



# CITY OF CAPE CORAL

## FY 2021—2023

### OPERATING BUDGET



# **City of Cape Coral, Florida Fiscal Years 2021 - 2023 Adopted Budget**



## **City Council**

### **Budget Adopted By**

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

### **Current Sitting**

**Joe Coviello, Mayor  
John Gunter, District #1  
Dan Sheppard, District #2  
Tom Hayden, District #3  
Jennifer I. Nelson, District #4  
Robert M. Welsh, District #5  
Richard Williams, District #6  
Jessica Cosden, District #7**

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

**Rob Hernandez, City Manager  
Christopher Phillips, Interim Financial Services Director**

City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget



City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget

## TABLE OF CONTENTS

	Section [PDF]
<b>Introduction .....</b>	<b>1 [7]</b>
<i>City Overview .....</i>	<i>1-2 [8]</i>
<i>Organizational Chart.....</i>	<i>1-3 [9]</i>
<i>Distinguished Budget Presentation Award for FY 2020.....</i>	<i>1-4 [10]</i>
<b>Budget Message.....</b>	<b>2 [11]</b>
<i>Budget Message.....</i>	<i>2-2 [12]</i>
<b>Budget Overview.....</b>	<b>3 [29]</b>
<i>Understanding the Budget.....</i>	<i>3-2 [30]</i>
<i>Budget Process .....</i>	<i>3-4 [32]</i>
<i>Budget Calendar.....</i>	<i>3-6 [34]</i>
<i>Budget Preparation, Adoption, and Amendment .....</i>	<i>3-7 [35]</i>
<i>Financial Management Policies.....</i>	<i>3-10 [38]</i>
<i>Long Range Financial Plan .....</i>	<i>3-26 [54]</i>
<i>Fund Descriptions.....</i>	<i>3-28 [56]</i>
<i>Fund Structure.....</i>	<i>3-29 [57]</i>
<i>Department and Fund Relationship.....</i>	<i>3-30 [58]</i>
<b>Strategic Planning.....</b>	<b>4 [59]</b>
<i>Strategic Plan Summary.....</i>	<i>4-2 [60]</i>
<i>Strategic Plan.....</i>	<i>4-3 [61]</i>
<b>Financial Highlights .....</b>	<b>5 [81]</b>
<i>Budget Highlights and Summary Schedules .....</i>	<i>5-2 [82]</i>
<i>Summary of FY 2021 Budget Fund &amp; Function .....</i>	<i>5-4 [84]</i>
<i>Major Revenue Sources.....</i>	<i>5-6 [86]</i>
<i>Highlights of Other Major Funds.....</i>	<i>5-14 [94]</i>
<i>Millage Rate and Taxable Value History.....</i>	<i>5-15 [95]</i>
<i>All Funds Revenues .....</i>	<i>5-16 [96]</i>
<i>All Funds Expenditures.....</i>	<i>5-18 [98]</i>
<i>Inter &amp; Intrafund Transfers.....</i>	<i>5-20 [100]</i>
<i>Fund Balance Projections.....</i>	<i>5-22 [102]</i>
<b>Department Overviews .....</b>	<b>6 [103]</b>



**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

<i>City Council</i> .....	6-3 [105]
<i>City Attorney</i> .....	6-5 [107]
<i>City Manager</i> .....	6-9 [111]
<i>City Auditor</i> .....	6-13 [115]
<i>Information Technology</i> .....	6-17 [119]
<i>City Clerk</i> .....	6-21 [123]
<i>Financial Services</i> .....	6-25 [127]
<i>Human Resources</i> .....	6-31 [133]
<i>Department of Community Development</i> .....	6-35 [137]
<i>Police Department</i> .....	6-39 [141]
<i>Fire Department</i> .....	6-43 [145]
<i>Public Works</i> .....	6-49 [151]
<i>Utilities</i> .....	6-55 [157]
<i>Parks &amp; Recreation</i> .....	6-61 [163]
<i>Government Services</i> .....	6-67 [169]
<b>General Fund</b> .....	<b>7 [171]</b>
<i>Summary of General Fund Revenue by Category</i> .....	7-2 [172]
<i>Summary of General Fund Expenditures by Department</i> .....	7-4 [174]
<i>City Council</i> .....	7-6 [176]
<i>City Attorney</i> .....	7-7 [177]
<i>City Manager</i> .....	7-8 [178]
<i>City Auditor</i> .....	7-9 [179]
<i>Information Technology</i> .....	7-10 [180]
<i>City Clerk</i> .....	7-11 [181]
<i>Financial Services</i> .....	7-12 [182]
<i>Human Resources</i> .....	7-13 [183]
<i>Community Development</i> .....	7-14 [184]
<i>Police Department</i> .....	7-15 [185]
<i>Fire Department</i> .....	7-16 [186]
<i>Public Works</i> .....	7-17 [187]
<i>Parks &amp; Recreation</i> .....	7-18 [188]
<i>Government Services</i> .....	7-19 [189]
<b>Special Revenue Funds</b> .....	<b>8 [193]</b>
<i>City Manager</i>	
<i>Community Redevelopment Agency (CRA)</i> .....	8-2 [194]
<i>Police</i>	
<i>Police Protection Impact Fee</i> .....	8-3 [195]
<i>Do the Right Thing</i> .....	8-4 [196]

**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

<i>Police Evidence</i> .....	8-5 [197]
<i>Police Confiscation/State</i> .....	8-6 [198]
<i>Police Confiscation/Federal</i> .....	8-7 [199]
<i>Criminal Justice Education Fund</i> .....	8-8 [200]
<i>Alarm Fee</i> .....	8-9 [201]
Fire	
<i>Advanced Life Support Impact Fee</i> .....	8-10 [202]
<i>Fire Rescue and Emergency Capital Improvement Impact Fee</i> .....	8-11 [203]
<i>All Hazards</i> .....	8-12 [204]
Public Works	
<i>Additional Five Cent Gas Tax</i> .....	8-13 [205]
<i>Six Cent Gas Tax</i> .....	8-14 [206]
<i>Road Impact Fee</i> .....	8-15 [207]
<i>Del Prado Mall Parking Lot</i> .....	8-16 [208]
<i>Lot Mowing</i> .....	8-17 [209]
Community Development	
<i>Building</i> .....	8-18 [210]
<i>Community Development Block Grant (C.D.B.G.)</i> .....	8-19 [211]
<i>Local Housing Assistance (S.H.I.P.)</i> .....	8-20 [212]
<i>Residential Construction Mitigation Program Grant</i> .....	8-21 [213]
<i>HUD Neighborhood Stabilization</i> .....	8-22 [214]
Parks & Recreation	
<i>Park Recreational Facilities Impact Fee</i> .....	8-23 [215]
<i>Parks &amp; Recreation Programs</i> .....	8-24 [216]
<i>Waterpark</i> .....	8-26 [218]
<i>Golf Course</i> .....	8-27 [219]
General Government	
<i>City Centrum Business Park</i> .....	8-28 [220]
<i>Seawall Assessments</i> .....	8-29 [221]
<b>Debt Service Fund</b> .....	<b>9 [223]</b>
<i>Governmental Debt</i> .....	9-2 [224]
<i>Summary of Debt Service</i> .....	9-4 [226]
<b>Capital Projects Fund</b> .....	<b>10 [227]</b>
<i>Capital Projects</i> .....	10-2 [228]
<i>Summary of Capital Projects</i> .....	10-3 [229]

**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

<b>Enterprise Funds.....</b>	<b>11 [231]</b>
<i>Water &amp; Sewer .....</i>	<i>11-2 [232]</i>
<i>Water &amp; Sewer Utility Extension Capital Project.....</i>	<i>11-3 [233]</i>
<i>Water &amp; Sewer Impact, CFEC &amp; CIAC Fees .....</i>	<i>11-4 [234]</i>
<i>Stormwater .....</i>	<i>11-5 [235]</i>
<i>Yacht Basin .....</i>	<i>11-6 [236]</i>
 <b>Internal Service Funds.....</b>	 <b>12 [237]</b>
<i>Workers Compensation Insurance Fund .....</i>	<i>12-2 [238]</i>
<i>Property/Liability Insurance Fund .....</i>	<i>12-3 [239]</i>
<i>Self-Insured Health Plan Fund.....</i>	<i>12-4 [240]</i>
<i>Facilities Management Fund .....</i>	<i>12-5 [241]</i>
<i>Fleet Maintenance Fund.....</i>	<i>12-6 [242]</i>
 <b>City of Cape Coral Charter School Authority.....</b>	 <b>13 [243]</b>
<i>Charter School Authority.....</i>	<i>13-2 [244]</i>
 <b>Asset Management Program.....</b>	 <b>14 [245]</b>
<i>Asset Management Program .....</i>	<i>14-2 [246]</i>
<i>Asset Management Program Tables .....</i>	<i>14-7 [251]</i>
 <b>Debt Management Program.....</b>	 <b>15 [289]</b>
<i>Debt Management .....</i>	<i>15-2 [290]</i>
 <b>Appendices .....</b>	 <b>16 [297]</b>
<i>Glossary of Financial Terms .....</i>	<i>Section 16-A1 [299]</i>
<i>Statistical Section .....</i>	<i>Section 16-B1 [311]</i>
<i>Staffing .....</i>	<i>Section 16-C1 [319]</i>
<i>Full Cost Allocation.....</i>	<i>Section 16-D1 [329]</i>
<i>Ordinance .....</i>	<i>Section 16-E1 [351]</i>
 <b>Index.....</b>	 <b>17 [379]</b>

City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget

INTRODUCTION

**Introduction ..... 1**  
    *City Overview..... 1-2*  
    *Organizational Chart..... 1-3*  
    *Distinguished Budget Presentation Award for FY 2020 ..... 1-4*



**City of Cape Coral, Florida**  
**FY 2021 – 2023 Adopted Budget**

# 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 185,837 (University of Florida, Bureau of Economic and Business Research, 2019).

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.

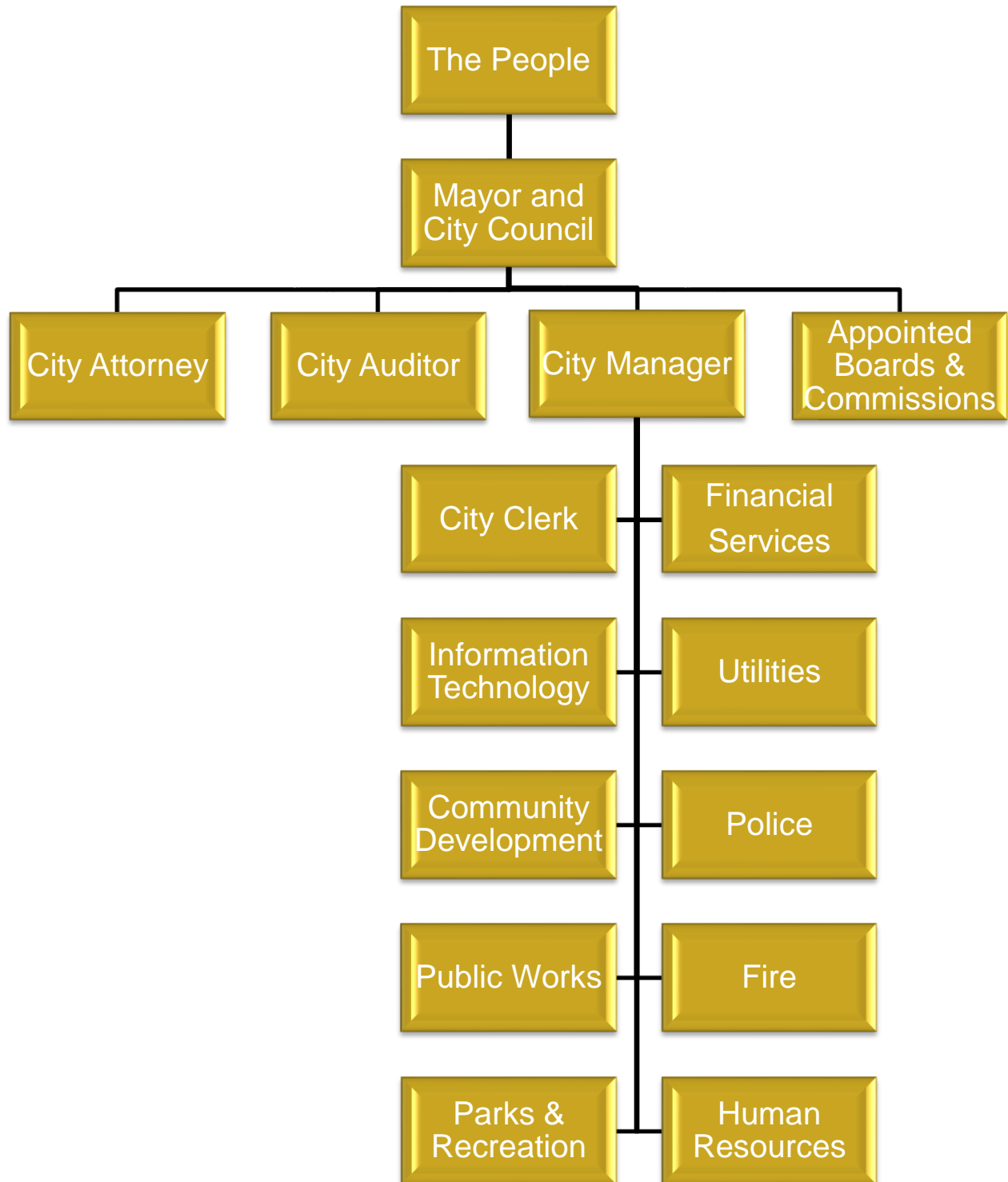
The City of Cape Coral operates under the Council-City Manager form of government. City Council members are elected at large from seven districts. The Mayor also is elected at large and is the eighth member of council. The Mayor presides over council meetings.

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

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



## ORGANIZATIONAL CHART



City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Cape Coral  
Florida**

For the Fiscal Year Beginning

**October 1, 2019**

*Christopher P. Morill*

Executive Director

BUDGET MESSAGE

Budget Message..... 2  
    Budget Message ..... 2-2



## ADOPTED BUDGET MESSAGE



### MEMORANDUM

**TO:** Honorable Mayor and City Council

**FROM:** Rob Hernandez, City Manager

**DATE:** October 20, 2020

**SUBJECT:** FY 2021 Final Adopted Budget

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I am pleased to present the City of Cape Coral's Fiscal Year (FY) 2021 Final Adopted Budget. This budget document delineates the estimated revenues and projected expenditures approved by City Council for FY 2021. While the document shows a three-year rolling budget, City Council only adopts the first year of the three-year plan. The budget projections related to FY 2022 and FY 2023 provide valuable information to help guide future budget planning.

I came onboard as city manager in mid-August. While the basic parameters of the FY 2021 budget had been developed at that point, City Council and our City budget team were presented with unexpected revenue challenges in our General Fund. The General Fund supports the main services City government provides to our community (e.g. police, fire, public works, parks and recreation). As we were finalizing our General Fund budget, we received updated numbers from the state regarding state-shared revenues. These revenues are a major source of funds in our General Fund, and the updated numbers reflected higher shortfalls than anticipated due to the COVID-19 pandemic. The shortfall required additional reductions of more than \$3 million.

Even with these reductions in revenues and expenditures, City Council was able to fund key services and lower the property tax from 6.4903 mills to 6.3750 mills. This rate reduction resulted in property tax savings of \$1.8 million to property owners.

We were fortunate to have diversified revenue sources in place to fund the general operations of the City and address these budget challenges in FY 2021. With a public service tax and fire services assessment combined with our ad valorem taxes, we have revenue stability in our General Fund. These revenue sources will be important as we look to the out years of the three-year rolling budget where additional challenges await on the horizon.

**City of Cape Coral, Florida**  
**FY 2021 - 2023 Adopted Budget**

For FY 2021, the City had to craft a budget under a cloud of uncertainty with a global pandemic impacting the country and our community. We still may not know the full financial impact of this pandemic for another year; however, the best course of action for FY 2021 was to follow a conservative and cautious approach. As we move forward, let's take a quick look at where we were last year.

***A Look Back – FY 2020 Capital Investment and Planning***

An important principle of municipal government management is capital investment and planning. To avoid future financial impacts that can occur without proper planning, cities must maintain and fund a rolling, multi-year capital plan.

One of the areas targeted for significant capital investment in FY 2020 was enhancing our parks system. Seven new neighborhood parks and four community parks are being added or improved through the \$60 million General Obligation (GO) Bond approved by the voters in 2018. The City completed the design for most of these parks in FY 2020, and construction should begin in FY 2021.

The city's roadway system is a major component of our infrastructure. Cape Coral has more than 3,000 lane miles. In FY 2013, the City established a rolling Five-Year Road Resurfacing Plan and budgeted \$6.5 million annually toward maintaining this asset. In FY 2020, we continued our annual road paving project using a combination of funds available from gas tax revenues (\$4 million) and General Fund (\$2.5 million). We chose to use gas tax dollars again this year so we could retain additional funds in the General Fund reserves, which had been utilized to fund Hurricane Irma clean-up costs. Since our road resurfacing plan began, the City has resurfaced 804 miles of local roads and 253 miles of major roads.

Other capital investments in FY 2020 included:

- \$4.3 million for Fire Station 2
- \$650,000 for design of Police Training Facility

***A Look Back – FY 2020 Organizational Investment***

Maintaining a strong, reliable workforce requires investment in our personnel resources and service delivery tools.

Keeping our community safe is one of the major roles of municipal governments. As such, our public safety departments continued to be a top priority. Our Fire and Police departments do an excellent job of responding to the needs of our citizens. We have maintained Cape Coral's status as one of the safest cities in Florida.

The City reinstated 10 police officers this past year and continued to increase our ranks to meet the service needs of our community. In addition to adding staff, City Council ratified the collective bargaining agreement, which addressed significant pay inequities for our Police Department. Pay for our officers had fallen well behind our comparable cities and was impacting our ability to recruit and retain quality officers. City Council adopted new pay ranges for our rank and file officers, sergeants and lieutenants, which brought their pay to the targeted 75<sup>th</sup> percentile range of the comparative cities. These new pay structures have improved our recruitment and retention efforts.

**City of Cape Coral, Florida  
FY 2021 - 2023 Adopted Budget**

We also took a significant step to improve our customer services for multiple City functions by investing in a new financial software system. Tyler Munis went “live” this year, and many of our customer service areas have been upgraded to include our utility billing and accounting services, online permitting and inspections, and code compliance.

***A Look Back – FY 2020 Planning and Projects***

Future planning is another important principle in municipal government management. Since 2012, Cape Coral has added more than 40,000 residents and has a population approaching 200,000. Cape Coral is the 8<sup>th</sup> largest city in the state of Florida, and proper long-term planning is essential to provide a good level of service to our residents.

***Utilities Extension Projects***

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. Construction of the \$269 million North 2 project, which began in October 2017, was completed this fiscal year. Design is underway for the North 1 area, and construction should begin in 2021. City staff continues to secure low-interest State Revolving Funds and grants to finance these projects and lessen the financial impact on property owners. The City currently is developing a master plan to guide future utilities extension projects in the remaining un-serviced areas of Cape Coral.

***\$60 Million Parks General Obligation Bond***

As mentioned previously, one of the most exciting developments was the approval of a \$60 million GO Bond in 2018. The bond will fund new neighborhood parks, expand three community parks and make improvements at several existing parks in Cape Coral. These parks provide for our community’s quality of life needs. This past year, the City’s construction teams completed the design for the parks after receiving public input at several scheduled meetings. Construction is expected to begin in 2021 and be completed by year’s end for most of the parks.

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

Two major initiatives continued moving forward this past year although much slower than we had expected. While the potential for the Bimini Basin Project in the south Cape has been improved with new land use and zoning district changes, potential investors and developers have been hesitant to move forward at this location in the south Cape. One significant issue that needed to be addressed was the lack of adequate infrastructure to support higher-density development. The City and the Community Redevelopment Agency) CRA are addressing this issue in the next fiscal year by designing a project that will upgrade the water and sewer infrastructure. It is important to ensure the construction of these upgrades correlate with quality development in the area.

In the northwest Cape, the Seven Islands development located off Old Burnt Store Road stalled due to the current market conditions and concerns associated therewith by developers. While we were expecting to have a developer identified by the end of the year, this project may need to wait for market conditions to improve.

***State Funds for Reclaimed Water Projects***

Cape Coral has one of the largest reuse water systems in the country. Our reclaimed water system virtually has eliminated any discharge of treated wastewater into the Caloosahatchee River. This reclaimed water is supplemented with water from our freshwater canal system, and the demands on this combined system have been stretching our ability to supply the necessary water.

**City of Cape Coral, Florida  
FY 2021 - 2023 Adopted Budget**

For the past few years, the City has been working to provide additional sources to increase our supply of irrigation water. We negotiated an agreement with the Florida Governmental Utility Authority (FGUA) to receive excess treated wastewater that was destined to be pumped into a shallow injection well. The City also developed an agreement with the City of Fort Myers to build a pipeline to send millions of gallons of treated wastewater being discharged into the river to the City of Cape Coral. Additionally, Cape Coral worked with the owner of the Southwest Aggregates Mine in Charlotte County on an agreement to pump water from their onsite water storage reservoir to Cape Coral canals.

These final two agreements were recognized as vital water projects by the state of Florida this past year. The Legislature included funding of \$1.5 million toward the pipeline project with Fort Myers and \$500,000 toward the reservoir project with Southwest Aggregates.

These efforts will provide millions of gallons of reclaimed water on a daily basis during our dry season for irrigation use. This is a win-win for the City of Cape Coral, City of Fort Myers, FGUA and the environment.

***FY 2020 Summary***

Even with the challenges presented by the COVID-19 pandemic, we continued making progress in FY 2020 with many significant accomplishments. Our citizens can read through this budget document and see the levels of service their City government has provided over the past fiscal year.

***FY 2021 Final Budget and Planning***

***FY 2021 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.

**UPDATE:** City Council and City staff will be conducting a Council retreat in January 2021 to review and refine the City's strategic plan.

The main components within the Strategic Plan FY 2021 – FY 2022 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.



**City of Cape Coral, Florida  
FY 2021 - 2023 Adopted Budget**

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

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

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

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

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

***FY 2021 Final Adopted Budget***

The City of Cape Coral's adopted budget for all funds in FY 2021 is \$978,433,885. Here is the breakdown of these funds:

General Fund	\$253,670,210
Special Revenue Fund (e.g. Gas Tax, Building Fund)	\$105,208,688
Debt Service Fund	\$ 24,670,337
Capital Projects Fund (e.g. Road Paving, Facility Construction)	\$ 19,935,919
Enterprise Funds (e.g. Water & Sewer, Utilities Expansion)	\$469,064,118
Internal Services (e.g. Health Insurance, Worker's Comp)	\$ 69,106,707
Charter School Fund	\$ 36,777,906

The General Fund provides our public safety and quality of life services (police, fire, public works, parks and recreation) and represents about 26 percent of all funds. As previously noted, City Council reduced the ad valorem tax rate for FY 2021 to 6.3750. The Fire Service Assessment remained at 62 percent, and the Public Service Tax is steady at 7 percent.

We did receive some good news as Cape Coral's taxable property values increased by 7.62 percent this past year. According to the Lee County Property Appraiser, the total taxable value for the City of Cape Coral increased from \$15.4 billion in 2019 to almost \$16.5 billion in 2020. Of the \$1.1 billion increase in taxable value, new construction represented \$494.8 million, or 45 percent, of the increased value.

The 7.62 percent increase was above our budgeted estimate of 4 percent and provided \$3.3 million more in revenues for our General Fund. Unfortunately, those added dollars from increased property values were offset by the \$3 million in lost revenue from the state.

The City's required contributions to our employee pension plans decreased by \$4.8 million this year. There are two reasons for the reduction: 1) Last year was the final "smoothing" payment to offset investment losses experienced by pension plans in the country due to the Great Recession; and, 2) The City is beginning to see dividends from the pension reforms negotiated in partnership with our City employees. These pension reforms are projected to save the City about \$185 million over a 25-year period.

***Budget Highlights***

Here are some major highlights in the FY 2021 final budget, specifically the General Fund. Additional budget information and highlights for all City funds can be found in Section 5.

**City of Cape Coral, Florida  
FY 2021 - 2023 Adopted Budget**

- Millage Rate set at 6.3750. This millage rate produces property tax revenue of \$101.5 million.
- Public Service Tax: Rate remains at 7 percent with estimated revenue of \$7.5 million.
- Fire Service Assessment: Cost Recovery is budgeted at 62 percent with estimated revenue of \$26.9 million.
- Use of Fund Balance: The FY 2021 final budget includes the use of \$1.9 million of Fund Balance. Our Unassigned Fund Balance will maintain 2.79 months of expenditures, which exceeds our Financial Management Policies requiring two months of reserves but is below our target of three months.
- \$200,000 annually to continue streetlight program enhancements for installation of new fixtures as well as the ongoing costs.
- Cash funding various capital projects:
  - \$5.5 million for local road resurfacing
  - \$1.3 million for median beautification/improvements
  - \$520,000 annually for alley/spot paving program
- For new positions proposed, see summary of positions in Section C in Appendices, page 16-C3.

Additional budget highlights include funding from for much-needed enhancements to our public safety services. These enhancements are funded using other City revenue sources.

- Fire Station 12                                      \$4.9 Million (Source: Debt Proceeds/Fire Service Assessment)
- Fire Training Facility                              \$3.5 Million (Source: Fire Impact Fees)
- Police Training Facility                              \$6.7 Million (Source: Police Impact Fees)

Sworn personnel in the Cape Coral Fire Department also will be rejoining the City's self-insured health plan in FY 2021 after several years of managing their own health plan. The initial cost to add the firefighters back to the plan is \$1.2 million.

***Municipal Charter School System***

Our municipal charter schools continue to rank among the top-performing schools in the Lee County School District. All four schools (Oasis Elementary, Christa McAuliffe Elementary, Oasis Middle and Oasis High schools) managed to navigate the tough waters of the COVID-19 pandemic when all public schools were closed in March. Administrators are following the directive of the Florida Department of Education and trying to adjust to the uncertainties throughout the school year.

With that said, our charter school system continues to struggle with ongoing revenue challenges. City staff has been working on developing a sustainability plan for the charter school system. The City currently provides support services to our municipal charter school system without chargeback, which amounts to \$568,000 in foregone revenue. To establish more stability for the City's charter schools, the City must address the financial impact the existing debt obligation has on the schools and look at options to restructure this obligation. The debt was issued to build the schools, and per their lease agreement, the charter school system is responsible for paying the entire debt. The restructuring could include lease modifications to transfer more operations and maintenance responsibilities to the City as the owner of the buildings. The City also could assume responsibility for a portion of the annual debt service payment. We expect to have a recommendation on this matter sometime this fiscal year.

**City of Cape Coral, Florida  
FY 2021 - 2023 Adopted Budget**

***Other General Fund***

In addition to an upgraded pay plan for police officers, the FY 2021 final budget includes updated salary ranges for the non-bargaining positions. This group of employees was in line to have their ranges reviewed this past year. The cost associated with implementing these new ranges is minimal. A handful of employees who dropped below the minimum of the updated salary ranges had to be moved to the minimum at a cost of \$12,000. The budget also includes a 3.25 percent wage increase for most City employees.

The recovery rate for the fire services assessment is budgeted at 62 percent, which resulted in a change in the tier values. The Tier 1 rate will increase from \$142.71 to \$147.42; the Tier 2 rate is increasing from \$2.50 per Equivalent Benefit Unit to \$2.51 per unit. The financial impact on a property with a "building cost/building extra" value of \$150,000 will be an increase of about \$5 in FY 2021.

***Future Challenges for Upcoming Budgets***

While City Council was able to reduce the millage rate and maintain our Fund Balance at 2.79 months in the FY 2021 final adopted budget, there are concerns for future budget planning. This year's budget required the use of \$1.9 million of Fund Balance. Our projected FY 2022 budget shows a potential drawdown of nearly \$9 million in Fund Balance, while FY 2023 uses about \$7.7 million. If this were to occur, the months of unassigned reserves would be 2.1 months and 1.56 months respectively. Clearly, we cannot allow our Fund Balance to drop this significantly. Fortunately, there is time to address these funding challenges moving forward.

We do have many capital needs and projects, as well as staffing requests, that remain unfunded. The lists of unfunded capital and staffing requests can be found on page 14-44 (capital) and 16-C5 (staffing). These requests are not contained in this budget.

One way I will be addressing these issues will be to expand the three-year rolling budget format to a five-year plan for future budgets. This provides a greater sense of direction and creates a longer view of the City's financial condition.

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

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 budgets we have developed together. Our FY 2021 final adopted budget will continue this successful trend.

***Conclusion***

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

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

**City of Cape Coral, Florida  
FY 2021 - 2023 Adopted Budget**

***Final Message***

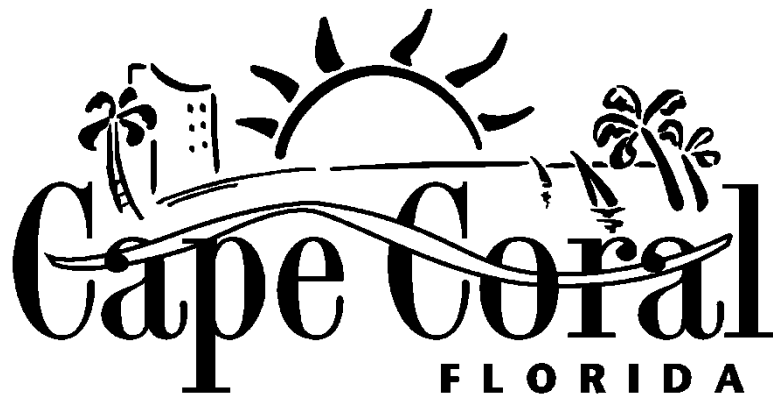
Moving Cape Coral out of fiscal distress and into financial sustainability was not an easy feat these past few years. It took a combination of solid leadership and commitment to develop the tools needed to be successful. As your city manager, I will continue to work with our City Council, City staff and the community as we build future budgets together.

I would like to thank City Council for giving me the opportunity to serve the City of Cape Coral, and I look forward to sharing our many successes with our citizens.

RH/CP:jv



City of Cape Coral, Florida  
FY 2021 - 2023 Adopted Budget



City of Cape Coral, Florida  
FY 2021 - 2023 Adopted Budget

**BUDGET MESSAGE**  
**City of Cape Coral**  
**Financial Services Department**  
**MEMORANDUM**

**TO:** Honorable Mayor and City Council  
**FROM:** John Szerlag, City Manager  
**DATE:** July 17, 2020  
**SUBJECT:** FY 2021-2023 Proposed Rolling Budget



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Dear Mayor and City Council Members,

I offer for your consideration the FY 2021-2023 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 2021.

Cape Coral has seen significant progress since my arrival as city manager in 2012. Working together with City Council, we developed a blueprint for establishing an economically sustainable city. There were some difficult decisions to make in the beginning. City Council had to take steps to diversify the City's revenue sources and end a long-standing, unsustainable practice of relying on ad valorem taxes to fund the general operations of the City. These critical steps provided the City with three main revenue sources to fund the City's operating budget: ad valorem property taxes, public service tax and fire service assessment. Having three major revenue streams enables the City to follow a budget plan and adjust these revenues when necessary.

These initial decisions helped stabilize the City's revenues, but we have faced challenges along the way. Hurricane Irma caused widespread damage in 2017. The City spent more than \$17 million on debris removal and other cleanup efforts, which required all of our disaster reserves plus a significant amount from our fund balance. FEMA has reimbursed the City \$12.3 million for some of these necessary expenditures, which has enabled us to put additional dollars into our disaster reserves. However, we are still awaiting reimbursement for an additional \$3.6 million.

While there is no doubt Hurricane Irma was difficult for the City, nothing could have prepared us for our current challenge – Covid-19. We are trained to fight hurricanes, not pandemics. And none of us could have predicted a global event of such magnitude that entire countries were forced to shut down. But this is the reality we are dealing with in 2020. There is high unemployment, some businesses have closed, and residents are struggling to keep afloat. We have kept these issues in mind as we crafted this budget.

Because of the unknowns associated with potential financial impacts from the virus, our FY 2021 proposed budget reflects a conservative and cautious approach. There are no rate increases or decreases proposed to our three major revenue sources. The ad valorem tax rate stays at 6.4903

**City of Cape Coral, Florida  
FY 2021 - 2023 Adopted Budget**

mils, Fire Service Assessment remains at 62 percent, and the Public Service Tax is steady at 7 percent. By keeping these rates unchanged, the City will be able to maintain the core level of services we have been providing to our community. At the same time, we still must keep an eye on the out years of this three-year budget plan, as financial impacts from Covid-19 may lag behind.

Amongst these times of concern, we did receive some good news as Cape Coral's taxable property values increased by 7.62 percent this past year. This was above our budgeted estimate of 4 percent and will provide \$3.3 million more in revenues for our General Fund.

As previously noted, while the City received \$12.3 million reimbursement from FEMA related to Hurricane Irma. City Council identified \$5.3 million to allocate toward specific projects; however, \$3.9 million of these projects remain on hold due to the uncertainties associated with the pandemic.

***A Look Back – FY 2020 Capital Investment and Planning***

An important principle of municipal government management is capital investment and planning. To avoid future financial impacts that can occur without proper planning, cities must maintain and fund a rolling, multi-year capital plan.

One of the areas targeted for significant capital investment in FY 2020 was the City's parks system. Seven new neighborhood parks and four community parks are being added or improved through the \$60 million GO Bond approved by the voters in 2018. The City completed the design for most of these parks in FY 2020, and construction should begin in FY 2021.

The city's roadway system is a major component of our infrastructure. Cape Coral has more than 3,000 lane miles. In FY 2013, the City established a rolling Five-Year Road Resurfacing Plan and budgeted \$6.5 million annually toward maintaining this asset. In FY 2020, we continued our annual road paving project using a combination of funds available from gas tax revenues (\$4 million) and General Fund (\$2.5 million). We chose to use gas tax dollars again this year so we could retain additional funds in the General Fund reserves, which had been utilized to fund Hurricane Irma clean-up costs. Since our road resurfacing plan began, the City has resurfaced 804 miles of local roads and 253 miles of major roads.

Other capital investments in FY 2020 included:

- \$4 million for Fire Station #2
- \$5.3 million for implementation of new Financial Software
- \$6.5 million in road resurfacing
- \$650,000 for design of Police Training Facility

***A Look Back – FY 2020 Organizational Investment***

Maintaining a strong, reliable workforce requires investment in our personnel resources and service delivery tools.

Keeping our community safe is one of the major roles of municipal governments. As such, our public safety departments continued to be a top priority. Our Fire and Police departments do an excellent job of responding to the needs of our citizens. We have maintained Cape Coral's status as one of the safest cities in Florida.

**City of Cape Coral, Florida  
FY 2021 - 2023 Adopted Budget**

The City reinstated 10 police officers this past year and continued to increase our ranks to meet the service needs of our community. In addition to adding staff, City Council ratified the collective bargaining agreement, which addressed significant pay inequities for our Police Department. Pay for our officers had fallen well behind our comparable cities and was impacting our ability to recruit and retain quality officers. City Council adopted new pay ranges for our rank and file officers, sergeants and lieutenants, which brought their pay to the targeted 75<sup>th</sup> percentile range of the comparative cities. These new pay structures have improved our recruitment and retention efforts.

Sworn personnel in the Cape Coral Fire Department rejoined the City's self-insured health plan this past year after several years of managing their own health plan.

We also took a significant step to improve our customer services for multiple City functions by investing in a new software solution. Tyler Munis went "live" this year, and many of our customer service areas have been upgraded to include our utility billing and accounting services, online permitting and inspections, and code compliance.

***A Look Back – FY 2020 Planning and Projects***

Future planning is another important principle in municipal government management. Since 2012, Cape Coral has added more than 40,000 residents and has a population approaching 200,000. Cape Coral is the 8<sup>th</sup> largest city in the state of Florida, and proper long-term planning is essential to provide a good level of service to our residents.

***Utilities Extension Projects***

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. Construction of the \$269 million North 2 project, which began in October 2017, was completed this fiscal year. Design is underway for the North 1 area, and construction should begin in 2021. City staff continues to secure low-interest State Revolving Funds and grants to finance these projects and lessen the financial impact on property owners. The City currently is developing a master plan to guide future utilities extension projects in the remaining un-serviced areas of Cape Coral.

***\$60 Million Parks General Obligation Bond***

As mentioned previously, one of the most exciting developments was the approval of a \$60 million General Obligation Bond in 2018. The bond will fund new neighborhood parks, expand three community parks and make improvements at several existing parks in Cape Coral. These parks provide for our community's quality of life needs. This past year, the City's construction teams completed the design for the parks after receiving public input at several scheduled meetings. Construction is expected to begin in 2021 and be completed by year's end for most of the parks.

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

Two major initiatives continued moving forward this past year although much slower than we had expected. While the potential for the Bimini Basin Project in the south Cape has been improved with new land use and zoning district changes, potential investors and developers have been hesitant to move forward at this location in the south Cape. One significant issue the City must address in the next fiscal year is upgrading the water and sewer infrastructure in the South Cape CRA. It is important to ensure that these upgrades correlate with quality development in the area.

In the northwest Cape, the Seven Islands development located off Old Burnt Store Road stalled due to the current market conditions and concerns associated therewith by developers. While we

**City of Cape Coral, Florida  
FY 2021 - 2023 Adopted Budget**

were expecting to have a developer identified by the end of the year, this project may need to wait for market conditions to improve.

***State Funds for Reclaimed Water Projects***

Cape Coral has one of the largest reuse water systems in the country. Our reclaimed water system virtually has eliminated any discharge of treated wastewater into the Caloosahatchee River. This reclaimed water is supplemented with water from our freshwater canal system, and the demands on this combined system have been stretching our ability to supply the necessary water.

For the past few years, the City has been working to provide additional sources to increase our supply of irrigation water. We negotiated an agreement with the Florida Governmental Utility Authority to receive excess treated wastewater that was destined to be pumped into a shallow injection well. The City also developed an agreement with the City of Fort Myers to build a pipeline to send millions of gallons of wastewater being discharged into the river to the City of Cape Coral. Additionally, Cape Coral worked with the owner of the Southwest Aggregates Mine in Charlotte County on an agreement to pump water from their onsite water storage reservoir to Cape Coral canals.

These final two agreements were recognized as vital water projects by the state of Florida this past year. The Legislature included funding of \$1.5 million toward the pipeline project with Fort Myers and \$500,000 toward the reservoir project with Southwest Aggregates.

These efforts will provide millions of gallons of reclaimed water on a daily basis during our dry season for irrigation use. This is a win-win for the City of Cape Coral, City of Fort Myers, FGUA and the environment.

***FY 2020 Summary***

Even with the challenges presented by the COVID-19 pandemic, we continued making progress in FY 2020 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 2021 Proposed Budget***

***FY 2021 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 2020 – FY 2022 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.*

**City of Cape Coral, Florida  
FY 2021 - 2023 Adopted Budget**

**VISION**

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

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

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

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

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

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

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

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

***FY 2021 Proposed Budget***

Cape Coral has been successful these past few years by having sound financial policies in place and by following a three-year rolling budget plan implemented in 2013. These policies and budget plan provide the opportunity to prepare and present a proposed budget that meets the needs of the community and offers our citizens a good level of service. The three-year budget plan also provides a foundation from which policymakers can develop policies for the future.

Our property values continue to increase at a reasonable rate, which is good news for budget planning. According to the Lee County Property Appraiser, the total taxable value for the City of Cape Coral increased from \$15.4 billion in 2019 to almost \$16.5 billion in 2020 – an increase of 7.62 percent year over year. Of the \$1.1 billion increase in taxable value, new construction represented \$494.8 million, or 45 percent, of the increased value.

In our three-year rolling budget last year, we estimated an increase of 4 percent with property tax revenues of \$100,042,760 for FY 2021. With the higher taxable value, the current millage of 6.4903 mils would generate \$103,366,861. This is about \$3.3 million of additional property tax revenue above last year's estimated revenue needs for the FY 2021 proposed budget.

The City's required contributions to our employee pension plans decreased by \$4.8 million this year. There are two reasons for the reduction: 1) Last year was the final "smoothing" payment to offset investment losses experienced by pension plans in the country due to the Great Recession; and, 2) The City is beginning to see dividends from the pension reforms negotiated in partnership with our City employees. Overall, these pension reforms will save the City about \$185 million over a 25-year period.

***FY 2021 Proposed Budget Highlights***

For the FY 2021 proposed budget, the total for all City funds is \$915,330,068. The General Fund represents \$256,793,157 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 2021 General Fund. Additional budget information and highlights for all City funds can be found in Section 5.

**City of Cape Coral, Florida  
FY 2021 - 2023 Adopted Budget**

- Millage Rate proposed at 6.4903 – the current millage. This millage rate produces property tax revenue of \$103.3 million. This rate collects \$3.8 million more in revenue than the “rollback rate” of 6.2497.
- Public Service Tax: Rate remains at 7 percent with estimated revenue of \$7.5 million.
- Fire Service Assessment: Cost Recovery is budgeted at 62 percent with estimated revenue of \$26.9 million.
- Use of Fund Balance: The FY 2021 proposed budget includes \$902,671 use of Fund Balance. Our Fund Balance will maintain 3.72 months of expenditures, which exceeds our Financial Management Policies requiring two months of reserves with a target of three months.
- \$100,000 annually to continue streetlight program enhancements for installation of new fixtures as well as the ongoing costs.
- Cash funding various capital projects:
  - \$6.5 million annually for local road resurfacing
  - \$312,000 annually for median improvements
  - \$520,000 annually for alley/spot paving program
- For new positions proposed, see summary of positions in Section C in Appendices, page 15-C5.

***Municipal Charter School System***

Our municipal charter schools continue to be successful and rank among the top-performing schools in the Lee County School District. All four schools (Oasis Elementary, Christa McAuliffe Elementary, Oasis Middle and Oasis High schools) managed to navigate the tough waters of the COVID-19 pandemic when all public schools were closed in March. Administrators are following the directive of the Florida Department of Education and trying to plan for the uncertainties of the upcoming school year.

With that said, our charter school system continues to struggle with ongoing revenue challenges. City staff has been working on developing a sustainability plan for the charter school system, which will require some financial support from the General Fund. I continue to recommend the City provide existing support services to our municipal charter school system without chargeback, which currently is set at \$568,000. But to establish more stability for the City’s charter schools, the City must address the financial impact the existing debt obligation has on the schools and look at options to restructure this obligation. The restructuring should include lease modifications to transfer more operations and maintenance responsibilities to the City as the owner of the buildings. The City also could assume responsibility for a portion of the annual debt service payment.

***Other General Fund***

In addition to the upgraded pay plan for police officers, the FY 2021 proposed budget includes updated salary ranges for the non-bargaining positions. This group of employees was in line to have their ranges reviewed this past year. The work was conducted by the City’s HR consultant. The cost associated with implementing these new ranges is minimal, only \$12,000, due to a handful of employees who dropped below the minimum of the updated salary ranges. The proposed budget also includes a 3.25 percent wage increase for most City employees, which can be distributed among employees based on performance as well as for pay parity adjustments.

**City of Cape Coral, Florida  
FY 2021 - 2023 Adopted Budget**

The recovery rate for the fire services assessment is budgeted at 62 percent, which will result in a change in the tier values. The Tier 1 rate will increase from \$142.71 to \$147.42; the Tier 2 rate is increasing from \$2.50 per Equivalent Benefit Unit to \$2.51 per unit. The financial impact on a property with a “building cost/building extra” value of \$150,000 will be an increase of about \$5 in FY 2021 over FY 2020.

***Future Challenges***

While we can keep the same millage rate and maintain our fund balance in the FY 2021 proposed budget, we must remember we have many capital needs and projects, as well as staffing requests, that remain unfunded. The lists of unfunded capital and staffing requests can be found on page 13-32 (capital) and 15-C5 (staffing). These requests are not contained in this budget.

***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 2021 proposed budget will continue this successful trend.

***Conclusion***

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

To continue our progress, we must respect the relationship we have built with the community, and always 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. We must keep our promises to deliver the high-quality services they demand as efficiently and cost-effectively as possible.

***Final Message***

After more than 40 years in public service, I have decided to call it a career. This is likely my last municipal budget, and I am proud of all we have accomplished these past eight years. Moving Cape Coral out of fiscal distress and into financial sustainability was not an easy feat. It took a combination of solid leadership and commitment, strong community support and a talented crew of City employees to change how we build our budget, and the tools needed to be successful.

My thanks to the members of our community who have provided their support and encouragement during my tenure as city manager in Cape Coral. To those who stepped up and volunteered for boards, commissions and stakeholder groups, please know that your voices played an important role in the direction of our city.

I also would like to thank the many City Council members I have had the opportunity to work with since my arrival in 2012. We have navigated some rough waters through the years as we guided Cape Coral forward in a positive direction. Your support has been invaluable, and we would not be where we are today without your efforts.

Most of all, I want to thank the City of Cape Coral employees. From each contract employees to the senior management staff, and every employee in-between, I could not have asked for a better



**City of Cape Coral, Florida  
FY 2021 - 2023 Adopted Budget**

support team. Your dedication to this community is extraordinary. I know Cape Coral is in good hands. It was indeed a pleasure working with you.

Sincerely,

A handwritten signature in blue ink, appearing to read "John Szerlag". The signature is fluid and cursive, with a long horizontal stroke extending to the right.

A. John Szerlag  
City Manager

BUDGET OVERVIEW

**Budget Overview..... 3**

*Understanding the Budget..... 3-2*

*Budget Process ..... 3-4*

*Budget Calendar ..... 3-6*

*Budget Preparation, Adoption, and Amendment..... 3-7*

*Financial Management Policies..... 3-10*

*Long Range Financial Plan.. ..... 3-26*

*Fund Descriptions ..... 3-28*

*Fund Structure..... 3-29*

*Department and Fund Relationship ..... 3-30*

## 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.

### **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.

**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

**Financial Highlights**

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

**Department Overviews**

The Department Overviews section includes an organizational chart of major functions, program descriptions, goals and accomplishments, as well as an overview of departmental budgets.

**Fund Group / Department Budget Information**

These sections present the budget by fund, department and business unit.

**Asset Management Program**

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

**Debt Management & Structure**

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

**Appendices**

This section provides a glossary of financial terms, statistical information, summary level information for authorized staffing and provides an overview of changes being included in the budget, pay scales for employee groups, full cost allocation distributing central services overhead costs to operating departments, a breakdown of the budget by fund and by business units with associated revenues.

## **BUDGET PROCESS**

Preparation of the FY 2021 - 2023 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**

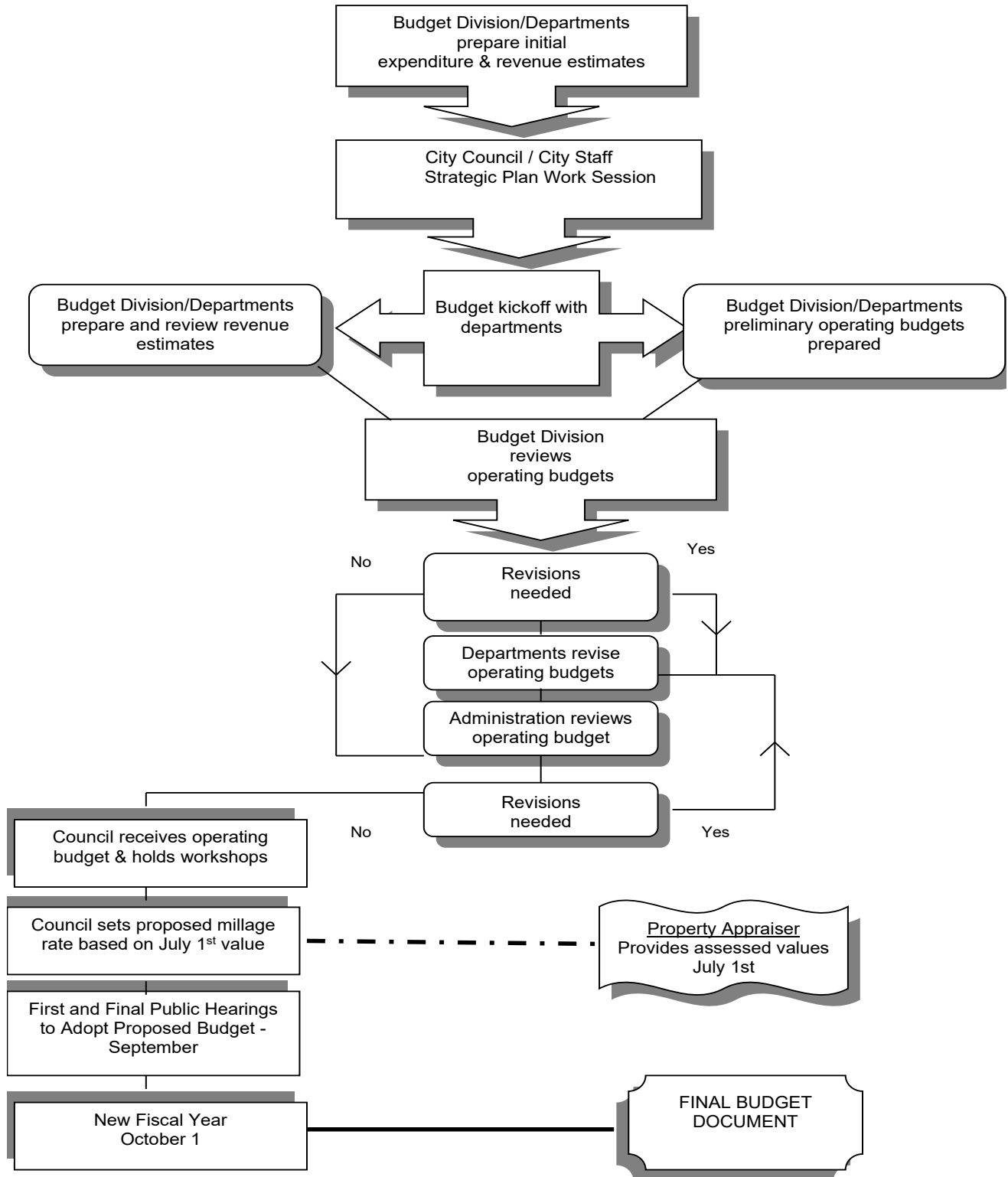
The budget presents the City's fiscal resources through a process of needs analysis, service delivery priorities and contingency planning. The document includes the current and long-term debt obligations, list of major projects (including an asset improvement plan) and the basis of budgeting for all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

City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget

**TYPICAL BUDGET PROCESS**



**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

## BUDGET CALENDAR

	FY 2020									FY 2021		
	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	X	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 2021 Budget									X			
Final Document Publication											X	
Research Financial Trends and Develop 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)



**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

**August**

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

**September – Public Hearings**

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

The second public hearing is held within fifteen days following the first public hearing. Advertisement in the newspaper is required three (3) to five (5) days before the second public hearing. The advertisement must contain a summary of the budget, all millage rates, and tax increase percentages over the rolled back rate millage. The final budget and millage levies are adopted at the second public hearing.

**November/December - Final Budget Document**

Summary documents of the final approved budget are posted on the City's website. The final budget document is produced reflecting final program service information and dollars. Copies of the final document are made available for review by the media, taxpayers, and public interest groups at all libraries and at the City Clerk's office.

**Five-Year Asset Management Program**

A five-year Asset Management Program is updated annually at the same time as annual budget preparation. Proposed funding sources are shown for each project. Revenue estimates for capital funding sources are projected for the five years of the program. A proposed update of the five-year Asset Management Program is presented during annual budget review. The proposed update is reviewed and modified by the departments. The first year of the updated Asset Management Program as modified is integrated into the proposed annual budget. When the final budget is adopted, the final update of the five-year Asset Management Program is produced.

**Budget Amendment Policy**

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

**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

**Basis of Budgeting**

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

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

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

**Basis of Accounting**

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

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

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

## **FINANCIAL MANAGEMENT POLICIES**

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.

The City of Cape Coral Charter School Authority adheres to the City of Cape Coral Financial Management Policies unless regulatory waivers and exceptions exist.

### **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.
  - D.      Charter School State Shared Revenue's should be budgeted at 95% of the State Department of Education estimates.
- 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.

**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

BM #6      Annually the City's proposed and adopted budget shall include all spendable net assets from the prior fiscal year with the exception of capital project funds. The budget will disclose funds available in those capital project funds.

BM #7      The City's role in social service funding should be supplemental (addressing special or unique local needs) to the basic responsibilities of regional agencies.

**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. This directive does not apply to the City of Cape Coral Charter School Authority.

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.

The Charter School shall maintain adequate protection from loss due to property damage or liabilities of the Charter School in accordance with Lee County School Board limits. The Charter School maintains General Liability, Public Officials Errors & Omissions and School Board Legal Liability insurance with limits of \$3,000,000 and no deductible. The Charter School maintains statutory Workers' Compensation and Employer's Liability, with a \$1,000,000 limit each and no deductible. Automobile Liability/Physical Damage insurance is maintained by the Charter School with a \$1,000,000 liability limit, zero deductible and a \$1,000 physical damage deductible.

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,

**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

actual costs of providing such services will be calculated and a recommendation provided to City Council regarding the charges and rates to be levied, taking into account the cost of service, subsidization from other sources, and the nature of the service within the City's goals.

- OM #4      The Director of Financial Services will develop and maintain written policies for the administration of such adjustments to service bills and payment plans for remittance of outstanding obligations as requested by customers, in compliance with existing ordinances and resolutions. Such policies will provide administrative authority to specific positions and parameters under which such authority should be exercised. Any exceptions to such policies must be approved, in writing, by the Financial Services Director or designee. (Administrative Policies are attached as Appendix A and approved by extension)
- OM #5      An allowance for uncollectible revenue (receivable) will be determined at the end of each fiscal year. The aging of the receivable will be based on the number of days from the billing general ledger date to the fiscal year end date. The allowance on all receivables with an aging of less than or equal to 120 days will be 1% of the receivable and for all receivables with an aging greater than 120 days will be 100%.
- Accounts that are deferred or are considered hardship will not be included in the allowance for uncollectible revenue total.
- The City of Cape Coral Charter School Authority recognizes uncollectible revenue at the time the funds are dishonored by the originator's financial institution. A collection letter is mailed within two (2) business days. After 30 days, collection efforts are considered to be exhausted. Any collectible greater than \$25.00 is referred to a designated collection agent and written off.
- 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.
- Excess funds associated with the City of Cape Coral Charter School Authority Lunch Program that have a positive balance of less than \$5.00 may be receipted into the school lunch fund, where the school lunch program funds are maintained. If a positive balance greater than \$5.00 exists, the parent or guardian shall be notified by mail and given the

**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

opportunity of receiving a refund within 30 days. If no response is received within 90 days, the account will be closed and funds no longer available. Unclaimed balances will be transferred to the school lunch program where funds are maintained. These funds will be detailed for the City of Cape Coral and forwarded to the Florida Treasure Chest as part of unclaimed property reporting

- 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.

The City of Cape Coral Charter School Authority's retirement system pension plan is administered by the State of Florida Retirement System (FRS).

**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.

The Charter School Authority shall request the issuance of debt through the City of Cape Coral.

- 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.

The City of Cape Coral Charter School Authority has adopted an investment program to ensure the highest rate of return on invested funds. The City of Cape Coral Director of Financial Services, and the City of Cape Coral Charter School Authority's Superintendent are responsible for the oversight of investments.

**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).

In addition to the above, the Charter School Authority must adhere to the Financial & Program Cost Accounting & Reporting for Florida Schools (The Red Book).

- 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

**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

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.
- The City of Cape Coral Charter School Authority will prepare a five-year asset improvement program in which projects are funded through the General Fund. This program is incorporated into the budget process and presented for approval by the City of Cape Coral Charter School Authority Governing Board
- 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 for the City and the City of Cape Coral Charter School Authority. 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

**City of Cape Coral, Florida**  
**FY 2021 – 2023 Adopted Budget**

restricted, they are considered committed to the fund's particular purpose pursuant to the establishing resolution.

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



**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

13. Building Fund – used to account for the activities of the building and permitting services of the Department of Community Development as related to the construction of buildings and related structures within the City of Cape Coral.
14. Community Redevelopment Agency (CRA) Fund – used to account for monies received from tax incremental revenue by certain taxing authorities in the community redevelopment area.
15. City Centrum Business Park Fund – is used to account for monies collected from agencies that occupy the facilities.
16. Seawalls Fund – used to account for the collection of special assessments after the construction of seawalls.
17. Waterpark Fund – used to account for the operations of the City's Sun Splash Family Water Park and Aquatic Facility.
18. Parks and Recreation Fund – is used to account for the recreational programs for individuals of various ages, skill levels, interests, social needs, and economic capabilities, that collectively enhance the overall quality of life within the City.
19. Golf Course Fund - used to account for the activities of the year-round municipal golf facility which includes the clubhouse, greens, and restaurant operations.
20. Community Development Block Grant (CDBG) Fund – used to account for monies received from the U.S. Department of Housing and Urban Development for community development.
21. HUD Neighborhood Stabilization Fund – used to account for monies received from the U.S. Department of Housing and Urban Development to provide targeted emergency assistance to the City to acquire and redevelop foreclosed properties that might otherwise become sources of abandonment and blight within the community.
22. Local Housing Assistance Fund – used to account for monies received from the State Housing Initiatives Partnership (S.H.I.P.) Program to provide assistance to low and moderate-income families for the purpose of obtaining affordable housing in the City.
23. Residential Construction Mitigation Program Fund – used to account for monies received from the Florida Division of Emergency Management Residential Construction Mitigation Program (RCMP) to improve the wind resistance of residences.

**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

24. Technology Fund (City of Cape Coral Charter School Authority) – is an account for monies received through outside organizations and fundraising efforts for the purpose of obtaining technology equipment.

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

**F. INTERNAL SERVICE FUNDS**

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

1. Workers Compensation Insurance Fund - used to account for self- insurance of workers compensation.
2. Property and Casualty Insurance Fund - used to account for the self-insurance liability.
3. Facilities Fund - used to account for the administration and maintenance of the City's facilities. Such costs are billed to other departments.

**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

4. Fleet Fund – used to account for the administration and maintenance of the City's fleet. Such costs are billed to other departments.
5. Self-Insurance Health Plan Fund – used to account for the self-insurance of medical insurance.
6. Other Post-Employment Benefits (OPEB) Fund – used to account for accumulated resources for other post-employment benefit payments.

**G. FIDUCIARY FUNDS**

1. Pension Trust Funds – used to account for three defined benefit plans which accumulate resources for pension benefit payments to employees/retirees.
2. Agency Funds – used to account for assets held in an agency capacity for others and therefore cannot be used to support the City's own programs.
  - a. School Impact Fee Fund – used to account for the City's collection of school impact fees for the Lee county School Board at the time of building permit issuance.
  - b. Solid Waste Fund - used to account for the City's collection of solid waste fees for the entity that performs the solid waste collection and disposal services for the City.
3. The Cape Coral Charter School Authority utilizes an Internal Fund to account for monies collected for student activities, field trips, class treasury, and fundraisers, etc. that are accounted for as a fiduciary fund. These funds are collected for specific purposes and each activity is accounted for separately within the Internal Fund.

**H. COMPONENT UNIT**

The City of Cape Coral Charter School Authority was created for the purpose of operating and managing, on behalf of the City, all charter schools for which a charter is held by the City. The powers of the Authority are exercised through a governing board, the Cape Coral Charter School Board, which provides governance of the Charter Schools. The Authority is reported as a discretely presented component unit because it is legally separate, the City Council appoints a majority of the Authority's board members, and the City can modify and approve the Authority's budget. In addition, all debt issuances must be approved by City Council.

**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted 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:**

Minimum Amount

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

Minimum Amount

- a. Disaster \$6,000,000

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

- e. Sale Proceeds from Surplus Property, amount to be determined based upon sale of property.

- f. FEMA reimbursement Hurricane Irma, amount to be determined based upon receipts from FEMA.

**B. Charter School Authority:**

The Charter School Authority shall maintain, at a minimum, an unassigned fund balance in its operating fund equal to 5% of the annual expenditures. (This was approved by the CS Governing Board on 4/9/19)

**C. 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

Minimum Amount

- 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.

UNASSIGNED FUND BALANCE - Unassigned fund balance is the residual classification for the general fund. This classification represents fund balance that has not been

**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

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.

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

**City of Cape Coral, Florida**  
**FY 2021 – 2023 Adopted Budget**

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 a budget amendment approved by City Council during the fiscal year. The City of Cape Coral Charter School Authority also requires the Governing Board to perform all required action(s).

**3. ASSIGNED FUND BALANCE**

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

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

**4. NON-SPENDABLE FUND BALANCE**

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

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

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

If, after the annual audit, prior committed or assigned fund balance causes the unassigned fund balance to fall below two (2) months of general fund operating

**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

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 two (2) months of General Fund operating expenditures. If unassigned fund balance falls below 5% of general fund operating expenditures, the City of Cape Coral Charter School Authority Superintendent or designee will so advise the City of Cape Coral Charter School Authority Governing Board for the necessary action(s) to be taken to restore the unassigned fund balance to 5% of General Fund operating expenditures. The internal auditor shall report such findings in a form of an exit interview to the principal or the principal administrator of the charter school, the School District, the Commissioner of Education and the governing board within 7 working days after the finding. A final report shall be provided to the entire governing board, the School District and the Department of Education within 14 working days after the exit interview. A charter school found to be in a state of financial emergency shall file a detailed financial recovery plan with the School Board and the Commissioner of Education within 30 day of such finding. A charter School found to have a deteriorating financial condition shall submit a corrective action plan to the School District within 15 business days of such finding for approval by the School.

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.

The City of Cape Coral Charter School Authority Superintendent or designee will prepare and submit a plan for committed and/or assigned fund balance reduction, expenditure reduction, and/or revenue increases to the City of Cape Coral Charter School Authority Governing Board.

**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.



**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

- c. Facilities Maintenance Reserve – The facilities reserve fund balance is committed by the City Council as set forth in the annual budget (and any amendments thereto) to ensure funds are available for unexpected and critical maintenance of major facilities. This reserve is not intended for routine maintenance costs for significant facilities.

**2. ASSIGNED FUND BALANCE**

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

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

**E. BUDGETING**

**1. APPROPRIATION OF UNRESTRICTED FUND BALANCE**

The actual amount of unrestricted fund balance (total of committed fund balance, assigned fund balance and unassigned fund balance) is not known until the completion of the annual audit which takes place between three to six months after the end of the fiscal year being audited. However, an estimate of unrestricted fund balance (also called estimated beginning fund balance) must be made during the annual budget adoption process (July through September) which is prior to the end of the fiscal year, September 30th. The City of Cape Coral Charter School Authority's fiscal year runs from July 1st through June 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 of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

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 2021-2023 Budget includes:

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

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

### **Actions & Status**

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

*Status: Adopted February 1991. The policies have been amended periodically with the most recent having been in November 2019 through Resolution 332-19.*

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 August 2018.*

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: Performance measures are 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.*

**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

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

*Status: The City contracts 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 includes a five-year forecast, which is the basis upon which rate recommendations are 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 continue to be outsourced. Other outsourced services include median maintenance and 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 continues to meet 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.

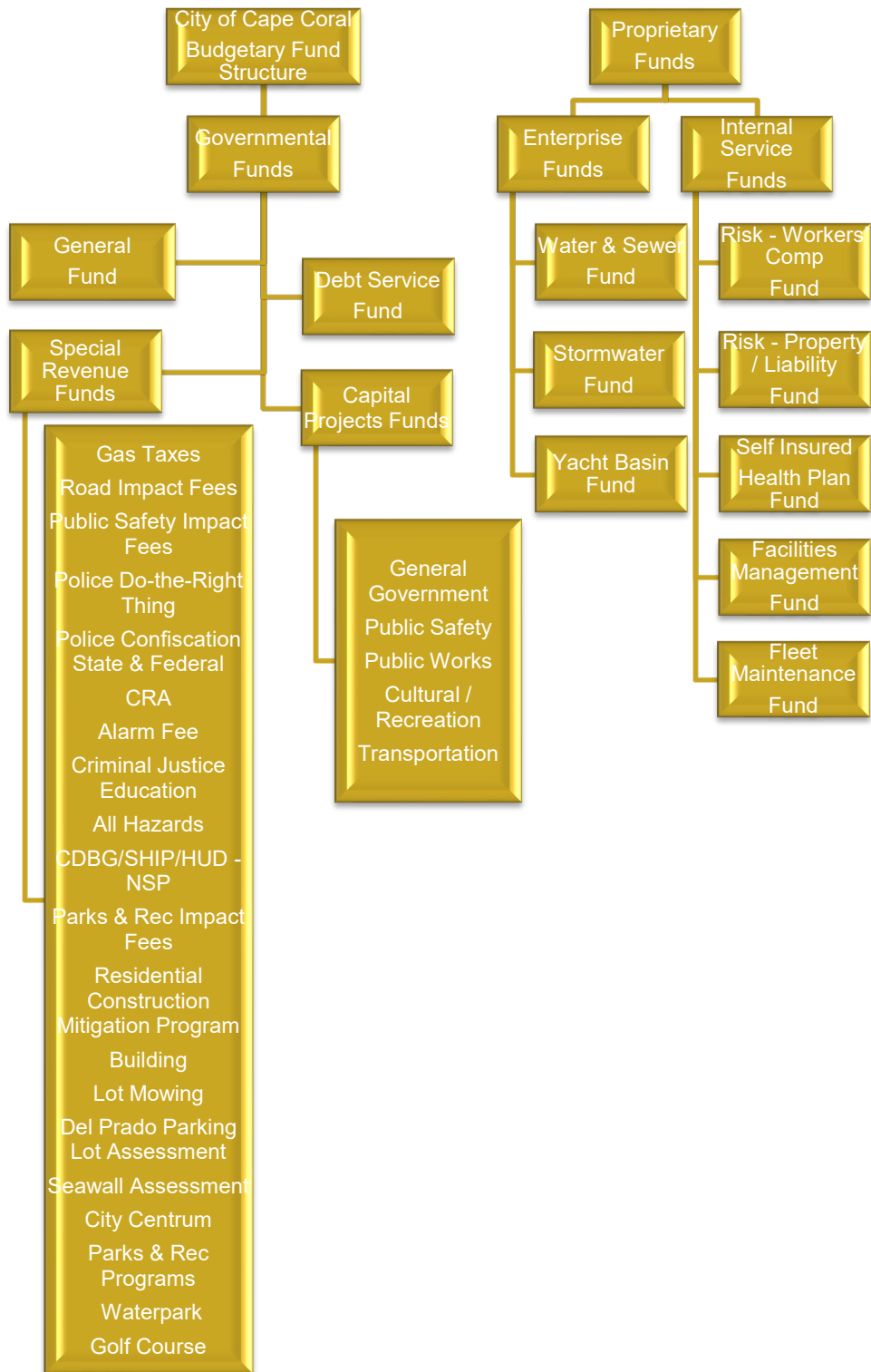
**Internal Service Funds** - Account for the financing of goods or services provided by one department or agency to other departments or agencies of the governmental unit, on a cost reimbursement basis.

### **FIDUCIARY FUND TYPES**

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

**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

## Fund Structure



City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget

## DEPARTMENT AND FUND RELATIONSHIP

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

STRATEGIC PLANNING

Strategic Planning..... 4

    Strategic Plan Summary..... 4-2

    Strategic Plan..... 4-3



## Strategic Plan Summary

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

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

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

On March 11, 2015, the Strategic Plan was updated, and the Mission and Vision were enhanced. The Strategic Priority goals were renamed Strategic Plan Elements and a sixth Element was added. Following that workshop, a seventh Element was added. The City crafted a brand new, user friendly Strategic Plan presented in the following pages for FY 2018-2021 which was adopted by City Council August 20, 2018. The next Strategic Planning Session is scheduled for January 2021.



CAPE CORAL, FL 2018-2021

STRATEGIC PLAN

ECONOMY \* ENVIRONMENT \* QUALITY OF LIFE







## Our Vision

To be America's preeminent waterfront community.

## Our Mission

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

## Our Values

Collaboration • Accountability • Professionalism • Excellence

## Our Priorities

### **Community Safety**

Deliver preeminent public safety services and programs

### **Financial Sustainability**

Ensure long-term financial resiliency

### **Infrastructure**

Committed to continual expansion of vital infrastructure while maintaining existing assets

### **Public Service Excellence**

Remain responsive to community needs by employing best practices

### **Maturing Neighborhoods**

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

### **Environmental Resources**

Provide solutions that advance environmental issues affecting the community

# 2018 - 2021 STRATEGIC PLAN

## VISION

To be America's preeminent waterfront community.

## MISSION

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

## CORE VALUES

- Collaboration
- Accountability
- Professionalism
- Excellence

## STRATEGIC PRIORITIES

### EXCEPTIONAL SERVICES

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

### INVEST IN THE FUTURE

We must continually INVEST IN THE FUTURE of the city through a myriad of means. With the city regaining its position as one of the nation's fastest growing communities, the demand for municipal services grows and the pace will accelerate. Maintaining or enhancing the current day programs, while simultaneously ensuring the continuity of government, demands solid financial planning and forecasting. This plan ensures that program initiatives coincide with future budget and financial forecasts.

The City's largest asset is its staff, which enjoys a duality stakeholder role. Each role shall be addressed equally. Externally, staff is tasked with ensuring the successful completion of the various projects, plans, or service-delivery items that allow this city to thrive. While simultaneously we must look internally, for it is paramount to the City's continuing success to support, grow, develop, and nurture a competent staff, and establish strong succession plans that allow for the smooth transition of leadership.

### GOVERNANCE

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

# STRATEGIC INITIATIVES

## EXCEPTIONAL SERVICES

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

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

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

Emphasize the City's successes and positive attributes.

Traffic Safety

Community/Police Collaboration

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

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

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

## INVEST IN THE FUTURE

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

Increase recruitment of new business to the City.

Increase retention and expansion of existing businesses in the City.

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

Public Safety Human Resource Development

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

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

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

## GOVERNANCE

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

Maximize planning benefits through use of Master Plans

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

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

Public Safety Capital Asset Plan

Establish a good level of service based on industry standards.

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

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

Sustain high water quality within the City of Cape Coral.

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

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

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

Emphasize the City's successes and positive attributes.

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

# Exceptional Services

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

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

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

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

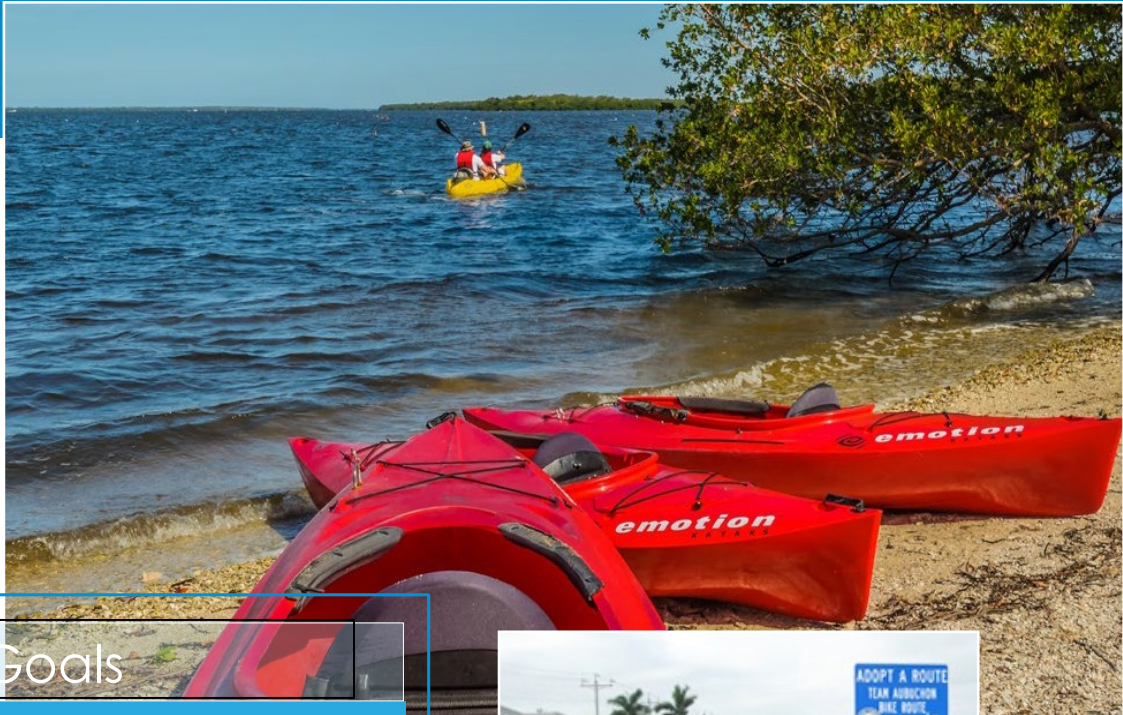
**ELEMENT F:** ENHANCE THE QUALITY OF LIFE THROUGH ARTS AND CULTURE TO CREATE AND PROMOTE A VIBRANT, CULTURALLY DIVERSE COMMUNITY.

Rank in the top ten safest cities in America.

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







## SMART Goals

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





# Invest in the Future

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

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

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

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

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

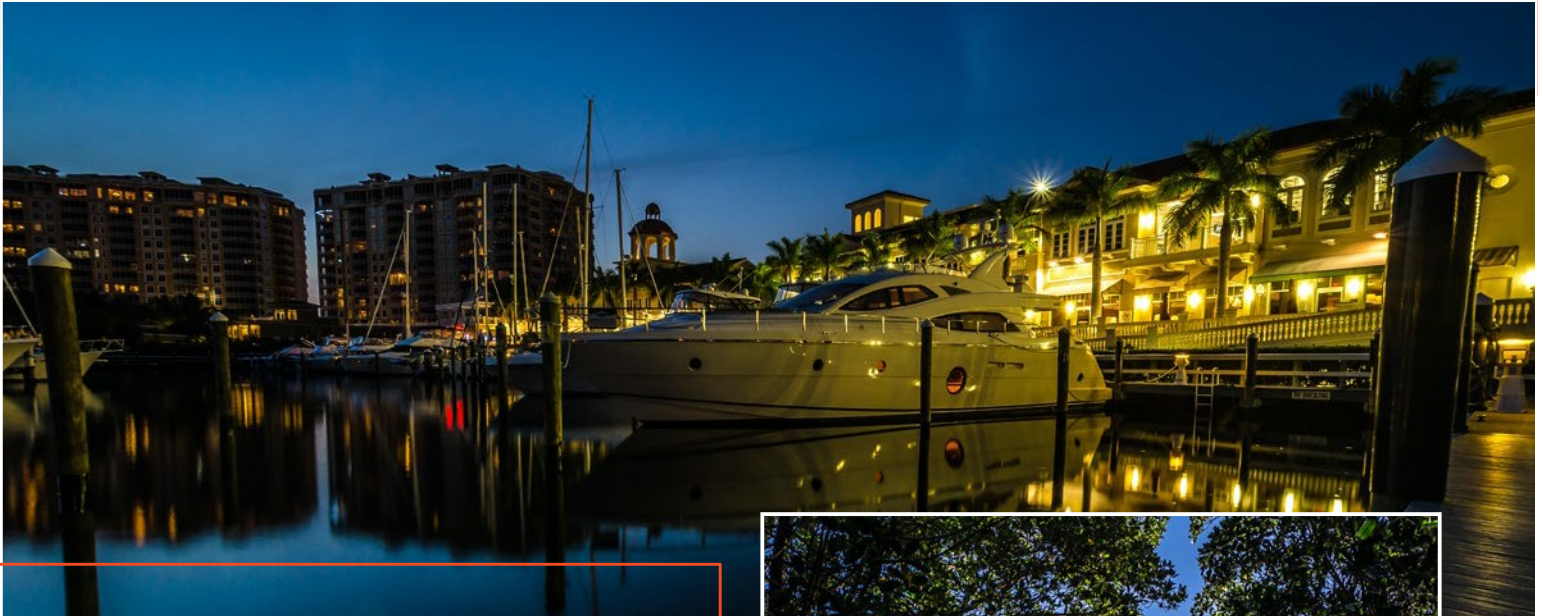
**ELEMENT G:** STRIVE FOR A HOLISTIC APPROACH THAT PROTECTS AND CONSERVES NATURAL RESOURCES, WHILE PROMOTING ENVIRONMENTAL AWARENESS AND SUSTAINABILITY IN THE COMMUNITY.

## Stretch Goal

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

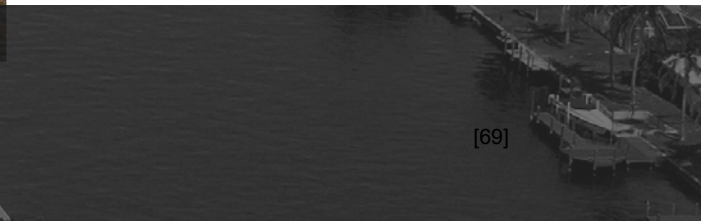
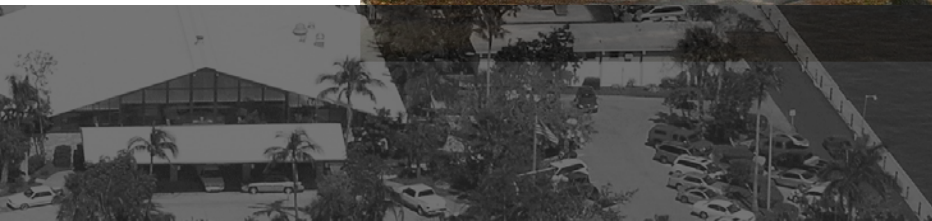
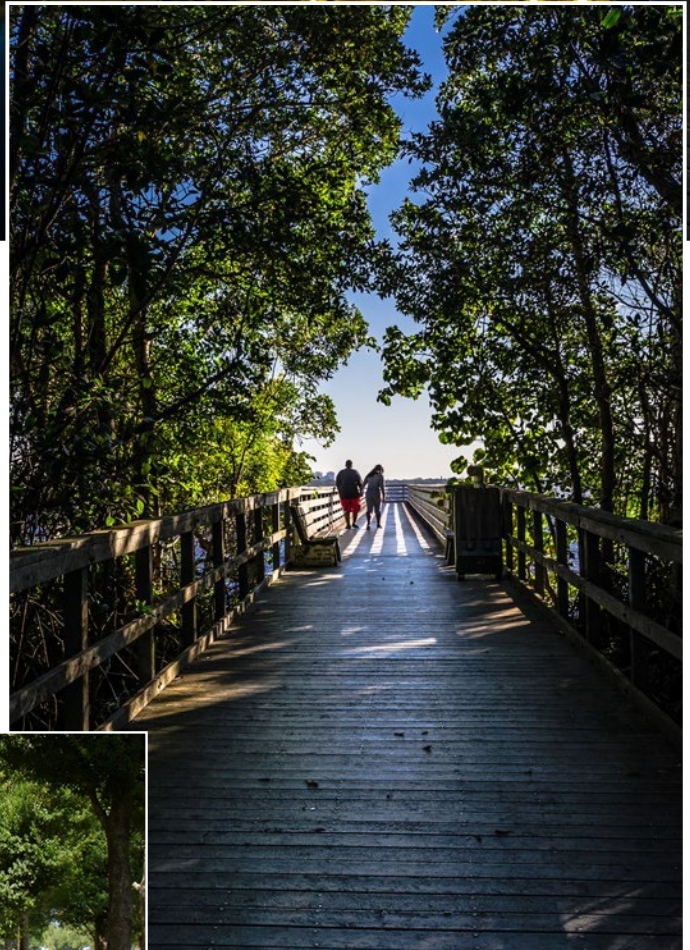


# SMART Goals



## SMART Goals

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





# Governance

“Culture drives  
great results.”  
*Jack Welch*

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

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

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

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

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

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

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

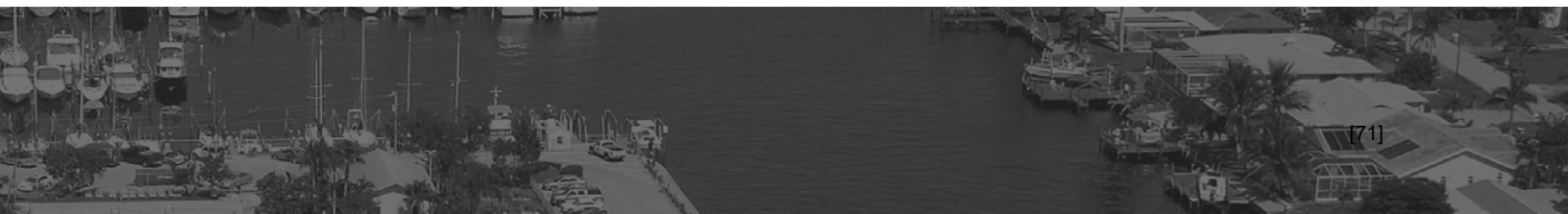
## Stretch Goal

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

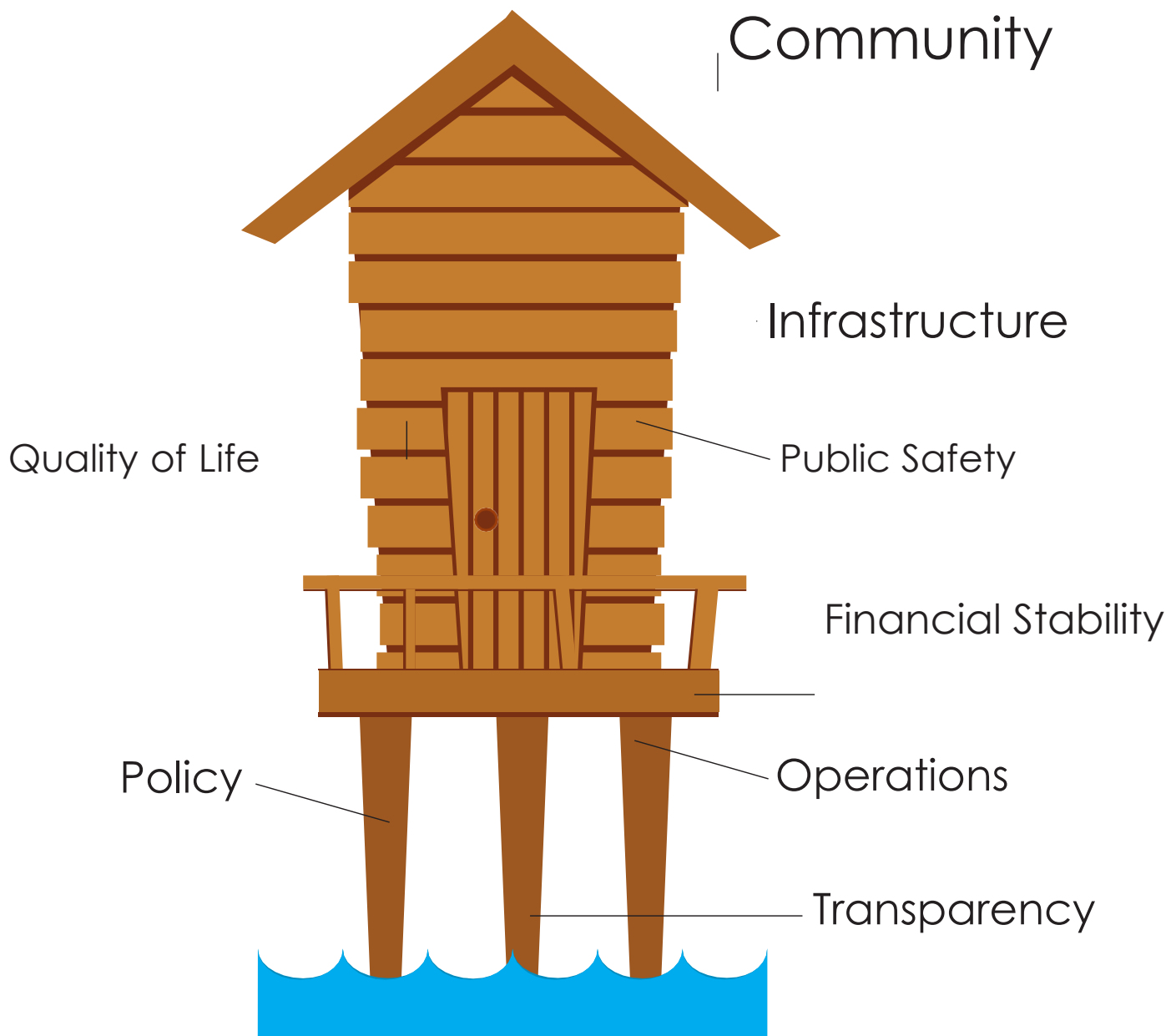


## SMART Goals

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



# Foundation for building a safe, vibrant, sustainable community

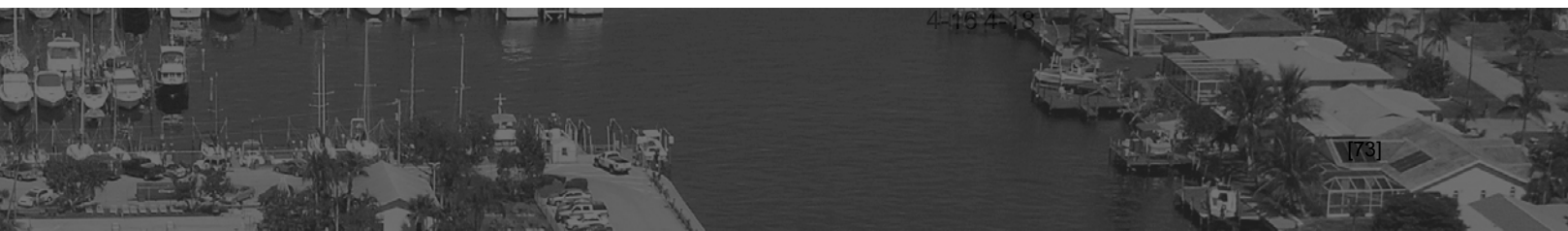


## Element A: Increase economic development and redevelopment in the City.

ELEMENT A: INCREASE ECONOMIC DEVELOPMENT AND REDEVELOPMENT IN THE CITY.									
Strategic Initiative A: Enhance redevelopment in the City by streamlining Land Development Regulations									
The City of Cape Coral is currently working towards implementation of an e-permitting system that will allow for electronic submission of all building and site development permits.									
Key Performance Indicator(s)	Dept	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate	3 - 5 Yr. Goal
COMMERCIAL	DCD	17	20	24	40	51	41	40	40
SINGE FAMILY	DCD	937	204	1,661	2,187	1,874	2,276	2,200	2,200
MULTI FAMILY	DCD	4	3	20	7	21	18	20	20
OTHER	DCD	421	1,649	605	536	551	518	526	526
TOTAL	DCD	1,379	1,876	2,310	2,770	2,497	2,853	2,786	2,786

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

ELEMENT B: Enhance financial sustainability during all economic times									
Strategic Initiative B: Diversify the City's finances in order to address the Council's priorities each fiscal year.									
Maintain reliance and dependency on ad valorem tax receipts at or below 58% of annual General Fund revenue sources excluding balances brought forward									
Key Performance Indicator(s)	Dept	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate	3 - 5 Yr. Goal
Ad Valorem receipts as percentage of total General Fund revenue sources excluding balances brought forward	Finance	48%	50%	50%	48%	47%	51%	53%	53%





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

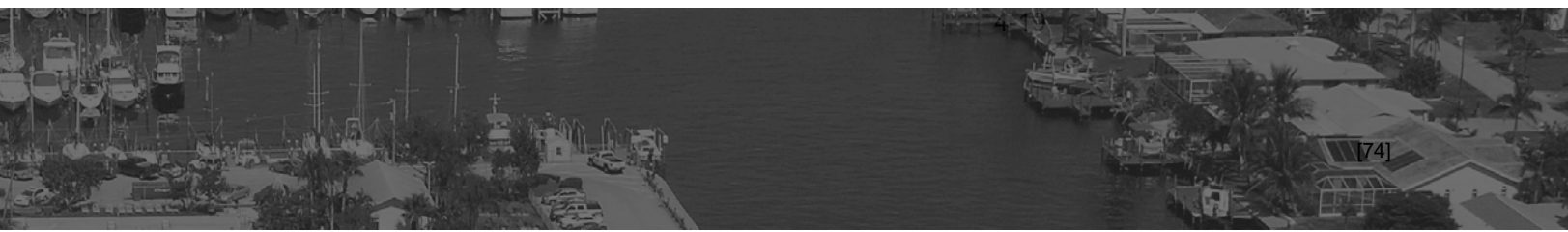
**ELEMENT C: INVEST IN COMMUNITY INFRASTRUCTURE INCLUDING UTILITIES EXPANSION IMPROVEMENTS TO ENHANCE THE CITY'S ABILITY TO MEET ITS CURRENT AND FUTURE NEEDS**

**Strategic Initiative C.1: Maximize Planning Benefits through use of Master Plans**

Key Performance Indicator(s)	Dept. / Div.	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	3 - 5 Yr. Goal
<b>Objective: Complete Public Safety Training Facility Master Plan</b>									
% of Plan completed	Police	0%	7%	7%	15%	30%	45%	60%	100%
<b>Milestones for Objective:</b>									
Milestone Chart (May not align with fiscal year))			Needs Assessment	Site location	Construction/Project Manager	Concept & Design/Engineering	ID Funding/Select Contractor(s)	Funds Allocated/Final Design	Project Completed
% completed	Police	N/A	100%	100%	100%	100%	100%	50%	-

Strategic Initiative C.2. 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 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate	3 - 5 Yr. Goal
<b>Objective: Implement Annual Paving Plan for major and local roads</b>									
Annual Paving Plan Lane Miles	Public Works	N/A	399	134	130	101	100	100	100
<b>Objective: Implement Median Landscaping Green Space</b>									
Annual Landscaping Median GreenSpace	Public Works	N/A	31	31	39	39	39	39	39



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

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

**Strategic Initiative D.:** Emphasize the City's successes and positive attributes.

**Objective:** Publish quarterly community newsletter and distribute to all residents and businesses highlighting City programs and accomplishments

Key Performance Indicator(s)	Dept	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	3 - 5 Yr. Goal
# of Newsletters distributed to all Improved and Business Addresses	City Mgr PIO	N/A	82,567	82,339	82,540	82,822	89,426	90,000	92,500

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

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

Key Performance Indicator(s)	Dept.	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	3 - 5 Yr. Goal
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**Strategic Initiative E.1:** Traffic Safety

**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	100	100	217	130	44	100	140
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**Strategic Initiative E.2:** Community/Police Collaboration

**Objective:** Implement program for direct citizen to Chief communication through advertised community face to face meetings

# of Community Engagements by Exec. Staff	Police	N/A	N/A	52	82	62	40	65	75
# of Community Events with Police Personnel	Police	N/A	N/A	233	224	189	137	200	225

**Strategic Initiative E.3:** Establish a good level of service based on industry standards.

**Objective:** Maintain accreditation for Police, Communications and Forensics

Accreditation Maintained	Police	Y	Y	Y	Y	Y	Y	Y	Y
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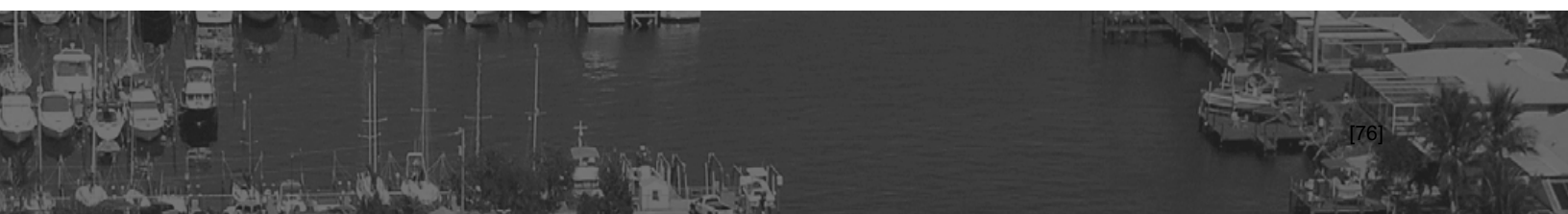


Element F: Enhance the quality of life through arts and culture to create and promote a vibrant, culturally diverse community.

ELEMENT F: ENHANCE THE QUALITY OF LIFE THROUGH ARTS AND CULTURE TO CREATE AND PROMOTE A VIBRANT, CULTURALLY DIVERSE COMMUNITY									
Strategic Initiative # F: 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 Total	FY 2017 Actual	FY 2018 Actual	FY2019 Actual	FY 2020 Estimate	FY 2021 Estimate	3 - 5 Yr. Goal
<b>Objective: Offer a diverse range of youth, adult, and senior recreational programming</b>									
# of Recreation programs offered	P&R	3,273	2,981	2,702	2,729	2,720	2,728	2,736	2,750
<b>Objective: Develop a festival gathering area within the City</b>									
% Completion of Festival Park property purchases	P&R/ Real Estate	79%	80%	81%	85%	88%	90%	100%	100%
<b>Objective: Continue special events, such as art/craft shows, festivals, block parties, concerts and other events</b>									
# of Special Events Conducted/Hosted/Sponsored	P&R	82	66	86	57	73	16	79	85
<b>Objective: Increase access to the City's freshwater and saltwater canal systems for boating and other recreational opportunities.</b>									
# of Public Access Ramps/Launches	P&R	14	14	14	0	17	17	17	17

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

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.: 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 Actual	FY 2018 Actual	FY2019 Actual	FY 2020 Estimate	FY 2021 Estimate	3 - 5 Yr. Goal
<b>Objective: Remain committed stewards of natural habitats and wildlife</b>									
# of Natural Area Acres Maintained	P&R	809	809	809	809	809	809	809	809



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

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



# AT A GLANCE GOALS & TARGETS

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

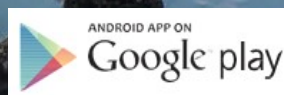
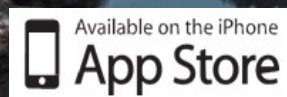






To volunteer visit  
**[www.capecoral.net/volunteer](http://www.capecoral.net/volunteer)**

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



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





1015 Cultural Park Blvd., Cape Coral, FL 33990

## FINANCIAL HIGHLIGHTS

<b>Financial Highlights .....</b>	<b>5</b>
<i>Budget Highlights and Summary Schedules.....</i>	<i>5-2</i>
<i>Summary of FY 2021 Budget Fund &amp; Function.....</i>	<i>5-4</i>
<i>Major Revenue Sources .....</i>	<i>5-6</i>
<i>Highlights of Other Major Funds .....</i>	<i>5-14</i>
<i>Millage Rate and Taxable Value History.....</i>	<i>5-15</i>
<i>All Funds Revenues .....</i>	<i>5-16</i>
<i>All Funds Expenditures.....</i>	<i>5-18</i>
<i>Inter &amp; Intrafund Transfers.....</i>	<i>5-20</i>
<i>Fund Balance Projections.....</i>	<i>5-22</i>

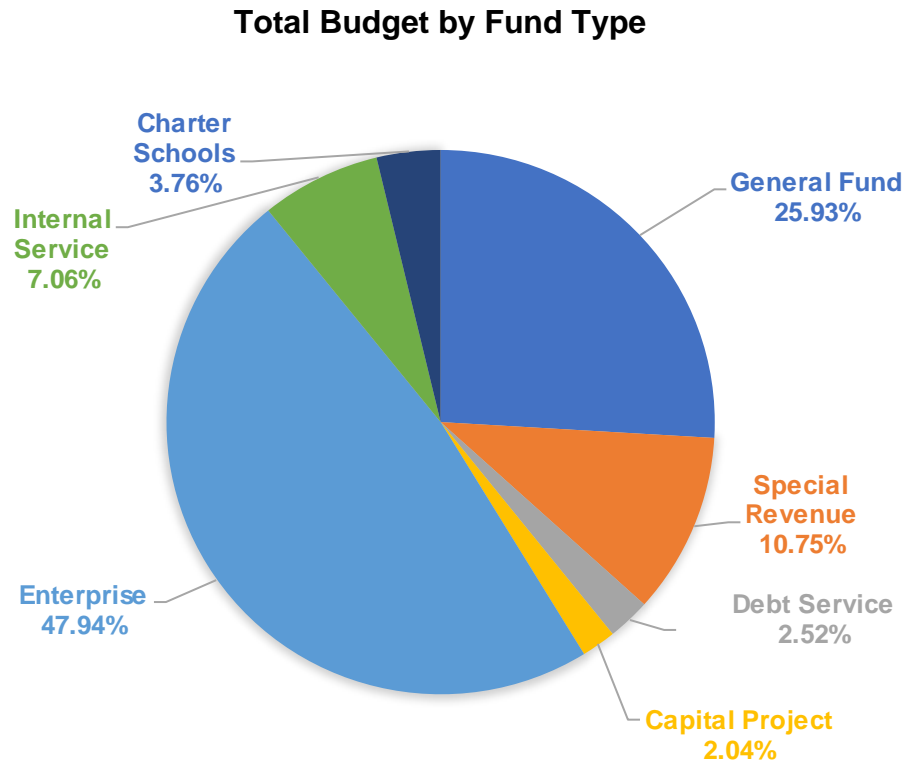
**City of Cape Coral, Florida**  
**FY 2021 – 2023 Adopted Budget**

## Budget Highlights and Summary Schedules

The table below provides a summary of the total budget for all funds for Fiscal Year 2020–2023. The FY 2021 Budget is \$978.5 million and includes \$253.7 million for General Fund expenditures and reserves of \$204.2 million.

<b>Fund Type Summary</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
General Fund	\$ 233,272,931	\$ 253,334,084	\$ 253,670,210	\$ 260,296,117	\$ 257,193,910
Special Revenue	114,727,764	115,776,455	105,208,688	98,544,257	99,068,238
Debt Service	23,292,103	64,450,328	24,670,337	24,024,505	26,262,702
Capital Project	15,579,014	24,193,450	19,935,919	11,795,554	16,488,000
Enterprise	414,226,997	334,681,657	469,064,118	415,020,260	406,042,151
Internal Service	58,082,707	57,401,279	69,106,707	71,004,250	73,178,976
Charter Schools	36,004,023	36,977,426	36,777,906	33,734,747	33,085,486
<b>Total</b>	<b>\$ 895,185,539</b>	<b>\$ 886,814,679</b>	<b>\$ 978,433,885</b>	<b>\$ 914,419,690</b>	<b>\$ 911,319,463</b>

Governmental accounting and budgeting utilize fund types to account for activities. The chart above depicts the budget by fund type:



**City of Cape Coral, Florida**  
**FY 2021 – 2023 Adopted Budget**

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

<b>Fund Type Summary</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
General Fund	\$ 165,448,360	\$ 233,272,931	\$ 253,334,084	\$ 253,670,210	\$ 260,296,117	\$ 257,193,910
Special Revenue	58,700,058	114,727,764	115,776,455	105,208,688	98,544,257	99,068,238
Debt Service	28,475,591	23,292,103	64,450,328	24,670,337	24,024,505	26,262,702
Capital Project	24,678,501	15,579,014	24,193,450	19,935,919	11,795,554	16,488,000
Enterprise	332,457,137	414,226,997	334,681,657	469,064,118	415,020,260	406,042,151
Internal Service	32,574,041	58,082,707	57,401,279	69,106,707	71,004,250	73,178,976
Charter Schools	26,483,979	36,004,023	36,977,426	36,777,906	33,734,747	33,085,486
<b>Total</b>	<b>\$ 668,817,668</b>	<b>\$ 895,185,539</b>	<b>\$ 886,814,679</b>	<b>\$ 978,433,885</b>	<b>\$ 914,419,690</b>	<b>\$ 911,319,463</b>

**ALL FUNDS**

<b>Category - All Funds</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
Payroll & Related Benefits	\$ 186,404,377	\$ 202,367,649	\$ 202,527,599	\$ 212,646,636	\$ 220,642,169	\$ 228,021,320
Operating	109,280,311	133,328,674	150,322,092	144,718,757	149,747,177	154,275,606
Capital/Infrastructure	150,374,316	128,927,853	141,667,421	190,149,381	160,140,530	156,555,866
Debt Service	67,034,251	68,860,354	105,334,579	70,048,445	70,450,359	73,075,625
Other/Transfers Out	155,724,413	98,880,454	112,044,222	156,745,400	130,973,556	132,004,885
Subtotal	668,817,668	632,364,984	711,895,913	774,308,619	731,953,791	743,933,302
Reserves	-	262,820,555	174,918,766	204,125,266	182,465,899	167,386,161
<b>Total</b>	<b>\$ 668,817,668</b>	<b>\$ 895,185,539</b>	<b>\$ 886,814,679</b>	<b>\$ 978,433,885</b>	<b>\$ 914,419,690</b>	<b>\$ 911,319,463</b>

**GENERAL FUND**

<b>Category - General Fund</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
Payroll & Related Benefits	\$ 112,861,374	\$ 120,861,502	\$ 121,735,760	\$ 127,191,159	\$ 133,519,085	\$ 138,306,783
Operating	31,702,916	42,309,002	46,157,799	41,363,893	44,086,392	46,825,293
Capital/Infrastructure	3,311,867	6,114,803	8,338,158	4,773,469	8,002,151	6,125,443
Debt Service	-	-	-	-	-	-
Other/Transfers Out	17,572,202	19,419,287	25,842,293	21,444,978	24,735,215	23,707,582
Subtotal	165,448,360	188,704,594	202,074,010	194,773,499	210,342,843	214,965,101
Reserves	-	44,568,337	51,260,074	58,896,711	49,953,274	42,228,809
<b>Total</b>	<b>\$ 165,448,360</b>	<b>\$ 233,272,931</b>	<b>\$ 253,334,084</b>	<b>\$ 253,670,210</b>	<b>\$ 260,296,117</b>	<b>\$ 257,193,910</b>

<b>General Fund</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
Appropriations	\$ 165,448,360	\$ 188,704,594	\$ 202,074,010	\$ 194,773,499	\$ 210,342,843	\$ 214,965,101
Reserves:	-	44,568,337	51,260,074	58,896,711	49,953,274	42,228,809
<b>Total</b>	<b>\$ 165,448,360</b>	<b>\$ 233,272,931</b>	<b>\$ 253,334,084</b>	<b>\$ 253,670,210</b>	<b>\$ 260,296,117</b>	<b>\$ 257,193,910</b>

1 Month Operating	13,333,655	14,938,149	15,670,945	15,384,836	16,193,388	16,792,305
# Months of Reserves		2.98	3.27	3.83	3.08	2.51

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

Months of Reserves calculated with Total Reserves



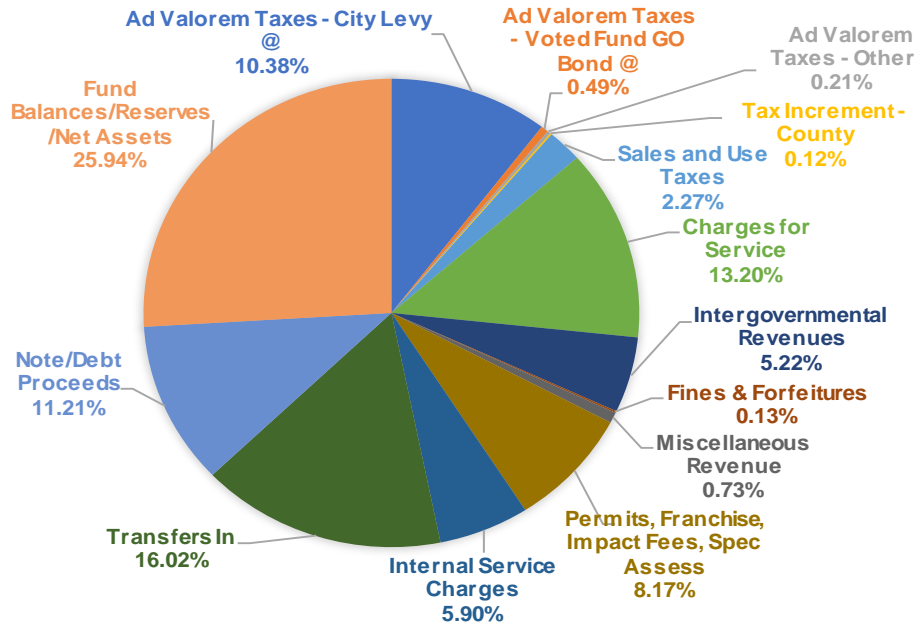
**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

BUDGET SUMMARY									
City of Cape Coral, Florida FY 2021									
THE OPERATING BUDGET EXPENDITURES OF THE CITY OF CAPE CORAL ARE 15.8%									
INCREASE FROM LAST YEARS TOTAL OPERATING EXPENDITURES									
SOURCES		GENERAL FUND	SPECIAL REVENUE	DEBT SERVICE	CAPITAL PROJECT	ENTERPRISE FUNDS	INTERNAL SERVICE	CHARTER SCHOOL	TOTAL ALL FUNDS
Taxes:									
Ad Valorem Taxes - City Levy @ 6.3750		\$ 101,530,551	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 101,530,551
Ad Valorem Taxes - Voted Fund GO Bond @ 0.3000		-	-	4,777,908	-	-	-	-	4,777,908
Ad Valorem Taxes - Other		1,004,956	1,070,356	-	-	-	-	-	2,075,312
Tax Increment - County		-	1,137,803	-	-	-	-	-	1,137,803
Sales and Use Taxes		13,133,341	9,098,427	-	-	-	-	-	22,231,768
Charges for Service		2,333,092	12,614,183	-	-	113,386,907	-	858,500	129,192,682
Intergovernmental Revenues		24,436,739	1,733,685	-	-	-	-	24,911,569	51,081,993
Fines & Forfeitures		456,913	55,536	-	-	711,200	-	-	1,223,649
Miscellaneous Revenue		2,054,745	193,363	3,262,644	-	624,852	600,000	433,297	7,168,901
Permits, Franchise, Impact Fees, Spec Assess		32,754,033	14,434,594	-	-	32,742,538	-	-	79,931,165
Internal Service Charges		8,496,211	-	-	-	242,569	49,037,507	-	57,776,287
TOTAL SOURCES		\$186,200,581	\$ 40,337,947	\$8,040,552	\$ -	\$ 147,708,066	\$ 49,637,507	\$ 26,203,366	\$458,128,019
Transfers In		6,679,774	8,776,629	16,517,169	14,998,045	109,773,782	-	-	156,745,399
Note/Debt Proceeds		-	-	-	4,937,874	104,786,314	-	-	109,724,188
Fund Balances/Reserves/Net Assets		60,789,855	56,094,112	112,616	-	106,795,956	19,469,200	10,574,540	253,836,279
TOTAL REVENUES, TRANSFERS & BALANCES		\$253,670,210	\$ 105,208,688	\$ 24,670,337	\$ 19,935,919	\$ 469,064,118	\$ 69,106,707	\$ 36,777,906	\$ 978,433,885
USES									
General Government		\$ 59,029,767	\$ 115,005	\$ -	\$ 768,135	\$ -	\$ -	\$ -	\$ 59,912,907
Public Safety		90,471,102	9,621,456	-	11,035,784	-	-	-	111,128,342
Physical Environment		-	3,796,059	-	-	242,672,114	-	-	246,468,173
Transportation		14,800,581	205,337	-	8,132,000	-	-	-	23,137,918
Economic Environment		1,152,018	2,394,122	-	-	-	-	-	3,546,140
Culture/Recreation		7,875,053	16,105,612	-	-	692,328	-	28,652,950	53,325,943
Debt Service		-	-	24,557,721	-	45,401,344	-	90,381	70,049,446
Internal Services		-	-	-	-	-	49,994,351	-	49,994,351
TOTAL EXPENDITURES		\$ 173,328,521	\$ 32,237,591	\$ 24,557,721	\$ 19,935,919	\$ 288,765,786	\$ 49,994,351	\$ 28,743,331	\$ 617,563,220
Transfers Out		21,444,978	25,015,103	-	-	110,285,318	-	-	156,745,399
Reserves		58,896,711	47,955,994	112,616	-	70,013,014	19,112,356	8,034,575	204,125,266
TOTAL APPROPRIATED EXPENDITURES, TRANSFERS,									
RESERVES, & BALANCES									
		\$ 253,670,210	\$ 105,208,688	\$ 24,670,337	\$ 19,935,919	\$ 469,064,118	\$ 69,106,707	\$ 36,777,906	\$ 978,433,885
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 2021 – 2023 Adopted Budget**

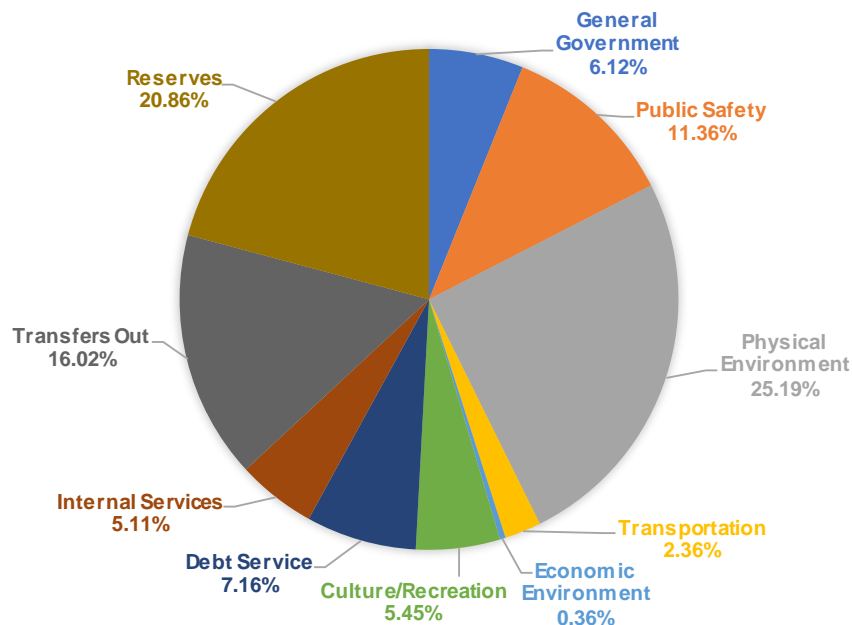
The City has several revenue sources, each representing a different percentage of total revenues. The following chart shows the sources:

**Sources – Where the Money Comes From  
FY 2021 All Funds**



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

**Uses – Where the Money Goes  
FY 2021 All Funds**



## Major Revenue Sources

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

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

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

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

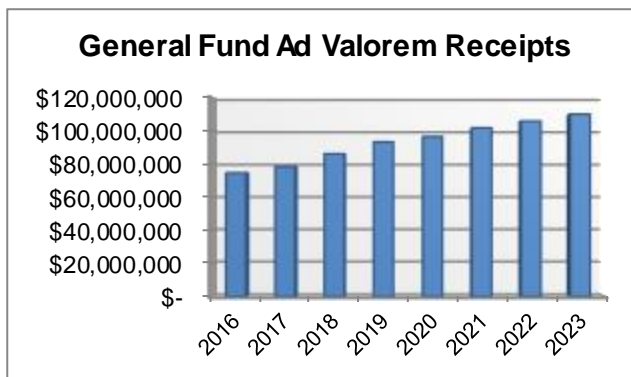
**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

**Ad Valorem Taxes (Property Taxes)**

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

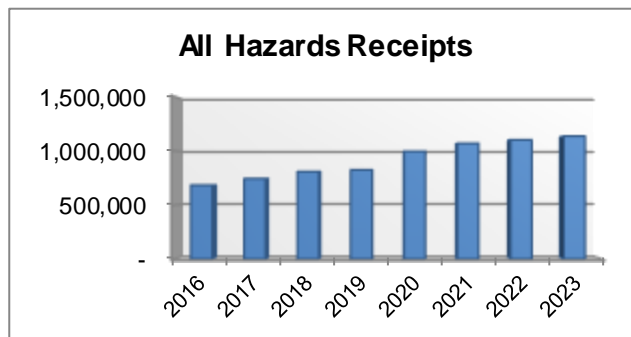
A millage rate of one mill produces one dollar of tax revenue on each \$1,000 of taxable property values as provided by the Lee County Property Appraiser.

The FY 2021 Budget is based on the July 1 taxable value from the Lee County Property Appraiser and the millage rate of 6.3750. It is assumed that taxable property values will increase 4% in FY 2022 and 2023.



Fiscal Year	Amount	Millage
2016 Actual	\$ 74,532,990	6.9570
2017 Actual	78,051,494	6.7500
2018 Actual	85,909,230	6.7500
2019 Actual	93,044,124	6.7500
2020 Budget	96,194,962	6.4903
2021 Budget	101,530,551	6.3750
2022 Proposed	105,591,773	6.3750
2023 Proposed	109,815,444	6.3750

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



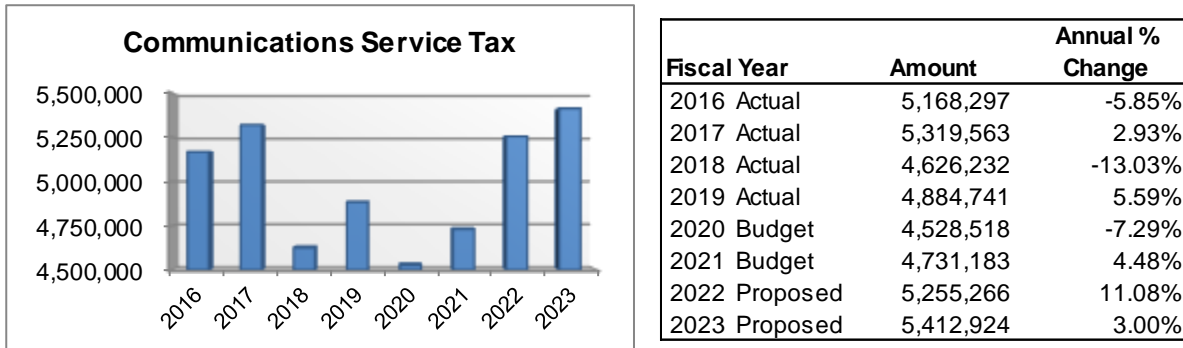
Fiscal Year	Amount	Annual % Change
2016 Actual	682,968	5.94%
2017 Actual	743,399	8.85%
2018 Actual	809,429	8.88%
2019 Actual	824,000	1.80%
2020 Budget	996,092	20.88%
2021 Budget	1,070,356	7.46%
2022 Proposed	1,102,466	3.00%
2023 Proposed	1,135,540	3.00%

**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

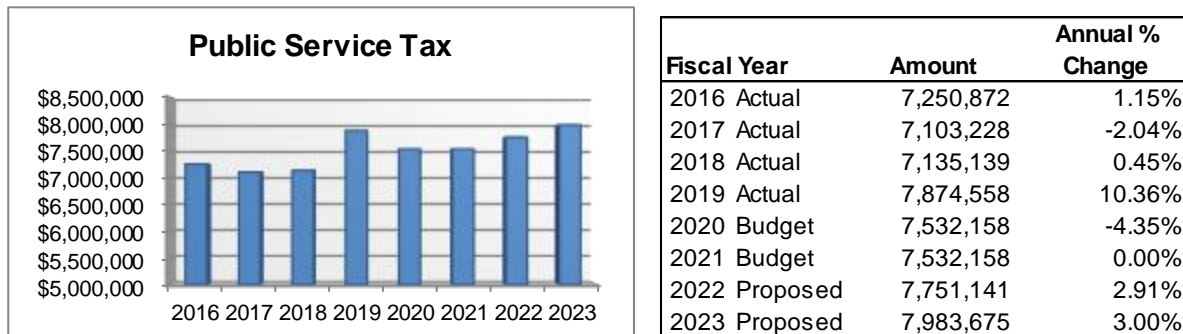
**Other Taxes**

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

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

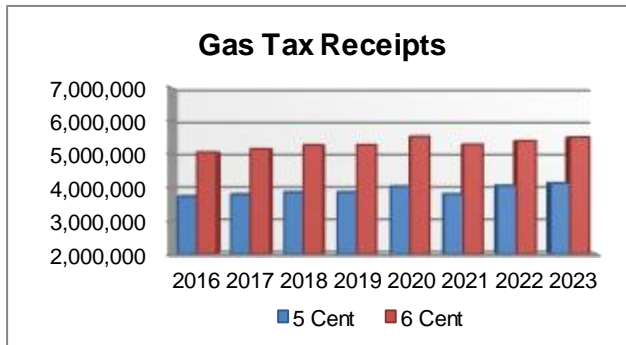


On April 29, 2013, City Council approved Ordinance 28-13, authorizing the implementation of the Public Service Tax on electric service. At the time of adoption of the tax, there was only one municipality in the State of Florida with a population of over 50,000 that did not have the tax. Although the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



**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

The gas taxes are collected on each gallon of gas sold within the county limits. The City's annual receipts are established upon a locally agreed upon distribution formula based on population and are recorded in Special Revenue Funds. 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
2016 Actual	3,736,205	5,062,704
2017 Actual	3,795,908	5,160,100
2018 Actual	3,860,413	5,282,389
2019 Actual	3,857,731	5,282,590
2020 Budget	4,037,870	5,540,572
2021 Budget	3,802,877	5,295,550
2022 Proposed	4,056,506	5,403,869
2023 Proposed	4,137,637	5,514,354

### 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.

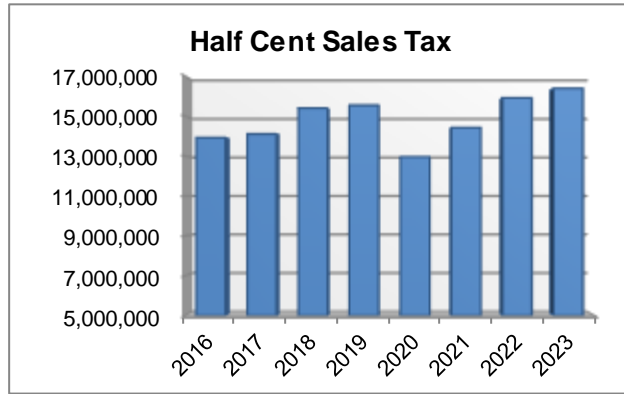


Fiscal Year	Amount
2016 Actual	6,622,099
2017 Actual	6,433,799
2018 Actual	6,534,366
2019 Actual	7,016,299
2020 Budget	6,853,846
2021 Budget	6,853,846
2022 Proposed	6,923,266
2023 Proposed	7,130,964

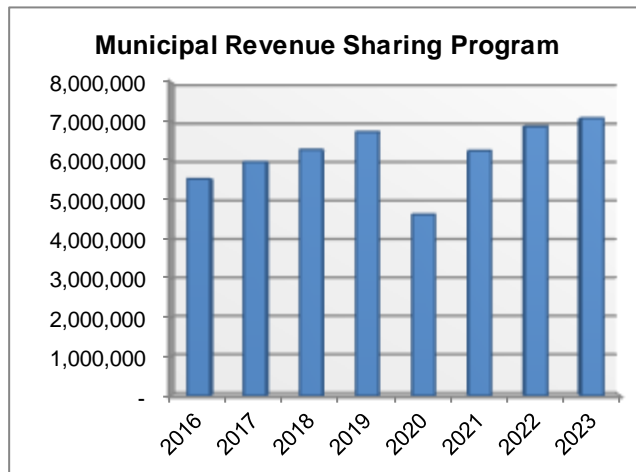
**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

**Intergovernmental Revenue**

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

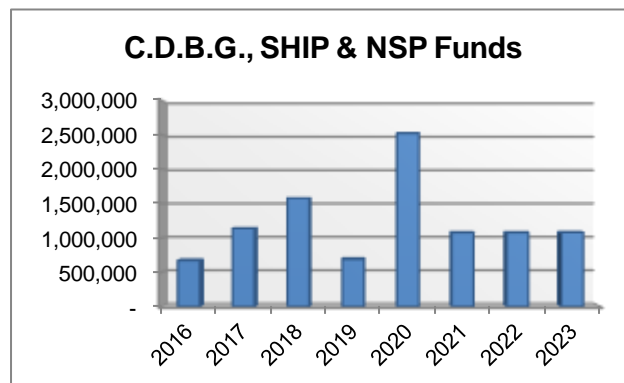


Fiscal Year	Amount
2016 Actual	13,923,141
2017 Actual	14,107,953
2018 Actual	15,402,256
2019 Actual	15,550,111
2020 Budget	12,959,448
2021 Budget	14,429,765
2022 Proposed	15,922,152
2023 Proposed	16,399,817



Fiscal Year	Amount
2016 Actual	5,527,856
2017 Actual	5,962,452
2018 Actual	6,273,591
2019 Actual	6,726,055
2020 Budget	4,624,054
2021 Budget	6,249,454
2022 Proposed	6,869,061
2023 Proposed	7,075,133

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

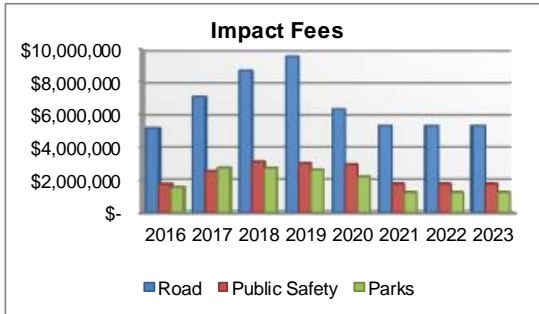


Fiscal Year	Amount
2016 Actual	671,784
2017 Actual	1,138,077
2018 Actual	1,579,214
2019 Actual	688,968
2020 Budget	2,523,860
2021 Budget	1,078,474
2022 Proposed	1,078,499
2023 Proposed	1,080,083

**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

### Impact Fees

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

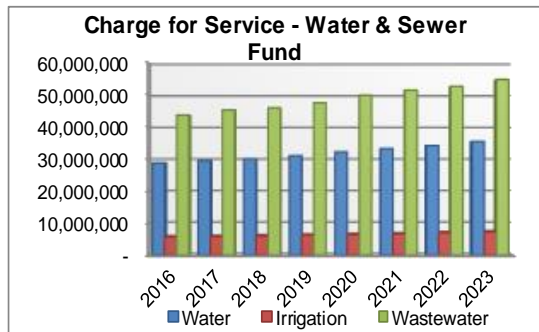


Fiscal Year	Road	Public Safety	Parks
2016 Actual	5,193,939	1,757,514	1,559,473
2017 Actual	7,106,032	2,546,012	2,751,820
2018 Actual	8,700,676	3,117,216	2,737,325
2019 Actual	9,562,986	3,028,275	2,640,320
2020 Budget	6,344,050	2,960,095	2,213,275
2021 Budget	5,331,102	1,778,483	1,255,044
2022 Proposed	5,331,102	1,778,483	1,255,044
2023 Proposed	5,331,102	1,778,483	1,255,044

### 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.

Water, irrigation, and wastewater charges are the major category's not all the Charge for Service. These Charge for Service 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.

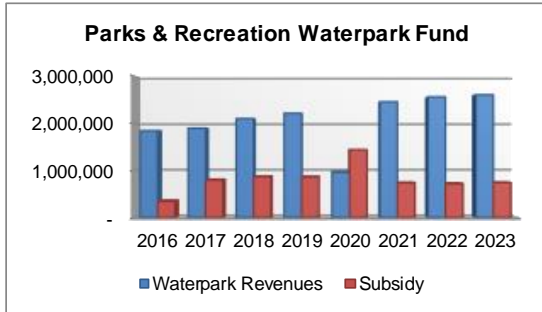


Fiscal Year	Water	Irrigation	Wastewater
2016 Actual	28,792,096	5,773,770	43,664,619
2017 Actual	29,437,108	5,923,098	45,247,881
2018 Actual	29,999,334	6,112,407	45,916,622
2019 Actual	30,991,970	6,346,367	47,461,082
2020 Budget	32,177,702	6,564,369	49,785,094
2021 Budget	33,203,782	6,790,743	51,440,211
2022 Proposed	34,129,558	7,097,301	52,616,439
2023 Proposed	35,420,067	7,402,006	54,720,312

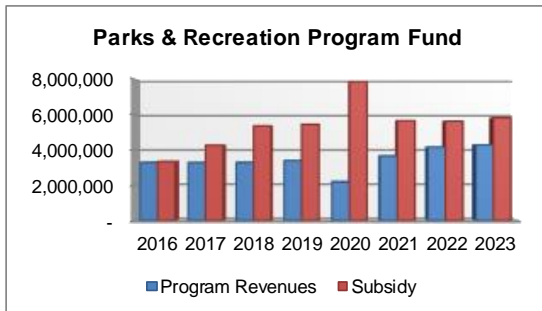


**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

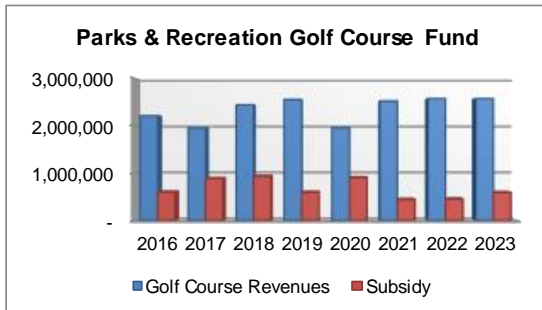
User fees are charged for Parks and Recreational Activities and reviewed on an annual basis. Programs such as the Special Events, Arts Studio, Senior Centers, Transportation, Special Populations, the Golf Course and the Waterpark operate with a subsidy from the General Fund. The Yacht Basin also contributes \$115,000 to the P&R Program Fund to the programs located at the Yacht Basin Complex.



Fiscal Year	Waterpark Revenues	Subsidy	Waterpark Rev % of Total Exp
2016 Actual	1,844,205	350,000	84.05%
2017 Actual	1,898,620	802,577	70.29%
2018 Actual	2,101,463	874,158	70.62%
2019 Actual	2,213,365	867,494	71.84%
2020 Budget	965,318	1,444,149	40.06%
2021 Budget	2,457,951	738,526	76.90%
2022 Proposed	2,558,761	724,010	77.95%
2023 Proposed	2,604,150	744,824	77.76%



Fiscal Year	Program Revenues	Subsidy	Program Rev % of Total Exp
2016 Actual	3,292,022	3,340,000	49.64%
2017 Actual	3,287,716	4,265,000	43.53%
2018 Actual	3,292,827	5,360,000	38.05%
2019 Actual	3,398,765	5,441,566	38.45%
2020 Budget	2,177,982	7,862,567	21.69%
2021 Budget	3,656,954	5,652,620	47.46%
2022 Proposed	4,156,763	5,628,131	42.48%
2023 Proposed	4,284,410	5,817,346	42.41%

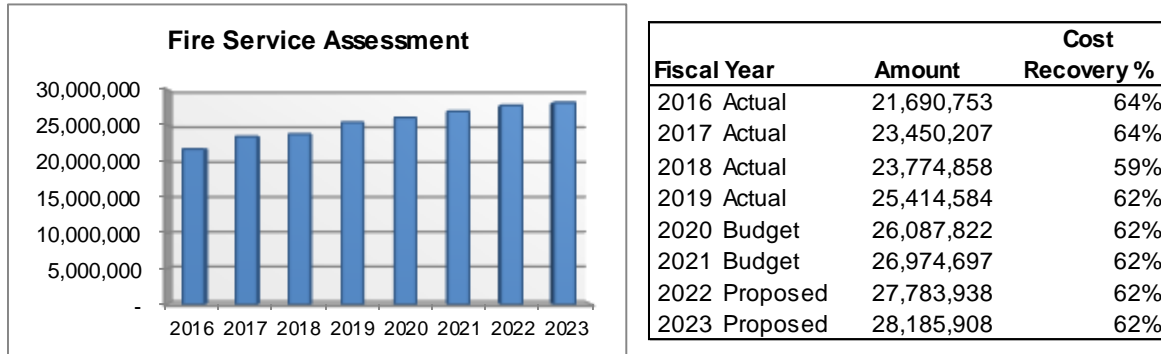


Fiscal Year	Golf Course Revenues	Subsidy	Program Rev % of Total Exp
2016 Actual	2,207,725	604,000	78.52%
2017 Actual	1,954,150	893,896	68.61%
2018 Actual	2,437,625	940,000	72.17%
2019 Actual	2,548,830	600,614	80.93%
2020 Budget	1,956,888	912,404	68.20%
2021 Budget	2,517,730	447,563	84.91%
2022 Proposed	2,568,084	458,962	84.84%
2023 Proposed	2,571,157	598,380	81.12%

**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

**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. Shown below is the total assessed amount, not included are the discounts and uncollectible.



## Highlights of Other Major Funds

### Building Fund

The Building Fund is a Special Revenue Fund used to account for the activities of the Building and Permitting services. Due to an increase in permitting activity, no subsidy has been required by the General Fund since FY 2010. Additionally, the fund is required to make an interfund transfer to the General Fund, the breakdown is in Appendices Section D for general administrative overhead costs.

### 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.

### Utility Capital Expansion Fee Funds

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

### Stormwater Fund

The primary revenue source for this fund is the stormwater utility fee that is charged on a per equivalent residential unit (ERU) basis. The current modified rate was approved by Council at \$125 per ERU, based on the data from the cost recovery study. Additionally, the fund is required to make an interfund transfer to the General Fund, the breakdown is in Section 15-D Appendices D for general administrative overhead costs.

**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

**MILLAGE RATE HISTORY**

<b>Fiscal Year</b>	<b>General Operations</b>	<b>Debt Service</b>	<b>Total</b>
2011	7.9702	-	7.9702
2012	7.9570	-	7.9570
2013	7.9570	-	7.9570
2014	7.7070	-	7.7070
2015	7.7070	-	7.7070
2016	6.9570	-	6.9570
2017	6.7500	-	6.7500
2018	6.7500	-	6.7500
2019	6.7500	-	6.7500
2020	6.4903	0.0600	6.5503
2021	6.3750	0.3000	6.6750
2022 Proposed	6.3750	0.3000	6.6750
2023 Proposed	6.3750	0.3000	6.6750

\* Rolled Back Rate for FY 2021 is 6.2497.

**TAXABLE ASSESSED VALUE HISTORY**

<b>Fiscal Year</b>	<b>Taxable Assessed Value</b>	<b>New Construction</b>	<b>Percentage Change</b>
2011	8,888,383,376	70,456,330	-15.31%
2012	8,566,590,016	81,896,264	-3.62%
2013	8,903,395,043	89,178,363	3.93%
2014	9,520,318,059	109,735,614	6.93%
2015	10,329,777,472	114,639,280	8.50%
2016	11,120,507,186	185,037,351	7.65%
2017	12,045,371,047	232,341,287	8.32%
2018	13,196,517,609	336,504,739	9.56%
2019	14,313,935,650	448,797,093	8.47%
2020	15,438,898,927	530,098,254	7.86%
2021	16,578,808,989	494,819,588	7.38%
2022 Projected	17,241,961,349	514,612,372	4.00%
2023 Projected	17,931,639,803	535,196,866	4.00%

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

<b>Fiscal Year</b>	<b>Average Taxable Assessed Value</b>	<b>Change in Average Value</b>	<b>Percentage Change</b>
2011	89,684	(11,721)	-11.56%
2012	93,057	3,373	3.76%
2013	96,942	3,885	4.17%
2014	104,867	7,925	8.17%
2015	114,354	9,487	9.05%
2016	122,484	8,130	7.11%
2017	131,197	8,713	7.11%
2018	141,919	10,722	8.17%
2019	150,856	8,937	6.30%
2020	159,259	8,403	5.57%
2021	165,788	6,529	4.10%
2022	172,420	6,632	4.00%
2023	179,316	6,897	4.00%

**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

**ALL FUNDS REVENUES**

<b>Fund</b>	<b>FY 2019 Actual<sup>1</sup></b>	<b>FY 2020 Adopted<sup>2</sup></b>	<b>FY 2020 Amended<sup>2</sup></b>	<b>FY 2021 Adopted<sup>3</sup></b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
<b>General Fund</b>	<b>\$ 198,595,380</b>	<b>\$ 233,272,931</b>	<b>\$ 253,334,084</b>	<b>\$ 253,670,210</b>	<b>\$ 260,296,117</b>	<b>\$ 257,193,910</b>
<b>Special Revenue Funds</b>						
Community Redevelopment Agency (CRA) <sup>4</sup>	2,698,380	3,114,584	3,114,584	2,987,412	3,173,111	3,297,470
Police Protection Impact Fee	1,645,625	6,955,474	7,789,529	7,238,186	2,005,293	2,872,905
Do The Right Thing	18,728	8,000	15,100	8,000	8,000	8,000
Police Evidence Fund (not budgeted)	27,319	-	-	-	-	-
Confiscation/State	50,753	395,832	409,193	389,674	370,155	350,636
Confiscation/Federal	14,191	211,822	174,678	137,152	96,842	55,545
Criminal Justice Education (Police Training)	22,276	24,600	24,600	25,215	25,845	26,491
Alarm Fee	111,755	108,203	108,203	112,350	115,728	119,047
Advanced Life Support (ALS) Impact Fee	95,663	298,641	360,066	317,321	243,413	294,911
Fire Capital Improvement Impact Fee	1,586,152	4,596,522	5,396,892	5,229,886	5,735,131	6,241,897
All Hazards	899,336	2,244,257	2,400,635	2,209,247	2,405,776	2,590,759
Additional Five Cent Gas Tax	4,319,132	20,822,294	19,997,121	10,786,197	13,892,703	16,580,340
Six Cent Gas Tax	5,575,586	20,275,909	9,974,039	15,285,112	12,983,413	11,448,857
Road Impact Fee	10,572,025	16,281,534	17,768,270	17,054,183	16,816,918	16,549,880
Del Prado Mall Parking Lot Maintenance	43,013	154,750	178,344	210,665	230,085	100,868
Lot Mowing Program	4,019,105	5,029,311	6,109,038	6,215,421	6,067,788	5,960,809
Building Fund	9,357,751	14,583,312	19,603,202	17,079,937	15,014,127	12,666,244
Community Development Block Grant (CDBG) <sup>5</sup>	875,824	1,248,144	2,534,152	1,078,474	1,078,499	1,080,083
HUD Neighborhood Stabilization <sup>5</sup>	335,614	-	77,500	-	-	-
HUD Neighborhood Stabilization (NSP) <sup>5</sup>	1,622	-	-	-	-	-
Local Housing Assistance (SHIP) <sup>5</sup>	519,434	-	168,184	-	-	-
Residential Construction Mitigation Grant <sup>5</sup>	6,676	-	4,716	-	-	-
Park Recreational Facility Impact Fee	2,698,595	2,538,250	3,772,185	2,498,979	1,265,044	1,265,044
Waterpark Fund	3,348,279	2,953,570	2,421,293	3,208,422	3,295,014	3,360,778
Parks & Recreation Programs	9,594,902	9,579,980	10,356,156	10,057,101	10,577,441	10,908,016
Golf Course	3,164,667	3,211,292	2,891,292	2,987,293	3,049,156	3,192,037
City Centrum Business Park	77,266	91,483	127,483	92,461	94,775	97,621
Seawall Assessments	8,181	-	-	-	-	-
<b>Special Revenue</b>	<b>61,687,850</b>	<b>114,727,764</b>	<b>115,776,455</b>	<b>105,208,688</b>	<b>98,544,257</b>	<b>99,068,238</b>

**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

**ALL FUNDS REVENUES continued**

<b>Fund</b>	<b>FY 2019 Actual<sup>1</sup></b>	<b>FY 2020 Adopted<sup>2</sup></b>	<b>FY 2020 Amended<sup>2</sup></b>	<b>FY 2021 Adopted<sup>3</sup></b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
<b>Debt Service Fund</b>	<b>33,914,056</b>	<b>23,292,103</b>	<b>64,450,328</b>	<b>24,670,337</b>	<b>24,024,505</b>	<b>26,262,702</b>
<b>Capital Projects Funds<sup>5</sup></b>						
Fire Station Construction	897,895	4,251,063	4,803,058	4,937,874	688,039	5,248,602
Police Training Construction	-	-	750,000	6,097,910	-	-
Public Works Capital Projects	536,290	250,000	250,000	250,000	-	-
Transportation Capital Projects	11,587,584	10,171,896	12,772,253	7,882,000	9,532,000	9,532,000
Parks Capital Projects	5,601,396	-	4,712,084	-	-	-
CRA Capital Projects	1,279,999	906,055	906,055	768,135	1,575,515	1,707,398
Governmental Capital Projects	6,015,170	-	-	-	-	-
<b>Capital Projects Total</b>	<b>25,918,335</b>	<b>15,579,014</b>	<b>24,193,450</b>	<b>19,935,919</b>	<b>11,795,554</b>	<b>16,488,000</b>
<b>Enterprise Funds</b>						
Water & Sewer	136,031,495	140,898,837	142,838,222	138,468,143	157,335,863	158,839,966
Water & Sewer Capital Projects <sup>5,6</sup>	22,587,782	30,675,358	33,932,976	51,489,632	27,658,501	32,985,457
Water & Sewer Utility Impact, CIAC, CFEC <sup>5,6</sup>	24,051,536	126,286,161	41,961,977	109,471,742	62,376,645	60,109,053
Water & Sewer Utility Extension <sup>5,6</sup>	52,163,317	82,332,865	82,332,865	136,728,586	136,407,907	123,284,733
Stormwater Utility	20,750,284	27,699,516	27,113,016	26,428,620	25,856,066	25,359,435
Stormwater Utility Capital Projects <sup>5</sup>	5,674,189	4,621,627	4,740,161	4,834,871	3,842,295	3,849,757
Yacht Basin	774,207	1,712,633	1,762,440	1,642,524	1,542,983	1,613,750
<b>Enterprise Total</b>	<b>262,032,810</b>	<b>414,226,997</b>	<b>334,681,657</b>	<b>469,064,118</b>	<b>415,020,260</b>	<b>406,042,151</b>
<b>Internal Service Fund</b>						
Workers Compensation	4,286,611	8,035,917	9,015,024	9,759,634	10,645,991	11,625,187
Property Liability Insurance	3,962,364	6,263,795	6,478,603	6,582,779	6,670,063	6,719,585
Self Insurance	21,220,188	33,077,558	31,025,211	41,862,684	42,433,594	43,125,010
Facilities Management	5,198,782	5,898,591	5,902,710	6,067,606	6,279,954	6,556,504
Fleet Maintenance	4,392,531	4,806,846	4,979,731	4,834,004	4,974,648	5,152,690
<b>Internal Service Fund Total</b>	<b>39,060,475</b>	<b>58,082,707</b>	<b>57,401,279</b>	<b>69,106,707</b>	<b>71,004,250</b>	<b>73,178,976</b>
<b>Charter School Authority<sup>4</sup></b>	<b>26,528,540</b>	<b>36,004,023</b>	<b>36,977,426</b>	<b>36,777,906</b>	<b>33,734,747</b>	<b>33,085,486</b>
<b>Total All Funds</b>	<b>\$ 647,737,445</b>	<b>\$ 895,185,539</b>	<b>\$ 886,814,679</b>	<b>\$ 978,433,885</b>	<b>\$ 914,419,690</b>	<b>\$ 911,319,463</b>

**Note:**

<sup>1</sup> FY 2019 Actual is presented on budgetary basis and does not include OPEB or depreciation.

<sup>2</sup> FY 2020 Budget was adopted through Ordinance 44-19 and has been amended through Budget Amendment #1 Ordinance 23-20 & Budget Amendment #2 Ordinance 85-20.

<sup>3</sup> FY 2021 Adopted Budget Ordinance 74-20 is being presented in this book.

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

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

<sup>6</sup> Water & Sewer Capital Projects are in accordance with the planned projects outlined in the rate sufficiency study. Details can be found in Utilities.

**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

**ALL FUNDS EXPENDITURES**

<b>Fund</b>	<b>FY 2019 Actual<sup>1</sup></b>	<b>FY 2020 Adopted<sup>2</sup></b>	<b>FY 2020 Amended<sup>2</sup></b>	<b>FY 2021 Adopted<sup>3</sup></b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
<b>General Fund</b>	<b>\$ 165,448,360</b>	<b>\$ 233,272,931</b>	<b>\$ 253,334,084</b>	<b>\$ 253,670,210</b>	<b>\$ 260,296,117</b>	<b>\$ 257,193,910</b>
<b>Special Revenue Funds</b>						
Community Redevelopment Agency (CRA) <sup>4</sup>	2,439,953	3,114,584	3,114,584	2,987,412	3,173,111	3,297,470
Police Protection Impact Fee	10,322	6,955,474	7,789,529	7,238,186	2,005,293	2,872,905
Do The Right Thing	18,009	8,000	15,100	8,000	8,000	8,000
Police Evidence Fund (not budgeted)	24,545	-	-	-	-	-
Confiscation/State	64,445	395,832	409,193	389,674	370,155	350,636
Confiscation/Federal	266,568	211,822	174,678	137,152	96,842	55,545
Criminal Justice Education (Police Training)	21,589	24,600	24,600	25,215	25,845	26,491
Alarm Fee	103,043	108,203	108,203	112,350	115,728	119,047
Advanced Life Support (ALS) Impact Fee	80,731	298,641	360,066	317,321	243,413	294,911
Fire Capital Improvement Impact Fee	376,688	4,596,522	5,396,892	5,229,886	5,735,131	6,241,897
All Hazards	824,475	2,244,257	2,400,635	2,209,247	2,405,776	2,590,759
Additional Five Cent Gas Tax	507,053	20,822,294	19,997,121	10,786,197	13,892,703	16,580,340
Six Cent Gas Tax	15,331,707	20,275,909	9,974,039	15,285,112	12,983,413	11,448,857
Road Impact Fee	5,862,508	16,281,534	17,768,270	17,054,183	16,816,918	16,549,880
Del Prado Mall Parking Lot Maintenance	19,651	154,750	178,344	210,665	230,085	100,868
Lot Mowing Program	2,499,757	5,029,311	6,109,038	6,215,421	6,067,788	5,960,809
Building Fund	9,028,225	14,583,312	19,603,202	17,079,937	15,014,127	12,666,244
Community Development Block Grant (CDBG) <sup>5</sup>	1,077,966	1,248,144	2,534,152	1,078,474	1,078,499	1,080,083
HUD Neighborhood Stabilization (NSP) <sup>5</sup>	471,091	-	77,500	-	-	-
Local Housing Assistance (SHIP) <sup>5</sup>	1,053,357	-	168,184	-	-	-
Residential Construction Mitigation Grant <sup>5</sup>	6,676	-	4,716	-	-	-
Park Recreational Facility Impact Fee	2,744,872	2,538,250	3,772,185	2,498,979	1,265,044	1,265,044
Waterpark Fund	3,108,391	2,953,570	2,421,293	3,208,422	3,295,014	3,360,778
Parks & Recreation Programs	9,664,235	9,579,980	10,356,156	10,057,101	10,577,441	10,908,016
Golf Course	3,016,867	3,211,292	2,891,292	2,987,293	3,049,156	3,192,037
City Centrum Business Park	77,316	91,483	127,483	92,461	94,775	97,621
Seawall Assessments	21	-	-	-	-	-
<b>Special Revenue</b>	<b>58,700,058</b>	<b>114,727,764</b>	<b>115,776,455</b>	<b>105,208,688</b>	<b>98,544,257</b>	<b>99,068,238</b>



**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

**ALL FUNDS EXPENDITURES continued**

<b>Fund</b>	<b>FY 2019 Actual<sup>1</sup></b>	<b>FY 2020 Adopted<sup>2</sup></b>	<b>FY 2020 Amended<sup>2</sup></b>	<b>FY 2021 Adopted<sup>3</sup></b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
<b>Debt Service Fund</b>	<b>28,475,591</b>	<b>23,292,103</b>	<b>64,450,328</b>	<b>24,670,337</b>	<b>24,024,505</b>	<b>26,262,702</b>
<b>Capital Projects Funds<sup>5</sup></b>						
Governmental Capital Projects	3,017,959	-	-	-	-	-
CRA Capital Projects	4,879,169	906,055	906,055	768,135	1,575,515	1,707,398
Fire Capital Projects	542,979	4,251,063	4,803,058	4,937,874	688,039	5,248,602
Police Training Construction	-	-	750,000	6,097,910	-	-
Parks & Recreation Capital Projects	2,037,344	-	4,712,084	-	-	-
Transportation Capital Projects	13,088,068	10,171,896	12,772,253	7,882,000	9,532,000	9,532,000
Public Works Capital Projects	1,112,982	250,000	250,000	250,000	-	-
<b>Capital Projects Total</b>	<b>24,678,501</b>	<b>15,579,014</b>	<b>24,193,450</b>	<b>19,935,919</b>	<b>11,795,554</b>	<b>16,488,000</b>
<b>Enterprise Funds</b>						
Water & Sewer	125,510,071	140,898,837	142,838,222	138,468,143	157,335,863	158,839,966
Water & Sewer Capital Projects <sup>5,6</sup>	24,637,234	30,675,358	33,932,976	51,489,632	27,658,501	32,985,457
Water & Sewer Utility Extension <sup>5,6</sup>	127,625,530	82,332,865	82,332,865	136,728,586	136,407,907	123,284,733
Water & Sewer Utility Impact, CIAC, CFEC	28,759,273	126,286,161	41,961,977	109,471,742	62,376,645	60,109,053
Stormwater Utility	19,478,554	27,699,516	27,113,016	26,428,620	25,856,066	25,359,435
Stormwater Utility Capital Projects <sup>5</sup>	5,793,195	4,621,627	4,740,161	4,834,871	3,842,295	3,849,757
Yacht Basin	653,280	1,712,633	1,762,440	1,642,524	1,542,983	1,613,750
<b>Enterprise Total</b>	<b>332,457,137</b>	<b>414,226,997</b>	<b>334,681,657</b>	<b>469,064,118</b>	<b>415,020,260</b>	<b>406,042,151</b>
<b>Internal Service Fund</b>						
Workers Compensation Insurance	2,362,190	8,035,917	9,015,024	9,759,634	10,645,991	11,625,187
Property Liability Insurance	3,578,120	6,263,795	6,478,603	6,582,779	6,670,063	6,719,585
Self Insurance	17,874,222	33,077,558	31,025,211	41,862,684	42,433,594	43,125,010
Facilities Management	4,870,540	5,898,591	5,902,710	6,067,606	6,279,954	6,556,504
Fleet Maintenance	3,888,970	4,806,846	4,979,731	4,834,004	4,974,648	5,152,690
<b>Internal Service Fund Total</b>	<b>32,574,041</b>	<b>58,082,707</b>	<b>57,401,279</b>	<b>69,106,707</b>	<b>71,004,250</b>	<b>73,178,976</b>
<b>Charter School Authority<sup>4</sup></b>	<b>26,483,979</b>	<b>36,004,023</b>	<b>36,977,426</b>	<b>36,777,906</b>	<b>33,734,747</b>	<b>33,085,486</b>
<b>Total All Funds</b>	<b>\$ 668,817,668</b>	<b>\$ 895,185,539</b>	<b>\$ 886,814,679</b>	<b>\$ 978,433,885</b>	<b>\$ 914,419,690</b>	<b>\$ 911,319,463</b>

**Note:**

<sup>1</sup> FY 2019 Actual is presented on budgetary basis and does not include OPEB or depreciation.

<sup>2</sup> FY 2020 Budget was adopted through Ordinance 44-19 and has been amended through Budget Amendment #1 Ordinance 23-20 & Budget Amendment #2 Ordinance 85-20.

<sup>3</sup> FY 2021 Adopted Budget Ordinance 74-20 is being presented in this book.

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

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

<sup>6</sup> Water & Sewer Capital Projects are in accordance with the planned projects outlined in the rate sufficiency study. Details can be found in Utilities.

**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

**INTERFUND TRANSFERS: FY 2021 ADOPTED BUDGET**

TRANSFER OUT	TRANSFERS IN					TOTAL
	GENERAL FUND	SPECIAL REVENUE	DEBT SERVICE	CAPITAL PROJECT	ENTERPRISE FUND	
<b>Interfund Transfers:</b>						
General Fund	\$ -	\$ 8,661,629 <sup>3</sup>	\$ 7,401,349 <sup>5</sup>	\$ 5,382,000 <sup>8</sup>	\$ -	\$ 21,444,978
Special Revenue	6,629,774 <sup>1</sup>	-	9,019,284 <sup>6</sup>	9,366,045 <sup>9</sup>	-	25,015,103
Capital Projects	-	-	-	-	-	-
Enterprise Fund	50,000 <sup>2</sup>	115,000 <sup>4</sup>	96,536 <sup>7</sup>	250,000 <sup>10</sup>	228,471 <sup>10</sup>	740,007
<b>Total Interfund Transfers</b>	<b>\$ 6,679,774</b>	<b>\$ 8,776,629</b>	<b>\$ 16,517,169</b>	<b>\$ 14,998,045</b>	<b>\$ 228,471</b>	<b>\$ 47,200,088</b>

**Interfund Transfers:**

- <sup>1</sup> Special Revenue (Six Cent Gas Tax) transfer of \$6,177,227 to the general fund to support transportation activates performed by Public Works.  
Special Revenue (Road Impact Fees) transfer of \$351,447 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.

- <sup>2</sup> Water & Sewer transfer of \$25,000 to general fund to assist in Fire's Urban Search and Rescue training.  
Stormwater transfer of \$25,000 to general fund to assist in Fire's Urban Search and Rescue training.

- <sup>3</sup> General Fund transfer of \$1,823,109 to Special Revenue (Community Redevelopment Agency) for established Tax Increment Financing (TIF) funding.  
General Fund transfer of \$92,461 to Special Revenue (City Centrum) for budgetary established levels to support operations.  
General Fund transfer of \$738,526 to Special Revenue (Waterpark) for budgetary established levels to support operations.  
General Fund transfer of \$5,537,620 to Special Revenue (P&R Programs) for budgetary established levels to support operations.  
General Fund transfer of \$447,563 to Special Revenue (Golf Course) for budgetary established levels to support operations.  
General Fund transfer of \$22,350 to Special Revenue (Alarm Fees) for budgetary established levels to support operations.

- <sup>4</sup> Yacht Basin transfer of \$115,000 to Special Revenue (Yacht Club Complex) to support program activities to include maintenance / capital needs.

- <sup>5</sup> General Fund transfer of \$7,401,349 to Other Governmental Fund (Debt Service) for debt service payments . Detail by debt is found in Sections 9 & 15.

- <sup>6</sup> Special Revenue (Parks Recreational Facilities Impact Fee, Fire Capital Improvements Impact Fee, Building Fund, Five and Six Cent Gas Tax, Road Impact Fees, Waterpark and CRA) transfer to Debt Service for debt service payments in the amount of \$9,019,284

- <sup>7</sup> Water and Sewer Fund transfer of \$96,536 to Other Governmental Fund (Debt Service) for debt service payments - 2014 Capital Improvement and 2015 Special Obligation Revenue Note

- <sup>8</sup> General Fund transfer of \$5,382,000 to Transportation Capital Project Fund with \$4,550,000 for local road resurfacing, \$520,000 for

- <sup>9</sup> Special Revenue CRA Fund to Capital Projects in the amount of \$768,135 for CRA Capital Project.  
Special Revenue Police Protection Impact Fees Fund to Capital Projects in the amount of \$6,097,910 to Public Safety Capital Projects Fund for Training Facility

- Special Revenue (Transportation) Five Cent Gas Tax in the amount of \$950,000 for sidewalk program.  
Special Revenue (Transportation) Six Cent Gas Tax in the amount \$1,000,000 to Transportation Capital Projects Fund for road resurfacing  
Special Revenue (Transportation) Six Cent Gas Tax in the amount of \$300,000 for sidewalk program.  
Special Revenue (Transportation) Six Cent Gas Tax transfer of \$250,000 to Transportation Capital Projects Fund for Transportation UEP Projects

- <sup>10</sup> Stormwater transfer of \$250,000 to Capital Project Fund for Chiquita Boat Lock  
Stormwater transfer of \$228,471 to Water & Sewer debt service.

**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

**INTRAFUND TRANSFERS: FY 2021 ADOPTED BUDGET**

TRANSFER OUT	TRANSFERS IN				TOTAL
	Water and Sewer Operations	Water and Sewer Capital Projects	Water and Sewer Debt	Stormwater Capital Projects	
<b>Intrafund Transfers:</b>					
Stormwater	-	-	-	4,834,871 <sup>6</sup>	4,834,871
Water & Sewer Operations	4,114,102 <sup>1</sup>	2,100,000 <sup>1</sup>	5,283,417 <sup>1</sup>	-	11,497,519
Water Impact & CFEC & CIAC Fees	-	10,593,710 <sup>2</sup>	10,618,956 <sup>2</sup>	-	21,212,666
Sewer Impact & CFEC & CIAC Fees	-	33,897,173 <sup>3</sup>	16,023,559 <sup>3</sup>	-	49,920,732
Irrigtn Impact & CFEC & CIAC Fees	-	4,898,750 <sup>4</sup>	2,060,674 <sup>4</sup>	-	6,959,424
Water & Sewer SpecialAssmtConst	-	-	15,120,100 <sup>5</sup>	-	15,120,100
<b>Total Intrafund Transfers</b>	<b>\$ 4,114,102</b>	<b>\$ 51,489,633</b>	<b>\$ 49,106,706</b>	<b>\$ 4,834,871</b>	<b>\$109,545,312</b>

**Intrafund Transfers:**

- <sup>1</sup> Water & Sewer Operations transfer of \$4,114,102 to Water & Sewer for Impact Fees  
Water & Sewer Operations transfer of \$2,100,000 to Water & Sewer for Capital Projects  
Water & Sewer Operations transfer of \$5,283,417 to Water & Sewer Debt
- <sup>2</sup> Water Impact Funds transfer of \$10,593,710 to Water & Sewer Capital Projects  
Water Impact Funds transfer of \$10,618,956 to Water & Sewer Debt
- <sup>3</sup> Sewer Impact Funds transfer of \$33,897,172 to Water & Sewer Capital Projects  
Sewer Impact Funds transfer of \$16,023,559 to Water & Sewer Debt
- <sup>4</sup> Irrigation Impact Funds transfer of \$4,898,750 to Water & Sewer Capital Projects  
Irrigation Impact Funds transfer of \$2,060,674 to Water & Sewer Debt
- <sup>5</sup> Water & Sewer Special Assmt Const transfer of \$15,120,100 to Water & Sewer Debt
- <sup>6</sup> Stormwater transfer of \$4,834,871 to Stormwater Capital Projects.

**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

## Fund Balance Projections

	General Fund	% Chg	Transportation Capital Improvements	% Chg	Community Redevelopment Agency	% Chg	Debt Service Fund	% Chg	Other Governmental Funds	% Chg
<b>October 1, 2019 Fund Balance</b>	<b>\$ 71,303,221</b>		<b>\$ 10,216,976</b>		<b>\$ 387,234</b>		<b>\$ 10,744,192</b>		<b>\$ 73,922,444</b>	
FY 2020 Amended Revenues	\$188,134,240		\$ 12,772,253		\$ 3,114,584		\$ 53,706,137		\$ 67,700,116	
FY 2020 Amended Budget Expenditures	202,074,010		12,772,253		3,114,584		64,100,134		71,457,964	
Net Gain (Loss) to Fund Balance	\$ (13,939,770)		\$ -		\$ -		\$ (10,393,997)		\$ (3,757,848)	
<b>September 30, 2020 Year End Balance (Projected)</b>	<b>\$ 57,363,451</b>	<b>-20%</b>	<b>\$ 10,216,976</b>	<b>0%</b>	<b>\$ 387,234</b>	<b>0%</b>	<b>\$ 350,195</b>	<b>-97%</b>	<b>\$ 70,164,596</b>	<b>-5%</b>
FY 2021 Adopted Budget Revenues	\$192,880,355		\$ 7,882,000		\$ 2,987,412		\$ 24,557,721		\$ 61,168,495	
FY 2021 Adopted Budget Expenditures	194,773,499		7,882,000		2,987,412		24,557,721		69,306,613	
Net Gain (Loss) to Fund Balance	\$ (1,893,144)		\$ -		\$ -		\$ -		\$ (8,138,118)	
<b>September 30, 2021 Year End Balance (Projected)</b>	<b>\$ 55,470,307</b>	<b>-3%</b>	<b>\$ 10,216,976</b>	<b>0%</b>	<b>\$ 387,234</b>	<b>0%</b>	<b>\$ 350,195</b>	<b>0%</b>	<b>\$ 62,026,478</b>	<b>-12%</b>
FY 2022 Proposed Budget Revenues	\$201,399,406		\$ 9,532,000		\$ 3,173,111		\$ 24,024,505		\$ 52,726,598	
FY 2022 Proposed Budget Expenditures	210,342,843		9,532,000		3,173,111		24,024,505		53,286,244	
Net Gain (Loss) to Fund Balance	\$ (8,943,437)		\$ -		\$ -		\$ -		\$ (559,646)	
<b>September 30, 2022 Year End Balance (Projected)</b>	<b>\$ 46,526,870</b>	<b>-16%</b>	<b>\$ 10,216,976</b>	<b>0%</b>	<b>\$ 387,234</b>	<b>0%</b>	<b>\$ 350,195</b>	<b>0%</b>	<b>\$ 61,466,832</b>	<b>-1%</b>
FY 2023 Proposed Budget Revenues	\$207,240,636		\$ 9,532,000		\$ 3,297,470		\$ 26,262,702		\$ 58,376,775	
FY 2023 Proposed Budget Expenditures	214,965,101		9,532,000		3,297,470		26,262,702		61,972,848	
Net Gain (Loss) to Fund Balance	\$ (7,724,465)		\$ -		\$ -		\$ -		\$ (3,596,073)	
<b>September 30, 2023 Year End Balance (Projected)</b>	<b>\$ 38,802,405</b>	<b>-17%</b>	<b>\$ 10,216,976</b>	<b>0%</b>	<b>\$ 387,234</b>	<b>0%</b>	<b>\$ 350,195</b>	<b>0%</b>	<b>\$ 57,870,759</b>	<b>-6%</b>

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

### Changes in Fund Balances - Governmental Funds

General Fund Use of Fund Balance increase due to unknown economic factors of the COVID-19 virus. FY 2022 and FY 2023 one time purchase of New Firestation and New Parks.

Transportation Capital Projects FY 2021-2025 will use Fund Balance for existing projects.

Debt Service Fund FY 2020 Refunded Gas Debt, using Reserves to pay off old debt.

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.

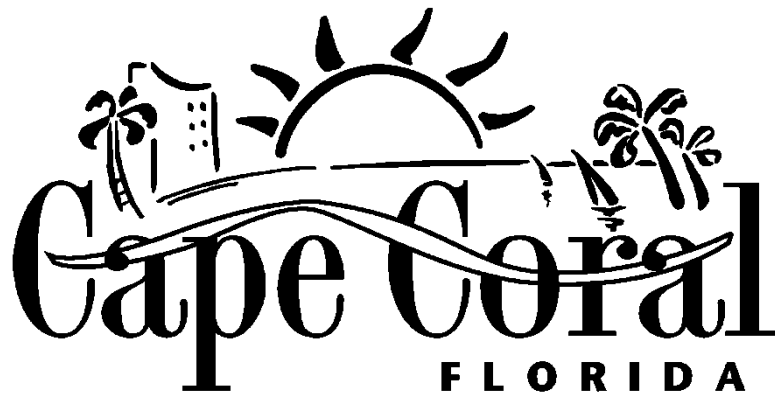
The City's Budget is prepared in a manner that ensures fund balances do not drop below designated levels.

City of Cape Coral, Florida  
FY 2021 - 2023 Adopted Budget

DEPARTMENT OVERVIEW

<b>Department Overview .....</b>	<b>6</b>
<i>City Council .....</i>	<i>6-3</i>
<i>City Attorney.....</i>	<i>6-5</i>
<i>City Manager.....</i>	<i>6-9</i>
<i>City Auditor.....</i>	<i>6-13</i>
<i>Information Technology.....</i>	<i>6-17</i>
<i>City Clerk.....</i>	<i>6-21</i>
<i>Financial Services .....</i>	<i>6-25</i>
<i>Human Resources.....</i>	<i>6-31</i>
<i>Community Development .....</i>	<i>6-35</i>
<i>Police .....</i>	<i>6-39</i>
<i>Fire.....</i>	<i>6-43</i>
<i>Public Works .....</i>	<i>6-49</i>
<i>Utilities.....</i>	<i>6-55</i>
<i>Parks &amp; Recreation.....</i>	<i>6-61</i>
<i>Government Services .....</i>	<i>6-67</i>

City of Cape Coral, Florida  
FY 2021 - 2023 Adopted Budget

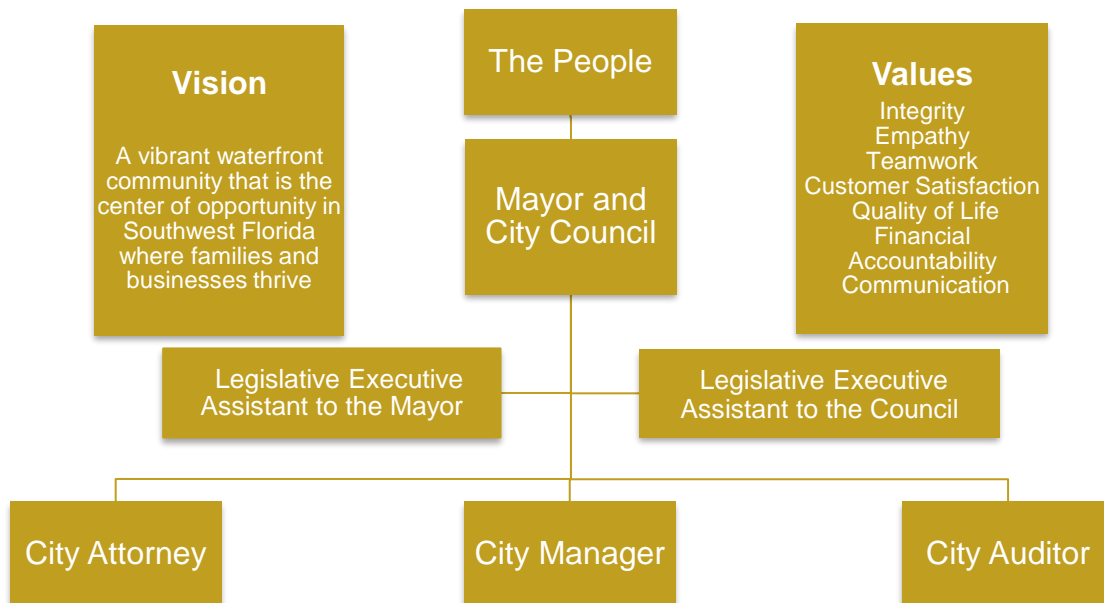


## City Council

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

### Mission

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





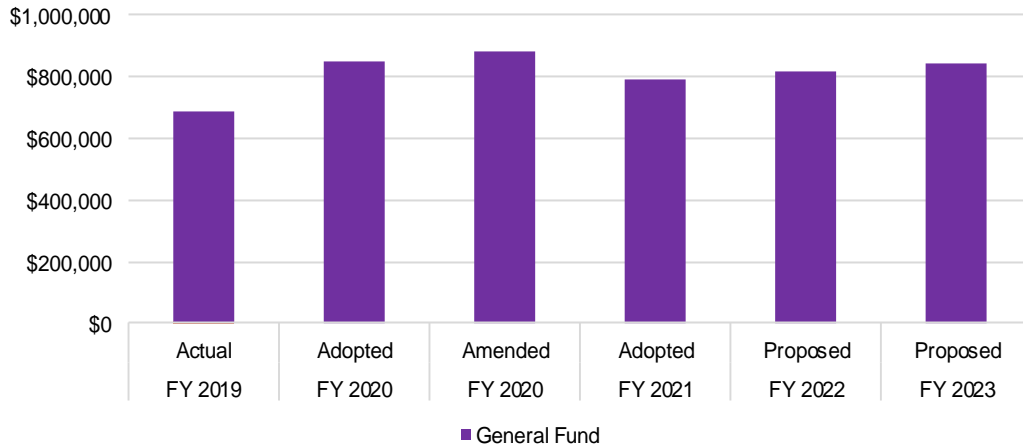
City of Cape Coral, Florida  
FY 2021 - 2023 Adopted Budget

## City Council Operating Budget

<b>Expenditures by Category</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
Personnel	\$ 553,209	\$ 654,206	\$ 654,206	\$ 596,793	\$ 614,747	\$ 631,771
Operating	136,099	197,577	225,009	194,846	204,441	210,351
Capital Outlay	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other/Transfers Out	-	-	-	-	-	-
<b>Total</b>	<b>\$ 689,308</b>	<b>\$ 851,783</b>	<b>\$ 879,215</b>	<b>\$ 791,639</b>	<b>\$ 819,188</b>	<b>\$ 842,122</b>

<b>Expenditures by Fund</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
General Fund	\$ 689,308	\$ 851,783	\$ 879,215	\$ 791,639	\$ 819,188	\$ 842,122
<b>Total</b>	<b>\$ 689,308</b>	<b>\$ 851,783</b>	<b>\$ 879,215</b>	<b>\$ 791,639</b>	<b>\$ 819,188</b>	<b>\$ 842,122</b>

City Council Expenditures by Fund  
Summary Overview



Note:

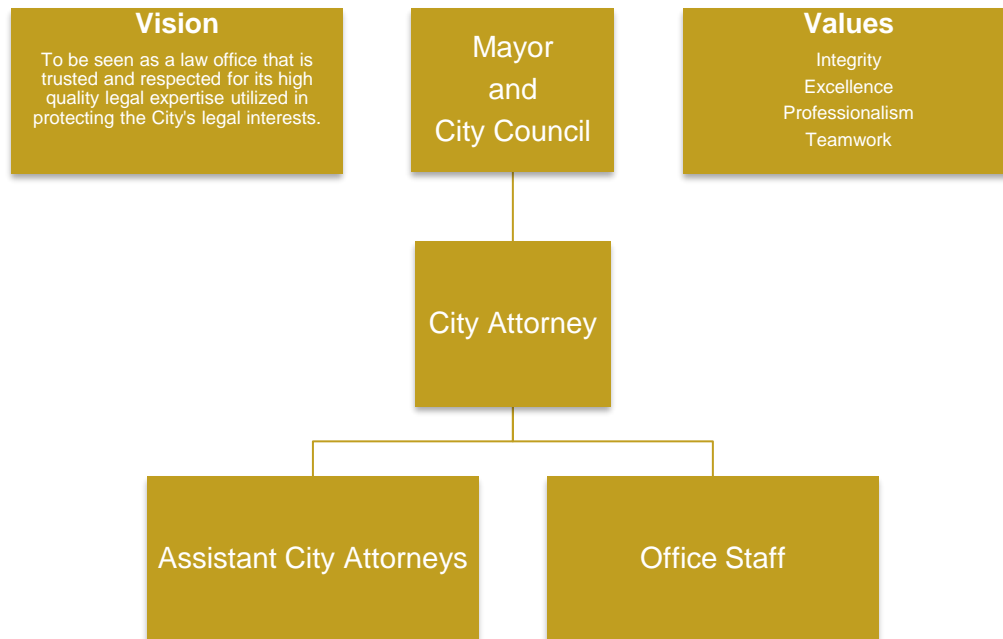
\*Details by department for each fund are located in each of the fund sections

## 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 2021 - 2023 Adopted Budget**

**Department Functions**

**City Attorney:** The City Attorney's function is to provide accurate, timely and efficient legal services in an informative and understandable manner and shall have full and complete charge of the legal business of the City. The City Attorney represents the Mayor and City Council, City Manager, City Departments, City Boards and Commissions, the Community Redevelopment Agency, and Charter School Authority in legal matters. The City Attorney advises the elected and appointed officers in all matters relating to their official powers, duties, and responsibilities related to the provisions of the City Charter and Code and County, State and Federal law.

**Accomplishments**

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

**Goals and Priorities**

- Continued high quality of legal representation to the City Council, City Manager, and departments.
- Reduce litigation by early involvement in matters and by taking a proactive approach in guiding the City toward legally sound decisions; manage risk to the City related to legal liability.
- Provide a sound legal framework for the City by working with staff to develop organized and appropriate provisions in codes, policies, regulations and written operating procedures, as well as forms for contracts and other legal documents.
- Assist departments in understanding of legal requirements so that they may take appropriate action, while consulting with the City Attorney's office when needed.
- Represent and advise the Charter School Advisory Board and the Community Redevelopment Agency

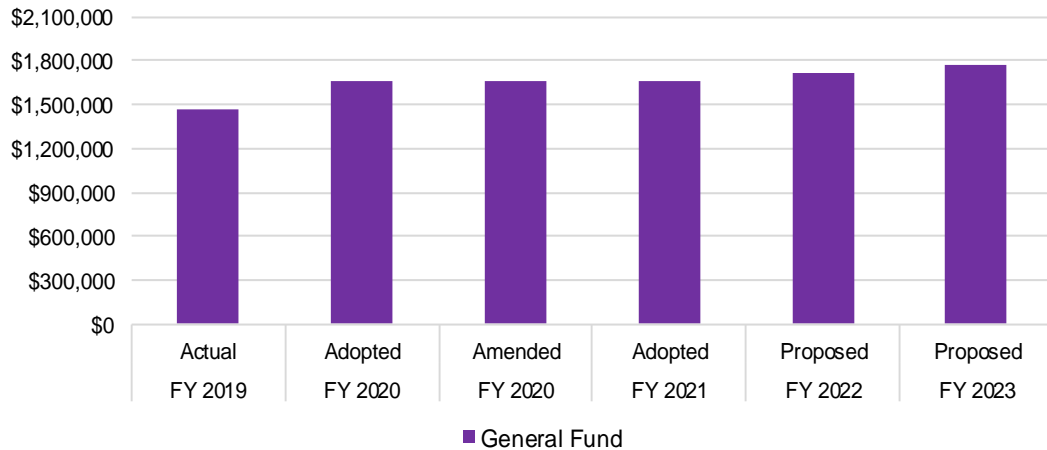
**City of Cape Coral, Florida**  
**FY 2021 - 2023 Adopted Budget**

## City Attorney Operating Budget

<b>Expenditures by Category</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
Personnel	\$ 1,364,991	\$1,544,916	\$1,544,916	\$1,542,008	\$1,594,105	\$1,645,259
Operating	98,872	116,547	116,547	118,293	120,832	124,394
Capital Outlay	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other/Transfers Out	-	-	-	-	-	-
<b>Total</b>	<b>\$ 1,463,863</b>	<b>\$1,661,463</b>	<b>\$1,661,463</b>	<b>\$1,660,301</b>	<b>\$1,714,937</b>	<b>\$1,769,653</b>

<b>Expenditures by Fund</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
General Fund	\$ 1,463,863	\$1,661,463	\$1,661,463	\$1,660,301	\$1,714,937	\$1,769,653
<b>Total</b>	<b>\$ 1,463,863</b>	<b>\$1,661,463</b>	<b>\$1,661,463</b>	<b>\$1,660,301</b>	<b>\$1,714,937</b>	<b>\$1,769,653</b>

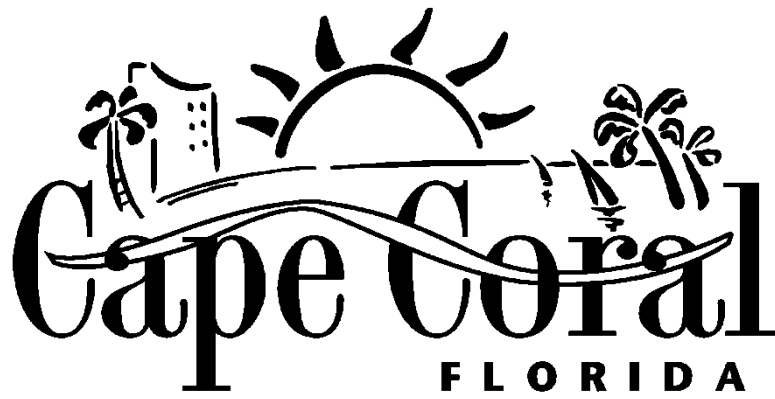
**City Attorney Expenditures by Fund  
Summary Overview**



Note:

\*Details by department for each fund are located in each of the fund sections

City of Cape Coral, Florida  
FY 2021 - 2023 Adopted Budget

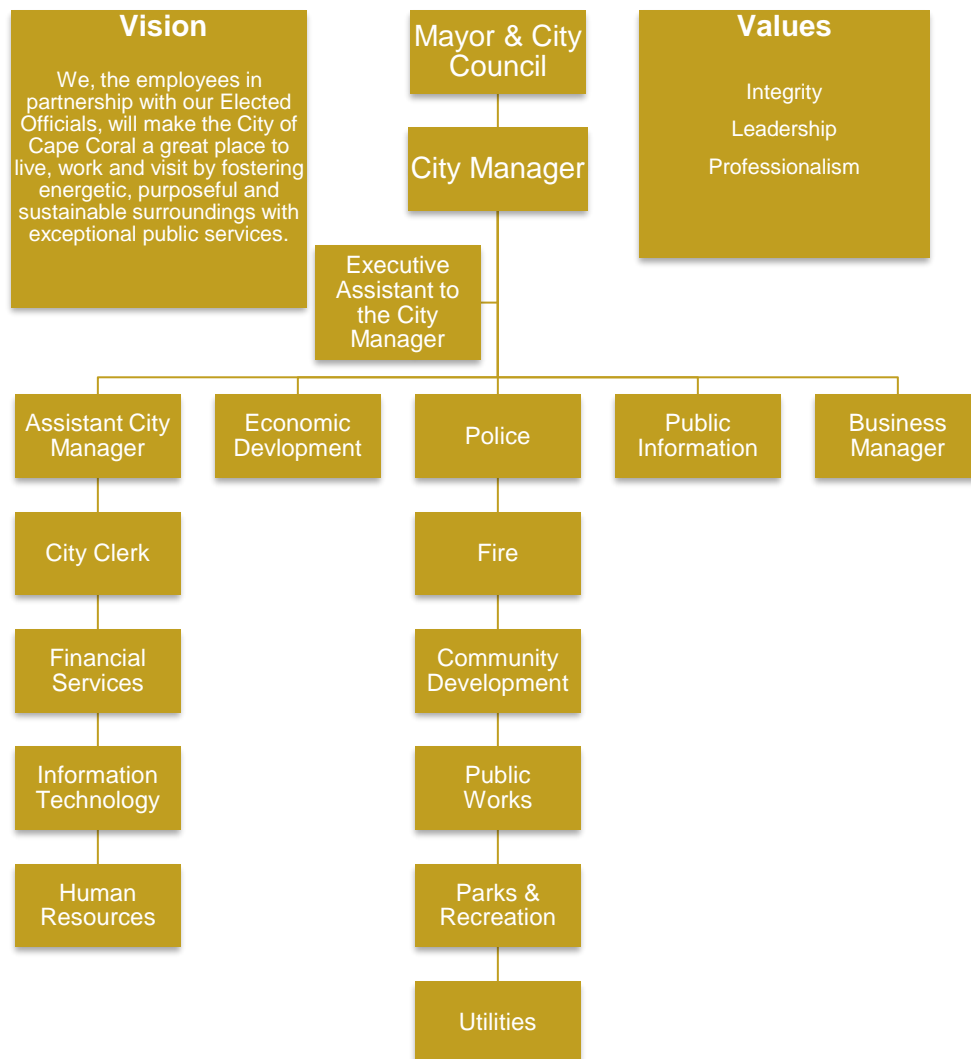


## City Manager

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

### Mission

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



**City of Cape Coral, Florida**  
**FY 2021 - 2023 Adopted Budget**

**Department Functions**

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

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

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

**Accomplishments**

- Opened Employee Health and Wellness Center that provides onsite health care and wellness programs for employees and retirees in the City's health plan. The Center is expected to reduce the overall cost of medical claims.
- More than \$200 million in private developments along the Pine Island Road Corridor either broke ground or commenced entitlement process with the assistance of Economic Development.
- FY 2020 budget approved by City Council continued maintenance of service levels, even with the reduction of the millage to the rollback rate. The City added police officers and other personnel to support City operations.
- In addition to several smaller projects, Economic Development assisted in bringing to fruition three, large-scale projects providing more than 800 new multi-family units across the city.
- The Parks GO Bond is progressing on schedule. Parks plans completed and approved by City Council.

**Goals and Priorities**

- Complete the development of all new parks identified for funding within the \$60 million GO Bond.
- Complete North 2 utilities construction and begin North 1 construction.
- Secure an agreement with a qualified developer for the development of Seven Islands project.
- Continue to work with property owners and developers toward development of the Bimini Basin Project.
- Investigate the feasibility of commercial/industrial development on the site known as Academic Village and develop a plan to increase the marketability of the site.



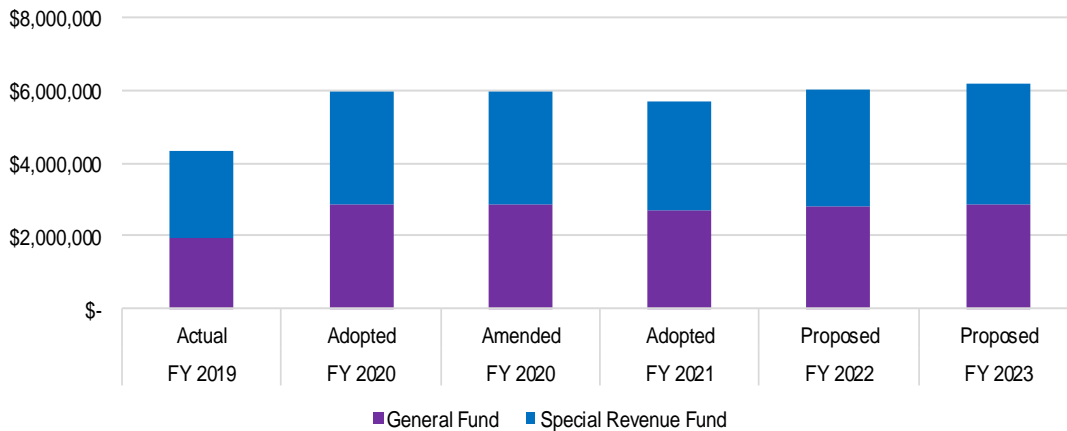
**City of Cape Coral, Florida  
FY 2021 - 2023 Adopted Budget**

## City Manager Operating Budget

<b>Expenditures by Category</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
Personnel	\$ 1,205,821	\$1,698,663	\$1,698,663	\$ 1,696,626	\$1,751,553	\$1,804,945
Operating	1,206,385	2,465,773	2,465,773	2,314,243	1,737,971	1,762,280
Capital Outlay	4,831,851	906,055	906,055	784,635	1,610,515	1,707,398
Debt Service	-	-	-	-	-	-
Other/Transfers Out	1,989,836	1,809,687	1,809,687	1,671,764	2,479,142	2,611,025
Reserves	-	-	-	-	-	-
<b>Total</b>	<b>\$ 9,233,893</b>	<b>\$6,880,178</b>	<b>\$6,880,178</b>	<b>\$ 6,467,268</b>	<b>\$7,579,181</b>	<b>\$7,885,648</b>

<b>Expenditures by Fund</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
General Fund	\$ 1,914,771	\$2,859,539	\$2,859,539	\$ 2,711,721	\$2,830,555	\$2,880,780
Special Revenue Fund						
Community Redevelopment Agency*	2,439,953	3,114,584	3,114,584	2,987,412	3,173,111	3,297,470
Capital Projects Fund						
CRA Capital Projects*	4,879,169	906,055	906,055	768,135	1,575,515	1,707,398
<b>Total</b>	<b>\$ 9,233,893</b>	<b>\$6,880,178</b>	<b>\$6,880,178</b>	<b>\$ 6,467,268</b>	<b>\$7,579,181</b>	<b>\$7,885,648</b>

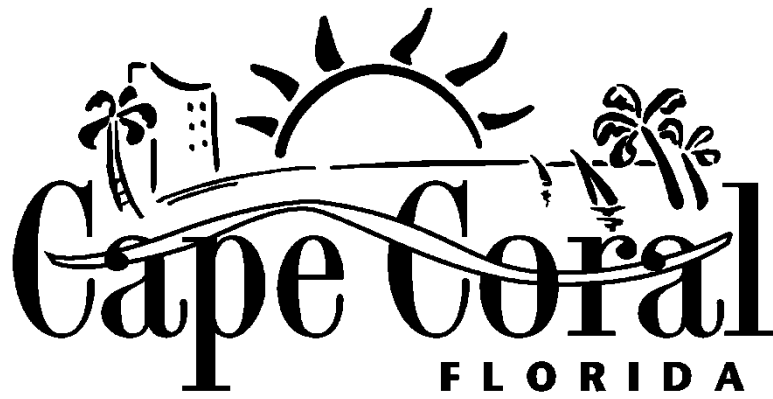
**City Manager Expenditures by Fund  
Summary Overview**



Note:

\*Details by department for each fund are located in each of the fund sections

City of Cape Coral, Florida  
FY 2021 - 2023 Adopted Budget



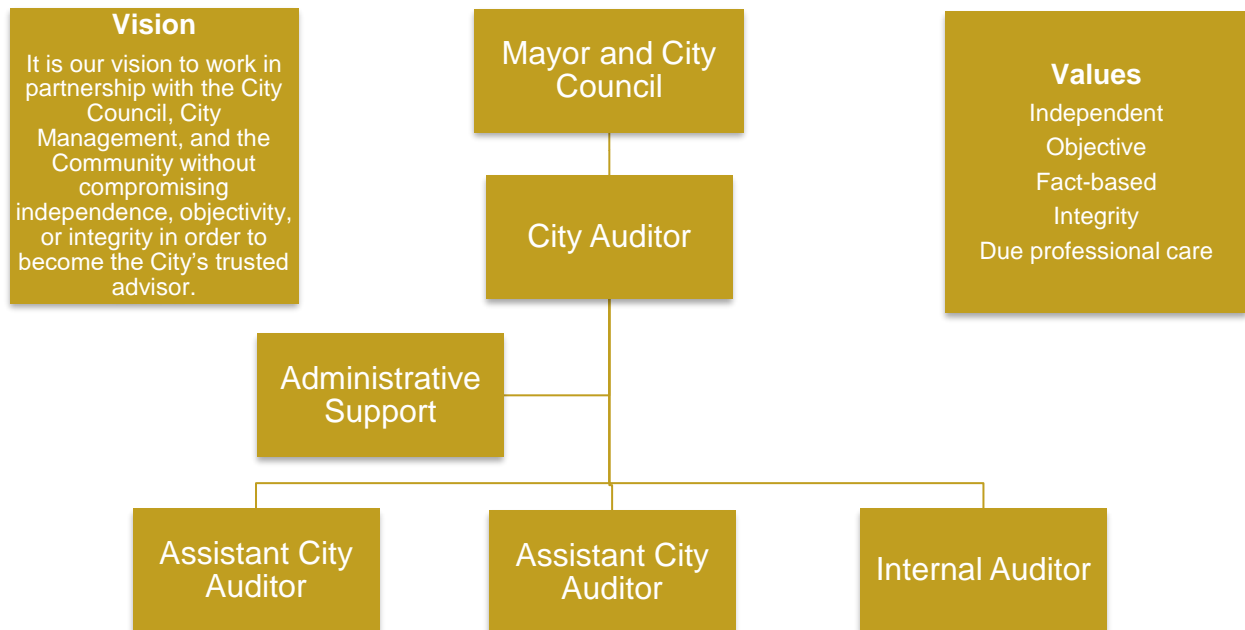
## City Auditor

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

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

### Mission

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



**City of Cape Coral, Florida**  
**FY 2021 - 2023 Adopted Budget**

**Department Functions**

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

**Accomplishments**

- Completed a quality control process to ensure audits and reviews adhere to Generally Accepted Government Auditing Standards (GAGAS)
- Effectively managed audit team resources and available hours to produce meaningful and timely audits, post audit reviews and special projects.
- Closed a significant amount of outstanding audit recommendations from prior years.
- Assisted the City with several projects and investigations to help increase efficiency and effectiveness of City operations
- Obtained relevant continuing education credits as required by GAGAS and certification/license standards.
- Reorganized office to reclassify one position to create a Deputy City Auditor as well as create IT Auditor position to more effectively meet office and city needs.
- Continuously work to improve department relations to become the City's trusted advisors.

**Goals and Priorities**

- Effectively manage audit staff time with a goal of 75% spent on direct audit projects and limit administrative hours to no more than 25%.
- Complete 75% of audits on the Approved Audit Plan to provide audits that are important and useful to the City.
- Be fluid to accommodate unplanned special projects and audits necessary based on current needs of the City.
- Provide timely and meaningful follow up on audit recommendations.
- Hire and retain qualified, competent staff and provide relevant continuing education for the maintenance of certifications and/or license standards.
- Develop a balanced multi-year budget.

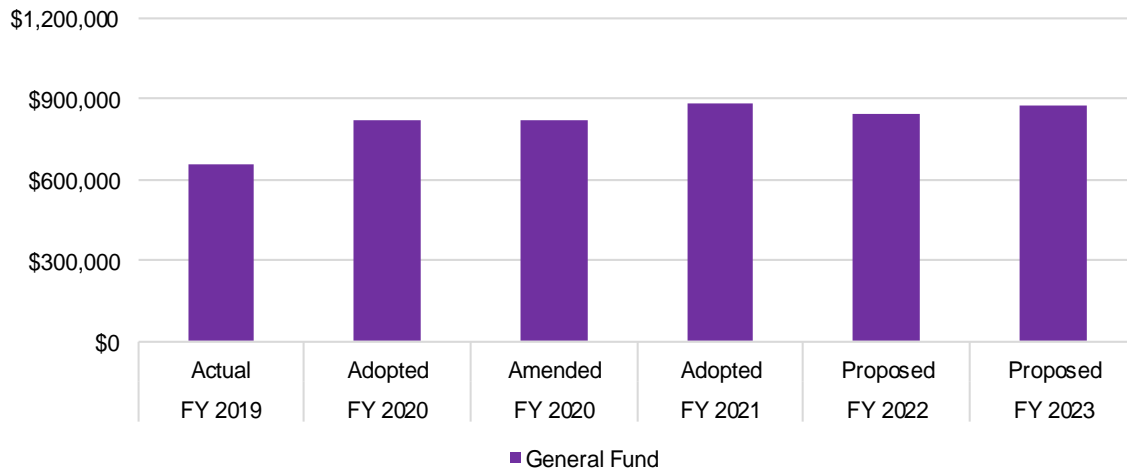
City of Cape Coral, Florida  
FY 2021 - 2023 Adopted Budget

## City Auditor Operating Budget

Expenditures by Category	FY 2019 Actual	FY 2020 Adopted	FY 2020 Amended	FY 2021 Adopted	FY 2022 Proposed	FY 2023 Proposed
Personnel	\$ 564,787	\$ 615,686	\$ 615,686	\$ 699,615	\$ 722,183	\$ 744,686
Operating	88,380	204,708	204,708	118,835	121,757	129,733
Capital Outlay	-	-	-	60,000	-	-
Debt Service	-	-	-	-	-	-
Other/Transfers Out	-	-	-	-	-	-
<b>Total</b>	<b>\$ 653,167</b>	<b>\$ 820,394</b>	<b>\$ 820,394</b>	<b>\$ 878,450</b>	<b>\$ 843,940</b>	<b>\$ 874,419</b>

Expenditures by Fund	FY 2019 Actual	FY 2020 Adopted	FY 2020 Amended	FY 2021 Adopted	FY 2022 Proposed	FY 2023 Proposed
General Fund	\$ 653,167	\$ 820,394	\$ 820,394	\$ 878,450	\$ 843,940	\$ 874,419
<b>Total</b>	<b>\$ 653,167</b>	<b>\$ 820,394</b>	<b>\$ 820,394</b>	<b>\$ 878,450</b>	<b>\$ 843,940</b>	<b>\$ 874,419</b>

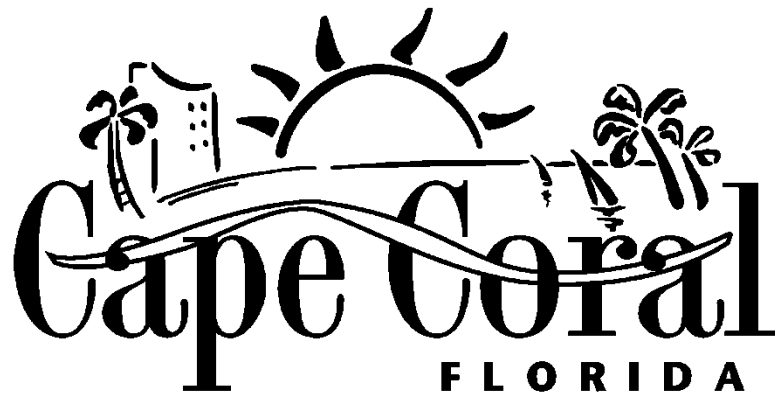
### City Auditor Expenditures by Fund Summary Overview



Note:

\*Details by department for each fund are located in each of the fund sections

City of Cape Coral, Florida  
FY 2021 - 2023 Adopted Budget

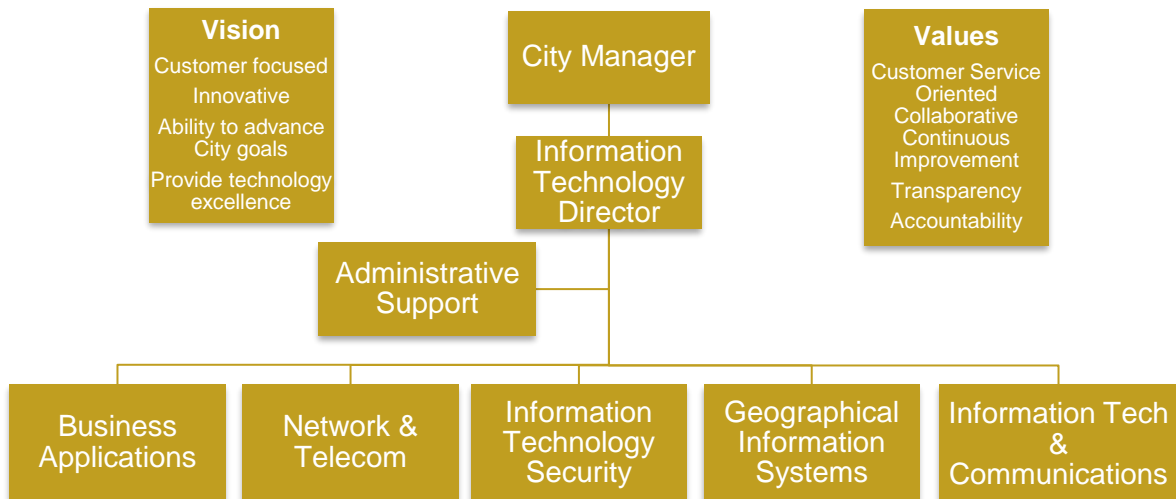


## Information Technology Services

The Information Technology Services Department (ITS) is responsible for delivering information technology in support of the business needs of the organization. ITS consists of three divisions: Business Applications, Information & Communications Technology and Geographical Information Systems (GIS) that is broken down into five functional operations.

### 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 2021 - 2023 Adopted Budget**

**Department Functions**

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

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

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

**Accomplishments**

- Implemented new Financial ERP system
- Implemented new Budgeting and CAFR software
- Implemented new Land Management system
- Implemented new Queuing Software for Police Department
- Implemented new electronic HR Document Management system
- Automated City processes to improve productivity
- Developed and implemented various mobile applications and/or mobile web capabilities to enhance interaction with the City for residents and obtain productivity improvements for employees
- Refreshed Economic Development Website
- Extended QLess queuing system to Police Lobby
- Developed custom GIS related applications to improve productivity such as in Public Works Streetlight Inventory
- Created an Interactive Map for Economic Development
- Created various Police Department maps and apps
- Interfaced with Waze for real-time accident information and proactive road closures
- Created map of City vehicle locations
- Developed public works canal water quality dashboard
- Extended City fiber to Art Studio and Fire Station 1
- Implemented networking, telecom, cameras and other IT needs for new Fire Station and for internal department redesigns
- Implemented WiFi at selected parks as part of Parks Master Plan
- Implemented automated water meter reading pilot
- Supported new employee health clinic IT needs
- Implemented new and upgraded existing security cameras and add additional server and storage capacity



**City of Cape Coral, Florida**  
**FY 2021 - 2023 Adopted Budget**

- Implemented new email archive system
- Added additional servers to increase processor and storage capacity
- Implemented new backup solutions

**Goals and Priorities**

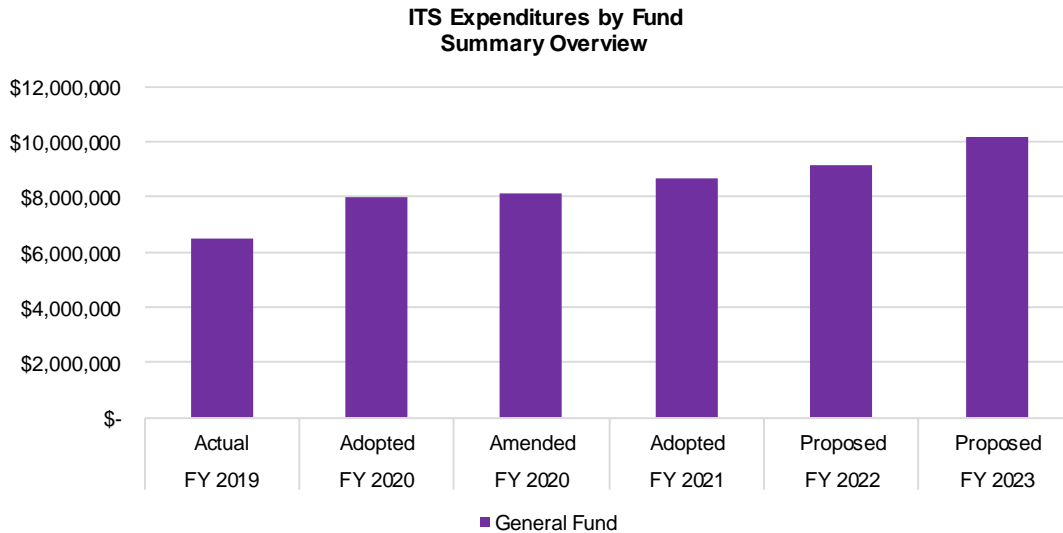
- Upgrade OnBase
- Implement new Utility Billing system
- Implement an Enterprise Asset Management System for Utilities
- Implement a Data Warehouse
- Upgrade/Replace Kronos WFC and IVR, and Telestaff
- Develop custom web/workflow related solutions to improve productivity
- Develop & implement various mobile applications and/or mobile web capabilities to enhance interaction with the City for residents and obtain productivity improvements for employees
- Expand use of Smart City solutions
- Cell Phone Signal Booster solution for City Hall
- Continue to expand fiber access to City assets
- Increase Mobility, Fiber and Public Wi-Fi solutions
- Server and Virtualization upgrades and expansions
- Improve DR solutions to cloud
- Replace camera control and storage systems
- Develop custom GIS related applications and maps to improve productivity
- Expand Enterprise Geodatabase capabilities
- Integrate a new Asset Management System

City of Cape Coral, Florida  
FY 2021 - 2023 Adopted Budget

## Information Technology Services Operating Budget

<b>Expenditures by Category</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
Personnel	\$2,725,148	\$2,995,668	\$ 2,995,668	\$3,215,542	\$3,321,966	\$ 3,427,328
Operating	3,014,401	4,124,264	4,516,949	4,324,390	4,251,265	4,512,281
Capital Outlay	758,470	875,000	618,153	1,140,000	1,560,000	2,205,000
<b>Total</b>	<b>\$6,498,019</b>	<b>\$7,994,932</b>	<b>\$ 8,130,770</b>	<b>\$8,679,932</b>	<b>\$9,133,231</b>	<b>\$10,144,609</b>

<b>Expenditures by Fund</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
General Fund	\$6,498,019	\$7,994,932	\$ 8,130,770	\$8,679,932	\$9,133,231	\$10,144,609
<b>Total</b>	<b>\$6,498,019</b>	<b>\$7,994,932</b>	<b>\$ 8,130,770</b>	<b>\$8,679,932</b>	<b>\$9,133,231</b>	<b>\$10,144,609</b>



Note:

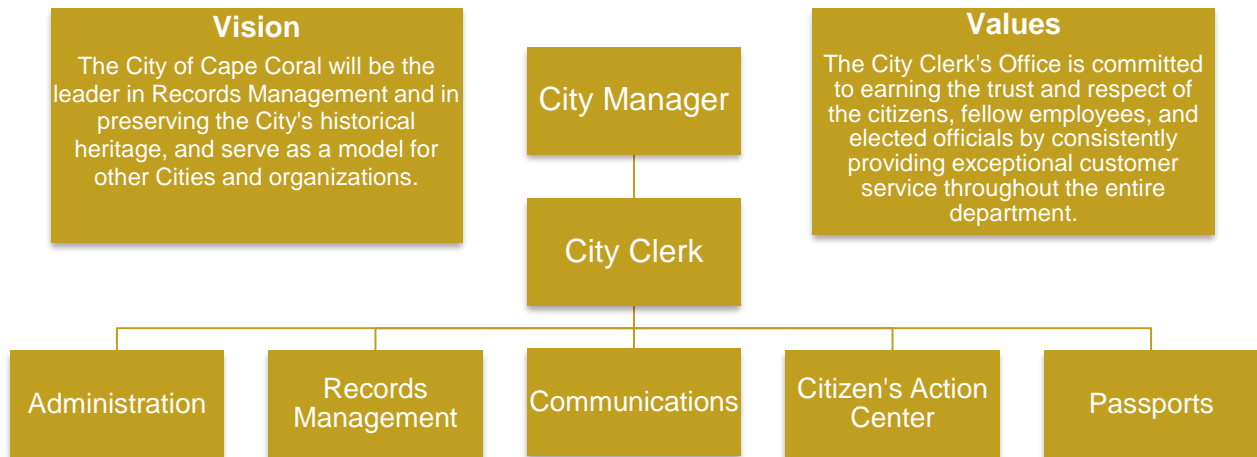
\*Details by department for each fund are located in each of the fund sections

## 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 2021 - 2023 Adopted Budget**

**Department Functions**

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

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

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

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

**Accomplishments**

- Project Quality Control Phase 2 which utilizes departmental staff to perform Quality Control on existing and growing backlog of records
- Continue to provide citizens with access and tracking of resolutions to their City government issues by contacting the 311 Call Center, with the addition of the Chat Line
- Continue to provide full-service assistance to existing 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

**Goals and Priorities**

- Continue efforts the implementation of the Online Chat program during business hours
- Investigate and contract, if feasible, the hiring of an Archivist to assess our record preservation efforts.
- Continue to provide a high quality of service to the residents of Cape Coral through our various department services.
- Train City Employees to be able to complete activation documentation in an accurate, organized, and timely manner through our roles in the Documentation Unit.

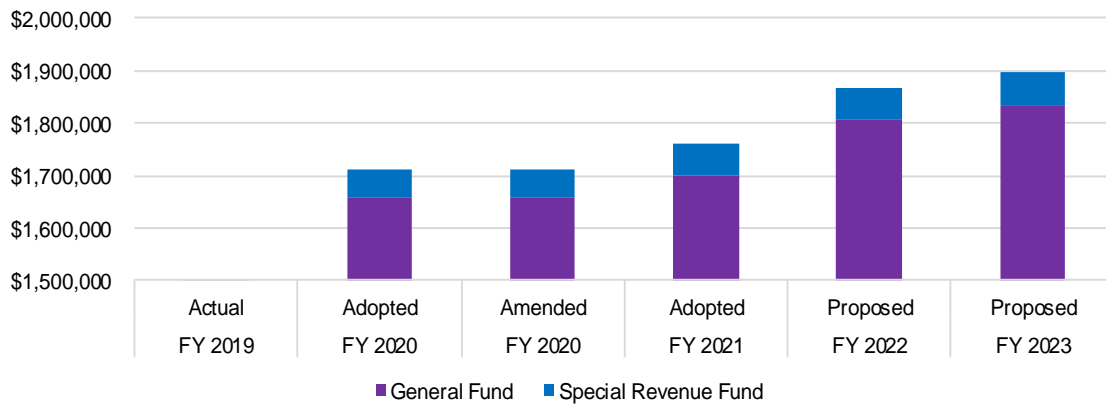
**City of Cape Coral, Florida**  
**FY 2021 - 2023 Adopted Budget**

## City Clerk Operating Budget

<b>Expenditures by Category</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
Personnel	\$ 1,272,211	\$ 1,498,124	\$ 1,498,124	\$ 1,572,258	\$ 1,623,900	\$ 1,673,982
Operating	156,984	213,706	213,706	188,156	211,922	207,134
Capital Outlay	7,115	-	-	-	31,600	14,600
Debt Service	-	-	-	-	-	-
Other/Transfers Out	-	-	-	-	-	-
<b>Total</b>	<b>\$ 1,436,310</b>	<b>\$ 1,711,830</b>	<b>\$ 1,711,830</b>	<b>\$ 1,760,414</b>	<b>\$ 1,867,422</b>	<b>\$ 1,895,716</b>

<b>Expenditures by Fund</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
General Fund	\$ 1,436,310	\$ 1,657,400	\$ 1,657,400	\$ 1,701,838	\$ 1,806,830	\$ 1,833,252
Special Revenue Fund						
Building*	-	54,430	54,430	58,576	60,592	62,464
<b>Total</b>	<b>\$ 1,436,310</b>	<b>\$ 1,711,830</b>	<b>\$ 1,711,830</b>	<b>\$ 1,760,414</b>	<b>\$ 1,867,422</b>	<b>\$ 1,895,716</b>

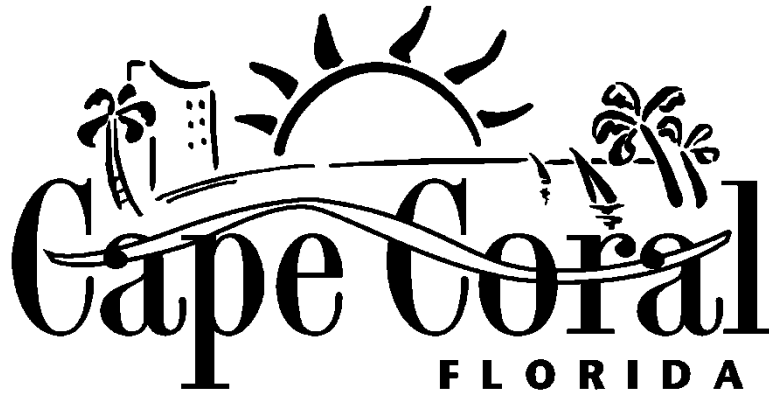
**City Clerk Expenditures by Fund  
Summary Overview**



Note:

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City of Cape Coral, Florida  
FY 2021 - 2023 Adopted Budget

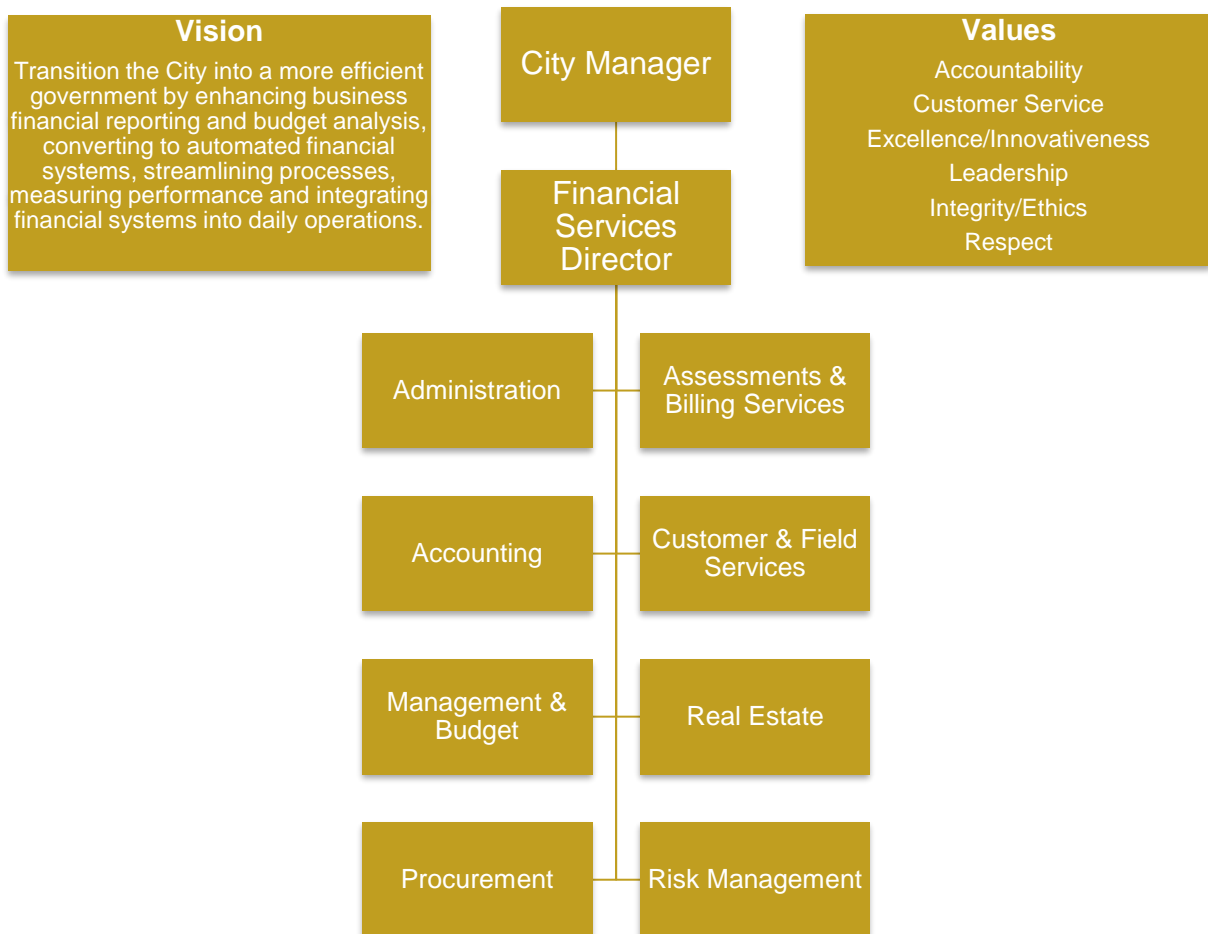


## Financial Services

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 2021 - 2023 Adopted Budget**

**Department Functions**

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

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

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

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

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

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

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

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



**City of Cape Coral, Florida  
FY 2021 - 2023 Adopted Budget**

**Accomplishments**

- Spearheaded and trained for implementation of new Munis ERP software while providing end user training and guides for Citywide, multi-department, multi-user interfacing.
- Effected eminent domain process to acquire the remaining 86 properties within 3 GO Bond Parks (Festival Park, Lake Meade Park and Crystal Lake Park).
- Reduced the City Workers' Compensation modification factor to .88 after being above 1.0 for 15 years. Factor is calculated with total losses compared to total premiums paid, over a certain period of time.
- Continued to process Subrogation claims for the City out of Risk Management to recoup the City of at least \$75,000 per year for damages to City property.
- Provided cost savings to City by performing meter reading duties in-house with City staffing thereby eliminating the need and expense of an outside contractor to read meters.
- Reduction of speed-to-answer customer service phone calls less than 1 minute, 30 seconds.
- Championed implementation of Ordinance 52-19 modifying the composition of the Selection Advisory Committee and the competitive solicitation dollar threshold and approval which increased efficiencies while maintaining the integrity of the procurement process.
- Successfully tested and deployed fixed-base Neptune Data Collector in pilot program for remote meter reading and customer service enhancements using this fixed-base data collector and Neptune N\_Sight Plus cloud-based software.
- Implemented fast action teams within procurement to address high level projects and provided all technology to work remotely, independently or in group.
- Provided departmental and individualized budget development and utilization training resulting in better end user performance and understanding
- Restructured procurement staff to assigned departments to address Citywide goals and objectives.
- Provided procurement support for multiple major projects such as Reclaimed Water Transmission Main Caloosahatchee River Crossing Project , GO Bond Park and Sun Trail
- Successfully transitioned to new workers' compensation third-party claims administrator.
- Provided training for at least 80% of City staff on "ALICE" active shooter training.
- Closed over half of the 80 open automobile liability claims.
- Provided 23 different Safety Training classes to City staff who signed up for them.
- Fully staffed open positions within Accounting, Accounts Payable, and Cashier while cross-training staff during transitional process.
- Advocated for revenue generated negotiations such as the Interactive Kiosk Implement change to billing cycles.

**Goals and Priorities**

- Finalize and launch full implementation of the new Munis ERP software allowing for broad spectrum reporting and analysis of all financial outputs
- Implement and transition from CRW to Energov for land, permit, projects and code.
- Reduce the workers compensation experience modification factor at the City's Charter School
- Maintain the City's workers compensation experience modification factor below 1.0
- Risk to provide at least three safety trainings a month to employees
- Create, follow City Procurement RFP process, and maintain the City's Workers' Compensation and Property & Liability insurance program and loss control.
- Create more online safety courses via SABA.

**City of Cape Coral, Florida**  
**FY 2021 - 2023 Adopted Budget**

- Review insurance requirements for City contracts which were processed through the City's official Procurement process.
- Finalize all acquisition settlements of GO Bond Park properties acquired through the condemnation process.
- Develop a streamlined month end close process in Accounting and Accounts Payable.
- Implement strategies in order to produce Quarterly Financials.
- Update CAFR Software and streamline CAFR Year End Financials process.
- Update Fixed Assets and Debt Policies.
- Promote education, certification and team building with procurement staff and procurement cycle.
- Integrate all levels of staff and departments in the life cycle (Design, Specification and Development) of projects to improve efficiencies while maintaining the City's vision and strategies.
- Implement cost saving strategies through vendor management.
- Deploy additional data collectors to provide dynamic meter reading and customer service potential, eliminating the need for regular drive-by meter reading.
- Reconfiguration of CBS work area within City Hall to enhance workplace functionality and customer service.

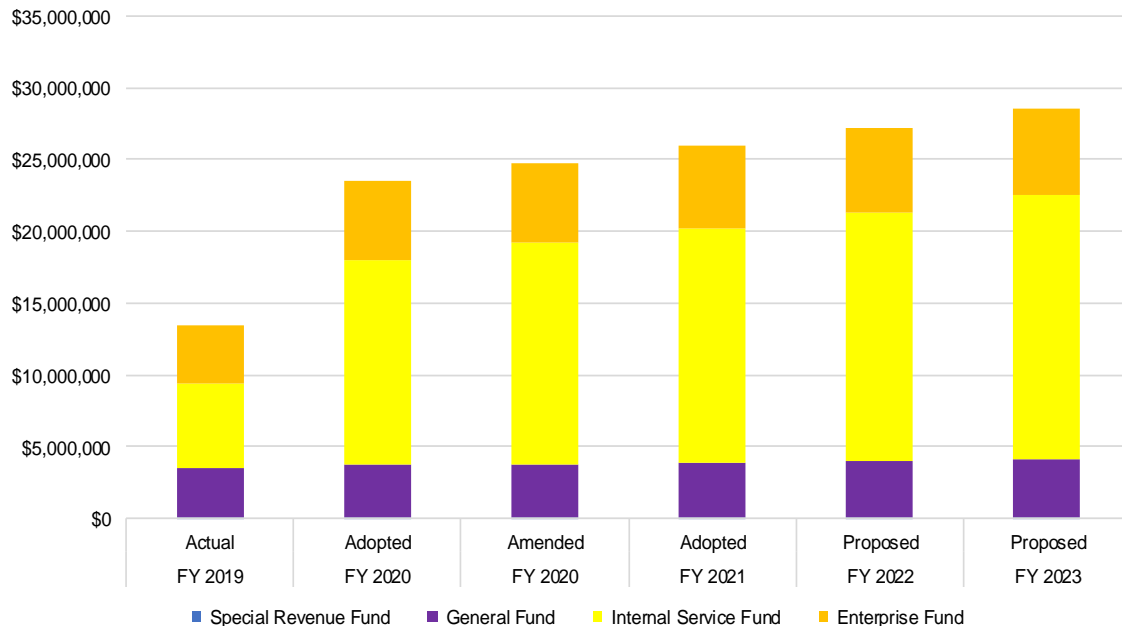
**City of Cape Coral, Florida**  
**FY 2021 - 2023 Adopted Budget**

## Financial Services Operating Budget

Expenditures by Category	FY 2019 Actual	FY 2020 Adopted	FY 2020 Amended	FY 2021 Adopted	FY 2022 Proposed	FY 2023 Proposed
Personnel	\$ 6,870,235	\$ 8,022,107	\$ 8,022,107	\$ 8,311,151	\$ 8,588,840	\$ 8,858,090
Operating	6,641,692	8,614,374	10,361,452	8,836,845	9,076,589	9,350,333
Capital Outlay	-	25,000	27,922	-	-	-
Subtotal Expenditures	13,511,927	16,661,481	18,411,481	17,147,996	17,665,429	18,208,423
Reserves	-	6,914,835	6,358,750	8,807,603	9,599,074	10,395,469
<b>Total</b>	<b>\$ 13,511,927</b>	<b>\$ 23,576,316</b>	<b>\$ 24,770,231</b>	<b>\$ 25,955,599</b>	<b>\$ 27,264,503</b>	<b>\$ 28,603,892</b>

Expenditures by Fund	FY 2019 Actual	FY 2020 Adopted	FY 2020 Amended	FY 2021 Adopted	FY 2022 Proposed	FY 2023 Proposed
General Fund	\$ 3,358,586	\$ 3,638,702	\$ 3,638,702	\$ 3,777,030	\$ 3,904,326	\$ 4,027,472
Special Revenue Fund						
Lot Mowing Billing*	91,570	109,696	109,696	113,857	114,126	117,715
Internal Service Fund						
Workers Compensation*	2,362,190	8,035,917	9,015,024	9,759,634	10,645,991	11,625,187
Property Liability*	3,578,120	6,263,795	6,478,603	6,582,779	6,670,063	6,719,585
Enterprise Fund						
Stormwater*	100,695	174,204	174,204	173,212	179,204	184,750
W&S Operations*	4,020,766	5,354,002	5,354,002	5,549,087	5,750,793	5,929,183
<b>Total</b>	<b>\$ 13,511,927</b>	<b>\$ 23,576,316</b>	<b>\$ 24,770,231</b>	<b>\$ 25,955,599</b>	<b>\$ 27,264,503</b>	<b>\$ 28,603,892</b>

**Financial Services Expenditures by Fund  
Summary Overview**

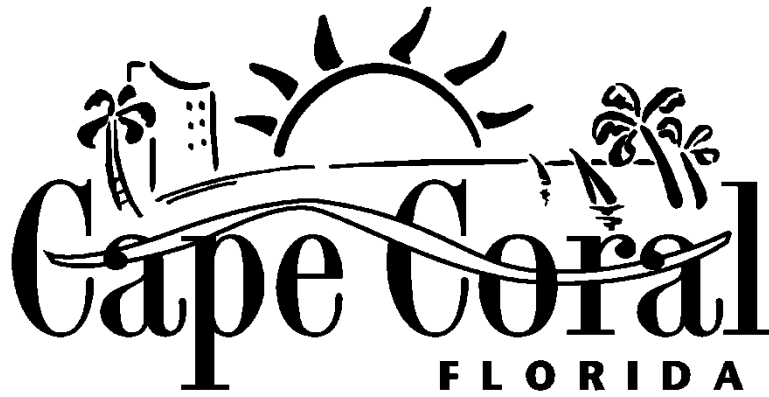


Note:

Special revenue fund does not show on chart due to less than 1% of total

\*Details by department for each fund are located in each of the fund sections

City of Cape Coral, Florida  
FY 2021 - 2023 Adopted Budget

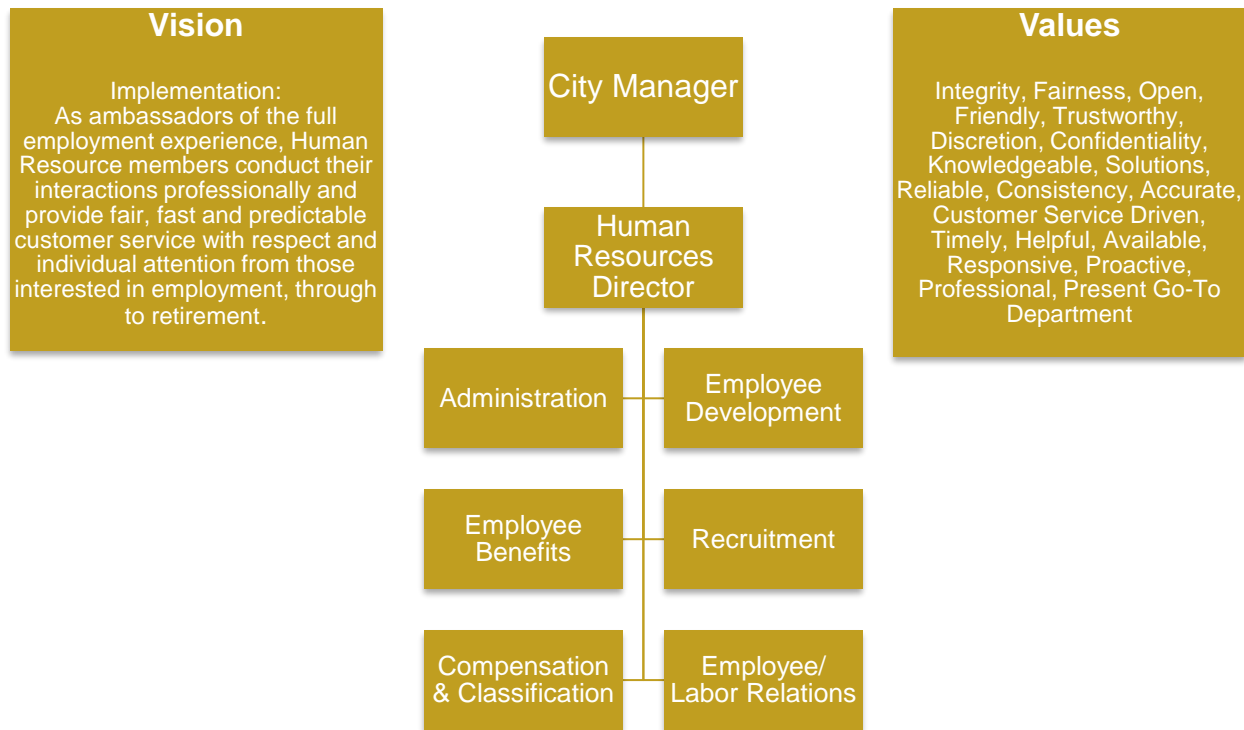


## Human Resources

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 2021 - 2023 Adopted Budget**

**Department Functions**

**Recruitment and Development:** 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:** 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:** 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.

**Accomplishments**

- All efforts center around workforce readiness and planning, compliance, and employee relations matters.
- COVID-19 related policies and procedures in all HR divisions created and implemented, including FFCRA.
- Administrative Regulations updated or created to meet needs of City business operations.
- HR Analytics identified and enhanced for communication to meet City business needs.
- Enhancement and improvement of overall candidate experience
- Interview preparation & tips for internal employee's, Interview training (replacing AR29) for panel teams, Recruitment process training
- Increased social media presence and strategies
- Quarterly review of metrics with departments with improved analytics and data reporting
- Utilize Adobe Sign to assist in streamlining the overall recruitment process
- Development of internal tests for numerous positions to reduce external vendor costs
- FOP negotiated Effective 10-1-2019 thru 9-30-22.
- Respect / Harassment prevention Training AR12 - content development and roll out Respect, Civility and Positivity through SABA. Deliver Training by FY 20.
- Analytics tracking of Grievances and Disciplines enhanced.
- Assist Fire with a 'continuity of process' as it relates to their current Performance Management system.
- Expanded L.E.A.D.S. participants and content.
- Customized mandatory workplace harassment training to all City departments, web based.
- Update and train managers and employees on performance changes in SABA U46 cloud update.
- SABA web-based training. Support and assist with other department content such as Tyler Munis, Risk Management, CAB and P-card training, recruitment training, etc.
- Onsite Medical Center completed, wellness efforts combined, usage of provider for various purposes.
- Compliance and policies and procedures reviewed.
- IAFF research, discussions and reentry into the City offered medical plans for Jan 1, 2021.
- Update managerial/confidential pay structures and implement through the budget process.
- Implement electronic files with OnBase.
- Complete AR 15, 17 and 58 revisions as required by the overtime audit.

**City of Cape Coral, Florida**  
**FY 2021 - 2023 Adopted Budget**

**Goals and Priorities**

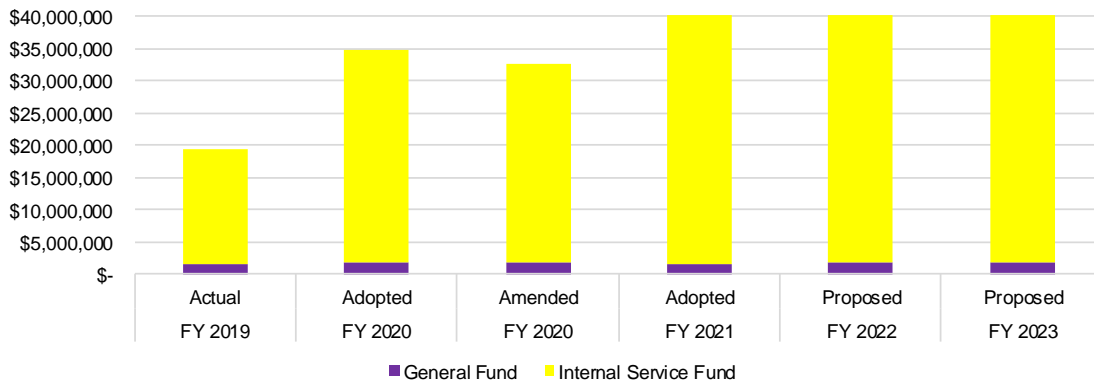
- Attract, Retain and Acquire qualified staff
- Professional Workforce Readiness and Planning
- Foster positive relations with all business units including 3 represented unions.
- On trend with regulations and policies for consistency and transparency to promote fair, fast and predictable business practices.
- Emergency readiness and workforce preparedness
- Process Efficiency

## Human Resources Operating Budget

Expenditures by Category	FY 2019 Actual	FY 2020 Adopted	FY 2020 Amended	FY 2021 Adopted	FY 2022 Proposed	FY 2023 Proposed
Personnel	\$ 1,459,304	\$ 1,507,170	\$ 1,507,170	\$ 1,483,378	\$ 1,531,594	\$ 1,579,637
Operating	17,996,466	23,383,426	25,871,090	31,783,557	32,723,704	33,685,985
Capital Outlay	-	6,200	-	-	-	-
Debt Service	-	-	-	-	-	-
Other/Transfers Out	-	-	-	-	-	-
Reserves	-	9,894,261	5,360,450	10,304,753	9,945,981	9,680,185
<b>Total</b>	<b>\$ 19,455,770</b>	<b>\$ 34,791,057</b>	<b>\$ 32,738,710</b>	<b>\$ 43,571,688</b>	<b>\$ 44,201,279</b>	<b>\$ 44,945,807</b>

Expenditures by Fund	FY 2019 Actual	FY 2020 Adopted	FY 2020 Amended	FY 2021 Adopted	FY 2022 Proposed	FY 2023 Proposed
General Fund	\$ 1,581,548	\$ 1,713,499	\$ 1,713,499	\$ 1,709,004	\$ 1,767,685	\$ 1,820,797
Internal Service Fund						
Self-Insured Health Plan*	17,874,222	33,077,558	31,025,211	41,862,684	42,433,594	43,125,010
<b>Total</b>	<b>\$ 19,455,770</b>	<b>\$ 34,791,057</b>	<b>\$ 32,738,710</b>	<b>\$ 43,571,688</b>	<b>\$ 44,201,279</b>	<b>\$ 44,945,807</b>

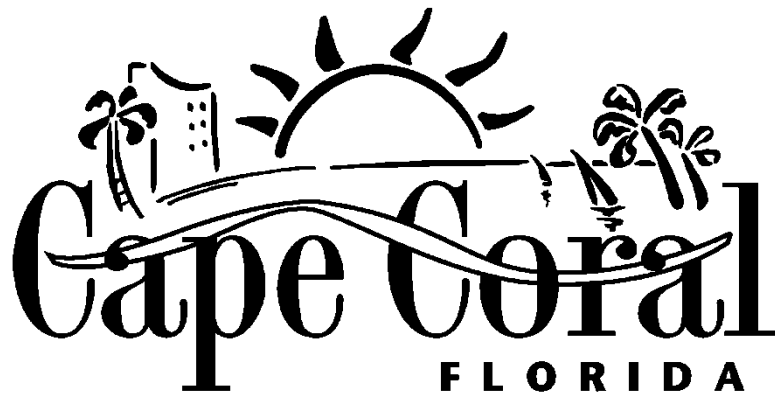
**Human Resources Expenditures by Fund  
Summary Overview**



Note:

\*Details by department for each fund are located in each of the fund sections

City of Cape Coral, Florida  
FY 2021 - 2023 Adopted Budget



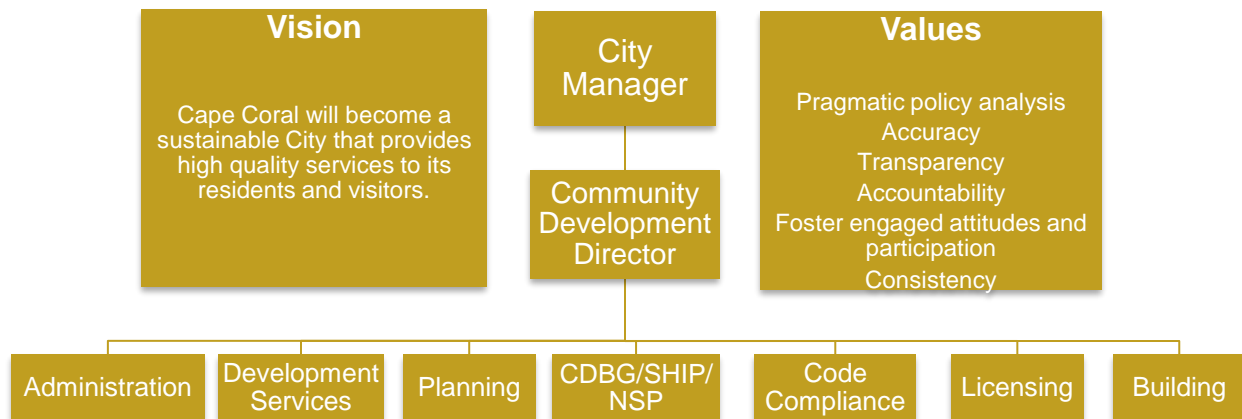


## Community Development

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 service and programs that enhance the community value. Our employees are professional and courteous and strive to enhance the quality of life for our residents and guests.



**City of Cape Coral, Florida**  
**FY 2021 - 2023 Adopted Budget**

**Department Functions:**

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

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

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

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

**Accomplishments**

- Continue weekly review of statistics of code officer activity to ensure efficiency and effectiveness.
- Collect over \$50,000 in liens (not including watering fines).
- Miscellaneous permits processed in three days or less.
- 100% of all inspections completed on schedule.
- Proactive enforcement rate at 60%.
- Develop new partnerships and continued speaking engagements with state associations, realtor association, construction association, and community and neighborhood groups.
- Continue our partnership with the Florida Association of Code Enforcement (FACE) to bring advanced training to our area.
- 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 provide support for the Community Redevelopment Agency and stakeholders groups on City planning functions.
- Monitor risk management mapping related to the Federal Emergency Management Agency's effort to update the flood insurance rate maps (FIRM) to protect the city's assets and interests.
- Continue to aid the Economic Development Office for City planning topics and customer service improvements.

**City of Cape Coral, Florida**  
**FY 2021 - 2023 Adopted Budget**

**Goals and Priorities**

- Complete cost recovery study for all permit types
- Complete an analysis of all software and technical equipment available to ensure staff has proper tools to carry out the adopted LOS.
- Ensure divisions' continued collaborations and partnerships with various industry and community groups and organizations.
- Ensure divisions continue to enhance public engagement, outreach, and communication.
- Complete online permitting. All permits applied for online.
- With more online permits, maintain an average wait time for counter applicants of 12 minutes.
- All reviewed miscellaneous permits processed in four days or less.
- Residential 1 & 2 Family: New construction & addition remodels completed in 7 days or less.
- Commercial: All commercial permits through the completed review in 7 days or less.
- Continued Education & Training to insure consistency with inspection results.
- Provide next day inspections and complete all inspections. Provide calls to any contractor needing to be rescheduled if inspections are rolled over to another day.
- Continue reducing the number of days to compliance with cooperation with property owners.
- Strive for higher rates of proactive enforcement efforts (above 60%) to aggressively address violations of code that detract from the City.
- Create reports to analyze statistics to ensure efficient and effective operations by staff.
- Continue organized "code sweep" activities citywide by focusing on specific areas and issues.
- Continue our partnership with the Florida Association of Code Enforcement (FACE) to bring advanced training to our area.
- Continue to cultivate and expand the volunteer program in the Code Division.
- Continue 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.
- Continuous update and improvement process for Development Services web page, as well as online development applications and permits.
- Develop an online calendar for available Advisory Meeting time slots.
- 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.
- 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.
- Implement "online" permitting and application intake to provide more methods of convenience to the public and development community.
- 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.

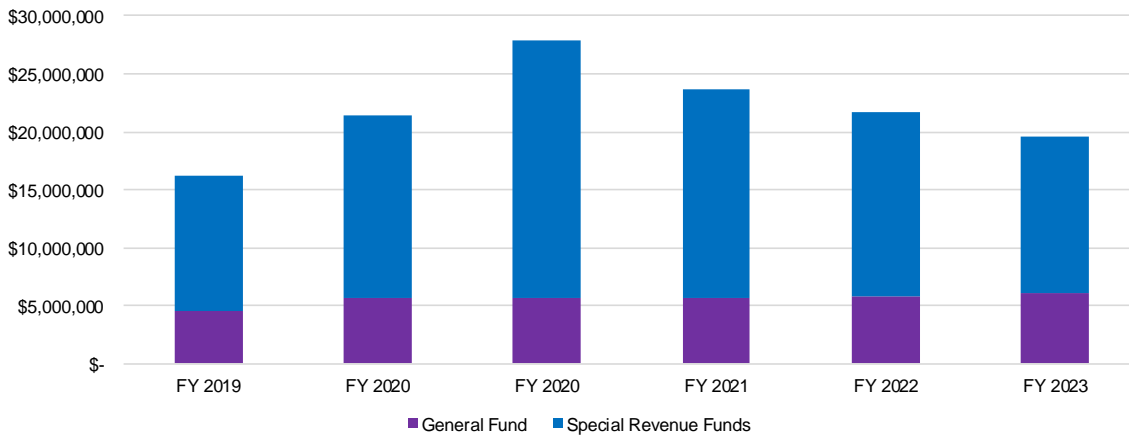
City of Cape Coral, Florida  
FY 2021 - 2023 Adopted Budget

## Community Development Operating Budget

	FY 2019	FY 2020	FY 2020	FY 2021	FY 2022	FY 2023
Expenditures by Category	Actual	Adopted	Amended	Adopted	Proposed	Proposed
Personnel	\$ 9,336,520	\$ 10,372,045	\$ 10,357,361	\$ 11,107,093	\$ 11,485,176	\$ 11,857,988
Operating	3,164,307	4,221,299	6,189,141	3,846,767	3,942,966	4,029,577
Capital Outlay	227,819	289,407	289,907	29,000	-	32,000
Debt Service	-	-	-	-	-	-
Other/Transfers Out	3,476,947	22,199	22,199	22,107	22,147	22,134
Subtotal Expenditures	16,205,594	14,904,950	16,858,608	15,004,967	15,450,289	15,941,699
Reserves	-	6,466,497	11,069,637	8,607,827	6,259,944	3,639,305
<b>Total</b>	<b>\$ 16,205,594</b>	<b>\$ 21,371,447</b>	<b>\$ 27,928,245</b>	<b>\$ 23,612,794</b>	<b>\$ 21,710,233</b>	<b>\$ 19,581,004</b>

	FY 2019	FY 2020	FY 2020	FY 2021	FY 2022	FY 2023
Expenditures by Fund	Actual	Adopted	Amended	Adopted	Proposed	Proposed
General Fund	\$ 4,568,279	\$ 5,703,816	\$ 5,703,816	\$ 5,616,361	\$ 5,786,335	\$ 6,007,121
Special Revenue Funds						
Building Fund*	9,028,225	14,419,487	19,439,877	16,917,959	14,845,399	12,493,800
CDBG*	1,077,966	1,248,144	2,534,152	1,078,474	1,078,499	1,080,083
HUD*	471,091	-	77,500	-	-	-
SHIP*	1,053,357	-	168,184	-	-	-
Res Const Grant*	6,676	-	4,716	-	-	-
<b>Total</b>	<b>\$ 16,205,594</b>	<b>\$ 21,371,447</b>	<b>\$ 27,928,245</b>	<b>\$ 23,612,794</b>	<b>\$ 21,710,233</b>	<b>\$ 19,581,004</b>

DCD Expenditures by Fund  
Summary Overview



Note:

\*Details by department for each fund are located in each of the fund sections

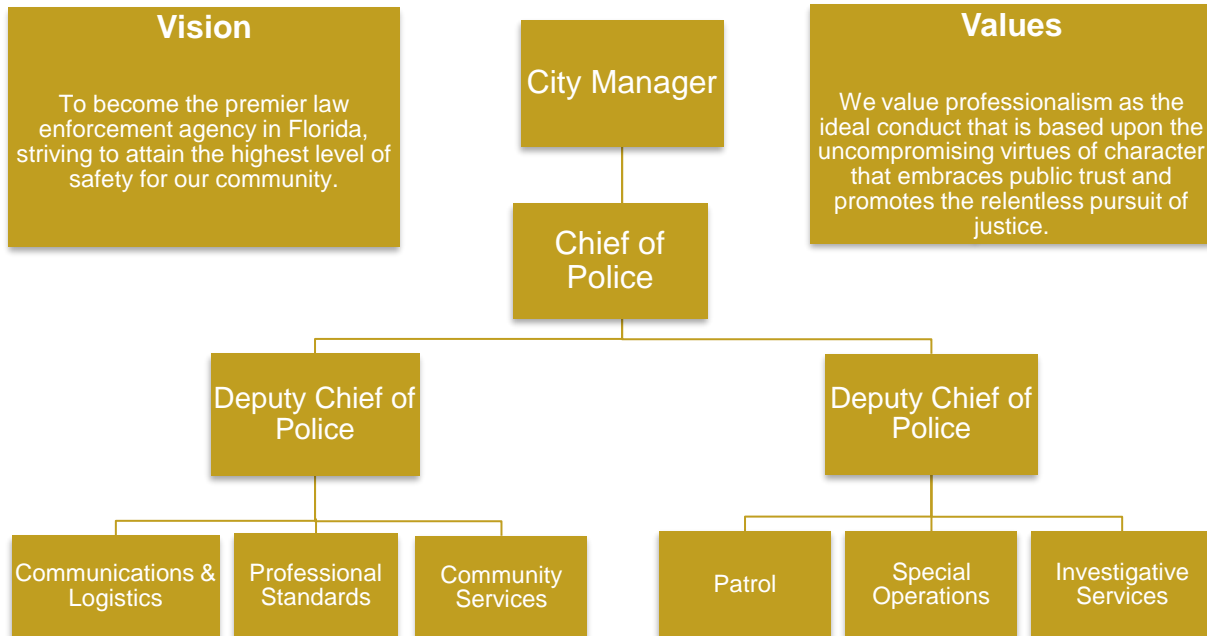
## Police Department

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

The Cape Coral Police Department is authorized for 270 sworn officers, dedicated to keeping our community safe. The department is comprised of six bureaus: Patrol, Investigative Services, Special Operations, Communications and Logistical Support, Professional Standards and Community Services.

### Mission

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



**City of Cape Coral, Florida  
FY 2021 - 2023 Adopted Budget**

**Department Functions**

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

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

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

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

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

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

**Accomplishments**

- Maintained status as the second safest city in Florida, with a population of over 150,000.
- Continued the overall reduction in UCR Crime Statistics, following the prior year's historic drop.
- Replaced aging portable and mobile radios.
- Partnered with Ring, Inc. to provide security cameras to victims of domestic violence.
- Continued to increase Targeted Traffic Enforcement Activity in hotspots throughout the City, including bicycle and pedestrian safety specific operations, and traffic safety programs for children in schools.
- Decreased serious injury/traffic crashes and fatalities from the prior year.
- Pursued grant funding to supplement operational and equipment needs, with over \$600,000 in grant funds obtained.
- Completed design phase for a real-time crime center.
- Refined our School Resource Officer Program, increasing the impact of the program on youth activities and influencing a reduction in youth-related crimes.
- Developed and implemented new recruitment efforts to meet the significant need for additional personnel following the implementation of the School Resource Officer program.
- Increased social media activities and community engagement programs.
- Maintained accreditation through the Commission for Florida Law Enforcement Accreditation (CFA).
- Maintained accreditation through the Commission on Accreditation for Law Enforcement Agencies (CALEA) for both Law Enforcement and Communications, and ISO/IEC 17020 accreditation through the ANSI-ASQ National Accreditation Board (ANAB) for Forensics.
- Continued to assist with the Heroin-Opioid Prevention Education/Help Educate Loving Parents Program to help combat drug addiction in our community.
- Approved for the concept, design, and Construction Manager at Risk (CMAR) phase of the police training facility.

**City of Cape Coral, Florida  
FY 2021 - 2023 Adopted Budget**

**Goals and Priorities**

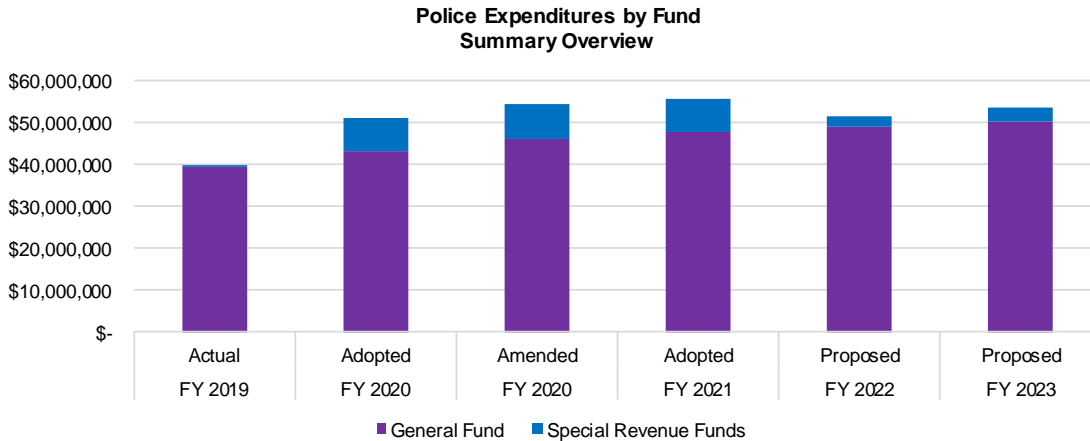
- Become the safest city in Florida with a population of over 150,000.
- Ensure the safe movement of people and vehicles by reducing the number of serious injury/fatal traffic crashes.
- Increase the number of police officers assigned to the Traffic Unit.
- Maintain emergency response times by patrol officers.
- Increase efficiencies in the receipt and dispatch of emergency calls for service.
- Continue to increase case clearance rates for property and violent crimes.
- Continue to develop and implement youth services programs.
- Continue to develop partnerships and improve relationships within the community.
- Maintain compliance with all applicable accreditation standards through the Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA), and the State of Florida Commission for Florida Accreditation (CFA) and the ANSI-ASQ National Accreditation Board (ANAB).
- Continue progress towards the design, construction, and completion of the police training facility.
- Continue to identify and adopt appropriate technologies to support Department activities while effectively improving our ability to serve the community.
- Continue to review and refine the organizational structure, staffing, and allocation to ensure the highest level of service possible while meeting operational goals.
- Design and implement a police department real-time crime center.

**City of Cape Coral, Florida**  
**FY 2021 - 2023 Adopted Budget**

## Police Operating Budget

<b>Expenditures by Category</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
Personnel	\$33,193,172	\$36,414,178	\$37,488,436	\$40,966,270	\$42,290,377	\$43,605,837
Operating	4,982,750	5,177,973	6,597,781	5,236,122	5,357,318	5,536,956
Capital Outlay	1,515,951	1,835,300	2,968,914	7,640,110	1,402,192	1,318,000
Debt Service	-	-	-	-	-	-
Other/Transfers Out	74,839	7,500	786,194	6,105,410	7,500	7,500
Subtotal Expenditures	39,766,712	43,434,951	47,841,325	59,947,912	49,057,387	50,468,293
Reserves	-	7,482,348	7,407,845	1,589,288	2,393,459	3,199,214
<b>Total</b>	<b>\$39,766,712</b>	<b>\$50,917,299</b>	<b>\$55,249,170</b>	<b>\$61,537,200</b>	<b>\$51,450,846</b>	<b>\$53,667,507</b>

<b>Expenditures by Fund</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
General Fund	\$39,258,191	\$43,213,368	\$45,977,867	\$47,528,713	\$48,828,983	\$50,234,883
Special Revenue Funds						
Police Impact Fees*	10,322	6,955,474	7,789,529	7,238,186	2,005,293	2,872,905
Do The Right Thing*	18,009	8,000	15,100	8,000	8,000	8,000
Confiscation State*	64,445	395,832	409,193	389,674	370,155	350,636
Confiscation Federal*	266,568	211,822	174,678	137,152	96,842	55,545
Police Evidence*	24,545	-	-	-	-	-
Criminal Justice Education*	21,589	24,600	24,600	25,215	25,845	26,491
False Alarm Fees*	103,043	108,203	108,203	112,350	115,728	119,047
Capital Projects Fund						
Police Training Facility	-	-	750,000	6,097,910	-	-
<b>Total</b>	<b>\$39,766,712</b>	<b>\$50,917,299</b>	<b>\$55,249,170</b>	<b>\$61,537,200</b>	<b>\$51,450,846</b>	<b>\$53,667,507</b>



Note:

\*Details by department for each fund are located in each of the fund sections



## Fire Department

The Cape Coral Fire Department is responsible for fire protection, prevention and suppression of fires, and a systematic fire prevention and education program. The Department currently maintains eleven fire stations and the Emergency Operations Center.

The Cape Coral Fire Department has a distinct culture and honored tradition; we do things “the CAPE way.”

C – Commitment: We are entrusted with a noble duty. Our professional obligation is to always serve the public to the best of our abilities.

A – Accountability: Our behavior earns the trust of the community and requires personal integrity. We are responsible for our actions and performance.

P – Professionalism: We are competent, skilled practitioners who utilize sound judgement.

E – Excellence: We are continuously working to improve the CCFD and ourselves.

*Committed to Excellence!*

### Mission

The Cape Coral Fire Department will protect and serve our community through risk reduction and prompt emergency response by professionals.



**City of Cape Coral, Florida**  
**FY 2021 - 2023 Adopted Budget**

**Department Functions**

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

**Operations:** The Division of Operations is the primary division of the department with 190 members. It is led by the Division Chief and includes the ranks of Firefighter, Engineer, Lieutenant and Battalion Chief. The division operates 11 fire stations and 19 apparatus, divided into north and south battalions. Crews are divided into three shifts, working 24/48 hour rotations.

**Logistics:** The Division of Logistics 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.

**Accomplishments**

- Implementation of new data tracking elements for incident reporting
- Revision of new timekeeper policy (audit requirement)
- Responded to approximately 22,000 calls for emergency service
- Additional ALS equipped operations unit to provide full ALS service to the city
- Revision of the accountability process
- Development of incident response policy to ensure proper resources are being dispatched to include a tiered response system
- Battalion Chief, Fire Engineer/Driver and Lieutenant promotional testing
- New Fire Fighter testing (approx.. 130 testing, final eligibility list approx.. 19)
- Procured NFORS data systems
- Continued the process for purchasing land specific to a Fire Training Facility (South RO)
- Vetting new vendors for Fire Fighter Physicals
- Initiated hiring process for Fire Quality Assurance Specialist
- Completed the Annual Training Plan
- Amended the Interlocal Agreement with LCEMS to include Station 11
- Researched and submitted required information for the ISO audit
- Renew Medical Directors Contract
- Implement NFORS data systems
- Joined and Completed interviews of 12 member of USAR TF 6
- Submitted for \$300k WCIND Grant for new fire boat
- 6 HazMat classes approved by LEPC for FY21
- Conduct in-house hazmat training with the use of LEPC grant funds and operations funds
- Finalization of specifications of new fire boat and new special response unit for hazmat
- Conducted FEMA's Integrated Emergency Management Course (IEMC)
- Exercised the Emergency Food and Feeding Strategy Plan
- Trained 16 community members in Community Emergency Response Team (CERT) Basic course

**City of Cape Coral, Florida**  
**FY 2021 - 2023 Adopted Budget**

- Hosted 5 Continuing Training Opportunities
- Conducted 5 CPR/AED Trainings, instructing a total of 164 people
- Conducted 3 Fire Suppression Trainings, instructing 60 people
- Acquired and implemented a City-wide damage assessment software system - CrisisTrack
- Implemented a third WeatherSTEM community weather station at Station 11
- Completed Continuity of Operations (COOP) plans with all City departments through FGCU Intern Cooperative
- Completed renewal of National Weather Service's StormReady community certification program through FGCU Intern Cooperative
- Applied for Federal Alliance for Safe Homes #HurricaneStrong resilience initiative through FGCU Intern Cooperative
- Update of all supporting EOP documents including; activation manual, Planning, Logistics, Operations, Finance/Administration, Public Information Officer, and Damage Assessment Coordinating Procedures
- Reinstitute internal ICS cadre & deliver first refreshed ICS300 curriculum
- Initiated community outreach to include local private sector (big storm, chamber of commerce events) and FGCU CERT program
- 5,000 Hours CERT volunteer services to the community
- Trained 30 new Community Emergency Response Team (CERT) volunteers
- Conducted 15 Continuing Training Opportunities, 20 CPR/AED Trainings, instructing a total of 361 people and 15 Fire Suppression trainings, instructing 125 people
- Receive Volunteer Florida CERT Grant (\$10,000)
- Develop First Responder Family Sheltering Plan
- Initiate the Emergency Management Accreditation Process
- Increase Emergency Management's Role within the City through initiating FEMA's Community Lifelines program
- Enhance the CCFD/EM EOC Preparedness and Response Capabilities by completing plan updates to the Emergency Operations Plan and EOC Coordinating Procedures
- Community Hurricane Preparedness Seminars – Geographically disbursed in North, Central, and South city locations
- Completed the hearing-impaired smoke alarm aid Grant. Installing 353 Hearing Impaired Smoke Alarm Aids, 191 smoke alarms, conducting 140 home inspections.
- Distributed over 1,000 Christmas tree tags for the Christmas Tree Awareness Program.
- All High Hazard Occupancies inspections have complied.
- Restructure fees in Chapter 8 Code of Ordinances for City Council approval.
- Community risk reduction measures for reducing home kitchen fires.
- Knox Box program to install Knox Secure 6 in each apparatus.
- Secure funding to replace manual tumblers in all Knox boxes with an electronic tumbler
- Produced first Cape Coral Fire Department Annual Report since 1978
- Distributed 1000 "Backpack Flashers" for Back to School and Halloween safety
- Move website to new, mobile friendly and ADA compliant platform
- Increase social media presence, particularly the use of Instagram

**Goals and Priorities**

- Increase Emergency Management's Role within the City through development of preparedness training programs, additional grant funding opportunities and establishing an Emergency Management Business, Industry, and Faith-Based Partnership Group.

**City of Cape Coral, Florida**  
**FY 2021 - 2023 Adopted Budget**

- Increase and Diversify Emergency Management's Volunteer Participation through internship opportunities with local Institutions of Higher Education and enhancing the Community Emergency Response Team (CERT) program.
- Enhance the CCFD/EM EOC Preparedness and Response Capabilities by completing Emergency Operations Center (EOC) upgrades, implementing additional WeatherSTEM community weather stations, maintaining the StormReady community certification and developing the Continuity of Operations (COOP) and Continuity of Government Plan (COG).
- Develop EM Duty Officer Program.
- Peruse Emergency Management Accreditation Process.
- Inspect all High Hazard Properties within the City Annually.
- Implement a Fire Pre-Plan Program.
- Establish a Community Risk Assessment and Mitigation Program.
- Improve technology for the Bureau of Life Safety.
- Update the current fees for fire services in City Ordinance which were established in 2006.
- City Strategic Initiative (C.2e) Public Safety Facility Master Plan – New Fire Station Construction, as well as Remodel and Additions to Existing Fire Stations.
- City Strategic Initiative (E.2a) Improve Processes and Efficiencies – Create a master electronic inventory system.
- City Strategic Initiative (E.1a) Public Safety Human Resource Development – Increase Logistics Staffing Levels and standardize hiring guidelines.
- Achieve consistently good response times by evaluating service delivery and improving equipment and set standards.
- Evaluate the Resource Deployment Model by determining if resources are being utilized effectively and implement necessary changes.
- Develop and Revise Incident Guidelines – Ensure the fire department operations are conducted efficiently, uniformly, and in accordance with industry standards and applicable laws.
- City Strategic Initiative (E.2.a) Provide a Good Level of Service through Fire Department accreditation, developing and Implement a Quality Assurance process, increasing ALS capabilities, improved operability and resource utilization with the newly form Local USAR Team.
- Increase the community's education and involvement in Public Safety Programs by increased fire safety programs for kindergarten students until all classes in Cape Coral are being reached each year, begin fire safety programs for 4th grade students, development of a senior citizen safety program(s).
- Update Public Safety Programs by enhancing school fire safety programs to ensure they meet Sunshine State standards, implementing customer satisfaction survey for external audiences, creation of new public safety programs, and further enhancement of water safety/drowning prevention programs.
- Improve External and Internal Communications by creating a new website (capecoralfire.com), continuing to grow social media following and presence in order to engage and inform community, and increased Department exposure through traditional media.
- Grow Public Affairs through professional development, updating the Social Media and Digital Imagery Standing Order, continued collaboration with Emergency Management and other agency PIOs (CCPD/City) in preparation for activations.

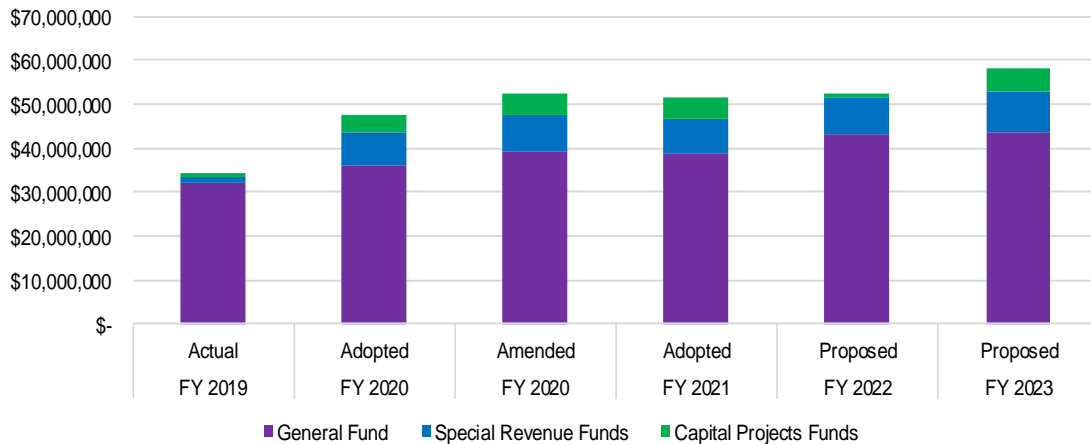
**City of Cape Coral, Florida**  
**FY 2021 - 2023 Adopted Budget**

## Fire Operating Budget

<b>Expenditures by Category</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
Personnel	\$ 27,404,711	\$ 28,494,169	\$ 29,194,169	\$ 31,225,985	\$ 33,466,231	\$ 35,128,173
Operating	4,306,539	5,257,188	6,005,004	5,539,494	5,863,254	6,239,522
Capital Outlay	1,170,263	7,132,632	9,135,785	6,557,399	3,372,498	6,930,058
Debt Service	-	-	-	-	-	-
Other/Transfers Out	1,268,217	1,297,840	1,747,895	1,755,825	2,547,657	1,999,991
Reserves	-	5,594,568	6,381,167	6,367,413	7,075,915	7,758,250
<b>Total</b>	<b>\$ 34,149,731</b>	<b>\$ 47,776,397</b>	<b>\$ 52,464,020</b>	<b>\$ 51,446,116</b>	<b>\$ 52,325,555</b>	<b>\$ 58,055,994</b>

<b>Expenditures by Fund</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
General Fund	\$ 32,324,858	\$ 36,276,519	\$ 39,394,474	\$ 38,648,386	\$ 43,145,060	\$ 43,569,845
Special Revenue Funds						
ALS Impact Fee*	80,731	298,641	360,066	317,321	243,413	294,911
Fire Impact Fee*	376,688	4,596,522	5,396,892	5,229,886	5,735,131	6,241,897
All Hazards*	824,475	2,244,257	2,400,635	2,209,247	2,405,776	2,590,759
Building*	-	109,395	108,895	103,402	108,136	109,980
Capital Projects						
Fire Station Construction*	542,979	4,251,063	4,803,058	4,937,874	688,039	5,248,602
<b>Total</b>	<b>\$ 34,149,731</b>	<b>\$ 47,776,397</b>	<b>\$ 52,464,020</b>	<b>\$ 51,446,116</b>	<b>\$ 52,325,555</b>	<b>\$ 58,055,994</b>

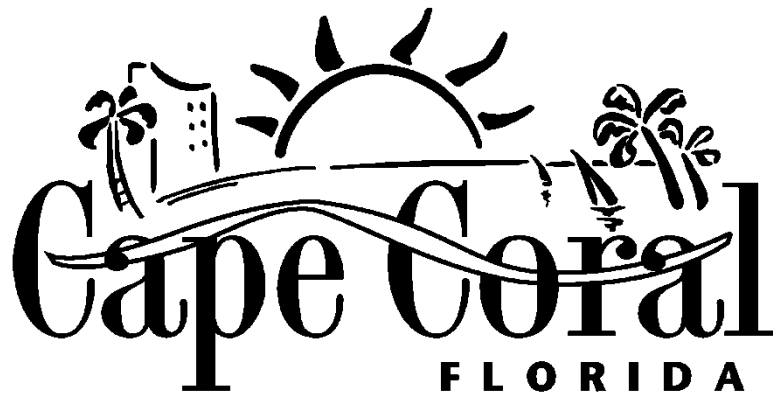
**Fire Expenditures by Fund  
Summary Overview**



Note:

\*Details by department for each fund are located in each of the fund sections

City of Cape Coral, Florida  
FY 2021 - 2023 Adopted Budget

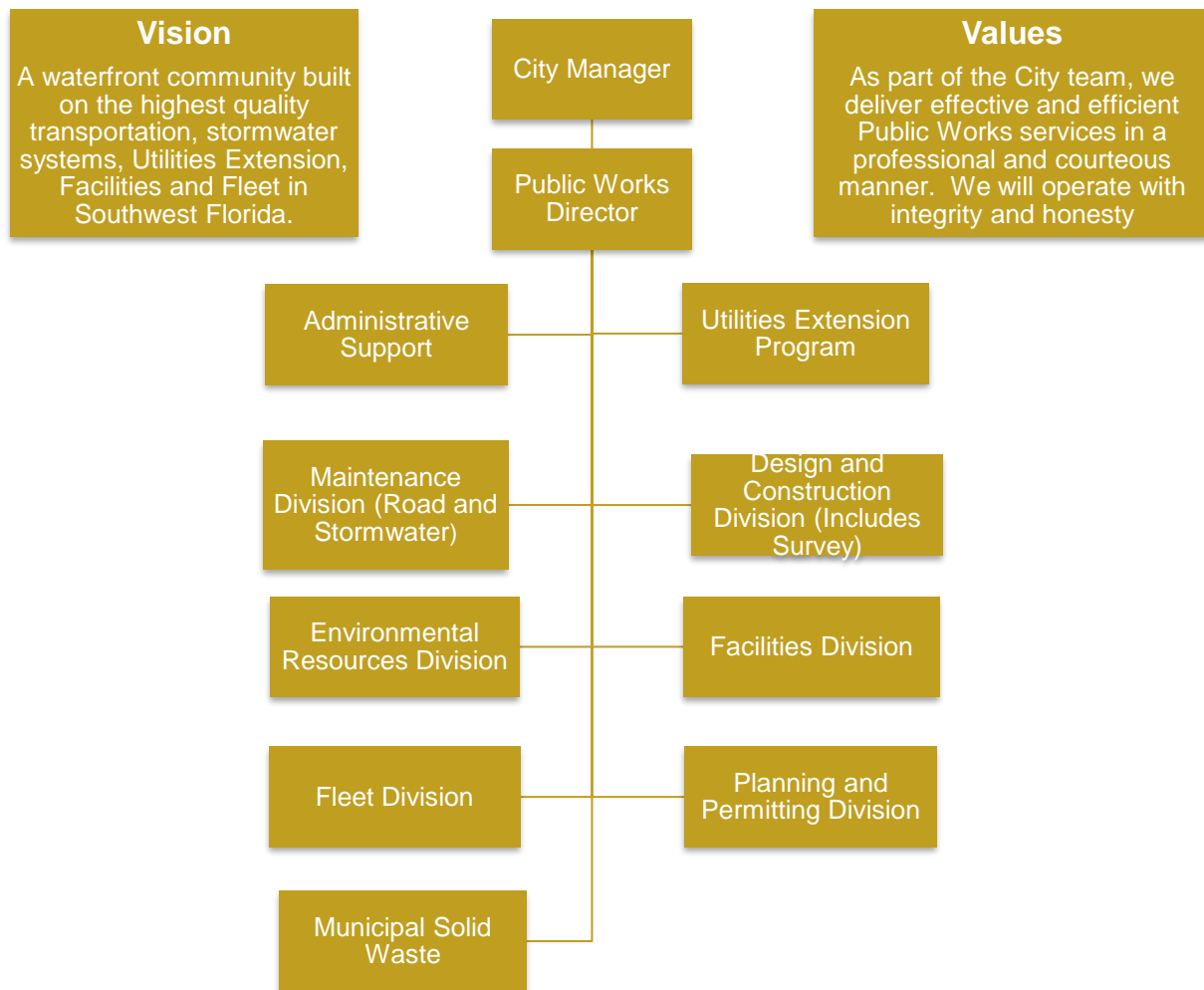


## Public Works

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.



**City of Cape Coral, Florida**  
**FY 2021 - 2023 Adopted Budget**

**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, 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. Provides 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.

**Accomplishments**

- \$286 million North 2 Utilities Expansion Program (UEP) substantially completed (incl. utilities and first lift of pavement for approximately 100 miles of roadway).
- Administered \$1.93 Million in FDEP TMDL grants for stormwater inlet replacements.
- Coordinating with the Utilities Department in the City's Water, Sewer and Irrigation Master Plan including the \$200 Million North 1 UEP area and the CRA District.
- Road Paving Program - Implementation of the \$6.5 Million per year Major and Local Road Paving.
- Alley Paving Program - Completed the repaving of existing alleys. Designing the road and stormwater system for construction of new paved alleys where dirt alleys presently exist.
- Median Landscaping Program - Implementation of the landscaping of medians, completion of Median Landscaping Design Templates, and revision to the Adopt-A-Median Program.
- Streetlight Program – Continued the installation of streetlights at major road intersections and major roads.
- Developed the City's Public ROW ADA Transition Plan.
- Evaluation of every school zone Citywide for safety improvements.
- Managed the installation of 200 School Bus Stop Benches as a Pilot Program.



**City of Cape Coral, Florida  
FY 2021 - 2023 Adopted Budget**

- Managed the vacant lot mowing, Burrowing Owl nest trimming and Pepper Tree removal programs.
- Coordinating with DEP for GPS observations in preparation for the National Spatial Reference System (NSRS) vertical datum modernization in 2022 (1929 NGVD to 1988 NAVD).
- Managing the design and permitting of the \$60 Million Parks CIP.
- Completion of Employee Medical Clinic.
- Construction of Fire Station # 2.
- Construction of Fire Station # 5 addition and renovations.
- Design of Fire Station # 12.
- Design of Police Training Facility.
- Design of Fire Training Facility.
- Continued implementation of the Bicycle-Pedestrian Master Plan by adding sidewalks and bike lanes to the transportation network.
- Coordinated scheduling and intergovernmental relations between FDOT, CDBG and City on sidewalk grant funding keeping the projects on schedule.
- Coordination with Lee County on the widening of Burnt Store Road and associated utilities improvement, with the norther section completed (Tropicana Parkway to Van Buren) and the southern section under construction (SR-78 to Tropicana Parkway).
- Coordinated with Lee County on the design and right-of-way acquisition for the Kismet/Littleton Realignment. Construction is in progress, expected to be completed by November 2020.
- Continued Implementation of Asset Management Software for Transportation and Stormwater.
- Facilitated the execution of a three-year Interlocal Agreement for the distribution of the six-cent and five-cent local option gas tax between Lee County, Cape Coral, Fort Myers, Sanibel, Bonita Springs, Town of Fort Myers Beach and Village of Estero. This new agreement increased Cape Coral's allocation by 2.34% or approximately \$850,000/year.
- Reviewed and updated the Stormwater Fee calculation for FY 2021 through 2025.
- Started renegotiation of the 20-year Surplus Toll Interlocal Agreement with Lee County.
- Completed 159 detailed bridge re-inspections (41 by City / 118 by FDOT).
- Bathymetric survey of all canals in the SE quadrant of the City for dredging.
- Doubled the number of stormwater inspections required to meet EPA's Clean Water Act requirements.
- Drafted enhanced Fertilizer Ordinance.
- Partnered with state agencies and started long term monitoring of algal air toxins.
- Obtained #13 ranking in the 100 Best Fleets.
- Obtained #12 ranking in the Leading Fleets from Ford Motor Company.
- Obtained the Blue Seal of Excellence.
- New Fleet Facility Study and Conceptual Design.
- Negotiated 7-year contract with one 3-year renewal with Waste Pro.
- Negotiated a new 10-year Interlocal Agreement with Lee County for MSW disposal.

**Goals and Priorities**

- \$286 Million North 2 UEP final completion (plumber's connections and second lift of pavement).
- \$200 Million North 1 UEP design, permitting, bidding, assessments and start of construction.
- Road Paving Program - Continue implementation of the \$6.5 Million per year Major and Local Road Paving Program.
- Alley Paving Program - Construction of new paved alleys where dirt alleys presently exist.

**City of Cape Coral, Florida**  
**FY 2021 - 2023 Adopted Budget**

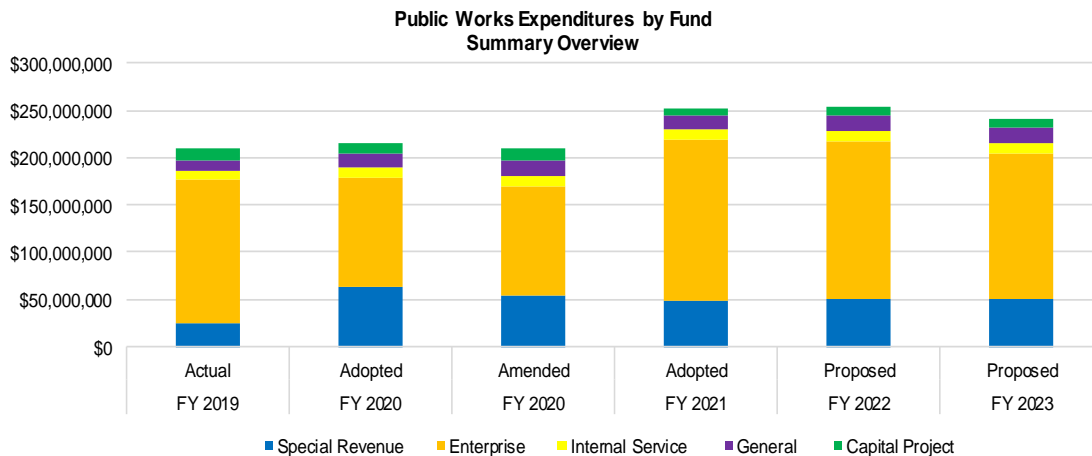
- Median Landscaping Program – Continue with the landscaping of medians.
- Streetlight Program – Continue with the installation of streetlights.
- Design and obtain design plan approval for FDOT grant funded sidewalks.
- Start construction of Kismet Parkway SUN Trail Phase 1, including associated transportation and utilities improvements.
- Nicholas Parkway (East and West) road reconstruction in coordination with water main replacement project.
- Update the City's 176 permanent benchmark network from NGVD 29 to NAVD 88.
- Managing the bidding and construction of the \$60 Million Parks CIP.
- Construction of Fire Station # 12.
- Construction of Police Training Facility.
- Construction Fire Training Facility.
- Upgrade or Removal of the Chiquita Lock (subject to permit approval).
- Construction of Fleet facility.
- Continue implementation of the Bicycle-Pedestrian Master Plan.
- Coordinate with Lee County to complete transportation related projects.
- Coordinate with Lee County in the design of the Cape Coral Bridge replacement.
- Update Stormwater Fee on an annual basis.
- Renegotiate the Interlocal Agreement for the distribution of the six-cent and five-cent local option gas tax between Lee County, Cape Coral, Fort Myers, Sanibel, Bonita Springs, Town of Fort Myers Beach and Village of Estero which will expire in December 31, 2022.
- Initiate Bathymetric survey of all canals in the SW, NW, NE quadrant of the City for dredging.
- Perform a life cycle analysis of all bridge structures to set repair priorities and future budget needs.
- Implement a comprehensive algae monitoring plan.
- Draft a long-term Nile Monitor Management Plan.
- Design, bidding and construction of the new Fleet Facility.
- Modernize Everest fuel facility with new fuel pumps.
- Maintain ranking in the 100 Best Fleets.
- Maintain ranking in the Leading Fleets from Ford Motor Company.
- Maintain the Blue Seal of Excellence.
- Amend the Interlocal Agreement with Lee County for Disposal from a Municipal Service Taxing Unit (MSTU) to a Municipal Service Benefit Unit (MSBU).

**City of Cape Coral, Florida**  
**FY 2021 - 2023 Adopted Budget**

## Public Works Operating Budget

Expenditures by Category	FY 2019 Actual	FY 2020 Adopted	FY 2020 Amended	FY 2021 Adopted	FY 2022 Proposed	FY 2023 Proposed
Personnel	\$ 19,940,405	\$ 24,253,548	\$ 24,288,548	\$ 24,986,607	\$ 25,889,084	\$ 26,709,675
Operating	15,211,193	21,490,118	22,120,017	20,780,165	21,494,738	21,196,481
Capital Outlay	109,326,281	78,849,013	82,005,200	118,531,661	119,124,606	107,236,841
Debt Service	17,610,329	17,475,335	17,475,335	17,283,172	18,246,098	18,653,981
Other/Transfers Out	49,109,798	28,238,853	28,577,210	34,604,614	32,409,509	34,520,084
Subtotal Expenditures	211,198,007	170,306,867	174,466,310	216,186,219	217,164,035	208,317,062
Reserves	-	45,322,187	35,286,531	36,445,042	36,335,501	33,337,116
<b>Total</b>	<b>\$ 211,198,007</b>	<b>\$ 215,629,054</b>	<b>\$ 209,752,841</b>	<b>\$ 252,631,261</b>	<b>\$ 253,499,536</b>	<b>\$ 241,654,178</b>

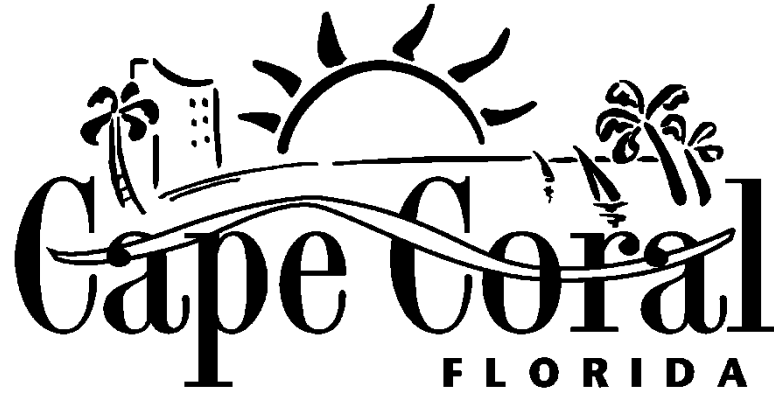
Expenditures by Fund	FY 2019 Actual	FY 2020 Adopted	FY 2020 Amended	FY 2021 Adopted	FY 2022 Proposed	FY 2023 Proposed
General Fund	\$ 11,311,834	\$ 15,989,867	\$ 16,341,245	\$ 14,800,581	\$ 15,279,773	\$ 15,907,702
Special Revenue Fund						
Del Prado Mall*	19,651	154,750	178,344	210,665	230,085	100,868
Five Cent Gas*	507,053	20,822,294	19,997,121	10,786,197	13,892,703	16,580,340
Lot Mowing*	2,408,187	4,919,615	5,999,342	6,101,564	5,953,662	5,843,094
Road Impact Fee*	5,862,508	16,281,534	17,768,270	17,054,183	16,816,918	16,549,880
Six Cent Gas*	15,331,707	20,275,909	9,974,039	15,285,112	12,983,413	11,448,857
Internal Service Fund						
IS Facilities*	4,870,540	5,898,591	5,902,710	6,067,606	6,279,954	6,556,504
IS Fleet*	3,888,970	4,806,846	4,979,731	4,834,004	4,974,648	5,152,690
Enterprise Fund						
Stormwater*	19,377,859	27,525,312	26,938,812	26,255,408	25,676,862	25,174,685
Stormwater Cap Proj*	5,793,195	4,621,627	4,740,161	4,834,871	3,842,295	3,849,757
W&S Operations*	(77)	1,577,948	1,577,948	1,540,484	1,629,316	1,673,068
W&S Spec Assmt Const*	127,625,530	82,332,865	82,332,865	136,728,586	136,407,907	123,284,733
Capital Projects Fund						
General Public Works Projects*	1,112,982	250,000	250,000	250,000	-	-
TCP-Transportation*	13,088,068	10,171,896	12,772,253	7,882,000	9,532,000	9,532,000
<b>Total</b>	<b>\$ 211,198,007</b>	<b>\$ 215,629,054</b>	<b>\$ 209,752,841</b>	<b>\$ 252,631,261</b>	<b>\$ 253,499,536</b>	<b>\$ 241,654,178</b>



Note:

\*Details by department for each fund are located in each of the fund sections

City of Cape Coral, Florida  
FY 2021 - 2023 Adopted Budget

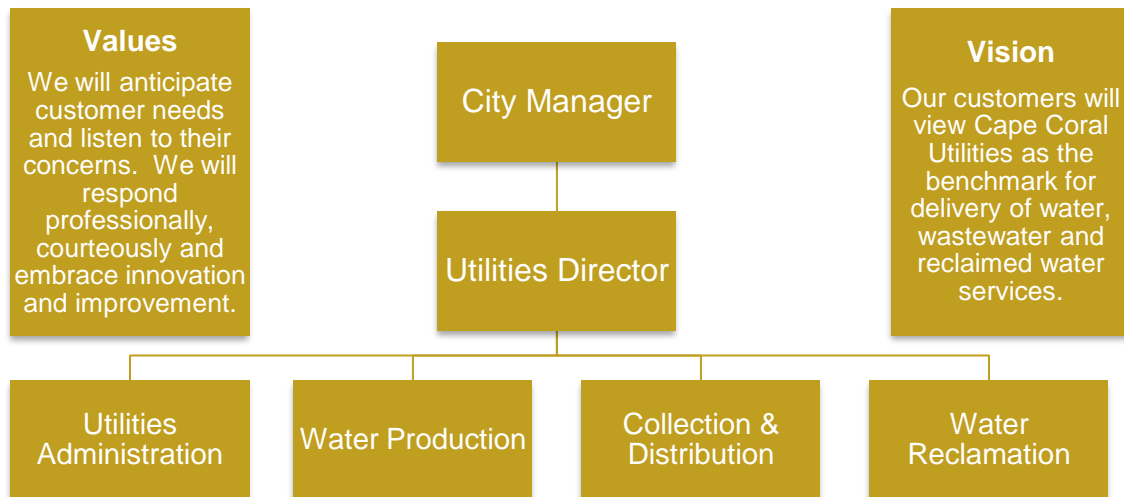


## Utilities

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.



**City of Cape Coral, Florida  
FY 2021 - 2023 Adopted Budget**

**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 million gallons per day (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 2,400 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.

**Accomplishments**

- Completed Phase 2B Galvanized Pipe Replacement Project.
- Selected an engineering consultant and executed contract to begin final engineering design and permitting to construct the Caloosahatchee River Crossing Project.
- Successfully obtained FEMA grant funding to relocate Lift Station 120 for a generator installation and grant funding to install automatic gates at Canal Weir 7 for flood management.
- Successfully obtained \$2 million dollars in SFWMD Grant funding for River Crossing Project.
- Successfully obtained FDEP grant funding towards our Fort Myers River Crossing Project. Total grant funding is now \$6,387,591.
- Achieved compliance w/LCEC load shaving resulting in annual recurring electric cost savings.
- Completed Power Coordination and Arch Flash Study for the North RO Plant.
- Completed Acidization of 6 production wells for significantly improved pumping capacity.
- Completed the South RO Plant Odor Control Improvements.
- Completed Palm Tree Pump Station Control System retrofit.
- Completed replacement of the South RO Plant #2 Motor Control Center (MCC).

**City of Cape Coral, Florida  
FY 2021 - 2023 Adopted Budget**

- Completed in-house South RO Plant Well Communication/Control retrofit project (all 33 wells).
- Re-paved and added additional paved area to the South RO Plant site.
- Completed an updated Risk and Resiliency Assessment (RRA) as Required by EPA.
- Continued rehabilitation of multiple existing lift stations and infiltration/inflow program (I&I).
- Purchased five new emergency generators to maintain lift station operations.
- Replaced fiberglass bleach bulk tanks, rebuilt bleach pump skids, and replaced containment coating at both WRF.
- Complete construction of one new Canal Pump Station.
- Completed process control modeling at Southwest WRF to improve treatment and reduce electrical usage.
- Received FEMA grant approval for weir 7 automatic overflow gates.
- Completed Everest WRF aeration basin #2 concrete repairs and protective coating.
- Replaced roofs and metal fascia materials on five canal pump stations.
- Installed 3,000 new air diffusers and VFD controlled mixed liquor pump on aeration basin 2 at Southwest WRF.
- UCD staff transitioned into an electronic workflow, in anticipation of implementing an asset management program.
- Added covered storage for crushed aggregates for dry aggregates during the rainy season.
- Purchased new Bobcat Skid Steer with milling attachments to expedite road repairs.
- Purchased two new T.V. Trucks to increase lineal feet of sewer main inspections.
- Utilized new Insert-A-Valve equipment to reduce residence service interruptions due to inoperable valves.

**Goals and Priorities**

- Improve emergency response coordination by installing GPS system on vehicles.
- Continue cross connection/backflow prevention program thru BSI Online to ensure compliance is met.
- Implement a large commercial meter testing program.
- Expand our current valve exercise and replacement programs to increase performance and minimize affected customers during repairs.
- Increase employee training to ensure certification requirements are met for DEP compliance.
- Complete an updated Emergency Response Plan (ERP) as Required by EPA.
- Complete South RO Plant Guardhouse replacement.
- Replace and upgrade SCADA Server at the North RO Plant.
- Acidify up to 10 production wells per year and back-plug up to 2 wells per year as recommended by consulting hydrogeologists.
- Complete Ground Storage Tank cleaning/inspections on all 6 concrete GST's at both plants/pump stations.
- Complete Security System upgrades/replacements at both RO Plants.
- Repair of interior coating of 5MG GST #1 at the South RO Plant.
- Complete the Hydrogeologic ground water model update.
- Complete Mechanical Integrity Test (MIT) on North RO Deep Injection Well.
- Complete the Southwest RO Plant Control System Retrofit.
- Complete work on the Phase I Palm Tree Pump Station improvements.
- Begin installation of additional raw water production wells for North RO.
- Complete DZMW consolidated control and reporting retrofit on IW-1, IW-2, at the South RO Plant.
- Complete retrofit of remote potable distribution pressure radios/sensors.
- Replace RO membrane elements at the North RO Plant.

**City of Cape Coral, Florida  
FY 2021 - 2023 Adopted Budget**

- Continued rehabilitation of multiple existing lift stations and continued infiltration and inflow program (I&I).
- Purchase \$415,000 in new lift station pumps to replace aging equipment and provide adequate inventory to address emergencies.
- Bid and construct installation of piping and automatic valves at SW WRF to allow flows from Clarifiers 1 and 2 to pass through Automatic Backwash Filters
- Complete the Ft. Myers River Crossing Reuse Pipeline Project
- Rehabilitate Master Lift Station 200 including electrical components.
- Begin design and bid extension of force main on Pelican to bypass partial flows from LS408 to MS400.
- Begin design of ASR well for reuse storage.
- Rehabilitate Everest WRF Reuse building, pump pads, and discharge valves.
- Continue design of Operations Building at the Southwest Water Reclamation Facility. Begin bidding and construction.
- Re-route electrical cable at SW WRF to eliminate three 1500 KW generators.
- Replace biosolids conveyor belt system.
- Begin investigation of purchase and installation of launder covers on three clarifiers at Everest WRF and three clarifiers at Southwest WRF to reduce algae growth and bleach use.
- Assess condition of influent headworks building at Everest WRF.
- Install fourth 450 hp blower at Southwest WRF to provide sufficient air supply for increased flows to plant from new UEP customers.
- Continued rehabilitation of multiple existing lift stations and continued infiltration and inflow program (I&I).
- Improve emergency response coordination for office staff by installing GPS system on UCD vehicles.
- Continue cross connection/backflow prevention program thru BSI Online to ensure compliance is met.
- Utilize new asset management system to improve service efficiency response within UCD.



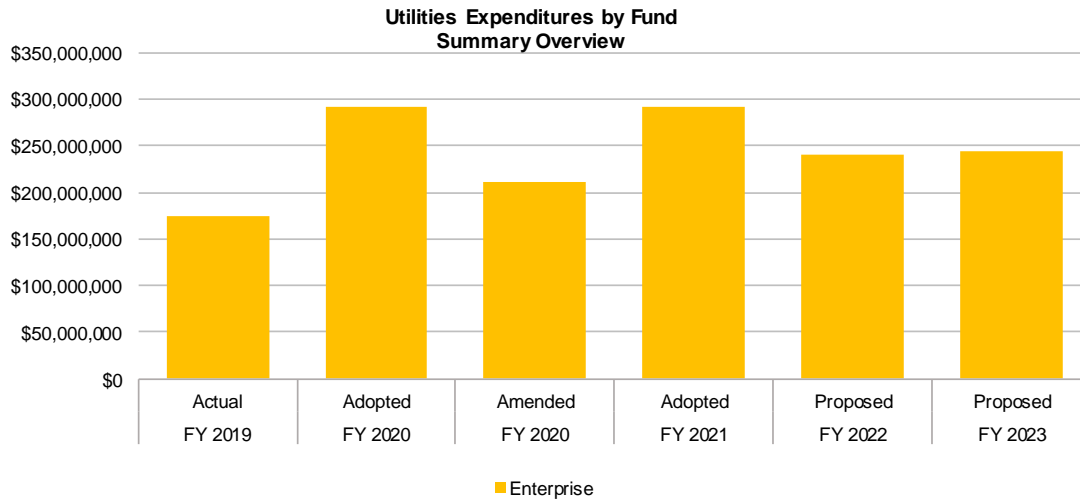
**City of Cape Coral, Florida**  
**FY 2021 - 2023 Adopted Budget**

## Utilities Operating Budget

### Utilities Department

<b>Expenditures by Category</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
Personnel	\$ 23,909,662	\$ 25,346,971	\$ 25,346,971	\$ 25,993,978	\$ 26,896,795	\$ 27,756,041
Operating	24,980,662	26,857,372	33,021,234	29,627,118	31,471,189	32,363,755
Capital	25,849,720	38,149,122	39,255,894	54,774,560	30,485,927	35,892,077
Debt Service	27,837,195	28,091,023	28,091,023	28,118,171	28,139,543	28,135,441
Other/Transfers Out	72,308,649	46,165,315	46,979,396	89,711,877	69,364,133	69,181,304
Subtotal Expenditures	174,885,888	164,609,803	172,694,518	228,225,704	186,357,587	193,328,618
Reserves	-	126,318,603	39,106,707	64,114,242	53,633,313	51,003,607
<b>Total</b>	<b>\$ 174,885,888</b>	<b>\$290,928,406</b>	<b>\$211,801,225</b>	<b>\$292,339,946</b>	<b>\$ 239,990,900</b>	<b>\$ 244,332,225</b>

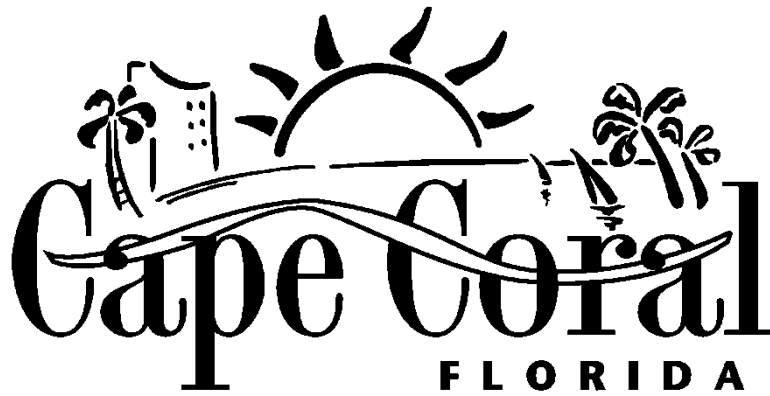
<b>Expenditures by Fund</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
W&S Cap Projects	\$ 24,637,234	\$ 30,675,358	\$ 33,932,976	\$ 51,489,632	\$ 27,658,501	\$ 32,985,457
W&S Impact CIAC	28,759,273	126,286,161	41,961,977	109,471,742	62,376,645	60,109,053
W&S Operations	121,489,381	133,966,887	135,906,272	131,378,572	149,955,754	151,237,715
<b>Total</b>	<b>\$ 174,885,888</b>	<b>\$290,928,406</b>	<b>\$211,801,225</b>	<b>\$292,339,946</b>	<b>\$ 239,990,900</b>	<b>\$ 244,332,225</b>



Note:

\*Details by department for each fund are located in each of the fund sections.

City of Cape Coral, Florida  
FY 2021 - 2023 Adopted Budget



## Parks & Recreation Department

In addition to Administration, the Department is organized into three primary divisions: Parks, Recreation, and Revenue & Special Facilities. The Parks Division maintains the athletic fields and parks throughout the City and operates the Park Ranger Program. The Recreation 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 Sun Splash Waterpark are special revenue funds. The Yacht Basin operates as an enterprise 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.



**City of Cape Coral, Florida**  
**FY 2021 - 2023 Adopted Budget**

**Department Functions**

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

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

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

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

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

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

**Accomplishments**

- Designed and began construction Parks & Recreation GO Bond, in the amount of \$60,000,000, was passed on January 7, 2019. The department plans to invigorate the community by adding 7 new Neighborhood Parks, making improvements to 4 existing Community Parks, and adding some more boat ramps. With feedback from the community, we plan on providing amenities that will give our citizens a great variety of activities and green spaces to enjoy, that will enrich their quality of living.
- Special Events Division hosted the 1st annual Volunteer Appreciation Banquet to recognize those who support our citywide special events.
- Effectively coordinated venue changes for Bike Night, while maintaining safety and service levels.
- William Austin Youth Center maintained 100% inspections with DCF and DOH.
- William Austin Youth Center increased programming for teens by 25%.
- Cape Coral Mini-Bus Service secured Fee Assistance of \$17,400, from CDBG, for low income residents, to ensure accessibility to life sustaining services in Cape Coral.
- Increased the number of Medicaid Waiver clients by 8, who are transported by CCMS, to Life Skills programs to improve community service and generate revenue.
- Established new partnership with University of Florida's free Be Healthy Be Active class.
- Established the 1<sup>st</sup> Best Buddies and Special Populations SW chapter in SWFL.
- Completed classroom renovations of Four Freedoms Park Preschool VPK.
- Successfully passed several unannounced DCF preschool inspections.
- Removed the Yacht Club Beach Pavilion, which provided citizens with an additional 6,000 sq. ft of beach and vastly improved the aesthetics of this waterfront park.
- Yacht Club Community Park received a 4.5-star rating from Trip Advisor, the world's largest travel site.
- Yacht Club Pool received 5 Star ratings on both audits, conducted by the Starguard Aquatic Risk Prevention program, for the FY19 summer season.
- Pirates Cove at Sun Splash received a complete surface replacement.

**City of Cape Coral, Florida**  
**FY 2021 - 2023 Adopted Budget**

- City Council approved a 3-drink maximum for normal operations and an unlimited maximum for adult nights and corporate events at Sun Splash Water Park.
- Four new Scoreboards were installed, for the baseball fields, at the Cape Coral Sports Complex.
- Parks Maintenance Division added two new T-Ball fields, to Pelican Baseball Complex, to help meet the needs of participants.
- Partnered with FSW to have a Parks & Rec Youth Volleyball Night, in which current Parks & Rec participants received free entry, to support the FSW Volleyball team.
- Partnered with the Guardian Angels for Special Populations to purchase art equipment, necessary office equipment, classroom equipment, \$7,000 in scholarships, \$40,000 in Program Support (to include new security doors), \$17,000 to repair and paint the building, and state mandated trainings for 100% of staff.
- Achieved a Provider Discovery Review score of 97.3%, with no recoupment from Qlarant, through the Agency for Persons with Disabilities.
- Hosted the 2020 Burrowing Owl Festival, partnering with Cape Coral Friends of Wildlife, which had over 6,700 attendees.
- Worked with Johnson Engineering to update the land management plan for Four Mile Cove Ecological Preserve.
- Yacht Basin became a Clean Marina Mentor for other facilities, as listed on the Florida Clean Marina website.
- Coral Oaks Golf Course Parking Lot repair/repaving project was completed.
- Cape Coral Arts Studio rebranded to Cape Coral Art Center to clarify facilities offerings.
- The Jean Inman Sculpture Pavilion was erected at the Cape Coral Art Center.

**Goals and Priorities**

- Special Events Division plans to support local beer tourism and breweries, by raising money for Guardian Angels for Special Populations, through their newest event Brews on the River.
- Continue to promote partnerships, sponsorships, and agency support for Special Events, through various event platforms, to residents and visitors of all interests and socioeconomic backgrounds.
- Continue to increase sponsorships and attendance for all city produced special events.
- Youth Center continue maintaining 100% inspections with DCF and DOH.
- Continue to promote healthy habits for nutrition and physical fitness.
- Continue to work with Special Populations, Sunrise and other agencies to improve community service and generate revenue, via the Florida Medicaid Waiver program.
- Secure funding from CDBG and other sources for Fee Assistance Program for low income residents to ensure accessibility to life sustaining services in Cape Coral.
- Develop at least 2 new special events, at Lake Kennedy Center, to further enhance the diversity of programs and broaden the scope of service to include fundraising events, and partnerships.
- Research grant opportunities, for Lake Kennedy Center, to expand and improve programs and increase service levels.
- Establish 4 new Lake Kennedy Center Community Partnerships to improve program quality.
- Continue to Maintain 100% inspections, with DCF and Early Learning Coalition throughout the year, at Four Freedoms Park.
- Continue to work with outside organizations to provide community events for our citizens at Four Freedoms Park.

**City of Cape Coral, Florida**  
**FY 2021 - 2023 Adopted Budget**

- Continue to promote water safety and drowning prevention, throughout the community and increase participation in swim lessons, at the Yacht Club Pool.
- Maintain the 4 Star Trip Advisor rating, at the Yacht Club Pool, to help provide a positive image of the park and the city for citizens and visitors.
- Maintain 5 Star rating by Starfish Aquatics, at the Yacht Club Pool.
- Provide more camps for additional ages at Sun Splash Water Park.
- Host 2 or more adult nights at Sun Splash Water Park.
- Improve use of social media and technology, in the Athletics Division, to meet current and future high demands.
- To continue to offer camp at Special Populations during winter break, spring break and summer, while increasing revenue opportunities.
- Try to promote and add a middle school after school program at Special Populations.
- Increase High School Student participation in after school and day camps at Special Populations.
- Continue to provide 40 plus participants with disabilities with the opportunity for paid employment through the City of Cape Coral.
- Add additional new kayaks to the aging rental fleet at the Kayak Shack at Four Mile Cove Ecological Preserve.
- Improve trail signage at environmental parks.
- Add swipe access to the Wagging Tails Dog Park to reduce non-registered users.
- Add a Dog Walk 5K to Rotary Park events and work with the Cape Coral Animal Shelter to promote adoptions.
- Increase revenue of the Yacht Basin Marina for a fourth consecutive year.
- Increase vessel mooring by 16 slips utilizing Go Bond funds, by extending center dock to accommodate 40'-60' ft vessels, which will significantly increase revenue for the Marina.
- Repair and renovate the cart paths throughout the entire Golf Course.
- Replace the current greenside irrigation system with ins and outs.
- Continue to evaluate opportunities that will result in greater facility utilization, which include practice range renovation with a comfort station to secure the range machine, install Top Tracer technology, and provide customers a place to enjoy food and beverage.
- Continue improvements to Art Center by replacing studio equipment, painting a mural on the South side of Building 2 and offering additional 3-hour workshops to encourage new program participants.
- Complete two Public Art Projects in South Cape.

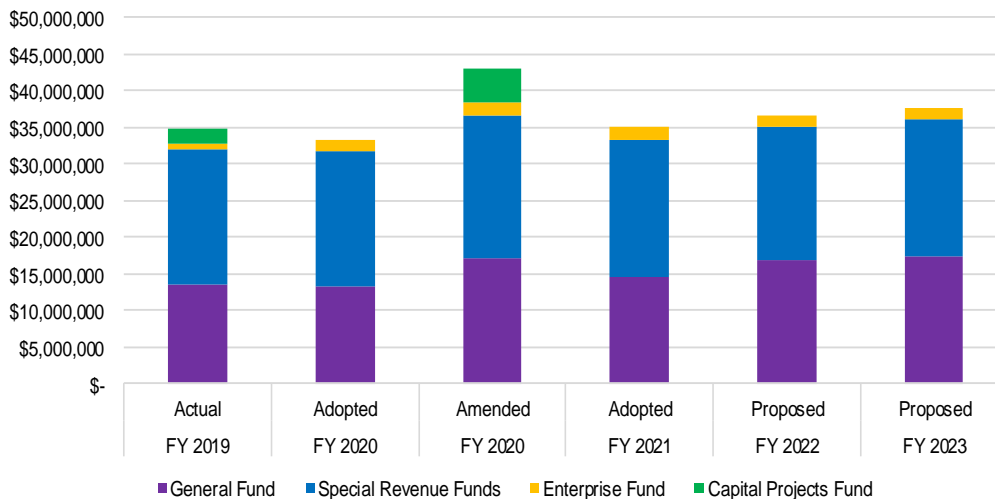
**City of Cape Coral, Florida**  
**FY 2021 - 2023 Adopted Budget**

**Parks & Recreation**  
**Operating Budget**

	FY 2019	FY 2020	FY 2020	FY 2021	FY 2022	FY 2023
<b>Expenditures by Category</b>	<b>Actual</b>	<b>Adopted</b>	<b>Amended</b>	<b>Adopted</b>	<b>Proposed</b>	<b>Proposed</b>
Personnel	\$ 12,779,778	\$13,350,076	\$ 12,068,576	\$ 14,137,079	\$ 15,485,910	\$ 15,842,084
Operating	9,500,897	9,873,483	9,942,151	10,191,414	11,391,394	11,729,519
Capital Outlay	2,067,911	374,400	5,952,712	344,500	612,500	657,500
Other/Transfers Out	10,487,566	8,868,154	12,888,258	9,474,892	8,218,550	8,566,979
Subtotal Expenditures	34,836,152	32,466,113	40,851,697	34,147,885	35,708,354	36,796,082
Reserves	-	931,711	2,195,992	845,196	897,093	953,965
<b>Total</b>	<b>\$34,836,152</b>	<b>\$33,397,824</b>	<b>\$ 43,047,689</b>	<b>\$ 34,993,081</b>	<b>\$ 36,605,447</b>	<b>\$ 37,750,047</b>

	FY 2019	FY 2020	FY 2020	FY 2021	FY 2022	FY 2023
<b>Expenditures by Fund</b>	<b>Actual</b>	<b>Adopted</b>	<b>Amended</b>	<b>Adopted</b>	<b>Proposed</b>	<b>Proposed</b>
General Fund	\$ 13,611,163	\$13,402,099	\$ 17,132,239	\$ 14,598,762	\$ 16,875,809	\$ 17,410,422
Special Revenue Funds						
Golf Course*	3,016,867	3,211,292	2,891,292	2,987,293	3,049,156	3,192,037
Park Impact Fee*	2,744,872	2,538,250	3,772,185	2,498,979	1,265,044	1,265,044
P&R Programs*	9,664,235	9,579,980	10,356,156	10,057,101	10,577,441	10,908,016
Waterpark*	3,108,391	2,953,570	2,421,293	3,208,422	3,295,014	3,360,778
Enterprise Fund						
Yacht Basin*	653,280	1,712,633	1,762,440	1,642,524	1,542,983	1,613,750
Capital Projects Fund	2,037,344	-	4,712,084	-	-	-
<b>Total</b>	<b>\$34,836,152</b>	<b>\$33,397,824</b>	<b>\$ 43,047,689</b>	<b>\$ 34,993,081</b>	<b>\$ 36,605,447</b>	<b>\$ 37,750,047</b>

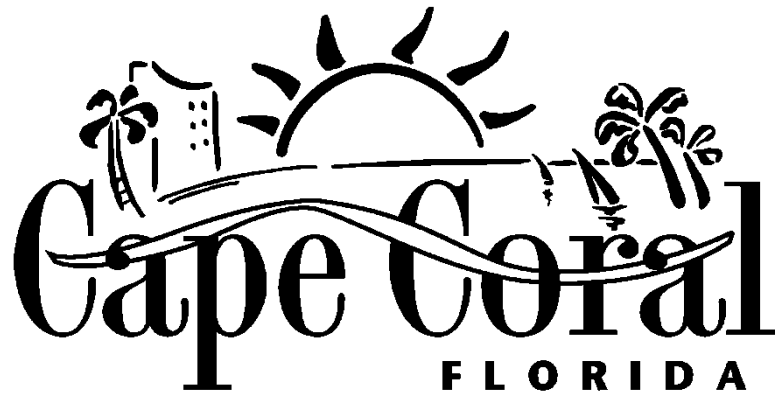
**Parks & Recreation Expenditures by Fund**  
**Summary Overview**



Note:

\*Details by department for each fund are located in each of the fund sections

City of Cape Coral, Florida  
FY 2021 - 2023 Adopted Budget





**City of Cape Coral, Florida**  
**FY 2021 - 2023 Adopted Budget**

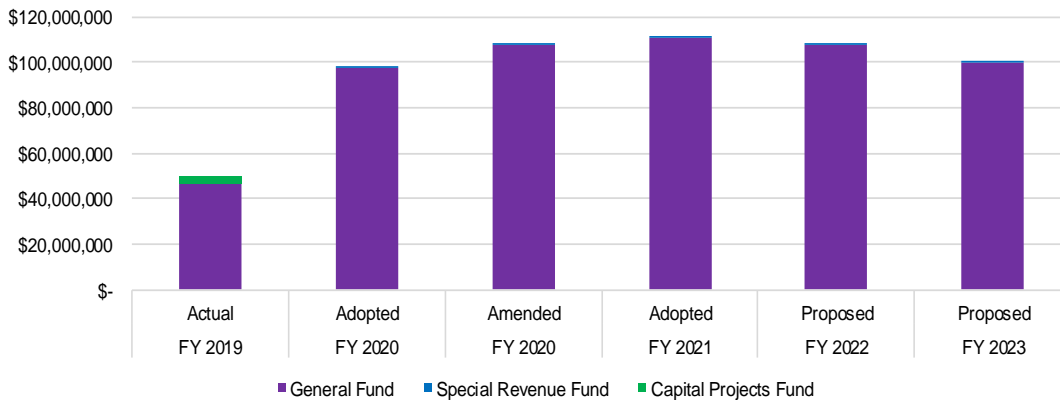
## Government Services Operating Budget

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

<b>Expenditures by Category</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
Personnel	\$ 27,176,900	\$ 27,626,260	\$ 27,226,260	\$ 25,779,244	\$ 26,733,246	\$ 27,576,927
Operating	9,808,016	12,915,530	14,505,608	12,585,087	13,542,802	15,066,850
Capital Outlay	3,084,825	-	-	-	1,500,000	-
Debt Service	-	-	-	-	-	-
Other/Transfers Out	9,805,495	12,470,906	14,559,002	13,398,911	15,924,918	15,095,868
Subtotal Expenditures	49,875,237	53,012,696	56,290,870	51,763,242	57,700,966	57,739,645
Reserves	-	44,568,337	51,260,074	58,896,711	49,953,274	42,228,809
<b>Total</b>	<b>\$ 49,875,237</b>	<b>\$ 97,581,033</b>	<b>\$107,550,944</b>	<b>\$110,659,953</b>	<b>107,654,240</b>	<b>\$ 99,968,454</b>

<b>Expenditures by Fund</b>	<b>FY 2019 Expenditures</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
General Fund						
Government Services*	\$ 46,779,941	\$ 97,489,550	\$107,423,461	\$110,567,492	\$107,559,465	\$ 99,870,833
Special Revenue Fund						
City Centrum*	77,316	91,483	127,483	92,461	94,775	97,621
Seawall Assessments*	21	-	-	-	-	-
Capital Projects Fund						
Technology*	2,603,802	-	-	-	-	-
Academic Village*	414,158	-	-	-	-	-
<b>Total</b>	<b>\$ 49,875,237</b>	<b>\$ 97,581,033</b>	<b>\$107,550,944</b>	<b>\$110,659,953</b>	<b>\$107,654,240</b>	<b>\$ 99,968,454</b>

**Government Services Expenditures by Fund  
Summary Overview**

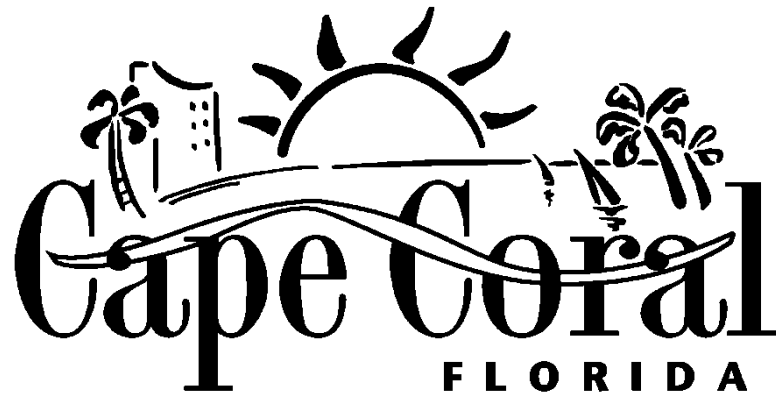


Note:

Special Revenue Fund does not show on chart due to less than 1% of total

\*Details by Department for each Fund are located in each of the Fund Sections

City of Cape Coral, Florida  
FY 2021 - 2023 Adopted Budget



City of Cape Coral, Florida  
FY 2021 - 2023 Adopted Budget

**GENERAL FUND**

<b>General Fund .....</b>	<b>7</b>
<i>Summary of General Fund Revenue by Category .....</i>	<i>7-2</i>
<i>Summary of General Fund Expenditures by Department.....</i>	<i>7-4</i>
<i>City Council .....</i>	<i>7-6</i>
<i>City Attorney.....</i>	<i>7-7</i>
<i>City Manager.....</i>	<i>7-8</i>
<i>City Auditor.....</i>	<i>7-9</i>
<i>Information Technology .....</i>	<i>7-10</i>
<i>City Clerk.....</i>	<i>7-11</i>
<i>Financial Services .....</i>	<i>7-12</i>
<i>Human Resources.....</i>	<i>7-13</i>
<i>Community Development .....</i>	<i>7-14</i>
<i>Police .....</i>	<i>7-15</i>
<i>Fire.....</i>	<i>7-16</i>
<i>Public Works .....</i>	<i>7-17</i>
<i>Parks &amp; Recreation.....</i>	<i>7-18</i>
<i>Government Services .....</i>	<i>7-19</i>

City of Cape Coral, Florida  
FY 2021 - 2023 Adopted Budget

## SUMMARY OF GENERAL FUND REVENUES BY CATEGORY

	FY 2019 Actual	FY 2020 Adopted	FY 2020 Amended	FY 2021 Adopted	FY 2022 Proposed	FY 2023 Proposed
Use of Fund Balance	\$ -	\$ -	\$ -	\$ 1,893,144	\$ 8,943,437	\$ 7,724,465
Operating Fund Balance	-	42,732,996	65,199,844	58,896,711	49,953,274	42,228,809
<b>Revenue:</b>						
Ad Valorem Taxes	93,044,124	96,194,962	96,194,962	101,530,551	105,591,773	109,815,444
MSTU-Burnt Store	713,881	948,237	948,237	1,004,956	1,035,105	1,066,158
Franchise Fees	7,018,299	6,853,846	6,853,846	6,853,846	6,923,266	7,130,964
Communications Service Tax	4,884,741	5,130,000	4,528,518	4,731,183	5,255,266	5,412,924
Public Service Tax	7,874,558	7,532,158	7,532,158	7,532,158	7,751,141	7,983,675
Local Business Tax	896,290	875,000	825,000	870,000	755,325	891,805
Licenses and Permits	34,362	40,047	40,047	28,882	28,879	28,995
Fire Service Assessment	24,383,516	25,020,014	25,020,014	25,871,305	26,647,444	27,073,212
Intergovernmental-Federal Grants	9,797,800	-	3,045,623	-	-	-
Intergovernmental-State Grants	750,282	-	197,174	-	-	-
Intergovernmental-State Shared Revenues	25,674,941	26,217,844	20,434,307	23,530,024	25,642,114	26,411,377
Intergovernmental-Local Grants	327,620	262,945	506,275	281,587	285,438	289,249
Intergovernmental-Local Shared Revenues	110,325	625,128	625,128	625,128	644,586	663,923
Charges for Service-General Government	948,352	831,026	755,026	782,477	796,302	811,492
Charges for Service-Public Safety	2,304,513	269,163	796,846	1,415,941	1,610,606	1,618,521
Charges for Service-Physical Environment	(85,825)	32,000	32,000	32,000	31,972	32,931
Charges for Service-Parks & Recreation	46,999	56,360	36,360	56,360	57,435	59,159
Charges for Service-Other	-	46,314	46,314	46,314	46,273	47,661
Internal Service Charges	5,988,116	9,033,967	9,033,967	8,496,211	8,730,485	8,207,016
Fines and Forfeits	714,526	466,913	466,913	456,913	456,933	470,341
Miscellaneous-Interest	2,399,351	883,923	883,923	883,923	895,744	922,617
Miscellaneous-Rents & Royalties	572,866	429,073	429,073	429,073	428,721	440,460
Miscellaneous-Fixed Asset Auction Proceeds	282,626	-	25,717	-	-	-
Miscellaneous-Sale of Surplus Materials	-	-	-	-	-	-
Miscellaneous-Donations	48,723	-	17,118	-	-	-
Miscellaneous-Other	1,524,685	1,629,568	1,568,986	741,749	925,760	781,741
Other Sources-Interfund Transfer	8,339,708	7,161,447	7,290,708	6,679,774	6,858,838	7,080,971
Note/Debt Proceeds	-	-	-	-	-	-
<b>Total</b>	<b>\$ 198,595,380</b>	<b>\$ 233,272,931</b>	<b>\$ 253,334,084</b>	<b>\$ 253,670,210</b>	<b>\$ 260,296,117</b>	<b>\$ 257,193,910</b>

**City of Cape Coral, Florida  
FY 2021 - 2023 Adopted Budget**

**Note:**

**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 2021 estimated receipts calculated on 96% of levy based on July 1 certified value and rate of 6.3750. Projected taxable value increases 4% in FY 2022 and FY 2023 with millage rate remaining at 6.3750.

**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 2020 Amended Budget includes: Local grants for Parks & Recreation include maintenance of the Yacht Club Beach, Four Mile Cove Ecological Park, Sirenia Vista Park and Glover Bight Park from Lee County TDC, West Coast Inland Navigation District (WCIND), and Parks Maintenance. Local grants for Public Safety with West Coast Inland Navigation District (WCIND). State grants for Public Safety pedestrian/bike. Federal grants for FEMA Hurricane Irma, COVID-19 and Public Safety.

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

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

**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, Golf Course 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 2021 - 2023 Adopted Budget**

**SUMMARY OF GENERAL FUND EXPENDITURES BY DEPARTMENT**

<b>Department</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
City Council	\$ 689,308	\$ 851,783	\$ 879,215	\$ 791,639	\$ 819,188	\$ 842,122
City Attorney	1,463,863	1,661,463	1,661,463	1,660,301	1,714,937	1,769,653
City Manager	1,914,771	2,859,539	2,859,539	2,711,721	2,830,555	2,880,780
City Auditor	653,167	820,394	820,394	878,450	843,940	874,419
Information Technology	6,498,019	7,994,932	8,130,770	8,679,932	9,133,231	10,144,609
City Clerk	1,436,310	1,657,400	1,657,400	1,701,838	1,806,830	1,833,252
Financial Services	3,358,586	3,638,702	3,638,702	3,777,030	3,904,326	4,027,472
Human Resources	1,581,548	1,713,499	1,713,499	1,709,004	1,767,685	1,820,797
Community Development	4,568,279	5,703,816	5,703,816	5,616,361	5,786,335	6,007,121
Police	39,258,191	43,213,368	45,977,867	47,528,713	48,828,983	50,234,883
Fire	32,324,858	36,276,519	39,394,474	38,648,386	43,145,060	43,569,845
Public Works	11,311,834	15,989,867	16,341,245	14,800,581	15,279,773	15,907,702
Parks & Rec	13,611,163	13,402,099	17,132,239	14,598,762	16,875,809	17,410,422
Government Services	46,778,462	52,921,213	56,163,387	51,670,781	57,606,191	57,642,024
Subtotal Expenditures	165,448,360	188,704,594	202,074,010	194,773,499	210,342,843	214,965,101
Reserves	-	44,568,337	51,260,074	58,896,711	49,953,274	42,228,809
<b>Total</b>	<b>\$ 165,448,360</b>	<b>\$ 233,272,931</b>	<b>\$ 253,334,084</b>	<b>\$ 253,670,210</b>	<b>\$ 260,296,117</b>	<b>\$ 257,193,910</b>

**Note:**

**Personnel:** 50 additional full-time equivalents have been approved for FY 2021 - 2023. FY 2021 - 26 FTE's, FY 2022 - 24 FTE's.

**Cost Escalations:** In accordance with Burton's General Fund Model.

**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.

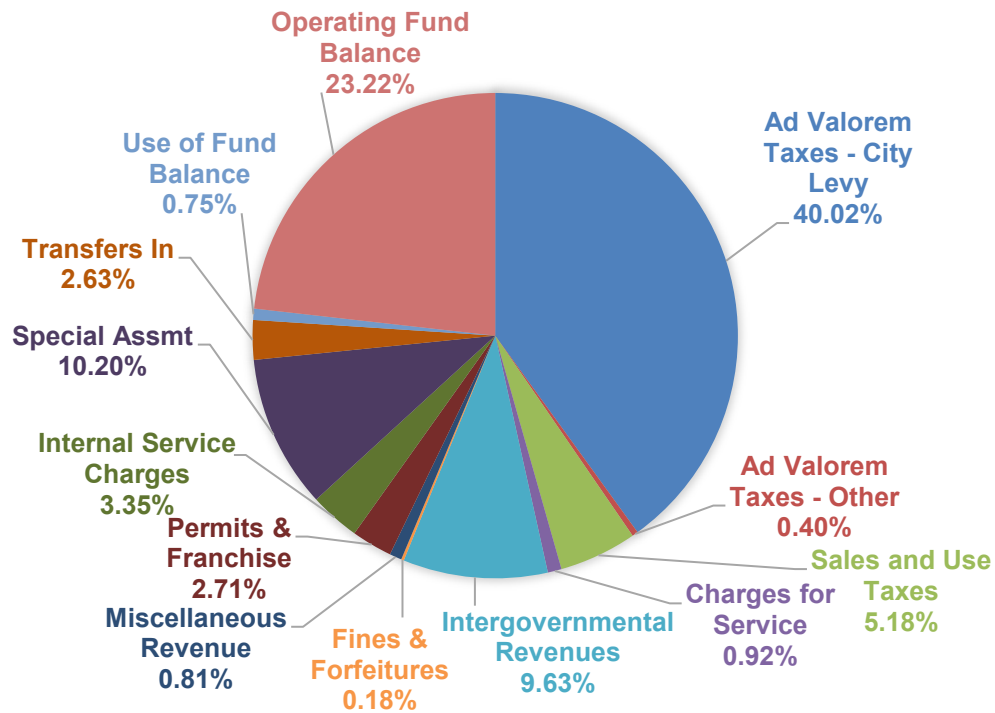
**Debt Service:** The General Fund will have responsibility for a portion of the annual debt service for the 2015 Special Obligation Refunding Bonds as projected Park Impact Fee Revenue will be inadequate.

**Capital:** The requirements for capital investment were included in the Burton Model. New and Replacement Fleet rolling stock items are budgeted at the department/division level and not at fund level. The Fleet Manager will manage all purchases.

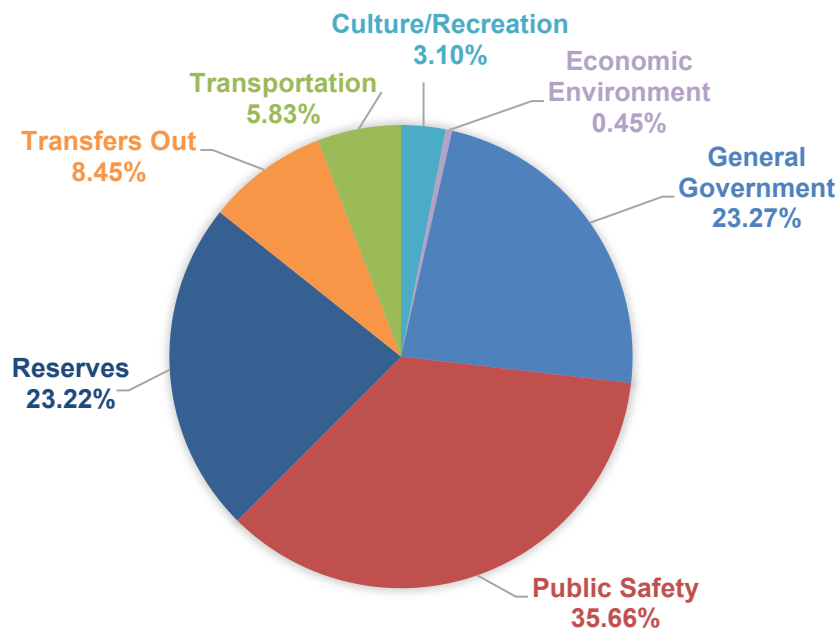
**Transfers Out:** In support of the reinstated local road resurfacing program, the General Fund will transfer \$4,550,000 in FY 2021 and \$6,500,000 in FY 2022 and FY 2023 to the Transportation Capital Project Fund. A transfer of \$312,000 to the Public Works Transportation Capital for Median Maintenance and \$520,000 for Alley Resurfacing in FY 2021 - 2023.

City of Cape Coral, Florida  
FY 2021 - 2023 Adopted Budget

### FY 2021 General Fund Revenue Sources by Classification



### FY 2021 General Fund Expenditures by Major Program Area



**City of Cape Coral, Florida**  
**FY 2021 - 2023 Adopted Budget**

## City Council Operating Budget

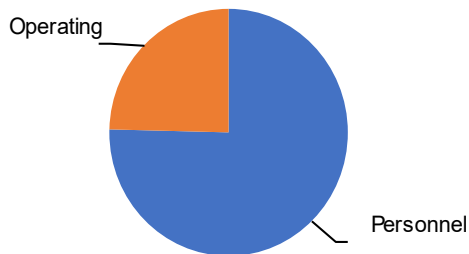
<b>Expenditures by Category</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
Personnel	\$ 553,209	\$ 654,206	\$ 654,206	\$ 596,793	\$ 614,747	\$ 631,771
Operating	136,099	197,577	225,009	194,846	204,441	210,351
Capital Outlay	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other/Transfers Out	-	-	-	-	-	-
<b>Total</b>	<b>\$ 689,308</b>	<b>\$ 851,783</b>	<b>\$ 879,215</b>	<b>\$ 791,639</b>	<b>\$ 819,188</b>	<b>\$ 842,122</b>

<b>Expenditures by Program</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
City Council	\$ 689,308	\$ 851,783	\$ 874,215	\$ 786,639	\$ 814,188	\$ 837,122
Youth Council <sup>1</sup>	-	-	5,000	5,000	5,000	5,000
<b>Total</b>	<b>\$ 689,308</b>	<b>\$ 851,783</b>	<b>\$ 879,215</b>	<b>\$ 791,639</b>	<b>\$ 819,188</b>	<b>\$ 842,122</b>

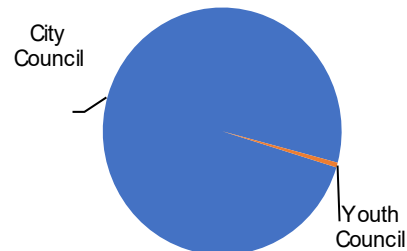
Note:

<sup>1</sup> FY 2020 creation of new business unit to recognize Youth Council associated activities expense. Business unit managed/funded by City Council.

**Expenditures by Category**



**Expenditures by Program**





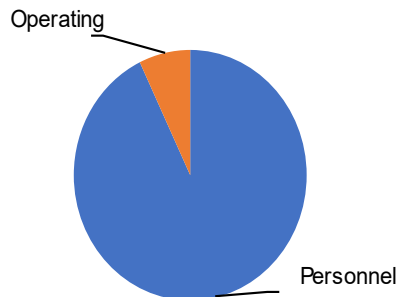
City of Cape Coral, Florida  
FY 2021 - 2023 Adopted Budget

## City Attorney Operating Budget

<b>Expenditures by Category</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
Personnel	\$ 1,364,991	\$1,544,916	\$1,544,916	\$1,542,008	\$1,594,105	\$ 1,645,259
Operating	98,872	116,547	116,547	118,293	120,832	124,394
Capital Outlay	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other/Transfers Out	-	-	-	-	-	-
<b>Total</b>	<b>\$ 1,463,863</b>	<b>\$1,661,463</b>	<b>\$1,661,463</b>	<b>\$1,660,301</b>	<b>\$1,714,937</b>	<b>\$ 1,769,653</b>

<b>Expenditures by Program</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
City Attorney	\$ 1,463,863	\$1,661,463	\$1,661,463	\$1,660,301	\$1,714,937	\$ 1,769,653
<b>Total</b>	<b>\$ 1,463,863</b>	<b>\$1,661,463</b>	<b>\$1,661,463</b>	<b>\$1,660,301</b>	<b>\$1,714,937</b>	<b>\$ 1,769,653</b>

**Expenditures by Category**

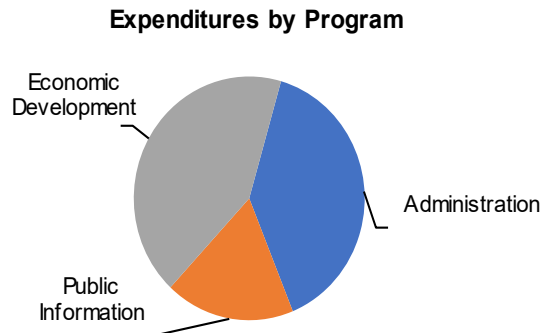
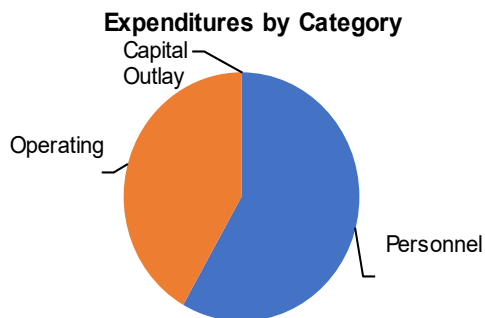


**City of Cape Coral, Florida**  
**FY 2021 - 2023 Adopted Budget**

## City Manager Operating Budget

<b>Expenditures by Category</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
Personnel	\$ 1,118,602	\$1,606,116	\$1,606,116	\$1,579,389	\$1,630,421	\$1,680,809
Operating	796,170	1,253,423	1,253,423	1,132,332	1,165,134	1,199,971
Capital Outlay	-	-	-	-	35,000	-
Debt Service	-	-	-	-	-	-
Other/Transfers Out	-	-	-	-	-	-
<b>Total</b>	<b>\$ 1,914,771</b>	<b>\$2,859,539</b>	<b>\$2,859,539</b>	<b>\$2,711,721</b>	<b>\$2,830,555</b>	<b>\$2,880,780</b>

<b>Expenditures by Program</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
Administration	\$ 887,842	\$1,053,145	\$1,053,145	\$1,068,326	\$1,100,301	\$1,133,166
Public Information	349,774	490,933	490,933	491,377	506,012	521,599
Economic Development	677,155	1,315,461	1,315,461	1,152,018	1,189,242	1,226,015
Fleet Rolling Stock	-	-	-	-	35,000	-
<b>Total</b>	<b>\$ 1,914,771</b>	<b>\$2,859,539</b>	<b>\$2,859,539</b>	<b>\$2,711,721</b>	<b>\$2,830,555</b>	<b>\$2,880,780</b>

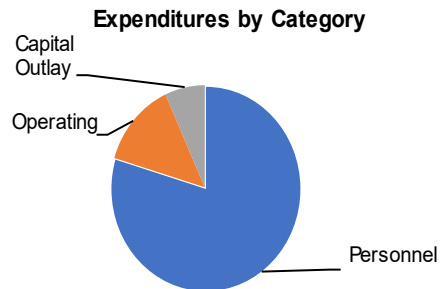


**City of Cape Coral, Florida**  
**FY 2021 - 2023 Adopted Budget**

## City Auditor Operating Budget

<b>Expenditures by Category</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
Personnel	\$ 564,787	\$ 615,686	\$ 615,686	\$ 699,615	\$ 722,183	\$ 744,686
Operating	88,380	204,708	204,708	118,835	121,757	129,733
Capital Outlay	-	-	-	60,000	-	-
Debt Service	-	-	-	-	-	-
Other/Transfers Out	-	-	-	-	-	-
<b>Total</b>	<b>\$ 653,167</b>	<b>\$ 820,394</b>	<b>\$ 820,394</b>	<b>\$ 878,450</b>	<b>\$ 843,940</b>	<b>\$ 874,419</b>

<b>Expenditures by Program</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
City Auditor	\$ 653,167	\$ 820,394	\$ 820,394	\$ 878,450	\$ 843,940	\$ 874,419
<b>Total</b>	<b>\$ 653,167</b>	<b>\$ 820,394</b>	<b>\$ 820,394</b>	<b>\$ 878,450</b>	<b>\$ 843,940</b>	<b>\$ 874,419</b>

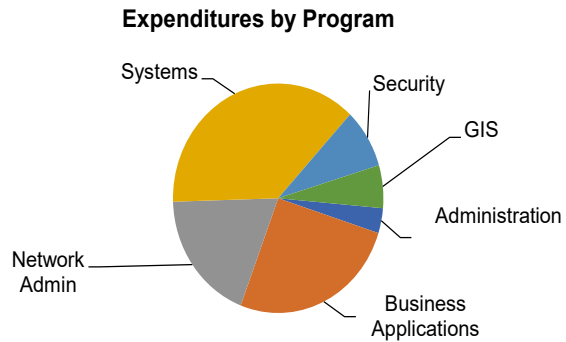
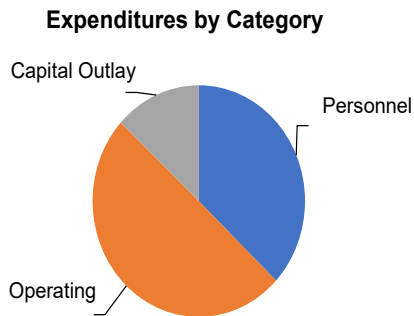


City of Cape Coral, Florida  
FY 2021 - 2023 Adopted Budget

## Information Technology Services Operating Budget

Expenditures by Category	FY 2019 Actual	FY 2020 Adopted	FY 2020 Amended	FY 2021 Adopted	FY 2022 Proposed	FY 2023 Proposed
Personnel	\$ 2,725,148	\$ 2,995,668	\$ 2,995,668	\$ 3,215,542	\$ 3,321,966	\$ 3,427,328
Operating	3,014,401	4,124,264	4,516,949	4,324,390	4,251,265	4,512,281
Capital Outlay	758,470	875,000	618,153	1,140,000	1,560,000	2,205,000
<b>Total</b>	<b>\$ 6,498,019</b>	<b>\$ 7,994,932</b>	<b>\$ 8,130,770</b>	<b>\$ 8,679,932</b>	<b>\$ 9,133,231</b>	<b>\$ 10,144,609</b>

Expenditures by Program	FY 2019 Actual	FY 2020 Adopted	FY 2020 Amended	FY 2021 Adopted	FY 2022 Proposed	FY 2023 Proposed
Administration	\$ 276,735	\$ 299,884	\$ 336,884	\$ 305,950	\$ 317,239	\$ 326,562
Business Applications	1,372,356	2,515,767	2,549,415	2,247,297	2,075,769	2,916,788
Network Admin	1,284,705	1,301,253	1,285,473	1,624,360	1,946,766	2,086,197
Systems	2,732,415	2,682,452	2,694,452	3,250,448	3,422,371	3,346,851
Security	370,418	598,593	693,193	727,570	834,276	860,820
GIS	470,381	596,983	546,983	524,307	536,810	607,391
Fleet Rolling Stock	-	-	24,370	-	-	-
Special Store	(8,991)	-	-	-	-	-
<b>Total</b>	<b>\$ 6,498,019</b>	<b>\$ 7,994,932</b>	<b>\$ 8,130,770</b>	<b>\$ 8,679,932</b>	<b>\$ 9,133,231</b>	<b>\$ 10,144,609</b>

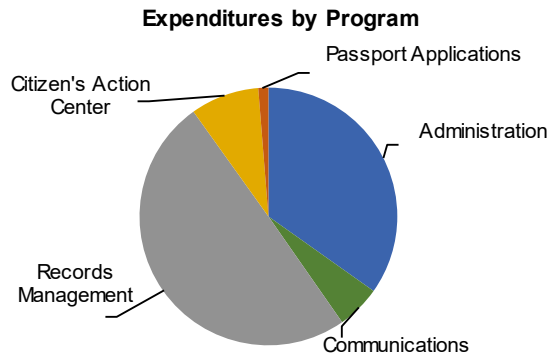
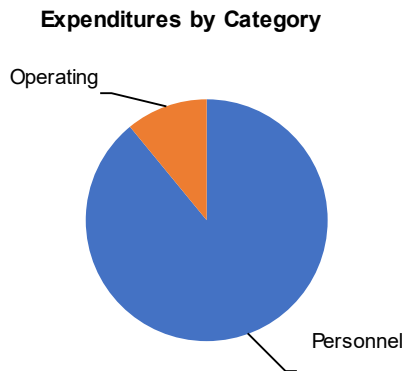


City of Cape Coral, Florida  
FY 2021 - 2023 Adopted Budget

## City Clerk Operating Budget

<b>Expenditures by Category</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
Personnel	\$ 1,272,211	\$ 1,445,658	\$ 1,445,658	\$ 1,515,646	\$ 1,565,272	\$ 1,613,482
Operating	156,984	211,742	211,742	186,192	209,958	205,170
Capital Outlay	7,115	-	-	-	31,600	14,600
Debt Service	-	-	-	-	-	-
Other/Transfers Out	-	-	-	-	-	-
<b>Total</b>	<b>\$ 1,436,310</b>	<b>\$ 1,657,400</b>	<b>\$ 1,657,400</b>	<b>\$ 1,701,838</b>	<b>\$ 1,806,830</b>	<b>\$ 1,833,252</b>

<b>Expenditures by Program</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
Administration	\$ 474,462	\$ 579,810	\$ 579,810	\$ 592,488	\$ 621,168	\$ 637,654
Communications	50,334	99,110	99,110	93,547	96,016	99,101
Records Management	755,854	820,527	820,527	847,636	910,447	914,083
Citizen's Action Center	131,607	136,905	136,905	146,691	151,911	156,416
Passport Applications	24,053	21,048	21,048	21,476	27,288	25,998
Fleet Rolling Stock	-	-	-	-	-	-
<b>Total</b>	<b>\$ 1,436,310</b>	<b>\$ 1,657,400</b>	<b>\$ 1,657,400</b>	<b>\$ 1,701,838</b>	<b>\$ 1,806,830</b>	<b>\$ 1,833,252</b>



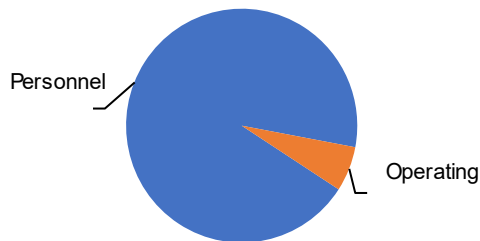
City of Cape Coral, Florida  
FY 2021 - 2023 Adopted Budget

## Financial Services Operating Budget

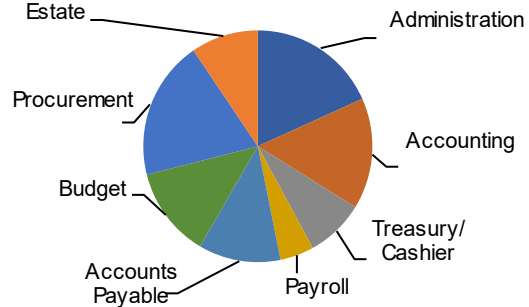
	FY 2019	FY 2020	FY 2020	FY 2021	FY 2022	FY 2023
Expenditures by Category	Actual	Adopted	Amended	Adopted	Proposed	Proposed
Personnel	\$3,187,426	\$3,411,395	\$3,411,395	\$3,542,435	\$3,659,207	\$3,773,458
Operating	171,160	227,307	227,307	234,595	245,119	254,014
<b>Total</b>	<b>\$3,358,586</b>	<b>\$3,638,702</b>	<b>\$3,638,702</b>	<b>\$3,777,030</b>	<b>\$3,904,326</b>	<b>\$4,027,472</b>

	FY 2019	FY 2020	FY 2020	FY 2021	FY 2022	FY 2023
Expenditures by Program	Actual	Adopted	Amended	Adopted	Proposed	Proposed
Administration	\$ 628,842	\$ 657,670	\$ 657,670	\$ 690,389	\$ 712,984	\$ 735,021
Accounting	447,725	575,951	575,951	586,383	604,954	624,297
Treasury/Cashier	274,606	294,251	294,251	311,293	320,447	325,693
Payroll	179,590	172,180	172,180	180,196	187,779	193,741
Accounts Payable	380,702	409,914	409,914	438,032	455,741	475,253
Budget	439,168	432,540	432,540	477,238	493,468	508,516
Procurement	681,265	716,644	716,644	734,582	759,126	784,595
Real Estate	326,689	379,552	379,552	358,917	369,827	380,356
<b>Total</b>	<b>\$3,358,586</b>	<b>\$3,638,702</b>	<b>\$3,638,702</b>	<b>\$3,777,030</b>	<b>\$3,904,326</b>	<b>\$4,027,472</b>

Expenditures by Category



Expenditures by Program



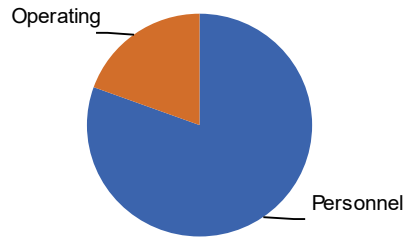
City of Cape Coral, Florida  
FY 2021 - 2023 Adopted Budget

## Human Resources Operating Budget

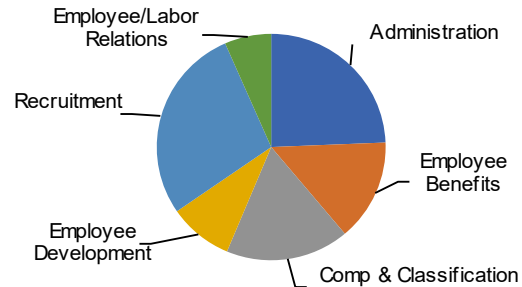
<b>Expenditures by Category</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
Personnel	\$ 1,299,071	\$1,375,322	\$1,375,322	\$1,376,216	\$1,420,827	\$ 1,465,307
Operating	282,476	331,977	338,177	332,788	346,858	355,490
Capital Outlay	-	6,200	-	-	-	-
Debt Service	-	-	-	-	-	-
Other/Transfers Out	-	-	-	-	-	-
<b>Total</b>	<b>\$ 1,581,548</b>	<b>\$1,713,499</b>	<b>\$1,713,499</b>	<b>\$1,709,004</b>	<b>\$1,767,685</b>	<b>\$ 1,820,797</b>

<b>Expenditures by Program</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
Administration	\$ 374,777	\$ 420,819	\$ 420,819	\$ 416,345	\$ 429,395	\$ 441,712
Employee Benefits	300,826	322,436	322,436	247,969	256,724	264,663
Comp & Classification	223,737	238,292	238,292	298,108	308,053	317,680
Employee Development	116,405	151,627	151,627	155,344	160,836	165,478
Recruitment	437,717	464,736	464,736	478,626	494,400	509,219
Employee/Labor Relations	128,086	115,589	115,589	112,612	118,277	122,045
<b>Total</b>	<b>\$ 1,581,548</b>	<b>\$1,713,499</b>	<b>\$1,713,499</b>	<b>\$1,709,004</b>	<b>\$1,767,685</b>	<b>\$ 1,820,797</b>

**Expenditures by Category**



**Expenditures by Program**

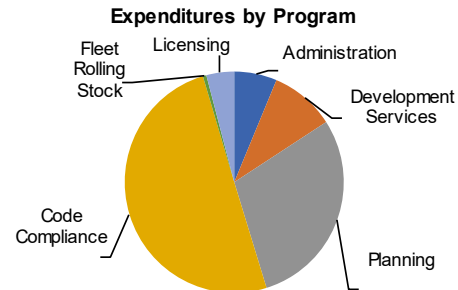
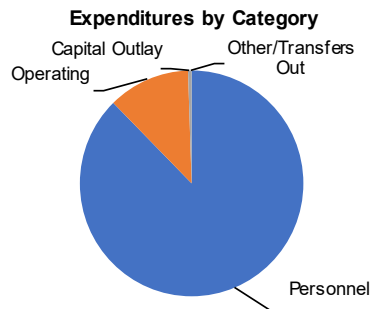


**City of Cape Coral, Florida**  
**FY 2021 - 2023 Adopted Budget**

## Community Development Operating Budget

Expenditures by Category	FY 2019 Actual	FY 2020 Adopted	FY 2020 Amended	FY 2021 Adopted	FY 2022 Proposed	FY 2023 Proposed
Personnel	\$ 4,149,763	\$ 4,819,244	\$ 4,819,244	\$ 4,921,751	\$ 5,094,067	\$ 5,264,381
Operating	376,168	668,572	668,572	665,610	692,268	710,740
Capital Outlay	25,948	216,000	216,000	29,000	-	32,000
Debt Service	-	-	-	-	-	-
Other/Transfers Out	16,400	-	-	-	-	-
<b>Total</b>	<b>\$ 4,568,279</b>	<b>\$ 5,703,816</b>	<b>\$ 5,703,816</b>	<b>\$ 5,616,361</b>	<b>\$ 5,786,335</b>	<b>\$ 6,007,121</b>

Expenditures by Program	FY 2019 Actual	FY 2020 Adopted	FY 2020 Amended	FY 2021 Adopted	FY 2022 Proposed	FY 2023 Proposed
Administration	\$ 268,741	\$ 343,707	\$ 343,707	\$ 353,984	\$ 365,150	\$ 374,439
Development Services	427,180	561,913	561,913	536,503	554,085	570,997
Planning	1,270,370	1,600,573	1,600,573	1,649,954	1,709,524	1,762,990
Code Compliance	2,343,323	2,758,106	2,758,106	2,816,338	2,919,198	3,020,908
Code Unlicensed Contractor	2,605	-	-	-	-	-
Fleet Rolling Stock	42,348	216,000	216,000	29,000	-	32,000
Licensing	213,712	223,517	223,517	230,582	238,378	245,787
<b>Total</b>	<b>\$ 4,568,279</b>	<b>\$ 5,703,816</b>	<b>\$ 5,703,816</b>	<b>\$ 5,616,361</b>	<b>\$ 5,786,335</b>	<b>\$ 6,007,121</b>





**City of Cape Coral, Florida**  
**FY 2021 - 2023 Adopted Budget**

## Police Operating Budget

<b>Expenditures by Category</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
Personnel <sup>1</sup>	\$33,114,529	\$36,333,635	\$37,407,893	\$40,882,084	\$42,203,331	\$43,516,001
Operating	4,623,600	5,044,433	6,351,060	5,104,429	5,223,460	5,400,882
Capital Outlay <sup>2</sup>	1,515,951	1,835,300	2,218,914	1,542,200	1,402,192	1,318,000
Other/Transfers Out <sup>3</sup>	4,112	-	-	-	-	-
<b>Total</b>	<b>\$39,258,191</b>	<b>\$43,213,368</b>	<b>\$45,977,867</b>	<b>\$47,528,713</b>	<b>\$48,828,983</b>	<b>\$50,234,883</b>

<b>Expenditures by Program</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
Support Administration	\$ 5,822,091	\$ 6,590,096	\$ 6,581,816	\$ 6,920,941	\$ 7,170,218	\$ 7,432,738
Communication & Records	4,270,663	4,801,757	4,812,475	4,922,574	5,175,390	5,219,769
Investigative Services	5,578,057	6,745,287	6,763,936	7,530,302	7,772,580	8,023,745
Patrol	13,636,372	14,861,425	16,608,688	16,365,875	16,873,918	17,400,515
Special Operations	3,910,021	4,309,556	4,324,416	5,306,337	5,456,447	5,611,364
Do The Right Thing	68,084	68,268	68,268	73,598	76,125	78,575
Community Services <sup>2</sup>	4,175,429	4,004,314	3,979,814	4,919,299	5,083,867	5,243,928
Explorer Program <sup>4</sup>	75	-	28,331	-	-	-
Project Lifesaver <sup>4</sup>	-	-	6,478	-	-	-
Fleet Rolling Stock	1,090,006	1,734,800	1,992,398	1,373,200	1,100,000	1,100,000
Police Grants	707,394	97,865	811,247	116,587	120,438	124,249
<b>Total</b>	<b>\$39,258,191</b>	<b>\$43,213,368</b>	<b>\$45,977,867</b>	<b>\$47,528,713</b>	<b>\$48,828,983</b>	<b>\$50,234,883</b>

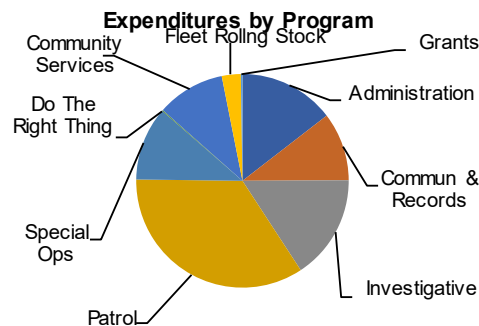
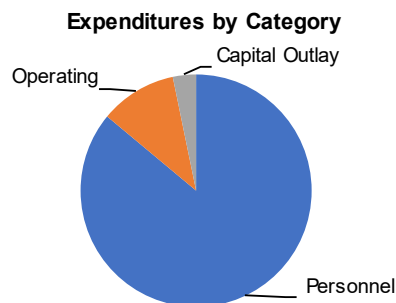
Note:

<sup>1</sup> See section 15-C for personnel changes.

<sup>2</sup> FY 2019 The School Resource Officer Program is budgeted in this Bureau.

<sup>3</sup> FY 2019 Transfer Out for purchasing a capital asset.

<sup>4</sup> FY 2019 Created Explorer Program and Project Lifesaver for specific programs operating from donations.



**City of Cape Coral, Florida  
FY 2021 - 2023 Adopted Budget**

## Fire Operating Budget

<b>Expenditures by Category</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
Personnel <sup>1</sup>	\$26,865,677	\$27,836,784	\$28,536,784	\$30,542,959	\$32,760,851	\$34,400,942
Operating <sup>2</sup>	4,163,700	4,975,719	5,703,527	5,313,300	5,626,156	5,984,530
Capital Outlay <sup>2</sup>	493,778	2,599,641	3,974,982	1,469,769	2,643,859	1,617,843
Other/Transfers Out <sup>2</sup>	801,703	864,375	1,179,181	1,322,358	2,114,194	1,566,530
<b>Total</b>	<b>\$32,324,858</b>	<b>\$36,276,519</b>	<b>\$39,394,474</b>	<b>\$38,648,386</b>	<b>\$43,145,060</b>	<b>\$43,569,845</b>

<b>Expenditures by Program</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
Administration	\$ 996,301	\$ 1,248,771	\$ 1,239,331	\$ 1,700,436	\$ 1,724,414	\$ 1,818,704
EOC Operations	230,814	195,579	195,990	209,402	218,326	224,162
Grants	40,337	-	407,267	-	-	-
Logistics	761,244	886,927	897,448	965,015	1,072,413	1,028,283
Special Operations	331,562	336,388	336,662	331,605	343,331	358,182
Fire Training <sup>3</sup>	233,556	256,786	257,060	-	-	-
Emergency Medical Ser	435,475	508,951	509,225	557,277	578,470	594,726
Life Safety <sup>3</sup>	823,181	906,948	908,591	1,228,495	1,248,901	1,290,245
Fire Plan Review <sup>3</sup>	168,670	217,000	217,000	-	-	-
Operations <sup>2</sup>	27,325,192	28,542,363	30,477,744	31,725,155	34,826,912	36,158,498
Public Affairs <sup>3</sup>	133,952	153,095	151,169	(1,208)	-	-
Professional Standards <sup>3</sup>	542,168	676,345	673,132	757,652	770,372	795,545
Fleet Rolling Stock	302,406	2,347,366	3,123,855	1,174,557	2,361,921	1,301,500
<b>Total</b>	<b>\$32,324,858</b>	<b>\$36,276,519</b>	<b>\$39,394,474</b>	<b>\$38,648,386</b>	<b>\$43,145,060</b>	<b>\$43,569,845</b>

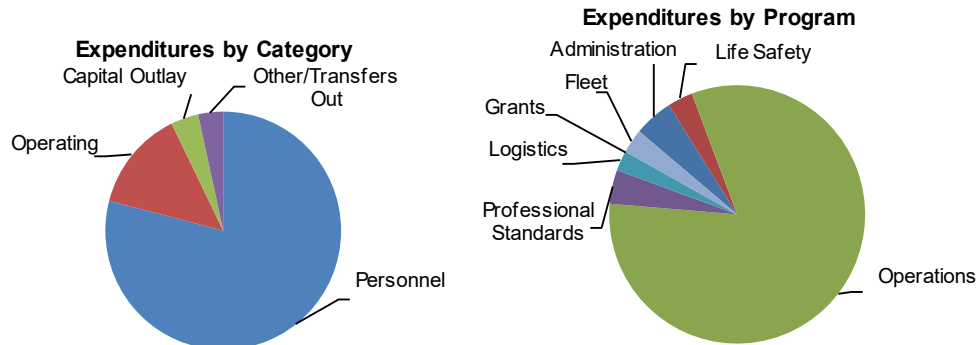
Note:

<sup>1</sup> See section 15-C for personnel changes.

<sup>2</sup> FY 2019 Station 11 operating costs began. FY 2020 Station 2 debt payments begin in Quarter 4, Station 12 design and apparatus costs were advanced. FY 2021 Station 12 personnel are budgeted 25% of the year and debt payments begin in the 4th Quarter. FY 2022 Station 13 design costs and apparatus. FY 2023 Station 13 personnel at 50% of the year and debt 4th Quarter.

<sup>3</sup> FY 2021 Fire Training Division merged into Professional Standards, Fire Plan Review merged into Life Safety and Public Affairs merged into Administration.

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



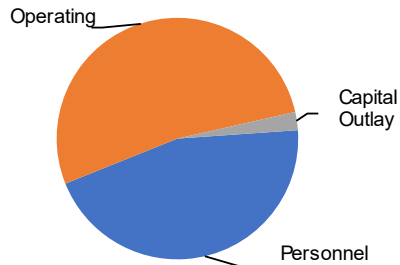
**City of Cape Coral, Florida**  
**FY 2021 - 2023 Adopted Budget**

## Public Works Operating Budget

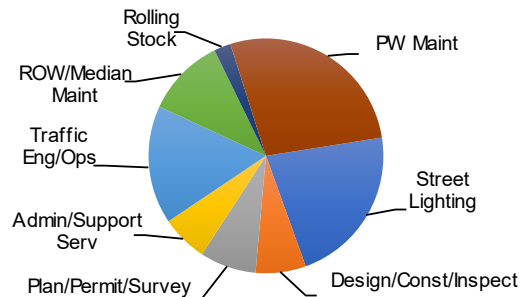
<b>Expenditures by Category</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
Personnel	\$ 5,608,293	\$ 6,366,034	\$ 6,331,034	\$ 6,664,570	\$ 6,889,122	\$ 7,109,190
Operating	5,263,662	9,041,171	9,140,338	7,776,011	8,047,651	8,260,012
Capital Outlay	333,385	582,662	869,873	360,000	343,000	538,500
Other/Transfers Out	106,494	-	-	-	-	-
<b>Total</b>	<b>\$11,311,834</b>	<b>\$15,989,867</b>	<b>\$16,341,245</b>	<b>\$14,800,581</b>	<b>\$15,279,773</b>	<b>\$15,907,702</b>

<b>Expenditures by Program</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
General Support Services	\$ -	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
Inspections D&C	255,985	313,226	313,226	347,469	362,366	373,222
Administration General Fund	833,131	1,367,775	1,367,775	898,918	936,772	965,678
Design and Construction	538,623	659,928	659,928	676,480	711,137	733,720
Fleet Rolling Stock	428,671	413,500	760,867	342,000	343,000	342,500
Improved Median Maintenance	907,952	2,101,740	2,101,740	1,611,926	1,646,050	1,687,203
Maintenance	3,121,416	4,124,595	4,079,213	4,056,511	4,187,527	4,318,539
Planning and Permitting	310,720	397,995	397,995	415,767	428,468	441,635
Survey	469,909	847,451	896,844	734,132	768,184	922,331
Traffic Engineering	681,051	801,307	801,307	867,590	902,136	927,825
Traffic Operations	1,048,333	1,444,124	1,444,124	1,543,531	1,599,602	1,704,404
Right of Way Maintenance	897	-	-	-	-	-
Transportation Street Lighting	2,715,145	3,468,226	3,468,226	3,256,257	3,344,531	3,440,645
<b>Total</b>	<b>\$11,311,834</b>	<b>\$15,989,867</b>	<b>\$16,341,245</b>	<b>\$14,800,581</b>	<b>\$15,279,773</b>	<b>\$15,907,702</b>

**Expenditures by Category**



**Expenditure by Program**

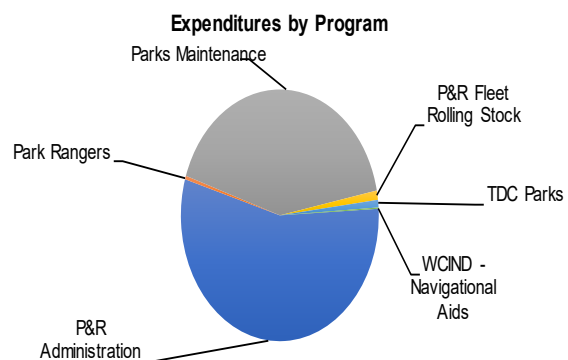
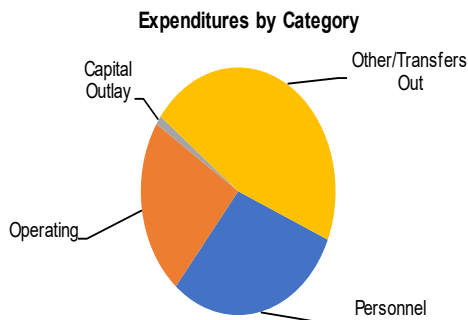


**City of Cape Coral, Florida  
FY 2021 - 2023 Adopted Budget**

**Parks & Recreation  
Operating Budget**

Expenditures by Category	FY 2019 Actual	FY 2020 Adopted	FY 2020 Amended	FY 2021 Adopted	FY 2022 Proposed	FY 2023 Proposed
Personnel	\$ 3,860,768	\$ 4,230,578	\$ 3,765,578	\$ 4,332,907	\$ 5,309,740	\$ 5,457,242
Operating	2,806,204	3,087,515	2,822,315	3,369,646	4,383,466	4,508,496
Capital Outlay	106,193	-	440,236	172,500	486,500	399,500
Other/Transfers Out	6,837,999	6,084,006	10,104,110	6,723,709	6,696,103	7,045,184
<b>Total</b>	<b>\$ 13,611,163</b>	<b>\$ 13,402,099</b>	<b>\$ 17,132,239</b>	<b>\$ 14,598,762</b>	<b>\$ 16,875,809</b>	<b>\$ 17,410,422</b>

Expenditures by Program	FY 2019 Actual	FY 2020 Adopted	FY 2020 Amended	FY 2021 Adopted	FY 2022 Proposed	FY 2023 Proposed
Marine Services	\$ 113,838	\$ 147,993	\$ 147,993	\$ 148,520	\$ 150,353	\$ 152,240
Park Rangers	48,502	72,333	72,333	65,983	68,329	70,439
Parks and Rec General Adm	7,410,888	6,804,150	10,856,444	7,441,734	7,438,134	7,810,362
Parks Maintenance	5,288,681	5,634,957	5,172,164	6,031,384	7,973,671	8,348,119
Parks&Rec Fleet Rolling Stock	77,335	-	137,829	172,500	489,300	257,000
Recreation Administration	299,849	340,480	340,650	348,213	357,472	366,242
Revenue/Special Facilities Adm	221,896	237,186	239,826	225,428	233,550	241,020
TDC Eco Park Maintenance	47,414	53,000	53,000	53,000	53,000	53,000
TDC Glover Bight Maint	6,075	8,000	8,000	8,000	8,000	8,000
TDC Sirenia Vista Maintenance	7,239	10,000	10,000	10,000	10,000	10,000
TDC Sirenia Vista Ph III Brdwn	42,306	-	-	-	-	-
TDC YC Beach Maintenance	41,242	69,000	69,000	69,000	69,000	69,000
WCIND - Navigational Aids	5,900	25,000	25,000	25,000	25,000	25,000
<b>Total</b>	<b>\$ 13,611,163</b>	<b>\$ 13,402,099</b>	<b>\$ 17,132,239</b>	<b>\$ 14,598,762</b>	<b>\$ 16,875,809</b>	<b>\$ 17,410,422</b>



**City of Cape Coral, Florida**  
**FY 2021 - 2023 Adopted Budget**

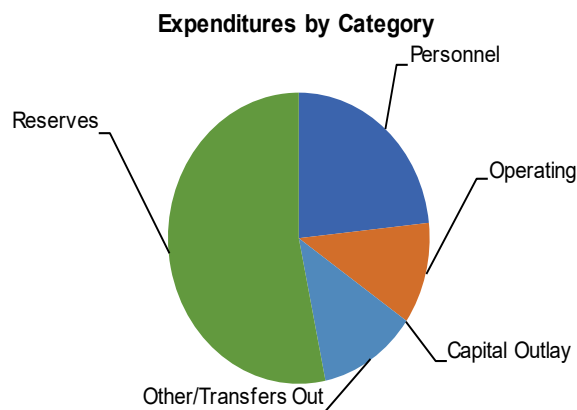
**Government Services**  
**Operating Budget**

<b>Expenditures by Category</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
Personnel	\$ 27,176,900	\$ 27,626,260	\$ 27,226,260	\$ 25,779,244	\$ 26,733,246	\$ 27,576,927
Operating	9,726,518	12,824,047	14,378,125	12,492,626	13,448,027	14,969,229
Capital Outlay	71,028	-	-	-	1,500,000	-
Debt Service	-	-	-	-	-	-
Other/Transfers Out	9,805,495	12,470,906	14,559,002	13,398,911	15,924,918	15,095,868
Subtotal Expenditures	46,779,941	52,921,213	56,163,387	51,670,781	57,606,191	57,642,024
Reserves	-	44,568,337	51,260,074	58,896,711	49,953,274	42,228,809
<b>Total</b>	<b>\$ 46,779,941</b>	<b>\$ 97,489,550</b>	<b>\$ 107,423,461</b>	<b>\$ 110,567,492</b>	<b>107,559,465</b>	<b>\$ 99,870,833</b>

<b>Expenditures by Program</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
Donations						
Good Wheels	\$ 40,000	\$ 54,000	\$ 54,000	\$ -	-	\$ -
Wildlife Conservation	-	100,000	100,000	-	-	-
Bike/Pedestrian Paths	717	-	27,134	-	-	-
Assessment Lot Mow & Utility <sup>2</sup>	1,128,044	1,150,000	1,751,000	1,850,000	1,850,000	1,850,000
Property/Liability Insurance <sup>3</sup>	1,042,764	1,139,153	1,139,153	1,147,753	1,170,708	1,194,122
General Fund Transfers <sup>4</sup>						
Assessment Stormwater Fees	585,247	600,000	-	-	-	-
On-Behalf Pension Payments	3,167,735	2,900,000	3,300,000	2,690,117	3,564,406	4,722,838
To Alarm Fee	4,485	6,039	20,432	22,350	25,728	29,047
To CRA (Tax Increment)	1,665,050	1,961,522	1,961,522	1,823,109	1,914,264	1,990,835
To City Centrum	77,096	91,483	127,483	92,461	94,775	97,621
To Trans Cap -Road Resurface	-	2,500,000	2,500,000	4,550,000	6,500,000	6,500,000
To Transportation Cap-Alleys	-	312,000	312,000	312,000	312,000	312,000
To Transportation Cap-Medians	142,940	520,000	520,000	520,000	520,000	520,000
To Transportation Cap-Sidewalks	-	-	1,000,000	-	-	-
To Transportation Cap-Medians	-	-	1,000,000	-	-	-
To PW Fleet Building	-	-	-	-	-	-
To Academic Village	793,040	-	-	-	-	-
To CRA Streetscape	101,445	-	-	-	-	-
To Computer Systems	902,211	-	-	-	-	-
To Parks Capital Projects	143,000	-	37,703	-	-	-
Debt Service <sup>5</sup>						
2008 Bonds Police HQ	1,241,623	-	-	-	-	-
2012 Bonds Fire St 3 & 4	462,636	462,641	462,641	462,642	462,637	462,634
2014 Cap Improvement Bonds	606,210	607,085	607,085	602,983	603,282	607,866
2015 Special Obligation Note	755,050	984,456	984,456	1,019,120	1,492,634	1,494,360
2015 Special Obligation Note	1,803,648	1,805,086	1,805,086	1,802,996	1,804,848	881,505
2017 Special Obligation Note	1,020,579	2,195,000	2,195,000	2,191,250	2,194,750	2,200,000
Capital Lease	-	440,000	440,000	-	-	-
Capital Debt	-	585,594	585,594	-	-	-
Retiree Cost <sup>6</sup>						
Annual Costs - Retirement	7,046,278	8,104,810	7,704,810	8,520,134	8,912,922	9,177,522
UAAL General Pension	7,749,202	6,451,749	6,451,749	6,163,687	6,364,007	6,570,838
UAAL Police Pension	4,072,993	5,354,764	5,354,764	5,194,445	5,363,265	5,537,572
UAAL Fire Pension	8,145,923	7,540,549	7,540,549	5,722,710	5,908,699	6,100,732
Outside Contracts <sup>7</sup>						
Animal Control	664,121	664,121	664,121	684,045	704,567	725,705
Other Outside Contracts	-	270,587	270,587	274,031	277,461	285,784
Charter School <sup>8</sup>						
Payroll	164,756	174,388	174,388	178,268	184,353	190,263
Operating	451,791	573,476	573,476	632,509	648,271	842,753
Capital Outlay	-	-	-	-	1,500,000	-

**City of Cape Coral, Florida**  
**FY 2021 - 2023 Adopted Budget**

<b>Expenditures by Program</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
Professional Services:						
Legal Fees	136,523	200,000	300,000	250,000	250,000	250,000
Accounting & Auditing	44,200	70,000	70,000	80,000	80,000	80,000
Lobbyist-State & Federal	100,000	100,000	100,000	100,000	100,000	100,000
Other Profession Services	169,745	208,000	208,000	220,000	220,000	220,000
Outside Services	42,737	150,000	150,000	150,000	150,000	150,000
Studies & Plans <sup>9</sup>			-			
Bimini Basin	-	75,000	15,000	75,000	75,000	75,000
7 Islands Master Plan	31,098	75,000	15,000	75,000	75,000	75,000
Land Cost	86,859	1,800	20,800	50,000	50,000	50,000
Billing Service Fees	66,639	65,000	65,000	66,950	67,118	69,132
Election Costs	206,887	500,000	500,000	500,000	500,000	500,000
Fleet Charges	-	186,386	310,982	134,106	95,653	2,132
Facility Charges	410,284	2,226,699	2,230,818	2,224,689	2,258,416	2,454,920
Facility Custodial City Annex	877,397	613,889	613,889	642,111	664,004	684,496
City Annex	115,182	562,951	562,951	311,796	312,904	302,828
Various Fees & Advertising	5,638	13,109	13,109	25,000	25,000	25,000
FBC Membership	3,000	3,357	3,357	3,000	3,000	3,000
Rifle Program	(1,004)					
Employee Walk-in Clinic	12,975	15,000	15,000	-	-	-
BCBS Wellness Program	212,208	150,000	150,000	150,000	150,000	150,000
Scrub Jay Habitat Mitigation	29,364	-	758,661	-	-	-
Matlacha Property Lease	-	56,519	56,519	56,519	56,519	56,519
Public Private Partnership	-	-	-	-	-	-
Electric Franchise Agreement	-	100,000	100,000	100,000	100,000	100,000
Hurricane Irma	62,065	-	147,796	-	-	-
Algae Bloom	189,560	-	-	-	-	-
COVID-19	-	-	91,772	-	-	-
<b>Subtotal Expenditures</b>	<b>46,779,941</b>	<b>52,921,213</b>	<b>56,163,387</b>	<b>51,670,781</b>	<b>57,606,191</b>	<b>57,642,024</b>
<b>Reserves</b>						
Designated: Disaster & Other <sup>1</sup>	-	8,544,000	17,627,149	15,976,576	15,976,576	15,976,576
Undesignated	-	36,024,337	33,632,925	42,920,135	33,976,698	26,252,233
<b>Total</b>	<b>\$ 46,779,941</b>	<b>\$ 97,489,550</b>	<b>\$ 107,423,461</b>	<b>\$ 110,567,492</b>	<b>107,559,465</b>	<b>\$ 99,870,833</b>



**City of Cape Coral, Florida  
FY 2021 - 2023 Adopted Budget**

Note:

<sup>1</sup> This category includes designated reserves identified within the financial policies.

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

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

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

To Alarm Fee to maintain support of daily operation and maintenance

To CRA Transfer includes tax increment

To City Centrum to maintain support of daily operation and maintenance

To Transportation Capital - Road Resurfacing Program

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

To Transportation Capital Project - Median landscaping program

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

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

<sup>5</sup> Debt Service

2012 Bonds for the construction of Fire Station 3 & 4

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 Blvd.. Funding has been established at 28.27% for Road Impact Fees and 71.73% for Park Impact Fees. The gas taxes provide additional funds if road impact fees are insufficient to cover annual debt service. This debt was refunded in FY 2015 The General Fund covers any shortfalls experienced by Park Impact Fees.

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

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

<sup>6</sup> Retiree Cost

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.

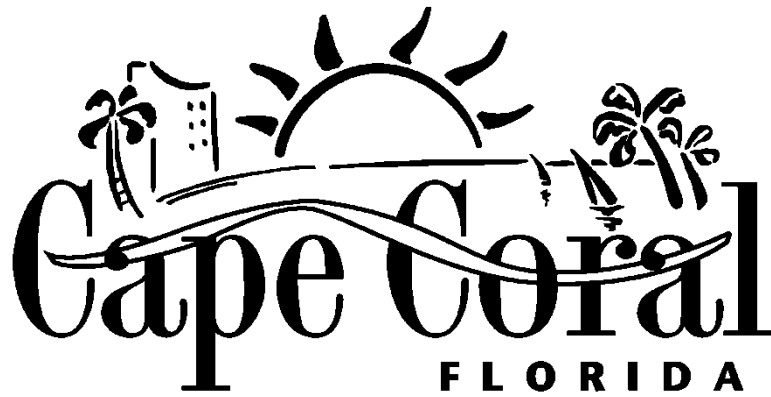
<sup>7</sup> Outside Services

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

<sup>8</sup> The Cost incurred on the behalf of the Charter School Authority. The Charter School is unable to issue debt, as such, debt funding was secured by the City for the Charter School buses. Annual debt service is paid by the Charter School Authority.

<sup>9</sup> These are one time non-recurring studies/activities that will position the City for future initiatives.

City of Cape Coral, Florida  
FY 2021 - 2023 Adopted Budget





## SPECIAL REVENUE FUNDS

<b>Special Revenue Funds .....</b>	<b>8</b>
City Manager	
<i>Community Redevelopment Agency (CRA) .....</i>	<i>8-2</i>
Police	
<i>Police Protection Impact Fee.....</i>	<i>8-3</i>
<i>Do the Right Thing.....</i>	<i>8-4</i>
<i>Police Evidence.....</i>	<i>8-5</i>
<i>Police Confiscation/State.....</i>	<i>8-6</i>
<i>Police Confiscation/Federal.....</i>	<i>8-7</i>
<i>Criminal Justice Education Fund .....</i>	<i>8-8</i>
<i>Alarm Fee.....</i>	<i>8-9</i>
Fire	
<i>Advanced Life Support Impact Fee .....</i>	<i>8-10</i>
<i>Fire Rescue and Emergency Capital Improvement Impact Fee .....</i>	<i>8-11</i>
<i>All Hazards .....</i>	<i>8-12</i>
Public Works	
<i>Additional Five Cent Gas Tax.....</i>	<i>8-13</i>
<i>Six Cent Gas Tax .....</i>	<i>8-14</i>
<i>Road Impact Fee.....</i>	<i>8-15</i>
<i>Del Prado Mall Parking Lot.....</i>	<i>8-16</i>
<i>Lot Mowing.....</i>	<i>8-17</i>
Community Development	
<i>Building.....</i>	<i>8-18</i>
<i>Community Development Block Grant (C.D.B.G.).....</i>	<i>8-19</i>
<i>Local Housing Assistance (S.H.I.P.) .....</i>	<i>8-20</i>
<i>Residential Construction Mitigation Program Grant .....</i>	<i>8-21</i>
<i>HUD Neighborhood Stabilization.....</i>	<i>8-22</i>
Parks & Recreation	
<i>Park Recreational Facilities Impact Fee .....</i>	<i>8-23</i>
<i>Parks &amp; Recreation Programs .....</i>	<i>8-24</i>
<i>Waterpark.....</i>	<i>8-26</i>
<i>Golf Course .....</i>	<i>8-27</i>
General Government	
<i>City Centrum Business Park.....</i>	<i>8-28</i>
<i>Seawall Assessments.....</i>	<i>8-29</i>

**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

## Community Redevelopment Agency (CRA)

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

<b>Revenues by Category</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
Reserves	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Revenue:						
Ad Valorem Taxes	999,177	1,149,862	1,149,862	1,137,803	1,194,693	1,242,481
Miscellaneous	34,153	3,200	3,200	26,500	64,154	64,154
Transfers In <sup>1</sup>	1,665,050	1,961,522	1,961,522	1,823,109	1,914,264	1,990,835
Other Sources	-	-	-	-	-	-
<b>Total</b>	<b>\$ 2,698,380</b>	<b>\$ 3,114,584</b>	<b>\$ 3,114,584</b>	<b>\$ 2,987,412</b>	<b>\$ 3,173,111</b>	<b>\$ 3,297,470</b>

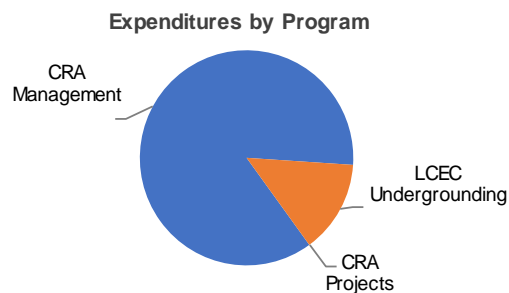
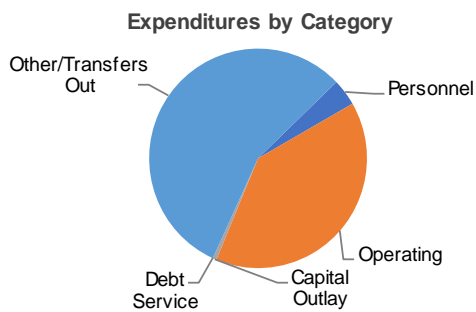
<b>Expenditures by Category</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
Personnel	\$ 87,219	\$ 92,547	\$ 92,547	\$ 117,237	\$ 121,132	\$ 124,136
Operating	362,897	1,212,350	1,212,350	1,181,911	572,837	562,309
Capital Outlay	-	-	-	16,500	-	-
Debt Service	-	-	-	-	-	-
Other/Transfers Out <sup>2</sup>	1,989,836	1,809,687	1,809,687	1,671,764	2,479,142	2,611,025
Subtotal Expenditures	2,439,953	3,114,584	3,114,584	2,987,412	3,173,111	3,297,470
Reserves	-	-	-	-	-	-
<b>Total</b>	<b>\$ 2,439,953</b>	<b>\$ 3,114,584</b>	<b>\$ 3,114,584</b>	<b>\$ 2,987,412</b>	<b>\$ 3,173,111</b>	<b>\$ 3,297,470</b>

<b>Expenditures by Program</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
CRA Management	\$ 2,023,098	\$ 2,697,729	\$ 2,697,729	\$ 2,570,560	\$ 2,756,261	\$ 2,880,620
LCEC Undergrounding	416,855	416,855	416,855	416,852	416,850	416,850
CRA Projects	-	-	-	-	-	-
<b>Total</b>	<b>\$ 2,439,953</b>	<b>\$ 3,114,584</b>	<b>\$ 3,114,584</b>	<b>\$ 2,987,412</b>	<b>\$ 3,173,111</b>	<b>\$ 3,297,470</b>

Note:

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

<sup>2</sup> Transfers out consist of Debt Payment for LCEC Under grounding and SE 47th Street Streetscape. FY 2022 transfer out for CRA Infrastructure.



**City of Cape Coral, Florida**  
**FY 2021 – 2023 Adopted Budget**

## Police Protection Impact Fee

Police Protection Impact Fee Fund is a restricted fund that may only be used to account for impact fees. These fees are used for the purchase of capital improvements consisting of land, buildings, vehicles, and equipment for police protection services.

<b>Revenues by Category</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Fund Balance	-	5,771,388	6,305,443	6,339,932	1,122,691	1,987,708
Revenue:						
Charges for Services	-	-	-	-	-	-
Miscellaneous	180,041	17,314	17,314	19,020	3,368	5,963
Misc-Impact Fees	1,465,584	1,166,772	1,466,772	879,234	879,234	879,234
Interfund Transfers	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-
<b>Total</b>	<b>\$ 1,645,625</b>	<b>\$ 6,955,474</b>	<b>\$ 7,789,529</b>	<b>\$ 7,238,186</b>	<b>\$ 2,005,293</b>	<b>\$ 2,872,905</b>

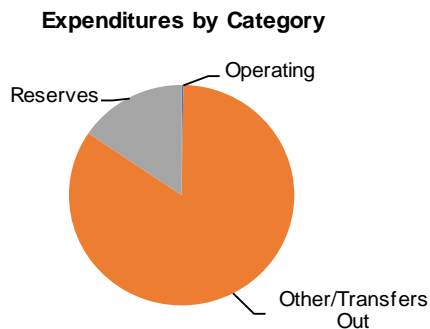
<b>Expenditures by Category</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	10,322	23,335	23,335	17,585	17,585	17,585
Capital Outlay	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other/Transfers Out <sup>1</sup>	-	-	750,000	6,097,910	-	-
Subtotal Expenditures	10,322	23,335	773,335	6,115,495	17,585	17,585
Reserves <sup>2</sup>	-	6,932,139	7,016,194	1,122,691	1,987,708	2,855,320
<b>Total</b>	<b>\$ 10,322</b>	<b>\$ 6,955,474</b>	<b>\$ 7,789,529</b>	<b>\$ 7,238,186</b>	<b>\$ 2,005,293</b>	<b>\$ 2,872,905</b>

<b>Expenditures by Program</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
Police Impact	\$ 10,322	\$ 6,955,474	\$ 7,789,529	\$ 7,238,186	\$ 2,005,293	\$ 2,872,905
<b>Total</b>	<b>\$ 10,322</b>	<b>\$ 6,955,474</b>	<b>\$ 7,789,529</b>	<b>\$ 7,238,186</b>	<b>\$ 2,005,293</b>	<b>\$ 2,872,905</b>

Note:

<sup>1</sup> Transfer Out for the Police Training Facility, design anticipated in FY 2020 and construction in FY 2021.

<sup>2</sup> Funds will be held in reserve until such time as an eligible project has been approved such as creation of a sub-station, driving range, firing range, and/or training facility.



**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

## Do the Right Thing

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

<b>Revenues by Category</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Fund Balance	-	-	-	-	-	-
Revenue:						
Charges for Services	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-
Miscellaneous	18,728	8,000	15,100	8,000	8,000	8,000
Interfund Transfers	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-
<b>Total</b>	<b>\$ 18,728</b>	<b>\$ 8,000</b>	<b>\$ 15,100</b>	<b>\$ 8,000</b>	<b>\$ 8,000</b>	<b>\$ 8,000</b>

<b>Expenditures by Category</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	18,009	8,000	15,100	8,000	8,000	8,000
Capital Outlay	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other/Transfers Out	-	-	-	-	-	-
Subtotal Expenditures	18,009	8,000	15,100	8,000	8,000	8,000
Reserves	-	-	-	-	-	-
<b>Total</b>	<b>\$ 18,009</b>	<b>\$ 8,000</b>	<b>\$ 15,100</b>	<b>\$ 8,000</b>	<b>\$ 8,000</b>	<b>\$ 8,000</b>

<b>Expenditures by Program</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
Do the Right Thing	\$ 18,009	\$ 8,000	\$ 15,100	\$ 8,000	\$ 8,000	\$ 8,000
<b>Total</b>	<b>\$ 18,009</b>	<b>\$ 8,000</b>	<b>\$ 15,100</b>	<b>\$ 8,000</b>	<b>\$ 8,000</b>	<b>\$ 8,000</b>

**City of Cape Coral, Florida**  
**FY 2021 – 2023 Adopted Budget**

## Police Evidence

Police Evidence is an unbudgeted fund used for asset recognition during police investigations.

<b>Revenues by Category</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Fund Balance	-	-	-	-	-	-
Revenue:						
Miscellaneous	27,313	-	-	-	-	-
Interfund Transfers	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-
<b>Total</b>	<b>\$ 27,313</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

<b>Expenditures by Category</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other/Transfers Out	24,545	-	-	-	-	-
Subtotal Expenditures	24,545	-	-	-	-	-
Reserves	-	-	-	-	-	-
<b>Total</b>	<b>\$ 24,545</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

<b>Expenditures by Program</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
Confiscation	\$ 24,545	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 24,545</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**City of Cape Coral, Florida**  
**FY 2021 – 2023 Adopted Budget**

## Police Confiscation/State

Police Confiscation-State Fund is a restricted fund that may only be used to account for monies received from the sale of confiscated items in non-federal cases. These monies are used to purchase equipment for the Police Department. Monies received from the Police Evidence Fund are transferred to this fund following judicial process.

<b>Revenues by Category</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
Use of Fund Balance	\$ -	\$ 19,519	\$ 19,519	\$ 19,519	\$ 19,519	\$ 19,519
Operating Fund Balance	-	376,213	389,574	370,055	350,536	331,017
Revenue:						
Fines & Forfeits	12,375	-	-	-	-	-
Miscellaneous	13,834	100	100	100	100	100
Interfund Transfers <sup>1</sup>	24,545	-	-	-	-	-
Other Sources	-	-	-	-	-	-
<b>Total</b>	<b>\$ 50,753</b>	<b>\$ 395,832</b>	<b>\$ 409,193</b>	<b>\$ 389,674</b>	<b>\$ 370,155</b>	<b>\$ 350,636</b>

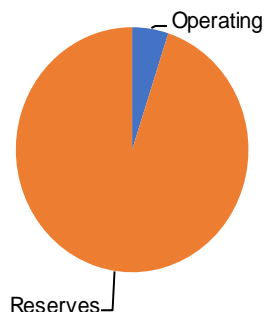
<b>Expenditures by Category</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	25,762	19,619	125,700	19,619	19,619	19,619
Capital Outlay	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other/Transfers Out	38,683	-	28,694	-	-	-
Subtotal Expenditures	64,445	19,619	154,394	19,619	19,619	19,619
Reserves	-	376,213	254,799	370,055	350,536	331,017
<b>Total</b>	<b>\$ 64,445</b>	<b>\$ 395,832</b>	<b>\$ 409,193</b>	<b>\$ 389,674</b>	<b>\$ 370,155</b>	<b>\$ 350,636</b>

<b>Expenditures by Program</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
Confiscation	\$ 64,445	\$ 395,832	\$ 409,193	\$ 389,674	\$ 370,155	\$ 350,636
<b>Total</b>	<b>\$ 64,445</b>	<b>\$ 395,832</b>	<b>\$ 409,193</b>	<b>\$ 389,674</b>	<b>\$ 370,155</b>	<b>\$ 350,636</b>

Note:

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

**Expenditures by Category**



**City of Cape Coral, Florida**  
**FY 2021 – 2023 Adopted Budget**

## Police Confiscation/Federal

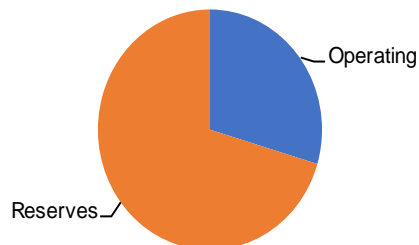
Police Confiscation-Federal Fund is a restricted fund that may only be used to account for monies received from federal confiscation cases. These monies are used to purchase equipment for the Police Department.

<b>Revenues by Category</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
Use of Fund Balance	\$ -	\$ 37,526	\$ 37,526	\$ 40,310	\$ 41,327	\$ 42,368
Operating Fund Balance	-	173,996	136,852	96,542	55,215	12,877
Revenue:						
Miscellaneous	14,191	300	300	300	300	300
Interfund Transfers	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-
<b>Total</b>	<b>\$ 14,191</b>	<b>\$ 211,822</b>	<b>\$ 174,678</b>	<b>\$ 137,152</b>	<b>\$ 96,842</b>	<b>\$ 55,545</b>

<b>Expenditures by Category</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	266,568	37,826	37,826	40,610	41,627	42,668
Capital Outlay	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other/Transfers Out	-	-	-	-	-	-
Subtotal Expenditures	266,568	37,826	37,826	40,610	41,627	42,668
Reserves	-	173,996	136,852	96,542	55,215	12,877
<b>Total</b>	<b>\$ 266,568</b>	<b>\$ 211,822</b>	<b>\$ 174,678</b>	<b>\$ 137,152</b>	<b>\$ 96,842</b>	<b>\$ 55,545</b>

<b>Expenditures by Program</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
Confiscation	\$ 266,568	\$ 211,822	\$ 174,678	\$ 137,152	\$ 96,842	\$ 55,545
<b>Total</b>	<b>\$ 266,568</b>	<b>\$ 211,822</b>	<b>\$ 174,678</b>	<b>\$ 137,152</b>	<b>\$ 96,842</b>	<b>\$ 55,545</b>

**Expenditures by Category**



**City of Cape Coral, Florida**  
**FY 2021 – 2023 Adopted 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.

<b>Revenues by Category</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
Use of Fund Balance	\$ -	\$ 4,600	\$ 4,600	\$ 4,215	\$ 4,845	\$ 5,491
Operating Fund Balance	-	-	-	-	-	-
Revenue:						
Fines & Forfeits	21,327	20,000	20,000	21,000	21,000	21,000
Miscellaneous	950	-	-	-	-	-
Other Sources	-	-	-	-	-	-
<b>Total</b>	<b>\$ 22,276</b>	<b>\$ 24,600</b>	<b>\$ 24,600</b>	<b>\$ 25,215</b>	<b>\$ 25,845</b>	<b>\$ 26,491</b>

<b>Expenditures by Category</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	21,589	24,600	24,600	25,215	25,845	26,491
Capital Outlay	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other/Transfers Out	-	-	-	-	-	-
Subtotal Expenditures	21,589	24,600	24,600	25,215	25,845	26,491
Reserves	-	-	-	-	-	-
<b>Total</b>	<b>\$ 21,589</b>	<b>\$ 24,600</b>	<b>\$ 24,600</b>	<b>\$ 25,215</b>	<b>\$ 25,845</b>	<b>\$ 26,491</b>

<b>Expenditures by Program</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
Criminal Justice Education	\$ 21,589	\$ 24,600	\$ 24,600	\$ 25,215	\$ 25,845	\$ 26,491
<b>Total</b>	<b>\$ 21,589</b>	<b>\$ 24,600</b>	<b>\$ 24,600</b>	<b>\$ 25,215</b>	<b>\$ 25,845</b>	<b>\$ 26,491</b>



**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

## Alarm Fee

The Alarm Fee Fund is a restricted fund that may only be used to account for fees and fines collected by the City in connection with initial installation and false alarms thereafter.

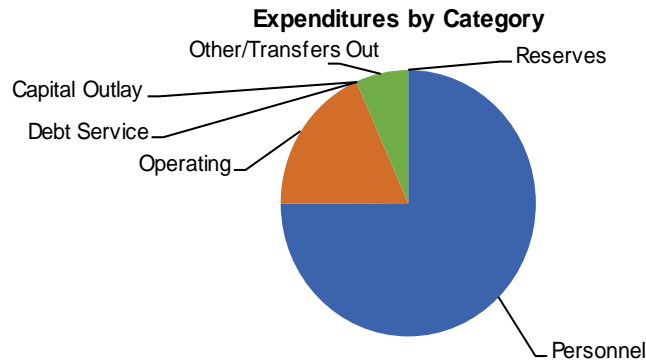
<b>Revenues by Category</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Fund Balance	-	12,164	4,771	-	-	-
Revenue:						
Charges for Services	107,184	90,000	83,000	90,000	90,000	90,000
Intergovernmental	-	-	-	-	-	-
Miscellaneous	86	-	-	-	-	-
Interfund Transfers <sup>1</sup>	4,485	6,039	20,432	22,350	25,728	29,047
Other Sources	-	-	-	-	-	-
<b>Total</b>	<b>\$ 111,755</b>	<b>\$ 108,203</b>	<b>\$ 108,203</b>	<b>\$ 112,350</b>	<b>\$ 115,728</b>	<b>\$ 119,047</b>

<b>Expenditures by Category</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
Personnel	\$ 78,643	\$ 80,543	\$ 80,543	\$ 84,186	\$ 87,046	\$ 89,836
Operating	16,900	20,160	20,160	20,664	21,182	21,711
Capital Outlay	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other/Transfers Out	7,500	7,500	7,500	7,500	7,500	7,500
Subtotal Expenditures	103,043	108,203	108,203	112,350	115,728	119,047
Reserves	-	-	-	-	-	-
<b>Total</b>	<b>\$ 103,043</b>	<b>\$ 108,203</b>	<b>\$ 108,203</b>	<b>\$ 112,350</b>	<b>\$ 115,728</b>	<b>\$ 119,047</b>

<b>Expenditures by Program</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
Alarm Fee	\$ 103,043	\$ 108,203	\$ 108,203	\$ 112,350	\$ 115,728	\$ 119,047
<b>Total</b>	<b>\$ 103,043</b>	<b>\$ 108,203</b>	<b>\$ 108,203</b>	<b>\$ 112,350</b>	<b>\$ 115,728</b>	<b>\$ 119,047</b>

Note:

<sup>1</sup> Interfund Transfer from the General Fund to subsidize the False Alarm Fee Fund.



**City of Cape Coral, Florida**  
**FY 2021 – 2023 Adopted Budget**

## Advanced Life Support Impact Fee

Advanced Life Support (ALS) Impact Fee Fund is a restricted fund that may only be used to account for impact fees. These fees are used for the purchase of capital improvements consisting of land, buildings, vehicles, and equipment for Advanced Life Support Program.

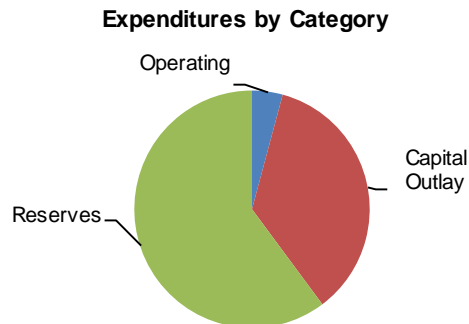
<b>Revenues by Category</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Fund Balance	-	229,203	290,628	264,720	191,033	242,377
Revenue:						
Charges for Services	-	-	-	-	-	-
Miscellaneous	9,261	688	688	794	573	727
Misc-Impact Fees	86,402	68,750	68,750	51,807	51,807	51,807
Interfund Transfers	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-
<b>Total</b>	<b>\$ 95,663</b>	<b>\$ 298,641</b>	<b>\$ 360,066</b>	<b>\$ 317,321</b>	<b>\$ 243,413</b>	<b>\$ 294,911</b>

<b>Expenditures by Category</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	3,459	7,377	19,372	13,342	1,036	15,000
Capital Outlay	77,272	53,778	77,272	112,946	-	57,913
Debt Service	-	-	-	-	-	-
Other/Transfers Out	-	-	-	-	-	-
Subtotal Expenditures	80,731	61,155	96,644	126,288	1,036	72,913
Reserves <sup>1</sup>	-	237,486	263,422	191,033	242,377	221,998
<b>Total</b>	<b>\$ 80,731</b>	<b>\$ 298,641</b>	<b>\$ 360,066</b>	<b>\$ 317,321</b>	<b>\$ 243,413</b>	<b>\$ 294,911</b>

<b>Expenditures by Program</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
Advanced Life Support	\$ 80,731	\$ 298,641	\$ 360,066	\$ 317,321	\$ 243,413	\$ 294,911
<b>Total</b>	<b>\$ 80,731</b>	<b>\$ 298,641</b>	<b>\$ 360,066</b>	<b>\$ 317,321</b>	<b>\$ 243,413</b>	<b>\$ 294,911</b>

Note:

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



**City of Cape Coral, Florida**  
**FY 2021 – 2023 Adopted Budget**

## Fire and Rescue Impact Fee

Fire and Rescue Impact Fee Fund is a restricted fund that may only be used to account for impact fees. These fees are used for the purchase of capital improvements consisting of land, building, vehicle, and equipment for fire public safety facilities.

<b>Revenues by Category</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Fund Balance	-	3,461,564	3,961,934	4,369,336	4,873,070	5,378,320
Revenue:						
Miscellaneous	109,862	10,385	10,385	13,108	14,619	16,135
Misc-Impact Fees	1,476,290	1,124,573	1,424,573	847,442	847,442	847,442
Interfund Transfers	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-
<b>Total</b>	<b>\$ 1,586,152</b>	<b>\$ 4,596,522</b>	<b>\$ 5,396,892</b>	<b>\$ 5,229,886</b>	<b>\$ 5,735,131</b>	<b>\$ 6,241,897</b>

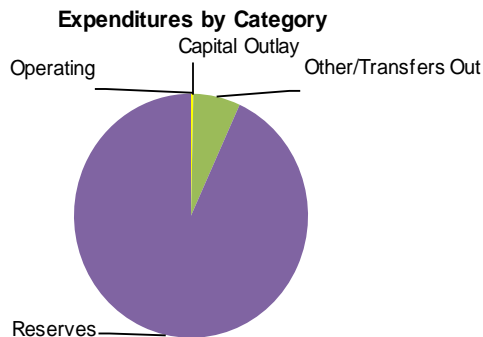
<b>Expenditures by Category</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	10,463	22,491	22,491	16,949	16,949	16,949
Capital Outlay	26,362	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other/Transfers Out <sup>1</sup>	339,863	339,865	374,547	339,867	339,863	339,861
Subtotal Expenditures	376,688	362,356	397,038	356,816	356,812	356,810
Reserves <sup>2</sup>	-	4,234,166	4,999,854	4,873,070	5,378,319	5,885,087
<b>Total</b>	<b>\$ 376,688</b>	<b>\$ 4,596,522</b>	<b>\$ 5,396,892</b>	<b>\$ 5,229,886</b>	<b>\$ 5,735,131</b>	<b>\$ 6,241,897</b>

<b>Expenditures by Program</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
Fire Impact Fee	\$ 376,688	\$ 4,596,522	\$ 5,396,892	\$ 5,229,886	\$ 5,735,131	\$ 6,241,897
<b>Total</b>	<b>\$ 376,688</b>	<b>\$ 4,596,522</b>	<b>\$ 5,396,892</b>	<b>\$ 5,229,886</b>	<b>\$ 5,735,131</b>	<b>\$ 6,241,897</b>

Note:

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

<sup>2</sup> Funds will be held in reserve until such time as an eligible project has been approved such as land for future Fire Stations and training facility. Fire Training Facility anticipated to be designed in FY 2021 \$517,000 and constructed in FY 2022 \$2,945,000.



**City of Cape Coral, Florida**  
**FY 2021 – 2023 Adopted Budget**

## All Hazards

All Hazards Fund is a restricted fund that may only be used to account for monies collected by Lee County in the All Hazards Protection District. These monies are used for the funding of shelters, emergency preparedness, and hazardous material response programs.

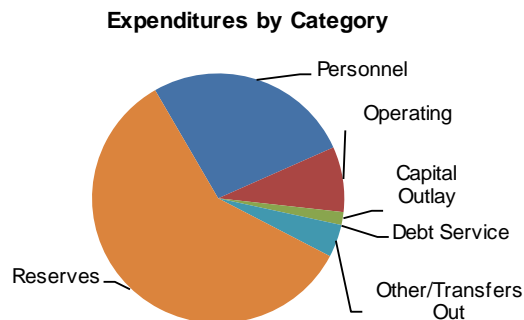
<b>Revenues by Category</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Fund Balance	-	1,248,165	1,404,543	1,138,891	1,303,310	1,455,219
Revenue:						
Ad Valorem Taxes	824,000	996,092	996,092	1,070,356	1,102,466	1,135,540
Intergovernmental	-	-	-	-	-	-
Miscellaneous	46,336	-	-	-	-	-
Interfund Transfers	29,000	-	-	-	-	-
Other Sources	-	-	-	-	-	-
<b>Total</b>	<b>\$ 899,336</b>	<b>\$ 2,244,257</b>	<b>\$ 2,400,635</b>	<b>\$ 2,209,247</b>	<b>\$ 2,405,776</b>	<b>\$ 2,590,759</b>

<b>Expenditures by Category</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
Personnel	\$ 539,034	\$ 572,915	\$ 572,915	\$ 588,764	\$ 608,010	\$ 626,862
Operating	110,074	226,676	235,189	186,763	208,347	213,432
Capital Outlay	48,715	228,150	280,473	36,810	40,600	5,700
Debt Service	-	-	-	-	-	-
Other/Transfers Out	126,652	93,600	194,167	93,600	93,600	93,600
Subtotal Expenditures	824,475	1,121,341	1,282,744	905,937	950,557	939,594
Reserves	-	1,122,916	1,117,891	1,303,310	1,455,219	1,651,165
<b>Total</b>	<b>\$ 824,475</b>	<b>\$ 2,244,257</b>	<b>\$ 2,400,635</b>	<b>\$ 2,209,247</b>	<b>\$ 2,405,776</b>	<b>\$ 2,590,759</b>

<b>Expenditures by Program</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
All Hazards	\$ 746,708	\$ 2,021,257	\$ 2,125,312	\$ 2,209,247	\$ 2,370,676	\$ 2,590,759
Fleet Rolling Stock	77,767	223,000	275,323	-	35,100	-
<b>Total</b>	<b>\$ 824,475</b>	<b>\$ 2,244,257</b>	<b>\$ 2,400,635</b>	<b>\$ 2,209,247</b>	<b>\$ 2,405,776</b>	<b>\$ 2,590,759</b>

Note:

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.



**City of Cape Coral, Florida**  
**FY 2021 – 2023 Adopted Budget**

## Additional Five-Cent Gas Tax

The Additional Five Cent Gas Tax is a restricted fund that may only be used to account for the Local Option Gas Tax. This tax is used for transportation expenditures per the requirements of the capital improvement element of the adopted local government comprehensive plan.

<b>Revenues by Category</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
Use of Fund Balance	-	16,784,424	15,959,251	6,983,320	9,836,197	12,442,703
Operating Fund Balance	-	-	-	-	-	-
Revenue:						
Sales, Use & Fuel Taxes	3,857,731	4,037,870	4,037,870	3,802,877	4,056,506	4,137,637
Miscellaneous	461,401	-	-	-	-	-
<b>Total</b>	<b>\$ 4,319,132</b>	<b>\$ 20,822,294</b>	<b>\$ 19,997,121</b>	<b>\$ 10,786,197</b>	<b>\$ 13,892,703</b>	<b>\$ 16,580,340</b>

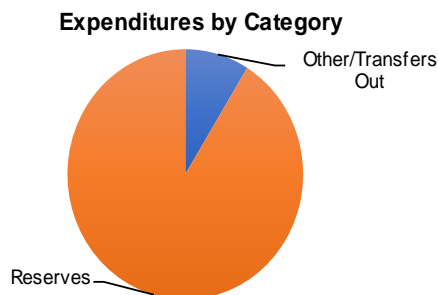
<b>Expenditures by Category</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-
Other/Transfers Out <sup>1</sup>	507,053	4,050,000	13,013,801	950,000	1,450,000	1,450,000
Subtotal Expenditures	507,053	4,050,000	13,013,801	950,000	1,450,000	1,450,000
Reserves <sup>2</sup>	-	16,772,294	6,983,320	9,836,197	12,442,703	15,130,340
<b>Total</b>	<b>\$ 507,053</b>	<b>\$ 20,822,294</b>	<b>\$ 19,997,121</b>	<b>\$ 10,786,197</b>	<b>\$ 13,892,703</b>	<b>\$ 16,580,340</b>

<b>Expenditures by Program</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
Transfer Out:						
Road/Alley Resurfacing	\$ -	\$ 3,000,000	\$ 3,000,000	\$ -	\$ -	\$ -
Sidewalk/Bikepaths	-	300,000	638,357	300,000	300,000	300,000
Sidewalks	150,000	750,000	750,000	650,000	150,000	150,000
Transportation Capital Project	357,053	-	8,625,444	-	1,000,000	1,000,000
Subtotal Expenditures	507,053	4,050,000	13,013,801	950,000	1,450,000	1,450,000
Reserves <sup>2</sup>	-	16,772,294	6,983,320	9,836,197	12,442,703	15,130,340
<b>Total</b>	<b>\$ 507,053</b>	<b>\$ 20,822,294</b>	<b>\$ 19,997,121</b>	<b>\$ 10,786,197</b>	<b>\$ 13,892,703</b>	<b>\$ 16,580,340</b>

Note:

<sup>1</sup> Transfer out to Transportation Capital Projects Fund for non-grant related sidewalk construction and miscellaneous projects.

<sup>2</sup> Funds will be held in reserve until such time as an eligible project has been approved at which time funds will be utilized for specified projects.



**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

## Six-Cent Gas Tax

Six Cent Gas Tax Fund is a restricted fund that may only be used to account for the Local Option Gas Tax. This tax is used for construction of new roads, reconstruction and/or resurfacing of existing paved roads, and related items.

<b>Revenues by Category</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
Use of Fund Balance	\$ -	\$ 14,735,337	\$ 4,433,467	\$ 9,989,562	\$ 7,579,544	\$ 5,934,503
Operating Fund Balance	-	-	-	-	-	-
Revenue:						
Sales, Use & Fuel Taxes	5,282,590	5,540,572	5,540,572	5,295,550	5,403,869	5,514,354
Miscellaneous	292,996	-	-	-	-	-
<b>Total</b>	<b>\$ 5,575,586</b>	<b>\$ 20,275,909</b>	<b>\$ 9,974,039</b>	<b>\$ 15,285,112</b>	<b>\$ 12,983,413</b>	<b>\$ 11,448,857</b>

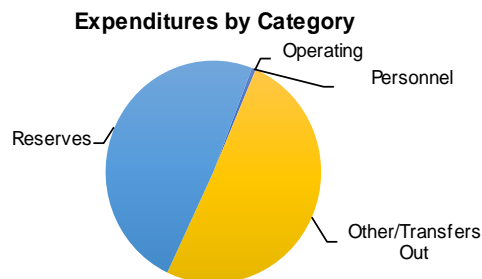
<b>Expenditures by Category</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
Personnel <sup>1</sup>	\$ -	\$ -	\$ 30,000	\$ 89,715	\$ 92,757	\$ 95,723
Operating	-	-	-	9,000	9,000	9,000
Capital Outlay	-	-	-	-	-	-
Other/Transfers Out	15,331,707	8,609,921	(15,523)	7,727,227	7,067,527	7,251,789
Subtotal Expenditures	15,331,707	8,609,921	14,477	7,825,942	7,169,284	7,356,512
Reserves <sup>2</sup>	-	11,665,988	9,959,562	7,459,170	5,814,129	4,092,345
<b>Total</b>	<b>\$ 15,331,707</b>	<b>\$ 20,275,909</b>	<b>\$ 9,974,039</b>	<b>\$ 15,285,112</b>	<b>\$ 12,983,413</b>	<b>\$ 11,448,857</b>

<b>Expenditures by Program</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
Project Manager <sup>1</sup>	\$ -	\$ -	\$ 30,000	\$ 89,715	\$ 92,757	\$ 95,723
Operating	-	-	-	9,000	9,000	9,000
Transfer Out:						
General Fund	5,855,287	6,820,025	6,820,025	6,177,227	6,317,527	6,501,789
N2 Non Assessed	-	250,000	250,000	250,000	250,000	250,000
Sidewalk/Bikepath UEP	-	-	-	-	200,000	200,000
Sidewalks	-	200,000	200,000	300,000	300,000	300,000
Transportation Capital Projects	9,476,420	1,339,896	(7,285,548)	1,000,000	-	-
Subtotal Expenditures	15,331,707	8,609,921	14,477	7,825,942	7,169,284	7,356,512
Reserves <sup>2</sup>	-	11,665,988	9,959,562	7,459,170	5,814,129	4,092,345
<b>Total</b>	<b>\$ 15,331,707</b>	<b>\$ 20,275,909</b>	<b>\$ 9,974,039</b>	<b>\$ 15,285,112</b>	<b>\$ 12,983,413</b>	<b>\$ 11,448,857</b>

Note:

<sup>1</sup> Project manager expenditure by program to cover costs associated with FTE to manage Six-Cent projects.

<sup>2</sup> Funds will be held in reserve until such time as an eligible project has been approved at which time funds will be utilized for specified projects.



**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

## Road Impact Fee

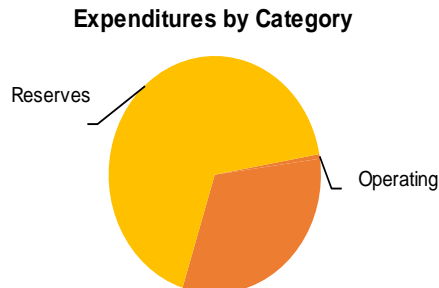
Road Impact Fee Fund is a restricted fund that may only be used to account for impact fees. These fees are used to provide new roads or increase roadway capacity.

<b>Revenues by Category</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Fund Balance	-	9,187,079	10,673,815	11,715,881	11,478,616	11,211,578
Revenue:						
Impact Fees	9,562,986	6,344,050	6,344,050	5,331,102	5,331,102	5,331,102
Grants	763,698	743,343	743,343	-	-	-
Miscellaneous	245,341	7,062	7,062	7,200	7,200	7,200
<b>Total</b>	<b>\$ 10,572,025</b>	<b>\$ 16,281,534</b>	<b>\$ 17,768,270</b>	<b>\$ 17,054,183</b>	<b>\$ 16,816,918</b>	<b>\$ 16,549,880</b>

<b>Expenditures by Category</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	54,026	55,000	70,000	106,622	106,622	106,622
Capital Outlay	-	-	-	-	-	-
Other/Transfers Out	5,808,482	6,965,721	6,965,721	5,468,945	5,498,718	8,349,660
Subtotal Expenditures	5,862,508	7,020,721	7,035,721	5,575,567	5,605,340	8,456,282
Reserves <sup>1</sup>	-	9,260,813	10,732,549	11,478,616	11,211,578	8,093,598
<b>Total</b>	<b>\$ 5,862,508</b>	<b>\$ 16,281,534</b>	<b>\$ 17,768,270</b>	<b>\$ 17,054,183</b>	<b>\$ 16,816,918</b>	<b>\$ 16,549,880</b>

<b>Expenditures by Program</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
Misc Operating Expenses	\$ 54,026	\$ 55,000	\$ 70,000	\$ 106,622	\$ 106,622	\$ 106,622
Transfer Out:						
General Fund	286,890	190,322	190,322	351,447	390,211	428,082
2010 Gas Tax Debt Service	2,893,001	3,156,220	3,156,220	-	-	-
2014 Gas Tax Debt Service	2,628,591	2,625,175	2,625,175	2,621,527	2,616,623	2,612,453
2015 Special Obligation Debt	-	994,004	994,004	995,488	994,286	994,710
2020 Special Obligaion Debt	-	-	-	1,500,483	1,497,598	4,314,415
Subtotal Expenditures	5,862,508	7,020,721	7,035,721	5,575,567	5,605,340	8,456,282
Reserves <sup>1</sup>	-	9,260,813	10,732,549	11,478,616	11,211,578	8,093,598
<b>Total</b>	<b>\$ 5,862,508</b>	<b>\$ 16,281,534</b>	<b>\$ 17,768,270</b>	<b>\$ 17,054,183</b>	<b>\$ 16,816,918</b>	<b>\$ 16,549,880</b>

<sup>1</sup> Funds will be held in reserve until such time as an eligible project has been approved at which time funds will be utilized for specified projects.



**City of Cape Coral, Florida**  
**FY 2021 – 2023 Adopted Budget**

## Del Prado Mall Parking Lot

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

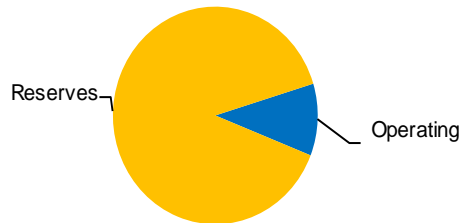
	FY 2019	FY 2020	FY 2020	FY 2021	FY 2022	FY 2023
Revenues by Category	Actual	Adopted	Amended	Adopted	Proposed	Proposed
Use of Fund Balance	\$ -	\$ 116,655	\$ 140,249	\$ 170,700	\$ 56,805	\$ 56,805
Operating Fund Balance	-	-	-	-	131,316	-
Revenue:						
Fines & Forfeits	22	-	-	-	-	-
Miscellaneous	4,624	-	-	-	-	-
Special Assessments	38,367	38,095	38,095	39,965	41,964	44,063
<b>Total</b>	<b>\$ 43,013</b>	<b>\$ 154,750</b>	<b>\$ 178,344</b>	<b>\$ 210,665</b>	<b>\$ 230,085</b>	<b>\$ 100,868</b>

	FY 2019	FY 2020	FY 2020	FY 2021	FY 2022	FY 2023
Expenditures by Category	Actual	Adopted	Amended	Adopted	Proposed	Proposed
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating <sup>1</sup>	19,651	21,459	41,459	22,544	173,280	23,862
Capital Outlay	-	-	-	-	-	-
Subtotal Expenditures	19,651	21,459	41,459	22,544	173,280	23,862
Reserves	-	133,291	136,885	188,121	56,805	77,006
<b>Total</b>	<b>\$ 19,651</b>	<b>\$ 154,750</b>	<b>\$ 178,344</b>	<b>\$ 210,665</b>	<b>\$ 230,085</b>	<b>\$ 100,868</b>

Note:

<sup>1</sup> Operating costs are for the maintenance of a City owned parking lot.

**Expenditures by Category**





**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

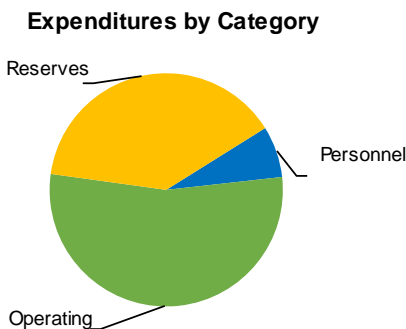
## Lot Mowing

The Lot Mowing Fund is a restricted fund that may only be used to account for fees collected for the maintenance of unimproved real property. Beginning 2010, the City's lot mowing program was assessed on the tax bill. The program is divided into four districts and the calculation of the annual billing is based on the individual district's costs. Expansion of Peppertree Program utilizes fund balance.

<b>Revenues by Category</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
Use of Fund Balance	\$ -	\$ 1,234,339	\$ 2,314,066	\$ 2,419,362	\$ 2,257,034	\$ 2,051,332
Operating Fund Balance	-	359,489	359,489	254,195	162,328	205,702
Revenue:						
Charges for Services	3,955,039	3,384,483	3,384,483	3,538,548	3,644,705	3,699,639
Fines & Forfeits	18,059	51,000	51,000	3,316	3,721	4,136
Miscellaneous	230,484	-	-	-	-	-
Special Assessment	(184,476)	-	-	-	-	-
<b>Total</b>	<b>\$ 4,019,105</b>	<b>\$ 5,029,311</b>	<b>\$ 6,109,038</b>	<b>\$ 6,215,421</b>	<b>\$ 6,067,788</b>	<b>\$ 5,960,809</b>

<b>Expenditures by Category</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
Personnel	\$ 392,154	\$ 446,305	\$ 486,305	\$ 442,869	\$ 457,820	\$ 472,541
Operating	2,107,603	3,348,667	3,797,945	3,353,190	3,352,934	3,436,936
Capital Outlay	-	-	-	-	-	-
Subtotal Expenditures	2,499,757	3,794,972	4,284,250	3,796,059	3,810,754	3,909,477
Reserves	-	1,234,339	1,824,788	2,419,362	2,257,034	2,051,332
<b>Total</b>	<b>\$ 2,499,757</b>	<b>\$ 5,029,311</b>	<b>\$ 6,109,038</b>	<b>\$ 6,215,421</b>	<b>\$ 6,067,788</b>	<b>\$ 5,960,809</b>

<b>Expenditures by Program</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
Lot Mowing Billing	\$ 91,570	\$ 109,696	\$ 109,696	\$ 113,857	\$ 114,126	\$ 117,715
Contracted Mowing	2,050,742	3,775,862	4,855,589	4,973,917	4,813,405	4,672,029
Inspection Services	232,027	314,966	314,966	298,592	310,223	320,063
Peppertree Program	125,418	828,787	828,787	829,055	830,034	851,002
<b>Total</b>	<b>\$ 2,499,757</b>	<b>\$ 5,029,311</b>	<b>\$ 6,109,038</b>	<b>\$ 6,215,421</b>	<b>\$ 6,067,788</b>	<b>\$ 5,960,809</b>



**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

## Building

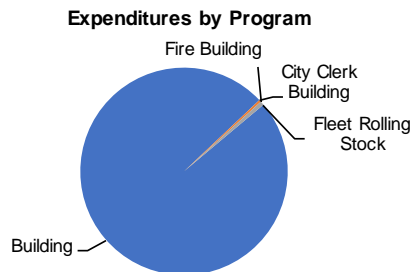
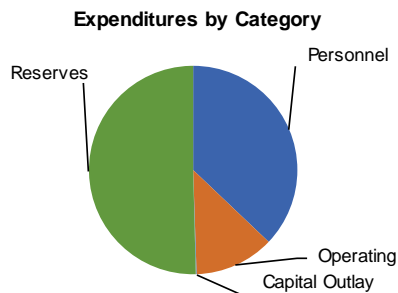
The Building Fund is a restricted fund that may only be used to account for the activities of the Building and Permitting Services of the Department of Community Development as related to the construction of buildings and related structures within the City of Cape Coral.

	FY 2019	FY 2020	FY 2020	FY 2021	FY 2022	FY 2023
Revenues by Category	Actual	Adopted	Amended	Adopted	Proposed	Proposed
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Fund Balance	-	6,983,009	11,502,899	10,673,637	8,607,827	6,259,944
Revenue:						
Building Permits <sup>1</sup>	8,416,952	7,248,542	7,748,542	6,030,000	6,030,000	6,030,000
Charges for Service	485,350	303,446	303,446	353,000	353,000	353,000
Fines and Forfeits	51,609	45,480	45,480	20,000	20,000	20,000
Miscellaneous	403,840	2,835	2,835	3,300	3,300	3,300
<b>Total</b>	<b>\$ 9,357,751</b>	<b>\$ 14,583,312</b>	<b>\$ 19,603,202</b>	<b>\$ 17,079,937</b>	<b>\$ 15,014,127</b>	<b>\$ 12,666,244</b>

	FY 2019	FY 2020	FY 2020	FY 2021	FY 2022	FY 2023
Expenditures by Category	Actual	Adopted	Amended	Adopted	Proposed	Proposed
Personnel	\$ 5,108,050	\$ 5,689,737	\$ 5,989,737	\$ 6,336,216	\$ 6,547,107	\$ 6,754,476
Operating	415,982	2,331,472	2,447,722	2,113,787	2,184,929	2,250,329
Capital Outlay	98,428	73,407	73,907	-	-	-
Debt Service	-	-	-	-	-	-
Other/Transfers out	3,405,765	22,199	22,199	22,107	22,147	22,134
Subtotal Expenditures	9,028,225	8,116,815	8,533,565	8,472,110	8,754,183	9,026,939
Reserves	-	6,466,497	11,069,637	8,607,827	6,259,944	3,639,305
<b>Total</b>	<b>\$ 9,028,225</b>	<b>\$ 14,583,312</b>	<b>\$ 19,603,202</b>	<b>\$ 17,079,937</b>	<b>\$ 15,014,127</b>	<b>\$ 12,666,244</b>

	FY 2019	FY 2020	FY 2020	FY 2021	FY 2022	FY 2023
Expenditures by Program	Actual	Adopted	Amended	Adopted	Proposed	Proposed
Building	\$ 8,909,945	\$ 14,346,080	\$ 19,365,970	\$ 16,917,959	\$ 14,845,399	\$ 12,493,800
City Clerk Building	-	54,430	54,430	58,576	60,592	62,464
Fire Building	-	109,395	108,895	103,402	108,136	109,980
Fleet Rolling Stock	118,280	73,407	73,907	-	-	-
<b>Total</b>	<b>\$ 9,028,225</b>	<b>\$ 14,583,312</b>	<b>\$ 19,603,202</b>	<b>\$ 17,079,937</b>	<b>\$ 15,014,127</b>	<b>\$ 12,666,244</b>

<sup>1</sup> Building permit fees were reduced 25% starting FY 2020 and will be reviewed Quarterly



**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted 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.

<b>Revenues by Category</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Fund Balance	-	-	-	-	-	-
Revenue:						
Federal Grants	357,040	1,248,144	2,523,860	1,078,474	1,078,499	1,080,083
Interfund Transfers	-	-	-	-	-	-
Miscellaneous	518,783	-	10,292	-	-	-
Other Sources	-	-	-	-	-	-
<b>Total</b>	<b>\$ 875,824</b>	<b>\$ 1,248,144</b>	<b>\$ 2,534,152</b>	<b>\$ 1,078,474</b>	<b>\$ 1,078,499</b>	<b>\$ 1,080,083</b>

<b>Expenditures by Category</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
Personnel	\$ 48,454	\$ -	\$ (320,159)	\$ -	\$ -	\$ -
Operating	912,373	1,248,144	2,854,311	1,078,474	1,078,499	1,080,083
Capital Outlay	103,443	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other/Transfers out	13,696	-	-	-	-	-
Subtotal Expenditures	1,077,966	1,248,144	2,534,152	1,078,474	1,078,499	1,080,083
Reserves	-	-	-	-	-	-
<b>Total</b>	<b>\$ 1,077,966</b>	<b>\$ 1,248,144</b>	<b>\$ 2,534,152</b>	<b>\$ 1,078,474</b>	<b>\$ 1,078,499</b>	<b>\$ 1,080,083</b>

<b>Expenditures by Program</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
2018 CDBG	\$ 249,327	\$ -	\$ -	\$ -	\$ -	\$ -
2019 CDBG	828,639	-	-	-	-	-
2020 CDBG	-	1,248,144	1,303,331	-	-	-
2020 CDBG - COVID	-	-	1,230,821	-	-	-
2021 CDBG	-	-	-	1,078,474	-	-
2022 CDBG	-	-	-	-	1,078,499	-
2023 CDBG	-	-	-	-	-	1,080,083
<b>Total</b>	<b>\$ 1,077,966</b>	<b>\$ 1,248,144</b>	<b>\$ 2,534,152</b>	<b>\$ 1,078,474</b>	<b>\$ 1,078,499</b>	<b>\$ 1,080,083</b>

**City of Cape Coral, Florida**  
**FY 2021 – 2023 Adopted Budget**

## Local Housing Assistance (S.H.I.P.)

Local Housing Assistance Fund is used to account for monies received from the State to provide assistance to low and moderate-income families for the purpose of obtaining affordable housing in the City.

	FY 2019	FY 2020	FY 2020	FY 2021	FY 2022	FY 2023
Revenues by Category	Actual	Adopted	Amended	Adopted	Proposed	Proposed
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Fund Balance	-	-	-	-	-	-
Revenue:						
Federal Grants	250,505	-	-	-	-	-
Interfund Transfers	-	-	-	-	-	-
Miscellaneous	268,929	-	168,184	-	-	-
Other Sources	-	-	-	-	-	-
<b>Total</b>	<b>\$ 519,434</b>	<b>\$ -</b>	<b>\$ 168,184</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

	FY 2019	FY 2020	FY 2020	FY 2021	FY 2022	FY 2023
Expenditures by Category	Actual	Adopted	Amended	Adopted	Proposed	Proposed
Personnel	\$ 138	\$ -	\$ 5,475	\$ -	\$ -	\$ -
Operating	1,039,524	-	162,709	-	-	-
Capital Outlay	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other/Transfers out	13,696	-	-	-	-	-
Subtotal Expenditures	1,053,357	-	168,184	-	-	-
Reserves	-	-	-	-	-	-
<b>Total</b>	<b>\$ 1,053,357</b>	<b>\$ -</b>	<b>\$ 168,184</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

	FY 2019	FY 2020	FY 2020	FY 2021	FY 2022	FY 2023
Expenditures by Program	Actual	Adopted	Amended	Adopted	Proposed	Proposed
2017 SHIP	\$ 416,943	\$ -	\$ 83,737	\$ -	\$ -	\$ -
2018 SHIP	492,915	-	-	-	-	-
2019 SHIP	142,974	-	-	-	-	-
2020 SHIP	524	-	84,447	-	-	-
<b>Total</b>	<b>\$ 1,053,357</b>	<b>\$ -</b>	<b>\$ 168,184</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**City of Cape Coral, Florida**  
**FY 2021 – 2023 Adopted Budget**

## Residential Construction Mitigation Program Grant Fund

This fund is used to account for residential wind mitigation retrofit improvements funded by the State of Florida, Division of Emergency Management.

<b>Revenues by Category</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Fund Balance	-	-	-	-	-	-
Revenue:						
State Grants	-	-	700	-	-	-
Interfund Transfers	-	-	-	-	-	-
Miscellaneous	6,676	-	4,016	-	-	-
Other Sources	-	-	-	-	-	-
<b>Total</b>	<b>\$ 6,676</b>	<b>\$ -</b>	<b>\$ 4,716</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

<b>Expenditures by Category</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	6,676	-	4,716	-	-	-
Capital Outlay	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other/Transfers out	-	-	-	-	-	-
Subtotal Expenditures	6,676	-	4,716	-	-	-
Reserves	-	-	-	-	-	-
<b>Total</b>	<b>\$ 6,676</b>	<b>\$ -</b>	<b>\$ 4,716</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

<b>Expenditures by Program</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
Res Const Mitigation	\$ 6,676	\$ -	\$ 4,716	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 6,676</b>	<b>\$ -</b>	<b>\$ 4,716</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**City of Cape Coral, Florida**  
**FY 2021 – 2023 Adopted Budget**

## HUD Neighborhood Stabilization

The Neighborhood Stabilization Program (NSP) was established for the purpose of stabilizing communities that have suffered from foreclosures and abandonment.

NSP is a component of the Community Development Block Grant (CDBG). The CDBG regulatory structure is the platform used to implement NSP and the HOME program provides a safe harbor for NSP affordability requirements.

NSP funds may be used for activities, which include, but are not limited to:

- Establish financing mechanisms for purchase and redevelopment of foreclosed homes and residential properties
- Purchase and rehabilitate homes and residential properties abandoned or foreclosed
- Establish land banks for foreclosed homes
- Demolish blighted structures
- Redevelop demolished or vacant properties.

<b>Revenues by Category</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Fund Balance	-	-	-	-	-	-
Revenue:						
Federal Grants	61,423	-	-	-	-	-
Interfund Transfers	-	-	-	-	-	-
Miscellaneous	274,191	-	77,500	-	-	-
Other Sources	-	-	-	-	-	-
<b>Total</b>	<b>\$ 335,614</b>	<b>\$ -</b>	<b>\$ 77,500</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

<b>Expenditures by Category</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
Personnel	\$ 30,116	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	413,584	-	77,500	-	-	-
Capital Outlay	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other/Transfers out	27,391	-	-	-	-	-
Subtotal Expenditures	471,091	-	77,500	-	-	-
Reserves	-	-	-	-	-	-
<b>Total</b>	<b>\$ 471,091</b>	<b>\$ -</b>	<b>\$ 77,500</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

<b>Expenditures by Program</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
NSP 2008-2009	\$ 441,312	\$ -	\$ 77,500	\$ -	\$ -	\$ -
NSP 2010-2011	29,778	-	-	-	-	-
<b>Total</b>	<b>\$ 471,091</b>	<b>\$ -</b>	<b>\$ 77,500</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

## Park Recreational Facilities Impact Fee

Park Recreational Facilities Impact Fee is a restricted fund that may only be used to account for impact fees. These fees are used to provide recreational facilities and support debt services.

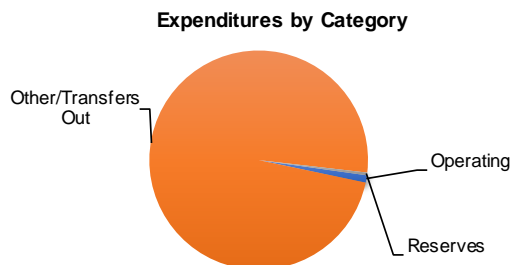
Revenues by Category	FY 2019 Actual	FY 2020 Adopted	FY 2020 Amended	FY 2021 Adopted	FY 2022 Proposed	FY 2023 Proposed
Reserves:						
Operating Reserves	\$ -	\$ 324,975	\$ 1,558,910	\$ 1,243,935	\$ 10,000	\$ 10,000
Use of Reserves	-	-	-	-	-	-
Revenue:						
Impact Fees	2,640,320	2,213,275	2,213,275	1,255,044	1,255,044	1,255,044
Miscellaneous	58,275	-	-	-	-	-
<b>Total</b>	<b>\$ 2,698,595</b>	<b>\$ 2,538,250</b>	<b>\$ 3,772,185</b>	<b>\$ 2,498,979</b>	<b>\$ 1,265,044</b>	<b>\$ 1,265,044</b>

Expenditures by Category	FY 2019 Actual	FY 2020 Adopted	FY 2020 Amended	FY 2021 Adopted	FY 2022 Proposed	FY 2023 Proposed
Operating	\$ 18,712	\$ 33,200	\$ 33,200	\$ 26,894	\$ 21,693	\$ 22,344
Other/Transfers Out <sup>1</sup>	2,726,160	2,495,050	2,495,050	2,462,085	1,233,351	1,232,700
Subtotal Expenditures	2,744,872	2,528,250	2,528,250	2,488,979	1,255,044	1,255,044
Reserves	-	10,000	1,243,935	10,000	10,000	10,000
<b>Total</b>	<b>\$ 2,744,872</b>	<b>\$ 2,538,250</b>	<b>\$ 3,772,185</b>	<b>\$ 2,498,979</b>	<b>\$ 1,265,044</b>	<b>\$ 1,265,044</b>

Expenditures by Program	FY 2019 Actual	FY 2020 Adopted	FY 2020 Amended	FY 2021 2498979	FY 2022 Proposed	FY 2023 Proposed
Parks Impact Fee	\$ 2,744,872	\$ 2,538,250	\$ 3,772,185	\$ 2,498,979	\$ 1,265,044	\$ 1,265,044
<b>Total</b>	<b>\$ 2,744,872</b>	<b>\$ 2,538,250</b>	<b>\$ 3,772,185</b>	<b>\$ 2,498,979</b>	<b>\$ 1,265,044</b>	<b>\$ 1,265,044</b>

Note:

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



**City of Cape Coral, Florida**  
**FY 2021 – 2023 Adopted Budget**

## Parks & Recreation Programs

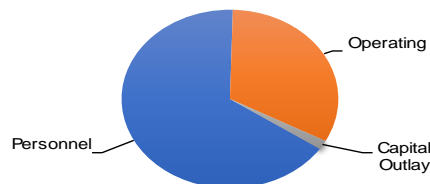
Parks & Recreation Programs are used to account for the recreational programs for individuals of various ages, skill levels, interests, social needs, and economic capabilities that collectively enhance the overall quality of life within the City.

<b>Revenues by Category</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
Reserves:						
Operating Reserves	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Use of Reserves	-	-	-	-	-	-
Revenue:						
Charges for Service	3,398,765	3,703,687	2,177,982	3,656,954	4,156,763	4,284,410
Fines & Forfeits	11,775	11,800	11,800	11,220	11,220	11,557
Grants	609,218	643,006	151,006	655,211	656,211	666,895
Miscellaneous	115,302	145,711	152,811	81,096	125,116	127,808
Other/Transfer In	5,459,841	5,075,776	7,862,557	5,652,620	5,628,131	5,817,346
<b>Total</b>	<b>\$ 9,594,902</b>	<b>\$ 9,579,980</b>	<b>\$ 10,356,156</b>	<b>\$ 10,057,101</b>	<b>\$ 10,577,441</b>	<b>\$ 10,908,016</b>

<b>Expenditures by Category</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
Personnel	\$ 5,885,989	\$ 5,969,022	\$ 5,832,522	\$ 6,636,528	\$ 6,946,098	\$ 7,093,881
Operating	3,709,289	3,382,058	4,020,208	3,257,573	3,505,343	3,623,635
Capital Outlay	65,956	228,900	503,426	163,000	126,000	190,500
Other/Transfers Out	3,000	-	-	-	-	-
Subtotal Expenditures	9,664,235	9,579,980	10,356,156	10,057,101	10,577,441	10,908,016
Reserves	-	-	-	-	-	-
<b>Total</b>	<b>\$ 9,664,235</b>	<b>\$ 9,579,980</b>	<b>\$ 10,356,156</b>	<b>\$ 10,057,101</b>	<b>\$ 10,577,441</b>	<b>\$ 10,908,016</b>

<b>Expenditures by Program</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
Aquatics	\$ 911,773	\$ 692,062	\$ 582,062	\$ 549,422	\$ 559,075	\$ 607,615
Art Studio	710,597	489,570	479,529	511,453	522,743	533,375
Athletics	617,623	639,420	654,100	689,864	1,067,401	1,093,288
Charter Before & After Care	223,665	245,093	495,093	261,727	265,354	270,315
Community Supported Events	66,484	72,600	38,600	72,600	72,600	74,778
Environmental Rec	387,759	485,886	460,786	505,625	516,709	528,216
Four Freedoms	500,031	598,643	528,443	601,907	611,106	622,494
Lake Kennedy	424,367	405,990	1,053,697	375,710	387,830	397,446
P&R Prog Fleet Rolling Stock	37,364	106,000	88,000	153,000	126,000	116,000
Parking Program	205,171	220,483	188,683	224,368	228,424	232,196
Parks & Rec Admin	754,363	127,194	752,694	693,298	713,466	736,107
Pops Café	193,466	177,088	225,588	188,036	187,369	192,620
Rotino Senior Center	318,292	461,375	478,375	426,731	441,973	476,407
Special Events	983,691	1,225,318	980,071	1,239,098	1,258,783	1,292,172
Special Populations	1,126,515	1,184,316	1,041,416	1,204,605	1,236,327	1,266,930
Transportation	313,484	303,054	244,031	321,975	328,229	334,390
William Austin Youth Center	1,299,817	1,453,127	1,272,627	1,424,166	1,423,058	1,456,506
Yacht Club	589,774	692,761	792,361	613,516	630,994	677,161
<b>Total</b>	<b>\$ 9,664,235</b>	<b>\$ 9,579,980</b>	<b>\$ 10,356,156</b>	<b>\$ 10,057,101</b>	<b>\$ 10,577,441</b>	<b>\$ 10,908,016</b>

**Expenditures by Category**

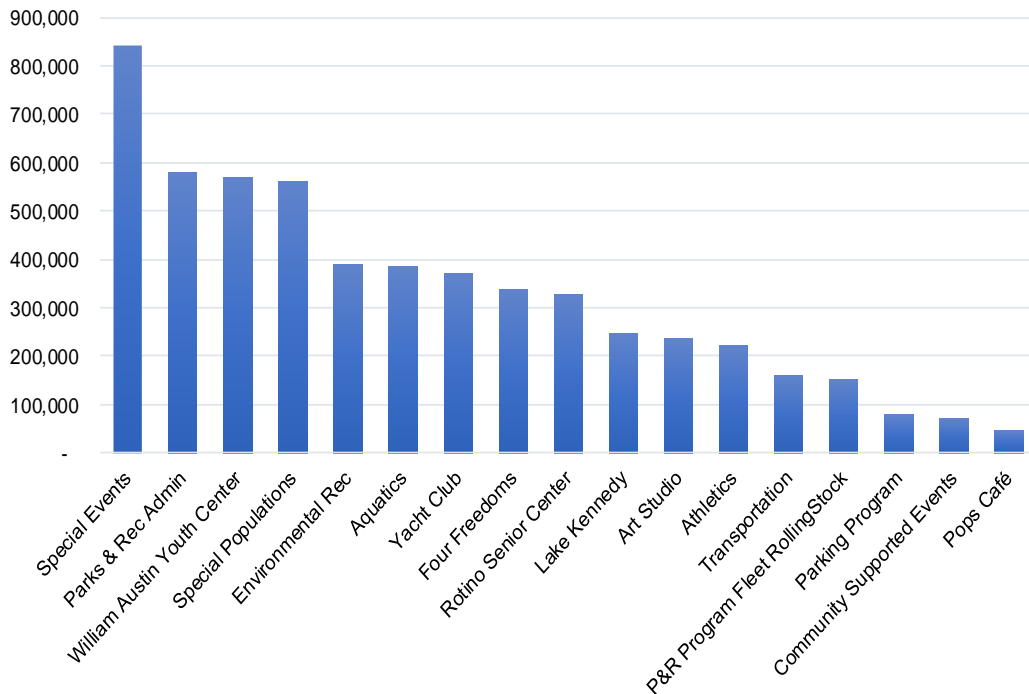




**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

## Parks & Recreation General Fund Support by Program

Subsidy by Program	FY 2019 Actual	FY 2020 Adopted	FY 2020 Amended	FY 2021 Adopted	FY 2022 Proposed	FY 2023 Proposed
Aquatics	\$ 812,289	\$ 534,642	\$ 504,062	\$ 386,866	\$ 407,282	\$ 444,437
Art Studio	500,183	256,534	297,993	235,582	291,574	251,389
Athletics	149,684	154,161	402,841	221,897	135,956	161,843
Charter Before & After Care	(78,394)	(21,907)	296,093	(30,273)	(34,746)	(38,038)
Community Supported Events	66,484	69,760	35,760	69,600	69,600	70,778
Environmental Rec	291,767	355,751	387,651	390,805	417,489	428,996
Four Freedoms	310,267	357,993	416,793	336,721	345,920	357,308
Lake Kennedy	318,728	230,150	989,857	247,625	256,338	261,564
P&R Program Fleet Rolling Stock	(4,596)	106,500	81,400	153,000	126,000	116,000
Parking Program	54,671	78,515	46,715	79,559	(53,260)	(57,939)
Parks & Rec Admin	651,835	9,894	635,394	578,298	598,466	621,107
Pops Café	62,993	30,104	136,104	44,036	39,369	42,620
Rotino Senior Center	234,480	361,512	420,512	327,668	348,931	376,102
Special Events	586,212	742,378	753,131	838,731	845,759	865,618
Special Populations	544,033	510,398	764,498	559,325	591,047	607,063
Transportation	153,019	125,822	161,799	159,875	163,729	169,260
William Austin Youth Center	374,398	608,727	731,627	568,445	562,337	593,985
Yacht Club	367,846	449,842	685,327	369,860	401,340	430,253
<b>Total</b>	<b>\$ 5,395,899</b>	<b>\$ 4,960,776</b>	<b>\$ 7,747,557</b>	<b>\$ 5,537,620</b>	<b>\$ 5,513,131</b>	<b>\$ 5,702,346</b>



**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

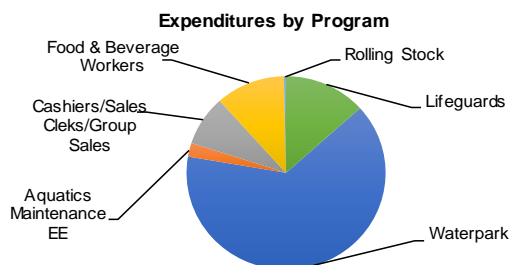
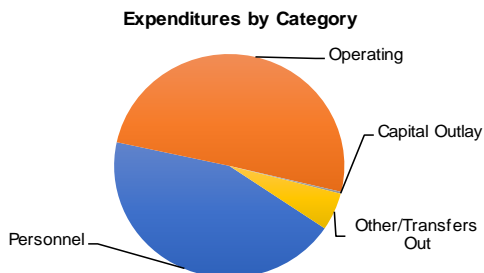
## Waterpark

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.

<b>Revenues by Category</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
Reserves:						
Operating Reserves	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Use of Reserves	-	-	-	-	-	-
Revenue:						
Charges for Service	2,213,365	2,407,918	965,318	2,457,951	2,558,761	2,604,150
Miscellaneous	267,421	11,826	11,826	11,945	12,243	12,170
Other/Transfer In	867,494	533,826	1,444,149	738,526	724,010	744,458
<b>Total</b>	<b>\$ 3,348,279</b>	<b>\$ 2,953,570</b>	<b>\$ 2,421,293</b>	<b>\$ 3,208,422</b>	<b>\$ 3,295,014</b>	<b>\$ 3,360,778</b>

<b>Expenditures by Category</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
Personnel	\$ 1,316,744	\$ 1,418,962	\$ 908,962	\$ 1,409,938	\$ 1,427,891	\$ 1,445,516
Operating	1,148,945	1,360,510	1,185,002	1,615,386	1,693,027	1,741,167
Capital Outlay	49,545	-	153,231	9,000	-	-
Other/Transfers Out	593,157	174,098	174,098	174,098	174,096	174,095
Subtotal Expenditures	3,108,391	2,953,570	2,421,293	3,208,422	3,295,014	3,360,778
Reserves	-	-	-	-	-	-
<b>Total</b>	<b>\$ 3,108,391</b>	<b>\$ 2,953,570</b>	<b>\$ 2,421,293</b>	<b>\$ 3,208,422</b>	<b>\$ 3,295,014</b>	<b>\$ 3,360,778</b>

<b>Expenditures by Program</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
Waterpark	\$ 1,957,849	\$ 1,820,840	\$ 1,796,060	\$ 2,065,134	\$ 2,123,757	\$ 2,181,971
Waterpark Aquatics Maint EE	56,050	74,329	74,329	73,978	73,978	73,978
Waterpark Cashiers	126,607	116,254	26,254	115,706	115,706	115,706
Waterpark Fleet Rolling Stock	-	-	-	9,000	-	-
Waterpark Food/Beverage Worker	285,934	357,507	105,424	361,994	388,886	395,401
Waterpark Group Sales EE	14,410	30,231	20,231	30,177	30,254	30,327
Waterpark Improvements	153,105	-	153,231	-	-	-
Waterpark Lifeguards	399,836	431,340	131,340	429,305	429,305	429,305
Waterpark Sales Clerks	114,600	123,069	114,424	123,128	133,128	134,090
<b>Total</b>	<b>\$ 3,108,391</b>	<b>\$ 2,953,570</b>	<b>\$ 2,421,293</b>	<b>\$ 3,208,422</b>	<b>\$ 3,295,014</b>	<b>\$ 3,360,778</b>



**City of Cape Coral, Florida**  
**FY 2021 – 2023 Adopted Budget**

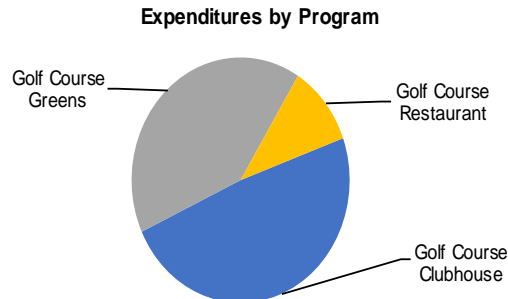
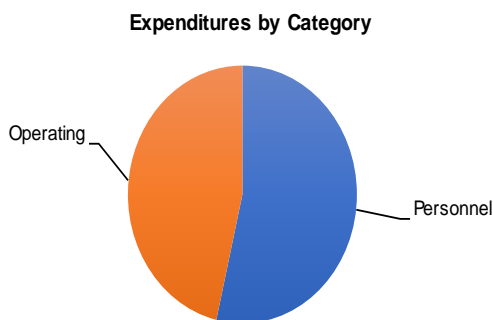
## Golf Course

The Coral Oaks Golf Course provides for a year-round municipal golf facility to include Clubhouse, Greens, and Restaurant operations.

<b>Revenues by Category</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
Reserves:						
Operating Reserves	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Use of Reserves	-	-	-	-	-	-
Revenue:						
Charges for Service	2,548,830	2,599,888	1,956,888	2,517,730	2,568,084	2,571,157
Fines & Forfeits	50	-	-	-	-	-
Miscellaneous	15,173	22,000	22,000	22,000	22,110	22,500
Other/Transfer In	600,614	589,404	912,404	447,563	458,962	598,380
<b>Total</b>	<b>\$ 3,164,667</b>	<b>\$ 3,211,292</b>	<b>\$ 2,891,292</b>	<b>\$ 2,987,293</b>	<b>\$ 3,049,156</b>	<b>\$ 3,192,037</b>

<b>Expenditures by Category</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
Personnel	\$ 1,554,877	\$ 1,581,548	\$ 1,411,548	\$ 1,603,024	\$ 1,644,197	\$ 1,684,052
Operating	1,312,059	1,484,244	1,336,009	1,384,269	1,404,959	1,440,485
Capital Outlay	137,682	145,500	143,735	-	-	67,500
Other/Transfers Out	12,250	-	-	-	-	-
Subtotal Expenditures	3,016,867	3,211,292	2,891,292	2,987,293	3,049,156	3,192,037
Reserves	-	-	-	-	-	-
<b>Total</b>	<b>\$ 3,016,867</b>	<b>\$ 3,211,292</b>	<b>\$ 2,891,292</b>	<b>\$ 2,987,293</b>	<b>\$ 3,049,156</b>	<b>\$ 3,192,037</b>

<b>Expenditures by Program</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
Golf Course Clubhouse	\$ 1,370,911	\$ 1,539,576	\$ 1,254,576	\$ 1,453,170	\$ 1,481,245	\$ 1,515,075
Golf Course Fleet Rolling	149,932	137,000	137,000	-	-	67,500
Golf Course Greens	1,178,719	1,210,902	1,205,902	1,216,850	1,244,856	1,279,114
Golf Course Restaurant	317,305	323,814	293,814	317,273	323,055	330,348
<b>Total</b>	<b>\$ 3,016,867</b>	<b>\$ 3,211,292</b>	<b>\$ 2,891,292</b>	<b>\$ 2,987,293</b>	<b>\$ 3,049,156</b>	<b>\$ 3,192,037</b>



**City of Cape Coral, Florida**  
**FY 2021 – 2023 Adopted Budget**

## City Centrum Business Park

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

<b>Revenues by Category</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Fund Balance	-	-	-	-	-	-
Revenue:						
Misc-Rent and Royalties	-	-	-	-	-	-
Misc-Other Revenues	170	-	-	-	-	-
Interfund Transfers	77,096	91,483	127,483	92,461	94,775	97,621
Other Sources	-	-	-	-	-	-
<b>Total</b>	<b>\$ 77,266</b>	<b>\$ 91,483</b>	<b>\$ 127,483</b>	<b>\$ 92,461</b>	<b>\$ 94,775</b>	<b>\$ 97,621</b>

<b>Expenditures by Category</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	77,316	91,483	127,483	92,461	94,775	97,621
Capital Outlay	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other/Transfers Out	-	-	-	-	-	-
Reserves	-	-	-	-	-	-
<b>Total</b>	<b>\$ 77,316</b>	<b>\$ 91,483</b>	<b>\$ 127,483</b>	<b>\$ 92,461</b>	<b>\$ 94,775</b>	<b>\$ 97,621</b>

<b>Expenditures by Program</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
City Centrum Business Park	\$ 77,316	\$ 91,483	\$ 127,483	\$ 92,461	\$ 94,775	\$ 97,621
<b>Total</b>	<b>\$ 77,316</b>	<b>\$ 91,483</b>	<b>\$ 127,483</b>	<b>\$ 92,461</b>	<b>\$ 94,775</b>	<b>\$ 97,621</b>

**City of Cape Coral, Florida**  
**FY 2021 – 2023 Adopted Budget**

## Seawall Assessments

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

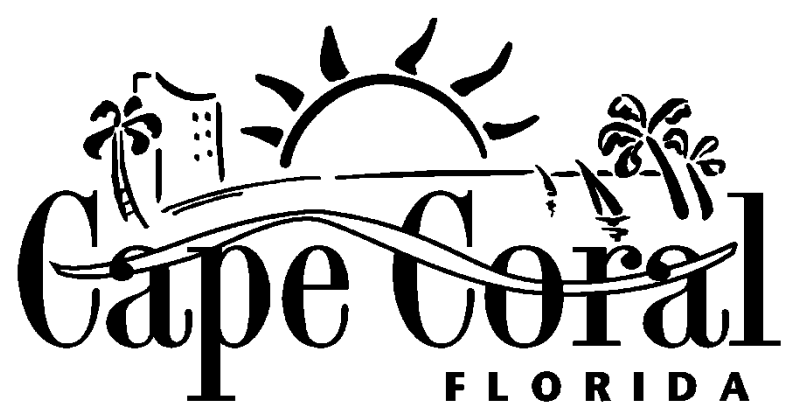
<b>Revenues by Category</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Fund Balance	-	-	-	-	-	-
Revenue:						
Miscellaneous Revenue	-	-	-	-	-	-
Misc-Spec Assessment	-	-	-	-	-	-
Fines & Forfeits	8,181	-	-	-	-	-
<b>Total</b>	<b>\$ 8,181</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

<b>Expenditures by Category</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	21	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other/Transfers Out	-	-	-	-	-	-
Reserves	-	-	-	-	-	-
<b>Total</b>	<b>\$ 21</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

<b>Expenditures by Program</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
Seawall Assmnt 7A-A3	\$ 21	\$ -	\$ -	\$ -	\$ -	\$ -
Seawall Assmt 7B	-	-	-	-	-	-
<b>Total</b>	<b>\$ 21</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

Notes:

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



**DEBT SERVICE FUND**

**Debt Service Fund..... 9**  
    *Governmental Debt* .....9-2  
    *Summary of Debt Service*.....9-4

## Governmental Debt

- **2008 Capital Improvement Revenue Bonds** - Issued to finance and refinance the cost of acquisition, construction and equipping of a new Police headquarters facility.
  - **Funding Source** – General Fund
- **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.
  - **Funding Source** – Road Impact Fees
- **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.
  - **Funding Source** – Charter School
- **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.
  - **Funding Source** – General Fund, CRA, Fire Impact Fees, Park Impact Fees and Waterpark
- **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.
  - **Funding Source** – Charter School
- **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.
  - **Funding Source** – General Fund, Building and Water & Sewer
- **2015 Special Obligation Refunding Bonds** – Parks Capital Projects Fund is used to account for the acquisition of parkland and improvements at various parks.
  - **Funding Source** – General Fund, Park Impact Fees, Road Impact Fees and Charter School (Parks & Recreation portion is partially covered by General Fund since Park Impact Fee revenue is insufficient.)
- **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
  - **Funding Source** – General Fund
- **2015 Special Obligation Revenue Note** – Issued to finance acquisition of capital equipment and refunding remaining 2005 Capital Improvement & Refunding Bonds.
  - **Funding Source** – General Fund, Building and Water & Sewer



**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

- **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.
  - **Funding Source** – General Fund and Charter School
- **2018 Special Obligation Revenue Note** – Issued for the purpose of funding capital improvement project which consist of construction of Fire Station 2 and SE47th Terrace Streetscape
  - **Funding Source** – General Fund and CRA
- **2019 \$10.2 GO Note** – Issued for the purpose of funding capital improvement project which consist of construction of Phase 1 Parks Master Plan.
  - **Funding Source** – Voter approved GO Bond Ad Valorem taxes
- **2020 Special Obligation Refunding Revenue Note** - Issued to refund the 2010 Series Gas Tax Revenue Bonds (Transportation) in order to reduce debt service.
  - **Funding Source** – Road Impact Fees

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 2021 – 2023 Adopted 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.

<b>Revenues by Category</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
Operating Fund Balance	\$ -	\$ 345,966	\$ 10,744,191	\$ 112,616	\$ -	\$ -
Revenue:						
Ad Valorem Taxes	-	841,744	841,744	4,777,908	4,969,025	5,167,786
Fines and Forfeits	-	-	-	-	-	-
Miscellaneous	3,444,078	3,352,983	3,352,983	3,262,644	3,192,875	3,191,375
Interfund Transfers	20,269,977	18,751,410	18,751,410	16,517,169	15,862,605	17,903,541
Debt Proceeds	10,200,000	-	30,760,000	-	-	-
<b>Total</b>	<b>\$ 33,914,056</b>	<b>\$ 23,292,103</b>	<b>\$ 64,450,328</b>	<b>\$ 24,670,337</b>	<b>\$ 24,024,505</b>	<b>\$ 26,262,702</b>

<b>Expenditures by Category</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
<b>Appropriations</b>						
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	3,287	1,000	1,000	1,000	-	-
Capital Outlay	-	-	-	-	-	-
Debt Service	21,269,775	22,945,137	59,424,753	24,556,721	24,024,505	26,262,702
Other/Transfers Out	7,202,529	-	4,674,381	-	-	-
Reserves	-	345,966	350,194	112,616	-	-
<b>Total</b>	<b>\$ 28,475,591</b>	<b>\$ 23,292,103</b>	<b>\$ 64,450,328</b>	<b>\$ 24,670,337</b>	<b>\$ 24,024,505</b>	<b>\$ 26,262,702</b>

<b>Expenditures by Program</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
2008 Spec Ob (Police HQ)	\$ 1,241,623	\$ -	\$ -	\$ -	\$ -	\$ -
2010 Gas Tax Revenue Bond	4,151,430	3,156,220	8,875,836	-	-	-
2011 Special Oblig (Charter)	445,640	557,029	555,593	558,804	-	-
2012 Special Oblig Rev Note	1,596,614	1,596,625	1,596,625	1,596,625	1,596,610	1,596,603
2012 Lease \$1,342,755 Charter	185,360	139,258	140,114	-	-	-
2015 Fire Service Asmt Debt	291,798	478,910	483,718	292,393	-	-
2017 Capital Lease DSF	-	440,000	440,000	-	-	-
2014 Gas Tax Refunding Rev DS	2,628,591	2,625,175	2,625,175	2,621,527	2,616,623	2,612,453
2014 Capital Improvement DSF	654,557	655,504	655,504	651,074	651,397	656,347
2015 Special Oblig Ref Revenu	4,339,317	4,337,358	4,337,358	4,340,358	3,517,107	3,518,607
Capital Debt	-	714,714	714,714	586,848	983,040	1,123,415
2015 Spec Oblig Rev Note DSF	1,874,262	1,875,796	1,875,796	1,873,548	1,875,588	951,809
2017 Special Oblig Ref Revenu	3,766,335	4,943,875	4,943,875	4,940,875	5,387,625	5,391,375
2018 Special Obli Rev DSF	1,774,447	929,895	929,895	929,894	929,892	929,892
2019 \$10.2 GO Note DSF	5,525,619	841,744	5,516,125	4,777,908	4,969,025	5,167,786
2020 Spec Oblig Rev Note DSF	-	-	30,760,000	1,500,483	1,497,598	4,314,415
<b>Total</b>	<b>\$ 28,475,591</b>	<b>\$ 23,292,103</b>	<b>\$ 64,450,328</b>	<b>\$ 24,670,337</b>	<b>\$ 24,024,505</b>	<b>\$ 26,262,702</b>

**CAPITAL PROJECTS FUND**

**Capital Projects Fund ..... 10**  
    *Capital Projects .....10-2*  
    *Summary of Capital Projects .....10-3*

## Capital Projects

### Other Governmental Capital Projects

- **Academic Village** – Academic Village Fund is used to account for the design and permitting of the Academic Village site which was purchased with the intent of constructing institutions of higher education, a high school, library, and a recreational complex. Currently, costs being incurred are related to environmental mitigation and the site permit.
- **Computer (ERP) System** – Computer System Replacement Fund is used to account for the costs associated with replacing the City's financial operating software and related applications. FY 2015 is related to the Cashier System. FY2016 is related Budget and CAFR Software
- **CRA Capital Projects** – CRA Streetscape Fund is used to account for CRA District improvements. CRA Parking Garage Fund is used to account for CRA improvements related to the building of a parking garage within the CRA district

### Public Safety Capital Projects

- **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.
- **Police Training Facility** – Police Training Facility Fund is used to account for the design and construction of a training facility.

### Public Works Capital Projects

- **Public Works General Projects** – Public Works Capital Fund is used to account for various capital improvements including the Everest Complex perimeter wall, Sign/Striping Building, Chiquita Lock Repairs, and North Spreader Waterway.
- **Transportation Projects** – Transportation Capital Fund is used to account for improvements to various roadways including Median Landscaping, Sidewalks, Alleyway Resurfacing and miscellaneous Road Resurfacing. Road resurfacing is an annual ongoing program.
- **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.

### Cultural Recreations

- **Parks Capital Project** – Parks Capital Projects Fund is used to account for the acquisition of parkland and improvements at various parks. FY 2019 Parks and Recreation GO Bond was approved.

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

**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

## Capital Projects Funds

<b>Revenues by Category</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
Balances Forward	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Revenue:						
Intergovernmental Revenues	1,408,403	1,000,000	1,262,000	-	-	-
Miscellaneous Revenues	195,353	-	-	-	-	-
Interfund Transfers	23,909,118	10,327,951	18,680,387	14,998,045	11,795,554	11,239,398
Debt Proceeds	-	4,251,063	4,251,063	4,937,874	-	5,248,602
<b>Total</b>	<b>\$25,512,874</b>	<b>\$15,579,014</b>	<b>\$24,193,450</b>	<b>\$19,935,919</b>	<b>\$11,795,554</b>	<b>\$16,488,000</b>

<b>Expenditures by Category</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
Personnel	\$ 204,034	\$ 1,222,398	\$ 1,222,398	\$ 1,166,480	\$ 1,205,340	\$ 1,243,752
Operating	438,599	205,475	205,475	208,839	214,068	219,421
Capital Outlay	20,940,987	14,151,141	22,765,577	18,560,600	10,376,146	15,024,827
Debt Service	-	-	-	-	-	-
Other/Transfers out	3,094,881	-	-	-	-	-
<b>Total</b>	<b>\$24,678,501</b>	<b>\$15,579,014</b>	<b>\$24,193,450</b>	<b>\$19,935,919</b>	<b>\$11,795,554</b>	<b>\$16,488,000</b>

<b>Expenditures by Program</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
<b>Other Governmental Capital Improvements</b>						
<b>Government Services</b>						
Academic Village	\$ 414,158	\$ -	\$ -	\$ -	\$ -	\$ -
Computer System	2,603,802	-	-	-	-	-
<b>City Manager</b>						
CRA Capital Projects	-	(93,945)	(93,945)	768,135	1,575,515	1,707,398
CRA Streetscape	4,879,169	-	-	-	-	-
CRA Infrastructure	-	1,000,000	1,000,000	-	-	-
<b>Public Safety Capital Improvements</b>						
<b>Fire</b>						
Fire Station Construction	542,979	4,251,063	4,803,058	4,937,874	688,039	5,248,602
<b>Police</b>						
Police Training Facility	-	-	750,000	6,097,910	-	-
<b>Public Works Capital Improvements</b>						
<b>Public Works General</b>						
Chiquita Boat Lock	103,389	250,000	250,000	250,000	-	-
Sign Shop	1,009,593	-	-	-	-	-
Fleet Maint Facility	-	-	-	-	-	-
<b>Transportation Project Management</b>	1,944	89,896	89,896	-	-	-
Median Landscape	252,468	312,000	1,312,000	312,000	312,000	312,000
Alleyway Resurfacing	17,925	520,000	520,000	520,000	520,000	520,000
Road Resurfacing	5,173,208	6,500,000	6,500,000	5,550,000	6,500,000	6,500,000
Traffic Improvements	868,977	-	-	-	-	-
Sidewalks	2,357,739	2,250,000	3,850,357	1,250,000	750,000	750,000
Chiquita Blvd Improvements	-	-	-	-	-	-
Utility Extension Program	1,520,926	500,000	500,000	250,000	1,450,000	1,450,000
Santa Barbara Improvements Debt	2,894,881	-	-	-	-	-
<b>Parks &amp; Recreation Capital Improvements</b>						
Cultural/Recreation Capital Improvemen	2,037,344	-	4,712,084	-	-	-
<b>Total</b>	<b>\$24,678,501</b>	<b>\$15,579,014</b>	<b>\$24,193,450</b>	<b>\$19,935,919</b>	<b>\$11,795,554</b>	<b>\$16,488,000</b>

**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

**Note:**

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

<sup>1</sup> Payroll and Operating expenditures within the Sidewalk Capital Project become capitalized expenses. For budgeting purpose the contra entry is in the Operating Category, Actual contra entry is based on the work orders processed in the Payroll and Operating Category.

<sup>2</sup> Other Governmental Capital Improvements: Academic Village cost associated with environmental mitigation and the site permit. CRA Streetscape cost associated with the design and improvement of CRA District. CRA Parking Garage.

<sup>3</sup> Public Safety: Fire Station 11 and 2 construction is funded by debt service. Design is funded by transfer from the General Fund. Station 11 construction was in FY 2018 and Station 2 construction is scheduled for FY 2020. Design for Station 12 is budgeted in FY 2021.

<sup>4</sup> Transportation: In FY 2020 - FY 2022 Median Curbing includes General Fund transfer of \$312,000 for Median Landscaping and \$520,000 for Alleyway Resurfacing, and the remaining funded by 6 Cent Gas Tax contributions. FY 2020 and FY 2021 Road Resurfacing has been funded by a General Fund transfer and 6 Cent Gas Tax contributions. Sidewalks are primarily funded by grant funds with \$950,000 being funded by Five Cent and Six Cent Gas Tax for FY 2020, \$850,000 for FY 2021 and \$450,000 for FY 2022. Funding from 5 Cent Gas Tax will support sidewalk/bikepath resurfacing and 6 Cent Gas Tax will support non-assessed transportation work in North

<sup>5</sup> Cultural/Recreation: Parks & Recreation account for land purchase and park development. The Parks GO Bond was approved and development began in FY 2019.

City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget

ENTERPRISE FUND

Enterprise Funds..... 11

*Water & Sewer*..... 11-2

*Water & Sewer Utility Extension Capital Projects* ..... 11-3

*Water & Sewer Impact, CFEC & CIAC Fees*..... 11-4

*Stormwater* ..... 11-5

*Yacht Basin* ..... 11-6

**City of Cape Coral, Florida**  
**FY 2021 – 2023 Adopted Budget**

## Water & Sewer

Water & Sewer Fund provides revenue to fund costs incidental to the operation of the utility system. This fund has reserve requirements of 25% retained for operations and maintenance annual cost plus the equivalent of 5% prior fiscal year gross revenue to fund repair and replacement.

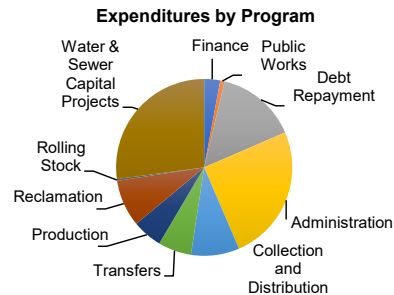
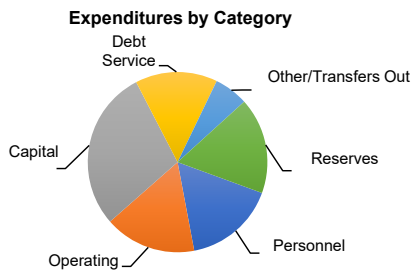
Revenues by Category	FY 2019 Actual	FY 2020 Adopted	FY 2020 Amended	FY 2021 Adopted	FY 2022 Proposed	FY 2023 Proposed
Reserves:						
Operating Reserves	\$ -	\$ 13,927,330	\$ 15,832,033	\$ 16,992,713	\$ 28,133,906	\$ 28,778,736
Use of Reserves	-	21,800,318	21,800,318	-	4,653,066	1,664,668
Revenue:						
Charges for Service	85,890,410	89,286,462	89,286,462	92,216,814	94,648,841	98,378,388
Fines and Forfeitures	652,780	638,443	638,443	657,597	677,326	677,326
Grants	215,277	-	2,680,726	-	-	-
Internal Service Charges	226,287	235,494	235,494	242,569	249,854	262,620
Miscellaneous	2,240,946	374,690	374,690	385,933	978,981	1,088,439
Other/Transfers In	69,393,576	45,311,458	45,923,032	79,462,149	55,652,390	60,975,246
<b>Total</b>	<b>\$ 158,619,277</b>	<b>\$ 171,574,195</b>	<b>\$ 176,771,198</b>	<b>\$ 189,957,775</b>	<b>\$ 184,994,364</b>	<b>\$ 191,825,423</b>

Expenditures by Category	FY 2019 Actual	FY 2020 Adopted	FY 2020 Amended	FY 2021 Adopted	FY 2022 Proposed	FY 2023 Proposed
Personnel <sup>1</sup>	\$ 26,985,486	\$ 30,502,394	\$ 30,502,394	\$ 31,295,080	\$ 32,446,609	\$ 33,474,826
Operating	25,859,091	28,615,349	34,779,211	31,363,937	33,248,885	34,193,672
Capital	25,849,720	38,149,122	39,255,894	54,774,560	30,485,927	35,892,077
Debt Service	27,837,195	28,091,023	28,091,023	28,118,171	28,139,543	28,135,441
Other/Transfers Out	43,615,812	32,288,977	33,103,058	11,619,055	30,229,996	27,310,842
Subtotal Expenditures	150,147,304	157,646,865	165,731,580	157,170,803	154,550,960	159,006,858
Reserves	-	13,927,330	11,039,618	32,786,972	30,443,404	32,818,565
<b>Total</b>	<b>\$ 150,147,304</b>	<b>\$ 171,574,195</b>	<b>\$ 176,771,198</b>	<b>\$ 189,957,775</b>	<b>\$ 184,994,364</b>	<b>\$ 191,825,423</b>

Expenditures by Program	FY 2019 Actual	FY 2020 Adopted	FY 2020 Amended	FY 2021 Adopted	FY 2022 Proposed	FY 2023 Proposed
Finance	\$ 4,020,766	\$ 5,354,002	\$ 5,354,002	\$ 5,549,087	\$ 5,750,793	\$ 5,929,183
Public Works	(77)	1,577,948	1,577,948	1,540,484	1,629,316	1,673,068
Utilities:						
Debt Repayment	27,839,881	28,091,023	28,091,023	28,118,171	28,139,543	28,135,441
Administration	14,625,413	29,380,803	27,954,972	47,497,302	45,629,795	48,426,554
Collection and Distribution	14,263,255	16,784,084	18,645,045	16,857,897	17,768,473	18,193,803
Transfers	43,365,027	32,263,977	32,840,869	11,594,055	30,204,996	27,285,842
Production	8,110,430	10,182,519	10,145,371	10,420,003	10,886,776	11,174,190
Reclamation	12,848,007	16,277,481	16,462,032	16,244,144	16,812,671	17,403,885
Rolling Stock	437,369	987,000	1,766,960	647,000	513,500	618,000
Water & Sewer Capital Projects	24,637,234	30,675,358	33,932,976	51,489,632	27,658,501	32,985,457
<b>Total</b>	<b>\$ 150,147,304</b>	<b>\$ 171,574,195</b>	<b>\$ 176,771,198</b>	<b>\$ 189,957,775</b>	<b>\$ 184,994,364</b>	<b>\$ 191,825,423</b>

Note: Actual expenditures are on a budgetary basis and do not include OPEB or depreciation.

<sup>1</sup> See section 15-C for personnel changes.





**City of Cape Coral, Florida**  
**FY 2021 – 2023 Adopted Budget**

## Water & Sewer Utility Extension Capital Projects

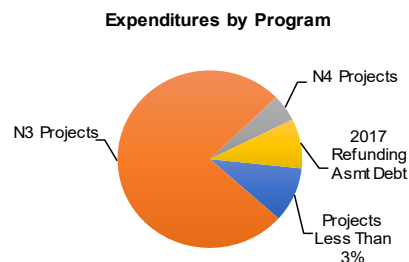
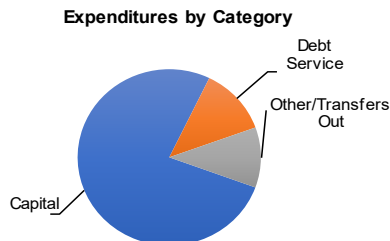
The Water & Sewer Utility Extension Capital Projects fund is used to address the needs for additional capital funds to support the orderly expansion of the city's water system, wastewater system, and irrigation system to meet the burdens imposed by new users.

Revenues by Category	FY 2019 Actual	FY 2020 Adopted	FY 2020 Amended	FY 2021 Adopted	FY 2022 Proposed	FY 2023 Proposed
Reserves:						
Operating Reserves	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Use of Reserves	-	-	-	-	-	-
Revenue:						
Charges for Service	(460,377)	-	-	-	-	-
Debt Proceeds	-	61,812,417	61,812,417	104,786,314	104,786,311	92,187,344
Fines and Forfeitures	187,073	-	-	-	-	-
Grants	400,000	-	-	-	-	-
Miscellaneous	11,615,273	-	-	-	-	-
Special Assessment	21,105,619	16,071,937	16,071,937	10,579,612	8,972,336	13,848,190
Other/Transfers In	19,315,728	4,448,511	4,448,511	21,362,660	22,649,260	17,249,199
Reserves	-	-	-	-	-	-
<b>Total</b>	<b>\$ 52,163,317</b>	<b>\$ 82,332,865</b>	<b>\$ 82,332,865</b>	<b>\$ 136,728,586</b>	<b>\$ 136,407,907</b>	<b>\$ 123,284,733</b>

Expenditure by Category	FY 2019 Actual	FY 2020 Adopted	FY 2020 Amended	FY 2021 Adopted	FY 2022 Proposed	FY 2023 Proposed
Payroll	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	62,058	-	-	-	-	-
Capital	91,597,352	61,812,417	61,812,417	104,786,314	104,786,311	92,187,344
Debt Service	17,610,329	17,032,335	17,032,335	16,822,172	17,324,098	17,731,981
Other/Transfers Out	18,355,790	3,488,113	3,488,113	15,120,100	14,297,498	13,365,408
Subtotal Expenditures	127,625,530	82,332,865	82,332,865	136,728,586	136,407,907	123,284,733
Reserves	-	-	-	-	-	-
<b>Total</b>	<b>\$ 127,625,530</b>	<b>\$ 82,332,865</b>	<b>\$ 82,332,865</b>	<b>\$ 136,728,586</b>	<b>\$ 136,407,907</b>	<b>\$ 123,284,733</b>

Expenditures by Program	FY 2019 Actual	FY 2020 Adopted	FY 2020 Amended	FY 2021 Adopted	FY 2022 Proposed	FY 2023 Proposed
Utility Extension Special Asmt	\$ -	\$ 12,583,824	\$ 12,583,824	\$ 742,941	\$ 1,245,292	\$ 1,652,750
Pine Island Projects	512,244	98,122	98,122	408,640	266,068	98,122
SW1 Projects	1,316,457	392,420	392,420	968,851	663,928	392,420
SW3 Projects	1,732,549	-	-	1,099,692	668,787	240,288
SW2 Projects	1,999,447	-	-	1,608,133	1,609,432	1,583,301
SE1 Projects	1,828,174	-	-	1,555,645	1,553,645	1,554,427
SW4 Projects	4,657,538	-	-	3,943,808	3,957,308	3,929,951
North Central Loop Projects	78,739	-	-	-	-	-
SW5 Projects	3,142,372	-	-	2,436,479	2,479,242	2,467,766
SW6/7 Projects	7,666,056	7,446,082	7,446,082	7,375,051	7,374,626	7,375,051
2017 Refunding Asmt Debt	12,724,134	-	-	11,666,863	11,666,863	11,666,863
N2 Projects	91,831,733	-	-	-	-	-
N1 Projects	456	54,520,232	54,520,232	-	-	-
N3 Projects	-	7,292,185	7,292,185	98,444,513	98,444,510	-
N4 Projects	-	-	-	6,341,801	6,341,801	92,187,344
All Other Projects	135,631	-	-	136,169	136,405	136,450
<b>Total</b>	<b>\$ 127,625,530</b>	<b>\$ 82,332,865</b>	<b>\$ 82,332,865</b>	<b>\$ 136,728,586</b>	<b>\$ 136,407,907</b>	<b>\$ 123,284,733</b>

Note: Actual expenditures are on a budgetary basis and do not include OPEB or Depreciation. Capital outlay includes capitalized assets that are recorded on the balance sheet for financial reporting purposes.



**City of Cape Coral, Florida**  
**FY 2021 – 2023 Adopted Budget**

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

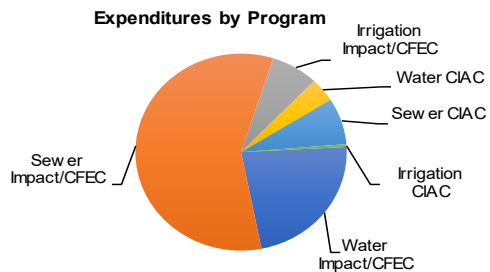
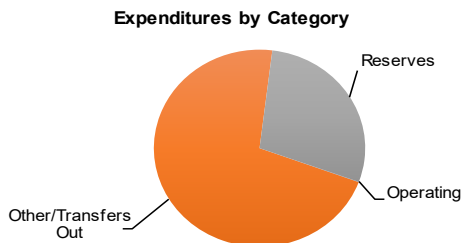
Water & Sewer Impact, CFEC, and CIAC fees are restricted funds that may only be used for the payment of the cost of expansion of the respective system and to the payment of any bonds to which contributions in the aid of construction may have been pledged or may be legally used pursuant to City Code of Ordinances 2-24.

Revenues by Category	FY 2019 Actual	FY 2020 Adopted	FY 2020 Amended	FY 2021 Adopted	FY 2022 Proposed	FY 2023 Proposed
Reserves:						
Operating Reserves	\$ -	\$ 95,900,843	\$ 11,576,659	\$ 83,201,759	\$ 31,327,270	\$ 23,189,909
Use of Reserves	-	-	-	-	-	-
Revenue:						
Charges for Service	(804,887)	-	-	-	-	-
Fines and Forfeitures	75,445	-	-	-	-	-
Impact Fees	6,841,947	13,303,813	13,303,813	11,519,803	13,251,213	16,715,336
Miscellaneous	5,004,021	-	-	-	-	-
Special Assessment	12,935,010	17,081,505	17,081,505	10,636,078	12,331,418	15,774,721
Other/Transfers In	-	-	-	4,114,102	5,466,744	4,429,087
<b>Total</b>	<b>\$ 24,051,536</b>	<b>\$ 126,286,161</b>	<b>\$ 41,961,977</b>	<b>\$ 109,471,742</b>	<b>\$ 62,376,645</b>	<b>\$ 60,109,053</b>

Expenditures by Category	FY 2019 Actual	FY 2020 Adopted	FY 2020 Amended	FY 2021 Adopted	FY 2022 Proposed	FY 2023 Proposed
Operating	\$ 66,436	\$ 18,550	\$ 18,550	\$ 51,650	\$ 52,599	\$ 53,549
Other/Transfers Out	28,692,837	13,876,338	13,876,338	78,092,822	39,134,137	41,870,462
Subtotal Expenditures	28,759,273	13,894,888	13,894,888	78,144,472	39,186,736	41,924,011
Reserves	-	112,391,273	28,067,089	31,327,270	23,189,909	18,185,042
<b>Total</b>	<b>\$ 28,759,273</b>	<b>\$ 126,286,161</b>	<b>\$ 41,961,977</b>	<b>\$ 109,471,742</b>	<b>\$ 62,376,645</b>	<b>\$ 60,109,053</b>

Expenditures by Program	FY 2019 Actual	FY 2020 Adopted	FY 2020 Amended	FY 2021 Adopted	FY 2022 Proposed	FY 2023 Proposed
Water Impact/CFEC	\$ 2,440,618	\$ 22,114,055	\$ 8,004,250	\$ 24,887,742	\$ 17,564,240	\$ 17,563,165
Sewer Impact/CFEC	10,196,060	63,292,701	18,635,922	63,520,241	30,495,983	19,379,007
Irrigation Impact/CFEC	14,491,535	25,321,151	9,914,635	7,933,269	8,123,397	16,434,991
Water CIAC	1,630,536	6,193,470	2,008,015	4,262,322	1,138,342	1,146,982
Sewer CIAC	502	8,307,321	3,040,469	8,364,442	4,902,017	5,427,492
Irrigation CIAC	23	1,057,463	358,686	503,726	152,666	157,416
<b>Total</b>	<b>\$ 28,759,273</b>	<b>\$ 126,286,161</b>	<b>\$ 41,961,977</b>	<b>\$ 109,471,742</b>	<b>\$ 62,376,645</b>	<b>\$ 60,109,053</b>

Note: Actual expenditures are on a budgetary basis and do not include OPEB or depreciation.



**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

## Stormwater

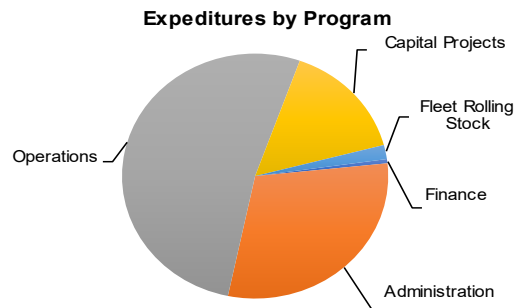
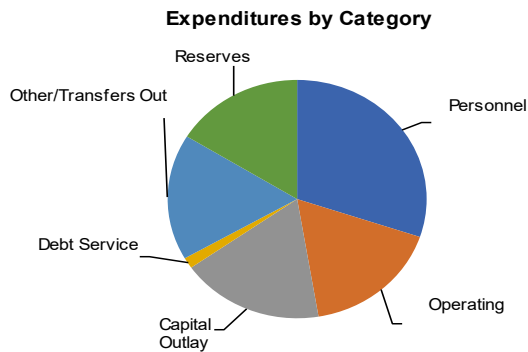
Stormwater fund is used to account for the activities of the City's stormwater drainage program in compliance with the Environmental Protection Agency and local/state regulations. This fund has reserve requirements of two months total operating expenditures for renewal and replacement.

<b>Revenues by Category</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
Use of Fund Balance	\$ -	\$ 6,255,462	\$ 5,668,962	\$ 5,063,576	\$ 4,553,252	\$ 3,892,495
Operating Fund Balance	-	2,118,854	2,118,854	585,851	510,324	660,757
Revenue:						
Charges for Services	19,555,627	19,211,074	19,211,074	20,480,036	20,486,555	20,493,133
Fines & Forfeits	51,050	1,664	1,664	53,603	56,284	59,099
Grants	-	-	118,534	-	-	-
License and Permits	6,994	3,660	3,660	7,045	7,096	7,148
Miscellaneous	670,381	108,802	108,802	238,509	242,555	246,803
Other/Transfers In	6,334,469	4,621,627	4,621,627	4,834,871	3,842,295	3,849,757
Special Assessment	(194,048)	-	-	-	-	-
<b>Total</b>	<b>\$26,424,473</b>	<b>\$32,321,143</b>	<b>\$31,853,177</b>	<b>\$31,263,491</b>	<b>\$29,698,361</b>	<b>\$ 29,209,192</b>

<b>Expenditures by Category</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
Personnel	\$ 8,679,533	\$ 9,118,448	\$ 9,118,448	\$ 9,424,768	\$ 9,738,376	\$10,048,898
Operating	4,056,427	5,295,601	5,300,147	5,380,458	5,620,672	5,766,815
Capital Outlay	6,441,399	6,083,534	6,217,057	5,595,347	4,768,295	4,475,757
Debt Service	-	443,000	443,000	461,000	922,000	922,000
Other/Transfers Out	6,094,391	5,125,098	5,125,098	5,338,342	4,095,766	4,103,227
Subtotal Expenditures	25,271,750	26,065,681	26,203,750	26,199,915	25,145,109	25,316,697
Reserves	-	6,255,462	5,649,427	5,063,576	4,553,252	3,892,495
<b>Total</b>	<b>\$25,271,750</b>	<b>\$32,321,143</b>	<b>\$31,853,177</b>	<b>\$31,263,491</b>	<b>\$29,698,361</b>	<b>\$ 29,209,192</b>

<b>Expenditures by Program</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
Finance	\$ 100,695	\$ 174,204	\$ 174,204	\$ 173,212	\$ 179,204	\$ 184,750
Administration	9,910,473	9,177,313	9,113,716	9,363,592	8,688,023	8,806,870
Operations	8,801,603	17,738,999	17,216,096	16,309,816	16,177,839	15,797,815
Capital Projects	5,793,195	4,621,627	4,740,161	4,834,871	3,842,295	3,849,757
Fleet Rolling Stock	665,783	609,000	609,000	582,000	811,000	570,000
<b>Total</b>	<b>\$25,271,750</b>	<b>\$32,321,143</b>	<b>\$31,853,177</b>	<b>\$31,263,491</b>	<b>\$29,698,361</b>	<b>\$ 29,209,192</b>

Note: Actual expenditures are on a budgetary basis and do not include OPEB or Depreciation.



**City of Cape Coral, Florida**  
**FY 2021 – 2023 Adopted Budget**

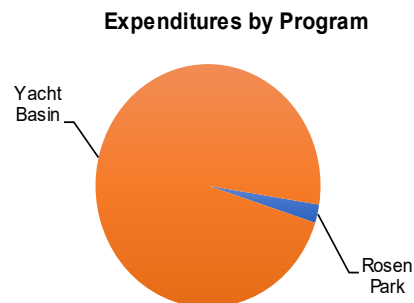
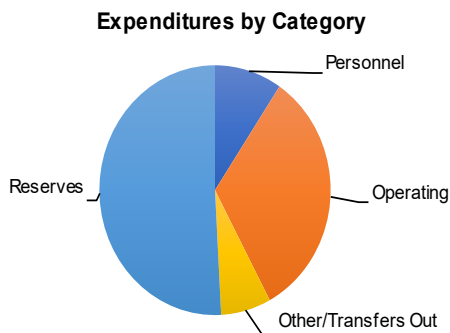
## Yacht Basin

The Yacht Basin fund is used to account for the activities of the City's public marina and docks and may only be used in support of the public marina and docks.

<b>Revenues by Category</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
Reserves:						
Operating Reserves	\$ -	\$ 1,039,168	\$ 1,088,975	\$ 952,057	\$ 835,196	\$ 887,093
Use of Reserves	-	-	-	-	-	-
Revenue:						
Charges for Service	732,798	672,235	672,235	690,057	707,377	726,247
Grants	5,250	-	-	-	-	-
Miscellaneous	36,159	1,230	1,230	410	410	410
<b>Total</b>	<b>\$ 774,207</b>	<b>\$ 1,712,633</b>	<b>\$ 1,762,440</b>	<b>\$ 1,642,524</b>	<b>\$ 1,542,983</b>	<b>\$ 1,613,750</b>

<b>Expenditures by Category</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
Personnel	\$ 161,400	\$ 149,966	\$ 149,966	\$ 154,682	\$ 157,984	\$ 161,393
Operating	376,881	525,956	545,417	537,646	382,906	393,392
Capital Outlay	-	-	-	-	-	-
Other/Transfers Out	115,000	115,000	115,000	115,000	115,000	115,000
Subtotal Expenditures	653,280	790,922	810,383	807,328	655,890	669,785
Reserves	-	921,711	952,057	835,196	887,093	943,965
<b>Total</b>	<b>\$ 653,280</b>	<b>\$ 1,712,633</b>	<b>\$ 1,762,440</b>	<b>\$ 1,642,524</b>	<b>\$ 1,542,983</b>	<b>\$ 1,613,750</b>

<b>Expenditures by Program</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
Rosen Park	\$ 49,367	\$ 37,135	\$ 37,135	\$ 40,138	\$ 39,177	\$ 40,396
Yacht Basin	603,914	1,675,498	1,725,305	1,602,386	1,503,806	1,573,354
<b>Total</b>	<b>\$ 653,280</b>	<b>\$ 1,712,633</b>	<b>\$ 1,762,440</b>	<b>\$ 1,642,524</b>	<b>\$ 1,542,983</b>	<b>\$ 1,613,750</b>



**INTERNAL SERVICE FUND**

**Internal Service Funds..... 12**

*Workers Compensation Insurance Fund..... 12-2*

*Property/Liability Insurance Fund ..... 12-3*

*Self-Insured Health Plan Fund..... 12-4*

*Facilities Management Fund..... 12-5*

*Fleet Maintenance Fund..... 12-6*

**City of Cape Coral, Florida**  
**FY 2021 – 2023 Adopted Budget**

## Workers Compensation Insurance Fund

The Internal Service Fund of Workers' Compensation Insurance is to account for the self-insurance of workers compensation. The primary source of funding for cost recovery is through bi-weekly payroll contributions of the individual operating funds.

<b>Revenues by Category</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
Reserves:						
Operating Reserves	\$ -	\$ 4,011,024	\$ 4,990,131	\$ 5,540,823	\$ 6,233,622	\$ 7,059,403
Use of Reserves	-	-	-	-	-	-
Revenue:						
Charges for Services	3,842,080	4,024,893	4,024,893	4,218,811	4,412,369	4,565,784
Miscellaneous	444,530	-	-	-	-	-
<b>Total</b>	<b>\$ 4,286,611</b>	<b>\$ 8,035,917</b>	<b>\$ 9,015,024</b>	<b>\$ 9,759,634</b>	<b>\$10,645,991</b>	<b>\$11,625,187</b>

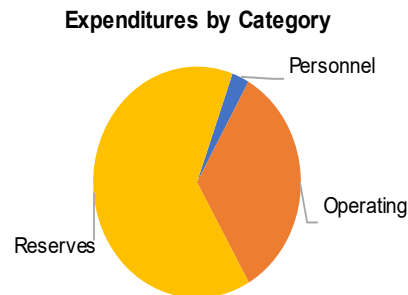
<b>Expenditures by Category</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
Personnel <sup>1</sup>	\$ 266,625	\$ 248,616	\$ 248,616	\$ 262,946	\$ 271,483	\$ 279,991
Operating	2,095,565	3,200,585	3,197,663	3,263,066	3,315,105	3,414,548
Capital	-	25,000	27,922	-	-	-
Subtotal Expenditures	2,362,190	3,474,201	3,474,201	3,526,012	3,586,588	3,694,539
Reserves	-	4,561,716	5,540,823	6,233,622	7,059,403	7,930,648
<b>Total</b>	<b>\$ 2,362,190</b>	<b>\$ 8,035,917</b>	<b>\$ 9,015,024</b>	<b>\$ 9,759,634</b>	<b>\$10,645,991</b>	<b>\$11,625,187</b>

<b>Expenditures by Program</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
Workers' Comp Ins	\$ 2,362,190	\$ 8,035,917	\$ 9,015,024	\$ 9,759,634	\$10,645,991	\$11,625,187
<b>Total</b>	<b>\$ 2,362,190</b>	<b>\$ 8,035,917</b>	<b>\$ 9,015,024</b>	<b>\$ 9,759,634</b>	<b>\$10,645,991</b>	<b>\$11,625,187</b>

Note:

Actual expenditures are on a budgetary basis and do not include OPEB or depreciation. Capital outlay includes capitalized assets that are recorded on the balance sheet for financial reporting purposes.

<sup>1</sup> Risk Manager is charged 100% to Workers' Comp Fund. Risk Generalist and Safety Officer are split equally at 50% each between Workers Comp and Property Liability Funds. Claims Examiner is charged to Property/Liability Liability



**City of Cape Coral, Florida**  
**FY 2021 – 2023 Adopted Budget**

## Property/Liability Insurance Fund

The Internal Service Fund of Property Liability Insurance is to account for the self-insurance liability. The primary source of funding is through an annual allocation to operating funds based on the recorded value of capital assets.

<b>Revenues by Category</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
Reserves:						
Operating Reserves	\$ -	\$ 2,370,146	\$ 2,584,954	\$ 2,567,927	\$ 2,573,981	\$ 2,539,671
Use of Reserves	-	-	-	-	-	-
Revenue:						
Charges for Services	3,563,952	3,893,649	3,893,649	4,014,852	4,096,082	4,179,914
Miscellaneous	398,412	-	-	-	-	-
<b>Total</b>	<b>\$ 3,962,364</b>	<b>\$ 6,263,795</b>	<b>\$ 6,478,603</b>	<b>\$ 6,582,779</b>	<b>\$ 6,670,063</b>	<b>\$ 6,719,585</b>

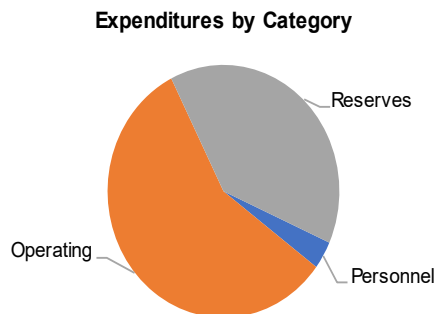
<b>Expenditures by Category</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
Personnel <sup>1</sup>	\$ 211,621	\$ 235,188	\$ 235,188	\$ 234,798	\$ 242,498	\$ 250,225
Operating	3,366,499	3,675,488	5,425,488	3,774,000	3,887,894	4,004,539
Subtotal Expenditures	3,578,120	3,910,676	5,660,676	4,008,798	4,130,392	4,254,764
Reserves	-	2,353,119	817,927	2,573,981	2,539,671	2,464,821
<b>Total</b>	<b>\$ 3,578,120</b>	<b>\$ 6,263,795</b>	<b>\$ 6,478,603</b>	<b>\$ 6,582,779</b>	<b>\$ 6,670,063</b>	<b>\$ 6,719,585</b>

<b>Expenditures by Program</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
Property/Liab. Ins	\$ 3,578,120	\$ 6,263,795	\$ 6,478,603	\$ 6,582,779	\$ 6,670,063	\$ 6,719,585
<b>Total</b>	<b>\$ 3,578,120</b>	<b>\$ 6,263,795</b>	<b>\$ 6,478,603</b>	<b>\$ 6,582,779</b>	<b>\$ 6,670,063</b>	<b>\$ 6,719,585</b>

Note:

Actual expenditures are on a budgetary basis and do not include OPEB or depreciation. Capital outlay includes capitalized assets that are recorded on the balance sheet for financial reporting purposes.

<sup>1</sup> Risk Manager is charged 100% to Workers' Comp Fund. Claims Examiner is charged to Property/Liability Fund. Risk Generalist and Safety Officer are split equally at 50% each between Workers Comp and Property Liability Funds.



**City of Cape Coral, Florida**  
**FY 2021 – 2023 Adopted Budget**

## Self-Insured Health Plan Fund

The Internal Service Fund of Self-Insured Health Plan is to account for the self-insurance of medical insurance. The primary source of funding for cost recovery is through bi-weekly payroll contributions of the individual operating funds.

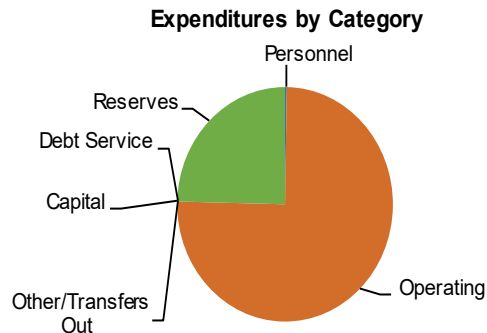
<b>Revenues by Category</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Fund Balance	-	7,200,590	10,148,243	11,360,450	10,304,753	9,945,981
Revenue:						
Charges for Services <sup>1</sup>	20,207,877	25,476,968	20,476,968	29,902,234	31,528,841	32,579,029
Interest	288,208	-	-	-	-	-
Interfund Transfers	-	-	-	-	-	-
Other	724,103	400,000	400,000	600,000	600,000	600,000
<b>Total</b>	<b>\$21,220,188</b>	<b>\$33,077,558</b>	<b>\$31,025,211</b>	<b>\$41,862,684</b>	<b>\$42,433,594</b>	<b>\$43,125,010</b>

<b>Expenditures by Category</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
Personnel	\$ 160,232	\$ 131,848	\$ 131,848	\$ 107,162	\$ 110,767	\$ 114,330
Operating <sup>1</sup>	17,713,990	23,051,449	25,532,913	31,450,769	32,376,846	33,330,495
Capital	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other/Transfers Out	-	-	-	-	-	-
Subtotal Expenditures	17,874,222	23,183,297	25,664,761	31,557,931	32,487,613	33,444,825
Reserves	-	9,894,261	5,360,450	10,304,753	9,945,981	9,680,185
<b>Total</b>	<b>\$17,874,222</b>	<b>\$33,077,558</b>	<b>\$31,025,211</b>	<b>\$41,862,684</b>	<b>\$42,433,594</b>	<b>\$43,125,010</b>

<b>Expenditures by Program</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
Self-Insured Health Plan	\$17,874,222	\$33,077,558	\$29,543,747	\$40,185,214	\$40,714,186	\$41,362,617
Employee Health Clinic	-	-	1,481,464	1,677,470	1,719,408	1,762,393
<b>Total</b>	<b>\$17,874,222</b>	<b>\$33,077,558</b>	<b>\$31,025,211</b>	<b>\$41,862,684</b>	<b>\$42,433,594</b>	<b>\$43,125,010</b>

Note: Actual expenditures are on a budgetary basis and do not include OPEB or depreciation.

<sup>1</sup> Employee Health & Wellness Clinic opened mid FY 2020.





**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

## Facilities Management Fund

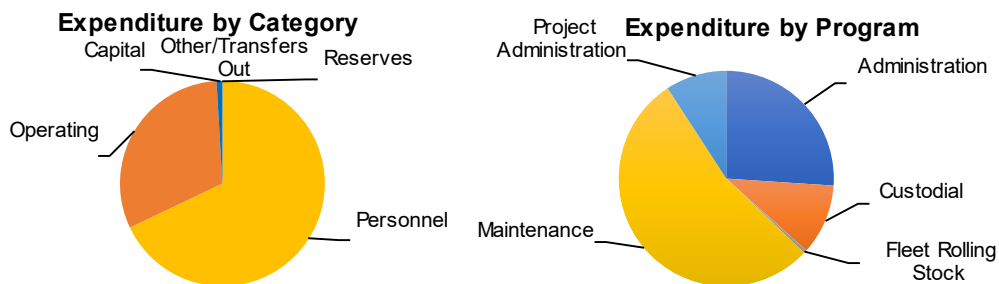
The Internal Service Fund of Facilities Management provides project management, facilities management and contract management services for a broad spectrum of municipal capital improvement and maintenance projects. Cost recovery is through a work order system with a related general administrative overhead cost allocation.

<b>Revenues by Category</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Fund Balance	-	-	-	-	-	-
Revenue:						
Internal Service Charges	5,190,007	5,898,591	5,902,710	6,067,606	6,279,954	6,556,504
Miscellaneous	8,775	-	-	-	-	-
<b>Total</b>	<b>\$ 5,198,782</b>	<b>\$ 5,898,591</b>	<b>\$ 5,902,710</b>	<b>\$ 6,067,606</b>	<b>\$ 6,279,954</b>	<b>\$ 6,556,504</b>

<b>Expenditures by Category</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
Personnel	\$ 3,429,852	\$ 4,074,196	\$ 4,074,196	\$ 4,122,062	\$ 4,258,079	\$ 4,394,386
Operating	1,367,942	1,815,995	1,820,114	1,889,544	1,931,875	1,980,118
Capital	61,746	8,400	8,400	56,000	90,000	182,000
Other/Transfers Out	11,000	-	-	-	-	-
Subtotal Expenditures	4,870,540	5,898,591	5,902,710	6,067,606	6,279,954	6,556,504
Reserves	-	-	-	-	-	-
<b>Total</b>	<b>\$ 4,870,540</b>	<b>\$ 5,898,591</b>	<b>\$ 5,902,710</b>	<b>\$ 6,067,606</b>	<b>\$ 6,279,954</b>	<b>\$ 6,556,504</b>

<b>Expenditures by Program</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
Administration	\$ 1,283,227	\$ 1,653,771	\$ 1,653,771	\$ 1,579,854	\$ 1,623,226	\$ 1,671,948
Custodial	554,458	613,889	613,889	642,111	664,004	684,496
Fleet Rolling Stock	72,746	-	-	30,000	75,000	120,000
Maintenance	2,608,764	3,101,175	3,105,294	3,258,310	3,342,387	3,486,356
Project Administration	351,344	529,756	529,756	557,331	575,337	593,704
<b>Total</b>	<b>\$ 4,870,540</b>	<b>\$ 5,898,591</b>	<b>\$ 5,902,710</b>	<b>\$ 6,067,606</b>	<b>\$ 6,279,954</b>	<b>\$ 6,556,504</b>

Note: Actual expenditures are on a budgetary basis and do not include OPEB or Depreciation.



**City of Cape Coral, Florida**  
**FY 2021 – 2023 Adopted Budget**

## Fleet Maintenance Fund

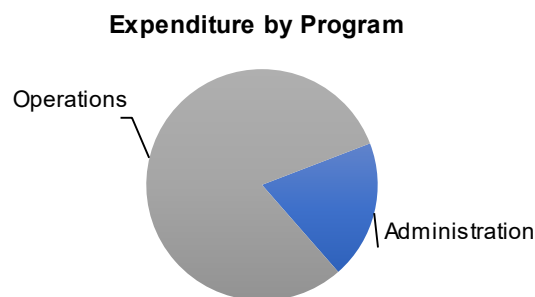
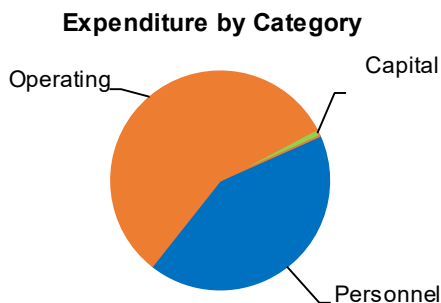
The Internal Service Fund of Fleet Maintenance is responsible for the maintenance of the City Fleet, the City's equipment repair facilities and the City's fueling operations, ensuring that sufficient resources are available to maintain equipment at a satisfactory level of operating efficiency. Cost recovery is through a work order system with a related general administrative overhead cost allocation.

<b>Revenues by Category</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Fund Balance	-	-	-	-	-	-
Revenue:						
Internal Service Charges	4,383,080	4,806,846	4,931,442	4,834,004	4,974,648	5,152,690
Miscellaneous	8,048	-	48,289	-	-	-
Other/Transfer In	1,402	-	-	-	-	-
<b>Total</b>	<b>\$ 4,392,531</b>	<b>\$ 4,806,846</b>	<b>\$ 4,979,731</b>	<b>\$ 4,834,004</b>	<b>\$ 4,974,648</b>	<b>\$ 5,152,690</b>

<b>Expenditures by Category</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
Personnel	\$ 1,755,278	\$ 1,997,652	\$ 1,997,652	\$ 2,046,013	\$ 2,113,428	\$ 2,180,816
Operating	2,103,959	2,779,194	2,816,983	2,735,991	2,806,220	2,876,374
Capital	29,733	30,000	165,096	52,000	55,000	95,500
Subtotal Expenditures	3,888,970	4,806,846	4,979,731	4,834,004	4,974,648	5,152,690
Reserves	-	-	-	-	-	-
<b>Total</b>	<b>\$ 3,888,970</b>	<b>\$ 4,806,846</b>	<b>\$ 4,979,731</b>	<b>\$ 4,834,004</b>	<b>\$ 4,974,648</b>	<b>\$ 5,152,690</b>

<b>Expenditures by Program</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
Administration	\$ 925,618	\$ 937,807	\$ 937,807	\$ 936,931	\$ 959,240	\$ 988,939
Capital Outlay	-	-	-	-	-	50,500
Operations	2,963,352	3,869,039	4,041,924	3,897,073	4,015,408	4,113,251
<b>Total</b>	<b>\$ 3,888,970</b>	<b>\$ 4,806,846</b>	<b>\$ 4,979,731</b>	<b>\$ 4,834,004</b>	<b>\$ 4,974,648</b>	<b>\$ 5,152,690</b>

Note: Actual expenditures are on a budgetary basis and do not include OPEB or Depreciation. Capital outlay includes capitalized assets that are recorded on the balance sheet for financial reporting purposes.



**CITY OF CAPE CORAL CHARTER SCHOOL AUTHORITY**

**City of Cape Coral Charter School Authority..... 13**  
*Charter School Authority ..... 13-2*

**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

## Charter School Authority

The Charter School Fund is used to account for the operations of the City of Cape Coral Charter School Authority as agreed to in a contract with the Lee County School District to establish a charter school system.

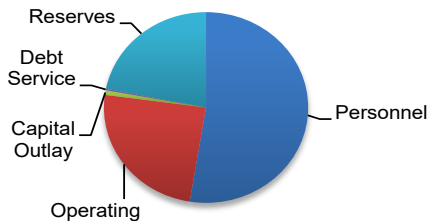
<b>Revenues by Category</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
Unassigned Fund Balance	\$ -	\$ 6,811,449	\$ 7,602,965	\$ 6,224,663	\$ 4,674,365	\$ 3,492,261
Assigned Fund balance	-	1,636,245	1,269,899	2,651,897	1,662,231	1,689,419
Committed Fund Balance	-	229,499	-	-	-	-
Restricted Fund Balance	-	1,697,980	1,697,980	1,697,980	1,697,980	1,697,980
Revenue:						
Intergovernmental	24,991,774	24,429,904	25,325,355	24,911,569	24,407,764	24,815,974
Charges for Serv	756,774	778,535	587,131	858,500	871,645	884,975
Miscellaneous	678,298	420,411	494,096	433,297	420,762	504,877
Debt Proceeds	101,694	-	-	-	-	-
Transfers In	-	-	-	-	-	-
<b>Total</b>	<b>\$ 26,528,540</b>	<b>\$ 36,004,023</b>	<b>\$ 36,977,426</b>	<b>\$ 36,777,906</b>	<b>\$ 33,734,747</b>	<b>\$ 33,085,486</b>

<b>Expenditures by Category</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
Personnel	\$ 16,647,523	\$ 17,973,862	\$ 18,020,738	\$ 19,333,009	\$ 18,646,462	\$ 19,178,897
Operating	7,985,397	8,214,336	7,964,922	9,032,425	8,235,035	8,130,455
Capital Outlay	1,534,108	485,724	506,879	287,516	440,692	562,392
Debt Service	316,951	348,859	343,468	90,381	40,213	23,501
Other/Transfers Out	-	-	-	-	-	-
Subtotal Expenditures	26,483,979	27,022,781	26,836,007	28,743,331	27,362,402	27,895,245
Reserves	-	8,981,242	10,141,419	8,034,575	6,372,345	5,190,241
<b>Total</b>	<b>\$ 26,483,979</b>	<b>\$ 36,004,023</b>	<b>\$ 36,977,426</b>	<b>\$ 36,777,906</b>	<b>\$ 33,734,747</b>	<b>\$ 33,085,486</b>

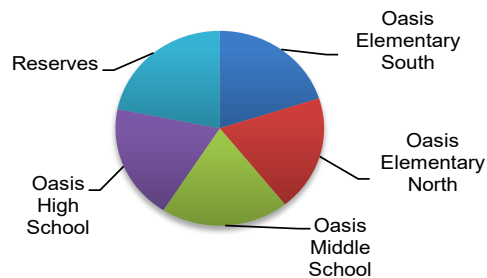
<b>Expenditures by School</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
Oasis Elementary South	\$ 6,817,711	\$ 6,803,783	\$ 6,862,436	\$ 7,368,229	\$ 7,005,118	\$ 7,120,238
Oasis Elementary North	6,268,239	6,483,507	6,448,162	7,074,324	6,630,956	6,727,984
Oasis Middle School	6,908,813	6,732,137	6,696,281	7,293,704	7,007,079	7,209,940
Oasis High School	6,489,216	7,003,354	6,829,128	7,007,074	6,719,249	6,837,083
Reserves	-	8,981,242	10,141,419	8,034,575	6,372,345	5,190,241
<b>Total</b>	<b>\$ 26,483,979</b>	<b>\$ 36,004,023</b>	<b>\$ 36,977,426</b>	<b>\$ 36,777,906</b>	<b>\$ 33,734,747</b>	<b>\$ 33,085,486</b>

The Charter School System is a component unit of the City of Cape Coral. The budget is approved by the Governing Board. The Charter School prepares a three-year rolling budget, with the adoption the first year, similar to the City of Cape Coral. Additional information can also be found on the City's and Charter School websites.

**Expenditures by Category**



**Expenditures by School**



**ASSET MANAGEMENT PROGRAM**

**Asset Management Program..... 14**  
    *Asset Management Program..... 14-2*  
    *Asset Management Program Tables ..... 14-7*

## **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 a tool for annual asset tracking, update the asset inventory and re-assess long-term plans.

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.
- Improvements to the infrastructure in the CRA area.
- Design and construction of two new Fire Station's, #12 and #13.
- Design and construction of a Fire Training Facility and Police Training Facility.
- Construction of sidewalks along major transportation corridors.
- Resurfacing and strategic improvements to existing roadways.
- Stormwater improvements.
- 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.

**City of Cape Coral, Florida**  
**FY 2021 – 2023 Adopted Budget**

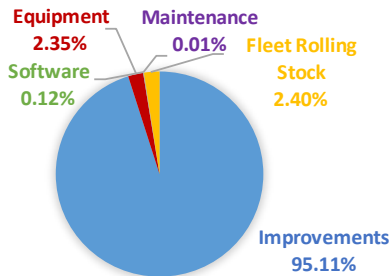
The funding requirements of the Asset Management Program for FY 2021 - 2025 are summarized below:

<b>Capital Program</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>
Improvements	\$181,113,736	\$150,577,661	\$145,736,298	\$125,321,085	\$ 31,457,001
Equipment	4,475,372	4,395,156	4,607,176	4,747,329	5,279,342
Software	235,000	275,000	950,000	950,000	450,000
Maintenance	26,000	1,560,000	125,000	-	-
Fleet Rolling Stock <sup>1</sup>	4,566,757	5,883,021	4,624,000	4,175,400	5,417,000
<b>Total</b>	<b>\$190,416,865</b>	<b>\$162,690,838</b>	<b>\$156,042,474</b>	<b>\$135,193,814</b>	<b>\$ 42,603,343</b>
Charter School <sup>2</sup>	287,516	440,692	562,392	427,092	1,006,092
<b>Total All Funds</b>	<b>\$190,704,381</b>	<b>\$163,131,530</b>	<b>\$156,604,866</b>	<b>\$135,620,906</b>	<b>\$ 43,609,435</b>

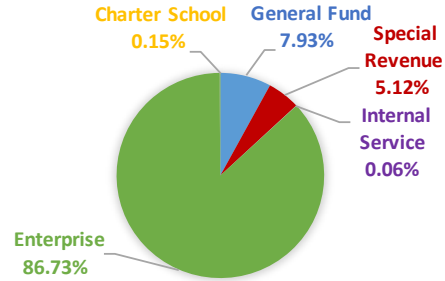
<sup>1</sup> Transportation Fleet Rolling Stock is funded by prior year grant funding.

<sup>2</sup> Charter School Authority is a component unit of the City of Cape Coral. The budget is approved and adopted by their Governing Boards and transmitted to the City for inclusion in the total budget.

**FY 2021 ASSET MANAGEMENT PROGRAM BY TYPE**



**FY 2021 ASSET MANAGEMENT PROGRAM BY FUND**



### Asset Management Program (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 Program. 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 Program. 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 is included with the city-wide budget process, as described in Section 3. Projects related to the Utilities Department are evaluated are also

**City of Cape Coral, Florida**  
**FY 2021 – 2023 Adopted Budget**

submitted to the City's rate consultant to determine the potential impact of the proposed projects on water and sewer rates.

**Elements of the Program**

The Asset Management Program integrates the Capital Improvements Program, Capital Equipment Program, Software Program, Capital Maintenance projects and the Fleet/Rolling Stock Program. 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.

**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, an expected life of more than one year, are not vehicles or equipment. The project also extends the useful life, increase the assets value or increase an asset's productive capacity. The completion of these projects may span across several fiscal years.

Equipment– 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, printers, modems, and related accessories.

Software – Software licenses with a value greater than \$25,000.

Capital Maintenance – Non-routine maintenance that increases the life, value or productive capacity of a fixed asset.

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.

**Limitations of the Program**

The Program includes projected asset replacement, acquisition and maintenance expenses related to City assets. 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 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 City's Fleet/Rolling Stock program is based primarily on the replacement costs of existing assets. The limited funding for both new and replacement vehicles has necessitated that staff



**City of Cape Coral, Florida**  
**FY 2021 – 2023 Adopted Budget**

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 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.

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. 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 | ❖ Intergovernmental Coordination         |
| ❖ Coastal Management  | ❖ Mass Transit                           |
| ❖ Conservation        | ❖ Ports, Aviation and Related Facilities |
| ❖ Housing             | ❖ Recreation and Open Space              |
| ❖ Future Land Use     | ❖ Traffic Circulation                    |
| ❖ Infrastructure      |  |

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.

**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

**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. The Asset Management Program tables on the follow pages, gives a description of the funding items included in the comprehensive program.

**Parks GO Bond**

In the Fall of 2018, Cape Coral voters approved a \$60 million expansion of the City's parks & recreation amenities. The approved 15-year general obligation (GO) bond will fund major parks and recreation improvements throughout the City. These improvements include seven new neighborhood parks, development of three community parks and Yellow Fever Creek Environmental Park and improvements to 19 existing parks. All GO Bond projects are expected to be completed by 2022.

**City of Cape Coral, Florida**  
**FY 2021 – 2023 Adopted Budget**

**Capital Improvement Program**

**Summary of Required Revenues**

<b>Fund</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>
Capital Facility Expansion Charge	\$ 70,305,525	\$ 37,581,653	\$ 36,820,928	\$ 36,670,928	\$ 14,150,001
CRA - TIF Tax	768,135	1,575,515	1,707,398	-	-
Federal, State, Local Grants	-	-	275,740	-	-
Fire Impact Fees	517,000	2,945,000	-	-	-
Five Cent Gas Tax	800,000	1,300,000	1,400,000	450,000	450,000
General Fund	10,319,874	8,020,039	12,580,602	7,332,000	7,332,000
Police Impact Fees	6,097,910	-	-	-	-
Six Cent Gas Tax	1,250,000	450,000	750,000	550,000	550,000
Stormwater Revenues	5,084,871	3,842,295	3,849,757	4,776,740	1,750,000
Utility Special Assessment	77,214,661	77,214,659	68,291,417	68,291,417	-
W&S CIAC Fees	6,655,760	400,000	225,000	225,000	4,425,000
Water & Sewer User Fees	2,100,000	17,248,500	19,835,456	7,025,000	2,800,000
<b>Total</b>	<b>\$ 181,113,736</b>	<b>\$ 150,577,661</b>	<b>\$ 145,736,298</b>	<b>\$ 125,321,085</b>	<b>\$ 31,457,001</b>

**Summary by Department**

<b>Department</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>
CRA	\$ 768,135	\$ 1,575,515	\$ 1,707,398	\$ -	\$ -
Fire	5,454,874	3,633,039	5,248,602	-	-
Police	6,097,910	-	-	-	-
Public Works	12,516,871	12,924,295	13,607,497	13,108,740	10,082,000
Utilities	156,275,946	132,444,812	125,172,801	112,212,345	21,375,001
<b>Total</b>	<b>\$ 181,113,736</b>	<b>\$ 150,577,661</b>	<b>\$ 145,736,298</b>	<b>\$ 125,321,085</b>	<b>\$ 31,457,001</b>

**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

**Capital Improvement Program**

**Funded Capital Projects**

<b>Project Title</b>	<b>5 Year Capital Budget</b>	<b>5 Year Operating Impact</b>
ADM-1 Smoke Testing I&I	300,000	(15,000)
ADM-16 Potable Wtr Infr	1,500,000	
ADM-22 Infiltrn & Inflow	4,250,000	
ADM-24 Land Purchases	1,000,005	
ADM-29 ASR/IRR Supply	1,000,000	330,000
ADM-34 Irr to PW (F/H)	4,500,000	
ADM-36 Palm Tree BI Phase 1	4,770,000	
ADM-47 Forcemain I/C Veterans	1,140,500	
ADM-56 US 41 Conveyance	3,600,000	100,000
ADM-59 Burnt St-Casings Ph III	750,000	
ADM-62 Fiber Optics	500,000	
ADM-65 FM/MOV/MPS Sys & Comm	1,220,500	
ADM-76 Nchls/Cntry Club Repipe	11,400,000	
Alley Resurfacing/Paving (misc paving)	2,600,000	
Cape Coral Police Training Facility	6,097,910	200,000
Chiquita Boat Lock	250,000	
CPF DP Improvements	6,081,663	
CRA Capital Project	4,051,048	
Fire Station #12	4,937,874	11,536,278
Fire Station #13	5,936,641	6,056,587
Fire Training Facility	3,462,000	206,803
IRR-1 Weir Improvements	3,285,456	20,000
IRR-3 SW 5MG Stor Tank & Pump	9,038,210	271,010
IRR-11 Reuse Sys Improve	1,750,000	
IRR-15 Weir#29 Construction	1,500,000	
IRR-17 Reuse River Crossing	13,000,000	278,110
Median Landscaping	1,560,000	250,000
N1 Non Assessed Trans Imp	2,000,000	
North 2 UEP 2nd Lift Paving	1,250,000	

<b>Project Title</b>	<b>5 Year Capital Budget</b>	<b>5 Year Operating Impact</b>
North Area 3 Irrigation Collection & Distribution	30,884,364	
North Area 3 Irrigation Transmission	18,814,756	
North Area 3 Potable Water Collection & Distribution	37,581,123	
North Area 3 Potable Water Transmission	5,015,058	
North Area 3 Wastewater Collection & Distribution	76,562,523	
North Area 3 Wastewater Transmission	28,031,199	
North Area 4 Irrigation Collection & Distribution	30,495,257	
North Area 4 Irrigation Transmission	19,663,265	
North Area 4 Potable Water Collection & Distribution	35,058,387	
North Area 4 Potable Water Transmission	906,837	
North Area 4 Wastewater Collection & Distribution	75,597,926	
North Area 4 Wastewater Transmission	28,763,593	
North Area 5 Irrigation Collection & Distribution	1,045,581	
North Area 5 Irrigation Transmission	664,893	
North Area 5 Potable Water Collection & Distribution	1,194,991	
North Area 5 Potable Water Transmission	98,645	
North Area 5 Wastewater Collection & Distribution	2,592,002	
North Area 5 Wastewater Transmission	976,913	
NRO-5 Deep Injection Well IW1	10,000,000	10,000
NRO-6 Perimeter Wall	2,200,000	
NRO-10 Rehab/Rpl Raw Wtr Well	26,200,000	
NRO-13 PLC Replace & Program	150,000	
NRO-14 VFD Replacement	375,000	
NSRO-3 Replace Membranes	4,000,000	
Road Resurfacing	31,550,000	
Sidewalks/Bikepaths, Part of UEP	400,000	
Sidewalks/Bikepaths, Separate/Part of Road Resurf	1,500,000	
SRO-15 Facility Refurbs	740,000	
SRO-17 New Guard House	100,000	

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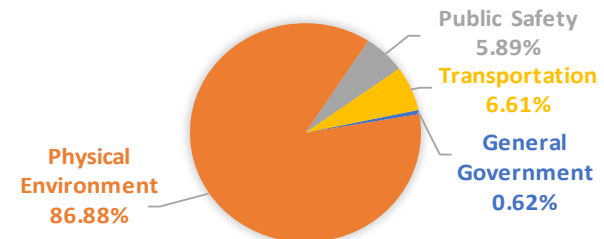
**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

**Funded Capital Projects**

<b>Project Title</b>	<b>5 Year Capital Budget</b>	<b>5 Year Operating Impact</b>
SRO-2 Plt 2 Bldg Replacement	200,000	
SRO-6 Control System Upgrade	896,853	
Suntrail Roadway Improvements (City Responsible)*	500,000	
SW Contribution N1 UEP	1,000,000	
SW Weir Improvement Projects	5,000,000	
SWR CPF Environmental	300,000	
SWR CPF-NAN1 DP Improv (SRF)	461,000	
SWR-CPF-NAN2 DP Improv (SRF)	461,000	
SWR-CPF-NAN3 DP Improv (SRF)	500,000	
SWR CPF-Surface Water Mgmt	1,500,000	
SWR Flood Prevention Projects	3,750,000	
Transportation-Sidewalks Grants* (Contra)	275,740	
Transportation-Sidewalks (Contra)	1,300,000	
UCD-1 Administration Building	1,500,000	
UCD-5 Manhole Rehab	3,500,000	
UCD-12 Road Resurfacing Adj	3,000,000	
WRB-3 Conveyor Belt Replace	750,000	
WRC-2 Lift Station Rehab	11,100,000	

<b>Project Title</b>	<b>5 Year Capital Budget</b>	<b>5 Year Operating Impact</b>
WRC-5 LS Odor Control Rehab	400,000	
WRC-7 Rehab Master LS 200	2,325,032	
WRE-14 Clarifier Launder Cvr	375,000	(240,000)
WRE-15 Reuse, Pump Pad, Valves	400,000	
WRE-16 CPS Replace Breakers	390,000	
WRE-18 EWR Blower Bldg Rehab	1,000,000	
WRE-19 EWR Clarifier Catwalks	1,000,000	
WRE-20 EWR Headworks Rebuild	1,000,000	
WRE-8 Rehab Biosolids Bldg	1,000,000	
WRSW-4 Operations Building	10,763,536	
WRSW-9 Reroute Clar Pipe-ABW	1,200,000	
WRSW-17 Reuse Pump, Check Vlv	325,000	
WRSW-18 Reroute Elctrcl Cable	1,000,000	
WRSW-19 Chlorine Chamber Cvr	63,500	(33,000)
WRSW-20 Launder Cvr & Baffles	500,000	(201,416)
WRSW-21 CROM Tank M/H Drain	75,000	
WRSW-22 Reject Tank Construct	2,500,000	

<b>5 Year CIP</b>			
<b>Project Type</b>	<b>Capital Budget</b>	<b>Operating Budget</b>	<b>Total Budget</b>
General Government	\$ 4,051,048	\$ -	\$ 4,051,048
Physical Environment	566,784,568	519,704	567,304,272
Public Safety	20,434,425	17,999,668	38,434,093
Transportation	42,935,740	250,000	43,185,740
<b>Total Uses</b>	<b>\$ 634,205,781</b>	<b>\$ 18,769,372</b>	<b>\$ 652,975,153</b>



**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

**CIP 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 primary impact the Capital Program has on the operating budget is reflected in the various debt service accounts.

**Total Principal Outstanding as of September 30, 2020**

<b>Category</b>	<b>Outstanding Debt</b>	<b>Percentage of Total Debt</b>
Governmental Fund Debt	\$ 169,288,205	24.69%
Enterprise Fund Debt	516,356,562	75.31%
	<b>\$ 685,644,767</b>	<b>100.00%</b>

Debt service costs are a component of capital project operating costs, as they are on-going debt service payments. The following table breaks out the debt service component of the operating impacts for capital projects.

<b>Debt Payments</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>5 Year Total</b>
Fire Station 12	132,064	528,255	528,255	528,255	528,255	2,245,084
Fire Station 13	-	-	140,376	561,504	561,504	1,263,384
<b>Total Debt</b>	<b>\$ 132,064</b>	<b>\$ 528,255</b>	<b>\$ 668,631</b>	<b>\$ 1,089,759</b>	<b>\$ 1,089,759</b>	<b>\$ 3,508,468</b>

Reference Section 15 Debt Management for further details related to the level of debt within legal debt limitations, as well as proposed new debt.

**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

<b>Recurring Capital Projects</b>						
<b>Funded Capital Projects Project Details</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>	<b>FY 2024 Proposed</b>	<b>FY 2025 Proposed</b>	<b>5 Year Total</b>
<b>Alley Resurfacing/Paving (misc paving)</b>						
Budget:	520,000	520,000	520,000	520,000	520,000	<b>2,600,000</b>
Funding Source:	General Fund					
<b>CPF DP Improvements</b>						
Budget:	1,484,871	1,492,295	1,499,757	1,604,740	-	<b>6,081,663</b>
Funding Source:	Stormwater					
<b>Median Landscaping</b>						
Budget:	312,000	312,000	312,000	312,000	312,000	<b>1,560,000</b>
Funding Source:	General Fund					
<b>North 2 UEP 2nd Lift Paving</b>						
Budget:	250,000	250,000	250,000	250,000	250,000	<b>1,250,000</b>
Funding Source:	Six Cent Gas Tax					
<b>Road Resurfacing</b>						
Budget:	5,550,000	6,500,000	6,500,000	6,500,000	6,500,000	<b>31,550,000</b>
Funding Source:	General Fund and Six Cent Gas Tax for FY21. 100% General Fund FY22 and beyond.					
<b>Sidewalks/Bikepaths (Part of Road Resurfacing)</b>						
Budget:	300,000	300,000	300,000	300,000	300,000	<b>1,500,000</b>
Funding Source:	Five Cent Gas Tax					
<b>SW Weir Improvement Projects</b>						
Budget:	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	<b>5,000,000</b>
Funding Source:	Stormwater					
<b>SWR Flood Prevention Projects</b>						
Budget:	750,000	750,000	750,000	750,000	750,000	<b>3,750,000</b>
Funding Source:	Stormwater					
<b>Transportation Sidewalks</b>						
Budget:	-	-	675,740	450,000	450,000	<b>1,575,740</b>
Funding Source:	Federal/State/Local Grants, Five Cent Gas Tax and Six Cent Gas Tax.					
<b>ADM-1 Smoke Testing Inflow &amp; Infiltration</b>						
Budget:	75,000	75,000	75,000	75,000	-	<b>300,000</b>
Funding Source:	Water & Sewer Operations					
<b>ADM-16 Potable Water Infr</b>						
Budget:	300,000	300,000	300,000	300,000	300,000	<b>1,500,000</b>
Funding Source:	Water CIAC, Sewer CFEC, Irrigation CIAC and Water & Sewer Operations					

**City of Cape Coral, Florida**  
**FY 2021 – 2023 Adopted Budget**

<b>Funded Capital Projects Project Details</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>	<b>FY 2024 Proposed</b>	<b>FY 2025 Proposed</b>	<b>5 Year Total</b>
<b>ADM-22 Infiltration and Inflow</b>						
Budget:	850,000	850,000	850,000	850,000	850,000	<b>4,250,000</b>
Funding Source:	Sewer CFEC and Water & Sewer Operations					
<b>ADM-24 Land Purchases</b>						
Budget:	200,001	200,001	200,001	200,001	200,001	<b>1,000,005</b>
Funding Source:	Irrigation CFEC and Sewer CFEC					
<b>ADM-56 US 41 Conveyance</b>						
Budget:	1,200,000	1,200,000	1,200,000	-	-	<b>3,600,000</b>
Funding Source:	Water CFEC and Sewer CFEC <i>Annual operating costs for additional personnel.</i>					
<b>IRR-1 Weir Improvements</b>						
Budget:	500,000	1,700,000	1,085,456	-	-	<b>3,285,456</b>
Funding Source:	Irrigation CFEC, Irrigation CIAC, Sewer CFEC and W&S Operations					
<b>IRR-11 Reuse System Improvements</b>						
Budget:	350,000	350,000	350,000	350,000	350,000	<b>1,750,000</b>
Funding Source:	Irrigation CFEC, Irrigation CIAC, Water CFEC, Water CIAC and Water & Sewer Operations					
<b>NRO-10 Rehab/Peplace Raw Water Wells</b>						
Budget:	5,000,000	6,200,000	5,000,000	5,000,000	5,000,000	<b>26,200,000</b>
Funding Source:	Sewer CFEC and/or Water & Sewer Operations					
<b>UCD-5 Manhole Rehab</b>						
Budget:	1,000,000	1,000,000	500,000	500,000	500,000	<b>3,500,000</b>
Funding Source:	Sewer CFEC and Water & Sewer Operations					
<b>UCD-12 Road Surfacing Adjustments</b>						
Budget:	750,000	750,000	750,000	750,000	-	<b>3,000,000</b>
Funding Source:	Sewer CFEC and/or Water & Sewer Operations					
<b>WRC-2 Lift Station Rehab</b>						
Budget:	400,000	400,000	2,400,000	4,900,000	3,000,000	<b>11,100,000</b>
Funding Source:	Sewer CIAC, Water CFEC and Water & Sewer Operations					
<b>WRC-5 Lift Station Odor Control Rehab</b>						
Budget:	100,000	100,000	100,000	100,000	-	<b>400,000</b>
Funding Source:	Water & Sewer Operations					



**City of Cape Coral, Florida**  
**FY 2021 – 2023 Adopted Budget**

**Non-recurring Capital Projects**

Funded Capital Projects	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	
Project Details	Adopted	Proposed	Proposed	Proposed	Proposed	5 Year Total
<b>CRA Capital Project</b>						
Budget:	768,135	1,575,515	1,707,398	-	-	<b>4,051,048</b>
Description:	Funds held in this project are not assigned to a specific project, but are available to fund CRA specific projects.					
Type:	General Government					
Funding Source:	CRA - TIF Tax					
Operating Impact:	No impact to the operating budget. Specific capital projects have not been identified at this time.					
<b>Fire Station 12</b>						
Budget:	4,937,874	-	-	-	-	<b>4,937,874</b>
Description:	Design and construction of a new Fire Station to provide safe efficient Fire Department operations and improve survivability and quality of life to the community.					
Type:	Public Safety					
Funding Source:	General Fund					
Operating Impact:	1,163,439	2,481,316	2,566,340	2,629,842	2,695,341	11,536,278
	Initial startup costs budgeted for mid-year FY21 \$247,512 with 1 Quarter of debt \$132,064. Annual costs will be approximately \$2,600,000 with an approximate 3% per year inflation factor. Costs include personnel, debt payments, utilities, fuel, facilities/building maintenance, small equipment, janitorial supplies, etc.					
<b>Fire Station 13</b>						
Budget:	-	688,039	5,248,602	-	-	<b>5,936,641</b>
Description:	Design and construction of a new Fire Station to provide safe efficient Fire Department operations and improve survivability and quality of life to the community.					
Type:	Public Safety					
Funding Source:	General Fund					
Operating Impact:	-	-	942,433	2,514,565	2,599,589	6,056,587
	Initial startup costs budgeted in mid-year FY22 for \$184,980 with 1 Quarter of debt \$140,376. Annual operating costs will be approximately \$2,500,000 with a 3% per year inflation factor. Costs include personnel, debt payments, utilities, fuel, facilities/building maintenance, small equipment, janitorial supplies, etc.					
<b>Fire Training Facility</b>						
Budget:	517,000	2,945,000	-	-	-	<b>3,462,000</b>
Description:	Design and construction of a Training Facility to improve survivability and quality of life to the community.					
Type:	Public Safety					
Funding Source:	Fire Impact Fees					
Operating Impact:	-	49,074	50,773	52,549	54,407	206,803
	Annual operating costs will be approximately \$49,074 with a 3.5% per year inflation factor. Costs include utilities, fuel, facilities/building maintenance, small equipment, janitorial supplies, etc.					

**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

<b>Funded Capital Projects Project Details</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>	<b>FY 2024 Proposed</b>	<b>FY 2025 Proposed</b>	<b>5 Year Total</b>
<b>Police Training Facility</b>						
Budget:	6,097,910	-	-	-	-	<b>6,097,910</b>
Description:	Design and construct a Training Facility to provide efficient and better high liability training for Police personnel.					
Type:	Public Safety					
Funding Source:	Police Impact Fees					
Operating Impact:		50,000	50,000	50,000	50,000	200,000
	Annual operating costs will be approximately \$50,000. Costs include utilities, facilities/building maintenance, small equipment, janitorial supplies, etc.					
<b>Chiquita Lock Project</b>						
Budget:	250,000	-	-	-	-	<b>250,000</b>
Description:	Expand boat traffic capacity, reduce passage wait times, and increase property values in SW Cape adjacent to the Spreader canal system.					
Type:	Physical Environment					
Funding Source:	Stormwater					
Operating Impact:	No impact to the operating budget. Current lock would be removed and replaced with a pump system.					
<b>N1 Non Assessed Trans Imp</b>						
Budget:	-	1,000,000	1,000,000	-	-	<b>2,000,000</b>
Description:	Roadway paving and widening to be completed in coordination with UEP projects.					
Type:	Physical Environment					
Funding Source:	Five Cent Gas Tax					
Operating Impact:	No impact to the operating budget. Maintenance and improvements to existing roadways.					
<b>Sidewalks/Bikepaths (Part of UEP)</b>						
Budget:	-	200,000	200,000	-	-	<b>400,000</b>
Description:	Upgrade facilities to meet ADA requirements.					
Type:	Physical Environment					
Funding Source:	Six Cent Gas Tax					
Operating Impact:	No impact to the operating budget. Improvements to existing roadways.					
<b>Suntrail Roadway Improvements</b>						
Budget:	500,000	-	-	-	-	<b>500,000</b>
Description:	Roadway paving and widening to be completed in coordination with SunTrail.					
Type:	Physical Environment					
Funding Source:	Five Cent Gas Tax					
Operating Impact:	No impact to the operating budget. Improvements to existing roadways.					

**City of Cape Coral, Florida**  
**FY 2021 – 2023 Adopted Budget**

Funded Capital Projects	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	
Project Details	Adopted	Proposed	Proposed	Proposed	Proposed	5 Year Total
<b>SW Contribution N1 UEP</b>						
Budget:	1,000,000	-	-	-	-	<b>1,000,000</b>
Description:	Improve and update stormwater system in coordination with the Utilites Extension Program (UEP). Perform catch basin and pipe upgrade to new standards as part of UEP and system upsizing as recommended by Master Plan.					
Type:	Physical Environment					
Funding Source:	Stormwater					
Operating Impact:	No impact to the operating budget. Routine maintenance and upgrades.					
<b>SWR CPF Environmental</b>						
Budget:	100,000	100,000	100,000	-	-	<b>300,000</b>
Description:	Improve and update stormwater system related to environmental needs.					
Type:	Physical Environment					
Funding Source:	Stormwater					
Operating Impact:	No impact to the operating budget. Improvements to existing roadways.					
<b>SWR CPF-NA N1 DP Improv (SRF)</b>						
Budget:	-	-	-	461,000	-	<b>461,000</b>
Description:	Improve and update stormwater system in coordination with the Utilites Extension Program (UEP). Perform catch basin and pipe upgrade to new standards as part of UEP and system upsizing as recommended by Master Plan.					
Type:	Physical Environment					
Funding Source:	Stormwater					
Operating Impact:	No impact to the operating budget. Routine maintenance and upgrades.					
<b>SWR CPF-NA N2 DP Improv (SRF)</b>						
Budget:	-	-	-	461,000	-	<b>461,000</b>
Description:	Improve and update stormwater system in coordination with the Utilites Extension Program (UEP). Perform catch basin and pipe upgrade to new standards as part of UEP and system upsizing as recommended by Master Plan.					
Type:	Physical Environment					
Funding Source:	Stormwater					
Operating Impact:	No impact to the operating budget. Routine maintenance and upgrades.					
<b>SWR CPF-NA N3 DP Improv (SRF)</b>						
Budget:	-	-	-	-	500,000	<b>500,000</b>
Description:	Improve and update stormwater system in coordination with the Utilites Extension Program (UEP). Perform catch basin and pipe upgrade to new standards as part of UEP and system upsizing as recommended by Master Plan.					
Type:	Physical Environment					
Funding Source:	Stormwater					
Operating Impact:	No impact to the operating budget. Routine maintenance and upgrades.					

**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

<b>Funded Capital Projects Project Details</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>	<b>FY 2024 Proposed</b>	<b>FY 2025 Proposed</b>	<b>5 Year Total</b>
<b>SWR CPF Surface Water Mgmt</b>						
Budget:	500,000	500,000	500,000	-	-	<b>1,500,000</b>
Description:	Improve and update stormwater system related to surface water.					
Type:	Physical Environment					
Funding Source:	Stormwater					
Operating Impact:	No impact to the operating budget. Routine maintenance and upgrades.					
<b>ADM-29 ASR/IRR Supply</b>						
Budget:	500,000	500,000	-	-	-	<b>1,000,000</b>
Description:	Construct an above ground pumping facility for new ASR wells to provide additional water for irrigation supply.					
Type:	Physical Environment					
Funding Source:	Sewer CFEC					
Operating Impact:	-	-	110,000	110,000	110,000	330,000
	Annual operating costs anticipated once the River Crossing comes on line.					
<b>ADM-34 Irrigation to Potable Water (Fire Hydrants)</b>						
Budget:	-	-	4,500,000	-	-	<b>4,500,000</b>
Description:	Replace irrigation Fire Hydrants with potable water fire hydrants.					
Type:	Physical Environment					
Funding Source:	Water CFEC					
Operating Impact:	No impact to the operating budget. Replacement of water main infrastructure only.					
<b>ADM-36 Palm Tree Blvd</b>						
Budget:	-	2,370,000	-	-	2,400,000	<b>4,770,000</b>
Description:	Construction of potable water transmission main in 3 phases. Phase 1 from Cape Coral Parkway to Palm Tree Pump Station, phase 2 Palm Tree Pump Station to Coronado Blvd, and phase 3 Palm Tree to Del Prado Blvd.					
Type:	Physical Environment					
Funding Source:	Sewer CFEC					
Operating Impact:	No impact to the operating budget. Replacement of water main infrastructure only.					
<b>ADM-47 Forcemain Interconnect Veterans</b>						
Budget:	1,140,500	-				<b>1,140,500</b>
Description:	Construct a forcemain interconnect between Everest Water Rec and SouthWest Water Rec, to provide wastewater capacity for future customers and the ability to transfer flows between Facilities to maintain and enhance maintenance and emergency capabilities.					
Type:	Physical Environment					
Funding Source:	Sewer CFEC and Sewer CIAC					
Operating Impact:	No impact to the operating budget. Forcemain use would be on a limited interim bases and use current available capacity.					

**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

Funded Capital Projects Project Details	FY 2021 Adopted	FY 2022 Proposed	FY 2023 Proposed	FY 2024 Proposed	FY 2025 Proposed	5 Year Total
<b>ADM-59 Burnt Store Casings Phase III</b>						
Budget:	750,000	-	-	-	-	<b>750,000</b>
Description:	Installation of underground utility casings for future potable water, irrigation and force main carrier pipes underneath Burnt Store Road and also avoid any future conflict(s) with the road widening projects.					
Type:	Physical Environment					
Funding Source:	Water CFEC, Sewer CFEC and Irrigation CFEC					
Operating Impact:	No impact to the operating budget. Installation of casings to be used for future utility expansion.					
<b>ADM-62 Fiber Optics - Recurring</b>						
Budget:	250,000	-	250,000	-	-	<b>500,000</b>
Description:	Install fiber optic lines to all utility plants and facilities.					
Type:	Physical Environment					
Funding Source:	Water CFEC, Sewer CFEC, Irrigation CFEC, and Water CIAC					
Operating Impact:	No impact to the operating budget. Replacing existing F/O casings.					
<b>ADM-65 Force Main Motor Operated Valves/Master Pump Station System &amp; Comm</b>						
Budget:	1,120,500	-	-	100,000	-	<b>1,220,500</b>
Description:						
Type:	Physical Environment					
Funding Source:	Water CFEC and Sewer CFEC					
Operating Impact:	No impact to the operating budget. Replacing existing building.					
<b>ADM-76 Nicholas/Country Club Repipe</b>						
Budget:	3,000,000	-	-	-	8,400,000	<b>11,400,000</b>
Description:	Repiping of Nicholas Parkway and Country Club Boulevard.					
Type:	Physical Environment					
Funding Source:	Water CFEC and Water CIAC					
Operating Impact:	No impact to the operating budget. Replacing existing pipe.					
<b>IRR-3 SW 5MG Storage Tank &amp; Pump</b>						
Budget:	9,038,210	-	-	-	-	<b>9,038,210</b>
Description:	Design and construct 2 5 MG storage tanks to service the SW 6/7 UEP area.					
Type:	Physical Environment					
Funding Source:	Water CFEC, Sewer CIAC and Water CIAC					
Operating Impact:	-	65,000	66,650	68,650	70,710	271,010
	Annual operating costs for personnel, electric, and routine maintenance.					

**City of Cape Coral, Florida**  
**FY 2021 – 2023 Adopted Budget**

Funded Capital Projects Project Details	FY 2021 Adopted	FY 2022 Proposed	FY 2023 Proposed	FY 2024 Proposed	FY 2025 Proposed	5 Year Total
<b>IRR-15 Weir #29 Construction</b>						
Budget:	1,500,000	-	-	-	-	<b>1,500,000</b>
Description:	Design and construct a new weir and canal transfer pump station to provide irrigation water to new customers and help maintain system pressure.					
Type:	Physical Environment					
Funding Source:	Irrigation CFEC, Sewer CFEC and Sewer CIAC					
Operating Impact:	No impact to the operating budget. Weir improvement will fix the current control problems of the weirs.					
<b>IRR-17 Reuse River Crossing</b>						
Budget:	3,500,000	9,000,000	500,000			<b>13,000,000</b>
Description:	Construct a reuse water transmission main across the Caloosahatchee River connecting the City of Fort Myers effluent system to the City of Cape Cora's reuse system.					
Type:	Physical Environment					
Funding Source:	Irrigation CFEC and Water & Sewer Operations					
Operating Impact:	-	-	-	137,000	141,110	278,110
	Annual operating costs for personnel and electric.					
<b>North 3 Utilities Extension Program - Design and Construction</b>						
Budget:	98,444,510	98,444,513	-	-	-	<b>196,889,023</b>
Description:	Design and construction of potable water, sanitary gravity sewer, irrigation water, stormdrain replacement and road improvements for North 3 area of the Utilities Extension Program (UEP).					
Type:	Physical Environment					
Funding Source:	Water CFEC, Sewer CFEC, Irrigation CFEC and Utility Special Assessment					
Operating Impact:	Debt service schedules will not be established until final project closes out. No overall impact to the operating budget. Anticipated revenues will cover ongoing costs for adding this area to the system.					
<b>North 4 Utilities Extension Program - Design and Construction</b>						
Budget:	6,341,801	6,341,801	92,187,344	85,614,319	-	<b>190,485,265</b>
Description:	Design and construction of potable water, sanitary gravity sewer, irrigation water, stormdrain replacement and road improvements for North 4 area of the Utilities Extension Program (UEP).					
Type:	Physical Environment					
Funding Source:	Water CFEC, Sewer CFEC, Irrigation CFEC and Utility Special Assessment					
Operating Impact:	Debt service schedules will not be established until final project closes out. No overall impact to the operating budget. Anticipated revenues will cover ongoing costs for adding this area to the system.					

**City of Cape Coral, Florida**  
**FY 2021 – 2023 Adopted Budget**

Funded Capital Projects	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	
Project Details	Adopted	Proposed	Proposed	Proposed	Proposed	5 Year Total
NSRO-3 Replace Membranes						
Budget:	-	-	2,000,000	2,000,000	-	4,000,000
Description:	Replace all reverse osmosis membrane elements at the North RO Plant.					
Type:	Physical Environment					
Funding Source:	Water & Sewer Operations					
Operating Impact:	Only impact to the operating budget would be a decrease in electrical power costs.					
SRO-2 Plant 2 Building Replacement						
Budget:	200,000	-	-	-	-	200,000
Description:	Replace existing metal building with a concrete building that meets current wind code requirements.					
Type:	Physical Environment					
Funding Source:	Sewer CFEC					
Operating Impact:	No impact to the operating budget. Replacing existing building.					
SRO-6 Control System Upgrade						
Budget:	896,853	-	-	-	-	896,853
Description:	Upgrade Southwest plant system and equipment with the current software/hardware configurations.					
Type:	Physical Environment					
Funding Source:	Sewer CFEC and Water & Sewer Operations					
Operating Impact:	No impact to the operating budget. Current system is being upgraded to new SCADA configurations.					
SRO-15 Facility Refurbishments						
Budget:	740,000	-	-	-	-	740,000
Description:	Refurbishment/replacement of deteriorating paints, coatings, and structures located at the Southwest RO Plant.					
Type:	Physical Environment					
Funding Source:	Water & Sewer Operations					
Operating Impact:	No impact on the operating budget. Refurbishing an existing building.					
SRO-17 New Guard House						
Budget:	100,000	-	-	-	-	100,000
Description:	Replace and upgrade the guard house structure at the South RO Water Treatment Plant.					
Type:	Physical Environment					
Funding Source:	Sewer CFEC and Water & Sewer Operations					
Operating Impact:	No impact on the operating budget. Replacing an existing guard house.					

**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

<b>Funded Capital Projects Project Details</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>	<b>FY 2024 Proposed</b>	<b>FY 2025 Proposed</b>	<b>5 Year Total</b>
<b>UCD-1 Administration Building</b>						
Budget:	1,500,000	-	-	-	-	<b>1,500,000</b>
Description:	Design and construct a new building for Utilities Collection & Distribution Administration.					
Type:	Physical Environment					
Funding Source:	Sewer CFEC					
Operating Impact:	No impact on the operating budget. Replacing an existing building.					
<b>WRB-3 Conveyor Belt Replace</b>						
Budget:	750,000	-	-	-	-	<b>750,000</b>
Description:	Replace Biosolids Facility conveyor belt with a Serpentix conveyor system.					
Type:	Physical Environment					
Funding Source:	Sewer CFEC					
Operating Impact:	No impact to the operating budget. Replacing existing conveyor belt.					
<b>WRC-7 Rehab Master Lift Station 200</b>						
Budget:	2,325,032	-	-	-	-	<b>2,325,032</b>
Description:	Rehabilitate Master Lift Station. Prepare concrete, apply protective coating to wet-well and/or valve vault, replace hardware and equipment.					
Type:	Physical Environment					
Funding Source:	Sewer CFEC and Water & Sewer Operations					
Operating Impact:	No impact on the operating budget. A decrease in electricity may result from the refurbishment.					
<b>WRE-8 Rehab Biosolids Building</b>						
Budget:	-	-	1,000,000	-	-	<b>1,000,000</b>
Description:	Rehabilitate the current Biosolids Building at the Everest Facility in order to create office and storage space.					
Type:	Physical Environment					
Funding Source:	Water & Sewer Operations					
Operating Impact:	No impact to the operating budget. Replacing existing building.					
<b>WRE-14 Clarifier Launder Covers</b>						
Budget:	375,000	-	-	-	-	<b>375,000</b>
Description:	Install Launder Covers to each of the four (4) clarifiers at Everest Water Reclamation Facility.					
Type:	Physical Environment					
Funding Source:	Sewer CFEC					
Operating Impact:	-	(60,000)	(60,000)	(60,000)	(60,000)	(240,000)
	Annual operating costs are expected to reduce about \$60,000 a year.					



**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

Funded Capital Projects	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	
Project Details	Adopted	Proposed	Proposed	Proposed	Proposed	5 Year Total
<b>WRE-15 Reuse Pumping Building Rehab</b>						
Budget:	400,000	-	-	-	-	<b>400,000</b>
Description:	Rehabilitate the reuse pumping building at the Everest Water Reclamation Facility.					
Type:	Physical Environment					
Funding Source:	Sewer CFEC					
Operating Impact:	No impact to the operating budget. Rehabilitating current building.					
<b>WRE-16 CPS Replace Breakers</b>						
Budget:	390,000	-	-	-	-	<b>390,000</b>
Description:	Replace aged electrical breaker equipment for better performance based on the Industry Standard.					
Type:	Physical Environment					
Funding Source:	Sewer CFEC					
Operating Impact:	No impact to the operating budget. Replacing outdated breakers.					
<b>WRE-18 Everest Water Rec Building Rehab</b>						
Budget:	-	550,000	450,000	-	-	<b>1,000,000</b>
Description:	Rehab the blower building at Everest Water Reclamation and convert the generator room into electric motor storage.					
Type:	Physical Environment					
Funding Source:	Water & Sewer Operations					
Operating Impact:	No impact to the operating budget. Rehabilitating existing building and converting the generator room will not have an impact on operating maintenance that is already budgeted.					
<b>WRE-19 Everest Water Rec Clarifier Catwalks</b>						
Budget:	-	550,000	450,000	-	-	<b>1,000,000</b>
Description:	Install a catwalk around the 4 Clarifiers to allow entry to the trough for inspecting the clarifier operation, launders, and					
Type:	Physical Environment					
Funding Source:	Water & Sewer Operations					
Operating Impact:	No impact to the operating budget.					
<b>WRE-20 Everest Water Rec Facility New Headworks Building</b>						
Budget:	-	500,000	500,000	-	-	<b>1,000,000</b>
Description:	Rehabilitate or construct a new Headworks building for the waste water treatment facility.					
Type:	Physical Environment					
Funding Source:	Water & Sewer Operations					
Operating Impact:	No impact to the operating budget. Replacing an existing building.					

**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

<b>Funded Capital Projects Project Details</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>	<b>FY 2024 Proposed</b>	<b>FY 2025 Proposed</b>	<b>5 Year Total</b>
<b>WRSW-4 Operations Building</b>						
Budget:	10,763,536	-	-	-	-	<b>10,763,536</b>
Description:	Replace the SW WRF Operations Building.					
Type:	Physical Environment					
Funding Source:	Sewer CFEC					
Operating Impact:	<i>No impact to the operating budget. Movement of personnel and other resources to a more centralized location.</i>					
<b>WRSW-9 Reroute Clarifiers 1 &amp; 2 Effluent Pipe - Automatic Backwash Filters</b>						
Budget:	-	-	200,000	1,000,000	-	<b>1,200,000</b>
Description:	Prepare and install pipe and motor operated valves to allow the effluent flow from Clarifiers to the Automatic Backwash Filters or the Dyna Sand Filers.					
Type:	Physical Environment					
Funding Source:	Water & Sewer Operations					
Operating Impact:	<i>No impact to the operating budget is anticipated.</i>					
<b>WRSW-17 Reuse Pump Check Valves</b>						
Budget:	325,000	-	-	-	-	<b>325,000</b>
Description:	Replace five (5) pump in-line, shut-off valves, expansion joints and check valves to improve the flow and pressure to the reuse system.					
Type:	Physical Environment					
Funding Source:	Sewer CFEC					
Operating Impact:	<i>No impact to the operating budget is anticipated.</i>					
<b>WRSW-18 Reroute Electrical Cable</b>						
Budget:	1,000,000	-	-	-	-	<b>1,000,000</b>
Description:	Re-route electrical cables within the facility to reduce the number of emergency generators.					
Type:	Physical Environment					
Funding Source:	Sewer CFEC					
Operating Impact:	<i>No impact to the operating budget. Re-routing cable would allow 3 of the 6 generators to be retired and sold off. The remaining generators for stationary and for emergency situations.</i>					
<b>WRSW-19 Chlorine Chamber Cover</b>						
Budget:	-	63,500	-	-	-	<b>63,500</b>
Description:	Install covers on both chlorine contact chambers to reduce loss of disinfectant to interaction with sunlight.					
Type:	Physical Environment					
Funding Source:	Water & Sewer Operations					
Operating Impact:	-	-	(11,000)	(11,000)	(11,000)	(33,000)
	<i>Annual operating costs are expected to decrease for chlorine usage.</i>					

**City of Cape Coral, Florida**  
**FY 2021 – 2023 Adopted Budget**

Funded Capital Projects	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	
Project Details	Adopted	Proposed	Proposed	Proposed	Proposed	5 Year Total
WRSW-20 Launder Cover and Density Baffle Installation						
Budget:	-	-	500,000	-	-	500,000
Description:	Furnish and install FRP density current baffles and launder cover systems for three (3) clarifiers.					
Type:	Physical Environment					
Funding Source:	Water & Sewer Operations					
Operating Impact:	-	-	-	(100,708)	(100,708)	(201,416)
	Annual operating costs are expected to decrease from eliminating bleach use to the weirs.					
WRSW-21 Reroute CROM Tank Manhole Drain						
Budget:	-	-	75,000	-	-	75,000
Description:	Install piping from the Reuse storage tank drain manhole to a nearby manhole to allow proper drainage to the facility					
Type:	Physical Environment					
Funding Source:	Water & Sewer Operations					
Operating Impact:	No impact to the operating budget. Installing pipe, which won't require annual maintenance.					
WRSW-22 Reject Tank Construction						
Budget:	-	-	2,500,000	-	-	2,500,000
Description:	Construction of a new 7 million gallon reject tank.					
Type:	Physical Environment					
Funding Source:	Water & Sewer Operations					
Operating Impact:	No impact to the operating budget. Installing pipe, which won't require annual maintenance.					
Total Capital Budget	181,113,733	150,577,664	145,636,298	118,348,060	38,530,026	634,205,781

**City of Cape Coral, Florida**  
**FY 2021 – 2023 Adopted Budget**

**Capital Equipment Program**

**Summary of Required Revenues**

<b>Fund</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>
All Hazards	\$ 36,810	\$ 5,500	\$ 5,700	\$ -	\$ 5,989
ALS Impact Fees	112,946	-	57,913	-	-
Facilities	-	-	12,000	20,000	-
Five Cent Gas Tax	-	-	-	10,000	-
Fleet	52,000	55,000	45,000	38,000	-
General	1,447,212	1,905,730	2,067,443	1,885,706	2,447,353
Golf Course	-	-	-	-	-
P&R Programs	10,000	-	74,500	-	-
Stormwater	178,476	115,000	56,000	447,500	-
Water & Sewer	2,637,928	2,313,926	2,288,620	2,346,123	2,826,000
<b>Total</b>	<b>\$ 4,475,372</b>	<b>\$ 4,395,156</b>	<b>\$ 4,607,176</b>	<b>\$ 4,747,329</b>	<b>\$ 5,279,342</b>

**Summary by Department**

<b>Department</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>
City Clerk	\$ -	\$ 31,600	\$ 14,600	\$ 6,000	\$ 11,000
Fire	444,968	212,438	379,956	360,395	258,904
HR	-	-	-	-	6,200
ITS	965,000	1,360,000	1,255,000	1,255,000	1,555,000
Parks & Rec	10,000	50,000	142,000	-	-
Police	169,000	257,192	218,000	231,311	622,238
Public Works	248,476	170,000	309,000	548,500	-
Utilities	2,637,928	2,313,926	2,288,620	2,346,123	2,826,000
<b>Total</b>	<b>\$ 4,475,372</b>	<b>\$ 4,395,156</b>	<b>\$ 4,607,176</b>	<b>\$ 4,747,329</b>	<b>\$ 5,279,342</b>

**City of Cape Coral, Florida**  
**FY 2021 – 2023 Adopted Budget**

**Capital Equipment**

Department	Description	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
City Clerk	Blueprint Scanner(s) 26318	General	\$ -	\$ 14,600	\$ -	\$ -	\$ -
City Clerk	Blueprint Scanner(s) 25248	General	-	-	14,600	-	-
City Clerk	Digital Microfilm Machine 22764	General	-	11,000	-	-	11,000
City Clerk	Workgroup Scanner(s) 27823	General	-	-	-	6,000	-
City Clerk	Workgroup Scanner(s) 26933	General	-	6,000	-	-	-
Fire	Weatherstem Community All-Hazards Weather Station	All Hazards	5,350	5,500	5,700	-	5,989
Fire	Air Conditioner Replacement - EOC	All Hazards	31,460	-	-	-	-
Fire	Cardiac Monitors At ALS Stations (ADD)	ALS Impact Fees	112,946	-	57,913	-	-
Fire	Breathing Air Compressor For HP System	General	40,169	-	-	-	43,952
Fire	PPE Gear Washer/Extractor	General	-	5,300	10,860	5,566	5,493
Fire	Hydraulic Rescue	General	72,411	74,221	76,076	116,967	119,891
Fire	Thermal Imaging Camera - (5 Yr. Exp. Life)	General	43,272	33,265	34,097	34,950	35,494
Fire	Motorola (New Constructed Station)	General	31,519	-	33,115	-	-
Fire	Gear Dryer (New Constructed Station)	General	7,355	-	7,727	-	-
Fire	Mako (New Constructed Station)	General	39,924	-	-	-	-
Fire	Engine Exhaust Removal System Conversions	General	43,563	44,652	45,768	46,912	48,085
Fire	2016 Bullex Fire Simulator	General	16,999	-	-	-	-
Fire	Sta#4 5 Ton Units Aaon	General	-	49,500	-	-	-
Fire	Sta#1 Aaon Unit Upstairs	General	-	-	50,000	-	-
Fire	Sta#1 Aaon Unit Downstairs	General	-	-	50,000	-	-
Fire	Sta#2 4 Ton Split System	General	-	-	8,700	-	-
Fire	Sta#8 Aaon Unit	General	-	-	-	52,000	-
Fire	Sta#9 Aaon Unit Upstairs	General	-	-	-	52,000	-
Fire	Sta#9 Aaon Unit Downstairs	General	-	-	-	52,000	-
HR	Heavy Duty Scanner Replacement (#24516) Admin	General	-	-	-	-	6,200
ITS	Cable Infrastructure/Fiber/Light Control etc	General	90,000	400,000	400,000	400,000	400,000
ITS	Networking Equipment & Systems	General	50,000	-	-	-	-
ITS	Connectivity And Hardware Infrastructure	General	100,000	100,000	100,000	100,000	100,000
ITS	Switches & Routers Upgrade	General	-	-	100,000	100,000	200,000
ITS	Voip/Wifi Systems Upgrade	General	-	60,000	95,000	95,000	95,000
ITS	Access & Monitoring (Cameras, Video Storage, Access Systems)	General	50,000	75,000	100,000	100,000	50,000
ITS	Server & Virtualization Upgrade	General	200,000	300,000	100,000	100,000	250,000
ITS	Server Upgrades	General	225,000	125,000	150,000	150,000	150,000
ITS	EOC DC Power Upgrades	General	50,000	-	60,000	60,000	60,000
ITS	UPS Upgrade-Data Center	General	-	150,000	-	-	-
ITS	DC Security	General	-	50,000	50,000	50,000	50,000

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**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

**Capital Equipment (Continued)**

Department	Description	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
ITS	Security Upgrade	General	200,000	100,000	100,000	100,000	200,000
Parks & Rec	Front End Loader Attachment For Utility Tractor - New Parks	General	-	10,000	-	-	-
Parks & Rec	Rotary-Motion Aerator Attachment For Tractor - New Parks	General	-	10,000	-	-	-
Parks & Rec	Trimmers - New Parks	General	-	15,000	-	-	-
Parks & Rec	Topdresser - New Parks	General	-	15,000	-	-	-
Parks & Rec	Charter School AC Units - Split Cost	General	-	-	67,500	-	-
Parks & Rec	All Purpose Deck And Z Stands Drum Riser	P&R Programs	5,000	-	-	-	-
Parks & Rec	All Purpose Deck For City Stage	P&R Programs	5,000	-	-	-	-
Parks & Rec	Replace Rotino Air Handlers	P&R Programs	-	-	9,500	-	-
Parks & Rec	Replace Rotino Condensing Unit	P&R Programs	-	-	6,500	-	-
Parks & Rec	ADA ramp baby pool	P&R Programs	-	-	24,000	-	-
Parks & Rec	Replace Yacht Club Pool Blanket	P&R Programs	-	-	15,000	-	-
Parks & Rec	Replace Yacht Club Air Handler (1)	P&R Programs	-	-	12,000	-	-
Parks & Rec	Replace Yacht Club Condensing Unit (1)	P&R Programs	-	-	7,500	-	-
Police	Electronic Message Boards (Replacement)	General	-	-	13,000	-	-
Police	Event Data Recorder (New)	General	7,000	-	-	-	-
Police	Fingerprint Machine	General	-	-	-	-	30,000
Police	In-Car Video Cameras (Replacement)	General	75,000	75,000	75,000	75,000	-
Police	License Plate Readers (Replacement)	General	40,000	-	-	-	-
Police	Marine Law Enforcement Boats/Motors (Replacement)	General	-	18,192	-	24,311	137,838
Police	Police K-9 (Replacement)	General	12,000	12,000	28,000	28,000	28,000
Police	Polygraph Equipment (Replacement)	General	-	-	-	-	10,000
Police	Polygraph Machine (Replacement)	General	10,000	-	-	-	-
Police	Sniper Optics (1) (Replacement)	General	-	-	9,000	-	15,000
Police	AV System For Interview Rooms (Replacement)	General	-	-	-	45,000	-
Police	AV System Upgrade-Communications Center (Replacement)	General	-	110,000	-	-	-
Police	All Wheel Speedometer Calibration Machine (New)	General	-	42,000	-	-	-
Police	Throw Phone (New)	General	25,000	-	-	-	-
Police	Vehicle Digital Forensics - MSAB (New)	General	-	-	10,000	-	-
Police	82L Forensic Light Source Table Top (Replacement)	General	-	-	-	9,000	-
Police	Blood Drying Chamber (New)	General	-	-	-	22,000	-
Police	Firearms Training Simulator - Fats (New)	General	-	-	-	28,000	-
Police	Water Heater Replacements	General	-	-	8,000	-	-
Police	A/C Units In It Server Room	General	-	-	60,000	-	-
Police	Boat Lift At Yacht Club For Marine Unit (Replacement)	General	-	-	15,000	-	-
Police	IDEMIA Azure Cloud (New)	General	-	-	-	-	30,000

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**City of Cape Coral, Florida**  
**FY 2021 – 2023 Adopted Budget**

**Capital Equipment (Continued)**

Department	Description	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Police	(2) A/C Chillers (Replacement)	General	-	-	-	-	371,400
Public Works	Replace Two Table Saws W/Safety Switches	Facilities	-	-	12,000	-	-
Public Works	Central Vacuum System In Cabinet Shop	Facilities	-	-	-	20,000	-
Public Works	Replace Portable Lift #24342	Fleet	21,000	-	-	-	-
Public Works	Replace Vertical Milling Machine # 25472	Fleet	6,000	-	-	-	-
Public Works	Replace Iron Worker Machine #16566	Fleet	-	55,000	-	-	-
Public Works	Replace Fuel Pumps At City Hall	Fleet	25,000	-	-	-	-
Public Works	Replace A/C Recycle Machines (4) # 24467; 25913; 25914; 25596	Fleet	-	-	20,000	-	-
Public Works	Replace Lift #24814 Fire Bay	Fleet	-	-	25,000	-	-
Public Works	Replace Small Engine Shop Compressor #22023	Fleet	-	-	-	7,500	-
Public Works	Replace Rotary 2 Post Lift 18,000 Lb #27236	Fleet	-	-	-	18,000	-
Public Works	Replace Miller 300D Portable Welder #18796	Fleet	-	-	-	5,000	-
Public Works	Replace Main Compressor #25911	Fleet	-	-	-	7,500	-
Public Works	Replace Attachment Sweepster (20878)	General	-	-	-	6,500	-
Public Works	Replace Tandem Trailer (24421)	General	-	-	-	7,500	-
Public Works	Replace Skid Steer Jackhammer attachment (25092)	General	-	-	-	6,500	-
Public Works	Replace Tamper (26339)	General	-	-	6,500	-	-
Public Works	Replace Pressure Washer Trailer (27129)	General	-	-	-	12,500	-
Public Works	Replace 2012 Total Station #1	General	-	-	52,000	-	-
Public Works	Replace 2012 Total Station #2	General	-	-	52,000	-	-
Public Works	Replace 2012 GPS Reference Station	General	-	-	26,000	-	-
Public Works	Replace 1990 PM Eraser/Grinder #24080	General	10,000	-	-	-	-
Public Works	Replace Walk Behind Paint Sprayer #24346	General	8,000	-	-	-	-
Public Works	Replace Walk Behind Paint Sprayer #28614	General	-	-	9,500	-	-
Public Works	Sign Inkjet Plotter/Laminator	General	-	-	50,000	-	-
Public Works	Replace Trailer (27784) -Sidewalks	Five Cent Gas Tax	-	-	-	10,000	-
Public Works	Boat ,Trailer, And Motor (Asset Num Needed)	Stormwater	-	-	-	50,000	-
Public Works	Sonde 28618	Stormwater	-	-	-	10,000	-
Public Works	Probe	Stormwater	-	-	-	10,000	-
Public Works	Microscope	Stormwater	-	-	-	5,000	-
Public Works	Replace Boat #27983	Stormwater	-	-	-	30,000	-
Public Works	Replace Boat Trailer #25801	Stormwater	-	-	-	5,000	-
Public Works	Replace Motor #12720	Stormwater	-	-	-	15,000	-
Public Works	Replace Balance	Stormwater	10,250	-	-	-	-
Public Works	Replace Discrete Auto Analyzer #25434	Stormwater	-	70,000	-	-	-

(Continued on Next Page)

**City of Cape Coral, Florida**  
**FY 2021 – 2023 Adopted Budget**

**Capital Equipment (Continued)**

Department	Description	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Public Works	Purchase Balance (1)	Stormwater	5,535	-	-	-	-
Public Works	Ion Chromatograph	Stormwater	70,000	-	-	-	-
Public Works	Memmert Incubator (2)	Stormwater	-	18,000	-	-	-
Public Works	Cole Palmer Bod Incubator (2)	Stormwater	-	12,000	-	-	-
Public Works	Cole Palmer Bod Incubator (1)	Stormwater	-	-	6,000	-	-
Public Works	Di Water System	Stormwater	7,500	-	-	-	-
Public Works	CHL Extraction System	Stormwater	-	-	-	30,000	-
Public Works	Gravity Convection Incubator	Stormwater	-	-	-	7,000	-
Public Works	Microbiology Incubator	Stormwater	-	-	-	7,500	-
Public Works	Laboratory Information Management System (Lims)	Stormwater	-	-	-	70,000	-
Public Works	New Mini Milling Machine	Stormwater	-	-	50,000	-	-
Public Works	Inspection Camera (Pole And/Or Rover)	Stormwater	70,000	-	-	-	-
Public Works	Replace Plate Compactor (27107)	Stormwater	-	-	-	6,500	-
Public Works	Replace Camera Rover (27540)	Stormwater	-	-	-	80,000	-
Public Works	Replace Jackhammer Attachment (27542)	Stormwater	-	-	-	15,000	-
Public Works	Replace Pole Camera (27700)	Stormwater	-	-	-	18,500	-
Public Works	Replace Pole Camera (27701)	Stormwater	-	-	-	18,500	-
Public Works	Replace Tiller Attachment (23098)	Stormwater	-	-	-	6,500	-
Public Works	Repalce Sod Trailer	Stormwater	-	-	-	8,000	-
Public Works	Replace Mig Welder #24324	Stormwater	7,561	-	-	-	-
Public Works	Replace Pipe Threading Machine #22181	Stormwater	7,630	-	-	-	-
Public Works	Replace Compressor (23570)	Stormwater	-	-	-	15,000	-
Public Works	Replace Fourstroke Boat Engine (27543)	Stormwater	-	-	-	10,000	-
Public Works	Jon Boat And/Or Motor For Dredge Crew (22838)	Stormwater	-	15,000	-	-	-
Public Works	Replace Boat (27538)	Stormwater	-	-	-	15,000	-
Public Works	Replace 4" Booster Pump (24656)	Stormwater	-	-	-	15,000	-
Utilities	Replace Ultrasonic Flowmeters (multiple sizes)	Water & Sewer	28,492	38,375	45,000	45,000	45,000
Utilities	Replace magnetic Flowmeters (multiple sizes)	Water & Sewer	25,375	23,180	34,000	35,000	40,000
Utilities	Plant Transmitter for CHLORINE Analyzer	Water & Sewer	-	-	7,416	-	-
Utilities	Replace 1 Spectrophotometer	Water & Sewer	-	-	9,618	-	-
Utilities	Replace Paint Storage Locker	Water & Sewer	7,000	-	-	-	-
Utilities	Replace VFD's Plant 1 & 2 Prod. Train (2/yr)	Water & Sewer	31,070	62,138	32,642	33,460	34,000
Utilities	Replace Well Motors 50 HP w/motor leads (approx 5/yr)	Water & Sewer	53,052	54,378	55,737	57,130	59,000
Utilities	Replace Well Pumps and Accessories (2/yr)	Water & Sewer	32,712	33,530	34,368	35,230	40,000
Utilities	Replace 6" Ball Valve (1/yr)	Water & Sewer	10,173	10,427	10,688	10,955	11,500
Utilities	Security Equipment Replacements	Water & Sewer	80,000	-	-	-	-

(Continued on Next Page)



**City of Cape Coral, Florida**  
**FY 2021 – 2023 Adopted Budget**

**Capital Equipment (Continued)**

Department	Description	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Utilities	Wellfield VFD's 50 HP	Water & Sewer	30,322	31,080	31,857	32,655	34,000
Utilities	Replace 3 - 4,000 gal Bleach Bulk Tanks	Water & Sewer	-	-	-	-	60,000
Utilities	Replace 4 Degasifier Blowers in Plant 2	Water & Sewer	-	-	-	-	50,000
Utilities	Replace Pump/Motor and Installation in Plant 2	Water & Sewer	-	-	-	-	100,000
Utilities	Calibrator and Verification Equipment	Water & Sewer	15,000	-	-	-	-
Utilities	Flow Meters for Chemical System	Water & Sewer	10,858	11,130	11,408	11,693	13,000
Utilities	Replace Silent Check Valve	Water & Sewer	-	-	41,712	-	43,000
Utilities	Replace 1 Spectrophotometer	Water & Sewer	-	9,382	-	-	-
Utilities	Replace Ball Valves	Water & Sewer	-	19,712	-	20,710	-
Utilities	Replace Chemical Pumps 3/yr	Water & Sewer	42,738	43,807	44,905	46,028	48,000
Utilities	Replace Well Motors 50 HP w/motor leads (approx 5/yr)	Water & Sewer	53,052	54,378	55,737	57,130	60,000
Utilities	Replace Well Pumps and Accessories (3/yr)	Water & Sewer	32,870	33,691	34,533	35,396	40,000
Utilities	Replacement Components for Multiple VFD's	Water & Sewer	31,070	62,138	14,327	33,458	35,000
Utilities	Replace High Service Pump	Water & Sewer	-	-	-	130,000	-
Utilities	Replace UPS & Batteries	Water & Sewer	-	-	36,630	-	-
Utilities	Security Equipment Replacements	Water & Sewer	60,000	-	-	-	-
Utilities	Vertical Sump Pump	Water & Sewer	-	-	-	80,000	-
Utilities	Wellfield VFD's 50 HP	Water & Sewer	30,322	31,080	13,542	32,653	35,000
Utilities	Server Upgrade (SCADA)	Water & Sewer	291,322	-	-	-	-
Utilities	A/C Unit Replacement for the Operation Building	Water & Sewer	-	-	-	-	200,000
Utilities	Replacement LIFT STATIONS Pumps	Water & Sewer	430,000	445,000	460,000	475,000	500,000
Utilities	Replace Chlorine Analyzers	Water & Sewer	-	10,000	-	-	10,000
Utilities	Replace Aeration Blower / Motor	Water & Sewer	-	40,000	-	55,000	-
Utilities	Replace Bleach Tanks	Water & Sewer	-	50,000	-	-	50,000
Utilities	Replace Chemical Feed Equipment	Water & Sewer	-	80,000	-	22,000	-
Utilities	Replace Composite Sampler	Water & Sewer	-	10,000	-	11,000	-
Utilities	Replace Grit Equipment	Water & Sewer	40,000	50,000	40,000	-	50,000
Utilities	Replace Odor Control Equipment	Water & Sewer	10,000	8,000	15,000	16,500	15,000
Utilities	Replace Reuse Pump / Motor	Water & Sewer	-	130,000	-	44,000	-
Utilities	Replace Service Water Motor /Pump	Water & Sewer	15,000	30,000	-	33,000	-
Utilities	Replace Submersible Pumps	Water & Sewer	10,000	-	20,000	-	20,000
Utilities	Replace Transfer Pump & Motor	Water & Sewer	75,000	-	80,000	-	100,000
Utilities	Replace Instrumentation Meters	Water & Sewer	-	-	10,000	-	-
Utilities	Replace Valve Actuator Motor	Water & Sewer	-	15,000	-	-	15,000
Utilities	Replace VFD	Water & Sewer	30,000	35,000	50,000	55,000	60,000
Utilities	Replacement Floating Mixer Motor	Water & Sewer	-	35,000	-	-	25,000

(Continued on Next Page)

**City of Cape Coral, Florida**  
**FY 2021 – 2023 Adopted Budget**

**Capital Equipment (Continued)**

Department	Description	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Utilities	Replacement Mix Liquor Return pump	Water & Sewer	20,000	-	30,000	-	30,000
Utilities	Replacement of Overhead Door & Opener	Water & Sewer	-	-	10,000	-	-
Utilities	Replacement R.A.S. Pumps (Pumps & Motors)	Water & Sewer	58,000	-	50,000	-	60,000
Utilities	Replacement W.A.S. Pumps/Motors	Water & Sewer	30,000	-	30,000	-	30,000
Utilities	Replacement WAS Transfer Pumps/Motors	Water & Sewer	50,000	-	50,000	-	-
Utilities	Scada Server/ Plc Hardware Components	Water & Sewer	47,000	50,000	45,000	55,000	100,000
Utilities	Security & Cctv	Water & Sewer	10,000	100,000	10,000	-	10,000
Utilities	Spare/Replacement Electrical Circuit Breakers	Water & Sewer	25,000	25,000	25,000	27,500	50,000
Utilities	Replacement Valves	Water & Sewer	30,000	30,000	30,000	40,000	40,000
Utilities	Electrical Testing Equipment	Water & Sewer	20,000	20,000	20,000	-	-
Utilities	Replace Bleach Tanks	Water & Sewer	-	-	30,000	-	30,000
Utilities	Replace Chemical Feed Pumps Equipment	Water & Sewer	15,000	-	20,000	-	25,000
Utilities	Replace Composite Sampler	Water & Sewer	7,000	-	7,000	-	7,000
Utilities	Replace Pumps/Motors	Water & Sewer	25,000	165,000	25,000	307,500	50,000
Utilities	Replace Grit Pump Equipment	Water & Sewer	85,000	-	20,000	-	85,000
Utilities	Replace Valves	Water & Sewer	20,000	15,000	-	30,750	-
Utilities	Replace Odor Control Recirculating Pump Equipment	Water & Sewer	15,000	-	20,000	-	20,000
Utilities	Replace Overhead Door & Opener	Water & Sewer	-	-	20,000	-	20,000
Utilities	Replace Instrumentation Meters	Water & Sewer	10,000	-	10,000	-	20,000
Utilities	Replace Valve Actuator Motor & Controller	Water & Sewer	15,000	16,000	-	20,500	-
Utilities	Replace VFD's	Water & Sewer	12,500	12,500	12,500	15,375	12,500
Utilities	Replacement Air Compressor & Drier	Water & Sewer	-	-	-	51,250	-
Utilities	Replacement Floating Mixer	Water & Sewer	15,000	-	15,000	-	15,000
Utilities	Replacement R.A.S. Pumps Equipment	Water & Sewer	-	50,000	-	51,250	-
Utilities	Replacement W.A.S. Pumps Equipment	Water & Sewer	35,000	-	35,000	-	35,000
Utilities	Replace Blower/ Motor	Water & Sewer	-	-	230,000	-	25,000
Utilities	Replace Bar Screen Equipment	Water & Sewer	-	-	-	30,750	-
Utilities	Scada Replacement Parts	Water & Sewer	-	25,000	100,000	25,625	25,000
Utilities	Security & Cctv	Water & Sewer	10,000	-	10,000	-	10,000
Utilities	Spare/Replacement Electrical Circuit Breakers	Water & Sewer	-	25,000	-	25,625	50,000
Utilities	Electrical Testing Equipment	Water & Sewer	-	-	20,000	-	20,000
Utilities	Centrifuge Motor	Water & Sewer	-	35,000	25,000	-	30,000
Utilities	Centrifuge Motor VFD	Water & Sewer	10,000	25,000	25,000	-	25,000
Utilities	Chemical Pump Feed Equipment	Water & Sewer	40,000	-	40,000	-	-
Utilities	Sludge Grinder Pumps	Water & Sewer	-	-	-	30,000	-
Utilities	Replace Conveyor Belt Equipment	Water & Sewer	-	-	-	25,000	-

(Continued on Next Page)

**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

**Capital Equipment (Continued)**

Department	Description	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Utilities	Sludge Feed Pump	Water & Sewer	-	-	25,000	-	30,000
Utilities	Miscellaneous Equipment	Water & Sewer	334,000	-	-	-	-
Utilities	New Air Compressor	Water & Sewer	-	15,000	-	-	-
Utilities	SCADA Equipment	Water & Sewer	10,000	10,000	10,000	15,000	15,000
Utilities	Replace Bleach Tanks (5 Double Wall Tanks) (CPS)	Water & Sewer	15,000	-	13,000	-	13,000
Utilities	Replace Flow Meters	Water & Sewer	-	-	12,000	-	13,000
Utilities	Replace VFD's (CPS)	Water & Sewer	14,000	12,000	25,000	25,000	13,000
Utilities	Replacement Pump/Motor	Water & Sewer	140,000	-	-	70,000	50,000
Utilities	Canal Transfer Pumps	Water & Sewer	-	50,000	50,000	-	75,000
Utilities	New CPS Chlorine Feed Pumps	Water & Sewer	-	12,000	-	12,000	-
Utilities	REHAB Adams Strainers all CPS	Water & Sewer	45,000	-	-	45,000	-
Utilities	Replace Grinder Pumps	Water & Sewer	-	15,000	-	15,000	-
Utilities	New Bi-Directional Asr Pump	Water & Sewer	-	150,000	-	-	-
Utilities	New Water Quality Instrumentation	Water & Sewer	-	-	-	20,000	-
<b>Total</b>			<b>\$ 4,475,372</b>	<b>\$ 4,395,156</b>	<b>\$ 4,607,176</b>	<b>\$ 4,747,329</b>	<b>\$ 5,279,342</b>

**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

**Capital Software Program**

**Summary of Required Revenues**

<b>Fund</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>
General	\$ 235,000	\$ 275,000	\$ 950,000	\$ 950,000	\$ 450,000
<b>Total</b>	<b>\$ 235,000</b>	<b>\$ 275,000</b>	<b>\$ 950,000</b>	<b>\$ 950,000</b>	<b>\$ 450,000</b>

**Summary by Department**

<b>Department</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>
City Auditor	\$ 60,000	\$ -	\$ -	\$ -	\$ -
Fire	-	75,000	-	-	-
ITS	175,000	200,000	950,000	950,000	450,000
<b>Total</b>	<b>\$ 235,000</b>	<b>\$ 275,000</b>	<b>\$ 950,000</b>	<b>\$ 950,000</b>	<b>\$ 450,000</b>

**Capital Software**

<b>Department</b>	<b>Description</b>	<b>Funding Source</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>
City Auditor	Auditor Software	General	\$ 60,000	\$ -	\$ -	\$ -	\$ -
Fire	Radio Frequency Identification (Rfid)	General	-	75,000	-	-	-
ITS	It Software Tools/Datawarehouse	General	-	-	-	-	-
ITS	Upgrades	General	-	-	700,000	200,000	200,000
ITS	Software Customizations/Upgrades	General	100,000	50,000	150,000	150,000	150,000
ITS	Provision For New Sw/New Sw Modules	General	75,000	150,000	100,000	600,000	100,000
<b>Total</b>			<b>\$ 235,000</b>	<b>\$ 275,000</b>	<b>\$ 950,000</b>	<b>\$ 950,000</b>	<b>\$ 450,000</b>

**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

**Capital Maintenance Program**

**Summary of Required Revenues**

<b>Fund</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>
Facilities	\$ 26,000	\$ 15,000	\$ 50,000	\$ -	\$ -
General	-	1,545,000	75,000	-	-
<b>Total</b>	<b>26,000</b>	<b>1,560,000</b>	<b>125,000</b>	<b>-</b>	<b>-</b>

**Summary by Department**

<b>Department</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>
Parks & Rec	\$ -	\$ -	\$ 75,000	\$ -	\$ -
Police	-	45,000	-	-	-
Public Works	26,000	15,000	50,000	-	-
Govt Services	-	1,500,000	-	-	-
<b>Total</b>	<b>\$ 26,000</b>	<b>\$ 1,560,000</b>	<b>\$ 125,000</b>	<b>\$ -</b>	<b>\$ -</b>

**City of Cape Coral, Florida**  
**FY 2021 – 2023 Adopted Budget**

**Capital Maintenance**

Department	Description	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Govt Services	Charter School Maintenance	General	\$ -	\$ 1,500,000	\$ -	\$ -	\$ -
Parks & Rec	Ccsc Baseball Batting Cages	General	-	-	15,000	-	-
Parks & Rec	Bmx Maint Shed W/ Garage Door	General	-	-	60,000	-	-
Police	Upgrade Security System: Gates And Door Locks	General	-	45,000	-	-	-
Public Works	Facilities Maintenance Building Improvements	Facilities	-	-	50,000	-	-
Public Works	Gate & Opener/Controller	Facilities	26,000	-	-	-	-
Public Works	Survey Related Equipment Repair And Maintenance	Facilities	-	15,000	-	-	-
<b>Total</b>			<b>\$ 26,000</b>	<b>\$ 1,560,000</b>	<b>\$ 125,000</b>	<b>\$ -</b>	<b>\$ -</b>

**City of Cape Coral, Florida**  
**FY 2021 – 2023 Adopted Budget**

**Fleet Rolling Stock**

**Summary of Required Revenues**

<b>Fund</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>
All Hazards	\$ -	\$ 35,100	\$ -	\$ -	\$ -
Building	-	-	-	-	40,000
CRA - TIF Tax	16,500	-	-	-	-
Facilities	30,000	75,000	120,000	42,000	-
Fleet	-	-	50,500	50,000	-
General	3,129,257	4,322,421	3,082,000	2,694,300	3,972,500
Golf Course	-	-	67,500	-	65,000
P&R Programs	153,000	126,000	116,000	150,000	40,000
Stormwater	582,000	811,000	570,000	697,600	570,000
Water & Sewer	647,000	513,500	618,000	541,500	729,500
Waterpark	9,000	-	-	-	-
Workers Comp	-	-	-	-	-
<b>Total</b>	<b>\$4,566,757</b>	<b>\$5,883,021</b>	<b>\$4,624,000</b>	<b>\$4,175,400</b>	<b>\$5,417,000</b>

**Summary by Department**

<b>Department</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>
City Manager	\$ -	\$ 35,000	\$ -	\$ -	\$ -
CRA	16,500	-	-	-	-
DCD	29,000	-	32,000	-	75,000
Finance	-	-	-	-	-
Fire	1,174,557	2,397,021	1,301,500	976,000	2,348,000
ITS	-	-	-	-	-
Parks & Rec	334,500	562,500	440,500	378,000	269,000
Police	1,373,200	1,100,000	1,100,000	1,100,000	1,000,000
Public Works	992,000	1,275,000	1,132,000	1,179,900	995,500
Utilities	647,000	513,500	618,000	541,500	729,500
<b>Total</b>	<b>\$4,566,757</b>	<b>\$5,883,021</b>	<b>\$4,624,000</b>	<b>\$4,175,400</b>	<b>\$5,417,000</b>

**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

**Fleet Rolling Stock**

Department	Description	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
City Manager	2008 Ford Explorer (Low Usage)	General	\$ -	\$ 35,000	\$ -	\$ -	\$ -
CRA	Custodial Vehicle	CRA - TIF Tax	16,500	-	-	-	-
DCD	2007 Ford Explorer	Building	-	-	-	-	40,000
DCD	2006 Ford F150	General	29,000	-	-	-	-
DCD	2005 Chevy Impala	General	-	-	32,000	-	-
DCD	2006 Ford Explorer	General	-	-	-	-	35,000
Fire	2002 John Deere Gator	All Hazards	-	27,100	-	-	-
Fire	2003 Tropic Tandem Trailer For ATV	All Hazards	-	8,000	-	-	-
Fire	2007 Ford Crown Victoria	General	-	-	54,500	-	-
Fire	2004 Ford F150	General	-	53,000	-	-	-
Fire	2006 Ford F150	General	-	53,000	-	-	-
Fire	2006 Dodge Grand Caravan (Low Usage)	General	-	-	-	-	56,000
Fire	2006 Chevrolet Impala (Low Usage)	General	-	-	-	56,000	-
Fire	2004 Ford F150	General	-	-	54,500	-	56,000
Fire	2006 Ford F150	General	-	-	54,500	-	-
Fire	2006 Dodge Sprinter	General	-	-	-	-	75,000
Fire	2007 John Deere Hpx4X4 Atv	General	-	27,100	-	-	-
Fire	2006 Boatmaster 2628Hdh Trailer	General	-	-	14,000	-	-
Fire	2002 Pierce Dash (Engine 5) Tender #1	General	-	350,000	-	-	-
Fire	2005 E-One Typhoon Engine 9 #2	General	-	640,000	-	-	-
Fire	2006 E-One Typhoon Ladder 7 #4	General	1,080,000	-	-	-	-
Fire	2006 E-One Typhoon Ladder 6 #5	General	-	-	-	-	1,341,000
Fire	2009 International 4400 Rescue 4 #6	General	-	-	665,000	-	-
Fire	2021 Chevrolet Tahoe Battalion Chief	General	94,557	-	-	-	-
Fire	2008 E-One Typhoon Engine 3 #8	General	-	-	-	685,000	-
Fire	1985 Amg M Brush Truck #9	General	-	-	251,000	-	-
Fire	Ladder Truck For Fire Station #13	General	-	1,238,821	-	-	-
Fire	2012 F550 Rescue 2 #7	General	-	-	208,000	-	-
Fire	2005 Dodge Ram 1500	General	-	-	-	50,000	-
Fire	2001 Ford F250	General	-	-	-	65,000	-
Fire	2006 Ford F150	General	-	-	-	50,000	-
Fire	2004 Ford F550	General	-	-	-	70,000	-
Fire	2006 Chevy Impala	General	-	-	-	-	56,000
Fire	2007 Boatmaster 2628Hdh Trailer	General	-	-	-	-	16,000
Fire	2005 Terex T-90 Trailer mounted generator	General	-	-	-	-	45,000
Fire	2013 Sutphen Monarch Engine	General	-	-	-	-	703,000
Parks & Rec	2005 Ford F150	General	30,000	-	-	-	-

(Continued Next Page)



**City of Cape Coral, Florida**  
**FY 2021 – 2023 Adopted Budget**

**Fleet Rolling Stock (Continued)**

Department	Description	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Parks & Rec	2007 Club Car Golf Cart	General	-	15,000	-	-	-
Parks & Rec	2008 Ford F250	General	32,000	-	-	-	-
Parks & Rec	2002 Ford F350	General	40,000	-	-	-	-
Parks & Rec	2003 Crosley Trailer	General	11,500	-	-	-	-
Parks & Rec	2007 Ford F-350 Pickup Dump	General	55,000	-	-	-	-
Parks & Rec	2005 Ford F-350 Truck Dump	General	-	55,000	-	-	-
Parks & Rec	2005 Toro Workman 1100	General	-	13,500	-	-	-
Parks & Rec	2006 Ford Explorer	General	-	38,000	-	-	-
Parks & Rec	2006 Aok Encl Cargo Trlr	General	-	10,000	-	-	-
Parks & Rec	2003 Ford F-350 Dump	General	-	45,000	-	-	-
Parks & Rec	2022 Toro Chemical Sprayer On Cart	General	-	50,000	-	-	-
Parks & Rec	2022 Toro Utility Tractor	General	-	40,000	-	-	-
Parks & Rec	2022 Toro Work Cart	General	-	15,000	-	-	-
Parks & Rec	2022 Toro Rotary Mower	General	-	75,000	-	-	-
Parks & Rec	2022 Ford Crew Cab Pickup	General	-	40,000	-	-	-
Parks & Rec	2022 Ford Crew Cab Pickup	General	-	40,000	-	-	-
Parks & Rec	2005 Hitch & Trailer L64142REB	General	4,000	-	-	-	-
Parks & Rec	2004 Ford F550	General	-	-	135,000	-	-
Parks & Rec	2004 Bobcat Skid Steer	General	-	-	52,000	-	-
Parks & Rec	2007 Toro Cart Workman	General	-	-	11,000	-	-
Parks & Rec	2007 CCI Water Tank Trailer	General	-	-	16,000	-	-
Parks & Rec	2005 Ford F250 Pickup Dump	General	-	-	43,000	-	-
Parks & Rec	2007 Ford Explorer	General	-	-	-	38,000	-
Parks & Rec	2005 International Dump Truck 5 Yd	General	-	-	-	95,000	-
Parks & Rec	2005 International Dump Truck 5 Yd	General	-	-	-	95,000	-
Parks & Rec	2007 CCI Water Tank Trailer	General	-	-	-	-	16,000
Parks & Rec	2006 Vermeer Chipper	General	-	-	-	-	42,000
Parks & Rec	2007 Mobile Bleachers	General	-	-	-	-	50,000
Parks & Rec	2007 Mobile Bleachers	General	-	-	-	-	56,000
Parks & Rec	2012 Toro Workman MD	Golf Course	-	-	9,000	-	-
Parks & Rec	2006 Toro Mower 328-D	Golf Course	-	-	25,000	-	-
Parks & Rec	2006 Toro Mower 3500-D	Golf Course	-	-	33,500	-	-
Parks & Rec	2015 Toro 4500-D	Golf Course	-	-	-	-	65,000
Parks & Rec	2005 Chevrolet G3500	P&R Programs	42,000	-	-	-	-
Parks & Rec	2007 Wells Cargo Trailer	P&R Programs	16,000	-	-	-	-
Parks & Rec	2013 Ford E450	P&R Programs	95,000	-	-	-	-

(Continued Next Page)

**City of Cape Coral, Florida**  
**FY 2021 – 2023 Adopted Budget**

**Fleet Rolling Stock (Continued)**

Department	Description	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Parks & Rec	2006 Ford E350	P&R Programs	-	60,000	-	-	-
Parks & Rec	2005 Chevrolet G3500	P&R Programs	-	66,000	-	-	-
Parks & Rec	2005 Ford F250 Pickup Dump	P&R Programs	-	-	38,000	-	-
Parks & Rec	2005 Chevrolet G3500	P&R Programs	-	-	40,000	-	-
Parks & Rec	2003 Ford E350	P&R Programs	-	-	38,000	-	-
Parks & Rec	2014 Ford E450	P&R Programs	-	-	-	95,000	-
Parks & Rec	2006 Magnum MMG125	P&R Programs	-	-	-	55,000	-
Parks & Rec	2015 Ford Explorer	P&R Programs	-	-	-	-	40,000
Parks & Rec	2003 Club Car Carryall li	Waterpark	9,000	-	-	-	-
Police	2015 Bmw Motorcycle R1200RT	General	32,000	-	-	-	-
Police	2015 Bmw Motorcycle R1200RT	General	32,000	-	-	-	-
Police	2015 Bmw Motorcycle R1200RT	General	-	35,000	-	-	-
Police	2015 Bmw Motorcycle R1200RT	General	-	35,000	-	-	-
Police	2016 Bmw Motorcycle R1200RT	General	-	-	40,000	-	-
Police	2007 Ford Crown Victoria	General	64,000	-	-	-	-
Police	2012 Dodge Charger	General	64,000	-	-	-	-
Police	2012 Dodge Charger	General	64,000	-	-	-	-
Police	2012 Dodge Charger	General	64,000	-	-	-	-
Police	2012 Dodge Charger	General	64,000	-	-	-	-
Police	2012 Dodge Charger	General	-	66,000	-	-	-
Police	2012 Dodge Charger	General	-	66,000	-	-	-
Police	2008 Ford Crown Victoria	General	64,000	-	-	-	-
Police	2012 Dodge Charger	General	66,000	-	-	-	-
Police	2012 Dodge Charger	General	-	66,000	-	-	-
Police	2012 Chevy Impala	General	64,000	-	-	-	-
Police	2012 Dodge Charger	General	-	66,000	-	-	-
Police	2012 Dodge Charger	General	-	66,000	-	-	-
Police	2012 Dodge Charger	General	-	66,000	-	-	-
Police	2012 Dodge Charger	General	-	66,000	-	-	-
Police	2012 Dodge Charger	General	-	66,000	-	-	-
Police	2012 Dodge Charger	General	-	-	68,000	-	-
Police	2012 Dodge Charger	General	-	-	68,000	-	-
Police	2012 Chevy Impala	General	-	66,000	-	-	-
Police	2012 Chevy Impala	General	-	66,000	-	-	-
Police	2012 Dodge Charger	General	-	66,000	-	-	-
Police	2012 Dodge Charger	General	-	-	68,000	-	-

(Continued Next Page)

**City of Cape Coral, Florida**  
**FY 2021 – 2023 Adopted Budget**

**Fleet Rolling Stock (Continued)**

Department	Description	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Police	2012 Chevy Impala	General	-	-	68,000	-	-
Police	2012 Dodge Charger	General	-	-	68,000	-	-
Police	2012 Dodge Charger	General	-	-	68,000	-	-
Police	2012 Dodge Charger	General	-	-	68,000	-	-
Police	2007 Ford Explorer	General	-	-	68,000	-	-
Police	2012 Dodge Charger	General	-	-	-	70,000	-
Police	2012 Dodge Charger	General	-	-	-	70,000	-
Police	2014 Dodge Charger	General	-	-	68,000	-	-
Police	2012 Dodge Charger	General	-	-	-	-	72,000
Police	2012 Dodge Charger	General	-	-	-	70,000	-
Police	2012 Dodge Charger	General	-	-	-	70,000	-
Police	2012 Dodge Charger	General	-	-	-	70,000	-
Police	2007 Ford Crown Victoria	General	-	-	-	70,000	-
Police	2012 Chevy Impala	General	-	-	-	-	72,000
Police	2007 Ford Explorer	General	-	-	68,000	-	-
Police	2012 Chevy Impala	General	-	-	-	-	72,000
Police	2012 Dodge Charger	General	-	-	-	-	72,000
Police	2012 Chevy Impala	General	-	-	-	-	72,000
Police	2012 Dodge Charger	General	-	-	-	-	72,000
Police	2012 Dodge Charger	General	-	-	-	-	72,000
Police	2013 Chevy Tahoe	General	-	-	76,000	-	72,000
Police	2014 Dodge Grand Caravan	General	35,000	-	-	-	-
Police	2019 Ford Explorer	General	50,000	-	-	-	-
Police	2014 Dodge Charger	General	-	-	68,000	-	-
Police	2014 Dodge Charger	General	-	-	68,000	-	-
Police	2013 Chevy Tahoe	General	-	-	76,000	-	-
Police	2014 Dodge Charger	General	-	-	-	70,000	-
Police	2014 Dodge Charger	General	-	-	-	70,000	-
Police	2006 Freightliner MT55	General	-	-	-	431,000	-
Police	2018 Ford Taurus	General	-	-	-	70,000	-
Police	2007 Ford Crown Victoria	General	-	-	-	-	72,000
Police	2007 Ford Explorer	General	-	-	-	-	72,000
Police	2014 Dodge Charger	General	-	-	-	-	68,000
Police	2015 Ford Explorer	General	-	-	-	-	68,000
Police	2014 Dodge Charger	General	-	-	-	-	68,000
Police	2012 Chevy Impala	General	-	-	-	-	72,000
Police	Replacement Vehicles Per Fleet Replacement Plan	General	309,000	304,000	92,000	39,000	4,000

(Continued Next Page)

**City of Cape Coral, Florida**  
**FY 2021 – 2023 Adopted Budget**

**Fleet Rolling Stock (Continued)**

Department	Description	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Police	2021 Ford Explorer (4) Police Officers	General	273,200	-	-	-	-
Public Works	2005 Ford F150	Facilities	30,000	-	-	-	-
Public Works	2006 Ford F350	Fleet	-	-	-	50,000	-
Public Works	2010 Hyd Trk Conveyor M1218P	General	15,000	-	-	-	-
Public Works	2007 International 7400 Dump 12-14 Cu Yd	General	115,000	-	-	-	-
Public Works	2009 Ford F-450	General	83,000	-	-	-	-
Public Works	2007 Vermeer Chipper	General	39,000	-	-	-	-
Public Works	2005 Caterpillar Skid Steer	General	90,000	-	-	-	-
Public Works	2008 Ford F350	General	-	36,000	-	-	-
Public Works	2005 Toro Mower 4000D	General	-	68,000	-	-	-
Public Works	2003 New Holland Tractor TN65	General	-	35,000	-	-	-
Public Works	2006 International Dump Truck Low-Side	General	-	78,000	-	-	-
Public Works	2006 Ford Explorer	General	-	35,000	-	-	-
Public Works	2006 Vermeer Vermeer Chipper	General	-	40,000	-	-	-
Public Works	2008 Schulte Bat Wing Mower S150	General	-	21,000	-	-	-
Public Works	2013 Hustler 3700	General	-	-	35,000	-	-
Public Works	2007 Ford Ranger	General	-	30,000	-	-	-
Public Works	2008 Caterpillar 416E	General	-	-	86,000	-	-
Public Works	2006 Ford E250	General	-	-	26,000	-	-
Public Works	2007 Imperial Trailer	General	-	-	25,000	-	-
Public Works	2009 International 7400 Hvy Duty Dump 12-14 Cy	General	-	-	125,000	-	-
Public Works	2016 Pj Trailer Trailer	General	-	-	7,500	-	-
Public Works	2006 Ford Expedition	General	-	-	38,000	-	-
Public Works	2008 Gmc T7500 (Striper)	General	-	-	-	350,000	-
Public Works	2016 Hustler 3700	General	-	-	-	25,000	-
Public Works	2006 Forest River Tropic Trailer	General	-	-	-	10,000	-
Public Works	2015 Cynergy Advanced Trailer	General	-	-	-	5,300	-
Public Works	2009 International 7400 Hvy Duty Dump 12-14 Cy	General	-	-	-	-	125,000
Public Works	2004 Caterpillar Roller CB224D	General	-	-	-	-	60,000
Public Works	2014 Freightliner M2-106	General	-	-	-	-	235,000
Public Works	2012 Ford F-550 W/ Imt Crane	Stormwater	-	-	90,000	-	-
Public Works	2006 Ford Explorer	Stormwater	-	-	35,000	-	-
Public Works	2009 Ford F150	Stormwater	-	-	-	30,000	-
Public Works	2007 Thompson Pump	Stormwater	80,000	-	-	-	-
Public Works	2006 Honda Em7000ls	Stormwater	-	-	5,000	-	-
Public Works	2008 Case 621E	Stormwater	-	-	145,000	-	-
Public Works	2007 Sullair 185Ca	Stormwater	-	-	-	20,000	-

(Continued Next Page)

**City of Cape Coral, Florida**  
**FY 2021 – 2023 Adopted Budget**

**Fleet Rolling Stock (Continued)**

Department	Description	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Public Works	2006 Case 570 Mxt	Stormwater	90,000	-	-	-	-
Public Works	2006 Gradall X13100	Stormwater	350,000	-	-	-	-
Public Works	2006 Imperial Trailer	Stormwater	24,000	-	-	-	-
Public Works	2013 Carryon 14 Ft Trailer	Stormwater	3,000	-	-	-	-
Public Works	2006 Imperial Trailer	Stormwater	-	-	24,000	-	-
Public Works	2014 Rolls Rite Trailer	Stormwater	-	-	8,000	-	-
Public Works	2006 Case 570 Mxt	Stormwater	-	-	95,000	-	-
Public Works	2006 Imperial Trailer	Stormwater	-	-	25,000	-	-
Public Works	2007 Caterpillar 430E	Stormwater	-	-	122,000	-	-
Public Works	2007 Sterling Lt7500	Stormwater	-	-	-	132,000	-
Public Works	2007 Sterling Lt7500	Stormwater	-	-	-	134,000	-
Public Works	2010 International 7400	Stormwater	-	-	-	120,000	-
Public Works	2005 Caterpillar 325 CI	Stormwater	-	365,000	-	-	-
Public Works	2007 Caterpillar 325 DI	Stormwater	-	440,000	-	-	-
Public Works	2007 Ford F-450 Pickup	Stormwater	-	-	-	78,000	-
Public Works	2006 Case 621D	Stormwater	-	-	-	180,000	-
Public Works	2008 Ford F350	Stormwater	35,000	-	-	-	-
Public Works	2013 Caterpillar Bucket Attachment 23581	Stormwater	-	6,000	-	-	-
Public Works	2007 Sullair 185Ca	Stormwater	-	-	21,000	-	-
Public Works	2007 Ingersoll Rand Air Compressor Attachment	Stormwater	-	-	-	3,600	-
Public Works	2007 Sterling LT7500	Stormwater	-	-	-	-	125,000
Public Works	2007 Sterling LT7500	Stormwater	-	-	-	-	125,000
Public Works	2007 Sterling LT7500	Stormwater	-	-	-	-	125,000
Public Works	2006 Caterpillar Skid Steer	Stormwater	-	-	-	-	85,000
Public Works	2008 Ford F350	Stormwater	-	-	-	-	39,000
Public Works	2008 Ford Sport Trac	Stormwater	-	-	-	-	36,000
Public Works	2014 Dodge Caravan	Stormwater	-	-	-	-	35,000
Public Works	2008 Ford F350 Crew Cab (Transp contra)	General	38,000	-	-	-	-
Public Works	2008 Ford F350 Crew Cab (Transp contra)	General	-	46,000	-	-	-
Public Works	2008 Ford F350 Crew Cab (Transp contra)	General	-	-	49,000	-	-
Public Works	2014 Wanco Arvada Arrow Board	General	-	-	-	-	5,500
Public Works	2002 Freightliner F180 Aerial Bucket Trk	Facilities	-	-	90,000	-	-
Public Works	2009 Ford E-450 Box Van	Facilities	-	45,000	-	-	-
Public Works	2006 Ford F150	Facilities	-	30,000	-	-	-
Public Works	2009 Ford E250	Facilities	-	-	30,000	-	-
Public Works	2004 Ford E350	Facilities	-	-	-	42,000	-
Public Works	2007 Ford F350	Fleet	-	-	50,500	-	-

(Continued Next Page)

**City of Cape Coral, Florida**  
**FY 2021 – 2023 Adopted Budget**

**Fleet Rolling Stock (Continued)**

Department	Description	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Utilities	2002 Hyster Forklift Propane	Water & Sewer	-	35,000	-	-	-
Utilities	2008 Freightliner M45	Water & Sewer	-	80,000	-	-	-
Utilities	2008 Ford F350	Water & Sewer	50,000	-	-	-	-
Utilities	2012 Bobcat E350	Water & Sewer	-	48,000	-	-	-
Utilities	2014 Ford F250	Water & Sewer	35,000	-	-	-	-
Utilities	2006 Ford E250	Water & Sewer	26,000	-	-	-	-
Utilities	2008 Imperial Trailer	Water & Sewer	15,000	-	-	-	-
Utilities	2002 Exp Enclosed Cargo Trlr	Water & Sewer	-	14,500	-	-	-
Utilities	2006 International 7400 Vac Trk	Water & Sewer	450,000	-	-	-	-
Utilities	2006 Ford E250	Water & Sewer	38,000	-	-	-	-
Utilities	2007 John Deere Gator	Water & Sewer	18,000	-	-	-	-
Utilities	2006 Jlg Lift Articulating 60'	Water & Sewer	-	115,000	-	-	-
Utilities	2006 Ford F250	Water & Sewer	-	48,000	-	-	-
Utilities	2006 Ford F250	Water & Sewer	-	48,000	-	-	-
Utilities	2006 International 7600	Water & Sewer	-	125,000	-	-	-
Utilities	2006 Club Car Carryall 272	Water & Sewer	15,000	-	-	-	-
Utilities	2006 Ford Explorer	Water & Sewer	-	-	36,000	-	-
Utilities	2001 Case Forklift Propane	Water & Sewer	-	-	85,000	-	-
Utilities	2008 Ford F150	Water & Sewer	-	-	34,500	-	-
Utilities	2009 Freightliner Van Walk In TV Truck	Water & Sewer	-	-	375,000	-	-
Utilities	2006 Ford F250	Water & Sewer	-	-	35,000	-	-
Utilities	2007 John Deere Gator	Water & Sewer	-	-	18,000	-	-
Utilities	2013 Ford F150	Water & Sewer	-	-	34,500	-	-
Utilities	2007 Ford Freestar	Water & Sewer	-	-	-	30,000	-
Utilities	2007 International 4300	Water & Sewer	-	-	-	89,000	-
Utilities	2006 Sterling LT7500	Water & Sewer	-	-	-	110,000	-
Utilities	2001 D&D Pump	Water & Sewer	-	-	-	20,000	-
Utilities	2014 Nissan Frontier	Water & Sewer	-	-	-	25,000	-
Utilities	2006 Tanker Trailer 7500 Gal	Water & Sewer	-	-	-	70,000	-
Utilities	2010 Club Car Cart	Water & Sewer	-	-	-	10,000	-
Utilities	2005 Case 621D	Water & Sewer	-	-	-	153,000	-
Utilities	2014 Ford F150	Water & Sewer	-	-	-	34,500	-
Utilities	2014 Nissan Frontier	Water & Sewer	-	-	-	-	25,000
Utilities	2008 Ford F250	Water & Sewer	-	-	-	-	40,000
Utilities	2008 Chrysler Town & Country	Water & Sewer	-	-	-	-	33,000
Utilities	2008 Ford F150	Water & Sewer	-	-	-	-	35,000
Utilities	2016 Butler LT1619WL Trailer	Water & Sewer	-	-	-	-	15,000

(Continued Next Page)

**City of Cape Coral, Florida**  
**FY 2021 – 2023 Adopted Budget**

**Fleet Rolling Stock (Continued)**

Department	Description	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Utilities	2014 Freightliner MT55	Water & Sewer	-	-	-	-	125,000
Utilities	2014 Freightliner MT55	Water & Sewer	-	-	-	-	120,000
Utilities	2007 Sterling LT7500	Water & Sewer	-	-	-	-	125,000
Utilities	2014 Ford F250	Water & Sewer	-	-	-	-	40,000
Utilities	2016 Butler LT1619WL Trailer	Water & Sewer	-	-	-	-	15,000
Utilities	2007 Toyota Forklift	Water & Sewer	-	-	-	-	37,000
Utilities	2007 Ford F250 (F150 or Pass Van)	Water & Sewer	-	-	-	-	35,000
Utilities	2006 Club Car Carryall I	Water & Sewer	-	-	-	-	10,000
Utilities	2014 Ford F150	Water & Sewer	-	-	-	-	34,500
Utilities	2014 Ford Explorer	Water & Sewer	-	-	-	-	40,000
<b>Total</b>			\$ 4,566,757	\$ 5,883,021	\$ 4,624,000	\$ 4,175,400	\$ 5,417,000

**City of Cape Coral, Florida**  
**FY 2021 – 2023 Adopted Budget**

**Identified/Unfunded Capital Projects**

<b>Department</b>	<b>Description</b>	<b>Funding Source</b>	<b>Estimated Cost</b>
Fire	CCFD Live Fire Training Facility	Fire Impact	\$ 3,462,000
Fire	Logistics Warehouse Annex	General	231,750
Fire	Logistics Warehouse	General	8,000,000
Fire	Fire Department Administrative Headquarters	General	12,000,000
Fire	Everest Boat Lift Compound	General	40,000
Fire	Land Acquisition for Fire Station (Station # TBD)	General	1,000,000
Fire	Station #10 (Design and Build of a New Station #10)	General	9,485,115
Parks & Rec	*NEW* Playground demolish and replace at Four Freedoms	General	165,000
Parks & Rec	*New* Playground demolish and replace at Storm Field	General	275,000
Parks & Rec	*New* Playground demolish and replace at Joe Stonis	General	170,000
Parks & Rec	*New* Playground demolish and replace at Paul Sanborn	General	300,000
Parks & Rec	*New* Building of batting cages at CCSC	General	15,000
Parks & Rec	*New* Playground demolish and replace at Pelican Soccer Field	General	150,000
Parks & Rec	*New* Building of pavilion for wedding/banquet venue	Waterpark	82,000
Parks & Rec	*New* Shelter for rest area ball machine	Golf Course	150,000
Parks & Rec	*New* Baseball maintenance building at Pelican	General	200,000
Parks & Rec	*New* Playground demolish and replace at Youth Center	General	240,000
Parks & Rec	*New* Playground demolish and replace at Jeffers Park	General	300,000
Parks & Rec	*New* Pavilion demolish and replace at Koza Saladino	General	100,000
Parks & Rec	*New* Baseball maintenance building at Jason Verdow	General	200,000
Parks & Rec	*New* Parking lot expansion at Saratoga Lake	General	225,000
Police	Cape Coral Police Crime Center	Confiscation	290,000



**DEBT MANAGEMENT PROGRAM**

**Debt Management Program..... 15**  
*Debt Management..... 15-2*

## **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.

Rating agency median	1,062
135% of rating agency median	1,434
City of Cape Coral estimated population	
at	189,343
Direct debt	\$ 143,494,572
Direct debt per capital	\$ 758

**City of Cape Coral, Florida**  
**FY 2021 – 2023 Adopted Budget**

**Direct Debt to Taxable Assessed Value**

The City will strive to maintain a ratio of Net Debt to Taxable Assessed Value of properties within the City at or below the standard municipal rating agency median for cities of comparable size. The ratio should not exceed 135% of such median. The ratio of Net Debt to Taxable Assessed Value shall be calculated by dividing the Direct Debt by the taxable assessed value of all taxable properties within the City of Cape Coral

Direct net debt as a % of taxable assessed value		
Municipal rating agency median		1.09%
135% of rating agency median		1.47%
Direct debt	\$	143,494,572
Taxable assessed value	\$	14,300,433,937
Direct debt to taxable assessed value		1.00%

**Debt Service Safety Margin**

Debt Service Safety Margin is the amount above the minimum debt service coverage amount. The City's goal over a period of time is to achieve a debt service safety margin at or above the standard rating agency median debt service safety margin for each individual system. Below is a presentation for Enterprise Debt

	<u>Water &amp; Sewer</u>	<u>Stormwater</u>
Rating agency median	2.00	n/a <sup>1</sup>
Actual coverage	1.26	-
Required coverage <sup>2</sup>	1.00	1.25
Debt service safety margin	0.26	-
<sup>1</sup> Not rated as a median		
<sup>2</sup> Total Senior Revenue Debt Obligation Coverage from Net Revenues only		

**Debt Ratio**

Debt Ratio is the net funded debt divided by the sum of net capital assets plus working capital. The city will maintain a debt ratio for the Enterprise System at or above the standard industry median debt ratio for each individual system.

	<u>Water &amp; Sewer<sup>1</sup></u>	<u>Stormwater</u>
Debt	\$ 555,304,456	\$ -
Net capital assets	\$ 508,606,813	\$ 40,688,437
Working capital	\$ 22,701,830	\$ 13,321,617
Debt ratio	105%	0%
Rating agency median	79%	n/a <sup>2</sup>
<sup>1</sup> Does not include Utility Special Assessments		
<sup>2</sup> Not rated as a median		

**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

**Debt Administration**

**Total Principal Outstanding Debt as of September 30, 2019**

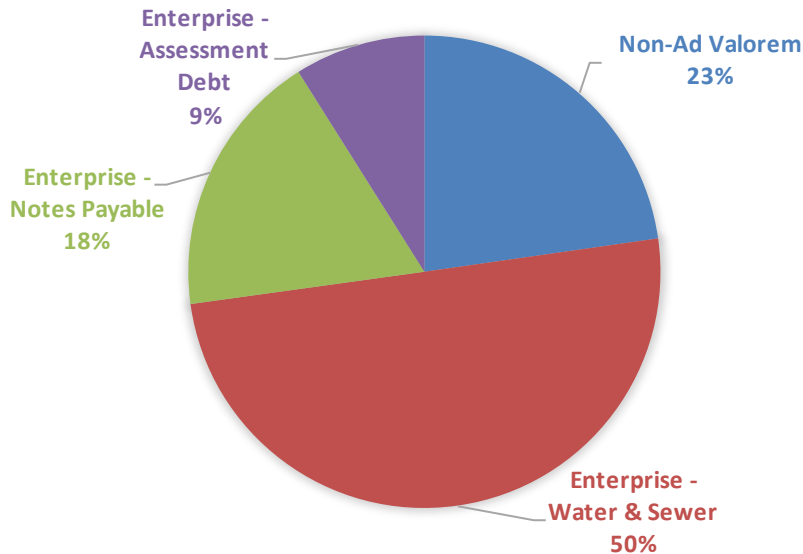
<b>Category</b>	<b>Outstanding 09/30/2019</b>	<b>Percentage of Total Debt</b>
Governmental Fund Debt	\$ 184,910,924	25.18%
Enterprise Fund Debt	603,668,590	74.82%
	<u>\$ 788,579,514</u>	<u>100.00%</u>

**Governmental**

General Obligation Bonds	\$ 10,200,000
Revenue Bonds	159,971,560
Notes Payable	14,072,452
Assessments	575,000
Capital Leases	91,912
Total Governmental Debt	<u>\$ 184,910,924</u>

**Enterprise**

Water and Sewer Revenue Bonds	\$ 407,070,000
Notes Payable	148,234,456
Assessment Debt	72,780,000
Total Enterprise Debt	<u>\$ 628,084,456</u>
Total Governmental & Enterprise Debt	<u>\$ 812,995,380</u>



**City of Cape Coral, Florida**  
**FY 2021 – 2023 Adopted Budget**

	<b>Original Issue Amount</b>	<b>Principal Outstanding 9/30/2020</b>	<b>FY 2021 Principal</b>	<b>FY 2021 Interest</b>	<b>FY 2021 Requirement</b>
<b>Governmental</b>					
Revenue Bonds					
2010 Gas Tax Revenue					
2011 Special Obligation Revenue	17,690,000	425,000	425,000	20,188	445,188
2012 Special Obligation Revenue	17,669,950	6,016,550	1,450,420	146,202	1,596,622
2014 Gas Tax Revenue Bond	21,433,000	7,493,000	2,444,000	177,526	2,621,526
2014 Capital Improvement&Refund Revenue	5,300,000	2,455,000	590,000	61,073	651,073
2015 Special Obligation Revenue	51,427,288	41,765,000	2,565,000	1,775,356	4,340,356
2015 Fire Protection Assessment Revenue	1,500,000	290,000	290,000	2,393	292,393
2015 Special Obligation Note	13,675,000	5,407,000	1,760,000	113,547	1,873,547
2017 Special Obligation Bond	62,595,000	58,610,000	2,265,000	2,675,875	4,940,875
Notes Payable					
2018 Special Obligation Revenue Note	7,912,705	6,396,655	743,241	186,651	929,892
2019 General Obligation Revenue Note	10,200,000	9,670,000	575,000	257,081	832,081
2020 Special Obligation refunding revenue note	30,760,000	30,760,000	895,000	605,482	1,500,482
Capital Leases					
2012 Lease - Charter School Bus	1,342,755	-	-	-	-
<b>Total Governmental Debt</b>	<b>\$ 241,505,698</b>	<b>\$ 169,288,205</b>	<b>\$ 14,002,661</b>	<b>\$ 6,021,374</b>	<b>\$ 20,024,035</b>
<b>Enterprise</b>					
Revenue Bonds					
2011 Water & Sewer Revenue Refunding	\$ 4,700,000	\$ 2,405,000	\$ 2,405,000	\$ 120,250	\$ 2,525,250
2011A Water & Sewer Revenue Refunding	3,640,000	1,865,000	1,865,000	119,360	1,984,360
2015 Water & Sewer Revenue Refunding	72,415,000	72,415,000	-	3,393,900	3,393,900
2015A Series Water & Sewer Refunding	77,960,000	70,985,000	7,135,000	1,837,450	8,972,450
2017 Series Water & Sewer Refunding	248,355,000	248,355,000	-	11,071,788	11,071,788
Notes - State Revolving Fund Loans					
State Revolving Fund Loan #7516L-01	682,496	139,920	45,290	3,770	49,061
State Revolving Fund Loan #7516L-02	2,898,884	821,592	173,397	22,812	196,209
State Revolving Fund Loan #DW360103 SW6/7	12,401,582	10,539,329	563,416	221,948	785,364
State Revolving Fund Loan #WW3600100 SW6/7	54,662,273	45,795,099	2,438,389	943,342	3,381,731
State Revolving Fund Loan #7516P	2,390,719	635,621	151,512	18,898	170,410
Special Assessment Bonds					
2017 Utility Improvement Assessment (all areas)	101,155,000	62,400,000	10,130,000	1,536,863	11,666,863
<b>Total Enterprise Debt</b>	<b>\$ 581,260,953</b>	<b>\$ 516,356,562</b>	<b>\$ 24,907,005</b>	<b>\$ 19,290,380</b>	<b>\$ 44,197,384</b>
<b>Total Debt</b>	<b>\$ 822,766,651</b>	<b>\$ 685,644,767</b>	<b>\$ 38,909,666</b>	<b>\$ 25,311,753</b>	<b>\$ 64,221,419</b>

Note: Proposed new debt is not included in this schedule.

**City of Cape Coral, Florida**  
**FY 2021 – 2023 Adopted Budget**

	<b>FY 2022 Principal</b>	<b>FY 2022 Interest</b>	<b>FY 2022 Requirement</b>	<b>FY 2023 Principal</b>	<b>FY 2023 Interest</b>	<b>FY 2023 Requirement</b>	<b>FY 2024 - 2044 Requirement</b>
<b>Governmental</b>							
Revenue Bonds							
2010 Gas Tax Revenue							
2011 Special Obligation Revenue	-	-	-	-	-	-	-
2012 Special Obligation Revenue	1,485,650	110,957	1,596,607	1,521,750	74,856	1,596,606	1,558,729
2014 Gas Tax Revenue Bond	2,497,000	119,622	2,616,622	2,552,000	60,453	2,612,453	-
2014 Capital Improvement&Refund Revenue	605,000	46,395	651,395	625,000	31,345	656,345	635,000
2015 Special Obligation Revenue	1,870,000	1,647,106	3,517,106	1,965,000	1,553,606	3,518,606	35,365,000
2015 Fire Protection Assessment Revenue	-	-	-	-	-	-	-
2015 Special Obligation Note	1,799,000	76,587	1,875,587	913,000	38,808	951,808	934,999
2017 Special Obligation Bond	2,825,000	2,562,625	5,387,625	2,970,000	2,421,375	5,391,375	50,550,000
Notes Payable			-				-
2018 Special Obligation Revenue Note	766,169	163,722	929,891	789,807	140,085	929,892	4,097,438
2019 General Obligation Revenue Note	590,000	241,120	831,120	610,000	224,680	834,680	7,895,000
2020 Special Obligation refunding revenue note	910,000	587,597	1,497,597	3,785,000	529,415	4,314,415	25,170,000
Capital Leases							
2012 Lease - Charter School Bus	-	-	-	-	-	-	-
<b>Total Governmental Debt</b>	<b>\$ 13,347,819</b>	<b>\$ 5,555,732</b>	<b>\$ 18,903,551</b>	<b>\$ 15,731,557</b>	<b>\$ 5,074,623</b>	<b>\$ 20,806,180</b>	<b>\$ 126,206,166</b>
<b>Enterprise</b>							
Revenue Bonds							
2011 Water & Sew er Revenue Refunding	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2011A Water & Sew er Revenue Refunding	-	-	-	-	-	-	-
2015 Water & Sew er Revenue Refunding	-	3,393,900	3,393,900	-	3,393,900	3,393,900	72,415,000
2015A Series Water & Sew er Refunding	7,290,000	1,678,440	8,968,440	7,450,000	1,516,088	8,966,088	49,110,000
2017 Series Water & Sew er Refunding	4,535,000	11,071,788	15,606,788	4,760,000	10,845,037	15,605,037	239,060,000
Notes - State Revolving Fund Loans							
State Revolving Fund Loan #7516L-01	46,627	2,434	49,061	48,003	1,057	49,061	-
State Revolving Fund Loan #7516L-02	178,515	17,694	196,209	183,784	12,425	196,209	285,896
State Revolving Fund Loan #DW360103 SW6/7	575,424	209,514	784,938	587,687	197,676	785,364	8,812,802
State Revolving Fund Loan SW 6/7 (DW)	2,489,490	892,241	3,381,731	2,541,671	840,060	3,381,731	38,325,549
State Revolving Fund Loan #7516P	156,338	14,072	170,410	161,317	9,093	170,410	166,455
Special Assessment Bonds							
2017 Utility Improvement Assessment (all areas)	9,510,000	1,334,263	10,844,263	8,780,000	1,132,175	9,912,175	33,980,000
<b>Total Enterprise Debt</b>	<b>\$ 24,781,394</b>	<b>\$ 18,614,346</b>	<b>\$ 43,395,739</b>	<b>\$ 24,512,462</b>	<b>\$ 17,947,513</b>	<b>\$ 42,459,975</b>	<b>\$ 442,155,701</b>
<b>Total Debt</b>	<b>\$ 38,129,213</b>	<b>\$ 24,170,077</b>	<b>\$ 62,299,290</b>	<b>\$ 40,244,019</b>	<b>\$ 23,022,136</b>	<b>\$ 63,266,155</b>	<b>\$ 568,361,867</b>

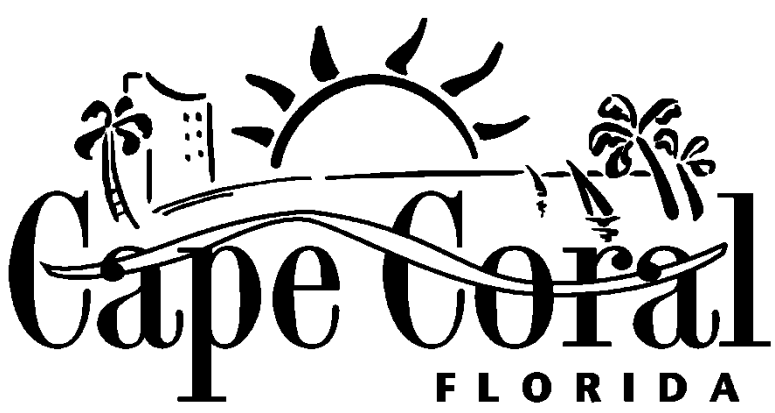
Note: Proposed new debt is not included in this schedule.

**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

**Proposed New Debt**

The City is anticipating issuing the following governmental debt:

1. FY 2021 – Fire Assessment Note for \$9,188,897 for the construction of Fire Station #2 and Fire Station #12. The proposed budget provides \$983,038 for annual debt service.
2. FY 2022 - Community Redevelopment Area (CRA) Bank Note for \$9,000,000 for the purpose of infrastructure improvements in the CRA District. The proposed budget provides \$962,830 for annual debt service.
3. FY 2023 – Fire Assessment Note for \$9,188,897 for the construction of Fire Station #13. The proposed budget provides \$140,375 for 1 quarter of debt service.
4. In August 2017, City Council approved a loan agreement with the State of Florida. The State Revolving Fund Loan is for the purpose of extending water, sewer, and irrigation collection and transmission lines in the area known as North 2 Utility Expansion Project. This loan was approved by City Council in August 2017. Debt service schedules will not be established until final project close out which is expected in late 2020.
5. In November 2018 Cape Coral voters approved a \$60,000,000 expansion of the city's parks and recreation amenities. FY 2019 – City Council approved \$10,200,000 loan for a General Obligation GO Bond to begin the first phase of the Parks Improvement Plan. The remainder \$49,800,000 is projected to begin in FY 2021, with a proposed budget for annual debt service of \$3,905,374.





**APPENDICES**

**Appendices..... 16**

*Glossary of Financial Terms..... Section 16-A1*

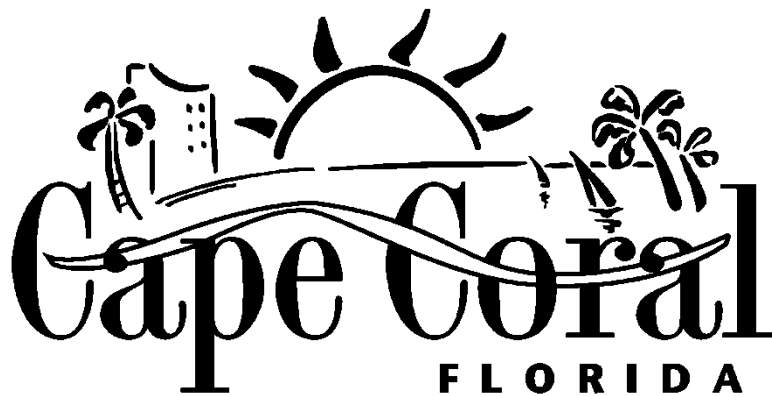
*Statistical Section..... Section 16-B1*

*Staffing.....Section 16-C1*

*Full Cost Allocation.....Section 16-D1*

*Ordinance.....Section 16-E1*

City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget



## Glossary of Financial Terms

**Account:** Financial reporting unit for budget, management, or accounting purposes.

**Accounting Period:** A period of time (e.g. one month, one year) where the city determines its financial position and results of operations.

**Accrual Basis:** The basis whereby transactions and events are recognized when they occur, regardless of when cash is received or paid.

**Actuarial:** A person or methodology that makes determinations of required contributions to achieve future funding levels that addresses risk and time.

**Ad Valorem Tax:** Tax levied in proportion to the value of the property against which it is levied.

**Adopted Budget:** The proposed budget as initially formally approved by the City Council.

**Aggregate Millage Rate:** A rate obtained by dividing the sum of all ad valorem taxes levied by the governing body by the taxable value of the municipality, expressed as an average tax rate.

**All Years Budgeting:** The method of budgeting and reporting grant and capital project appropriations and expenditures from grant or project inception through the reporting period, as opposed to, budgeting and reporting on a fiscal year basis. As a result, each year's budget only reflects that year's changes in funding, such as additional funds being added to a project budget or unneeded funds being subtracted from the budget.

**Allocation:** Component of an appropriation earmarking expenditures for a specific purpose and/or level of organization.

**Amendments:** Process in which budget appropriations are increased or decreased as a result of unanticipated changes in sources/uses. Amendments must be approved by the City Council in the same form the budget was originally approved.

**Amortization:** Process to pay off an obligation gradually by periodic payments of principal and interest.

**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 valuation set upon real estate or other property by a government as a basis for levying taxes. Taxable valuation is calculated from an assessed valuation. In Florida, assessed value is required to approach 100% of market value.

**Asset:** A resource owned or controlled by the City, which has monetary value.

**City of Cape Coral, Florida**  
**FY 2021 – 2023 Adopted Budget**

**Asset Management Program:** A five-year program of assets owned by the City coupled with the condition and future plans for those assets. The program is updated annually and integrates the Capital Improvements Program, Capital Equipment/Software Program, Fleet Rolling Stock Program and any Capital Maintenance projects.

**Audit:** A formal examination and report of the amounts and disclosures in the City's financial statements. An audit involves performing procedures to assess the risks of material misstatement of the financial statements. The procedures also evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by managements, as well as the overall presentation of the financial statements.

**Balanced Budget:** A budget in which the amount available from taxation and other sources, including balances brought forward from prior fiscal years, equal the total appropriations for expenditures and reserves.

**Benchmark:** To determine the quality of products, services and practices by measuring critical factors (i.e., how fast, how reliable a product or service is) and compare the results to those of comparable entities.

**Bond:** Written evidence of the issuer's obligation to repay a specified principal amount on a certain date (maturity date), together with interest at a stated rate, or according to a formula for determining that rate.

**Bond Rating:** The rating established by a rating company (Moody's, Standard and Poor's, Fitch) that assesses the City's financial stability, resources and capacity to repay the financing issue by evaluating the organization's administrative management, financial management, debt load and local economy.

**Budget:** A plan of financial operation embodying an estimate of proposed expenditures for a given period, and the proposed means of financing. Used without any modifier, the term usually indicates a financial plan for a single fiscal year. The term "budget" is used in two senses in practice. Sometimes it designates the financial plan presented to the appropriating body for adoption, and sometimes the plan finally approved by that body. It is usually necessary to specify whether the budget under consideration is proposed and tentative, or whether it has been approved by the appropriating body. The budget, once adopted, is the legal authorization to expend city funds during the fiscal year. The budget may be amended during the fiscal year by the governing body and/or management, in accordance with procedures specified by law, charter, and/or administrative rules and regulations.

**Budget Calendar:** The schedule of key dates, which the City follows in the preparation, and adoption of the budget.

**Budget Message:** A general discussion of the proposed budget as presented in writing to the legislative body.

**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

**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.

**Capital Project:** A major capital construction project costing over \$50,000 and spanning over a period of years. Included in the Capital Improvement Program.

**Capitalized Interest:** When interest cost is added to the cost of an asset and expensed over the useful life of an asset.

**Charges for Service:** This revenue results from user fees for various City services. Golf course fees, fees for planning and zoning services, and charges for utility service are examples.

**Charter School:** A school receiving public money but operates independently of the established public school system.

**City Core Service:** A service that cost-effectively enhances the health, safety, and welfare of the general population, is not redundant to services provided by other government entities or the private sector; is equitably apportioned among the general population not special sectors or groups and is one in which resources are located and distributed to make the service universally accessible to the general population.

**Commercial Paper:** An unsecured promissory note that is used for a specific amount, maturing on a specific day. Normally, the maximum maturity is 270 days, but the most common length is 30 days.

**Communication Services Tax Simplification Law:** A law created by Florida Legislature to combine communication services revenues with a two-tiered tax composed of State and local-option tax.

**Comprehensive Annual Financial Report (CAFR):** This report is prepared by the Accounting Division of the Financial Services Department. It is usually referred to by its abbreviation, and summarizes financial data for a fiscal year in a standardized format. The CAFR is organized by fund and contains two basic types of information: a balance sheet that compares assets with liabilities and fund balance; and an operating statement that compares revenues with expenditures.

**Comprehensive Plan:** As required by Florida Statutes, the comprehensive plan is a definitive guide for growth management of our community. The Plan consists of eleven elements in such

**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

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.

**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."

**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

**Employee Benefits:** Contributions made by the City to meet commitments or obligations for employee fringe benefits. Included are the City's costs for social security and various pensions as well as medical and life insurance plans.

**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.

**Fiduciary Fund:** Funds used to account for assets held by the City in a trustee capacity or as an agent for individuals, private organizations, other governmental units, and/or other funds.

**Financial Management Policies:** A comprehensive set of financial management policies that are necessary to strengthen the city's financial condition and bond ratings. These policies, which are based on widely accepted credit industry measures and standards, are applied to the ongoing management of the City's finances.

**Fines and Forfeitures:** Consists of a variety of fees, fines and forfeitures collected by the State Court System, including bail forfeitures, garnishments, legal defenders recoupment and juror/witness fees.

**Fiscal Year:** A 12-month period to which the annual operating budget applies, and at the end of which a government determines its financial position and the results of its operations. Cape Coral's fiscal year begins October 1<sup>st</sup> and ends September 30<sup>th</sup> of each year.

**Fixed Assets:** Assets of a long-term character which are intended to continue to be held or used, such as land, building, improvements other than buildings, machinery, and equipment. Also see capital expenditures.

**Franchise Fee:** Charges to utilities for exclusive rights to operate within municipal right-of-way's or to provide a service. Examples are electricity and solid waste.

**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

**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.

**Generally Accepted Government Auditing Standards (GAGAS):** Guidelines for audits created by the Comptroller General and the Government Accountability Office

**Government Accounting Standards Board (GASB):** The independent organization that establishes and improves standards of accounting and financial reporting for U.S. state and local governments.

**General Fund:** This fund is used to account for all financial transactions applicable to the general operations of the city. Revenues are derived principally from property taxes, state shared revenues, franchise fees, fines, licenses and permits, and grants. This fund accounts for the general operating expenditures of the City including police and fire protection, engineering/public works, parks and recreation, planning and development, and general administration.

**General Obligation Bonds:** Bonds, which are secured by the full faith and credit of the issuer. General obligation bonds issued by local units of government are secured by a pledge of the issuer's ad valorem taxing power. Such bonds constitute debts of the issuer and require voter approval prior to issuance in the State of Florida.

**Generally Accepted Accounting Principles (GAAP):** Uniform minimum standards and guidelines for financial accounting and reporting that govern the form and content of the basic financial statements of an entity. GAAP encompass the conventions, rules, and procedures necessary to define accounting practices. They include not only broad guidelines of general application, but also detailed practices and procedures. The primary authoritative statement on the application of GAAP to state and local governments are GASB pronouncements. Every government should prepare and publish financial statements in conformity with GAAP.



**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

**Government Finance Officers Association (GFOA):** GFOA is the professional association of state/provincial and local finance officers in the United States and Canada, as has served the public finance profession since 1906. Approximately 16,000 GFOA members are dedicated to the sound management of government financial resources.

**Governmental Funds:** Funds used to finance the acquisition, usage, and balances of the City's expendable financial resources. The City utilizes the following governmental funds: General Fund, Debt Service Fund, Special Revenue Fund, and Capital Projects Fund.

**Grant:** An award or contribution of funding provided by a governmental unit or other type of organization to aid in support of a particular governmental program.

**Homestead Exemption:** Pursuant to the Florida State Constitution, when someone owns property and makes it his or her permanent residence or the permanent residence of his or her dependent, the property owner maybe be eligible to receive a homestead exemption up to \$50,000. The first \$25,000 applies to all property taxes, including school district taxes. The additional exemption up to \$25,000 applies to the assessed value between \$50,000 and \$75,000 and only to non-school taxes.

**Impact Fee:** A fee imposed on new development to for all or a portion of the costs of providing public services to the new development.

**Indirect Costs:** Costs associated but not directly attributable to, the providing of a product or service. These costs are usually incurred by a department in the support of other operating departments.

**Infrastructure:** Public domain fixed assets including roads, bridges, curbs, gutters, sidewalks, drainage systems, lighting systems and other items that have value only to the City.

**Interest Income:** Revenue associated with the City cash management activities of investing fund balances.

**Interfund Transfers:** Amounts transferred from one fund to another, primarily for work or services provided.

**Intergovernmental Revenue:** Revenue collected by one government and distributed (usually through some predetermined formula) to another level of government(s).

**Interlocal Agreement:** A contractual agreement between two or more governmental entities.

**Internal Service Fund:** A fund established to account for an entity which provides goods and services to other City entities and charges those entities for the goods and services provided. Example: self-insurance funds and maintenance funds for Fleet and Facilities.

**Legally Adopted Budget:** The total of the budgets of each City fund including budgeted transactions between funds adopted by the legislative body each fiscal year.

**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

**Liability:** A debt or other legal obligation arising out of a transaction in the past which must be liquidated, renewed, or refunded at some future date.

**Licenses and Permits:** This category includes revenue raised for the purpose of recovering the costs associated with regulating business activity. Many of these fees are regulatory in nature in order to ensure compliance with the law.

**Mandate:** A requirement from a higher level of government that a lower government perform a task in a particular way or standard.

**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.

**Mill:** One thousandth of a dollar or \$1.00 of tax per \$1,000 assessed valuation.

**Millage Rate:** A rate expressed in thousandths. As used with ad valorem (property) taxes the rate expresses the dollars of tax per one thousand dollars of taxable value.

**Mission Statement:** A broad statement of purpose derived from an organization's and/or community's values and goals.

**Modified Accrual Basis:** The basis of accounting under which revenues are recognized when measurable and available to pay liabilities and expenditures are recognized when the liability is incurred. Exceptions to this rule include principal and interest on long term debt as well as expenditures related to compensated absences and claims and judgments which are recognized when due. All governmental funds are accounted for using the modified accrual basis of accounting.

**Multi-Year Fiscal Forecast:** An estimation of revenues and expenditures over a period of five or more years with the use of relevant financial, economic and demographic information. It serves as an aid to elected and administrative officials in anticipating future fiscal issues, enabling them to take corrective action where necessary. It also assists the staff and Council in operations planning and strengthens estimates of revenues and expenditures in the annual budget process.

**Net position:** The differences between an enterprise fund's assets and liabilities.

**Non-Ad Valorem Assessment:** A fee levied on certain properties to defray all or part of the cost of a specific capital improvement or service deemed to benefit those properties. The value of the property is not considered when calculating a Non-Ad Valorem Assessment. Instead, the cost of the facility or service is allocated proportionately to the benefited properties in a defined area. It is sometimes referred to as a Special Assessment. Generally, this is collected by the Tax Collector's Office on the annual consolidated tax bill along with Ad Valorem Taxes.

**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

**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.

**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.

**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

**Proprietary Funds:** All assets, liabilities, equities, revenues, expenses, and transfers relating to the City's business and quasi-business activities. The City utilizes two types of proprietary funds, Enterprise Funds and Internal Services Fund.

**Quality:** Excellence as defined by the customer.

**Resolution:** A legislative act by the City with less legal formality than an ordinance.

**Revenues:** Monies received from all sources (with exception of fund balance) which will be used to fund expenditures in a fiscal year.

**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 Project Funds, which are separately administered because they are associated with a distinct function or purpose.

**Statute:** A written law enacted by a duly organized and constituted legislative body.

**Strategic Plan:** A document outlining long-term goals, critical issues and action plans, which will increase the organization's effectiveness in attaining its mission, priorities, goals and objectives. Strategic planning starts with examining the present, envisioning the future, choosing how to get there, and making it happen.

**Supplemental Requests:** Budget requests by Departments for new positions, new equipment, and/or program expansions.

**City of Cape Coral, Florida**  
**FY 2021 – 2023 Adopted Budget**

**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 2021 – 2023 Adopted Budget**

**Acronyms**

ADA	Americans with Disabilities Act	MPO	Metropolitan Planning Organization
ALS	Advanced Life Support	NFPA	National Fire Protection Association
AMP	Asset Management Program	NPDES	National Pollutant Discharge
ARRA	American Recovery and Reinvestment Act		Elimination System
BIOC	Building Industry Oversight Committee	OPEB	Other Post-Employment Benefits
BRC	Budget Review Committee	PILOT	Payment in Lieu of Taxes
CAD	Computer Aided Dispatch	RO	Reverse Osmosis
CAFR	Comprehensive Annual Financial Report	ROW	Right-Of-Way
		SCADA	Supervisory Control and Data Acquisition
CFEC	Capital Facility Expansion Charges	SWFWMD	Southwest Florida Water Management District
CIAC	Contribution in Aid of Construction	TDC	Tourist Development Council
CDBG	Community Development Block Grant	TIF	Tax Incremental Financing
CERT	Community Emergency Response Team	TRIM	Truth in Millage
		UEP	Utilities Extension Project
CIP	Capital Improvement Plan	WCIND	West Coast Inland Navigation District
CPI	Consumer Price Index	WTP	Water Treatment Plant
CRA	Community Redevelopment Agency	WWTP	Wastewater Treatment Plan
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		
GAGAS	Generally Accepted Government Auditing Standards		
GASB	Governmental Accounting Standards Board		
GFOA	Government Finance Officers Association		
GIS	Geographic Information Systems		
GO	General Obligation		
HR	Human Resources		
IBNR	Incurred But not Reported		
IT	Information Technology		
JPA	Joint Participation Agreement		
LAP	Local Agency Program		
MGD	Million Gallons per Day		
MHz	Megahertz		

## 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 over 190,000 residents, Cape Coral's population is anticipated to grow at an annual rate of 1.44 percent through 2020. At build out, the Cape Coral population is estimated to be more than 400,000.

Cape Coral is the state's third largest city by land mass - 120 square miles. The city features thousands of waterfront residential properties on canals, including many with direct, saltwater access to the Gulf of Mexico and Charlotte Harbor. The supply and affordability of these waterfront sites makes Cape Coral one of the most attractive communities on the Gulf Coast.

### Seasonal Normal Temperatures

Winter (Dec-Feb) 56-77° F

Spring (Mar-May) 59-89° F

Summer (Jun-Aug) 73-92° F

Autumn (Sep-Nov) 62-90° F

Source: Southeast Regional Climate Center



**City of Cape Coral, Florida**  
**FY 2021 – 2023 Adopted Budget**

**Date of Incorporation**

August 1970

**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.

**Assessed Taxable Property Valuation**

2020 Tax Year/2021 Fiscal Year	
July Certified	\$ 16,589,959,372
October Final	16,578,808,989
Adopted Budget	978,433,885

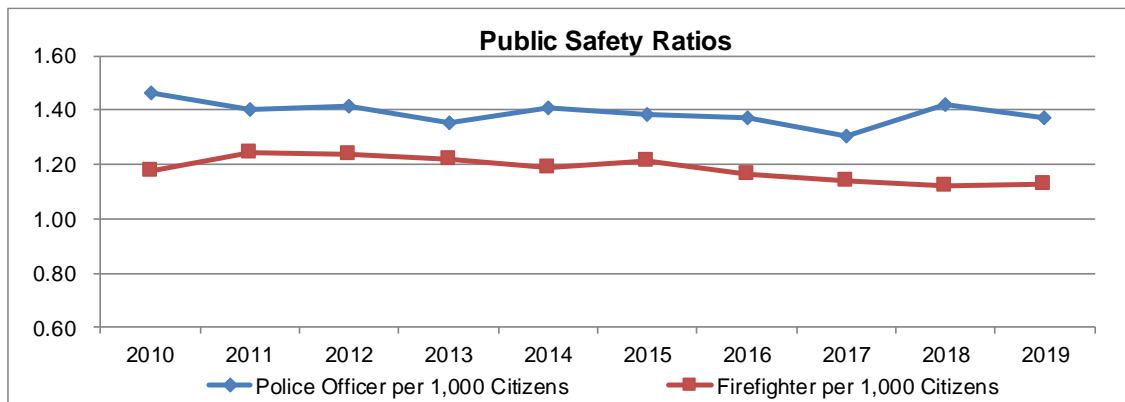
**Property Tax Millage Rate:**

FY 2021 General Operating	Adopted 6.3750
FY 2021 Voted GO Bond Parks	Adopted 0.3000

**Public Safety**

Police Uniform Strength	260
Number of calls dispatched	276,069
Police Officer per 1,000 Citizens	1.3732
Fire Uniform Strength	213
Calls for service	21,500
Fire Inspections	6,882
Number of Fire Stations	11
Firefighter per 1,000 Citizens	1.1249

***Fast Fact – Cape Coral  
was 24th of 182 cities  
surveyed in WalletHub's  
"Safest Cities in America"  
in 2018.***



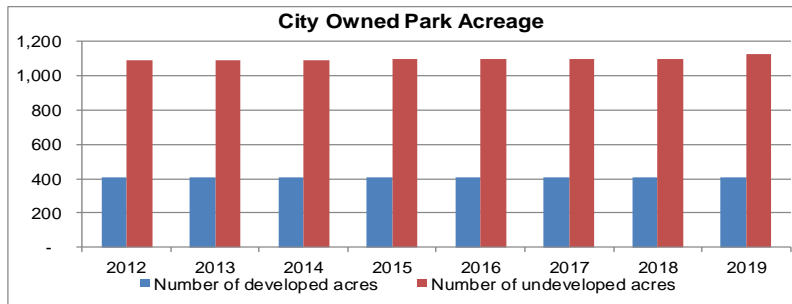
Source: 2019 City of Cape Coral CAFR



**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

**Parks & Recreation**

Number of developed parks	34	Cultural Park Theater (seats)	187
Number of undeveloped parks	24	City owned Yacht Basin	1
Number of developed acres	409	Number of slips	87
Number of undeveloped acres	1,131	Senior Activity Centers	2
City owned boat launches, lifts and locks	22	Senior Center memberships	752
City owned golf courses	1	Mini-bus Transportation (total miles)	95,254
Rounds played	53,728		
City owned waterpark	1		
Admissions	91,371		

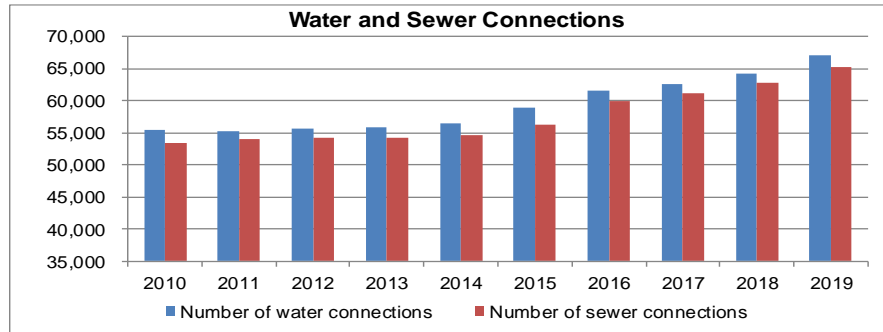


***Fast Fact – Cape Coral was ranked 1<sup>st</sup> in Florida in the “Happiest Cities in America” in 2019, according to WalletHub.***

Source: 2019 City of Cape Coral CAFR

**Water and Sewer**

Number of water connections	67,071
Number of sewer connections	65,272
Miles of water distribution	906

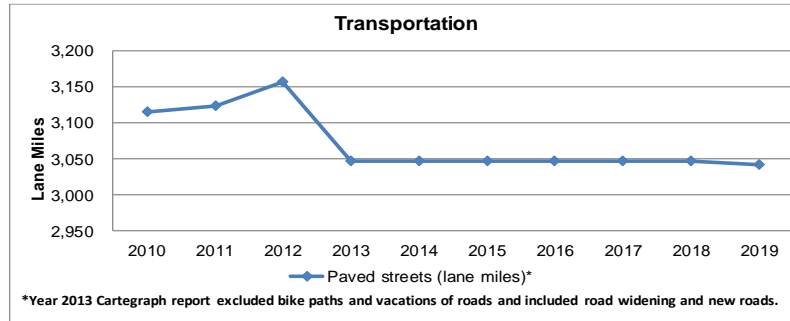


Source: 2019 City of Cape Coral CAFR

**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

**Public Works**

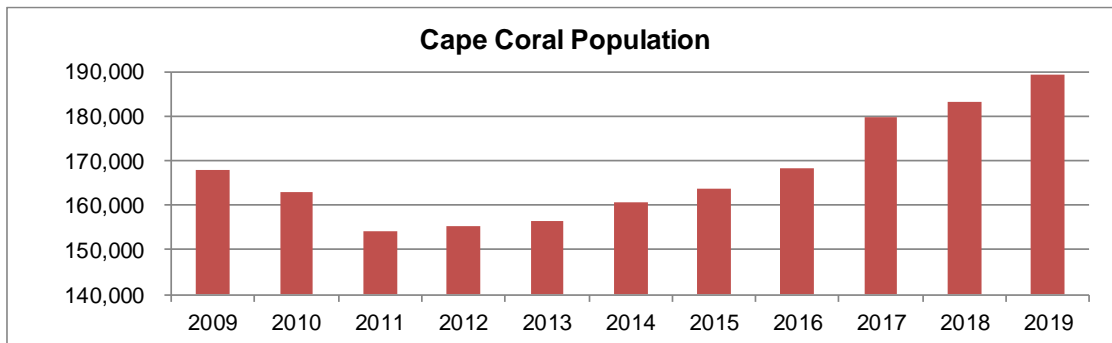
Stormwater drainage pipes (miles)	543	Paved Streets	3,042
Swales (miles)	3,363	Sidewalks (miles)	236
Catch basins	24,072	Paved alleys (miles)	11



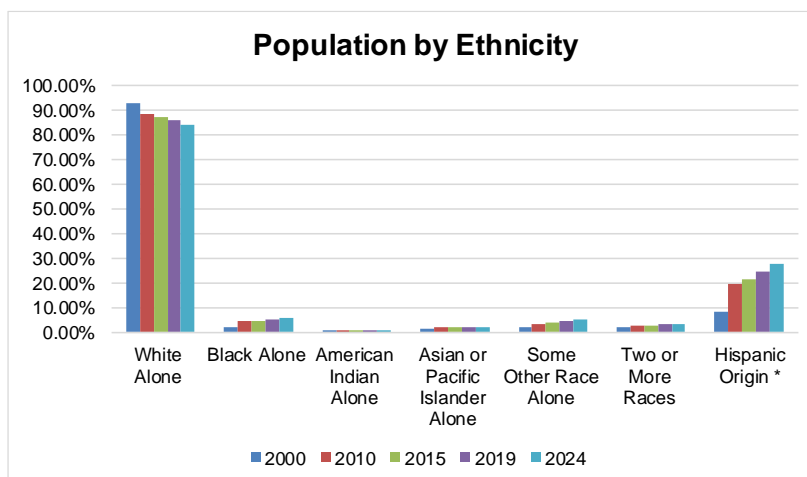
**Source: 2019 City of Cape Coral CAFR**

**Population**

In 2008, immediately prior to the extended period of economic decline, Cape Coral's population peaked at an estimated 170,074. The area population is currently rebounding and has already surpassed the forecasted increase to 175,699 by 2020.



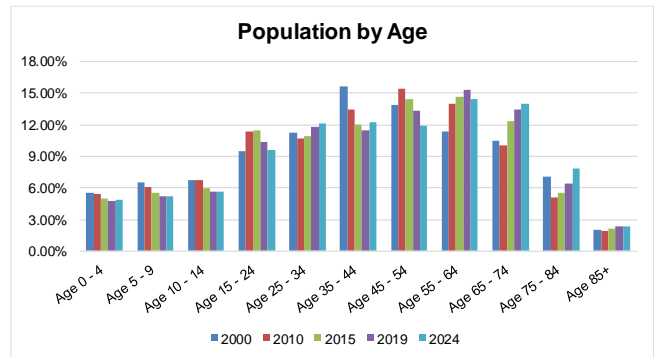
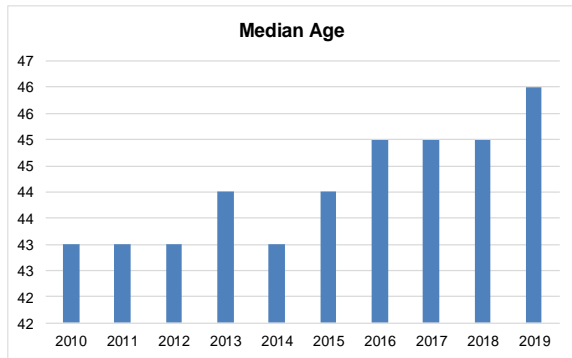
**Source: Cape Coral Economic Development Office ESRI Data**



**Source: Cape Coral Economic Development Office ESRI Data**

***Fast Fact – Cape Coral ranked 9<sup>th</sup> on Forbes' list of "America's Fastest-Growing Cities" in 2018. It was in 1<sup>st</sup> in projected population and gross market product growth.***

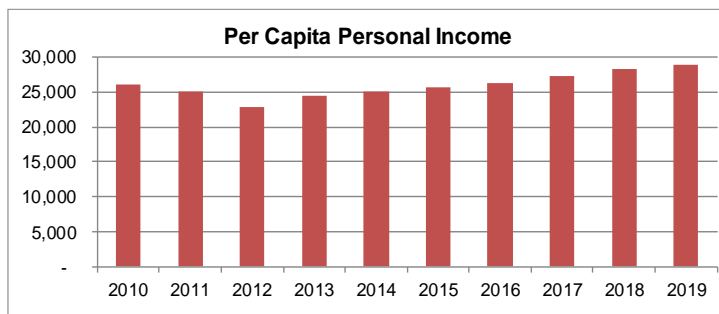
# **City of Cape Coral, Florida** **FY 2021 – 2023 Adopted Budget**



**Source: Cape Coral Economic Development Office ESRI Data**

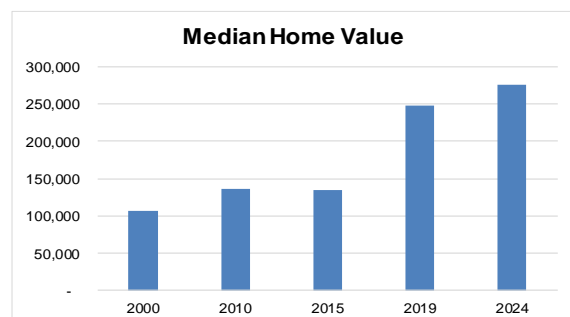
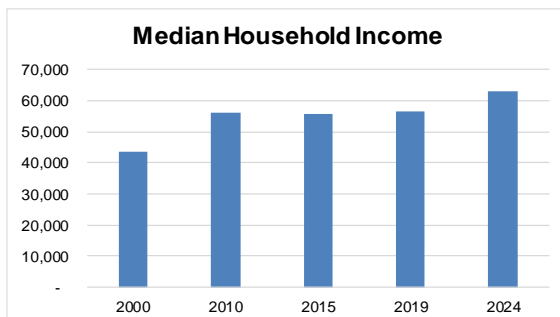
Lee County's population grew by more than 40% between 2000 and 2010. The growth of the county's 18-24-year-old population—those beginning or available to enter the workforce—is outpacing the national average, according to the public-private Horizon Council.

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.



***Fast Fact – Cape Coral was among 10 cities named “Top Markets to Target” in 2019 by real estate tech marketing firm SetSchedule.***

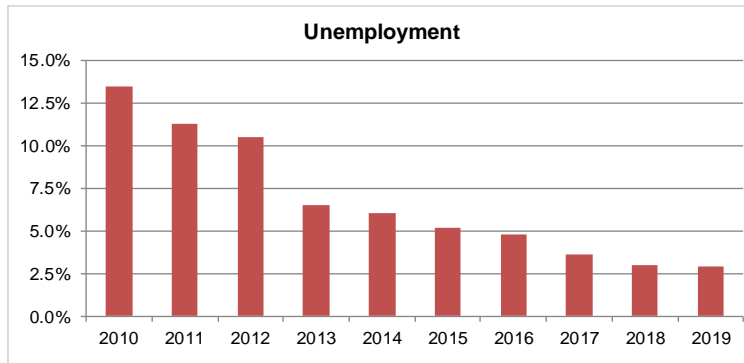
**Source: Cape Coral Economic Development Office ESRI Data**



**Source: Cape Coral Economic Development Office ESRI Data**

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.

**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**



***Fast Fact – Manpower  
Group Employment  
Outlook Survey - Cape  
Coral ranked 2<sup>nd</sup> in “Best  
in Nation” for expected job  
growth.***

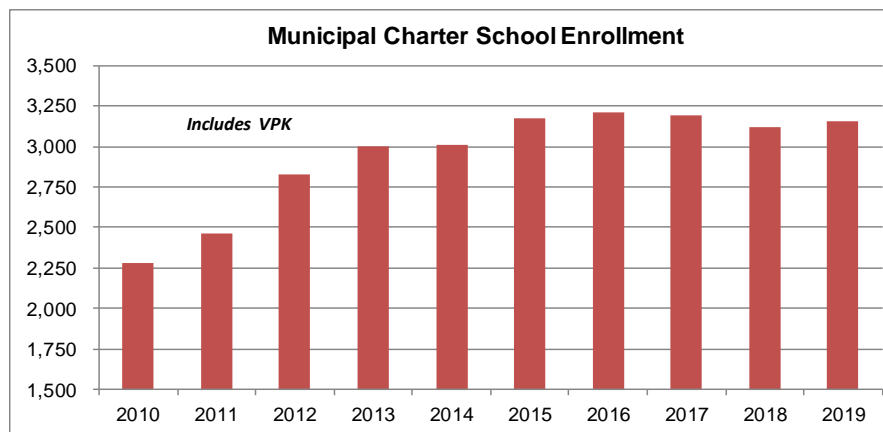
**Source: Cape Coral Economic Development Office ESRI Data**

### **Education**

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.

The Cape Coral Charter School Authority provides a challenging curriculum in a small classroom environment, offering voluntary pre-K all the way through to Oasis High School. The four charter schools are public, therefore there is no tuition. The schools are available exclusively to Cape Coral residents.



**Source: Cape Coral Charter School FY19-21 Adopted Budget**

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.

**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

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.

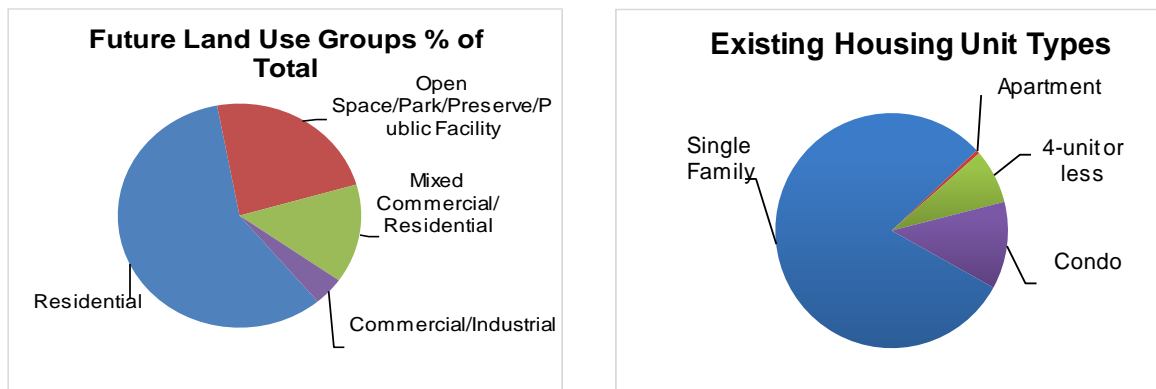
**Land Use**

Cape Coral is 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.

	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%

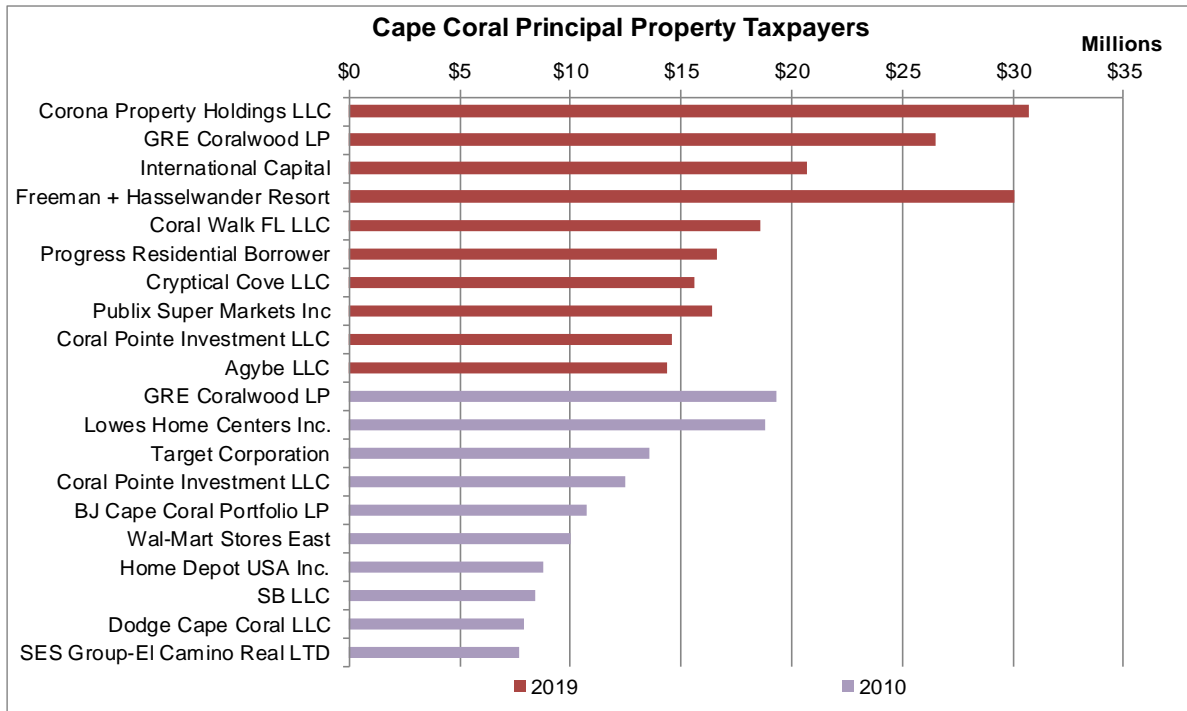
**Source: Cape Coral Department of Community Development, Planning Division, 2015**

The city offers more than six distinct investment areas that include two industrial parks and two Foreign Trade Zones for a total of 3,844 acres for commercial/industrial development. Commercial properties are available for competitive, low-cost leasing. Cape Coral has approximately 65 square miles of unimproved commercial and residential land within its total 120 square miles.

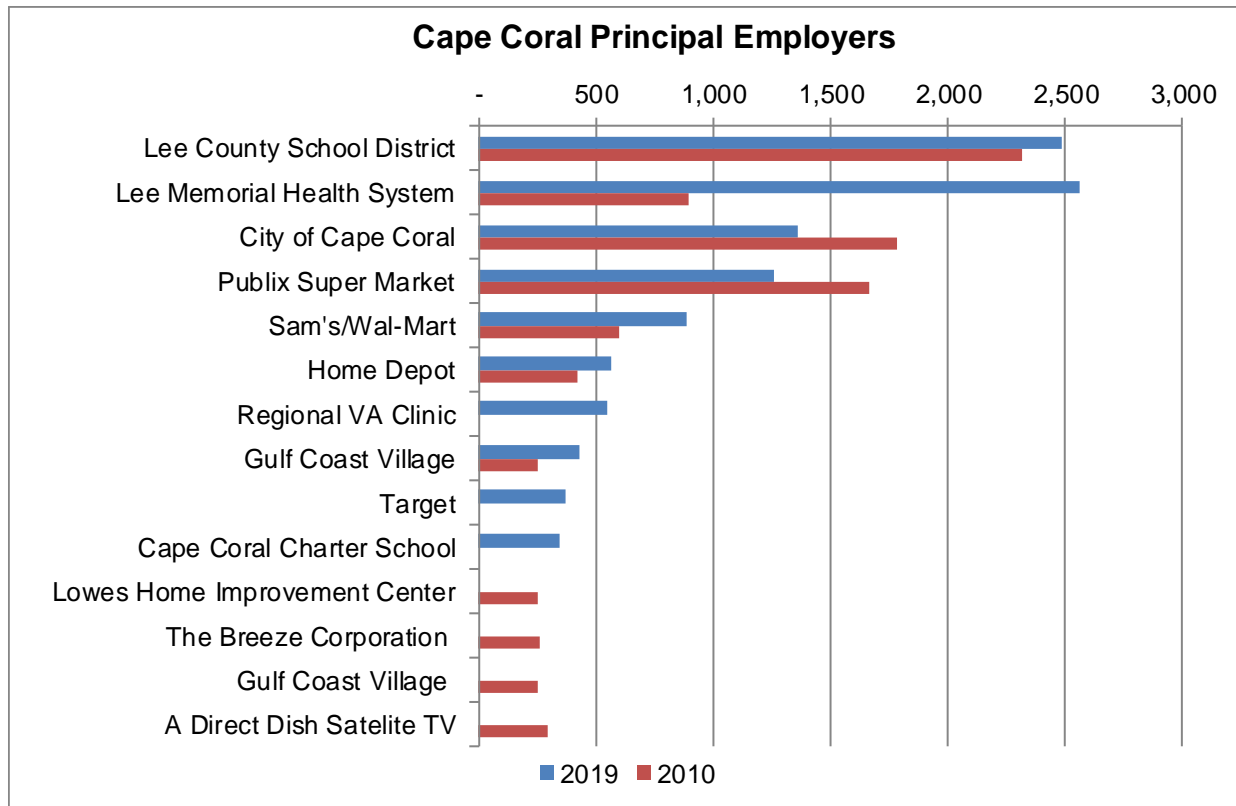


**Source: Cape Coral Department of Community Development, Planning Division, 2015**

**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**



**Source: Lee County Property Appraiser**



**Source: Cape Coral Economic Development Office**

**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

## Staffing Summary

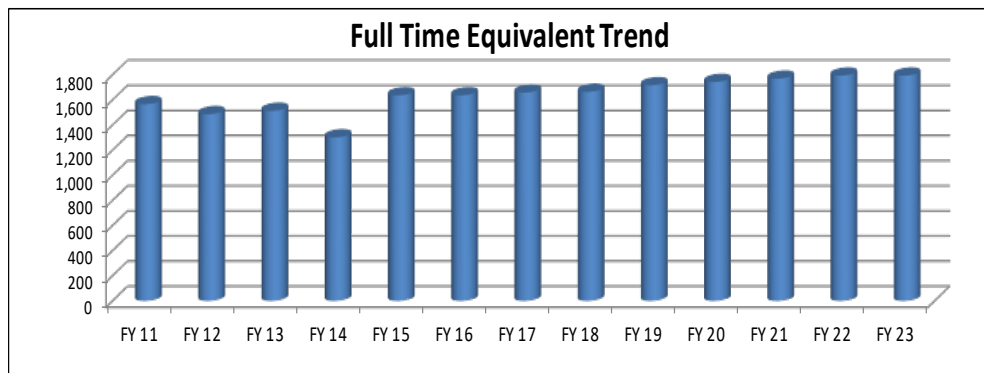
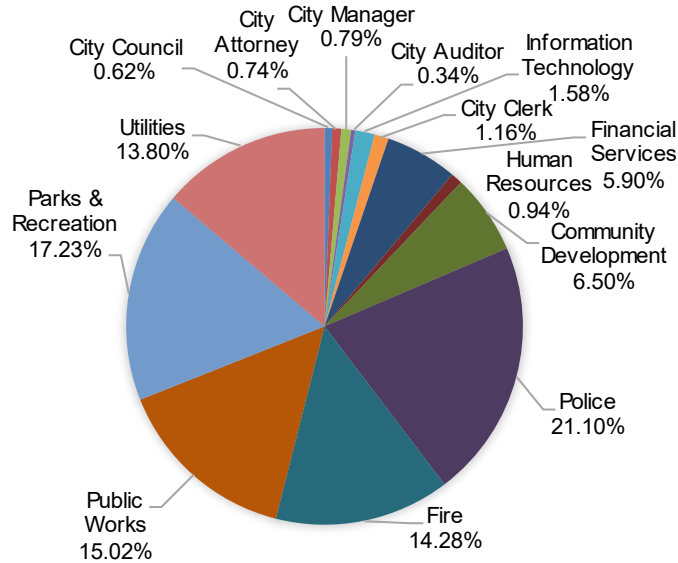
### Full-Time Equivalents Fund Level

<b>Fund/Department</b>	<b>FY 2019 Amended</b>	<b>FY 2020 Adopted</b>	<b>FY 2020 Amended</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2023 Proposed</b>
General Fund:						
City Council	11.00	11.00	11.00	11.00	11.00	11.00
City Attorney	13.00	13.00	13.00	13.00	13.00	13.00
City Manager	14.00	14.00	14.00	14.00	14.00	14.00
City Auditor	5.00	5.00	5.00	6.00	6.00	6.00
Information Technology	27.00	27.00	27.00	28.00	28.00	28.00
City Clerk	20.00	19.50	19.50	19.50	19.50	19.50
Financial Services	39.00	39.00	39.00	39.00	39.00	39.00
Human Resources	15.60	15.60	15.60	15.60	15.60	15.60
Community Development	53.00	57.00	57.00	57.00	57.00	57.00
Police	356.93	367.93	367.93	371.93	371.93	371.93
Fire	227.00	228.00	228.00	246.00	246.00	246.00
Public Works	72.00	73.00	73.00	73.00	73.00	73.00
Parks & Recreation	63.60	63.60	63.60	63.60	82.60	82.60
<b>Total General Fund</b>	<b>917.13</b>	<b>933.63</b>	<b>933.63</b>	<b>957.63</b>	<b>976.63</b>	<b>976.63</b>
Alarm Fee Fund	1.00	1.00	1.00	1.00	1.00	1.00
Parks & Recreation Programs	147.43	145.25	145.25	145.25	150.25	150.25
Waterpark Fund	61.17	61.17	61.17	61.17	61.17	61.17
All Hazards	5.50	5.50	5.50	5.50	5.50	5.50
Lot Mowing Fund	4.00	4.00	4.00	4.00	4.00	4.00
CRA Fund	1.00	1.00	1.00	1.00	1.00	1.00
Building Fund	53.88	57.88	57.88	57.88	57.88	57.88
CDBG/SHIP/NSP Funds	2.00	2.00	2.00	2.00	2.00	2.00
Six Cent Gas Tax	-	-	1.00	1.00	1.00	1.00
Transportation Capital Projects	17.00	17.00	16.00	16.00	16.00	16.00
Water & Sewer Utility Fund	302.15	309.65	309.65	311.65	311.65	311.65
Stormwater Utility Fund	97.00	98.50	98.50	98.50	98.50	98.50
Yacht Basin Fund	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
Self-Insured Health Plan	1.00	1.00	1.00	1.00	1.00	1.00
Facilities Management	43.50	43.50	43.50	43.50	43.50	43.50
Fleet Maintenance	24.00	23.00	23.00	23.00	23.00	23.00
Workers Comp & Prop/Liab	4.00	4.00	4.00	4.00	4.00	4.00
<b>Total All Funds</b>	<b>1,716.30</b>	<b>1,742.62</b>	<b>1,742.62</b>	<b>1,768.62</b>	<b>1,792.62</b>	<b>1,792.62</b>
<b>Employment Type</b>						
Full Time	1512.50	1542.50	1542.50	1568.50	1579.50	1579.50
Contract - No Benefits	203.80	200.12	200.12	200.12	213.12	213.12
	<b>1,716.30</b>	<b>1,742.62</b>	<b>1,742.62</b>	<b>1,768.62</b>	<b>1,792.62</b>	<b>1,792.62</b>

**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

**Departmental Basis**

Department	FY 2019 Amended	FY 2020 Adopted	FY 2020 Amended	FY 2021 Adopted	FY 2022 Proposed	FY 2023 Proposed
City Council	11.00	11.00	11.00	11.00	11.00	11.00
City Attorney	13.00	13.00	13.00	13.00	13.00	13.00
City Manager	14.00	14.00	14.00	14.00	14.00	14.00
City Auditor	5.00	5.00	5.00	6.00	6.00	6.00
Information Technology	27.00	27.00	27.00	28.00	28.00	28.00
City Clerk	20.00	20.50	20.50	20.50	20.50	20.50
Financial Services	102.25	104.25	104.25	104.25	104.25	104.25
Human Resources	16.60	16.60	16.60	16.60	16.60	16.60
Community Development	108.88	114.88	114.88	114.88	114.88	114.88
Police	357.93	368.93	368.93	372.93	372.93	372.93
Fire	232.50	234.50	234.50	252.50	252.50	252.50
Public Works	264.50	265.50	265.50	265.50	265.50	265.50
Parks & Recreation	306.75	304.57	304.57	304.57	328.57	328.57
Utilities	235.90	241.90	241.90	243.90	243.90	243.90
<b>Subtotal City Departments</b>	<b>1,715.30</b>	<b>1,741.62</b>	<b>1,741.62</b>	<b>1,767.62</b>	<b>1,791.62</b>	<b>1,791.62</b>
<b>CRA</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
<b>Total City</b>	<b>1,716.30</b>	<b>1,742.62</b>	<b>1,742.62</b>	<b>1,768.62</b>	<b>1,792.62</b>	<b>1,792.62</b>





**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

## Staffing Changes

**FY 2020 Amended**

<b>Fund</b>	<b>Dept</b>	<b>Position</b>	<b>FTE</b>
General	City Attorney	Budgetary Impact - Reclassified (1) Administrative Clerk to Legal Secretary	-
General	City Auditor	Budgetary Impact - Reclassified (1) Asst City Auditor to Deputy City Auditor	-
General	City Auditor	Budgetary Impact - Reclassified (1) Asst City Auditor to Internal Auditor	-
General	DCD	Budgetary Impact - Reclassified (1) Principal Engineer to Project Manager	-
General	Public Works	Budgetary Impact - Reclassified (1) Land Surveyor to Sr Land Surveyor	-
General	Public Works	Budgetary Impact - Reclassified (1) Registered Surveyor to CAD/GIS Design Specialist	-
General	Public Works	Budgetary Impact - Reclassified (1) Construction Inspector to Sr Construction Inspector	-
Total Change General Fund			-
Building	DCD	Budgetary Impact - Reclassified (1) Building Inspector to Plans Examiner	-
Building	DCD	Budgetary Impact - Reclassified (1) City Ordinance Inspector to Plans Examiner	-
Building	DCD	Budgetary Impact - Reclassified (1) City Ordinance Inspector to Construction Inspector	-
Special Revenue	P&R	Budgetary Impact - Reclassified (1) Customer Service Representative to Marketing Assistant	-
Fleet	Public Works	Budgetary Impact - Reclassified (1) Fleet Mechanic to Fleet Warehouse Supervisor	-
Lot Mowing	Public Works	Budgetary Impact - Reclassified (1) Sr Construction Inspector to Construction Inspector	-
Six-Cent	Public Works	Moved (1) Project Manager from Transportation	1.00
Stormwater	Public Works	Budgetary Impact - Reclassified (3) Sr Equipment Operator to Crew Coordinator	-
Transportation	Public Works	Moved (1) Project Manager to Six-Cent	(1.00)
Transportation	Public Works	Budgetary Impact - Reclassified (1) Sr Equipment Operator to Sidewalks CIP Supervisor	-
Total Change			-

**FY 2021**

<b>Fund</b>	<b>Dept</b>	<b>Position</b>	<b>FTE</b>
General	City Auditor	IT Auditor	1.00
General	Fire	Firefighters - Station 12	12.00
General	Fire	Fire Lieutenants (Shift) - Station 12	3.00
General	Fire	Fire Battalion Chief - Station 12	3.00
General	ITS	Network Security Administrator	1.00
General	Police	Police Officers - COPS Grant	4.00
Total Change General Fund			24.00
W&S	Utilities	Biosolids Operator	1.00
W&S	Utilities	Biosolids Maintenance Mechanic	1.00
Total Change			26.00

**FY 2022**

<b>Fund</b>	<b>Dept</b>	<b>Position</b>	<b>FTE</b>
General	P&R	Park Ranger (Parks & Rec Master Plan)	1.00
General	P&R	Groundskeeper (Parks & Rec Master Plan)	3.00
General	P&R	Recreation Specialist - YFC (Parks & Rec Master Plan)	2.00
General	P&R	Irrigation Specialist (Parks & Rec Master Plan)	2.00
General	P&R	Customer Service Representative (Parks & Rec Master Plan)	1.00
General	P&R	Chemical Specialist (Parks & Rec Master Plan)	1.00
General	P&R	Contract Grounds Maintenance II (Parks & Rec Master Plan)	4.00
General	P&R	Contract Park Ranger (Parks & Rec Master Plan)	4.00
General	P&R	Contract Administrative Aide - YFC (Parks & Rec Master Plan)	1.00
Total Change General Fund			19.00
P&R Programs	P&R	Sr Recreation Specialist - Athletics (Parks & Rec Master Plan)	1.00
P&R Programs	P&R	Contract Center Attendant (Parks & Rec Master Plan)	4.00
Total Change			24.00

**FY 2023**

<b>Fund</b>	<b>Dept</b>	<b>Position</b>	<b>FTE</b>
No anticipated staffing changes at this time			

**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

## Unfunded Positions

<b>Fund</b>	<b>Dept</b>	<b>FY 2021 Position Request</b>	<b>FTE</b>
All Hazards	Fire	Hourly increase of 3.25% for current Contract Emerg Mgmt Volunteer Coordinator	-
Building	DCD	(1) Floodplain Manager	1.0
Building	DCD	(2) Building Inspectors	2.0
Building	DCD	(6) Permitting CSRs	6.0
W&S	Utilities	(1) Assistant Electrical/Instrumentation Supervisor	1.0
W&S	Utilities	(2) Senior Water Plant Operators for NRO & SRO	2.0
W&S	Utilities	(1) Safety Operator; includes operating costs	1.0
W&S	Utilities	(1) Utilities Programmer Operator-Paygrade 19	1.0
W&S	Utilities	(2) Utilities Maintenance Supervisors	2.0
General	DCD	(1) Code Compliance Supervisor	1.0
General	DCD	(1) Contract Senior Planner	1.0
General	DCD	(1) Associate Planner	1.0
General	Fire	(6) Firefighters to facilitate a 4th on duty member for Engine #9 and #10	6.0
General	Fire	(1) Logistics Specialist	1.0
General	Fire	(1) Quartermaster	1.0
General	Fire	(1) Lieutenant Non-shift	1.0
General	ITS	(1) Additional Assoc Program Analyst	1.0
P&R Programs	P&R	(1) Additional FT Recreation Asst - Art Studio	1.0
P&R Programs	P&R	PROGRAM CRITICAL - (1) Additional FT Food and Beverage Worker - Pops Café	1.0
P&R Programs	P&R	(1) Additional FT Recreation Asst - Special Populations	1.0
P&R Programs	P&R	(4) Additional CT Counselors - Meal Reimbursement Program - Youth Center	4.0
<b>Total FY 2021 Unfunded Position Requests</b>			<b>36.0</b>

<b>Fund</b>	<b>Dept</b>	<b>FY 2022 Position Request</b>	<b>FTE</b>
General	Fire	(1) Fire Marshal	1.0
General	Fire	Reclass current Fire Marshal to Deputy Fire Marshal	-
General	Fire	(1) Deputy Fire Chief	1.0
General	Fire	(1) Administrative Specialist for new Deputy Fire Chief (if approved)	1.0
General	P&R	GO BOND RELATED - (1) Additional FT Groundskeeper - Parks Maintenance	1.0
General	P&R	GO BOND RELATED - (1) Additional FT Tradesworker - Parks Maintenance	1.0
General	P&R	GO BOND RELATED - (1) Exchange FT Irrig Spec to FT Equipment Op - Parks Maintenance	1.0
P&R Programs	P&R	GO BOND RELATED - (1) Additional FT Athletic Coordinator - Athletics	1.0
P&R Programs	P&R	GO BOND RELATED - (1) Additional CT Admin Aide - Environmental Recreation	1.0
W&S	Utilities	(1) Senior Utilities Tech	1.0
W&S	Utilities	(2) Senior Construction Inspectors	2.0
<b>Total FY 2022 Unfunded Position Requests</b>			<b>11.0</b>

<b>Fund</b>	<b>Dept</b>	<b>FY 2023 Position Request</b>	<b>FTE</b>
General	Fire	(1) Contract Counselor/Instructor	0.75
General	Fire	(1) Lieutenant Non-shift	1.0
General	Fire	(1) Fire Inspector	1.0
W&S	Utilities	Convert (2) Maintenance Mechanics to Senior Maintenance Mechanics	-
W&S	Utilities	Utilities Field Supervisor	1.0
W&S	Utilities	Senior Utilities Tech	1.0
W&S	Utilities	Utilities Tech	1.0
W&S	Utilities	Field Tech	1.0
<b>Total FY 2023 Unfunded Position Requests</b>			<b>6.75</b>

City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget

## Pay Scales

### DIRECTOR PAY PLAN

Effective 10/01/2017

Grade	Range Minimum	Range Midpoint	Range Maximum
DIRI	\$52.53	\$69.60	\$86.67
DIRII	\$59.06	\$78.25	\$97.44

### 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 2021 – 2023 Adopted Budget**

## NON-BARGAINING PAY PLAN

Effective 10/01/2020

Grade	Range Minimum	Range Midpoint	Range Maximum
NB100	\$15.58	\$20.25	\$24.92
NB101	\$16.35	\$21.26	\$26.16
NB102	\$17.17	\$22.33	\$27.48
NB103	\$18.03	\$23.44	\$28.85
NB104	\$18.94	\$24.62	\$30.29
NB105	\$19.89	\$25.85	\$31.81
NB106	\$20.88	\$27.14	\$33.40
NB107	\$21.92	\$28.50	\$35.07
NB108	\$23.01	\$29.92	\$36.83
NB109	\$24.17	\$31.42	\$38.67
NB110	\$25.38	\$32.99	\$40.60
NB111	\$26.64	\$34.64	\$42.63
NB112	\$27.98	\$36.37	\$44.75
NB113	\$29.38	\$38.19	\$47.00
NB114	\$30.85	\$40.10	\$49.35
NB115	\$32.70	\$42.51	\$52.32
NB116	\$34.66	\$45.06	\$55.46
NB117	\$36.74	\$47.76	\$58.78
NB118	\$39.31	\$51.11	\$62.90
NB119	\$42.06	\$54.68	\$67.30
NB120	\$45.42	\$59.05	\$72.67
NB121	\$49.05	\$63.77	\$78.48

## CITY ATTORNEY'S STAFF PAY PLAN

Effective 10/01/2020

Position	Range Minimum	Range Midpoint	Range Maximum
Administrative Clerk	\$19.05	\$24.77	\$30.49
Legal Secretary	\$20.96	\$27.25	\$33.53
Legal/Admin Assistant to the City Attorney	\$23.27	\$30.26	\$37.23
Paralegal I	\$24.17	\$31.43	\$38.68
Paralegal II	\$26.11	\$33.94	\$41.77
Senior Paralegal	\$28.21	\$36.67	\$45.12
Assistant City Attorney I	\$36.31	\$48.29	\$60.28
Assistant City Attorney II	\$39.54	\$52.60	\$65.64
Assistant City Attorney III	\$50.48	\$67.27	\$84.05
City Attorney	Negotiable per Contract		

**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

**POLICE UNION PAY PLANS**

Effective 10/6/2019

FY 2020 Hourly Pay Rate			
Step	Officers	Sergeants	Lieutenants
1	\$ 26.45	\$ 39.74	\$ 47.30
2	\$ 27.00	\$ 41.40	\$ 49.50
3	\$ 28.19	\$ 44.00	\$ 50.77
4	\$ 29.00	\$ 46.00	\$ 52.80
5	\$ 30.32	\$ 49.06	\$ 55.00
6	\$ 31.71		
7	\$ 32.60		
8	\$ 34.00		
9	\$ 35.84		
10	\$ 37.45		
11	\$ 39.43		

**POLICE UNION PAY PLANS**

Effective 10/3/2020

FY 2021 Hourly Pay Rate			
Step	Officers	Sergeants	Lieutenants
1	\$ 26.95	\$ 39.94	\$ 47.30
2	\$ 28.15	\$ 41.95	\$ 49.75
3	\$ 29.05	\$ 44.05	\$ 50.80
4	\$ 30.20	\$ 46.20	\$ 52.85
5	\$ 31.25	\$ 49.56	\$ 55.30
6	\$ 32.50		
7	\$ 33.80		
8	\$ 36.00		
9	\$ 37.64		
10	\$ 39.94		

**POLICE UNION PAY PLANS**

Effective 10/2/2021

FY 2022 Hourly Pay Rate			
Step	Officers	Sergeants	Lieutenants
1	\$ 27.39	\$ 40.09	\$ 47.30
2	\$ 28.15	\$ 42.43	\$ 49.75
3	\$ 29.06	\$ 44.05	\$ 50.90
4	\$ 30.26	\$ 46.30	\$ 53.50
5	\$ 31.41	\$ 50.00	\$ 56.28
6	\$ 32.91		
7	\$ 34.11		
8	\$ 36.00		
9	\$ 38.21		
10	\$ 40.39		

**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

**FIRE UNION PAY PLANS**

Effective 10/06/2018

**Forty-Eight (48) Hour Work Week Shift Employees:**

	Hourly Pay Rate			
Step	Fire Fighter	Fire Engineer / Driver	Fire Lieutenant	Fire Battalion Chief / Fire Marshal
1	\$20.39	\$22.77	\$27.68	\$35.04
2	\$21.59	\$24.41	\$29.58	\$36.43
3	\$22.79	\$26.06	\$31.48	\$37.81
4	\$23.98	\$27.70	\$33.38	\$39.19
5	\$25.18	\$29.35	\$35.28	\$40.57
6	\$26.38	\$30.90	\$37.18	\$41.96
7	\$27.58	\$32.64	\$39.07	\$43.75
8	\$28.77	\$34.29	\$40.97	\$44.72
9	\$29.97			\$46.10
10	\$31.17			\$47.48
11	\$32.37			

**Forty (40) Hour Work Week**

**Non-Shift Employees:**

	Hourly Pay Rate		
Step	Fire Inspector	Fire Lieutenant	Fire Battalion Chief
1	\$27.85	\$33.22	\$42.05
2	\$29.46	\$35.50	\$43.72
3	\$31.06	\$37.78	\$45.37
4	\$32.67	\$40.06	\$47.03
5	\$34.28	\$42.34	\$48.68
6	\$35.88	\$44.61	\$50.35
7	\$37.49	\$46.89	\$52.50
8	\$39.09	\$49.17	\$53.66
9			\$55.32
10			\$56.98

City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget

**GENERAL UNION PAY PLAN**

Effective 3/26/2018

Grade	Range Minimum	Range Midpoint	Range Maximum
4	\$12.39	\$15.90	\$19.40
5	\$12.89	\$16.53	\$20.17
6	\$13.41	\$17.20	\$20.98
7	\$13.94	\$17.88	\$21.82
8	\$14.64	\$18.78	\$22.91
9	\$15.37	\$19.71	\$24.05
10	\$16.14	\$20.70	\$25.26
11	\$16.95	\$21.74	\$26.52
12	\$17.79	\$22.82	\$27.84
13	\$18.68	\$23.96	\$29.24
14	\$19.62	\$25.16	\$30.70
15	\$20.60	\$26.42	\$32.23
16	\$21.63	\$27.74	\$33.85
17	\$22.71	\$29.13	\$35.54
18	\$23.85	\$30.58	\$37.31
19	\$25.04	\$32.11	\$39.18
20	\$26.29	\$33.72	\$41.14
21	\$27.60	\$35.40	\$43.20
22	\$28.99	\$37.18	\$45.36
23	\$30.43	\$39.03	\$47.62
24	\$31.96	\$40.99	\$50.01
25	\$33.55	\$43.03	\$52.51
26	\$35.23	\$45.18	\$55.13
27	\$36.99	\$47.44	\$57.89
28	\$38.84	\$49.81	\$60.78
29	\$40.78	\$52.30	\$63.82
30	\$42.82	\$54.92	\$67.01





## Full Cost Allocation

A cost allocation plan (CAP) distributes central service overhead costs to operating departments. Central services provide support functions to other governmental departments. Examples include the Offices of the City Manager, City Attorney and City Auditor, as well as, Financial Services and Information Technology Services, etc. The allocated costs have been incorporated into the budget for FY 2021 - 2023.

### Purpose of the Cost Allocation Plan

Reasons for compiling a cost allocation are:

Recovering indirect costs associated with Federal programs.

Charging services provided by the General Fund to Special Revenue, Internal Service, and Enterprise Funds.

Determine the full cost of services when considering outsourcing options.

Identifying useful management information such as recognizing cost drivers and benchmarking.

As the above indicates, most agencies prepare CAP's to measure and 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 2021 were allocated for the following services:

City Council	City Manager
City Attorney	City Auditor
City Clerk	Financial Services
Human Resources	Informational Technology Services

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.



**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

**Central Service Reimbursement to the General Fund**

Fund Name	FY 2018 Actual Allocation	FY 2019 Estimated Allocation	FY 2020 Estimated Allocation <sup>1</sup>	FY 2021 Proposed Allocation	FY 2022 Proposed Allocation	FY 2023 Proposed Allocation
Building Fund	1,139,497	1,049,198	1,878,990	1,377,017	1,418,328	1,460,878
CDBG Fund	58,342	54,782	47,865	50,474	51,988	53,548
Golf Course Fund	347,531	389,222	333,869	364,939	375,887	387,164
Stormwater Fund	1,318,494	1,509,711	1,082,850	1,115,982	1,149,461	1,183,945
Water & Sewer Fund	3,297,983	3,400,825	4,621,990	4,147,509	4,271,934	4,400,092
Waterpark Fund	364,819	419,061	272,644	537,939	554,077	570,699
Yacht Basin Fund	39,418	82,240	48,583	47,781	49,214	50,690
<b>Total Charge Back</b>	<b>6,566,084</b>	<b>6,905,039</b>	<b>8,286,791</b>	<b>7,641,641</b>	<b>7,870,889</b>	<b>8,107,016</b>

Note: Differences are due to rounding.

<sup>1</sup> FY 2020's allocation was prepared by Stantec Consulting Services, Inc.

Central services provided by the General Fund are charged to Special Revenue, Internal Service, and Enterprise Funds for reimbursement. The Full Cost Allocation for the City applies the indirect costs of services to all funds and Management determines which funds are charged for the centralized services. The statistical data is shown in the schedules at the end of this section. Currently, the following funds reimburse the General Fund for the provided services:

Building CDBG Golf Course Stormwater	Water & Sewer Waterpark Yacht Basin
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**Summary of Allocated Costs by Department**

FY 2021 Central Services to be allocated		General Fund Portion	Building	CDBG	Golf Course	Stormwater	Water & Sewer	Waterpark	Yacht Basin
Human Resources	\$ 10,232,669	\$ 7,562,503	\$ 504,004	\$ 1,547	\$ 133,922	\$ 399,191	\$ 1,445,013	\$ 186,488	\$ 13,786
Financial Services	3,791,790	2,765,127	54,085	19,889	65,025	183,703	631,789	72,172	10,146
City Clerk	1,670,108	839,492	426,212	834	13,345	48,595	316,121	25,509	1,043
City Manager	1,627,678	1,100,636	49,644	1,953	31,251	93,591	290,866	59,736	2,442
Information Tech	8,657,701	6,785,906	283,973	15,584	83,980	283,973	1,073,555	130,731	15,584
City Auditor	841,703	838,252	-	-	-	3,451	-	-	-
City Council	877,193	771,579	6,491	8,596	4,298	4,298	81,930	-	2,193
City Attorney	1,724,871	1,166,358	52,609	2,070	33,118	99,180	308,234	63,303	2,587
FY 2018 True-Up	-	-	-	-	-	-	-	-	-
<b>\$ 29,423,713</b>		<b>\$ 21,829,852</b>	<b>\$ 1,377,017</b>	<b>\$ 50,474</b>	<b>\$ 364,939</b>	<b>\$ 1,115,982</b>	<b>\$ 4,147,509</b>	<b>\$ 537,939</b>	<b>\$ 47,781</b>

**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

**General Fund Overhead Allocation to Building Fund**

**Total General Fund Amount to Charge Back** **\$1,377,017**

FY 2021 Central Services to be allocated			FY 2018 Data for Allocation Basis		Building
<b>Human Resources \$10,232,669</b>			<b>Human Resources Allocation</b>		<b>\$504,004</b>
Administration	\$427,603		# of FTEs	1,668.81	50.88
			% of Total FTEs		3.05%
			Amount of Allocation		\$13,042
Employee Benefits	\$341,435		# of FTEs	1,668.81	50.88
			% of Total FTEs		3.05%
			Amount of Allocation		\$10,414
Retiree Health Care Costs	\$8,465,862		# of Retirees	726.00	38.00
			% of Total Retirees		5.23%
			Amount of Allocation		\$442,765
Compensation & Classification	\$245,387		# of FTEs	1,668.81	50.88
			% of Total FTEs		3.05%
			Amount of Allocation		\$7,484
Employee Development	\$156,828		# of FTEs	1,668.81	50.88
			% of Total FTEs		3.05%
			Amount of Allocation		\$4,783
Recruitment	\$477,419		# of Requisitions (Personnel)	566.00	26.00
			% of Total Requisitions (Personnel)		4.59%
			Amount of Allocation		\$21,914
Employee/Labor Relations	\$118,135		# of FTEs	1,668.81	50.88
			% of Total FTEs		3.05%
			Amount of Allocation		\$3,603
<b>Financial Services \$3,368,286</b>			<b>Financial Services Allocation</b>		<b>\$54,085</b>
Administration	\$681,535		# of FTEs	1,668.81	50.88
			% of Total FTEs		3.05%
			Amount of Allocation		\$20,787
Accounting & Debt Management	\$602,561		Accounting Transactions	85,653.00	1,367.00
			% of Total Accounting Transactions		1.60%
			Amount of Allocation		\$9,641
Treasury (Cashier)	90% \$276,298		Cashier Transactions	4,654,116.00	69,178.00
			% of Total Cashier Transactions		1.49%
			Amount of Allocation		\$4,117
Payroll Services	\$181,701		# of FTEs	1,668.81	50.88
			% of Total FTEs		3.05%
			Amount of Allocation		\$5,542
Accounts Payable	\$430,858		A/P Transactions	62,210.00	730.00
			% of Total A/P Transactions		1.17%
			Amount of Allocation		\$5,041
Management/Budget	\$448,766		Budget Expenditures	312,701,088.00	5,108,195.00
			% of Total Budgeted Expenditures		1.63%
			Amount of Allocation		\$7,315
Procurement	\$746,567		Purchase Orders Processed	20,310.00	45.00
			% of Total Purchase Orders Processed		0.22%
			Amount of Allocation		\$1,642
Real Estate	\$392,804		# of Real Estate Items for Council Acti	26.00	0.00
			% of Total Real Estate Items		0.00%
			Amount of Allocation		\$0
<b>City Clerk \$1,586,842</b>			<b>City Clerk Allocation</b>		<b>\$426,212</b>
Administration	\$592,506		# of FTEs	1,668.81	50.88
			% of Total FTEs		3.05%
			Amount of Allocation		\$18,071
Communications	\$102,568		# of FTEs	1,668.81	50.88
			% of Total FTEs		3.05%
			Amount of Allocation		\$3,128
Records Management	90% \$749,390		Files Imaged	153,782.00	82,979.00
			% of Total Files Imaged		53.96%
			Amount of Allocation		\$404,371
Citizen's Action Center	\$142,378		Complaints/Inquiries	31,419.00	142.00
			% of Total Complaints/Inquiries		0.45%
			Amount of Allocation		\$641

**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

**General Fund Overhead Allocation to Building Fund**

FY 2021 Central Services to be allocated		FY 2018 Data for Allocation Basis		Building
<b>City Manager</b>	<b>\$1,627,678</b>	<b>City Manager Allocation</b>		<b>\$49,644</b>
Administration	\$1,088,250	# of FTEs	1,668.81	50.88
		% of Total FTEs		3.05%
		Amount of Allocation		\$33,192
Public Information	\$539,428	# of FTEs	1,668.81	50.88
		% of Total FTEs		3.05%
		Amount of Allocation		\$16,453
<b>Information Technology Services</b>	<b>\$8,657,701</b>	<b>Information Technology Services Allocation</b>		<b>\$283,973</b>
Administration	\$311,006	# of Devices	1,129.00	37.00
		% of Total Devices		3.28%
		Amount of Allocation		\$10,201
Business Applications	\$2,521,462	# of Devices	1,129.00	37.00
		% of Total Devices		3.28%
		Amount of Allocation		\$82,704
Network Administration	\$1,486,146	# of Devices	1,129.00	37.00
		% of Total Devices		3.28%
		Amount of Allocation		\$48,746
Systems	\$3,191,919	# of Devices	1,129.00	37.00
		% of Total Devices		3.28%
		Amount of Allocation		\$104,695
Security	\$631,352	# of Devices	1,129.00	37.00
		% of Total Devices		3.28%
		Amount of Allocation		\$20,708
GIS	\$515,816	# of Devices	1,129.00	37.00
		% of Total Devices		3.28%
		Amount of Allocation		\$16,919
<b>City Auditor Services</b>	<b>\$841,703</b>	<b>City Auditor Services Allocation</b>		<b>\$0</b>
City Auditor	\$841,703	Internal Audit Hours	4,829.50	0.00
		% of Total Internal Audit Hours		0.00%
		Amount of Allocation		\$0
<b>City Council Services</b>	<b>\$877,193</b>	<b>City Council Services Allocation</b>		<b>\$6,491</b>
City Council	\$877,193	Council Agenda Items	407.00	3.00
		% of Total Council Agenda Items		0.74%
		Amount of Allocation		\$6,491
<b>City Attorney Services</b>	<b>\$1,724,871</b>	<b>City Attorney Services Allocation</b>		<b>\$52,609</b>
City Attorney	\$1,724,871	# of FTEs	1,668.81	50.88
		% of Total FTEs		3.05%
		Amount of Allocation		\$52,609
<b>Adjustment</b>		<b>FY 2018 True-Up</b>		<b>\$0</b>
<b>Total General Fund Allocations</b>	<b>\$28,916,944</b>	<b>Total General Fund Amount to Charge Back Building</b>		<b>\$1,377,017</b>

Note: Differences are due to rounding.

**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

**General Fund Overhead Allocation to CDBG/SHIP/HUD Funds**

**Total General Fund Amount to Charge Back** **\$50,474**

FY 2021 Central Services to be allocated		FY 2018 Data for Allocation Basis		CDBG/SHIP/HUD
<b>Human Resources</b>		<b>Human Resources Allocation</b>		<b>\$1,547</b>
		# of FTEs	1,668.81	2.00
		% of Total FTEs		0.12%
		Amount of Allocation		\$513
Administration	\$427,603	# of FTEs	1,668.81	2.00
		% of Total FTEs		0.12%
		Amount of Allocation		\$410
Employee Benefits	\$341,435	# of Retirees	726.00	0.00
		% of Total Retirees		0.00%
		Amount of Allocation		\$0
Retiree Health Care Costs	\$8,465,862	# of FTEs	1,668.81	2.00
		% of Total FTEs		0.12%
		Amount of Allocation		\$294
Compensation & Classification	\$245,387	# of FTEs	1,668.81	2.00
		% of Total FTEs		0.12%
		Amount of Allocation		\$188
Employee Development	\$156,828	# of Requisitions (Personnel)	566.00	0.00
		% of Total Requisitions (Personnel)		0.00%
		Amount of Allocation		\$0
Recruitment	\$477,419	# of FTEs	1,668.81	2.00
		% of Total FTEs		0.12%
		Amount of Allocation		\$142
Employee/Labor Relations	\$118,135			
<b>Financial Services</b>		<b>Financial Services Allocation</b>		<b>\$19,889</b>
		# of FTEs	1,668.81	2.00
		% of Total FTEs		0.12%
		Amount of Allocation		\$818
Administration	\$681,535	Accounting Transactions	85,653.00	1,781.00
		% of Total Accounting Transactions		2.08%
		Amount of Allocation		\$12,533
Accounting & Debt Management	\$602,561	Cashier Transactions	4,654,116.00	1.00
		% of Total Cashier Transactions		0.00%
		Amount of Allocation		\$0
Treasury (Cashier)	90% \$276,298	# of FTEs	1,668.81	2.00
		% of Total FTEs		0.12%
		Amount of Allocation		\$218
Payroll Services	\$181,701	A/P Transactions	62,210.00	339.00
		% of Total A/P Transactions		0.54%
		Amount of Allocation		\$2,327
Accounts Payable	\$430,858	Budget Expenditures	312,701,088.00	2,611,321.00
		% of Total Budgeted Expenditures		0.84%
		Amount of Allocation		\$3,770
Management/Budget	\$448,766	Purchase Orders Processed	20,310.00	7.00
		% of Total Purchase Orders Processed		0.03%
		Amount of Allocation		\$224
Procurement	\$746,567	# of Real Estate Items for Council Acti	26.00	0.00
		% of Total Real Estate Items		0.00%
		Amount of Allocation		\$0
Real Estate	\$392,804			
<b>City Clerk</b>		<b>City Clerk Allocation</b>		<b>\$834</b>
		# of FTEs	1,668.81	2.00
		% of Total FTEs		0.12%
		Amount of Allocation		\$711
Administration	\$592,506	# of FTEs	1,668.81	2.00
		% of Total FTEs		0.12%
		Amount of Allocation		\$123
Communications	\$102,568	Files Imaged	153,782.00	0.00
		% of Total Files Imaged		0.00%
		Amount of Allocation		\$0
Records Management	\$832,656	Complaints/Inquiries	31,419.00	0.00
		% of Total Complaints/Inquiries		0.00%
		Amount of Allocation		\$0
Citizen's Action Center	\$142,378			

**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

**General Fund Overhead Allocation to CDBG/SHIP/HUD Funds**

FY 2021 Central Services to be allocated		FY 2018 Data for Allocation Basis		CDBG/SHIP/HUD
<b>City Manager</b>	<b>\$1,627,678</b>	<b>City Manager Allocation</b>		<b>\$1,953</b>
Administration	\$1,088,250	# of FTEs	1,668.81	2.00
		% of Total FTEs		0.12%
		Amount of Allocation		\$1,306
Public Information	\$539,428	# of FTEs	1,668.81	2.00
		% of Total FTEs		0.12%
		Amount of Allocation		\$647
<b>Information Technology Services</b>	<b>\$8,657,701</b>	<b>Information Technology Services Allocation</b>		<b>\$15,584</b>
Administration	\$311,006	# of Devices	1,129.00	2.00
		% of Total Devices		0.18%
		Amount of Allocation		\$560
Business Applications	\$2,521,462	# of Devices	1,129.00	2.00
		% of Total Devices		0.18%
		Amount of Allocation		\$4,539
Network Administration	\$1,486,146	# of Devices	1,129.00	2.00
		% of Total Devices		0.18%
		Amount of Allocation		\$2,675
Systems	\$3,191,919	# of Devices	1,129.00	2.00
		% of Total Devices		0.18%
		Amount of Allocation		\$5,745
Security	\$631,352	# of Devices	1,129.00	2.00
		% of Total Devices		0.18%
		Amount of Allocation		\$1,136
GIS	\$515,816	# of Devices	1,129.00	2.00
		% of Total Devices		0.18%
		Amount of Allocation		\$928
<b>City Auditor Services</b>	<b>\$841,703</b>	<b>City Auditor Services Allocation</b>		<b>\$0</b>
City Auditor	\$841,703	Internal Audit Hours	4,829.50	0.00
		% of Total Internal Audit Hours		0.00%
		Amount of Allocation		\$0
<b>City Council Services</b>	<b>\$877,193</b>	<b>City Council Services Allocation</b>		<b>\$8,596</b>
City Council	\$877,193	Council Agenda Items	407.00	4.00
		% of Total Council Agenda Items		0.98%
		Amount of Allocation		\$8,596
<b>City Attorney Services</b>	<b>\$1,724,871</b>	<b>City Attorney Services Allocation</b>		<b>\$2,070</b>
City Attorney	\$1,724,871	# of FTEs	1,668.81	2.00
		% of Total FTEs		0.12%
		Amount of Allocation		\$2,070
<b>Adjustment</b>		<b>FY 2018 True-Up</b>		<b>\$0</b>
<b>Total General Fund Allocations</b>	<b>\$29,000,209</b>	<b>Total General Fund Amount to Charge Back CDBG/SHIP/HUD</b>		<b>\$50,474</b>

Note: Differences are due to rounding.

**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

**General Fund Overhead Allocation to Golf Course Fund**

**Total General Fund Amount to Charge Back** **\$364,939**

FY 2021 Central Services to be allocated			FY 2018 Data for Allocation Basis		Golf Course
<b>Human Resources</b>			<b>Human Resources Allocation</b>		<b>\$133,922</b>
			# of FTEs	1,668.81	32.00
			% of Total FTEs		1.92%
Administration	\$427,603		Amount of Allocation		\$8,210
			# of FTEs	1,668.81	32.00
			% of Total FTEs		1.92%
Employee Benefits	\$341,435		Amount of Allocation		\$6,556
			# of Retirees	726.00	8.00
			% of Total Retirees		1.10%
Retiree Health Care Costs	\$8,465,862		Amount of Allocation		\$93,124
			# of FTEs	1,668.81	32.00
			% of Total FTEs		1.92%
Compensation & Classification	\$245,387		Amount of Allocation		\$4,711
			# of FTEs	1,668.81	32.00
			% of Total FTEs		1.92%
Employee Development	\$156,828		Amount of Allocation		\$3,011
			# of Requisitions (Personnel)	566.00	19.00
			% of Total Requisitions (Personnel)		3.36%
Recruitment	\$477,419		Amount of Allocation		\$16,041
			# of FTEs	1,668.81	32.00
			% of Total FTEs		1.92%
Employee/Labor Relations	\$118,135		Amount of Allocation		\$2,268
<b>Financial Services</b>			<b>Financial Services Allocation</b>		<b>\$65,025</b>
			# of FTEs	1,668.81	32.00
			% of Total FTEs		1.92%
Administration	\$681,535		Amount of Allocation		\$13,085
			Accounting Transactions	85,653.00	1,803.00
			% of Total Accounting Transactions		2.11%
Accounting & Debt Management	\$602,561		Amount of Allocation		\$12,714
			Rec Trac Transactions	209,086.00	57,336.00
			% of Total Rec Trac Transactions		27.42%
Treasury (Cashier)	10% \$30,700		Amount of Allocation		\$8,418
			# of FTEs	1,668.81	32.00
			% of Total FTEs		1.92%
Payroll Services	\$181,701		Amount of Allocation		\$3,489
			A/P Transactions	62,210.00	1,463.00
			% of Total A/P Transactions		2.35%
Accounts Payable	\$430,858		Amount of Allocation		\$10,125
			Budget Expenditures	312,701,088.00	2,891,331.00
			% of Total Budgeted Expenditures		0.92%
Management/Budget	\$448,766		Amount of Allocation		\$4,129
			Purchase Orders Processed	20,310.00	355.00
			% of Total Purchase Orders Processed		1.75%
Procurement	\$746,567		Amount of Allocation		\$13,065
			# of Real Estate Items for Council Acti	26.00	0.00
			% of Total Real Estate Items		0.00%
Real Estate	\$392,804		Amount of Allocation		\$0
<b>City Clerk</b>			<b>City Clerk Allocation</b>		<b>\$13,345</b>
			# of FTEs	1,668.81	32.00
			% of Total FTEs		1.92%
Administration	\$592,506		Amount of Allocation		\$11,376
			# of FTEs	1,668.81	32.00
			% of Total FTEs		1.92%
Communications	\$102,568		Amount of Allocation		\$1,969
			Files Imaged	153,782.00	0.00
			% of Total Files Imaged		0.00%
Records Management	\$832,656		Amount of Allocation		\$0
			Complaints/Inquiries	31,419.00	0.00
			% of Total Complaints/Inquiries		0.00%
Citizen's Action Center	\$142,378		Amount of Allocation		\$0



**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

**General Fund Overhead Allocation to Golf Course Fund**

FY 2021 Central Services to be allocated		FY 2018 Data for Allocation Basis		Golf Course
<b>City Manager</b>	<b>\$1,627,678</b>	<b>City Manager Allocation</b>		<b>\$31,251</b>
Administration	\$1,088,250	# of FTEs	1,668.81	32.00
		% of Total FTEs		1.92%
		Amount of Allocation		\$20,894
Public Information	\$539,428	# of FTEs	1,668.81	32.00
		% of Total FTEs		1.92%
		Amount of Allocation		\$10,357
<b>Information Technology Services</b>	<b>\$8,657,701</b>	<b>Information Technology Services Allocation</b>		<b>\$83,980</b>
Administration	\$311,006	# of Devices	1,129.00	11.00
		% of Total Devices		0.97%
		Amount of Allocation		\$3,017
Business Applications	\$2,521,462	# of Devices	1,129.00	11.00
		% of Total Devices		0.97%
		Amount of Allocation		\$24,458
Network Administration	\$1,486,146	# of Devices	1,129.00	11.00
		% of Total Devices		0.97%
		Amount of Allocation		\$14,416
Systems	\$3,191,919	# of Devices	1,129.00	11.00
		% of Total Devices		0.97%
		Amount of Allocation		\$30,962
Security	\$631,352	# of Devices	1,129.00	11.00
		% of Total Devices		0.97%
		Amount of Allocation		\$6,124
GIS	\$515,816	# of Devices	1,129.00	11.00
		% of Total Devices		0.97%
		Amount of Allocation		\$5,003
<b>City Auditor Services</b>	<b>\$841,703</b>	<b>City Auditor Services Allocation</b>		<b>\$0</b>
City Auditor	\$841,703	Internal Audit Hours	4,829.50	0.00
		% of Total Internal Audit Hours		0.00%
		Amount of Allocation		\$0
<b>City Council Services</b>	<b>\$877,193</b>	<b>City Council Services Allocation</b>		<b>\$4,298</b>
City Council	\$877,193	Council Agenda Items	407.00	2.00
		% of Total Council Agenda Items		0.49%
		Amount of Allocation		\$4,298
<b>City Attorney Services</b>	<b>\$1,724,871</b>	<b>City Attorney Services Allocation</b>		<b>\$33,118</b>
City Attorney	\$1,724,871	# of FTEs	1,668.81	32.00
		% of Total FTEs		1.92%
		Amount of Allocation		\$33,118
<b>Adjustment</b>		<b>FY 2018 True-Up</b>		<b>\$0</b>
<b>Total General Fund Allocations</b>	<b>\$28,754,611</b>	<b>Total General Fund Amount to Charge Back</b>		<b>\$364,939</b>
		<b>Golf Course</b>		

Note: Differences are due to rounding.

**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

**General Fund Overhead Allocation to Stormwater Fund**

**Total General Fund Amount to Charge Back** **\$1,115,982**

FY 2021 Central Services to be allocated		FY 2018 Data for Allocation Basis		Stormwater
<b>Human Resources</b>		<b>Human Resources Allocation</b>		<b>\$399,191</b>
		# of FTEs	1,668.81	96.00
		% of Total FTEs		5.75%
		Amount of Allocation		\$24,587
Administration	\$427,603	# of FTEs	1,668.81	96.00
		% of Total FTEs		5.75%
		Amount of Allocation		\$19,633
Employee Benefits	\$341,435	# of Retirees	726.00	27.00
		% of Total Retirees		3.72%
		Amount of Allocation		\$314,930
Retiree Health Care Costs	\$8,465,862	# of FTEs	1,668.81	96.00
		% of Total FTEs		5.75%
		Amount of Allocation		\$14,110
Compensation & Classification	\$245,387	# of FTEs	1,668.81	96.00
		% of Total FTEs		5.75%
		Amount of Allocation		\$9,018
Employee Development	\$156,828	# of Requisitions (Personnel)	566.00	12.00
		% of Total Requisitions (Personnel)		2.12%
		Amount of Allocation		\$10,121
Recruitment	\$477,419	# of FTEs	1,668.81	96.00
		% of Total FTEs		5.75%
		Amount of Allocation		\$6,793
Employee/Labor Relations	\$118,135			
<b>Financial Services</b>		<b>Financial Services Allocation</b>		<b>\$183,703</b>
		# of FTEs	1,668.81	96.00
		% of Total FTEs		5.75%
		Amount of Allocation		\$39,188
Administration	\$681,535	Accounting Transactions	85,653.00	5,942.00
		% of Total Accounting Transactions		6.94%
		Amount of Allocation		\$41,818
Accounting & Debt Management	\$602,561	Cashier Transactions	4,654,116.00	3,037.00
		% of Total Cashier Transactions		0.07%
		Amount of Allocation		\$193
Treasury (Cashier)	90% \$276,298	# of FTEs	1,668.81	96.00
		% of Total FTEs		5.75%
		Amount of Allocation		\$10,448
Payroll Services	\$181,701	A/P Transactions	62,210.00	3,468.00
		% of Total A/P Transactions		5.57%
		Amount of Allocation		\$23,999
Accounts Payable	\$430,858	Budget Expenditures	312,701,088.00	12,064,199.00
		% of Total Budgeted Expenditures		3.86%
		Amount of Allocation		\$17,322
Management/Budget	\$448,766	Purchase Orders Processed	20,310.00	969.00
		% of Total Purchase Orders Processed		4.77%
		Amount of Allocation		\$35,611
Procurement	\$746,567	# of Real Estate Items for Council Acti	26.00	1.00
		% of Total Real Estate Items		3.85%
		Amount of Allocation		\$15,123
Real Estate	\$392,804			
<b>City Clerk</b>		<b>City Clerk Allocation</b>		<b>\$48,595</b>
		# of FTEs	1,668.81	96.00
		% of Total FTEs		5.75%
		Amount of Allocation		\$34,069
Administration	\$592,506	# of FTEs	1,668.81	96.00
		% of Total FTEs		5.75%
		Amount of Allocation		\$5,898
Communications	\$102,568	Files Imaged	153,782.00	0.00
		% of Total Files Imaged		0.00%
		Amount of Allocation		\$0
Records Management	\$832,656	Complaints/Inquiries	31,419.00	1,905.00
		% of Total Complaints/Inquiries		6.06%
		Amount of Allocation		\$8,628
Citizen's Action Center	\$142,378			

**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

**General Fund Overhead Allocation to Stormwater Fund**

FY 2021 Central Services to be allocated		FY 2018 Data for Allocation Basis		Stormwater
<b>City Manager</b>	<b>\$1,627,678</b>	<b>City Manager Allocation</b>		<b>\$93,591</b>
Administration	\$1,088,250	# of FTEs	1,668.81	96.00
		% of Total FTEs		5.75%
		Amount of Allocation		\$62,574
Public Information	\$539,428	# of FTEs	1,668.81	96.00
		% of Total FTEs		5.75%
		Amount of Allocation		\$31,017
<b>Information Technology Services</b>	<b>\$8,657,701</b>	<b>Information Technology Services Allocation</b>		<b>\$283,973</b>
Administration	\$311,006	# of Devices	1,129.00	37.00
		% of Total Devices		3.28%
		Amount of Allocation		\$10,201
Business Applications	\$2,521,462	# of Devices	1,129.00	37.00
		% of Total Devices		3.28%
		Amount of Allocation		\$82,704
Network Administration	\$1,486,146	# of Devices	1,129.00	37.00
		% of Total Devices		3.28%
		Amount of Allocation		\$48,746
Systems	\$3,191,919	# of Devices	1,129.00	37.00
		% of Total Devices		3.28%
		Amount of Allocation		\$104,695
Security	\$631,352	# of Devices	1,129.00	37.00
		% of Total Devices		3.28%
		Amount of Allocation		\$20,708
GIS	\$515,816	# of Devices	1,129.00	37.00
		% of Total Devices		3.28%
		Amount of Allocation		\$16,919
<b>City Auditor Services</b>	<b>\$841,703</b>	<b>City Auditor Services Allocation</b>		<b>\$3,451</b>
City Auditor	\$841,703	Internal Audit Hours	4,829.50	20.00
		% of Total Internal Audit Hours		0.41%
		Amount of Allocation		\$3,451
<b>City Council Services</b>	<b>\$877,193</b>	<b>City Council Services Allocation</b>		<b>\$4,298</b>
City Council	\$877,193	Council Agenda Items	407.00	2.00
		% of Total Council Agenda Items		0.49%
		Amount of Allocation		\$4,298
<b>City Attorney Services</b>	<b>\$1,724,871</b>	<b>City Attorney Services Allocation</b>		<b>\$99,180</b>
City Attorney	\$1,724,871	# of FTEs	1,668.81	96.00
		% of Total FTEs		5.75%
		Amount of Allocation		\$99,180
<b>Adjustment</b>		<b>FY 2018 True-Up</b>		<b>\$0</b>
<b>Total General Fund Allocations</b>	<b>\$29,000,209</b>	<b>Total General Fund Amount to Charge Back Stormwater</b>		<b>\$1,115,982</b>

Note: Differences are due to rounding.

**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

**General Fund Overhead Allocation to Water & Sewer Fund**

<b>Total General Fund Amount to Charge Back</b>	<b>\$4,147,509</b>
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FY 2021 Central Services to be allocated	FY 2018 Data for Allocation Basis	Water & Sewer
<b>Human Resources \$10,232,669</b>	<b>Human Resources Allocation \$1,445,013</b>	
Administration \$427,603	# of FTEs 1,668.81	298.15
	% of Total FTEs	17.87%
	<i>Amount of Allocation</i>	<i>\$76,413</i>
Employee Benefits \$341,435	# of FTEs 1,668.81	298.15
	% of Total FTEs	17.87%
	<i>Amount of Allocation</i>	<i>\$61,014</i>
Retiree Health Care Costs \$8,465,862	# of Retirees 726.00	98.00
	% of Total Retirees	13.50%
	<i>Amount of Allocation</i>	<i>\$1,142,891</i>
Compensation & Classification \$245,387	# of FTEs 1,668.81	298.15
	% of Total FTEs	17.87%
	<i>Amount of Allocation</i>	<i>\$43,851</i>
Employee Development \$156,828	# of FTEs 1,668.81	298.15
	% of Total FTEs	17.87%
	<i>Amount of Allocation</i>	<i>\$28,025</i>
Recruitment \$477,419	# of Requisitions (Personnel) 566.00	85.00
	% of Total Requisitions (Personnel)	15.02%
	<i>Amount of Allocation</i>	<i>\$71,708</i>
Employee/Labor Relations \$118,135	# of FTEs 1,668.81	298.15
	% of Total FTEs	17.87%
	<i>Amount of Allocation</i>	<i>\$21,111</i>
<b>Financial Services \$2,047,364</b>	<b>Financial Services Allocation \$631,789</b>	
Administration \$681,535	# of FTEs 1,668.81	298.15
	% of Total FTEs	17.87%
	<i>Amount of Allocation</i>	<i>\$121,790</i>
Accounting & Debt Management 57% \$344,321	Accounting Transactions 85,653.00	15,545.00
	% of Total Accounting Transactions	18.15%
	<i>Amount of Allocation</i>	<i>\$62,494</i>
Treasury (Cashier) 50% \$153,499	Cashier Transactions 4,654,116.00	3,637,071.00
	% of Total Cashier Transactions	78.15%
	<i>Amount of Allocation</i>	<i>\$119,959</i>
Payroll Services 50% \$90,851	# of FTEs 1,668.81	298.15
	% of Total FTEs	17.87%
	<i>Amount of Allocation</i>	<i>\$16,235</i>
Accounts Payable 20% \$86,172	A/P Transactions 62,210.00	15,880.00
	% of Total A/P Transactions	25.53%
	<i>Amount of Allocation</i>	<i>\$22,000</i>
Management/Budget 50% \$224,383	Budget Expenditures 312,701,088.00	47,628,148.00
	% of Total Budgeted Expenditures	15.23%
	<i>Amount of Allocation</i>	<i>\$34,174</i>
Procurement 63% \$466,604	Purchase Orders Processed 20,310.00	7,160.00
	% of Total Purchase Orders Processed	35.25%
	<i>Amount of Allocation</i>	<i>\$164,478</i>
Real Estate \$392,804	# of Real Estate Items for Council Acti 26.00	6.00
	% of Total Real Estate Items	23.08%
	<i>Amount of Allocation</i>	<i>\$90,659</i>
<b>City Clerk \$1,670,108</b>	<b>City Clerk Allocation \$316,121</b>	
Administration \$592,506	# of FTEs 1,668.81	298.15
	% of Total FTEs	17.87%
	<i>Amount of Allocation</i>	<i>\$105,881</i>
Communications \$102,568	# of FTEs 1,668.81	298.15
	% of Total FTEs	17.87%
	<i>Amount of Allocation</i>	<i>\$18,329</i>
Records Management \$832,656	Files Imaged 153,782.00	33,436.00
	% of Total Files Imaged	21.74%
	<i>Amount of Allocation</i>	<i>\$181,019</i>
Citizen's Action Center \$142,378	Complaints/Inquiries 31,419.00	2,402.00
	% of Total Complaints/Inquiries	7.65%
	<i>Amount of Allocation</i>	<i>\$10,892</i>

**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

**General Fund Overhead Allocation to Water & Sewer Fund**

FY 2021 Central Services to be allocated		FY 2018 Data for Allocation Basis		Water & Sewer
<b>City Manager</b>	<b>\$1,627,678</b>	<b>City Manager Allocation</b>		<b>\$290,866</b>
Administration	\$1,088,250	# of FTEs	1,668.81	298.15
		% of Total FTEs		17.87%
		Amount of Allocation		\$194,470
Public Information	\$539,428	# of FTEs	1,668.81	298.15
		% of Total FTEs		17.87%
		Amount of Allocation		\$96,396
<b>Information Technology Services</b>	<b>\$8,657,701</b>	<b>Information Technology Services Allocation</b>		<b>\$1,073,555</b>
Administration	\$311,006	# of Devices	1,129.00	140.00
		% of Total Devices		12.40%
		Amount of Allocation		\$38,565
Business Applications	\$2,521,462	# of Devices	1,129.00	140.00
		% of Total Devices		12.40%
		Amount of Allocation		\$312,661
Network Administration	\$1,486,146	# of Devices	1,129.00	140.00
		% of Total Devices		12.40%
		Amount of Allocation		\$184,282
Systems	\$3,191,919	# of Devices	1,129.00	140.00
		% of Total Devices		12.40%
		Amount of Allocation		\$395,798
Security	\$631,352	# of Devices	1,129.00	140.00
		% of Total Devices		12.40%
		Amount of Allocation		\$78,288
GIS	\$515,816	# of Devices	1,129.00	140.00
		% of Total Devices		12.40%
		Amount of Allocation		\$63,961
<b>City Auditor Services</b>	<b>\$841,703</b>	<b>City Auditor Services Allocation</b>		<b>\$0</b>
City Auditor	\$841,703	Internal Audit Hours	4,829.50	0.00
		% of Total Internal Audit Hours		0.00%
		Amount of Allocation		\$0
<b>City Council Services</b>	<b>\$877,193</b>	<b>City Council Services Allocation</b>		<b>\$81,930</b>
City Council	\$877,193	Council Agenda Items	407.00	38.00
		% of Total Council Agenda Items		9.34%
		Amount of Allocation		\$81,930
<b>City Attorney Services</b>	<b>\$1,724,871</b>	<b>City Attorney Services Allocation</b>		<b>\$308,234</b>
City Attorney	\$1,724,871	# of FTEs	1,668.81	298.15
		% of Total FTEs		17.87%
		Amount of Allocation		\$308,234
<b>Adjustment</b>		<b>FY 2018 True-Up</b>		<b>\$0</b>
<b>Total General Fund Allocations</b>	<b>\$27,679,287</b>	<b>Total General Fund Amount to Charge Back</b>		<b>\$4,147,509</b>
		<b>Water &amp; Sewer</b>		

Note: Differences are due to rounding.

**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

**General Fund Overhead Allocation to Waterpark Fund**

<b>Total General Fund Amount to Charge Back</b>	<b>\$537,939</b>
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FY 2021 Central Services to be allocated	FY 2018 Data for Allocation Basis	Waterpark
<b>Human Resources \$10,232,669</b>	<b>Human Resources Allocation \$186,488</b>	
Administration \$427,603	# of FTEs 1,668.81	61.17
	% of Total FTEs	3.67%
	Amount of Allocation	\$15,693
Employee Benefits \$341,435	# of FTEs 1,668.81	61.17
	% of Total FTEs	3.67%
	Amount of Allocation	\$12,531
Retiree Health Care Costs \$8,465,862	# of Retirees 726.00	0.00
	% of Total Retirees	0.00%
	Amount of Allocation	\$0
Compensation & Classification \$245,387	# of FTEs 1,668.81	61.17
	% of Total FTEs	3.67%
	Amount of Allocation	\$9,006
Employee Development \$156,828	# of FTEs 1,668.81	61.17
	% of Total FTEs	3.67%
	Amount of Allocation	\$5,756
Recruitment \$477,419	# of Requisitions (Personnel) 566.00	165.00
	% of Total Requisitions (Personnel)	29.15%
	Amount of Allocation	\$139,168
Employee/Labor Relations \$118,135	# of FTEs 1,668.81	61.17
	% of Total FTEs	3.67%
	Amount of Allocation	\$4,336
<b>Financial Services \$3,515,492</b>	<b>Financial Services Allocation \$72,172</b>	
Administration \$681,535	# of FTEs 1,668.81	61.17
	% of Total FTEs	3.67%
	Amount of Allocation	\$25,012
Accounting & Debt Management \$602,561	Accounting Transactions 85,653.00	1,276.00
	% of Total Accounting Transactions	1.49%
	Amount of Allocation	\$8,978
Treasury (Cashier) 10% \$30,700	Rec Trac Transactions 209,086.00	59,021.00
	% of Total Rec Trac Transactions	28.23%
	Amount of Allocation	\$8,667
Payroll Services \$181,701	# of FTEs 1,668.81	61.17
	% of Total FTEs	3.67%
	Amount of Allocation	\$6,668
Accounts Payable \$430,858	A/P Transactions 62,210.00	1,428.00
	% of Total A/P Transactions	2.30%
	Amount of Allocation	\$9,910
Management/Budget \$448,766	Budget Expenditures 312,701,088.00	2,256,564.00
	% of Total Budgeted Expenditures	0.72%
	Amount of Allocation	\$3,231
Procurement \$746,567	Purchase Orders Processed 20,310.00	265.00
	% of Total Purchase Orders Processed	1.30%
	Amount of Allocation	\$9,705
Real Estate \$392,804	# of Real Estate Items for Council Acti 26.00	0.00
	% of Total Real Estate Items	0.00%
	Amount of Allocation	\$0
<b>City Clerk \$1,670,108</b>	<b>City Clerk Allocation \$25,509</b>	
Administration \$592,506	# of FTEs 1,668.81	61.17
	% of Total FTEs	3.67%
	Amount of Allocation	\$21,745
Communications \$102,568	# of FTEs 1,668.81	61.17
	% of Total FTEs	3.67%
	Amount of Allocation	\$3,764
Records Management \$832,656	Files Imaged 153,782.00	0.00
	% of Total Files Imaged	0.00%
	Amount of Allocation	\$0
Citizen's Action Center \$142,378	Complaints/Inquiries 31,419.00	0.00
	% of Total Complaints/Inquiries	0.00%
	Amount of Allocation	\$0

**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

**General Fund Overhead Allocation to Waterpark Fund**

FY 2021 Central Services to be allocated		FY 2018 Data for Allocation Basis		Waterpark
<b>City Manager</b>	<b>\$1,627,678</b>	<b>City Manager Allocation</b>		<b>\$59,736</b>
Administration	\$1,088,250	# of FTEs	1,668.81	61.17
		% of Total FTEs		3.67%
		Amount of Allocation		\$39,939
Public Information	\$539,428	# of FTEs	1,668.81	61.17
		% of Total FTEs		3.67%
		Amount of Allocation		\$19,797
<b>Information Technology Services</b>	<b>\$8,657,701</b>	<b>Information Technology Services Allocation</b>		<b>\$130,731</b>
Administration	\$311,006	# of Devices	1,129.00	17.00
		% of Total Devices		1.51%
		Amount of Allocation		\$4,696
Business Applications	\$2,521,462	# of Devices	1,129.00	17.00
		% of Total Devices		1.51%
		Amount of Allocation		\$38,074
Network Administration	\$1,486,146	# of Devices	1,129.00	17.00
		% of Total Devices		1.51%
		Amount of Allocation		\$22,441
Systems	\$3,191,919	# of Devices	1,129.00	17.00
		% of Total Devices		1.51%
		Amount of Allocation		\$48,198
Security	\$631,352	# of Devices	1,129.00	17.00
		% of Total Devices		1.51%
		Amount of Allocation		\$9,533
GIS	\$515,816	# of Devices	1,129.00	17.00
		% of Total Devices		1.51%
		Amount of Allocation		\$7,789
<b>City Auditor Services</b>	<b>\$841,703</b>	<b>City Auditor Services Allocation</b>		<b>\$0</b>
City Auditor	\$841,703	Internal Audit Hours	4,829.50	0.00
		% of Total Internal Audit Hours		0.00%
		Amount of Allocation		\$0
<b>City Council Services</b>	<b>\$877,193</b>	<b>City Council Services Allocation</b>		<b>\$0</b>
City Council	\$877,193	Council Agenda Items	407.00	0.00
		% of Total Council Agenda Items		0.00%
		Amount of Allocation		\$0
<b>City Attorney Services</b>	<b>\$1,724,871</b>	<b>City Attorney Services Allocation</b>		<b>\$63,303</b>
City Attorney	\$1,724,871	# of FTEs	1,668.81	61.17
		% of Total FTEs		3.67%
		Amount of Allocation		\$63,303
<b>Adjustment</b>		<b>FY 2018 True-Up</b>		<b>\$0</b>
<b>Total General Fund Allocations</b>	<b>\$29,147,415</b>	<b>Total General Fund Amount to Charge Back</b>		<b>\$537,939</b>
		<b>Waterpark</b>		

Note: Differences are due to rounding.

**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

**General Fund Overhead Allocation to Yacht Basin Fund**

<b>Total General Fund Amount to Charge Back</b>	<b>\$47,781</b>
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FY 2021 Central Services to be allocated		FY 2018 Data for Allocation Basis		Yacht Basin
<b>Human Resources</b>		<b>Human Resources Allocation</b>		<b>\$13,786</b>
		# of FTEs	1,668.81	2.55
Administration	\$427,603	% of Total FTEs		0.15%
		Amount of Allocation		\$641
		# of FTEs	1,668.81	2.55
Employee Benefits	\$341,435	% of Total FTEs		0.15%
		Amount of Allocation		\$512
		# of Retirees	726.00	1.00
Retiree Health Care Costs	\$8,465,862	% of Total Retirees		0.14%
		Amount of Allocation		\$11,852
		# of FTEs	1,668.81	2.55
Compensation & Classification	\$245,387	% of Total FTEs		0.15%
		Amount of Allocation		\$368
		# of FTEs	1,668.81	2.55
Employee Development	\$156,828	% of Total FTEs		0.15%
		Amount of Allocation		\$235
		# of Requisitions (Personnel)	566.00	0.00
Recruitment	\$477,419	% of Total Requisitions (Personnel)		0.00%
		Amount of Allocation		\$0
		# of FTEs	1,668.81	2.55
Employee/Labor Relations	\$118,135	% of Total FTEs		0.15%
		Amount of Allocation		\$177
<b>Financial Services</b>		<b>Financial Services Allocation</b>		<b>\$10,146</b>
		# of FTEs	1,668.81	2.55
Administration	\$681,535	% of Total FTEs		0.15%
		Amount of Allocation		\$1,022
		Accounting Transactions	85,653.00	640.00
Accounting & Debt Management	\$602,561	% of Total Accounting Transactions		0.75%
		Amount of Allocation		\$4,519
		Rec Trac Transactions	209,086.00	1,323.00
Treasury (Cashier)	10% \$30,700	% of Total Rec Trac Transactions		0.63%
		Amount of Allocation		\$193
		# of FTEs	1,668.81	2.55
Payroll Services	\$181,701	% of Total FTEs		0.15%
		Amount of Allocation		\$273
		A/P Transactions	62,210.00	210.00
Accounts Payable	\$430,858	% of Total A/P Transactions		0.34%
		Amount of Allocation		\$1,465
		Budget Expenditures	312,701,088.00	397,034.00
Management/Budget	\$448,766	% of Total Budgeted Expenditures		0.13%
		Amount of Allocation		\$583
		Purchase Orders Processed	20,310.00	57.00
Procurement	\$746,567	% of Total Purchase Orders Processed		0.28%
		Amount of Allocation		\$2,090
		# of Real Estate Items for Council Acti	26.00	0.00
Real Estate	\$392,804	% of Total Real Estate Items		0.00%
		Amount of Allocation		\$0
<b>City Clerk</b>		<b>City Clerk Allocation</b>		<b>\$1,043</b>
		# of FTEs	1,668.81	2.55
Administration	\$592,506	% of Total FTEs		0.15%
		Amount of Allocation		\$889
		# of FTEs	1,668.81	2.55
Communications	\$102,568	% of Total FTEs		0.15%
		Amount of Allocation		\$154
		Files Imaged	153,782.00	0.00
Records Management	\$832,656	% of Total Files Imaged		0.00%
		Amount of Allocation		\$0
		Complaints/Inquiries	31,419.00	0.00
Citizen's Action Center	\$142,378	% of Total Complaints/Inquiries		0.00%
		Amount of Allocation		\$0



**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

**General Fund Overhead Allocation to Yacht Basin Fund**

FY 2021 Central Services to be allocated		FY 2018 Data for Allocation Basis		Yacht Basin
<b>City Manager</b>	<b>\$1,627,678</b>	<b>City Manager Allocation</b>		<b>\$2,442</b>
Administration	\$1,088,250	# of FTEs	1,668.81	2.55
		% of Total FTEs		0.15%
		Amount of Allocation		\$1,632
Public Information	\$539,428	# of FTEs	1,668.81	2.55
		% of Total FTEs		0.15%
		Amount of Allocation		\$809
<b>Information Technology Services</b>	<b>\$8,657,701</b>	<b>Information Technology Services Allocation</b>		<b>\$15,584</b>
Administration	\$311,006	# of Devices	1,129.00	2.00
		% of Total Devices		0.18%
		Amount of Allocation		\$560
Business Applications	\$2,521,462	# of Devices	1,129.00	2.00
		% of Total Devices		0.18%
		Amount of Allocation		\$4,539
Network Administration	\$1,486,146	# of Devices	1,129.00	2.00
		% of Total Devices		0.18%
		Amount of Allocation		\$2,675
Systems	\$3,191,919	# of Devices	1,129.00	2.00
		% of Total Devices		0.18%
		Amount of Allocation		\$5,745
Security	\$631,352	# of Devices	1,129.00	2.00
		% of Total Devices		0.18%
		Amount of Allocation		\$1,136
GIS	\$515,816	# of Devices	1,129.00	2.00
		% of Total Devices		0.18%
		Amount of Allocation		\$928
<b>City Auditor Services</b>	<b>\$841,703</b>	<b>City Auditor Services Allocation</b>		<b>\$0</b>
City Auditor	\$841,703	Internal Audit Hours	4,829.50	0.00
		% of Total Internal Audit Hours		0.00%
		Amount of Allocation		\$0
<b>City Council Services</b>	<b>\$877,193</b>	<b>City Council Services Allocation</b>		<b>\$2,193</b>
City Council	\$877,193	Council Agenda Items	407.00	1.00
		% of Total Council Agenda Items		0.25%
		Amount of Allocation		\$2,193
<b>City Attorney Services</b>	<b>\$1,724,871</b>	<b>City Attorney Services Allocation</b>		<b>\$2,587</b>
City Attorney	\$1,724,871	# of FTEs	1,668.81	2.55
		% of Total FTEs		0.15%
		Amount of Allocation		\$2,587
<b>Adjustment</b>		<b>FY 2018 True-Up</b>		<b>\$0</b>
<b>Total General Fund Allocations</b>	<b>\$28,754,611</b>	<b>Total General Fund Amount to Charge Back</b>		<b>\$47,781</b>
		<b>Yacht Basin</b>		

Note: Differences are due to rounding.

**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

**EXHIBIT A**

**Detailed Allocation Results**

			FY 2021									
			Proposed									
Services Provided	Budget	Service Allocation Basis	General Fund	Five and Six Cent Gas Tax	Road Impact	Public Safety Impact Fees	Parks Impact	Alarm Fee Fund	All Hazards	Lot Mowing Fund	Building Fund	CRA Fund
1 City Council	877,193	Council Agenda Items	377,193	-	-	2,193	-	-	-	-	6,491	21,579
2 City Attorney	1,724,871	# of FTEs	910,732	-	-	-	-	1,035	5,692	4,140	52,609	1,035
3 City Auditor	841,703	Internal Audit Hours	-	-	-	-	-	-	-	-	-	-
4 City Manager	1,627,678	# of FTEs	859,414	-	-	-	-	977	5,371	3,906	49,644	977
5 City Clerk - Admin	592,506	# of FTEs	312,843	-	-	-	-	356	1,955	1,422	18,071	356
6 City Clerk - Communications	102,568	# of FTEs	54,156	-	-	-	-	62	338	246	3,128	62
7 City Clerk - Records	832,656	Files Imaged	191,927	-	-	-	-	-	-	-	404,371	-
8 City Clerk - 311	142,378	Complaints/Inquiries	106,598	4,428	-	-	-	-	-	2,036	641	-
9 Finance - Admin	681,535	# of FTEs	359,850	-	-	-	-	409	2,249	1,636	20,787	409
10 Finance- Accounting	602,561	Accounting Transactions	257,836	362	482	723	301	1,928	2,169	18,137	9,641	1,627
11 Finance - Treasury <sup>1</sup>	306,998	Cashier Transactions	304	-	28	138	55	-	-	-	4,117	-
12 Finance - Treasury <sup>1</sup>	306,998	Rec Trac Transactions	-	-	-	-	-	-	-	-	-	-
13 Finance - Payroll	181,701	# of FTEs	95,938	-	-	-	-	109	600	436	5,542	109
14 Finance - Accounts Payable	430,858	A/P Transactions	163,381	-	-	43	-	215	905	1,680	5,041	819
15 Finance - Budget	448,766	Budget Expenditures	222,857	-	90	45	45	135	853	7,853	7,315	269
16 Finance - Procurement	746,567	Purchase Orders Processed	163,125	-	-	-	-	149	4,255	1,717	1,642	747
17 Finance - Real Estate	392,804	# of Real Estate Items for Council Action	271,938	-	-	15,123	-	-	-	-	-	-
18 HR - Admin	427,603	# of FTEs	225,774	-	-	-	-	257	1,411	1,026	13,042	257
19 HR - Employee Benefits	341,435	# of FTEs	180,278	-	-	-	-	205	1,127	819	10,414	205
20 HR - Retiree	8,465,862	# of Retirees	6,460,299	-	-	-	-	-	-	-	442,765	-
21 HR - Comp and Class	245,387	# of FTEs	129,564	-	-	-	-	147	810	589	7,484	147
22 HR - Employee Development	156,828	# of FTEs	82,805	-	-	-	-	94	518	376	4,783	94
23 HR - Recruitment	477,419	# of Requisitions (Personnel)	92,763	-	-	-	-	-	2,530	-	21,914	-
24 HR - Employee Labor Relations	118,135	# of FTEs	62,375	-	-	-	-	71	390	284	3,603	71
25 ITS - All Divisions	8,657,701	# of Devices	5,651,747	-	-	-	-	7,792	45,886	30,302	283,973	23,376
29,730,711			17,233,699	4,789	599	18,265	401	13,940	77,059	76,606	1,377,017	52,136

<sup>1</sup> Cashier Transactions for all funds except: Waterpark, Golf Course and Yacht Basin which uses Rec Trac System and not the Cashier Office.

<sup>2</sup> Using FY17 Actuals for Rec Trac transactions. FY18 Actuals could not be provided by Parks & Rec. They were having issues with the program.

**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

**EXHIBIT A**

**Detailed Allocation Results**

FY 2021												
Proposed												
Services Provided	Budget	Service Allocation Basis	Waterpark Fund	Parks & Rec Programs	CDBG/SHI P/NSP Funds	Transportation Capital Projects	Water & Sewer Utility Fund	Stormwater Utility Fund	Yacht Basin Fund	Golf Course Fund	Insured Health Plan	All Other
1 City Council	877,193	Council Agenda Items	-	2,193	8,596	2,193	81,930	4,298	2,193	4,298	4,298	359,912
2 City Attorney	1,724,871	# of FTEs	63,303	150,754	2,070	16,559	308,234	99,180	2,587	33,118	1,035	72,790
3 City Auditor	841,703	Internal Audit Hours	-	-	-	-	-	3,451	-	-	-	838,252
4 City Manager	1,627,678	# of FTEs	59,736	142,259	1,953	15,626	290,866	93,591	2,442	31,251	977	68,688
5 City Clerk - Admin	592,506	# of FTEs	21,745	51,785	711	5,688	105,881	34,069	889	11,376	356	25,004
6 City Clerk - Communications	102,568	# of FTEs	3,764	8,964	123	985	18,329	5,898	154	1,969	62	4,328
7 City Clerk - Records	832,656	Files Imaged	-	-	-	-	181,019	-	-	-	-	10,408
8 City Clerk - 311	142,378	Complaints/Inquiries	-	-	-	641	10,892	8,628	-	-	-	8,514
9 Finance - Admin	681,535	# of FTEs	25,012	59,566	818	6,543	121,790	39,188	1,022	13,085	409	28,761
10 Finance- Accounting	602,561	Accounting Transactions	8,978	49,711	12,533	7,592	62,494	41,818	4,519	12,714	2,350	59,895
11 Finance - Treasury <sup>1</sup>	306,998	Cashier Transactions	-	-	-	-	119,959	193	-	-	-	55,564
12 Finance - Treasury <sup>1</sup>	306,998	Rec Trac Transactions	8,667	-	-	-	-	-	193	8,418	-	13,422
13 Finance - Payroll	181,701	# of FTEs	6,668	15,881	218	1,744	16,235	10,448	273	3,489	109	7,668
14 Finance - Accounts Payable	430,858	A/P Transactions	9,910	43,818	2,327	5,429	22,000	23,999	1,465	10,125	1,723	49,980
15 Finance - Budget	448,766	Budget Expenditures	3,231	12,610	3,770	2,244	34,174	17,322	583	4,129	29,619	67,405
16 Finance - Procurement	746,567	Purchase Orders Processed	9,705	36,283	224	6,197	164,478	35,611	2,090	13,065	149	208,367
17 Finance - Real Estate	392,804	# of Real Estate Items for Council Action	-	-	-	-	90,659	15,123	-	-	-	-
18 HR - Admin	427,603	# of FTEs	15,693	37,373	513	4,105	76,413	24,587	641	8,210	257	18,045
19 HR - Employee Benefits	341,435	# of FTEs	12,531	29,841	410	3,278	61,014	19,633	512	6,556	205	14,409
20 HR - Retiree	8,465,862	# of Retirees	-	-	-	-	1,142,891	314,930	11,852	93,124	-	-
21 HR - Comp and Class	245,387	# of FTEs	9,006	21,447	294	2,356	43,851	14,110	368	4,711	147	10,355
22 HR - Employee Development	156,828	# of FTEs	5,756	13,707	188	1,506	28,025	9,018	235	3,011	94	6,618
23 HR - Recruitment	477,419	# of Requisitions (Personnel)	139,168	110,475	-	5,061	71,708	10,121	-	16,041	-	7,591
24 HR - Employee Labor Relations	118,135	# of FTEs	4,336	10,325	142	1,134	21,111	6,793	177	2,268	71	4,985
25 ITS - All Divisions	8,657,701	# of Devices	130,731	544,569	15,584	-	1,073,555	283,973	15,584	83,980	7,792	459,724
29,730,711			537,939	1,341,562	50,474	88,878	4,147,509	1,115,982	47,781	364,939	49,652	2,400,683

<sup>1</sup> Cashier Transactions for all funds except: Waterpark, Golf Course and Yacht Basin which uses Rec Trac System and not the Cashier Office.

<sup>2</sup> Using FY17 Actuals for Rec Trac transactions. FY18 Actuals could not be provided by Parks & Rec. They were having issues with the program.

**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

**EXHIBIT B**

**FY 2018 Data for Allocation Basis**

Service Allocation Basis		General Fund	Five and Six Cent Gas Tax	Road Impact	Public Safety Impact Fees	Parks Impact	Alarm Fee Fund	All Hazards	Lot Mowing Fund	Building Fund	CRA Fund
1	# of FTEs	881.13	-	-	-	-	1.00	5.50	4.00	50.88	1.00
2	# of Retirees	554	-	-	-	-	-	-	-	38	-
3	Accounting Transactions	36,652	48	70	107	44	278	311	2,579	1,367	227
4	Budget Expenditures	155,301,540	-	61,638	23,392	21,502	103,539	594,842	5,474,709	5,108,195	196,794
5	A/P Transactions	23,593	-	1	4	1	32	128	241	730	120
6	Purchase Orders Processed	4,437	-	-	-	-	4	115	47	45	21
7	Cashier Transactions <sup>1</sup>	5,290	-	696	2,206	735	-	-	141	69,178	-
8	Rec Trac Transactions <sup>2</sup>										
9	Council Agenda Items	175	-	-	1	-	-	-	-	3	10
10	# of Real Estate Items for Council Action	18	-	-	1	-	-	-	-	-	-
11	Internal Audit Hours	-	-	-	-	-	-	-	-	-	-
12	Files Imaged	35,446								82,979	
13	Complaints/Inquiries	23,523	977	-	-	-	-	-	449	142	-
14	# of Devices	737	-	-	-	-	1	6	4	37	3
15	# of Requisitions (Personnel)	110	-	-	-	-	-	3	-	26	-
16	Blank										
17	Blank										

<sup>1</sup> Cashier Transactions for all funds except: Waterpark, Golf Course and Yacht Basin which uses Rec Trac System and not the Cashier Office.

<sup>2</sup> Using FY17 Actuals for Rec Trac transactions. FY18 Actuals could not be provided by Parks & Rec. They were having issues with the program.

**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

**EXHIBIT B**

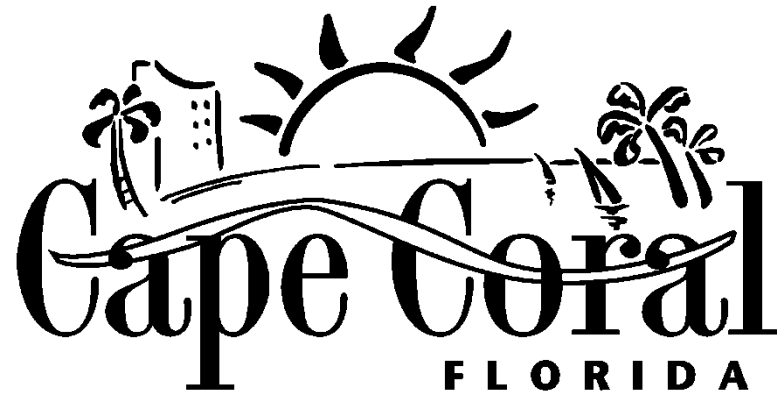
**FY 2018 Data for Allocation Basis**

Service Allocation Basis		Waterpark	Parks & Rec	CDBG/SHIP/ NSP Funds	Transportation Capital Projects	Water & Sewer Utility Fund	Stormwater Utility Fund	Yacht Basin Fund	Golf Course Fund	Self-Insured Health Plan	All Other
		Fund	Programs								
1	# of FTEs	61.17	145.93	2.00	16.00	298.15	96.00	2.55	32.00	1.00	70.50
2	# of Retirees	-	-	-	-	98	27	1	8	-	-
3	Accounting Transactions	1,276	7,063	1,781	1,078	15,545	5,942	640	1,803	331	8,511
4	Budget Expenditures	2,256,564	8,798,141	2,611,321	1,548,580	47,628,148	12,064,199	397,034	2,891,331	20,652,464	46,967,155
5	A/P Transactions	1,428	6,324	339	785	15,880	3,468	210	1,463	248	7,215
6	Purchase Orders Processed	265	987	7	168	7,160	969	57	355	4	5,669
7	Cashier Transactions <sup>1</sup>	-	4	1	-	3,637,071	3,037	-	-	12	935,745
8	Rec Trac Transactions <sup>2</sup>	59,021						1,323	57,336		91,406
9	Council Agenda Items	-	1	4	1	38	2	1	2	2	167
10	# of Real Estate Items for Council Action	-	-	-	-	6	1	-	-	-	-
11	Internal Audit Hours	-	-	-	-	-	20	-	-	-	4,810
12	Files Imaged	-	-	-	-	33,436	-	-	-	-	1,921
13	Complaints/Inquiries	-	-	-	141	2,402	1,905	-	-	-	1,880
14	# of Devices	17	71	2	-	140	37	2	11	1	60
15	# of Requisitions (Personnel)	165	131	-	6	85	12	-	19	-	9
16	Blank										
17	Blank										

<sup>1</sup> Cashier Transactions for all funds except:  
Waterpark, Golf Course and Yacht Basin which  
uses Rec Trac System and not the Cashier  
Office.

<sup>2</sup> Using FY17 Actuals for Rec Trac transactions.  
FY18 Actuals could not be provided by Parks &  
Rec. They were having issues with the program.

City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget



City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget

ORDINANCE

Ordinance .....	16-E1
Ordinance 73-20.....	16-E2
Ordinance 74-20 .....	16-E4

**City of Cape Coral, Florida**  
**FY 2021 – 2023 Adopted Budget**

ORDINANCE 73 - 20

AN ORDINANCE TO ESTABLISH AND LEVY AD VALOREM TAXES WITHIN THE CORPORATE LIMITS OF THE CITY OF CAPE CORAL, FLORIDA, FOR THE TAX YEAR 2020; PROVIDING FOR THE LEVY OF AD VALOREM TAXES IN THE AMOUNT OF 6.3750 MILLS (\$6.3750 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 LEVY OF AD VALOREM TAXES IN THE AMOUNT OF 0.3000 MILLS (\$.3000 PER \$1,000) BASED ON THE ASSESSED VALUE OF THE APPROPRIATE REAL AND PERSONAL PROPERTY LOCATED WITHIN THE CITY LIMITS OF THE CITY OF CAPE CORAL, FOR FUNDS FOR ANNUAL DEBT SERVICE FOR THE CITY OF CAPE CORAL, FLORIDA, GENERAL OBLIGATION BOND (BANK OF AMERICA), SERIES 2019; PROVIDING FOR THE MANNER OF ASSESSMENT AND COLLECTION; PROVIDING SEVERABILITY; REPEALING ALL ORDINANCES IN CONFLICT WITH THIS ORDINANCE; PROVIDING AN EFFECTIVE DATE.

WHEREAS, a municipality has the power to establish a millage rate that is composed of a general municipal millage set by the governing body, and a debt service millage, which is necessary to raise taxes for debt service; and

WHEREAS, pursuant to City of Cape Coral Ordinance 83-18, the City issued General Obligation Bonds which constitute a general obligation for which the City is required by referendum to set a millage rate sufficient to pay the bonds as they mature; and

WHEREAS, the City of Cape Coral, by Ordinance 83-18, adopted by the City Council on January 7, 2019, and by Resolution 54-19, adopted by the City Council on March 18, 2019, authorized the issuance of \$10,200,000, City of Cape Coral, Florida, General Obligation Bond (Bank of America), Series 2019.

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 2020 in the amount of 6.3750 mills, \$6.3750 for each \$1,000 of assessed valuation, less exemptions. The millage rate levied is more than the roll-back rate of 6.2497 mills by 0.1253 mills computed pursuant to Florida Law and amounts to a 2.00% 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 2020 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, 2020, and ending September 30, 2021, 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. The City Council of the City of Cape Coral does hereby establish and fix and levy ad valorem taxes for the taxable year of 2020 in the amount of 0.3000 mills (\$.3000 for each \$1,000 of assessed valuation, less appropriate exemptions). The levy of taxes provided for by this ordinance 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 2020 and shall be collected as provided by law. When collected, taxes fixed and levied by this ordinance shall be used for debt retirement of the City of Cape Coral, Florida, General Obligation Bond (Bank of America), Series 2019, for the Fiscal Year beginning October 1, 2020 and ending September 30, 2021 for the City of Cape Coral, Florida, and the tax revenue obtained by this ad valorem tax levy shall be deposited into the Debt Service Fund: Parks General Obligation Bond Fund.

SECTION 3. 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



**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

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 4. 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 5. All ordinances or parts of ordinances in conflict herewith shall be, and the same are hereby repealed.

SECTION 6. Effective Date. This ordinance shall become October 1, 2020.


ADOPTED BY THE COUNCIL OF THE CITY OF CAPE CORAL AT ITS REGULAR SESSION THIS 17<sup>th</sup> DAY OF September, 2020.

  
\_\_\_\_\_  
JOE COVELLO, MAYOR

VOTE OF MAYOR AND COUNCILMEMBERS:

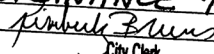
COVELLO	<u>aye</u>	NELSON	<u>aye</u>
GUNTER	<u>aye</u>	WELSH	<u>no</u>
CARIOSCIA	<u>aye</u>	WILLIAMS	<u>no</u>
STOUT	<u>aye</u>	CODEN	<u>aye</u>

ATTESTED TO AND FILED IN MY OFFICE THIS 18<sup>th</sup> DAY OF September, 2020.

  
\_\_\_\_\_  
KIMBERLY BRUNS, CMC  
CITY CLERK

APPROVED AS TO FORM:

  
\_\_\_\_\_  
DOLORES D. MENENDEZ  
CITY ATTORNEY  
ord/budget-FY21 Millage

I HEREBY CERTIFY that I am the duly appointed and qualified Clerk of the City of Cape Coral, Florida and the keeper of the records and corporate seal of said municipality; that this is a true and correct copy of  
ORDINANCE 73-20  
  
\_\_\_\_\_  
City Clerk

**City of Cape Coral, Florida**  
**FY 2021 – 2023 Adopted Budget**

ORDINANCE 74 - 20

AN ORDINANCE ADOPTING THE CITY OF CAPE CORAL OPERATING BUDGET, REVENUES (SOURCES) AND EXPENDITURES (USES), AND CAPITAL BUDGET FOR THE FISCAL YEAR 2021 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 2021.

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 4, 2020, at 5:05 P.M. and September 17, 2020, 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 2021, 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 2021 – 2023 Adopted Budget**

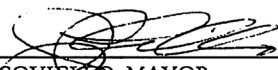
SECTION 7. Reserve appropriations shall not be expended without approval of the City Council.

SECTION 8. All ordinances or parts of ordinances in conflict herewith shall be and the same are hereby repealed.

SECTION 9. Severability. In the event that any portion or Section of this ordinance is determined to be invalid, illegal or unconstitutional by a court of competent jurisdiction, such decision shall in no manner affect the remaining portions or Sections of this ordinance which shall remain in full force and effect.

SECTION 10. Effective Date. This ordinance shall become effective immediately after its adoption by the Cape Coral City Council.

ADOPTED BY THE COUNCIL OF THE CITY OF CAPE CORAL AT ITS REGULAR SESSION THIS 17<sup>th</sup> DAY OF September 2020.

  
\_\_\_\_\_  
JOE COVIELLO, MAYOR

VOTE OF MAYOR AND COUNCILMEMBERS:

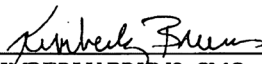
COVIELLO  
GUNTER  
CARIOSCIA  
STOUT

aye  
aye  
aye  
aye


NELSON  
WELSH  
WILLIAMS  
COSDEN

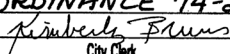
aye  
aye  
aye  
aye

ATTESTED TO AND FILED IN MY OFFICE THIS 18<sup>th</sup> DAY OF September 2020.

  
\_\_\_\_\_  
KIMBERLY BRUNS, CMC  
CITY CLERK

APPROVED AS TO FORM:

  
\_\_\_\_\_  
DOLORES D. MENENDEZ  
CITY ATTORNEY  
ord/Budget-FY21 Operating

I HEREBY CERTIFY that I am the duly appointed and qualified Clerk of the City of Cape Coral, Florida and the keeper of the records and corporate seal of said municipality; that this is a true and correct copy of  
ORDINANCE 74-20  
  
\_\_\_\_\_  
City Clerk

City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget

CITY OF CAPE CORAL  
FY 2021 TENTATIVE BUDGET - BY FUND  
ATTACHMENT A TO ORDINANCE 74-20

**TENTATIVE  
BUDGET ORD.  
74-20**

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**GENERAL FUND**

**SOURCES**

Balances Brought Forward	\$ 60,789,855
Revenues:	
Ad Valorem Taxes	101,530,551
Sales & Use Taxes	14,138,297
Licenses, Permits, Franchise, Impact Fees & Special Assessments	32,754,033
Charges for Service	2,333,092
Internal Service Charges	8,496,211
Intergovernmental	24,436,739
 Fines & Forfeitures	 456,913
Miscellaneous	2,054,745
Interfund Transfers	6,679,774
Debt Proceeds	-
Total General Fund Sources	<u><u>\$ 253,670,210</u></u>

**USES**

City Council	\$ 791,639
City Attorney	1,660,301
City Auditor	878,450
 City Manager	 2,711,721
City Clerk	1,701,838
DCD	5,616,361
Finance	3,777,030
Fire	38,648,386
 Human Resources	 1,709,004
ITS	8,679,932
Parks & Rec	14,598,762
  Police	  47,528,713
Public Works	14,800,581
 Government Services	
Expenditures	51,670,781

**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

**CITY OF CAPE CORAL  
FY 2021 TENTATIVE BUDGET - BY FUND  
ATTACHMENT A TO ORDINANCE 74-20**

**TENTATIVE  
BUDGET ORD.  
74-20**

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Reserves	
Committed	8,544,000
Unassigned Reserves	50,352,711
Appropriations & Reserves General Fund	<u><u>\$ 253,670,210</u></u>

**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

**CITY OF CAPE CORAL  
FY 2021 TENTATIVE BUDGET - BY FUND  
ATTACHMENT A TO ORDINANCE 74-20**

	<b>TENTATIVE BUDGET ORD. 74-20</b>
<b>SPECIAL REVENUE FUNDS</b>	
<b>ADDITIONAL FIVE CENT GAS TAX FUND</b>	
<b><u>SOURCES</u></b>	
Balances Brought Forward	\$ 6,983,320
Revenues:	
Sales & Use Taxes	3,802,877
Intergovernmental	-
Miscellaneous	-
Interfund Transfers	-
 Total Additional Five Cent Gas Tax Fund Sources	 <b>\$ 10,786,197</b>
<b><u>USES</u></b>	
Personnel, Operating, Capital Expenditures	\$ -
Debt Service	-
Transfers Out	950,000
Reserves	9,836,197
Appropriations & Reserves Additional Five Cent Gas Tax Fund	<b>\$ 10,786,197</b>
 <b>SIX CENT GAS TAX FUND</b>	
<b><u>SOURCES</u></b>	
Balances Brought Forward	\$ 9,989,562
Revenues:	
Sales & Use Taxes	5,295,550
Intergovernmental	-
Miscellaneous	-
Interfund Transfers	-
 Total Six Cent Gas Tax Fund Sources	 <b>\$ 15,285,112</b>
<b><u>USES</u></b>	
Personnel, Operating, Capital Expenditures	\$ 89,715
Debt Service	9,000
Transfers Out	7,727,227
Reserves	7,459,170
Appropriations & Reserves Six Cent Gas Tax Fund	<b>\$ 15,285,112</b>
 <b>ROAD IMPACT FUND</b>	
<b><u>SOURCES</u></b>	
Balances Brought Forward	\$ 11,715,881

**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

**CITY OF CAPE CORAL  
FY 2021 TENTATIVE BUDGET - BY FUND  
ATTACHMENT A TO ORDINANCE 74-20**

	<b>TENTATIVE BUDGET ORD. 74-20</b>
Revenues:	
Intergovernmental	-
Licenses, Permits, Franchise, Impact Fees & Special Assessments	5,331,102
Miscellaneous	7,200
Interfund Transfers	-
 Total Road Impact Fund Sources	 <u><u>\$ 17,054,183</u></u>
 <u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 106,622
Debt Service	-
Transfers Out	5,468,945
Reserves	11,478,616
 Appropriations & Reserves Road Impact Fee Fund	 <u><u>\$ 17,054,183</u></u>
 <b>POLICE PROTECTION IMPACT FEES</b>	
<u>SOURCES</u>	
Balances Brought Forward	\$ 6,339,932
Revenues:	
Licenses, Permits, Franchise, Impact Fees & Special Assessments	879,234
Miscellaneous	19,020
Interfund Transfers	-
 Total Police Protection Impact Fee Fund Sources	 <u><u>\$ 7,238,186</u></u>
 <u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 17,585
Debt Service	-
Transfers Out	6,097,910
Reserves	1,122,691
 Appropriations & Reserves Police Protection Impact Fee Fund	 <u><u>\$ 7,238,186</u></u>
 <b>ALS IMPACT FEES</b>	
<u>SOURCES</u>	
Balances Brought Forward	\$ 264,720
Revenues:	
Licenses, Permits, Franchise, Impact Fees & Special Assessments	51,807
Miscellaneous	794
Interfund Transfers	-

**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

**CITY OF CAPE CORAL  
FY 2021 TENTATIVE BUDGET - BY FUND  
ATTACHMENT A TO ORDINANCE 74-20**

	<b>TENTATIVE BUDGET ORD. 74-20</b>
Total ALS Fund Sources	<b>\$ 317,321</b>
<b><u>USES</u></b>	
Personnel, Operating, Capital Expenditures	\$ 126,288
Debt Service	-
Transfers Out	-
Reserves	191,033
Appropriations & Reserves ALS Fund	<b>\$ 317,321</b>
<b>PARK IMPACT FEE FUNDS</b>	
<b><u>SOURCES</u></b>	
Balances Brought Forward	\$ 1,243,935
Revenues:	
Licenses, Permits, Franchise, Impact Fees & Special Assessments	1,255,044
Miscellaneous	-
Interfund Transfers	-
Total Park Impact Fee Funds Sources	<b>\$ 2,498,979</b>
<b><u>USES</u></b>	
Personnel, Operating, Capital Expenditures	\$ 26,894
Debt Service	-
Transfers Out	2,462,085
Reserves	10,000
Appropriations & Reserves Park Impact Fee Funds	<b>\$ 2,498,979</b>
<b>FIRE IMPACT CAPITAL IMPROVEMENT FUND</b>	
<b><u>SOURCES</u></b>	
Balances Brought Forward	\$ 4,369,336
Revenues:	
Licenses, Permits, Franchise, Impact Fees & Special Assessments	847,442
Miscellaneous	13,108
Interfund Transfers	-
Total Fire Impact Capital Improvement Fund Sources	<b>\$ 5,229,886</b>
<b><u>USES</u></b>	
Personnel, Operating, Capital Expenditures	\$ 16,949



**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

**CITY OF CAPE CORAL  
FY 2021 TENTATIVE BUDGET - BY FUND  
ATTACHMENT A TO ORDINANCE 74-20**

	<b>TENTATIVE BUDGET ORD. 74-20</b>
Debt Service	-
Transfers Out	339,867
Reserves	4,873,070
Appropriations & Reserves Fire Impact Capital Improvement Fund	<u><u>\$ 5,229,886</u></u>
<b>DO THE RIGHT THING</b>	
<b><u>SOURCES</u></b>	
Balances Brought Forward	\$ -
Revenues:	
Miscellaneous	8,000
Interfund Transfers	-
Total Do The Right Thing Fund Sources	<u><u>\$ 8,000</u></u>
<b><u>USES</u></b>	
Personnel, Operating, Capital Expenditures	\$ 8,000
Debt Service	-
Transfers Out	-
Reserves	-
Appropriations & Reserves Do The Right Thing Fund	<u><u>\$ 8,000</u></u>
<b>CRIMINAL JUSTICE EDUCATION (Police Training)</b>	
<b><u>SOURCES</u></b>	
Balances Brought Forward	\$ 4,215
Revenues:	
Fines & Forfeitures	21,000
Miscellaneous	-
Total Police Confiscation-State Fund Sources	<u><u>\$ 25,215</u></u>
<b><u>USES</u></b>	
Personnel, Operating, Capital Expenditures	\$ 25,215
Debt Service	-
Transfers Out	-
Reserves	-
Appropriations & Reserves Criminal Justice Education Fund	<u><u>\$ 25,215</u></u>
<b>POLICE CONFISCATION - STATE</b>	

**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

**CITY OF CAPE CORAL  
FY 2021 TENTATIVE BUDGET - BY FUND  
ATTACHMENT A TO ORDINANCE 74-20**

	<b>TENTATIVE BUDGET ORD. 74-20</b>
<b><u>SOURCES</u></b>	
Balances Brought Forward	\$ 389,574
Revenues:	
Miscellaneous	100
Interfund Transfers	
 Total Police Confiscation-State Fund Sources	 <u><u>\$ 389,674</u></u>
<b><u>USES</u></b>	
Personnel, Operating, Capital Expenditures	\$ 19,619
Debt Service	-
Transfers Out	-
Reserves	370,055
 Appropriations & Reserves Police Confiscation - State Fund	 <u><u>\$ 389,674</u></u>
 <b>POLICE CONFISCATION - FEDERAL</b>	
Balances Brought Forward	\$ 136,852
Revenues:	
Miscellaneous	300
Interfund Transfers	-
 Total Police Confiscation-Federal Fund Sources	 <u><u>\$ 137,152</u></u>
<b><u>USES</u></b>	
Personnel, Operating, Capital Expenditures	\$ 40,610
Debt Service	-
Transfers Out	-
Reserves	96,542
 Appropriations & Reserves Police Confiscation - Federal Fund	 <u><u>\$ 137,152</u></u>
 <b>ALARM FEE FUND</b>	
<b><u>SOURCES</u></b>	
Balances Brought Forward	\$ -
Revenues:	
Charges for Service	90,000
Miscellaneous	-
Interfund Transfers	22,350

**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

**CITY OF CAPE CORAL  
FY 2021 TENTATIVE BUDGET - BY FUND  
ATTACHMENT A TO ORDINANCE 74-20**

	<b>TENTATIVE BUDGET ORD. 74-20</b>
Total Alarm Fee Fund Sources	<u><u>\$ 112,350</u></u>
<b><u>USES</u></b>	
Personnel, Operating, Capital Expenditures	\$ 104,850
Debt Service	-
Transfers Out	7,500
Reserves	-
Appropriations & Reserves Alarm Fee Fund	<u><u>\$ 112,350</u></u>
<b>ALL HAZARDS FUND</b>	
<b><u>SOURCES</u></b>	
Balances Brought Forward	\$ 1,138,891
Revenues:	
Ad Valorem Taxes	1,070,356
Intergovernmental	-
Miscellaneous	-
Interfund Transfers	-
Total All Hazards Fund Sources	<u><u>\$ 2,209,247</u></u>
<b><u>USES</u></b>	
Personnel, Operating, Capital Expenditures	\$ 812,337
Debt Service	-
Transfers Out	93,600
Reserves	1,303,310
Appropriations & Reserves All Hazards Fund	<u><u>\$ 2,209,247</u></u>
<b>DEL PRADO PARKING LOT MAINTENANCE</b>	
<b><u>SOURCES</u></b>	
Balances Brought Forward	\$ 170,700
Revenues:	
Licenses, Permits, Franchise, Impact Fees & Special Assessments	39,965
Miscellaneous	-
Interfund Transfers	-
Total Del Prado Mall Maintenance Fund Sources	<u><u>\$ 210,665</u></u>
<b><u>USES</u></b>	
Personnel, Operating, Capital Expenditures	\$ 22,544

**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

**CITY OF CAPE CORAL  
FY 2021 TENTATIVE BUDGET - BY FUND  
ATTACHMENT A TO ORDINANCE 74-20**

	<b>TENTATIVE BUDGET ORD. 74-20</b>
Debt Service	-
Transfers Out	-
Reserves	188,121
Appropriations & Reserves Del Prado Mall Maintenance Fund	<u><u>\$ 210,665</u></u>

**LOT MOWING FUND**

**SOURCES**

Balances Brought Forward	\$ 2,673,557
Revenues:	
Charges for Service	3,538,548
Miscellaneous	-
Fines & Forfeitures	3,316
Interfund Transfers	-
Total Lot Mowing Fund Sources	<u><u>\$ 6,215,421</u></u>

**USES**

Personnel, Operating, Capital Expenditures	\$ 3,796,059
Debt Service	-
Transfers Out	-
Reserves	2,419,362
Appropriations & Reserves Lot Mowing Fund	<u><u>\$ 6,215,421</u></u>

**BUILDING DIVISION FUND**

**SOURCES**

Balances Brought Forward	\$ 10,673,637
Revenues:	
Licenses, Permits, Franchise, Impact Fees & Special Assessments	5,965,000
Charges for Service	418,000
Fines & Forfeitures	20,000
Miscellaneous	3,300
Interfund Transfers	-
Total Building Division Sources	<u><u>\$ 17,079,937</u></u>

**USES**

Personnel, Operating, Capital Expenditures	\$ 8,450,003
Debt Service	-
Transfers Out	22,107

**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

**CITY OF CAPE CORAL  
FY 2021 TENTATIVE BUDGET - BY FUND  
ATTACHMENT A TO ORDINANCE 74-20**

	<b>TENTATIVE BUDGET ORD. 74-20</b>
Reserves	8,607,827
Appropriations & Reserves Building Division Fund	<u><u>\$ 17,079,937</u></u>

**COMMUNITY REDEVELOPMENT TRUST FUND**

**SOURCES**

Balances Brought Forward	\$ -
Revenues:	
Ad Valorem Taxes	1,137,803
Charges for Service	-
Miscellaneous	26,500
Interfund Transfers	1,823,109
Total Community Redevelopment Trust Fund Sources	<u><u>\$ 2,987,412</u></u>

**USES**

Personnel, Operating, Capital Expenditures	\$ 1,315,648
Debt Service	-
Transfers Out	1,671,764
Reserves	-
Appropriations & Reserves Community Redevelopment Trust Fund	<u><u>\$ 2,987,412</u></u>

**CITY CENTRUM BUSINESS PARK FUND**

**SOURCES**

Balances Brought Forward	\$ -
Revenues:	
Intergovernmental	-
Miscellaneous	-
Interfund Transfers	92,461
Total City Centrum Business Park Fund Sources	<u><u>\$ 92,461</u></u>

**USES**

Personnel, Operating, Capital Expenditures	\$ 92,461
Debt Service	-
Transfers Out	-
Reserves	-
Appropriations & Reserves City Centrum Business Park Fund	<u><u>\$ 92,461</u></u>

**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

**CITY OF CAPE CORAL  
FY 2021 TENTATIVE BUDGET - BY FUND  
ATTACHMENT A TO ORDINANCE 74-20**

	<b>TENTATIVE BUDGET ORD. 74-20</b>
<b>SUN SPLASH WATERPARK FUND</b>	
<b><u>SOURCES</u></b>	
Balances Brought Forward	\$ -
Revenues:	
Intergovernmental	-
Charges for Service	2,457,951
Miscellaneous	11,945
Interfund Transfers	738,526
Debt Proceeds	-
 Total Sun Splash Waterpark Fund Sources	 <b><u>\$ 3,208,422</u></b>
<b><u>USES</u></b>	
Personnel, Operating, Capital Expenditures	\$ 3,034,324
Debt Service	-
Transfers Out	174,098
Reserves	-
 Appropriations & Reserves Sun Splash Waterpark Fund	 <b><u>\$ 3,208,422</u></b>
<b>PARK &amp; RECREATION PROGRAMS FUND</b>	
<b><u>SOURCES</u></b>	
Balances Brought Forward	\$ -
Revenues:	
Intergovernmental	655,211
Charges for Service	3,656,954
Fines & Forfeitures	11,220
Miscellaneous	81,096
Interfund Transfers	5,652,620
Debt Proceeds	-
 Total P&R Programs Fund Sources	 <b><u>\$ 10,057,101</u></b>
<b><u>USES</u></b>	
Personnel, Operating, Capital Expenditures	\$ 10,057,101
Debt Service	-
Transfers Out	-
Reserves	-
 Appropriations & Reserves Park Programs Fund	 <b><u>\$ 10,057,101</u></b>

**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

**CITY OF CAPE CORAL  
FY 2021 TENTATIVE BUDGET - BY FUND  
ATTACHMENT A TO ORDINANCE 74-20**

	<b>TENTATIVE BUDGET ORD. 74-20</b>
<b>GOLF COURSE FUND</b>	
<u><b>SOURCES</b></u>	
Balances Brought Forward	\$ -
Revenues:	
Charges for Service	2,517,730
Miscellaneous	22,000
Interfund Transfers	447,563
 Total Golf Course Fund Sources	 <u><u>\$ 2,987,293</u></u>
<u><b>USES</b></u>	
Personnel, Operating, Capital Expenditures	\$ 2,987,293
Debt Service	-
Transfers Out	-
Reserves	-
 Appropriations & Reserves Golf Course Fund	 <u><u>\$ 2,987,293</u></u>
 <b>COMMUNITY DEVELOPMENT BLOCK GRANT FUND (CDBG)</b>	
<u><b>SOURCES</b></u>	
Balances Brought Forward	\$ -
Revenues:	
Intergovernmental	1,078,474
Miscellaneous	-
Interfund Transfers	-
 Total Community Development Block Grant Fund Sources	 <u><u>\$ 1,078,474</u></u>
<u><b>USES</b></u>	
Personnel, Operating, Capital Expenditures	\$ 1,078,474
Debt Service	-
Transfers Out	-
Reserves	-
 Appropriations & Reserves Community Development Block Grant Fund	 <u><u>\$ 1,078,474</u></u>
 <b>NEIGHBORHOOD STABILIZATION (NSP/HUD) FUND</b>	
<u><b>SOURCES</b></u>	
Balances Brought Forward	\$ -
Revenues:	
Intergovernmental	-

**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

**CITY OF CAPE CORAL  
FY 2021 TENTATIVE BUDGET - BY FUND  
ATTACHMENT A TO ORDINANCE 74-20**

	<b>TENTATIVE BUDGET ORD. 74-20</b>
Miscellaneous	-
Interfund Transfers	-
<b>Total Neighborhood Stabilization Fund (NSP/HUD) Sources</b>	<b>\$ -</b>
<b><u>USES</u></b>	
Personnel, Operating, Capital Expenditures	\$ -
Debt Service	-
Transfers Out	-
Reserves	-
<b>Appropriations &amp; Reserves Neighborhood Stabilization Fund (NSP/HUD)</b>	<b>\$ -</b>
<b>LOCAL HOUSING ASSISTANCE PROGRAM TRUST FUND (S.H.I.P.)</b>	
<b><u>SOURCES</u></b>	
Balances Brought Forward	\$ -
Revenues:	
Intergovernmental	-
Miscellaneous	-
Interfund Transfers	-
<b>Total Local Housing (S.H.I.P.) Fund Sources</b>	<b>\$ -</b>
<b><u>USES</u></b>	
Personnel, Operating, Capital Expenditures	\$ -
Debt Service	-
Transfers Out	-
Reserves	-
<b>Appropriations &amp; Reserves Local Housing Assistance Program Trust Fund</b>	<b>\$ -</b>
<b>DEBT SERVICE FUND</b>	
<b><u>SOURCES</u></b>	
Balances Brought Forward	\$ 112,616
Revenues:	
Ad Valorem Taxes	4,777,908
Miscellaneous	3,262,644
Interfund Transfers	16,517,169



**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

**CITY OF CAPE CORAL  
FY 2021 TENTATIVE BUDGET - BY FUND  
ATTACHMENT A TO ORDINANCE 74-20**

	<b>TENTATIVE BUDGET ORD. 74-20</b>
Total Debt Service Fund Sources	<b>\$ 24,670,337</b>
<b><u>USES</u></b>	
Personnel, Operating, Capital Expenditures	\$ 1,000
Debt Service	24,556,721
Transfers Out	-
Reserves	112,616
Appropriations & Reserves Debt Service Fund	<b>\$ 24,670,337</b>
<b>CAPITAL PROJECTS FUNDS</b>	
<b>CRA CAPITAL PROJECTS FUND</b>	
<b><u>SOURCES</u></b>	
Balances Brought Forward	\$ -
Revenues:	
Intergovernmental	-
Miscellaneous	-
Interfund Transfers	768,135
Debt Proceeds	-
Total CRA Project Fund Sources	<b>\$ 768,135</b>
<b><u>USES</u></b>	
Personnel, Operating, Capital Expenditures	\$ 768,135
Debt Service	-
Transfers Out	-
Reserves	-
Appropriations & Reserves CRA Capital Projects	<b>\$ 768,135</b>
<b>FIRE STATION CONSTRUCTION CAPITAL PROJECT FUNDS</b>	
<b><u>SOURCES</u></b>	
Balances Brought Forward	\$ -
Revenues:	
Intergovernmental	-
Miscellaneous	-
Interfund Transfers	-
Debt Proceeds	4,937,874

**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

**CITY OF CAPE CORAL  
FY 2021 TENTATIVE BUDGET - BY FUND  
ATTACHMENT A TO ORDINANCE 74-20**

	<b>TENTATIVE BUDGET ORD. 74-20</b>
Total Fire Station Capital Project Fund Sources	<b>\$ 4,937,874</b>
<b><u>USES</u></b>	
Personnel, Operating, Capital Expenditures	\$ 4,937,874
Debt Service	-
Transfers Out	-
Reserves	-
Appropriations & Reserves Fire Station Construction Cap Fund	<b>\$ 4,937,874</b>
<b>POLICE SAFETY TRAINING FACILITY CONSTRUCTION CAPITAL PROJECT FUNDS</b>	
<b><u>SOURCES</u></b>	
Balances Brought Forward	\$ -
Revenues:	
Intergovernmental	-
Miscellaneous	-
Interfund Transfers	6,097,910
Debt Proceeds	-
Total Police Capital Project Fund Sources	<b>\$ 6,097,910</b>
<b><u>USES</u></b>	
Personnel, Operating, Capital Expenditures	\$ 6,097,910
Debt Service	-
Transfers Out	-
Reserves	-
Appropriations & Reserves Police Construction Capital Fund	<b>\$ 6,097,910</b>
<b>PUBLIC WORKS CAPITAL PROJECTS</b>	
<b><u>SOURCES</u></b>	
Balances Brought Forward	\$ -
Revenues:	
Intergovernmental	-
Miscellaneous	-
Interfund Transfers	-
Debt Proceeds	-
Total Public Works Capital Projects Fund Sources	<b>\$ -</b>
<b><u>USES</u></b>	

**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

**CITY OF CAPE CORAL  
FY 2021 TENTATIVE BUDGET - BY FUND  
ATTACHMENT A TO ORDINANCE 74-20**

	<b>TENTATIVE BUDGET ORD. 74-20</b>
Personnel, Operating, Capital Expenditures	\$ -
Debt Service	-
Transfers Out	-
Reserves	-
<u>Appropriations &amp; Reserves Public Works Capital Fund</u>	<u>\$ -</u>
 <b>PUBLIC WORKS FLEET BUILDING CONSTRUCTION CAPITAL PROJECT FUND</b>	
<u>SOURCES</u>	
Balances Brought Forward	\$ -
Revenues:	
Miscellaneous	-
Interfund Transfers	-
Debt Proceeds	-
 Total Public Works Capital Project Fund Sources	 <u>\$ -</u>
 <u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ -
Debt Service	-
Transfers Out	-
Reserves	-
<u>Appropriations &amp; Reserves Public Works Fleet Building Capital Fund</u>	<u>\$ -</u>
 <b>TRANSPORTATION CAPITAL PROJECTS FUND</b>	
<u>SOURCES</u>	
Balances Brought Forward	\$ -
Revenues:	
Intergovernmental	-
Miscellaneous	-
Interfund Transfers	8,132,000
Debt Proceeds	-
 Total Transportation Capital Project Fund Sources	 <u>\$ 8,132,000</u>
 <u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 9,082,000
Debt Service	(950,000)
Transfers Out	-

City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget

CITY OF CAPE CORAL  
FY 2021 TENTATIVE BUDGET - BY FUND  
ATTACHMENT A TO ORDINANCE 74-20

	TENTATIVE BUDGET ORD. 74-20
Reserves	
Appropriations & Reserves Transportation Capital Fund	\$ 8,132,000

**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

**CITY OF CAPE CORAL  
FY 2021 TENTATIVE BUDGET - BY FUND  
ATTACHMENT A TO ORDINANCE 74-20**

	<b>TENTATIVE BUDGET ORD. 74-20</b>
<b>ENTERPRISE FUNDS</b>	
<b>WATER &amp; SEWER UTILITY FUND</b>	
<b><u>SOURCES</u></b>	
Balances Brought Forward	\$ 100,194,472
Revenues:	
Licenses, Permits, Franchise, Impact Fees & Special Assessments	32,735,493
Charges for Service	92,216,814
Internal Service Charges	242,569
Intergovernmental	-
Fines & Forfeitures	657,597
Miscellaneous	385,933
Debt Proceeds	104,786,314
Interfund Transfers	104,938,911
 Total Water & Sewer Utility Fund Sources	 <b><u>\$ 436,158,103</u></b>
<b><u>USES</u></b>	
Personnel, Operating, Capital Expenditures	\$ 222,271,542
Debt Service	44,940,343
Transfers Out	104,831,976
Reserves	64,114,242
 Appropriations & Reserves Water & Sewer Utility Fund	 <b><u>\$ 436,158,103</u></b>
<b>STORMWATER UTILITY FUND</b>	
<b><u>SOURCES</u></b>	
Balances Brought Forward	\$ 5,649,427
Revenues:	
Licenses, Permits, Franchise, Impact Fees & Special Assessments	7,045
Intergovernmental	-
Charges for Service	20,480,036
Fines & Forfeitures	53,603
Miscellaneous	238,509
Interfund Transfers	4,834,871
Debt Proceeds	-
 Total Stormwater Utility Fund Sources	 <b><u>\$ 31,263,491</u></b>
<b><u>USES</u></b>	
Personnel, Operating, Capital Expenditures	\$ 20,400,573
Debt Service	461,000

**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

**CITY OF CAPE CORAL  
FY 2021 TENTATIVE BUDGET - BY FUND  
ATTACHMENT A TO ORDINANCE 74-20**

	<b>TENTATIVE BUDGET ORD. 74-20</b>
Transfers Out	5,338,342
Reserves	5,063,576
Appropriations & Reserves Stormwater Utility Fund	<u><u>\$ 31,263,491</u></u>
 <b>YACHT BASIN FUND</b>	
<b><u>SOURCES</u></b>	
Balances Brought Forward	\$ 952,057
Revenues:	
Charges for Service	690,057
Miscellaneous	410
Interfund Transfers	-
Total Yacht Basin Fund Sources	<u><u>\$ 1,642,524</u></u>
 <b><u>USES</u></b>	
Personnel, Operating, Capital Expenditures	\$ 692,328
Debt Service	-
Transfers Out	115,000
Reserves	835,196
Appropriations & Reserves Yacht Basin Fund	<u><u>\$ 1,642,524</u></u>
 <b>INTERNAL SERVICE FUNDS (ISF)</b>	
<b>WORKERS COMP INSURANCE FUND</b>	
<b><u>SOURCES</u></b>	
Balances Brought Forward	\$ 5,540,823
Revenues:	
Internal Service Charges	4,218,811
Miscellaneous	-
Interfund Transfers	-
Total Workers Compensation Insurance Fund Sources	<u><u>\$ 9,759,634</u></u>
 <b><u>USES</u></b>	
Personnel, Operating, Capital Expenditures	\$ 3,526,012
Debt Service	-
Transfers Out	-
Reserves	6,233,622
Appropriations & Reserves Workers Compensation Insurance Fund	<u><u>\$ 9,759,634</u></u>

**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

**CITY OF CAPE CORAL  
FY 2021 TENTATIVE BUDGET - BY FUND  
ATTACHMENT A TO ORDINANCE 74-20**

**TENTATIVE  
BUDGET ORD.  
74-20**

**PROPERTY LIABILITY INSURANCE FUND  
SOURCES**

Balances Brought Forward	\$ 2,567,927
Revenues:	
Charges for Service	-
Internal Service Charges	4,014,852
Miscellaneous	-
Interfund Transfers	-
 Total Property Liability Insurance Fund Sources	 <u><u>\$ 6,582,779</u></u>

**USES**

Personnel, Operating, Capital Expenditures	\$ 4,008,798
Debt Service	-
Transfers Out	-
Reserves	2,573,981

Appropriations & Reserves Property Liability Insurance Fund	<u><u>\$ 6,582,779</u></u>
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**FACILITIES INTERNAL SERVICE  
SOURCES**

Balances Brought Forward	\$ -
Revenues:	
Internal Service Charges	6,067,606
Miscellaneous	-
Interfund Transfers	-
 Total Facilities Internal Service Fund Sources	 <u><u>\$ 6,067,606</u></u>

**USES**

Personnel, Operating, Capital Expenditures	\$ 6,067,606
Debt Service	-
Transfers Out	-
Reserves	-

Appropriations & Reserves Facilities Internal Service Fund	<u><u>\$ 6,067,606</u></u>
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**FLEET INTERNAL SERVICE  
SOURCES**

Balances Brought Forward	\$ -
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**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

**CITY OF CAPE CORAL  
FY 2021 TENTATIVE BUDGET - BY FUND  
ATTACHMENT A TO ORDINANCE 74-20**

	<b>TENTATIVE BUDGET ORD. 74-20</b>
Revenues:	
Internal Service Charges	4,834,004
Miscellaneous	-
Interfund Transfers	-
 Total Fleet Internal Service Fund Sources	 <u><u>\$ 4,834,004</u></u>
 <u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 4,834,004
Debt Service	-
Transfers Out	-
Reserves	-
 Appropriations & Reserves Fleet Internal Service Fund	 <u><u>\$ 4,834,004</u></u>
 <b>SELF INSURED HEALTH PLAN INTERNAL SERVICE SOURCES</b>	
Balances Brought Forward	\$ 11,360,450
Revenues:	
Internal Service Charges	29,902,234
Miscellaneous	600,000
Interfund Transfers	-
 Total Self Insured Health Plan Internal Service Fund Sources	 <u><u>\$ 41,862,684</u></u>
 <u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 31,557,931
Debt Service	-
Transfer Out	-
Reserves	10,304,753
 Appropriations & Reserves Self Insured Health Plan Int Serv Fund	 <u><u>\$ 41,862,684</u></u>
 <b>CHARTER SCHOOL OPERATING FUND SOURCES</b>	
Balances Brought Forward	\$ 10,574,540
Revenues:	
Intergovernmental	24,911,569
Charges for Service	858,500
Miscellaneous	433,297



**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

**CITY OF CAPE CORAL  
FY 2021 TENTATIVE BUDGET - BY FUND  
ATTACHMENT A TO ORDINANCE 74-20**

	<b>TENTATIVE BUDGET ORD. 74-20</b>
Total Charter School Operating Fund Sources	<b><u>\$ 36,777,906</u></b>
<b><u>USES</u></b>	
Personnel, Operating, Capital Expenditures	\$ 28,652,950
Debt Service	90,381
Transfer Out	-
Other	-
Reserves	8,034,575
Appropriations & Reserves Charter School Operating Fund	<b><u>\$ 36,777,906</u></b>
 <b>TOTAL FY 2021 BUDGET</b>	 <b>\$ 978,433,885</b>
 <b>TOTAL FY 2021 REVENUE (SOURCES) BUDGET</b>	 <b>\$ 978,433,885</b>
<b>TOTAL FY 2021 EXPENDITURE (USES) BUDGET</b>	<b>\$ 978,433,885</b>

**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

**CITY OF CAPE CORAL  
FY 2021 TENTATIVE BUDGET - BY FUND  
ATTACHMENT A TO ORDINANCE 74-20**

**TENTATIVE  
BUDGET ORD.  
74-20**

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**TENTATIVE  
BUDGET ORD.  
74-20**

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**FUND TYPE SUMMARY**

General Fund	\$ 253,670,210
Special Revenue	105,208,688
Debt Service	24,670,337
Capital Project	19,935,919
Enterprise	469,064,118
Internal Service	69,106,707
Charter School	36,777,906
Total	<u>\$ 978,433,885</u>

**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

<b>Section</b>	<b>Page</b>
Additional Five Cent Gas Tax	8-13
Advanced Life Support Impact Fee	8-10
Alarm Fee	8-9
All Funds Expenditures	5-18
All Funds Revenues	5-16
All Hazards	8-12
Appendices	16
Asset Management Program	14
Asset Management Program Tables	14-7
 Budget Calendar	 3-6
Budget Highlights and Summary Schedules	5-2
Budget Message	2
Budget Overview	3
Budget Preparation, Adoption, and Amendment	3-7
Budget Process	3-4
Building	8-18
 Capital Projects	 10-2
Capital Projects Fund	10
Charter School Authority	13-2
City Attorney - Department Overview	6-5
City Attorney	7-7
City Auditor	7-9
City Auditor - Department Overview	6-13
City Centrum Business Park	8-28
City Clerk - Department Overview	6-21
City Clerk	7-11
City Council - Department Overview	6-3
City Council	7-6
City Manager- Department Overview	6-9
City Manager	7-8
City of Cape Coral Charter School Authority	13
City Overview	1-2
Community Development	7-14
Community Development - Department Overview	6-35
Community Development Block Grant (C.D.B.G.)	8-19
Community Redevelopment Agency (CRA)	8-2
Criminal Justice Education Fund	8-8
 Debt Management Program	 15
Debt Service Fund	9

**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

Department and Fund Relationship	3-30
Department of Community Development - Department Overview	6-35
Department Overviews	6
Distinguished Budget Presentation Award for FY 2020	1-4
Do the Right Thing	8-4
 Enterprise Funds	 11
Facilities Management Fund	12-5
Financial Highlights	5
Financial Management Policies	3-10
Financial Services - Department Overview	6-25
Financial Services	7-12
Fire Department - Department Overview	6-43
Fire Department	7-16
Fire Rescue and Emergency Capital Improvement Impact Fee	8-11
Fleet Maintenance Fund	12-6
Full Cost Allocation	16-D1
Fund Balance Projections	5-22
Fund Descriptions	3-28
Fund Structure	3-29
 General Fund	 7-1
Glossary of Financial Terms	16-A1
Golf Course	8-28
Government Services - Department Overview	6-67
Government Services	7-19
Governmental Debt	9-2
 Highlights of Other Major Funds	 5-14
HUD Neighborhood Stabilization	8-22
Human Resources - Department Overview	6-31
Human Resources	7-13
 Index	 17
Information Technology - Department Overview	6-17
Information Technology	7-10
Inter & Intrafund Transfers	5-20
Internal Service Funds	12

**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

Local Housing Assistance (S.H.I.P.)	8-20
Long Range Financial Plan	3-26
Lot Mowing	8-17
Major Revenue Sources	5-6
Millage Rate and Taxable Value History	5-15
Ordinance	16-E1
Organizational Chart	1-3
Park Recreational Facilities Impact Fee	8-23
Parks & Recreation - Department Overview	6-61
Parks & Recreation	7-18
Parks & Recreation Programs	8-24
Police Confiscation/Federal	8-7
Police Confiscation/State	8-6
Police Department - Department Overview	6-39
Police Department	7-15
Police Evidence	8-5
Police Protection Impact Fee	8-3
Property/Liability Insurance Fund	12-3
Public Works - Department Overview	6-49
Public Works	7-17
Residential Construction Mitigation Program Grant	8-21
Road Impact Fee	8-15
Seawall Assessments	8-29
Self-Insured Health Plan Fund	12-4
Six Cent Gas Tax	8-14
Special Revenue Funds	8
Staffing	16-C1
Statistical Section	16-B1
Stormwater	11-5
Strategic Plan Summary	4-2
Strategic Planning	4
Summary of Capital Projects	10-3
Summary of Debt Service	9-4
Summary of FY 2021 Budget Fund & Function	5-4

**City of Cape Coral, Florida  
FY 2021 – 2023 Adopted Budget**

Summary of General Fund Expenditures by Department	7-4
Summary of General Fund Revenue by Category	7-2
Understanding the Budget	3-2
Utilities	6-55
Water & Sewer	11-2
Water & Sewer Impact, CFEC & CIAC Fees	11-4
Water & Sewer Utility Extension Capital Project	11-3
Waterpark	8-26
Workers Compensation Insurance Fund	12-2
Yacht Basin	11-6