractors.							
Objective: Identify and cite construction workers operating without a license.							
Measurement Type	Key Performance Indicator(s)	FY 2016 Total	FY 2017 Target	FY 2018 Estimate	FY 2019 Estimate	FY 2020 Estimate	3 - 5 Yr Goal
Output	# of Unlicensed contractor cases (complaint or dept initiated)	350	325	300	275	250	
Efficiency	# of Complaints handled per licensing investigator	400	500	550	600	625	
Outcome	# of Unlicensed contractors identified/cited	37	35	30	25	20	90

Performance Measures

Perspective: Internal							
Goal: To Increase community partnerships and volunteer program within the Code Compliance Division.							
Objective: To recruit and utilize volunteers within the Code Compliance Division.							
Measurement Type	Key Performance Indicator(s)	FY 2016 Total	FY 2017 Target	FY 2018 Estimate	FY 2019 Estimate	FY 2020 Estimate	3 - 5 Yr Goal
Output	Community meetings attended	5	6	7	8	8	9
Efficiency	# of Volunteers recruited	10	13	16	19	19	24
Outcome	# of Volunteer hours utilized	1,829	1,200	1,400	1,600	1,600	900

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

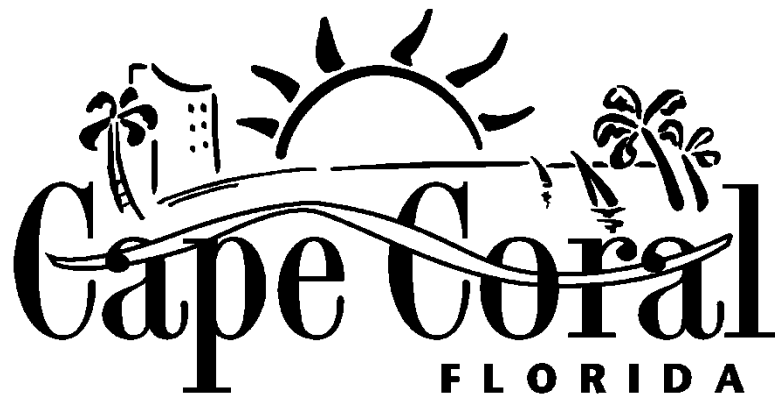
Performance Measures

Perspective: Internal							
Goal: To process subrecipient invoices in a timely manner.							
Objective: To process invoices for subrecipients within 14 days or less.							
Measurement Type	Key Performance Indicator(s)	FY 2016 Actual	FY 2017 Target	FY 2018 Estimate	FY 2019 Estimate	FY 2020 Estimate	3 - 5 Yr Goal
Output	# of Invoices received from subrecipients	167	118	100	100	100	300
Efficiency	Total # of invoices processed	167	118	100	100	100	300
Outcome	% of Invoices processed within 14 days or less	90%	90%	90%	90%	90%	90%

Performance Measures

Perspective: Internal							
Goal: Ensure program compliance and timely processing of grants revenue funds for CDBG/SHIP/NSP							
Objective: To ensure the grant revenue is properly processed/budgeted throughout the fiscal year.							
Measurement Type	Key Performance Indicator(s)	FY 2016 Actual	FY 2017 Target	FY 2018 Estimate	FY 2019 Estimate	FY 2020 Estimate	3 - 5 Yr Goal
Output	# of Revenue transactions received	24	10	10	10	10	32
Efficiency	# of Revenue transactions processed	24	10	10	10	10	32
Outcome	% of Revenue transactions processed within 7 days	100%	100%	100%	100%	100%	100%

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



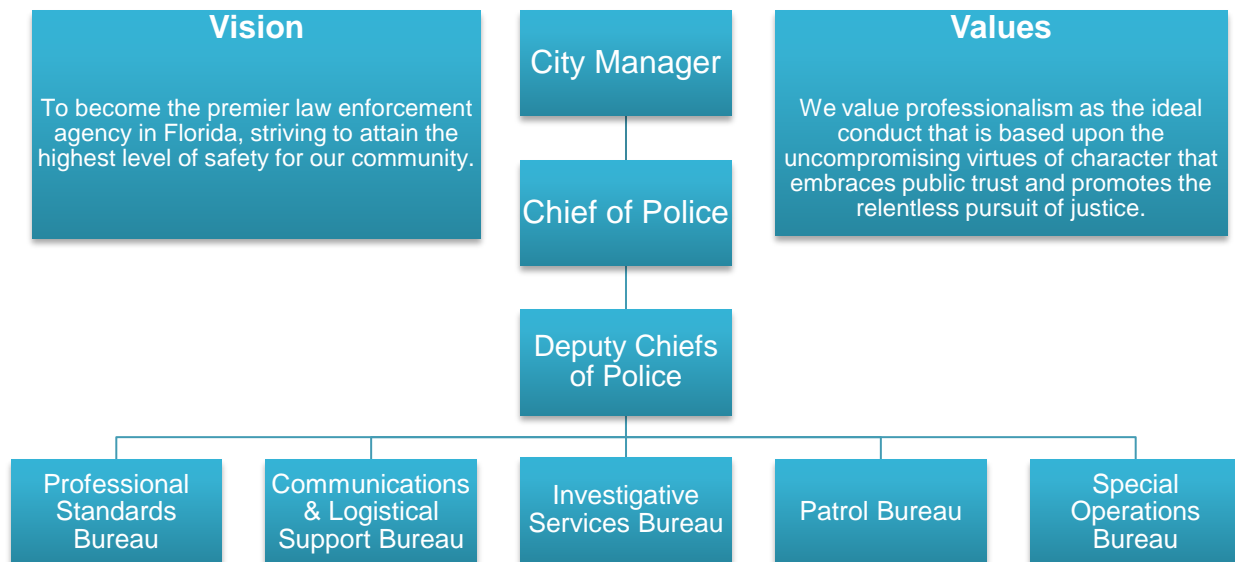
City of Cape Coral, Florida
FY 2018 - 2020 Adopted Operating Budget

Police Department

The Police Department is responsible for the maintenance of law and order, protection to persons and property, prevention and suppression of crime, investigations and apprehension of persons suspected of crimes, direction and control of traffic, traffic accident investigation, enforcement of all state and municipal criminal laws, and the safety and security of citizens at special events and public gatherings. The department is organized into five bureaus: Patrol, Investigative Services, Special Operations, Communications and Logistical Support, and Professional Standards.

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 2018 - 2020 Adopted Operating Budget

Department Functions

Patrol Bureau: The Patrol Bureau is responsible for day-to-day police functions, including crime suppression and detection; enforcement of criminal laws, traffic laws, and City ordinances; investigation of traffic accidents; initial crime reporting; and response to other calls for service.

Investigative Services Bureau: The Investigative Services Bureau is responsible for follow-up investigation of reported crimes, initiating investigations of criminal activity, apprehension of criminal suspects, gathering and processing forensic evidence, preparation of case reports for the State Attorney's Office, conducting on-scene investigations, gathering criminal intelligence information, crime analysis, forensic section, and juvenile liaison.

Special Operations Bureau: The Special Operations Bureau is responsible for providing traffic enforcement and safety, marine enforcement and safety, special tactical operations (SWAT), K-9 operations, Dive Team, Aviation Unit, Police Explorers, and Police Volunteer Unit.

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

Professional Standards Bureau: The Professional Standards Bureau is responsible for personnel administration, training, internal affairs, information systems, payroll, and accreditation.

FY 2017 Accomplishments

- Maintained status as the second safest City in Florida with a population over 150,000
- Full deployment (approximately 180 units) of Body-Worn Cameras
- Replaced portable radios and mobile radios
- Implemented new Targeted Traffic Enforcement initiatives to increase education and enforcement
- Implemented a Succession & Rotational Development Policy for personnel growth and development
- Increased social media and community engagement programs
- Implemented new youth services programs to include Police Athletic League
- Adopted and implemented Corona Solutions "Deploy," a modern software solution for personnel, staffing, and allocation planning
- Reduced the number of serious injury/fatal traffic crashes by 42% to date
- The department was successfully re-accredited by the State of Florida Commission for Florida Accreditation(CFA)

FY 2018 - FY2020 Goals & Priorities

- Become the safest city in Florida with a population over 150,000
- Ensure the 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
- 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)
- Implement (Phase 1) of the planned public safety training facility
- 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 2018 - 2020 Adopted Operating Budget

Operating Budget

Expenditure by Category	FY 2016 Actual Expenditures	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
Personnel ¹	\$ 30,095,417	\$ 29,414,654	\$ 31,412,834	\$ 30,901,307	\$ 32,035,143	\$ 32,870,264
Operating	4,233,810	4,577,670	4,357,028	4,941,717	4,998,847	5,206,836
Capital Outlay ²	246,199	1,367,397	1,547,597	996,523	1,002,469	1,214,000
Debt Service	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total	\$ 34,575,425	\$ 35,359,721	\$ 37,317,459	\$ 36,839,547	\$ 38,036,459	\$ 39,291,100

Expenditure by Program	FY 2016 Actual Expenditures	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
Support Administration	\$ 4,876,626	\$ 5,882,860	\$ 5,781,035	\$ 6,406,437	\$ 6,692,353	\$ 6,914,242
Communication & Records	4,220,734	4,052,517	3,876,517	4,257,261	4,408,694	4,516,540
Investigative Services Bureau	6,501,504	6,384,655	6,439,096	6,700,662	6,942,505	7,139,111
Patrol Bureau	14,589,256	13,640,476	14,906,695	14,081,973	14,544,998	14,965,451
Special Operations	3,917,638	4,078,286	4,513,196	4,433,845	4,573,442	4,591,157
Do The Right Thing	58,607	58,530	60,530	60,846	62,998	64,599
Fleet Rolling Stock ²	-	1,262,397	1,262,397	898,523	811,469	1,100,000
Police Misc Grants - Federal	-	-	17,753	-	-	-
JAGC Grants	56,976	-	62,238	-	-	-
2015-DJ-BX-0630	15,124	-	-	-	-	-
2016-CD-BX-0062	-	-	93,796	-	-	-
2017 NCVRW 17-080	-	-	4,179	-	-	-
HVE Ped/Bike	20,498	-	21,600	-	-	-
FDOT Impaired Driving	25,351	-	20,000	-	-	-
WCIND Grants	169,843	-	153,372	-	-	-
VOCA Grants	123,266	-	105,055	-	-	-
Total	\$ 34,575,425	\$ 35,359,721	\$ 37,317,459	\$ 36,839,547	\$ 38,036,459	\$ 39,291,100

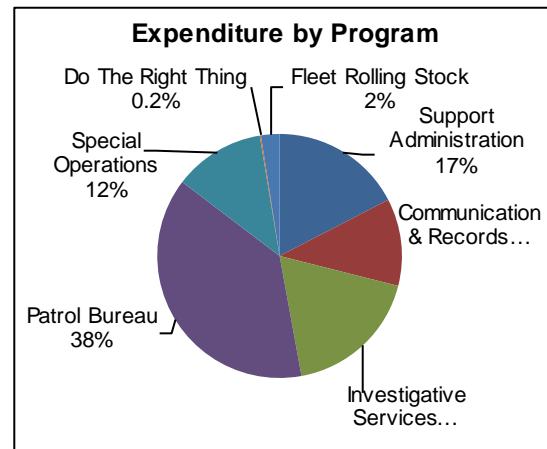
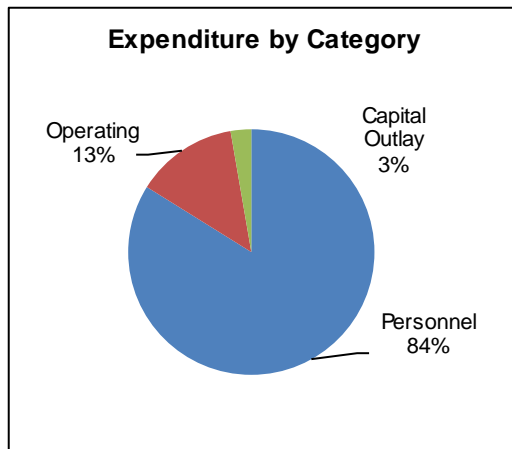
¹ FY 2016 1 Officer was added to Patrol and 1 Lieutenant and 3 Traffic Officers were added to Special Operations.

FY 2017 2 Officers and 1 Lieutenant were added to Patrol.

FY 2018 School Crossing Guards are being outsourced. FY 2018 1 position was transferred in from Special Revenue Alarm Fees.

FY 2019 a Deputy Chief is being added to Support Admin.

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



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

Performance Measures [Strategic Element E]

Perspective: Financial							
Goal: Develop a balanced multi-year budget.							
Objective: Meet budget targets							
Measurement Type	Key Performance Indicator(s)	FY 2016 Actual	FY 2017 Target	FY 2018 Estimate	FY 2019 Estimate	FY 2020 Estimate	3 - 5 Yr Goal
Output	Revenue	\$1,238,856	\$1,345,267	\$713,676	\$713,676	\$713,676	1%
	Expenditures	\$34,575,425	\$37,317,459	\$36,839,547	\$38,036,459	\$39,291,100	5%
Efficiency	% of Budget utilized	102%	100%	100%	100%	100%	100%
Outcome	% Increase/ (Decrease) from prior year	8%	8%	-1%	3%	3%	0%

Performance Measures

Perspective: Customer							
Goal: To enhance community partnerships.							
Objective: To increase social media and community oriented programs by five percent.							
Measurement Type	Key Performance Indicator(s)	FY 2016 Actual	FY 2017 Target	FY 2018 Estimate	FY 2019 Estimate	FY 2020 Estimate	3 - 5 Yr Goal
Output	Total number of media releases/ alerts	N/A	624	655	688	722	5%
	Total number of community oriented programs	94	99	104	155	163	5%
Efficiency	Number of hours per day spent engaging social media audience	3 hrs	3 hrs	3 hrs	3 hrs	3 hrs	3 hrs
Outcome	Social media engagement score	28,016	29,417	30,888	32,432	34,053	5%

Patrol Bureau

Performance Measures

Perspective: Customer							
Goal: To increase the security and safety of our citizens through a rapid response to emergency calls for service by							
Objective: To reduce patrol officer emergency response times by five percent initially, then maintain/re-evaluate.							
Measurement Type	Key Performance Indicator(s)	FY 2016 Actual	FY 2017 Target	FY 2018 Estimate	FY 2019 Estimate	FY 2020 Estimate	3 - 5 Yr Goal
Output	Priority one citizen's requests for service	2,010	1,902	1,940	1,979	2,019	2% yearly
Efficiency	Number of priority one calls per district:						
	South	720	725	739	754	769	2%
	Central	665	645	658	671	684	2%
	North	624	532	542	553	564	2%
	Minimum staffing requirements (per district)	5	5	5	5	5	5
Outcome	Average response time for priority one calls measured from time of dispatch to arrival	5:19 (AVG)	5:35	5:35	5:35	5:35	Maintain/ Re-evaluate

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

Investigative Services Bureau

Performance Measures

Perspective: Customer							
Goal: To reduce crime and victimization through the continued utilization of the Community Oriented Policing Strategic							
Objective: To assist in obtaining an average UCR index of 2175.							
Measurement Type	Key Performance Indicator(s)	FY 2016 Actual	FY 2017 Target	FY 2018 Estimate	FY 2019 Estimate	FY 2020 Estimate	3 - 5 Yr Goal
Output	Citizen's requests for service	107,920	93,696	94,633	95,579	96,535	1% yearly
	Self-initiated incidents	72,071	92,175	93,097	94,028	94,968	1% yearly
Efficiency	Number of community "face to face" activities	N/A	120	120	120	120	Maintain/ Re-evaluate
	Number of problem solving initiatives	24	12	12	12	12	12
Outcome	UCR Index Rate	1,958	2,175	2,175	2175	2175	Maintain

Special Operations Bureau

Performance Measures

Perspective: Customer							
Goal: Ensure the safe movement of people and vehicles.							
Objective: To reduce the number of serious injury/fatal traffic crashes in the City by five percent initially then maintain/re-evaluate.							
Measurement Type	Key Performance Indicator(s)	FY 2016 Actual	FY 2017 Target	FY 2018 Estimate	FY 2019 Estimate	FY 2020 Estimate	3 - 5 Yr Goal
Output	Number of Uniform Traffic Citations issued by Special Operations Personnel	4,350	4,437	4,526	4616	4,709	2% yearly
	Number of Uniform Traffic Citations issued overall	8,845	9,022	9,202	9386	9,574	2% yearly
	Number of Selective Enforcement Initiatives by Special Operations Personnel	2,488	2,538	2,588	3266	3,331	2% yearly
Efficiency	Time Committed to Selective Traffic Initiatives (Hours)	2,382	2,430	2,478	2528	2578	2% yearly
Outcome	Overall number of serious injury/fatal traffic crashes	29.0	27.6	27.6	27.6	27.6	5% initially then maintain/ re-evaluate

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

Communications and Logistical Support Bureau

Performance Measures

Perspective: Internal							
Goal: To increase the security and safety of our citizens through the rapid receipt and dispatch of Police, Fire and							
Objective: To answer 85 percent of 911 emergency calls within 10 seconds and dispatch all emergency calls within 2 minutes, then maintain yearly.							
Measurement Type	Key Performance Indicator(s)	FY 2016 Actual	FY 2017 Target	FY 2018 Estimate	FY 2019 Estimate	FY 2020 Estimate	3 - 5 Yr Goal
Output	Calls received on non-emergency lines	203,954	205,994	208,053	210,134	212,235	1%
	Calls received on emergency lines	71,734	72,451	73,176	73,908	74,647	1%
	Incidents handled	200,691	202,067	204,725	206,772	208,840	1%
Efficiency	Total number of calls per call taker	22,928	23,616	24,324	25,054	25,806	3%
	Number of calls dispatched per TC	9,828	10,123	10,427	10,739	11,062	3%
Outcome	Percentage of 911 calls answered within 10 seconds	83% AVG	85%	85%	85%	85%	Maintain
	Percentage of emergency calls dispatched within 2 minutes	82% AVG	85%	85%	85%	85%	Maintain

Professional Standards Bureau

Performance Measures

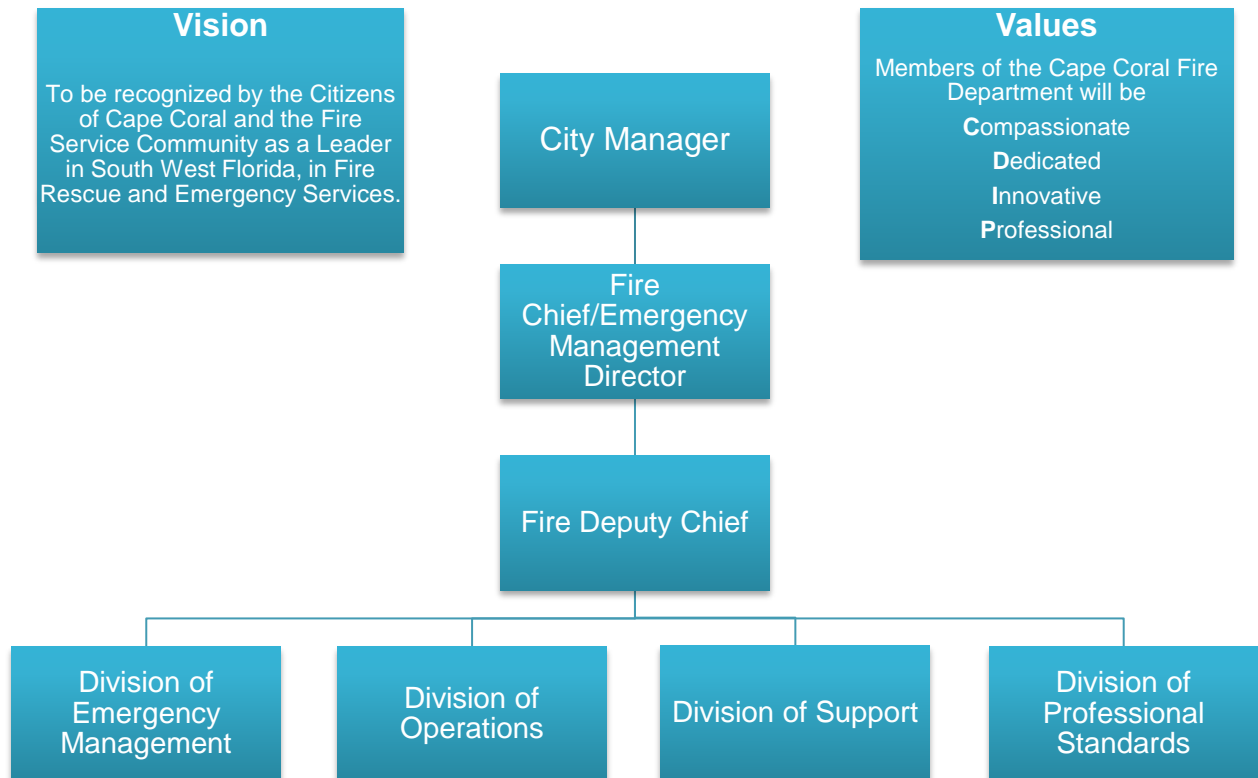
Perspective: Learning & Growth							
Goal: To increase employee development through current and future training needs.							
Objective: To increase personnel training hours by three percent initially, then maintain/re-evaluate.							
Measurement Type	Key Performance Indicator(s)	FY 2016 Actual	FY 2017 Target	FY 2018 Estimate	FY 2019 Estimate	FY 2020 Estimate	3 - 5 Yr Goal
Output	Total hours of internal training	15,189	15,645	15,645	15,645	15,645	3% then maintain/re-evaluate
	Total hours of external training	10,095	10,398	10,398	10,398	10,398	3% then maintain/re-evaluate
Efficiency	Average amount of training hours per officer	128	132	132	132	132	3% then maintain/re-evaluate
Outcome	Number of total training hours	25284	26043	26043	26043	26,043	3% then maintain/re-evaluate

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 2018 - 2020 Adopted Operating 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 2017 Accomplishments

- Increased the number of training hours from 55,171.91 to 55,891.2 for the previous 12-month period. This was a 1.29% increase
- Successfully conducted new hire and promotional testing; the Fire Department is currently 98.9% staffed
- Developed the Public Safety Training Facility Master Plan
- Developed the 2017 Annual Training Plan
- State of Florida Department of Health agency license renewal
- Development of Swift Assisted Victim Extrication (S.A.V.E.) active shooter training
- Medical equipment and supply contract renewal
- Procured and installed new marine motors and electronic navigation equipment
- Implemented a new marine grid system
- Procurement of a Gemini FTIR/Raman, hazardous material handheld analyzer
- Implementation training of the ICX command software
- Implementation of new High Rise Standing Order and training
- Conducted two (2) live fire training evolutions
- Implementation training of the Holmatro hydraulic extrication unit
- Received grant from Firehouse Subs for Inflatable Fire Safety House
- Held Successful Toy Drive, with over 4500 toys collected (up from 4,000 in FY16) and over 1,500 children receiving toys (up from 1,000 in FY16)
- Inspected all target hazards (234)
- Worked with Red Cross for smoke alarm project in South Cape; gave away smoke alarms and conducted home fire inspections
- Coordinated with communications to improve response to incidents
- Provided ongoing support and participation with the Ida Baker Fire Program
- Completed Fire Station 11 pre-construction evaluation
- Implemented Fleet Sustainability Program
- Completed final technology Video Teleconferencing (VTC) upgrade to the Emergency Operations Center (EOC). This upgrade has improved the City's operational readiness to emergencies and

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

disasters

- Completed Final Emergency Operations Plan (EOP) update including Disaster Debris Management Plan (DDMP) and Recovery Plan Annexes
- Successfully received National Weather Service (NWS) StormReady re-certification
- Graduated two new CERT Classes (50 CERT Graduates)
- Awarded Florida Division of Emergency Management CERT Grant for \$7,600
- Awarded Public Assistance (PA) and Disaster Recovery Grant Services Contract

FY 2018 - 2020 Goals and Priorities

- Implement the Public Safety Training Facility Master Plan
- Implement the Department Quality Assurance and Improvement Program
- Enhance Employee Professional Development
- Expand City-wide Advanced Life Support Response
- Improve Inter-Agency Operability and Resource Utilization
- Implement Active Assailant Response Program
- Partner with Urban Search and Rescue (USAR) Region 6
- Enhance community outreach and update public safety programs
- Develop home fire inspections program
- Develop community risk assessment and mitigation program
- Develop Initiate hearing-impaired smoke alarm program
- Arrive on Scene within 5 minutes of Dispatch, 60% of the time
- Acquire a Drone that would be utilized during Brush Fires, Large Structure Fires, and Search and Rescue
- Develop a Wellness and Fitness Program
- Develop a Continuity of Discipline Policy
- Develop and Implement the Management and Tracking of The City of Cape Coral Fire Department Capital Assets and Sustainability Programs
- Develop and Create the Department's Governing Documents
- Achieve National Weather Service (NWS) StormReady Re-certification
- Enhance Community Emergency Response Team (CERT) program
- Enhance Ping4Alerts training and Awareness
- Explore internship opportunities with local institutions of Higher Learning
- Initiate the Emergency Management Accreditation Process (EMAP)
- Implement outreach to the Faith-Based and Public-Sector Communities

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

Operating Budget

Expenditure by Category	FY 2016 Actual Expenditures	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
Personnel ¹	\$22,622,696	\$23,596,015	\$23,883,715	\$25,183,467	\$26,279,121	\$27,348,593
Operating ²	3,499,798	4,079,345	4,863,879	4,709,073	4,654,829	5,098,567
Capital Outlay ^{2,3}	503,472	2,809,216	2,199,801	1,228,297	1,711,388	1,897,299
Transfers Out ²	302,588	470,470	295,914	691,354	823,662	1,183,863
Other	-	-	-	-	-	-
Total	\$26,928,555	\$30,955,046	\$31,243,309	\$31,812,191	\$33,469,000	\$35,528,322

Expenditure by Program	FY 2016 Actual Expenditures	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
Administration	\$ 662,492	\$ 884,744	\$ 725,701	\$ 920,193	\$ 954,571	\$ 985,431
EOC Operations	139,375	177,768	161,446	192,857	199,320	220,397
Support Services	910,861	975,201	918,045	1,025,493	1,051,106	1,079,157
Special Operations	260,168	325,799	442,742	293,788	311,499	350,404
Fire Training	209,499	188,802	209,668	332,087	342,143	359,532
Emergency Medical Ser	497,776	402,879	417,608	476,463	512,724	517,244
Life Safety	794,460	823,228	859,287	889,694	914,814	942,175
Operations	23,090,903	25,020,192	25,223,712	26,841,975	27,225,281	28,891,938
Public Education	106,918	110,965	123,037	113,196	119,935	138,082
Professional Standards	256,103	274,684	346,060	294,621	308,592	320,104
Fleet Rolling Stock ³	-	1,770,784	1,808,403	431,824	1,529,015	1,723,858
Total	\$26,928,555	\$30,955,046	\$31,243,309	\$31,812,191	\$33,469,000	\$35,528,322

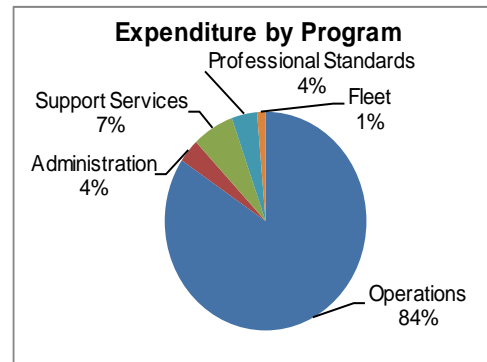
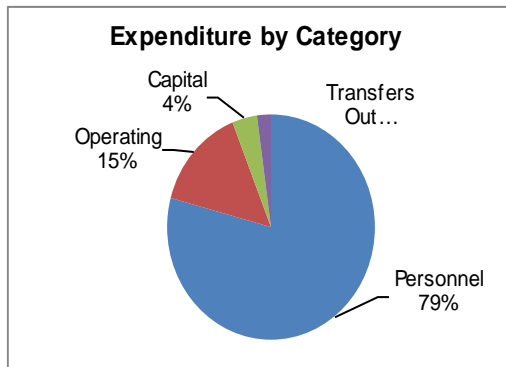
¹ FY 2017 added 9 new firefighters for Fire Station #11.

FY 2019 1 Training Lieutenant is being added. FY 2020 3 new Battalion Chiefs are being added.

² FY 2016 - 2018 includes associated capital, operating and debt expenses for Fire Station #11. FY 2018-2020 includes associated capital, operating and debt expenses for Fire Station #2 Remodel and relocation.

³ 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.



Other related funds can be found under the Special Revenue section: Advanced Life Support Impact Fee, Fire, Rescue and Emergency Capital Improvement Impact Fee, and All Hazards.

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

Performance Measures Strategic Element E

Perspective: Financial							
Goal: Develop a balanced multi-year budget.							
Objective: Meet budget targets.							
Measurement Type	Key Performance Indicator(s)	FY 2016 Actual	FY 2017 Target	FY 2018 Estimate	FY 2019 Estimate	FY 2020 Estimate	3 - 5 Yr Goal
Output	Revenue	\$21,878,577	\$23,930,132	\$25,548,470	\$26,609,296	\$27,425,108	100%
	Expenditures	\$26,928,555	\$31,243,309	\$31,812,191	\$33,469,000	\$35,528,322	100%
Efficiency	% of Budget utilized	97.25%	100.00%	100.00%	100.00%	100.00%	100%
Outcome	% Increase / (Decrease) from prior year	4%	16%	2%	5%	6%	0%

Operations

Performance Measures Strategic Element E

Perspective: Internal							
Goal: Enhance its overall response time and fire safety to establish a high level of service.							
Objective(s): Respond to 60% of calls for service in 5 minutes or less							
Measurement Type	Key Performance Indicator(s)	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate	FY 2019 Estimate	FY 2020 Estimate	3 - 5 Yr Goal
Output	Improve response ratio between percentage increase and response units	0.56	0.50	0.48	0.40	0.36	0.36
Efficiency	Number of response units	16.5	17	17	18	18	18
Service Quality	Ratings based on (1)Poor, (2)Below Average, (3)Average, (4)Above Average, and (5)Excellent	4	5	5	5	5	5
Outcome	Improve Annual Response Time %	28.8%	34.0%	35.0%	45.0%	50.0%	50.0%

Professional Standards

Performance Measures

Perspective: Learning & Growth (Firefighters)							
Goal: To increase employee development through training.							
Objective: To increase personnel firefighter training hours by five (5) percent, while decreasing administrative direct labor (DL) hours by five (5) percent annually.							
Measurement Type	Key Performance Indicator(s)	FY 2016 Actual	FY 2017 Target	FY 2018 Estimate	FY 2019 Estimate	FY 2020 Estimate	3 - 5 Yr Goal
Output	Ratio of training hours to Administrative Direct Labor (DL) Hours	5.38%	4.50%	4.09%	4.00%	4.00%	4%
Efficiency	Number of DL hours to administer program	1,331	1,296	1,234	1,200	1,140	5% decrease per year
Service Quality	Ratings based on (1)Poor, (2)Below Average, (3)Average, (4)Above Average, and (5)Excellent	3	4	4	4	4	4
Outcome	Total hours of Firefighter training	24,725.19	28,763.83	30,202.02	31,721.12	33,306.73	5% increase per year

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Objective: To increase personnel Engineer training hours by five (5) percent, while decreasing administrative direct labor (DL) hours by five (5) percent annually.							
Measurement Type	Key Performance Indicator(s)	FY 2016 Actual	FY 2017 Target	FY 2018 Estimate	FY 2019 Estimate	FY 2020 Estimate	3 - 5 Yr Goal
Output	Ratio of training hours to DL	3.93%	6.55%	5.94%	6.00%	6.00%	6%
Efficiency	Number of DL hours to administer program	999.25	863.84	822.70	800.00	760.00	5% decrease per year
Service Quality	Ratings based on (1)Poor, (2)Below Average, (3)Average, (4)Above Average, and (5)Excellent	3	4	4	4	4	4
Outcome	Total hours of Engineer training	25,425.94	13,179.84	13,838.83	14,000.00	13,300.00	5% increase per year

Objective: To increase personnel training Officer hours by five (5) percent, while decreasing administrative direct labor (DL) hours by five (5) percent annually.							
Measurement Type	Key Performance Indicator(s)	FY 2016 Actual	FY 2017 Target	FY 2018 Estimate	FY 2019 Estimate	FY 2020 Estimate	3 - 5 Yr Goal
Output	Ratio of training hours to DL	4.03%	3.06%	2.77%	2.75%	2.89%	3%
Efficiency	Number of DL hours to administer program	479	432	411	400	380	5% decrease per year
Service Quality	Ratings based on (1)Poor, (2)Below Average, (3)Average, (4)Above Average, and (5)Excellent	3	3	4	4	4	4
Outcome	Total hours of Officer training	11,870.37	14,136.14	14,842.95	15,000.00	15,750.00	5% increase per year

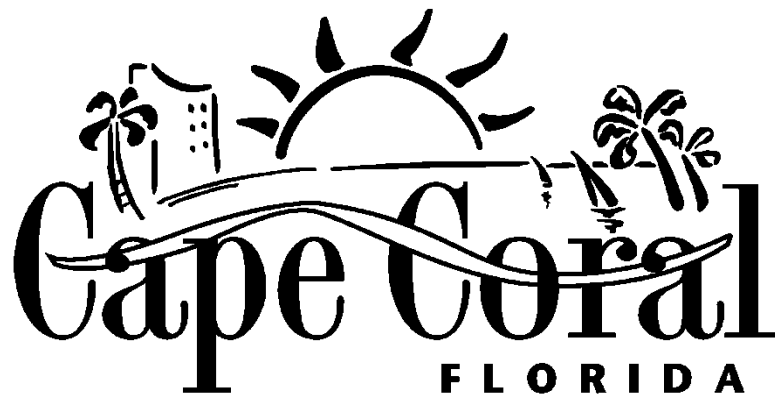
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Public Education
Performance Measures

Perspective: Customer							
Goal: Increase the community's education and involvement in Public Safety Programs.							
Objective: To increase information provided through social media							
Measurement Type	Key Performance Indicator(s)	FY 2016 Actual	FY 2017 Target	FY 2018 Estimate	FY 2019 Estimate	FY 2020 Estimate	3 - 5 Yr Goal
Output	Total number of media releases and campaigns	20	40	45	50	50	50
Efficiency	5% Annual Reduction of Administrative Direct Labor (DL) hours	245	252	240	200	210	200
Service Quality	Ratings based on (1)Poor, (2)Below Average, (3)Average, (4)Above Average, and (5)Excellent	4	5	5	5	5	5
Outcome	5% Annual Increase of followers on social media outlets	8,326	6,000	6,500	7,000	7,350	7,000

Perspective: Customer							
Goal: Increase the community's education and involvement in Public Safety Programs.							
Objective: Increase participation in community orientated public education programs							
Measurement Type	Key Performance Indicator(s)	FY 2016 Actual	FY 2017 Target	FY 2018 Estimate	FY 2019 Estimate	FY 2020 Estimate	3 - 5 Yr Goal
Output	Total hosted community oriented programs	160	220	245	270	295	270
Efficiency	5% Annual Reduction of Administrative Direct Labor (DL) hours	380	381	363	346	329	346
Service Quality	Ratings based on (1)Poor, (2)Below Average, (3)Average, (4)Above Average, and (5)Excellent	4	5	5	5	5	5
Outcome	5% Annual Increase of student and citizen contacts	21,117	21,000	22,050	23,153	24,311	23,153

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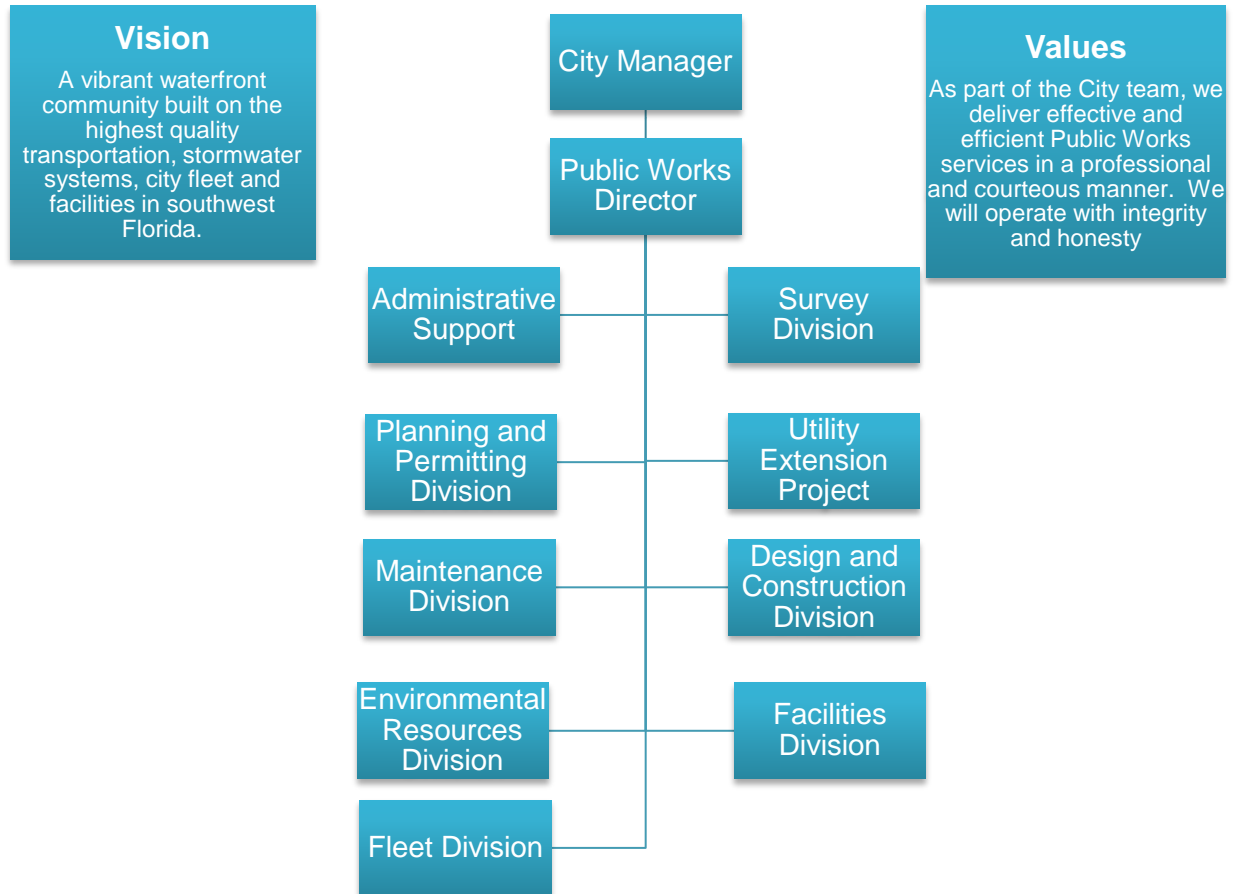


Public Works Department

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.

FY2017 Accomplishments

- Completed and adopted the City's first Bicycle-Pedestrian Master Plan
- Coordination between FDOT, CDBG and City on sidewalk grant funding
- Coordination with Lee County on the widening of Burnt Store Road
- Coordination with Lee County to enter the Kismet/Littleton Realignment Agreement
- Designated the 2016 Bicycle Friendly Community by the Florida Bicycle Association
- Met all requirements for the National Pollutant Discharge Elimination System (NPDES)
- Local Road Resurfacing: 110 lane miles completed
- Major Road Resurfacing: 30 lane miles completed
- Alley Resurfacing: 1.5 lane miles completed
- Streetlights: 300 installed
- Updated landscaping on Cape Coral Parkway medians (Del Prado to Coronado)
- New landscaping on Driftwood/Lucerne/Coronado medians (Cape Coral Pkwy to Yacht Club)
- Design of the streetscape improvements on SE 47th Terrace and Club Square
- Replaced 16,027 linear feet (LF), relined 3,611 LF and vacuumed 45,725 LF of drainpipes
- Installed over 56 new catch basins and repaired and/or modified over 157
- Removed silt from canals through our dredging program
- Mowed 4,291 linear miles of medians to date
- Filled 4,519 potholes using 618 tons of asphalt to date
- Assisted Utilities Department with Charlotte County Reservoir irrigation water transfer

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- Completed sidewalk grant projects: Palm Tree Blvd., Sands Blvd. North, and Skyline Blvd. North. Under construction: El Dorado Pkwy., Skyline Blvd. South and SW 26th ST and LN
- Bridge Inspection Services
- Fire Station #11 design/CMAR review completed
- Chiquita Lock Removal permit submitted
- Fleet Facility study completed
- Secured grants for D&D Marina improvements
- Sun Splash Restaurant/office building design and construction
- Sign Shop replacement building design and permitting
- Ranked #76 in the 100 Best Fleets in North America
- Developed a vehicle/equipment replacement program based on industry standards
- Changed from NAPA in-house parts management to Mancon in-house parts management
- Southwest 6/7 UEP – 98% of homes connected to water, sewer, irrigation
- Completion of Facilities Plan Update for North 1 and North 2 UEP areas
- North 2 UEP
 - Design, Land Acquisition, Permitting and Bidding Phases for 13 Construction Contracts
 - Approval of Water, Wastewater and Irrigation Assessment Program
 - Obtained State Revolving Fund (SRF) Clean Water and Drinking Water loans from FDEP
 - Obtained \$1.8M in grant funding from FDEP and SFWMD

FY 2018-2020 Goals & Priorities

- Continue implementation of the Bicycle-Pedestrian Master Plan
- Coordination between FDOT, CDBG and City on sidewalk grant funding
- Coordination with Lee County on the widening of Burnt Store Road
- Coordinate with Lee County for construction of the Kismet/Littleton Realignment
- Continue to remove exotic animals and vegetation
- Implement projects from Surface Water Monitoring Program (SWMP)
- Meet Caloosahatchee Basin Management Action Plan (BMAP) goals
- Update and continue implementation of the 5-year Local and Major Road Paving Program
- Evaluate dredging needs and update the implementation of the Canal Dredging Program
- Design and construct stormwater/water quality projects as identified in work program
- Design and construction of stormwater/water quality projects as part of North 2 and 1 UEP areas
- Street Lighting, Median Landscaping and Alley Paving Programs
- Construction of streetscape improvements on SE 47th Terrace and Club Square
- Pothole Repair
- Bridge Maintenance including inspections, repairs, and painting
- New sidewalk installation for grant projects
- Swale regrading, storm drain pipe and catch basin replacement and/or lining
- Canal Dredging and Navigation Obstruction Removal
- Construction of Fire Station #11, #2 and #12
- Construction of the Sign Shop building
- Removal of the Chiquita Lock
- Site improvements to D&D Marina
- Design of Public Safety Training Facility
- Design and construction of a new Fleet Facility
- Apply for the 100 Best Fleets and achieve a higher ranking
- Obtain Leading Fleet designation from Ford Motor Company
- Manage construction of North 2 UEP
- North 1 UEP design, permitting and construction
- Coordinate with Utilities Department in City-wide utilities master plan update

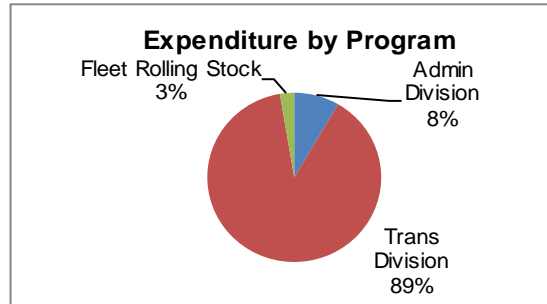
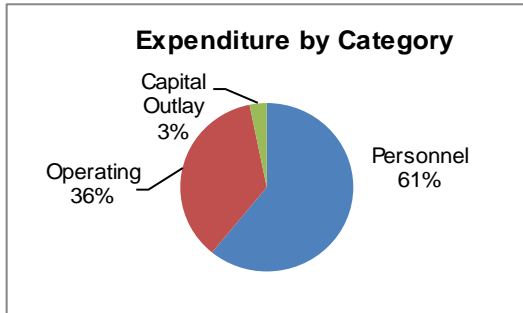
City of Cape Coral, Florida
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Operating Budget

Expenditure by Category	FY 2016 Actual Expenditures	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
Personnel	\$ 4,405,299	\$ 5,175,541	\$ 5,235,541	\$ 5,713,696	\$ 6,041,813	\$ 6,276,644
Operating	2,302,161	3,202,153	3,971,023	3,366,309	3,563,045	3,683,847
Capital Outlay ¹	6,950	595,633	825,448	300,623	391,928	853,162
Debt Service	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total	\$ 6,714,411	\$ 8,973,327	\$ 10,032,012	\$ 9,380,628	\$ 9,996,786	\$ 10,813,653

Expenditure by Program	FY 2016 Actual Expenditures	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
Administration Division	\$ 613,924	\$ 746,057	\$ 996,057	\$ 789,496	\$ 812,803	\$ 864,994
Transportation Division	6,100,487	7,727,589	8,342,274	8,342,509	8,821,383	9,315,659
Fleet Rolling Stock ¹	-	499,681	693,681	248,623	362,600	633,000
Total	\$ 6,714,411	\$ 8,973,327	\$ 10,032,012	\$ 9,380,628	\$ 9,996,786	\$ 10,813,653

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



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Performance Measures [Strategic Plan Element B]

Perspective: Financial							
Goal: Develop a balanced multi-year budget.							
Objective(s): Meet budget targets (General Fund)							
Measurement Type	Key Performance Indicator(s)	FY 2016 Actual	FY 2017 Target	FY 2018 Estimate	FY 2019 Estimate	FY 2020 Estimate	3 - 5 Yr Goal
Output	Revenue	\$192,265	\$463,334	\$124,112	\$126,530	\$130,780	
	Expenditures	\$6,714,411	\$10,032,012	\$9,380,628	\$9,996,786	\$10,813,653	
Efficiency	% of Budget utilized	82.16%	100.00%	100.00%	100.00%	100.00%	
Outcome	% Increase / (Decrease) from prior year	6.52%	49.41%	-6.49%	6.57%	8.17%	

Performance Measures [Strategic Plan Element C]

Perspective: Residents and internal							
Goal: To provide sound infrastructure and quality roads to the users of Cape Coral's roadway network within the optimal time frame to maintain the road surface at the lowest life cycle cost.							
Objective(s): Resurfacing of Local and Major Roads							
Measurement Type	Key Performance Indicator(s)	FY 2016 Actual	FY 2017 Target	FY 2018 Estimate	FY 2019 Estimate	FY 2020 Estimate	3 - 5 Yr Goal
Output	Local Road Resurfacing (Lane Miles)	289.4	60.0	56.0	44.0	48.0	Avg 50
	Major Road Resurfacing (Lane Miles)	109.0	33.9	36.1	28.0	35.0	avg 30
Efficiency	Local Road Average Cost per Lane Mile	\$41,433	\$35,000	\$35,000	\$35,000	\$35,000	n/a
	Major Road Average Cost per Lane Mile	\$44,207	\$65,000	\$65,000	\$65,000	\$65,000	n/a
Outcome	Local Road City-wide Total (Lane Miles)	2430.0	2430.0	2430.0	2430.0	2430.0	n/a
	Local Roads Paved more than 20 years ago (Lane Miles)	375.0	404.0	348.0	304.0	256.0	reduce by avg of 50 per year
	% Local Roads paved more than 20 years ago (Lane Miles)	15.4%	16.6%	14.3%	12.5%	10.5%	n/a
	Major Road City-wide Total (Lane Miles)	721.0	721.0	721.0	721.0	721.0	n/a
	Major Roads OCI <75 (Lane Miles)	174.0	144.9	108.8	80.8	45.8	reduce by avg of 30 per year
	% Major Roads OCI <75 (Lane Miles)	24.1%	20.1%	15.1%	11.2%	6.4%	n/a
	% City Roads Improved within last 5 years	23.6%	17.3%	20.3%	14.1%	25.2%	n/a

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Performance Measures [Strategic Plan Element C]

Perspective: Customer and internal							
Goal: To provide citizens with proper swale elevations in order to maintain a flood free environment; and to reduce pollutants and silt from entering canals.							
Objective(s): Keep swale complaint backlog under 120 days in the dry season							
Measurement Type	Key Performance Indicator(s)	FY 2016 Actual	FY 2017 Target	FY 2018 Estimate	FY 2019 Estimate	FY 2020 Estimate	3 - 5 Yr Goal
Output	Number of swale grading requests received (in house and from Action Center)	356	239	226	220	200	Less than 239
	Number of swales regraded	473	400	400	400	400	400
	Square feet of swale regrading performed	1,121,325	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
	Number of swale grading crews	5	5	5	5	5	5
Efficiency	Square feet of swale regrading performed per crew	224,260	300,000	300,000	300,000	300,000	300,000
Service Quality	Percent of projects receiving a positive score through the Survey Monkey system	100%	100%	100%	100%	100%	100%
Outcome	Average response time in days	216	55	50	50	50	Less than 50

Performance Measures [Strategic Plan Element C]

Perspective: Customer and internal							
Goal: To provide citizens with safe roadways to travel upon, devoid of any major potholes							
Objective(s): Respond to citizen pothole complaints within three business days							
Measurement Type	Key Performance Indicator(s)	FY 2016 Actual	FY 2017 Target	FY 2018 Estimate	FY 2019 Estimate	FY 2020 Estimate	3 - 5 Yr Goal
Output	Number of pothole requests received	1,492	950	900	875	900	900
	Total tons of asphalt used	772	750	700	700	700	700
Efficiency	Percent of requests filled	90-100%	90-100%	90-100%	90-100%	90-100%	90-100%
Service Quality	Percent of potholes having to be refilled	Less than 5%	Less than 5%	Less than 5%	Less than 5%	Less than 5%	Less than 5%
Outcome	Number of business days to respond	Fewer than 3	Fewer than 3	Fewer than 3	Fewer than 3	Fewer than 3	Fewer than 3

Performance Measures [Strategic Plan Element D]

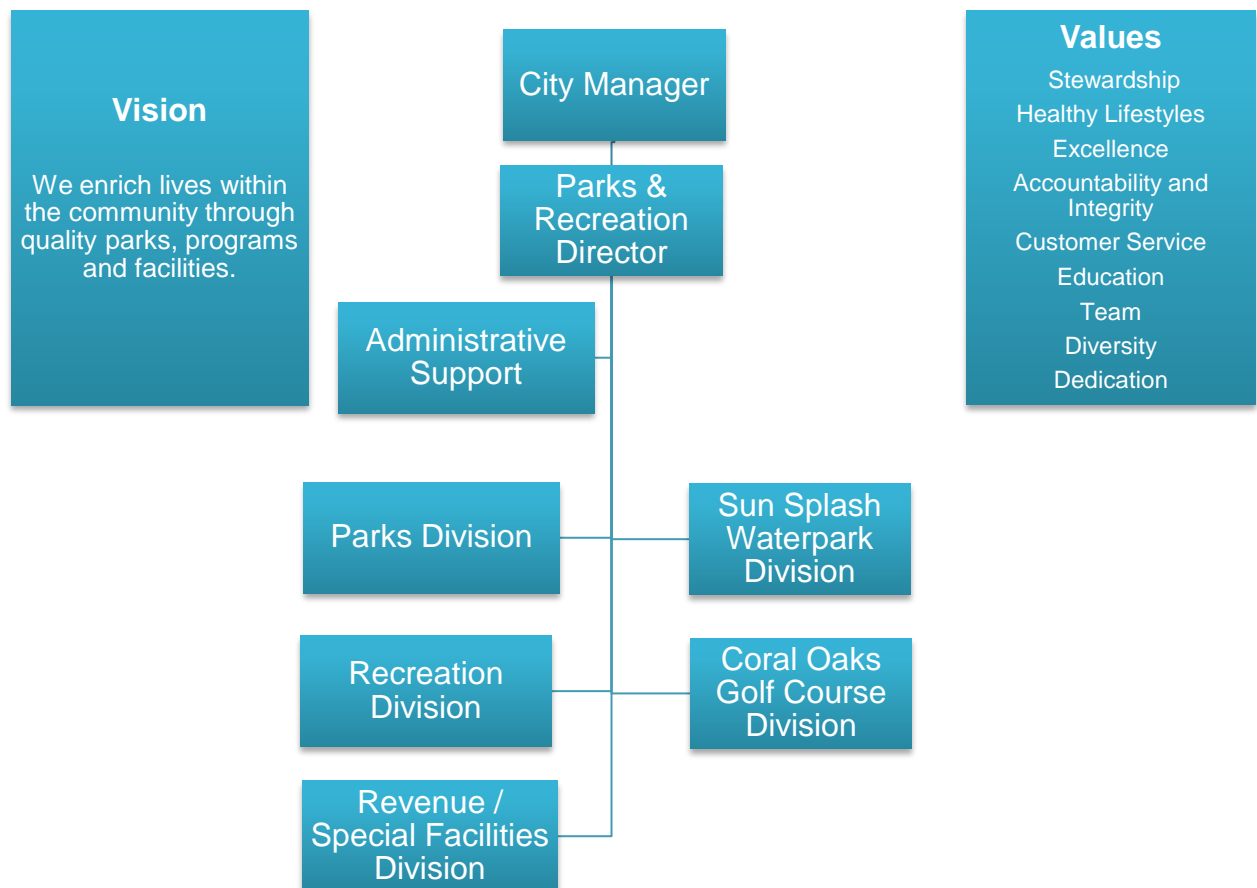
Perspective: Learning & Growth							
Goal: Support the learning and growth of department employees							
Objective: Complete all annual performance evaluations							
Measurement Type	Key Performance Indicator(s)	FY 2016 Actual	FY 2017 Target	FY 2018 Estimate	FY 2019 Estimate	FY 2020 Estimate	3 - 5 Yr Goal
Output	# Completed	85%	100%	100%	100%	100%	100%
Efficiency	% of Timely completions	85%	100%	100%	100%	100%	100%
Outcome *	% Complete	85%	100%	100%	100%	100%	100%
* Percent complete by fiscal year end							

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. Coral Oaks Golf Course and the Yacht Basin operate as enterprise funds and Sun Splash Waterpark is a special revenue fund.

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.



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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 offer 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, plus 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 2017 Accomplishments and Proposed Accomplishments

- Held public workshops and City Council approved the 2016 Parks Master Plan which lists citizens' wants, priorities, and potential funding sources.
- Acquired Council approval and was placed on the recommended list to receive a \$100,000 brick and mortar grant from the State of Florida with a matching \$200,000 from the City of Cape Coral for the Arts Studio Complex.
- Completed switchover to all LED Lighting at Four Freedoms Park. (Energy costs decreased by 20% first quarter.)
- The Yacht Club Community Park received a 4 Star rating from Trip Advisor.
- The replacement of the beach pavilion roof at the Yacht Club and the renovation of the pool gatehouse and restroom will be implemented/completed in FY 17.
- Fully licensed the Creative Cubs program with DCF and maintained 100% inspections with DCF and the Department of Health.
- Increased physical fitness by 30 minutes a day in our Tigers Afterschool Program and collaborated with Strong Kids 360 to implement strength training and physical activity to combat childhood obesity.
- Acquired over \$16,994 in CDBG funds for Cape Coral Mini-Bus Service Fee Assistance Program.
- The Tony Rotino Center initiated a membership drive which has resulted in a 40% increase in new/renewed memberships in the first quarter of the fiscal year.
- Special Populations partnered with the Guardian Angels for Special Populations with the purchase of a 20-passenger handicap accessible replacement bus, Pops Café equipment, and funds towards a staff person; a value over \$100,000.
- Established a wildflower garden by means of a \$3,000 grant procured from the Wildflower Foundation of Florida.
- Complete renovations such as replace: LED lights, air conditioning/air handlers, fence, irrigation, update concession buildings, and repave parking lots.
- Continue playground audits and replace playground equipment to insure safety.
- Certified as Tree City USA for 2017 and 2016 (accomplished since 1992).
- Installed two Little Free Libraries (Kiwanis Park and Jaycee Park).
- Awarded TDC grant for Kayak Launch improvements at Sirenia Vista Park.
- LWCF Grant received for improvements at Saratoga Lake Park.
- Special event attendance increased 2% over prior year and the Special Event division has renewed key sponsors for festivals and events.

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- Coral Oaks, in conjunction with the South Florida Section of the PGA, coordinated a PGA Hope Program for Military Veterans.
- Coral Oaks will undergo a greens renovation in May 2017 which includes 20 new putting surfaces, renovation of Holes #1, 10 and 18 Tees, and a portion of Hole #2 and #11 fairways.
- Performed over 900 background checks on all User Priority Groups (coaches and volunteers in youth sports) to insure safety of our youth sports participants.
- Continue to act as a liaison of all user groups that use city athletic fields/facilities.
- Open Pirate's Cove, an interactive play feature, at Sun Splash Family Waterpark
- Rebuild Guest Services, a kitchen, and office space at Sun Splash.
- Increased cultural programs such as "Jam Sessions at the Park," "Blue Grass Festival," and "Dancing with Dolphins" (art festivals) as private – public partnerships.

FY2018 – 2020 Goals and Priorities

- Prioritize and begin implementation of City Wide Park Master Plan 2016.
- Complete the Golf Course Strategic Plan.
- Maintain PGA Growth of the Game Opportunities that include the Cape Coral Junior Golf Association Summer Program, Youth Crime Intervention Saturday Free Kids Clinic, Middle School and High School Junior Golf Programs.
- Continue to repair and replace items throughout Parks and Recreation which are aged, damaged, and need updating.
- Complete Sirenia Vista walkway overlooking the Bows canal and the kayak launch project.
- Complete improvements at Saratoga Lake Park with LWCF Grant money.
- Maintain 5 Star rating with Star Fish Aquatics at Sun Splash Family Waterpark
- Partner with the Rotary Club to bring the community garden to fruition and offer spaces for rent to the residents of Cape Coral.
- Work with the Rotary Clubs to renovate the nature trail tower at Rotary Park.
- Install primitive kayak launches on city property at locations agreed upon by the department, community organizations, and residents.
- Promote partnerships, sponsorships and agency support for Special Events.
- Continue to partner with the Guardian Angels for Special Populations.
- Continue to offer job training and professional development for staff.
- Adjust marketing strategies to maximize revenue while promoting the new interactive water feature, "Pirate's Cove" at Sun Splash Waterpark.
- Maintain a 95% customer satisfaction rating on surveys.
- Maintain or reduce the budgeted subsidy for all Parks and Recreation divisions.
- Research grant opportunities to acquire funds that will help to further resources.
- Obtain and maintain top ratings on public travel rating sites such as Trip Advisor.
- Implement new fender system to enhance moorings and upgrade marina docking.
- Continue to promote healthy lifestyle choices.
- Grow sponsorship and attendance for all city produced events
- Continue to install safety and security items such as lightning alert systems with sound and strobe lights at athletic and neighborhood parks.
- Analyze trending sports to adapt and meet the needs of the community.
- Continue to promote water safety and drowning prevention throughout the community and increase participation in swim lessons.
- Maintain 100% compliance inspections with DCF and VPK audits.
- Create a middle school summer camp program to promote teen participation.

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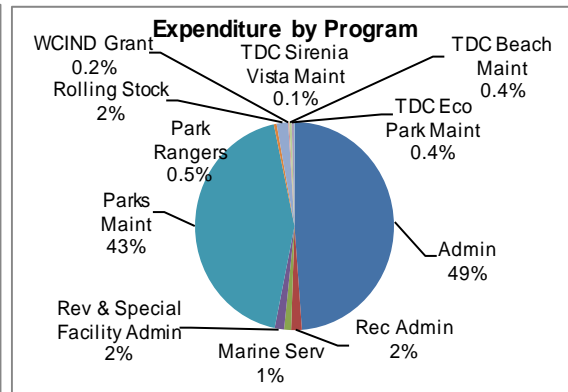
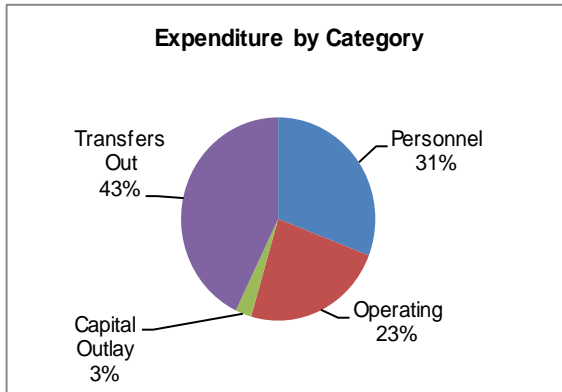
Operating Budget

Expenditure by Category	FY 2016 Actual Expenditures	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
Personnel	\$ 3,637,254	\$ 3,894,168	\$ 3,906,168	\$ 4,123,085	\$ 4,240,788	\$ 4,344,798
Operating	2,200,726	2,174,825	2,746,461	3,163,266	2,958,351	3,047,882
Capital Outlay	851,875	1,147,175	2,235,121	359,162	627,000	217,000
Transfers Out	4,179,000	5,196,395	6,638,155	5,724,535	5,990,517	6,182,336
Total	\$ 10,868,854	\$ 12,412,563	\$ 15,525,905	\$ 13,370,048	\$ 13,816,656	\$ 13,792,016

Expenditure by Program	FY 2016 Actual Expenditures	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
Administration	\$ 4,825,509	\$ 5,943,933	\$ 7,385,693	\$ 6,526,294	\$ 6,796,505	\$ 7,014,132
Recreation Administration	200,960	214,814	214,814	231,462	238,245	245,090
Marine Services	149,459	149,920	149,920	152,233	152,677	155,337
Rev & Special Facility Admin	166,678	195,509	195,509	203,413	209,024	214,057
Parks Maintenance	5,362,900	5,278,800	6,809,940	5,808,571	6,009,050	5,828,572
Park Rangers	52,087	57,507	57,507	61,753	63,995	65,668
P&R Rolling Stock ¹	-	447,500	577,942	249,162	210,000	132,000
WCIND Grant	5,754	25,000	25,000	25,000	25,000	25,000
TDC Beach Maint	54,925	45,497	45,497	51,230	51,230	51,230
TDC Eco Park Maint	46,226	43,592	53,592	49,118	49,118	49,118
TDC Sirenia Vista Maint	4,357	10,491	10,491	11,812	11,812	11,812
Total	\$ 10,868,854	\$ 12,412,563	\$ 15,525,905	\$ 13,370,048	\$ 13,816,656	\$ 13,792,016

Notes:

¹ Rolling Stock was transferred from Government Services to Parks & Recreation FY 2017



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

Performance Measures [Strategic Plan Element B]

Perspective: Financial							
Goal: Develop a balanced multi-year budget							
Objective(s)							
Measurement Type	Key Performance Indicator(s)	FY 2016 Actual	FY 2017 Target	FY 2018 Estimate	FY 2019 Estimate	FY 2020 Estimate	3 - 5 Yr Goal
Output	Expenditures	\$10,868,854	\$15,525,905	\$13,370,048	\$13,816,656	\$13,792,016	
Efficiency	% of Budget utilized	96%	100%	100%	100%	100%	100%
Outcome	% Increase / (Decrease) from prior year	13%	43%	-14%	3%	0%	0%

Performance Measures [Strategic Plan Element D]

Perspective: Customer							
Goal: Increase, establish and maintain partnerships with the community and local organizations							
Objective(s): Increase symbiotic partnerships within the community							
Measurement Type	Key Performance Indicator(s)	FY 2016 Total	FY 2017 Target	FY 2018 Estimate	FY 2019 Estimate	FY 2020 Estimate	3 - 5 Yr Goal
Output	Number of partnerships	3,902	4,000	4,100	4,202	4,307	Increase 2.5% annually
Efficiency	Donations	\$65,356	\$66,990	\$68,665	\$70,381	\$72,141	Increase 2.5% annually
Service Quality	Number of programs/events affected or enhanced	62	63	64	65	66	Increase 2.5% annually
Outcome	Average savings per program via	\$1,054	\$1,063	\$1,073	\$1,083	\$1,093	Increase 2.5%

Performance Measures [Strategic Plan Element F]

Perspective: Internal							
Goal: Increase volunteer hours on behalf of departmental activities							
Objective(s): Increase volunteer hours for all divisions within the department							
Measurement Type	Key Performance Indicator(s)	FY 2016 Actual	FY 2017 Target	FY 2018 Estimate	FY 2019 Estimate	FY 2020 Estimate	3 - 5 Yr Goal
Output	Number of volunteers	8,566	8,994	9,444	9,916	10,412	Increase 5% annually
Efficiency	Number of volunteer hours	115,174	120,933	126,979	133,328	139,995	Increase 5% annually
Service Quality	FTE Equivalency	55.37	58.14	61.05	64.10	67.31	Increase 5% annually
Outcome	Dollar value of volunteers	\$ 2,488,910	\$ 2,613,356	\$ 2,744,023	\$ 2,881,225	\$ 3,025,286	Increase 5% annually
2014 Hourly Value \$21.61 Per independentsector.org							

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

Performance Measures [Strategic Plan Element D]

Perspective: Learning & Growth							
Goal: Support the learning and growth of department employees							
Objective: Complete all annual performance evaluations							
Measurement Type	Key Performance Indicator(s)	FY 2016 Actual	FY 2017 Target	FY 2018 Estimate	FY 2019 Estimate	FY 2020 Estimate	3 - 5 Yr Goal
Output	# Completed	77 of 91	100%	100%	100%	100%	100%
Efficiency	% of Timely completions	85%	100%	100%	100%	100%	100%
Outcome *	% Complete	98%	100%	100%	100%	100%	100%
* Percent complete by fiscal year end							

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

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.

Expenditure Category	FY 2016 Actual Expenditures	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
Personnel	\$ 22,260,160	\$ 23,178,704	\$ 28,982,204	27,246,518	28,203,500	29,199,001
Operating	11,294,104	12,578,618	16,235,737	11,598,092	11,641,574	12,617,349
Capital Outlay ¹	4,524,658	23,423	1,951,889	-	-	-
Debt Service	-	-	-	-	-	-
Transfers Out	19,411,300	16,323,899	16,152,440	15,992,921	15,875,940	15,661,240
Subtotal Expenditures	57,490,221	52,104,644	63,322,270	54,837,531	55,721,014	57,477,590
Reserves	-	32,749,907	32,358,299	38,634,630	38,152,988	37,661,403
Total	\$ 57,490,221	\$ 84,854,551	\$ 95,680,569	\$ 93,472,161	\$ 93,874,002	\$ 95,138,993

Program	FY 2016 Actual Expenditures	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
Donations						
Cape Coral Historical Soc	\$ 40,000	\$ 42,500	\$ 42,500	\$ 45,000	\$ 45,000	\$ 47,279
Good Wheels	30,000	-	30,000	30,000	-	-
Veterans	-	-	10,000	-	-	-
Bike/Pedestrian Paths	3,013	-	12,461	-	-	-
Public Private Partnership	49,393	-	23,234	-	-	-
Assessment Lot Mow & Utility ²	480,033	821,605	821,605	874,296	874,296	874,296
General Fund Transfers						
Assessment Stormwater Fees	398,720	374,738	437,738	481,410	481,410	481,410
Assmt, Betterment, Impact	564	-	-	-	-	-
On-Behalf Pension Pymts	2,623,700	2,560,207	2,560,207	2,560,207	2,560,207	2,560,207
To Transportation Cap-Alleys ³	500,000	510,000	510,000	520,000	520,000	520,000
To Transportation Cap-Medians ⁴	400,000	306,000	306,000	312,000	312,000	312,000
To PW Capital-Sign Shop ⁵	325,000	-	-	-	-	-
To Capital Projects Academic Village ⁶	-	-	74,806	-	-	-
To Capital Projects CRA Streetscape ⁷	-	-	152,861	-	-	-
To CDBG ⁸	24,073	-	-	-	-	-
To CRA (Tax Increment) ⁹	788,808	1,001,219	1,001,219	1,317,385	1,383,254	1,452,416
To City Centrum ¹⁰	1,000	-	74,714	93,274	93,274	93,274
To Capital Projects for Computer ERP Syst	300,000	-	-	-	-	-
To Trans Cap - Road Resurface ¹²	6,900,000	6,500,000	6,500,000	6,500,000	6,500,000	6,500,000
To Fire Cap-FS #11 Const ¹³	331,569	-	-	-	-	-
To Self-Insurance Health ¹⁴	3,313,163	-	1,000,000	-	-	-
Charter School Charges ¹⁵						
1/2 FTE Sr Accountant & 1 FTE HR Liason	44,971	42,192	87,192	41,510	42,941	44,064
Other City Costs	28,124	19,030	102,163	20,250	25,313	25,949
Retiree Cost						
Annual Costs - OPEB ¹⁶	5,710,880	5,955,164	6,113,664	6,622,805	6,960,889	7,319,275
UAAL General Pension	5,635,191	6,018,304	6,118,304	7,241,000	7,458,230	7,681,977
UAAL Police Pension	4,085,459	4,236,511	4,236,511	5,172,689	5,327,870	5,487,707
UAAL Fire Pension	6,851,461	6,926,533	6,926,533	8,168,514	8,413,570	8,665,978
Outside Contracts						
Community Theatre & Bldg	23,334	35,000	35,000	35,000	35,000	35,000
Animal Control ¹⁷	729,524	785,894	794,644	823,939	911,910	934,708
Debt Service						
2008 Bonds Police HQ ¹⁸	\$ 2,467,027	\$ 2,470,232	\$ 1,820,232	\$ 1,244,843	\$ 1,241,623	\$ -
2012 Bonds Fire St 3 & 4 ¹⁹	462,640	462,641	462,641	462,643	462,643	462,646
2012 Equipment Lease ²⁰	439,370	440,000	440,000	-	-	-
2014 Cap Improvement Bonds ²¹	601,209	605,295	605,295	602,898	600,285	602,090
2015 Special Obligation Note ²²	1,810,553	1,801,446	753,226	1,801,539	1,803,648	1,805,085
2015 Special Obligation Note ²³	746,889	2,227,066	1,801,446	1,678,339	1,499,213	1,278,729
2017 Special Obligation Note ²⁴	-	-	650,000	1,020,000	1,020,000	2,195,000
2018 Equipment Lease ²⁵	-	-	-	440,000	440,000	440,000
Street Light Power ²⁶	2,587,330	3,001,705	3,420,163	2,892,235	2,990,669	3,062,937
Property/Liability Insurance ²⁷	884,857	902,554	1,018,791	994,088	1,013,970	1,034,249

City of Cape Coral, Florida
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Program	FY 2016 Actual Expenditures	FY 2017 Adopted Expenditures	FY 2017 Amended Expenditures	FY 2018 Adopted Expenditures	FY 2019 Proposed Expenditures	FY 2020 Proposed Expenditures
Miscellaneous:						
Billing Service Fees	62,583	50,000	50,000	65,000	53,300	65,000
Nicholas Annex Util & Maint	31,998	7,806	7,806	27,684	19,950	20,480
Chester reroof	-	-	-	-	36,900	-
Election Costs	5,000	178,000	178,000	500,000	250,000	500,000
Prod Room Equip	56,796	10,000	11,300	55,000	10,000	10,250
Ping4Alerts	-	-	20,000	20,000	-	20,000
Computer Hardw are/Softw are	-	-	38,320	-	-	-
Grant Softw are & FBC Memb	2,500	2,750	2,750	3,000	3,275	3,357
Other	(3,147)	15,700	15,700	17,950	17,300	20,334
Fleet Charges	-	748,800	748,800	1,101,705	1,363,521	1,553,803
City Hall Maint & Facility Chgs	1,018,081	2,109,275	2,513,857	93,274	93,274	93,274
Legal Fees	183,190	106,000	143,279	110,000	115,000	519,600
Accounting & Auditing	-	-	117,400	75,000	76,125	77,278
Outside Consulting Firms	71,164	311,500	447,842	202,500	219,600	232,384
Lobbyist-State & Federal	104,167	100,000	100,000	100,000	100,000	100,000
Land Purchase	1,775	1,800	1,800	1,800	1,800	1,800
Health Insurance Profit Share/MLR	1,915	-	-	-	-	-
Studies & Master Plans ²⁸	-	-	-	-	-	-
Parks Master Plan Update	131,600	-	15,121	-	-	-
DCD Fee Recovery Study	20,255	-	4,745	-	-	-
Bimini Basin	2,775	-	1,495	50,000	-	-
7 Islands Master Plan	111,917	-	13,500	50,000	-	-
Employee Walkin Clinic	11,125	15,000	15,000	15,000	15,000	15,000
BCBS Wellness Program	177,561	100,000	301,745	75,000	50,000	50,000
Scrub Jay Habitat Mitigation	-	151,754	543,226	151,754	151,754	151,754
Matlacha Property Lease	24,912	27,000	64,560	27,000	27,000	27,000
Electric Franchise Agreement	225,956	100,000	246,789	100,000	100,000	100,000
Fleet /Rolling Stock Replace ¹	5,229,821	-	1,816,554	-	-	-
Capital Maintenance Projects	-	-	-	-	-	-
Nicholas Annex Exterior	-	23,423	208,423	-	-	-
Chester Street A/C Replacement	-	-	11,500	-	-	-
Cape Coral Parkw ay LED Retrofits	-	-	80,000	-	-	-
Improvement - Oasis						
Fence	8,400	-	-	-	-	-
Divider Curtain Oasis Gym	12,360	-	-	-	-	-
Fuel System EOC Generator Rep	-	-	10,000	-	-	-
Tornado 2016	294,370	-	633,071	-	-	-
Sunsplash Fire Project	85,293	-	-	-	-	-
Hurricane Irma	-	-	6,000,000	-	-	-
Subtotal Expenditures	57,490,221	52,104,644	63,305,733	54,837,531	55,721,014	57,477,590
Reserves						
Designated: Disaster & Other ²⁹	-	4,544,737	4,561,274	4,544,737	4,544,737	4,544,737
Undesignated	-	28,205,170	27,813,562	34,089,893	33,608,251	33,116,666
Total	\$ 57,490,221	\$ 84,854,551	\$ 95,680,569	\$ 93,472,161	\$ 93,874,002	\$ 95,138,993

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

Government Services Notes:

¹ FY 2016 Capital funding is for a result of Rolling Stock and Equipment from FY 2014-2016. The Fleet Manager has the responsibility of replacing assets within the funding availability. The Fleet Manager is responsible for maintaining equipment listings. FY 2017 Capital funding is the remaining FY 2016 Rolling Stock and Equipment. Also, Improvements to Street Lightening and City Complex.

² Assessments Lot Mowing & Utility - FY 2017 - 2020 includes an estimate for North 2 Assessments based on the amortization option.

³ To Transportation Capital Project-Alleys for Alley repaving project to complete gaps in alleyways on Del Prado Blvd

⁴ To Transportation Capital Project - Median landscaping program.

⁵ To PW Capital-Sign Shop - Additional funding in order to complete the project.

⁶ To Capital Projects-Academic Village - Additional funding for mitigation

⁷ To Capital Projects-CRA Streetscape - Funding for ITS project within Streetscape

⁸ To Special Revenue CDBG - To provide additional funding to the FY 2016 funding plan as recommended by CDBG Citizens Advisory Board.

⁹ To Special Revenue CRA Transfer includes tax increment and an additional \$100,000 in FY 2016 to support additional improvements.

¹⁰ To Special Revenue City Centrum to maintain support of daily operation and maintenance

¹¹ To Capital Projects - Computer Software for ERP Systems

¹² To Capital Projects-Transportation Capital Project- Road Resurfacing. FY 2016 - 2020 Local Road Resurfacing program funded at \$6.5 million each year

¹³ To Capital Projects for Fire Station #11 Construction . Design begins for Station #11 in FY 2016 followed by construction in FY 2017

¹⁴ To Internal Service Fund Self Insurance Fund to maintain required Reserves

¹⁵ The Cost incurred on the behalf of the Charter School Authority. Annual debt service is paid by the Charter School Authority.

¹⁶ Annual Cost - OPEB. Other post employment benefits (OPEB) 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.

¹⁷ 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.

¹⁸ 2008 Special Revenue Bond for construction of Police Headquarters.

¹⁹ 2008 Special Revenue Bond for construction of Fire Station 3 & 4

²⁰ 2012 Equipment Lease. The last payment will be made in FY 2017.

²¹ FY 2014 Capital Improvement Refunding Revenue Bonds - This note resulted from the refunding of 2005 Capital Improvement & Refund Debt, that refunded a portion of 1999 debt for City Hall and new money for Fire Station, Art Studio and Recreational Park.

²² 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.

²³ 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

²⁴⁰ 2017 Special Obligation Note refunds the 2007, 2008 & 2011 bonds for Police Headquarters and Charter Schools

²⁵ 2018 Equipment Lease. This lease will be for the new lease of equipment from the 2012 Equipment Lease

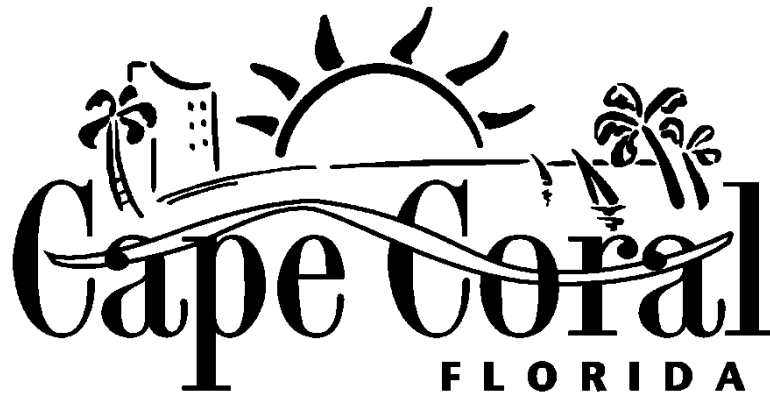
²⁶ The street light program was reinstated with the FY 2015 budget. \$100,000 is being added annually FY 2015 through FY 2020 for the installation of additional lights as well as the related recurring power costs. Permanent school bus stop locations are the highest priority locations.

²⁷ 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.

²⁸ These are one time non-recurring studies/activities that will position the City for future initiatives.

²⁹ This category includes designated reserves identified within the financial policies

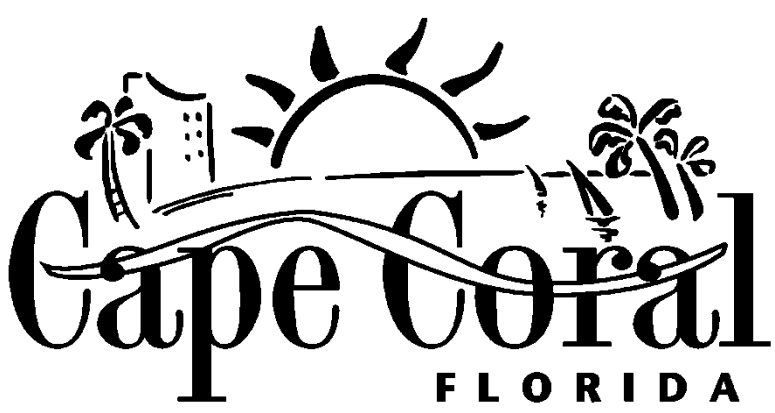
City of Cape Coral, Florida
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SPECIAL REVENUE FUNDS

Special Revenue Funds	7
<i>Additional Five-Cent Gas Tax</i>	<i>7-3</i>
<i>Six-Cent Gas Tax</i>	<i>7-4</i>
<i>Road Impact Fee</i>	<i>7-5</i>
<i>Police Protection Impact Fee</i>	<i>7-6</i>
<i>Advanced Life Support Impact Fee</i>	<i>7-7</i>
<i>Do the Right Thing</i>	<i>7-8</i>
<i>Police Confiscation/State</i>	<i>7-9</i>
<i>Police Confiscation/Federal</i>	<i>7-10</i>
<i>Seawall Assessments</i>	<i>7-11</i>
<i>Fire Rescue and Emergency Capital Improvement Impact Fee</i>	<i>7-12</i>
<i>Park Recreational Facilities Impact Fee</i>	<i>7-13</i>
<i>Community Redevelopment Agency (CRA)</i>	<i>7-14</i>
<i>City Centrum Business Park</i>	<i>7-15</i>
<i>All Hazards</i>	<i>7-16</i>
<i>Alarm Fee</i>	<i>7-17</i>
<i>Criminal Justice Education Fund</i>	<i>7-18</i>
<i>Del Prado Mall Parking Lot</i>	<i>7-19</i>
<i>Lot Mowing</i>	<i>7-20</i>
<i>Community Development Block Grant (C.D.B.G.)</i>	<i>7-21</i>
<i>Local Housing Assistance (S.H.I.P.)</i>	<i>7-22</i>
<i>Residential Construction Mitigation Program Grant</i>	<i>7-23</i>
<i>Building</i>	<i>7-24</i>
<i>HUD Neighborhood Stabilization</i>	<i>7-25</i>
<i>Parks & Recreation Programs</i>	<i>7-26</i>
<i>Waterpark</i>	<i>7-28</i>



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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 construction of new roads or the reconstruction or resurfacing of existing paved roads.

Revenue Category	FY 2016 Actual Revenue	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Fund Balance	-	50,000	4,766,368	7,017,372	9,903,532	12,839,747
Estimated Revenue:						
Sales, Use & Fuel Taxes	3,736,205	3,334,709	3,334,709	3,468,098	3,606,822	3,751,095
Intergovernmental	-	-	-	-	-	-
Miscellaneous	25,537	-	-	-	-	-
Interfund Transfers	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-
TOTAL SOURCES	\$ 3,761,742	\$ 3,384,709	\$ 8,101,077	\$ 10,485,470	\$ 13,510,354	\$ 16,590,842

Expenditure Category	FY 2016 Actual Expenditures	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
Appropriations						
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other & Transfers Out	150,000	3,334,709	150,000	581,938	670,607	150,000
Reserves	-	50,000	7,951,077	9,903,532	12,839,747	16,440,842
TOTAL USES	\$ 150,000	\$ 3,384,709	\$ 8,101,077	\$ 10,485,470	\$ 13,510,354	\$ 16,590,842

Program	FY 2016 Actual Expenditures	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
Transfers Out						
To General Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
To Capital Projects ¹	150,000	150,000	150,000	150,000	150,000	150,000
Gas Tax Rev Bonds	-	3,184,709	-	431,938	520,607	-
Reserves	-	50,000	7,951,077	9,903,532	12,839,747	16,440,842
TOTAL USES	\$ 150,000	\$ 3,384,709	\$ 8,101,077	\$ 10,485,470	\$ 13,510,354	\$ 16,590,842

Notes:

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

City of Cape Coral, Florida
FY 2018 - 2020 Adopted Operating 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.

Revenue Category	FY 2016 Actual Revenue	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Fund Balance	-	4,523,507	7,851,648	9,044,576	9,397,887	9,020,708
Estimated Revenue:						
Sales, Use & Fuel Taxes	5,062,704	4,536,127	4,536,127	4,717,573	4,906,276	4,717,573
Charges for Services	-	-	-	-	-	-
Miscellaneous	44,253	-	-	-	-	-
Federal Grant	-	-	-	-	-	-
Interfund Transfers	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-
TOTAL SOURCES	\$ 5,106,957	\$9,059,634	\$12,387,775	\$13,762,149	\$14,304,163	\$13,738,281

Expenditure Category	FY 2016 Actual Expenditures	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
Appropriations						
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other & Transfers Out	2,511,786	4,441,131	3,937,574	4,364,262	5,283,455	4,278,064
Reserves	-	4,618,503	8,450,201	9,397,887	9,020,708	9,460,217
TOTAL USES	\$ 2,511,786	\$9,059,634	\$12,387,775	\$13,762,149	\$14,304,163	\$13,738,281

Program	FY 2016 Actual Expenditures	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
Transfers Out:						
To Road Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
To General Fund	2,411,786	3,237,574	3,237,574	3,564,262	3,683,455	3,878,064
To Capital Projects ¹	100,000	700,000	700,000	800,000	1,600,000	400,000
Operating Prog Costs	-	-	-	-	-	-
Gas Tax Rev Bonds	-	503,557	-	-	-	-
Reserves	-	4,618,503	8,450,201	9,397,887	9,020,708	9,460,217
TOTAL USES	\$ 2,511,786	\$9,059,634	\$12,387,775	\$13,762,149	\$14,304,163	\$13,738,281

Notes:

¹ To the Transportation Capital Projects Fund - North 2 and North 1 Non-Assessed Transportation improvements.

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

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

Road Impact Fee

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

Revenue Category	FY 2016 Actual Revenue	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Fund Balance	-	50,000	177,062	636,812	50,000	50,000
Estimated Revenue:						
Intergovernmental	758,813	743,343	743,343	743,343	743,343	743,343
Miscellaneous	9,082	6,993	6,993	7,062	7,062	7,062
Impact Fees	5,193,939	2,438,205	7,106,032	5,141,492	5,656,815	6,223,084
Interfund Transfers	1,604	-	-	-	-	-
Other Sources	-	-	-	-	-	-
TOTAL SOURCES	\$ 5,963,438	\$ 3,238,541	\$ 8,033,430	\$ 6,528,709	\$ 6,457,220	\$ 7,023,489

Expenditure Category	FY 2016 Actual Expenditures	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
Appropriations						
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	30,436	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other & Transfers Out	5,806,633	3,188,541	7,016,907	6,478,709	6,407,220	6,945,364
Reserves	-	50,000	1,016,523	50,000	50,000	78,125
TOTAL USES	\$ 5,837,069	\$ 3,238,541	\$ 8,033,430	\$ 6,528,709	\$ 6,457,220	\$ 7,023,489

Program	FY 2016 Actual Expenditures	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
Transfers Out to:						
Capital Projects	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
To General Fund	155,818	120,000	260,100	154,245	169,705	186,693
Misc Operating Expenses	30,436	-	-	-	-	-
2006 Special Obligation Bonds	-	-	-	-	-	-
2015 Special Obligation Bonds	-	994,781	994,781	994,837	994,215	994,003
Gas Tax Rev Bonds	5,650,815	2,073,760	5,762,026	5,329,627	5,243,300	5,764,668
Reserves	-	50,000	1,016,523	50,000	50,000	78,125
TOTAL USES	\$ 5,837,069	\$ 3,238,541	\$ 8,033,430	\$ 6,528,709	\$ 6,457,220	\$ 7,023,489

City of Cape Coral, Florida
FY 2018 - 2020 Adopted Operating 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.

Revenue Category	FY 2016 Actual Revenue	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
Use Of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Fund Balance	-	1,432,022	1,882,254	2,345,285	3,326,218	4,405,971
Estimated Revenue:						
Charges for Services	-	-	-	-	-	-
Miscellaneous	11,541	200	200	7,036	9,979	13,218
Misc-Impact Fees	868,136	474,774	474,774	993,772	1,091,606	1,199,582
Interfund Transfers	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-
TOTAL SOURCES	\$ 879,678	\$ 1,906,996	\$ 2,357,228	\$ 3,346,093	\$ 4,427,803	\$ 5,618,771

Expenditure Category	FY 2016 Actual Expenditures	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
Appropriations						
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	5,939	9,495	11,495	19,875	21,832	23,992
Capital Outlay	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other & Transfers Out	-	-	-	-	-	-
Reserves ¹	-	1,897,501	2,345,733	3,326,218	4,405,971	5,594,779
TOTAL USES	\$ 5,939	\$ 1,906,996	\$ 2,357,228	\$ 3,346,093	\$ 4,427,803	\$ 5,618,771

Program	FY 2016 Actual Expenditures	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
Police Impact	\$ 5,939	\$ 1,906,996	\$ 2,357,228	\$ 3,346,093	\$ 4,427,803	\$ 5,618,771
TOTAL USES	\$ 5,939	\$ 1,906,996	\$ 2,357,228	\$ 3,346,093	\$ 4,427,803	\$ 5,618,771

Notes:

¹Funds 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.

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

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.

	FY 2016	FY 2017	FY 2017	FY 2018	FY 2019	FY 2020
	Actual	Adopted	Amended	Adopted	Proposed	Proposed
Revenue Category	Revenue	Budget	Budget	Budget	Budget	Budget
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Fund Balance	-	160,192	186,109	213,442	271,007	334,241
Estimated Revenue:						
Charges for Services	-	-	-	-	-	-
Miscellaneous	1,152	160	160	180	200	220
Misc-Impact Fees	51,154	28,889	28,889	58,556	64,321	70,683
Interfund Transfers	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-
TOTAL SOURCES	\$ 52,307	\$ 189,241	\$ 215,158	\$ 272,178	\$ 335,528	\$ 405,144

	FY 2016	FY 2017	FY 2017	FY 2018	FY 2019	FY 2020
	Actual	Adopted	Amended	Adopted	Proposed	Proposed
Expenditure Category	Expenditures	Budget	Budget	Budget	Budget	Budget
Appropriations						
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	350	578	578	1,171	1,287	1,414
Capital Outlay	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other & Transfer Out	-	-	-	-	-	-
Reserves ¹	-	188,663	214,580	271,007	334,241	403,730
TOTAL USES	\$ 350	\$ 189,241	\$ 215,158	\$ 272,178	\$ 335,528	\$ 405,144

	FY 2016	FY 2017	FY 2017	FY 2018	FY 2019	FY 2020
	Actual	Adopted	Amended	Adopted	Proposed	Proposed
Program	Expenditures	Budget	Budget	Budget	Budget	Budget
Advanced Life Support Impact	\$ 350	\$ 189,241	\$ 215,158	\$ 272,178	\$ 335,528	\$ 405,144
TOTAL USES	\$ 350	\$ 189,241	\$ 215,158	\$ 272,178	\$ 335,528	\$ 405,144

Notes:

¹Funds 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.

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

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.

	FY 2016	FY 2017	FY 2017	FY 2018	FY 2019	FY 2020
	Actual	Adopted	Amended	Adopted	Proposed	Proposed
Revenue Category	Revenue	Budget	Budget	Budget	Budget	Budget
Use of Fund Balance	\$ -	\$ -	\$ 17,470	\$ -	\$ -	\$ -
Operating Fund Balance	-	-	-	-	-	-
Estimated Revenue:						
Charges for Services	-	-	-	-	-	-
Intergovernmental Rev	-	-	-	-	-	-
Miscellaneous	17,976	8,000	8,000	8,000	8,000	8,000
Interfund Transfers	251	-	-	-	-	-
Other Sources	-	-	-	-	-	-
TOTAL SOURCES	\$ 18,227	\$ 8,000	\$ 25,470	\$ 8,000	\$ 8,000	\$ 8,000

	FY 2016	FY 2017	FY 2017	FY 2018	FY 2019	FY 2020
	Actual	Adopted	Amended	Adopted	Proposed	Proposed
Expenditure Category	Expenditures	Budget	Budget	Budget	Budget	Budget
Appropriations						
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	13,771	8,000	13,312	8,000	8,000	8,000
Capital Outlay	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other & Transfers Out	-	-	-	-	-	-
Reserves	-	-	12,158	-	-	-
TOTAL USES	\$ 13,771	\$ 8,000	\$ 25,470	\$ 8,000	\$ 8,000	\$ 8,000

	FY 2016	FY 2017	FY 2017	FY 2018	FY 2019	FY 2020
	Actual	Adopted	Amended	Adopted	Proposed	Proposed
Program	Expenditures	Budget	Budget	Budget	Budget	Budget
Do the Right Thing	\$ 13,771	\$ 8,000	\$ 25,470	\$ 8,000	\$ 8,000	\$ 8,000
TOTAL USES	\$ 13,771	\$ 8,000	\$ 25,470	\$ 8,000	\$ 8,000	\$ 8,000

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

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.

	FY 2016	FY 2017	FY 2017	FY 2018	FY 2019	FY 2020
Revenue Category	Actual	Adopted	Amended	Adopted	Proposed	Proposed
	Revenue	Budget	Budget	Budget	Budget	Budget
Use of Fund Balance	\$ -	\$ 39,050	\$ 39,050	\$ 19,475	\$ 19,475	\$ 19,519
Operating Fund Balance	-	61,540	189,314	169,839	150,364	130,845
Estimated Revenue:						
Fines & Forfeits	3,500	-	-	-	-	-
Miscellaneous	1,381	100	100	100	100	100
Interfund Transfers ¹	63,674	-	-	-	-	-
Other Sources	-	-	-	-	-	-
TOTAL SOURCES	\$ 68,556	\$ 100,690	\$ 228,464	\$ 189,414	\$ 169,939	\$ 150,464

	FY 2016	FY 2017	FY 2017	FY 2018	FY 2019	FY 2020
Expenditure Category	Actual	Adopted	Amended	Adopted	Proposed	Proposed
	Expenditures	Budget	Budget	Budget	Budget	Budget
Appropriations						
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	11,206	39,150	44,250	19,575	19,575	19,619
Capital Outlay	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other & Transfers Out	1,251	-	8,243	-	-	-
Reserves	-	61,540	175,971	169,839	150,364	130,845
TOTAL USES	\$ 12,457	\$ 100,690	\$ 228,464	\$ 189,414	\$ 169,939	\$ 150,464

	FY 2016	FY 2017	FY 2017	FY 2018	FY 2019	FY 2020
Program	Actual	Adopted	Amended	Adopted	Proposed	Proposed
	Expenditures	Budget	Budget	Budget	Budget	Budget
Confiscation	\$ 12,457	\$ 100,690	\$ 228,464	\$ 189,414	\$ 169,939	\$ 150,464
TOTAL USES	\$ 12,457	\$ 100,690	\$ 228,464	\$ 189,414	\$ 169,939	\$ 150,464

Notes:

¹ Transfer from Police Evidence Fund (unbudgeted fund) following judicial process.

City of Cape Coral, Florida
FY 2018 - 2020 Adopted Operating 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.

	FY 2016	FY 2017	FY 2017	FY 2018	FY 2019	FY 2020
	Actual	Adopted	Amended	Adopted	Proposed	Proposed
Revenue Category	Revenue	Budget	Budget	Budget	Budget	Budget
Use of Fund Balance	\$ -	\$ 87,888	\$ 87,888	\$ 88,753	\$ 93,602	\$ 35,426
Operating Fund Balance	-	405,749	464,727	375,674	282,072	246,646
Estimated Revenue:						
Miscellaneous	327,841	300	300	300	300	300
Interfund Transfers	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-
TOTAL SOURCES	\$ 327,841	\$ 493,937	\$ 552,915	\$ 464,727	\$ 375,974	\$ 282,372

	FY 2016	FY 2017	FY 2017	FY 2018	FY 2019	FY 2020
	Actual	Adopted	Amended	Adopted	Proposed	Proposed
Expenditure Category	Expenditures	Budget	Budget	Budget	Budget	Budget
Appropriations						
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	269,529	88,188	88,188	89,053	93,902	35,726
Capital Outlay	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other & Transfers Out	-	-	-	-	-	-
Reserves	-	405,749	464,727	375,674	282,072	246,646
TOTAL USES	\$ 269,529	\$ 493,937	\$ 552,915	\$ 464,727	\$ 375,974	\$ 282,372

	FY 2016	FY 2017	FY 2017	FY 2018	FY 2019	FY 2020
	Actual	Adopted	Amended	Adopted	Proposed	Proposed
Program	Expenditures	Budget	Budget	Budget	Budget	Budget
Confiscation	\$ 269,529	\$ 493,937	\$ 552,915	\$ 464,727	\$ 375,974	\$ 282,372
TOTAL USES	\$ 269,529	\$ 493,937	\$ 552,915	\$ 464,727	\$ 375,974	\$ 282,372

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

Seawall Assessments

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

Revenue Category	FY 2016 Actual Revenue	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Fund Balance	-	-	-	-	-	-
Estimated Revenue:						
Charges for Services	(916)	-	-	-	-	-
Miscellaneous Revenue	2,700	-	-	-	-	-
Misc-Spec Assessment	32,584	-	-	-	-	-
Fines & Forfeits	206	1,400	1,400	-	-	-
Other Sources	-	-	-	-	-	-
TOTAL SOURCES	\$ 34,574	\$ 1,400	\$ 1,400	\$ -	\$ -	\$ -

Expenditure Category	FY 2016 Actual Expenditures	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
Appropriations						
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	1	1,400	1,400	-	-	-
Capital Outlay	-	-	-	-	-	-
Debt Service	900	-	-	-	-	-
Other & Transfers Out	-	-	-	-	-	-
Reserves	-	-	-	-	-	-
TOTAL USES	\$ 901	\$ 1,400	\$ 1,400	\$ -	\$ -	\$ -

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

Program	FY 2016 Actual Expenditures	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
Seawall Assmnt 7A-A3	\$ -	\$ 1,400	\$ 1,400	\$ -	\$ -	\$ -
Seawall Assmt 7B	901	-	-	-	-	-
TOTAL USES	\$ 901	\$ 1,400	\$ 1,400	\$ -	\$ -	\$ -

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

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.

Revenue Category	FY 2016 Actual Revenue	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Fund Balance	-	793,264	906,516	1,031,391	1,633,295	2,329,417
Estimated Revenue:						
Miscellaneous Revenue	5,549	1,624	1,624	3,094	4,900	6,988
Misc-Impact Fees	838,224	472,568	472,568	957,834	1,052,128	1,156,196
Interfund Transfers	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-
TOTAL SOURCES	\$ 843,773	\$ 1,267,456	\$ 1,380,708	\$ 1,992,319	\$ 2,690,323	\$ 3,492,601

Expenditure Category	FY 2016 Actual Expenditures	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
Appropriations						
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	6,970	9,451	9,451	19,157	21,043	23,124
Capital Outlay	-	-	74,725	-	-	-
Debt Service ¹	-	-	-	-	-	-
Other & Transfers Out ¹	339,865	339,866	339,866	339,867	339,863	339,865
Reserves	-	918,139	956,666	1,633,295	2,329,417	3,129,612
TOTAL USES	\$ 346,835	\$ 1,267,456	\$ 1,380,708	\$ 1,992,319	\$ 2,690,323	\$ 3,492,601

Program	FY 2016 Actual Expenditures	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
Fire Impact Fee	\$ 346,835	\$ 1,267,456	\$ 1,380,708	\$ 1,992,319	\$ 2,690,323	\$ 3,492,601
TOTAL USES	\$ 346,835	\$ 1,267,456	\$ 1,380,708	\$ 1,992,319	\$ 2,690,323	\$ 3,492,601

Notes:

¹ Funds are currently being transferred out to pay debt service for Fire Station #9.

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

Park Recreational Facilities Impact Fee

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

Revenue Category	FY 2016 Actual Revenue	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Fund Balance	-	10,000	1,571,766	10,000	10,000	10,000
Estimated Revenue:						
Misc-Impact Fees	1,559,473	858,550	3,610,370	1,828,600	2,011,460	2,233,974
Miscellaneous	9,307	-	-	-	-	-
Charges for Services	-	-	-	-	-	-
Interfund Transfers	4,070	-	-	-	-	-
Other Sources	-	-	-	-	-	-
TOTAL SOURCES	\$ 1,572,849	\$ 868,550	\$ 5,182,136	\$ 1,838,600	\$ 2,021,460	\$ 2,243,974

Expenditure Category	FY 2016 Actual Expenditures	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
Appropriations						
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	11,106	12,878	12,878	27,430	30,172	33,199
Capital Outlay	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other & Transfers Out ¹	-	845,672	2,319,512	1,801,170	1,981,288	2,200,775
Reserves	-	10,000	2,849,746	10,000	10,000	10,000
TOTAL USES	\$ 11,106	\$ 868,550	\$ 5,182,136	\$ 1,838,600	\$ 2,021,460	\$ 2,243,974

Program	FY 2016 Actual Expenditures	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
Park Impact Fee	\$ 11,106	\$ 868,550	\$ 5,182,136	\$ 1,838,600	\$ 2,021,460	\$ 2,243,974
TOTAL USES	\$ 11,106	\$ 868,550	\$ 5,182,136	\$ 1,838,600	\$ 2,021,460	\$ 2,243,974

Notes:

¹ Funds are currently being used to support annual debt service related to the 2006 Special Obligation Revenue Bond and related 2015 Refunding Bonds issued for the purchase of parkland as well as the 2012 Special Obligation Note for park facilities. As impact fee revenue is insufficient to cover all debt service obligations, the General Fund has budgeted the following in FY 2017 - 2020 to cover the debt obligations

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

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.

Community Redevelopment Agency (CRA)

Revenue Category	FY 2016 Actual Revenue	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Fund Balance	-	1,824,267	2,400,396	2,443,223	-	-
Estimated Revenue:						
Ad Valorem Taxes	410,949	615,653	608,802	790,548	830,075	871,579
Charges for Services	-	-	-	-	-	-
Miscellaneous	17,476	5,700	5,700	5,700	5,700	5,700
Interfund Transfer	788,808	1,001,219	1,001,219	1,317,385	1,383,254	1,452,416
Other Sources	-	-	-	-	-	-
TOTAL SOURCES	\$ 1,217,233	\$ 3,446,839	\$ 4,016,117	\$ 4,556,856	\$ 2,219,029	\$ 2,329,695

Tax increment from Lee County recorded in Ad Valorem Taxes. Tax Increment from Cape Coral recorded in Interfund Transfer.

Expenditure Category	FY 2016 Actual Expenditures	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
Appropriations						
Personnel	\$ 78,756	\$ 83,628	\$ 83,628	\$ 85,696	\$ 87,893	\$ 90,131
Operating	61,955	209,880	385,880	358,380	215,730	1,101,200
Capital Outlay	2,400	2,736,484	192,606	-	-	-
Debt Service	-	-	-	-	-	-
Other & Transfers Out	416,848	416,847	3,354,003	4,112,780	1,915,406	1,138,364
Reserves	-	-	-	-	-	-
TOTAL USES	\$ 559,959	\$ 3,446,839	\$ 4,016,117	\$ 4,556,856	\$ 2,219,029	\$ 2,329,695

Program	FY 2016 Actual Expenditures	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
CRA Management	\$ 143,111	\$ 3,029,992	\$ 3,599,270	\$ 4,140,008	\$ 1,802,181	\$ 1,912,847
LCEC Undergrounding	416,848	416,847	416,847	416,848	416,848	416,848
CRA Projects	-	-	-	-	-	-
TOTAL USES	\$ 559,959	\$ 3,446,839	\$ 4,016,117	\$ 4,556,856	\$ 2,219,029	\$ 2,329,695

Notes:

In FY 2016 the General Fund transferred in \$100,000 to provide support for additional capital improvement projects with the balance being the tax increment.

FY 2017 a Capital Project was created for the accounting of CRA Streetscape. Transfer Out Capital Project consist of: FY 2017 \$2,937,156, FY 2018 \$3,695,932, FY 2019 \$1,498,558 and FY 2020 \$721,516

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

City Centrum Business Park

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

Revenue Category	FY 2016 Actual Revenue	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
Use of Fund Balance	\$ -	\$ 12,849	\$ -	\$ -	\$ -	\$ -
Operating Fund Balance	-	-	-	-	-	-
Estimated Revenue:						
Misc-Rent and Royalties	-	-	-	-	-	-
Misc-Other Revenues	237	-	-	-	-	-
Interfund Transfers	1,000	-	74,714	93,274	93,274	93,274
Other Sources	-	-	-	-	-	-
TOTAL SOURCES	\$ 1,237	\$ 12,849	\$ 74,714	\$ 93,274	\$ 93,274	\$ 93,274

Expenditure Category	FY 2016 Actual Expenditures	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
Appropriations						
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	66,604	12,849	74,714	93,274	93,274	93,274
Capital Outlay	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other & Transfers Out	-	-	-	-	-	-
Reserves	-	-	-	-	-	-
TOTAL USES	\$ 66,604	\$ 12,849	\$ 74,714	\$ 93,274	\$ 93,274	\$ 93,274

Program	FY 2016 Actual Expenditures	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
City Centrum Business Pk	\$ 66,604	\$ 12,849	\$ 74,714	\$ 93,274	\$ 93,274	\$ 93,274
TOTAL USES	\$ 66,604	\$ 12,849	\$ 74,714	\$ 93,274	\$ 93,274	\$ 93,274

City of Cape Coral, Florida
FY 2018 - 2020 Adopted Operating 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.

Revenue Category	FY 2016 Actual Revenue	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
Use of Fund Balance	\$ -	\$ 48,288	\$ 48,288	\$ -	\$ -	\$ -
Operating Fund Balance	-	1,023,585	973,568	1,046,526	1,176,728	1,238,595
Estimated Revenue:						
Ad Valorem Taxes	682,968	777,122	777,122	851,417	876,960	903,269
Intergovernmental	-	-	-	-	-	-
Miscellaneous	7,728	-	-	-	-	-
Interfund Transfers	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-
TOTAL SOURCES	\$ 690,696	\$ 1,848,995	\$ 1,798,978	\$ 1,897,943	\$ 2,053,688	\$ 2,141,864

Expenditure Category	FY 2016 Actual Expenditures	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
Appropriations						
Personnel ¹	\$ 352,567	\$ 428,243	\$ 428,243	\$ 503,332	\$ 519,681	\$ 533,107
Operating	92,018	187,167	206,052	124,283	126,812	173,804
Capital Outlay	-	30,000	93,551	15,000	75,000	4,000
Debt Service	-	-	-	-	-	-
Other & Transfers Out	160,000	180,000	180,000	93,600	93,600	93,600
Reserves	-	1,023,585	891,132	1,161,728	1,238,595	1,337,353
TOTAL USES	\$ 604,585	\$ 1,848,995	\$ 1,798,978	\$ 1,897,943	\$ 2,053,688	\$ 2,141,864

Program	FY 2016 Actual Expenditures	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
All Hazards	\$ 604,585	\$ 1,848,995	\$ 1,798,978	\$ 1,897,943	\$ 2,053,688	\$ 2,141,864
TOTAL USES	\$ 604,585	\$ 1,848,995	\$ 1,798,978	\$ 1,897,943	\$ 2,053,688	\$ 2,141,864

Notes:

¹ 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
FY 2018 - 2020 Adopted Operating Budget

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.

Revenue Category	FY 2016 Actual Revenue	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
Use of Fund Balance	\$ -	\$ 5,165	\$ 5,165	\$ -	\$ -	\$ -
Operating Fund Balance	-	983	19,591	19,591	52,762	86,833
Estimated Revenue:						
Charges for Services	92,767	139,271	136,052	143,449	147,752	152,185
Intergovernmental	-	-	-	-	-	-
Miscellaneous	130	200	200	200	200	200
Interfund Transfers	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-
TOTAL SOURCES	\$ 92,897	\$ 145,619	\$ 161,008	\$ 163,240	\$ 200,714	\$ 239,218

Expenditure Category	FY 2016 Actual Expenditures	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
Appropriations						
Personnel ¹	\$ 84,190	\$ 120,366	\$ 117,666	\$ 83,888	\$ 86,715	\$ 89,017
Operating	15,486	16,770	19,470	19,090	19,666	20,160
Capital Outlay	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other & Transfers Out	7,500	7,500	7,500	7,500	7,500	7,500
Reserves	-	983	16,372	52,762	86,833	122,541
TOTAL USES	\$ 107,176	\$ 145,619	\$ 161,008	\$ 163,240	\$ 200,714	\$ 239,218

Program	FY 2016 Actual Expenditures	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
Alarm Fee	\$ 107,176	\$ 145,619	\$ 161,008	\$ 163,240	\$ 200,714	\$ 239,218
TOTAL USES	\$ 107,176	\$ 145,619	\$ 161,008	\$ 163,240	\$ 200,714	\$ 239,218

Note:

¹ FY 2018 1 position was transferred to General Fund for the Police Department

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

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.

Revenue Category	FY 2016 Actual Revenue	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
Use of Fund Balance	\$ -	\$ 5,000	\$ 14,969	\$ 5,000	\$ 5,000	\$ 5,000
Operating Fund Balance	-	-	-	-	-	-
Estimated Revenue:						
Fines & Forfeits	16,903	17,000	17,000	18,000	19,000	20,000
Miscellaneous	100	-	-	-	-	-
Other Sources	-	-	-	-	-	-
TOTAL SOURCES	\$ 17,002	\$ 22,000	\$ 31,969	\$ 23,000	\$ 24,000	\$ 25,000

Expenditure Category	FY 2016 Actual Expenditures	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
Appropriations						
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	16,063	22,000	31,969	23,000	24,000	25,000
Capital Outlay	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other & Transfers Out	-	-	-	-	-	-
Reserves	-	-	-	-	-	-
TOTAL USES	\$ 16,063	\$ 22,000	\$ 31,969	\$ 23,000	\$ 24,000	\$ 25,000

Program	FY 2016 Actual Expenditures	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
Criminal Justice Education	\$ 16,063	\$ 22,000	\$ 31,969	\$ 23,000	\$ 24,000	\$ 25,000
TOTAL USES	\$ 16,063	\$ 22,000	\$ 31,969	\$ 23,000	\$ 24,000	\$ 25,000

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

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.

Del Prado Mall Parking Lot

Revenue Category	FY 2016 Actual Revenue	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Fund Balance	-	78,172	-	-	-	-
Estimated Revenue:						
Fines & Forfeits	223	-	-	-	-	-
Misc-Spec Assessment ¹	91,072	122,000	122,000	38,010	39,148	40,380
Miscellaneous	9,138	17,000	17,000	-	-	-
Interfund Transfers	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-
TOTAL SOURCES	\$ 100,432	\$ 217,172	\$ 139,000	\$ 38,010	\$ 39,148	\$ 40,380

Expenditure Category	FY 2016 Actual Expenditures	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
Appropriations						
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	17,640	38,010	38,010	38,010	39,148	40,380
Capital Outlay ²	-	-	-	-	-	-
Debt Service ³	8,288	98,639	98,639	-	-	-
Other & Transfers Out	-	-	-	-	-	-
Reserves	-	80,523	2,351	-	-	-
TOTAL USES	\$ 25,927	\$ 217,172	\$ 139,000	\$ 38,010	\$ 39,148	\$ 40,380

Program	FY 2016 Actual Expenditures	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
Del Prado Mall Parking Lot	\$ 25,927	\$ 217,172	\$ 139,000	\$ 38,010	\$ 39,148	\$ 40,380
TOTAL USES	\$ 25,927	\$ 217,172	\$ 139,000	\$ 38,010	\$ 39,148	\$ 40,380

Notes:

¹ 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.

² Operating Cost are for the maintenance of City owned parking lot

³ FY 2016 actual is reflected on a budgetary basis to include the principal repayment to the General Fund.

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

Lot Mowing

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

	FY 2016	FY 2017	FY 2017	FY 2018	FY 2019	FY 2020
Revenue Category	Actual Revenue	Adopted Budget	Amended Budget	Adopted Budget	Proposed Budget	Proposed Budget
Use of Fund Balance	\$ -	\$ 366,079	\$ 366,079	\$ 433,078	\$ 438,881	\$ 512,088
Operating Fund Balance	-	1,549,483	1,053,369	1,180,887	742,006	229,918
Estimated Revenue:						
Special Assessment	(148,731)	-	-	-	-	-
Charges for Services	2,910,785	3,434,685	3,434,685	3,417,869	3,401,135	3,384,483
Fines & Forfeits	22,562	51,000	51,000	51,000	51,000	51,000
Miscellaneous	50,988	-	-	-	-	-
Interfund Transfers	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-
TOTAL SOURCES	\$ 2,835,604	\$ 5,401,247	\$ 4,905,133	\$ 5,082,834	\$ 4,633,022	\$ 4,177,489

	FY 2016	FY 2017	FY 2017	FY 2018	FY 2019	FY 2020
Expenditure Category	Actual Expenditure	Adopted Budget	Amended Budget	Adopted Budget	Proposed Budget	Proposed Budget
Appropriations						
Personnel	\$ 347,991	\$ 415,962	\$ 415,962	\$ 516,482	\$ 531,722	\$ 547,922
Operating	2,234,876	3,405,802	4,405,743	3,359,287	3,359,294	3,362,649
Capital Outlay	-	30,000	30,000	94,074	-	-
Debt Service	-	-	-	-	-	-
Other & Transfers Out	-	-	-	-	-	-
Reserves	-	1,549,483	53,428	1,112,991	742,006	266,918
TOTAL USES	\$ 2,582,867	\$ 5,401,247	\$ 4,905,133	\$ 5,082,834	\$ 4,633,022	\$ 4,177,489

	FY 2016	FY 2017	FY 2017	FY 2018	FY 2019	FY 2020
Program	Actual Expenditure	Adopted Budget	Amended Budget	Adopted Budget	Proposed Budget	Proposed Budget
Contracted Mow ing	\$ 1,813,284	\$ 4,221,599	\$ 3,226,061	\$ 3,723,555	\$ 3,355,979	\$ 2,884,226
Fin. Lot Mow ing Billing	84,272	90,821	90,971	95,997	99,755	103,044
Peppertree Program	473,245	824,846	1,324,120	825,220	826,061	826,751
PW Inspection Services	212,067	233,981	233,981	343,988	351,227	363,468
Fleet Replacement	-	30,000	30,000	94,074	-	-
TOTAL USES	\$ 2,582,867	\$ 5,401,247	\$ 4,905,133	\$ 5,082,834	\$ 4,633,022	\$ 4,177,489

Notes:

Beginning 2010, the City's lot mow ing program w as 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. Beginning 2013, PW Inspection Services w ere moved to a separate business unit. FY 2016-2020 utilizes fund balance to expand peppertree program.

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

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.

Revenue Category	FY 2016 Actual Revenue	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Fund Balance	-	-	-	-	-	-
Estimated Revenue:						
Federal Grants	671,784	940,159	940,159	940,159	940,159	940,159
Interfund Transfers ¹	24,073	-	-	-	-	-
Miscellaneous	171,958	-	167,677	-	-	-
Other Sources	-	-	-	-	-	-
TOTAL SOURCES	\$ 867,816	\$ 940,159	\$ 1,107,836	\$ 940,159	\$ 940,159	\$ 940,159

Expenditure Category	FY 2016 Actual Expenditures	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
Appropriations						
Personnel	\$ 44,748	\$ 124,458	\$ 156,638	\$ 47,629	\$ 32,313	\$ 7,156
Operating	888,477	796,598	932,095	823,352	836,593	859,612
Capital Outlay	10,132	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other & Transfers Out	4,637	19,103	19,103	69,178	71,253	73,391
Reserves	-	-	-	-	-	-
TOTAL USES	\$ 947,994	\$ 940,159	\$ 1,107,836	\$ 940,159	\$ 940,159	\$ 940,159

Program	FY 2016 Actual Expenditures	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
2015 CDBG	\$ 361,400	\$ -	\$ -	\$ -	\$ -	\$ -
2016 CDBG	586,594	-	-	-	-	-
2017 CDBG	-	940,159	1,107,836	-	-	-
2018 CDBG	-	-	-	940,159	-	-
2019 CDBG	-	-	-	-	940,159	-
2020 CDBG	-	-	-	-	-	940,159
TOTAL USES	\$ 947,994	\$ 940,159	\$ 1,107,836	\$ 940,159	\$ 940,159	\$ 940,159

Notes:

¹ City Council approved the General Fund transfer for FY 2016 in support of the annual expenditure plan based on the recommendations of the CDBG Citizens Advisory Board.

City of Cape Coral, Florida
FY 2018 - 2020 Adopted Operating 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.

	FY 2016	FY 2017	FY 2017	FY 2018	FY 2019	FY 2020
	Actual	Adopted	Amended	Adopted	Proposed	Proposed
Revenue Category	Revenue	Budget	Budget	Budget	Budget	Budget
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Fund Balance	-	-	-	-	-	-
Estimated Revenue:						
State Shared Revenues	744,541	-	-	-	-	-
Miscellaneous	149,941	-	112,117	-	-	-
Other Sources	-	-	-	-	-	-
TOTAL SOURCES	\$ 894,482	\$ -	\$ 112,117	\$ -	\$ -	\$ -

	FY 2016	FY 2017	FY 2017	FY 2018	FY 2019	FY 2020
	Actual	Adopted	Amended	Adopted	Proposed	Proposed
Expenditure Category	Expenditures	Budget	Budget	Budget	Budget	Budget
Appropriations						
Personnel	\$ 35,521	\$ -	\$ 5,606	\$ -	\$ -	\$ -
Operating	829,018	-	106,511	-	-	-
Capital Outlay	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other & Transfers Out	4,637	-	-	-	-	-
Reserves	-	-	-	-	-	-
TOTAL USES	\$ 869,176	\$ -	\$ 112,117	\$ -	\$ -	\$ -

	FY 2016	FY 2017	FY 2017	FY 2018	FY 2019	FY 2020
	Actual	Adopted	Amended	Adopted	Proposed	Proposed
Program	Expenditures	Budget	Budget	Budget	Budget	Budget
2014 SHIP	18,012	-	-	-	-	-
2015 SHIP	371,776	-	-	-	-	-
2016 SHIP	479,387	-	-	-	-	-
2017 SHIP	-	-	84,867	-	-	-
2018SHIP	-	-	27,250	-	-	-
TOTAL USES	\$ 869,176	\$ -	\$ 112,117	\$ -	\$ -	\$ -

Notes:

The City was allocated \$725,470 for the State's FY 2014-2015 Budget which began July 1, 2014. These funds were included in FY 2015 Budget Amendment #2. Similarly on July 1, 2015, the City has been allocated for the State's FY 2015 - 2017 Plan. This allocation has been included in the City's budget amendment #2. As funding has not been guaranteed annually, none is being included for 2018, 2019 or FY2020.

**City of Cape Coral, Florida
FY 2018 - 2020 Adopted Operating 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.

Revenue Category	FY 2016 Actual Revenue	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Fund Balance	-	-	-	-	-	-
Estimated Revenue:						
Charges for Services	-	-	-	-	-	-
Intergovernmental	235,144	-	-	-	-	-
Miscellaneous	-	-	12,584	-	-	-
Interfund Transfers	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-
TOTAL SOURCES	\$ 235,144	\$ -	\$ 12,584	\$ -	\$ -	\$ -

Expenditure Category	FY 2016 Actual Expenditures	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
Appropriations						
Personnel	\$ 11,116	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	346,213	-	12,584	-	-	-
Capital Outlay	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other & Transfers Out	-	-	-	-	-	-
Reserves	-	-	-	-	-	-
TOTAL USES	\$ 357,329	\$ -	\$ 12,584	\$ -	\$ -	\$ -

Program	FY 2016 Actual Expenditures	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
Res Const Mit Pgm Grant	\$ 357,329	\$ -	\$ 12,584	\$ -	\$ -	\$ -
TOTAL USES	\$ 357,329	\$ -	\$ 12,584	\$ -	\$ -	\$ -

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

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.

Revenue Category	FY 2016 Actual Revenue	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Fund Balance	-	3,129,960	4,464,318	7,801,302	7,514,451	7,582,310
Estimated Revenue:						
Building Permits	6,111,509	4,974,505	4,974,505	5,561,887	6,103,405	6,698,634
Charges for Services	277,209	241,130	241,130	265,250	291,776	320,954
Fines and Forfeits	21,101	36,140	36,140	39,755	43,731	48,104
Misc-Interest Earnings	36,198	2,175	2,175	2,390	2,630	2,893
Misc-Other	3,296	100	100	100	100	100
Total	\$ 6,449,312	\$ 8,384,010	\$ 9,718,368	\$ 13,670,684	\$ 13,956,093	\$ 14,652,995

Expenditure by Category	FY 2016 Actual Revenue	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
Appropriations						
Personnel	\$ 3,176,767	\$ 4,124,735	\$ 4,172,508	\$ 4,688,674	\$ 4,849,821	\$ 4,977,223
Operating	228,249	323,036	325,629	382,021	341,377	355,283
Capital Outlay	-	145,344	551,802	75,302	55,500	47,223
Debt Service	-	-	-	-	-	-
Other & Transfers Out ¹	742,670	764,317	764,317	1,044,696	1,075,375	1,107,017
Reserves	-	3,026,578	3,904,112	7,479,991	7,634,020	8,166,249
Total	\$ 4,147,687	\$ 8,384,010	\$ 9,718,368	\$ 13,670,684	\$ 13,956,093	\$ 14,652,995

Expenditure Program	FY 2016 Actual Expenditures	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
Building	\$ 4,147,687	\$ 8,325,666	\$ 9,253,566	\$ 13,595,382	\$ 13,900,593	\$ 14,605,772
Building Fleet Rolling Stock	\$ -	\$ 58,344	\$ 464,802	\$ 75,302	\$ 55,500	\$ 47,223
TOTAL USES	\$ 4,147,687	\$ 8,384,010	\$ 9,718,368	\$ 13,670,684	\$ 13,956,093	\$ 14,652,995

¹Interfund 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 \$1,022,617, \$1,053,296, and \$1,084,296 for FY 2018-2020 respectively.

City of Cape Coral, Florida
FY 2018 - 2020 Adopted Operating 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.

Revenue Category	FY 2016 Actual Revenue	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Fund Balance	-	-	-	-	-	-
Estimated Revenue:						
Federal Grant	-	-	-	-	-	-
Miscellaneous	564,440	-	561,525	-	-	-
TOTAL SOURCES	\$ 564,440	\$ -	\$ 561,525	\$ -	\$ -	\$ -

Expenditure Category	FY 2016 Actual Expenditures	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
Appropriations						
Personnel	\$ 34,396	\$ -	\$ (316,056)	\$ -	\$ -	\$ -
Operating	416,944	-	877,581	-	-	-
Capital Outlay	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other & Transfers Out	9,274	-	-	-	-	-
Reserves	-	-	-	-	-	-
TOTAL USES	\$ 460,615	\$ -	\$ 561,525	\$ -	\$ -	\$ -

Program	FY 2016 Actual Expenditures	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
NSP 2008-2009	\$ 323,639	\$ -	\$ 291,154	\$ -	\$ -	\$ -
NSP 2010-2011	136,976	-	270,371	-	-	-
TOTAL USES	\$ 460,615	\$ -	\$ 561,525	\$ -	\$ -	\$ -

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

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.

Revenue by Category	FY 2016 Actual Revenue	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Fund Balance	-	-	240,268	-	-	-
Estimated Revenue:						
Grants-Intergovmntl-Federal	205,865	242,630	242,630	278,023	283,484	294,104
Grants-Intergovmntl-State	256,663	238,317	278,317	289,473	300,441	319,670
Grants-Intergovmntl-Local	-	-	-	-	-	-
Charges for Service	3,292,022	3,614,357	3,650,257	3,732,095	3,776,585	3,824,087
Fines and Forfeits	11,447	800	800	11,800	11,800	11,800
Miscellaneous	43,424	7,100	7,100	7,240	7,383	7,443
Misc-Contribution/Donation	175,142	259,299	231,051	259,591	265,685	267,896
Interfund Transfers	3,340,000	4,371,917	5,056,682	4,881,507	5,294,634	5,257,704
Other Sources-Debt Proceed	-	-	-	-	-	-
TOTAL SOURCES	\$ 7,324,562	\$ 8,734,420	\$ 9,707,105	\$ 9,459,729	\$ 9,940,012	\$ 9,982,704

Expenditure by Category	FY 2016 Actual Expenditures	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
Personnel ¹	\$ 4,949,216	\$ 5,494,520	\$ 5,709,033	\$ 6,195,444	\$ 6,370,094	\$ 6,516,359
Operating	2,550,518	2,836,650	3,083,929	3,079,785	3,487,418	3,325,345
Capital Outlay	311,380	403,250	914,143	184,500	82,500	141,000
Transfers Out	-	-	-	-	-	-
Reserves	-	-	-	-	-	-
TOTAL USES	\$ 7,811,114	\$ 8,734,420	\$ 9,707,105	\$ 9,459,729	\$ 9,940,012	\$ 9,982,704

Expenditure by Program	FY 2016 Actual Expenditures	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
Admin P&R	\$ 502,117	\$ 532,777	\$ 616,938	\$ 716,401	\$ 736,808	\$ 763,788
Aquatics	475,777	578,296	620,796	496,027	780,545	533,823
Art Studio	368,603	572,486	618,689	520,834	527,392	551,002
Athletics	554,285	559,763	620,763	587,757	607,220	631,414
Charter Before & After	-	232,249	232,249	278,906	283,320	280,881
Community Supported Event	70,309	72,600	72,600	72,600	72,600	72,600
Environmental Recreation	297,739	330,662	359,337	364,418	438,142	441,496
Four Freedoms	527,717	563,984	674,054	591,129	601,309	618,269
Lake Kennedy	365,010	364,570	393,665	376,821	386,238	396,557
Parking Program	166,347	207,610	214,976	221,934	216,481	220,086
Pops Café	185,126	150,218	166,886	161,109	163,686	167,288
Rotino Senior Center	295,310	391,505	391,505	401,048	404,893	475,556
Skate Park	138,976	-	-	-	-	-
Special Events	754,484	883,801	917,001	1,116,937	1,136,297	1,157,065
Special Population	997,072	1,080,560	1,116,395	1,166,943	1,189,154	1,226,339
Transportation	229,747	256,126	288,126	311,894	262,665	266,854
William Austin Youth Center	-	1,359,762	1,759,762	1,388,831	1,396,246	1,404,797
Yacht Club	507,355	567,451	614,583	599,640	709,016	674,889
Youth Center	598,045	-	-	-	-	-
Youth ChristaM	80,542	-	-	-	-	-
Youth Oasis	127,496	-	-	-	-	-
Youth Services	365,905	-	-	-	-	-
P&R Fleet Replacement	203,154	30,000	28,780	86,500	28,000	100,000
TOTAL USES	\$ 7,811,114	\$ 8,734,420	\$ 9,707,105	\$ 9,459,729	\$ 9,940,012	\$ 9,982,704

¹ FY 2017 Recreation Specialist II - Art Studio.

FY 2018 converted 2 Contract position to 1 Full-time Recreation Specialist

FY 2018 Recreation Specialist - Special Events

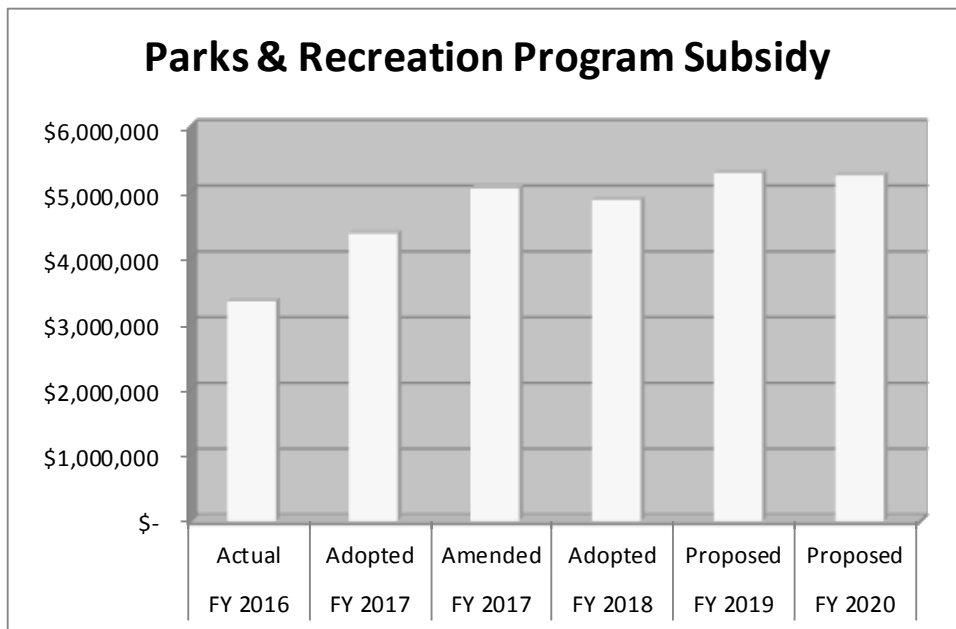
FY 2019 Recreation Program Supervisor - Environmental Recreation.

FY 2017 Merge of Skate Park, Youth Center and, Youth Service into William Austin Youth Center

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

Parks & Recreation Programs Subsidy by Program

Program	FY 2016 Actual Revenue	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
Administration	\$ (11,638)	\$ 530,477	\$ 374,370	\$ 714,101	\$ 734,508	\$ 761,488
Aquatics	328,202	431,228	464,828	349,235	630,888	381,313
Art Studio	189,969	351,698	397,901	277,075	291,453	310,341
Athletics	133,280	101,263	147,263	117,724	126,770	146,155
Charter Before & After	-	26,249	26,249	40,256	44,670	42,231
Comm Supp Events	67,229	69,360	69,360	69,140	70,440	69,760
Environmental Rec	198,645	211,798	238,973	249,159	322,883	325,080
Four Freedoms	327,979	337,862	447,680	366,511	370,263	382,469
Lake Kennedy	211,379	208,430	237,525	218,821	228,538	237,357
Parking Program	51,454	86,554	93,920	86,184	78,328	78,118
Pops Café	44,335	1,450	18,118	16,125	18,016	20,304
Rotino Sr. Center	203,984	270,606	270,606	305,050	306,980	375,693
Skate Park	62,099	-	-	-	-	-
Special Events	327,311	318,100	351,300	436,951	444,475	459,314
Special Populations	395,217	421,030	486,865	474,783	487,085	502,921
Transportation	117,052	151,126	143,126	192,844	134,065	130,754
William Austin Youth Center	-	475,636	875,636	518,905	511,207	507,441
Yacht Club	283,250	349,050	384,182	362,143	466,065	426,965
Youth Center	243,853	-	-	-	-	-
Youth ChristaM	(36,462)	-	-	-	-	-
Youth Oasis	(2,038)	-	-	-	-	-
Youth Services	5,345	-	-	-	-	-
P&R Programs FleetReplace	199,554	30,000	28,780	86,500	28,000	100,000
Total Subsidy:	\$ 3,340,000	\$ 4,371,917	\$ 5,056,682	\$ 4,881,507	\$ 5,294,634	\$ 5,257,704



Notes:

Admin Budget includes UAAL General Retirement associated with all Program Areas.

Capital Outlay is funded through General Fund Subsidy

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

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.

Revenue by Category	FY 2016 Actual Revenue	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
Use of Fund Balance	\$ -	\$ -	\$ 148,415	\$ -	\$ -	\$ -
Operating Fund Balance	-	-	-	-	-	-
Estimated Revenue:						
Intergovernmental	-	-	-	-	-	-
Charges for Service	1,832,539	2,485,912	2,485,912	2,519,286	2,627,997	2,696,126
Miscellaneous	11,666	11,876	11,876	10,026	10,026	11,826
Misc-Contribution/Donation	-	-	-	-	-	-
Interfund Transfers	350,000	464,567	802,577	431,677	384,625	376,378
Debt Proceeds	-	-	-	-	-	-
TOTAL SOURCES	\$ 2,194,206	\$ 2,962,355	\$ 3,448,780	\$ 2,960,989	\$ 3,022,648	\$ 3,084,330

Expenditure by Category	FY 2016 Actual Expenditures	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
Personnel	\$ 1,074,082	\$ 1,318,306	\$ 1,318,306	\$ 1,358,647	\$ 1,383,377	\$ 1,406,104
Operating	857,182	995,785	1,066,686	1,066,218	1,097,439	1,129,025
Capital Outlay	394,797	146,000	561,524	5,000	-	-
Debt Service	-	-	-	-	-	-
Other	1,000	-	-	-	-	-
Transfers Out ¹	492,706	502,264	502,264	531,124	541,832	549,201
Reserves	-	-	-	-	-	-
TOTAL USES	\$ 2,819,767	\$ 2,962,355	\$ 3,448,780	\$ 2,960,989	\$ 3,022,648	\$ 3,084,330

Program	FY 2016 Actual Expenditures	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
Waterpark	\$ 1,617,031	\$ 1,837,134	\$ 1,861,240	\$ 1,862,973	\$ 1,914,899	\$ 1,962,314
Aquatic Maintenance	56,806	73,185	73,185	73,421	74,520	75,265
Food & Beverage	242,873	330,469	330,469	330,888	332,860	339,183
Cashiers	97,073	114,466	114,466	114,832	116,556	117,721
Group Sales	24,873	29,811	29,811	29,897	30,301	30,573
Lifeguards	318,039	428,019	428,019	429,392	432,456	436,780
Sales Clerks	95,882	119,271	119,271	119,586	121,056	122,494
Waterpark Improvements ²	367,190	-	462,319	-	-	-
Waterpark Fleet Replacement	-	30,000	30,000	-	-	-
TOTAL USES	\$ 2,819,767	\$ 2,962,355	\$ 3,448,780	\$ 2,960,989	\$ 3,022,648	\$ 3,084,330

Notes:

¹ 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 \$318,609, \$328,167, \$357,025, \$367,736 and \$3378,768 for FY 2016 - 2020 respectively.

² Waterpark Improvements FY 2016 & FY 2017 allocated for the TotSpot

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

Perspective: Financial							
Goal: Develop a balanced multi-year budget							
Objective(s): Meet budget targets							
Measurement Type	Key Performance Indicator(s)	FY 2016 Actual	FY 2017 Target	FY 2018 Estimate	FY 2019 Estimate	FY 2020 Estimate	3 - 5 Yr Goal
Output	Expenditures	\$2,819,767	\$3,448,780	\$2,960,989	\$3,022,648	\$3,084,330	
Efficiency	% of Budget utilized	95%	100%	100%	100%	100%	100%
Outcome	% Increase / (Decrease) from prior year	18%	22%	-14%	2%	2%	0%

Performance Measures

Perspective: Customer							
Goal: Increase, establish and maintain partnerships with the community and local organizations							
Objective(s): Increase symbiotic partnerships within the community							
Measurement Type	Key Performance Indicator(s)	FY 2016 Actual	FY 2017 Target	FY 2018 Estimate	FY 2019 Estimate	FY 2020 Estimate	3 - 5 Yr Goal
Output	Number of partnerships	137	141	147	150	155	increase 3-5% per year
	Donations	\$7,160	\$7,518	\$7,894	\$8,289	\$8,703	increase 5% per year
Efficiency	Average savings per program via partnerships	\$477	\$501	\$526	\$553	\$580	increase 5% per year
Service Quality	Number of programs/events affected or enhanced	15	16	17	18	19	increase 1 per year
Outcome	Percentage increase in partnerships	1%	1%	1%	1%	1%	

Performance Measures

Perspective: Customer Attendance							
Goal: Increase Attendance							
Objective(s): Increase attendance to generate positive cash flow							
Measurement Type	Key Performance Indicator(s)	FY 2016 Actual	FY 2017 Target	FY 2018 Estimate	FY 2019 Estimate	FY 2020 Estimate	3 - 5 Yr Goal
Output	Attendance	86,151	89,597	93,181	96,908	100,784	Increase 4% annually (assuming 122 days open)
	Revenue generation based on attendance (ticket sales only)	\$1,167,588	\$1,214,292	\$1,262,863	\$1,313,378	\$1,365,913	increase 4% per year
	Maintain same amount of days open not to increase cost	122	122	122	122	122	122
Efficiency	Average revenue from admissions per operating day	\$13.55	\$13.55	\$13.55	\$13.55	\$13.55	12
Service Quality	Survey Maintain 96% overall rating	97%	98%	98%	98%	98%	100%
Outcome	Percentage increase in attendance	4%	4%	4%	4%	4%	4%

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

Performance Measures

Perspective: Survey of guests							
Goal: Increase customer satisfaction							
Objective(s): Maintain Customer Satisfaction at or above 96%							
Measurement Type	Key Performance Indicator(s)	FY 2016 Actual	FY 2017 Target	FY 2018 Estimate	FY 2019 Estimate	FY 2020 Estimate	3 - 5 Yr Goal
Output	actual number of surveys completed	156	152	160	166	172	Survey birthday parties, groups and random guests.
Efficiency	# of timely completed	100%	100%	100%	100%	100%	100%
Service Quality	Maintain 96% rating	98%	100%	100%	100%	100%	100%
Outcome	Customer Satisfaction percentage	98%	100%	100%	100%	100%	100%

Perspective: Learning & Growth							
Goal: Support the learning and growth of department employees							
Objective: Complete all annual performance evaluations							
Measurement Type	Key Performance Indicator(s)	FY 2016 Actual	FY 2017 Target	FY 2018 Estimate	FY 2019 Estimate	FY 2020 Estimate	3 - 5 Yr Goal
Output	# Completed	100%	100%	100%	100%	100%	100%
Efficiency	% of Timely completions	100%	100%	100%	100%	100%	100%
Outcome *	% Complete	100%	100%	100%	100%	100%	100%
* Percent complete by fiscal year end							

DEBT SERVICE FUND

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

Governmental Debt

- **2006 Special Obligation Revenue Bonds** – Issued to finance the cost of acquisition of various land within the City. Primarily parkland and right-of-way for the widening of Del Prado and Santa Barbara Boulevards. A majority of the bonds were refunding in 2015.
- **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.

Please also refer to the Debt Management Section of this document and the Comprehensive Annual Financial Report (CAFR) for additional detail.

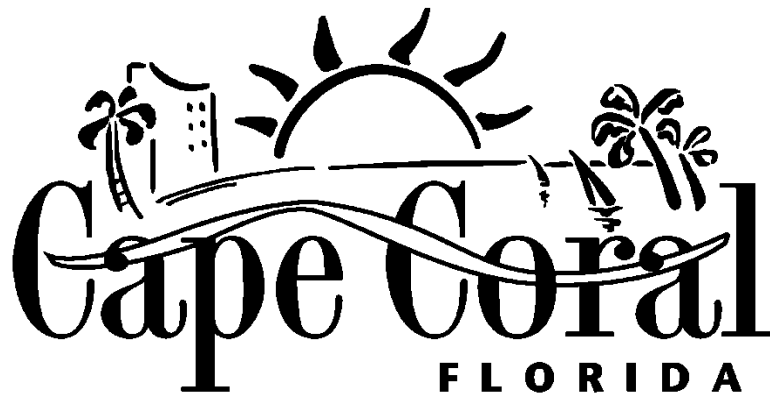
City of Cape Coral, Florida
FY 2018 – 2020 Adopted Operating Budget

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.

Revenue Category	FY 2016 Actual Revenue	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
Operating Fund Balance	\$ -	\$ 1,322,637	\$ 7,432,202	\$ 7,766,851	\$ 7,766,851	\$ 7,766,851
Estimated Revenue:						
Ad Valorem Taxes	-	-	-	-	-	-
Fines and Forfeits	-	-	-	-	-	-
Miscellaneous	3,774,037	3,707,194	4,352,449	4,279,469	4,280,197	4,188,151
Interfund Transfers	17,549,713	17,243,408	17,068,852	17,251,499	17,941,398	18,495,967
Debt Proceeds	-	-	70,636,561	-	-	-
Other Sources	-	-	-	-	-	-
TOTAL SOURCES	\$ 21,323,750	\$ 22,273,239	\$ 99,490,064	\$ 29,297,819	\$ 29,988,446	\$ 30,450,969
Expenditure Category	FY 2016 Actual Expenditures	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
Appropriations						
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-
Debt Service	21,009,372	21,358,332	22,826,711	21,530,968	22,221,595	22,684,118
Other & Transfers Out	3,913,467	-	72,410,000	-	-	-
Reserves	-	914,907	4,253,353	7,766,851	7,766,851	7,766,851
TOTAL USES	\$ 24,922,839	\$ 22,273,239	\$ 99,490,064	\$ 29,297,819	\$ 29,988,446	\$ 30,450,969
Program	FY 2016 Actual Expenditures	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
2006 Sp Ob Reserve (Land)	\$ 3,886,444	\$ -	\$ -	\$ -	\$ -	\$ -
2006 Special Oblig (Land)	1,508,901	-	-	-	-	-
2007 Sp Ob Reserve (Charter)	-	-	2,216,045	2,206,305	2,206,305	2,206,305
2007 Special Oblig (Charter)	2,174,160	2,721,398	1,562,154	546,814	546,814	546,814
2008 Spec Ob (Police HQ)	2,471,932	2,470,232	2,470,232	1,244,843	1,241,623	-
2010 Gas Tax Revenue Bond	3,156,668	3,153,482	3,153,482	3,153,301	3,156,001	3,156,220
2011 Special Oblig (Charter)	1,281,385	1,602,079	1,601,769	1,603,810	1,603,810	1,601,235
2012 Lease \$1,342,755 Charter	185,360	231,700	231,937	231,938	231,937	139,257
2012 Lease \$2,315,706 City	440,000	440,000	440,000	-	-	-
2012 Special Oblig Rev Note	1,596,615	1,596,617	1,656,061	1,656,067	1,656,058	1,652,401
2014 Capital Improvement DSF	650,813	653,570	653,570	650,981	648,160	650,109
2014 Gas Tax Refunding Rev DSF	2,608,768	2,608,544	6,663,200	6,662,920	6,662,562	6,663,104
2015 Fire Service Asmt Debt	115,391	470,470	488,332	586,772	1,016,080	1,376,281
2015 Special Oblig Ref Revenue	2,843,600	4,339,007	3,935,612	4,676,990	4,677,591	4,676,340
2015 Special Oblig Rev Note	1,891,524	1,871,933	1,871,933	1,871,953	1,874,262	1,875,793
2017 Capital Lease DSF	-	-	-	440,000	440,000	440,000
2017 Special Oblig Refi Revenue	-	-	72,431,530	3,765,125	3,765,625	4,943,875
2018 Debt	-	-	-	-	261,618	523,235
State Infrastructure Bank Loan	111,277	114,207	114,207	-	-	-
TOTAL USES	\$ 24,922,839	\$ 22,273,239	\$ 99,490,064	\$ 29,297,819	\$ 29,988,446	\$ 30,450,969

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



CAPITAL PROJECTS FUNDS

Capital Projects Fund 9
 Capital Projects9-2

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.
- **CRA Streetscape** – CRA Streetscape Fund is used to account for CRA District improvements.
- **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
- **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.
- **Road Resurfacing** – Road Resurfacing Fund is used to account for the roadway repaving throughout the City.
- **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.
- **Fleet Maintenance Facility Construction** – Fleet Maintenance Facility Construction Fund is used to account for the design and construction of facilities.
- **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
FY 2018 – 2020 Adopted Operating Budget

Capital Projects

Revenue Category	FY 2016 Actual Revenue	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
Balances Forward	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Estimated Revenue:						
Intergovernmental Revenues	413,821	797,900	793,891	3,065,438	1,395,787	1,139,949
Miscellaneous Revenues	226,576	-	-	-	-	-
Interfund Transfers	9,106,569	8,166,000	18,190,521	12,274,932	10,580,558	8,603,516
Debt Proceeds	-	7,269,610	10,269,610	-	4,310,000	-
TOTAL SOURCES	\$ 9,746,966	\$ 16,233,510	\$ 29,254,022	\$ 15,340,370	\$ 16,286,345	\$ 9,743,465
Expenditure Category	FY 2016 Actual Expenditures	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
Appropriations						
Personnel ¹	\$ 231,453	\$ 988,226	\$ 988,226	\$ 1,075,917	\$ 1,112,423	\$ 1,140,695
Operating ¹	166,762	(838,226)	(763,420)	(925,917)	(962,423)	(990,695)
Capital Outlay	11,831,598	15,969,303	28,915,009	15,190,370	16,136,345	9,593,465
Debt Service	-	-	-	-	-	-
Transfers	111,277	114,207	114,207	-	-	-
TOTAL USES	\$ 12,341,090	\$ 16,233,510	\$ 29,254,022	\$ 15,340,370	\$ 16,286,345	\$ 9,743,465
Program	FY 2016 Actual Expenditures	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
Government Service²						
Academic Village	\$ 99,485	\$ -	\$ 74,806	\$ -	\$ -	\$ -
Computer System	32,519	-	-	-	-	-
CRA Streetscape	-	-	12,949,715	3,695,932	1,498,558	721,516
Public Safety³						
Fire Station Construct	27,842	2,569,610	2,569,610	297,000	4,310,000	-
Public Works⁴						
Transportation Funds						
Santa Barbara Widening	111,277	-	-	-	-	-
Del Prado Widening	97,703	-	-	-	-	-
Road Resurfacing	9,603,749	6,500,000	6,500,000	6,500,000	6,500,000	6,500,000
Sidewalks	1,425,233	947,900	943,891	3,215,438	1,545,787	1,289,949
Median Curbing & Alleyway	449,602	816,000	816,000	1,632,000	1,632,000	1,232,000
Non-Assessed Utility	86,038	700,000	700,000	-	800,000	-
Public Works Capital	181,717	-	-	-	-	-
Fleet Maint Facility	13,405	4,700,000	4,700,000	-	-	-
Cultural/Recreation⁵						
Parks & Recreation	212,520	-	-	-	-	-
TOTAL USES	\$ 12,341,090	\$ 16,233,510	\$ 29,254,022	\$ 15,340,370	\$ 16,286,345	\$ 9,743,465

On an annual basis, only additional appropriations to the capital projects are budgeted.

¹ Payroll and Operating expenditures within the Sidewalk Capital Project become capitalized expenses. 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.

² 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

³ Public Safety:

Fire Station 11 & 2 construction is funded by debt service. Design is funded by transfer from the General Fund. Station 11 construction is scheduled for FY2017 and Station 2 construction is scheduled for FY2019

⁴ Public Works:

Road Resurfacing is funding by a General Fund transfer.

Sidewalks are primarily funded by grant funds with \$150,000 being funded by Five Cent Gas Tax.

Transportation is funded by the General Fund \$520,000 for alley resurfacing, \$312,000 for median landscaping

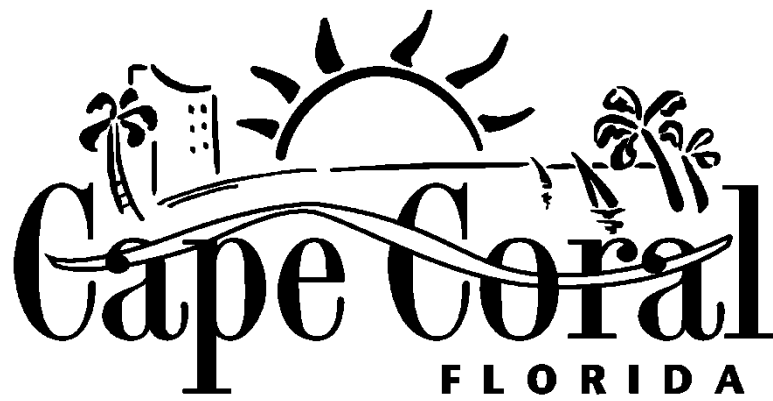
Funding from 6 Cent Gas Tax will support non-assessed transportation work in North 1-2 utility extension areas and sidewalk/bikepath resurfacing

The Fleet Maintenance Facility Construction is being funded by debt proceeds.

⁵ Cultural/Recreation:

Parks & Recreation account for land purchase and park development

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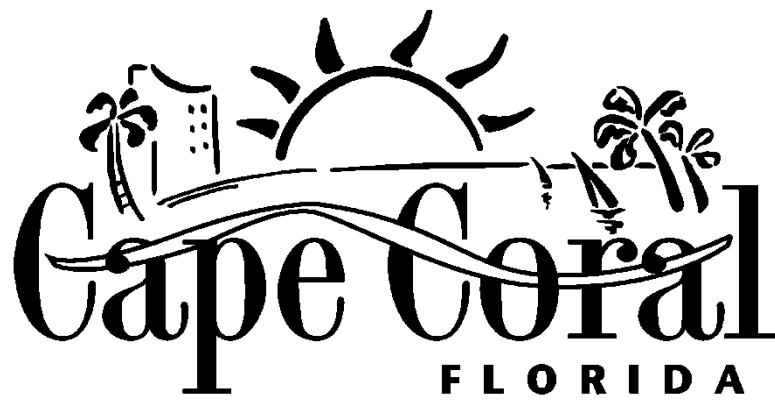
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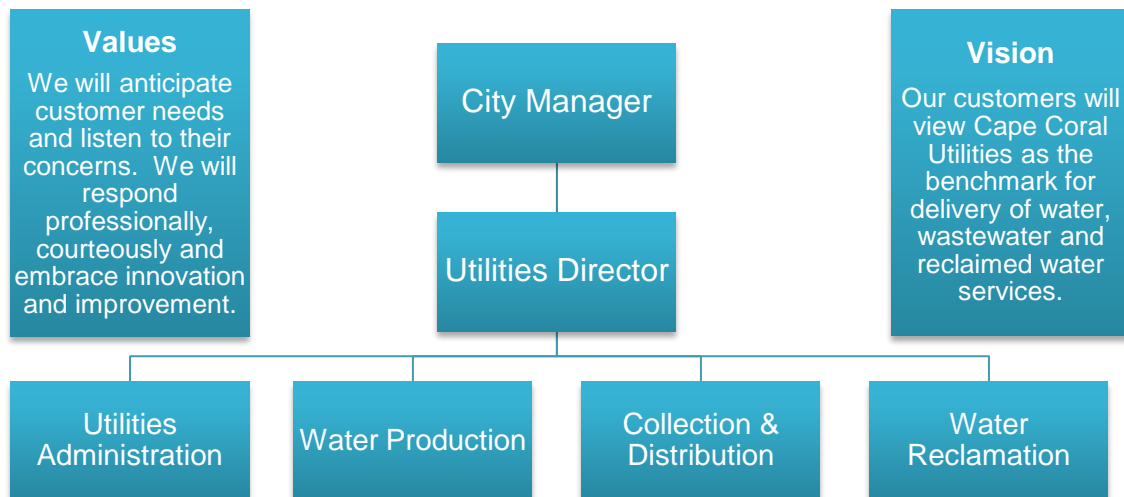


Utilities

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 2017 Accomplishments

- Completed construction on Phase 3A and 3B Galvanized Pipe Replacement Program
- Completed Southwest WRF Overhead Crane and Centrifuge Project. During project, contractor removed the existing belt filter presses and replaced them with three centrifuges. A significant savings for sludge hauling & disposal is anticipated
- Completed I&I Smoke Testing
- Continued reduction in electrical usage from Southwest Reverse Osmosis (RO) membranes replacement with a new type of lower pressure membrane in an innovative configuration: Est. \$126,895 annual recurring cost avoidance
- Achieved compliance w/LCEC load management agreement for peak load shaving at both RO Plants: Est. \$225,000 annual recurring electric cost savings
- Completed the Southwest RO Plant 1 structural improvements
- Completed construction on the SWRO/SWWRF Deep Injection Well #2 as scheduled and required by the FDEP Consent Order.
- Completed the IT assessment of the Industrial Control System (ICS) for the North RO Plant that showed the system was overall 94% compliant with Homeland Security established benchmarking measures
- Continued Utilities Master Plan to increase the reliability of the WICC (Water Independence for Cape Coral) irrigation system via improved controls, Telog brand monitoring/reporting systems, dynamic hydraulic modeling and utilizing alternate reuse storage & freshwater canal sources to optimize system for continued expansion
- Completed metal rehab and recoating of one clarifier at each of the Water Reclamation Facilities
- Completed repairs and recoating of north chlorine contact chamber at Everest Water Reclamation Facility
- Completed 10-year Water Use Compliance Monitoring Report

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- Completed Everest Beautification (Landscaping) Project
- Replaced aged fiberglass sodium hypochlorite storage tank at SW WRF with new 10,000- gallon bulk storage HOPE tank. All work performed in-house
- Continued rehabilitation of multiple existing lift stations and continued infiltration and inflow program (I&I). Each year going forward, there will be applied best practices in this area to increase the number of rehabs per year to target rehabbing all stations at least once every 30 years
- Kept all Facilities in Operation within Permitted Compliance
- New Operating Permit issued and in force at Southwest WRF
- Rehabilitation of adjustable weir #11 on Burnt Store Road. Replacement of air lines for bladder control system and relocation of controls and monitoring equipment
- Continuation with the meter relocation program (relocating meters from sides of residence down to right-of-way)
- Continuing our cross connection/backflow prevention program using "BSI Online" which the tester absorbs the cost not the City
- With the help of ITS we have implemented the new boil water notification program "Selectron"

FY 2018 Goals & Priorities

- Begin Engineering Design and Permitting for FGUA Reuse Interconnect
- Acquire Southwest Aggregates Mine Property and begin development of Northeast Reservoir Project
- Develop Irrigation Water Metering Program
- Decommission concentrate disposal line to Lake Finisterre
- Begin construction on 42-inch Forcemain Rehab/Replacement Project
- Complete replacement of the damaged primary buss duct that feeds power to the North RO Plant Operations and Production Building with cable and conduit
- Complete the Auxiliary Power and Control project at the Van Loon re-pump station.
- Begin working on the Hydrogeologic ground water model update
- Begin design on the Southwest RO Plant Control System Retrofit
- Begin working on specifications for rehab of the SW RO Plant 1 Bulk Chemical Tanks and replacement of the catwalk over the tanks
- Begin working on specifications for repairing and recoating the bulk chemical containment pits for both the North and South RO Plants
- Finalize the specifications for the ITB to paint the North RO plant 12MG Ground Storage Tank
- Operate the Everest Parkway and Southwest Facilities to meet or exceed all operating permit parameters set forth by State & Federal regulatory agencies
- Continued rehabilitation of ten existing lift stations and continued infiltration and inflow program (I&I). In FY 18 the largest Master Station in the City, which has six (6) 88 horsepower pumps, is scheduled to be rehabilitated
- Continue with Utilities Master Plan to increase the reliability of the WICC (Water Independence for Cape Coral) irrigation system via improved controls, Telog brand monitoring/reporting systems, dynamic hydraulic modeling and utilizing alternate reuse storage & freshwater canal sources to optimize system for continued expansion.
- Continue Engineering and Construction of Operations Building at the Southwest Water Reclamation Facility. Move the upgraded SCADA system for the Facility from trailer to new building once completed
- Improve IT Policies and procedures for multiple areas in Water Reclamation with primary focus on disaster recovery and troubleshooting procedures
- Optimize Antero Allmax asset management software to create accurate asset inventory and verify proper maintenance is being performed on "All" Water Reclamation mechanical and electrical equipment as specified by the original equipment manufacturer (OEM). Rehabilitation of 2 (two) traveling bridge sand filters at Everest WRF, mainly the traveling bridge portion of the filter
- Begin construction of new Canal Pump Stations
- Begin construction of new reuse storage tanks at various locations in City.

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- Bid, purchase and install new biological odor control unit at one Master lift station.
- Replace metal protective coating on two separate clarifiers
- Replace gear drives on clarifiers 1, 3, and 4 at Everest WRF
- Replace the bulk bleach containment coating at Southwest WRF
- Select consultant to design installation of new piping and motor operated valves to allow use of Clarifiers 1 and 2 at SW WRF with Automatic Backwash Filters

FY 2019 Goals & Priorities

- Operate the Everest Parkway and Southwest Facilities to meet or exceed all operating permit parameters set forth by State & Federal regulatory agencies
- Continued rehabilitation of multiple existing lift stations and continued infiltration and inflow (I&I) program
- Continue with Utilities Master Plan to increase the reliability of the WICC (Water Independence for Cape Coral) irrigation system via improved controls, Telog brand monitoring/reporting systems, dynamic hydraulic modeling and utilizing alternate reuse storage & freshwater canal sources to optimize system for continued expansion
- Purchase spare pumps, motors, and variable frequency drives (VFD) to maintain class I reliability of Water Reclamation/Reuse process equipment
- Apply protective coatings to all exterior structures at Everest and SW WRF
- Apply new protective coatings to clarifier at Everest WRF
- Bid and construct installation of piping and automatic valves to allow flows from Clarifiers 1 and 2 to pass through Automatic Backwash Filters
- Complete Construction of Operations Building at the Southwest Water Reclamation Facility
- Repair or replace 36" reuse valve at Southwest WRF. Install above ground motor operator and controls

FY 2020 Goals & Priorities

- Operate the Everest Parkway and Southwest Facilities to meet or exceed all operating permit parameters set forth by State & Federal regulatory agencies
- Continued rehabilitation of multiple existing lift stations and continued infiltration and inflow program (I&I)
- Continue with Utilities Master Plan to increase the reliability of the WICC (Water Independence for Cape Coral) irrigation system via improved controls, monitoring/reporting systems, dynamic hydraulic modeling and utilizing alternate reuse storage & freshwater canal sources to optimize system for continued expansion

Utilities Department

Utilities Divisions	FY 2016 Actual Expenditures	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
Utilities Administration	\$ 30,388,389	\$ 33,932,265	\$ 39,776,055	\$ 42,680,068	\$ 38,845,899	\$ 39,786,236
Water Production	7,522,583	9,990,296	11,081,376	9,838,081	9,824,621	10,330,095
Collection & Distribution	8,857,060	10,835,142	11,041,390	11,999,796	12,207,279	12,390,954
Water Reclamation	10,775,941	14,611,228	15,150,249	15,238,003	15,435,540	16,005,087
Operations Debt Service	29,015,372	31,866,371	31,866,371	28,860,788	29,056,999	29,086,062
Utilities Fleet Rolling Stock ¹	1,186,624	1,487,026	2,631,110	460,165	381,000	961,420
TOTAL USES	\$ 87,745,969	\$ 102,722,328	\$ 111,546,551	\$ 109,076,901	\$ 105,751,338	\$ 108,559,854

¹ Utilities Fleet Rolling Stock includes new and replacement Rolling Stock; Heavy Equipment and Vehicles.

City of Cape Coral, Florida
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Water & Sewer Operations

Revenue Category	FY 2016 Actual Revenue	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Restricted Fund Balance	-	16,308,086	17,409,047	20,895,495	28,204,865	26,194,449
Internal Service	230,539	609,840	609,840	631,891	671,703	687,659
Licenses and Permits	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-
Charges for Services	78,753,035	80,538,056	80,538,056	82,162,687	83,525,344	87,730,131
Fines & Forfeits	494,044	773,574	773,574	773,574	773,574	773,574
Miscellaneous	702,627	682,286	682,286	757,778	834,919	844,251
Other & Transfers In	28,820,135	54,487,688	54,487,688	50,254,697	36,065,169	39,345,464
TOTAL SOURCES	\$ 109,000,381	\$ 153,399,530	\$ 154,500,491	\$ 155,476,122	\$ 150,075,574	\$ 155,575,528

Expenditure Category	FY 2016 Actual Expenditures	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
Appropriations						
Personnel ¹	\$ 20,674,215	\$ 25,850,590	\$ 25,765,590	\$ 28,204,532	\$ 29,131,506	\$ 29,823,904
Operating ²	19,543,761	24,609,477	25,610,133	26,499,606	26,874,647	27,579,656
Capital	2,418,195	4,173,407	7,148,735	5,430,484	2,896,809	3,831,251
Debt Service	28,808,778	31,866,371	31,866,371	28,860,788	29,056,999	29,086,062
Other & Transfers Out	28,667,983	31,478,129	36,531,169	38,250,847	35,958,417	36,937,823
Restricted Reserves ⁷	-	35,421,556	27,578,493	28,229,865	26,182,196	28,304,579
TOTAL USES	\$ 100,112,932	\$ 153,399,530	\$ 154,500,491	\$ 155,476,122	\$ 150,100,574	\$ 155,563,275

Program	FY 2016 Actual Expenditures	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
Overhead & Allocations ³	\$ 8,119,811	\$ 9,590,110	\$ 9,620,110	\$ 10,980,323	\$ 11,283,078	\$ 11,594,457
Utilities Department ^{4,6}	87,745,969	102,722,328	111,546,551	109,076,901	105,751,338	108,559,854
Financial Services ⁵	3,476,740	4,279,603	4,369,404	4,850,825	4,943,236	5,087,403
Public Works/UEP Admin	770,413	1,385,933	1,385,933	1,519,873	1,531,979	1,510,802
Restricted Fund Balance ⁷	-	35,421,556	27,578,493	29,048,200	26,565,943	28,823,012
TOTAL USES	\$ 100,112,933	\$ 153,399,530	\$ 154,500,491	\$ 155,476,122	\$ 150,075,574	\$ 155,575,528

Notes: FY2016 Expenditures are on a budgetary basis.

¹ Personnel does not include OPEB of \$2,221,976.

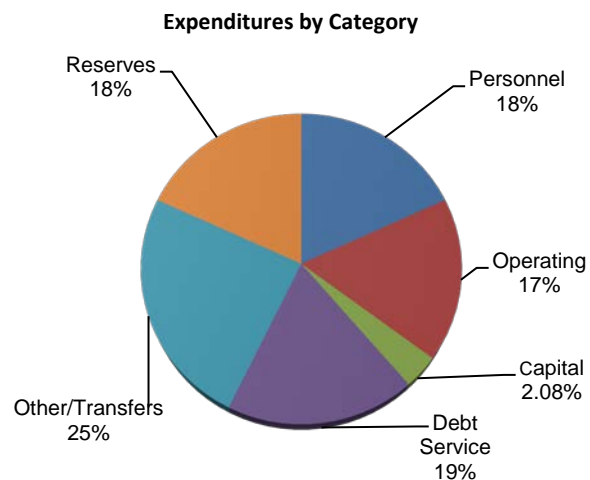
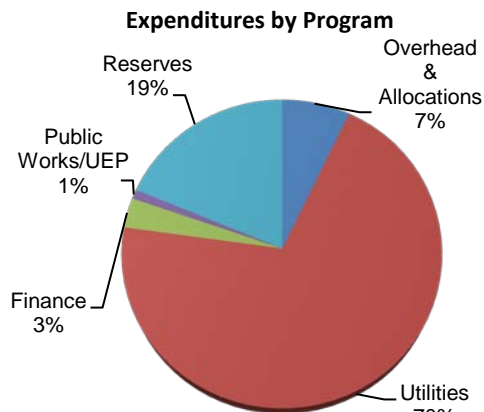
² Operating costs do not include Depreciation of \$6,139,858 as this is a non-cash accounting entry.

³ Overhead & Allocations include Pension UAAL, Full Cost Allocation to General Fund, and Property/Liability Insurance.

⁴ Utilities Department includes Utilities Admin, Water Production, Water Reclamation and Collection/Distribution Maintenance.

⁵ Debt service payments and Utilities Fleet Rolling Stock are included in this total. UEP is a division of Public Works.

⁶ Financial Services includes Accounting, Billing, Payroll, Budget, Procurement and Customer Service operations for W&S.



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Water & Sewer Capital Project Fund

Revenue Category	FY 2016 Actual Revenue	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Restricted Fund Balance	-	-	-	29,357,564	29,357,564	29,357,564
Estimated Revenue:						
Intergovernmental	-	-	-	-	-	-
Miscellaneous	240,351	-	-	-	-	-
Other Sources	-	21,828,168	21,828,168	28,575,000	24,477,253	24,890,000
TOTAL SOURCES	\$ 240,351	\$ 21,828,168	\$ 21,828,168	\$ 57,932,564	\$ 53,834,817	\$ 54,247,564

Expenditure Category	FY 2016 Actual Expenditures	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
Appropriations						
Personnel ¹	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating ²	76,964	-	819	-	-	-
Capital ^{1,3}	12,274,754	21,828,168	21,827,349	28,575,000	24,477,253	24,890,000
Debt Service ⁴	-	-	-	-	-	-
Other & Transfers Out	-	-	-	-	-	-
Restricted Reserves	-	-	-	29,357,564	29,357,564	29,357,564
TOTAL USES	\$ 12,351,718	\$ 21,828,168	\$ 21,828,168	\$ 57,932,564	\$ 53,834,817	\$ 54,247,564

Program⁴	FY 2016 Actual Expenditures	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
WSCP Utility Administration	-	-	-	29,357,564	29,357,564	29,357,564
WSCP Adm SW WR Facility Exp	-	-	-	-	-	-
ADM-36 Palm Tree Bl Phase 1	121,102	-	-	-	-	-
ADM-37 Galvanized Pipe Rpl 1A	-	-	-	-	-	-
IRR-14 SW 6/7 Non Assd Util	(88,806)	-	-	-	-	-
UCD-1 Administration Building	25,058	-	-	-	4,000,000	3,000,000
ADM-47 Forcemanin I/C Veterans	-	-	-	-	100,000	-
IRR-15 Weir#4 Construction	133,424	-	-	-	-	-
ADM-38 Fire Sprinkler ConvFY14	188,846	-	-	-	-	-
IRR-16 Weir# 16 & 17 Const	-	-	-	-	-	-
ADM-39 Potable Wtr Infr FY14	392,387	-	-	-	-	-
IRR-18 Reuse Main Ext (FGUA)	-	-	-	-	-	-
WRE3 Everest Landscaping	162,359	-	-	-	-	-
WRC-8 Plant LS Rehabs FY13	142,617	-	-	-	-	-
ADM-40 Infiltrn & Inflow FY14	-	-	-	-	-	-
WRB-2 Biosolids Centrifuge	1,025,395	-	(113,938)	-	-	-
UCD-8 Manhole Rehab FY14	199,501	-	-	-	-	-
WRC-9 Lift Station Rehab FY12	100,918	-	-	-	-	-
WRE-4 Plant LS Rehab FY13	5,795	-	-	-	-	-
UCD-11 Meter Replacement Progra	-	-	-	500,000	500,000	500,000
WRSW-4 Operations Building	306,547	1,500,000	1,500,000	-	-	-
WRSW-5 Plant LS Rehabs FY13	-	-	-	-	-	-
NRO-4 Mod control Sys(SCADA)	-	-	-	-	-	-
SRO-4 Plant 1 Structural Upgrd	54,499	-	(231,489)	-	-	-
SRO-5 Retrofit Well Field Com	3,200	-	-	-	-	-
SRO-6 Control System Upgrade	-	250,000	250,000	-	-	-
SRO-7 Underground Well Feeds	-	47,816	47,816	-	-	-
SRO-7 Underground Well Feeds	(12,910)	-	-	-	-	-
SRO-8 Deep Injection Well# IW2	4,101,278	-	-	-	-	-
UCD-12 Road Resurfacing ADJ	-	-	-	500,000	500,000	500,000
SRO-9 Whse & Storage Bldg	333,127	-	(116,203)	-	-	-
SRO-10 Lightning & Grounding	14,697	-	-	-	-	-
SUBTOTAL USES	\$ 7,209,032	\$ 1,797,816	\$ 1,336,186	\$ 30,357,564	\$ 34,457,564	\$ 33,357,564

City of Cape Coral, Florida
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Program⁴	FY 2016 Actual Expenditures	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
NRO-5 Deep Injection Well IW1	-	-	150,000	-	500,000	3,000,000
NRO-6 Perimeter Wall	-	-	-	-	-	-
NRO-8 Aux Power Van Loon PS	6,090	-	-	-	-	-
NRO-9 Distribtn Sys Automate	-	-	-	-	390,000	250,000
NRO-10 Rehab/Rpl Raw Wtr Well	-	100,000	100,000	800,000	800,000	1,600,000
WRC-11 Lift Station Rehab FY14	87,385	-	-	-	-	-
WRC-12 Lift Station Rehab FY16	-	-	-	-	-	-
WRC-13 Lift Station Rehab FY17	-	1,790,352	1,790,352	-	-	-
WRE-5 Building for Analyzers	36,274	-	(249,830)	-	-	-
ADM-48 Infiltrn & Inflow FY15	527,515	-	(84,710)	-	-	-
ADM-43 42" Forcemain Intercon	64,005	500,000	750,000	-	-	-
SRO-11 Landscaping	-	-	-	-	-	-
ADM-44 Unspecified Projects	-	-	464,029	-	-	-
ADM-45 ASR/IRR Supply FY14	62,003	-	(28,720)	-	-	-
SRO-3 Odor Control Mod	-	-	-	-	-	-
ADM-24 Land Purchases	129,289	1,025,000	1,157,303	475,000	365,000	715,000
WRSW-1 Choloring Chamber Coat	-	150,000	150,000	-	-	-
IRR-1 Weir Improvements	-	100,000	100,000	1,000,000	500,000	1,500,000
WRC-1 Lift Station Rehab	-	-	-	2,000,000	-	-
IRR-2 NE 10MG Stor Tank & Pump	-	-	-	100,000	5,950,000	5,950,000
IRR-3 SW 5MG Stor Tank & Pump	14,510	1,500,000	1,500,000	1,200,000	-	-
UCD-7 MARS Test Bench	98,555	-	-	-	-	-
WRE-2 Reseal North CI Chamber	27,500	-	(93,050)	-	-	-
WRC-5 LS Odor Control Rehab	-	75,000	75,000	75,000	75,000	75,000
ADM-1 Smoke Testing I&I	-	50,000	50,000	50,000	50,000	50,000
IRR-7 Reuse Sys Improve FY15	14,233	-	-	-	-	-
WRC-6 Port Generator Awning	-	1,000,000	1,000,000	-	-	-
ADM-3 Galvanized Pipe Rpl 3A	1,307,973	-	(369,561)	-	-	-
ADM-4 Galvanized Pipe Rpl 3B	1,469,572	-	(262,207)	-	-	-
ADM-5 Galvanized Pipe Rpl 2A	14,540	1,700,000	3,531,768	-	-	-
ADM-6 Galvanized Pip Replacemen	-	-	-	1,350,000	-	-
WRC-2 Lift Station Rehab FY19	-	-	-	-	2,000,000	-
WRC-3 Lift Station Rehab FY20	-	-	-	-	-	2,000,000
ADM-8 Fire Sprinkler Conv	-	-	-	-	-	-
ADM-10 Fire Sprinkler Conv	-	-	-	500,000	-	-
ADM-11 Fire Sprinkler Conv	-	-	-	-	500,000	-
ADM-12 Potable Wtr Infr FY15	49,100	-	(38,900)	-	-	-
ADM-13 Potable Wtr Infr FY16	-	-	(100,000)	-	-	-
ADM-14 Potable Wtr Infr FY17	-	300,000	88,900	-	-	-
ADM-15 Potable Wtr Infr FY18	-	-	-	1,000,000	-	-
ADM-16 Potable Wtr Infr FY20	-	-	-	-	1,000,000	-
ADM-17 Potable Wtr Infr FY20	-	-	-	-	-	1,000,000
ADM-49 ASR/IRR Supply FY15	5,400	-	(1,089,510)	-	-	-
UCD-2 Manhole Rehab FY16	339,783	-	(22,412)	-	-	-
UCD-2 Manhole Rehab FY17	-	500,000	522,412	-	-	-
UCD-4 Manhole Rehab FY19	-	-	-	500,000	-	-
UCD-5 Manhole Rehab FY20	-	-	-	-	500,000	-
UCD-6 Manhole Rehab FY20	-	-	-	-	-	500,000
ADM-54 Burnt St Widg-Casings	630,186	-	-	-	-	-
ADM-19 Infiltrn & Inflow FY16	107,500	-	(57,631)	-	-	-
ADM-20 Infiltrn & Inflow FY17	-	750,000	892,341	-	-	-
ADM-21 Infiltrn & Inflow FY19	-	-	-	750,000	-	-
ADM-22 Infiltrn & Inflow FY20	-	-	-	-	750,000	-
ADM-23 Infiltrn & Inflow FY20	-	-	-	-	-	750,000
ADM-26 ASR/IRR Supply FY16	-	-	(100,000)	-	-	-
ADM-27 ASR/IRR Supply FY17	-	100,000	289,510	-	-	-
ADM-28 ASR/IRR Supply FY19	-	-	-	-	-	-
ADM-29 ASR/IRR Supply FY21	-	-	-	-	-	-
ADM-30 ASR/IRR Supply FY20	-	-	-	-	-	100,000
ADM-42 Irr to PW (F/H) FY15	-	-	-	-	-	-
SUBTOTAL USES	\$ 4,991,414	\$ 9,640,352	\$ 10,115,084	\$ 9,800,000	\$ 13,380,000	\$ 17,490,000

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

Program⁴	FY 2016 Actual Expenditures	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
ADM-31 Irr to PW (F/H) FY16	-	-	-	-	-	-
IRR-8 Reuse Sys Improve FY16	162	-	(229,000)	-	-	-
IRR-9 Reuse Sys Improve FY17	-	350,000	350,000	-	-	-
IRR-10 Reuse Sys Improve FY19	-	-	-	1,000,000	-	-
IRR-11 Reuse Sys Improve FY20	-	-	-	-	1,000,000	-
IRR-12 Reuse Sys Improve FY20	-	-	-	-	-	1,000,000
IRR-4 NaClO Storage Rooms	14,594	-	-	-	-	-
SE 47th Terrace Streetscape	-	-	-	1,475,000	1,137,253	-
WRC-7 Rehab Master LS 200	3,910	80,000	309,000	-	-	-
WRC-7 Vault Coating FY16	15,460	-	(9,541)	-	-	-
WRC-6 Vault Coating FY16	16,440	-	(23,561)	-	-	-
WRE/WRSW-2 Clarifier Ctnng FY16	60,107	100,000	100,000	100,000	60,000	-
ADM-56 NE Reservoir	31,663	-	-	2,100,000	-	-
ADM-56 NE Reservoir	-	400,000	400,000	-	-	-
SRO-12 Containment Pits	-	300,000	300,000	-	-	-
NRO-2 Containnnnnment Pits	-	-	-	-	-	-
SRO-13 Pit 2 MCC Replacement	8,936	750,000	750,000	750,000	-	-
WRE-7 Headworks & Structl Ctg	-	200,000	200,000	200,000	-	-
WRE-9 Bleach Containment Ctg	-	250,000	250,000	-	-	-
WRSW-6 Rpl Utility Mains MCC-2	-	-	-	-	150,000	-
ADM-58 Burnt St-Casings Ph II	-	600,000	600,000	-	-	-
ADM-62 Fiber Optics	-	750,000	750,000	750,000	500,000	-
ADM-63 WAS Line	-	500,000	500,000	1,000,000	500,000	-
ADM-65 FM/MOV/MPS Sys & Comr	-	1,000,000	1,000,000	500,000	1,000,000	1,000,000
IRR-21 Irrigation System Comm	-	500,000	500,000	-	-	-
ADM-71 North 2 Canal PS (1)	-	3,500,000	3,500,000	3,500,000	-	-
WRE-10 MCC Blower Conduit Clar	-	50,000	70,000	350,000	-	-
WRSW-8 Odor Control Rehab	-	60,000	60,000	-	150,000	-
IRR-22 North 2 Non Assd Utility	-	1,000,000	1,000,000	2,700,000	1,000,000	-
IRR-23 North 1 Non Assd Utility	-	-	-	-	-	350,000
ADM-59 Burnt St-Casings Ph III	-	-	-	750,000	-	-
ADM-48 Infiltrn & Inflow FY15	-	-	-	-	-	200,000
ADM-43 42" Forcemain Intercon	-	-	-	500,000	-	-
ADM-66 Fire Sprinkler Conf FY20	-	-	-	-	-	500,000
ADM-45 ASR/IRR Supply FY14	-	-	-	450,000	-	-
NRO-11 GST Exterior CTG	-	-	-	150,000	-	-
SRO-15 Facility Refurbs	-	-	-	500,000	500,000	-
WRE-12 Recoat Aeration Ext	-	-	-	200,000	-	-
WRSW-11 New Turblex Blower	-	-	-	-	-	350,000
WRSW-12 Bleach Cntmnt Coating	-	-	-	300,000	-	-
WRSW-13 Rpl 36" Reuse Valve	-	-	-	200,000	-	-
WRSW-16 CROM Tank Repair	-	-	-	300,000	-	-
TOTAL USES	\$ 12,351,718	\$ 21,828,168	\$ 21,828,168	\$ 57,932,564	\$ 53,834,817	\$ 54,247,564

Notes: FY 2016 Expenditures are on a budgetary basis.

¹ Personnel costs are related to inspection and project administration; these costs become part of the capitalized asset.

² Operating costs do not include Depreciation of \$15,435,729 as these are non-cash accounting entries.

³ Capital outlay includes capitalized assets that are recorded on the balance sheet for financial reporting purposes.

⁴ Debt service includes principal costs which are recorded on the balance sheet for financial reporting purposes.

⁵ Capital Projects are in accordance with the Rate Sufficiency Analysis prepared for City by consultant.

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

Water & Sewer Utility Extension Capital Projects

Revenue Category	FY 2016 Actual Revenue	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Restricted Fund Balance	-	13,809,858	37,273,441	18,681,914	18,681,914	18,681,914
Estimated Revenue:						
Permits, Assessments	15,449,892	22,159,662	22,159,662	22,753,430	21,585,315	22,387,411
Intergov State Grant	-	-	400,000	-	-	-
Fines & Forfeits	256,092	-	-	-	-	-
Miscellaneous	8,825,173	-	-	-	-	-
Other/Transfer In	17,744,569	-	272,758	-	-	-
Debt Proceeds	-	53,330,060	53,330,060	72,083,542	73,255,173	91,660,377
Charges for Service	445,835	-	-	-	-	-
TOTAL SOURCES	\$ 42,721,561	\$ 89,299,580	\$ 113,435,921	\$ 113,518,886	\$ 113,522,402	\$ 132,729,702

Expenditure Category	FY 2016 Actual Expenditures	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
Appropriations						
Payroll	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating ¹	46,675	-	-	-	-	-
Capital ²	8,620,936	53,330,060	53,730,060	72,083,542	73,255,173	91,660,377
Debt Service ³	15,147,653	19,263,994	19,536,752	22,753,430	21,585,315	22,387,411
Other	-	-	7,010,332	-	-	-
Transfers Out	17,881,277	-	-	-	-	-
Restricted Reserves ⁴	-	16,705,526	33,158,777	18,681,914	18,681,914	18,681,914
TOTAL USES	\$ 41,696,541	\$ 89,299,580	\$ 113,435,921	\$ 113,518,886	\$ 113,522,402	\$ 132,729,702

Program	FY 2016 Actual Expenditures	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
Southeast 1	\$ 3,817,813	\$ -	\$ -	\$ -	\$ -	\$ -
Surfside	303,096	-	-	-	-	-
Blue & Green Water	6,946	-	-	-	-	-
Santa Barbara /Diplomat Wtr	12	-	-	-	-	-
Southw est Area I	2,439,451	-	-	-	-	-
Southw est Area II	4,149,580	-	-	-	-	-
Southw est Area III	3,652,186	-	-	-	-	-
Southw est Area IV	9,742,738	-	-	-	-	-
Southw est Area V	6,566,289	-	-	-	-	-
Southw est Area V/VII	3,145,729	-	-	-	-	-
Striped Green Wastew ater	65	-	-	-	-	-
Orange Wastew ater	21,724	-	-	-	-	-
Pine Island Area	1,001,733	-	-	-	-	-
North Central Loop Area	36,352	-	-	-	-	-
SRF Drinking Watr 360103 SW6/7	250,723	-	-	-	-	-
SRF Clean Wtr 360100	1,070,852	-	272,758	-	-	-
N1 All Services CDT Construct	-	-	20,174	31,739,052	65,962,987	54,520,232
N2 All Services CDT Construct	5,491,254	53,330,060	53,780,240	33,052,301	-	-
North 1-8 Utility Extension Extensic	-	-	6,814,014	-	-	-
N1-8 Water Distrib Construct	-	-	39	-	-	-
N1-8 Water Trans Construct	-	-	125,925	-	-	-
N3 All Servies CDT Predesign	-	-	-	7,292,189	7,292,186	-
N3 All Servies CDT Construct	-	-	-	-	-	37,140,145
Utility Ext Special Assesment ⁴	-	35,969,520	52,422,771	41,435,344	40,267,229	41,069,325
TOTAL USES	\$ 41,696,541	\$ 89,299,580	\$ 113,435,921	\$ 113,518,886	\$ 113,522,402	\$ 132,729,702

Notes: FY 2016 Expenditures are on a budgetary basis.

¹ FY 2016 Operating does not include Depreciation of \$11,754,900 as this is a non-cash accounting entry.

² Capital outlay includes capitalized assets that are recorded on the balance sheet for financial reporting purposes.

³ Debt service includes principal costs which are recorded on the balance sheet for financial reporting purposes.

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

**Water & Sewer Impact, Capital Facility Expansion Charges (CFEC) &
Contribution in Aid of Construction (CIAC) Fees**

Revenue Category	FY 2016 Actual Revenue	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
Use of Fund Balance	\$ -	\$ 600	\$ 600	\$ 27,696,813	\$ 11,026,784	\$ 1,760,363
Restricted Fund Balance	-	19,974,025	19,863,799	27,438,297	16,507,813	14,845,210
Estimated Revenue:						
Special Assessment	6,110,886	-	-	-	-	-
Charges for Service	97,507	-	-	-	-	-
Fines & Forfeits	84,515	-	-	-	-	-
Permits, Impacts	5,565,007	24,745,512	24,745,512	13,116,605	13,231,888	28,801,498
Miscellaneous	1,028,923	-	-	-	-	-
Misc Other Sources ¹	6,335	525,787	525,787	-	-	-
Transfer In	204,699	-	-	-	-	-
TOTAL SOURCES	\$ 13,097,872	\$ 45,245,924	\$ 45,135,698	\$ 68,251,715	\$ 40,766,485	\$ 45,407,071

Expenditure Category	FY 2016 Actual Expenditures	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
Appropriations						
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating ²	53,738	15,950	15,950	16,850	17,750	18,650
Capital	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other & Transfers Out ³	425,343	44,934,361	44,934,361	40,700,268	24,143,162	27,394,246
Restricted Reserves	-	295,613	185,387	27,534,597	16,605,573	17,994,175
TOTAL USES	\$ 479,082	\$ 45,245,924	\$ 45,135,698	\$ 68,251,715	\$ 40,766,485	\$ 45,407,071

Program	FY 2016 Actual Expenditures	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
Water Impact & CFEC Fees	\$ 269,278	\$ 7,130,890	\$ 7,130,890	\$ 11,124,242	\$ 6,923,843	\$ 8,143,194
Sewer Impact & CFEC Fees	72,277	20,696,671	20,586,445	33,454,254	20,617,708	22,714,996
Sewer Impact Fees Dist 2	2,835	1,440,903	1,440,903	2,260,679	1,129,639	564,019
Irrigation Impact & CFEC Fees	129,206	3,981,644	3,981,644	7,874,007	5,621,131	10,712,860
Water CIAC Fees	2,863	4,886,452	4,886,452	5,360,897	2,308,249	974,397
Sewer CIAC Fees	2,493	6,442,820	6,442,820	7,403,010	3,293,429	1,325,679
Irrigation CIAC Fees	130	666,544	666,544	774,626	872,486	971,926
TOTAL USES	\$ 479,082	\$ 45,245,924	\$ 45,135,698	\$ 68,251,715	\$ 40,766,485	\$ 45,407,071

Notes: FY 2016 Expenditures are on a budgetary basis.

¹ Other Sources include capital contributions in aid of construction from private sources.

² Operating costs do not include Depreciation of \$35,064 as this is a non-cash accounting entry.

³ 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.

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

W&S Performance Measures

Perspective: Financial							
Goal: Develop a balanced multi-year budget.							
Objective: Effectively manage financial resources to established plan across Utility.							
Measurement Type	Key Performance Indicator(s)	FY 2016 Actual	FY 2017 Target	FY 2018 Estimate	FY 2019 Estimate	FY 2020 Estimate	3 - 5 Yr Goal
Output	W&S Revenues	116,082,345	154,500,491	155,476,122	150,075,574	155,575,528	\$0 Rate Increase
	Utilities Expenditures*	93,326,299	147,490,159	155,476,122	150,075,574	155,575,528	\$0 Rate Increase
Efficiency	% Utilized	72.90%	100%	100%	100%	100%	100%
Outcome	% Increase or (Decrease) from prior year	-21%	58%	5.4%	-3%	4%	\$0 Rate Increase

Water Production Division Performance Measures

Perspective: Internal							
Goal: Provide an uninterrupted supply of safe potable water for the consumer at a reasonable production cost.							
Objective: Maintain and promote increased efficiencies across industry recognized benchmarks.							
Measurement Type	Key Performance Indicator(s)	FY 2016 Actual	FY 2017 Target	FY 2018 Estimate	FY 2019 Estimate	FY 2020 Estimate	3 - 5 Yr Goal
Output	<u>Average Daily</u> Amount of Potable Water Pumped to system in Millions of Gallons per Day (MGD)	10.054	10.596	11.020	11.389	11.500	12.000
	<u>Maximum Day</u> Amount of Potable Water Pumped to system in Millions of Gallons per Day (MGD)	11.578	13.224	13.224	13.667	13.800	14.400
Efficiency	<u>Percent of Unaccounted for System Water Losses</u>	6.42%	10.00%	10.00%	10.00%	10.00%	<10.00%
	<u>Cost per 1,000</u> Gallons Produced	\$1.73	\$1.86	\$1.94	\$2.00	\$2.00	< \$2.00
Outcome	<u>Southwest R.O. Plant</u> number of POE Finished Water Quality Violations of MCL's	0	0	0	0	0	0
	<u>North R.O. Plant</u> number of POE Finished Water Quality Violations of MCL's	0	0	0	0	0	0

UCD/CBS Performance Measure

Perspective: Customer							
Goal: Provide for effective water and sewer collection and distribution services for the consumer at reasonable production cost.							
Objective: Coordinate meter read conversion across Utility to reduce unaccounted water losses and reduce meter read fees.							
Measurement Type	Key Performance Indicator(s)	FY 2016 Actual	FY 2017 Target	FY 2018 Estimate	FY 2019 Estimate	FY 2020 Estimate	3 - 5 Yr Goal
Output	Replace manual read meters with radio read meters.	1092	6,000	6,000	5,088	Complete any remaining	18,840
Efficiency	Decrease meter reading cost per month.	305	1,680	1,680	1,419		5,275
Outcome	100% radio meter reading.	75%	90%	100%	100%	100%	100%

City of Cape Coral, Florida
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Water Reclamation Division Performance Measures

Perspective: Internal								
Goal: Provide safe and effectively water reclamation services for the consumer at a reasonable production cost.								
Objective: Maintain and promote increased efficiencies across industry recognized benchmarks.								
Measurement Type	Key Performance Indicator(s)	FY 2016 Actual	FY 2017 Target	FY 2018 Estimated	FY 2019 Estimate	FY 2020 Estimate	5 Year Estimated Yearly Avg. or	
		Avg. or Total	Avg. or Total	Avg. or Total	Avg. or Total	Avg. or Total	Avg. or Total	Benchmark
Output	Average amount of Wastewater treated daily in Millions of Gallons per Day (MGD)	13.76	14.99	17.27**	17.900	17.900	14.37	N/A
	Total of SSO's Per Fiscal Year caused by Lift Station failures	1	0	0	0	0	< 1	< 5
Efficiency	Average Cost per 1,000 Gallons Produced	\$1.13	\$1.38	\$1.42	\$1.30	\$1.30	\$1.34	< \$1.80
	Average Percentage Reuse (%)	100.12%	99.80%	99.80%	99.50%	99.50%	100.67%	> 99.00%
	Average amount of CBOD removed per day in %	98.75%	>98.00%	>98.00%	>98.00%	>98.00%	>98.13%	> 95.00%
	Average amount of TSS removed per day in %	99.64%	> 99.00%	> 99.00%	>99.00%	>99.00%	> 99.07%	> 95.00%
Outcome	Southwest WRF Total permit violations in fiscal year	0	0	0	0	0	0	<1
	Everest WRF Total permit violations in fiscal year	0	0	0	0	0	0	<1

** additional flow estimated from UEP North 2

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

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.

Revenue Category	FY 2016 Actual Revenue	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
Use of Fund Balance	\$ -	\$ 524,834	\$ 524,834	\$ -	\$ -	\$ -
Operating Fund Balance	-	9,412,881	5,573,141	11,644,134	13,361,834	14,961,108
Estimated Revenue:						
Licenses and Permits	4,164	3,660	3,660	3,660	3,660	3,660
Intergovernmental	85,333	-	215	-	-	-
Charges for Services	12,843,466	14,112,848	14,112,848	17,519,772	17,519,772	17,519,772
Fines & Forfeits	50,595	54,664	54,664	1,664	1,664	1,664
Miscellaneous	438,366	108,862	108,862	108,862	108,862	108,862
Interfund Transfers	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-
TOTAL SOURCES	\$ 13,421,923	\$ 24,217,749	\$ 20,378,224	\$ 29,278,092	\$ 30,995,792	\$ 32,595,066

Expenditure Category	FY 2016 Actual Expenditures	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
Appropriations						
Personnel ¹	\$ 6,564,188	\$ 7,710,317	\$ 7,820,317	\$ 8,588,951	\$ 8,877,172	\$ 9,110,440
Operating ²	4,017,345	5,451,551	5,704,963	5,684,307	5,809,840	5,949,063
Capital Outlay ³	651,849	1,200,000	2,002,092	1,067,663	530,127	587,560
Debt Service ⁴	-	443,000	443,000	443,000	443,000	443,000
Other & Transfers Out ⁵	9,500	-	2,079,416	-	-	-
Reserves	-	9,412,881	2,328,436	13,494,171	15,335,653	16,505,003
TOTAL USES	\$ 11,242,882	\$ 24,217,749	\$ 20,378,224	\$ 29,278,092	\$ 30,995,792	\$ 32,595,066

Program	FY 2016 Actual Expenditures	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
PW Administration ⁶	\$ 1,194,089	\$ 1,228,521	\$ 1,243,521	\$ 1,594,252	\$ 1,641,489	\$ 1,690,118
Stormwater Operations ⁷	7,962,710	20,173,034	15,494,303	24,929,778	27,033,948	28,474,014
Surface Water Mgmt ⁸	373,296	438,976	438,976	414,625	423,651	438,609
Environmental Division ⁹	1,001,086	1,173,725	1,309,758	1,218,452	1,236,815	1,275,747
Financial Services ¹⁰	93,672	135,169	138,690	137,022	140,667	141,518
Stormwater Fleet Replace ¹¹	618,028	1,068,324	1,752,976	983,963	519,222	575,060
TOTAL USES	\$ 11,242,882	\$ 24,217,749	\$ 20,378,224	\$ 29,278,092	\$ 30,995,792	\$ 32,595,066

Notes:

¹ Personnel costs do not include "OPEB" at \$719,725.

² Operating costs do not include "Depreciation" of \$1,065,054 as this is a non-cash accounting entry.

³ Capital outlay includes capitalized assets that are recorded on the balance sheet for financial reporting purposes.

⁴ 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.

⁵ Other & transfers out includes dollars transferred to the Stormwater Capital Project Fund but eliminated for financial reporting purposes.

⁶ PW Administration includes interfund service payments to the General Fund, Property/Liability Fund and Water & Sewer are budgeted and recorded here.

⁷ Stormwater Operations includes programs such as drainpipe replacement, catch basins, drainage management, swales, regrading, and canal maintenance.

⁸ Surface Water Management is associated with new construction and related drainage issues in right-of-ways.

⁹ Environmental Division is responsible for testing of canal waters and the operation of the laboratory.

¹⁰ Financial Services includes accounting and billing costs.

¹¹ Stormwater Fleet Replacement includes Rolling Stock, Heavy Equipment and Vehicles.

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

Stormwater Capital Projects

Revenue Category	FY 2016 Actual Revenue	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
Balances Forward	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Estimated Revenue:						
Intergovernmental	-	-	-	-	-	-
Miscellaneous	30,649	-	-	-	-	-
Interfund Transfer	108,563	-	-	-	-	-
Other Sources	-	2,500,000	2,500,000	579,000	579,000	824,000
TOTAL SOURCES	\$ 139,211	\$ 2,500,000	\$ 2,500,000	\$ 579,000	\$ 579,000	\$ 824,000

Expenditure Category	FY 2016 Actual Expenditures	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
Appropriations						
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating ¹	52,555	-	-	-	-	-
Capital Outlay ²	429,263	2,500,000	2,500,000	579,000	579,000	824,000
Debt Service	-	-	-	-	-	-
Other	-	-	-	-	-	-
Reserves	-	-	-	-	-	-
TOTAL USES	\$ 481,817	\$ 2,500,000	\$ 2,500,000	\$ 579,000	\$ 579,000	\$ 824,000

Program	FY 2016 Actual Expenditures	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
SWR CPF-DP Improvements	\$ 329,533	\$ -	\$ -	\$ -	\$ -	\$ -
SWR CPF-CRA DP Imprvmnts	-	-	-	-	-	-
Env. Resources -Building	-	-	-	-	-	-
SW6/7 DP Improvements	102,519	-	-	-	-	-
NW Drainage Improvements	-	-	-	-	-	-
SWR CPF-NA N1 DP Improvermen	-	2,500,000	2,500,000	579,000	579,000	824,000
SWR CPF-NA N2 DP Improvermen	49,765	-	-	-	-	-
TOTAL USES	\$ 481,817	\$ 2,500,000	\$ 2,500,000	\$ 579,000	\$ 579,000	\$ 824,000

Notes: Actual Expenditures are on a budgetary basis:

¹ Operating costs do not include "Depreciation" at \$727,624 as this is a non-cash accounting entry.

² 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 is to support non-assessed stormwater work in the North 1 and 2 utility extension areas and is anticipated to be funded by State Revolving Loan Funds.

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

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.

Revenue by Category	FY 2016 Actual Revenue	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Fund Balance	-	877,561	293,001	721,786	786,965	839,047
Estimated Revenue:						
Charges for Service	587,651	539,127	539,127	539,127	541,318	554,851
Fines & Forfeits	40	-	-	-	-	-
Miscellaneous	5,995	1,200	1,200	1,200	1,200	1,230
Misc-Contributions/Donations	-	-	-	-	-	-
Interfund Transfers	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-
TOTAL SOURCES	\$ 593,686	\$ 1,417,888	\$ 833,328	\$ 1,262,113	\$ 1,329,483	\$ 1,395,128

Expenditure by Category	FY 2016 Actual Expenditures	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
Personnel ¹	\$ 96,735	\$ 165,868	\$ 165,868	\$ 140,859	\$ 149,050	\$ 165,600
Operating ²	233,369	245,622	234,700	219,289	226,386	382,650
Capital Outlay ³	402,569	-	56,872	-	-	-
Debt Service	-	-	-	-	-	-
Other	-	-	-	-	-	-
Transfers Out ⁴	215,000	115,000	115,000	115,000	115,000	115,000
Reserves	-	891,398	260,888	786,965	839,047	731,878
TOTAL USES	\$ 947,673	\$ 1,417,888	\$ 833,328	\$ 1,262,113	\$ 1,329,483	\$ 1,395,128

Expenditure by Program	FY 2016 Actual Expenditures	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
Yacht Basin	\$ 807,910	\$ 1,382,998	\$ 794,428	\$ 1,225,022	\$ 1,292,682	\$ 1,357,319
Rosen Park	99,939	34,890	38,900	37,091	36,801	37,809
Yacht Basin Fleet Replacement	39,824	-	-	-	-	-
TOTAL USES	\$ 947,673	\$ 1,417,888	\$ 833,328	\$ 1,262,113	\$ 1,329,483	\$ 1,395,128

Notes: FY 2016 Expenditures are on a budgetary basis:

¹Personnel costs do not include "OPEB" recorded at \$17,499 as this is a non-cash accounting entry.

²Operating costs do not include "Depreciation" recorded at \$22,554 as this is a non-cash accounting entry. Operating also includes an interfund service payment to the General Fund in the amounts of \$77,570, \$79,897, \$49,222 and \$50,699 and \$52,220 for FY 2016 - 2020 respectively.

³Capital Outlay in FY 2016 includes the repaving/resurfacing of roadways/parking areas within the Yacht Club Complex.

⁴Transfers out include \$100,000 to Capital Projects in FY 2016 for Median Landscape Yacht Basin Area and FY 2016 - 2020 \$115,000 for P&R Program Fund has been included to support the activities of the facilities at the

City of Cape Coral, Florida
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Performance Measures [Strategic Plan Element B]

Perspective: Financial							
Goal: Develop a balanced multi-year budget							
Objective(s): Meet budget targets							
Measurement Type	Key Performance Indicator(s)	FY 2016 Actual	FY 2017 Target	FY 2018 Estimate	FY 2019 Estimate	FY 2020 Estimate	3 - 5 Yr Goal
Output	Expenditures	\$ 585,158	\$ 833,328	\$ 1,262,113	\$ 1,329,483	\$ 1,395,128	
Efficiency	% of Budget utilized	63%	100%	100%	100%	100%	100%
Outcome	% Increase/(Decrease) from prior year	26%	10%	51%	5%	5%	0%

Performance Measures [Strategic Plan Element D]

Perspective: Customer							
Goal: Provide a premier venue that is affordable for both residents and visitors as well as economically sustainable							
Objective(s): Maintain 100% of Slips rented							
Measurement Type	Key Performance Indicator(s)	FY 2016 Total	FY 2017 Target	FY 2018 Estimate	FY 2019 Estimate	FY 2020 Estimate	3 - 5 Yr Goal
Output	Number of Slips	115	115	115	115	115	115
Efficiency	Percentage of Slips rented	89%	100%	100%	100%	100%	100%
Service Quality	Survey Percentage of Good to Excellent	96%	100%	100%	100%	100%	100%
Outcome	Percentage of Slips rented	89%	100%	100%	100%	100%	100%

Perspective: Internal							
Goal: Provide excellent customer service measurable through survey							
Objective(s): Maintain 95% efficiency							
Measurement Type	Key Performance Indicator(s)	FY 2016 Total	FY 2017 Target	FY 2018 Estimate	FY 2019 Estimate	FY 2020 Estimate	3 - 5 Yr Goal
Output	# of surveys taken	40	48	60	60	60	60
Efficiency	Staff hours used	8	10	12	12	12	12
Outcome	Increase service level efficiency rating	96%	100%	100%	100%	100%	increase 3%

Perspective: Learning & Growth							
Goal: To increase employee development through current and future training needs.							
Objective(s): To increase personnel training hours by three percent							
Measurement Type	Key Performance Indicator(s)	FY 2016 Actual	FY 2017 Target	FY 2018 Estimate	FY 2019 Estimate	FY 2020 Estimate	3 - 5 Yr Goal
Output	Internal training hours	14	125	40	125	40	69 Annual
	External training hours	0	0	16	0	16	16 hours Bi-Annual
Efficiency	Average training hours per staff member	5	11	7	11	4	7.5 Each
Outcome	# of total training hours	14	125	56	125	56	375

Perspective: Learning & Growth							
Goal: Support the learning and growth of department employees							
Objective: Complete all annual performance evaluations							
Measurement Type	Key Performance Indicator(s)	FY 2016 Actual	FY 2017 Target	FY 2018 Estimate	FY 2019 Estimate	FY 2020 Estimate	3 - 5 Yr Goal
Output	# Completed	100%	100%	100%	100%	100%	100%
Efficiency	Timely completions	100%	100%	100%	100%	100%	100%
Outcome	% Complete	100%	100%	100%	100%	100%	100%

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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.

Revenue by Category	FY 2016 Actual Revenue	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Fund Balance	-	-	-	-	-	-
Estimated Revenue:						
Charges for Service	2,122,241	2,535,545	2,535,545	2,621,158	2,707,994	2,723,006
Fines & Forfeits	-	-	-	-	-	-
Miscellaneous	84,785	-	-	-	-	-
Misc-Contributions/Donations	700	16,500	16,500	17,400	20,000	22,000
Interfund Transfers	604,000	474,911	893,896	526,351	426,258	663,254
Other Sources	-	-	-	-	-	-
TOTAL SOURCES	\$ 2,811,725	\$ 3,026,956	\$ 3,445,941	\$ 3,164,909	\$ 3,154,252	\$ 3,408,260

Expenditure by Category	FY 2016 Actual Expenditures	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
Personnel ¹	\$ 1,247,050	\$ 1,487,961	\$ 1,487,961	\$ 1,581,028	\$ 1,627,660	\$ 1,668,632
Operating ²	1,279,209	1,226,561	1,402,948	1,444,053	1,356,734	1,415,537
Capital ³	187,021	312,434	555,032	139,828	169,858	324,091
Debt Service	-	-	-	-	-	-
Other	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-
Reserves	-	-	-	-	-	-
TOTAL USES	\$ 2,713,280	\$ 3,026,956	\$ 3,445,941	\$ 3,164,909	\$ 3,154,252	\$ 3,408,260

Expenditure by Program	FY 2016 Actual Expenditures	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
Greens	\$ 980,253	\$ 1,486,736	\$ 1,690,721	\$ 1,213,022	\$ 1,237,129	\$ 1,411,402
Clubhouse	1,245,113	1,233,369	1,265,471	1,500,817	1,430,500	1,487,668
Restaurant	305,936	306,851	391,151	330,776	337,999	335,099
Fleet Replacement	181,978	-	98,598	120,294	148,624	174,091
TOTAL USES	\$ 2,713,280	\$ 3,026,956	\$ 3,445,941	\$ 3,164,909	\$ 3,154,252	\$ 3,408,260

Notes: FY 2016 Expenditures are on a budgetary basis:

¹Personnel costs do not include "OPEB" recorded at \$158,340 as this is a non-cash accounting entry.

²Operating costs do not include "Depreciation" recorded at \$111,100 as this is a non-cash accounting entry.

Operating costs also include an interfund service payment to the General Fund in the amount of \$332,399, \$318,307, \$387,132, \$398,746 and \$410,708 for FY 2016 - 2020 respectively.

³Capital Outlay includes capitalized assets that are recorded on the balance sheet for financial reporting purposes.

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Performance Measures [Strategic Plan Element B]

Perspective: Financial							
Goal: Develop a balanced multi-year budget							
Objective(s): Meet budget targets							
Measurement Type	Key Performance Indicator(s)	FY 2016 Actual	FY 2017 Target	FY 2018 Estimate	FY 2019 Estimate	FY 2020 Estimate	3 - 5 Yr Goal
Output	Expenditures	\$3,155,018	\$3,445,941	\$3,164,909	\$3,154,252	\$3,408,260	
Efficiency	% of Budget utilized	111%	100%	100%	100%	100%	100%
Outcome	% Increase/(Decrease) from prior year	21%	9.22%	-8%	0%	8%	0%

Performance Measures [Strategic Plan Element D]

Perspective: Customer							
Goal: Increase, establish and maintain partnerships with the community and local organizations							
Objective(s): Increase symbiotic partnerships within the community							
Measurement Type	Key Performance Indicator(s)	FY 2016 Actual	FY 2017 Target	FY 2018 Estimate	FY 2019 Estimate	FY 2020 Estimate	3 - 5 Yr Goal
Output	# of partnerships	30	30	31	32	33	35
	Donations	\$17,400	\$17,500	\$17,500	\$18,000	\$18,500	\$18,500
Efficiency	Added Revenue to Tournament Stream	\$41,312	\$17,000	\$29,284	\$30,169	\$30,470	\$20,000
Service Quality	# of programs/events affected or enhanced	8	4	4	5	5	5
Outcome	Percentage increase in Partnerships	7%	7%	3%	3%	3%	6%

Perspective: Revenue Per Round

Goal: Revenue and Round Growth

Objective(s): Player and Revenue Growth							
18500							
Measurement Type	Key Performance Indicator(s)	FY 2016 Actual	FY 2017 Target	FY 2018 Estimate	FY 2019 Estimate	FY 2020 Estimate	3 - 5 Yr Goal
Output	Total Rounds	55,808	55,500	56,055	57,500	58,000	
	Total Revenue	\$2,207,725	\$2,552,045	\$2,638,558	\$2,727,994	\$2,745,006	
Efficiency	Revenue per round	\$ 39.56	\$ 45.98	\$ 47.07	\$ 47.44	\$ 47.33	
Outcome	Percentage increase in rounds	-3%	-1%	1%	3%	1%	
	Percentage increase in Revenue	-0.74%	16%	3%	3%	1%	

Performance Measures [Strategic Plan Element D]

Perspective: Internal							
Goal: Increase volunteer hours on behalf of departmental activities							
Objective(s): Maximize Volunteer hours							
Measurement Type	Key Performance Indicator(s)	FY 2016 Actual	FY 2017 Target	FY 2018 Estimate	FY 2019 Estimate	FY 2020 Estimate	3 - 5 Yr Goal
Output	# of Volunteers	13	16	16	16	16	16
Efficiency	# of Volunteer hours	2987	3,032	3,077	3,123	3,170	1.5% increase
Service Quality	FTE Equivalency	1.44	1.46	1.48	1.50	1.52	
Outcome	Dollar Value of Volunteer Hours	\$64,549	\$65,517	\$66,500	\$67,498	\$68,510	
2014 Hourly Value \$21.61 Per independentsector.org							

Perspective: Learning & Growth

Goal: Support the learning and growth of department employees

Objective: Complete all annual performance evaluations							
Measurement Type	Key Performance Indicator(s)	FY 2016 Actual	FY 2017 Target	FY 2018 Estimate	FY 2019 Estimate	FY 2020 Estimate	3 - 5 Yr Goal
Output	# Completed	100%	100%	100%	100%	100%	100%
Efficiency	Timely Completions	100%	100%	100%	100%	100%	100%
Outcome *	% Complete	100%	100%	100%	100%	100%	100%
* Percent complete by fiscal year end							

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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.

Revenue Category	FY 2016 Actual Revenue	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
Use of Fund Balance	\$ -	\$ 981,622	\$ 252,052	\$ 833,474	\$ 1,632,972	\$ 1,805,880
Operating Fund Balance	-	3,101,390	5,038,004	4,589,090	-	-
Estimated Revenue:						
Intergovernmental	23,027,961	22,662,513	22,260,036	21,838,273	22,371,653	22,755,137
Capital Outlay	516,451	749,131	867,875	582,762	850,161	850,161
Charges for Serv	597,572	585,400	632,400	666,450	686,073	706,283
Miscellaneous	198,478	222,475	440,191	182,138	162,538	136,438
TOTAL SOURCES	\$ 24,340,462	\$ 28,302,531	\$ 29,490,558	\$ 28,692,187	\$ 25,703,397	\$ 26,253,899

Expenditure Category	FY 2016 Actual Expenditures	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
Appropriations						
Personnel	\$ 15,902,900	\$ 16,692,799	\$ 16,455,154	\$ 16,604,296	\$ 17,645,891	\$ 18,277,403
Operating	7,037,029	7,429,520	7,454,999	7,260,006	7,780,088	7,738,613
Capital Outlay	28,076	77,200	318,738	238,795	277,418	237,883
Other Expenses	-	-	307,226	-	-	-
Reserves	-	4,103,012	4,954,441	4,589,090	-	-
TOTAL USES	\$ 22,968,005	\$ 28,302,531	\$ 29,490,558	\$ 28,692,187	\$ 25,703,397	\$ 26,253,899

Program	FY 2016 Actual Expenditures	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
Basic Instruction	\$ 11,710,831	\$ 12,242,492	\$ 12,214,726	\$ 12,342,937	\$ 13,124,946	\$ 13,534,662
Exceptional	324,526	250,547	257,049	270,783	280,789	290,288
Guidance Services	311,292	374,747	373,917	381,910	399,814	413,875
Health Services	94,621	112,887	112,632	112,656	122,052	126,203
Other Pupil Services	148,192	186,632	197,577	214,022	205,933	212,792
Instructional Media Serv	173,447	178,499	182,543	169,673	203,341	184,249
Instr Staff Training Srvs	29,844	34,163	34,701	34,701	35,131	35,571
Board	24,319	24,166	23,416	43,799	46,949	48,298
General Administration	546,355	577,590	489,804	529,285	624,658	644,048
School Administration	1,829,176	2,055,417	1,929,879	1,998,303	2,063,299	2,125,578
Facilities Acq & Constr	-	-	-	-	-	-
Fiscal Services	258,401	319,929	366,365	416,013	431,659	442,209
Food Services	972,510	1,042,280	1,114,922	1,063,611	1,129,943	1,177,748
Data Processing Service	309,999	325,238	771,085	348,867	332,950	349,415
Pupil Transportation Serv	1,040,200	1,072,501	1,074,760	1,070,842	1,111,667	1,051,646
Operation of Plant	4,976,735	5,136,464	5,082,030	4,425,437	4,984,116	5,022,634
Maintenance of Plant	217,557	265,967	310,711	680,258	606,150	594,683
Reserves	-	4,103,012	4,954,441	4,589,090	-	-
TOTAL USES	\$ 22,968,005	\$ 28,302,531	\$ 29,490,558	\$ 28,692,187	\$ 25,703,397	\$ 26,253,899

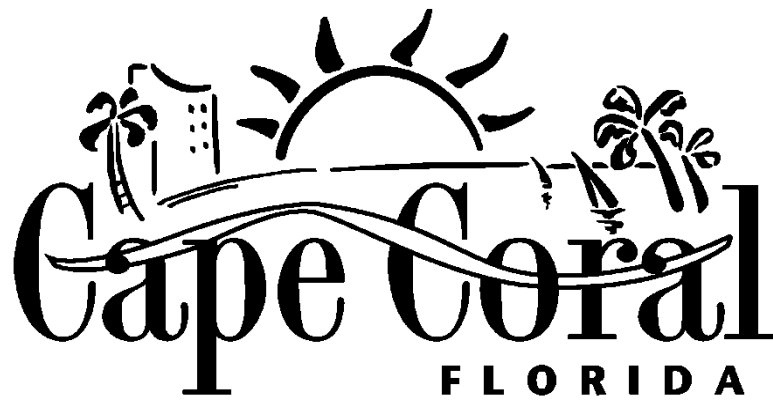
The Charter School System is a component unit of the City of Cape Coral. The budget is approved by the Governing Board.

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.

FY 2017 Budget was amended by the Governing Board on September 18, 2017.

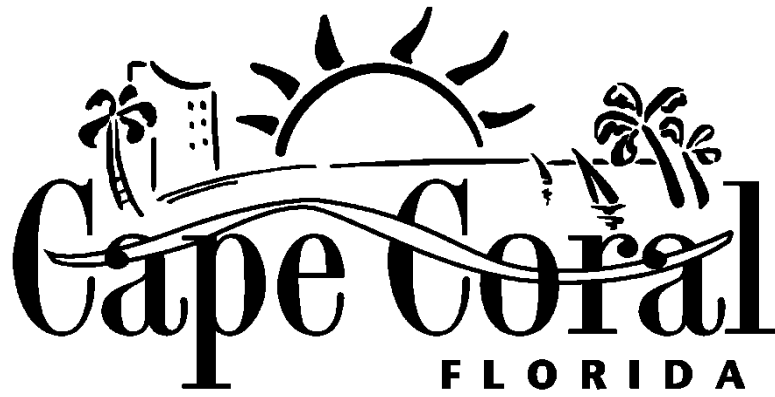
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INTERNAL SERVICE FUNDS

Internal Service Funds.....	11
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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.

Revenue Category	FY 2016 Actual Revenue	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Fund Balance	-	5,790,531	4,839,386	8,340,776	9,220,715	10,400,029
Estimated Revenue:						
Charges for Services	3,353,538	3,549,874	3,549,874	4,215,594	4,519,861	4,721,174
Miscellaneous	407,826	-	-	-	-	-
Interfund Transfers	-	-	-	-	-	-
TOTAL SOURCES	\$ 3,761,364	\$ 9,340,405	\$ 8,389,260	\$ 12,556,370	\$ 13,740,576	\$ 15,121,203

Expenditure Category	FY 2016 Actual Expenditures	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
Appropriations						
Personnel ¹	\$ 53,972	\$ 282,407	\$ 286,657	\$ 218,703	\$ 225,741	\$ 231,988
Operating ²	2,428,208	3,105,349	3,122,693	3,116,952	3,114,806	3,130,419
Capital	-	-	21,495	-	-	25,000
Debt Service	-	-	-	-	-	-
Other	-	-	-	-	-	-
Reserves	-	5,952,649	4,958,415	9,220,715	10,400,029	11,733,796
TOTAL USES	\$ 2,482,180	\$ 9,340,405	\$ 8,389,260	\$ 12,556,370	\$ 13,740,576	\$ 15,121,203

Program	FY 2016 Actual Expenditures	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
Workers' Comp Ins	\$ 2,482,180	\$ 9,340,405	\$ 8,389,260	\$ 12,556,370	\$ 13,740,576	\$ 15,121,203
TOTAL USES	\$ 2,482,180	\$ 9,340,405	\$ 8,389,260	\$ 12,556,370	\$ 13,740,576	\$ 15,121,203

Notes:

¹ 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. Claims Examiner is charged to Property/Liability Liability Funds. Actual does not include OPEB costs of \$14,395 in FY16 as this is a non-cash accounting entry.

² Actual Operating does not include Depreciation of \$6,020 in FY16 as this is a non-cash accounting entry.

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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.

Revenue Category	FY 2016 Actual Revenue	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
Use of Fund Balance	\$ -	\$ 3,421	\$ 3,421	\$ -	\$ -	\$ -
Operating Fund Balance	-	2,084,569	1,798,288	797,184	789,092	790,187
Estimated Revenue:						
Charges for Services	3,071,883	3,855,633	3,971,870	3,766,311	3,841,636	3,918,467
Miscellaneous	29,219	-	-	-	-	-
Interfund Transfers	-	-	-	-	-	-
TOTAL SOURCES	\$ 3,101,103	\$ 5,943,623	\$ 5,773,579	\$ 4,563,495	\$ 4,630,728	\$ 4,708,654

Expenditure Category	FY 2016 Actual Expenditures	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
Appropriations						
Personnel ¹	\$ 201,423	\$ 207,100	\$ 208,850	\$ 219,935	\$ 226,928	\$ 233,213
Operating ²	1,631,537	3,651,954	3,766,441	3,554,468	3,613,613	3,675,488
Capital	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other	-	-	-	-	-	-
Reserves	-	2,084,569	1,798,288	789,092	790,187	799,953
TOTAL USES	\$ 1,832,960	\$ 5,943,623	\$ 5,773,579	\$ 4,563,495	\$ 4,630,728	\$ 4,708,654

Program	FY 2016 Actual Expenditures	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
Property/Liab. Ins	\$ 1,832,960	\$ 5,943,623	\$ 5,773,579	\$ 4,563,495	\$ 4,630,728	\$ 4,708,654
TOTAL USES	\$ 1,832,960	\$ 5,943,623	\$ 5,773,579	\$ 4,563,495	\$ 4,630,728	\$ 4,708,654

Notes:

¹ 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 \$22,156 in FY16 as this is a non-cash accounting entry.

² Operating costs do not include Depreciation in the amount of \$1,139 in FY16 as this is a non-cash accounting entry.

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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.

Revenue Category	FY 2016 Actual Revenue	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Fund Balance	-	408,276	3,917,069	3,059,311	7,251,004	10,660,557
Estimated Revenue:						
Charges for Services	12,501,328	17,797,040	17,797,040	21,208,211	22,533,624	23,080,047
Interest	13,910	-	-	-	-	-
Interfund Transfers	3,313,163	-	1,000,000	-	-	-
Other	375,929	140,000	610,000	140,000	140,000	140,000
TOTAL SOURCES	\$ 16,204,330	\$ 18,345,316	\$ 23,324,109	\$ 24,407,522	\$ 29,924,628	\$ 33,880,604

Expenditure Category	FY 2016 Actual Expenditures	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
Appropriations						
Personnel	\$ 215,592	\$ 99,395	\$ 120,895	\$ 131,997	\$ 136,282	\$ 140,082
Operating	12,724,999	15,186,610	19,164,628	17,024,521	19,127,789	19,127,789
Capital	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other	-	-	-	-	-	-
Reserves	-	3,059,311	4,038,586	7,251,004	10,660,557	14,612,733
TOTAL USES	\$ 12,940,591	\$ 18,345,316	\$ 23,324,109	\$ 24,407,522	\$ 29,924,628	\$ 33,880,604

Program	FY 2016 Actual Expenditures	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
Self-Insured Health Plan	\$ 12,940,591	\$ 18,345,316	\$ 23,324,109	\$ 24,407,522	\$ 29,924,628	\$ 33,880,604
TOTAL USES	\$ 12,940,591	\$ 18,345,316	\$ 23,324,109	\$ 24,407,522	\$ 29,924,628	\$ 33,880,604

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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.

Revenue Category	FY 2016 Actual Revenue	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Fund Balance	-	-	-	-	-	-
Estimated Revenue:						
Charges for Services	4,137,630	4,663,561	4,784,254	5,227,451	5,407,329	5,590,146
Miscellaneous	44,913	-	-	-	-	-
Interfund Transfers	-	-	-	-	-	-
Other	-	-	-	-	-	-
TOTAL SOURCES	\$ 4,182,542	\$ 4,663,561	\$ 4,784,254	\$ 5,227,451	\$ 5,407,329	\$ 5,590,146

Expenditure Category	FY 2016 Actual Expenditures	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
Appropriations						
Personnel ¹	\$ 2,770,144	\$ 3,273,976	\$ 3,250,936	\$ 3,836,201	\$ 3,961,340	\$ 4,065,430
Operating ²	1,329,154	1,056,585	1,175,389	1,363,250	1,385,989	1,486,516
Capital ³	241,614	333,000	357,929	28,000	60,000	38,200
Debt Service	-	-	-	-	-	-
Other	-	-	-	-	-	-
Reserves	-	-	-	-	-	-
TOTAL USES	\$ 4,340,912	\$ 4,663,561	\$ 4,784,254	\$ 5,227,451	\$ 5,407,329	\$ 5,590,146

Program	FY 2016 Actual Expenditures	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
Facilities Admin	\$ 1,026,482	\$ 1,106,918	\$ 1,106,918	\$ 1,385,523	\$ 1,487,009	\$ 1,523,706
Facilities Maintenance	2,318,521	2,335,337	2,382,601	2,753,642	2,826,708	2,918,050
Facilities Custodial Srvs	497,081	519,416	542,916	653,249	674,109	689,992
Facilities Project Admin	257,214	368,890	393,890	407,037	419,503	428,398
Facilities Fleet Rolling Stock	241,614	333,000	357,929	28,000	-	30,000
TOTAL USES	\$ 4,340,912	\$ 4,663,561	\$ 4,784,254	\$ 5,227,451	\$ 5,407,329	\$ 5,590,146

Notes:

¹ Personnel - FY 2018 - 1 new Customer Service Representative and 1 new Custodial Specialist.

Personnel does not reflect OPEB of \$305,530 in FY16.

² Operating costs do not include Depreciation of \$53,219 in FY16 as this is a non-cash accounting entry.

³ Capital Outlay includes capitalized assets that are recorded on the balance sheet for financial reporting purposes.

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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.

Revenue Category	FY 2016 Actual Revenue	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Fund Balance	-	-	-	-	-	-
Estimated Revenue:						
Charges for Services	4,105,487	4,609,537	5,056,339	4,731,634	5,074,293	5,447,246
Miscellaneous ³	23,941	-	-	-	-	-
Interfund Transfers	9,500	-	-	-	-	-
Other	-	-	-	-	-	-
TOTAL SOURCES	\$ 4,138,928	\$ 4,609,537	\$ 5,056,339	\$ 4,731,634	\$ 5,074,293	\$ 5,447,246

Expenditure Category	FY 2016 Actual Expenditures	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
Appropriations						
Personnel ¹	\$ 1,101,689	\$ 1,890,880	\$ 1,890,880	\$ 2,094,720	\$ 2,163,414	\$ 2,220,225
Operating ²	2,589,663	2,426,657	2,527,829	2,530,914	2,583,261	2,633,786
Capital ³	31,799	292,000	637,630	106,000	66,000	70,000
Debt Service	-	-	-	-	-	-
Other & Transfers Out	-	-	-	-	261,618	523,235
Reserves	-	-	-	-	-	-
TOTAL USES	\$ 3,723,151	\$ 4,609,537	\$ 5,056,339	\$ 4,731,634	\$ 5,074,293	\$ 5,447,246

Program	FY 2016 Actual Expenditures	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
Fleet Administration	\$ 286,021	\$ 788,303	\$ 788,303	\$ 921,123	\$ 1,218,960	\$ 1,489,647
Fleet Maintenance	2,894,402	3,296,243	3,689,514	3,720,511	3,855,333	3,897,599
Fleet Capital Outlay	31,799	135,000	188,531	90,000	-	60,000
Fleet-Fire Frontline ⁴	510,929	389,991	389,991	-	-	-
TOTAL USES	\$ 3,723,151	\$ 4,609,537	\$ 5,056,339	\$ 4,731,634	\$ 5,074,293	\$ 5,447,246

Notes:

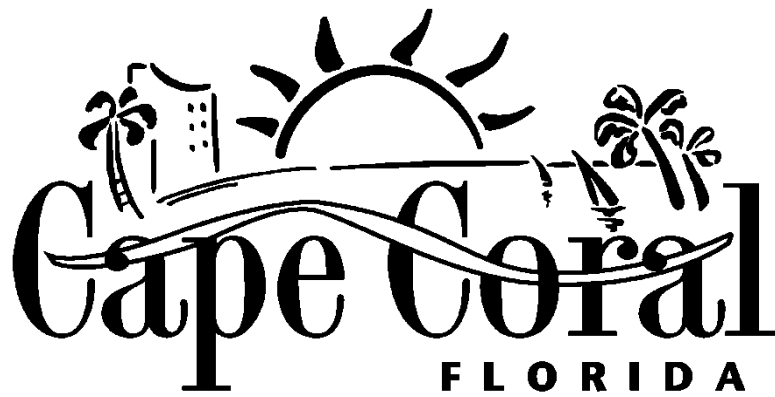
¹ Personnel does not reflect OPEB of \$127,575 in FY2016 as this is a non-cash accounting entry.

² Operating costs do not include Depreciation of \$244,463 in FY2016 as this is a non-cash accounting entry.

³ Capital Outlay includes capitalized assets that are recorded on the balance sheet for financial reporting purposes.

⁴ FY 2016 Maintenance of Fire Frontline was split out from Fleet Maintenance. FY2018 Fire Frontline maintenance is going back under Fleet

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ASSET MANAGEMENT PROGRAM

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Asset Management Program

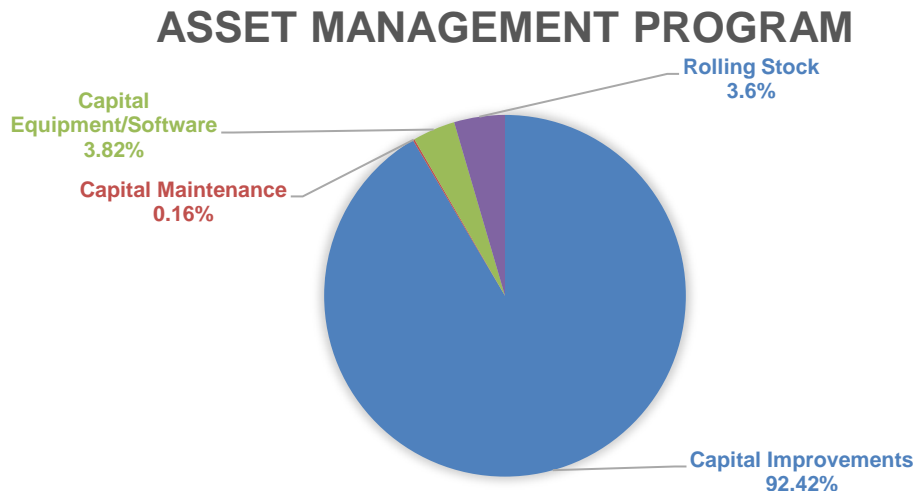
The City of Cape Coral Asset Management Program is a comprehensive program including a summary of assets owned by the City coupled with the condition and future plans for those assets. The Asset Management Program's budgetary process encompasses the integration of revenues and expenditures along with 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 2018-2022 are summarized below:

Capital Improvements	\$617,111,004
Capital Maintenance	1,039,500
Capital Equipment/Software	25,476,591
Rolling Stock	<u>24,069,789</u>
Total	\$667,696,884



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.

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- 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 \$450,626,478 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 2018–2022. 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 2018–2022 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 2018 – 2022 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 \$132.8 million for the design and construction of Utility improvements and \$409.4 million for the extension of Utility services, \$3.0 million for rolling stock, and \$12.9 million for equipment, in addition to ongoing maintenance across the system through FY2022.

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, \$9.5 million will be utilized for the design and construction of public safety facilities, \$12.3 million for the purchase of rolling stock and \$3.3 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 \$55.4 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

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

racquetball facilities, a beach, thirty-four developed parks and twenty-four undeveloped parks. This program identifies \$0.83 million for equipment, \$2.4 million for rolling stock and \$0.3 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 \$3.9 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>
TOTAL	\$1,000,000	\$420,000	\$1,420,000

**City of Cape Coral, Florida
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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

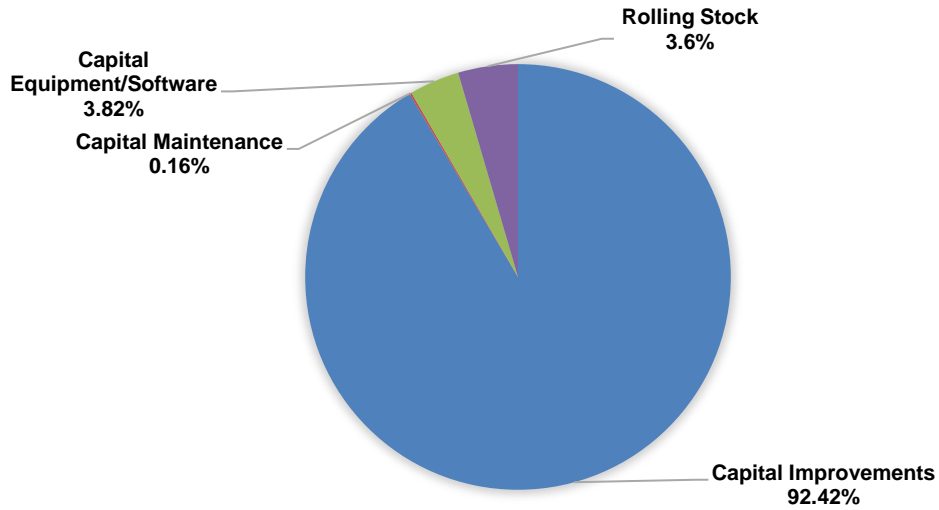
*Use drop dead age of 12 years or 120,000 miles
(Vehicles w/less than 100,000 miles but >= 12 years – Replace)
(Vehicles w/less than 10 years but >= 120,000 miles – Replace)

*May require input from Fleet eff. 12.16.14

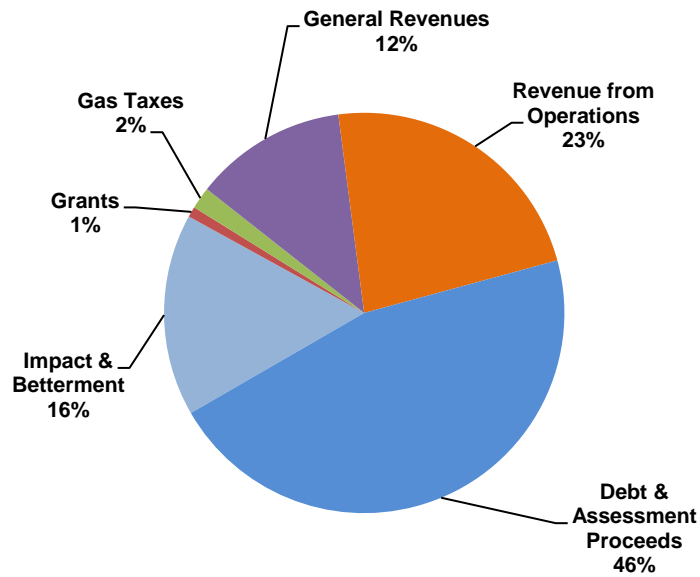
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ASSET MANAGEMENT PROGRAM
FY 2018– FY 2022

Expenditures by Program Area



Expenditures by Funding Source



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Department Requested Capital Improvement Program
CAPITAL IMPROVEMENT PROGRAM FY2018-FY2022

SUMMARY OF REQUIRED REVENUES

	FY2018	FY2019	FY2020	FY2021	FY2022	TOTAL
Capital Facility Expansion Charge	\$ 26,612,304	\$ 16,340,132	\$ 21,700,792	\$ 24,114,252	\$ 21,246,255	\$ 110,013,735
Federal, State, Local Grants	3,065,438	1,395,787	1,139,949	-	-	5,601,174
General Fund	7,629,000	11,642,000	7,332,000	8,016,000	12,072,000	46,691,000
Six Cent Gas Tax	800,000	1,600,000	400,000	1,300,000	7,800,000	11,900,000
Stormwater Revenues	579,000	579,000	824,000	824,000	1,158,000	3,964,000
Tax Increment Financing (TIF)	3,695,932	1,498,558	721,516			5,916,006
Utility Special Assessment	45,471,238	56,915,041	69,959,585	67,546,125	59,525,847	299,417,836
Water/Sewer User Fees	28,575,000	24,477,253	24,890,000	25,590,000	29,325,000	132,857,253
Five Cent Gas Tax	150,000	150,000	150,000	150,000	150,000	750,000
Grand Total	\$ 116,577,912	\$ 114,597,771	\$ 127,117,842	\$ 127,540,377	\$ 131,277,102	\$ 617,111,004

SUMMARY BY TYPE

	FY2018	FY2019	FY2020	FY2021	FY2022	TOTAL
Public Building	\$ 297,000	\$ 4,310,000	\$ -	\$ 684,000	\$ 4,240,000	\$ 9,531,000
Stormwater	579,000	579,000	824,000	824,000	1,158,000	3,964,000
Streetscape	3,695,932	1,498,558	721,516	-	-	5,916,006
Transportation	11,347,438	10,477,787	9,021,949	8,782,000	15,782,000	55,411,174
UEP	72,083,542	73,255,173	91,660,377	91,660,377	80,772,102	409,431,571
Utilities	28,575,000	24,477,253	24,890,000	25,590,000	29,325,000	132,857,253
Grand Total	\$ 116,577,912	\$ 114,597,771	\$ 127,117,842	\$ 127,540,377	\$ 131,277,102	\$ 617,111,004

City of Cape Coral, Florida
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CAPITAL IMPROVEMENT PROGRAM FY2018 - FY2022

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	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL
1	Alley Resurfacing/Paving	General Fund	520,000	520,000	520,000	520,000	520,000	2,600,000
2	Median Landscaping	General Fund	312,000	312,000	312,000	312,000	312,000	1,560,000
3	FY18 Road Resurfacing	General Fund	6,500,000	-	-	-	-	6,500,000
4	FY19 Road Resurfacing	General Fund	-	6,500,000	-	-	-	6,500,000
5	FY20 Road Resurfacing	General Fund	-	-	6,500,000	-	-	6,500,000
6	Sidewalks CPF	Five Cent Gas Tax	150,000	150,000	150,000	150,000	150,000	750,000
7	Sidewalks CPF - TEA	Federal, State, Local Grants	1,285,438	1,395,787	1,139,949	-	-	3,821,174
8	Non-Motorized Multi Use Path on Kismet P	Federal, State, Local Grants	1,780,000	-	-	-	-	1,780,000
9	N1 Non Assessed Trans Imp	Six Cent Gas Tax	-	800,000	-	-	7,000,000	7,800,000
10	N3 Non Assessed Trans Imp	Six Cent Gas Tax	-	-	-	500,000	400,000	900,000
11	Sidewalks/Bikepaths, Part of Road Resurfa	Six Cent Gas Tax	400,000	400,000	400,000	400,000	400,000	2,000,000
12	Sidewalks/Bikepaths, Part of UEP	Six Cent Gas Tax	400,000	400,000	-	400,000	-	1,200,000
13	Fire Station #12	General Fund	-	-	-	684,000	4,240,000	4,924,000
14	Fire Station #2	General Fund	297,000	4,310,000	-	-	-	4,607,000
15	CRA -Streetscape	TIF	3,695,932	1,498,558	721,516	-	-	5,916,006
16	UCD-1 Administration Building	Water/Sewer User Fees	-	4,000,000	3,000,000	500,000	-	7,500,000
17	ADM-47 Forcmain I/C Veterans	Water/Sewer User Fees	-	100,000	-	-	-	100,000
18	IRR-17 Reuse River Crossing	Water/Sewer User Fees	-	-	-	4,000,000	-	4,000,000
19	UCD-11 Meter Replacement Prog	Water/Sewer User Fees	500,000	500,000	500,000	500,000	500,000	2,500,000
20	UCD-12 Road Surfacing Adj	Water/Sewer User Fees	500,000	500,000	500,000	500,000	500,000	2,500,000
21	NRO-5 Deep Injection Well IW1	Water/Sewer User Fees	-	500,000	3,000,000	5,000,000	-	8,500,000
22	NRO-9 Distribtn Sys Automate	Water/Sewer User Fees	-	390,000	250,000	250,000	250,000	1,140,000
23	NRO-10 Rehab/Rpl Raw Wtr Well	Water/Sewer User Fees	800,000	800,000	1,600,000	1,600,000	1,600,000	6,400,000
24	ADM-46 Palm Tree Phase III	Water/Sewer User Fees	-	-	-	-	1,000,000	1,000,000
25	NRO-1 North RO Bulk Diesel Mod	Water/Sewer User Fees	-	-	-	-	1,000,000	1,000,000
26	ADM-24 Land Purchases	Water/Sewer User Fees	475,000	365,000	715,000	615,000	590,000	2,760,000
27	IRR-1 Weir Improvements	Water/Sewer User Fees	1,000,000	500,000	1,500,000	-	1,500,000	4,500,000
28	WRC-1 Lift Station Rehab FY18	Water/Sewer User Fees	2,000,000	-	-	-	-	2,000,000
29	IRR-2 NE 10MG Stor Tank & Pump	Water/Sewer User Fees	100,000	5,950,000	5,950,000	-	-	12,000,000
30	IRR-3 SW (2) 5MG Stor Tank & Pump	Water/Sewer User Fees	1,200,000	-	-	-	-	1,200,000
31	WRC-5 LS Odor Control Rehab	Water/Sewer User Fees	75,000	75,000	75,000	75,000	-	300,000
32	ADM-1 Smoke Testing I&I	Water/Sewer User Fees	50,000	50,000	50,000	50,000	50,000	250,000
33	ADM-6 Galvanized Pipe Rpl 2B	Water/Sewer User Fees	1,350,000	-	-	-	-	1,350,000
34	WRC-2 Lift Station Rehab FY19	Water/Sewer User Fees	-	2,000,000	-	-	-	2,000,000
35	WRC-3 Lift Station Rehab FY20	Water/Sewer User Fees	-	-	2,000,000	-	-	2,000,000

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City of Cape Coral, Florida
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FUNDED CAPITAL PROJECTS

PROJ #	COMMON DESCRIPTION	FUNDING SOURCE	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL
36	WRC-4 Lift Station Rehab FY21	Water/Sewer User Fees	-	-	-	2,000,000	-	2,000,000
37	ADM-10 Fire Sprnkler ConvFY18	Water/Sewer User Fees	500,000	-	-	-	-	500,000
38	ADM-11 Fire Sprnkler ConvFY19	Water/Sewer User Fees	-	500,000	-	-	-	500,000
39	ADM-15 Potable Wtr Infr FY18	Water/Sewer User Fees	1,000,000	-	-	-	-	1,000,000
40	ADM-16 Potable Wtr Infr FY19	Water/Sewer User Fees	-	1,000,000	-	-	-	1,000,000
41	ADM-17 Potable Wtr Infr FY20	Water/Sewer User Fees	-	-	1,000,000	-	-	1,000,000
42	UCD-4 Manhole Rehab FY18	Water/Sewer User Fees	500,000	-	-	-	-	500,000
43	UCD-5 Manhole Rehab FY19	Water/Sewer User Fees	-	500,000	-	-	-	500,000
44	UCD-6 Manhole Rehab FY20	Water/Sewer User Fees	-	-	500,000	-	-	500,000
45	ADM-21 Infiltrn & Inflow FY18	Water/Sewer User Fees	750,000	-	-	-	-	750,000
46	ADM-22 Infiltrn & Inflow FY19	Water/Sewer User Fees	-	750,000	-	-	-	750,000
47	ADM-23 Infiltrn & Inflow FY20	Water/Sewer User Fees	-	-	750,000	-	-	750,000
48	SRO-2 Plt 2 Bldg Replacement	Water/Sewer User Fees	-	-	-	-	50,000	50,000
49	NRO-3 Reconst Van Loon PS Bldg	Water/Sewer User Fees	-	-	-	-	750,000	750,000
52	ADM-30 ASR/IRR Supply FY20	Water/Sewer User Fees	-	-	100,000	-	-	100,000
53	IRR-10 Reuse Sys Improve FY18	Water/Sewer User Fees	1,000,000	-	-	-	-	1,000,000
54	IRR-11 Reuse Sys Improve FY19	Water/Sewer User Fees	-	1,000,000	-	-	-	1,000,000
55	ADM-50 Palm Tree Imprv PHII	Water/Sewer User Fees	-	-	-	-	2,400,000	2,400,000
56	IRR-12 Reuse Sys Improve FY20	Water/Sewer User Fees	-	-	1,000,000	-	-	1,000,000
57	SE 47th Terrace Streetscape	Water/Sewer User Fees	1,475,000	1,137,253	-	-	-	2,612,253
58	ADM-51 Infiltrn & Inflow FY21	Water/Sewer User Fees	-	-	-	750,000	-	750,000
59	WRE/WRSW-2 Clarifier Ctng FY16	Water/Sewer User Fees	100,000	60,000	-	-	-	160,000
60	ADM-56 NE Reservoir	Water/Sewer User Fees	2,100,000	-	-	-	-	2,100,000
61	SRO-13 Plt 2 MCC Replacement	Water/Sewer User Fees	750,000	-	-	-	-	750,000
62	WRE-7 Headworks & Structl Ctg	Water/Sewer User Fees	200,000	-	-	-	-	200,000
63	WRSW-6 Rpl Utility Mains MCC-1	Water/Sewer User Fees	-	150,000	-	-	-	150,000
64	ADM-62 Fiber Optics	Water/Sewer User Fees	750,000	500,000	-	-	-	1,250,000
65	ADM-63 WAS Line	Water/Sewer User Fees	1,000,000	500,000	-	-	-	1,500,000
66	ADM-65 FM/MOV/MPS Sys & Comm	Water/Sewer User Fees	500,000	1,000,000	1,000,000	1,000,000	-	3,500,000
68	ADM-71 North 2 Canal PS (9)(West)	Water/Sewer User Fees	-	-	-	4,000,000	4,000,000	8,000,000
68	ADM-71 North 2 Canal PS (10)(East)	Water/Sewer User Fees	3,500,000	-	-	-	-	3,500,000
69	WRE-10 MCC Blower Conduit Clar	Water/Sewer User Fees	350,000	-	-	-	-	350,000
70	WRSW-8 Odor Control Rehab	Water/Sewer User Fees	-	150,000	-	-	-	150,000
71	IRR-22 North 2 Non Assd Util & F/O	Water/Sewer User Fees	2,700,000	1,000,000	-	-	-	3,700,000
72	IRR-23 North 1 Non Assd Util	Water/Sewer User Fees	-	-	350,000	350,000	-	700,000

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FUNDED CAPITAL PROJECTS

PROJ #	COMMON DESCRIPTION	FUNDING SOURCE	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL
73	ADM-64 F/Main Replace Pelican	Water/Sewer User Fees	-	-	-	-	750,000	750,000
74	ADM-59 Burnt St-Casings Ph III	Water/Sewer User Fees	750,000	-	-	-	-	750,000
75	WRSW-9 Reroute Clar Pipe-ABW	Water/Sewer User Fees	-	-	200,000	1,000,000	-	1,200,000
76	SRO-14 Ground Storage Tank Coating	Water/Sewer User Fees	500,000	-	-	-	-	500,000
77	UCD-9 Manhole Rehab FY21	Water/Sewer User Fees	-	-	-	500,000	-	500,000
78	ADM-66 Fire Sprnkler ConvFY20	Water/Sewer User Fees	-	-	500,000	-	-	500,000
79	WRSW-10 Refurb 3 Clarifiers	Water/Sewer User Fees	450,000	-	-	-	-	450,000
80	NRO-11 GST Exterior Coating	Water/Sewer User Fees	150,000	-	-	-	-	150,000
81	SRO-15 Facility Refurbs	Water/Sewer User Fees	500,000	500,000	-	-	-	1,000,000
82	WRE-12 Recoat Aeration Ext	Water/Sewer User Fees	200,000	-	-	-	-	200,000
83	WRSW-11 New Turblex Blower	Water/Sewer User Fees	-	-	350,000	-	-	350,000
84	WRSW-12 Bleach Cntmnt Ctg	Water/Sewer User Fees	300,000	-	-	-	-	300,000
85	WRSW-13 Replace 36" Reuse Valve	Water/Sewer User Fees	200,000	-	-	-	-	200,000
86	WRSW-16 CROM Tank Repair	Water/Sewer User Fees	300,000	-	-	-	-	300,000
87	North Area 1 Irrigation Transmission	Capital Facility Expansion Charge	2,995,547	6,225,618	5,145,646	-	-	14,366,811
87	North Area 1 Potable Water Transmission	Capital Facility Expansion Charge	215,137	447,117	369,554	-	-	1,031,808
87	North Area 1 Wastewater Transmission	Capital Facility Expansion Charge	3,727,398	7,746,618	6,402,794	-	-	17,876,810
87	North Area 1 Irrigation Collection &	Utility Special Assessment	5,590,542	11,618,774	9,603,238	-	-	26,812,554
87	North Area 1 Potable Water Collection &	Utility Special Assessment	5,351,440	11,121,849	9,192,516	-	-	25,665,805
87	North Area 1 Wastewater Collection &	Utility Special Assessment	13,858,988	28,803,011	23,806,484	-	-	66,468,483
88	North Area 2 Irrigation Transmission	Capital Facility Expansion Charge	4,461,724	-	-	-	-	4,461,724
88	North Area 2 Irrigation Transmission - CPS	Capital Facility Expansion Charge	1,986,742	-	-	-	-	1,986,742
88	North Area 2 Potable Water Transmission	Capital Facility Expansion Charge	2,001,287	-	-	-	-	2,001,287
88	North Area 2 Wastewater Transmission	Capital Facility Expansion Charge	5,774,465	-	-	-	-	5,774,465
88	North Area 2 Irrigation Water Collection &	Capital Facility Expansion Charge	3,529,225	-	-	-	-	3,529,225
88	North Area 2 Potable Water Collection &	Utility Special Assessment	4,236,931	-	-	-	-	4,236,931
88	North Area 2 Wastewater Collection &	Utility Special Assessment	11,061,927	-	-	-	-	11,061,927
89	North Area 3 Irrigation Transmission	Capital Facility Expansion Charge	696,843	696,843	3,549,120	8,153,061	7,112,575	20,208,442
89	North Area 3 Potable Water Transmission	Capital Facility Expansion Charge	185,743	185,743	946,015	2,173,192	1,895,851	5,386,544
89	North Area 3 Wastewater Transmission	Capital Facility Expansion Charge	1,038,193	1,038,193	5,287,663	12,146,853	10,596,683	30,107,585
89	North Area 3 Irrigation Collection &	Utility Special Assessment	1,143,866	1,143,865	5,825,870	13,383,224	11,675,270	33,172,095
89	North Area 3 Potable Water Collection &	Utility Special Assessment	1,391,894	1,391,893	7,089,112	16,285,153	14,206,858	40,364,910
89	North Area 3 Wastewater Collection &	Utility Special Assessment	2,835,650	2,835,649	14,442,365	33,177,093	28,943,064	82,233,821
90	North Area 4 Irrigation Transmission	Capital Facility Expansion Charge	-	-	-	655,116	655,116	1,310,232
90	North Area 4 Potable Water Transmission	Capital Facility Expansion Charge	-	-	-	27,869	27,869	55,738
90	North Area 4 Wastewater Transmission	Capital Facility Expansion Charge	-	-	-	958,161	958,161	1,916,322

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City of Cape Coral, Florida
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FUNDED CAPITAL PROJECTS

PROJ #	COMMON DESCRIPTION	FUNDING SOURCE	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL
90	North Area 4 Irrigation Collection & Distribution	Utility Special Assessment	-	-	-	1,015,506	1,015,506	2,031,012
90	North Area 4 Potable Water Collection & Distribution	Utility Special Assessment	-	-	-	1,167,703	1,167,703	2,335,406
90	North Area 4 Wastewater Collection & Distribution	Utility Special Assessment	-	-	-	2,517,446	2,517,446	5,034,892
91	North 1 thru North 4 Stormwater	Stormwater Revenues	579,000	579,000	824,000	824,000	1,158,000	3,964,000
92	FY21 Road Resurfacing	General Fund				6,500,000		6,500,000
93	FY22 Road Resurfacing	General Fund					7,000,000	7,000,000
94	ADM-51 Infiltrn & Inflow FY21	Water/Sewer User Fees	-	-	-	750,000	-	750,000
95	ADM-60 Infiltrn & Inflow FY22	Water/Sewer User Fees	-	-	-	-	750,000	750,000
96	ADM-55 ASR/IRR Supply FY22	Water/Sewer User Fees	-	-	-	-	3,000,000	3,000,000
97	ADM-61 Irr to PW (F/H) FY22	Water/Sewer User Fees	-	-	-	-	1,500,000	1,500,000
98	IRR-13 Reuse Sys Improve FY21	Water/Sewer User Fees	-	-	-	350,000	-	350,000
99	IRR-20 Reuse Sys Improve FY22	Water/Sewer User Fees	-	-	-	-	350,000	350,000
100	NSRO-3 Replace Membranes	Water/Sewer User Fees	-	-	-	-	1,500,000	1,500,000
101	WRE-8 Rehab Biosolids Bldg	Water/Sewer User Fees	-	-	-	-	1,100,000	1,100,000
102	WRC-14 Lift Station Rehab FY22	Water/Sewer User Fees	-	-	-	-	2,735,000	2,735,000
103	UCD-10 Manhole Rehabs FY22	Water/Sewer User Fees	-	-	-	-	500,000	500,000
104	ADM-67 Fire Sprnkler ConvFY21	Water/Sewer User Fees	-	-	-	750,000	-	750,000
105	ADM-68 Fire Sprnkler ConvFY22	Water/Sewer User Fees	-	-	-	-	750,000	750,000
106	ADM-69 Potable Wtr Infr FY21	Water/Sewer User Fees	-	-	-	300,000	-	300,000
107	ADM-70 Potable Wtr Infr FY22	Water/Sewer User Fees	-	-	-	-	300,000	300,000
108	WRSW-14 RAS Roof Mod	Water/Sewer User Fees	-	-	-	-	200,000	200,000
109	WRSW-15 Conc & Liner Repair	Water/Sewer User Fees	-	-	-	-	200,000	200,000
110	Fiber Optics - N-1	Water/Sewer User Fees	-	-	-	750,000	1,500,000	2,250,000
TOTAL			\$ 116,577,912	\$ 114,597,771	\$ 127,117,842	\$ 127,540,377	\$ 131,277,102	\$ 617,111,004

Project # does not indicate priority of order.

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

CAPITAL IMPROVEMENT PROJECT DESCRIPTIONS

PROJ #	PROJECT NAME	PROJECT DESCRIPTION	FY2018-2022 TOTAL
1	Alley Resurfacing	Provide useable access to businesses and extend the service life of the alleys.	\$ 2,600,000
2	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.	\$ 1,560,000
3	FY18 Local Road Resurfacing	Repave local and major roads throughout Cape Coral to extend their serviceability.	\$ 6,500,000
4	FY19 Local Road Resurfacing	Repave local and major roads throughout Cape Coral to extend their serviceability.	\$ 6,500,000
5	FY20 Local Road Resurfacing	Repave local and major roads throughout Cape Coral to extend their serviceability.	\$ 6,500,000
6	Sidewalks CPF	Construct new sidewalks across City	\$ 750,000
7	Chiquita Boulevard Sidewalks	Grant funded projects: FY 2018: Tropicana (Santa Barbara to Chiquita). FY2019 Tropicana (BSR to Chiquita); Chiquita (Gleason to SW 12th Terr). FY2020 Diplomat (Del Prado to NE 24th Av); Diplomat Schools. FY 2021 & FY 2022 TBD	\$ 3,821,174
8	Non Motorized Bike Path Kismet	Design and construction of a 10 to 12-foot concrete path on one side of the road. The trail will include 3 canal crossings and enclosed drainage. The city was awarded design funding for FY 2017 and FDOT already signaled staff willingness to provide funding for construction in 2 phases - FY 2019 and FY 2021.	\$ 1,780,000
9	N1 Non Assessed Trans Imp	Coordinate with UEP staff and consultants on criteria and standards to be used to restore and repave roads damaged or removed as part of utility installation.	\$ 7,800,000
10	N2 Non Assessed Trans Imp	Coordinate with UEP staff and consultants on criteria and standards to be used to restore and repave roads damaged or removed as part of utility installation.	\$ 900,000

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City of Cape Coral, Florida
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CAPITAL IMPROVEMENT PROJECT DESCRIPTIONS (Continued)

11	Sidewalk/Bikepath Rd Resurface	Take advantage of the opportunities offered by implementing the Bike-Ped Master Plan in coordination with the repaving program.	\$ 2,000,000
12	Sidewalk/Bikepath UEP	Take advantage of the opportunities offered by implementing the Bike-Ped Master Plan in coordination with the utility extension program.	\$ 1,200,000
13	Fire Station #12 Construction	Develop site plan, final design, and accomplish construction of a new 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.	\$ 4,924,000
14	Fire Station #2 Construction	Develop site plan, final design, and accomplish construction of a new 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.	\$ 4,607,000
15	CRA Streetscape	Improvements and enhancements to CRA districts	\$ 5,916,006
16	UCD-1 Administration Building	To have a building built that is up to code and standards and that will have enough room to accommodate staff, current building is inadequate and doesn't meet hurricane code.	\$ 7,500,000
17	ADM-47 Forcemain I/C Veterans	Provide wastewater capacity for future customers and ability to transfer flows between Water Reclamation Facilities to maintain and enhance shutdown, emergency and maintenance capabilities. This will also allow the transfer flows from the North to the South Water Reclamation Facilities. This will use available capacity and postpone the construction of the North Water Reclamation Facility.	\$ 100,000
18	IRR-17 Reuse River Crossing	This interconnect will provide the opportunity to receive 9.0 MGD and ultimately 12.0 MGD to enhance the City's reuse system.	\$ 4,000,000
19	UCD-11 Meter Replacement Prog	Replacement meters citywide to automate	\$ 2,500,000
20	UCD-12 Road Resurfacing Adj	Repave roads adjacent to repair or improvement work.	\$ 2,500,000

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City of Cape Coral, Florida
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CAPITAL IMPROVEMENT PROJECT DESCRIPTIONS (Continued)

21	NRO-5 Deep Injection Well IW1	Supply backup for current injection well for use when running MIT(Mechanical Integrity Testing). Emergency backup in the event of failure of current UIC IW-1.	\$ 8,500,000
22	NRO-9 Distribtn Sys Automate	To entirely automate the city's potable water distribution system.	\$ 1,140,000
23	NRO-10 Rehab/Rpl Raw Wtr Well	Relocate/Rehabilitate existing poor water quality wells	\$ 6,400,000
24	ADM-46 Palm Tree Phase III	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 Del Prado Blvd area. Construction of these improvements will improve system pressures and water quality.	\$ 1,000,000
25	NRO-1 Bulk Diesel Storage Mod	Planned Utilities improvement for North RO operations	\$ 1,000,000
26	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.	\$ 2,760,000
27	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.	\$ 4,500,000
28	WRC-1 Lift Station Rehab FY18	Rehabilitation to existing Lift Stations to improve reliability and extend station life / prevent structural and/or mechanical failures / health and welfare of the environment and citizens	\$ 2,000,000
29	IRR-2 NE 10MG Stor Tank & Pump	This receiving and storage tank, with high pressure pumps will be an integral part of the Fort Myers interconnect and meeting UEP irrigation demands and pressure.	\$ 12,000,000
30	IRR-3 SW 5MG Stor Tank & Pump	Increase SW bulk storage capacity for improved service	\$ 1,200,000
31	WRC-5 LS Odor Control Rehab	Evaluate station operation and H2S conditions, select odor control unit type to fit requirements, fabrication and/or installation of equipment, piping, and electrical components (turn key).	\$ 300,000
32	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.	\$ 250,000

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City of Cape Coral, Florida
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CAPITAL IMPROVEMENT PROJECT DESCRIPTIONS (Continued)

33	ADM-6 Galvanized Pipe Rpl 2B	The 2" galvanized pipe water lines, installed approximately 40-50 years ago, have become corroded both internally and externally causing numerous leaks and delivery problems. In some cases the internal corrosion has virtually blocked the pipe opening thereby reducing flow and pressure to a fraction of that normally required for household use. Replacing the 2" galvanized pipe will improve service delivery, reduce the number of leaks, reduce maintenance cost & reduce unaccounted for water loss	\$ 1,350,000
34	WRC-2 Lift Station Rehab FY19	Rehabilitation to existing Lift Stations to improve reliability and extend station life / prevent structural and/or mechanical failures / health and welfare of the environment and citizens	\$ 2,000,000
35	WRC-3 Lift Station Rehab FY20	Rehabilitation to existing Lift Stations to improve reliability and extend station life / prevent structural and/or mechanical failures / health and welfare of the environment and citizens	\$ 2,000,000
36	WRC-4 Lift Station Rehab FY21	Rehabilitation to existing Lift Stations to improve reliability and extend station life / prevent structural and/or mechanical failures / health and welfare of the environment and citizens	\$ 2,000,000
37	ADM-10 Fire Sprnkler ConvFY18	Convert fire protection sprinkler system from irrigation pipeline system to potable water pipeline system	\$ 500,000
38	ADM-11 Fire Sprnkler ConvFY19	Convert fire protection sprinkler system from irrigation pipeline system to potable water pipeline system	\$ 500,000
39	ADM-15 Potable Wtr Infr FY18	Replacement of undersized potable water mains	\$ 1,000,000
40	ADM-16 Potable Wtr Infr FY19	Replacement of undersized potable water mains	\$ 1,000,000
41	ADM-17 Potable Wtr Infr FY20	Replacement of undersized potable water mains	\$ 1,000,000
42	UCD-4 Manhole Rehab FY18	Rehabilitation, replace failing manholes	\$ 500,000
43	UCD-5 Manhole Rehab FY19	Rehabilitation, replace failing manholes	\$ 500,000
44	UCD-6 Manhole Rehab FY20	Rehabilitation, replace failing manholes	\$ 500,000
45	ADM-21 Infiltrn & Inflow FY18	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.	\$ 750,000

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City of Cape Coral, Florida
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CAPITAL IMPROVEMENT PROJECT DESCRIPTIONS (Continued)

46	ADM-22 Infiltrn & Inflow FY19	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.	\$ 750,000
47	ADM-23 Infiltrn & Inflow FY20	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.	\$ 750,000
48	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
49	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
50	ADM-28 ASR/IRR Supply FY18	Construction of above ground pumping facilities for completed well; design and construction of new ASR wells to provide additional water for irrigation supply.	\$ -
51	ADM-29 ASR/IRR Supply FY19	Construction of above ground pumping facilities for completed well; design and construction of new ASR wells to provide additional water for irrigation supply.	\$ -
52	ADM-30 ASR/IRR Supply FY20	Construction of above ground pumping facilities for completed well; design and construction of new ASR wells to provide additional water for irrigation supply.	\$ 100,000
53	IRR-10 Reuse Sys Improve FY18	To gather pertinent data for the hydraulic modeling and conservation programs	\$ 1,000,000
54	IRR-11 Reuse Sys Improve FY19	To gather pertinent data for the hydraulic modeling and conservation programs	\$ 1,000,000

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**City of Cape Coral, Florida
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CAPITAL IMPROVEMENT PROJECT DESCRIPTIONS (Continued)

55	ADM-50 Palm Tree Imp Phse II	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
56	IRR-12 Reuse Sys Improve FY20	To gather pertinent data for the hydraulic modeling and conservation programs	\$ 1,000,000
57	SE 47th Terrace Streetscape	Enhancements to downtown cape coral business district	\$ 2,612,253
58	WRSW-7 Vault Coating FY16	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.	\$ 750,000
59	WRE/WRSW-2 Clarifier Ctng FY16	SW Water Reclamation operations project	\$ 160,000
60	ADM-56 NE Reservoir	Provide bulk storage of irrigation water	\$ 2,100,000
61	SRO-13 Pit 2 MCC Replacement	South RO operations project	\$ 750,000
62	WRE-7 Headworks & Structl Ctg	Water Reclamation - Everest operations project	\$ 200,000
63	WRSW-6 Rpl Utility Mains MCC-1	Water Reclamation - Everest operations project	\$ 150,000
64	ADM-62 Fiber Optics	Utilities system efficiency project	\$ 1,250,000
65	ADM-63 WAS Line	Utilities system efficiency project	\$ 1,500,000
66	ADM-65 FM/MOV/MPS Sys & Comm	Utilities system efficiency project	\$ 3,500,000
67	IRR-21 Irrigation System Comm	North 2 canal pump station for irrigation support	\$ -
68	ADM-71 North 2 Canal PS (1)	ADM-71 North 2 Canal PS (1)	\$ 11,500,000
69	WRE-10 MCC Blower Conduit Clar	Water Reclamation - Everest operations project	\$ 350,000
70	WRSW-8 Odor Control Rehab	Evaluate station operation and H2S conditions, select odor control unit type to fit requirements, fabrication and/or installation of equipment, piping, and electrical components (turn key).	\$ 150,000
71	IRR-22 North 2 Non Assd Util	North 2 system efficiency project	\$ 3,700,000
72	IRR-23 North 1 Non Assd Util	North 1 system efficiency project	\$ 700,000

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

CAPITAL IMPROVEMENT PROJECT DESCRIPTIONS (Continued)

73	ADM-64 F/Main Replace Pelican	Utilities system efficiency project	\$ 750,000
74	ADM-59 Burnt St-Casings Ph III	Future UEP expansion infrastructure	\$ 750,000
75	WRSW-9 Reroute Clar Pipe-ABW	SW Water Reclamation operations project	\$ 1,200,000
76	SRO-14 Ground Storage Tank Ctg	South RO operations project	\$ 500,000
77	UCD-9 Manhole Rehabs FY21	Rehabilitation, replace failing manholes	\$ 500,000
78	ADM-66 Fire Sprnkler ConvFY20	Convert fire protection sprinkler system from irrigation pipeline system to potable water pipeline system	\$ 500,000
79	WRSW-10 Refurb 3 Clarifiers	SW Water Reclamation operations project	\$ 450,000
80	NRO-11 GST Exterior CTG	North RO operations project	\$ 150,000
81	SRO-15 Facility Refurbs	South RO operations project	\$ 1,000,000
82	WRE-12 Recoat Aeration Ext	Water Reclamation - Everest operations project	\$ 200,000
83	WRSW-11 New Turblex Blower	Water Reclamation - Everest operations project	\$ 350,000
84	WRSW-12 Bleach Cntmnt Coating	Water Reclamation - Everest operations project	\$ 300,000
85	WRSW-13 Rpl 36" Reuse Valve	Water Reclamation - Everest operations project	\$ 200,000
86	WRSW-16 CROM Tank Repair	Water Reclamation - Everest operations project	\$ 300,000
87	N1 All Services CDT Const	To have all properties connected to municipal water, sewer and/or irrigation and eliminate all private potable wells and septic systems.	\$ 152,222,271
88	N2 All Services CDT Construct	To have all properties connected to municipal water, sewer and/or irrigation and eliminate all private potable wells and septic systems.	\$ 33,052,301
89	N3 All Services Predesign	To have all properties connected to municipal water, sewer and/or irrigation and eliminate all private potable wells and septic systems.	\$ 211,473,397
90	N4 All Services Predesign	To have all properties connected to municipal water, sewer and/or irrigation and eliminate all private potable wells and septic systems.	\$ 12,683,602
91	SWR CPF-NA N1 DP Improv	Coordinate with UEP staff and consultants on criteria and standards to be used to replace old or damaged pipes and catch basins as part of utility installation. In addition, when the utility work is complete, regrade the swales to pre-construction elevations and slopes to insure positive flow.	\$ 3,964,000

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

CAPITAL IMPROVEMENT PROJECT DESCRIPTIONS (Continued)

92	FY21 Road Resurfacing	Repave local and major roads throughout Cape Coral to extend their serviceability.	\$ 6,500,000
93	FY22 Road Resurfacing	Repave local and major roads throughout Cape Coral to extend their serviceability.	\$ 7,000,000
94	ADM-51 Infiltrn & Inflow FY21	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.	\$ 750,000
95	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.	\$ 750,000
96	ADM-55 ASR/IRR Supply FY22	Utilities system efficiency project	\$ 3,000,000
97	ADM-61 Irr to PW (F/H) FY22	Replace irrigation FH (Purple) with Potable water FH	\$ 1,500,000
98	IRR-13 Reuse Sys Improve FY21	To gather pertinent data for the hydraulic modeling and conservation programs	\$ 350,000
99	IRR-20 Reuse Sys Improve FY22	To gather pertinent data for the hydraulic modeling and conservation programs	\$ 350,000
100	NSRO-3 Replace Membranes	North & South RO operations project	\$ 1,500,000
101	WRE-8 Rehab Biosolids Bldg	Water Reclamation - Everest operations project	\$ 1,100,000
102	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 welfare of the environment and citizens	\$ 2,735,000
103	UCD-10 Manhole Rehabs FY22	Rehabilitation, replace failing manholes	\$ 500,000
104	ADM-67 Fire Sprnkler ConvFY21	Convert fire protection sprinkler system from irrigation pipeline system to potable water pipeline system	\$ 750,000

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

CAPITAL IMPROVEMENT PROJECT DESCRIPTIONS (Continued)

105	ADM-68 Fire Sprnkler ConvFY22	Convert fire protection sprinkler system from irrigation pipeline system to potable water pipeline system	\$ 750,000
106	ADM-69 Potable Wtr Infr FY21	Replacement of undersized potable water mains	\$ 300,000
107	ADM-70 Potable Wtr Infr FY22	Replacement of undersized potable water mains	\$ 300,000
108	WRSW-14 RAS Roof Mod	Water Reclamation - Everest operations project	\$ 200,000
109	WRSW-15 Conc & Liner Repair	Water Reclamation - Everest operations project	\$ 200,000
110	Fiber Optics - N-1	North 1 Utilities efficiency project	\$ 2,250,000
TOTAL			\$ 617,111,004

Project # does not indicate priority of order.

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

Identified/Unfunded Capital Improvement Projects

PROJ #	DEPARTMENT	DESCRIPTION	FUNDING SOURCE	ESTIMATED COST
1	Fire	Fire Station #13	General Fund	\$ 772,000
2	Fire/Police	Public Safety Facility/North Sub Station	Police Impact Fees/General Fund	14,100,000
3	Fire	Everest Boat Lift Compound	General Fund	40,000
4	Fire	Marine 11 Boat Lift Compound	General Fund	40,000
5	IT	Replace the Utiligy Billing System	General Fund	2,375,000
6	Parks & Rec	Yacht Club Pool Gatehouse/Restrooms Renovations	Program Revenues	900,000
7	Parks & Rec	Eco Park Kayak/Nature Center	General Fund	5,000,000
8	Parks & Rec	Lake Saratoga Park Kayak rental/launch	General Fund	200,000
9	Parks & Rec	Rotary Nature Center/add more office space	General Fund	150,000
10	Parks & Rec	Rotary Park Board walk from Rotary to Glover	General Fund	500,000
11	Parks & Rec	Rotary Park Observation Tower Replace	Program Revenues	90,000
12	Parks & Rec	Serenia Vista Kayak Rental Center	General Fund	150,000
13	Parks & Rec	Serenia Vista manatee education center	General Fund	300,000
14	Parks & Rec	Yellow Fever Creek parking lot per master plan	General Fund	150,000
15	Parks & Rec	Four Freedoms - Water Enhancement	Program Revenues	65,000
16	Parks & Rec	Boat Access Park Development	Park Impact Fees	2,000,000
17	Parks & Rec	Festival Park Development	Park Impact Fees	7,000,000
18	Parks & Rec	Freshwater Boat Access	General Fund	75,000
19	Parks & Rec	Horton Park - Small Fish Pier	General Fund	150,000
20	Parks & Rec	Jaycee Park - Replace Australian Pine on Shoreline	General Fund	90,000
21	Parks & Rec	Lake Meade - NE Community Park	Park Impact Fees	10,000,000
22	Parks & Rec	Land Acquisition - Various Parks	Park Impact Fees	4,000,000
23	Parks & Rec	Lost Pond Loop	General Fund	500,000
24	Parks & Rec	Major Park - Yellow Fever Creek	Park Impact Fees	4,100,000
25	Parks & Rec	Neighborhood Park #10 Devlpmt Adult	Park Impact Fees	5,000,000
26	Parks & Rec	Neighborhood Park #2 Development	Park Impact Fees	4,000,000
27	Parks & Rec	Neighborhood Park #3 Dvlpmnt. - Football	Park Impact Fees	4,000,000
28	Parks & Rec	Neighborhood Park #6 Development Sand Blvd.	Park Impact Fees	3,000,000
29	Parks & Rec	Neighborhood Park #8 Development	Park Impact Fees	4,000,000
30	Parks & Rec	Neighborhood Park #9 - Youth Baseball/Softball Devlpmt.	Park Impact Fees	5,000,000
31	Parks & Rec	New Park - Neighborhood Park #7 Development	Park Impact Fees	4,000,000
32	Parks & Rec	Nursery - Parks Maintenance Bldg. - Relocation Operations	General Fund	500,000
33	Parks & Rec	Sirena Vista Park education center/bdwbk	Park Impact Fees	450,000
34	Parks & Rec	Southwest Community Park Development	Park Impact Fees	7,000,000

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

IDENTIFIED/UNFUNDED CAPITAL IMPROVEMENTS (Continued)

PROJ #	DEPARTMENT	DESCRIPTION	FUNDING SOURCE	ESTIMATED COST
35	Parks & Rec	Waterpark Interactive Water Playground	Waterpark Revenues	\$ 1,000,000
36	Parks & Rec	Waterpark Parking Lot Expansion	Waterpark Revenues	500,000
37	Parks & Rec	Fuel pumps (gas/diesel) Rosen Park	Yacht Basin Revenues 450001	100,000
38	Parks & Rec	Rosen Park Marina - shops, store, restaurant	Yacht Basin Revenues 450001	750,000
39	Parks & Rec	Designate triangle piece of land for parking lot expansion	General Fund 172001	100,000
40	Parks & Rec	Expansion of Clubhouse w/ outside covered deck	Golf Course Revenues	150,000
41	Parks & Rec	Cart Paths Renovation	Golf Course Revenues	120,000
42	Parks & Rec	Driving and Practice Green Renovation	Golf Course Revenues	85,000
43	Parks & Rec	Greens Renovation - Regrassing	Golf Course Revenues	500,000
44	Parks & Rec	Irrigation System - Replacement	Golf Course Revenues	998,000
45	Parks & Rec	Parking Lot Re Paving	Golf Course Revenues	100,000
46	Parks & Rec	Tee Renovation	Golf Course Revenues	250,000
47	Public Works	Chiquita Lock	Undetermined	13,000,000
48	Stormwater	Weir 1 Re-Design	Five Cent Gas Tax	100,000
49	Stormwater	Weir 1 Re-Construction	Five Cent Gas Tax	500,000
50	Stormwater	Weir 20 Re-Design	General Fund	150,000
51	Stormwater	Weir 20 Re-Construction	Road Impact Fees	700,000
52	Stormwater	Secondary Drainage Improvements & Water Quality Projects	Road Impact Fees	6,900,000
53	Transportation	Citywide general access management & circulation improvement	Stormwater Capital Proj Funds	4,500,000
54	Transportation	Andalusia/Cultural Connection	Five Cent Gas Tax	20,000,000
55	Transportation	Chiquita Blvd. Ph. I (Veterans - SR 78)	Transportation Capital Proj	50,000,000
56	Transportation	Chiquita Blvd. Ph. II (Veterans - CCPW)	Road Impact Fees	50,000,000
57	Transportation	Downtown Circulation	Road Impact Fees	75,000,000
58	Transportation	Median curbing with local match	Road Impact Fees	120,000
59	Transportation	NCGC Sign Shop & Future Signal Maint.	Five Cent Gas Tax	1,000,000
60	Transportation	North Cape East/West Arterial Phase I	Transportation Capital Proj	100,000,000
61	Transportation	Skyline Blvd C/C Pkwy to SR 78	Five Cent Gas Tax	100,000,000
62	Transportation	SR-78 Parallel Access Road	Transportation Capital Proj	18,000,000
63	Transportation	Ne 24th Ave Widening	Five Cent Gas Tax	100,000,000
64	Transportation	Andalusia Extension to Jacaranda Parkway	Six Cent Gas Tax	50,000,000
65	Transportation	Kismet Extension to Burnt Store Road	Five Cent Gas Tax	200,000,000
66	Transportation	Surfside Extension - Trafalgar to SR 78	Stormwater Fund	50,000,000
TOTAL				\$ 934,320,000

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



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

Department Requested Capital Equipment/Software
CAPITAL EQUIPMENT/SOFTWARE PROGRAM FY2018-FY2022

SUMMARY OF REQUIRED REVENUES

	FY2018	FY2019	FY2020	FY2021	FY2022	TOTAL
All Hazards	\$ -	\$ 75,000	\$ -	\$ -	\$ -	\$ 75,000
General Fund	1,991,243	1,952,701	1,733,803	3,083,382	3,032,840	11,793,969
Golf Course Revenues	19,534	21,234	-	8,500	-	49,268
IS Facilities Fund	-	60,000	8,200	-	-	68,200
IS Fleet Fund	16,000	66,000	10,000	26,000	16,000	134,000
P&R Programs	38,000	35,000	41,000	15,000	77,500	206,500
Stormwater Revenues	83,700	10,905	12,500	25,191	110,000	242,296
Water/Sewer Fees	3,604,929	2,069,809	2,363,651	2,086,928	2,777,041	12,902,358
Waterpark Revenues	5,000	-	-	-	-	5,000
GRAND TOTAL	\$ 5,758,406	\$ 4,290,649	\$ 4,169,154	\$ 5,245,001	\$ 6,013,381	\$ 25,476,591

SUMMARY BY DEPARTMENT

	FY2018	FY2019	FY2020	FY2021	FY2022	TOTAL
City Auditor	\$ 50,170	\$ -	\$ -	\$ -	\$ -	\$ 50,170
City Clerk	14,600	17,000	-	14,600	17,000	63,200
Fire	796,473	257,373	173,441	182,782	293,840	1,703,909
Government Services	-	-	-	500,000	-	500,000
Human Resources	-	-	6,200	-	-	6,200
ITS	920,000	1,161,000	1,225,000	1,575,000	2,230,000	7,111,000
Parks & Recreation	122,534	428,234	126,000	23,500	132,500	832,768
Police	98,000	191,000	114,000	780,000	422,000	1,605,000
Public Works	151,700	166,233	160,862	82,191	141,000	701,986
Utilities	3,604,929	2,069,809	2,363,651	2,086,928	2,777,041	12,902,358
GRAND TOTAL	\$ 5,758,406	\$ 4,290,649	\$ 4,169,154	\$ 5,245,001	\$ 6,013,381	\$ 25,476,591

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

**Department Requested Capital Maintenance
CAPITAL MAINTENANCE PROGRAM FY2018-FY2022**

SUMMARY OF REQUIRED REVENUES

	FY2018	FY2019	FY2020	FY2021	FY2022	TOTAL
All Hazards	\$ -	\$ -	\$ 4,000	\$ -	\$ -	\$ 4,000
General Fund	50,000	45,000	90,000	-	45,000	230,000
Golf Course Revenues	-	-	150,000	-	-	150,000
P&R Programs	60,000	19,500	-	-	-	79,500
Water/Sewer Fees	550,000	-	-	-	-	550,000
IS Facilities Fund	-	-	-	26,000	-	26,000
GRAND TOTAL	\$ 660,000	\$ 64,500	\$ 244,000	\$ 26,000	\$ 45,000	\$ 1,039,500

SUMMARY BY DEPARTMENT

	FY2018	FY2019	FY2020	FY2021	FY2022	TOTAL
Fire	\$ -	\$ -	\$ 4,000	\$ -	\$ -	\$ 4,000
Governmental Services	-	-	-	-	45,000	45,000
Parks & Recreation	110,000	64,500	150,000	-	-	324,500
Public Works	-	-	70,000	26,000	-	96,000
Public Works	-	-	20,000	-	-	20,000
Utilities	550,000	-	-	-	-	550,000
Grand Total	\$ 660,000	\$ 64,500	\$ 244,000	\$ 26,000	\$ 45,000	\$ 1,039,500

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

Department Requested Fleet Rolling Stock
FLEET ROLLING STOCK PROGRAM FY2018-FY2022

SUMMARY OF REQUIRED REVENUES

	FY2018	FY2019	FY2020	FY2021	FY2022	TOTAL
All Hazards	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ 15,000
Building Fees	75,302	55,500	47,223	30,000	-	208,025
Fed Sate Local Grant	85,000	-	65,000	32,292	65,000	247,292
General Fund	1,936,132	2,939,084	3,726,858	3,769,311	3,622,403	15,993,788
Golf Course Revenues	120,294	148,624	174,091	-	155,125	598,134
IS Risk Fund	-	-	25,000	-	-	25,000
Lot Mowing	94,074	-	-	-	-	94,074
P&R Programs	86,500	28,000	100,000	100,000	136,000	450,500
Stormwater	983,963	519,222	575,060	432,091	513,000	3,023,336
Water /Sewer Fees	482,220	381,000	961,420	378,500	869,500	3,072,640
Waterpark	-	-	-	9,000	-	9,000
IS Facilities Fund	28,000	-	30,000	15,000	60,000	133,000
IS Fleet Fund	90,000	-	60,000	50,000	-	200,000
GRAND TOTAL	\$ 3,996,485	\$ 4,071,430	\$ 5,764,652	\$ 4,816,194	\$ 5,421,028	\$ 24,069,789

SUMMARY BY DEPARTMENT

	FY2018	FY2019	FY2020	FY2021	FY2022	TOTAL
City Manager	\$ 30,000	\$ -	\$ -	\$ -	\$ 35,000	\$ 65,000
Community Development	153,302	81,500	185,223	30,000	32,000	482,025
Finance	22,055	-	25,000	-	-	47,055
Fire	446,824	1,529,015	1,723,858	1,925,137	1,500,000	7,124,834
ITS	-	-	-	-	30,000	30,000
Parks & Rec	455,956	386,624	406,091	438,000	735,393	2,422,064
Police	898,523	811,469	1,100,000	1,100,000	1,300,000	5,209,992
Public Works	1,529,660	881,822	1,363,060	944,557	919,135	5,638,234
Utilities	460,165	381,000	961,420	378,500	869,500	3,050,585
GRAND TOTAL	\$ 3,996,485	\$ 4,071,430	\$ 5,764,652	\$ 4,816,194	\$ 5,421,028	\$ 24,069,789

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

ONGOING/EXISTING CAPITAL PROJECTS

EXISTING TRANSPORTATION AND STORMWATER FUNDED CAPITAL IMPROVEMENTS

TYPE	DESCRIPTION	FUNDING SOURCE	FY2018	FY2019	FY2020	FY2021	FY2022	TOTAL
Stormwater	Drainage Projects	Stormwater Cap Proj Funds	\$ 1,276,282	\$ 1,340,096	\$ 1,410,627	\$ 1,484,871	\$ 1,563,022	\$ 7,074,898
Stormwater	Land Acquisition	Stormwater Cap Proj Funds	50,000	-	-	-	-	50,000
Transportation	Widening of Old Burnt Store Road, Tropicana and Nelson within UEP N2	Transportation Cap Proj Funds	3,780,000	-	-	-	-	3,780,000
Transportation	Access Management	Transportation Cap Proj Funds	300,000	300,000	300,000	300,000	500,000	1,700,000
Transportation	Downtown Circulation	Transportation Cap Proj Funds	250,000	-	-	-	-	250,000
Transportation	Intersection/Roadway Lighting	Transportation Cap Proj Funds	-	50,000	50,000	50,000	50,000	200,000
Transportation	Kismet/Littleton Realignment	Transportation Cap Proj Funds	825,000	-	-	-	-	825,000
Transportation	Median Curbing Projects	Transportation Cap Proj Funds	400,000	400,000	400,000	400,000	400,000	2,000,000
Transportation	North Cape East/West Corridor	Transportation Cap Proj Funds	-	1,780,000	-	-	-	1,780,000
Transportation	S.R. 78 4 Laning Chiquita Blvd. to BSR	Transportation Cap Proj Funds	-	-	-	-	-	-
Transportation	S.R. 78 Parallel Access Road	Transportation Cap Proj Funds	250,000	250,000	250,000	250,000	250,000	1,250,000
Transportation	Traffic Control Devices/Intersection Imp	Transportation Cap Proj Funds	500,000	500,000	400,000	400,000	600,000	2,400,000
Transportation	Turn Lane Improvement	Transportation Cap Proj Funds	400,000	400,000	400,000	300,000	600,000	2,100,000
Transportation	Chiquita Blvd Improvements	Transportation Cap Proj Funds	-	-	-	-	-	-
Transportation	Road resurfacing - Pelican Blvd (agreement - County/City/Tarpon Point)	Transportation Cap Proj Funds	500,000	-	-	-	-	500,000
Transportation	Bridge Replacement	Transportation Cap Proj Funds	500,000	500,000	500,000	500,000	500,000	2,500,000

TOTAL

\$9,031,282 \$5,520,096 \$3,710,627 \$3,684,871 \$4,463,022 \$26,409,898

SUMMARY BY UTILIZED REVENUES

	FY2018	FY2019	FY2020	FY2021	FY2022	TOTAL
Exist Stormwater Cap Proj Funds	\$ 1,326,282	\$ 1,340,096	\$ 1,410,627	\$ 1,484,871	\$ 1,563,022	\$ 7,124,898
Exist Transportation Cap Proj Funds	7,705,000	4,180,000	2,300,000	2,200,000	2,900,000	19,285,000
GRAND TOTAL	\$ 9,031,282	\$ 5,520,096	\$ 3,710,627	\$ 3,684,871	\$ 4,463,022	\$ 26,409,898

SUMMARY BY TYPE

	FY2018	FY2019	FY2020	FY2021	FY2022	TOTAL
Stormwater	\$ 1,326,282	\$ 1,340,096	\$ 1,410,627	\$ 1,484,871	\$ 1,563,022	\$ 7,124,898
Transportation	7,705,000	4,180,000	2,300,000	2,200,000	2,900,000	19,285,000
GRAND TOTAL	\$ 9,031,282	\$ 5,520,096	\$ 3,710,627	\$ 3,684,871	\$ 4,463,022	\$ 26,409,898

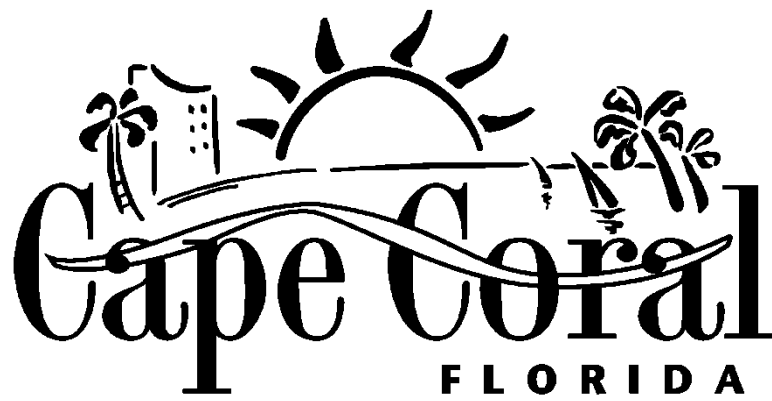
City of Cape Coral, Florida
FY 2018 - 2020 Adopted Operating Budget



DEBT MANAGEMENT PROGRAM

Debt Management Program..... 13
Debt Management..... 13-3

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



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

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 \$943 for the fiscal year ending September 30, 2016.

Rating agency median	2,141
135% of rating agency median	2,890
City of Cape Coral estimated population at September 30, 2016	168,425
Direct debt	\$ 158,841,353
Direct debt per capita	\$ 943

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

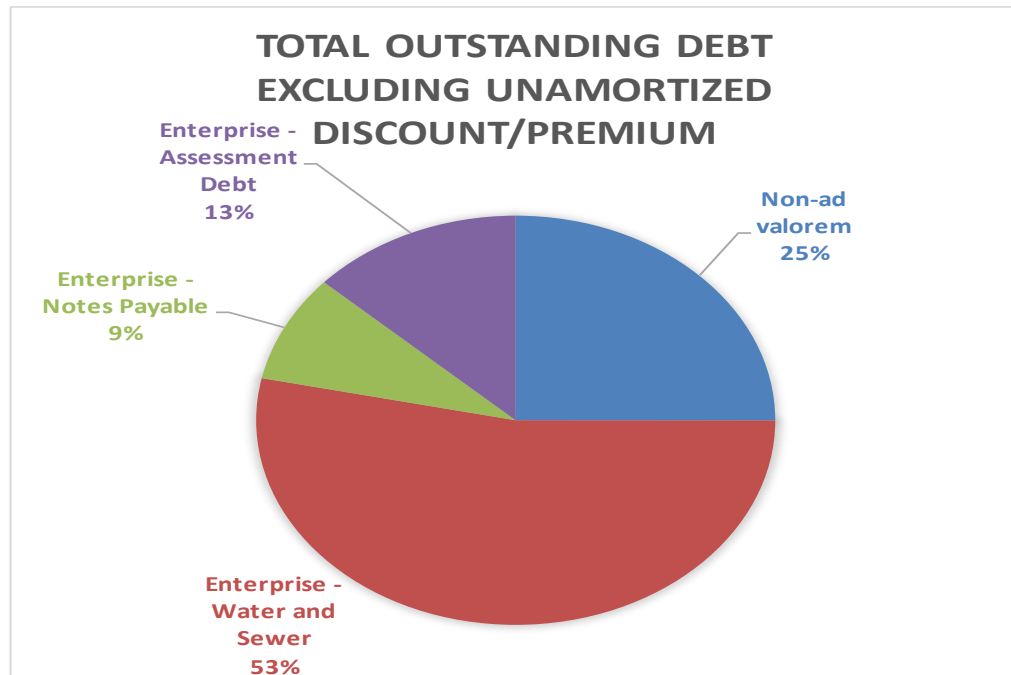
Debt Administration

As of September 30, 2016, the City had total outstanding debt of \$820,362,265. The following is a summary of the debt by type.

Category	Outstanding 09/30/2016	Percentage of total
Governmental Fund Debt	\$ 205,273,976	25.02%
Enterprise Fund Debt	615,088,289	74.98%
	<u>\$ 820,362,265</u>	<u>100.00%</u>

**Total Estimated Debt Outstanding
2016**

Governmental	
General Obligation Bonds	\$ -
Revenue Bonds	190,714,190
Notes Payable	12,092,000
Assessment Debt	1,405,000
Capital Leases	1,062,786
Governmental Debt	<u>\$ 205,273,976</u>
Enterprise	
Water and Sewer Revenue Bonds	\$ 437,020,000
Stormwater Revenue Bonds	-
Notes Payable	69,578,289
Assessment Debt	108,490,000
Capital Leases	-
Enterprise Debt	<u>\$ 615,088,289</u>
Total Debt	<u><u>\$ 820,362,265</u></u>



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

Proposed New Debt

The City is anticipating issuing the following governmental debt:

1. FY 2018 4th Quarter – Fire Assessment Note for \$3.7 million for the purpose of construction of Fire Station #11. The proposed budget provides \$411,909 for annual debt service
2. FY 2019 4th Quarter - Fire Assessment Note for \$4.3 million for the purpose of construction of Fire Station #2. The proposed budget provides \$479,818 for annual debt service.
3. FY 2019 4th Quarter – Fleet Building Note for \$4.7 million for the purpose of construction of Fleet Building. The proposed budget provides \$523,235 for annual debt service.

In September 2013, 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 Southwest 6 & 7. This loan was approved by City Council in September 2013. Debt service schedules will not be established until final project close out which is expected in late 2017. The adopted budget provides \$6.5 million for annual debt service.

It is anticipated the City will seek another State Revolving Fund Loan for utility improvements in the next planned area known as North 2. No annual debt service has been included in the budget.

City of Cape Coral, Florida
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FY 2018 - FY 2042 Debt Service Schedule

	Original Issue Amount	Principal Outstanding 9/30/2017	FY 2018 Principal	FY 2018 Interest	FY 2018 Requirement
Governmental					
Revenue Bonds					
2008 Capital Improvement Revenue	\$ 28,200,000	\$ 2,290,000	\$ 1,115,000	\$ 1,355,414	\$ 2,470,414
2010 Gas Tax Revenue	40,000,000	2,290,000	760,000	2,393,301	3,153,301
2011 Special Obligation Revenue	17,690,000	1,595,000	375,000	906,157	1,281,157
2012 Special Obligation Revenue	17,669,950	10,164,590	1,349,621	247,002	1,596,623
2014 Gas Tax Revenue Bond	21,433,000	14,512,000	2,289,000	319,264	2,608,264
2014 Capital Improvement&Refund Revenue	5,300,000	4,155,000	555,000	95,981	650,981
2015 Special Obligation Revenue	51,790,000	48,765,000	2,235,000	2,103,006	4,338,006
2015 Fire Protection Assessment Revenue	1,500,000	1,130,000	275,000	16,376	291,376
2015 Special Obligation Note	13,675,000	10,474,000	1,652,000	219,954	1,871,954
2017 Special Obligation Bond	62,595,000	62,595,000	890,000	2,875,125	3,765,125
Capital Leases					
2012 Lease - Charter School Bus	1,342,755	452,014	178,554	6,807	185,361
Total Governmental Debt	\$ 261,195,705	\$ 158,422,604	\$ 11,674,175	\$ 10,538,388	\$ 22,212,563
Enterprise					
Revenue Bonds					
2011 Water & Sewer Revenue Refunding	\$ 185,000,000	\$ 164,125,000	\$ 2,115,000	\$ 8,064,988	\$ 10,179,988
2011A Water & Sewer Revenue Refunding	185,000,000	99,280,000	1,645,000	4,878,600	6,523,600
2013 Water & Sewer Revenue Refunding	10,440,000	2,145,000	2,145,000	29,816	2,174,816
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	89,095,000	4,310,000	2,261,134	6,571,134
Notes - State Revolving Fund Loans					
State Revolving Fund Loan #7516L-01	682,496	268,149	41,506	7,556	49,062
State Revolving Fund Loan #7516L-02	2,898,884	1,312,524	158,908	37,302	196,210
State Revolving Fund Loan #7516P	2,390,719	1,000,755	141,133	30,518	171,651
State Revolving Fund Loan #DW363013	5,573,733	11,162,506	781,847	445,390	1,227,237
State Revolving Fund Loan #DW363100	26,049,183	53,232,229	1,751,339	782,645	2,533,984
Special Assessment Bonds					
2003 Water Improvement Assessment (SW3)	2,085,000	1,635,000	240,000	74,455	314,455
2005 Wastewater & Irrigation Water Refunding Assessment	15,140,000	10,435,000	2,290,000	427,030	2,717,030
2005 Utility Improvement Assessment Bond (SW 2)	15,350,000	12,435,000	1,360,000	509,229	1,869,229
2006 Utility Improvement Assessment (SE 1)	15,690,000	13,125,000	1,245,000	538,351	1,783,351
2007 Utility Improvement Assessment (SW 4)	41,775,000	35,595,000	2,925,000	1,570,069	4,495,069
2007 Utility Improvement Assessment(SW 5 & Surfside)	29,900,000	25,780,000	1,860,000	1,180,181	3,040,181
Total Enterprise Debt	\$ 705,130,015	\$ 593,041,162	\$ 23,009,733	\$ 24,231,164	\$ 47,240,897
Total Debt	\$ 966,325,720	\$ 751,463,766	\$ 34,683,908	\$ 34,769,552	\$ 69,453,460

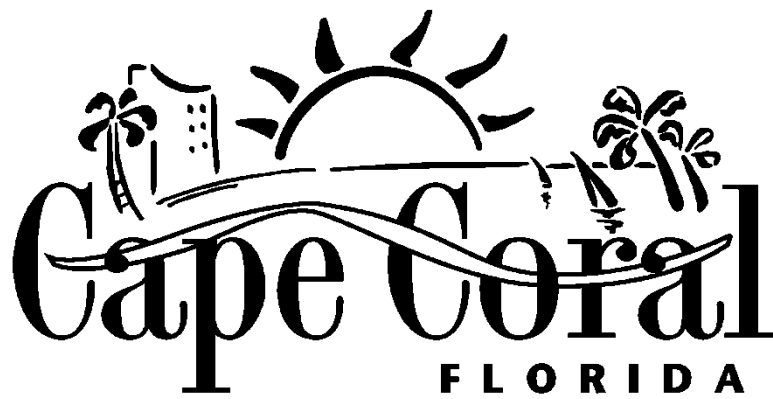
Note: Proposed new debt is not included in this schedule.

City of Cape Coral, Florida
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	FY 2019 Principal	FY 2019 Interest	FY 2019 Requirement	FY 2020 Principal	FY 2020 Interest	FY 2020 Requirement	FY 2021 - 2042 Requirement
Governmental							
Revenue Bonds							
2008 Capital Improvement Revenue	\$ 1,175,000	\$ 1,292,193	\$ 2,467,193	\$ -	\$ -	\$ -	\$ -
2010 Gas Tax Revenue	795,000	2,361,001	3,156,001	735,000	2,326,220	3,061,220	-
2011 Special Obligation Revenue	390,000	891,157	1,281,157	405,000	874,582	1,279,582	425,000
2012 Special Obligation Revenue	1,382,410	214,204	1,596,614	1,412,346	180,611	1,592,957	6,020,212
2014 Gas Tax Revenue Bond	2,339,000	268,906	2,607,906	2,391,000	217,448	2,608,448	7,493,000
2014 Capital Improvement&Refund Revenue	565,000	83,160	648,160	580,000	70,109	650,109	2,455,000
2015 Special Obligation Revenue	2,325,000	2,013,606	4,338,606	2,440,000	1,897,356	4,337,356	41,765,000
2015 Fire Protection Assessment Revenue	280,000	11,798	291,798	285,000	7,136	292,136	290,000
2015 Special Obligation Note	1,689,000	185,262	1,874,262	1,726,000	149,793	1,875,793	5,407,000
2017 Special Obligation Bond	935,000	2,830,625	3,765,625	2,160,000	2,783,875	4,943,875	58,610,000
Capital Leases							
2012 Lease - Charter School Bus	181,548	3,812	185,360	91,913	767	92,680	-
Total Governmental Debt	\$12,056,958	\$10,155,724	\$ 22,212,682	\$12,226,258	\$ 8,507,898	\$ 20,734,156	\$ 122,465,212
Enterprise							
Revenue Bonds							
2011 Water & Sewer Revenue Refunding	\$ 2,225,000	\$ 7,959,238	\$ 10,184,238	\$ 2,295,000	\$ 7,892,488	\$ 10,187,488	\$ 157,490,000
2011A Water & Sewer Revenue Refunding	1,710,000	4,812,800	6,522,800	1,775,000	4,744,400	6,519,400	94,150,000
2013 Water & Sewer Revenue Refunding	-	-	-	-	-	-	-
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	6,825,000	2,144,916	8,969,916	6,975,000	1,992,923	8,967,923	70,985,000
Notes - State Revolving Fund Loans							
State Revolving Fund Loan #7516L-01	42,731	6,330	49,061	43,992	5,069	49,061	139,920
State Revolving Fund Loan #7516L-02	163,598	37,301	200,899	168,426	27,783	196,209	821,592
State Revolving Fund Loan #7516P	145,628	26,022	171,651	150,267	21,384	171,651	563,726
State Revolving Fund Loan #DW363013	781,847	-	781,847	781,847	-	781,847	8,816,964
State Revolving Fund Loan #DW363100	1,786,187	-	1,786,187	1,821,729	712,256	2,533,984	47,872,973
Special Assessment Bonds							
2003 Water Improvement Assessment (SW3)	250,000	64,135	314,135	250,000	64,135	314,135	895,000
2005 Wastewater & Irrigation Water Refunding Assessment	2,385,000	335,430	2,720,430	2,485,000	240,030	2,725,030	3,275,000
2005 Utility Improvement Assessment Bond (SW 2)	1,410,000	454,829	1,864,829	1,460,000	398,429	1,858,429	8,205,000
2006 Utility Improvement Assessment (SE 1)	1,285,000	488,551	1,773,551	1,340,000	437,151	1,777,151	9,255,000
2007 Utility Improvement Assessment (SW 4)	3,045,000	1,444,419	4,489,419	3,160,000	1,417,008	4,577,008	26,465,000
2007 Utility Improvement Assessment(SW 5 & Surfside)	1,945,000	1,101,131	3,046,131	2,030,000	1,016,935	3,046,935	19,945,000
Total Enterprise Debt	\$23,999,991	\$22,269,002	\$ 46,268,994	\$24,736,261	\$22,363,890	\$ 47,100,151	\$ 521,295,177
Total Debt	\$36,056,949	\$32,424,726	\$ 68,481,676	\$36,962,519	\$30,871,788	\$ 67,834,307	\$ 643,760,389

Note: Proposed new debt is not included in this schedule.

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APPENDICES

Appendices..... 14

Financial Terms..... Section 14-A1

Statistical Section..... Section 14-B1

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Detailed Asset Improvement Schedules..... Section 14-D1

Capital Equipment/Software Program Plan

Capital Maintenance Program Plan

Rolling Stock Program Plan

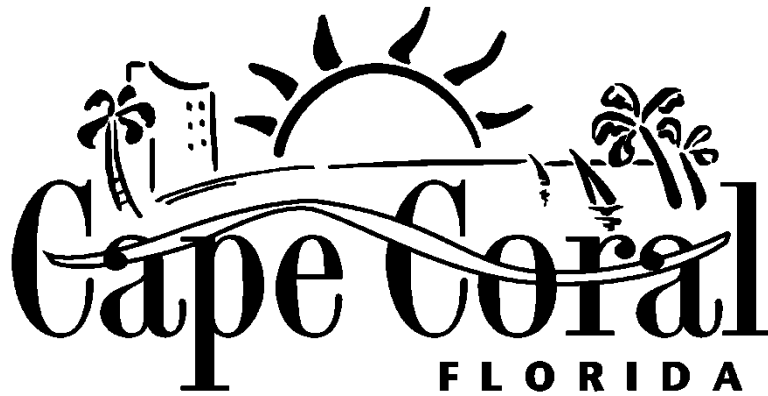
Full Cost Allocation Section 14-E1

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Ordinance 53-17

Ordinance 54-17

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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.

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.

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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.

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.

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.

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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.

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.

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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.”

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 1st and ends September 30th of each year.

Fixed Assets: Assets of a long-term character which are intended to continue to be held or used, such as land, 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.

City of Cape Coral, Florida
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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.

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.

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.

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.

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.

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

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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.

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.

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.

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.

City of Cape Coral, Florida
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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.

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.

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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.

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.

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.

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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.

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.

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

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 170,000 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

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

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

2017 Tax Year/2018 Fiscal Year	
July Certified	\$ 12,811,278,068
October Final	\$ 13,196,517,609
Adopted Budget	\$ 840,851,873

Property Tax Millage Rate:

FY2018 General Operating	6.7500
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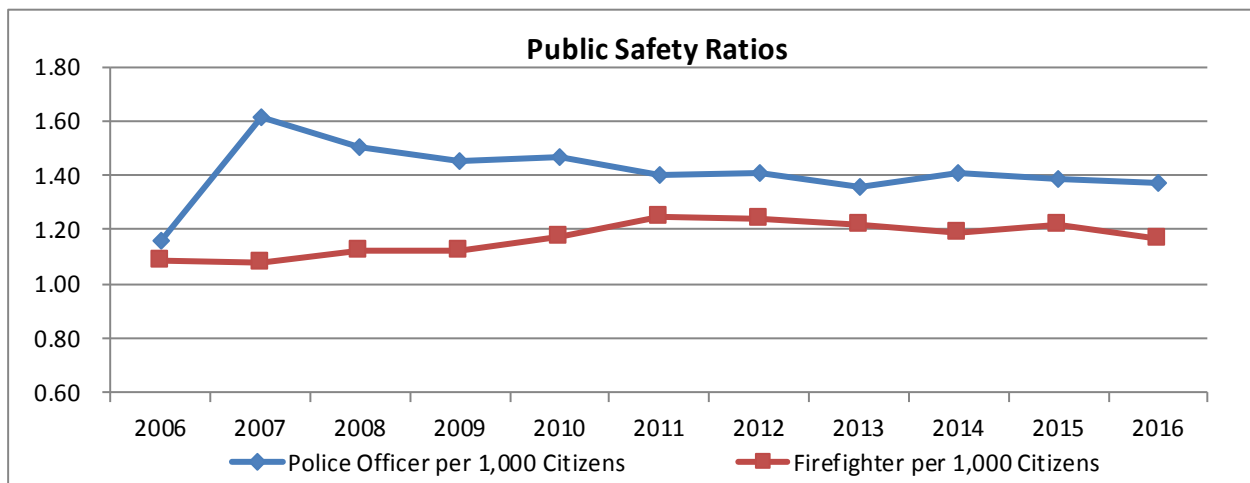
Public Safety

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	231
Number of calls dispatched	275,688
Police Officer per 1,000 Citizens	1.371

The Cape Coral Fire Department consists of the Operations, Administration, Professional Standards and Life Safety Divisions.

Fire Uniform Strength	196
Calls for service	18,643
Fire Inspections	9,342
Number of Fire Stations	10
Firefighter per 1,000 Citizens	1.163



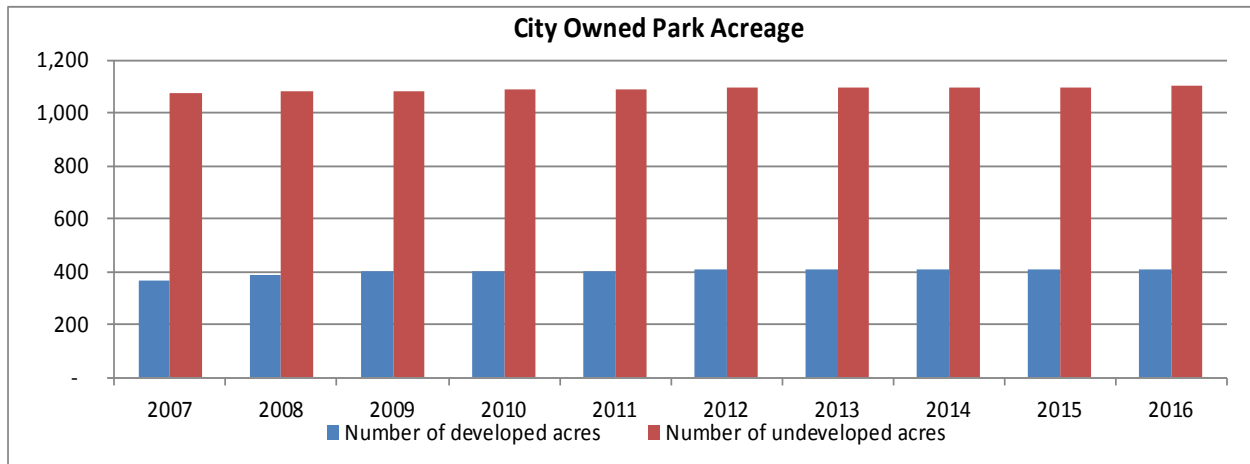
2016 CAFR City of Cape Coral, Population, Police/Firefighter, 2015 ESRI Forecast

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

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 two enterprise funds and one special revenue fund: Coral Oaks Golf Course, the Cape Coral (Godman) Yacht Basin 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	1,100
City owned boat launches, lifts and locks	22
City owned golf courses	1
Rounds played	55,808
City owned waterpark	1
Admissions	86,174
Cultural Park Theater (seats)	187
City owned yacht basin	1
Number of slips	107
Senior Activity Centers	2
Senior center memberships	804
Mini-bus Transportation (total miles)	94,519



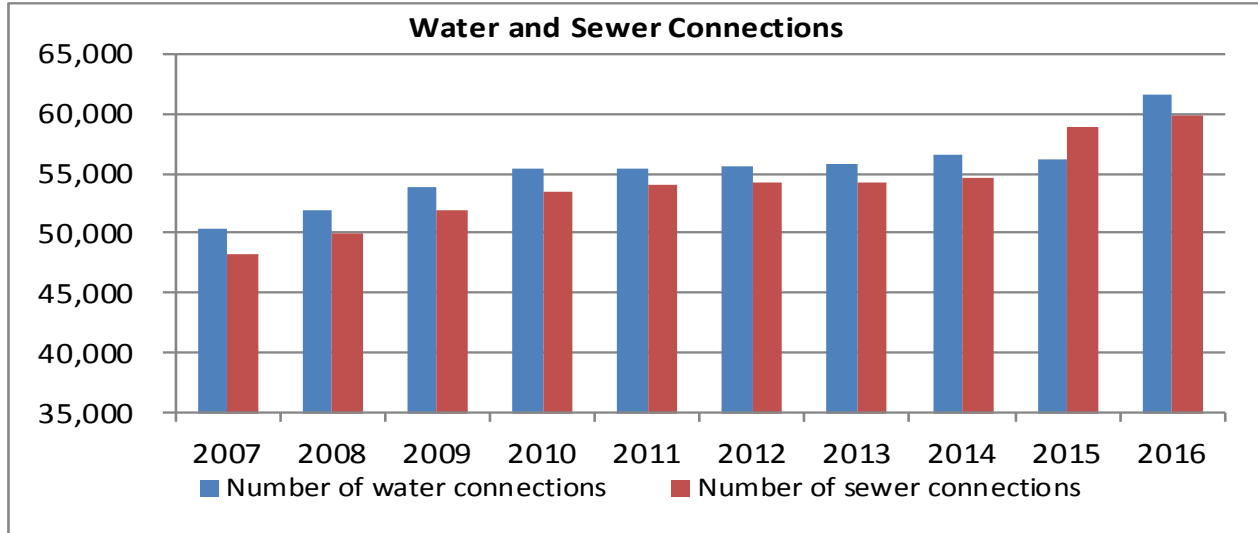
Source: 2016 CAFR City of Cape Coral, Parks and Recreation

Water and Sewer

The Utilities Department consists of the Water Production, Water Reclamation, Collection and Distribution and Administration divisions.

Number of water meters	61,522
Number of sewer connections	59,904
Miles of water distribution	907

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

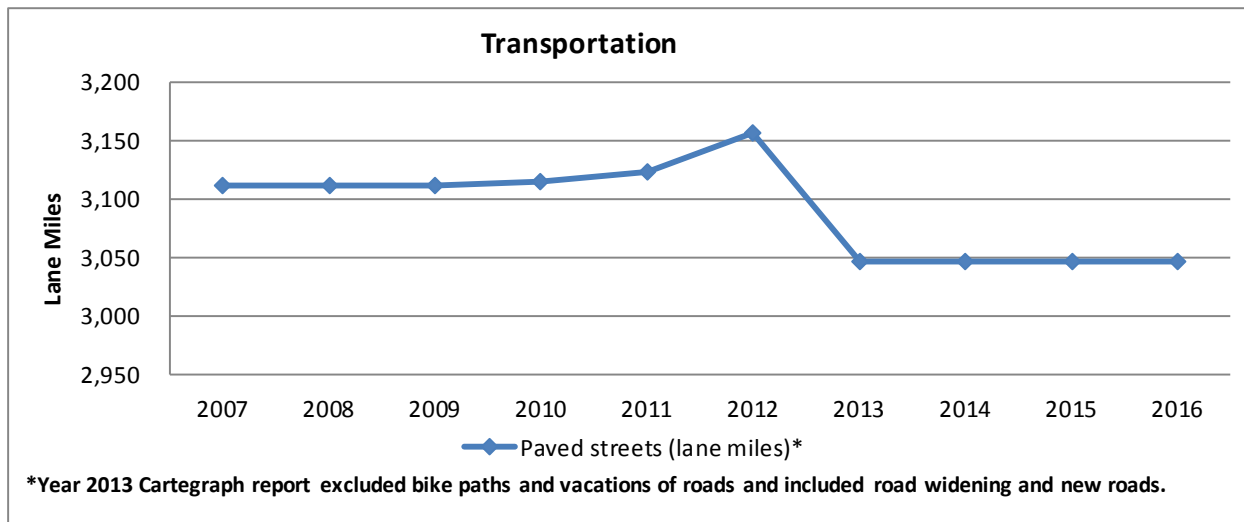


Source: 2016 CAFR City of Cape Coral, Water and Sewer

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.).

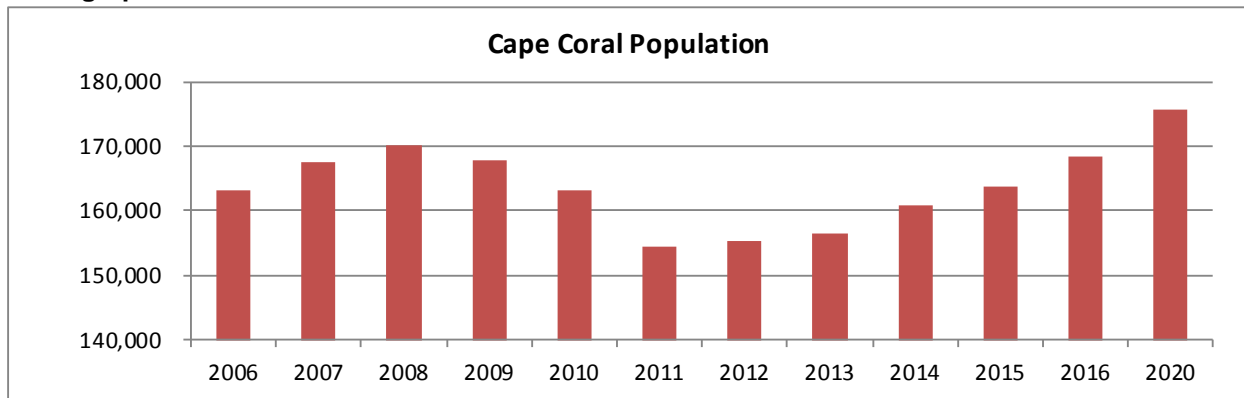
Stormwater drainage pipes (miles)	516
Swales (miles)	3,363
Catch basins	22,931
Paved streets	3,047
Sidewalks (miles)	215
Paved alleys (miles)	12



Source: 2016 CAFR City of Cape Coral, Transportation

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

Demographics

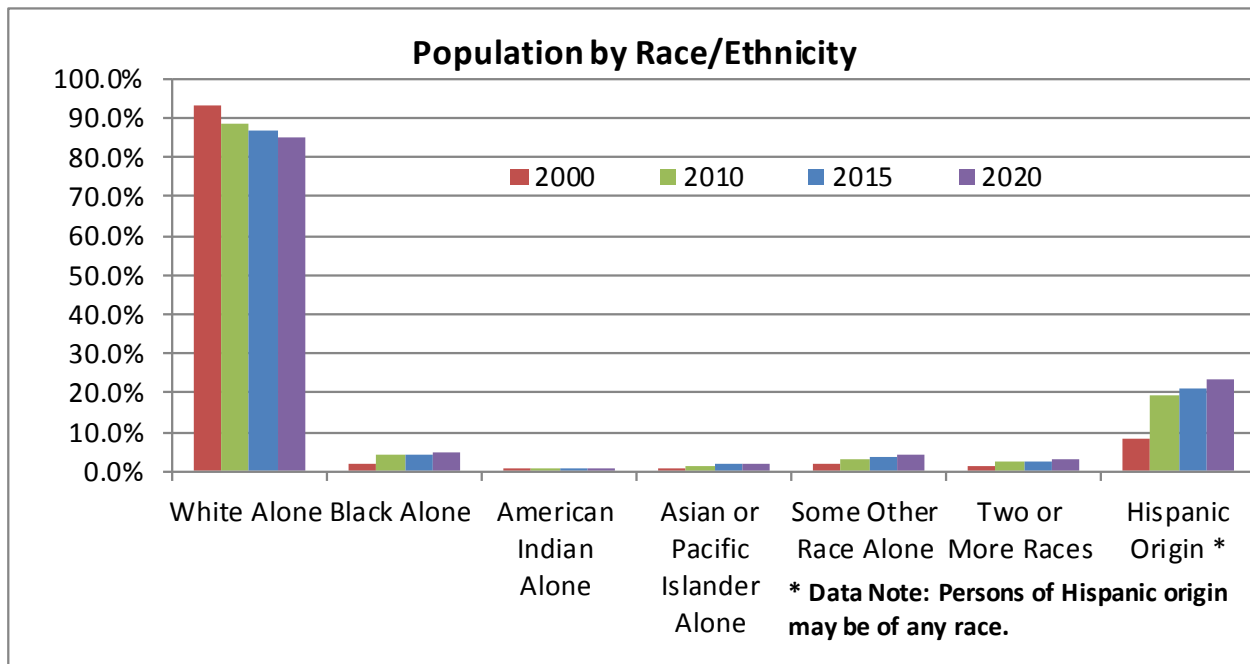


Source: 2016 CAFR per Cape Coral EDO

Fast Fact – Forbes ranks Cape Coral the No. 1 “Fastest Growing City in the U.S.” (February 2017)

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 is forecasted to 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 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.

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

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

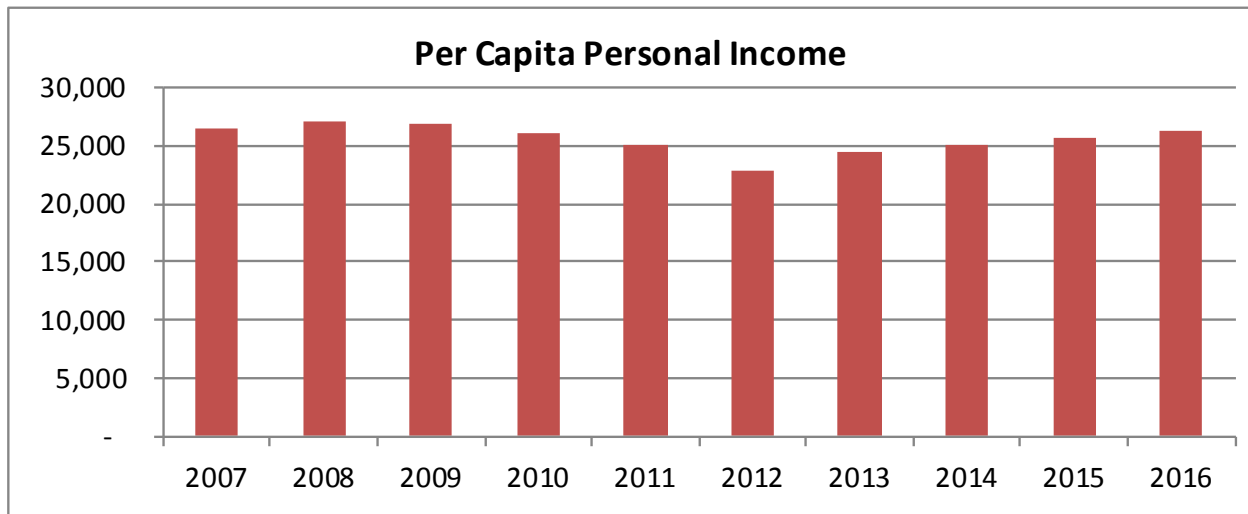
Source: 2000 Census Population & Housing, 2010 Census, EDO/ESRI Data 2015 & 2020

Median Home Value

2000	\$106,471
2010	\$135,665
2015	\$158,399
2020	\$205,207

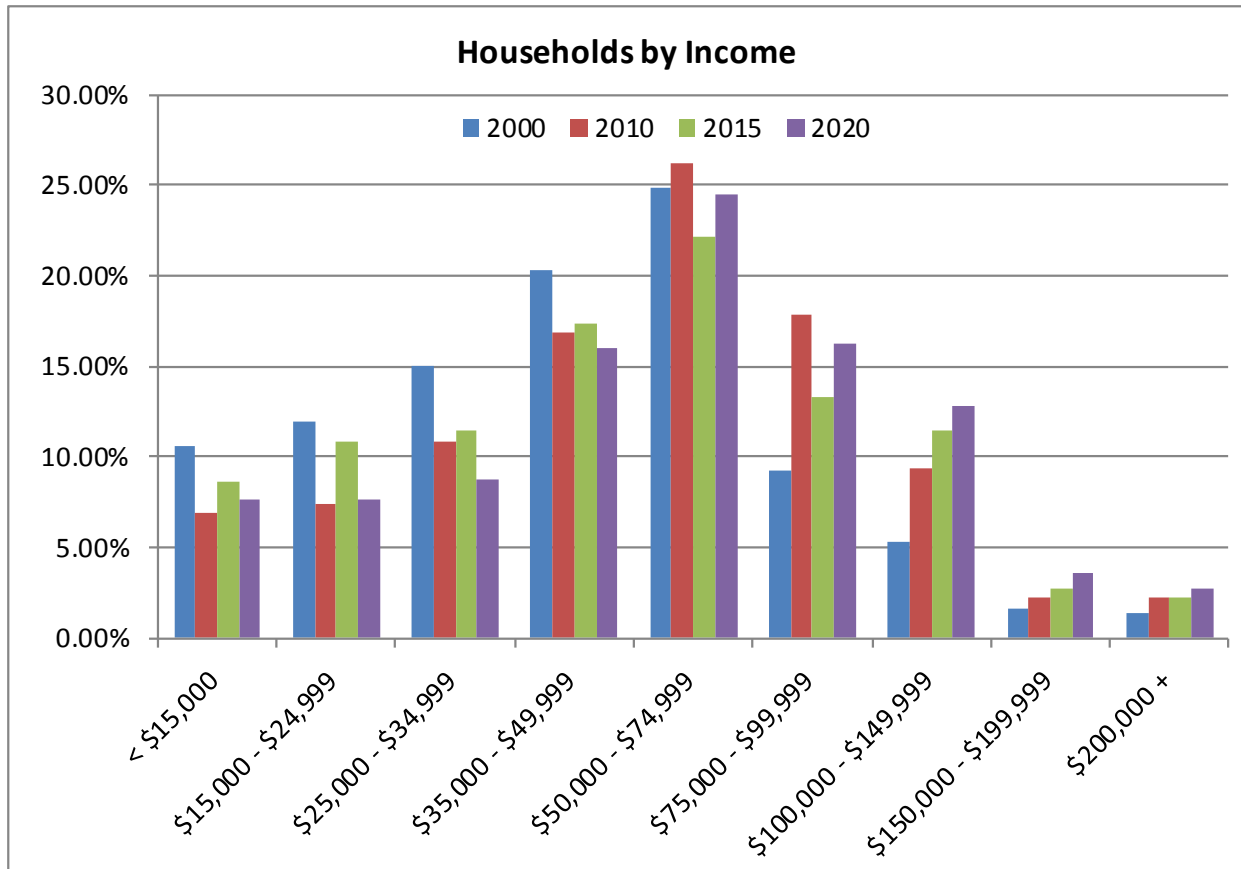
Source: 2000 Census Population & Housing, 2010 Census, EDO/ESRI Data 2015 & 2020

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)



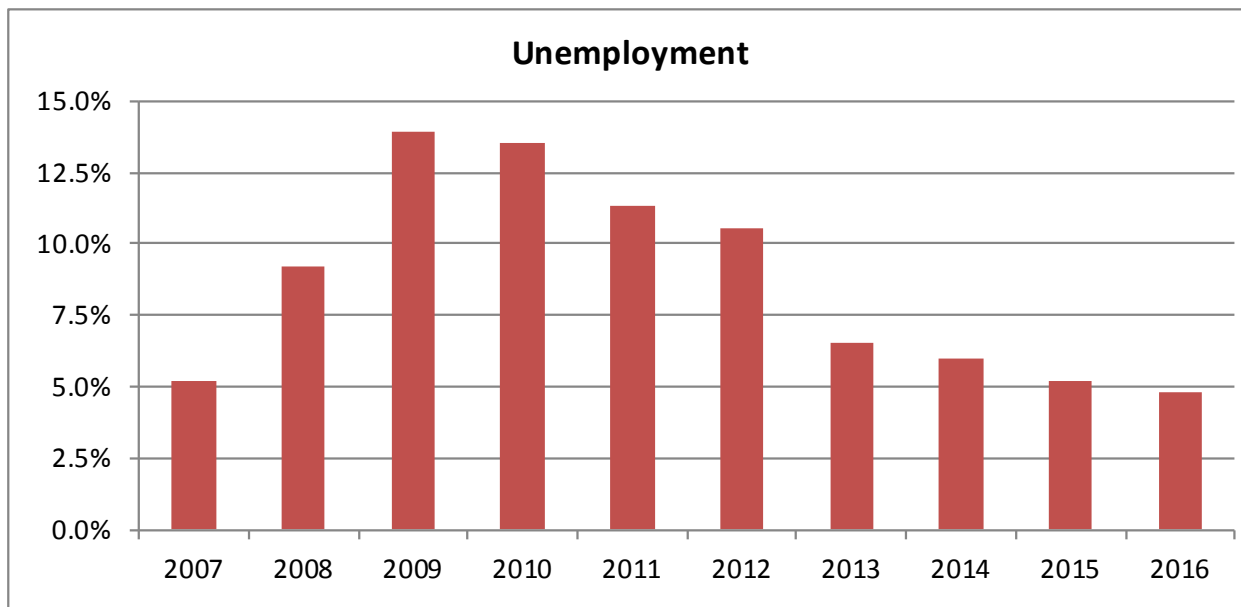
Source: 2016 CAFR; Lee County Economic Development, per capita income is for entire Lee County as City of Cape Coral was not available.

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



Source: 2000 Census Population & Housing, 2010 Census, EDO/ESRI Data 2015 & 2020

Fast Fact – Cape Coral is No. 15 in Milken Institute list for “Best Performing Cities” in 2016 for Large Cities. (December 2016)



Source: 2016 CAFR per Department of Labor, Bureau of Labor Statistics

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

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.

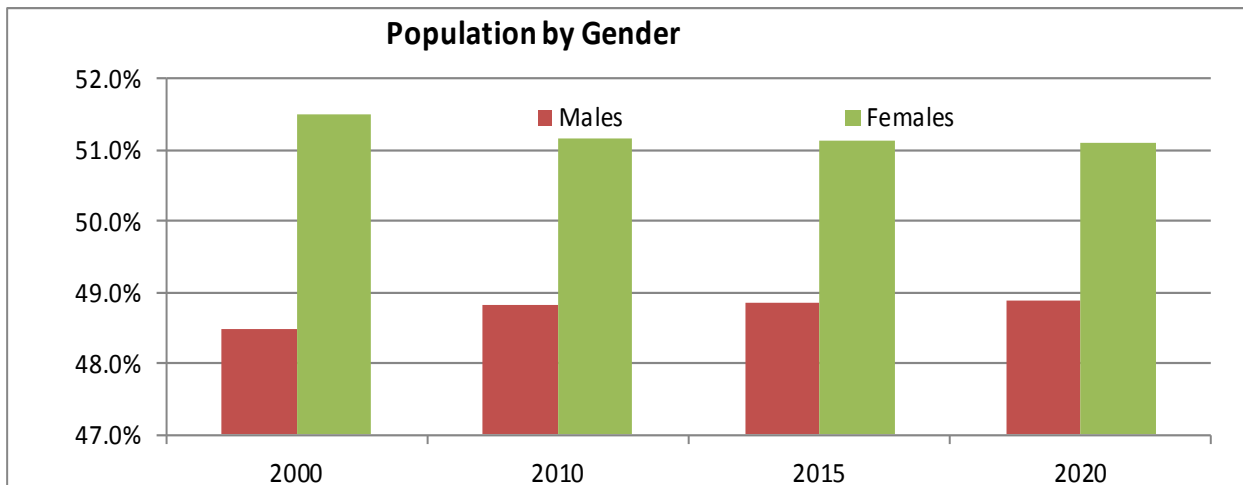
Fast Fact – Trulia ranks Cape Coral-Fort Myers No. 2 in 10 Hottest Real Estate Markets to Watch in 2017 and Cape Coral No.2 on Top 10 Cities Where People Are Moving in 2017. (January 2017)

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

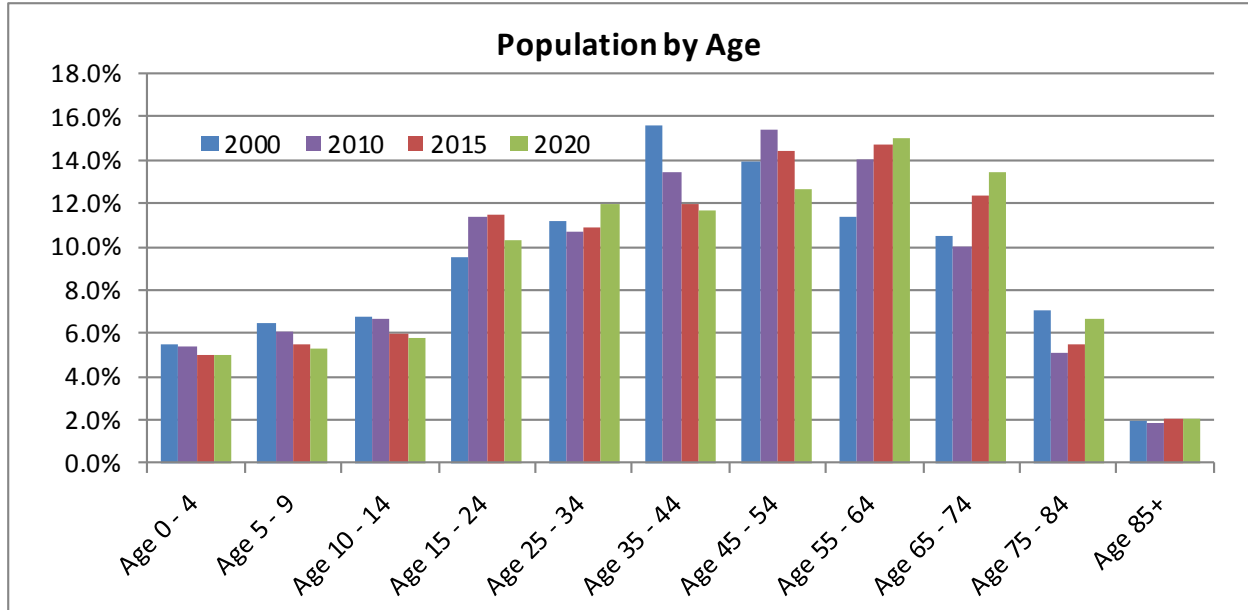
2000	41.7
2010	42.4
2015	44.4
2020	44.8

Source: 2000 Census Population & Housing, EDO/ESRI Data 2010, 2015 & 2020



Source: 2000 Census Population & Housing, EDO/ESRI Data 2010, 2015 & 2020

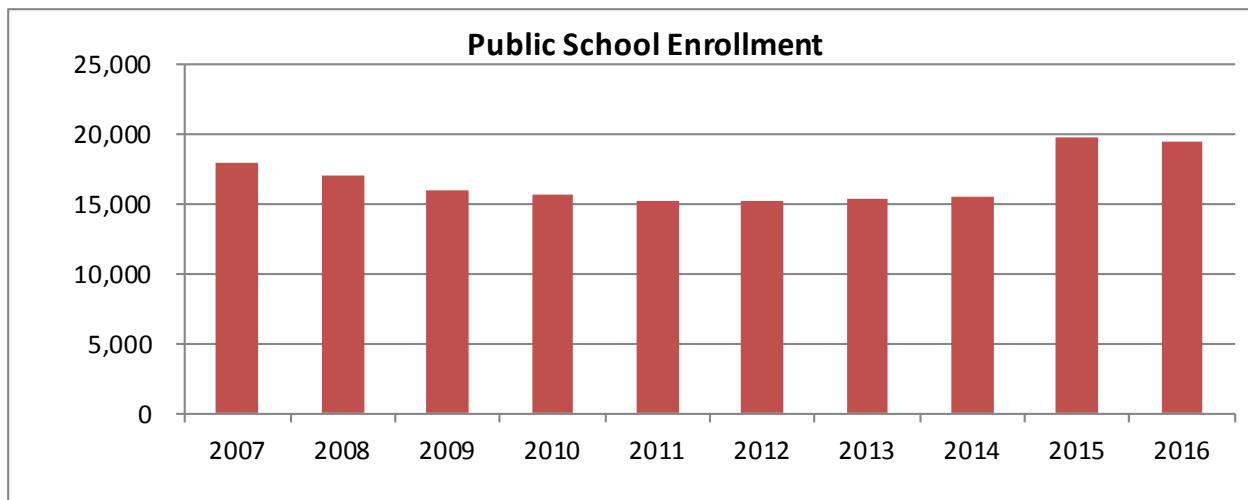
**City of Cape Coral, Florida
FY 2018 – 2020 Adopted Operating Budget**



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.

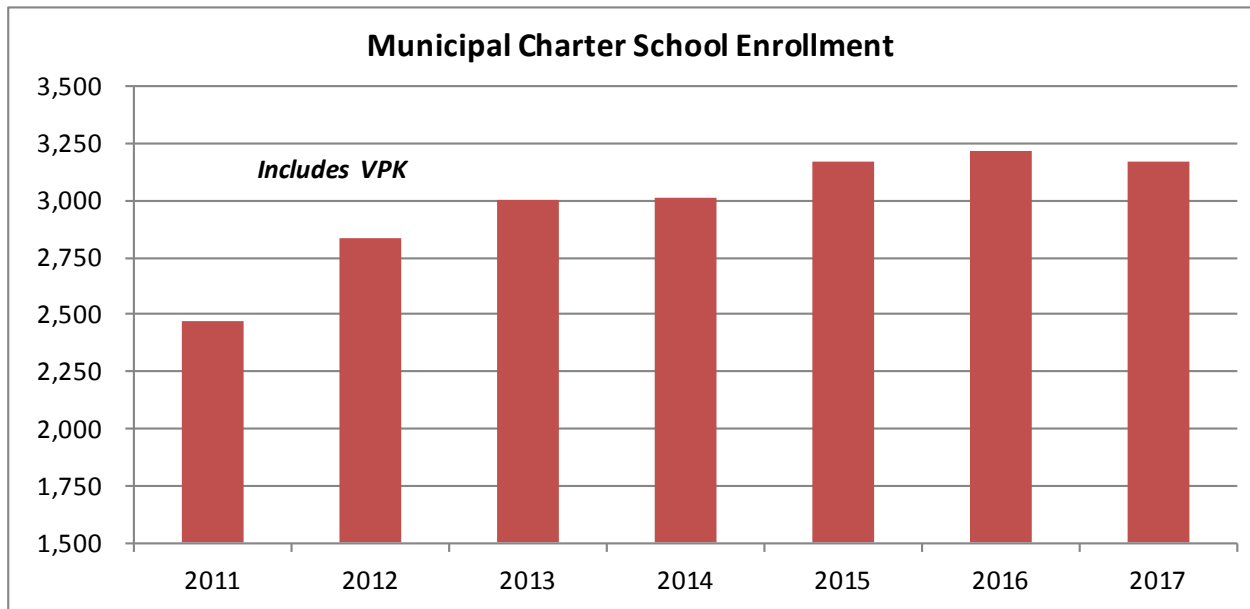
Growth momentum in Cape Coral is sustained by continuously expanding public and private school systems with high performance standards. Public schools are operated by the Lee County School District, which is the ninth-largest district in the state. It operates eight elementary, six middle and four high schools in Cape Coral.



Source: 2016 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.

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



Source: Cape Coral Charter School FY18-20 Proposed Budget 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.

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.

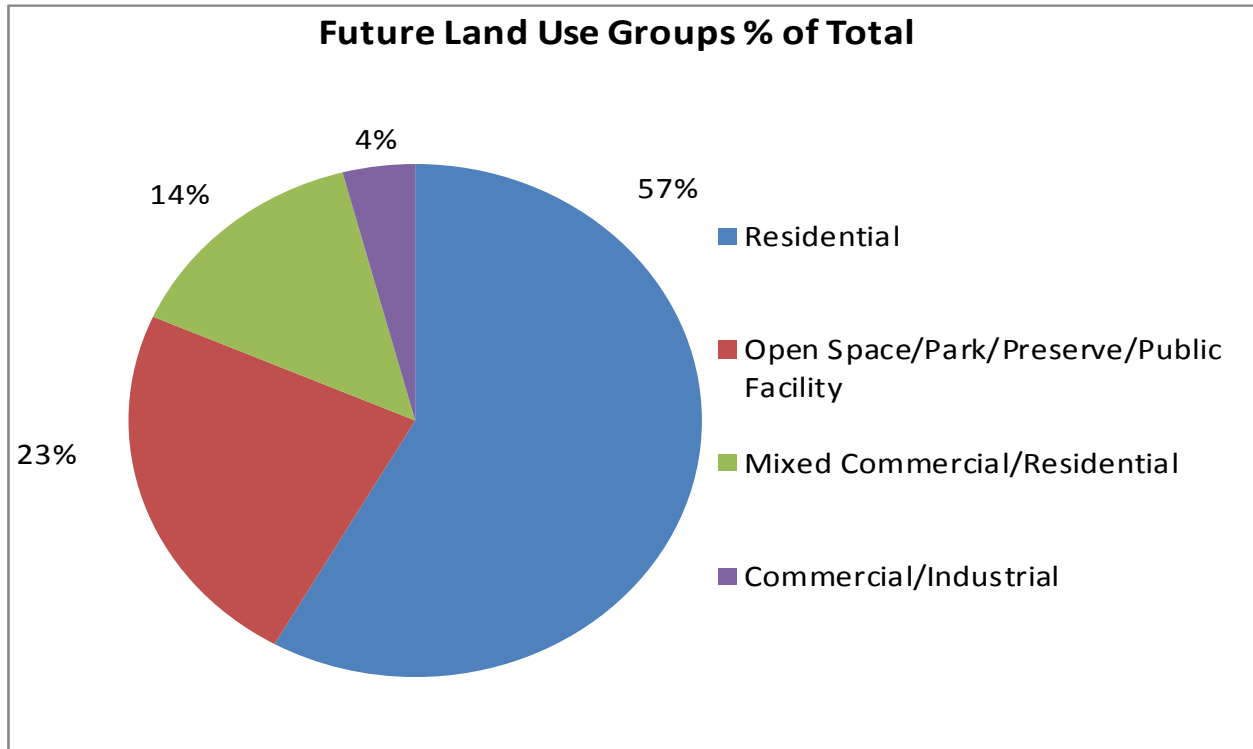
Florida Southwestern State College, with four campuses in the region, offers associate and bachelor's degrees, plus technical training in fields such as allied health, computer networking and programming, business administration, paralegal, criminal justice and fire science.

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.

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



Source: Cape Coral Department of Community Development, Planning Division, 2015

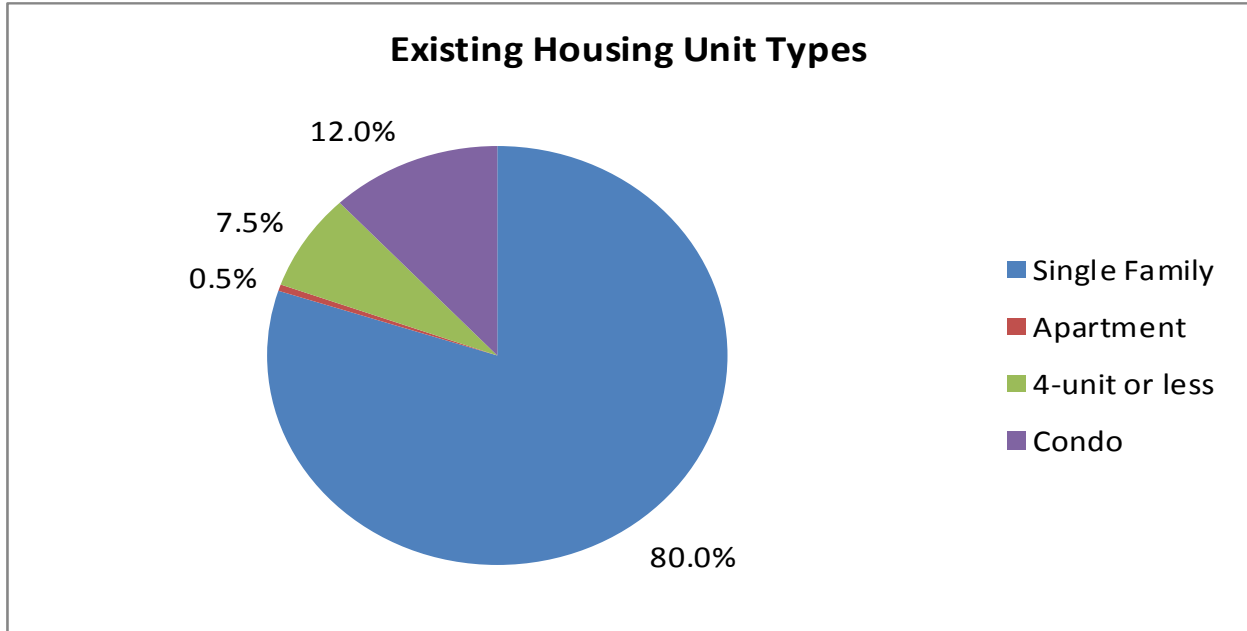
Residents of Cape Coral enjoy living in a widely renowned locale with plenty of educational, cultural and recreational opportunities. The American Chamber of Commerce Research Association's 2012 Cost of Living Index scored the Cape Coral-Fort Myers metropolitan area as having the third, best cost of 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

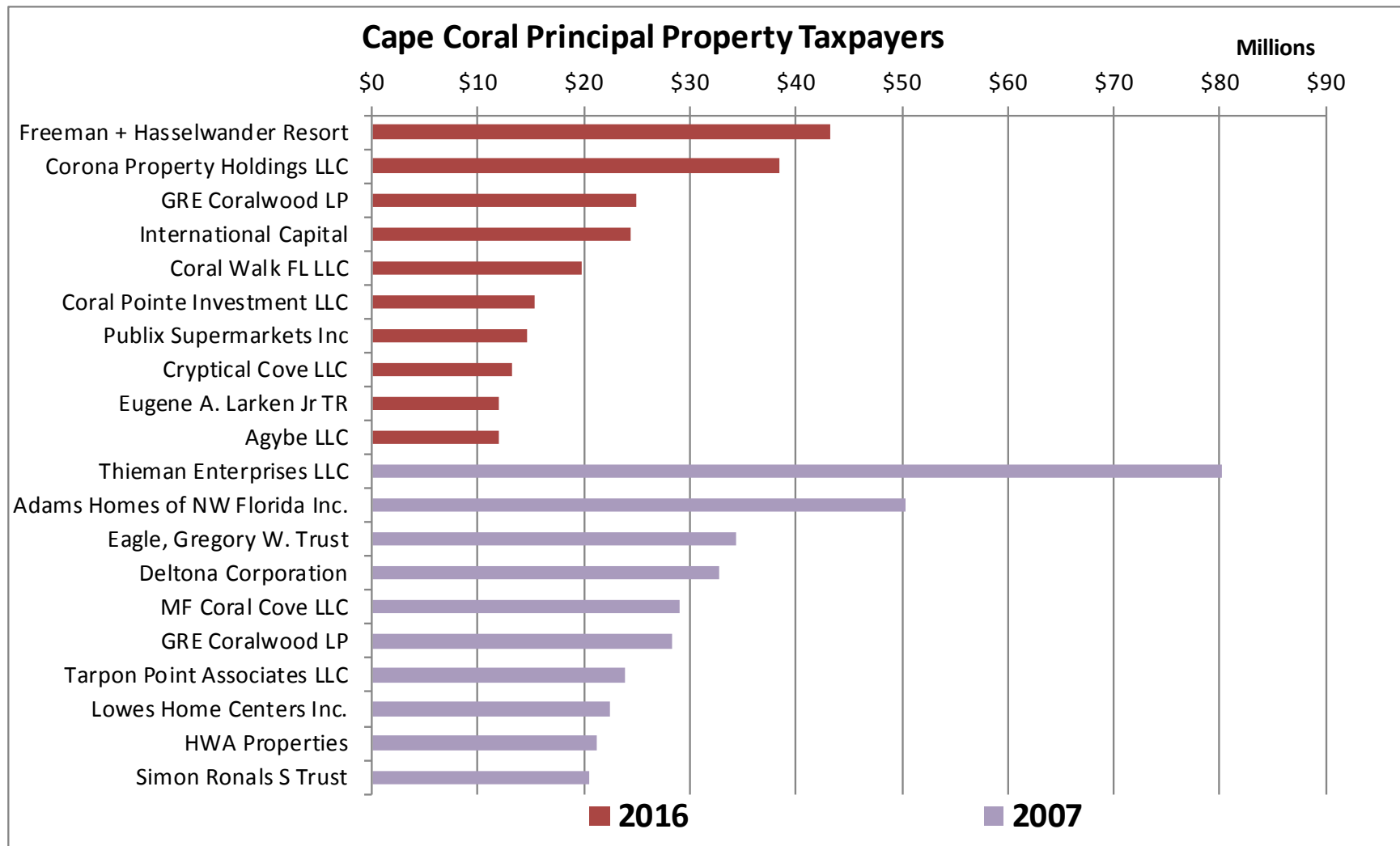
Fast Fact – Cape Coral Ranks No. 10 on Forbes list of “Cities to Watch” for having the fastest-growing population and economy in 2016. (March 2016)

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



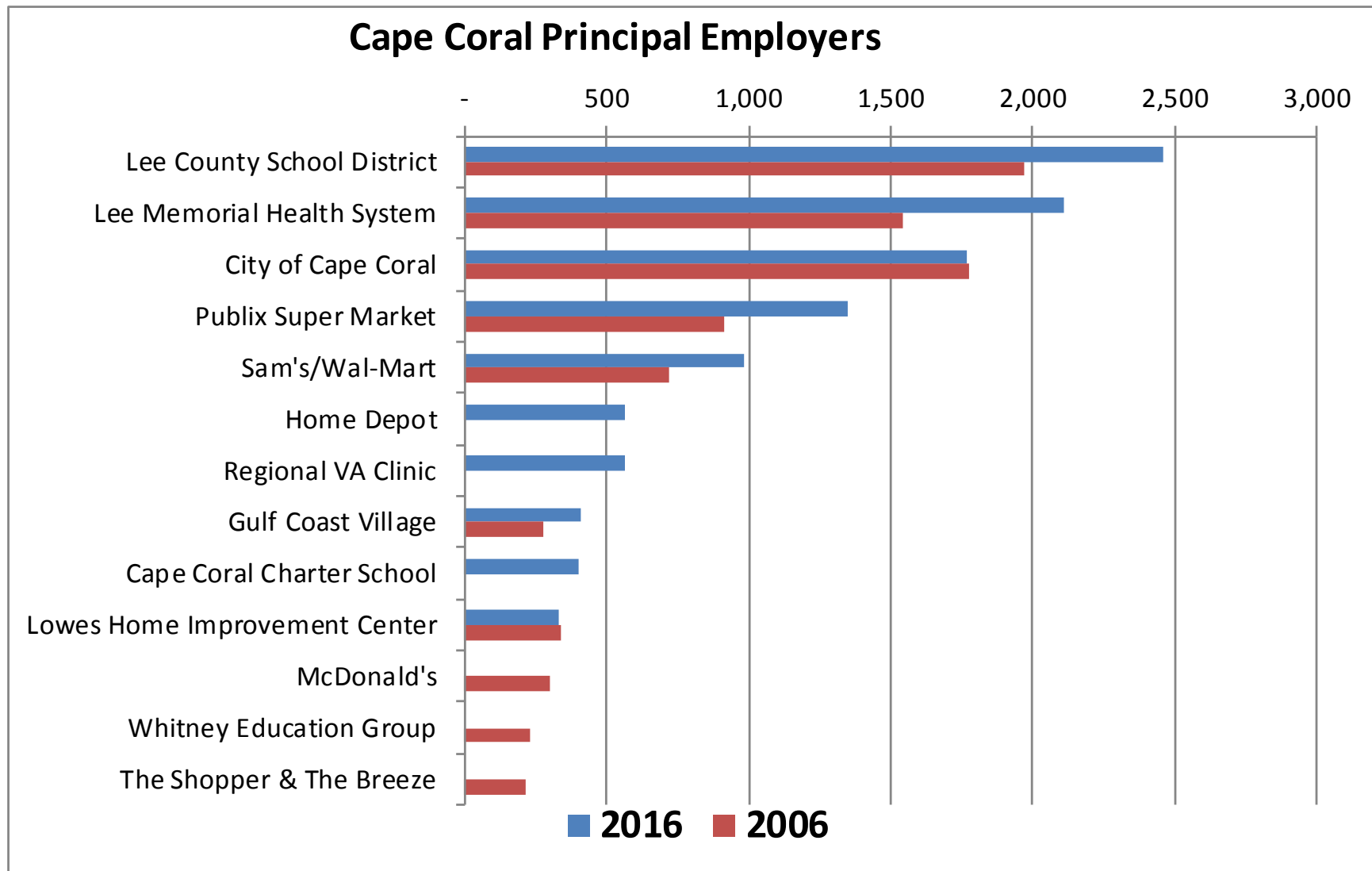
Source: Cape Coral Department of Community Development, Planning Division, 2015

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



Source: Lee County Property Appraiser, 2016 CAFR City of Cape Coral

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



Source: City of Cape Coral, Economic Development Office, 2016 CAFR City of Cape Coral

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

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
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POLICE UNION PAY PLANS

Effective 10/08/2017

	Hourly Pay Rate		
Step	Officers	Sergeants	Lieutenants
1	\$22.50	\$35.00	\$43.50
2	\$23.42	\$36.51	\$45.80
3	\$24.40	\$38.22	\$47.21
4	\$25.75	\$39.76	\$49.70
5	\$27.13	\$44.24	\$52.00
6	\$28.37		
7	\$29.65		
8	\$30.55		
9	\$31.80		
10	\$33.18		
11	\$35.52		

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

FIRE UNION PAY PLANS

Effective 10/08/2016

Forty-Eight (48) Hour Work Week Shift Employees:

Step	Hourly Pay Rate		
	Fire Fighter	Fire Engineer / Driver	Fire Lieutenant
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):

Step	Hourly Pay Rate	
	Supervisory Shift	Supervisory Non-Shift
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:

Step	Hourly Pay Rate	
	Fire Lieutenant	Fire Inspector
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 2018 – 2020 Adopted Operating 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

City of Cape Coral, Florida
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DETAILED ASSET MANAGEMENT SCHEDULES

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 Fleet Rolling Stock Program Plan..... 14-D15

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City of Cape Coral, Florida
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CAPITAL EQUIPMENT/SOFTWARE PROGRAM FY2018-FY2022

SUMMARY OF REQUIRED REVENUES

	FY2018	FY2019	FY2020	FY2021	FY2022	TOTAL
All Hazards	\$ -	\$ 75,000	\$ -	\$ -	\$ -	\$ 75,000
General Fund	1,991,243	1,952,701	1,733,803	3,083,382	3,032,840	11,793,969
Golf Course Revenues	19,534	21,234	-	8,500	-	49,268
IS Facilities Fund	-	60,000	8,200	-	-	68,200
IS Fleet Fund	16,000	66,000	10,000	26,000	16,000	134,000
P&R Programs	38,000	35,000	41,000	15,000	77,500	206,500
Stormwater Revenues	83,700	10,905	12,500	25,191	110,000	242,296
Water/Sewer Fees	3,604,929	2,069,809	2,363,651	2,086,928	2,777,041	12,902,358
Waterpark Revenues	5,000	-	-	-	-	5,000
GRAND TOTAL	\$ 5,758,406	\$ 4,290,649	\$ 4,169,154	\$ 5,245,001	\$ 6,013,381	\$ 25,476,591

SUMMARY BY DEPARTMENT

	FY2018	FY2019	FY2020	FY2021	FY2022	TOTAL
City Auditor	\$ 50,170	\$ -	\$ -	\$ -	\$ -	\$ 50,170
City Clerk	14,600	17,000	-	14,600	17,000	63,200
Fire	796,473	257,373	173,441	182,782	293,840	1,703,909
Government Services	-	-	-	500,000	-	500,000
Human Resources	-	-	6,200	-	-	6,200
ITS	920,000	1,161,000	1,225,000	1,575,000	2,230,000	7,111,000
Parks & Recreation	122,534	428,234	126,000	23,500	132,500	832,768
Police	98,000	191,000	114,000	780,000	422,000	1,605,000
Public Works	151,700	166,233	160,862	82,191	141,000	701,986
Utilities	3,604,929	2,069,809	2,363,651	2,086,928	2,777,041	12,902,358
GRAND TOTAL	\$ 5,758,406	\$ 4,290,649	\$ 4,169,154	\$ 5,245,001	\$ 6,013,381	\$ 25,476,591

City of Cape Coral, Florida
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CAPITAL EQUIPMENT & SOFTWARE PROGRAM

DEPARTMENT	ASSET*YEAR*MAKE*MODEL	FUNDING SOURCE	FY2018	FY2019	FY2020	FY2021	FY2022	TOTAL
City Auditor	Auditing Software	General Fund	\$ 50,170	\$ -	\$ -	\$ -	\$ -	\$ 50,170
City Clerk	Blueprint Scanner(s) 26318/25248	General Fund	14,600	-	-	14,600	-	29,200
City Clerk	Digital Microfilm Machine 22764	General Fund	-	11,000	-	-	11,000	22,000
City Clerk	WorkGroup Scanner(s) 26394,26933	General Fund	-	6,000	-	-	6,000	12,000
Fire	Air Packs(119) Air Bottles (220), Masks (250)	General Fund	665,069	-	-	-	-	665,069
Fire	Breathing Air Compressor for HP System	General Fund	37,379	-	44,650	45,766	47,766	175,561
Fire	Gear Washer/Extractor	General Fund	9,740	9,984	10,500	10,762	10,978	51,964
Fire	Hydraulic Rescue	General Fund	-	66,500	32,397	66,414	67,755	233,066
Fire	Portable Radio for 3 New BCs Station 12 FY19 Only	General Fund	-	5,067	-	-	-	5,067
Fire	Thermal imaging camera - (5 yr. exp. Life)	General Fund	33,985	36,612	36,634	42,841	42,841	192,913
Fire	Fire Pump Marine 1	General Fund	-	-	15,000	-	-	15,000
Fire	100KW Generator Portable	All Hazards	-	70,000	-	-	-	70,000
Fire	WeatherStem weather station	All Hazards	-	5,000	-	-	-	5,000
Fire	2016 Bullex Fire Simulator	General Fund	-	-	-	16,999	-	16,999
Fire	Sta#3 5 Ton Split System	General Fund	8,000	-	-	-	-	8,000
Fire	Sta#3 4 Ton Split System	General Fund	7,500	-	-	-	-	7,500
Fire	Sta#4 4 Ton Split System	General Fund	7,500	-	-	-	-	7,500
Fire	Sta#4 2.5 Ton Split	General Fund	6,200	-	-	-	-	6,200
Fire	Sta#8 5 Ton Split System	General Fund	8,300	-	-	-	-	8,300
Fire	Sta# 8 4 Ton Split System	General Fund	7,800	-	-	-	-	7,800
Fire	Sta#8 3 Ton Mini Split	General Fund	5,000	-	-	-	-	5,000
Fire	Sta#1 5 Ton Split System Upstairs	General Fund	-	8,550	-	-	-	8,550
Fire	Sta#1 4 Ton Split Systemupstairs	General Fund	-	8,040	-	-	-	8,040
Fire	Sta#1 5 Ton Split System downstairs	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 downstairs	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 Systemdownstairs	General Fund	-	8,550	-	-	-	8,550
Fire	Sta#9 4 Ton Split System downstairs	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	General Fund	-	-	-	-	49,500	49,500
Fire	Radio Frequency Identification (RFID)	General Fund	-	-	-	-	75,000	75,000
Government Services	6 chiller fan motor replacements	General Fund	-	-	-	500,000	-	500,000
Human Resources	Heavy Duty Scanner Replacement (#24516) Admin	General Fund	-	-	6,200	-	-	6,200
ITS	Access & Monitor System Cameras Video Storage	General Fund	-	-	150,000	-	50,000	200,000

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

CAPITAL EQUIPMENT & SOFTWARE PROGRAM (Continued)

DEPARTMENT	ASSET*YEAR*MAKE*MODEL	FUNDING SOURCE	FY2018	FY2019	FY2020	FY2021	FY2022	TOTAL
ITS	Access Monitor Systems Upgrade	General Fund	-	45,000	-	150,000	-	195,000
ITS	DC Security	General Fund	100,000	-	-	200,000	50,000	350,000
ITS	Cable Plant Infrastructure/Fiber	General Fund	50,000	100,000	100,000	100,000	100,000	450,000
ITS	Cooling System Upgrade	General Fund	-	-	50,000	-	-	50,000
ITS	Environmental Systems	General Fund	45,000	-	-	45,000	-	90,000
ITS	Backup Infrastructure Upgrade	General Fund	-	-	200,000	-	-	200,000
ITS	Misc Equipment Replacement -Emer Basis	General Fund	-	25,000	25,000	-	-	50,000
ITS	Police/Fire/City PC Replacements	General Fund	-	271,000	-	245,000	325,000	841,000
ITS	Security Upgrade	General Fund	25,000	-	115,000	100,000	100,000	340,000
ITS	Server & Virtualization Upgrade	General Fund	-	90,000	-	200,000	200,000	490,000
ITS	Server Upgrades	General Fund	95,000	65,000	-	150,000	150,000	460,000
ITS	Connectivity and hardware infrastructure	General Fund	120,000	85,000	45,000	-	-	250,000
ITS	Switches & Routers Upgrade	General Fund	65,000	150,000	75,000	45,000	150,000	485,000
ITS	EOC DC Power Upgrades	General Fund	25,000	35,000	-	45,000	60,000	165,000
ITS	UPS Upgrade-Data Center	General Fund	-	-	-	-	150,000	150,000
ITS	VoIP/WiFi Systems Upgrade	General Fund	60,000	295,000	25,000	95,000	95,000	570,000
ITS	ITS GIS	General Fund	150,000	-	-	-	-	150,000
ITS	IT Software tools/DataWarehouse	General Fund	-	-	100,000	-	-	100,000
ITS	JDE Upgrades	General Fund	-	-	-	-	700,000	700,000
ITS	Software Customizations	General Fund	55,000	-	50,000	50,000	50,000	205,000
ITS	Enterprise SW Upgrades	General Fund	60,000	-	220,000	150,000	50,000	480,000
ITS	Provision software modules Faster, FootPrints	General Fund	70,000	-	70,000	-	-	140,000
Parks & Recreation	Multi Sports - Maint Bldg. Ice Machine replace	General Fund	10,000	-	-	-	-	10,000
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	Playground Equipment Replacement	General Fund	50,000	-	80,000	-	-	130,000
Parks & Recreation	Playground Equipment Replacement	General Fund	-	40,000	-	-	-	40,000
Parks & Recreation	Yorkrake #24424 (2007)	General Fund	-	-	5,000	-	-	5,000
Parks & Recreation	Electric Range Ball Dis.#20102 (2003)	Golf Course Revenues	6,000	-	-	-	-	6,000
Parks & Recreation	Sand Pro 3040 / Bunker Rake (2009)	Golf Course Revenues	-	15,500	-	-	-	15,500
Parks & Recreation	Stove grid, 4 burn & 2 ovens #17564 (2000)	Golf Course Revenues	-	-	-	8,500	-	8,500
Parks & Recreation	Versa Vac - NEW EQPT	Golf Course Revenues	5,734	-	-	-	-	5,734
Parks & Recreation	Versa Vac - NEW EQPT	Golf Course Revenues	-	5,734	-	-	-	5,734
Parks & Recreation	Walk In Cooler # 20304 (2003)	Golf Course Revenues	7,800	-	-	-	-	7,800
Parks & Recreation	All Purpose Deck and Z Stands Drum Riser	P&R Programs	-	-	-	5,000	5,000	10,000
Parks & Recreation	All Purpose Deck for City stage	P&R Programs	-	-	-	5,000	5,000	10,000
Parks & Recreation	Audio Visual Equipment	P&R Programs	-	-	-	-	6,000	6,000
Parks & Recreation	Box Trussing SE	P&R Programs	-	-	-	-	6,000	6,000

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

CAPITAL EQUIPMENT & SOFTWARE PROGRAM (Continued)

DEPARTMENT	ASSET*YEAR*MAKE*MODEL	FUNDING SOURCE	FY2018	FY2019	FY2020	FY2021	FY2022	TOTAL
Parks & Recreation	Electronic/Game Equipment Replacement	P&R Programs	-	-	-	-	16,000	16,000
Parks & Recreation	Hydraulic Replacement on Stage SE	P&R Programs	8,000	5,000	-	-	8,000	21,000
Parks & Recreation	Lake Kennedy ADD Sensor to Auto Front Doors	P&R Programs	-	-	-	-	8,000	8,000
Parks & Recreation	New Movie screen & Projector SE	P&R Programs	16,000	-	-	-	18,500	34,500
Parks & Recreation	Replace 125KW Generator SE	P&R Programs	-	30,000	-	-	-	30,000
Parks & Recreation	Replace 20x30 Tent SE	P&R Programs	8,000	-	-	-	-	8,000
Parks & Recreation	Replace 70KW Generator SE	P&R Programs	-	-	25,000	-	-	25,000
Parks & Recreation	Replace Event trailer SE	P&R Programs	-	-	16,000	-	-	16,000
Parks & Recreation	Skate Ramp Additions	P&R Programs	-	-	-	5,000	5,000	10,000
Parks & Recreation	Stage Back Drop, Front Skirt and Sidewalls SE	P&R Programs	6,000	-	-	-	-	6,000
Parks & Recreation	Air Conditioning Replacement	Waterpark Revenues	5,000	-	-	-	-	5,000
Parks & Recreation	Replace Rotino Air Handler	General Fund	-	-	-	-	9,500	9,500
Parks & Recreation	Replace Rotino Condensing Unit	General Fund	-	-	-	-	6,500	6,500
Parks & Recreation	Replace YC Air Handlers, 2 @ \$12,000 ea	General Fund	-	-	-	-	24,000	24,000
Parks & Recreation	Replace YC Condensing Units, 2 @ \$7,500 ea	General Fund	-	-	-	-	15,000	15,000
Police	360 Degree DSD System	General Fund	-	-	-	-	70,000	70,000
Police	AFIT (AFIX) Retro (Replacement)	General Fund	-	-	30,000	-	-	30,000
Police	Alt. Light Source-Forensics (Replacement)	General Fund	18,000	-	-	-	-	18,000
Police	DSC4 Forensic Light Source & Camera (Replace)	General Fund	-	-	-	50,000	-	50,000
Police	Electronic Message Boards (Replacement)	General Fund	-	-	13,000	-	-	13,000
Police	Event Data Recorder (New)	General Fund	-	-	-	7,000	-	7,000
Police	Fingerprint Machine	General Fund	-	-	-	30,000	-	30,000
Police	Fixed Wing Aircraft w/FLIR System-Aviation (New)	General Fund	-	-	-	375,000	-	375,000
Police	FRED- Forensic Recovery Unit (Replacement)	General Fund	-	-	-	30,000	-	30,000
Police	Fume Hood-Forensics (Replacement)	General Fund	-	12,000	-	-	-	12,000
Police	Humidifier Chamber - Forensics Lab	General Fund	-	20,000	-	-	-	20,000
Police	In-Car Video Cameras (Replacement)	General Fund	-	84,000	-	75,000	75,000	234,000
Police	License Plate Readers (Replacement)	General Fund	-	22,000	-	40,000	-	62,000
Police	Marine Law Enforcement Boats (Replacement)	General Fund	70,000	34,000	-	-	70,000	174,000
Police	Police K-9 (Replacement)	General Fund	10,000	10,000	10,000	12,000	12,000	54,000
Police	Police Segway's - Model I2 (2 new & 2 Replace)	General Fund	-	-	30,000	-	-	30,000
Police	Polygraph Equipment (Replacement)	General Fund	-	-	10,000	-	-	10,000
Police	Polygraph Machine (Replacement)	General Fund	-	-	-	10,000	-	10,000
Police	Shoe Print Comparison Equip. (New)	General Fund	-	-	5,000	-	-	5,000
Police	Shredder in Comm Ctr (Replacement)	General Fund	-	-	9,000	-	-	9,000
Police	Shredder in Records (Replacement)	General Fund	-	9,000	-	-	-	9,000
Police	Sniper Optics (1) (Replacement)	General Fund	-	-	7,000	-	-	7,000
Police	AV System for Interview Rooms (Replacement)	General Fund	-	-	-	-	35,000	35,000
Police	AV System Upgrade-Training Rooms (Replace)	General Fund	-	-	-	106,000	-	106,000
Police	Floor Load Space Saver Quartermaster	General Fund	-	-	-	45,000	-	45,000
Police	AV System Upgrade-Communications (Replace)	General Fund	-	-	-	-	110,000	110,000

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

CAPITAL EQUIPMENT & SOFTWARE PROGRAM (Continued)

DEPARTMENT	ASSET*YEAR*MAKE*MODEL	FUNDING SOURCE	FY2018	FY2019	FY2020	FY2021	FY2022	TOTAL
Police	All Wheel Speedometer Calibration Machine (New)	General Fund	-	-	-	-	42,000	42,000
Police	Raven Surveillance System for VIN (Replacement)	General Fund	-	-	-	-	8,000	8,000
Public Works	Furniture ITS set up Library Conference Room	General Fund	-	-	30,000	-	-	30,000
Public Works	Laser profiler	General Fund	-	-	80,000	-	-	80,000
Public Works	Repair 2012 GPS Base Station	General Fund	5,000	5,000	5,000	5,000	5,000	25,000
Public Works	Repair 2012 GPS Rovers	General Fund	5,000	5,000	5,000	5,000	5,000	25,000
Public Works	Repair 2012 Total Stations	General Fund	5,000	5,000	5,000	5,000	5,000	25,000
Public Works	Replace 1990 PM Eraser/Grinder #11440	General Fund	-	-	-	9,000	-	9,000
Public Works	Replace 1999 Grinder/Planer #16569	General Fund	-	-	5,162	-	-	5,162
Public Works	Replace Sign Shop Plotter #19947	General Fund	-	14,328	-	-	-	14,328
Public Works	Replace Walk Behind Paint Sprayer #24346	General Fund	-	-	-	7,000	-	7,000
Public Works	Pavement marking retroreflectometer (new)	General Fund	23,000	-	-	-	-	23,000
Public Works	Replace grinder #23979	General Fund	7,500	-	-	-	-	7,500
Public Works	Replace arrowboard #24202	General Fund	6,500	-	-	-	-	6,500
Public Works	Replace Lift CB (4of4) #24348	IS Fleet Fund	-	16,000	-	-	-	16,000
Public Works	Replace Lift HE #17779	IS Fleet Fund	16,000	-	-	-	-	16,000
Public Works	Replace Lift HT Bay #24455	IS Fleet Fund	-	30,000	-	-	-	30,000
Public Works	Replace office furniture	IS Fleet Fund	-	20,000	-	-	-	20,000
Public Works	Replace Tire Changer #24915	IS Fleet Fund	-	-	5,000	-	-	5,000
Public Works	Replace Portable Lift #24342	IS Fleet Fund	-	-	-	20,000	-	20,000
Public Works	Replace Vertical Milling Machine # 25472	IS Fleet Fund	-	-	-	6,000	-	6,000
Public Works	Replace Iron Worker Machine #16566	IS Fleet Fund	-	-	-	-	16,000	16,000
Public Works	Replace Wheel Balancer Machine #18290	IS Fleet Fund	-	-	5,000	-	-	5,000
Public Works	# 18151-22180 * NA * Replace 60" Ditch Bucket	Stormwater Revenues	9,390	-	-	-	-	9,390
Public Works	Purchase Sterilizer/Autoclave	Stormwater Revenues	10,000	-	-	-	-	10,000
Public Works	Replace # 23186 Circulating Water Bath	Stormwater Revenues	-	5,000	-	-	-	5,000
Public Works	Replace #26359 Recirculating Water Bath	Stormwater Revenues	5,000	-	-	-	-	5,000
Public Works	Replace 10X16 Miter band saw #22088	Stormwater Revenues	6,124	-	-	-	-	6,124
Public Works	Replace 17' Alum boat w/motor #22838	Stormwater Revenues	9,588	-	-	-	-	9,588
Public Works	Replace 4x4 Infrared Heater #22977	Stormwater Revenues	6,609	-	-	-	-	6,609
Public Works	Replace Air compressor #24485	Stormwater Revenues	-	5,905	-	-	-	5,905
Public Works	Replace Balance	Stormwater Revenues	-	-	-	10,000	-	10,000
Public Works	Replace Mig welder #24324	Stormwater Revenues	-	-	-	7,561	-	7,561
Public Works	Replace Muffle Furnace #26011	Stormwater Revenues	-	-	5,000	-	-	5,000
Public Works	Replace NEI Trimble GEO Explorer Survey System	Stormwater Revenues	6,500	-	-	-	-	6,500
Public Works	Replace Discrete Auto Analyzer #25434	Stormwater Revenues	-	-	-	-	60,000	60,000
Public Works	Replace TOC Analyzer #21947	Stormwater Revenues	-	-	-	-	50,000	50,000
Public Works	Replace Pipe Threading Machine #22181	Stormwater Revenues	-	-	-	7,630	-	7,630
Public Works	Replace Pontoon Boat #24685	Stormwater Revenues	30,489	-	-	-	-	30,489
Public Works	Replace Scale AX204 # 19331	Stormwater Revenues	-	-	7,500	-	-	7,500

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

CAPITAL EQUIPMENT & SOFTWARE PROGRAM (Continued)

DEPARTMENT	ASSET*YEAR*MAKE*MODEL	FUNDING SOURCE	FY2018	FY2019	FY2020	FY2021	FY2022	TOTAL
Public Works	Replace Computers (4)	IS Facilities Fund	-	10,000	-	-	-	10,000
Public Works	Replace Printers (5)	IS Facilities Fund	-	50,000	-	-	-	50,000
Public Works	Replace 5 ton A/C	IS Facilities	-	-	8,200	-	-	8,200
Utilities	# New * NA * NA * NEW MAINTENANCE CART *	Water/Sewer Fees	-	-	12,000	-	-	12,000
Utilities	Replace 4' Diesel Pump (Portable/Maint)	Water/Sewer Fees	-	50,000	-	-	-	50,000
Utilities	New Rosemount Handheld Calibrator Model 475	Water/Sewer Fees	-	7,000	-	-	-	7,000
Utilities	Plant Flowmeter for Scale Inhibitor	Water/Sewer Fees	-	-	5,384	-	-	5,384
Utilities	Plant Transmitter for CHLORINE Analyzer	Water/Sewer Fees	-	6,719	-	7,059	7,235	21,013
Utilities	Plant Transmitter for FLOW-Ultrasonic (1/yr)(6")	Water/Sewer Fees	-	11,735	12,028	12,329	12,637	48,729
Utilities	Replace 1 High Pressure Pump for Plant 1	Water/Sewer Fees	-	-	200,000	-	-	200,000
Utilities	Replace 1 Spectrophotometer	Water/Sewer Fees	8,500	-	-	-	-	8,500
Utilities	Replace 2 Air Compressors P1	Water/Sewer Fees	12,000	-	-	-	-	12,000
Utilities	Replace 2 Air Compressors P2	Water/Sewer Fees	12,000	-	-	-	-	12,000
Utilities	Replace 3 - 4,000 gal Bleach Tanks	Water/Sewer Fees	-	30,000	-	-	-	30,000
Utilities	Replace Degas Blowers with Aluminum Blowers	Water/Sewer Fees	75,289	-	-	-	-	75,289
Utilities	Replace Paint Storage Locker	Water/Sewer Fees	-	-	7,000	-	-	7,000
Utilities	Replace Plant #1 Ultrasonic Meters (2)	Water/Sewer Fees	-	10,000	15,769	-	16,567	42,336
Utilities	Replace Plant 1 Magmeters (Concentrate)	Water/Sewer Fees	6,000	-	-	-	6,623	12,623
Utilities	Replace Plant 2 Magmeter (Concentrate)	Water/Sewer Fees	6,000	-	-	-	6,623	12,623
Utilities	Replace Plant 2 Magmeter (Product)	Water/Sewer Fees	9,000	-	-	-	-	9,000
Utilities	Replace Plant 2 Magmeter-Blend	Water/Sewer Fees	-	-	-	10,000	-	10,000
Utilities	Replace Plant 2 Magmeter-Raw (20")	Water/Sewer Fees	-	-	-	38,000	-	38,000
Utilities	Replace Total Concentrate Flowmeter	Water/Sewer Fees	-	31,399	-	-	-	31,399
Utilities	Replace VFD's Plant 1 & 2 Prod. Train (2/yr)	Water/Sewer Fees	56,294	57,702	59,144	60,623	62,138	295,901
Utilities	Replace Well Motors 50 HP w/motor leads (approx	Water/Sewer Fees	118,000	119,000	51,758	53,052	54,378	396,188
Utilities	Replace Well Pumps and Accessories(2/yr)	Water/Sewer Fees	30,375	-	31,914	32,712	33,530	128,531
Utilities	Replace Worchester 6" Ball Valve (1/yr)	Water/Sewer Fees	-	9,683	9,925	10,173	10,427	40,208
Utilities	Security Equipment Replacements	Water/Sewer Fees	-	-	-	80,000	-	80,000
Utilities	Wellfield VFD's 50 HP	Water/Sewer Fees	28,020	28,860	29,582	30,322	31,080	147,864
Utilities	Plant 1 - High Service Pump (3500)	Water/Sewer Fees	60,000	-	-	-	-	60,000
Utilities	Plant 1 - High Service Motor	Water/Sewer Fees	30,000	-	-	-	-	30,000
Utilities	Plant 2 - Motor	Water/Sewer Fees	30,000	-	-	-	-	30,000
Utilities	Plant 2 - Transfer Pump	Water/Sewer Fees	30,000	-	-	-	-	30,000
Utilities	Bleach Transfer Pump	Water/Sewer Fees	7,000	-	-	-	-	7,000
Utilities	Fuel Locker	Water/Sewer Fees	10,000	-	-	-	-	10,000
Utilities	Plant Transmitter for Flow Ultrasonic Distribution-2	Water/Sewer Fees	-	-	-	-	23,000	23,000
Utilities	Calibrator and Verification Equipment	Water/Sewer Fees	-	-	15,000	-	-	15,000
Utilities	Flow Meters for Chemical System	Water/Sewer Fees	6,000	10,335	10,593	10,858	-	37,786
Utilities	SS Silent Check Valve High Pressure Pump Distr.	Water/Sewer Fees	37,856	-	-	40,695	-	78,551
Utilities	Radio (SCADA) Supervisory Control & Data	Water/Sewer Fees	100,000	-	-	-	-	100,000

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

CAPITAL EQUIPMENT & SOFTWARE PROGRAM (Continued)

DEPARTMENT	ASSET*YEAR*MAKE*MODEL	FUNDING SOURCE	FY2018	FY2019	FY2020	FY2021	FY2022	TOTAL
Utilities	Replace 1 Spectrophotometer	Water/Sewer Fees	8,500	-	-	-	9,382	17,882
Utilities	Replace Ball Valves	Water/Sewer Fees	-	18,304	18,762	-	19,712	56,778
Utilities	Replace Bleach Tanks	Water/Sewer Fees	-	-	-	-	33,115	33,115
Utilities	Replace Chemical Pumps 3/yr	Water/Sewer Fees	39,881	40,679	41,696	42,738	43,807	208,801
Utilities	Well Motors 50 HP w/motor leads (approx 5/yr)	Water/Sewer Fees	49,025	50,496	51,758	53,052	54,378	258,709
Utilities	Replace Well Pumps and Accessories (3/yr)	Water/Sewer Fees	30,375	31,286	32,068	32,870	33,691	160,290
Utilities	Replacement Components for Multiple VFD's	Water/Sewer Fees	56,294	57,702	59,144	60,623	62,138	295,901
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	28,020	28,860	29,582	30,322	31,080	147,864
Utilities	Server Upgrade (SCADA)	Water/Sewer Fees	-	-	-	200,000	-	200,000
Utilities	"NEW" Radiodetection RD1000 GPR	Water/Sewer Fees	-	-	17,387	-	-	17,387
Utilities	Replace 4" Hydraulic Diesel Pump (Portable/Maint)	Water/Sewer Fees	-	40,000	40,000	-	-	80,000
Utilities	(2) 3.5ton AC , 7.5 air handler & duct work Admn	Water/Sewer Fees	-	-	20,000	-	-	20,000
Utilities	3.5 ton condensing unit & air handler in Admin Bldg	Water/Sewer Fees	-	-	5,657	-	-	5,657
Utilities	Hydraulic Tapping Tool & w/3"to12" Cutting Access	Water/Sewer Fees	-	42,049	-	-	-	42,049
Utilities	"NEW" Plug Hug Hydrant Cleaning System	Water/Sewer Fees	-	13,000	-	-	-	13,000
Utilities	BobCat Excavator for Hydrant Cleaning System	Water/Sewer Fees	-	26,000	-	-	-	26,000
Utilities	Replacement LIFT STATIONS Pumps	Water/Sewer Fees	260,000	300,000	315,000	330,000	345,000	1,550,000
Utilities	New 4" Diesel Pump (Portable/Maint)	Water/Sewer Fees	50,000	-	-	-	-	50,000
Utilities	New 6" Portable Silent Run Diesel Pump	Water/Sewer Fees	-	-	92,000	-	-	92,000
Utilities	# New * NA * New Portable Generators 100 KW	Water/Sewer Fees	175,000	125,000	-	-	-	300,000
Utilities	# New * NA * New Portable Pump 6" Diesel * NA *	Water/Sewer Fees	-	70,000	-	-	-	70,000
Utilities	#New Portable Generator 100KW	Water/Sewer Fees	-	-	-	150,000	-	150,000
Utilities	Replacement Portable Generators 100KW	Water/Sewer Fees	-	-	-	-	125,000	125,000
Utilities	Replace Chlorine Analyzers	Water/Sewer Fees	-	9,000	-	-	10,000	19,000
Utilities	Replace Aeration Blower / Motor	Water/Sewer Fees	200,000	-	50,000	-	50,000	300,000
Utilities	Replace Bleach Tanks	Water/Sewer Fees	-	-	-	-	100,000	100,000
Utilities	Replace Chemical Feed Pumps	Water/Sewer Fees	20,000	-	13,000	-	10,000	43,000
Utilities	Replace CL2 Recirculating Pump	Water/Sewer Fees	11,000	-	-	-	-	11,000
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	240,000
Utilities	Replace Odor Control Fan & Motors	Water/Sewer Fees	7,000	-	8,000	-	8,000	23,000
Utilities	Replace Odor Control Recirculating Pump	Water/Sewer Fees	-	15,000	-	15,000	-	30,000
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	Submersible Pumps (Scum, AB Filter & Liftstations)	Water/Sewer Fees	-	22,500	-	22,500	-	45,000
Utilities	Replace Transfer Pump & Motor	Water/Sewer Fees	-	-	75,000	-	80,000	155,000
Utilities	Replace Turbidity Meter	Water/Sewer Fees	-	-	10,000	-	-	10,000
Utilities	Replace Valve Actuator Motor	Water/Sewer Fees	15,000	-	15,000	-	15,000	45,000

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

CAPITAL EQUIPMENT & SOFTWARE PROGRAM (Continued)

DEPARTMENT	ASSET*YEAR*MAKE*MODEL	FUNDING SOURCE	FY2018	FY2019	FY2020	FY2021	FY2022	TOTAL
Utilities	Replace VFD	Water/Sewer Fees	30,000	30,000	30,000	30,000	35,000	155,000
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	-	60,000
Utilities	Replacement of Overhead Door & Opener	Water/Sewer Fees	-	10,000	-	-	-	10,000
Utilities	Replacement R.A.S. Pumps (Pumps & Motors)	Water/Sewer Fees	-	60,000	-	60,000	-	120,000
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	Server/Computer Hardware	Water/Sewer Fees	100,000	-	50,000	-	-	150,000
Utilities	Replace Orp Receivers	Water/Sewer Fees	-	-	14,000	-	-	14,000
Utilities	SCADA SERVER PLC COMPONENTS-NEW LINE	Water/Sewer Fees	50,000	25,000	75,000	47,500	100,000	297,500
Utilities	SECURITY & CCTV	Water/Sewer Fees	-	10,000	-	10,000	-	20,000
Utilities	SPARE ELECTRICAL CIRCUIT BREAKERS	Water/Sewer Fees	25,000	-	25,000	-	50,000	100,000
Utilities	New Mechanical Seals	Water/Sewer Fees	-	15,000	-	-	-	15,000
Utilities	Replace Bleach Tanks	Water/Sewer Fees	-	50,000	-	-	50,000	100,000
Utilities	Replace Chemical Feed Pumps	Water/Sewer Fees	-	15,000	-	15,000	-	30,000
Utilities	Replace CL2 Recirculating Pump	Water/Sewer Fees	-	10,000	-	-	-	10,000
Utilities	Replace Composite Sampler	Water/Sewer Fees	-	8,000	-	8,000	-	16,000
Utilities	Replace Flygt Pumps (Scum, AB Filter & Liftstation)	Water/Sewer Fees	-	25,000	-	25,000	-	50,000
Utilities	Replace Grit Pump	Water/Sewer Fees	-	20,000	-	-	20,000	40,000
Utilities	Replace Jockey Pump/ Motor Description Change	Water/Sewer Fees	-	-	50,000	-	30,000	80,000
Utilities	Replace MLR 24" Checkvalve	Water/Sewer Fees	-	-	-	20,000	-	20,000
Utilities	Replace Odor Control Recirculating Pump	Water/Sewer Fees	10,000	-	-	15,000	-	25,000
Utilities	Replace Overhead Door & Opener	Water/Sewer Fees	-	-	15,000	-	-	15,000
Utilities	Replace Reuse Pump / Motor -Description Change	Water/Sewer Fees	-	50,000	100,000	-	45,000	195,000
Utilities	Replace Reuse Pump Check Valve	Water/Sewer Fees	-	-	-	-	10,000	10,000
Utilities	Replace Transfer Pump /Motor -Description Change	Water/Sewer Fees	-	50,000	105,000	-	45,000	200,000
Utilities	Replace Turbidity Meter	Water/Sewer Fees	-	10,000	-	-	10,000	20,000
Utilities	Replace Valve Actuator Motor & Controller	Water/Sewer Fees	15,000	-	16,000	-	16,000	47,000
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	30,000
Utilities	Replacement Mix Liquor Return pump	Water/Sewer Fees	-	35,000	-	-	35,000	70,000
Utilities	Replacement R.A.S. Pumps	Water/Sewer Fees	-	50,000	-	-	50,000	100,000
Utilities	Replacement W.A.S. Pumps	Water/Sewer Fees	30,000	-	-	35,000	-	65,000
Utilities	New Small Portable Manlift -	Water/Sewer Fees	-	44,000	-	-	-	44,000
Utilities	Replace 450HP Turbplex Blower/ Motor Descrip Cha	Water/Sewer Fees	-	-	75,000	-	200,000	275,000
Utilities	Replace Step Screen Motor/Gearbox	Water/Sewer Fees	-	-	15,000	-	-	15,000
Utilities	SCADA REPLACEMENT PARTS (Description	Water/Sewer Fees	25,000	-	25,000	-	25,000	75,000
Utilities	SECURITY & CCTV -NEW LINE ITEM	Water/Sewer Fees	-	10,000	-	10,000	-	20,000
Utilities	SPARE ELECTRICAL CIRCUIT BREAKERS	Water/Sewer Fees	-	-	-	-	25,000	25,000

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

CAPITAL EQUIPMENT & SOFTWARE PROGRAM (Continued)

DEPARTMENT	ASSET*YEAR*MAKE*MODEL	FUNDING SOURCE	FY2018	FY2019	FY2020	FY2021	FY2022	TOTAL
Utilities	Centrifuge Motor	Water/Sewer Fees	-	-	35,000	-	35,000	70,000
Utilities	Centrifuge Motor VFD	Water/Sewer Fees	-	25,000	-	-	25,000	50,000
Utilities	Chemical Pump	Water/Sewer Fees	10,000	-	10,000	-	10,000	30,000
Utilities	New Waste Transfer VFD's	Water/Sewer Fees	-	-	-	10,000	-	10,000
Utilities	Sludge Grinder Pumps	Water/Sewer Fees	-	-	30,000	-	-	30,000
Utilities	REPLACE CONVEYOR BELT -NEW LINE	Water/Sewer Fees	-	-	-	-	15,000	15,000
Utilities	New SCADA RTU Upgrade (CPS)	Water/Sewer Fees	-	35,000	-	-	-	35,000
Utilities	Replace Bleach Tanks (5 Double Wall Tanks) (CP	Water/Sewer Fees	13,000	14,000	30,000	-	-	57,000
Utilities	Replace Flow Meter (CPS) Ultrasonic/Storage Tan	Water/Sewer Fees	-	-	-	12,000	-	12,000
Utilities	Replace VFD's (CPS)	Water/Sewer Fees	-	25,000	25,000	24,000	22,000	96,000
Utilities	Replacement Pump CPS #5	Water/Sewer Fees	-	-	-	70,000	-	70,000
Utilities	Replacement Pump CPS #8	Water/Sewer Fees	-	-	-	70,000	-	70,000
Utilities	Canal Station RTU	Water/Sewer Fees	-	10,000	10,000	-	-	20,000
Utilities	Canal Transfer Pumps	Water/Sewer Fees	-	-	75,000	-	100,000	175,000
Utilities	New CPS Chlorine Feed Pumps	Water/Sewer Fees	-	12,000	12,000	-	12,000	36,000
Utilities	New Solar RTU Weir Telemetry (CPS)	Water/Sewer Fees	25,000	-	-	-	-	25,000
Utilities	REHAB Adams Strainers all CPS	Water/Sewer Fees	45,000	-	-	45,000	-	90,000
Utilities	Replace Grinder Pumps CPS#5	Water/Sewer Fees	12,000	12,000	12,000	-	15,000	51,000
Utilities	NEW BI-DIRECTIONAL ASR PUMP	Water/Sewer Fees	-	-	-	-	150,000	150,000
Utilities	Asset Mgt Software	Water/Sewer Fees	1,500,000	-	-	-	-	1,500,000
GRAND TOTAL			\$ 5,758,406	\$ 4,290,649	\$ 4,169,154	\$ 5,245,001	\$ 6,013,381	\$ 25,476,591

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



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

CAPITAL MAINTENANCE PROGRAM FY2018-2022

SUMMARY OF REQUIRED REVENUES

	FY2018	FY2019	FY2020	FY2021	FY2022	TOTAL
All Hazards	\$ -	\$ -	\$ 4,000	\$ -	\$ -	\$ 4,000
General Fund	50,000	45,000	90,000	-	45,000	230,000
Golf Course Revenues	-	-	150,000	-	-	150,000
P&R Programs	60,000	19,500	-	-	-	79,500
Water/Sewer Fees	550,000	-	-	-	-	550,000
IS Facilities Fund	-	-	-	26,000	-	26,000
GRAND TOTAL	\$ 660,000	\$ 64,500	\$ 244,000	\$ 26,000	\$ 45,000	\$ 1,039,500

SUMMARY BY DEPARTMENT

	FY2018	FY2019	FY2020	FY2021	FY2022	TOTAL
Fire	\$ -	\$ -	\$ 4,000	\$ -	\$ -	\$ 4,000
Governmental Services	-	-	-	-	45,000	45,000
Parks & Recreation	110,000	64,500	150,000	-	-	324,500
Public Works	-	-	70,000	26,000	-	96,000
Public Works	-	-	20,000	-	-	20,000
Utilities	550,000	-	-	-	-	550,000
Grand Total	\$ 660,000	\$ 64,500	\$ 244,000	\$ 26,000	\$ 45,000	\$ 1,039,500

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

CAPITAL MAINTENANCE PROGRAM

DEPARTMENT	DESCRIPTION	FUNDING SOURCE	FY2018	FY2019	FY2020	FY2021	FY2022	TOTAL
Fire	Dept Bdgt Submittal & Entry "Added \$4000 for EPG eqt"	All Hazards	\$ -	\$ -	\$ 4,000	\$ -	\$ -	\$ 4,000
Governmental Services	Upgrade Security System: Gates and Doors	General Fund	-	-	-	-	45,000	45,000
Parks & Recreation	Eco Park - Replace Storage/Office Building w/ new	General Fund	-	45,000	-	-	-	45,000
Parks & Recreation	Northwest Softball Impact Fees - Utilities	General Fund	50,000	-	-	-	-	50,000
Parks & Recreation	Repave entrance road	P&R Programs	60,000	-	-	-	-	60,000
Parks & Recreation	Remove Diving Boards, Install Slide Feature	P&R Programs	-	19,500	-	-	-	19,500
Parks & Recreation	Rest Area / Ball Machine Enclosure	Golf Course Revenues	-	-	150,000	-	-	150,000
Public Works	Gate & Opener/Controller	IS Facilities	-	-	-	26,000	-	26,000
Public Works	Modify Everest Wall & Gates 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
Utilities	Rehab (4) Clarifier drives & motors	Water/Sewer Fees	220,000	-	-	-	-	220,000
Utilities	Rehab ABW #1 & #2 -Travel bridges & electrical panels	Water/Sewer Fees	330,000	-	-	-	-	330,000
GRAND TOTAL			\$660,000	\$64,500	\$244,000	\$26,000	\$45,000	\$1,039,500

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

FLEET ROLLING STOCK PROGRAM FY2018-FY2022

SUMMARY BY DEPARTMENT

	FY2018	FY2019	FY2020	FY2021	FY2022	TOTAL
City Manager	\$ 30,000	\$ -	\$ -	\$ -	\$ 35,000	\$ 65,000
Community Development	153,302	81,500	185,223	30,000	32,000	482,025
Finance	22,055	-	25,000	-	-	47,055
Fire	446,824	1,529,015	1,723,858	1,925,137	1,500,000	7,124,834
ITS	-	-	-	-	30,000	30,000
Parks & Rec	455,956	386,624	406,091	438,000	735,393	2,422,064
Police	898,523	811,469	1,100,000	1,100,000	1,300,000	5,209,992
Public Works	1,529,660	881,822	1,363,060	944,557	919,135	5,638,234
Utilities	460,165	381,000	961,420	378,500	869,500	3,050,585
GRAND TOTAL	\$ 3,996,485	\$ 4,071,430	\$ 5,764,652	\$ 4,816,194	\$ 5,421,028	\$ 24,069,789

SUMMARY BY TYPE/FUND

	FY2018	FY2019	FY2020	FY2021	FY2022	TOTAL
ADD						
General Fund	\$ 18,000	\$ 173,000	\$ 145,436	\$ -	\$ -	\$ 336,436
Water /Sewer Fees	147,055	85,000	118,000	-	456,000	806,055
ADD Subtotal	\$ 165,055	\$ 258,000	\$ 263,436	\$ -	\$ 456,000	\$ 1,142,491
RPL						
All Hazards	15,000	-	-	-	-	15,000
Building Fees	75,302	55,500	47,223	30,000	-	208,025
Fed Sate Local Grant	85,000	-	65,000	32,292	65,000	247,292
General Fund	1,918,132	2,766,084	3,581,422	3,769,311	3,622,403	15,657,352
Golf Course Revenues	120,294	148,624	174,091	-	155,125	598,134
IS Risk Fund	-	-	25,000	-	-	25,000
Lot Mowing	94,074	-	-	-	-	94,074
P&R Programs	86,500	28,000	100,000	100,000	136,000	450,500
Stormwater	983,963	519,222	575,060	432,091	513,000	3,023,336
Water /Sewer Fees	335,165	296,000	843,420	378,500	413,500	2,266,585
Waterpark	-	-	-	9,000	-	9,000
IS Facilities Fund	28,000	-	30,000	15,000	60,000	133,000
IS Fleet Fund	90,000	-	60,000	50,000	-	200,000
RPL Subtotal	\$ 3,831,430	\$ 3,813,430	\$ 5,501,216	\$ 4,816,194	\$ 4,965,028	\$ 22,927,298
GRAND TOTAL	\$ 3,996,485	\$ 4,071,430	\$ 5,764,652	\$ 4,816,194	\$ 5,421,028	\$ 24,069,789

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

FLEET ROLLING STOCK PROGRAM

DEPARTMENT	DESCRIPTION	FUNDING SOURCE	FY2018	FY2019	FY2020	FY2021	FY2022	TOTAL
City Manager	2006*FORD*EXPLORER	General Fund	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ 30,000
City Manager	2008*FORD*EXPLORER	General Fund	-	-	-	-	35,000	35,000
DCD	*ADD*FORD*EXPLORER Zoning Inspector*	General Fund	-	-	22,000	-	-	22,000
DCD	2006*FORD*RANGER	General Fund	26,000	-	-	-	-	26,000
DCD	*2006*FORD*RANGER*	General Fund	26,000	-	-	-	-	26,000
DCD	2007*FORD*RANGER	General Fund	26,000	-	-	-	-	26,000
DCD	2007*FORD*RANGER	General Fund	-	26,000	-	-	-	26,000
DCD	2007*FORD*RANGER	General Fund	-	-	29,000	-	-	29,000
DCD	2006*FORD*RANGER	General Fund	-	-	29,000	-	-	29,000
DCD	2006*FORD*RANGER	General Fund	-	-	29,000	-	-	29,000
DCD	2006*FORD*F150	General Fund	-	-	29,000	-	-	29,000
DCD	2005*CHEVY*IMPALA	General Fund	-	-	-	-	32,000	32,000
DCD	2005*FORD*F150	Building Fees	23,000	-	-	-	-	23,000
DCD	2006*FORD*F150	Building Fees	26,802	-	-	-	-	26,802
DCD	2007*FORD*F150	Building Fees	25,500	-	-	-	-	25,500
DCD	2007*FORD*F150	Building Fees	-	25,500	-	-	-	25,500
DCD	2007*FORD*F150	Building Fees	-	30,000	-	-	-	30,000
DCD	2006*FORD*F150	Building Fees	-	-	20,421	-	-	20,421
DCD	2007*FORD*F150	Building Fees	-	-	-	30,000	-	30,000
DCD	2006*FORD*F150	Building Fees	-	-	26,802	-	-	26,802
Finance	*Special Entry Utility Field Service	Water /Sewer Fees	22,055	-	-	-	-	22,055
Finance	2006*CHEVROLET*IMPALA	IS Risk Fund	-	-	25,000	-	-	25,000
Fire	*ADD*All Terrain Vehicle (Unleaded) 6X6*	General Fund	-	-	27,021	-	-	27,021
Fire	*RPL*TBD*Trailer (Enclosed)*	General Fund	15,000	-	-	-	-	15,000
Fire	*ADD*1/2 Ton Pickup Truck (Unleaded) 4x4	General Fund	-	44,000	-	-	-	44,000
Fire	*ADD*BC Truck (1) 3 BCs share St 12 SUV	General Fund	-	-	96,415	-	-	96,415
Fire	**TBD*Custom Engine (Diesel) Provision	General Fund	-	-	-	825,000	-	825,000
Fire	*Fire Fleet Replacement Cycle*	General Fund	-	-	-	-	1,500,000	1,500,000
Fire	*Custom Ladder 100' (Diesel) (wout Platform)*	General Fund	-	-	-	1,100,137	-	1,100,137
Fire	Custom Engine (Diesel) (RPL Provision)*	General Fund	-	-	558,562	-	-	558,562
Fire	Custom Ladder 100' (Diesel) (wout Platform)*	General Fund	-	-	1,041,860	-	-	1,041,860
Fire	Custom Ladder 100' (Diesel) (wout Platform)*	General Fund	-	1,485,015	-	-	-	1,485,015
Fire	Heavy Pick-Up (Diesel) w Custom Box*	General Fund	344,724	-	-	-	-	344,724
Fire	TBD*Ford F550 (Diesel) 4x4 (w Utility Box)*	General Fund	72,100	-	-	-	-	72,100
Fire	2002*JOHN DEERE*GATOR	All Hazards	15,000	-	-	-	-	15,000
ITS	2005*CHEVROLET*ASTRO	General Fund	-	-	-	-	30,000	30,000
Parks & Rec	2000*PERFORMANCE*KAYAK TRAILER	General Fund	-	-	-	14,500	-	14,500
Parks & Rec	2004*STAGE*MOBILE STAGE 32'	General Fund	-	-	-	-	297,908	297,908
Parks & Rec	2007**DITCH TRAILER	General Fund	-	-	6,000	-	-	6,000

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

FLEET ROLLING STOCK PROGRAM (continued)

DEPARTMENT	DESCRIPTION	FUNDING SOURCE	FY2018	FY2019	FY2020	FY2021	FY2022	TOTAL
Parks & Rec	1999*GCT*TANDEM AXLE TRAILER GCT	General Fund	5,853	-	-	-	-	5,853
Parks & Rec	1999*GULF COAST TRAILER*TRAILER	General Fund	5,853	-	-	-	-	5,853
Parks & Rec	2000*FORD*F150	General Fund	21,505	-	-	-	-	21,505
Parks & Rec	2002*GMC*SONOMA	General Fund	21,505	-	-	-	-	21,505
Parks & Rec	2002*FORD*F-350 PICKUP DUMP	General Fund	47,534	-	-	-	-	47,534
Parks & Rec	2003*FORD*F150	General Fund	21,505	-	-	-	-	21,505
Parks & Rec	2003*FORD*F250	General Fund	21,505	-	-	-	-	21,505
Parks & Rec	2004*MGM*WATER TANK TRAILER MGM	General Fund	5,940	-	-	-	-	5,940
Parks & Rec	2005*CLUB CAR*CARRYALL 272	General Fund	12,000	-	-	-	-	12,000
Parks & Rec	2007*FORD*F250	General Fund	31,062	-	-	-	-	31,062
Parks & Rec	2007*TRAILER*TANDEM AXLE TRAILER	General Fund	5,853	-	-	-	-	5,853
Parks & Rec	2007*DCW*TANDEM AXLE TRAILER DCW	General Fund	2,536	-	-	-	-	2,536
Parks & Rec	2007*DCW*TANDEM AXLE TRAILER DCW	General Fund	6,751	-	-	-	-	6,751
Parks & Rec	2001*FORD*F150	General Fund	21,671	-	-	-	-	21,671
Parks & Rec	2005*TORO*SAND PRO 3020	General Fund	18,089	-	-	-	-	18,089
Parks & Rec	2006*JOHN DEERE*TRACTOR/LOADER	General Fund	-	30,000	-	-	-	30,000
Parks & Rec	2007*TOR*TORO MOWER 3280D	General Fund	-	23,000	-	-	-	23,000
Parks & Rec	2006*TORO*TORO MOWER 3280D	General Fund	-	23,000	-	-	-	23,000
Parks & Rec	2002*CHEVROLET*BLAZER	General Fund	-	49,000	-	-	-	49,000
Parks & Rec	2003*CROSLEY*TRAILER CROSLEY	General Fund	-	85,000	-	-	-	85,000
Parks & Rec	2002*FORD*F150	General Fund	-	-	28,000	-	-	28,000
Parks & Rec	2006*FORD*EXPLORER	General Fund	-	-	20,000	-	-	20,000
Parks & Rec	2002*NEW HOLLAND*	General Fund	-	-	36,000	-	-	36,000
Parks & Rec	2008*FORD*F250	General Fund	-	-	32,000	-	-	32,000
Parks & Rec	2004*CLUB CAR*GOLF CART	General Fund	-	-	10,000	-	-	10,000
Parks & Rec	2002*FORD*F350	General Fund	-	-	-	25,000	-	25,000
Parks & Rec	2005*FORD*F150	General Fund	-	-	-	28,500	-	28,500
Parks & Rec	2005*FORD*F-350 TRUCK DUMP	General Fund	-	-	-	35,000	-	35,000
Parks & Rec	2007*CLUB CAR*UTILITY CART	General Fund	-	-	-	11,000	-	11,000
Parks & Rec	2007*FORD*F-350 PICKUP DUMP	General Fund	-	-	-	65,000	-	65,000
Parks & Rec	2004*FORD*F550	General Fund	-	-	-	100,000	-	100,000
Parks & Rec	2007*FORD*F250	General Fund	-	-	-	38,000	-	38,000
Parks & Rec	2007*WELLS CARGO*TRAILER	General Fund	-	-	-	12,000	-	12,000
Parks & Rec	2006*AOK*ENCLOSED CARGO TRAILER	General Fund	-	-	-	-	10,000	10,000
Parks & Rec	2007*CCI*WATER TANK TRAILER CCI	General Fund	-	-	-	-	16,000	16,000
Parks & Rec	2006*FORD*EXPLORER	General Fund	-	-	-	-	20,000	20,000
Parks & Rec	2003*FORD*F-350 PICKUP DUMP	General Fund	-	-	-	-	42,000	42,000
Parks & Rec	2007*CLUB CAR*GOLF CART	General Fund	-	-	-	-	11,000	11,000
Parks & Rec	2004*BOBCAT*SKID STEER BOBCAT	General Fund	-	-	-	-	47,360	47,360
Parks & Rec	2003*CLUB CAR*CARRYALL II	Waterpark	-	-	-	9,000	-	9,000

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City of Cape Coral, Florida
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FLEET ROLLING STOCK PROGRAM (continued)

DEPARTMENT	DESCRIPTION	FUNDING SOURCE	FY2018	FY2019	FY2020	FY2021	FY2022	TOTAL
Parks & Rec	2006*FORD*TAURUS	P&R Programs	24,000	-	-	-	-	24,000
Parks & Rec	*Replacement Vehicle*Replacement Vehcile	P&R Programs	22,500	-	-	-	-	22,500
Parks & Rec	2000*CHEVROLET*G3500	P&R Programs	40,000	-	-	-	-	40,000
Parks & Rec	2003*FORD*RANGER	P&R Programs	-	28,000	-	-	-	28,000
Parks & Rec	2000*CHEVROLET*G3500	P&R Programs	-	-	30,000	-	-	30,000
Parks & Rec	2006*FORD*E350	P&R Programs	-	-	60,000	-	-	60,000
Parks & Rec	2005*CHEVROLET*G3500	P&R Programs	-	-	-	40,000	-	40,000
Parks & Rec	2006*FORD*E350	P&R Programs	-	-	-	60,000	-	60,000
Parks & Rec	2005*CHEVROLET*G3500	P&R Programs	-	-	-	-	66,000	66,000
Parks & Rec	2003*FORD*E350	P&R Programs	-	-	-	-	30,000	30,000
Parks & Rec	2005*CHEVROLET*G3500	P&R Programs	-	-	-	-	40,000	40,000
Parks & Rec	2006*CLUB CAR*CARRYALL XI	P&R Programs	-	-	10,000	-	-	10,000
Parks & Rec	2002*FORD*F150	Golf Course Revenues	-	-	22,000	-	-	22,000
Parks & Rec	2003*LELY*SPREADER	Golf Course Revenues	-	-	5,800	-	-	5,800
Parks & Rec	2003*TORO*MOWER	Golf Course Revenues	17,449	-	-	-	-	17,449
Parks & Rec	2003*CLUB CAR*CARRYALL TURF II	Golf Course Revenues	-	8,150	-	-	-	8,150
Parks & Rec	2003*CLUB CAR*CARRYALL TURF II	Golf Course Revenues	9,666	-	-	-	-	9,666
Parks & Rec	2003*CLUB CAR*CARRYALL TURF II	Golf Course Revenues	9,666	-	-	-	-	9,666
Parks & Rec	2003*CLUB CAR*CARRYALL TURF II	Golf Course Revenues	-	17,000	-	-	-	17,000
Parks & Rec	2006*TORO*MOWER -3500-D	Golf Course Revenues	-	33,500	-	-	-	33,500
Parks & Rec	*No Detail*No Detail	Golf Course Revenues	-	-	146,291	-	7,500	153,791
Parks & Rec	2006*TOR*MOWER - 328-D	Golf Course Revenues	-	-	-	-	-	-
Parks & Rec	2006*TORO*MOWER - 3150 TRI-	Golf Course Revenues	35,245	-	-	-	-	35,245
Parks & Rec	2006*TORO*MOWER - 3150 TRI-	Golf Course Revenues	35,245	-	-	-	-	35,245
Parks & Rec	*UNKNOWN*TRACTOR/LOADER	Golf Course Revenues	-	-	-	-	28,000	28,000
Parks & Rec	2006*UNKNOWN*TRACTOR/LOADER	Golf Course Revenues	-	-	-	-	35,000	35,000
Parks & Rec	2007*TYCROP*PP180	Golf Course Revenues	13,023	-	-	-	-	13,023
Parks & Rec	2008*TORO*5510 REEL MASTER	Golf Course Revenues	-	54,950	-	-	-	54,950
Parks & Rec	2008*TORO*MULTI-PRO 1250	Golf Course Revenues	-	35,024	-	-	-	35,024
Parks & Rec	2009*TORO*WORKMAN HD	Golf Course Revenues	-	-	-	-	19,625	19,625
Parks & Rec	2010*TORO*4500D 5 UNIT ROTARY	Golf Course Revenues	-	-	-	-	-	-
Parks & Rec	2010*TORO*SANDPRO 3040	Golf Course Revenues	-	-	-	-	-	-
Parks & Rec	2012*GATOR*GOLF CART GATOR	Golf Course Revenues	-	-	-	-	-	-
Parks & Rec	2012*TRU-TURF*R548-11D	Golf Course Revenues	-	-	-	-	-	-
Parks & Rec	2015*TORO*4500-D	Golf Course Revenues	-	-	-	-	65,000	65,000
Police	2007*FORD*TAURUS	General Fund	19,000	-	-	-	-	19,000
Police	*ASSIGNED VEHICLES - REPLACEMENTS*	General Fund	843,523	673,027	1,100,000	1,100,000	1,300,000	5,016,550
Police	*ALL TERRAIN*All Terrain Vehicle	General Fund	18,000	18,000	-	-	-	36,000
Police	*ALL TERRAIN*Crime Scene Vehicle	General Fund	18,000	18,000	-	-	-	36,000
Police	* CRISIS NEG. VEHICLE*	General Fund	-	40,000	-	-	-	40,000
Police	2005*FORD*TAURUS	General Fund	-	21,442	-	-	-	21,442

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City of Cape Coral, Florida
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FLEET ROLLING STOCK PROGRAM (continued)

DEPARTMENT	DESCRIPTION	FUNDING SOURCE	FY2018	FY2019	FY2020	FY2021	FY2022	TOTAL
Police	*NEW OFFICER CAR FOR DEPUTY CHIEF *	General Fund	-	41,000	-	-	-	41,000
Public Works	2004*SWEEPSTER*AH-6	General Fund	-	7,800	-	-	-	7,800
Public Works	2004*SWEEPSTER*AH-6	General Fund	-	7,800	-	-	-	7,800
Public Works	2001*GMC*C7500	General Fund	82,661	-	-	-	-	82,661
Public Works	2001*INTERNATIONAL FLAT-BED 3 TON	General Fund	82,660	-	-	-	-	82,660
Public Works	2005*FORD*F-350 TRUCKSTAKE	General Fund	-	-	-	-	-	-
Public Works	*No Detail*No Detail	General Fund	-	86,751	-	-	-	86,751
Public Works	1999*ALAMO*TRACTOR	General Fund	83,302	-	-	-	-	83,302
Public Works	2001*CASE*621	General Fund	-	150,000	-	-	-	150,000
Public Works	2008*FORD*F-450 STAKEBODY	General Fund	-	80,000	-	-	-	80,000
Public Works	2008*FORD*F350	General Fund	-	30,249	-	-	-	30,249
Public Works	2006*FORD*F150	General Fund	-	-	23,000	-	-	23,000
Public Works	2008*FORD*F-450 CREWCAB DUMP	General Fund	-	-	65,000	-	-	65,000
Public Works	2002*BAN*GRINDER HORIZONTAL-FEED	General Fund	-	-	364,849	-	-	364,849
Public Works	2008*FORD*F350	General Fund	-	-	45,000	-	-	45,000
Public Works	*No Detail*No Detail	General Fund	-	-	135,151	-	-	135,151
Public Works	2009*FORD*F-450 PICKUP	General Fund	-	-	-	81,945	-	81,945
Public Works	2005*CATERPILLAR*SKID STEER	General Fund	-	-	-	72,937	-	72,937
Public Works	2008*FORD*F350	General Fund	-	-	-	35,000	-	35,000
Public Works	2003*NEW HOLLAND*TRACTOR	General Fund	-	-	-	35,000	-	35,000
Public Works	2008*FORD*F350	General Fund	-	-	-	32,292	-	32,292
Public Works	2007*VER*VERMEER CHIPPER	General Fund	-	-	-	39,000	-	39,000
Public Works	2011*HUSTLER*MOWER 4600	General Fund	-	-	-	16,000	-	16,000
Public Works	2005*TOR*TORO MOWER 4000D	General Fund	-	-	-	68,000	-	68,000
Public Works	2006*FORD*EXPLORER	General Fund	-	-	-	35,000	-	35,000
Public Works	2007*INTERNATIONAL*7400	General Fund	-	-	-	-	114,481	114,481
Public Works	2012*HUSTLER*MOWER 3700 ISM	General Fund	-	-	-	-	50,000	50,000
Public Works	2009*INTERNATIONAL*TRUCK W/CHIPPER	General Fund	-	-	-	-	19,891	19,891
Public Works	2007*IMPERIAL*TRAILER IMPERIAL	General Fund	-	-	-	-	22,263	22,263
Public Works	2007*FORD*RANGER	General Fund	-	-	-	-	25,500	25,500
Public Works	2008*SCH*BAT WING MOWER	General Fund	-	-	-	-	21,000	21,000
Public Works	2006*CHEVROLET*VAN UPLANDER	General Fund	-	-	-	-	28,000	28,000
Public Works	2005*FORD*SPORT TRAC	Lot Mowing	34,074	-	-	-	-	34,074
Public Works	2006*FORD*F150	Lot Mowing	30,000	-	-	-	-	30,000
Public Works	2007*FORD*F150	Lot Mowing	30,000	-	-	-	-	30,000
Public Works	1992*BOAT TRAILER DOUBLE DECK	Stormwater	-	14,500	-	-	-	14,500
Public Works	2007*WAN*WANCO ARROWBOARD	Stormwater	6,000	-	-	-	-	6,000
Public Works	2006*FORD*EXPLORER	Stormwater	35,000	-	-	-	-	35,000
Public Works	2006*FORD*EXPLORER	Stormwater	-	-	-	-	27,500	27,500
Public Works	2004*ROLLS RITE*TRAILER ROLLS RITE	Stormwater	6,000	-	-	-	-	6,000
Public Works	2007*WEL*WELLS CARGO TRAILER	Stormwater	7,923	-	-	-	-	7,923

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

FLEET ROLLING STOCK PROGRAM (continued)

Public Works	2007*INTERNATIONAL DUMP TRUCK	Stormwater	83,950	-	-	-	-	83,950
Public Works	2007*CATERPILLAR*430E	Stormwater	-	-	90,000	-	-	90,000
Public Works	2006*HONDA*EM7000IS	Stormwater	-	-	-	-	4,500	4,500
Public Works	2000*MONARK*17' ALUMINUM BOAT	Stormwater	-	-	-	20,000	-	20,000
Public Works	*UNKNOWN*BUCKET	Stormwater	9,390	-	-	-	-	9,390
Public Works	2002*BOAT TRAILER PERFORMANCE	Stormwater	14,500	-	-	-	-	14,500
Public Works	2005*CHEVROLET*SILVERADO 3500	Stormwater	32,000	-	-	-	-	32,000
Public Works	2004*DODGE*DAKOTA	Stormwater	-	37,000	-	-	-	37,000
Public Works	2005*FORD*F350	Stormwater	-	28,000	-	-	-	28,000
Public Works	2007*STERLING*LT9500	Stormwater	-	-	-	113,000	-	113,000
Public Works	2007*SULLAIR*185CA	Stormwater	-	-	-	17,500	-	17,500
Public Works	2008*FORD*F350	Stormwater	-	-	-	37,529	-	37,529
Public Works	2004*IMS*DREDGE	Stormwater	-	-	-	-	400,000	400,000
Public Works	2000*STERLING*7500	Stormwater	85,000	-	-	-	-	85,000
Public Works	2003*TRP*TROPIC TRAILER	Stormwater	14,500	-	-	-	-	14,500
Public Works	2003*JOHN DEERE*LOADER JOHN DEERE	Stormwater	65,000	-	-	-	-	65,000
Public Works	2005*FONTAINE*45' TRAILER	Stormwater	25,100	-	-	-	-	25,100
Public Works	2009*TURBO TECHN*HYDROSEED	Stormwater	13,154	-	-	-	-	13,154
Public Works	2008*HYSTER*FORKLIFT HYSTER	Stormwater	-	28,827	-	-	-	28,827
Public Works	2006*JOHN DEERE*80C	Stormwater	-	153,236	-	-	-	153,236
Public Works	2008*INTERNATIONAL*TRUCK W/CRANE	Stormwater	-	122,764	-	-	-	122,764
Public Works	2007*INTERNATIONAL*7600	Stormwater	-	134,895	-	-	-	134,895
Public Works	2008*CLARK*TRAILER 45'	Stormwater	-	-	26,744	-	-	26,744
Public Works	2008*FORD*F350	Stormwater	-	-	30,316	-	-	30,316
Public Works	2002*INTERNATIONAL*2654	Stormwater	-	-	110,000	-	-	110,000
Public Works	2009*FORD*F350	Stormwater	-	-	-	32,031	-	32,031
Public Works	2006*CASE*570 MXT	Stormwater	-	-	-	90,000	-	90,000
Public Works	2006*CASE*570 MXT	Stormwater	-	-	-	90,000	-	90,000
Public Works	2009*FORD*F350	Stormwater	-	-	-	32,031	-	32,031
Public Works	2007*CATERPILLAR*430E	Stormwater	-	-	-	-	81,000	81,000
Public Works	2003*FONTAINE*TRAILER 48'	Stormwater	27,180	-	-	-	-	27,180
Public Works	2003*CASE*LOADER CASE	Stormwater	140,000	-	-	-	-	140,000
Public Works	2008*FORD*F350	Stormwater	33,345	-	-	-	-	33,345
Public Works	2005*CATERPILLAR*325 CL	Stormwater	-	-	147,316	-	-	147,316
Public Works	*CDM Placeholder Equipment*	Stormwater	133,377	-	-	-	-	133,377
Public Works	*CDM Placeholder Vehicles*	Stormwater	252,544	-	170,684	-	-	423,228
Public Works	2005*FORD*F150	IS Facilities Fund	28,000	-	-	-	-	28,000
Public Works	2006*FORD*F150	IS Facilities Fund	-	-	30,000	-	-	30,000
Public Works	2006*FORD*F150	IS Facilities Fund	-	-	-	-	30,000	30,000
Public Works	2009*FORD*E250	IS Facilities Fund	-	-	-	-	30,000	30,000
Public Works	1979*FRUEHAUF*SEMI TRAILER	IS Facilities Fund	-	-	-	15,000	-	15,000

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City of Cape Coral, Florida
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FLEET ROLLING STOCK PROGRAM (continued)

Public Works	2004*FORD*F150	IS Fleet Fund	90,000	-	-	-	-	90,000
Public Works	2005*FORD*F150	IS Fleet Fund	-	-	30,000	-	-	30,000
Public Works	2005*FORD*F150	IS Fleet Fund	-	-	30,000	-	-	30,000
Public Works	2007*FORD*F350	IS Fleet Fund	-	-	-	50,000	-	50,000
Public Works	2007*BOBCAT*SKID STEER BOBCAT	Fed Sate Local Grant	85,000	-	-	-	-	85,000
Public Works	2008*FORD*F350	Fed Sate Local Grant	-	-	65,000	-	-	65,000
Public Works	2008*FORD*F350	Fed Sate Local Grant	-	-	-	32,292	-	32,292
Public Works	2008*FORD*F350	Fed Sate Local Grant	-	-	-	-	65,000	65,000
Utilities	2006*FORD*EXPLORER	Water /Sewer Fees	-	-	-	25,000	-	25,000
Utilities	2008*FORD*F-550 UTLY W/CRANE	Water /Sewer Fees	-	-	-	154,000	-	154,000
Utilities	2001*CASE*FORKLIFT 4X4 CASE	Water /Sewer Fees	-	-	-	-	85,000	85,000
Utilities	2008*FORD*F150	Water /Sewer Fees	-	-	-	-	34,500	34,500
Utilities	2007*FORD*FREESTAR	Water /Sewer Fees	-	-	-	-	25,000	25,000
Utilities	2002*FORD*F350	Water /Sewer Fees	55,000	-	-	-	-	55,000
Utilities	2002*INGERSOLL*P185	Water /Sewer Fees	21,040	-	-	-	-	21,040
Utilities	2007*BUTLER*TRAILER BUTLER	Water /Sewer Fees	8,000	-	-	-	-	8,000
Utilities	2012*BUTLER*TRAILER BUTLER	Water /Sewer Fees	10,000	-	-	-	-	10,000
Utilities	2002*INTERNATIONAL*2574	Water /Sewer Fees	-	95,000	-	-	-	95,000
Utilities	2007*FORD*F150-WTS W/FLATBED	Water /Sewer Fees	-	50,000	-	-	-	50,000
Utilities	2007*WAC*WACKER ROLLER-VIBRATOR	Water /Sewer Fees	-	25,000	-	-	-	25,000
Utilities	2012*BUTLER*TRAILER BUTLER	Water /Sewer Fees	-	-	10,000	-	-	10,000
Utilities	2005*INTERNATIONAL*7400	Water /Sewer Fees	-	-	120,980	-	-	120,980
Utilities	2013*BUTLER*TRAILER BUTLER	Water /Sewer Fees	-	-	10,300	-	-	10,300
Utilities	2000*HYSTER*FORKLIFT	Water /Sewer Fees	-	-	-	80,000	-	80,000
Utilities	2013*BUTLER*TRAILER BUTLER	Water /Sewer Fees	-	-	-	10,300	-	10,300
Utilities	2008*FORD*F350	Water /Sewer Fees	-	-	-	43,000	-	43,000
Utilities	2012*BOBCAT*E35	Water /Sewer Fees	-	-	-	47,400	-	47,400
Utilities	2013*BUTLER*TRAILER BUTLER	Water /Sewer Fees	-	-	-	10,300	-	10,300
Utilities	2008*FORD*F350	Water /Sewer Fees	-	-	-	-	42,000	42,000
Utilities	2002*INTERNATIONAL*2574	Water /Sewer Fees	128,165	-	-	-	-	128,165
Utilities	2006*FORD*E250	Water /Sewer Fees	-	-	33,000	-	-	33,000
Utilities	*NEED DETAIL*NEED DETAIL	Water /Sewer Fees	112,960	-	-	-	-	112,960
Utilities	2001*JOHN DEERE*M655	Water /Sewer Fees	-	-	-	8,500	-	8,500
Utilities	2006*FORD*F250	Water /Sewer Fees	-	-	-	-	33,000	33,000
Utilities	2006*INTERNATIONAL*7600	Water /Sewer Fees	-	-	-	-	110,000	110,000
Utilities	2008*FORD*F-550 PICKUP UTIL W/CRANE	Water /Sewer Fees	-	126,000	-	-	-	126,000
Utilities	*Vactor Truck*Vactor Truck	Water /Sewer Fees	-	-	450,000	-	-	450,000
Utilities	2006*FORD*E250	Water /Sewer Fees	-	-	38,000	-	-	38,000
Utilities	2006*FORD*E250	Water /Sewer Fees	-	-	37,000	-	-	37,000
Utilities	2006*FORD*F250	Water /Sewer Fees	-	-	48,000	-	-	48,000
Utilities	2006*JLG*LIFT ARTICULATING 60'	Water /Sewer Fees	-	-	96,140	-	-	96,140
Utilities	2007*JOHN DEERE*GATOR	Water /Sewer Fees	-	-	-	-	18,000	18,000

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FLEET ROLLING STOCK PROGRAM (continued)

DEPARTMENT	DESCRIPTION	FUNDING SOURCE	FY2018	FY2019	FY2020	FY2021	FY2022	TOTAL
Utilities	2007*JOHN DEERE*GATOR	Water /Sewer Fees	-	-	-	-	18,000	18,000
Utilities	2006*FORD*F250	Water /Sewer Fees	-	-	-	-	48,000	48,000
Utilities	*NEW PICKUP*	Water /Sewer Fees	25,000	-	-	-	-	25,000
Utilities	*NEW F7NEW CRANE TRUCK*	Water /Sewer Fees	90,000	-	-	-	-	90,000
Utilities	*Need Detail*Need Detail	Water /Sewer Fees	-	25,000	-	-	-	25,000
Utilities	*NEW HYSTER FORKLIFT*NEW FORKLIFT	Water /Sewer Fees	-	30,000	-	-	-	30,000
Utilities	*NEW HYSTER FORKLIFT*	Water /Sewer Fees	-	30,000	-	-	-	30,000
Utilities	*NEW VACTOR*PER PAT LONG 1/9/2017	Water /Sewer Fees	-	-	-	-	456,000	456,000
Utilities	*NEW MAINT CART*	Water /Sewer Fees	10,000	-	-	-	-	10,000
Utilities	*30Y TRAILERS*	Water /Sewer Fees	-	-	50,000	-	-	50,000
Utilities	*30Y TRAILERS*	Water /Sewer Fees	-	-	50,000	-	-	50,000
Utilities	*ACID TRAILER*	Water /Sewer Fees	-	-	18,000	-	-	18,000

GRAND TOTAL

\$3,996,485 \$4,071,430 \$5,764,652 \$4,816,194 \$5,421,028 \$24,069,789

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 proposed budget for FY 2018, as well as the proposed budgets for FY 2019 – 2020.

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 2018 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
FY 2018 – 2020 Adopted Operating Budget

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 2016 - 2020.

Reimbursement to the General Fund FY 2016 - FY 2020

Fund Name	FY 2016 Estimated Allocation	FY 2016 Actual Allocation	FY 2017 Estimated Allocation	FY 2018 Projected Allocation	FY 2019 Projected Allocation	FY 2020 Projected Allocation
Water & Sewer Fund	2,729,522	2,599,153	2,811,408	3,901,246	4,018,283	4,138,831
Stormwater Fund	1,126,155	1,035,947	1,159,940	1,514,077	1,559,500	1,606,285
Building Fund	720,571	783,903	742,188	1,022,617	1,053,296	1,084,895
Waterpark Fund	318,609	284,456	328,167	357,025	367,736	378,768
Golf Course Fund	332,339	307,657	342,309	387,132	398,746	410,708
Yacht Basin Fund	77,570	65,263	79,897	49,222	50,699	52,220
CDBG Fund	18,547	33,649	19,103	69,178	71,253	73,391
Total Charge Back for Central Service	5,323,313	5,110,029	5,483,012	7,300,497	7,519,513	7,745,098

Note: Differences are due to rounding.

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

FY 2018 Allocation Basis

Department/Division	Allocation Method
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 Public Safety	Number of Employee Accounts
Security	Number of Employee Accounts
GIS	Number of GIS Licenses
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

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

Summary of Allocated Costs by Function

Total General Fund Amount to Charge Back

\$7,300,497

Departments/Amounts to be Allocated		FY 2018 Basis of Allocation		Amount Allocated to Other Funds	General Fund Portion
Human Resources	\$8,041,157	Human Resources Allocation		\$2,032,804	\$6,008,353
Administration	\$456,160	# of FTE	1,636.37		
		% of Total FTE			
		Amount of Allocation		\$147,477	\$308,683
Employee Benefits	\$305,408	# of FTE	1,636.37		
		% of Total FTE			
		Amount of Allocation		\$98,738	\$206,670
Retiree Health Care Costs	\$6,405,676	# of Retirees	660.00		
		% of Total Retirees			
		Amount of Allocation		\$1,504,053	\$4,901,623
Compensation & Classification	\$201,860	# of FTE	1,636.37		
		% of Total FTE			
		Amount of Allocation		\$65,261	\$136,599
Employee Development	\$137,607	# of FTE	1,636.37		
		% of Total FTE			
		Amount of Allocation		\$44,488	\$93,119
Recruitment	\$436,403	# of FTE	1,636.37		
		% of Total FTE			
		Amount of Allocation		\$141,089	\$295,314
Employee/Labor Relations	\$98,043	# of FTE	1,636.37		
		% of Total FTE			
		Amount of Allocation		\$31,697	\$66,346
Financial Services	\$3,185,362	Financial Services Allocation		\$1,107,536	\$2,077,826
Administration	\$632,256	# of FTE	1,636.37		
		% of Total FTE			
		Amount of Allocation		\$204,408	\$427,848
Accounting & Debt Management	\$703,327	# of Accounting Transactions Processed	83,800.00		
		% of Total Accounting Transactions			
		Amount of Allocation		\$215,851	\$487,476
	\$24,403	# of Cashier Transactions Processed	4,282,430.00		
Treasury (Cashier)	\$219,623	# of Rec Trac Transactions Processed	254,632.00		
		% of Total Cashier/Rec Trac Transactions			
		Amount of Allocation		\$196,374	\$47,651
Payroll Services	\$153,685	# of FTE	1,636.37		
		% of Total FTE			
		Amount of Allocation		\$49,686	\$103,999
Accounts Payable	\$334,760	\$ Amount of A/P Transactions Processed	195,168,777.00		
		% of Total A/P Transactions			
		Amount of Allocation		\$75,288	\$259,472
Management/Budget	\$453,151	% of Budget Expenditures	223,319,555.00		
		% of Total Budget Expenditures			
		Amount of Allocation		\$127,562	\$325,589
Procurement	\$664,158	# of Purchase Orders Processed	4,865.00		
		% of Total Purchase Orders Processed			
		Amount of Allocation		\$238,366	\$425,792
City Clerk	\$935,499	City Clerk Allocation		\$378,266	\$557,233
Administration	\$526,454	# of FTE	1,636.37		
		% of Total FTE			
		Amount of Allocation		\$170,203	\$356,251
Communications	\$88,341	# of FTE	1,636.37		
		% of Total FTE			
		Amount of Allocation		\$28,561	\$59,780
Records Management	\$197,214	# of Files Imaged	1,807,861.00		
		% of Total Files Imaged			
		Amount of Allocation		\$160,571	\$36,642
Citizen's Action Center	\$123,490	# of Complaints/Inquiries	26,117.00		
		% of Total Complaints/Inquiries			
		Amount of Allocation		\$18,931	\$104,559

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

Summary of Allocated Costs by Function

Total General Fund Amount to Charge Back

\$7,300,497

Departments/Amounts to be Allocated		FY 2018 Basis of Allocation		Amount Allocated to Other Funds	General Fund Portion
City Manager	\$1,458,514	City Manager Allocation		\$471,538	\$986,976
Administration	\$993,568	# of FTE	1,636.37		
		% of Total FTE			
		Amount of Allocation		\$321,221	\$672,347
Public Information	\$464,946	# of FTE	1,636.37		
		% of Total FTE			
		Amount of Allocation		\$150,317	\$314,629
Information Technology Services	\$6,558,775	ITS Allocation		\$1,831,854	\$4,726,921
Administration	\$284,279	# of Employee Accounts	1,177.00		
		% of Total # of Employee Accounts			
		Amount of Allocation		\$74,851	\$209,428
Business Applications	\$1,766,175	# of Employee Accounts	1,177.00		
		% of Total # of Employee Accounts			
		Amount of Allocation		\$465,034	\$1,301,141
Network Administration	\$1,569,210	# of Employee Accounts	1,177.00		
		% of Total # of Employee Accounts			
		Amount of Allocation		\$413,173	\$1,156,037
Public Safety	\$2,126,011	# of Employee Accounts	1,177.00		
		% of Total # of Employee Accounts			
		Amount of Allocation		\$559,779	\$1,566,232
Security	\$480,098	# of Employee Accounts	1,177.00		
		% of Total # of Employee Accounts			
		Amount of Allocation		\$126,410	\$353,688
GIS	\$333,002	# of Total GIS Licenses	102.00		
		% of Total # of GIS Licenses			
		Amount of Allocation		\$192,608	\$140,394
City Auditor	\$709,744	# of Internal Audit Hours	5,488.00		
		% of Total Internal Audit Hours			
		Amount of Allocation		\$146,988	\$562,756
City Council	\$807,086	# of Council Agenda Items	461.00		
		% of Total Council Agenda Items			
		Amount of Allocation		\$150,522	\$656,564
City Attorney	\$1,717,178	# of FTE	1,636.37		
		% of Total FTE			
		Amount of Allocation		\$555,164	\$1,162,014
Department Overhead	\$2,274,469	% of Overhead Allocation Total Alotted For Each Fund			
		Amount of Allocation		\$839,111	\$1,435,358
Adjustment					
		FY 2016 True Up		(\$213,284)	
Total General Fund					
Allocations	\$25,687,783			\$7,300,497	\$18,174,002

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 2018 – 2020 Adopted Operating Budget**

Summary of Allocated Costs by Fund

Departments/Amounts to be Allocated		FY 2018 Basis of Allocation	Water & Sewer	Stormwater	Building	Waterpark
Human Resources	\$8,041,157	Human Resources Allocation	\$1,188,605	\$318,920	\$339,868	\$61,658
Financial Services	\$3,185,362	Financial Services Allocation	\$727,496	\$151,551	\$47,000	\$70,895
City Clerk	\$935,499	City Clerk Allocation	\$133,432	\$43,708	\$164,177	\$23,178
City Manager	\$1,458,514	City Manager Allocation	\$255,094	\$85,615	\$43,172	\$54,986
ITS	\$6,558,775	ITS Allocation	\$1,172,887	\$368,846	\$190,509	\$26,148
City Auditor	\$709,744	City Auditor Allocation	\$146,988	\$0	\$0	\$0
City Council	\$807,086	City Council Allocation	\$106,777	\$17,514	\$5,246	\$5,246
City Attorney	\$1,717,178	City Attorney Allocation	\$300,334	\$100,798	\$50,828	\$64,738
Department Overhead	\$2,274,469	Amount of Allocation	\$0	\$517,333	\$118,485	\$84,330
Adjustment		FY 2016 True Up	(\$130,369)	(\$90,208)	\$63,332	(\$34,153)
Total General Fund Allocations	\$25,687,783		\$3,901,246	\$1,514,077	\$1,022,617	\$357,025

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

Summary of Allocated Costs by Fund

Departments/Amounts to be Allocated		FY 2018 Basis of Allocation	Golf Course	Yacht Basin	CDBG	Allocation
Human Resources	\$8,041,157	Human Resources Allocation	\$99,956	\$21,834	\$1,963	\$2,032,804
Financial Services	\$3,185,362	Financial Services Allocation	\$74,527	\$12,032	\$24,035	\$1,107,536
City Clerk	\$935,499	City Clerk Allocation	\$12,050	\$984	\$738	\$378,266
City Manager	\$1,458,514	City Manager Allocation	\$28,587	\$2,334	\$1,750	\$471,538
ITS	\$6,558,775	ITS Allocation	\$57,900	\$4,981	\$10,584	\$1,831,854
City Auditor	\$709,744	City Auditor Allocation	\$0	\$0	\$0	\$146,988
City Council	\$807,086	City Council Allocation	\$3,470	\$1,776	\$10,492	\$150,522
City Attorney	\$1,717,178	City Attorney Allocation	\$33,657	\$2,747	\$2,061	\$555,164
Department Overhead	\$2,274,469	Amount of Allocation	\$101,667	\$14,842	\$2,454	\$839,111
Adjustment		FY 2016 True Up	(\$24,682)	(\$12,307)	\$15,102	(\$213,284)
Total General Fund Allocations	\$25,687,783		\$387,132	\$49,222	\$69,178	\$7,300,497

Note: Differences are due to rounding.

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

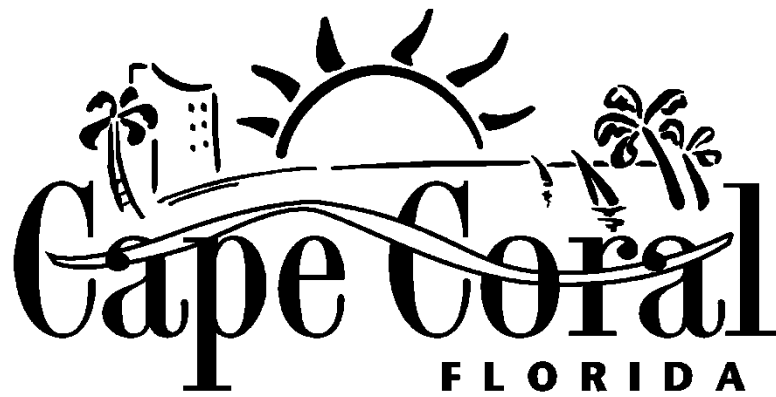
Departmental Overhead Allocations

Total Administrative Overhead Costs Allocated

\$839,111

Departments/Amounts to be Allocated		FY 2018 Basis of Allocation	
Public Works Administrative Cost	\$1,249,767	Public Works Overhead Allocation	
Stormwater Fund		% of Total Public Works FTE	41.39%
		Overhead Costs Allocated	\$517,333
Parks & Recreation Administrative Cost	\$764,753	Parks & Recreation Overhead Allocation	\$200,839
Waterpark Fund		% of Total Parks & Recreation Budget	11.03%
		Overhead Costs Allocated	\$84,330
Golf Course Fund		% of Total Parks & Recreation Budget	13.29%
		Overhead Costs Allocated	\$101,667
Yacht Basin Fund		% of Total Parks & Recreation Budget	1.94%
		Overhead Costs Allocated	\$14,842
DCD Administrative Cost	\$259,949	DCD Overhead Allocation	\$120,939
Building Fund		% of Total DCD Budget	45.58%
		Overhead Costs Allocated	\$118,485
CDBG Fund		Limitation	0.1
		% of Total DCD Budget	9.44%
		Overhead Costs Allocated	\$2,454
Total Administrative Cost to be Allocated	\$2,274,469		\$839,111

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



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

General Fund Overhead Allocation to Water & Sewer Fund

Total General Fund Amount to Charge Back

\$3,901,246

Departments/Amounts to be Allocated		FY 2018 Basis of Allocation		Water & Sewer Fund
Human Resources	\$8,041,157	Human Resources Allocation		\$1,188,605
Administration	\$456,160	# of FTE	1,636.37	286.15
		% of Total FTE		17.49%
		Amount of Allocation		\$79,782
Employee Benefits	\$305,408	# of FTE	1,636.37	286.15
		% of Total FTE		17.49%
		Amount of Allocation		\$53,416
Retiree Health Care Costs	\$6,405,676	# of Retirees	660.00	93.00
		% of Total Retirees		14.09%
		Amount of Allocation		\$902,560
Compensation & Classification	\$201,860	# of FTE	1,636.37	286.15
		% of Total FTE		17.49%
		Amount of Allocation		\$35,305
Employee Development	\$137,607	# of FTE	1,636.37	286.15
		% of Total FTE		17.49%
		Amount of Allocation		\$24,067
Recruitment	\$436,403	# of FTE	1,636.37	286.15
		% of Total FTE		17.49%
		Amount of Allocation		\$76,327
Employee/Labor Relations	\$98,043	# of FTE	1,636.37	286.15
		% of Total FTE		17.49%
		Amount of Allocation		\$17,148
Financial Services	\$3,160,960	Financial Services Allocation		\$727,496
Administration	\$632,256	# of FTE	1,636.37	286.15
		% of Total FTE		17.49%
		Amount of Allocation		\$110,582
Accounting & Debt Management	\$703,327	# of Accounting Transactions Processed	83,800.00	13567.00
		% of Total Accounting Transactions		16.19%
		Amount of Allocation		\$113,869
Treasury (Cashier)	\$219,623	# of Cashier Transactions Processed	4,282,430.00	3,466,686.00
		% of Total Cashier Transactions		80.95%
		Amount of Allocation		\$177,784
Payroll Services	\$153,685	# of FTE	1,636.37	286.15
		% of Total FTE		17.49%
		Amount of Allocation		\$26,880
Accounts Payable	\$334,760	\$ Amount of A/P Transactions Processed	195,168,777.00	36,188,529.00
		% of Total A/P Transactions		18.54%
		Amount of Allocation		\$62,065
Management/Budget	\$453,151	% of Budget Expenditures	223,319,555.00	41,174,794.00
		% of Total Budget Expenditures		18.44%
		Amount of Allocation		\$83,561
Procurement	\$664,158	# of Purchase Orders Processed	4,865.00	1,119.00
		% of Total Purchase Orders Processed		23.00%
		Amount of Allocation		\$152,756
City Clerk	\$935,499	City Clerk Allocation		\$133,432
Administration	\$526,454	# of FTE	1,636.37	286.15
		% of Total FTE		17.49%
		Amount of Allocation		\$92,077
Communications	\$88,341	# of FTE	1,636.37	286.15
		% of Total FTE		17.49%
		Amount of Allocation		\$15,451
Records Management	\$197,214	# of Files Imaged	1,807,861.00	140,083.00
		% of Total Files Imaged		7.75%
		Amount of Allocation		\$15,284
Citizen's Action Center	\$123,490	# of Complaints/Inquiries	26,117.00	2,246.00
		% of Total Complaints/Inquiries		8.60%
		Amount of Allocation		\$10,620

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

General Fund Overhead Allocation to Water & Sewer Fund

Total General Fund Amount to Charge Back

\$3,901,246

Departments/Amounts to be Allocated		FY 2018 Basis of Allocation		Water & Sewer Fund
City Manager	\$1,458,514	City Manager Allocation		\$255,094
Administration	\$993,568	# of FTE	1,636.37	286.15
		% of Total FTE		17.49%
		Amount of Allocation		\$173,775
Public Information	\$464,946	# of FTE	1,636.37	286.15
		% of Total FTE		17.49%
		Amount of Allocation		\$81,319
Information Technology Services	\$6,558,775	Information Technology Services Allocation		\$1,172,887
Administration	\$284,279	# of Employee Accounts	1,177.00	189.00
		% of Total # of Employee Accounts		16.06%
		Amount of Allocation		\$45,655
Business Applications	\$1,766,175	# of Employee Accounts	1,177.00	189.00
		% of Total # of Employee Accounts		16.06%
		Amount of Allocation		\$283,648
Network Administration	\$1,569,210	# of Employee Accounts	1,177.00	189.00
		% of Total # of Employee Accounts		16.06%
		Amount of Allocation		\$252,015
Public Safety	\$2,126,011	# of Employee Accounts	1,177.00	189.00
		% of Total # of Employee Accounts		16.06%
		Amount of Allocation		\$341,437
Security	\$480,098	# of Employee Accounts	1,177.00	189.00
		% of Total # of Employee Accounts		16.06%
		Amount of Allocation		\$77,104
GIS	\$333,002	# of GIS Licenses	102.00	53.00
		% of Total # of GIS Licenses		51.96%
		Amount of Allocation		\$173,028
City Auditor	\$709,744	# of Internal Audit Hours	5,488.00	1136.75
		% of Total Internal Audit Hours		20.71%
		Amount of Allocation		\$146,988
City Council	\$807,086	# of Council Agenda Items	461.00	61.00
		% of Total Council Agenda Items		13.23%
		Amount of Allocation		\$106,777
City Attorney	\$1,717,178	# of FTE	1,636.37	286.15
		% of Total FTE		17.49%
		Amount of Allocation		\$300,334
Adjustment		FY 2016 True Up		(\$130,369)
Total General Fund Allocations	\$23,388,912			\$3,901,246

Note: Differences are due to rounding.

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

General Fund Overhead Allocation to Stormwater Fund

Total General Fund Amount to Charge Back

\$1,514,077

Departments/Amounts to be Allocated		FY 2018 Basis of Allocation		Stormwater Fund
Human Resources	\$8,041,157	Human Resources Allocation		\$318,920
Administration	\$456,160	# of FTE	1,636.37	96.00
		% of Total FTE		5.87%
		Amount of Allocation		\$26,777
Employee Benefits	\$305,408	# of FTE	1,636.37	96.00
		% of Total FTE		5.87%
		Amount of Allocation		\$17,927
Retiree Health Care Costs	\$6,405,676	# of Retirees	660.00	23.00
		% of Total Retirees		3.48%
		Amount of Allocation		\$222,918
Compensation & Classification	\$201,860	# of FTE	1,636.37	96.00
		% of Total FTE		5.87%
		Amount of Allocation		\$11,849
Employee Development	\$137,607	# of FTE	1,636.37	96.00
		% of Total FTE		5.87%
		Amount of Allocation		\$8,078
Recruitment	\$436,403	# of FTE	1,636.37	96.00
		% of Total FTE		5.87%
		Amount of Allocation		\$25,617
Employee/Labor Relations	\$98,043	# of FTE	1,636.37	96.00
		% of Total FTE		5.87%
		Amount of Allocation		\$5,755
Financial Services	\$3,160,960	Financial Services Allocation		\$151,551
Administration	\$632,256	# of FTE	1,636.37	96.00
		% of Total FTE		5.87%
		Amount of Allocation		\$37,113
Accounting & Debt Management	\$703,327	# of Accounting Transactions Processed	83,800.00	5785.00
		% of Total Accounting Transactions		6.90%
		Amount of Allocation		\$48,530
Treasury (Cashier)	\$219,623	# of Cashier Transactions Processed	4,282,430.00	4,037.00
		% of Total Cashier Transactions		0.09%
		Amount of Allocation		\$198
Payroll Services	\$153,685	# of FTE	1,636.37	96.00
		% of Total FTE		5.87%
		Amount of Allocation		\$9,021
Accounts Payable	\$334,760	\$ Amount of A/P Transactions Processed	195,168,777.00	3,067,242.00
		% of Total A/P Transactions		1.57%
		Amount of Allocation		\$5,256
Management/Budget	\$453,151	% of Budget Expenditures	223,319,555.00	11,084,007.00
		% of Total Budget Expenditures		4.96%
		Amount of Allocation		\$22,476
Procurement	\$664,158	# of Purchase Orders Processed	4,865.00	212.00
		% of Total Purchase Orders Processed		4.36%
		Amount of Allocation		\$28,957
City Clerk	\$935,499	City Clerk Allocation		\$43,708
Administration	\$526,454	# of FTE	1,636.37	96.00
		% of Total FTE		5.87%
		Amount of Allocation		\$30,903
Communications	\$88,341	# of FTE	1,636.37	96.00
		% of Total FTE		5.87%
		Amount of Allocation		\$5,186
Records Management	\$197,214	# of Files Imaged	1,807,861.00	0.00
		% of Total Files Imaged		0.00%
		Amount of Allocation		\$0
Citizen's Action Center	\$123,490	# of Complaints/Inquiries	26,117.00	1,611.00
		% of Total Complaints/Inquiries		6.17%
		Amount of Allocation		\$7,619

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

General Fund Overhead Allocation to Stormwater Fund

Total General Fund Amount to Charge Back

\$1,514,077

Departments/Amounts to be Allocated		FY 2018 Basis of Allocation		Stormwater Fund
City Manager	\$1,458,514	City Manager Allocation		\$85,615
Administration	\$993,568	# of FTE	1,636.37	96.00
		% of Total FTE		5.87%
		Amount of Allocation		\$58,322
Public Information	\$464,946	# of FTE	1,636.37	96.00
		% of Total FTE		5.87%
		Amount of Allocation		\$27,292
Information Technology Services	\$6,558,775	Information Technology Services Allocation		\$368,846
Administration	\$284,279	# of Employee Accounts	1,177.00	66.00
		% of Total # of Employee Accounts		5.61%
		Amount of Allocation		\$15,948
Business Applications	\$1,766,175	# of Employee Accounts	1,177.00	66.00
		% of Total # of Employee Accounts		5.61%
		Amount of Allocation		\$99,082
Network Administration	\$1,569,210	# of Employee Accounts	1,177.00	66.00
		% of Total # of Employee Accounts		5.61%
		Amount of Allocation		\$88,033
Public Safety	\$2,126,011	# of Employee Accounts	1,177.00	66.00
		% of Total # of Employee Accounts		5.61%
		Amount of Allocation		\$119,269
Security	\$480,098	# of Employee Accounts	1,177.00	66.00
		% of Total # of Employee Accounts		5.61%
		Amount of Allocation		\$26,933
GIS	\$333,002	# of GIS Licenses	102.00	6.00
		% of Total # of GIS Licenses		5.88%
		Amount of Allocation		\$19,581
City Auditor	\$709,744	# of Internal Audit Hours	5,488.00	0.00
		% of Total Internal Audit Hours		0.00%
		Amount of Allocation		\$0
City Council	\$807,086	# of Council Agenda Items	461.00	10.00
		% of Total Council Agenda Items		2.17%
		Amount of Allocation		\$17,514
City Attorney	\$1,717,178	# of FTE	1,636.37	96.00
		% of Total FTE		5.87%
		Amount of Allocation		\$100,798
Public Works Department Overhead		Please refer to Departmental Overhead Allocations		
		% of Public Works Full Time Employees		41.39%
		Amount of Allocation		\$517,333
Adjustment				
		FY 2016 True Up		(\$90,208)
Total General Fund Allocations	\$23,388,912			\$1,514,077

Note: Differences are due to rounding.

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

General Fund Overhead Allocation to Building Fund

Total General Fund Amount to Charge Back

\$1,022,617

Departments/Amounts to be Allocated		FY 2018 Basis of Allocation		Building Fund
Human Resources	\$8,041,157	Human Resources Allocation		\$339,868
Administration	\$456,160	# of FTE	1,636.37	48.45
		% of Total FTE		2.96%
		Amount of Allocation		\$13,502
Employee Benefits	\$305,408	# of FTE	1,636.37	48.45
		% of Total FTE		2.96%
		Amount of Allocation		\$9,040
Retiree Health Care Costs	\$6,405,676	# of Retirees	660.00	30.00
		% of Total Retirees		4.55%
		Amount of Allocation		\$291,458
Compensation & Classification	\$201,860	# of FTE	1,636.37	48.45
		% of Total FTE		2.96%
		Amount of Allocation		\$5,975
Employee Development	\$137,607	# of FTE	1,636.37	48.45
		% of Total FTE		2.96%
		Amount of Allocation		\$4,073
Recruitment	\$436,403	# of FTE	1,636.37	48.45
		% of Total FTE		2.96%
		Amount of Allocation		\$12,918
Employee/Labor Relations	\$98,043	# of FTE	1,636.37	48.45
		% of Total FTE		2.96%
		Amount of Allocation		\$2,902
Financial Services	\$3,160,960	Financial Services Allocation		\$47,000
Administration	\$632,256	# of FTE	1,636.37	48.45
		% of Total FTE		2.96%
		Amount of Allocation		\$18,715
Accounting & Debt Management	\$703,327	# of Accounting Transactions Processed	83,800.00	1234.00
		% of Total Accounting Transactions		1.47%
		Amount of Allocation		\$10,339
Treasury (Cashier)	\$219,623	# of Cashier Transactions Processed	4,282,430.00	86,101.00
		% of Total Cashier Transactions		2.01%
		Amount of Allocation		\$4,414
Payroll Services	\$153,685	# of FTE	1,636.37	48.45
		% of Total FTE		2.96%
		Amount of Allocation		\$4,549
Accounts Payable	\$334,760	\$ Amount of A/P Transactions Processed	195,168,777.00	167,228.00
		% of Total A/P Transactions		0.09%
		Amount of Allocation		\$301
Management/Budget	\$453,151	% of Budget Expenditures	223,319,555.00	3,405,016.00
		% of Total Budget Expenditures		1.52%
		Amount of Allocation		\$6,888
Procurement	\$664,158	# of Purchase Orders Processed	4,865.00	13.00
		% of Total Purchase Orders Processed		0.27%
		Amount of Allocation		\$1,793
City Clerk	\$935,499	City Clerk Allocation		\$164,177
Administration	\$526,454	# of FTE	1,636.37	48.45
		% of Total FTE		2.96%
		Amount of Allocation		\$15,583
Communications	\$88,341	# of FTE	1,636.37	48.45
		% of Total FTE		2.96%
		Amount of Allocation		\$2,615
Records Management	\$197,214	# of Files Imaged	1,807,861.00	1,331,911.00
		% of Total Files Imaged		73.67%
		Amount of Allocation		\$145,287
Citizen's Action Center	\$123,490	# of Complaints/Inquiries	26,117.00	146.00
		% of Total Complaints/Inquiries		0.56%
		Amount of Allocation		\$692

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

General Fund Overhead Allocation to Building Fund

Total General Fund Amount to Charge Back

\$1,022,617

Departments/Amounts to be Allocated		FY 2018 Basis of Allocation		Building Fund
City Manager	\$1,458,514	City Manager Allocation		\$43,172
Administration	\$993,568	# of FTE	1,636.37	48.45
		% of Total FTE		2.96%
		Amount of Allocation		\$29,410
Public Information	\$464,946	# of FTE	1,636.37	48.45
		% of Total FTE		2.96%
		Amount of Allocation		\$13,762
Information Technology Services	\$6,558,775	Information Technology Services Allocation		\$190,509
Administration	\$284,279	# of Employee Accounts	1,177.00	36.00
		% of Total # of Employee Accounts		3.06%
		Amount of Allocation		\$8,699
Business Applications	\$1,766,175	# of Employee Accounts	1,177.00	36.00
		% of Total # of Employee Accounts		3.06%
		Amount of Allocation		\$54,045
Network Administration	\$1,569,210	# of Employee Accounts	1,177.00	36.00
		% of Total # of Employee Accounts		3.06%
		Amount of Allocation		\$48,018
Public Safety	\$2,126,011	# of Employee Accounts	1,177.00	36.00
		% of Total # of Employee Accounts		3.06%
		Amount of Allocation		\$65,056
Security	\$480,098	# of Employee Accounts	1,177.00	36.00
		% of Total # of Employee Accounts		3.06%
		Amount of Allocation		\$14,691
GIS	\$333,002	# of GIS Licenses	102.00	0.00
		% of Total # of GIS Licenses		0.00%
		Amount of Allocation		\$0
City Auditor	\$709,744	# of Internal Audit Hours	5,488.00	0.00
		% of Total Internal Audit Hours		0.00%
		Amount of Allocation		\$0
City Council	\$807,086	# of Council Agenda Items	461.00	3.00
		% of Total Council Agenda Items		0.65%
		Amount of Allocation		\$5,246
City Attorney	\$1,717,178	# of FTE	1,636.37	48.45
		% of Total FTE		2.96%
		Amount of Allocation		\$50,828
DCD Department Overhead		Please refer to Departmental Overhead Allocations		
		% of Total DCD Budget		45.58%
		Amount of Allocation		\$118,485
Adjustment				
		FY 2016 True Up		\$63,332
Total General Fund				
Allocations	\$23,388,912			\$1,022,617

Note: Differences are due to rounding.

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

General Fund Overhead Allocation to Waterpark Fund

Total General Fund Amount to Charge Back

\$357,025

Departments/Amounts to be Allocated		FY 2018 Basis of Allocation		Waterpark Fund
Human Resources	\$8,041,157	Human Resources Allocation		\$61,658
Administration	\$456,160	# of FTE	1,636.37	61.67
		% of Total FTE		3.77%
		Amount of Allocation		\$17,197
Employee Benefits	\$305,408	# of FTE	1,636.37	61.67
		% of Total FTE		3.77%
		Amount of Allocation		\$11,514
Retiree Health Care Costs	\$6,405,676	# of Retirees	660.00	0.00
		% of Total Retirees		0.00%
		Amount of Allocation		\$0
Compensation & Classification	\$201,860	# of FTE	1,636.37	61.67
		% of Total FTE		3.77%
		Amount of Allocation		\$7,610
Employee Development	\$137,607	# of FTE	1,636.37	61.67
		% of Total FTE		3.77%
		Amount of Allocation		\$5,188
Recruitment	\$436,403	# of FTE	1,636.37	61.67
		% of Total FTE		3.77%
		Amount of Allocation		\$16,452
Employee/Labor Relations	\$98,043	# of FTE	1,636.37	61.67
		% of Total FTE		3.77%
		Amount of Allocation		\$3,696
Financial Services	\$2,965,740	Financial Services Allocation		\$70,895
Administration	\$632,256	# of FTE	1,636.37	61.67
		% of Total FTE		3.77%
		Amount of Allocation		\$23,836
Accounting & Debt Management	\$703,327	# of Accounting Transactions Processed	83,800.00	1156.00
		% of Total Accounting Transactions		1.38%
		Amount of Allocation		\$9,706
Treasury (Cashier)	\$24,403	# of Rec Trac Transactions Processed	254,632.00	88,562.00
		% of Total Rec Trac Transactions		34.78%
		Amount of Allocation		\$8,487
Payroll Services	\$153,685	# of FTE	1,636.37	61.67
		% of Total FTE		3.77%
		Amount of Allocation		\$5,794
Accounts Payable	\$334,760	\$ Amount of A/P Transactions Processed	195,168,777.00	986,014.00
		% of Total A/P Transactions		0.51%
		Amount of Allocation		\$1,707
Management/Budget	\$453,151	% of Budget Expenditures	223,319,555.00	1,931,264.00
		% of Total Budget Expenditures		0.86%
		Amount of Allocation		\$3,897
Procurement	\$664,158	# of Purchase Orders Processed	4,865.00	128.00
		% of Total Purchase Orders Processed		2.63%
		Amount of Allocation		\$17,467
City Clerk	\$935,499	City Clerk Allocation		\$23,178
Administration	\$526,454	# of FTE	1,636.37	61.67
		% of Total FTE		3.77%
		Amount of Allocation		\$19,847
Communications	\$88,341	# of FTE	1,636.37	61.67
		% of Total FTE		3.77%
		Amount of Allocation		\$3,330
Records Management	\$197,214	# of Files Imaged	1,807,861.00	0.00
		% of Total Files Imaged		0.00%
		Amount of Allocation		\$0
Citizen's Action Center	\$123,490	# of Complaints/Inquiries	26,117.00	0.00
		% of Total Complaints/Inquiries		0.00%
		Amount of Allocation		\$0

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

General Fund Overhead Allocation to Waterpark Fund

Total General Fund Amount to Charge Back

\$357,025

Departments/Amounts to be Allocated		FY 2018 Basis of Allocation		Waterpark Fund
City Manager	\$1,458,514	City Manager Allocation		\$54,986
Administration	\$993,568	# of FTE	1,636.37	61.67
		% of Total FTE		3.77%
		Amount of Allocation		\$37,458
Public Information	\$464,946	# of FTE	1,636.37	61.67
		% of Total FTE		3.77%
		Amount of Allocation		\$17,528
Information Technology Services	\$6,558,775	Information Technology Services Allocation		\$26,148
Administration	\$284,279	# of Employee Accounts	1,177.00	5.00
		% of Total # of Employee Accounts		0.42%
		Amount of Allocation		\$1,194
Business Applications	\$1,766,175	# of Employee Accounts	1,177.00	5.00
		% of Total # of Employee Accounts		0.42%
		Amount of Allocation		\$7,418
Network Administration	\$1,569,210	# of Employee Accounts	1,177.00	5.00
		% of Total # of Employee Accounts		0.42%
		Amount of Allocation		\$6,591
Public Safety	\$2,126,011	# of Employee Accounts	1,177.00	5.00
		% of Total # of Employee Accounts		0.42%
		Amount of Allocation		\$8,929
Security	\$480,098	# of Employee Accounts	1,177.00	5.00
		% of Total # of Employee Accounts		0.42%
		Amount of Allocation		\$2,016
GIS	\$333,002	# of GIS Licenses	102.00	0.00
		% of Total # of GIS Licenses		0.00%
		Amount of Allocation		\$0
		# of Internal Audit Hours	5,488.00	0.00
City Auditor	\$709,744	% of Total Internal Audit Hours		0.00%
		Amount of Allocation		\$0
		# of Council Agenda Items	461.00	3.00
City Council	\$807,086	% of Total Council Agenda Items		0.65%
		Amount of Allocation		\$5,246
		# of FTE	1,636.37	61.67
City Attorney	\$1,717,178	% of Total FTE		3.77%
		Amount of Allocation		\$64,738
Parks & Recreation Department Overhead		Please refer to Departmental Overhead Allocations		
		% of Total P&R Budget		11.03%
		Amount of Allocation		\$84,330
Adjustment				
		FY 2016 True Up		(\$34,153)
Total General Fund Allocations	\$23,193,692			\$357,025

Note: Differences are due to rounding.

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

General Fund Overhead Allocation to Golf Course Fund

Total General Fund Amount to Charge Back

\$387,132

Departments/Amounts to be Allocated		FY 2018 Basis of Allocation		Golf Course Fund
Human Resources	\$8,041,157	Human Resources Allocation		\$99,956
Administration	\$456,160	# of FTE 1,636.37 % of Total FTE	32.00 1.96%	
		Amount of Allocation		\$8,941
Employee Benefits	\$305,408	# of FTE 1,636.37 % of Total FTE	32.00 1.96%	
		Amount of Allocation		\$5,986
Retiree Health Care Costs	\$6,405,676	# of Retirees 660.00 % of Total Retirees	7.00 1.06%	
		Amount of Allocation		\$67,900
Compensation & Classification	\$201,860	# of FTE 1,636.37 % of Total FTE	32.00 1.96%	
		Amount of Allocation		\$3,956
Employee Development	\$137,607	# of FTE 1,636.37 % of Total FTE	32.00 1.96%	
		Amount of Allocation		\$2,697
Recruitment	\$436,403	# of FTE 1,636.37 % of Total FTE	32.00 1.96%	
		Amount of Allocation		\$8,553
Employee/Labor Relations	\$98,043	# of FTE 1,636.37 % of Total FTE	32.00 1.96%	
		Amount of Allocation		\$1,922
Financial Services	\$2,965,740	Financial Services Allocation		\$74,527
Administration	\$632,256	# of FTE 1,636.37 % of Total FTE	32.00 1.96%	
		Amount of Allocation		\$12,392
Accounting & Debt Management	\$703,327	# of Accounting Transactions Processed 83,800.00 % of Total Accounting Transactions	1702.00 2.03%	
		Amount of Allocation		\$14,278
Treasury (Cashier)	\$24,403	# of Rec Trac Transactions Processed 254,632.00 % of Total Rec Trac Transactions	56,024.00 22.00%	
		Amount of Allocation		\$5,369
Payroll Services	\$153,685	# of FTE 1,636.37 % of Total FTE	32.00 1.96%	
		Amount of Allocation		\$3,012
Accounts Payable	\$334,760	\$ Amount of A/P Transactions Processed 195,168,777.00 % of Total A/P Transactions	943,359.00 0.48%	
		Amount of Allocation		\$1,607
Management/Budget	\$453,151	% of Budget Expenditures 223,319,555.00 % of Total Budget Expenditures	2,649,637.00 1.19%	
		Amount of Allocation		\$5,392
Procurement	\$664,158	# of Purchase Orders Processed 4,865.00 % of Total Purchase Orders Processed	238.00 4.89%	
		Amount of Allocation		\$32,477
City Clerk	\$935,499	City Clerk Allocation		\$12,050
Administration	\$526,454	# of FTE 1,636.37 % of Total FTE	32.00 1.96%	
		Amount of Allocation		\$10,318
Communications	\$88,341	# of FTE 1,636.37 % of Total FTE	32.00 1.96%	
		Amount of Allocation		\$1,731
Records Management	\$197,214	# of Files Imaged 1,807,861.00 % of Total Files Imaged	0.00 0.00%	
		Amount of Allocation		\$0
Citizen's Action Center	\$123,490	# of Complaints/Inquiries 26,117.00 % of Total Complaints/Inquiries	0.00 0.00%	
		Amount of Allocation		\$0

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

General Fund Overhead Allocation to Golf Course Fund

Total General Fund Amount to Charge Back

\$387,132

Departments/Amounts to be Allocated		FY 2018 Basis of Allocation		Golf Course Fund
City Manager	\$1,458,514	City Manager Allocation		\$28,587
Administration	\$993,568	# of FTE	1,636.37	32.00
		% of Total FTE		1.96%
		Amount of Allocation		\$19,474
Public Information	\$464,946	# of FTE	1,636.37	32.00
		% of Total FTE		1.96%
		Amount of Allocation		\$9,113
Information Technology Services	\$6,558,775	Information Technology Services Allocation		\$57,900
Administration	\$284,279	# of Employee Accounts	1,177.00	11.00
		% of Total # of Employee Accounts		0.93%
		Amount of Allocation		\$2,644
Business Applications	\$1,766,175	# of Employee Accounts	1,177.00	11.00
		% of Total # of Employee Accounts		0.93%
		Amount of Allocation		\$16,425
Network Administration	\$1,569,210	# of Employee Accounts	1,177.00	11.00
		% of Total # of Employee Accounts		0.93%
		Amount of Allocation		\$14,594
Public Safety	\$2,126,011	# of Employee Accounts	1,177.00	11.00
		% of Total # of Employee Accounts		0.93%
		Amount of Allocation		\$19,772
Security	\$480,098	# of Employee Accounts	1,177.00	11.00
		% of Total # of Employee Accounts		0.93%
		Amount of Allocation		\$4,465
GIS	\$333,002	# of GIS Licenses	102.00	0.00
		% of Total # of GIS Licenses		0.00%
		Amount of Allocation		\$0
City Auditor	\$709,744	# of Internal Audit Hours	5,488.00	0.00
		% of Total Internal Audit Hours		0.00%
		Amount of Allocation		\$0
City Council	\$807,086	# of Council Agenda Items	461.00	2.00
		% of Total Council Agenda Items		0.43%
		Amount of Allocation		\$3,470
City Attorney	\$1,717,178	# of FTE	1,636.37	32.00
		% of Total FTE		1.96%
		Amount of Allocation		\$33,657
Parks & Recreation Department Overhead		Please refer to Departmental Overhead Allocations		
		% of Total P&R Budget		13.29%
		Amount of Allocation		\$101,667
Adjustment				
		FY 2016 True Up		(\$24,682)
Total General Fund Allocations	\$23,193,692			\$387,132

Note: Differences are due to rounding.

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

General Fund Overhead Allocation to Yacht Basin Fund

Total General Fund Amount to Charge Back

\$49,222

Departments/Amounts to be Allocated		FY 2018 Basis of Allocation		Yacht Basin Fund
Human Resources	\$8,041,157	Human Resources Allocation		\$21,834
Administration	\$456,160	# of FTE 1,636.37		2.55
		% of Total FTE		0.16%
		Amount of Allocation		\$730
Employee Benefits	\$305,408	# of FTE 1,636.37		2.55
		% of Total FTE		0.16%
		Amount of Allocation		\$489
Retiree Health Care Costs	\$6,405,676	# of Retirees 660.00		2.00
		% of Total Retirees		0.30%
		Amount of Allocation		\$19,217
Compensation & Classification	\$201,860	# of FTE 1,636.37		2.55
		% of Total FTE		0.16%
		Amount of Allocation		\$323
Employee Development	\$137,607	# of FTE 1,636.37		2.55
		% of Total FTE		0.16%
		Amount of Allocation		\$220
Recruitment	\$436,403	# of FTE 1,636.37		2.55
		% of Total FTE		0.16%
		Amount of Allocation		\$698
Employee/Labor Relations	\$98,043	# of FTE 1,636.37		2.55
		% of Total FTE		0.16%
		Amount of Allocation		\$157
Financial Services	\$2,965,740	Financial Services Allocation		\$12,032
Administration	\$632,256	# of FTE 1,636.37		2.55
		% of Total FTE		0.16%
		Amount of Allocation		\$1,012
Accounting & Debt Management	\$703,327	# of Accounting Transactions Processed 83,800.00		529.00
		% of Total Accounting Transactions		0.63%
		Amount of Allocation		\$4,431
Treasury (Cashier)	\$24,403	# of Rec Trac Transactions Processed 254,632.00		1,283.00
		% of Total Rec Trac Transactions		0.50%
		Amount of Allocation		\$122
Payroll Services	\$153,685	# of FTE 1,636.37		2.55
		% of Total FTE		0.16%
		Amount of Allocation		\$246
Accounts Payable	\$334,760	\$ Amount of A/P Transactions Processed 195,168,777.00		387,906.00
		% of Total A/P Transactions		0.20%
		Amount of Allocation		\$670
Management/Budget	\$453,151	% of Budget Expenditures 223,319,555.00		380,463.00
		% of Total Budget Expenditures		0.17%
		Amount of Allocation		\$770
Procurement	\$664,158	# of Purchase Orders Processed 4,865.00		35.00
		% of Total Purchase Orders Processed		0.72%
		Amount of Allocation		\$4,782
City Clerk	\$935,499	City Clerk Allocation		\$984
Administration	\$526,454	# of FTE 1,636.37		2.55
		% of Total FTE		0.16%
		Amount of Allocation		\$842
Communications	\$88,341	# of FTE 1,636.37		2.55
		% of Total FTE		0.16%
		Amount of Allocation		\$141
Records Management	\$197,214	# of Files Imaged 1,807,861.00		0.00
		% of Total Files Imaged		0.00%
		Amount of Allocation		\$0
Citizen's Action Center	\$123,490	# of Complaints/Inquiries 26,117.00		0.00
		% of Total Complaints/Inquiries		0.00%
		Amount of Allocation		\$0

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

General Fund Overhead Allocation to Yacht Basin Fund

Total General Fund Amount to Charge Back

\$49,222

Departments/Amounts to be Allocated		FY 2018 Basis of Allocation		Yacht Basin Fund
City Manager	\$1,458,514	City Manager Allocation		\$2,334
Administration	\$993,568	# of FTE	1,636.37	2.55
		% of Total FTE		0.16%
		Amount of Allocation		\$1,590
Public Information	\$464,946	# of FTE	1,636.37	2.55
		% of Total FTE		0.16%
		Amount of Allocation		\$744
Information Technology Services	\$6,558,775	Information Technology Services Allocation		\$4,981
Administration	\$284,279	# of Employee Accounts	1,177.00	1.00
		% of Total # of Employee Accounts		0.08%
		Amount of Allocation		\$227
Business Applications	\$1,766,175	# of Employee Accounts	1,177.00	1.00
		% of Total # of Employee Accounts		0.08%
		Amount of Allocation		\$1,413
Network Administration	\$1,569,210	# of Employee Accounts	1,177.00	1.00
		% of Total # of Employee Accounts		0.08%
		Amount of Allocation		\$1,255
Public Safety	\$2,126,011	# of Employee Accounts	1,177.00	1.00
		% of Total # of Employee Accounts		0.08%
		Amount of Allocation		\$1,701
Security	\$480,098	# of Employee Accounts	1,177.00	1.00
		% of Total # of Employee Accounts		0.08%
		Amount of Allocation		\$384
GIS	\$333,002	# of GIS Licenses	102.00	0.00
		% of Total # of GIS Licenses		0.00%
		Amount of Allocation		\$0
City Auditor	\$709,744	# of Internal Audit Hours	5,488.00	0.00
		% of Total Internal Audit Hours		0.00%
		Amount of Allocation		\$0
City Council	\$807,086	# of Council Agenda Items	461.00	1.00
		% of Total Council Agenda Items		0.22%
		Amount of Allocation		\$1,776
City Attorney	\$1,717,178	# of FTE	1,636.37	2.55
		% of Total FTE		0.16%
		Amount of Allocation		\$2,747
Parks & Recreation Department Overhead		Please refer to Departmental Overhead Allocations		
		% of Total P&R Budget		1.94%
		Amount of Allocation		\$14,842
Adjustment				
		FY 2016 True Up		(\$12,307)
Total General Fund Allocations	\$23,193,692			\$49,222

Note: Differences are due to rounding.

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

General Fund Overhead Allocation to CDBG Fund

Total General Fund Amount to Charge Back

\$69,178

Departments/Amounts to be Allocated		FY 2018 Basis of Allocation		CDBG Fund
Human Resources	\$8,041,157	Human Resources Allocation		\$1,963
Administration	\$456,160	# of FTE	1,636.37	2.00
		% of Total FTE		0.12%
		Amount of Allocation		\$547
Employee Benefits	\$305,408	# of FTE	1,636.37	2.00
		% of Total FTE		0.12%
		Amount of Allocation		\$366
Retiree Health Care Costs	\$6,405,676	# of Retirees	660.00	0.00
		% of Total Retirees		0.00%
		Amount of Allocation		\$0
Compensation & Classification	\$201,860	# of FTE	1,636.37	2.00
		% of Total FTE		0.12%
		Amount of Allocation		\$242
Employee Development	\$137,607	# of FTE	1,636.37	2.00
		% of Total FTE		0.12%
		Amount of Allocation		\$165
Recruitment	\$436,403	# of FTE	1,636.37	2.00
		% of Total FTE		0.12%
		Amount of Allocation		\$524
Employee/Labor Relations	\$98,043	# of FTE	1,636.37	2.00
		% of Total FTE		0.12%
		Amount of Allocation		\$118
Financial Services	\$3,160,960	Financial Services Allocation		\$24,035
Administration	\$632,256	# of FTE	1,636.37	2.00
		% of Total FTE		0.12%
		Amount of Allocation		\$759
Accounting & Debt Management	\$703,327	# of Accounting Transactions Processed	83,800.00	1750.00
		% of Total Accounting Transactions		2.09%
		Amount of Allocation		\$14,700
Treasury (Cashier)	\$219,623	# of Cashier Transactions Processed	4,282,430.00	51.00
		% of Total Cashier Transactions		0.00%
		Amount of Allocation		\$0
Payroll Services	\$153,685	# of FTE	1,636.37	2.00
		% of Total FTE		0.12%
		Amount of Allocation		\$184
Accounts Payable	\$334,760	\$ Amount of A/P Transactions Processed	195,168,777.00	2,146,129.00
		% of Total A/P Transactions		1.10%
		Amount of Allocation		\$3,682
Management/Budget	\$453,151	% of Budget Expenditures	223,319,555.00	2,259,237.00
		% of Total Budget Expenditures		1.01%
		Amount of Allocation		\$4,577
Procurement	\$664,158	# of Purchase Orders Processed	4,865.00	1.00
		% of Total Purchase Orders Processed		0.02%
		Amount of Allocation		\$133
City Clerk	\$935,499	City Clerk Allocation		\$738
Administration	\$526,454	# of FTE	1,636.37	2.00
		% of Total FTE		0.12%
		Amount of Allocation		\$632
Communications	\$88,341	# of FTE	1,636.37	2.00
		% of Total FTE		0.12%
		Amount of Allocation		\$106
Records Management	\$197,214	# of Files Imaged	1,807,861.00	0.00
		% of Total Files Imaged		0.00%
		Amount of Allocation		\$0
Citizen's Action Center	\$123,490	# of Complaints/Inquiries	26,117.00	0.00
		% of Total Complaints/Inquiries		0.00%
		Amount of Allocation		\$0

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

General Fund Overhead Allocation to CDBG Fund

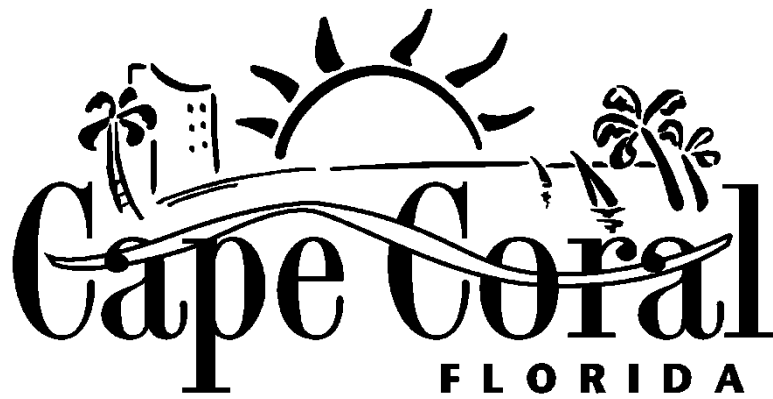
Total General Fund Amount to Charge Back

\$69,178

Departments/Amounts to be Allocated		FY 2018 Basis of Allocation		CDBG Fund
City Manager	\$1,458,514	City Manager Allocation		\$1,750
Administration	\$993,568	# of FTE	1,636.37	2.00
		% of Total FTE		0.12%
		Amount of Allocation		\$1,192
Public Information	\$464,946	# of FTE	1,636.37	2.00
		% of Total FTE		0.12%
		Amount of Allocation		\$558
Information Technology Services	\$6,558,775	Information Technology Services Allocation		\$10,584
Administration	\$284,279	# of Employee Accounts	1,177.00	2.00
		% of Total # of Employee Accounts		0.17%
		Amount of Allocation		\$483
Business Applications	\$1,766,175	# of Employee Accounts	1,177.00	2.00
		% of Total # of Employee Accounts		0.17%
		Amount of Allocation		\$3,002
Network Administration	\$1,569,210	# of Employee Accounts	1,177.00	2.00
		% of Total # of Employee Accounts		0.17%
		Amount of Allocation		\$2,668
Public Safety	\$2,126,011	# of Employee Accounts	1,177.00	2.00
		% of Total # of Employee Accounts		0.17%
		Amount of Allocation		\$3,614
Security	\$480,098	# of Employee Accounts	1,177.00	2.00
		% of Total # of Employee Accounts		0.17%
		Amount of Allocation		\$816
GIS	\$333,002	# of GIS Licenses	102.00	0.00
		% of Total # of GIS Licenses		0.00%
		Amount of Allocation		\$0
City Auditor	\$709,744	# of Internal Audit Hours	5,488.00	0.00
		% of Total Internal Audit Hours		0.00%
		Amount of Allocation		\$0
City Council	\$807,086	# of Council Agenda Items	461.00	6.00
		% of Total Council Agenda Items		1.30%
		Amount of Allocation		\$10,492
City Attorney	\$1,717,178	# of FTE	1,636.37	2.00
		% of Total FTE		0.12%
		Amount of Allocation		\$2,061
DCD Department Overhead		Please refer to Departmental Overhead Allocations		
		% of Total DCD Budget		9.44%
		Amount of Allocation		\$2,454
Adjustment				
		FY 2016 True Up		\$15,102
Total General Fund Allocations	\$23,388,912			\$69,178

Note: Differences are due to rounding.

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



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

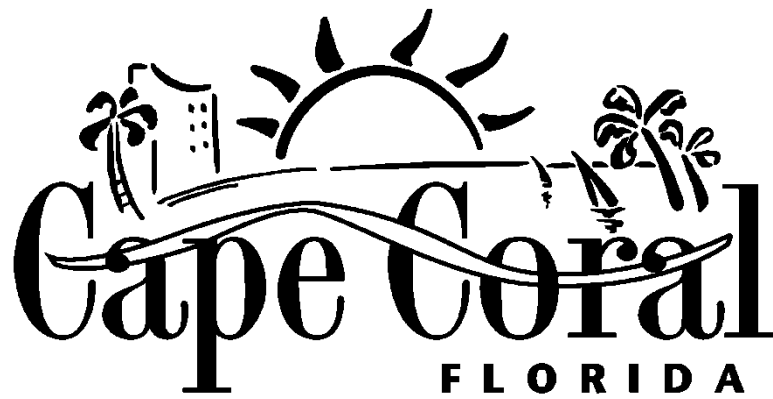
ORDINANCE

Ordinance14-F1

Ordinance 53-17 14-F3

Ordinance 54-17 14-F5

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



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

ORDINANCE 53 - 17

AN ORDINANCE TO ESTABLISH AND LEVY AD VALOREM TAXES WITHIN THE CORPORATE LIMITS OF THE CITY OF CAPE CORAL, FLORIDA, FOR THE TAX YEAR 2017; 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 2017 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 6.3440 mills by 0.406 mills computed pursuant to Florida Law and amounts to a 6.4% 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 2017 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, 2017, and ending September 30, 2018, 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.

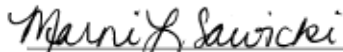
SECTION 2. If the property appraiser notifies the City of an aggregate change in the assessment roll from the certified assessment roll, from corrections of errors in the assessment roll, the millage will be adjusted by the City Manager by issuing a certificate of adjusted millage. The adjustment shall 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, 2017.

ADOPTED BY THE COUNCIL OF THE CITY OF CAPE CORAL AT ITS REGULAR SESSION THIS 2nd DAY OF October, 2017.


MARNI L. SAWICKI, MAYOR

VOTE OF MAYOR AND COUNCILMEMBERS:

SAWICKI
BURCH
CARIOSCIA
STOUT

aye
aye
aye
nay

LEON
PULEIO
WILLIAMS
COSDEN


aye
aye
nay
aye

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

ATTESTED TO AND FILED IN MY OFFICE THIS 5th DAY OF October,
2017.


REBECCA VAN DEUTEKOM
CITY CLERK

APPROVED AS TO FORM:


DOLORES D. MENENDEZ
CITY ATTORNEY
ord./budget-FY18 Millage
6/29/17
8/24/17
8/25/17

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

ORDINANCE 54 - 17

AN ORDINANCE ADOPTING THE CITY OF CAPE CORAL OPERATING BUDGET, REVENUES (SOURCES) AND EXPENDITURES (USES), AND CAPITAL BUDGET FOR THE FISCAL YEAR 2018 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 2018.

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 25, 2017, at 5:05 P.M. and October 2, 2017, 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 2018 – 2020 Adopted Operating 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 REGULAR SESSION THIS 2nd DAY OF October, 2017.


MARNI L. SAWICKI, MAYOR

VOTE OF MAYOR AND COUNCILMEMBERS:

SAWICKI
BURCH
CARIOSCIA
STOUT

aye
aye
aye
aye


LEON
PULEIO
WILLIAMS
COSHEN

aye
aye
aye
aye

ATTESTED TO AND FILED IN MY OFFICE THIS 5th DAY OF October, 2017.


REBECCA VAN DEUTEKOM
CITY CLERK

APPROVED AS TO FORM:


DOLORES D. MENENDEZ
CITY ATTORNEY
ord/Budget-FY18 Operating
6/29/17
8/24/17
9/19/17

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

**CITY OF CAPE CORAL
FY 2018 BUDGET - BY FUND
ATTACHMENT TO ORDINANCE 54-17**

	ADOPTED ORD 54-17
GENERAL FUND	
<u>SOURCES</u>	
Balances Brought Forward	\$ 39,780,200
Revenues:	
Ad Valorem Taxes	86,698,873
Sales & Use Taxes	13,388,264
Licenses, Permits, Franchise, Impact Fees & Special Assessments	30,705,074
Charges for Service	1,540,242
Internal Service Charges	5,851,677
Intergovernmental	23,606,535
Fines & Forfeitures	663,514
Miscellaneous	1,194,441
Interfund Transfers	5,368,427
Debt Proceeds	-
Total General Fund Sources	<u><u>\$ 208,797,247</u></u>
<u>USES</u>	
City Council	\$ 784,314
City Attorney	1,639,153
City Auditor	771,006
City Clerk	1,554,354
City Manager	2,570,054
DCD	4,939,930
Finance	3,433,180
Fire	31,812,191
Human Resources	1,671,827
ITS	6,558,854
Parks & Rec	13,370,048
Police	36,839,547
Public Works	9,380,628
Government Services	
Expenditures	54,837,531
Reserves	
Restricted	4,544,737
Unrestricted	34,089,893
Appropriations & Reserves General Fund	<u><u>\$ 208,797,247</u></u>

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

CITY OF CAPE CORAL
FY 2018 BUDGET - BY FUND
ATTACHMENT TO ORDINANCE 54-17

	ADOPTED ORD 54-17
SPECIAL REVENUE FUNDS	
ADDITIONAL FIVE CENT GAS TAX FUND	
<u>SOURCES</u>	
Balances Brought Forward	\$ 7,017,372
Revenues:	
Sales & Use Taxes	3,468,098
Intergovernmental	-
Miscellaneous	-
Interfund Transfers	-
 Total Additional Five Cent Gas Tax Fund Sources	 <u><u>\$ 10,485,470</u></u>
<u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ -
Debt Service	-
Transfers Out	581,938
Reserves	9,903,532
Appropriations & Reserves Additional Five Cent Gas Tax Fund	<u><u>\$ 10,485,470</u></u>
 SIX CENT GAS TAX FUND	
<u>SOURCES</u>	
Balances Brought Forward	\$ 9,044,576
Revenues:	
Sales & Use Taxes	4,717,573
Intergovernmental	-
Miscellaneous	-
Interfund Transfers	-
 Total Six Cent Gas Tax Fund Sources	 <u><u>\$ 13,762,149</u></u>
<u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ -
Debt Service	-
Transfers Out	4,364,262
Reserves	9,397,887
Appropriations & Reserves Six Cent Gas Tax Fund	<u><u>\$ 13,762,149</u></u>
 ROAD IMPACT FUND	
<u>SOURCES</u>	
Balances Brought Forward	\$ 636,812
Revenues:	
Intergovernmental	743,343
Licenses, Permits, Franchise, Impact Fees & Special Assessments	5,141,492
Miscellaneous	7,062
Interfund Transfers	-

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

CITY OF CAPE CORAL
FY 2018 BUDGET - BY FUND
ATTACHMENT TO ORDINANCE 54-17

	ADOPTED ORD
	54-17
Total Road Impact Fund Sources	<u><u>\$ 6,528,709</u></u>
<u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ -
Debt Service	-
Transfers Out	6,478,709
Reserves	50,000
Appropriations & Reserves Road Impact Fee Fund	<u><u>\$ 6,528,709</u></u>
POLICE PROT. IMPACT FEES	
<u>SOURCES</u>	
Balances Brought Forward	\$ 2,345,285
Revenues:	
Licenses, Permits, Franchise, Impact Fees & Special Assessments	993,772
Miscellaneous	7,036
Interfund Transfers	-
Total Police Protection Impact Fee Fund Sources	<u><u>\$ 3,346,093</u></u>
<u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 19,875
Debt Service	-
Transfers Out	-
Reserves	3,326,218
Appropriations & Reserves Police Protection Impact Fee Fund	<u><u>\$ 3,346,093</u></u>
ALS IMPACT FEES	
<u>SOURCES</u>	
Balances Brought Forward	\$ 213,442
Revenues:	
Licenses, Permits, Franchise, Impact Fees & Special Assessments	58,556
Miscellaneous	180
Interfund Transfers	-
Total ALS Fund Sources	<u><u>\$ 272,178</u></u>
<u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 1,171
Debt Service	-
Transfers Out	-
Reserves	271,007
Appropriations & Reserves ALS Fund	<u><u>\$ 272,178</u></u>
PARK IMPACT FEE FUNDS	
<u>SOURCES</u>	

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

CITY OF CAPE CORAL
FY 2018 BUDGET - BY FUND
ATTACHMENT TO ORDINANCE 54-17

	ADOPTED ORD 54-17
Balances Brought Forward	\$ 10,000
Revenues:	
Licenses, Permits, Franchise, Impact Fees & Special Assessments	1,828,600
Miscellaneous	-
Interfund Transfers	-
Total Park Impact Fee Funds Sources	<u>\$ 1,838,600</u>
USES	
Personnel, Operating, Capital Expenditures	\$ 27,430
Debt Service	-
Transfers Out	1,801,170
Reserves	10,000
Appropriations & Reserves Park Impact Fee Funds	<u>\$ 1,838,600</u>
FIRE IMPACT CAPITAL IMPROVEMENT FUND	
SOURCES	
Balances Brought Forward	\$ 1,031,391
Revenues:	
Licenses, Permits, Franchise, Impact Fees & Special Assessments	957,834
Miscellaneous	3,094
Interfund Transfers	-
Total Fire Capital Improvement Fund Sources	<u>\$ 1,992,319</u>
USES	
Personnel, Operating, Capital Expenditures	\$ 19,157
Debt Service	-
Transfers Out	339,867
Reserves	1,633,295
Appropriations & Reserves Fire Capital Improvement Fund	<u>\$ 1,992,319</u>
DO THE RIGHT THING	
SOURCES	
Balances Brought Forward	\$ -
Revenues:	
Miscellaneous	8,000
Interfund Transfers	-
Total Do The Right Thing Fund Sources	<u>\$ 8,000</u>
USES	
Personnel, Operating, Capital Expenditures	\$ 8,000
Debt Service	-
Transfers Out	-
Reserves	-

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

CITY OF CAPE CORAL
FY 2018 BUDGET - BY FUND
ATTACHMENT TO ORDINANCE 54-17

	ADOPTED ORD 54-17
Appropriations & Reserves Do The Right Thing Fund	<u>\$ 8,000</u>
CRIMINAL JUSTICE EDUCATION (Police Training)	
<u>SOURCES</u>	
Balances Brought Forward	\$ 5,000
Reserves	
Fines & Forfeitures	18,000
Miscellaneous	-
Total Police Confiscation-State Fund Sources	<u>\$ 23,000</u>
<u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 23,000
Debt Service	-
Transfers Out	-
Reserves	-
Appropriations & Reserves Police Confiscation - State Fund	<u>\$ 23,000</u>
POLICE CONFISCATION - STATE	
<u>SOURCES</u>	
Balances Brought Forward	\$ 189,314
Reserves	
Miscellaneous	100
Interfund Transfers	-
Total Police Confiscation-State Fund Sources	<u>\$ 189,414</u>
<u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 19,575
Debt Service	-
Transfers Out	-
Reserves	169,839
Appropriations & Reserves Police Confiscation - State Fund	<u>\$ 189,414</u>
POLICE CONFISCATION - FEDERAL	
Balances Brought Forward	\$ 464,427
Reserves	
Miscellaneous	300
Interfund Transfers	-
Total Police Confiscation-State Fund Sources	<u>\$ 464,727</u>
<u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 89,053
Debt Service	-
Transfers Out	-
Reserves	375,674

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

**CITY OF CAPE CORAL
FY 2018 BUDGET - BY FUND
ATTACHMENT TO ORDINANCE 54-17**

	ADOPTED ORD 54-17
Appropriations & Reserves Police Confiscation - Federal Fund	<u><u>\$ 464,727</u></u>
ALARM FEE FUND	
<u>SOURCES</u>	
Balances Brought Forward	\$ 19,591
Revenues:	
Charges for Service	143,449
Miscellaneous	200
Interfund Transfers	-
Total Alarm Fee Fund Sources	<u><u>\$ 163,240</u></u>
<u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 102,978
Debt Service	-
Transfers Out	7,500
Reserves	52,762
Appropriations & Reserves Alarm Fee Fund	<u><u>\$ 163,240</u></u>
ALL HAZARDS FUND	
<u>SOURCES</u>	
Balances Brought Forward	\$ 1,046,526
Revenues:	
Ad Valorem Taxes	851,417
Intergovernmental	-
Miscellaneous	-
Interfund Transfers	-
Total All Hazards Fund Sources	<u><u>\$ 1,897,943</u></u>
<u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 642,615
Debt Service	-
Transfers Out	93,600
Reserves	1,161,728
Appropriations & Reserves All Hazards Fund	<u><u>\$ 1,897,943</u></u>
DEL PRADO PARKING LOT MAINTENANCE	
<u>SOURCES</u>	
Balances Brought Forward	\$ -
Revenues:	
Licenses, Permits, Franchise, Impact Fees & Special Assessments	38,010
Miscellaneous	-
Interfund Transfers	-
Total Del Prado Mall Maintenance Fund Sources	<u><u>\$ 38,010</u></u>

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

CITY OF CAPE CORAL
FY 2018 BUDGET - BY FUND
ATTACHMENT TO ORDINANCE 54-17

	ADOPTED ORD 54-17
<u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 38,010
Debt Service	-
Transfers Out	-
Reserves	-
Appropriations & Reserves Del Prado Mall Maintenance Fund	<u>\$ 38,010</u>
 <u>LOT MOWING FUND</u>	
<u>SOURCES</u>	
Balances Brought Forward	\$ 1,613,965
Revenues:	
Charges for Service	3,417,869
Miscellaneous	-
Fines & Forfeitures	51,000
Interfund Transfers	-
Total Lot Mowing Fund Sources	<u>\$ 5,082,834</u>
 <u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 3,969,843
Debt Service	-
Transfers Out	-
Reserves	1,112,991
Appropriations & Reserves Lot Mowing Fund	<u>\$ 5,082,834</u>
 <u>BUILDING DIVISION FUND</u>	
<u>SOURCES</u>	
Balances Brought Forward	\$ 7,801,302
Revenues:	
Licenses, Permits, Franchise, Impact Fees & Special Assessments	5,561,887
Charges for Service	265,250
Fines & Forfeitures	39,755
Miscellaneous	2,490
Interfund Transfers	-
Total Building Division Sources	<u>\$ 13,670,684</u>
 <u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 5,145,997
Debt Service	-
Transfers Out	1,044,696
Reserves	7,479,991

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

**CITY OF CAPE CORAL
FY 2018 BUDGET - BY FUND
ATTACHMENT TO ORDINANCE 54-17**

	ADOPTED ORD 54-17
Appropriations & Reserves Building Division Fund	\$ 13,670,684
COMMUNITY REDEVELOPMENT TRUST FUND	
<u>SOURCES</u>	
Balances Brought Forward	\$ 2,443,223
Revenues:	
Ad Valorem Taxes	790,548
Charges for Service	-
Miscellaneous	5,700
Interfund Transfers	1,317,385
Total Community Redevelopment Trust Fund Sources	\$ 4,556,856
<u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 344,076
Debt Service	-
Transfers Out	4,212,780
Reserves	-
Appropriations & Reserves Community Redevelopment Trust Fund	\$ 4,556,856
CITY CENTRUM BUSINESS PARK FUND	
<u>SOURCES</u>	
Balances Brought Forward	\$ -
Revenues:	
Intergovernmental	-
Miscellaneous	-
Interfund Transfers	93,274
Total City Centrum Business Park Fund Sources	\$ 93,274
<u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 93,274
Debt Service	-
Transfers Out	-
Reserves	-
Appropriations & Reserves City Centrum Business Park Fund	\$ 93,274
SUN SPLASH WATERPARK FUND	
<u>SOURCES</u>	
Balances Brought Forward	\$ -
Revenues:	
Intergovernmental	-
Charges for Service	2,519,286
Miscellaneous	10,026

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

**CITY OF CAPE CORAL
FY 2018 BUDGET - BY FUND
ATTACHMENT TO ORDINANCE 54-17**

	ADOPTED ORD 54-17
Interfund Transfers	431,677
Debt Proceeds	-
Total Sun Splash Waterpark Fund Sources	\$ 2,960,989
USES	
Personnel, Operating, Capital Expenditures	\$ 2,429,865
Debt Service	-
Transfers Out	531,124
Reserves	-
Appropriations & Reserves Sun Splash Waterpark Fund	\$ 2,960,989
PARK & RECREATION PROGRAMS FUND	
SOURCES	
Balances Brought Forward	\$ -
Reserves	
Intergovernmental	567,496
Charges for Service	3,732,095
Fines & Forfeitures	11,800
Miscellaneous	266,831
Interfund Transfers	4,881,507
Debt Proceeds	-
Total P&R Programs Fund Sources	\$ 9,459,729
USES	
Personnel, Operating, Capital Expenditures	\$ 9,331,840
Debt Service	-
Transfers Out	-
Reserves	-
Appropriations & Reserves Park Programs Fund	\$ 9,459,729
NEIGHBORHOOD STABILIZATION (NSP/HUD) FUND	
SOURCES	
Balances Brought Forward	\$ -
Revenues:	
Intergovernmental	
Miscellaneous	-
Interfund Transfers	-
Total Neighborhood Stabilization Fund (NSP/HUD) Sources	\$ -

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FY 2018 – 2020 Adopted Operating Budget**

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	ADOPTED ORD 54-17
<u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ -
Debt Service	-
Transfers Out	-
Reserves	-
Appropriations & Reserves Neighborhood Stabilization Fund (NSP/HUD)	<u>\$ -</u>
 COMMUNITY DEVELOPMENT BLOCK GRANT FUND (CDBG)	
<u>SOURCES</u>	
Balances Brought Forward	\$ -
Revenues:	
Intergovernmental	940,159
Miscellaneous	-
Interfund Transfers	-
Total Community Development Block Grant Fund Sources	<u>\$ 940,159</u>
 <u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 870,981
Debt Service	-
Transfers Out	69,178
Reserves	-
Appropriations & Reserves Community Development Block Grant Fund	<u>\$ 940,159</u>
 LOCAL HOUSING ASSISTANCE PROGRAM TRUST FUND (S.H.I.P.)	
<u>SOURCES</u>	
Balances Brought Forward	\$ -
Revenues:	
Intergovernmental	-
Miscellaneous	-
Interfund Transfers	-
Total Local Housing (S.H.I.P.) Fund Sources	<u>\$ -</u>
 <u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ -
Debt Service	-
Transfers Out	-
Reserves	-
Appropriations & Reserves Local Housing Assistance Program Trust Fund	<u>\$ -</u>
 RESIDENTIAL CONSTRUCTION MITIGATION FUND	

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FY 2018 – 2020 Adopted Operating Budget**

**CITY OF CAPE CORAL
FY 2018 BUDGET - BY FUND
ATTACHMENT TO ORDINANCE 54-17**

	ADOPTED ORD 54-17
<u>SOURCES</u>	
Balances Brought Forward	\$ -
Revenues:	
Intergovernmental	-
Miscellaneous	-
Interfund Transfers	-
 Total Residential Construction Mitigation Fund Sources	 <u>\$ -</u>
<u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ -
Debt Service	-
Transfers Out	-
Reserves	-
 Appropriations & Reserves Residential Construction Mitigation Fund	 <u>\$ -</u>
 DEBT SERVICE FUND	
<u>SOURCES</u>	
Balances Brought Forward	\$ 7,766,851
Revenues:	
Miscellaneous	4,279,469
Interfund Transfers	17,251,499
 Total Debt Service Fund Sources	 <u>\$ 29,297,819</u>
<u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ -
Debt Service	21,530,968
Transfers Out	-
Reserves	7,766,851
 Appropriations & Reserves Debt Service Fund	 <u>\$ 29,297,819</u>
 CAPITAL PROJECTS FUNDS	
FIRE STATION CONSTRUCTION CAPITAL PROJECT FUND	
<u>SOURCES</u>	
Balances Brought Forward	\$ -
Revenues:	
Intergovernmental	-
Miscellaneous	-
Interfund Transfers	297,000
Debt Proceeds	-

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

CITY OF CAPE CORAL
FY 2018 BUDGET - BY FUND
ATTACHMENT TO ORDINANCE 54-17

	ADOPTED ORD 54-17
Total Fire Station Capital Project Fund Sources	<u><u>\$ 297,000</u></u>
<u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 297,000
Debt Service	-
Transfers Out	-
Reserves	-
Appropriations & Reserves Fire Station Construction Cap Fund	<u><u>\$ 297,000</u></u>
 CRA STREETSCAPE	
<u>SOURCES</u>	
Balances Brought Forward	\$ -
Revenues:	
Intergovernmental	-
Miscellaneous	-
Interfund Transfers	3,695,932
Debt Proceeds	-
Total Computer Systems Project Fund Sources	<u><u>\$ 3,695,932</u></u>
<u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 3,695,932
Debt Service	-
Transfers Out	-
Reserves	-
Appropriations & Reserves CRA Streetscape	<u><u>\$ 3,695,932</u></u>
 TRANSPORTATION CAPITAL PROJECTS FUND	
<u>SOURCES</u>	
Balances Brought Forward	\$ -
Revenues:	
Intergovernmental	3,065,438
Miscellaneous	-
Interfund Transfers	8,282,000
Debt Proceeds	-
Total Transportation Capital Project Fund Sources	<u><u>\$ 11,347,438</u></u>
<u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 11,347,438
Debt Service	-

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

CITY OF CAPE CORAL
FY 2018 BUDGET - BY FUND
ATTACHMENT TO ORDINANCE 54-17

	ADOPTED ORD
	54-17
Transfers Out	-
Reserves	-
Appropriations & Reserves Transportation Capital Fund	<u><u>\$ 11,347,438</u></u>

ENTERPRISE FUNDS
WATER & SEWER UTILITY FUND

SOURCES

Balances Brought Forward	\$ 124,070,083
Revenues:	
Licenses, Permits, Franchise, Impact Fees & Special Assessments	35,870,035
Charges for Service	82,162,687
Internal Service Charges	631,891
Intergovernmental	-
Fines & Forfeitures	773,574
Miscellaneous	757,778
Debt Proceeds	72,083,542
Interfund Transfers	78,829,697
Total Water & Sewer Utility Fund Sources	<u><u>\$ 395,179,287</u></u>

USES

Personnel, Operating, Capital Expenditures	\$ 160,016,679
Debt Service	51,614,218
Transfers Out	78,976,115
Reserves	104,572,275
Appropriations & Reserves Water & Sewer Utility Fund	<u><u>\$ 395,179,287</u></u>

STORMWATER UTILITY FUND

SOURCES

Balances Brought Forward	\$ 11,644,134
Revenues:	
Licenses, Permits, Franchise, Impact Fees & Special Assessments	3,660
Intergovernmental	-
Charges for Service	17,519,772
Fines & Forfeitures	1,664
Miscellaneous	108,862
Interfund Transfers	-
Debt Proceeds	579,000
Total Stormwater Utility Fund Sources	<u><u>\$ 29,857,092</u></u>

USES

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

CITY OF CAPE CORAL
FY 2018 BUDGET - BY FUND
ATTACHMENT TO ORDINANCE 54-17

	ADOPTED ORD
	54-17
Personnel, Operating, Capital Expenditures	\$ 15,919,921
Debt Service	443,000
Transfers Out	-
Reserves	13,494,171
Appropriations & Reserves Stormwater Utility Fund	<u>\$ 29,857,092</u>
YACHT BASIN FUND	
<u>SOURCES</u>	
Balances Brought Forward	\$ 721,786
Revenues:	
Charges for Service	539,127
Miscellaneous	1,200
Interfund Transfers	-
Total Yacht Basin Fund Sources	<u>\$ 1,262,113</u>
<u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 360,148
Debt Service	-
Transfers Out	115,000
Reserves	786,965
Appropriations & Reserves Yacht Basin Fund	<u>\$ 1,262,113</u>
GOLF COURSE FUND	
<u>SOURCES</u>	
Balances Brought Forward	\$ -
Revenues:	
Charges for Service	2,621,158
Miscellaneous	17,400
Interfund Transfers	528,351
Total Golf Course Fund Sources	<u>\$ 3,164,909</u>
<u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 3,164,909
Debt Service	-
Transfers Out	-
Reserves	-
Appropriations & Reserves Golf Course Fund	<u>\$ 3,164,909</u>
CHARTER SCHOOL OPERATING FUND	

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

CITY OF CAPE CORAL
FY 2018 BUDGET - BY FUND
ATTACHMENT TO ORDINANCE 54-17

	ADOPTED ORD 54-17
<u>SOURCES</u>	
Balances Brought Forward	\$ 5,422,564
Revenues:	
Intergovernmental	22,421,035
Charges for Service	666,450
Miscellaneous	182,138
Total Charter School Operating Fund Sources	<u>\$ 28,692,187</u>
<u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 24,103,097
Debt Service	-
Other	-
Reserves	4,589,090
Appropriations & Reserves Charter School Operating Fund	<u>\$ 28,692,187</u>
 WORKERS COMP INSURANCE FUND	
<u>SOURCES</u>	
Balances Brought Forward	\$ 8,340,776
Revenues:	
Internal Service Charges	-
Miscellaneous	4,215,594
Interfund Transfers	-
Total Workers Compensation Insurance Fund Sources	<u>\$ 12,556,370</u>
<u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 3,335,655
Debt Service	-
Transfers Out	-
Reserves	9,220,715
Appropriations & Reserves Workers Compensation Insurance Fund	<u>\$ 12,556,370</u>
 PROPERTY LIABILITY INSURANCE FUND	
<u>SOURCES</u>	
Balances Brought Forward	\$ 797,184
Revenues:	
Charges for Service	-
Internal Service Charges	3,766,311
Miscellaneous	-
Interfund Transfers	-
Total Property Liability Insurance Fund Sources	<u>\$ 4,563,495</u>
<u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 3,774,403
Debt Service	-

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

CITY OF CAPE CORAL
FY 2018 BUDGET - BY FUND
ATTACHMENT TO ORDINANCE 54-17

	ADOPTED ORD
	54-17
Transfers Out	-
Reserves	789,092
Appropriations & Reserves Property Liability Insurance Fund	<u>\$ 4,563,495</u>
FACILITIES INTERNAL SERVICE	
<u>SOURCES</u>	
Balances Brought Forward	\$ -
Revenues:	
Internal Service Charges	5,227,451
Miscellaneous	-
Interfund Transfers	-
Total Internal Service Fund Sources	<u>\$ 5,227,451</u>
<u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 5,227,451
Debt Service	-
Transfers Out	-
Reserves	-
Appropriations & Reserves Facilities Internal Service Fund	<u>\$ 5,227,451</u>
FLEET INTERNAL SERVICE	
<u>SOURCES</u>	
Balances Brought Forward	\$ -
Revenues:	
Internal Service Charges	4,731,634
Miscellaneous	-
Interfund Transfers	-
Total Fleet Internal Service Fund Sources	<u>\$ 4,731,634</u>
<u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 4,731,634
Debt Service	-
Transfers Out	-
Reserves	-
Appropriations & Reserves Fleet Internal Service Fund	<u>\$ 4,731,634</u>
SELF INSURED HEALTH PLAN INTERNAL SERVICE	
<u>SOURCES</u>	
Balances Brought Forward	\$ 3,059,311
Revenues:	
Internal Service Charges	21,208,211
Miscellaneous	140,000
Interfund Transfers	-

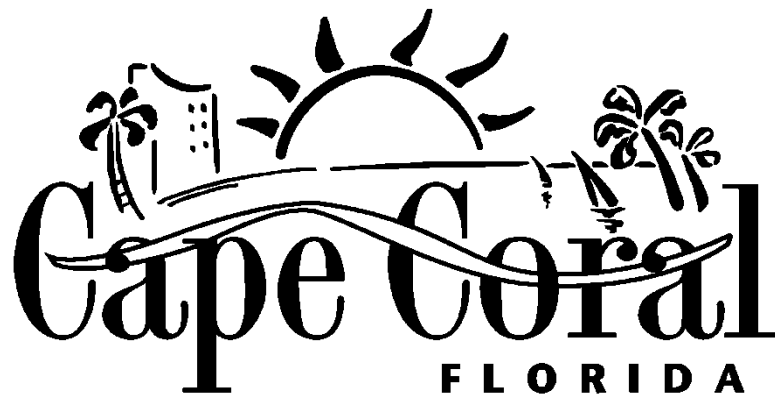
**City of Cape Coral, Florida
FY 2018 – 2020 Adopted Operating Budget**

**CITY OF CAPE CORAL
FY 2018 BUDGET - BY FUND
ATTACHMENT TO ORDINANCE 54-17**

	ADOPTED ORD 54-17
Total Self Insured Health Plan Internal Service Fund Sources	<u>\$ 24,407,522</u>
USES	
Personnel, Operating, Capital Expenditures	\$ 17,156,518
Debt Service	-
Transfers Out	-
Reserves	7,251,004
Appropriations & Reserves Self Insured Health Plan Int Serv Fund	<u>\$ 24,407,522</u>
 TOTAL FY 2018 BUDGET	 \$ 840,851,873
 TOTAL FY 2018 REVENUE (SOURCES) BUDGET	 \$ 840,851,873
TOTAL FY 2018 EXPENDITURE (USES) BUDGET	\$ 840,851,873

	FUND TYPE SUMMARY	AS ADOPTED
General Fund		<u>\$ 208,797,247</u>
Special Revenue		77,774,377
Debt Service		29,297,819
Capital Project		15,340,370
Enterprise		458,155,588
Internal Service		51,486,472
Total		<u>\$ 840,851,873</u>

City of Cape Coral, Florida
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City of Cape Coral, Florida
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Yacht Basin

10-17

