

2022 Operating Budget



The City of Cape Coral
Fiscal Years 2022-2024
Operating Budget



**City of Cape Coral, Florida
Fiscal Years 2022 - 2024
Adopted Budget**



City Council

**John Gunter, Mayor
Gloria Tate, District #1
Dan Sheppard, District #2
Tom Hayden District #3
Jennifer I. Nelson, District #4
Robert Welsh, District #5
Keith Long, District #6
Jessica Cosden, District #7**

Prepared by the City of Cape Coral Financial Services Department under the direction of:
Rob Hernandez, City Manager
Mark Mason, Financial Services Director

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City of Cape Coral, Florida
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INTRODUCTION

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**City of Cape Coral, Florida
FY 2022 – 2024 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 201,554 (University of Florida, Bureau of Economic and Business Research, 2021).

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.

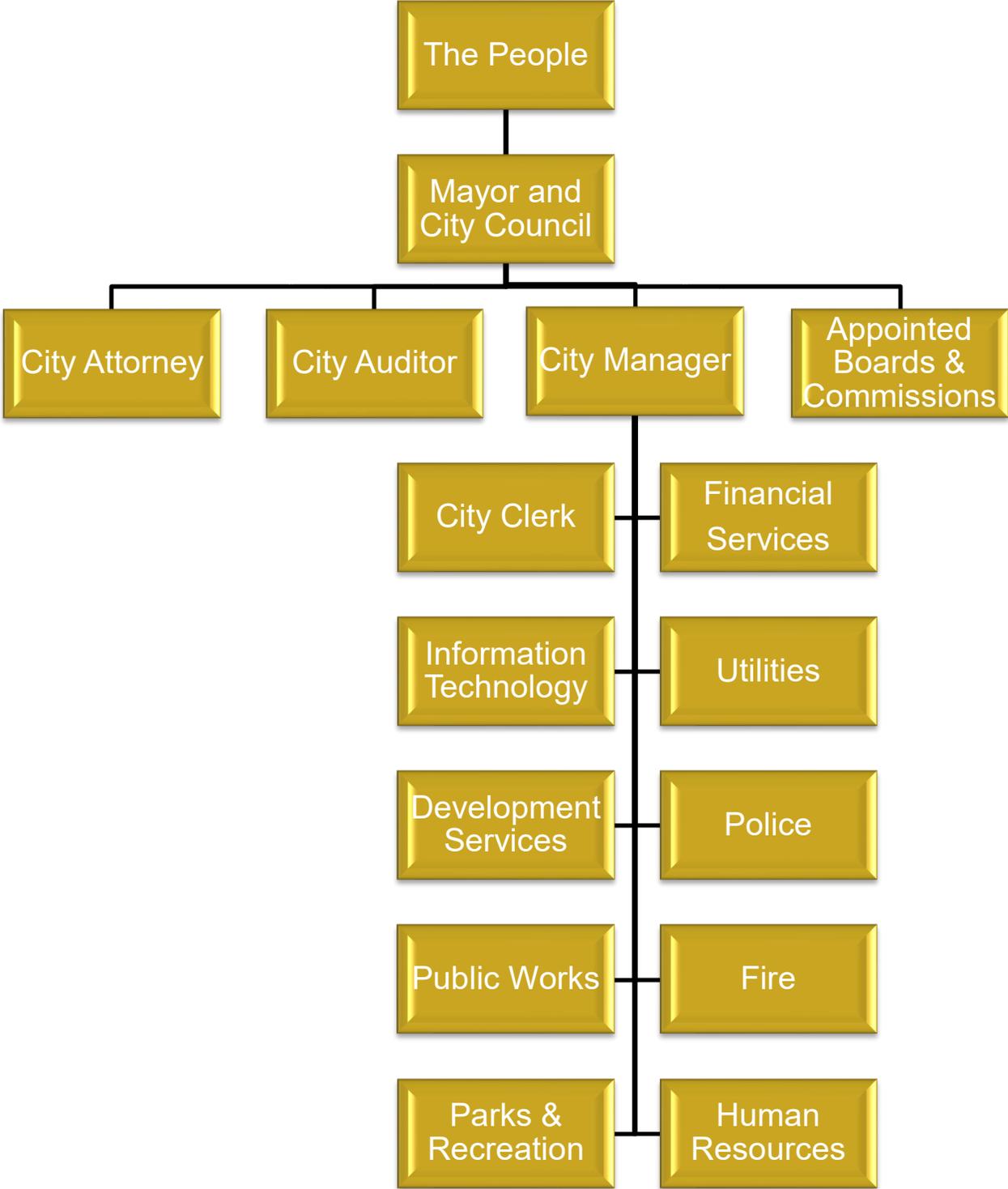
The City of Cape Coral operates under the Council-City Manager form of government. City Council members are elected at large from seven districts. The Mayor also is elected at large and is the eighth member of council. The Mayor presides over council meetings.

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



ORGANIZATIONAL CHART



City of Cape Coral, Florida
FY 2022 – 2024 Adopted Budget



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Cape Coral
Florida**

For the Biennium Beginning

October 01, 2020

Christopher P. Morill

Executive Director

The Government Finance Officers Association is pleased to announce that the City of Cape Coral, Florida, has received GFOA's Distinguished Budget Presentation for its annual budget for fiscal year beginning October 1, 2020.

The award represents a significant achievement by the entity. It reflects the commitment of the governing body and staff to meeting the highest principles of governmental budgeting. In order to receive the budget award, the entity had to satisfy nationally recognized guidelines for effective budget presentation. A government unit must publish a document that meets program criteria as:

- ✓ A policy document
- ✓ A financial plan
- ✓ An operations guide
- ✓ A communication device

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to the GFOA to determine its eligibility for another award.



October 1, 2021

Honorable Mayor and Members of the City Council:

I am pleased to present the City of Cape Coral's Adopted Budget for Fiscal Year 2022 and the five-year capital program for Fiscal Years 2022 through 2026. The final budget was adopted by the City Council on September 29, 2021. This budget helps us do the following: expand public safety, improve facilities and amenities, invest in our infrastructure, beautify neighborhoods, add sidewalks, attract businesses, protect our environment, and strengthen our charter schools. The City of Cape Coral's Annual Budget is available on the City's website, www.capecoral.gov.

Following the release of the City Manager's Proposed Budget on July 30, 2021 workshops with the City Council were held in August and September to discuss the proposed budget, programs, capital improvements, and funding. Below is a summary of the FY 2022 Proposed and Adopted Budgets.

Fund Type	FY 2022 Proposed Budget	FY 2022 Increase / Decrease	FY 2022 Adopted Budget
General Fund	\$ 303,596,335	\$ (7,005,437)	\$ 296,590,898
Special Revenue Funds	163,255,219	9,813,978	173,069,197
Capital Projects Funds	40,290,039	(8,994,531)	31,295,508
Debt Service Funds	21,442,821	2,877,415	24,320,236
Enterprise Funds	343,448,224	-	343,448,224
Internal Service Service Funds	71,180,802	653,185	71,833,987
Charter Schools Funds	35,647,795	2,258,274	37,906,069
Total Expenditures All Funds	\$ 978,861,235	\$ (397,116)	\$ 978,464,119

The following is an explanation of variances from the FY 2022 Proposed Budget to the FY 2022 Adopted Budget:

General Fund: The overall decrease in the General Fund results from: (1) the adoption of the millage rate of 6.250 mills from the proposed millage rate of 6.3750 mills or \$2,205,956; (2) additional positions: six Fire Fighters and equipment, an upgrade of Fire Inspector to Lieutenant, reinstate Fire Lieutenant position and an additional Quartermaster and operating supplies; (3) reduction in funding for the Jaycee Park Shoreline from \$1,150,000 to \$350,000 for design only; (4) funding an advance to the Community Redevelopment Agency of \$10,350,000 for an economic development project assistance agreement.

Special Revenue Funds: The majority of the increase in the Special Revenue Funds is in the Community Redevelopment Agency Fund as a result of the advance of \$10,350,000 from General Fund for project assistance. City Centrum was collapsed and moved into the General Fund in the amount of \$131,901 and an additional transfer out from the Six Cent Gas Tax Fund of \$249,829 to the Capital Projects Fund for road improvements.

Capital Projects Funds: Capital Projects Funds has a decrease of \$8,994,531 primarily in the Community Redevelopment Agency Projects fund offset by an increase in land purchases and a decrease in parking garage maintenance.

Internal Service Funds: Internal Service Funds increase results from the City Property Management Fund as the Custodial Service Division assumed the cost of the custodial services for the Oasis Charter School Authority.

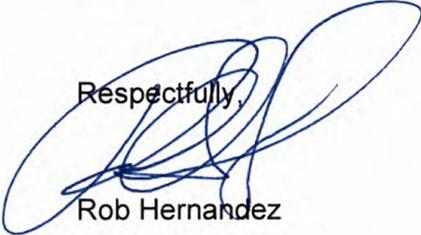
Debt Service Funds: The Debt Service Funds increased by \$2,877,415 due to the issuance of debt for the Parks GO Bond Master Plan Project.

Charter School Funds: Charter School Authority Funds increase results mainly from the final approval of the adjustment for the Florida Education Finance Program reflecting an increase of \$53 to Base Student Allocation; total funds per student from \$7,756 to \$7,809.

I would like to thank the Mayor and Council for your foresight and support of the budget. As we are all aware, a budget captures the plans and initiatives needed to help drive our success both today and into the future. As the adoption phase of this budget cycle has ended and the planning for the upcoming cycle begins, the work we put into this FY 2022 Adopted Budget continues to provide a solid foundation for the "sustainability" of our future.

We are a great city with great employees, great businesses, and great residents. We are, after all, *Flowing with Possibilities!*

Respectfully,



Rob Hernandez

City Manager



July 30, 2021

Honorable Mayor and Members of the City Council:

I am pleased to present the City of Cape Coral's Proposed Budget for Fiscal Year 2022 (FY22) as required by the City Charter. This budget helps us do the following: expand public safety, improve facilities and amenities, invest in our infrastructure, beautify neighborhoods, add more sidewalks, attract businesses, protect our environment, and strengthen our charter schools.

The annual budget is among the most important documents a local government produces. It is a roadmap for accomplishing the financial, infrastructure and service delivery goals we establish for the upcoming fiscal year. It allocates limited resources among the various priorities we deem important for the organization and the community. While the budget is developed with input from staff, elected officials, citizen volunteers appointed to the Budget Review Committee and the public, it is first and last, the people's budget.

Unlike last year, we enter FY22 with an optimistic view of what lies ahead. This past year was filled with considerable change and uncertainty. The City welcomed a new city manager, new city council members, new mayor, new financial services director, and a new police chief during FY21. We also transitioned to a new financial management system, which presented many challenges.

COVID-19 consumed our lives last year redirecting our efforts toward protecting public and employee health while still operating a full-service city. We emerged from the uncertainties of the COVID-19 pandemic in good financial standing. Our city was fortunate to avoid most of the negative economic impacts experienced by other communities. Instead, we flourished and attracted new residents and investment at a pace unseen since prior to the Great Recession of 2007-2009, with the city ranking among the top areas in the nation for growth. Building permit activity exceeded \$1 billion through just nine months of FY21 alone. We issued 3,053 new single-family home permits through June 30, 2021. While this impressive growth presents many benefits, it also poses challenges for us as we strive to keep pace with this growth. Fortunately, the City's diversified revenue streams and actions taken throughout the year allowed us to enter FY22 in a strong financial position.

Budget Overview

The Lee County Property Appraiser's 2021 estimate of the City of Cape Coral's taxable value increased by 10.88 percent from \$16.6 billion to \$18.4 billion, still below our peak of \$21.7 billion in 2007. We experienced growth in taxable value from new construction in the amount of \$616 million. At the rolled-back rate of 5.9962 mills, the estimated taxes would provide an additional \$4.2 million, or \$105.8 million in total ad valorem taxes. Maintaining the millage rate at 6.3750 mills generates \$112.5 million in ad valorem taxes, affording the City an additional \$10.9 million

for more police officers in our neighborhoods, expanded community beautification efforts, and other necessary investments in infrastructure, services and personnel.

The FY22 Proposed Budget for all funds totals \$978,861,235 including fund balances, transfers, and the Charter School Authority. This is \$427,350 more than the FY21 Adopted Budget of \$978,433,885 or a 0.4 percent increase. The following chart summarizes the FY22 Proposed Operating Budget.

Fund Type	FT 2021 Adopted	FY 2022 Proposed	Change from FY 2021 Adopted	Percentage Change	FY 2023 Forecast	FY 2024 Forecast
General Fund	\$ 253,670,210	\$ 303,596,335	\$ 49,926,125	19.68%	\$ 309,173,461	\$ 330,577,773
Special Revenue Funds	105,208,688	163,255,219	58,046,531	55.17%	160,940,162	177,721,697
Debt Service Funds	24,670,337	21,442,821	(3,227,516)	-13.08%	27,691,619	23,057,150
Capital Projects Funds	19,935,919	40,290,039	20,354,120	102.10%	14,455,602	8,007,000
Enterprise Funds	469,064,118	343,448,224	(125,615,894)	-26.78%	282,165,788	336,479,477
Internal Service Funds	69,106,707	71,180,802	2,074,095	3.00%	73,958,547	76,820,899
Charter School Funds	36,777,906	35,647,795	(1,130,111)	-3.07%	32,590,880	31,315,636
Total Expenditures All Funds	\$ 978,433,885	\$ 978,861,235	\$ 427,350	0.04%	\$ 900,976,059	\$ 983,979,632

This Proposed Budget reflects our focus on maintaining the City’s positive financial standing while responding to a growing demand for services and infrastructure. As a starting point, we held our departmental budgets constant except for non-discretionary adjustments required by contractual obligations. We added staff where necessary to address increased workloads, enhance public safety, increase service, or as required by capital projects. It also reflects the desires our residents expressed throughout the strategic planning process started earlier this year: more amenities, increased economic and business opportunities, enhanced services, and expanded infrastructure, among others.

As part of our revenue diversification efforts, we implemented a non-ad valorem assessment several years ago to offset the cost of providing fire services and to reduce over-reliance on property taxes. The City uses a two-tiered approach to calculate the assessment. This method requires all properties to participate at a set amount regardless of size (Tier 1). Tier 2 calculates an added cost for developed properties based on building cost value and extra features. For FY22, the City’s Fire Services Assessment stays at 62 percent cost recovery yielding a total amount of \$30.7 million, a \$1.8 million increase or 6.42 percent over the prior year, which will result in a change in the tier values. The Tier 1 rate will increase from \$147.42 to \$157.16 or \$9.74; the Tier 2 rate is increasing from \$2.51 per Equivalent Benefit Unit (EBU) to \$2.54 per unit. The financial impact on a property with a “building cost/building extra” value of \$150,000 will be an increase of about \$11 in FY22.

We recommend expanding two funding sources to ensure the long-term financial sustainability of the City’s charter school system and to address increased demand on City services from short-term rentals. First, we propose removing the first 500-kilowatt hours of usage exemption from the Public Service Tax, as well as including natural gas and propane fuel purchases. This yields an estimated \$2.6 million and \$120,000, respectively. These revenues would be dedicated toward supporting the City’s four municipal charter schools. Second, we recommend applying the current business tax to short-term rentals. This will yield approximately \$81,000 in revenues, which we would dedicate to offsetting increased code enforcement costs associated with short-term rentals.

General Fund Overview

The Proposed General Fund is \$303,596,335, including estimated fund balances. This is \$49,926,125 more than the FY21 adopted budget of \$253,670,210, which is a 19.7 percent increase. The General Fund supports the overall operations of city government including police and fire protection, parks and recreation, code enforcement, public works and others. It also provides the resources necessary for important infrastructure and community investments.

The following chart provides a view of the General Fund budget by expense category.

General Fund	FY 2021 Adopted	FY 2022 Proposed	Change from FY 2021 Adopted	Percentage Change	FY 2023 Forecast	FY 2024 Forecast
Personnel Services	\$ 127,191,159	\$ 134,178,665	\$ 6,987,506	5.49%	\$ 139,512,771	\$ 145,193,560
Operating	41,363,893	42,343,163	979,270	2.37%	42,915,353	43,723,668
Capital Outlay	4,773,469	12,341,611	7,568,142	158.55%	5,732,368	5,884,283
Other/Transfers Out	21,444,978	32,423,799	10,978,821	51.20%	25,174,838	26,255,454
Reserves	58,896,711	82,309,097	23,412,386	39.75%	95,858,131	109,520,217
Total	\$ 253,670,210	\$ 303,596,335	\$ 49,926,125	19.68%	\$ 309,193,461	\$ 330,577,182

The Proposed General Fund Budget includes one-time use of unassigned Fund Balance for capital investments. If adopted as presented, the Fund Balance will maintain 2.5 months of expenditures in reserve. This reserve level follows our adopted financial policies. Our recommended use of these funds includes:

\$10,350,000 loan to the Community Redevelopment Agency to fund 125 structured public parking spaces and sanitary sewer relocation as part of *The Cape at 47th* mixed-use redevelopment of the former Village Square site.

\$1,544,000 for the Cape**Competes** economic and business development incentive program.

\$1,000,000 to establish a long-term bridge rehabilitation reserve fund.

\$1,000,000 for enhanced community beautification efforts including median landscaping.

\$2,500,000 for new sidewalks within one mile of schools.

Other highlights included in the FY22 Proposed Budget are:

Key Investments – Public Safety

Fire Station 13 design (FY22) and construction (FY23) to address population growth and reduce response times in the northeast area of the city.

Purchase of a ladder fire truck for Fire Station 13.

Eighteen additional firefighting personnel for Fire Station 12, currently under construction.

\$80,000 to connect City Hall’s fire sprinkler system to potable water as required by ordinance.

\$80,000 to connect Fire Station 7 to potable water and sewer services.

\$113,002 to replace cardiac monitors within the Fire Department.

\$200,000 grant match to replace an existing fire boat.

One additional fire code inspector.

Fifteen police officers and one support position for the Police Department.

- Transfer of two administrative positions from the City Clerk to the Police Department.
- Police Training Center construction and staffing.
- Expedited replacement of mechanically unreliable police and fire response vehicles through low-cost debt.

Key Investments – Parks and Neighborhoods

- \$1,000,000 for median enhancements within Utilities Extension Program 2 (UEP 2) neighborhoods.
- \$1,312,000 for community beautification and median improvements.
- Twenty-six additional positions within the Parks and Recreation Department to operate and maintain new parks constructed under the Parks General Obligation Bonds.
- \$1,500,000 grant match for Jaycee Park shoreline improvements.
- \$260,000 for construction of the Bimini Basin Mooring Field.
- \$1,891,021 for parks and recreation facility repairs and improvements to include air conditioner replacements, roof replacements and addressing deferred maintenance needs.
- \$800,000 toward replacing golf cart paths and other improvements at the Coral Oaks Golf Course.

Key Investments - Economic and Business Development

- \$1,844,000 (\$1,544,000 reallocated from the General Fund Unassigned and Committed fund balance to the Economic and Business Development Fund) to provide incentives for businesses expanding in or moving to the city.

Key Investments - Environmental Sustainability

- Arborist to safeguard the City's considerable investment in trees and landscaping.
- Pre-treatment technician funded through the Water and Sewer Fund to keep fats, oils and grease out of the City's sanitary sewer system.
- Two positions within the Solid Waste Fund to provide oversight of solid waste disposal services.

Key Investments - Infrastructure

- \$7,020,000 for road and alley resurfacing projects.
- \$2,000,000 for design of a long-overdue fleet maintenance facility.
- \$200,000 for a long-term facility master plan.

Key Investments – Our Municipal Charter School System

- \$1,700,000 toward annual debt service payments
- \$300,000 for capital equipment and maintenance
- \$600,000 to establish a charter school capital reserve fund.

Conclusion

We have been successful over the past several years by having sound financial policies in place and by following a conservative multi-year financial plan. This approach provides us the opportunity to present a proposed budget that meets the needs of the community and offers our citizens high-quality services at reasonable costs.

While property values and growth remain strong, it is inevitable that this trend will taper off over time. We must remain vigilant to our future challenges led in part by our growth, while continuing to invest in the community through necessary capital improvements and personnel to provide acceptable service levels. 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 the public's funds. We think it wise to continue following a three-year budget plan with a five-year financial forecast and be thoughtful in deciding how to distribute revenues among competing demands. We must work to secure our continued economic sustainability while ensuring we provide the services and amenities our residents expect from us.

The FY22 Proposed Budget is a balanced approach to achieving our goals and meeting the commitment to our residents. With this budget, we are resolving some immediate needs and providing a path forward to address known future needs while keeping an appropriate amount in reserve.

With almost 200,000 residents, Cape Coral is now the eighth largest city in the state. As we continue to grow, we must be prepared to meet the challenges and expectations presented by our current and future residents. We can meet these challenges if we work together to deliver a clear vision for Cape Coral and provide the resources necessary to reach our goals.

To continue our progress, we must build on our relationship with the community and work to foster mutual respect and trust in government. The best way to accomplish this goal is to continue our philosophy of transparency with our residents and keeping our promise to deliver the high-quality services they demand as efficiently and cost-effectively as possible.

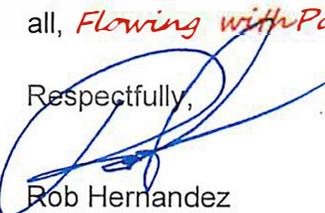
As always, I want to thank our staff for their commitment to our city and their ongoing efforts to make Cape Coral a great city. I am proud to work with these dedicated employees.

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

Finally, I would like to express staff's appreciation of your efforts in moving Cape Coral into the future. We appreciate your service to the community. Your steady leadership and commitment will ensure our continued success.

We are a great city with great employees, great businesses and great residents. We are, after all, *Flowing with Possibilities!*

Respectfully,



Rob Hernandez
City Manager



BUDGET OVERVIEW

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UNDERSTANDING THE BUDGET

The City of Cape Coral's budget is produced in conformance with guidelines established by the Government Finance Officers Association, 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 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.

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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, 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 division.

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 and 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 division with associated revenues.

BUDGET PROCESS

Preparation of the FY 2022 - 2024 Budget represents the culmination of a yearlong process that integrates financial planning, trend analysis, accounting enhancements, goals and objectives and strategic planning into service delivery. In so doing, the City of Cape Coral's budget continues its conformance with the four basic criteria established by the Government Finance Officers Association.

Policy Document

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

Operations Guide

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

Financial Plan

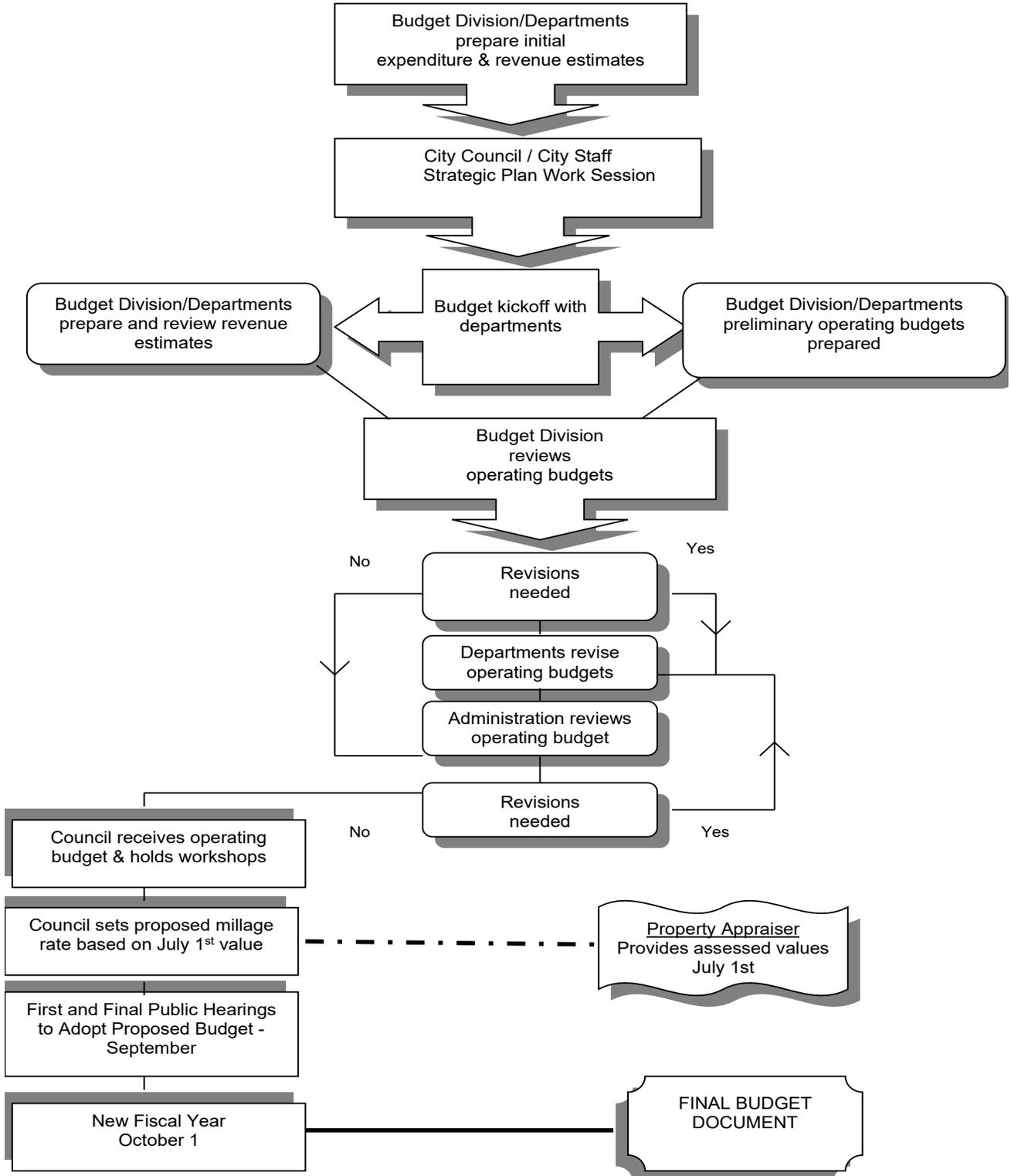
The budget presents the City's fiscal resources through a process of needs analysis, service delivery priorities and contingency planning. The document includes the current and long-term debt obligations, list of major projects (including an asset improvement plan) and the basis of budgeting for all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

Communications Device

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

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TYPICAL BUDGET PROCESS



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BUDGET CALENDAR

	FY 2021									FY 2022		
	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC
Strategic Plan Update			X									
Budget Kickoff with City Council and Budget Review		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 2022 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 Kickoff with City Council

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.

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Late July/ Early August

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

August

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

September – Public Hearings

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

The second public hearing is held within fifteen days following the first public hearing. Advertisement in the newspaper is required three to five 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

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granted within guidelines to various levels of management. Formal legal appropriation by the City Council is at the department level for the general fund and at the fund level for all other funds in order to allow the degree of flexibility provided by the City policy.

Basis of Budgeting

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

- Lease and financing proceeds are included as revenue
- Principal payments on debt are included as expenditures
- Cash outlay for both equipment and capital projects are included as expenditures
- Depreciation expense and other non-cash expenses such as Other Post-Employment Benefits (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.

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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 and 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,

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actual costs of providing such services will be calculated and a recommendation provided to City Council regarding the charges and rates to be levied, considering 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

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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 AND 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 and Program Cost Accounting and 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

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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

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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 and 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.

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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.

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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.

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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.

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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 and 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.

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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

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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

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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.

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- 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

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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 and 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 2022-2026 Budget includes:

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

All 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 and 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.

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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 and Sewer Operating Fund. The General Fund focus has been on achieving economic sustainability through revenue diversification. A primary focus of the Water and 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.

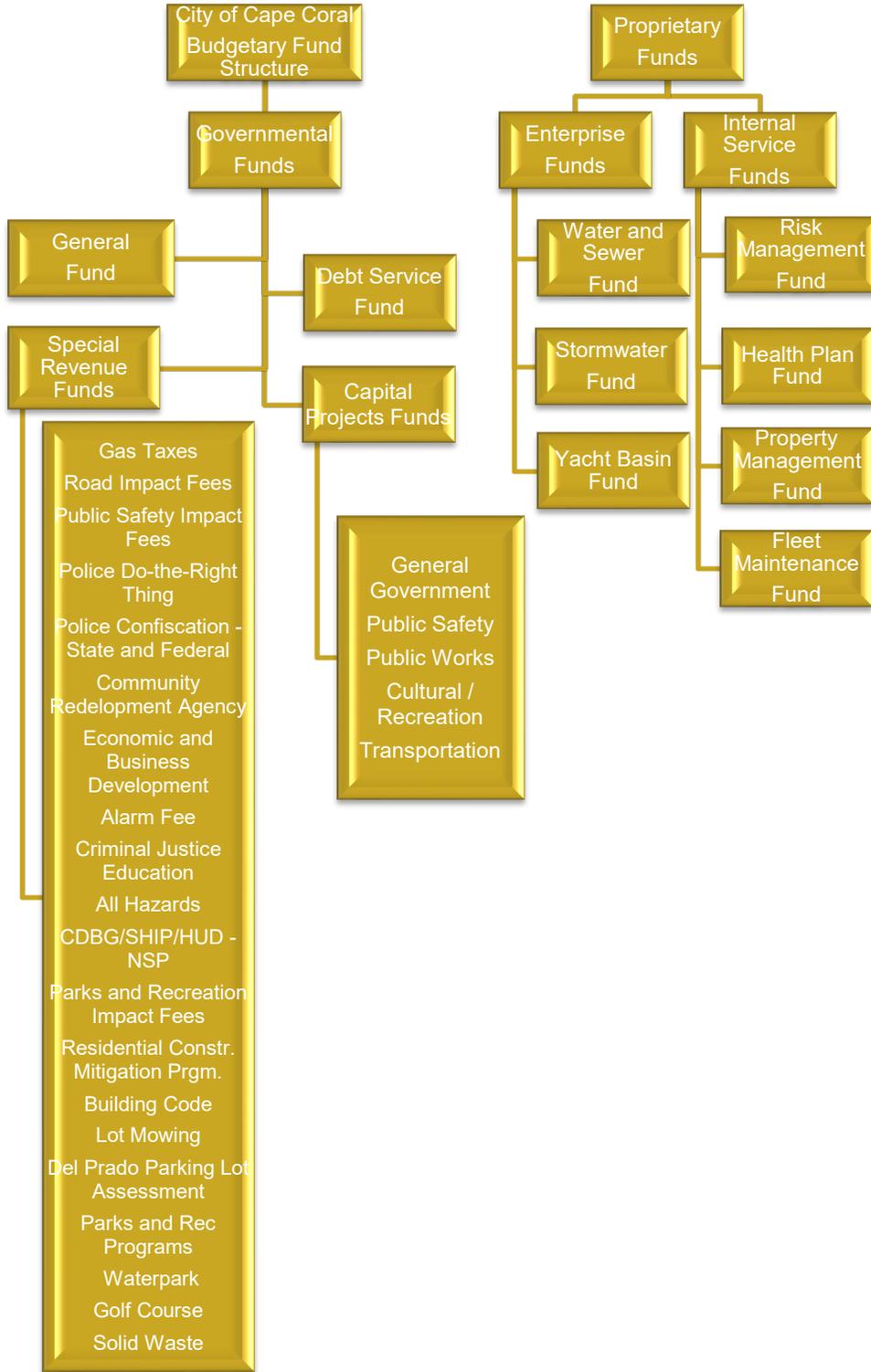
Internal Service Funds - Account for the financing of goods or services provided by one department or agency to other departments or agencies of the governmental unit, on a cost reimbursement basis.

FIDUCIARY FUND TYPES

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

**City of Cape Coral, Florida
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Fund Structure



City of Cape Coral, Florida
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DEPARTMENT AND FUND RELATIONSHIP

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

STRATEGIC PLANNING

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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 City of Cape Coral is embarking on a process to develop a vision for Cape Coral and a strategic plan to make that vision a reality. In order for the research team to engage and capture feedback from all stakeholders, this project has been designed to allow for various opportunities of feedback that will drive the content of the final plan. The project will wrap up with a formal document and presentation being delivered to the Cape Coral City Council.

Cape Coral has hired the Florida Institute of Government to facilitate this project and to write and present that final strategic plan to the City Council.



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.

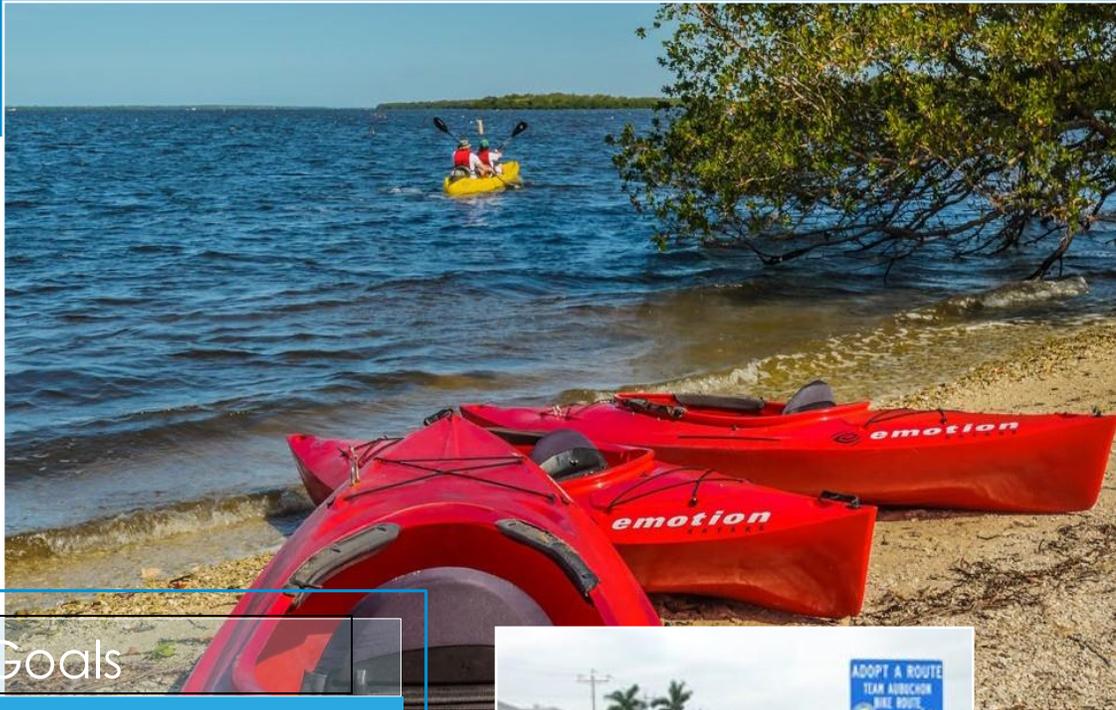
ELEMENT E: INCREASE QUALITY OF LIFE FOR OUR CITIZENS BY DELIVERING PROGRAMS AND SERVICES THAT FOSTER A SAFE COMMUNITY.

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.

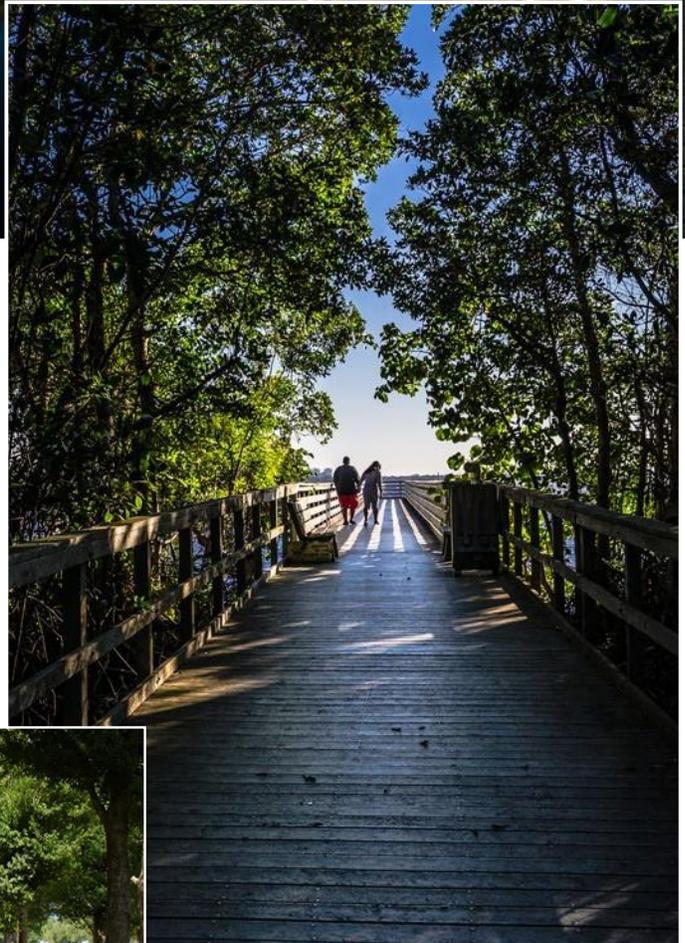


SMART Goals



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.



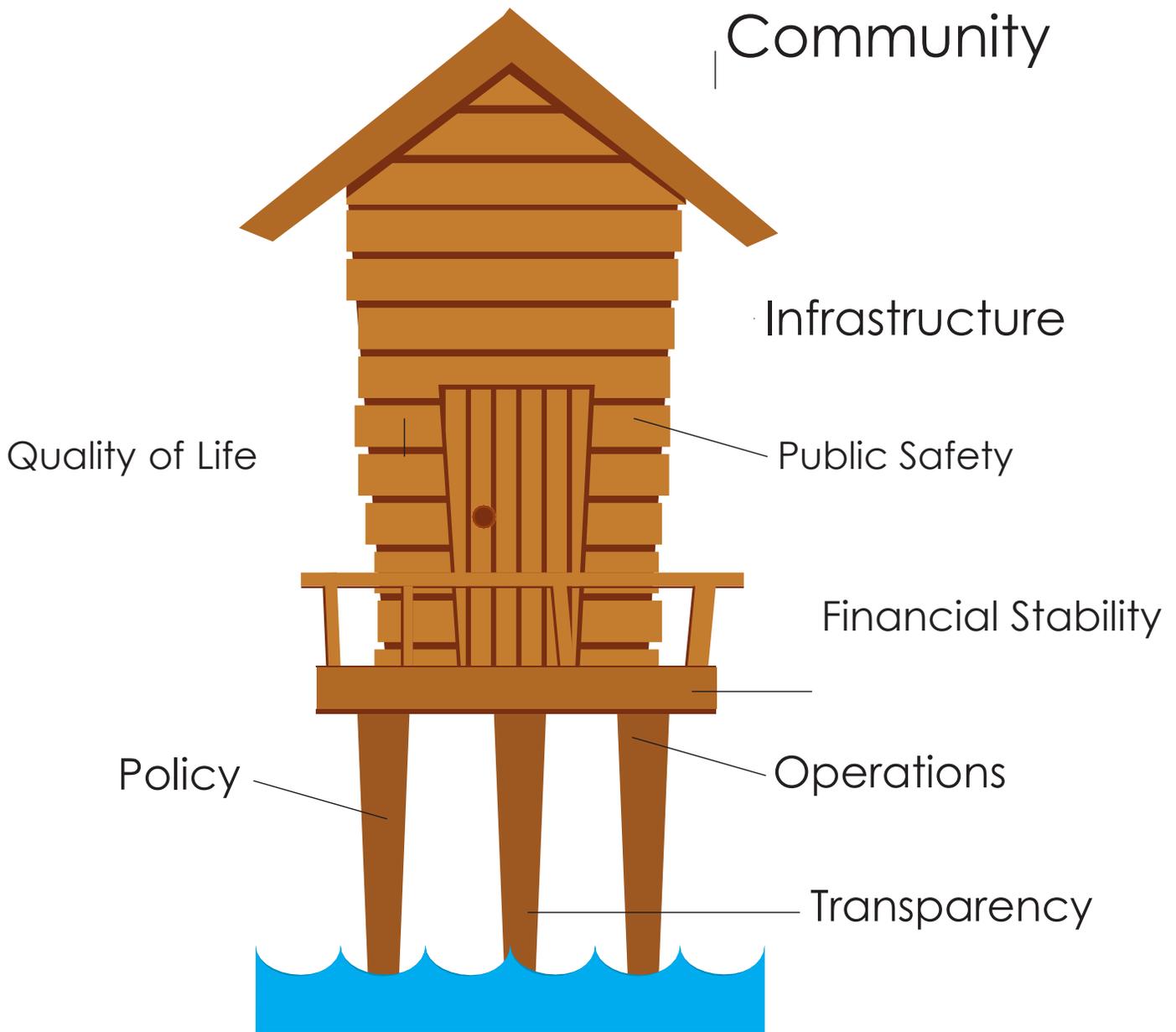


SMART Goals

- 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 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate	3 - 5 Yr. Goal
COMMERCIAL	DCD	20	24	40	51	41	86	91	40
SINGE FAMILY	DCD	204	1,661	2,187	1,874	2,276	3,582	3,797	3,797
MULTI FAMILY	DCD	3	20	7	21	18	26	28	20
TOTAL	DCD	227	1,705	2,234	1,946	2,335	3,694	3,916	3,857

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 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate	3 - 5 Yr. Goal
Ad Valorem receipts as percentage of total General Fund revenue sources excluding balances brought forward	Finance	50%	50%	48%	47%	48%	53%	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.

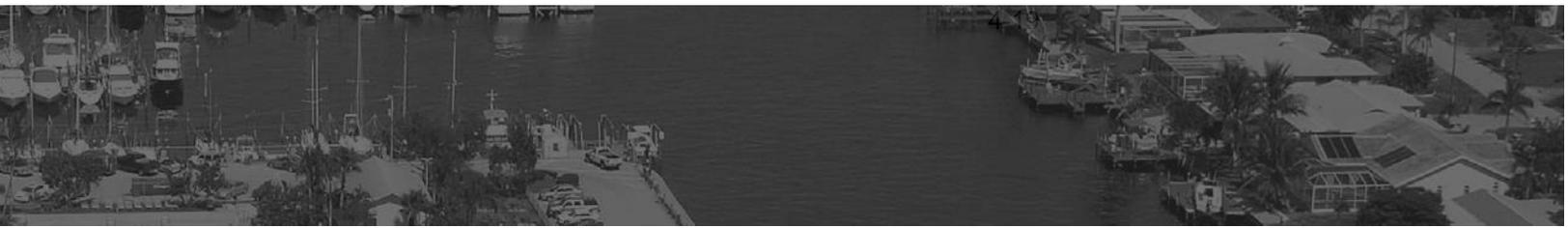
ELEMENT C: INVEST IN COMMUNITY INFRASTRUCTURE INCLUDING UTILITIES EXPANSION IMPROVEMENTS TO ENHANCE THE CITY'S ABILITY TO MEET ITS CURRENT AND FUTURE NEEDS

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

Key Performance Indicator(s)	Dept. / Div.	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate	3 - 5 Yr. Goal
Objective: Complete Public Safety Training Facility Master Plan									
% of Plan completed	Police	7%	7%	15%	30%	45%	60%	60%	100%
Milestones for Objective:									
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 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate	3 - 5 Yr. Goal
Objective: Implement Annual Paving Plan for major and local roads									
Annual Paving Plan Lane Miles	Public Works	399	134	130	101	100	100	100	100
Objective: Implement Median Landscaping Green Space									
Annual Landscaping Median GreenSpace	Public Works	31	31	39	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 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate	3 - 5 Yr. Goal
# of Newsletters distributed to all Improved and Business Addresses	City Mgr PIO	82567	82,339	82,540	82,822	89,426	90,000	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 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	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	10000%	100	217	130	44	100	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

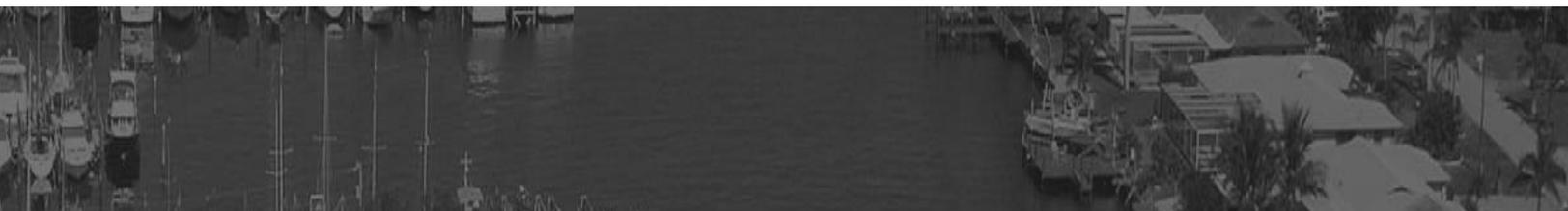
# of Community Engagements by Exec. Staff	Police	N/A	52	82	62	40	65	65	75
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# of Community Events with Police Personnel	Police	N/A	233	224	189	137	200	200	225
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Strategic Initiative E.3: Establish a 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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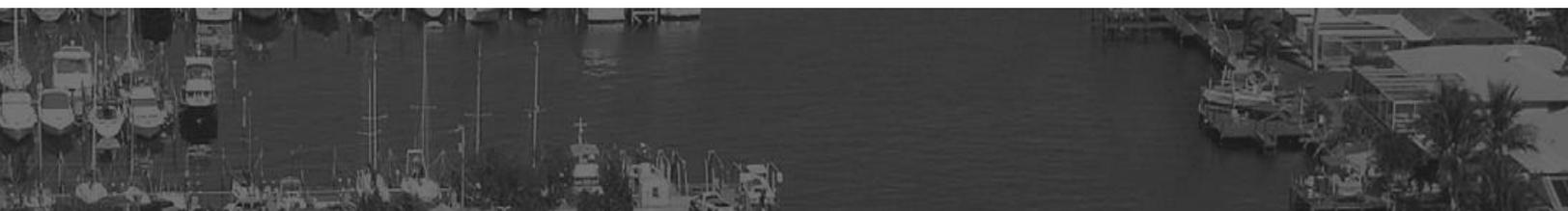


Element F: Enhance the quality of life through arts and culture to create and promote a vibrant, culturally diverse community.

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 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2021 Estimate	3 - 5 Yr. Goal
Objective: Offer a diverse range of youth, adult, and senior recreational programming									
# of Recreation programs offered	P&R	2,981	2,702	2,729	2,720	2,728	2,736	2,736	2,750
Objective: Develop a festival gathering area within the City									
% Completion of Festival Park property purchases	P&R/ Real Estate	79%	80%	81%	85%	88%	90%	100%	100%
Objective: Continue special events, such as art/craft shows, festivals, block parties, concerts and other events									
# of Special Events Conducted/Hosted/Sponsored	P&R	82	66	86	57	73	16	79	85
Objective: Increase access to the City's freshwater and saltwater canal systems for boating and other recreational opportunities.									
# of Public Access Ramps/Launches	P&R	14	14	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 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate	3 - 5 Yr. Goal
Objective: Remain committed stewards of natural habitats and wildlife									
# 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.

- 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

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

- 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

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

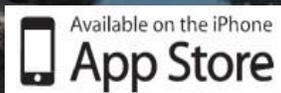
- Issue a multi-year budget approved by Council which maintains a minimum of 2 months of operating reserves.
- Maintain reliance and dependency on ad valorem tax receipts at or below 58% of annual General Fund revenue sources excluding balances brought forward.
- Increase civic engagement and access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





To volunteer visit
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



1015 Cultural Park Blvd., Cape Coral, FL 33990

FINANCIAL HIGHLIGHTS

Financial Highlights	5
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City of Cape Coral, Florida
FY 2022 – 2024 Adopted Budget

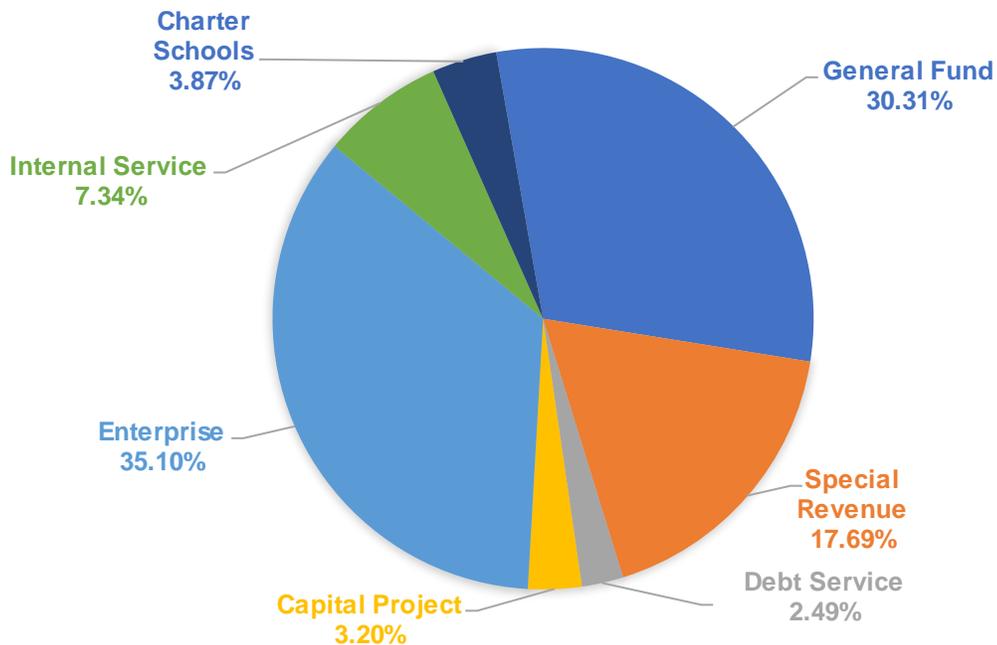
Budget Highlights and Summary Schedules

The table below provides a summary of the total budget for all funds for Fiscal Year 2021–2024. The FY 2022 Budget is \$978.5 million and includes \$296.6 million for General Fund expenditures and reserves of \$71.9 million.

Fund Type Summary	FY 2021	FY 2021	FY 2022	FY 2023	FY 2024
	Adopted	Amended	Adopted	Forecast	Forecast
General Fund	\$ 253,670,210	\$ 289,562,727	\$ 296,590,898	\$ 290,475,674	\$ 305,923,364
Special Revenue	105,208,688	166,429,319	173,069,197	160,145,903	175,830,484
Debt Service	24,670,337	25,220,647	24,320,236	27,691,619	23,057,150
Capital Project	19,935,919	65,484,784	31,295,508	15,627,578	9,500,262
Enterprise	469,064,118	506,937,026	343,448,224	282,113,770	335,206,050
Internal Service	69,106,707	65,670,703	71,833,987	74,620,960	77,491,930
Charter Schools	36,777,906	37,418,355	37,906,069	32,590,880	31,315,636
Total	\$ 978,433,885	\$ 1,156,723,561	\$ 978,464,119	\$ 883,266,384	\$ 958,324,876

Governmental accounting and budgeting utilize fund types to account for activities.

Total Budget by Fund Type



City of Cape Coral, Florida
FY 2022 – 2024 Adopted Budget

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

Fund Type Summary	FY 2020	FY 2021	FY 2021	FY 2022	FY 2023	FY 2024
	Actual	Adopted	Amended	Adopted	Forecast	Forecast
General Fund	\$ 184,436,752	\$ 253,670,210	\$ 289,562,727	\$ 296,590,898	\$ 290,475,674	\$ 305,923,364
Special Revenue	51,838,053	105,208,688	166,429,319	173,069,197	160,145,903	175,830,484
Debt Service	70,103,070	24,670,337	25,220,647	24,320,236	27,691,619	23,057,150
Capital Project	20,917,415	19,935,919	65,484,784	31,295,508	15,627,578	9,500,262
Enterprise	256,691,499	469,064,118	506,937,026	343,448,224	282,113,770	335,206,050
Internal Service	39,330,263	69,106,707	65,670,703	71,833,987	74,620,960	77,491,930
Charter Schools	25,922,189	36,777,906	37,418,355	37,906,069	32,590,880	31,315,636
Total	\$ 649,239,241	\$ 978,433,885	\$ 1,156,723,561	\$ 978,464,119	\$ 883,266,384	\$ 958,324,876

ALL FUNDS

Category - All Funds	FY 2020	FY 2021	FY 2021	FY 2022	FY 2023	FY 2024
	Actual	Adopted	Amended	Adopted	Forecast	Forecast
Personnel Services	\$ 196,298,169	\$ 212,646,636	\$ 214,614,642	\$ 222,020,077	\$ 231,265,507	\$ 239,552,726
Operating	119,015,961	144,718,757	169,295,582	175,030,281	163,090,094	166,047,124
Capital/Infrastructure	89,188,524	190,149,381	257,479,484	131,524,870	59,089,590	132,009,678
Debt Service	107,410,908	70,048,445	81,200,571	65,241,658	75,308,827	64,933,918
Other/Transfers Out	137,325,680	156,745,400	186,499,166	150,524,941	120,783,903	99,738,484
Subtotal	649,239,241	774,308,619	909,089,445	744,341,827	649,537,921	702,281,930
Reserves	-	204,125,266	247,634,116	234,122,292	233,728,463	256,042,946
Total	\$ 649,239,241	\$ 978,433,885	\$ 1,156,723,561	\$ 978,464,119	\$ 883,266,384	\$ 958,324,876

GENERAL FUND

Category - General Fund	FY 2020	FY 2021	FY 2021	FY 2022	FY 2023	FY 2024
	Actual	Adopted	Amended	Adopted	Forecast	Forecast
Personnel Services	\$ 119,918,600	\$ 127,191,159	\$ 128,789,447	\$ 134,007,343	\$ 140,345,530	\$ 146,053,365
Operating	34,987,301	41,363,893	43,991,482	43,288,165	43,462,432	44,272,937
Capital/Infrastructure	6,847,817	4,773,469	7,283,511	10,894,243	7,811,618	8,524,772
Debt Service	-	-	-	-	-	-
Other/Transfers Out	22,683,034	21,444,978	23,934,457	36,508,283	19,122,442	19,596,330
Subtotal	184,436,752	194,773,499	203,998,897	224,698,034	210,742,022	218,447,404
Reserves	-	58,896,711	85,563,830	71,892,864	79,733,652	87,475,960
Total	\$ 184,436,752	\$ 253,670,210	\$ 289,562,727	\$ 296,590,898	\$ 290,475,674	\$ 305,923,364

General Fund	FY 2020	FY 2021	FY 2021	FY 2022	FY 2023	FY 2024
	Actual	Adopted	Amended	Adopted	Forecast	Forecast
Appropriations	\$ 184,436,752	\$ 194,773,499	\$ 203,998,897	\$ 224,698,034	\$ 210,742,022	\$ 218,447,404
Assigned Reserves	-	15,976,576	21,467,950	70,745,591	35,315,750	35,315,750
Unassigned Reserves:	-	42,920,135	64,095,880	1,147,273	44,417,902	52,160,210
Total	\$ 184,436,752	\$ 253,670,210	\$ 289,562,727	\$ 296,590,898	\$ 290,475,674	\$ 305,923,364

1 Month Operating	14,277,558	15,222,316	15,881,163	18,311,936	16,807,889	17,465,662
# Months of Reserves		\$ 2.82	\$ 2.50	\$ 2.50	\$ 2.50	\$ 2.50
% of Expenditures		20%	19%	20%	20%	20%

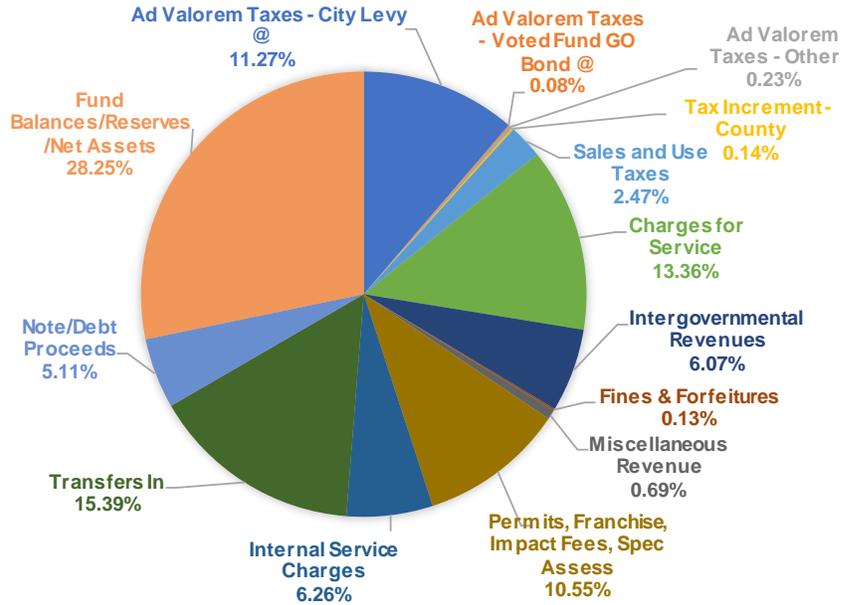
**City of Cape Coral, Florida
FY 2022 – 2024 Adopted Budget**

BUDGET SUMMARY									
City of Cape Coral, Florida FY 2022									
THE OPERATING BUDGET EXPENDITURES OF THE CITY OF CAPE CORAL ARE A 3.85% DECREASE FROM LAST YEARS TOTAL OPERATING EXPENDITURES									
SOURCES		GENERAL	SPECIAL	DEBT	CAPITAL	ENTERPRISE	INTERNAL	CHARTER	TOTAL ALL
		FUND	REVENUE	SERVICE	PROJECT	FUNDS	SERVICE	SCHOOL	FUNDS
Taxes:									
Ad Valorem Taxes - City Levy @ 6.2500		\$ 110,297,819	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 110,297,819
Ad Valorem Taxes - Voted Fund GO Bond @ 0.0471		-	-	831,204	-	-	-	-	831,204
Ad Valorem Taxes - Other		1,095,676	1,186,038	-	-	-	-	-	2,281,714
Tax Increment - County		-	1,374,131	-	-	-	-	-	1,374,131
Sales and Use Taxes		13,701,498	10,438,737	-	-	-	-	-	24,140,235
Charges for Service		3,143,285	13,710,240	-	-	112,983,075	-	860,800	130,697,400
Intergovernmental Revenues		28,400,467	2,966,623	-	-	-	-	27,990,662	59,357,752
Fines & Forfeitures		536,915	50,220	-	-	657,597	-	-	1,244,732
Miscellaneous Revenue		3,725,369	320,839	1,492,875	-	431,927	600,000	222,162	6,793,172
Permits, Franchise, Impact Fees, Spec Assess		35,607,266	40,029,418	-	-	27,571,423	-	-	103,208,107
Internal Service Charges		8,579,158	-	-	-	242,569	52,415,891	-	61,237,618
TOTAL SOURCES		\$205,087,453	\$ 70,076,246	\$2,324,079	\$ -	\$ 141,886,591	\$ 53,015,891	\$ 29,073,624	\$501,463,884
Transfers In		849,422	22,997,363	17,451,039	31,295,508	77,931,609	-	58,000	150,582,941
Note/Debt Proceeds		-	-	-	-	50,000,000	-	-	50,000,000
Fund Balances/Reserves/Net Assets		90,654,023	79,995,588	4,545,118	-	73,630,024	18,818,096	8,774,445	276,417,294
TOTAL REVENUES, TRANSFERS & BALANCES		\$296,590,898	\$ 173,069,197	\$ 24,320,236	\$ 31,295,508	\$ 343,448,224	\$ 71,833,987	\$ 37,906,069	\$ 978,464,119
USES									
General Government		\$ 65,350,705	\$ -	\$ -	\$ 3,355,469	\$ -	\$ -	\$ -	\$ 68,706,174
Public Safety		93,500,682	13,086,728	-	13,633,039	-	-	-	120,220,449
Physical Environment		-	12,309,872	-	-	163,452,963	-	-	175,762,835
Transportation		14,124,461	1,829,863	-	14,307,000	-	-	-	30,261,324
Economic Environment		5,710,339	15,264,762	-	-	-	-	-	20,975,101
Culture/Recreation		9,503,564	18,670,591	-	-	728,297	-	30,982,315	59,884,767
Debt Service		-	-	22,220,451	-	42,981,191	-	41,168	65,242,810
Internal Services		-	-	-	-	-	52,763,426	-	52,763,426
TOTAL EXPENDITURES		\$ 188,189,751	\$ 61,161,816	\$ 22,220,451	\$ 31,295,508	\$ 207,162,451	\$ 52,763,426	\$ 31,023,483	\$ 593,816,886
Transfers Out		36,508,283	33,823,341	-	-	80,193,317	-	-	150,524,941
Reserves		71,892,864	78,084,040	2,099,785	-	56,092,456	19,070,561	6,882,586	234,122,292
TOTAL APPROPRIATED EXPENDITURES, TRANSFERS, RESERVES, & BALANCES		\$ 296,590,898	\$ 173,069,197	\$ 24,320,236	\$ 31,295,508	\$ 343,448,224	\$ 71,833,987	\$ 37,906,069	\$ 978,464,119
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 2022 – 2024 Adopted Budget**

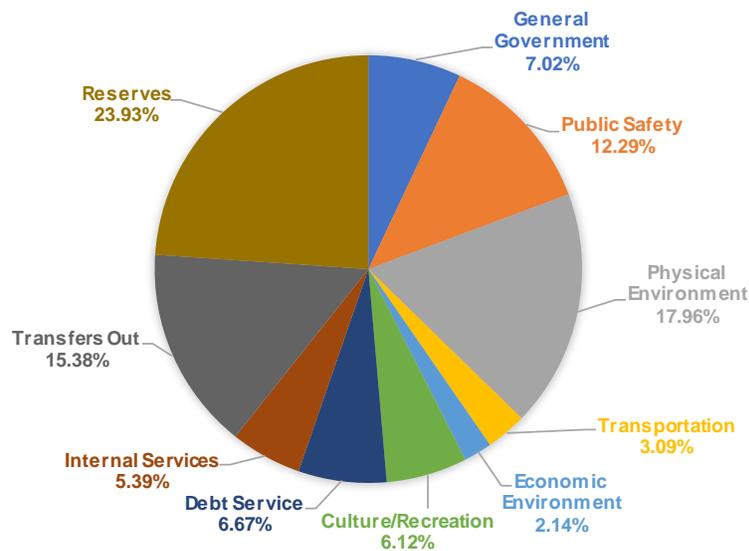
The City has several revenue sources, each representing a different percentage of total revenues. The following chart shows the sources:

**Sources – Where the Money Comes From
FY 2022 All Funds**



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

**Uses – Where the Money Goes
FY 2022 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 two percent annually for the last five years in constant dollars. Trend analysis would extend the two 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.

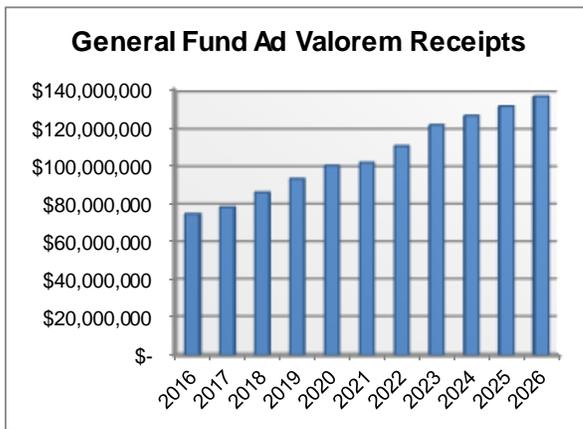
**City of Cape Coral, Florida
FY 2022 – 2024 Adopted Budget**

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.

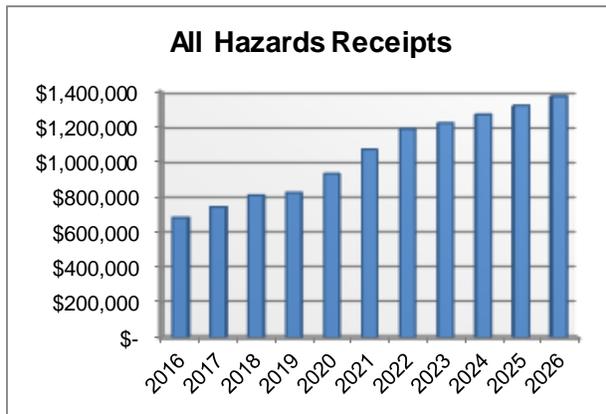
A millage rate of one mill produces one dollar of tax revenue on each \$1,000 of taxable property values as provided by the Lee County Property Appraiser.

The FY 2022 Budget is based on the July 1 taxable value from the Lee County Property Appraiser and the millage rate of 6.2500. It is assumed that taxable property values will increase 10% in FY 2023 and 4% in FY 2024 – FY 2026.



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 Actual	99,928,388	6.4903
2021 Budget	101,530,551	6.3750
2022 Adopted	110,297,819	6.3750
2023 Forecast	121,327,600	6.3750
2024 Forecast	126,180,704	6.3750
2025 Forecast	131,227,933	6.3750
2026 Forecast	136,477,050	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.



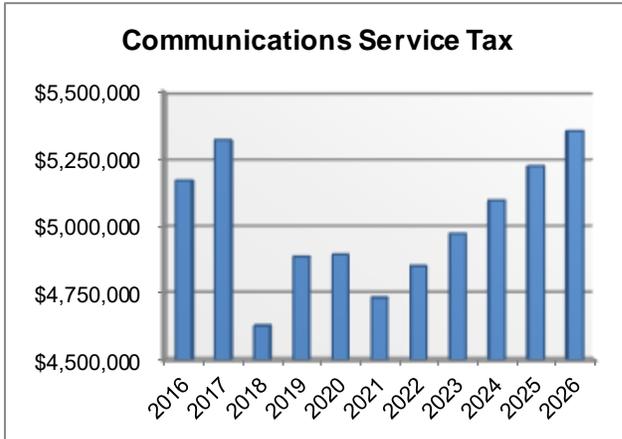
Fiscal Year	Amount	Annual % Change
2016 Actual	\$ 682,968	5.94%
2017 Actual	743,399	8.85%
2018 Actual	809,429	8.88%
2019 Actual	824,000	1.80%
2020 Actual	932,413	13.16%
2021 Budget	1,070,356	14.79%
2022 Adopted	1,186,038	10.81%
2023 Forecast	1,219,894	2.85%
2024 Forecast	1,268,690	4.00%
2025 Forecast	1,319,438	4.00%
2026 Forecast	1,372,216	4.00%

**City of Cape Coral, Florida
FY 2022 – 2024 Adopted Budget**

Other Taxes

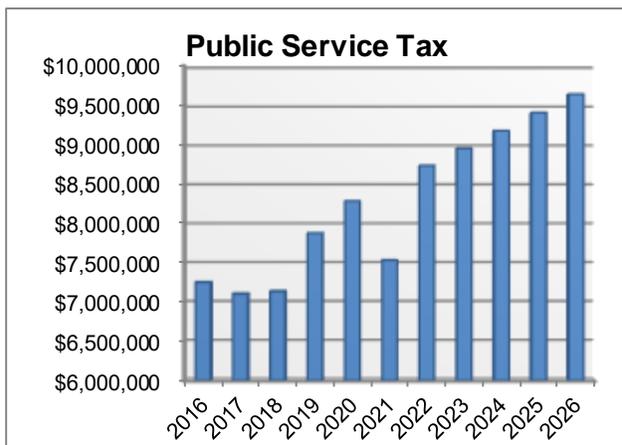
Other taxes include charges levied by the local unit of government that are not ad valorem but are imposed upon sale or consumption of goods and services. This category includes the communications service tax, public service tax, and local option gas taxes.

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



Fiscal Year	Amount	Annual % Change
2016 Actual	\$ 5,168,297	-5.85%
2017 Actual	5,319,563	2.93%
2018 Actual	4,626,232	-13.03%
2019 Actual	4,884,741	5.59%
2020 Actual	4,892,611	0.16%
2021 Budget	4,731,183	-3.30%
2022 Adopted	4,849,463	2.50%
2023 Forecast	4,970,700	2.50%
2024 Forecast	5,094,968	2.50%
2025 Forecast	5,222,342	2.50%
2026 Forecast	5,352,901	2.50%

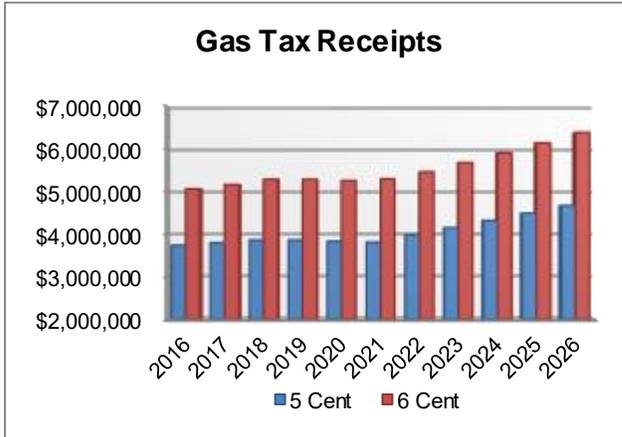
On April 29, 2013, City Council approved Ordinance 28-13, authorizing the implementation of the Public Service Tax on electric service. At the time of adoption of the tax, there was only one municipality in the State of Florida with a population of over 50,000 that did not have the tax. Although the tax can be levied up to a rate of 10%, City Council authorized a rate of 7%, beginning October 1, 2013. As of FY 2022, the first 500 kilowatts of usage exemption has been removed and is now taxable. Assuming the “average” homeowner uses 1,200 kilowatts monthly; the resulting tax is approximately \$92 annually.



Fiscal Year	Amount	Annual % Change
2016 Actual	\$ 7,250,872	1.15%
2017 Actual	7,103,228	-2.04%
2018 Actual	7,135,139	0.45%
2019 Actual	7,874,558	10.36%
2020 Actual	8,283,000	5.19%
2021 Budget	7,532,158	-9.06%
2022 Adopted	8,732,035	15.93%
2023 Forecast	8,950,336	2.50%
2024 Forecast	9,174,094	2.50%
2025 Forecast	9,403,446	2.50%
2026 Forecast	9,638,532	2.50%

**City of Cape Coral, Florida
FY 2022 – 2024 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.



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 Actual	3,828,706	5,257,312
2021 Budget	3,802,877	5,295,550
2022 Adopted	3,991,011	5,457,126
2023 Forecast	4,150,651	5,675,411
2024 Forecast	4,316,677	5,902,427
2025 Forecast	4,489,344	6,138,524
2026 Forecast	4,668,918	6,384,065

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.

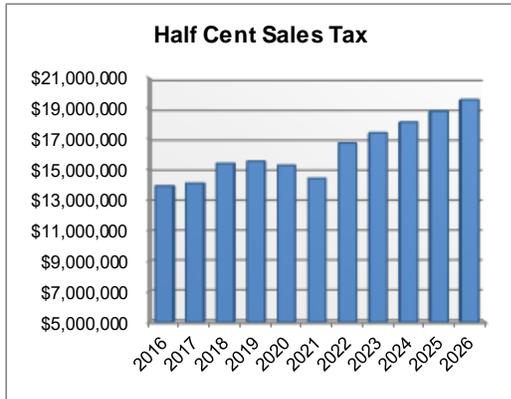


Fiscal Year	Amount
2016 Actual	\$ 6,622,099
2017 Actual	6,433,799
2018 Actual	6,534,366
2019 Actual	7,016,299
2020 Actual	7,199,932
2021 Budget	6,853,846
2022 Adopted	7,461,312
2023 Forecast	7,647,845
2024 Forecast	7,839,041
2025 Forecast	8,035,017
2026 Forecast	8,235,893

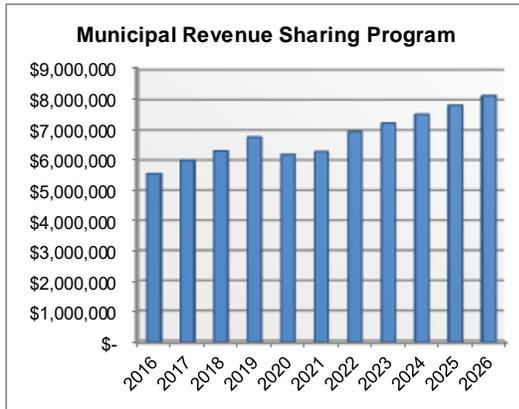
**City of Cape Coral, Florida
FY 2022 – 2024 Adopted Budget**

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).

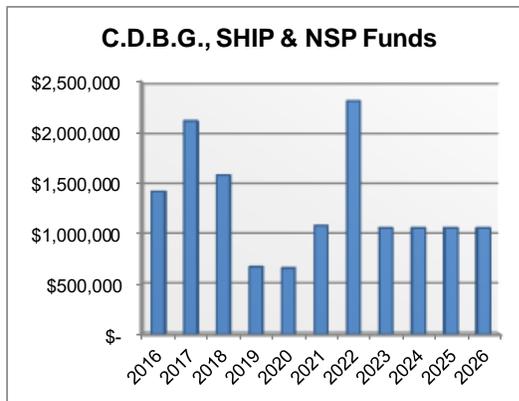


Fiscal Year	Amount
2016 Actual	\$ 13,923,141
2017 Actual	14,107,953
2018 Actual	15,402,256
2019 Actual	15,550,111
2020 Actual	15,276,746
2021 Budget	14,429,765
2022 Adopted	16,736,310
2023 Forecast	17,405,762
2024 Forecast	18,101,995
2025 Forecast	18,826,072
2026 Forecast	19,579,115



Fiscal Year	Amount
2016 Actual	\$ 5,527,856
2017 Actual	5,962,452
2018 Actual	6,273,591
2019 Actual	6,726,055
2020 Actual	6,158,548
2021 Budget	6,249,454
2022 Adopted	6,911,653
2023 Forecast	7,188,119
2024 Forecast	7,475,643
2025 Forecast	7,774,668
2026 Forecast	8,085,655

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	\$ 1,416,325
2017 Actual	2,114,958
2018 Actual	1,579,214
2019 Actual	668,968
2020 Actual	656,412
2021 Budget	1,077,563
2022 Adopted	2,311,422
2023 Forecast	1,055,055
2024 Forecast	1,055,055
2025 Forecast	1,055,055
2026 Forecast	1,055,055

**City of Cape Coral, Florida
FY 2022 – 2024 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 constructions permits for single-family residential units, which represent most of the current activity.

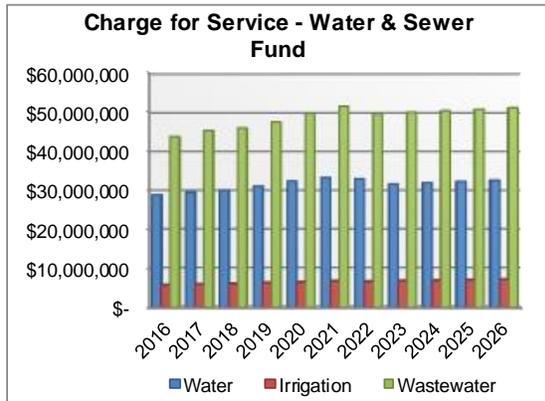


Fiscal Year	Road	Public Safety	Parks
2016 Actual	\$ 5,193,939	\$ 1,757,514	\$ 1,559,473
2017 Actual	7,106,032	2,546,012	2,751,820
2018 Actual	8,700,676	3,117,216	2,737,325
2019 Actual	9,562,986	3,028,275	2,640,320
2020 Actual	11,153,143	3,364,762	3,445,350
2021 Budget	17,682,592	5,578,453	5,505,044
2022 Adopted	13,272,529	4,381,250	4,019,575
2023 Forecast	13,802,693	4,555,088	4,180,135
2024 Forecast	14,219,291	4,690,155	4,305,015
2025 Forecast	14,650,870	4,830,127	4,434,355
2026 Forecast	15,097,445	4,974,926	4,568,155

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.

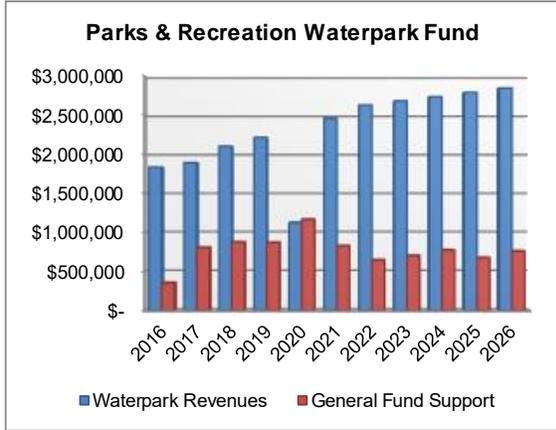
Water, irrigation, and wastewater charges are the major category's that make up Charges for Service. These fees have been established to generate a level of revenue sufficient to support the utility fund. A comprehensive financial model has been developed that examines operational and maintenance, capital,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



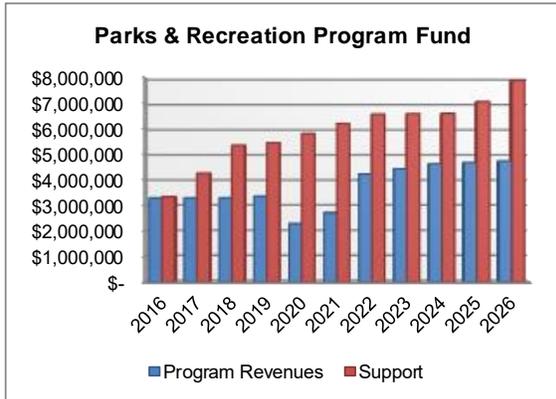
Fiscal Year	Water	Irrigation	Wastewater
2016 Actual	\$ 28,792,096	\$ 5,773,770	\$ 43,664,619
2017 Actual	29,437,108	5,923,098	45,247,881
2018 Actual	29,999,334	6,112,407	45,916,622
2019 Actual	30,991,970	6,346,367	47,461,082
2020 Actual	32,323,172	6,520,598	49,650,631
2021 Budget	33,203,782	6,790,743	51,440,211
2022 Adopted	32,920,244	6,690,197	49,554,847
2023 Forecast	31,582,445	6,808,001	49,925,944
2024 Forecast	31,899,057	6,928,161	50,304,462
2025 Forecast	32,222,003	7,050,725	50,690,552
2026 Forecast	32,551,407	7,175,739	51,084,363

**City of Cape Coral, Florida
FY 2022 – 2024 Adopted Budget**

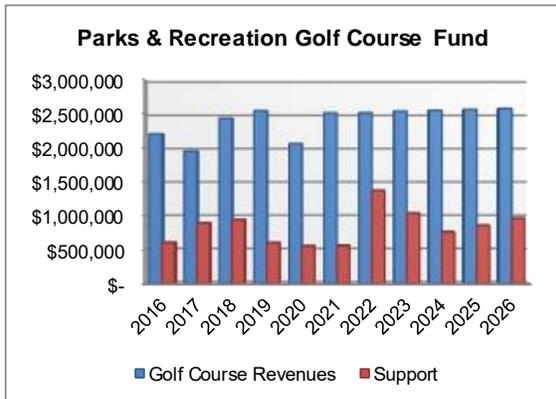
User fees are charged for Parks and Recreational Activities and reviewed on an annual basis. Programs such as the Special Events, Arts Studio, Senior Centers, Transportation, Special Populations, the Golf Course, and the Waterpark operate with a subsidy from the General Fund. The Yacht Basin also contributes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



Fiscal Year	Waterpark Revenues	General Fund Support	Waterpark Rev % of Total Exp
2016 Actual	\$ 1,832,539	\$ 350,000	83.96%
2017 Actual	1,890,952	802,577	70.20%
2018 Actual	2,101,463	874,158	70.62%
2019 Actual	2,213,365	867,494	71.84%
2020 Actual	1,124,723	1,166,549	49.09%
2021 Budget	2,457,951	827,378	74.82%
2022 Adopted	2,630,008	645,106	80.30%
2023 Forecast	2,682,607	701,144	79.28%
2024 Forecast	2,736,258	772,193	77.99%
2025 Forecast	2,790,983	673,328	80.56%
2026 Forecast	2,846,801	757,773	78.98%



Fiscal Year	Program Revenues	Support	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	3,357,137	5,459,841	38.08%
2020 Actual	2,278,950	5,820,000	28.14%
2021 Budget	2,712,954	6,207,579	30.41%
2022 Adopted	4,235,465	6,577,983	39.17%
2023 Forecast	4,439,206	6,593,000	40.24%
2024 Forecast	4,630,268	6,611,379	41.19%
2025 Forecast	4,685,607	7,070,860	39.86%
2026 Forecast	4,741,021	7,903,867	37.49%

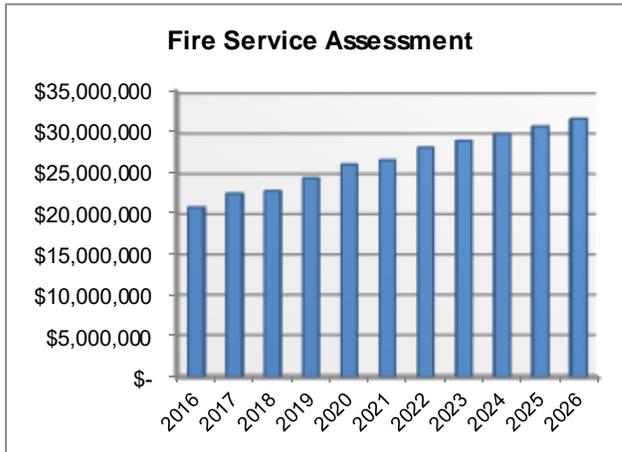


Fiscal Year	Golf Course Revenues	Support	Program Rev % of Total Exp
2016 Actual	\$ 2,207,725	\$ 604,000	78.52%
2017 Actual	1,954,150	893,896	68.61%
2018 Actual	2,437,625	940,000	72.17%
2019 Actual	2,548,830	600,614	80.93%
2020 Actual	2,063,858	550,000	78.96%
2021 Budget	2,517,730	557,563	81.87%
2022 Adopted	2,519,230	1,375,094	64.69%
2023 Forecast	2,544,415	1,036,215	71.06%
2024 Forecast	2,557,138	758,887	77.11%
2025 Forecast	2,569,922	856,209	75.01%
2026 Forecast	2,582,771	963,727	72.83%

**City of Cape Coral, Florida
FY 2022 – 2024 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 net revenue amount collected, including the discounts and uncollectible amounts.



Fiscal Year	Amount	Cost
		Recovery %
2016 Actual	\$ 20,808,145	64%
2017 Actual	22,496,671	64%
2018 Actual	22,799,378	59%
2019 Actual	24,383,516	62%
2020 Actual	26,054,140	62%
2021 Budget	26,571,305	62%
2022 Adopted	28,109,681	62%
2023 Forecast	28,952,971	62%
2024 Forecast	29,821,560	62%
2025 Forecast	30,716,207	62%
2026 Forecast	31,637,693	62%

Highlights of Other Major Funds

Building Code Fund

The Building Code 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 \$130 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 2022 – 2024 Adopted Budget**

MILLAGE RATE HISTORY

Fiscal Year	General Operations	Debt Service	Total
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 Adopted	6.2500	0.0471	6.2971
2023 Forecast	6.2500	0.0471	6.2971
2024 Forecast	6.2500	0.0471	6.2971

* Rolled Back Rate for FY 2022 is 5.9962

TAXABLE ASSESSED VALUE HISTORY

Fiscal Year	Taxable Assessed Value	New Construction	Percentage Change
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 Adopted	18,382,969,754	708,215,012	10.88%
2023 Forecast	20,221,266,729	779,036,513	10.00%
2024 Forecast	21,030,117,399	810,197,974	4.00%

SINGLE FAMILY HOMES - HOMESTEAD & NON-HOMESTEAD

Fiscal Year	Average Taxable Assessed Value	Change in Average Value	Percentage Change
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	183,830	18,042	10.88%
2023	202,213	18,383	10.00%
2024	210,301	8,089	4.00%

**City of Cape Coral, Florida
FY 2022 – 2024 Adopted Budget**

ALL FUNDS REVENUES

Fund	FY 2020 Actual	FY 2021 Adopted ¹	FY 2021 Amended ¹	FY 2022 Adopted ²	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast
General Fund	\$ 200,326,375	\$ 253,670,210	\$ 289,562,727	\$ 296,590,898	\$ 290,475,674	\$ 305,923,364	\$ 321,725,250	\$ 339,023,896
Special Revenue Funds								
Community Redevelopment Agency (CRA) ³	3,200,866	2,987,412	4,708,080	14,267,538	4,246,854	4,571,538	4,908,673	5,239,853
Economic and Business Development	-	-	-	2,534,600	2,631,094	2,766,671	2,906,833	3,051,696
Police Protection Impact Fee	1,806,542	7,238,186	10,118,567	5,503,704	7,177,372	9,485,421	11,868,587	14,329,448
Do The Right Thing	15,618	8,000	55,220	31,606	31,766	31,929	32,096	32,265
Police Evidence Fund (not budgeted)	71,859	-	-	-	-	-	-	-
Confiscation/State	82,739	389,674	459,430	-	-	-	-	-
Confiscation/Federal	2,979	137,152	166,841	129,231	104,413	79,399	54,184	28,766
Criminal Justice Education (Police Training)	20,761	25,215	78,621	69,712	65,497	60,778	55,544	49,786
Alarm Fee	102,042	112,350	118,073	105,927	109,214	112,418	115,718	119,121
Advanced Life Support (ALS) Impact Fee	103,763	317,321	473,839	441,780	573,873	652,136	792,739	937,920
Fire Capital Improvement Impact Fee	1,698,574	5,229,886	7,949,033	8,518,111	6,038,056	7,920,737	9,874,772	12,243,530
All Hazards	961,604	2,209,247	2,333,150	2,705,663	2,884,340	3,081,012	3,277,712	3,513,548
Additional Five Cent Gas Tax	4,093,670	10,786,197	10,827,650	11,734,343	11,184,994	12,471,671	15,000,415	17,677,521
Six Cent Gas Tax	5,290,089	15,285,112	14,968,090	12,594,816	11,886,996	10,702,829	9,951,469	9,442,256
Road Impact Fee	11,802,651	17,054,183	36,101,276	39,999,846	47,797,074	55,810,379	63,841,343	72,113,715
Del Prado Mall Parking Lot Maintenance	27,130	210,665	188,861	206,282	223,703	240,674	257,185	273,226
Lot Mowing Program	3,955,580	6,215,421	7,002,709	6,412,372	6,567,764	6,642,337	6,635,027	6,544,049
Solid Waste	-	-	24,729,748	14,991,968	16,288,629	17,645,903	19,030,322	20,442,430
Building Code	9,368,576	17,079,937	20,055,218	23,647,803	13,005,315	12,626,318	12,247,346	11,892,624
Community Development Block Grant (CDBG) ⁴	1,023,560	1,078,474	2,300,664	1,070,603	1,055,055	1,055,055	1,055,055	1,055,055
HUD Neighborhood Stabilization ⁴	78,296	-	122,521	-	-	-	-	-
Local Housing Assistance (SHIP) ⁴	445,553	-	97,845	1,240,819	-	-	-	-
Residential Construction Mitigation Grant ⁴	4,018	-	-	-	-	-	-	-
Park Recreational Facility Impact Fee	3,486,863	2,498,979	7,788,795	8,078,080	9,471,810	10,986,936	12,628,279	14,603,385
Waterpark	2,299,050	3,208,422	3,297,274	3,287,360	3,396,243	3,521,192	3,477,217	3,617,829
Parks and Recreation Programs	8,666,508	10,057,101	9,298,060	11,580,709	11,802,991	12,026,795	12,545,282	12,848,957
Golf Course	2,646,181	2,987,293	3,097,293	3,916,324	3,602,850	3,338,356	3,448,574	3,569,053
City Centrum Business Park	102,198	92,461	92,461	-	-	-	-	-
Seawall Assessments	4,682	-	-	-	-	-	-	-
Special Revenue	\$ 61,361,953	\$ 105,208,688	\$ 166,429,319	\$ 173,069,197	\$ 160,145,903	\$ 175,830,484	\$ 194,004,372	\$ 213,626,033

**City of Cape Coral, Florida
FY 2022 – 2024 Adopted Budget**

ALL FUNDS REVENUES continued

Fund	FY 2020 Actual	FY 2021 Adopted ¹	FY 2021 Amended ¹	FY 2022 Adopted ²	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast
Debt Service Fund	\$ 65,470,509	\$ 24,670,337	\$ 25,220,647	\$ 24,320,236	\$ 27,691,619	\$ 23,057,150	\$ 21,572,035	\$ 21,980,034
Capital Projects Funds ⁴								
Fire Station Construction	3,536,892	4,937,874	5,454,874	3,633,039	5,248,602	-	-	-
Police Training Center Construction	750,000	6,097,910	6,097,910	-	-	-	-	-
Development Services Capital Projects	-	-	-	10,000,000	-	-	-	-
Public Works Capital Projects	250,000	250,000	250,000	2,000,000	-	-	-	-
Transportation Capital Projects	13,538,142	7,882,000	19,747,621	14,307,000	9,207,000	8,007,000	8,007,000	8,007,000
Parks Capital Projects	268,382	-	-	-	-	-	-	-
Parks GO Bond Capital Projects	4,674,381	-	31,462,540	-	-	-	-	-
CRA Capital Projects ³	906,055	768,135	2,415,564	1,355,469	1,171,976	1,493,262	2,243,736	2,155,947
Governmental Capital Projects	3,343	-	-	-	-	-	-	-
Charter Schools Construction Fund	-	-	56,275	-	-	-	-	-
Capital Projects Total	23,927,194	19,935,919	65,484,784	31,295,508	15,627,578	9,500,262	10,250,736	10,162,947
Enterprise Funds								
Water and Sewer	178,087,254	170,410,415	217,712,816	171,709,593	172,131,332	148,298,104	147,055,361	145,532,196
Water and Sewer Capital Projects ^{4,5}	32,577,521	51,489,632	69,339,730	26,260,000	12,000,000	8,100,000	7,050,000	10,400,000
Water and Sewer Utility Impact, CIAC, CFEC ^{4,5}	22,633,944	109,471,742	79,331,166	61,971,123	52,555,147	46,456,597	55,288,682	53,149,867
Water and Sewer Utility Extension ^{4,5}	69,905	104,786,314	104,786,314	50,000,000	14,584,372	98,444,513	111,128,115	85,614,319
Stormwater Utility	22,918,964	26,428,620	28,117,173	27,029,336	26,494,271	30,623,781	35,493,363	41,260,490
Stormwater Utility Capital Projects ⁴	4,624,620	4,834,871	5,834,871	5,092,295	3,099,757	2,204,740	2,212,764	2,217,602
Yacht Basin	786,568	1,642,524	1,814,956	1,385,877	1,248,891	1,078,315	1,219,123	1,360,720
Enterprise Total	261,698,776	469,064,118	506,937,026	343,448,224	282,113,770	335,206,050	359,447,408	339,535,194
Internal Service Fund								
Risk Management	8,305,386	16,342,413	18,686,176	20,775,595	23,143,886	25,631,863	28,207,739	30,875,684
Health Insurance	22,172,448	41,862,684	35,612,626	39,772,219	39,831,125	40,063,715	40,654,236	42,007,398
Property Management	5,329,816	6,067,606	6,601,347	6,758,561	6,963,232	7,025,212	7,150,499	7,386,279
Fleet Maintenance	4,074,497	4,834,004	4,770,554	4,527,612	4,682,717	4,771,140	4,836,065	5,143,122
Internal Service Fund Total	39,882,147	69,106,707	65,670,703	71,833,987	74,620,960	77,491,930	80,848,539	85,412,483
Charter School Authority ³	26,449,014	36,777,906	37,418,355	37,906,069	32,590,880	31,315,636	31,315,636	31,315,636
Total All Funds	\$ 679,115,967	\$ 978,433,885	\$ 1,156,723,561	\$ 978,464,119	\$ 893,616,384	\$ 968,674,876	\$ 1,029,513,976	\$ 1,051,406,223

Note:

¹ FY 2021 Budget was adopted through Ordinance 74-20 and has been amended through Budget Amendment #1 Ordinance 13-21, Budget Amendment #2 Ordinance 46-21, Budget Amendment #3 Ordinance 87-21 and Budget Amendment #4 Ordinance 94-21.

² FY 2022 Adopted Budget Ordinance 67-21 is presented in this book.

³ The Community Redevelopment Agency and the Charter School Authority are component units of the City of Cape Coral. Each budget is approved and adopted by their Governing Boards and transmitted to the City for inclusion in the total budget.

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

⁵ Water & Sewer Capital Projects are in accordance with the planned projects outlined in the rate sufficiency study. Details can be found in Utilities.

**City of Cape Coral, Florida
FY 2022 – 2024 Adopted Budget**

ALL FUNDS EXPENDITURES

Fund	FY 2020 Actual ¹	FY 2021 Adopted ²	FY 2021 Amended ²	FY 2022 Adopted ³	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast
General Fund	\$ 184,436,752	\$ 253,670,210	\$ 289,562,727	\$ 296,590,898	\$ 290,475,674	\$ 305,923,364	\$ 321,725,250	\$ 339,023,896
Special Revenue Funds								
Community Redevelopment Agency (CRA) ⁴	2,455,003	2,987,412	4,708,080	14,267,538	4,246,854	4,571,538	4,908,673	5,239,853
Economic and Business Development	-	-	-	2,534,600	2,631,094	2,766,671	2,906,833	3,051,696
Police Protection Impact Fee	767,157	7,238,186	10,118,567	5,503,704	7,177,372	9,485,421	11,868,587	14,329,448
Do The Right Thing	15,173	8,000	55,220	31,606	31,766	31,929	32,096	32,265
Police Evidence Fund (not budgeted)	74,041	-	-	-	-	-	-	-
Confiscation/State	53,694	389,674	459,430	-	-	-	-	-
Confiscation/Federal	10,965	137,152	166,841	129,231	104,413	79,399	54,184	28,766
Criminal Justice Education (Police Training)	-	25,215	78,621	69,712	65,497	60,778	55,544	49,786
Alarm Fee	100,810	112,350	118,073	105,927	109,214	112,418	115,718	119,121
Advanced Life Support (ALS) Impact Fee	78,294	317,321	473,839	441,780	573,873	652,136	792,739	937,920
Fire Capital Improvement Impact Fee	391,879	5,229,886	7,949,033	8,518,111	6,038,056	7,920,737	9,874,772	12,243,530
All Hazards	879,309	2,209,247	2,333,150	2,705,663	2,884,340	3,081,012	3,277,712	3,513,548
Additional Five Cent Gas Tax	13,013,801	10,786,197	10,827,650	11,734,343	11,184,994	12,471,671	15,000,415	17,677,521
Six Cent Gas Tax	19,619	15,285,112	14,968,090	12,594,816	11,886,996	10,702,829	9,951,469	9,442,256
Road Impact Fee	4,055,322	17,054,183	36,101,276	39,999,846	47,797,074	55,810,379	63,841,343	72,113,715
Del Prado Mall Parking Lot Maintenance	21,448	210,665	188,861	206,282	223,703	240,674	257,185	273,226
Lot Mow ing Program	2,847,160	6,215,421	7,002,709	6,412,372	6,567,764	6,642,337	6,635,027	6,544,049
Solid Waste	-	-	24,729,748	14,991,968	16,288,629	17,645,903	19,030,322	20,442,430
Building Code	7,861,540	17,079,937	20,055,218	23,647,803	13,005,315	12,626,318	12,247,346	11,892,624
Community Development Block Grant (CDBG) ⁵	1,799,313	1,078,474	2,300,664	1,070,603	1,055,055	1,055,055	1,055,055	1,055,055
HUD Neighborhood Stabilization ⁵	350,857	-	122,521	-	-	-	-	-
Local Housing Assistance (SHIP) ⁵	601,054	-	97,845	1,240,819	-	-	-	-
Residential Construction Mitigation Grant ⁵	4,016	-	-	-	-	-	-	-
Park Recreational Facility Impact Fee	2,761,560	2,498,979	7,788,795	8,078,080	9,471,810	10,986,936	12,628,279	14,603,385
Waterpark	2,286,072	3,208,422	3,297,274	3,287,360	3,396,243	3,521,192	3,477,217	3,617,829
Parks and Recreation Programs	8,663,968	10,057,101	9,298,060	11,580,709	11,802,991	12,026,795	12,545,282	12,848,957
Golf Course	2,628,532	2,987,293	3,097,293	3,916,324	3,602,850	3,338,356	3,448,574	3,569,053
City Centrum Business Park	97,464	92,461	92,461	-	-	-	-	-
Seaw all Assessments	-	-	-	-	-	-	-	-
Special Revenue	\$ 51,838,053	\$ 105,208,688	\$ 166,429,319	\$ 173,069,197	\$ 160,145,903	\$ 175,830,484	\$ 194,004,372	\$ 213,626,033

**City of Cape Coral, Florida
FY 2022 – 2024 Adopted Budget**

ALL FUNDS EXPENDITURES continued

Fund	FY 2020 Actual¹	FY 2021 Adopted²	FY 2021 Amended²	FY 2022 Adopted³	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast
Debt Service Fund	70,103,070	24,670,337	25,220,647	24,320,236	27,691,619	23,057,150	21,572,035	21,980,034
Capital Projects Funds⁵								
Fire Station Construction	3,276,148	4,937,874	5,454,874	3,633,039	5,248,602	-	-	-
Police Training Center Construction	3,647	6,097,910	6,097,910	-	-	-	-	-
Development Services Capital Projects	-	-	-	10,000,000	-	-	-	-
Public Works Capital Projects	166,323	250,000	250,000	2,000,000	-	-	-	-
Transportation Capital Projects	9,727,507	7,882,000	19,747,621	14,307,000	9,207,000	8,007,000	8,007,000	8,007,000
Parks Capital Projects	783,768	-	-	-	-	-	-	-
Parks GO Bond Capital Projects	5,131,593	-	31,462,540	-	-	-	-	-
CRA Capital Projects	79,351	768,135	2,415,564	1,355,469	1,171,976	1,493,262	2,243,736	2,155,947
Governmental Capital Projects	1,749,080	-	-	-	-	-	-	-
Charter School Construction Fund	-	-	56,275	-	-	-	-	-
Capital Projects Total	20,917,415	19,935,919	65,484,784	31,295,508	15,627,578	9,500,262	10,250,736	10,162,947
Enterprise Funds								
Water and Sewer	139,119,948	170,410,415	217,712,816	171,709,593	172,131,332	148,298,104	147,055,361	145,532,196
Water and Sewer Capital Projects ^{5,6}	29,292,190	51,489,632	69,339,730	26,260,000	12,000,000	8,100,000	7,050,000	10,400,000
Water and Sewer Utility Impact, CIAC, CFEC ^{5,6}	41,452,561	109,471,742	79,331,166	61,971,123	52,555,147	46,456,597	55,288,682	53,149,867
Water and Sewer Utility Extension ^{5,6}	27,994,630	104,786,314	104,786,314	50,000,000	14,584,372	98,444,513	111,128,115	85,614,319
Stormwater Utility	17,380,864	26,428,620	28,117,173	27,029,336	26,494,271	30,623,781	35,493,363	41,260,490
Stormwater Utility Capital Projects ⁵	946,742	4,834,871	5,834,871	5,092,295	3,099,757	2,204,740	2,212,764	2,217,602
Yacht Basin	504,564	1,642,524	1,814,956	1,385,877	1,248,891	1,078,315	1,219,123	1,360,720
Enterprise Total	256,691,499	469,064,118	506,937,026	343,448,224	282,113,770	335,206,050	359,447,408	339,535,194
Internal Service Fund								
Risk Management	6,033,477	16,342,413	18,686,176	20,775,595	23,143,886	25,631,863	28,207,739	30,875,684
Health Insurance	23,561,906	41,862,684	35,612,626	39,772,219	39,831,125	40,063,715	40,654,236	42,007,398
Property Management	5,468,957	6,067,606	6,601,347	6,758,561	6,963,232	7,025,212	7,150,499	7,386,279
Fleet Maintenance	4,265,922	4,834,004	4,770,554	4,527,612	4,682,717	4,771,140	4,836,065	5,143,122
Internal Service Fund Total	39,330,263	69,106,707	65,670,703	71,833,987	74,620,960	77,491,930	80,848,539	85,412,483
Charter School Authority⁴	25,922,189	36,777,906	37,418,355	37,906,069	32,590,880	31,315,636	31,315,636	31,315,636
Total All Funds	\$ 649,239,241	\$ 978,433,885	\$ 1,156,723,561	\$ 978,464,119	\$ 893,616,384	\$ 968,674,876	\$ 1,029,513,976	\$ 1,051,406,223

Note:

¹ FY 2020 Actual is presented on budgetary basis and does not include Other Postemployment Benefits (OPEB) and depreciation.

² FY 2021 Budget was adopted through Ordinance 74-20 and has been amended through Budget Amendment #1 Ordinance 13-21, Budget Amendment #2 Ordinance 46-21, Budget Amendment #3 Ordinance 87-21 and Budget Amendment #4 Ordinance 94-21.

³ FY 2022 Adopted Budget Ordinance 67-21 is presented in this book.

⁴ The Community Redevelopment Agency and the 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.

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

⁶ 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 2022 – 2024 Adopted Budget**

INTERFUND TRANSFERS: FY 2022 ADOPTED BUDGET

TRANSFER OUT	TRANSFERS IN					TOTAL
	GENERAL FUND	SPECIAL REVENUE	DEBT SERVICE	CAPITAL PROJECT	ENTERPRISE FUND	
Interfund Transfers:						
General Fund	\$ -	\$ 22,882,363 ¹	\$ 8,105,881 ²	\$ 5,520,039 ³	\$ -	\$ 36,508,283
Special Revenue	799,422 ⁴	-	9,248,450 ⁵	23,775,469 ⁶	-	33,823,341
Capital Projects	-	-	-	-	-	-
Enterprise Fund	50,000 ⁷	115,000 ⁸	137,200 ⁹	2,000,000 ¹⁰	228,471 ¹¹	2,530,671
Total Interfund Transfers	\$ 849,422	\$ 22,997,363	\$ 17,491,531	\$ 31,295,508	\$ 228,471	\$ 72,862,295

Interfund Transfers:

¹ General Fund transfers to Special Revenue Funds for the following:
 \$12,829,253 to Community Redevelopment Agency (CRA) for established Tax Increment Financing (TIF) funding and advance for development.
 \$1,544,000 to Economic and Business Development to establish Committed Fund Balance.
 \$6,462,983 to Parks and Recreation Programs to support operations.
 \$1,375,094 to Golf Course to support operations.
 \$645,106 to Waterpark to support operations.
 \$25,927 Alarm Fees to support operations.
 General Fund transfer of \$8,105,881 to Other Governmental Fund (Debt Service) for debt service payments . Detail by debt is found in Sections 9 and 15.

² General Fund transfers to Capital Project Funds for the following:
 \$4,832,000 to Transportation Capital Project Fund with \$500,000 for local road resurfacing, \$520,000 for alleyway repaving and
³ \$1,312,000 for community beautification and \$2,500,000 for sidewalks.

\$688,039 to Fire Capital Projects Fund for the design of Fire Station #13.

⁴ Special Revenue (Road Impact Fees) transfer of \$799,422 to the General Fund for reimbursement of administrative services.

⁵ Special Revenue (Parks Recreational Facilities Impact Fee, Fire Capital Improvements Impact Fee, Building Code, Five Cent Gas Tax, Road Impact Fees, Waterpark and CRA) transfer to Debt Service for debt service payments in the amount of \$9,248,450. Detail by debt is found in Sections 9 and 15.

⁶ Special Revenue transfers to Capital Project Funds for the following:
 \$10,000,000 Building Code for construction of a new building.
 \$2,945,000 Fire Capital Improvements Impact Fee for the construction of the Fire Training Facility.
 \$400,000 (Transportation) Five Cent Gas Tax for sidewalk program.
 \$1,800,000 (Transportation) Five Cent Gas Tax for roadway improvements.
 \$1,000,000 (Transportation) Five Cent Gas Tax for Transportation Utility Expansion Projects.
 \$6,000,000 Six Cent Gas Tax for local road resurfacing.
 \$275,000 Six Cent Gas Tax for Transportation Utility Expansion Projects.
 \$1,355,469 Community Redevelopment Agency (CRA) for land purchases.

⁷ Enterprise Fund transfers to General Fund for the following:
 \$25,000 Water and Sewer to assist in Fire's Urban Search and Rescue training.
 \$25,000 Stormwater to assist in Fire's Urban Search and Rescue training.

⁸ Enterprise (Yacht Basin) transfer of \$115,000 to Special Revenue (Parks and Recreation Programs) to support program activities for the Yacht Club Complex, to include maintenance / capital needs.

⁹ Enterprise (Water and Sewer Fund) transfer of \$137,200 to Other Governmental Fund (Debt Service) for debt service payments. Detail by debt is found in Sections 9 and 15.

¹⁰ Enterprise (Stormwater Fund) transfer of \$2,000,000 to Capital Project Fund Chiquita Boat Lock removal.

¹¹ Enterprise (Stormwater Fund) transfer of \$228,471 to Water and Sewer debt service.

**City of Cape Coral, Florida
FY 2022 – 2024 Adopted Budget**

INTRAFUND TRANSFERS: FY 2022 ADOPTED BUDGET

TRANSFER OUT	TRANSFERS IN				TOTAL
	Water and Sewer Operations	Water and Sewer Capital Projects	Water and Sewer Debt	Stormwater Capital Projects	
Intrafund Transfers:					
Water and Sewer Operations	\$ 3,596,761 ¹	\$ 19,010,000 ²	\$ 10,394,219 ³	\$ -	33,000,980
Water Impact & CFEC & CIAC Fees	-	-	10,615,453 ⁴	-	10,615,453
Sewer Impact & CFEC & CIAC Fees	-	2,500,000 ⁵	16,208,937 ⁶	-	18,708,937
Irrigation Impact & CFEC & CIAC Fees	-	4,750,000 ⁷	2,047,003 ⁸	-	6,797,003
Water & Sewer SpecialAssmtConst	-	-	3,447,978 ⁹	-	3,447,978
Stormwater	-	-	-	5,092,295 ¹⁰	5,092,295
Total Intrafund Transfers	\$ 3,596,761	\$ 26,260,000	\$ 42,713,590	\$ 5,092,295	\$ 77,662,646

Intrafund Transfers:

¹ Water and Sewer Operations transfer of 3,596,761 to Water and Sewer for Impact Fee debt payments.

² Water and Sewer Operations transfer of \$19,010,000 to Water and Sewer for Capital Projects. Details for Capital Projects can be found in Section 14 Asset Management Program.

³ Water and Sewer Operations transfer of \$10,394,219 to Water and Sewer Debt.

⁴ Water Impact Funds transfer of \$10,615,453 to Water and Sewer Debt.

⁵ Sewer Impact Funds transfer of \$2,500,000 to Water and Sewer Capital Projects. Details for Capital Projects can be found in Section 14 Asset Management Program.

⁶ Sewer Impact Funds transfer of \$16,208,937 to Water and Sewer Debt.

⁷ Irrigation Impact Funds transfer of \$4,750,000 to Water and Sewer Capital Projects. Details for Capital Projects can be found in Section 14 Asset Management Program.

⁸ Irrigation Impact Funds transfer of \$2,047,003 to Water and Sewer Debt.

⁹ Water and Sewer Special Assessment Const transfer of \$3,447,978 to Water and Sewer Debt.

¹⁰ Stormwater transfer of \$5,092,295 to Stormwater Capital Projects. Details for Capital Projects can be found in Section 14 Asset Management Program.

**City of Cape Coral, Florida
FY 2022 – 2024 Adopted Budget**

Fund Balance Projections

	General Fund	% Chg	Transportation Capital Improvements	% Chg	Community Redevelopment Agency	% Chg	Debt Service Fund	% Chg	Other Governmental Funds	% Chg
September 30, 2020 Audited Year End Balance	\$ 86,853,357		\$ 14,027,610		\$ 1,133,098		\$ 6,111,631		\$ 81,899,618	
FY 2021 Amended Budget - Revenues	\$ 202,709,370		\$ 19,747,621		\$ 4,708,080		\$ 25,220,647		\$ 112,848,898	
FY 2021 Amended Budget - Expenditures	<u>203,998,897</u>		<u>19,747,621</u>		<u>4,708,080</u>		<u>25,220,647</u>		<u>116,375,603</u>	
Net Gain (Loss) to Fund Balance	(1,289,527)		-		-		-		(3,526,705)	
September 30, 2021 Projected Year End Balance	\$ 85,563,830	-1%	\$ 14,027,610	0%	\$ 1,133,098	0%	\$ 6,111,631	0%	\$ 78,372,913	-4%
FY 2022 Adopted Budget - Revenues	\$ 205,936,875		\$ 14,307,000		\$ 14,267,538		\$ 24,320,236		\$ 82,370,079	
FY 2022 Adopted Budget - Expenditures	<u>224,698,034</u>		<u>14,307,000</u>		<u>14,267,538</u>		<u>24,320,236</u>		<u>87,001,035</u>	
Net Gain (Loss) to Fund Balance	(18,761,159)		-		-		-		(4,630,956)	
September 30, 2022 Projected Year End Balance	\$ 66,802,671	-22%	\$ 14,027,610	0%	\$ 1,133,098	0%	\$ 6,111,631	0%	\$ 73,741,957	-6%
FY 2023 Forecast Budget - Revenues	\$ 218,582,810		\$ 9,207,000		\$ 4,246,854		\$ 27,691,619		\$ 73,378,159	
FY 2023 Forecast Budget - Expenditures	<u>210,742,022</u>		<u>9,207,000</u>		<u>4,246,854</u>		<u>27,691,619</u>		<u>61,029,605</u>	
Net Gain (Loss) to Fund Balance	7,840,788		-		-		-		12,348,554	
September 30, 2023 Projected Year End Balance	\$ 74,643,459	12%	\$ 14,027,610	0%	\$ 1,133,098	0%	\$ 6,111,631	0%	\$ 86,090,511	17%
FY 2024 Forecast Budget - Revenues	\$ 226,189,712		\$ 8,007,000		\$ 4,571,538		\$ 23,057,150		\$ 69,969,335	
FY 2024 Forecast Budget - Expenditures	<u>218,447,404</u>		<u>8,007,000</u>		<u>4,571,538</u>		<u>23,057,150</u>		<u>55,727,104</u>	
Net Gain (Loss) to Fund Balance	7,742,308		-		-		-		14,242,231	
September 30, 2024 Projected Year End Balance	\$ 82,385,767	10%	\$ 14,027,610	0%	\$ 1,133,098	0%	\$ 6,111,631	0%	\$ 100,332,742	17%

FY 2021 - 2024 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 COVID-19. FY 2022 and FY 2023 one time purchase of New Fire Station and New Parks.

Transportation Capital Projects FY 2021-2023 will use Fund Balance for existing projects.

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

Other Governmental Funds FY 2021 and FY 2022 use of Fund Balance for Capital Projects. FY 2023 and FY 2024 increase in Fund Balance is assigning budget for future Capital Projects.

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

The City's Budget is prepared in a manner that ensures fund balances do not fall below established policy levels.

**City of Cape Coral, Florida
FY 2022 – 2024 Adopted Budget**

General Fund Year-Over-Year Overview

GENERAL FUND	FY 2020 ACTUAL	FY 2021 AMENDED BUDGET	FY 2022 ADOPTED BUDGET
<u>SOURCES</u>			
Revenues:			
Ad Valorem Taxes	\$ 96,406,588	\$ 101,530,551	\$ 110,297,819
Ad Valorem Taxes-Other	948,237	1,004,956	1,095,676
Sales and Use Taxes	14,203,576	13,133,341	13,701,498
Charges for Service	3,438,714	2,836,934	3,143,285
Intergovernmental Revenues	28,013,052	25,331,109	28,400,467
Fines and Forfeitures	681,846	456,913	536,915
Miscellaneous Revenue	7,100,233	9,330,571	3,725,369
Permits, Franchise, Impact Fees, Special Assessments	33,285,312	33,454,033	35,607,266
Internal Service Charges	8,813,381	8,629,037	8,579,158
Total Sources	\$ 192,890,939	\$ 195,707,445	\$ 205,087,453
Transfers In	\$ 7,435,435	\$ 7,001,925	\$ 849,422
Debt Proceeds	-	-	-
Balances Brought Forward	70,963,735	86,853,357	90,654,023
Total General Fund Sources	\$ 271,290,109	\$ 289,562,727	\$ 296,590,898
<u>USES</u>			
City Council	\$ 711,304	\$ 791,639	\$ 824,599
City Attorney	1,506,189	1,660,301	1,735,820
City Auditor	623,966	972,438	871,914
City Manager	2,084,173	2,717,152	2,567,758
City Clerk	1,543,232	1,712,251	1,468,060
Development Services	5,152,410	5,616,361	5,710,339
Finance	3,358,025	3,777,030	3,572,161
Fire	37,780,554	40,308,988	43,993,237
Human Resources	1,505,673	1,709,004	1,733,641
Information Technology Services	7,411,664	9,223,375	9,096,102
Parks and Recreation	14,433,269	15,352,406	17,986,747
Police	45,136,661	49,143,614	51,535,344
Public Works	12,498,039	15,122,250	14,502,182
Government Services	36,727,484	41,101,097	43,102,929
Total Uses	\$ 170,472,642	\$ 189,207,906	\$ 198,700,833
Transfers Out	\$ 13,964,110	\$ 14,790,991	\$ 25,997,201
Fund Balance			
Committed			
Disaster	\$ 6,000,000	\$ 6,000,000	\$ 6,000,000
Capital Equipment	1,500,000	1,500,000	1,500,000
Facilities Maintenance	500,000	500,000	500,000
Economic Development Incentives	544,000	544,000	-
FEMA Reimbursement	4,438,460	5,935,731	7,351,547
Sale of Land	2,051,834	1,496,845	3,122,829
Care - COVID 19	-	5,491,374	5,491,374
Bridge Maintenance	-	-	1,000,000
CRA Loan	-	-	-
Total Committed	\$ 15,034,294	\$ 21,467,950	\$ 24,965,750
Financial Policy 2.5 Months Operating	-	-	45,779,841
Unassigned	71,819,063	64,095,880	1,147,273
Total Fund Balance	\$ 86,853,357	\$ 85,563,830	\$ 71,892,864
Appropriations & Reserves General Fund	\$ 271,290,109	\$ 289,562,727	\$ 296,590,898

General Fund Operating Fund Balance Carry-Forward

General Fund Balances Brought Forward in FY 2021 Budget	60,789,855
BA#2 - Balance forward adjustments reconcile to FY 2020 Actuals	10,540,226
BA#3 - Balance forward adjustment reconcile to Ending FY 2020 Actuals	15,523,276
General Fund Balances Brought Forward in FY 2021 Budget	<u>86,853,357</u>

General Fund Projected Beginning Fund Balance FY 2022

General Fund Balance Adjusted Balance forward FY 2021 Budget	86,853,357
BA#1 - Adjustments Approved Use of Fund Balance	(663,838)
BA#2 - Adjustments Approved Use of Fund Balance	(1,287,959)
BA#3 - Adjustments Encumbrance Carryforward Increase in Fund Balance	261,089
BA#3 - Adjustments Approved Increase in Fund Balance (Cares)	5,491,374
General Fund Projected Beginning FY 2022 Fund Balance	<u>90,654,023</u>

**City of Cape Coral, Florida
FY 2022 – 2024 Adopted Budget**

Summary of Operating Funds - Five Year Forecast

Fund Group	Fund	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast
General Fund									
	Revenue	200,326,375	192,880,355	202,709,370	205,936,875	218,582,810	226,189,712	234,249,290	242,606,812
	Expenditure	184,436,752	194,773,499	203,998,897	224,698,034	210,742,022	218,447,404	225,308,166	232,653,320
	Surplus/(Deficit)	15,889,623	(1,893,144)	(1,289,527)	(18,761,159)	7,840,788	7,742,308	8,941,124	9,953,492
Special Revenue									
	Economic and Business Development								
	Revenue	-	-	-	2,534,600	1,015,365	1,040,749	1,066,768	1,093,437
	Expenditure	-	-	-	918,871	905,172	926,606	948,574	971,096
	Surplus/(Deficit)	-	-	-	1,615,729	110,193	114,143	118,194	122,341
	All Hazards Fund								
	Revenue	961,604	1,070,356	965,356	1,186,038	1,219,894	1,268,690	1,319,438	1,372,216
	Expenditure	879,309	905,937	1,128,770	1,041,217	1,072,018	1,122,738	1,136,380	1,163,917
	Surplus/(Deficit)	82,295	164,419	(163,414)	144,821	147,876	145,952	183,058	208,299
	6 Cent Local Gas Tax Fund								
	Revenue	5,290,089	5,295,550	5,295,550	5,457,126	5,675,411	5,902,427	6,138,524	6,384,065
	Expenditure	19,619	7,825,942	8,999,400	6,383,231	7,086,594	6,889,884	6,893,278	6,896,783
	Surplus/(Deficit)	5,270,470	(2,530,392)	(3,703,850)	(926,105)	(1,411,183)	(987,457)	(754,754)	(512,718)
	Solid Waste Management Fund								
	Revenue	-	-	19,386,861	9,649,081	9,842,063	10,038,904	10,239,682	10,444,476
	Expenditure	-	-	16,515,847	8,545,402	8,681,630	8,855,263	9,032,368	9,213,016
	Surplus/(Deficit)	-	-	2,871,014	1,103,679	1,160,433	1,183,641	1,207,314	1,231,460
	Lot Mowing Fund								
	Revenue	3,955,580	3,541,864	3,541,864	3,919,862	3,919,862	3,919,862	3,919,862	3,919,862
	Expenditure	2,847,160	3,796,059	4,115,765	3,764,470	3,845,289	3,927,172	4,010,840	4,096,323
	Surplus/(Deficit)	1,108,420	(254,195)	(573,901)	155,392	74,573	(7,310)	(90,978)	(176,461)
	Building Code Division Fund								
	Revenue	9,368,576	6,406,300	6,406,300	9,011,193	9,280,433	9,557,751	9,843,388	10,137,594
	Expenditure	7,861,540	8,472,110	8,960,954	19,922,921	9,936,748	10,222,360	10,492,316	10,917,803
	Surplus/(Deficit)	1,507,036	(2,065,810)	(2,554,654)	(10,911,728)	(656,315)	(664,609)	(648,928)	(780,209)
General Fund Support									
	Park and Recreation Program Fund								
	Revenue	8,666,508	10,057,101	9,298,060	11,580,709	11,802,991	12,026,795	12,545,282	12,848,957
	Expenditure	8,663,968	10,057,101	9,298,060	11,580,709	11,802,991	12,026,795	12,545,282	12,848,957
	Surplus/(Deficit)	2,540	-	-	-	-	-	-	-

**City of Cape Coral, Florida
FY 2022 – 2024 Adopted Budget**

Fund Group	Fund	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast	
General Fund Support	Golf Course Fund									
	Revenue	2,646,181	2,987,293	3,097,293	3,916,324	3,602,850	3,338,356	3,448,574	3,569,053	
	Expenditure	2,628,532	2,987,293	3,097,293	3,916,324	3,602,850	3,338,356	3,448,574	3,569,053	
	Surplus/(Deficit)	17,649	-	-	-	-	-	-	-	
General Fund Support	Waterpark Fund									
	Revenue	2,299,050	3,208,422	3,297,274	3,287,360	3,396,243	3,521,192	3,477,217	3,617,829	
	Expenditure	2,286,072	3,208,422	3,297,274	3,287,360	3,396,243	3,521,192	3,477,217	3,617,829	
	Surplus/(Deficit)	12,978	-	-	-	-	-	-	-	
Enterprise Fund	Stormwater Fund									
	Revenue	22,918,964	20,779,193	20,874,093	21,526,567	22,353,128	23,166,318	23,981,090	24,900,546	
	Expenditure	17,380,864	21,365,044	22,856,505	22,888,193	19,136,808	19,111,508	19,133,419	20,250,371	
	Surplus/(Deficit)	5,538,100	(585,851)	(1,982,412)	(1,361,626)	3,216,320	4,054,810	4,847,671	4,650,175	
	Water and Sewer Fund									
	Revenue	97,068,344	93,502,913	95,690,479	91,040,642	90,229,243	91,082,789	91,953,411	92,841,444	
	Expenditure	75,906,880	77,563,000	102,425,595	99,668,409	103,877,914	92,845,533	92,635,558	98,316,900	
	Surplus/(Deficit)	21,161,464	15,939,913	(6,735,116)	(8,627,767)	(13,648,671)	(1,762,744)	(682,147)	(5,475,456)	
	Yacht Basin Fund									
	Revenue	786,568	690,467	700,467	690,467	706,311	720,437	734,846	749,542	
	Expenditure	504,564	807,328	1,316,328	843,297	891,013	594,038	607,945	622,167	
	Surplus/(Deficit)	282,003	(116,861)	(615,861)	(152,830)	(184,702)	126,399	126,901	127,375	
	Internal Service Fund	Property Management Fund								
		Revenue	5,329,816	6,067,606	6,601,347	6,758,561	6,963,232	7,025,212	7,150,499	7,386,279
		Expenditure	5,468,957	6,067,606	6,601,347	6,758,561	6,963,232	7,025,212	7,150,499	7,386,279
Surplus/(Deficit)		(139,141)	-	-	-	-	-	-	-	
Fleet Maintenance Fund										
Revenue		4,074,497	4,834,004	4,770,554	4,527,612	4,682,717	4,771,140	4,836,065	5,143,122	
Expenditure		4,265,922	4,834,004	4,770,554	4,527,612	4,682,717	4,771,140	4,836,065	5,143,122	
Surplus/(Deficit)		(191,425)	-	-	-	-	-	-	-	
Risk Management Fund										
Revenue		8,305,386	8,233,663	8,233,663	9,624,229	9,873,869	10,149,726	10,396,519	10,650,842	
Expenditure		6,033,477	7,534,810	7,534,810	7,505,578	7,661,749	7,820,643	7,982,897	8,148,600	
Surplus/(Deficit)		2,271,909	698,853	698,853	2,118,651	2,212,120	2,329,083	2,413,622	2,502,242	
Health Insurance Fund										
Revenue		22,172,448	30,502,234	26,502,234	32,105,489	34,030,581	35,839,068	37,581,700	39,440,155	
Expenditure		23,561,906	31,557,931	30,127,931	33,971,675	35,606,478	36,991,179	38,086,993	39,215,617	
Surplus/(Deficit)	(1,389,458)	(1,055,697)	(3,625,697)	(1,866,186)	(1,575,897)	(1,152,111)	(505,293)	224,538		



DEPARTMENT OVERVIEW

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**City of Cape Coral, Florida
FY 2022 - 2024 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.

FY 2022 Organizational Chart

Total FTEs - 3	
City Council	
* Mayor	0.0
* Council Member	0.0
Legislative Executive Assistant to Mayor	1.0
Legislative Executive Assistant to Council	1.0
Legislative Clerk to Council	1.0

* Elected Officials are neither Part-time nor Full-time employees and are not included in the FTE count beginning FY 2022.

FY 2021 Amended	FY 2022 Adopted	Difference
11.00	3.00	-8.00

City of Cape Coral, Florida
 FY 2022 - 2024 Adopted Budget

City Council Operating Budget

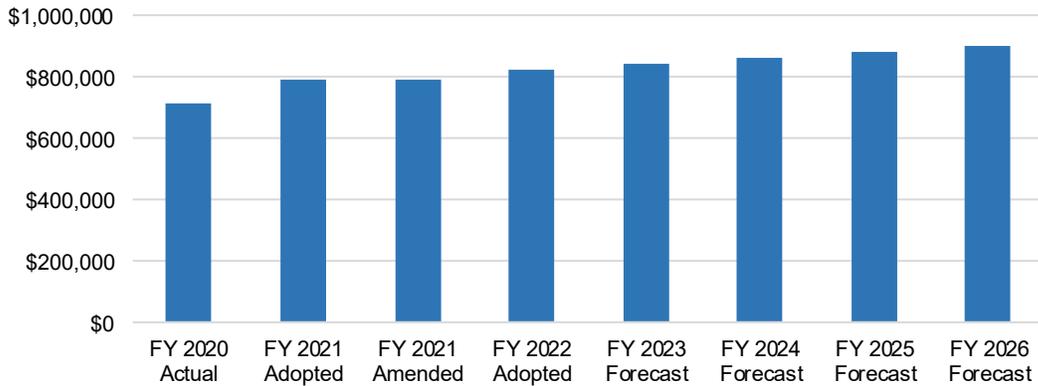
	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast
Expenditures by Category						
Personnel Services	\$ 566,905	\$ 596,793	\$ 596,793	\$ 629,759	\$ 645,589	\$ 659,859
Operating	144,399	194,846	194,846	194,840	198,738	202,712
Capital Outlay	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other/Transfers Out	-	-	-	-	-	-
Total	\$ 711,304	\$ 791,639	\$ 791,639	\$ 824,599	\$ 844,327	\$ 862,571

Expenditures by Program						
City Council	\$ 710,463	\$ 786,639	\$ 786,639	\$ 819,599	\$ 839,227	\$ 857,369
Youth Council ¹	842	5,000	5,000	5,000	5,100	5,202
Total	\$ 711,304	\$ 791,639	\$ 791,639	\$ 824,599	\$ 844,327	\$ 862,571

Note:

¹ FY 2020 New Division for Youth Council associated expenses, which is managed/funded by City Council.

5-Year Forecast



**City of Cape Coral, Florida
FY 2022 - 2024 Adopted Budget**

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 to facilitate the achievement of essential governmental goals and objectives.

FY 2022 Organizational Chart

Total FTEs - 13	
City Attorney	
City Attorney	1.0
Assistant City Attorney II	1.0
Assistant City Attorney III	4.0
Legal/Administrative Assistant to City Attorney	1.0
Legal Secretary	3.0
Paralegal I	1.0
Paralegal Senior	2.0

FY 2021 Amended	FY 2022 Adopted	Difference
13.00	13.00	0.00

City of Cape Coral, Florida
FY 2022 - 2024 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 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 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 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 Authority Board and the Community Redevelopment Agency

City of Cape Coral, Florida
 FY 2022 - 2024 Adopted Budget

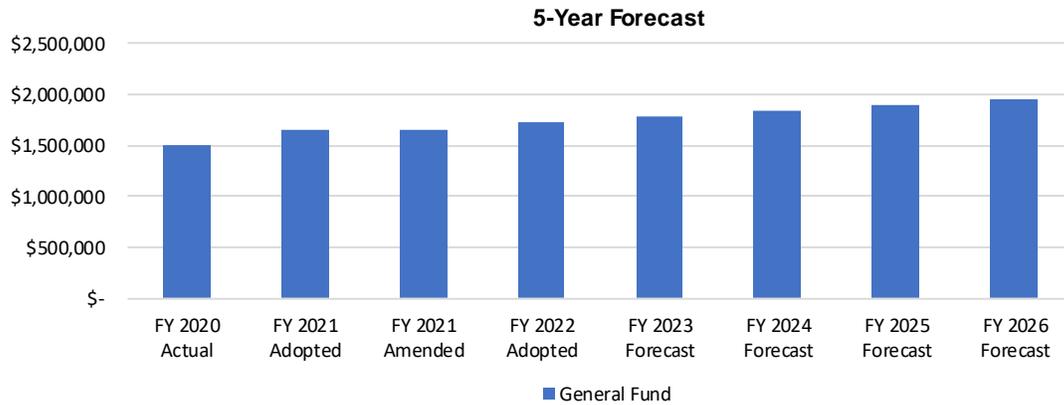
City Attorney Operating Budget

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast
Expenditures by Category						
Personnel Services	\$ 1,434,379	\$ 1,542,008	\$ 1,542,008	\$ 1,617,602	\$ 1,672,074	\$ 1,725,568
Operating	71,810	118,293	118,293	118,218	119,187	120,175
Capital Outlay	-	-	-	-	-	-
Total	\$ 1,506,189	\$ 1,660,301	\$ 1,660,301	\$ 1,735,820	\$ 1,791,261	\$ 1,845,743

Expenditures by Program						
General Fund	\$ 1,506,189	\$ 1,660,301	\$ 1,660,301	\$ 1,735,820	\$ 1,791,261	\$ 1,845,743
Total	\$ 1,506,189	\$ 1,660,301	\$ 1,660,301	\$ 1,735,820	\$ 1,791,261	\$ 1,845,743

Note:

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



**City of Cape Coral, Florida
FY 2022 - 2024 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 administrative policies adopted 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.

FY 2022 Organizational Chart

Total FTEs - 35.7			
Administration - 7.5			
		City Manager	1.00
		Assistant City Manager	1.00
Office of Communications - 10.2		Assistant to City Manager	1.00
Communications Manager	1.00	Professional Compliance Officer	1.00
Administrative Assistant	1.00	Executive Assistant to City Manager	1.00
Marketing Specialist	2.00	Administrative Specialist	1.00
Marketing Coordinator	1.00	Special Projects Coordinator	1.00
Senior Public Information Specialist	1.00	Contract Intern	0.50
Public Information Specialist	1.00		
Customer Service Representative	3.00		
Contract Administrative Technician	0.20		
Economic and Business Development - 2			
Economic and Business Development Officer	1.00		
Business Recruitment/Retention Specialist	1.00		
		Capital Improvements - 16	
		Administrative Specialist	1.00
		Director of Capital Improvements	1.00
		Senior Engineer PE UEP	1.00
		Contract Administrator	1.00
		Senior Construction Inspector UEP	4.00
		Principal Engineer PE UEP	1.00
		Senior Project Manager UEP	1.00
		Principal Engineer PE	1.00
		Associate Project Manager	1.00
		Project Manager	1.00
		Senior Project Manager	1.00
		Principal Engineer	2.00

Change in FTEs:

Two new divisions were created in the City Manager’s Office:

Office of Communications - combines Public Information from City Manager’s Office, 311 Call Center from City Clerk’s and Marketing from Parks and Recreation. A total of 4.2 FTE’s were transferred.

Capital Improvements - combines staff from Public Works within Utility Expansion Program, Facilities, Stormwater and General Administration. A total of sixteen positions were transferred.

FY 2021 Amended	FY 2022 Adopted	Difference
15.50	35.70	20.20

City of Cape Coral, Florida
FY 2022 - 2024 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.

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

Office of Communications: 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 and Business 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 and Business Development.
- FY 2021 budget approved by City Council continued maintenance of service levels, even with a reduction of the millage rate. The City added Fire Station #12, Fire Training Facility, and a Police Training Facility.
- In addition to several smaller projects, Economic and Business Development assisted in bringing to fruition three, large-scale projects providing more than 800 new multi-family units across the city.
- The Parks General Obligation 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.
- Begin North 1 Utility Expansion Program 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.

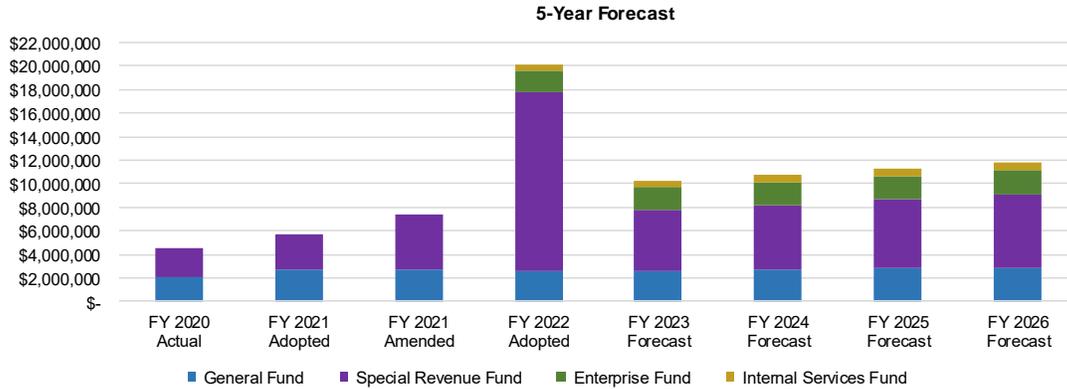
**City of Cape Coral, Florida
FY 2022 - 2024 Adopted Budget**

**City Manager
Operating Budget**

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast
Expenditures by Program						
Personnel Services	\$ 1,485,485	\$ 1,696,626	\$ 1,702,057	\$ 4,443,274	\$ 4,627,957	\$ 4,767,180
Operating	1,251,810	2,314,243	2,345,672	13,405,986	2,493,794	2,517,552
Capital Outlay	-	16,500	58,310	35,000	-	-
Debt Service	-	-	-	-	-	-
Other/Transfers Out	1,801,880	1,671,764	3,319,193	2,233,069	3,162,846	3,484,128
Total	\$ 4,539,175	\$ 5,699,133	\$ 7,425,232	\$ 20,117,329	\$ 10,284,597	\$ 10,768,860

Expenditures by Fund						
General Fund						
City Manager Administration	\$ 874,316	\$ 1,068,326	\$ 1,073,757	\$ 1,307,305	\$ 1,347,207	\$ 1,386,949
Capital Improvements	-	-	-	136,448	139,218	141,899
Public Informaton	336,285	491,377	491,377	-	-	-
Economic and Business Development	873,572	1,152,018	1,152,018	-	-	-
Office of Communications	-	-	-	1,124,005	1,158,192	1,191,304
Enterprise Fund						
Capital Improvements	-	-	-	1,806,015	1,912,146	1,956,308
Internal Services Fund						
Capital Improvements	-	-	-	557,147	575,808	594,256
Special Revenue Fund						
Community Redevelopment Agency	2,455,003	2,987,412	4,708,080	14,267,538	4,246,854	4,571,538
Economic and Business Development	-	-	-	918,871	905,172	926,606
Total	\$ 4,539,175	\$ 5,699,133	\$ 7,425,232	\$ 20,117,329	\$ 10,284,597	\$ 10,768,860

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



**City of Cape Coral, Florida
FY 2022 - 2024 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.

FY 2022 Organizational Chart

Total FTEs - 6	
City Auditor	
City Auditor	1.00
Deputy City Auditor	1.00
Information Technology Auditor	1.00
Senior Auditor	1.00
Internal Auditor	1.00
Senior Administrative Specialist	1.00

FY 2021 Amended	FY 2022 Adopted	Difference
6.00	6.00	0.00

City of Cape Coral, Florida
FY 2022 - 2024 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

- Successfully completed a Request for Proposal (RFP) for an external audit firm and awarded a new contract.
- Researched new electronic workpaper software, obtained quotes, and implemented the new software.
- 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.

Goals and Priorities

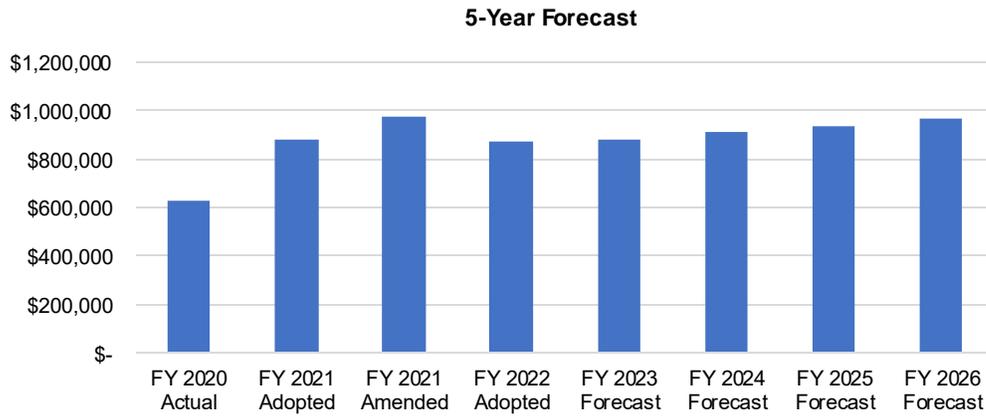
- Effectively manage audit staff time with a goal of 75% spent on direct audit projects and limit administrative hours to no more than 25%.
- Complete 75% of audits on the Approved Audit Plan to provide audits that are important and useful to the City.
- Be fluid to accommodate unplanned special projects 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.
- Continuously work to improve department relations to be trusted advisors to the City.

City of Cape Coral, Florida
 FY 2022 - 2024 Adopted Budget

City Auditor Operating Budget

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast
Expenditures by Category						
Personnel Services	\$ 547,316	\$ 699,615	\$ 699,615	\$ 712,997	\$ 736,812	\$ 760,323
Operating	76,650	118,835	268,609	158,917	144,809	147,705
Capital Outlay	-	60,000	4,214	-	-	-
Total	\$ 623,966	\$ 878,450	\$ 972,438	\$ 871,914	\$ 881,621	\$ 908,028

Expenditures by Program						
City Auditor	\$ 623,966	\$ 878,450	\$ 972,438	\$ 871,914	\$ 881,621	\$ 908,028
Total	\$ 623,966	\$ 878,450	\$ 972,438	\$ 871,914	\$ 881,621	\$ 908,028



**City of Cape Coral, Florida
FY 2022 - 2024 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.

FY 2022 Organizational Chart

Total FTEs - 30		
Administration - 2		
	Information Technology Services Director	1.00
	Senior Administrative Specialist	1.00
Business Applications- 8		
Business Applications Support Manager	1.00	
Business Applications Analyst II	4.00	
Business Applications Analyst	2.00	
Associate Programmer Analyst	1.00	
	Information Technology Systems - 8	
	Information Technology & Comm Manager	1.00
	Senior Network Systems Administrator	1.00
	Systems Administrator	1.00
	Associate Network Security Administrator	1.00
	Desktop Specialist	3.00
	Desktop Technician	1.00
Security- 3		
Security Manager	1.00	
Network Security Administrator	2.00	
	Charter School Security- 2.5	
Network Security Administrator	0.50	
Desktop Specialist	2.00	
	Network and Telecommunications - 4	
	Network and Telecommunication Manager	1.00
	Senior Network Engineer	1.00
	Associate Network Security Administrator	1.00
	Help Desk Analyst	1.00
	Geographic-Information-System - 2	
	Geographic-Information-System Coordinator	1.00
	Program Analyst	1.00
	Utilities Security - 0.5	
	Network Security Administrator	0.50

Change in FTEs:

A Network Security Administrator was added in FY 2022. This position is split 50% Water and Sewer and 50% Charter School.

FY 2021 Amended	FY 2022 Adopted	Difference
29.00	30.00	1.00

City of Cape Coral, Florida
FY 2022 - 2024 Adopted Budget

Department Functions

Business Applications: This Division supports the main application systems supporting City functions including Tyler Munis, 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 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

- Implement new Land Management and 311 systems, and recreation of Geographic-Information-System maps
- Implement new electronic Human Resources Document Management system
- Implement Socrata for improved transparency of City and Charter School financials
- Migrate Document Management/Workflow system to the Cloud
- Implement Visitor Management system for City Hall
- Develop custom GIS related applications to improve productivity
- Create an Exotic Species App & Canal Complaints App
- Implement process improvement with County on Addressing
- Implement a map for City Property Zoning and Land Use
- Design City's Fiber ring and wireless coverage
- Increase capacity for Disaster Recovery storage
- Implement automated water meter reading pilot
- Install Fiber optic cable to Chester St. Resource Center and Lake Kennedy Complex
- Implement networking, telecom, cameras, and other IT needs for new Fire Station and for internal department redesigns
- Implement new backup solution
- Implement a new 911 Call Center

Goals and Priorities

- Implement an Enterprise Asset Management System for Utilities (FY 2022)
- Implement new Police Department Computer Aided Dispatch System (FY2023)
- Implement new Human Recourse Payroll and Timekeeper Solutions (FY 2024)
- Implement applications to automate and improve department workflows (FY 2022 - 2026)
- Integrate-Geographic-Information-System Mapping system to a new Asset Management System (FY 2022)
- Expand use of Smart City solutions (FY 2022 - 2026)
- Build out City's fiber ring to City assets (FY 2022 - 2026)

City of Cape Coral, Florida
 FY 2022 - 2024 Adopted Budget

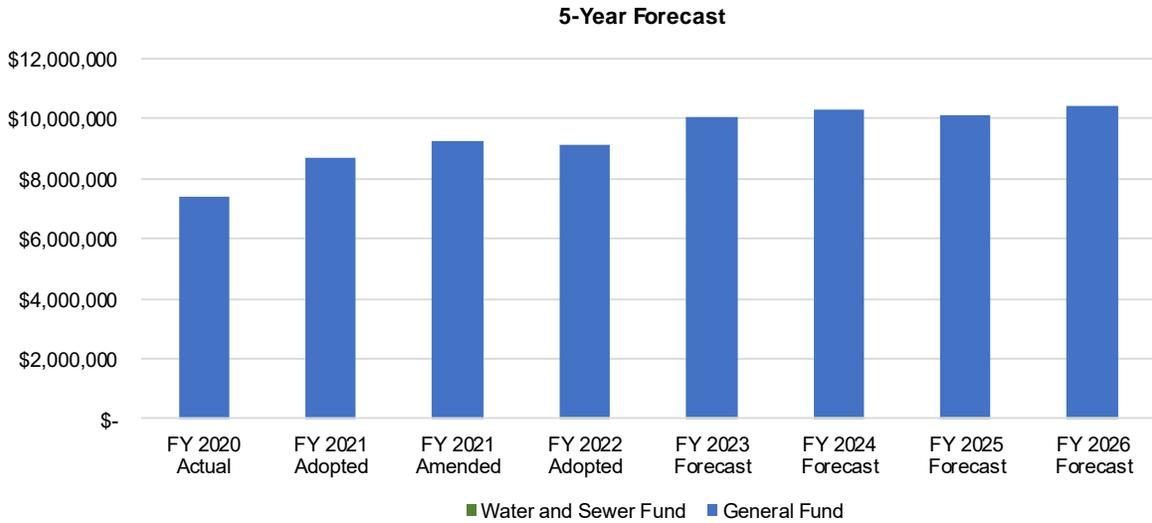
Information Technology Services Operating Budget

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast
Expenditures by Category						
Personnel Services	\$ 2,932,252	\$ 3,215,542	\$ 3,215,542	\$ 3,313,766	\$ 3,423,992	\$ 3,532,896
Operating	4,388,827	4,324,390	4,615,675	4,424,354	4,440,677	4,564,244
Capital Outlay	90,584	1,140,000	1,392,158	1,410,000	2,205,000	2,205,000
Total	\$ 7,411,664	\$ 8,679,932	\$ 9,223,375	\$ 9,148,120	\$ 10,069,669	\$ 10,302,140

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast
Expenditures by Fund						
General Fund	\$ 7,411,664	\$ 8,679,932	\$ 9,223,375	\$ 9,096,102	\$ 10,018,965	\$ 10,249,806
Water and Sewer Fund	-	-	-	52,018	50,704	52,334
Total	\$ 7,411,664	\$ 8,679,932	\$ 9,223,375	\$ 9,148,120	\$ 10,069,669	\$ 10,302,140

Note:

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



City of Cape Coral, Florida
FY 2022 - 2024 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
- Relocate sensitive records to temperature and humidity-controlled site
- Re-evaluate transportation needs in an effort to reduce the budget

Goals and Priorities

- Continue investigation and future hire, if feasible, an Archivist to assess our record preservation efforts
- Assist in the successful transfer of 311 Division to the City Manager's Office to include training on the new Tyler Technologies software, Live-Chat program, and offering a staffing location, if needed
- Continue to provide a high quality of service to the residents of Cape Coral through our various department services
- Assist in the training of the department staff to be able to complete activation documentation in an accurate, organized, and timely manner through our roles in the Documentation Unit and offer Activation support wherever assigned

City of Cape Coral, Florida
 FY 2022 - 2024 Adopted Budget

City Clerk Operating Budget

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast
Expenditures by Category						
Personnel Services	\$ 1,433,683	\$ 1,572,258	\$ 1,572,258	\$ 1,313,998	\$ 1,356,663	\$ 1,394,519
Operating	151,905	188,156	198,569	190,337	194,073	201,663
Capital Outlay	-	-	-	20,600	14,600	17,000
Total	\$ 1,585,588	\$ 1,760,414	\$ 1,770,827	\$ 1,524,935	\$ 1,565,336	\$ 1,613,182

Expenditures by Fund						
Building Code Fund	\$ 42,356	\$ 58,576	\$ 58,576	\$ 56,875	\$ 58,887	\$ 60,740
General Fund	1,543,232	1,701,838	1,712,251	1,468,060	1,506,449	1,552,442
Total	\$ 1,585,588	\$ 1,760,414	\$ 1,770,827	\$ 1,524,935	\$ 1,565,336	\$ 1,613,182

Note:

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

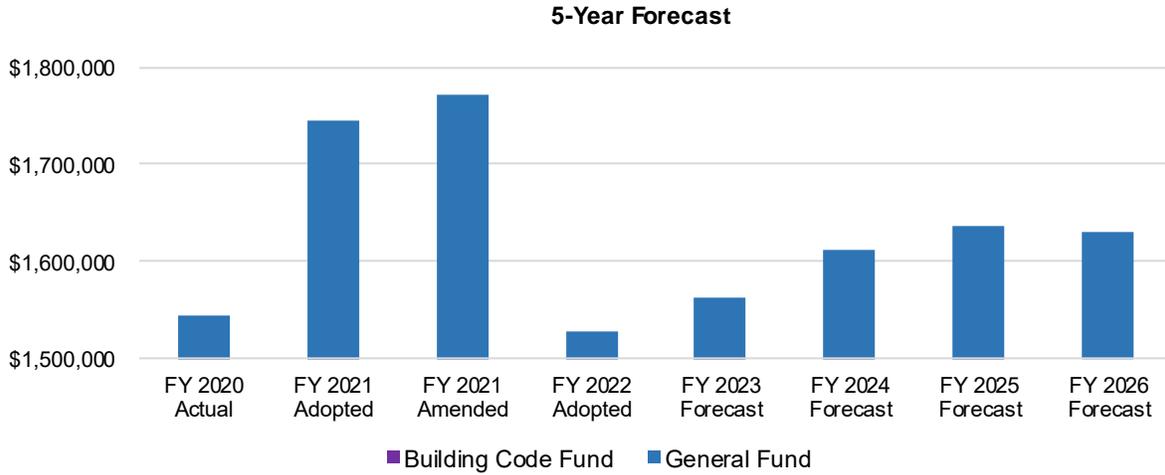


Chart Note: Building Fund does not show on chart due to less than 3% of total

**City of Cape Coral, Florida
FY 2022 - 2024 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, 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.

FY 2022 Organizational Chart

Total FTEs - 100.25		
Administration - 6		
Accounting - 8	Financial Services Director	1.00
Senior Accounting Manager	Deputy Financial Services Director	1.00
Assistant Accounting Manager - Utilities	Finance Projects Manager	1.00
Senior Accountant	Senior Administrative Specialist	1.00
Senior Accountant - Charter School	Administrative Specialist	1.00
Senior Accountant - Utilities	Controller	1.00
Office of Management and Budget - 5		
	Management Budget Administrator	1.00
	Assistant Management Budget Administrator	1.00
	Senior Management/Budget Analyst	1.00
	Senior Management/Budget Analyst - Utilities	1.00
	Budget Analyst	1.00
Accounts Payable- 6		
Accounts Payable Supervisor	1.00	
Accounts Payable Specialist	4.00	
Accounts Payable Specialist - Utilities	1.00	
Procurement- 10		
	Procurement Manager	1.00
	Procurement Specialist	2.00
	Senior Buyer	3.00
	Administrative Assistant	1.00
	Procurement Specialist - Utilities	2.00
	Senior Procurement Specialist - Utilities	1.00
Risk Management- 4		
	Risk Manager	1.00
	Claim Examiner	1.00
	Risk Generalist	1.00
	Safety and Health Environmental Officer	1.00
Stormwater Billing- 1		
	Customer Service Technician	1.00
Cashier / Treasury- 7		
Debt/Treasury Manager	1.00	
Cashier Supervisor	1.00	
Cashier	2.00	
Cashier - Utilities	1.00	
Senior Accounting Assistant	2.00	
Customer Billing- 50.25		
	Assessment and Billing Manager	1.00
	Assessment Supervisor	1.00
	Billing Supervisor	1.00
	Research Specialist	1.00
	Administrative Assistant	1.00
	Senior Customer Service Technician Gen Billing	4.00
	Customer Service Technician General Billing	3.00
	Sr Customer Service Representative Lot Mow	1.00
	Customer Service Technician Utility Billing	3.00
	Senior Customer Service Technician Utility Bill	7.00
	Customer Service Supervisor	1.00
	Customer and Field Service Manager	1.00
	Senior Customer Service Technician Cust Serv	2.00
	Customer Service Technician Customer Service	11.00
	Field Services Rep Supervisor	1.00
	Field Service Representative	9.00
	Contract Administrative Technician Utility Billing	1.25
	Contract Administrative Technician Cust Service	0.75
	Contract Field Support	0.25
Payroll- 3		
Payroll Supervisor	1.00	
Payroll Specialist	1.00	
Payroll Specialist - Utilities	1.00	

Change in FTEs:

In the FY 2022 Budget, Real Estate transfers from Financial Services to Public Works (5 FTE's).
FY 2022 Eliminated one Procurement Specialist position, added one Controller and one Senior Accounting Assistant.

FY 2021 Amended	FY 2022 Adopted	Difference
104.25	100.25	-4.00

City of Cape Coral, Florida
FY 2022 - 2024 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 five-year forecast 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.

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 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 2022 - 2024 Adopted Budget

Accomplishments

- Received the Government Finance Officers Association (GFOA) Award for Distinguished Budget.
- Awarded the Certificate of Achievement for Excellence in Financial Reporting (CAFR) by the Government Finance Officers Association (GFOA).
- Maintained the City Workers' Compensation modification factor to below 1.0
- Risk provided for at least three safety trainings to employees each month.
- Increased number of online safety courses were made available via SABA, an Intelligent Talent Management solution.
- Reviewed insurance requirements for City contract which were processed through the City's official Procurement process.
- Risk processed Subrogation claims more than \$64,000 to recoup funds for damages of City property.
- Since October 1, 2020, Risk has recovered more than \$46,000 of a total of \$131,000 requested for prior years outstanding subrogation claims.

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.
- Anticipate a reduction to the Workers' Compensation experience modification factor at the City's Charter School per last Safety Committee Meeting.
- Maintain the City's workers compensation experience modification factor below 1.0
- Risk to continue providing 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, an Intelligent Talent Management solution.
- Review insurance requirements for City contracts which were processed through the City's official Procurement process.
- Develop a streamlined month end close process in Accounting and Accounts Payable.
- Implement strategies to produce Quarterly Financials.
- Update CAFR Software and streamline CAFR Year End Financials process.
- Update Fixed Assets and Debt Policies.

**City of Cape Coral, Florida
FY 2022 - 2024 Adopted Budget**

**Financial Services
Operating Budget**

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast
Expenditures by Category						
Personnel Services	\$ 7,203,473	\$ 8,311,151	\$ 8,311,151	\$ 8,161,981	\$ 8,525,722	\$ 8,793,921
Operating	6,457,547	8,836,845	8,836,845	8,803,025	8,939,810	9,132,516
Capital Outlay	55,844	-	-	-	-	-
Total	\$13,716,864	\$17,147,996	\$17,147,996	\$16,965,006	\$17,465,532	\$17,926,437

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast
Expenditures by Fund						
General Fund	\$ 3,358,025	\$ 3,777,030	\$ 3,777,030	\$ 3,572,161	\$ 3,743,401	\$ 3,861,216
Lot Mowing Fund	93,840	113,857	113,857	96,783	99,655	102,439
Risk Management Fund	6,033,477	7,534,810	7,534,810	7,505,578	7,661,749	7,820,643
Stormwater Fund	90,757	173,212	173,212	148,659	152,687	156,619
Water and Sewer Fund	4,140,765	5,549,087	5,549,087	5,641,825	5,808,040	5,985,520
Total	\$13,716,864	\$17,147,996	\$17,147,996	\$16,965,006	\$17,465,532	\$17,926,437

Note:

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

5-Year Forecast

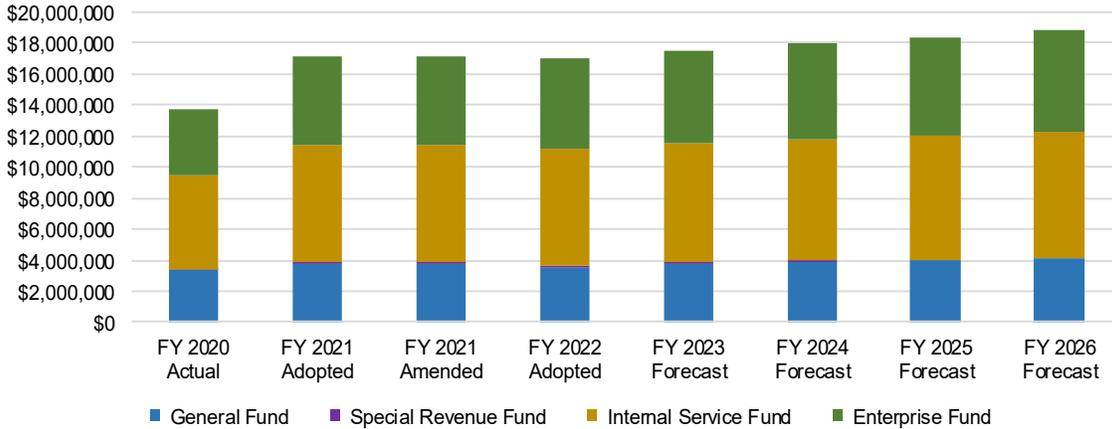


Chart Note: Special revenue fund does not show on chart due to less than 1% of total

**City of Cape Coral, Florida
FY 2022 - 2024 Adopted Budget**

Human Resources

Human Resources 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 teamwork with labor representation.

FY 2022 Organizational Chart

Total FTEs - 16.6		
Administration - 4.6		
Compensation and Classification- 3		
Compensation & Classification Manager	1.00	
Compensation & Classification Specialist	1.00	
Senior Customer Service Representative	1.00	
Health Insurance Plan- 1		
Benefits Coordinator	1.00	
Employee Benefits - 2		
Benefits Manager		1.00
Benefits Specialist		1.00
Employee Development - 1		
Training and Development Specialist		1.00
Employee Labor Relations - 1		
Employee Relations Specialist		1.00
Recruitment - 4		
Human Resources Director	1.00	
Senior Administrative Specialist	1.00	
Customer Service Representative	1.00	
Charter School Liaison	1.00	
Contract Intern	0.60	
Talent Acquisition Manager	1.00	
Talent Acquisition Specialist	3.00	

FY 2021 Amended	FY 2022 Adopted	Difference
16.60	16.60	0.00

City of Cape Coral, Florida
FY 2022 - 2024 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

- Electronic personnel files implemented increasing efficiencies, reduction in errors, accessibility, and sustainability of files. (Must keep public sector FL personnel files for 50 years AFTER employment).
- Union contracts negotiated for The International Union of Painters and Allied Trades (IUPAT) (four contracts total) and International Association of Fire Fighters (IAFF) (two represented contracts in one)
- New Hire On-Boarding enhanced to include to 30, 60, 90-day program.
- Diversity and Inclusion statements and efforts expanded.
- External vendor auditing the Blue Cross medical plan provider to ensure they are applying our medical plans correctly, for best monetary outcome for employees and City.
- Second Phase of Cape Coral Health and Wellness Center implementation completed, including: occupational health, annual physicals for all departments, new hire physicals and drug tests.

Goals and Priorities

- Drive workforce readiness, culture, and overall City staff efficiency.
- Negotiate union contracts:
 - Fraternal Order of Police (FOP) for 10-1-22 effective date, IUPAT and IAFF for 10-1-24 effective date
- New payroll system research to implementation before 2025, long term multi department project.

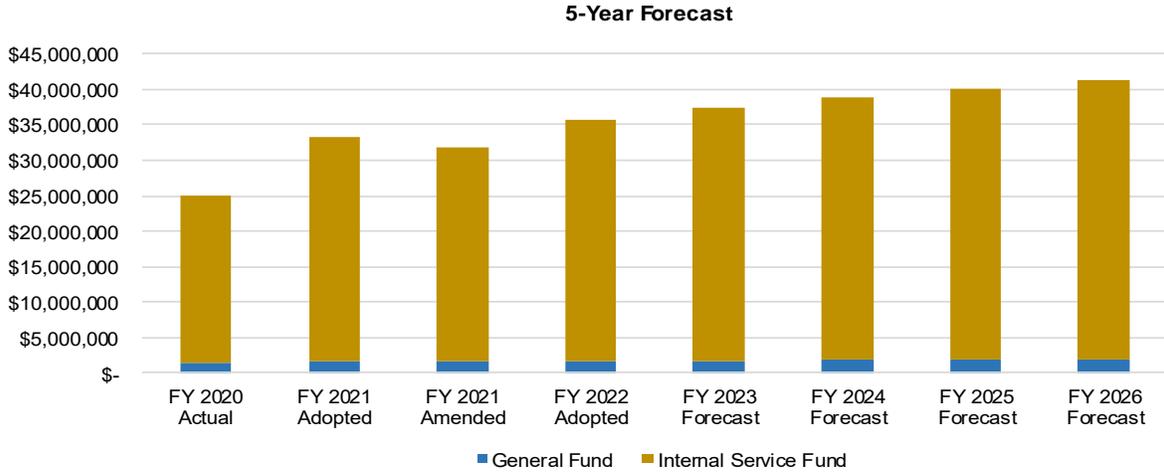
**City of Cape Coral, Florida
FY 2022 - 2024 Adopted Budget**

**Human Resources
Operating Budget**

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast
Expenditures by Category						
Personnel Services	\$ 1,442,263	\$ 1,483,378	\$ 1,486,378	\$ 1,550,464	\$ 1,602,015	\$ 1,652,510
Operating	23,625,317	31,783,557	30,350,557	34,154,852	35,791,620	37,220,573
Capital Outlay	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other/Transfers Out	-	-	-	-	-	-
Total	\$ 25,067,579	\$ 33,266,935	\$ 31,836,935	\$ 35,705,316	\$ 37,393,635	\$ 38,873,083
Expenditures by Fund						
General Fund	\$ 1,505,673	\$ 1,709,004	\$ 1,709,004	\$ 1,733,641	\$ 1,787,157	\$ 1,881,904
Internal Service Fund						
Health Insurance Plan	23,561,906	31,557,931	30,127,931	33,971,675	35,606,478	36,991,179
Total	\$ 25,067,579	\$ 33,266,935	\$ 31,836,935	\$ 35,705,316	\$ 37,393,635	\$ 38,873,083

Note:

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



City of Cape Coral, Florida
FY 2022 - 2024 Adopted Budget

Department Functions:

City 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 Code 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 Property; and signs. Serve as staff for the Special Magistrate, who hears code compliance cases, and the Construction Regulation Board.

Customer Service Division: Responsible for the intake, processing and routing of all building permit applications and site development applications. In addition, they are responsible to handle all customer walk-ins that have general permitting questions; data and public records requests; and special projects for senior staff, the Department Director, and the City Manager.

Land Development: Review's 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

- Collected 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%
- Developed new partnerships and continued speaking engagements with state associations, realtor association, construction association, and community and neighborhood groups
- In conjunction with the Community Rating Service (CRS) verification visit, continued to work and coordinate with other departments to maintain the city's CRS classification of "Class 5", which impacts flood insurance rates

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 level of service
- Reduce the number of days to complete all plan reviews
- Provide next day inspections and call contractors that need to be rescheduled, if necessary

City of Cape Coral, Florida
FY 2022 - 2024 Adopted Budget

- Continue and monitor aggressive response protocol for vacation rental violations
- Research potential new enforcement tool City Citation Program, like watering tickets
- Increased focus on aesthetics violations that impact “beautification”
- Reduce overall average time to compliance < 14-day average
- Continue downward trend of overall response time and increase proactive rate >60%
- Complete transition to 100% online permitting
- Develop an online calendar for available Advisory Meeting time slots
- Monitor risk management mapping related to the Federal Emergency Management Agency’s effort to update the flood insurance rate maps (FIRM)
- Begin the Comprehensive Plan Evaluation Appraisal and Review (EAR) update process in accordance with state statutes
- Refine all online permitting and application intake to provide more methods of convenience to the public and development community
- Continue to implement the City Housing programs, including CDBG grants, the SHIP program, and disbursing CARES Act funding to eligible recipients.

**City of Cape Coral, Florida
FY 2022 - 2024 Adopted Budget**

**Development Services
Operating Budget**

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast
Expenditures by Category						
Personnel Services	\$ 9,852,483	\$ 11,107,093	\$ 11,629,340	\$ 12,281,305	\$ 12,631,343	\$ 13,028,745
Operating	5,204,703	3,846,767	5,185,920	5,462,625	4,150,760	4,213,066
Capital Outlay	553,564	29,000	83,000	121,758	35,000	71,000
Debt Service	-	-	-	-	-	-
Other/Transfers Out	22,197	22,107	22,107	10,022,147	22,134	22,096
Total	\$ 15,632,947	\$ 15,004,967	\$ 16,920,367	\$ 27,887,835	\$ 16,839,237	\$ 17,334,907

Expenditures by Fund						
General Fund	\$ 5,152,410	\$ 5,616,361	\$ 5,616,361	\$ 5,710,339	\$ 5,892,586	\$ 6,105,940
Special Revenue Funds						
Building Code	7,725,295	8,310,132	8,782,976	19,636,979	9,657,022	9,934,126
CDBG ¹	1,799,313	1,078,474	2,300,664	1,070,603	1,055,055	1,055,055
HUD ²	350,857	-	122,521	-	-	-
SHIP ³	601,054	-	97,845	1,240,819	-	-
Res Const Grant ⁴	4,016	-	-	-	-	-
Enterprise Fund						
Water and Sewer Fund	-	-	-	229,095	234,574	239,786
Total	\$ 15,632,947	\$ 15,004,967	\$ 16,920,367	\$ 27,887,835	\$ 16,839,237	\$ 17,334,907

Note:

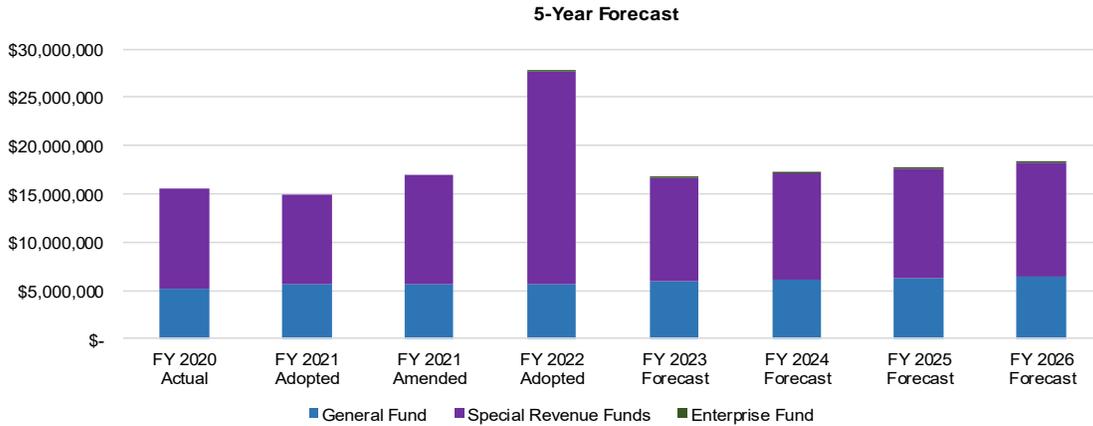
*Details by department for each fund are located in each of the fund sections

¹ Community Development Block Grant (CDBG)

² Housing and Urban Development (HUD) Neighborhood Stabilization

³ State Housing Initiatives Partnership (SHIP)

⁴ Residential Construction Mitigation Program Grant



**City of Cape Coral, Florida
FY 2022 - 2024 Adopted Budget**

Police

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 289 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.

FY 2022 Organizational Chart

Total FTEs - 389.53			
Administration - 25.75			
Communications and Records - 60.7			
Commander Comm & Logistical Support	1.00	Police Chief	1.00
Communications Supervisor	1.00	Deputy Chief of Police	2.00
Communications Shift Supervisor	4.00	Lieutenant	1.00
Communications Training Coordinator	1.00	Captain	1.00
Lead Telecommunicator	4.00	Sergeant	3.00
Telecommunicator	27.00	Police Officer	10.00
911 Operators	11.00	Grant Coordinator/Writer	1.00
Quartermaster	2.00	Senior Administrative Specialist	1.00
Records Supervisor	1.00	Accounts Coordinator	1.00
Senior Customer Service Representative	1.00	Administrative Assistant	1.00
Customer Service Representative	7.00	Senior Customer Service Representative ¹	1.00
Administrative Technician	0.70	Customer Service Representative ¹	2.00
		Administrative Technician	0.75
Community Services - 39			
Captain	1.00	Special Operations - 43	
Lieutenant	1.00	Lieutenant	1.00
Sergeant	2.00	Captain	1.00
Police Officer	34.00	Sergeant	5.00
Customer Service Representative ¹	1.00	Police Officer ¹	35.00
		Accounts Coordinator	1.00
Alarm Fee - 1			
Customer Service Representative	1.00	Do The Right Thing - 1	
		Community Outreach Project Coordinator	1.00
Grants - 9			
Police Officer WCIND	1.00		
Police Officer COPS ¹	8.00		
		Investigative Services Bureau - 66.08	
		Lieutenant	1.00
		Captain	1.00
		Sergeant	6.00
		Police Officer	36.00
		Accounts Coordinator	1.00
		Customer Service Representative	3.00
		Crime Analyst	3.00
		Forensic/ Evidence Supervisor	1.00
		Forensic Specialist	2.00
		Forensic Technician	3.00
		Evidence Technician	4.00
		Victim Assistance Coordinator	1.00
		Victim Assistance Advocate	2.00
		Background Investigation Specialist	2.08
		Patrol - 144	
		Lieutenant	5.00
		Captain	1.00
		Sergeant	12.00
		Police Officer ¹	120.00
		Customer Service Representative	1.00
		Accounts Coordinator	1.00
		Public Service Aide	4.00

Change in FTEs:

¹ FY 2022 Adding 15 New Sworn Officers (4 pending COPS Grant awarding), Two Customer Service Representatives are moving from City Clerk and converted Contract Administrative Technician to Full-time Customer Service Representative.

FY 2021	FY 2022	Difference
Amended	Adopted	
372.23	389.53	17.30

City of Cape Coral, Florida
FY 2022 - 2024 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 Uniform Crime Reporting (UCR) Crime Statistics
- Pursued grant funding to supplement operational and equipment needs, with over \$580,000 in grant funds obtained
- Increased the number of School Resource Officers by four FTEs, augmenting our high school SRO coverage to two officers per school. This addition increased the program's impact on youth activities and influenced a reduction in youth-related crimes.
- Increased social media activities and community engagement programs, i.e., Grill & Chill outreach, Police Athletic League, and the Chief's Townhall Meetings (via social media).
- Supported the Homeless Outreach Team in bringing together police officers and social workers to enable homeless individuals to access the services they need.
- Continued to assist with the Heroin-Opioid Prevention Education/Help Educate Loving Parents Program to help combat drug addiction in our community.
- Capital funding made available for the design and construction of the police training facility—completion scheduled for the end of 2022.

Goals and Priorities

- Become the safest city in Florida with a population of over 150,000, by continuing to deliver programs and services that foster a safe community
- Increase proactive traffic enforcement and education opportunities to ensure the safe movement of people and vehicles throughout the city, reducing the number of traffic crashes and crash-related injuries and death.
- Continue to improve community and police collaboration by finding the most efficient methods to be involved with the community and to identify best practices, such as assigning specially trained personnel to dedicated community outreach and service teams.

City of Cape Coral, Florida
FY 2022 - 2024 Adopted Budget

- Maintain or improve emergency response times by patrol officers by implementing a mid-shift, which would add officers to a third shift, overlapping the 12-hour day and night shift.
- Increase efficiencies in the receipt and dispatch of emergency calls for service by increasing the staffing levels of 911 Operator and Telecommunicator FTEs assigned to the Communications Center.
- Continue to increase case clearance rates for property and violent crimes. We will continue our efforts to support victims of domestic violence, as these cases have risen, in large part due to the COVID-19 pandemic, which has been a national trend.
- 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 to identify and adopt appropriate technologies to support Department activities while effectively improving our ability to serve the community. (should we add new RMS system and Crime Center?)
- Continue progress towards the construction and completion of the police training facility.
- Continue to review and refine the organizational structure, staffing, and allocation to ensure the highest level of service possible while meeting operational goals.

**City of Cape Coral, Florida
FY 2022 - 2024 Adopted Budget**

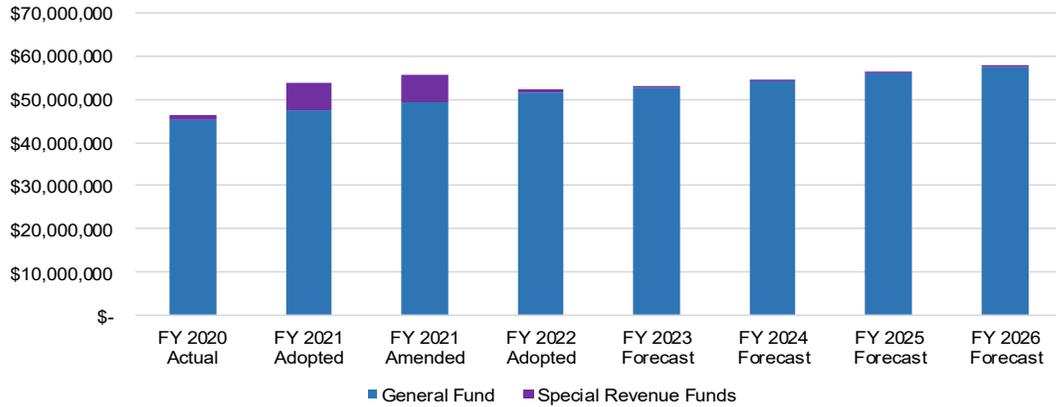
Police Operating Budget

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast
Expenditures by Category						
Personnel Services	\$38,089,852	\$40,966,270	\$41,655,423	\$43,358,646	\$44,987,713	\$46,371,860
Operating	5,396,582	5,236,122	5,796,514	5,556,830	5,502,484	5,654,859
Capital Outlay	1,811,832	1,542,200	2,045,581	3,381,470	2,252,000	2,291,311
Debt Service	-	-	-	-	-	-
Other/Transfers Out	860,236	6,105,410	6,118,539	-	-	-
Total	\$46,158,501	\$53,850,002	\$55,616,057	\$52,296,946	\$52,742,197	\$54,318,030
Expenditures by Fund						
General Fund	\$45,136,661	\$47,528,713	\$49,143,614	\$51,535,344	\$52,537,312	\$54,108,059
Special Revenue Funds						
Police Impact Fees	767,157	6,115,495	6,133,495	594,642	33,778	34,781
Do The Right Thing	15,173	8,000	17,500	8,000	8,160	8,323
Confiscation State	53,694	19,619	143,273	-	-	-
Confiscation Federal	10,965	40,610	40,610	27,818	28,014	28,215
Police Evidence	74,041	-	-	-	-	-
Criminal Justice Education	-	25,215	25,215	25,215	25,719	26,234
False Alarm Fees	100,810	112,350	112,350	105,927	109,214	112,418
Total	\$46,158,501	\$53,850,002	\$55,616,057	\$52,296,946	\$52,742,197	\$54,318,030

Note:

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

5-Year Forecast



City of Cape Coral, Florida
FY 2022 - 2024 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

- Responding to approximately 22,951 calls for emergency service
- Receive \$2.8 million in reimbursements for the City's Covid-19 activities through the Lee Cares Act
- Finalize Operational COVID-19-related issues, e.g., tracking exposures, oversight of the COVID-19 test site
- Apply for \$925,000 of grant funding and be awarded \$745,000
- Become operational on Lee County's Urban Search and Rescue Team (USAR) and Arson Task Force
- Construct Fire Station 12
- Complete the Fire Training Facility design
- Receive recertification as a StormReady and #HurricaneStrong community
- Implement Corrective Action Process and Positive Behavior Recognition for employee performance
- Install Knox Secure 6s in each apparatus for an electronic key changeover, and institute Knox Fire Department Connection locking caps for security

Goals and Priorities

- Seek grants and public-private partnerships to enhance the Cape Coral Fire Department's mission
- Improve tracking of operational benchmarks, e.g., implement new software to monitor public safety answering points (PSAP) time, in route time, travel time, extrication completion time, water on fire time
- Update the current fees for fire services in the City Ordinance, which was established in 2006
- Design and construct Fire Station 13
- Construct the Fire Training Facility
- Identify and implement a new computer-aided dispatch system

City of Cape Coral, Florida
FY 2022 - 2024 Adopted Budget

- Improve inventory accountability with a centralized logistics center and radio-frequency identification for inventory
- Achieve national accreditation for the Fire Department and Emergency Management
- Create a Senior Citizen Safety Program
- Revise and restructure the Fire Department's Strategic Plan and policies

**City of Cape Coral, Florida
FY 2022 - 2024 Adopted Budget**

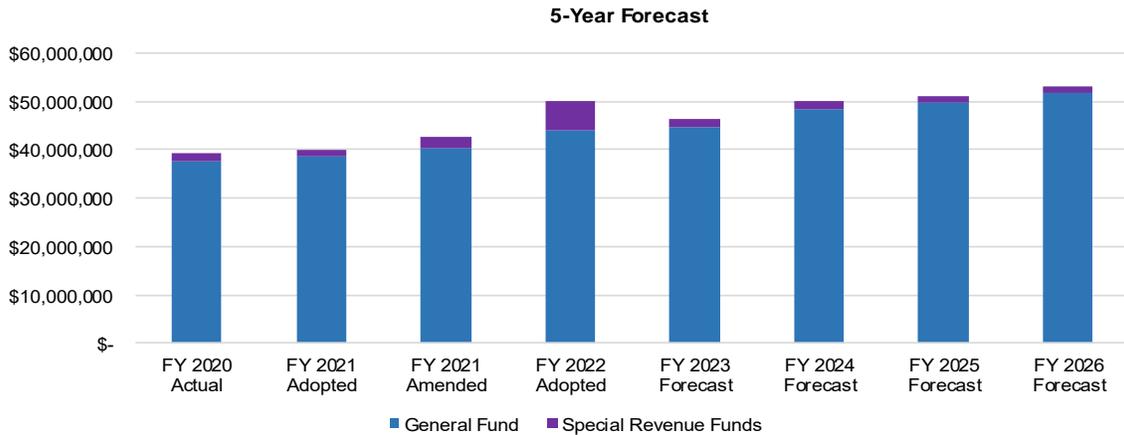
**Fire
Operating Budget**

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast
Expenditures by Category						
Personnel Services	\$ 29,189,810	\$ 31,225,985	\$ 32,091,985	\$ 34,287,517	\$ 36,455,073	\$ 38,574,167
Operating	4,510,272	5,539,494	5,528,192	6,210,474	6,573,397	6,875,278
Capital Outlay	3,672,973	1,619,525	2,319,720	4,120,766	1,587,631	2,441,297
Debt Service	-	-	-	-	-	-
Other/Transfers Out	1,850,870	1,755,825	2,617,367	5,312,762	1,820,096	2,241,229
Total	\$ 39,223,924	\$ 40,140,829	\$ 42,557,264	\$ 49,931,519	\$ 46,436,197	\$ 50,131,971

Expenditures by Fund						
General Fund	\$ 37,780,554	\$ 38,648,386	\$ 40,308,988	\$ 43,993,237	\$ 44,710,255	\$ 48,405,522
Special Revenue Funds						
ALS Impact Fee	78,294	126,288	126,288	1,914	59,903	2,049
Fire Impact Fee	391,879	356,816	873,816	4,666,084	373,182	374,168
All Hazards	879,309	905,937	1,128,770	1,041,217	1,072,018	1,122,738
Building Code	93,888	103,402	119,402	229,067	220,839	227,494
Total	\$ 39,223,924	\$ 40,140,829	\$ 42,557,264	\$ 49,931,519	\$ 46,436,197	\$ 50,131,971

Note:

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



**City of Cape Coral, Florida
FY 2022 - 2024 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 Property Management and the Fleet Maintenance.

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.

FY 2022 Organizational Chart

Total FTEs - 274		
Administration - 5		
	Assist Public Works Director	1.00
	Public Works Director	1.00
	Senior Administrative Specialist	1.00
	Strategic Business Analyst	1.00
	Accounts Coordinator	1.00
Design and Construction - 4		
	Public Works Design and Construction Manager	1.00
	Computed-Aided-Design, Graphic-Information-System Specialist	1.00
	Principal Engineer - PE	2.00
Traffic Operations - 9		
	Traffic Operations Engineer	1.00
	Crew Coordinator	1.00
	Traffic Technician	6.00
	Sign Fabricator	1.00
Traffic Engineering - 4		
	Traffic Engineer	1.00
	Senior Construction Inspector	1.00
	Associate Project Manager	1.00
	Engineer I-III	1.00
Transportation Capital Project - 16		
	Crew Coordinator	2.00
	Senior Equipment Operator	2.00
	Equipment Operator	4.00
	Field Technician	2.00
	Laborer Sidewalks	6.00
Solid Waste - 2		
	Solid Waste Manager	1.00
	Solid Waste Inspector	1.00
Six Cent Gas Tax - 1		
	Project Manager Design and Construction	1.00
Capital Maintenance - 39		
	Public Works Maintenance Manager	1.00
	Streets Operations Supervisor	2.00
	Arborist	1.00
	Custodian	1.00
	Senior Project Manager	1.00
	Senior Equipment Operator	13.00
	Construction Inspector	1.00
	Field Technician	1.00
	Administrative Assistant	1.00
	Equipment Operator	14.00
	Laborer	3.00
Planning and Permitting - 3		
	Public Works Planning Manager	1.00
	Graphic-Information-Systems Analyst	1.00
	Senior Geo-Processing Technician	1.00
Inspections Design and Construction - 2		
	Construction Inspector	1.00
	Senior Construction Inspector	1.00
Lot Mowing Inspections - 3.25		
	Chief Engineering Inspector	1.00
	Construction Inspector	2.00
	Contract Administrator	0.25
Lot Mowing - Peppertree Removal- 0.25		
	Contract Administrator	0.25
Survey - 7		
	Registered Surveyor	1.00
	Computed-Aided-Design, Graphic-Information-System Specialist	1.00
	Senior Land Surveyor	1.00
	Survey Crew Supervisor	1.00
	Survey Crew Chief	1.00
	Survey Instrument Technician	2.00
Fleet Admin - 6		
	Fleet Manager	1.00
	Fleet Superintendent	1.00
	Accounts Coordinator	1.00
	Administrative Assistant	1.00
	Planning and Research Analyst	1.00
	Fuel Management Technician	1.00
Fleet Repairs - 15		
	Fleet Supervisor	1.00
	Fleet Service Writer/Expeditor	1.00
	Senior Fleet Mechanic	9.00
	Fleet Mechanic	3.00
	Fleet Mechanic - General	1.00
Property Management Real Estate - 5		
	Property Broker	1.00
	Property Acquisition Agent	2.00
	Contract Property Agent	1.00
	Administrative Assistant - Utilities	0.50
	Administrative Assistant - Stormwater	0.50
Property Management Facilities Maintenance - 23		
	AC/ Refrigeration Specialist	1.00
	AC/ Refrigeration Technician	3.00
	Generator Mechanic	1.00
	Electrician	4.00
	Security Specialist	2.00
	Senior Trades Specialist	4.00
	Trades Specialist	6.00
	Maintenance Specialist	1.00
	Laborer	1.00
Property Management Facilities Administrative - 6		
	Facility Manager	1.00
	Facility Projects Manager	1.00
	Facilities Management Supervisor	1.00
	Accounts Coordinator	1.00
	Administrative Assistant	1.00
	Customer Service Representative I	1.00
Property Management Facilities Custodial - 11		
	Lead Custodian	1.00
	Custodian	10.00
Property Management Facilities Project Administration - 0.5		
	Contract Administrator	0.50
Charter School Facilities - 16		
	Lead Custodian	1
	Custodian	15

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**City of Cape Coral, Florida
FY 2022 - 2024 Adopted Budget**

FY 2022 Organizational Chart

continued...

Stormwater Administration - 7		Stormwater Environmental Resources - 13		Stormwater Design Construction Mgmt - 3	
Accounts Coordinator	1.00	Administrative Assistant	1.00	Principal Engineer PE	1.00
Stormwater Ops Supervisor	2.00	Environmental Biologist	3.00	Associate Project Manager	1.00
Customer Service Representative	1.00	Environmental Resources Manager	1.00	Computed-Aided-Design, Graphic-Information-System Specialist	1.00
Administrative Assistant	2.00	Environmental Technician	2.00		
Public Works Maintenance Manager	1.00	Laboratory Supervisor	1.00		
		Lab Quality Assurance/ Quality Control Officer	1.00		
		Senior Laboratory Technician	4.00		
Stormwater Permitting and Planning - 1		Stormwater Catch Basin - 7		Stormwater Surface Water Mgmt - 8	
Geo Processing Technician	1.00	Crew Coordinator	1.00	Chief Engineering Inspector	1.00
		Senior Equipment Operator	3.00	Senior Construction Inspector	6.00
		Equipment Operator	2.00	Construction Inspector	1.00
		Laborer	1.00		
Stormwater Draining Replacement - 12		Stormwater Swale - 27		Stormwater Drainage - 4	
Crew Coordinator	1.00	Crew Coordinator	1.00	Construction Inspector	1.00
Senior Equipment Operator	1.00	Senior Equipment Operator	11.00	Senior Construction Inspector	2.00
Equipment Operator	5.00	Equipment Operator	10.00	Welder/Fabricator	1.00
Laborer	3.00	Field Technician	1.00		
Field Technician	1.00	Laborer-Swales	4.00		
Custodian	1.00			Stormwater Weir - 11	
				Senior Equipment Operator	5.00
				Equipment Operator	4.00
				Field Technician	1.00
				Laborer	1.00
Stormwater Dredging - 3					
Senior Equipment Operator	1.00				
Equipment Operator	1.00				
Laborer	1.00				

Change in FTEs:

In FY 2021, a total of sixteen custodial positions were approved for the Charter school.
 In FY 2022 Budget, Real Estate transferred from Financial Services to Public Works (5 FTE's) and sixteen staff moved from the Utility Expansion Program and Capital Improvement Program to the City Manager's Office.
 A new Arborist position, two positions for Solid Waste, and 0.5 FTE for Lot Mowing Chief Engineering Inspector.

FY 2021 Amended	FY 2022 Adopted	Difference
281.50	274.00	-7.50

City of Cape Coral, Florida
FY 2022 - 2024 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.

Property Management: 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 oversees all City land acquisitions, leases, disposition of surplus real property, easements and rights-of-way for City roads, parks, utility improvements and other capital projects. The division is also responsible for preventive maintenance programs that ensure 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.

Accomplishments

- 286 Million North 2 Utilities Extension Program (UEP) substantially complete
- Coordinating with the Utilities Department in the City's Water, Sewer and Irrigation Master Plan including the North 1 UEP area and the CRA District
- Design of \$200 Million North 1 UEP
- Road Paving Program - Paved 94 lane miles
- Alley Paving Program: Road and stormwater system for construction of new paved alleys where dirt alleys presently exist
- Worked with the Florida Department of Transportation on plans for every school zone Citywide for safety improvements
- Managed the vacant lot mowing, Burrowing Owl nest trimming and Pepper Tree removal programs

City of Cape Coral, Florida
FY 2022 - 2024 Adopted Budget

- Coordinating with DEP for GPS observations in preparation for the National Spatial Reference System (NSRS) vertical datum modernization in 2022
- Completing the design and permitting of the majority of the \$60 Million Parks CIP
- Completed construction of Fire Station # 5 addition and renovations
- Designing Fire Station # 12, Police Training Facility and Fire Training Facility
- Continued implementation of the Bicycle-Pedestrian Master Plan by adding sidewalks and bike lanes to the transportation network
- Coordination with Lee County on the widening of Burnt Store Road on the southern section (SR-78 to Tropicana Parkway)
- Completed construction of the Kismet/Littleton Realignment
- Renegotiated the 20-year Surplus Toll Interlocal Agreement with Lee County
- Completed the bathymetric survey of all canals in the SE quadrant of the City for dredging
- Started the process to secure a contract to dredge SE canal system
- Completed stormwater inspections exceeding EPA's Clean Water Act requirements
- Tracked stormwater and transportation infrastructure activities using the City's Asset Management System (Cartograph)
- Facilitated the execution of a Memorandum of Understanding to create a Southwest Florida Regional Resiliency Compact between the City of Cape Coral and 9 other local governments Goals and Priorities
- Fleet was awarded the Blue Seal of Excellence for the second straight year
- Achieved #13 ranking in the 100 Best Fleets, and obtained top 50 ranking in the Leading Fleets from Ford Motor Company/American Public Works Association

Goals and Priorities

- \$200 Million North 1 UEP design, permitting, bidding, assessments and start of construction
- Road Paving Program: Continue Major and Local Road Paving Program
- Median Landscaping Program: Continue with the landscaping of medians
- Streetlight Program: Continue with the installation of streetlights
- Design and construction for FDOT grant funded sidewalks
- 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 Capital Improvement Project
- Managing the design, bidding, and construction of D&D Boat Ramp
- Construction of Fire Station # 12, Police Training Facility and Fire Training Facility
- Removal of the Chiquita Lock (subject to permit approval)
- Design of Fleet Facility
- Inspection of 159 bridges to prioritize rehabilitation and replacement
- Inspection of 28 weirs to prioritize rehabilitation and replacement
- Pursue a Citywide Facility Master Plan Study
- Set-up a Pilot Program for Bulk Drop-Off within the City limits
- Implement water quality projects

**City of Cape Coral, Florida
FY 2022 - 2024 Adopted Budget**

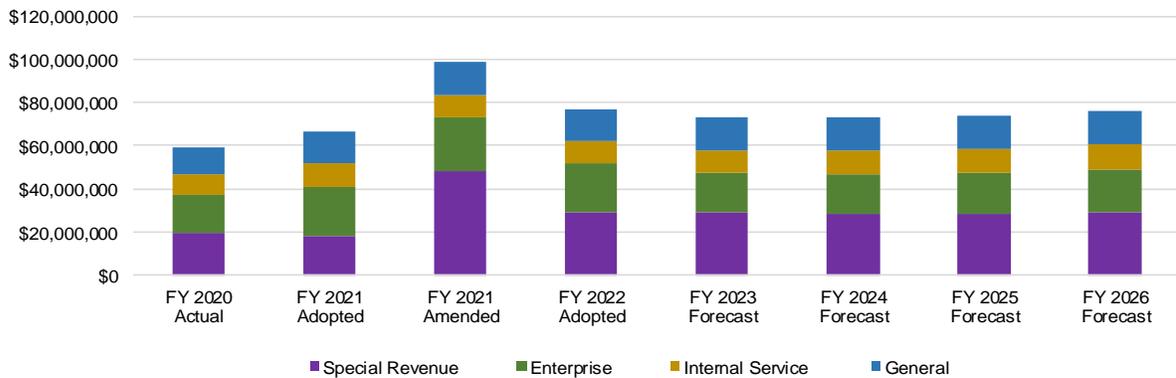
**Public Works
Operating Budget**

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast
Expenditures by Category						
Personnel Services	\$ 20,531,671	\$ 23,820,127	\$ 23,897,945	\$ 22,606,664	\$ 23,325,844	\$ 24,063,051
Operating	15,279,436	21,496,645	40,769,946	29,744,088	30,536,532	30,940,342
Capital Outlay	1,501,396	1,228,476	1,838,099	1,478,500	1,301,000	1,669,500
Debt Service	-	461,000	461,000	-	-	-
Other/Transfers Out	22,075,146	19,484,514	31,848,582	22,728,821	17,851,574	16,186,958
Total	\$ 59,387,649	\$ 66,490,762	\$ 98,815,572	\$ 76,558,073	\$ 73,014,950	\$ 72,859,851
Expenditures by Fund						
General Fund	\$ 12,498,039	\$ 14,800,581	\$ 15,122,250	\$ 14,502,182	\$ 14,916,787	\$ 15,250,644
Special Revenue Fund						
Del Prado Mall	21,448	22,544	22,544	22,544	22,994	23,454
Five Cent Gas	13,013,801	950,000	7,446,966	4,700,000	3,030,000	1,960,600
Lot Mowing	2,753,320	3,682,202	4,001,908	3,667,687	3,745,634	3,824,733
Road Impact Fee	4,055,322	5,575,567	11,610,979	6,107,143	6,330,386	6,767,036
Six Cent Gas	19,619	7,825,942	8,999,400	6,383,231	7,086,594	6,889,884
Solid Waste	-	-	16,515,847	8,545,402	8,681,630	8,855,263
Internal Service Fund						
Property Management	5,468,957	6,067,606	6,101,347	5,548,229	5,725,011	5,759,925
Fleet Management	4,265,922	4,834,004	4,770,554	4,527,612	4,682,717	4,771,140
Enterprise Fund						
Stormwater	17,290,106	21,191,832	22,683,293	22,520,033	18,757,224	18,720,719
Water & Sewer	1,113	1,540,484	1,540,484	34,010	35,973	36,453
Capital Projects Fund						
Total	\$ 59,387,649	\$ 66,490,762	\$ 98,815,572	\$ 76,558,073	\$ 73,014,950	\$ 72,859,851

Note:

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

5-Year Forecast



City of Cape Coral, Florida
FY 2022 - 2024 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.

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

- Complete Utilities Master Plan Update
- Complete Utilities Fiber Optics Plan
- Begin construction of Pine Island Rd. Irrigation Storage Tank and Pump Station
- Begin construction of Nicholas Parkway East/West watermain replacement
- Begin final design of Southwest Aggregates reservoir pipeline and pump station
- Begin engineering design for CRA wastewater infrastructure improvements
- Coordinated with UEP staff for the transfer of ownership and maintenance of (24) lift station service areas within the North 2 UEP Project, that included approximately 3300-meter installations for improved properties. Implementation of Tyler EAM Program for utility asset management module
- Installed GPS on all UCO vehicles to improve emergency response times for utility repairs
- Utilized new Insert-A-Valve equipment to reduce residence service interruptions due to inoperable mainline valves

City of Cape Coral, Florida
FY 2022 - 2024 Adopted Budget

- Meter Replacement Program (by Vanguard); to minimize water loss by exchanging meters ten to fifteen years old with newer and more accurate units. By June 2021, Utilities will accomplish goal by reducing meter age to under 10 years.
- Completed construction of clarifier electrical duct bank replacement at Everest WRF
- Bid completed on Southwest Operations Building. City Council approved GMP and begin construction
- RFP issued and design begun for FEMA grant approved project for weir 7 automatic overflow gates
- Completed a Risk and Resilience Assessment (RRA) and Updated the Emergency Response Plan (ERP) for EPA
- Replaced the South RO Plant Guardhouse.
- Implementation of cloud-based software to store CCTV gravity sewer video.
- Migrate to external vendor for utility locates
- Implement new sprinkler ordinance.

Goals and Priorities

- Complete Pine Island Rd. Irrigation Tank and Pump Station construction
- Begin design of new UCO Operations Building
- Rehabilitate Master Wastewater Pump Station 200 including electrical components
- Begin design of Aquifer Storage and Recovery Well for reuse water storage
- Complete installation and initiate operation of River Crossing line
- Design and install piping and automatic valves at SW WRF to allow flows from Clarifiers 1 and 2 to pass through Automatic Backwash Filters
- Replace RO Membrane Elements at the North RO Plant and South RO Plant 1
- Complete installation of additional raw water production wells for the North RO Plant
- Utilize new asset management system to improve service efficiency response within UCO
- Add wastewater Vac-Truck to for UCO to maintain gravity sewer system according to City's Collections System Operation and Maintenance Plan
- Complete Phase I construction of Fiber Optic lines for Utilities infrastructure
- Begin construction of Southwest Aggregates Reservoir Project
- Complete construction and initiate operation of Ft. Myers/Cape Coral Reuse Main
- Complete Weir 29 improvements
- Design installation of piping and automatic valves at SW WRF to allow flows from Clarifiers 1 and 2 to pass through Automatic Backwash Filters
- Install new raw water transmission mains for new North RO production wells
- Add additional service crew for UCO
- Continued rehabilitation of multiple existing lift stations and continued infiltration and inflow program (I&I)
- Complete the South RO Plant Control System Retrofit

**City of Cape Coral, Florida
FY 2022 - 2024 Adopted Budget**

**Utilities
Operating Budget**

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast
Expenditures by Category						
Personnel Services	\$ 25,285,368	\$ 25,993,978	\$ 25,984,473	\$ 25,285,764	\$ 26,091,448	\$ 26,876,541
Operating	25,156,467	29,627,118	31,108,292	30,507,117	30,749,643	31,265,424
Capital	2,797,956	3,284,928	3,826,880	3,222,294	3,720,620	3,222,123
Debt Service	45,502,877	44,940,343	55,540,343	42,980,795	52,842,306	41,853,264
Other/Transfers Out	77,687,963	104,831,977	116,180,492	72,732,551	72,020,163	57,091,568
Total	\$ 176,430,631	\$ 208,678,344	\$ 232,640,480	\$ 174,728,521	\$ 185,424,180	\$ 160,308,920

Expenditures by Fund						
Impact / CFEC, CIAC ¹	\$ 41,452,561	\$ 78,144,472	\$ 66,644,013	\$ 36,173,043	\$ 33,069,370	\$ 30,246,285
Water & Sewer Operations	134,978,070	130,533,872	165,996,467	138,555,478	152,354,810	130,062,635
Total	\$ 176,430,631	\$ 208,678,344	\$ 232,640,480	\$ 174,728,521	\$ 185,424,180	\$ 160,308,920

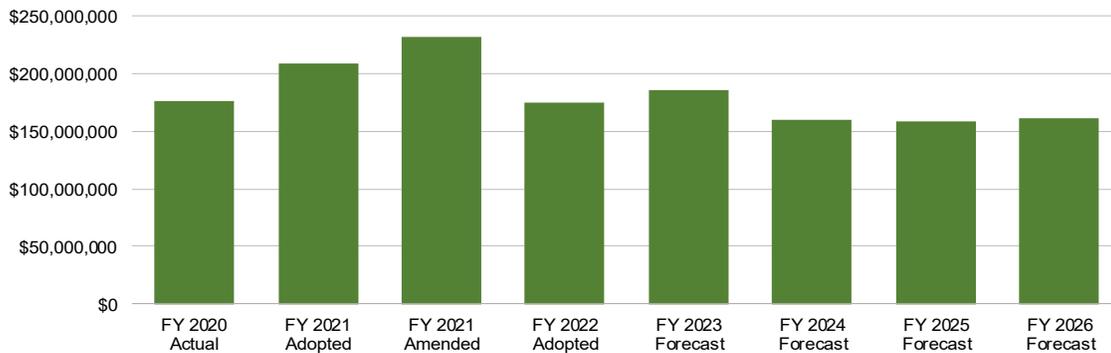
Note:

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

¹ Capital Facility Expansion Charge (CFEC)

Contribution In Aid of Construction (CIAC)

5-Year Forecast



City of Cape Coral, Florida
FY 2022 - 2024 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

- Executed fully functional, safe programming during a global pandemic, while following Guidelines set forth by the CDC
- Converted softball umpires from city employees to independent contractors by using an umpire association
- Pop's Café created additional revenue by introducing new popular daily menu items
- Coral Oaks Golf Course, in conjunction with the South Florida Section of the PGA coordinated a PGA Hope Program for Military Veterans. The program was restarted in the Fall of FY21 and continued through the Spring of FY21, after being shut down by Covid-19 in the spring of FY20.
- Coral Oaks Golf Course Manager was selected as the South Florida Section PGA Patriot Award recipient for PGA HOPE programming and commitment to Veterans Programs
- Special Populations created a partnership with the first SWFL Chapter of Best Buddies
- Special Populations encouraged a more environmentally friendly atmosphere by replacing drinking fountains with bottle fill stations, to minimize plastic bottle waste, installing motion sensors in rooms to conserve power, and installing a new HVAC system that offers improved air flow and can better regulate the temperature throughout the facility
- Lake Kennedy created Drive-in events during the pandemic and building project to keep citizens engaged such as Parking Lot Bingo, Joke of the Day line, Dogs for Dogs, Drive by Pie, and National Popcorn Day
- Cape Coral Mini-Bus Service secured \$19,500 from CDBG for the Fee Assistance Program for low-income residents to ensure accessibility to life sustaining services in Cape Coral
- During the pandemic, Cape Coral Mini-Bus worked with Community Cooperative and Cape Caring Center along with Special Populations to deliver food
- Cape Coral Mini-Bus conducted wellness checks of participants

**City of Cape Coral, Florida
FY 2022 - 2024 Adopted Budget**

Goals and Priorities

- Increase overall participation numbers and department revenues
- Look to add new programming such as tournaments, youth wrestling, foot golf, and walking soccer
- Maintain 100% inspections with DCF and Early Learning Coalition throughout the year
- Continue the partnership with the Guardian Angels for Special Populations and other community organizations and volunteers, to promote independence for persons with intellectual/developmental/physical disabilities through education, exposure, experience, and encouragement in a safe, caring environment
- Continue to provide, more than 40 participants with disabilities, with the opportunity for paid employment through the City of Cape Coral
- Maintain PGA Growth of the Game Opportunities that include the Cape Coral Junior Golf Association Summer Program, Youth Crime Intervention Saturday Free Kids Clinic, Middle School and High School Junior Golf Programs, PGA instructional programs, Ladies Night, and Points Game
- Be a leader in the Golf Course marketplace through innovative programming and marketing, correct fee structures, loyalty programs, and customer retention
- Develop at least 2 new special events to further enhance the diversity of Four Freedoms Park programs and broaden the scope of service to include fundraising events and partnerships
- Work further in cooperation with Property Management developing a long-term plan to address the interior and exterior needs of the Four Freedoms Park building
- Secure funding from CDBG and other sources for Fee Assistance Program for low-income residents to ensure accessibility to life sustain services in Cape Coral

**City of Cape Coral, Florida
FY 2022 - 2024 Adopted Budget**

**Parks & Recreation
Operating Budget**

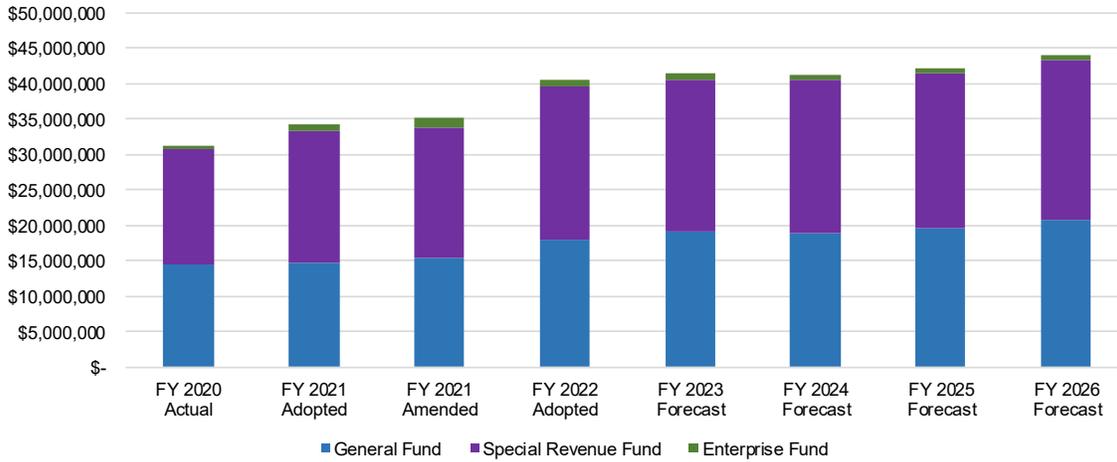
	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast
Expenditures by Category						
Personnel Services	\$ 12,195,069	\$ 14,137,079	\$ 13,223,280	\$ 14,813,387	\$ 15,925,256	\$ 16,519,944
Operating	8,040,030	10,191,414	10,536,629	12,506,565	12,602,006	12,511,968
Capital Outlay	591,314	344,500	569,320	1,582,500	1,696,500	1,003,000
Other/Transfers Out	10,451,553	9,474,892	10,826,895	11,498,390	11,231,640	11,044,997
Total	\$ 31,277,966	\$ 34,147,885	\$ 35,156,124	\$ 40,400,842	\$ 41,455,402	\$ 41,079,909

Expenditures by Fund						
General Fund	\$ 14,433,269	\$ 14,598,762	\$ 15,352,406	\$ 17,986,747	\$ 18,972,416	\$ 18,806,516
Special Revenue Funds						
Golf Course	2,628,532	2,987,293	3,097,293	3,916,324	3,602,850	3,338,356
Park Impact Fee	2,761,560	2,488,979	2,794,763	2,786,405	2,789,889	2,793,012
Parks and Recreation Programs	8,663,968	10,057,101	9,298,060	11,580,709	11,802,991	12,026,795
Waterpark	2,286,072	3,208,422	3,297,274	3,287,360	3,396,243	3,521,192
Enterprise Fund						
Yacht Basin	504,564	807,328	1,316,328	843,297	891,013	594,038
Total	\$ 31,277,966	\$ 34,147,885	\$ 35,156,124	\$ 40,400,842	\$ 41,455,402	\$ 41,079,909

Note:

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

5-Year Forecast



City of Cape Coral, Florida
 FY 2022 - 2024 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.

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast
Expenditures by Category						
Personnel Services	\$ 26,359,855	\$ 25,779,244	\$ 26,129,244	\$ 26,656,233	\$ 27,813,518	\$ 29,049,651
Operating	10,465,092	12,585,087	14,564,314	14,189,881	13,616,915	13,542,733
Capital Outlay	-	-	1,000,000	2,910,000	300,000	300,000
Debt Service	-	-	-	-	-	-
Other/Transfers Out	13,964,110	13,398,911	14,790,991	25,997,201	9,426,848	9,667,508
Total	\$ 50,789,057	\$ 51,763,242	\$ 56,484,549	\$ 69,753,315	\$ 51,157,281	\$ 52,559,892

Expenditures by Fund						
General Fund	\$ 50,691,594	\$ 51,670,781	\$ 55,892,088	\$ 69,100,130	\$ 50,494,868	\$ 51,888,861
Internal Service Fund						
Charter School Custodian	-	-	500,000	653,185	662,413	671,031
Special Revenue Fund						
City Centrum	97,464	92,461	92,461	-	-	-
Seawall Assessments	-	-	-	-	-	-
Total	\$ 50,789,057	\$ 51,763,242	\$ 56,484,549	\$ 69,753,315	\$ 51,157,281	\$ 52,559,892

Note:

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

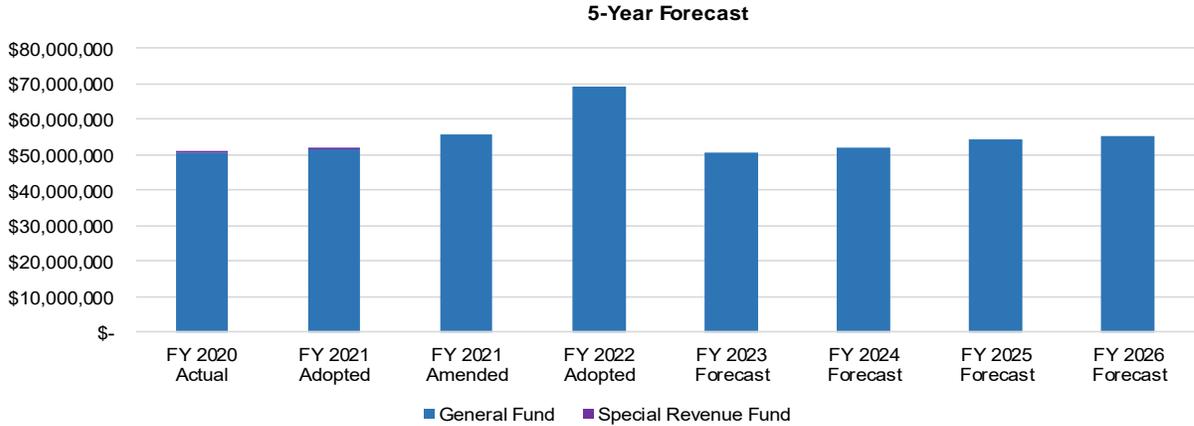


Chart Note: Special Revenue Fund does not show on chart due to less than 1% of total



City of Cape Coral, Florida
FY 2022 - 2024 Adopted Budget

GENERAL FUND

General Fund **7**

Summary of General Fund Revenue by Category 7-2

Summary of General Fund Expenditures by Department..... 7-4

City Council 7-6

City Attorney..... 7-7

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City of Cape Coral, Florida
FY 2022 - 2024 Adopted Budget

SUMMARY OF GENERAL FUND REVENUES BY CATEGORY

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast
Use of Fund Balance	\$ -	\$ 1,893,144	\$ 1,893,144	\$ 18,761,159	\$ -	\$ -
Operating Fund Balance	-	58,896,711	84,960,213	71,892,864	71,892,864	79,733,652
Revenue:						
Ad Valorem Taxes	96,406,588	101,530,551	101,530,551	110,297,819	121,327,600	126,180,704
MSTU-Burnt Store	948,237	1,004,956	1,004,956	1,095,676	1,139,503	1,185,083
Franchise Fees	7,199,932	6,853,846	6,853,846	7,461,312	7,647,845	7,839,041
Communications Service Tax	4,892,611	4,731,183	4,731,183	4,849,463	4,970,700	5,094,968
Public Service Tax	8,283,000	7,532,158	7,532,158	8,732,035	8,950,336	9,174,094
Local Business Tax	1,027,965	870,000	870,000	120,000	123,000	126,075
Licenses and Permits	31,239	28,882	28,882	36,273	37,180	38,110
Fire Service Assessment	26,054,140	25,871,305	26,571,305	28,109,681	28,952,971	29,821,560
Intergovernmental-Federal Grants	2,587,413	-	736,110	707,009	158,732	-
Intergovernmental-State Grants	102,883	-	11,493	-	-	-
Intergovernmental-State Shared Revenues	25,015,503	23,530,024	23,530,024	27,384,604	27,635,265	28,625,594
Intergovernmental-Local Grants	205,410	281,587	428,354	181,496	181,496	181,496
Intergovernmental-Local Shared Revenues	101,843	625,128	625,128	127,358	130,542	133,806
Charges for Service-General Government	938,675	782,477	792,890	1,038,820	1,059,291	1,080,276
Charges for Service-Public Safety	2,433,447	1,415,941	1,855,941	1,920,480	1,933,061	1,945,956
Charges for Service-Physical Environment	38,053	32,000	32,000	32,000	32,800	33,620
Charges for Service-Parks and Recreation	28,539	56,360	56,360	105,671	154,734	157,325
Charges for Service-Other	-	46,314	99,743	46,314	46,314	46,314
Internal Service Charges	8,813,381	8,496,211	8,629,037	8,579,158	8,755,245	8,934,733
Fines and Forfeits	681,846	456,913	456,913	536,915	550,338	564,096
Miscellaneous-Interest	2,212,049	883,923	883,923	2,800,000	2,800,000	2,800,000
Miscellaneous-Rents & Royalties	553,677	429,073	429,073	478,884	478,884	478,884
Miscellaneous-Fixed Asset Auction Proceeds	2,876,001	-	1,792,094	-	-	-
Miscellaneous-Sale of Surplus Materials	8,948	12,175	12,175	-	-	-
Miscellaneous-Donations	17,864	-	-	-	-	-
Miscellaneous-Other	1,431,695	729,574	6,213,306	446,485	450,191	453,976
Other Sources-Interfund Transfer	7,435,435	6,679,774	7,001,925	849,422	1,066,782	1,294,001
Note/Debt Proceeds	-	-	-	-	-	-
Total	\$ 200,326,375	\$ 253,670,210	\$ 289,562,727	\$ 296,590,898	\$ 290,475,674	\$ 305,923,364

City of Cape Coral, Florida
FY 2022 - 2024 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 2022 estimated receipts calculated on 96% of levy based on July 1 certified value and rate of 6.2500. Projected taxable value increases 10% in FY 2023 and 4% in FY 2024 through FY 2026 with millage rate remaining at 6.2500.

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.

Local Business Tax: FY 2022 moved to a Special Revenue Fund, Economic and Business Development.

Grants: Grant funding is not budgeted until awarded, FY 2021 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 and West Coast Inland Navigation District (WCIND). Local grants for Public Safety with West Coast Inland Navigation District (WCIND) and Community Grants. State grants for Public Safety. Federal grants for Public Safety.

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

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

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 2022 - 2024 Adopted Budget

SUMMARY OF GENERAL FUND EXPENDITURES BY DEPARTMENT

Department	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast
City Council	\$ 711,304	\$ 791,639	\$ 791,639	\$ 824,599	\$ 844,327	\$ 862,571
City Attorney	1,506,189	1,660,301	1,660,301	1,735,820	1,791,261	1,845,743
City Manager	2,084,173	2,711,721	2,717,152	2,567,758	2,644,617	2,720,152
City Auditor	623,966	878,450	972,438	871,914	881,621	908,028
Information Technology Services	7,411,664	8,679,932	9,223,375	9,096,102	10,018,965	10,249,806
City Clerk	1,543,232	1,701,838	1,712,251	1,468,060	1,506,449	1,552,442
Financial Services	3,358,025	3,777,030	3,777,030	3,572,161	3,743,401	3,861,216
Human Resources	1,505,673	1,709,004	1,709,004	1,733,641	1,787,157	1,881,904
Development Services	5,152,410	5,616,361	5,616,361	5,710,339	5,892,586	6,105,940
Police	45,136,661	47,528,713	49,143,614	51,535,344	52,537,312	54,108,059
Fire	37,780,554	38,648,386	40,308,988	43,993,237	44,710,255	48,405,522
Public Works	12,498,039	14,800,581	15,122,250	14,502,182	14,916,787	15,250,644
Parks and Recreation	14,433,269	14,598,762	15,352,406	17,986,747	18,972,416	18,806,516
Government Services	50,691,594	51,670,781	55,892,088	69,100,130	50,494,868	51,888,861
Subtotal Expenditures	184,436,752	194,773,499	203,998,897	224,698,034	210,742,022	218,447,404
Reserves	-	58,896,711	85,563,830	71,892,864	79,733,652	87,475,960
Total	\$ 184,436,752	\$ 253,670,210	\$ 289,562,727	\$ 296,590,898	\$ 290,475,674	\$ 305,923,364

Note:

Personnel: 42.90 additional full-time equivalents have been approved for FY 2022 - 2024. FY 2022 - 27.90 FTE's and FY 2023 - 15.00 FTE's

Cost Escalations: FY 2023 and FY 2024 had an escalation factor of 2%.

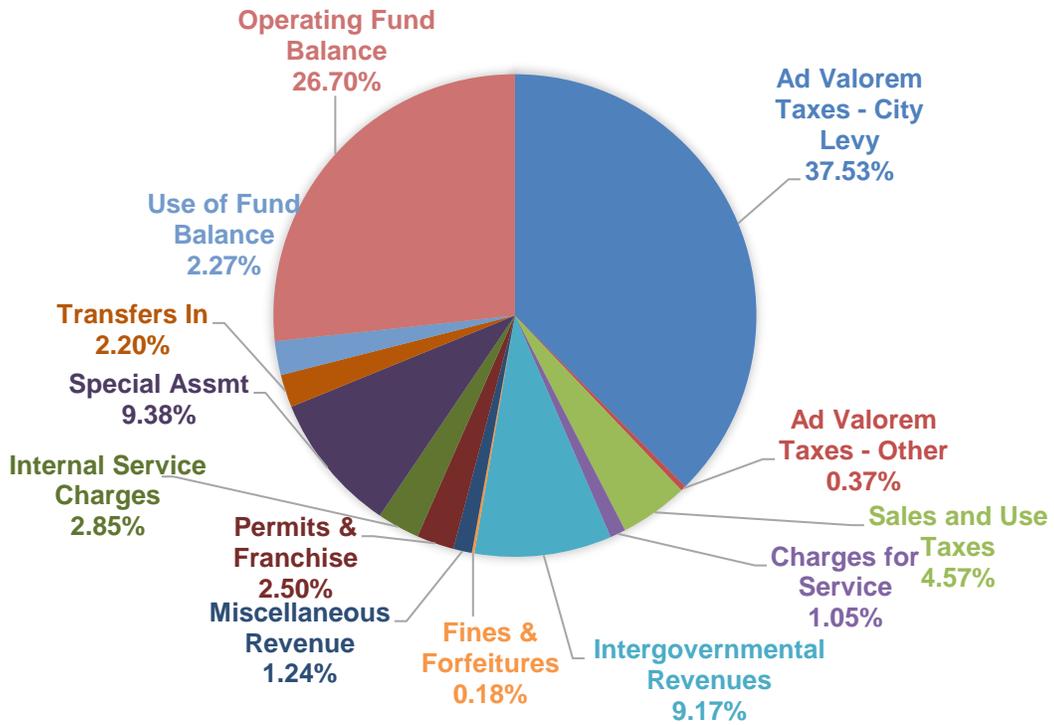
Retiree Costs: Beginning in FY 2014, rather than budgeting the Unfunded Actuarial Accrued Liability (UAAL) at the department level, the cost is being calculated at the fund level. The General Fund's required contributions are budgeted under Government Services.

Capital: The requirements for capital investment were based on Replacement Cycle and the safety of our Citizens. 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.

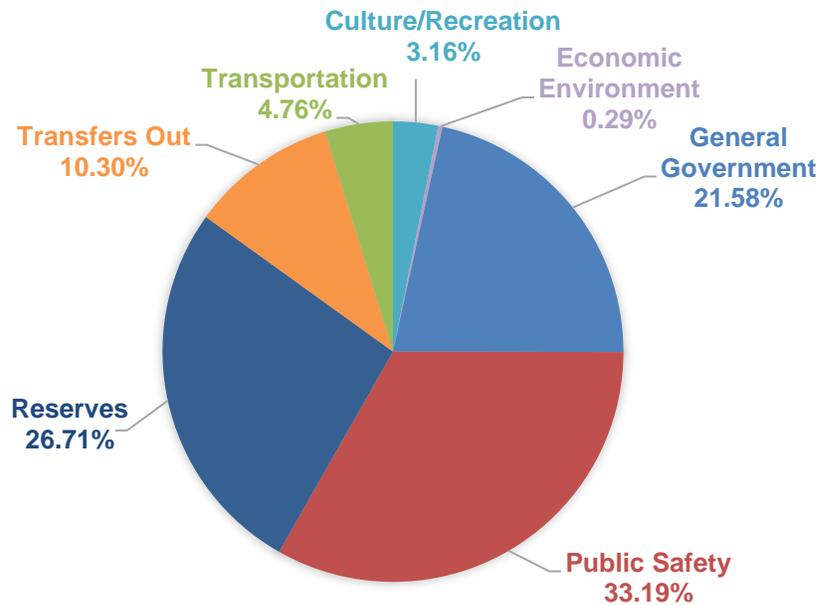
Transfers Out: The General Fund will transfer \$4,832,000 to the Transportation Capital Project Fund in FY 2022 and \$832,000 for FY 2023 and FY 2024. This includes an annual transfer of \$312,000 for Community Beautification and \$520,000 for Alley Resurfacing, as well as an additional \$1,000,000 for Community Beautification, \$2,500,000 for Sidewalks and \$500,000 for road resurfacing in FY 2022.

City of Cape Coral, Florida
 FY 2022 - 2024 Adopted Budget

FY 2022 General Fund Revenue Sources by Classification



FY 2022 General Fund Expenditures by Major Program Area



City of Cape Coral, Florida
 FY 2022 - 2024 Adopted Budget

City Council Operating Budget

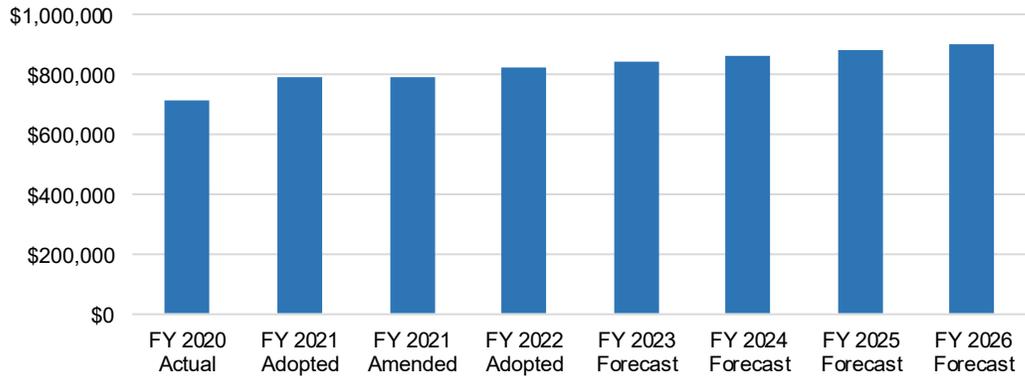
	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast
Expenditures by Category						
Personnel Services	\$ 566,905	\$ 596,793	\$ 596,793	\$ 629,759	\$ 645,589	\$ 659,859
Operating	144,399	194,846	194,846	194,840	198,738	202,712
Capital Outlay	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other/Transfers Out	-	-	-	-	-	-
Total	\$ 711,304	\$ 791,639	\$ 791,639	\$ 824,599	\$ 844,327	\$ 862,571

Expenditures by Program						
City Council	\$ 710,463	\$ 786,639	\$ 786,639	\$ 819,599	\$ 839,227	\$ 857,369
Youth Council ¹	842	5,000	5,000	5,000	5,100	5,202
Total	\$ 711,304	\$ 791,639	\$ 791,639	\$ 824,599	\$ 844,327	\$ 862,571

Note:

¹ FY 2020 New Division for Youth Council associated expenses, which is managed/funded by City Council.

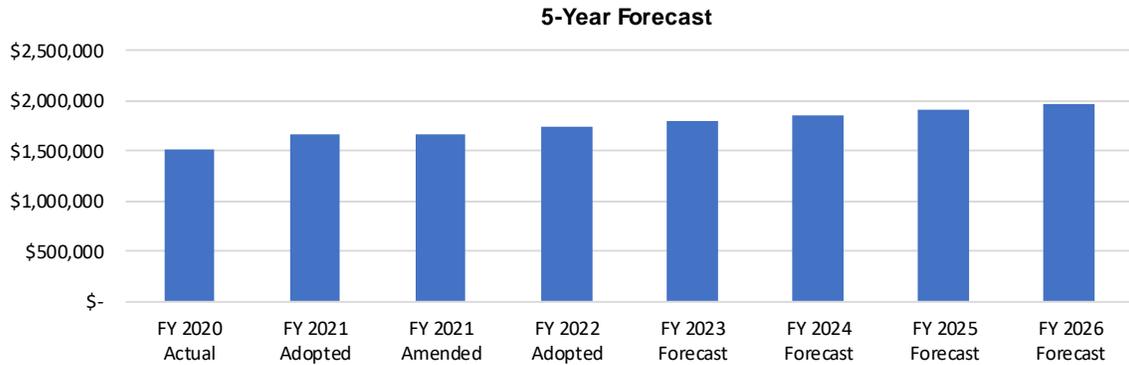
5-Year Forecast



City of Cape Coral, Florida
 FY 2022 - 2024 Adopted Budget

City Attorney Operating Budget

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast
Expenditures by Category						
Personnel Services	\$ 1,434,379	\$ 1,542,008	\$ 1,542,008	\$ 1,617,602	\$ 1,672,074	\$ 1,725,568
Operating Expenditures	71,810	118,293	118,293	118,218	119,187	120,175
Capital Outlay	-	-	-	-	-	-
Total	\$ 1,506,189	\$ 1,660,301	\$ 1,660,301	\$ 1,735,820	\$ 1,791,261	\$ 1,845,743
Expenditures by Program						
City Attorney	\$ 1,506,189	\$ 1,660,301	\$ 1,660,301	\$ 1,735,820	\$ 1,791,261	\$ 1,845,743
Total	\$ 1,506,189	\$ 1,660,301	\$ 1,660,301	\$ 1,735,820	\$ 1,791,261	\$ 1,845,743



**City of Cape Coral, Florida
FY 2022 - 2024 Adopted Budget**

**City Manager
Operating Budget**

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast
Expenditures by Category						
Personnel Services	\$ 1,397,674	\$ 1,579,389	\$ 1,584,820	\$ 2,036,798	\$ 2,103,037	\$ 2,167,738
Operating	686,499	1,132,332	1,132,332	530,960	541,580	552,414
Capital Outlay	-	-	-	-	-	-
Total	\$ 2,084,173	\$ 2,711,721	\$ 2,717,152	\$ 2,567,758	\$ 2,644,617	\$ 2,720,152

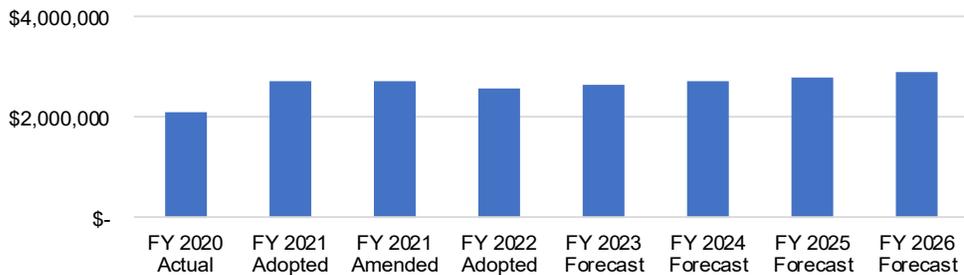
Expenditures by Program and Category						
City Manager Administration						
Personnel Services	\$ 798,343	\$ 845,125	\$ 850,556	\$ 1,081,687	\$ 1,117,074	\$ 1,152,212
Operating	75,972	223,201	223,201	225,618	230,133	234,737
Capital Outlay	-	-	-	-	-	-
Total Expenditures	\$ 874,316	\$ 1,068,326	\$ 1,073,757	\$ 1,307,305	\$ 1,347,207	\$ 1,386,949
Public Information¹						
Personnel Services	\$ 100,840	\$ 195,727	\$ 195,727	\$ -	\$ -	\$ -
Operating	235,446	295,650	295,650	-	-	-
Total Expenditures	\$ 336,285	\$ 491,377	\$ 491,377	\$ -	\$ -	\$ -
Economic and Business Development²						
Personnel Services	\$ 498,491	\$ 538,537	\$ 538,537	\$ -	\$ -	\$ -
Operating	375,081	613,481	613,481	-	-	-
Total Expenditures	\$ 873,572	\$ 1,152,018	\$ 1,152,018	\$ -	\$ -	\$ -
Office of Communications¹						
Personnel Services	\$ -	\$ -	\$ -	\$ 818,663	\$ 846,745	\$ 873,627
Operating	-	-	-	305,342	311,447	317,677
Total Expenditures	\$ -	\$ -	\$ -	\$ 1,124,005	\$ 1,158,192	\$ 1,191,304
Capital Improvements						
Personnel Services	\$ -	\$ -	\$ -	\$ 136,448	\$ 139,218	\$ 141,899
Operating	-	-	-	-	-	-
Total Expenditures	\$ -	\$ -	\$ -	\$ 136,448	\$ 139,218	\$ 141,899
Total City Manager	\$ 2,084,173	\$ 2,711,721	\$ 2,717,152	\$ 2,567,758	\$ 2,644,617	\$ 2,720,152

Note:

¹ Public Information moved to Office of Communications, along with 311 Call Center and Parks and Recreation Marketing

¹ Economic and Business Development is moving to Special Revenue Fund starting in FY 2022

5-Year Forecast

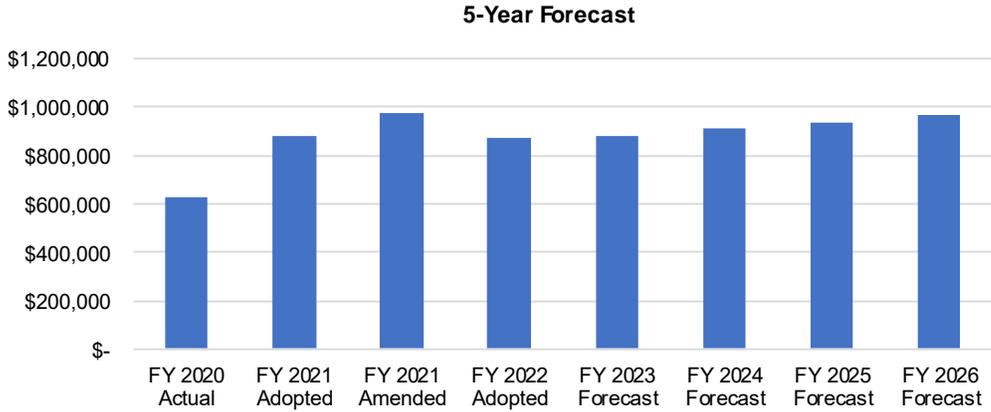


City of Cape Coral, Florida
 FY 2022 - 2024 Adopted Budget

City Auditor Operating Budget

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast
Expenditures by Category						
Personnel Services	\$ 547,316	\$ 699,615	\$ 699,615	\$ 712,997	\$ 736,812	\$ 760,323
Operating	76,650	118,835	268,609	158,917	144,809	147,705
Capital Outlay	-	60,000	4,214	-	-	-
Total	\$ 623,966	\$ 878,450	\$ 972,438	\$ 871,914	\$ 881,621	\$ 908,028

Expenditures by Program						
City Auditor	\$ 623,966	\$ 878,450	\$ 972,438	\$ 871,914	\$ 881,621	\$ 908,028
Total	\$ 623,966	\$ 878,450	\$ 972,438	\$ 871,914	\$ 881,621	\$ 908,028



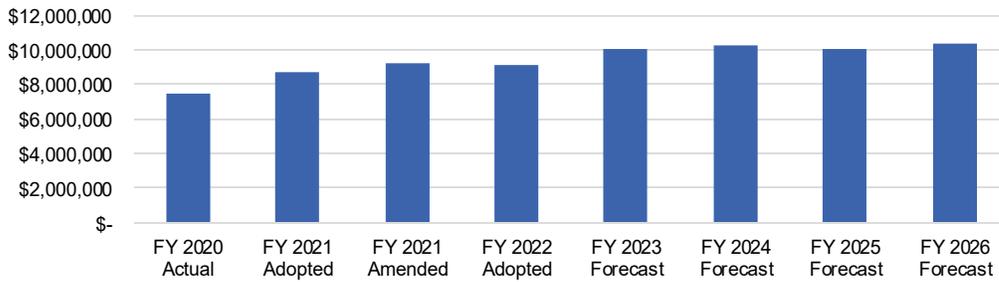
City of Cape Coral, Florida
 FY 2022 - 2024 Adopted Budget

Information Technology Services Operating Budget

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast
Expenditures by Category						
Personnel Services	\$ 2,932,252	\$ 3,215,542	\$ 3,215,542	\$ 3,264,748	\$ 3,373,288	\$ 3,480,562
Operating	4,388,827	4,324,390	4,615,675	4,421,354	4,440,677	4,564,244
Capital Outlay	90,584	1,140,000	1,392,158	1,410,000	2,205,000	2,205,000
Total	\$7,411,664	\$8,679,932	\$ 9,223,375	\$9,096,102	\$ 10,018,965	\$ 10,249,806

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast
Expenditures by Program						
Administration	\$ 323,755	\$ 305,950	\$ 305,950	\$ 318,766	\$ 328,691	\$ 338,524
Business Application	2,256,425	2,247,297	2,326,074	2,122,337	2,836,409	2,930,399
Geographic-Information-System	480,613	524,307	524,307	541,345	559,755	569,696
Network Administration	998,647	1,624,360	2,009,674	1,958,539	2,119,673	2,146,106
Systems	2,682,959	3,250,448	3,234,300	3,243,680	3,242,990	3,309,996
Security	664,855	727,570	823,070	911,435	931,447	955,085
Store	4,410	-	-	-	-	-
Total	\$7,411,664	\$8,679,932	\$ 9,223,375	\$9,096,102	\$ 10,018,965	\$ 10,249,806

5-Year Forecast



**City of Cape Coral, Florida
FY 2022 - 2024 Adopted Budget**

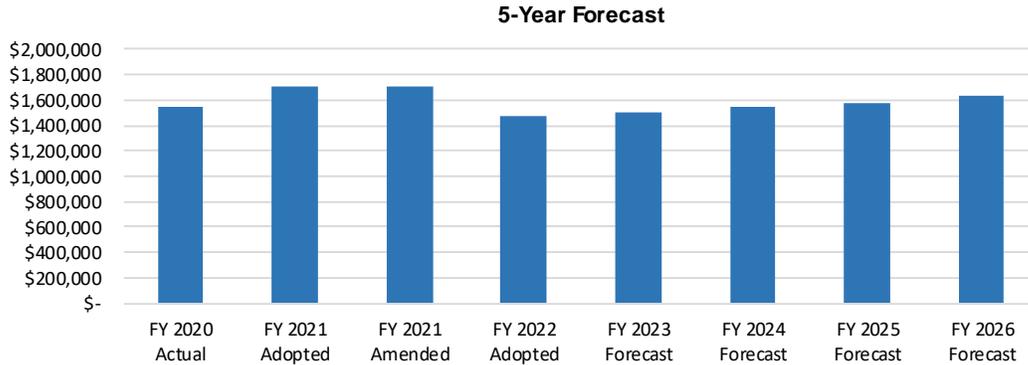
City Clerk Operating Budget

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast
Expenditures by Category						
Personnel Services	\$ 1,391,327	\$ 1,515,646	\$ 1,515,646	\$ 1,259,087	\$ 1,299,779	\$ 1,335,822
Operating	151,905	186,192	196,605	188,373	192,070	199,620
Capital Outlay	-	-	-	20,600	14,600	17,000
Total	\$ 1,543,232	\$ 1,701,838	\$ 1,712,251	\$ 1,468,060	\$ 1,506,449	\$ 1,552,442

Expenditures by Program						
City Clerk Administration	\$ 536,254	\$ 592,488	\$ 597,988	\$ 756,690	\$ 782,211	\$ 801,391
311 Call Center ¹	140,736	146,691	146,691	-	-	-
Communications	84,082	93,547	100,178	21,400	21,829	22,265
Passport Applications	12,189	21,476	25,258	23,976	24,425	24,864
Records Management	769,970	847,636	842,136	665,994	677,984	703,922
Total	\$ 1,543,232	\$ 1,701,838	\$ 1,712,251	\$ 1,468,060	\$ 1,506,449	\$ 1,552,442

Note:

¹ FY 2022 311 Call Center Division has moved to City Manager's Office of Communications



City of Cape Coral, Florida
 FY 2022 - 2024 Adopted Budget

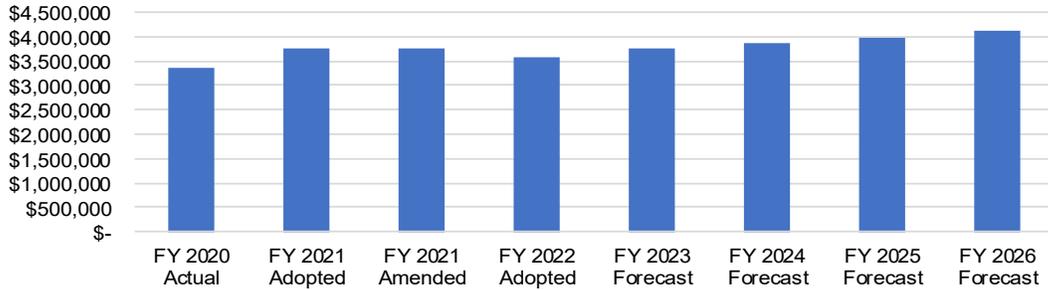
Financial Services Operating Budget

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast
Expenditures by Category						
Personnel Services	\$ 3,186,802	\$ 3,542,435	\$ 3,542,435	\$3,354,047	\$3,556,985	\$3,667,382
Operating	143,301	234,595	234,595	218,114	186,416	193,834
Capital Outlay	27,922	-	-	-	-	-
Total	\$ 3,358,025	\$ 3,777,030	\$ 3,777,030	\$3,572,161	\$3,743,401	\$3,861,216

Expenditures by Program						
Accounting	\$ 496,760	\$ 586,383	\$ 586,383	\$ 707,609	\$ 720,514	\$ 742,907
Accounts Payable	413,024	438,032	438,032	452,778	472,618	486,246
Budget	426,982	477,238	477,238	534,422	522,873	541,705
Cashier	292,565	311,293	311,293	370,469	391,760	403,681
Finance Administration	671,936	690,389	690,389	643,101	664,066	684,774
Payroll	147,921	180,196	180,196	169,914	176,392	181,598
Procurement	659,912	734,582	734,582	693,868	795,178	820,305
Real Estate ¹	248,927	358,917	358,917	-	-	-
Total	\$ 3,358,025	\$ 3,777,030	\$ 3,777,030	\$3,572,161	\$3,743,401	\$3,861,216

¹ FY 2022 Real Estate Division transferred to Public Works

5-Year Forecast



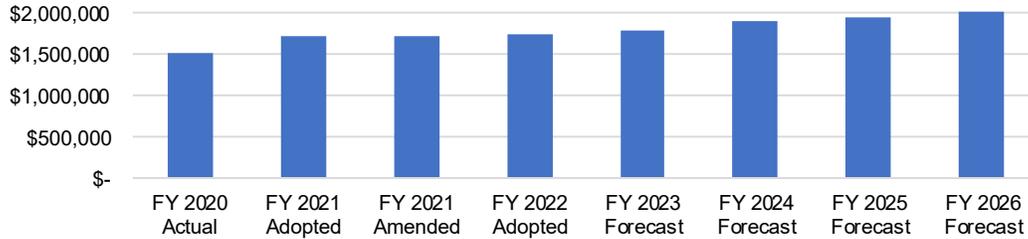
City of Cape Coral, Florida
 FY 2022 - 2024 Adopted Budget

Human Resources Operating Budget

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast
Expenditures by Category						
Personnel Services	\$ 1,254,054	\$1,376,216	\$1,376,216	\$1,421,290	\$1,468,561	\$ 1,514,823
Operating	251,619	332,788	332,788	312,351	318,596	367,081
Capital Outlay	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other/Transfers Out	-	-	-	-	-	-
Total	\$ 1,505,673	\$1,709,004	\$1,709,004	\$1,733,641	\$1,787,157	\$ 1,881,904

Expenditures by Program						
Administration	\$ 373,665	\$ 416,345	\$ 464,341	\$ 409,422	\$ 421,707	\$ 433,828
Employee Benefits	253,204	247,969	241,883	241,267	248,948	256,420
Comp & Classification	238,621	298,108	296,458	320,451	330,872	341,072
Employee Development	116,033	155,344	133,685	149,132	153,369	157,545
Recruitment	413,940	478,626	460,025	496,954	511,914	568,854
Employee/Labor Relations	110,210	112,612	112,612	116,415	120,347	124,185
Total	\$ 1,505,673	\$1,709,004	\$1,709,004	\$1,733,641	\$1,787,157	\$ 1,881,904

5-Year Forecast



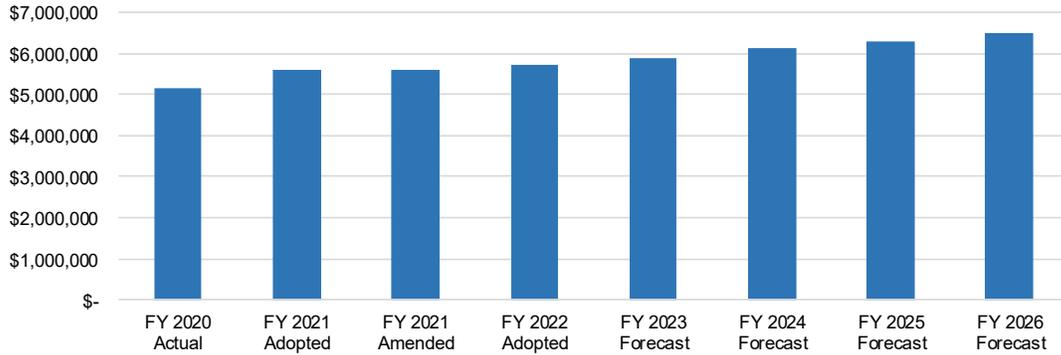
City of Cape Coral, Florida
 FY 2022 - 2024 Adopted Budget

Development Services Operating Budget

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast
Expenditures by Category						
Personnel Services	\$ 4,512,447	\$ 4,921,751	\$ 4,921,751	\$ 5,021,668	\$ 5,190,225	\$ 5,355,648
Operating	434,417	665,610	665,610	655,671	667,361	679,292
Capital Outlay	205,546	29,000	29,000	33,000	35,000	71,000
Debt Service	-	-	-	-	-	-
Other/Transfers Out	-	-	-	-	-	-
Total	\$ 5,152,410	\$ 5,616,361	\$ 5,616,361	\$ 5,710,339	\$ 5,892,586	\$ 6,105,940

Expenditures by Program						
Administration	\$ 603,024	\$ 382,984	\$ 382,984	\$ 446,808	\$ 459,378	\$ 505,839
Development Services	417,389	536,503	536,503	523,155	540,580	557,524
Planning	1,329,200	1,649,954	1,649,954	1,533,578	1,582,711	1,630,814
Code Compliance	2,586,213	2,816,338	2,816,338	2,964,336	3,059,360	3,153,443
Code Unlicensed Contractor	4,468	-	-	-	-	-
Licensing	212,118	230,582	230,582	242,462	250,557	258,320
Total	\$ 5,152,410	\$ 5,616,361	\$ 5,616,361	\$ 5,710,339	\$ 5,892,586	\$ 6,105,940

5-Year Forecast

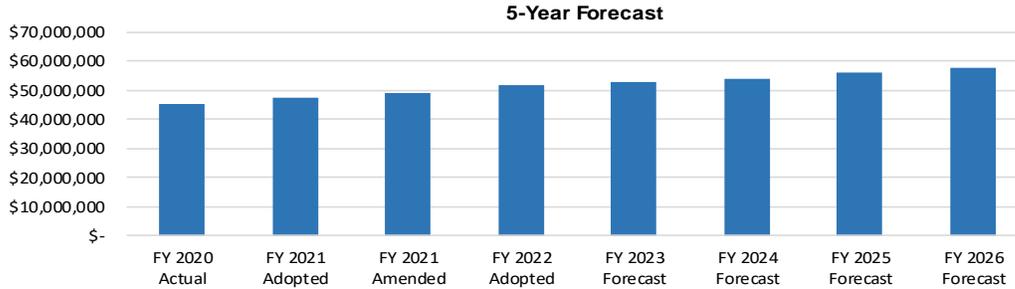


**City of Cape Coral, Florida
FY 2022 - 2024 Adopted Budget**

Police Operating Budget

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast
Expenditures by Category						
Personnel Services	\$38,009,975	\$40,882,084	\$41,571,237	\$43,273,383	\$44,899,577	\$46,280,941
Operating	5,314,854	5,104,429	5,526,796	5,442,643	5,385,735	5,535,807
Capital Outlay	1,811,832	1,542,200	2,045,581	2,819,318	2,252,000	2,291,311
Other/Transfers Out	-	-	-	-	-	-
Total	\$45,136,661	\$47,528,713	\$49,143,614	\$51,535,344	\$52,537,312	\$54,108,059

Expenditures by Program						
Support Administration	\$ 7,641,987	\$ 8,294,141	\$ 8,618,583	\$ 9,679,956	\$ 9,401,259	\$ 9,623,611
Communication & Records	4,556,149	4,922,574	4,922,574	5,244,370	5,242,756	5,398,167
Investigative Services	6,311,266	7,530,302	7,438,079	8,083,022	8,308,869	8,611,554
Patrol	17,207,563	16,365,875	16,764,855	16,384,298	17,068,777	17,592,678
Special Operations	4,232,363	5,306,337	5,057,237	6,031,441	6,209,601	6,384,332
Do The Right Thing	71,079	73,598	76,698	80,175	82,927	85,582
Community Services	4,507,301	4,919,299	5,136,390	5,419,923	5,589,116	5,757,831
Explorer Program	2,204	-	35,212	-	-	-
Project Lifesaver	-	-	6,478	-	-	-
Police Grants	606,750	116,587	1,087,508	612,159	634,007	654,304
Total	\$45,136,661	\$47,528,713	\$49,143,614	\$51,535,344	\$52,537,312	\$54,108,059



**City of Cape Coral, Florida
FY 2022 - 2024 Adopted Budget**

**Fire
Operating Budget**

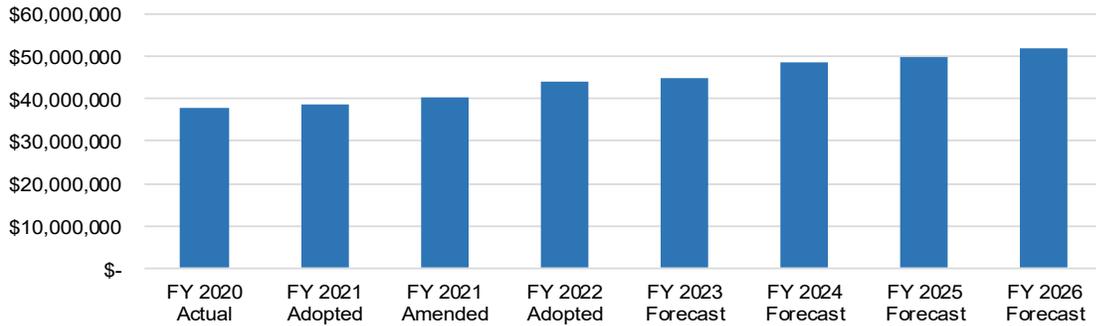
	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast
Expenditures by Category						
Personnel Services	\$28,550,858	\$30,542,959	\$31,392,959	\$33,501,997	\$35,592,992	\$37,684,884
Operating ¹	4,409,161	5,313,300	5,252,991	5,747,016	6,113,010	6,402,814
Capital Outlay ¹	3,538,378	1,469,769	2,007,092	2,716,325	1,524,018	2,416,461
Other	-	-	-	-	-	-
Total	\$37,780,554	\$38,648,386	\$40,308,988	\$43,993,237	\$44,710,255	\$48,405,522

Expenditures by Program						
Administration	\$ 4,365,022	\$ 2,873,785	\$ 3,202,744	\$ 3,874,616	\$ 2,681,909	\$ 4,009,596
EOC Operations	186,832	209,402	193,238	-	-	-
Grants	98,435	-	52,015	400,000	-	-
Logistics	846,807	965,015	1,018,671	1,274,040	1,290,850	1,329,123
Special Operations	369,516	331,605	423,195	363,580	373,682	383,896
Emergency Medical Ser	390,286	557,277	538,477	681,293	724,824	726,347
Fire Prevention	1,099,130	1,228,495	1,222,625	1,244,494	1,379,909	1,424,899
Operations ¹	29,702,093	31,725,155	32,860,702	35,350,016	37,090,576	39,330,148
Professional Standards	722,433	757,652	797,321	805,198	1,168,505	1,201,513
Total	\$37,780,554	\$38,648,386	\$40,308,988	\$43,993,237	\$44,710,255	\$48,405,522

Note:

¹ FY 2022 includes Station 12 personnel and operating expenses and Station 13 design costs. FY 2023 Station 13 personnel at 50% of the year and debt 4th Quarter. Also budgeted, Fire Training Facility operating costs at 100%.

5-Year Forecast

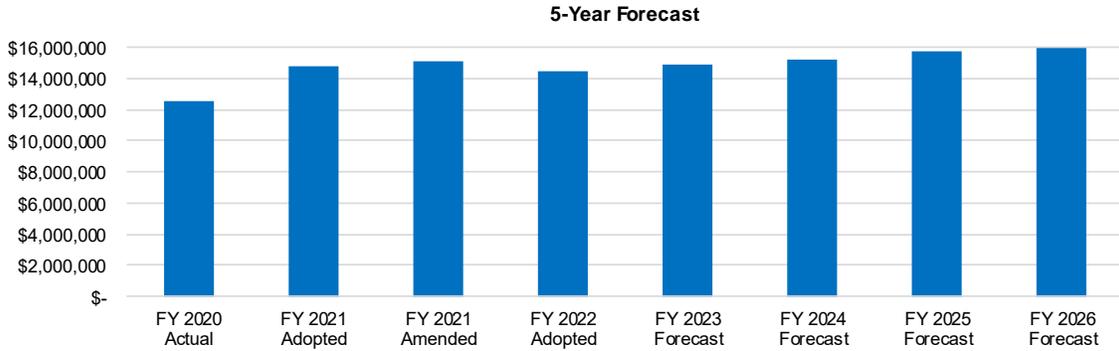


**City of Cape Coral, Florida
FY 2022 - 2024 Adopted Budget**

**Public Works
Operating Budget**

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast
Expenditures by Category						
Personnel Services	\$ 5,920,070	\$ 6,664,570	\$ 6,668,274	\$ 7,248,294	\$ 7,506,458	\$ 7,743,730
Operating	5,861,293	7,776,011	7,829,440	6,844,388	6,977,829	7,115,914
Capital Outlay	716,676	360,000	624,536	409,500	432,500	391,000
Other/Transfers Out	-	-	-	-	-	-
Total	\$ 12,498,039	\$ 14,800,581	\$ 15,122,250	\$ 14,502,182	\$ 14,916,787	\$ 15,250,644

Expenditures by Division						
General Support Services	\$ 67,315	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -
Inspections D&C	235,860	347,469	347,469	357,305	368,343	379,315
Administration General Fund	1,484,078	1,240,918	1,505,828	1,199,184	1,220,644	1,266,776
Design and Construction	678,157	676,480	676,480	696,591	719,490	742,186
Improved Median Maintenance	1,280,740	1,611,926	1,611,926	1,586,926	1,618,426	1,650,716
Maintenance	3,178,923	4,056,511	4,059,841	4,073,534	4,217,605	4,364,318
Planning and Permitting	295,849	415,767	415,767	374,096	386,296	398,253
Survey	544,450	734,132	734,132	733,169	835,476	781,105
Traffic Engineering	683,191	867,590	867,590	837,336	860,031	882,545
Traffic Operations	1,176,118	1,543,531	1,550,531	1,451,363	1,433,621	1,461,652
Right of Way Maintenance	-	-	-	-	-	-
Transportation Street Lighting	2,873,357	3,256,257	3,302,686	2,814,957	2,869,831	2,926,028
Real Estate	-	-	-	377,721	387,024	397,750
Total	\$ 12,498,039	\$ 14,800,581	\$ 15,122,250	\$ 14,502,182	\$ 14,916,787	\$ 15,250,644



**City of Cape Coral, Florida
FY 2022 - 2024 Adopted Budget**

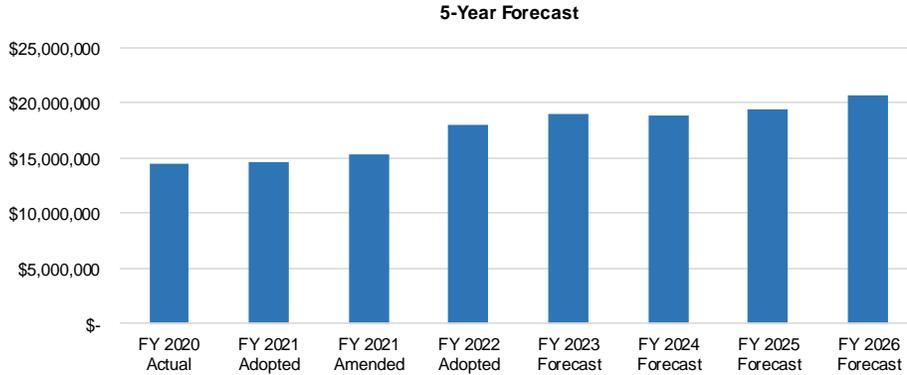
**Parks & Recreation
Operating Budget**

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast
Expenditures by Category						
Personnel Services ¹	\$ 3,854,685	\$ 4,332,907	\$ 4,332,907	\$ 4,582,625	\$ 5,067,448	\$ 5,214,233
Operating ¹	2,684,937	3,369,646	3,351,049	4,345,439	4,641,109	4,731,824
Capital Outlay ¹	456,879	172,500	180,930	575,500	1,048,500	833,000
Other/Transfers Out	7,436,768	6,723,709	7,487,520	8,483,183	8,215,359	8,027,459
Total	\$ 14,433,269	\$ 14,598,762	\$ 15,352,406	\$ 17,986,747	\$ 18,972,416	\$ 18,806,516

Expenditures by Program						
Parks and Rec General Adm	\$ 8,107,945	\$ 7,614,234	\$ 8,367,878	\$ 9,659,942	\$ 9,288,539	\$ 9,013,245
Marine Services	130,350	148,520	148,520	147,278	148,624	156,902
Park Rangers	35,866	65,983	65,983	58,474	60,134	61,849
Parks Maintenance ¹	5,499,518	6,031,384	6,031,384	7,410,198	8,749,621	8,834,715
Recreation Administration	316,397	348,213	348,213	293,290	300,315	307,158
Revenue/Special Facilities Adm	243,506	225,428	225,428	236,069	243,687	251,151
TDC Grants	91,467	140,000	140,000	156,496	156,496	156,496
WCIND - Navigational Aids	8,220	25,000	25,000	25,000	25,000	25,000
Total	\$ 14,433,269	\$ 14,598,762	\$ 15,352,406	\$ 17,986,747	\$ 18,972,416	\$ 18,806,516

Note:

¹ FY 2022 New Parks begin to open mid-year (\$1,090,000 in operating expenses, offset by \$48,400 in additional revenue)



**City of Cape Coral, Florida
FY 2022 - 2024 Adopted Budget**

**Government Services
Operating Budget**

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast
Expenditures by Category						
Personnel Services	\$ 26,359,855	\$ 25,779,244	\$ 25,829,244	\$ 26,083,048	\$ 27,232,705	\$ 28,461,852
Operating	10,367,628	12,492,626	14,271,853	14,109,881	13,535,315	13,459,501
Capital Outlay	-	-	1,000,000	2,910,000	300,000	300,000
Debt Service	-	-	-	-	-	-
Other/Transfers Out	13,964,110	13,398,911	14,790,991	25,997,201	9,426,848	9,667,508
Total	\$ 50,691,594	\$ 51,670,781	\$ 55,892,088	\$ 69,100,130	\$ 50,494,868	\$ 51,888,861

Expenditures by Category						
Donations						
Good Wheels	\$ 54,000	\$ -	\$ -	\$ -	\$ -	\$ -
Wildlife Conservation	27,931	-	72,069	-	-	-
Bike/Pedestrian Paths	8,959	-	18,175	-	-	-
Assessment Lot Mow and Utility ₁	2,238,132	1,850,000	2,306,000	2,676,500	2,676,500	2,676,500
Property/Liability Insurance ²	1,137,302	1,147,753	1,147,753	1,564,252	1,595,537	1,627,448
General Fund Transfers³						
On-Behalf Pension Payments	3,286,182	2,690,117	3,430,079	3,391,789	2,690,117	2,690,117
To Alarm Fee	20,432	22,350	22,350	25,927	29,214	32,418
To CRA (Tax Increment)	1,972,825	1,823,109	2,165,103	12,829,253	2,713,125	2,956,351
To City Centrum	102,000	92,461	92,461	-	-	-
To Economic and Business Developme	-	-	-	1,544,000	-	-
To Trans Cap -Road Resurface	4,500,000	4,550,000	4,840,000	4,000,000	-	-
To Transportation Cap-Alleys	312,000	312,000	312,000	312,000	312,000	312,000
To Transportation Cap-Medians	520,000	520,000	520,000	520,000	520,000	520,000
To Transportation Cap-Sidewalks	-	-	-	-	-	-
To Parks Capital Projects	37,703	-	300,000	-	-	-
To Water and Sewer Capital Projects	-	-	-	-	-	-
Debt Service⁴						
2012 Bonds Fire St 3 & 4	462,639	462,642	462,642	462,637	462,634	462,634
2014 Cap Improvement Bonds	607,084	602,983	602,983	603,282	607,866	602,728
2015 Special Obligation Ref	754,361	1,019,120	955,336	126	126	126
2015 Special Obligation Note	1,805,085	1,802,996	1,802,996	1,804,848	881,505	884,123
2017 Special Obligation Note	2,195,711	2,191,250	2,191,250	3,895,128	3,900,378	3,897,128
Retiree Cost⁵						
Annual Costs - Retirement	7,223,340	8,520,134	8,520,134	9,460,000	10,110,000	10,825,000
UAAL General Pension	6,074,400	6,163,687	6,163,687	4,884,183	5,030,709	5,181,631
UAAL Police Pension	5,354,764	5,194,445	5,194,445	5,632,238	5,801,206	5,975,243
UAAL Fire Pension	7,540,549	5,722,710	5,722,710	5,864,796	6,040,740	6,221,963
Outside Contracts⁶						
Animal Control	643,291	664,121	664,121	664,121	664,121	664,121
Other Outside Contracts	-	293,955	293,955	46,137	41,907	37,379
Charter School⁷						
Payroll	166,802	178,268	228,268	241,831	250,050	258,015
Operating	338,677	632,509	715,335	342,509	342,509	342,509
Capital	-	-	-	300,000	300,000	300,000
Professional Services:						
Legal Fees	244,962	250,000	255,000	270,000	270,000	270,000
Accounting & Auditing	66,640	80,000	80,000	199,782	203,652	207,875
Other Profession Services	148,957	220,000	220,000	250,000	250,000	250,000
Lobbyist-State & Federal	50,000	100,000	100,000	100,000	100,000	100,000
Outside Services	70,552	150,000	150,000	350,000	150,000	150,000
Studies & Plans⁸						
Bimini Basin Mooring Field	-	-	-	260,000	-	-
Jaycee Park Shoreline	-	-	-	350,000	-	-
Fleet Services Building Design	-	-	-	2,000,000	-	-

City of Cape Coral, Florida
FY 2022 - 2024 Adopted Budget

Continued on next page...

Expenditures by Program							
Land Cost	\$ 782,329	\$ 55,000	\$ 1,578,870	\$ 151,500	\$ 151,500	\$ 151,500	\$ 151,500
Billing Service Fees	73,647	66,950	81,950	66,950	68,289	69,655	69,655
Other Governmental / Election Costs	97	500,000	500,000	-	250,000	250,000	250,000
Fleet Charges	-	134,106	134,106	313,089	289,563	245,030	245,030
Facility Charges	303,228	2,224,689	2,224,689	2,131,767	2,256,910	2,171,415	2,171,415
Facility Custodial City Annex	827,141	642,111	942,111	697,958	720,342	741,163	741,163
City Annex	117,745	311,796	327,796	455,527	376,368	376,789	376,789
Advertising - new s paper	6,949	20,000	20,000	20,000	20,000	20,000	20,000
FBC Membership	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Rifle Program	1,958	-	-	-	-	-	-
Employee Walk-in Clinic	6,000	-	-	-	-	-	-
BCBS Wellness Program	201,777	150,000	217,345	150,000	150,000	150,000	150,000
Scrub Jay Habitat Mitigation	7,015	-	6,850	-	-	-	-
Matlacha Property Lease	4,200	56,519	56,519	65,000	65,000	65,000	65,000
Public Private Partnership	-	-	-	-	-	-	-
Electric Franchise Agreement	-	100,000	100,000	-	-	-	-
Disaster Projects	391,228	-	-	-	-	-	-
Total	\$ 50,691,594	\$ 51,670,781	\$ 55,892,088	\$ 69,100,130	\$ 50,494,868	\$ 51,888,861	\$ 51,888,861

Note:

- ¹ Assessments, Lot Mowing and Utility - The General Fund is responsible for the allocation related to the City's governmental assets.
- ² Property/Liability Insurance-This is an interfund service charge to the internal service fund. Allocation is based on estimated expenditures
- ³ 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 Economic and Development for local business tax
 - 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 Transportation Capital Project - Sidewalks program
- ⁴ Debt Service
 - 2012 Bonds for the construction of Fire Station 3 and 4
 - 2015 Special Obligation Note. This note resulted from the refunding the of 2006 Special Obligation Bonds. These bonds were issued for 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
- ⁵ 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. Unfunded Actuarial Accrued Liability (UAAL) for Governmental Funds are accounted for here. The City is only funding the annual pay-as-you-go amounts.
- ⁶ 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.
- ⁷ 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.
- ⁸ These are one time non-recurring studies/activities that will position the City for future initiatives.

SPECIAL REVENUE FUNDS

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**City of Cape Coral, Florida
FY 2022 – 2024 Adopted Budget**

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City of Cape Coral, Florida
FY 2022 – 2024 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.

Community Redevelopment Agency (CRA)

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast
Revenues by Category						
Ad Valorem Taxes	\$ 1,183,871	\$ 1,137,803	\$ 1,351,243	\$ 1,374,131	\$ 1,469,575	\$ 1,551,033
Miscellaneous	44,170	26,500	61,057	64,154	64,154	64,154
Transfers In ¹	1,972,825	1,823,109	2,165,103	12,829,253	2,713,125	2,956,351
Total	\$ 3,200,866	\$ 2,987,412	\$ 3,577,403	\$14,267,538	\$ 4,246,854	\$ 4,571,538
Expenditures by Category						
Personnel Services	\$ 87,811	\$ 117,237	\$ 117,237	\$ 121,132	\$ 106,171	\$ 109,573
Operating ²	565,311	1,181,911	1,213,340	11,913,337	977,837	977,837
Capital Outlay ³	-	16,500	58,310	-	-	-
Debt Service Other/ Transfers Out ⁴	1,801,880	1,671,764	3,319,193	2,233,069	3,162,846	3,484,128
Total	\$ 2,455,003	\$ 2,987,412	\$ 4,708,080	\$14,267,538	\$ 4,246,854	\$ 4,571,538
Budgetary Fund Balance						
Addition to / (Use of)	\$ 745,863	\$ -	\$ (1,130,677)	\$ -	\$ -	\$ -
Grand Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Changes in Budgetary Fund Balance						
Beginning	\$ -	\$ -	\$ 1,130,677	\$ -	\$ -	\$ -
Ending	-	-	-	-	-	-
Net Change	\$ -	\$ -	\$ (1,130,677)	\$ -	\$ -	\$ -

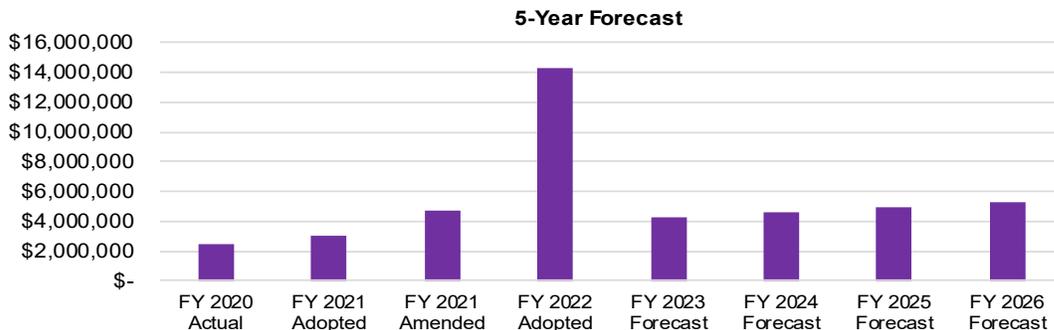
Notes:

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

²Incentives for development in the CRA district.

³Increase in Capital for land purchase.

⁴Transfers out consist of Debt Payment for LCEC under grounding and SE 47th Street Streetscape. Beginning FY 2023, transfer out also includes \$1,113,266 for new debt.



**City of Cape Coral, Florida
FY 2022 – 2024 Adopted Budget**

Economic and Business Development

Economic and Business Development Fund is a restricted fund. These fees are used for the retention and expansion of existing businesses. Local business taxes are recorded in this fund.

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast
Revenues by Category						
Taxes-Local Business ¹	\$ -	\$ -	\$ -	\$ 990,600	\$ 1,015,365	\$ 1,040,749
Miscellaneous	-	-	-	-	-	-
Transfers In	-	-	-	1,544,000	-	-
Total	\$ -	\$ -	\$ -	\$ 2,534,600	\$ 1,015,365	\$ 1,040,749

Expenditures by Category						
Personnel Services ²	\$ -	\$ -	\$ -	\$ 270,390	\$ 279,421	\$ 288,339
Operating ²	-	-	-	613,481	625,751	638,267
Capital Outlay	-	-	-	35,000	-	-
Total	\$ -	\$ -	\$ -	\$ 918,871	\$ 905,172	\$ 926,606

Budgetary Fund Balance						
Addition to / (Use of)	\$ -	\$ -	\$ -	\$ 1,615,729	\$ 110,193	\$ 114,143
Grand Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

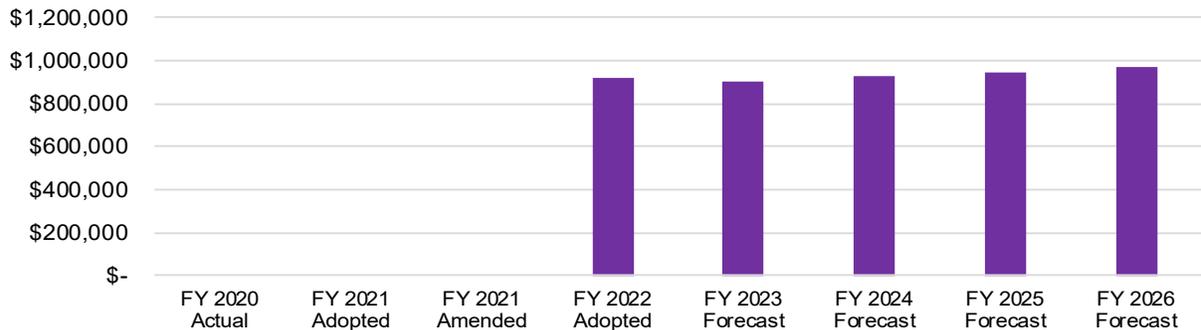
Changes in Budgetary Fund Balance						
Beginning	\$ -	\$ -	\$ -	\$ -	\$ 1,615,729	\$ 1,725,922
Ending	-	-	-	1,615,729	1,725,922	1,840,065
Net Change	\$ -	\$ -	\$ -	\$ 1,615,729	\$ 110,193	\$ 114,143

Notes:

¹ Local Business Tax was moved from Planning Division under Development Services in the General Fund

² Personnel and operating costs moved from Economic and Business Development under City Manager's Office in the General Fund

5-Year Forecast



**City of Cape Coral, Florida
FY 2022 – 2024 Adopted Budget**

Police Protection Impact Fee

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

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast
Revenues by Category						
Charges for Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Miscellaneous	143,805	19,020	19,020	9,983	16,414	23,117
Misc-Impact Fees	1,662,737	879,234	2,754,234	2,165,993	2,251,896	2,318,710
Interfund Transfers	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-
Total	\$ 1,806,542	\$ 898,254	\$ 2,773,254	\$ 2,175,976	\$ 2,268,310	\$ 2,341,827

Expenditures by Category						
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	17,157	17,585	35,585	32,490	33,778	34,781
Capital Outlay	-	-	-	562,152	-	-
Debt Service	-	-	-	-	-	-
Other/Transfers Out ¹	750,000	6,097,910	6,097,910	-	-	-
Total	\$ 767,157	\$ 6,115,495	\$ 6,133,495	\$ 594,642	\$ 33,778	\$ 34,781

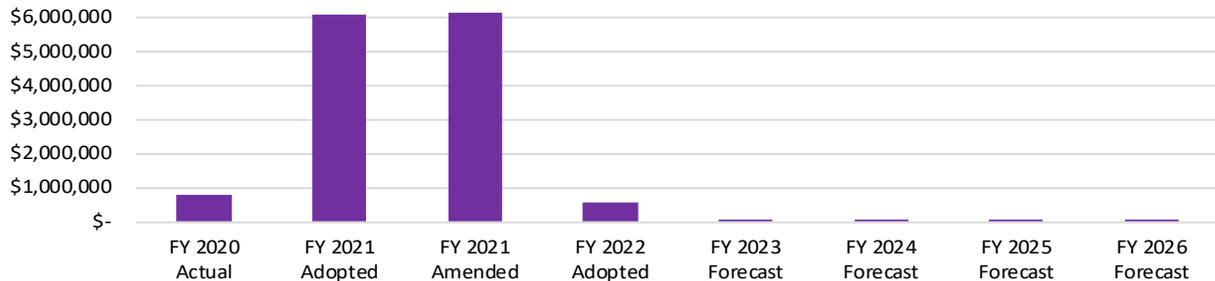
Budgetary Fund Balance						
Addition to / (Use of)	\$ 1,039,385	\$(5,217,241)	\$(3,360,241)	\$ 1,581,334	\$ 2,234,532	\$ 2,307,046
Grand Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Changes in Budgetary Fund Balance						
Beginning	\$ -	\$ 6,339,932	\$ 7,345,313	\$ 3,327,728	\$ 4,909,062	\$ 7,143,594
Ending	-	1,122,691	3,985,072	4,909,062	7,143,594	9,450,640
Net Change	\$ -	\$(5,217,241)	\$(3,360,241)	\$ 1,581,334	\$ 2,234,532	\$ 2,307,046

Note:

¹ FY 2021 Transfer Out for the Police Training Facility, budget includes design in FY 2020 and construction in FY 2021.

5-Year Forecast



**City of Cape Coral, Florida
FY 2022 – 2024 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.

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast
Revenues by Category						
Charges for Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Intergovernmental	-	-	-	-	-	-
Miscellaneous ¹	15,618	8,000	23,580	8,000	8,160	8,323
Interfund Transfers	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-
Total	\$ 15,618	\$ 8,000	\$ 23,580	\$ 8,000	\$ 8,160	\$ 8,323

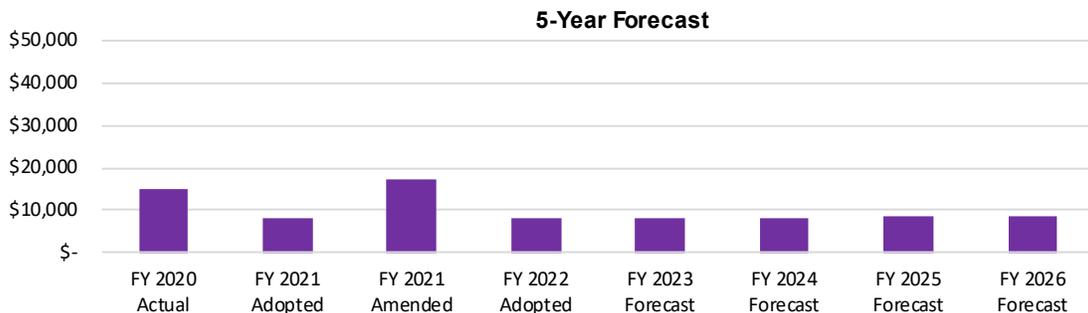
	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast
Expenditures by Category						
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	15,173	8,000	17,500	8,000	8,160	8,323
Capital Outlay	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other/Transfers Out	-	-	-	-	-	-
Total	\$ 15,173	\$ 8,000	\$ 17,500	\$ 8,000	\$ 8,160	\$ 8,323

Budgetary Fund Balance						
Addition to / (Use of)	\$ 445	\$ -	\$ 6,080	\$ -	\$ -	\$ -
Grand Total	\$ -					

Changes in Budgetary Fund Balance						
Beginning	\$ -	\$ -	\$ 31,640	\$ 23,606	\$ 23,606	\$ 23,606
Ending	-	-	37,720	23,606	23,606	23,606
Net Change	\$ -	\$ -	\$ 6,080	\$ -	\$ -	\$ -

Note:

¹ FY 2021 Amended budget includes the carried over prior year balance of donations



**City of Cape Coral, Florida
FY 2022 – 2024 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.

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast
Revenues by Category						
Fines & Forfeits	\$ -	\$ -	\$ 10,500	\$ -	\$ -	\$ -
Miscellaneous	8,698	100	100	-	-	-
Interfund Transfers	74,041	-	-	-	-	-
Other Sources	-	-	-	-	-	-
Total	\$ 82,739	\$ 100	\$ 10,600	\$ -	\$ -	\$ -
Expenditures by Category						
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating ¹	25,000	19,619	130,144	-	-	-
Capital Outlay	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other/Transfers Out	28,695	-	13,129	-	-	-
Total	\$ 53,694	\$ 19,619	\$ 143,273	\$ -	\$ -	\$ -
Budgetary Fund Balance						
Addition to / (Use of)	\$ 29,045	\$ (19,519)	\$ (132,673)	\$ -	\$ -	\$ -
Grand Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Changes in Budgetary Fund Balance						
Beginning	\$ -	\$ 389,574	\$ 448,830	\$ -	\$ -	\$ -
Ending	-	370,055	316,157	-	-	-
Net Change	\$ -	\$ (19,519)	\$ (132,673)	\$ -	\$ -	\$ -

Police Evidence

Police Evidence is an unbudgeted fund used for asset recognition during police investigations. Monies received are transferred to the Police Confiscation/State Fund.

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast
Revenues by Category						
Miscellaneous	\$ 71,859	\$ -	\$ -	\$ -	\$ -	\$ -
Interfund Transfers	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-
Total	\$ 71,859	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditures by Category						
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other/Transfers Out	74,041	-	-	-	-	-
Total	\$ 74,041	\$ -	\$ -	\$ -	\$ -	\$ -

**City of Cape Coral, Florida
FY 2022 – 2024 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.

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast
Revenues by Category						
Miscellaneous	\$ 2,979	\$ 300	\$ 300	\$ 3,000	\$ 3,000	\$ 3,000
Interfund Transfers	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-
Total	\$ 2,979	\$ 300	\$ 300	\$ 3,000	\$ 3,000	\$ 3,000
Expenditures by Category						
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	10,965	40,610	40,610	27,818	28,014	28,215
Capital Outlay	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other/Transfers Out	-	-	-	-	-	-
Total	\$ 10,965	\$ 40,610	\$ 40,610	\$ 27,818	\$ 28,014	\$ 28,215
Budgetary Fund Balance						
Addition to / (Use of)	\$ (7,986)	\$ (40,310)	\$ (40,310)	\$ (24,818)	\$ (25,014)	\$ (25,215)
Grand Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Changes in Budgetary Fund Balance						
Beginning	\$ -	\$ 136,852	\$ 166,541	\$ 126,231	\$ 101,413	\$ 76,399
Ending	-	96,542	126,231	101,413	76,399	51,184
Net Change	\$ -	\$ (40,310)	\$ (40,310)	\$ (24,818)	\$ (25,014)	\$ (25,215)

City of Cape Coral, Florida
 FY 2022 – 2024 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.

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast
Revenues by Category						
Fines & Forfeits	\$ 19,804	\$ 21,000	\$ 21,000	\$ 21,000	\$ 21,000	\$ 21,000
Miscellaneous	957	-	-	-	-	-
Other Sources	-	-	-	-	-	-
Total	\$ 20,761	\$ 21,000	\$ 21,000	\$ 21,000	\$ 21,000	\$ 21,000

Expenditures by Category						
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	-	25,215	25,215	25,215	25,719	26,234
Capital Outlay	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other/Transfers Out	-	-	-	-	-	-
Total	\$ -	\$ 25,215	\$ 25,215	\$ 25,215	\$ 25,719	\$ 26,234

Budgetary Fund Balance						
Addition to / (Use of)	\$ 20,761	\$ (4,215)	\$ (4,215)	\$ (4,215)	\$ (4,719)	\$ (5,234)
Grand Total	\$ -					

Changes in Budgetary Fund Balance						
Beginning	\$ -	\$ 4,215	\$ 57,621	\$ 48,712	\$ 44,497	\$ 39,778
Ending	-	-	53,406	44,497	39,778	34,544
Net Change	\$ -	\$ (4,215)	\$ (4,215)	\$ (4,215)	\$ (4,719)	\$ (5,234)

**City of Cape Coral, Florida
FY 2022 – 2024 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.

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast
Revenues by Category						
Charges for Services	\$ 81,583	\$ 90,000	\$ 90,000	\$ 80,000	\$ 80,000	\$ 80,000
Intergovernmental	-	-	-	-	-	-
Miscellaneous	27	-	-	-	-	-
Interfund Transfers ¹	20,432	22,350	22,350	25,927	29,214	32,418
Other Sources	-	-	-	-	-	-
Total	\$ 102,042	\$ 112,350	\$ 112,350	\$ 105,927	\$ 109,214	\$ 112,418

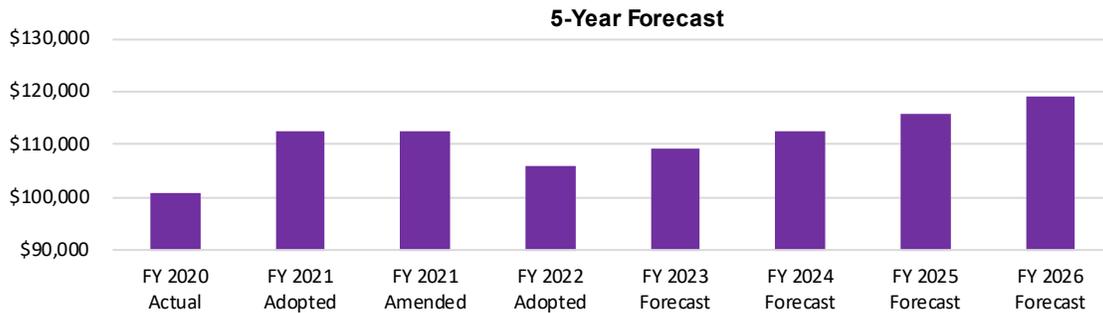
Expenditures by Category						
Personnel Services	\$ 79,877	\$ 84,186	\$ 84,186	\$ 85,263	\$ 88,136	\$ 90,919
Operating	13,433	20,664	20,664	20,664	21,078	21,499
Capital Outlay	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other/Transfers Out	7,500	7,500	7,500	-	-	-
Total	\$ 100,810	\$ 112,350	\$ 112,350	\$ 105,927	\$ 109,214	\$ 112,418

Budgetary Fund Balance						
Addition to / (Use of)	\$ 1,232	\$ -	\$ -	\$ -	\$ -	\$ -
Grand Total	\$ -					

Changes in Budgetary Fund Balance						
Beginning	\$ -	\$ -	\$ 5,723	\$ -	\$ -	\$ -
Ending	-	-	5,723	-	-	-
Net Change	\$ -					

Note:

¹ Interfund Transfer from the General Fund to support the False Alarm Fee Fund.



**City of Cape Coral, Florida
FY 2022 – 2024 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.

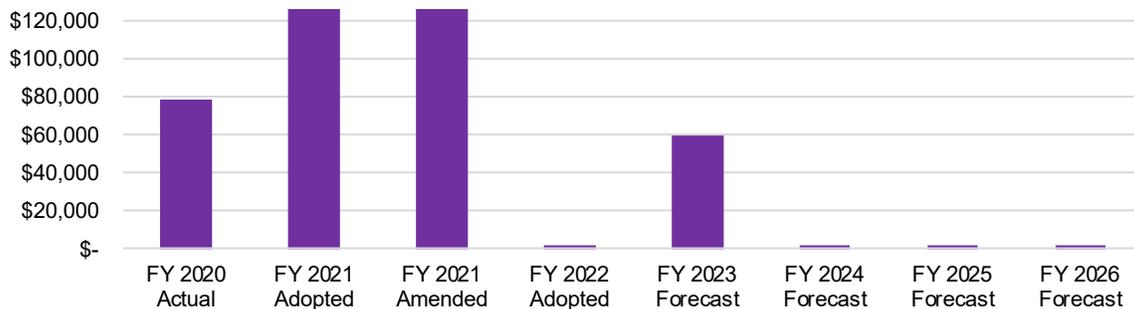
	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast
Revenues by Category						
Charges for Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Miscellaneous	5,782	794	794	940	1,320	1,542
Misc-Impact Fees	97,981	51,807	156,807	127,626	132,687	136,624
Interfund Transfers	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-
Total	\$ 103,763	\$ 52,601	\$ 157,601	\$ 128,566	\$ 134,007	\$ 138,166

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast
Expenditures by Category						
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	1,023	13,342	13,342	1,914	1,990	2,049
Capital Outlay	77,272	112,946	112,946	-	57,913	-
Debt Service	-	-	-	-	-	-
Other/Transfers Out	-	-	-	-	-	-
Total	\$ 78,294	\$ 126,288	\$ 126,288	\$ 1,914	\$ 59,903	\$ 2,049

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast
Budgetary Fund Balance						
Addition to / (Use of)	\$ 25,469	\$ (73,687)	\$ 31,313	\$ 126,652	\$ 74,104	\$ 136,117
Grand Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast
Changes in Budgetary Fund Balance								
Beginning	\$ -	\$ 264,720	\$ 316,238	\$ 313,214	\$ 439,866	\$ 513,970	\$ 650,087	\$ 813,970
Ending	-	191,033	347,551	439,866	513,970	650,087	813,970	950,087
Net Change	\$ -	\$ (73,687)	\$ 31,313	\$ 126,652	\$ 74,104	\$ 136,117	\$ 143,900	\$ 136,117

5-Year Forecast



**City of Cape Coral, Florida
FY 2022 – 2024 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.

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast
Revenues by Category						
Miscellaneous	\$ 94,530	\$ 13,108	\$ 13,108	\$ 19,234	\$ 15,604	\$ 21,042
Misc-Impact Fees	1,604,044	847,442	2,667,442	2,087,631	2,170,425	2,234,821
Interfund Transfers	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-
Total	\$ 1,698,574	\$ 860,550	\$ 2,680,550	\$ 2,106,865	\$ 2,186,029	\$ 2,255,863

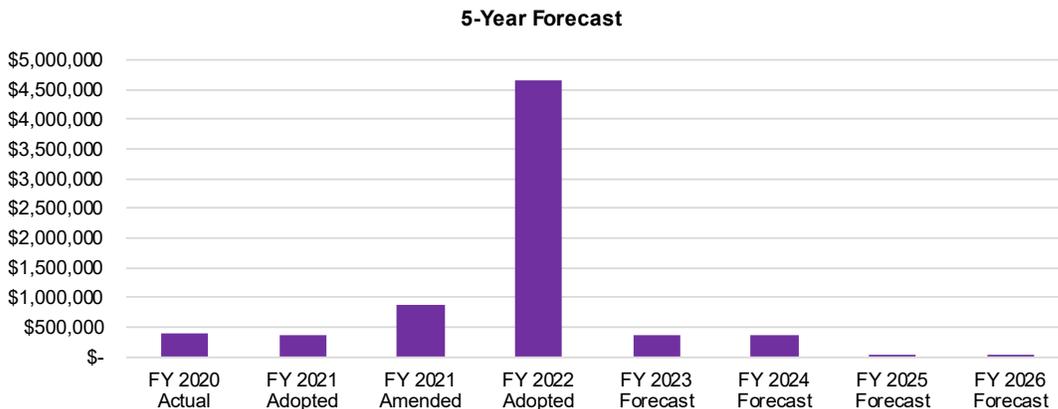
	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast
Expenditures by Category						
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	17,332	16,949	16,949	32,064	33,321	34,302
Capital Outlay	-	-	-	1,349,157	-	-
Debt Service	-	-	-	-	-	-
Other/Transfers Out ¹	374,547	339,867	856,867	3,284,863	339,861	339,866
Total	\$ 391,879	\$ 356,816	\$ 873,816	\$ 4,666,084	\$ 373,182	\$ 374,168

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast
Budgetary Fund Balance						
Addition to / (Use of)	\$ 1,306,695	\$ 503,734	\$ 1,806,734	\$ (2,559,219)	\$ 1,812,847	\$ 1,881,695
Grand Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast
Changes in Budgetary Fund Balance						
Beginning	\$ -	\$ 4,369,336	\$ 5,268,483	\$ 6,411,246	\$ 3,852,027	\$ 5,664,874
Ending	-	4,873,070	7,075,217	3,852,027	5,664,874	7,546,569
Net Change	\$ -	\$ 503,734	\$ 1,806,734	\$ (2,559,219)	\$ 1,812,847	\$ 1,881,695

Note:

¹ Annual funds are currently being transferred out to pay debt service for Fire Station #9. FY 2021 and FY 2022 include transfers for the design and construction of the Fire Training Facility.



**City of Cape Coral, Florida
FY 2022 – 2024 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.

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast
Revenues by Category						
Ad Valorem Taxes	\$ 932,413	\$ 1,070,356	\$ 965,356	\$ 1,186,038	\$ 1,219,894	\$ 1,268,690
Intergovernmental	-	-	-	-	-	-
Miscellaneous	29,191	-	-	-	-	-
Total	\$ 961,604	\$ 1,070,356	\$ 965,356	\$ 1,186,038	\$ 1,219,894	\$ 1,268,690

Expenditures by Category						
Personnel Services	\$ 552,977	\$ 588,764	\$ 588,764	\$ 587,519	\$ 657,464	\$ 678,283
Operating	74,843	186,763	235,770	398,414	408,854	419,619
Capital Outlay	57,323	36,810	199,682	55,284	5,700	24,836
Debt Service	-	-	-	-	-	-
Other/Transfers Out	194,167	93,600	104,554	-	-	-
Total	\$ 879,309	\$ 905,937	\$ 1,128,770	\$ 1,041,217	\$ 1,072,018	\$ 1,122,738

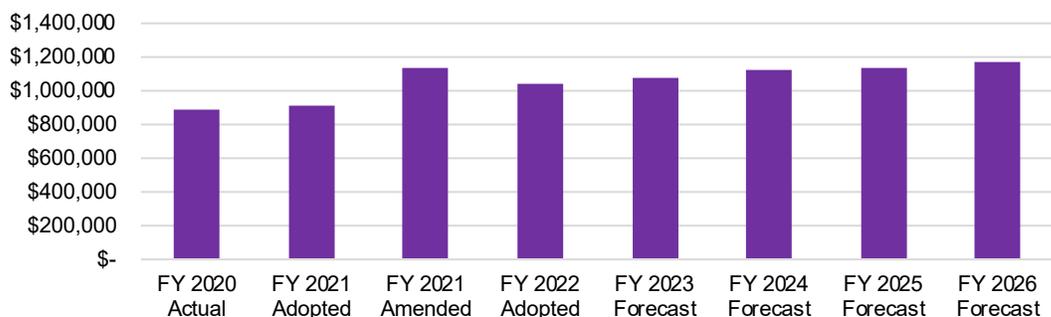
Budgetary Fund Balance						
Addition to / (Use of)	\$ 82,295	\$ 164,419	\$ (163,414)	\$ 144,821	\$ 147,876	\$ 145,952
Grand Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Changes in Budgetary Fund Balance						
Beginning	\$ -	\$ 1,138,891	\$ 1,367,794	\$ 1,519,625	\$ 1,664,446	\$ 1,812,322
Ending	-	1,303,310	1,204,380	1,664,446	1,812,322	1,958,274
Net Change	\$ -	\$ 164,419	\$ (163,414)	\$ 144,821	\$ 147,876	\$ 145,952

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.

5-Year Forecast



City of Cape Coral, Florida
FY 2022 – 2024 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.

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast
Revenues by Category						
Sales, Use & Fuel Taxes	\$ 3,828,706	\$ 3,802,877	\$ 3,802,877	\$ 3,991,011	\$ 4,150,651	\$ 4,316,677
Miscellaneous	264,964	-	-	-	-	-
Total	\$ 4,093,670	\$ 3,802,877	\$ 3,802,877	\$ 3,991,011	\$ 4,150,651	\$ 4,316,677

Expenditures by Category						
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	-	-	878,642	1,500,000	1,630,000	1,560,600
Capital Outlay	-	-	-	-	-	-
Other/Transfers Out ¹	13,013,801	950,000	6,568,324	3,200,000	1,400,000	400,000
Total	\$ 13,013,801	\$ 950,000	\$ 7,446,966	\$ 4,700,000	\$ 3,030,000	\$ 1,960,600

Expenditures by Program						
Operating Transportation Projects	\$ -	\$ -	\$ 878,642	\$ 1,500,000	\$ 1,630,000	\$ 1,560,600
Transfer Out:						
Transportation Capital Project						
Road/Alley Resurfacing	11,625,444	-	4,978,324	2,800,000	1,000,000	-
Sidewalk Bikepath Trail	-	300,000	1,280,000	-	-	-
Sidewalks	1,388,357	650,000	310,000	400,000	400,000	400,000
Total	\$ 13,013,801	\$ 950,000	\$ 7,446,966	\$ 4,700,000	\$ 3,030,000	\$ 1,960,600

Budgetary Fund Balance						
Addition to / (Use of)	\$ (8,920,131)	\$ 2,852,877	\$ (3,644,089)	\$ (708,989)	\$ 1,120,651	\$ 2,356,077
Grand Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Changes in Budgetary Fund Balance						
Beginning	\$ -	\$ 6,983,320	\$ 7,024,773	\$ 7,743,332	\$ 7,034,343	\$ 8,154,994
Ending	-	9,836,197	3,380,684	7,034,343	8,154,994	10,511,071
Net Change	\$ -	\$ 2,852,877	\$ (3,644,089)	\$ (708,989)	\$ 1,120,651	\$ 2,356,077

Note:

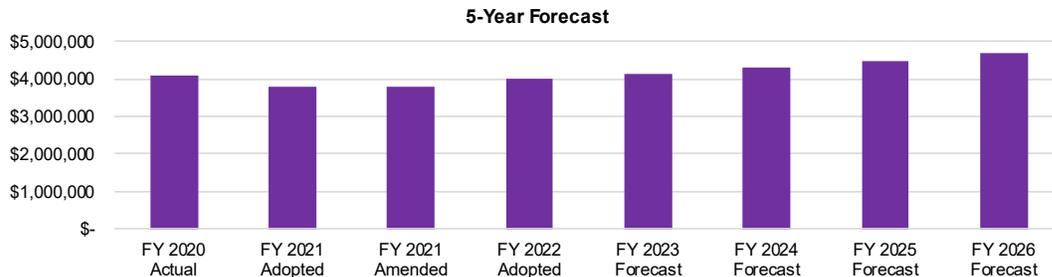
¹ Transfer out to Transportation Capital Projects Fund for non-grant related sidewalk construction and miscellaneous projects.

FY 2022 Major Variances

Operating

- \$500,000 - Turn Lane Improvements
- \$400,000 - Traffic Control Devices / Intersection Improvements
- \$300,000 - Access Management
- \$300,000 - Median Curbing Projects

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 2022 – 2024 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.

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast
Revenues by Category						
Sales, Use & Fuel Taxes	\$ 5,257,312	\$ 5,295,550	\$ 5,295,550	\$ 5,457,126	\$ 5,675,411	\$ 5,902,427
Miscellaneous	32,777	-	-	-	-	-
Total	\$ 5,290,089	\$ 5,295,550	\$ 5,295,550	\$ 5,457,126	\$ 5,675,411	\$ 5,902,427
Expenditures by Category						
Personnel Services ¹	\$ 35,142	\$ 89,715	\$ 94,173	\$ 99,231	\$ 102,594	\$ 105,884
Operating	-	9,000	9,000	9,000	9,000	9,000
Capital Outlay	-	-	-	-	-	-
Other/Transfers Out	(15,523)	7,727,227	8,896,227	6,275,000	6,975,000	6,775,000
Total	\$ 19,619	\$ 7,825,942	\$ 8,999,400	\$ 6,383,231	\$ 7,086,594	\$ 6,889,884
Expenditures by Program						
Project Manager ¹	\$ 35,142	\$ 89,715	\$ 94,173	\$ 99,231	\$ 102,594	\$ 105,884
Operating	-	9,000	9,000	9,000	9,000	9,000
Transfer Out:						
General Fund - Transp Maint	6,820,025	6,177,227	6,177,227	-	-	-
Transportation Capital Projects	(6,835,548)	1,550,000	2,719,000	6,275,000	6,975,000	6,775,000
Total	\$ 19,619	\$ 7,825,942	\$ 8,999,400	\$ 6,383,231	\$ 7,086,594	\$ 6,889,884
Budgetary Fund Balance						
Addition to / (Use of)	\$ 5,270,470	\$ (2,530,392)	\$ (3,703,850)	\$ (926,105)	\$ (1,411,183)	\$ (987,457)
Grand Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Changes in Budgetary Fund Balance						
Beginning	\$ -	\$ 9,989,562	\$ 9,672,540	\$ 7,137,690	\$ 6,211,585	\$ 4,800,402
Ending	-	7,459,170	5,968,690	6,211,585	4,800,402	3,812,945
Net Change	\$ -	\$ (2,530,392)	\$ (3,703,850)	\$ (926,105)	\$ (1,411,183)	\$ (987,457)

Note:

¹ Project manager expenditure by program to cover costs associated with FTE to manage Six-Cent projects.

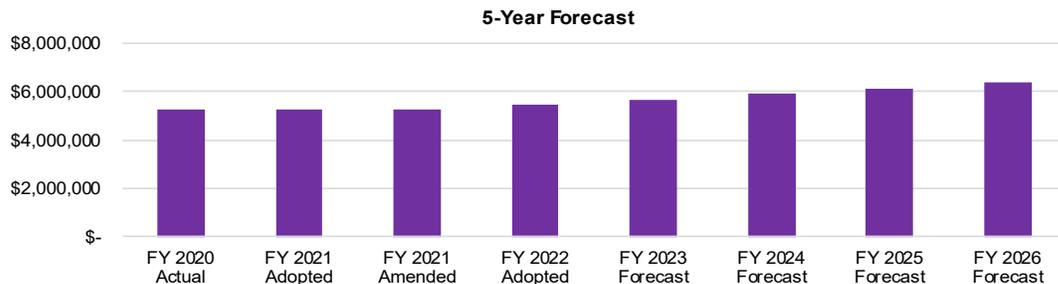
FY 2022 Major Variances

Transfer Out

\$6,000,000 - Transfer out to Capital Projects fund for Road Resurfacing

\$275,000 - Transfer out to Capital Projects fund for North 2 UEP 2nd Lift Paving

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 2022 – 2024 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.

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast
Revenues by Category						
Impact Fees	\$ 11,153,142	\$ 5,331,102	\$ 17,682,592	\$ 13,272,529	\$ 13,802,693	\$ 14,219,291
Grants	321,315	-	-	-	-	-
Miscellaneous	328,193	7,200	7,200	79,942	101,678	124,400
Total	\$ 11,802,651	\$ 5,338,302	\$ 17,689,792	\$ 13,352,471	\$ 13,904,371	\$ 14,343,691

Expenditures by Category						
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	102,852	106,622	1,684,531	199,088	207,040	213,289
Capital Outlay	-	-	-	-	-	-
Other/Transfers Out	3,952,471	5,468,945	9,926,448	5,908,055	6,123,346	6,553,747
Total	\$ 4,055,322	\$ 5,575,567	\$ 11,610,979	\$ 6,107,143	\$ 6,330,386	\$ 6,767,036

Expenditures by Program						
Operating Expenses ¹	\$ 102,852	\$ 106,622	\$ 1,684,531	\$ 199,088	\$ 207,040	\$ 213,289
Transfer Out:						
General Fund ²	333,127	351,447	530,478	799,422	1,016,782	1,244,001
Transportation Capital Projects	-	-	4,278,472	-	-	-
Debt Service	3,619,343	5,117,498	5,117,498	5,108,633	5,106,564	5,309,746
Total	\$ 4,055,322	\$ 5,575,567	\$ 11,610,979	\$ 6,107,143	\$ 6,330,386	\$ 6,767,036

Budgetary Fund Balance						
Addition to / (Use of)	\$ 7,747,329	\$ (237,265)	\$ 6,078,813	\$ 7,245,328	\$ 7,573,985	\$ 7,576,655
Grand Total	\$ -					

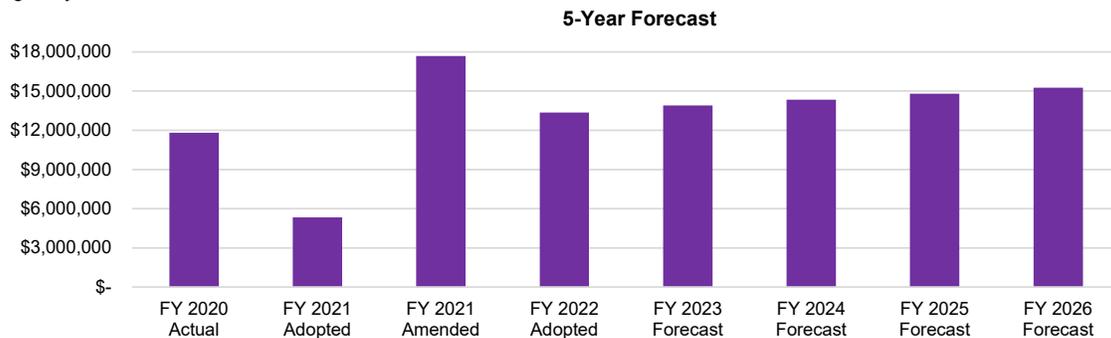
Changes in Budgetary Fund Balance						
Beginning	\$ -	\$ 11,715,881	\$ 18,411,484	\$ 26,647,375	\$ 33,892,703	\$ 41,466,688
Ending	-	11,478,616	24,490,297	33,892,703	41,466,688	49,043,343
Net Change	\$ -	\$ (237,265)	\$ 6,078,813	\$ 7,245,328	\$ 7,573,985	\$ 7,576,655

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.

Note:

¹ FY 2021 Amended includes \$1,500,000 for the Kismet Littleton Realignment Project.

² 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 2022 – 2024 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 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast
Revenues by Category						
Fines & Forfeits	\$ 12	\$ -	\$ -	\$ -	\$ -	\$ -
Miscellaneous	4,704	-	-	-	-	-
Special Assessments	22,414	39,965	39,965	39,965	39,965	39,965
Total	\$ 27,130	\$ 39,965	\$ 39,965	\$ 39,965	\$ 39,965	\$ 39,965

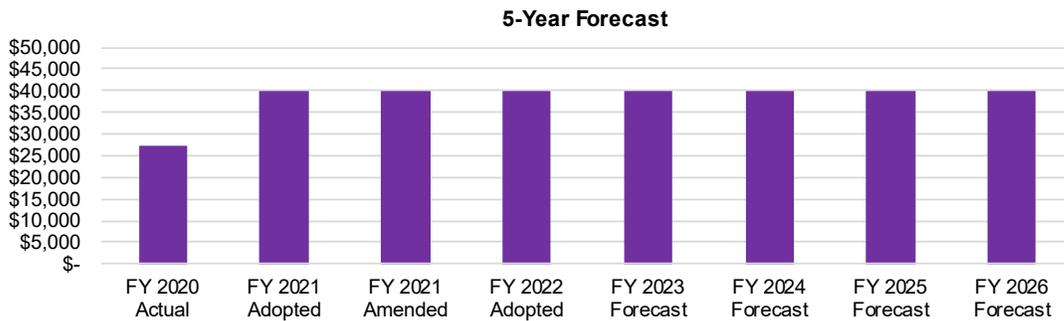
	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast
Expenditures by Category						
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating ¹	21,448	22,544	22,544	22,544	22,994	23,454
Capital Outlay	-	-	-	-	-	-
Total	\$ 21,448	\$ 22,544	\$ 22,544	\$ 22,544	\$ 22,994	\$ 23,454

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast
Budgetary Fund Balance						
Addition to / (Use of)	\$ 5,682	\$ 17,421	\$ 17,421	\$ 17,421	\$ 16,971	\$ 16,511
Grand Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast
Changes in Budgetary Fund Balance								
Beginning	\$ -	\$ 170,700	\$ 148,896	\$ 166,317	\$ 183,738	\$ 200,709	\$ 217,220	\$ 234,731
Ending	-	188,121	166,317	183,738	200,709	217,220	234,731	251,242
Net Change	\$ -	\$ 17,421	\$ 17,421	\$ 17,421	\$ 16,971	\$ 16,511	\$ 16,511	\$ 16,511

Note:

¹ Operating costs are for the maintenance of a City owned parking lot.



**City of Cape Coral, Florida
FY 2022 – 2024 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.

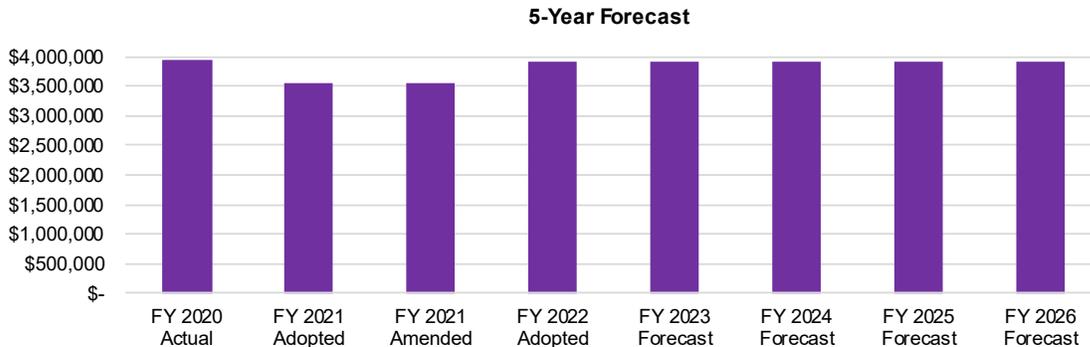
	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast
Revenues by Category						
Charges for Services	\$ 3,900,643	\$ 3,538,548	\$ 3,538,548	\$ 3,919,862	\$ 3,919,862	\$ 3,919,862
Fines & Forfeits	22,465	3,316	3,316	-	-	-
Miscellaneous	192,312	-	-	-	-	-
Special Assessment	(159,839)	-	-	-	-	-
Total	\$ 3,955,580	\$ 3,541,864	\$ 3,541,864	\$ 3,919,862	\$ 3,919,862	\$ 3,919,862

Expenditures by Category						
Personnel Services	\$ 428,842	\$ 442,869	\$ 482,774	\$ 414,846	\$ 428,680	\$ 442,233
Operating	2,418,319	3,353,190	3,632,991	3,349,624	3,416,609	3,484,939
Capital Outlay	-	-	-	-	-	-
Total	\$ 2,847,160	\$ 3,796,059	\$ 4,115,765	\$ 3,764,470	\$ 3,845,289	\$ 3,927,172

Expenditures by Program						
Lot Mowing Billing	\$ 93,840	\$ 113,857	\$ 113,857	\$ 96,783	\$ 99,655	\$ 102,439
Contracted Mowing	1,995,580	2,554,555	2,671,956	2,555,499	2,607,164	2,659,880
Inspection Services	258,366	298,592	338,497	288,605	298,180	307,514
Peppertree Program	499,375	829,055	991,455	823,583	840,290	857,339
Total	\$ 2,847,160	\$ 3,796,059	\$ 4,115,765	\$ 3,764,470	\$ 3,845,289	\$ 3,927,172

Budgetary Fund Balance						
Addition to / (Use of)	\$ 1,108,420	\$ (254,195)	\$ (573,901)	\$ 155,392	\$ 74,573	\$ (7,310)
Grand Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Changes in Budgetary Fund Balance						
Beginning	\$ -	\$ 2,673,557	\$ 3,460,845	\$ 2,492,510	\$ 2,647,902	\$ 2,722,475
Ending	-	2,419,362	2,886,944	2,647,902	2,722,475	2,715,165
Net Change	\$ -	\$ (254,195)	\$ (573,901)	\$ 155,392	\$ 74,573	\$ (7,310)



**City of Cape Coral, Florida
FY 2022 – 2024 Adopted Budget**

Solid Waste

The Solid Waste Fund is a restricted fund that may only be used to account for fees collected for solid waste removal services to residents and business owners.

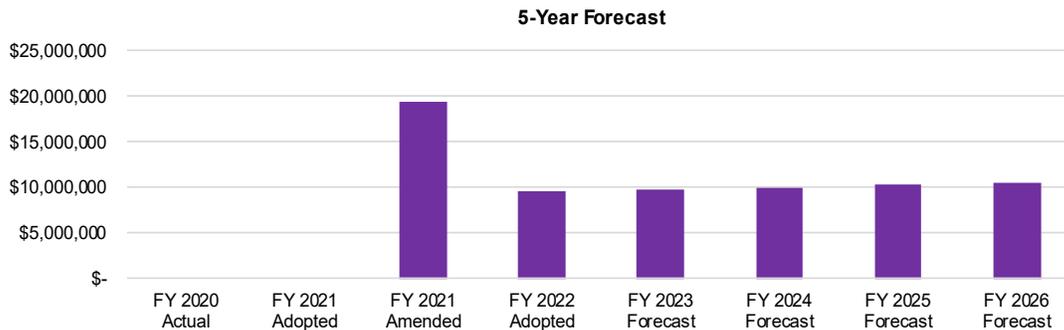
	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast
Revenues by Category						
Special Assessment	\$ -	\$ -	\$ 19,358,502	\$ 9,649,081	\$ 9,842,063	\$ 10,038,904
Miscellaneous	-	-	28,359	-	-	-
Other/Transfers In	-	-	-	-	-	-
Total	\$ -	\$ -	\$ 19,386,861	\$ 9,649,081	\$ 9,842,063	\$ 10,038,904

Expenditures by Category						
Personnel Services	\$ -	\$ -	\$ -	\$ 181,730	\$ 188,012	\$ 194,052
Operating	-	-	16,515,847	8,329,672	8,493,618	8,661,211
Capital Outlay	-	-	-	34,000	-	-
Debt Service	-	-	-	-	-	-
Other/Transfers Out	-	-	-	-	-	-
Total	\$ -	\$ -	\$ 16,515,847	\$ 8,545,402	\$ 8,681,630	\$ 8,855,263

Budgetary Fund Balance						
Addition to / (Use of)	\$ -	\$ -	\$ 2,871,014	\$ 1,103,679	\$ 1,160,433	\$ 1,183,641
Grand Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Changes in Budgetary Fund Balance						
Beginning	\$ -	\$ -	\$ 5,342,887	\$ 5,342,887	\$ 6,446,566	\$ 7,606,999
Ending	-	-	8,213,901	6,446,566	7,606,999	8,790,640
Net Change	\$ -	\$ -	\$ 2,871,014	\$ 1,103,679	\$ 1,160,433	\$ 1,183,641

Note: Actual expenditures are on a budgetary basis and do not include Other Postemployment Benefits (OPEB) or Depreciation.



**City of Cape Coral, Florida
FY 2022 – 2024 Adopted Budget**

Building Code

The Building Code Fund is a restricted fund that may only be used to account for the activities of the Building and Permitting Services of the Development Services as related to the construction of buildings and related structures within the City of Cape Coral.

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast
Revenues by Category						
Building Permits	\$ 8,776,924	\$ 6,030,000	\$ 6,030,000	\$ 8,667,018	\$ 8,927,028	\$ 9,194,839
Charges for Service	323,972	353,000	353,000	325,675	334,905	344,412
Fines and Forfeits	12,042	20,000	20,000	18,000	18,000	18,000
Miscellaneous	255,638	3,300	3,300	500	500	500
Total	\$ 9,368,576	\$ 6,406,300	\$ 6,406,300	\$ 9,011,193	\$ 9,280,433	\$ 9,557,751

Expenditures by Category						
Personnel Services	\$ 5,431,679	\$ 6,336,216	\$ 6,722,310	\$ 7,149,139	\$ 7,388,119	\$ 7,620,519
Operating	2,335,704	2,113,787	2,162,537	2,662,877	2,526,495	2,579,745
Capital Outlay	71,961	-	54,000	88,758	-	-
Debt Service	-	-	-	-	-	-
Other/Transfers out	22,197	22,107	22,107	10,022,147	22,134	22,096
Total	\$ 7,861,540	\$ 8,472,110	\$ 8,960,954	\$ 19,922,921	\$ 9,936,748	\$ 10,222,360

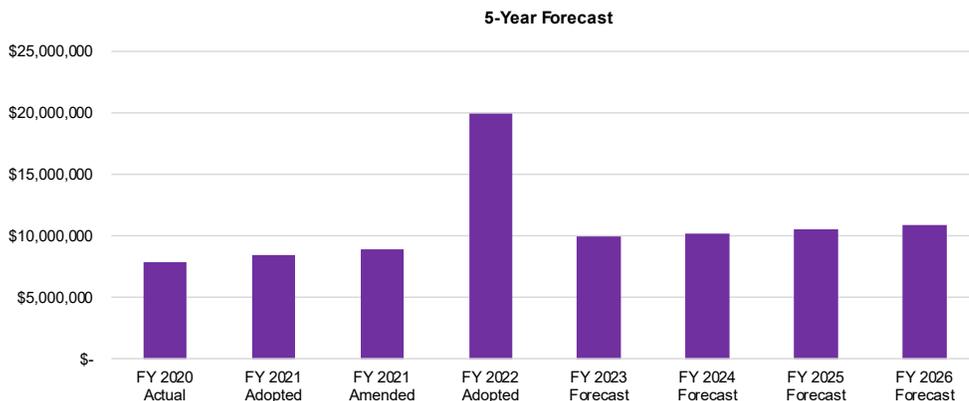
Expenditures by Program						
Building Code Enforcement	\$ 7,725,295	\$ 8,310,132	\$ 8,782,976	\$ 17,562,427	\$ 7,513,361	\$ 7,725,830
Customer Service - Permitting	-	-	-	2,074,552	2,143,661	2,208,296
City Clerk Records Management	42,356	58,576	58,576	56,875	58,887	60,740
Fire Code Enforcement	93,888	103,402	119,402	229,067	220,839	227,494
Total	\$ 7,861,540	\$ 8,472,110	\$ 8,960,954	\$ 19,922,921	\$ 9,936,748	\$ 10,222,360

Budgetary Fund Balance						
Addition to / (Use of)	\$ 1,507,036	\$ (2,065,810)	\$ (2,554,654)	\$ (10,911,728)	\$ (656,315)	\$ (664,609)
Grand Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Changes in Budgetary Fund Balance						
Beginning	\$ -	\$ 10,673,637	\$ 13,648,918	\$ 14,636,610	\$ 3,724,882	\$ 3,068,567
Ending	-	8,607,827	11,094,264	3,724,882	3,068,567	2,403,958
Net Change	\$ -	\$ (2,065,810)	\$ (2,554,654)	\$ (10,911,728)	\$ (656,315)	\$ (664,609)

Note:

1 FY 2021 Customer Service - Permitting is a new Division



**City of Cape Coral, Florida
FY 2022 – 2024 Adopted Budget**

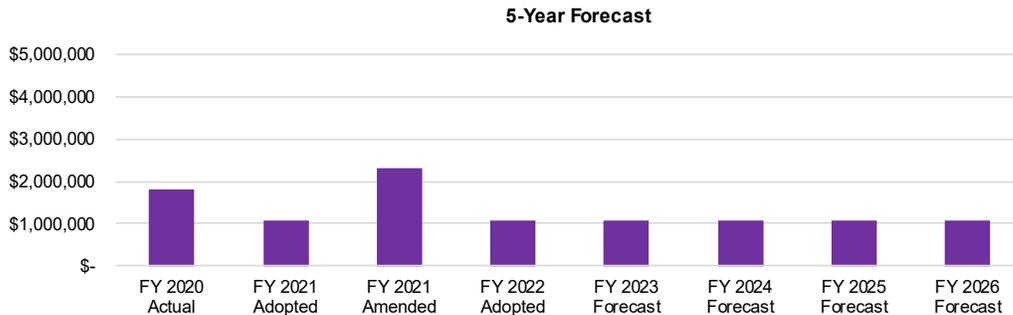
Community Development Block Grant (C.D.B.G.)

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.

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast
Revenues by Category						
Federal Grants	\$ 930,356	\$ 1,078,474	\$ 1,077,563	\$ 1,070,603	\$ 1,055,055	\$ 1,055,055
State Grants	-	-	1,206,019	-	-	-
Interfund Transfers	-	-	-	-	-	-
Miscellaneous	93,204	-	17,082	-	-	-
Other Sources	-	-	-	-	-	-
Total	\$ 1,023,560	\$ 1,078,474	\$ 2,300,664	\$ 1,070,603	\$ 1,055,055	\$ 1,055,055

Expenditures by Category						
Personnel Services	\$ 32,838	\$ -	\$ 150,068	\$ 77,229	\$ 79,926	\$ 82,489
Operating	1,490,419	1,078,474	2,150,596	993,374	975,129	972,566
Capital Outlay	276,057	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other/Transfers out	-	-	-	-	-	-
Total	\$ 1,799,313	\$ 1,078,474	\$ 2,300,664	\$ 1,070,603	\$ 1,055,055	\$ 1,055,055

Expenditures by Program						
CDBG	\$ 1,237,587	\$ 1,078,474	\$ 1,094,645	\$ 1,070,603	\$ 1,055,055	\$ 1,055,055
CDBG COVID	24,579	-	808,604	-	-	-
COVID Relief Fund	537,147	-	397,415	-	-	-
Total	\$ 1,799,313	\$ 1,078,474	\$ 2,300,664	\$ 1,070,603	\$ 1,055,055	\$ 1,055,055



**City of Cape Coral, Florida
FY 2022 – 2024 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 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast
Revenues by Category						
Federal Grants ¹	\$ 322,885	\$ -	\$ -	\$ 1,240,819	\$ -	\$ -
Interfund Transfers	-	-	-	-	-	-
Miscellaneous	122,668	-	97,845	-	-	-
Other Sources	-	-	-	-	-	-
Total	\$ 445,553	\$ -	\$ 97,845	\$ 1,240,819	\$ -	\$ -
Expenditures by Category						
Personnel Services	\$ -	\$ -	\$ 2,085	\$ 57,086	\$ -	\$ -
Operating	601,054	-	95,760	1,183,733	-	-
Capital Outlay	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other/Transfers out	-	-	-	-	-	-
Total	\$ 601,054	\$ -	\$ 97,845	\$ 1,240,819	\$ -	\$ -

Note:

1 FY 2022 Projected grant allocation

City of Cape Coral, Florida
FY 2022 – 2024 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.

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast
Revenues by Category						
State Grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Interfund Transfers	-	-	-	-	-	-
Miscellaneous	4,018	-	-	-	-	-
Other Sources	-	-	-	-	-	-
Total	\$ 4,018	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditures by Category						
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	4,016	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other/Transfers out	-	-	-	-	-	-
Total	\$ 4,016	\$ -	\$ -	\$ -	\$ -	\$ -

HUD Neighborhood Stabilization

The Neighborhood Stabilization Program (NSP) was established for the purpose of stabilizing communities that have suffered from foreclosures and abandonment and 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.

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast
Revenues by Category						
Federal Grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Interfund Transfers	-	-	-	-	-	-
Miscellaneous	78,296	-	122,521	-	-	-
Other Sources	-	-	-	-	-	-
Total	\$ 78,296	\$ -	\$ 122,521	\$ -	\$ -	\$ -
Expenditures by Category						
Personnel Services	\$ 3,851	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	347,006	-	122,521	-	-	-
Capital Outlay	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other/Transfers out	-	-	-	-	-	-
Total	\$ 350,857	\$ -	\$ 122,521	\$ -	\$ -	\$ -

**City of Cape Coral, Florida
FY 2022 – 2024 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.

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast
Revenues by Category						
Impact Fees	\$ 3,445,350	\$ 1,255,044	\$ 5,505,044	\$ 4,019,575	\$ 4,180,135	\$ 4,305,015
Miscellaneous	41,513	-	-	-	-	-
Total	\$ 3,486,863	\$ 1,255,044	\$ 5,505,044	\$ 4,019,575	\$ 4,180,135	\$ 4,305,015

Expenditures by Category						
Operating	\$ 35,873	\$ 26,894	\$ 268,894	\$ 60,294	\$ 62,703	\$ 64,576
Other/Transfers Out ¹	2,725,688	2,462,085	2,525,869	2,726,111	2,727,186	2,728,436
Total	\$ 2,761,560	\$ 2,488,979	\$ 2,794,763	\$ 2,786,405	\$ 2,789,889	\$ 2,793,012

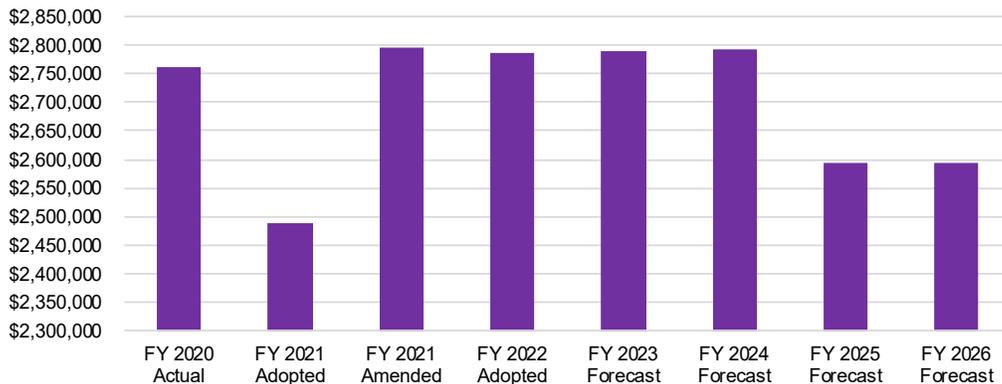
Budgetary Fund Balance						
Addition to / (Use of)	\$ 725,303	\$ (1,233,935)	\$ 2,710,281	\$ 1,233,170	\$ 1,390,246	\$ 1,512,003
Grand Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Changes in Budgetary Fund Balance						
Beginning	\$ -	\$ 1,243,935	\$ 2,283,751	\$ 4,058,505	\$ 5,291,675	\$ 6,681,921
Ending	-	10,000	4,994,032	5,291,675	6,681,921	8,193,924
Net Change	\$ -	\$ (1,233,935)	\$ 2,710,281	\$ 1,233,170	\$ 1,390,246	\$ 1,512,003

Note:

¹ 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.

5-Year Forecast



**City of Cape Coral, Florida
FY 2022 – 2024 Adopted Budget**

Parks and 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.

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast
Revenues by Category						
Charges for Service	\$ 2,278,950	\$ 3,656,954	\$ 2,712,954	\$ 4,235,465	\$ 4,439,206	\$ 4,630,268
Fines and Forfeits	14,560	11,220	11,220	11,220	11,444	11,673
Grants	403,059	655,211	300,211	655,201	657,621	665,858
Miscellaneous	149,940	81,096	66,096	100,840	101,720	107,617
Other/Transfer In	5,820,000	5,652,620	6,207,579	6,577,983	6,593,000	6,611,379
Total	\$ 8,666,508	\$ 10,057,101	\$ 9,298,060	\$ 11,580,709	\$ 11,802,991	\$ 12,026,795

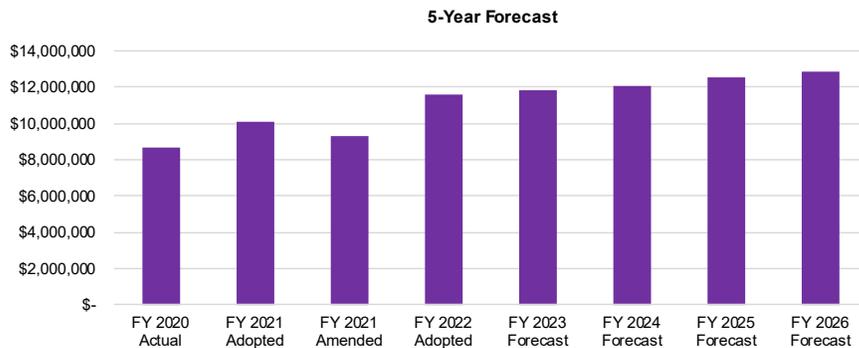
Expenditures by Category						
Personnel Services ¹	\$ 5,752,568	\$ 6,636,528	\$ 5,813,729	\$ 7,014,680	\$ 7,459,078	\$ 7,743,302
Operating ¹	2,791,613	3,257,573	3,119,385	4,411,029	4,157,413	4,205,493
Capital Outlay	119,788	163,000	340,538	155,000	186,500	78,000
Other/Transfers Out	-	-	24,408	-	-	-
Total	\$ 8,663,968	\$ 10,057,101	\$ 9,298,060	\$ 11,580,709	\$ 11,802,991	\$ 12,026,795

Expenditures by Program						
Art Studio	\$ 513,345	\$ 511,453	\$ 511,453	\$ 725,027	\$ 617,879	\$ 627,638
Athletics	594,204	689,864	699,864	1,221,248	1,470,489	1,514,550
Community Supported Events	29,321	72,600	67,737	19,000	19,000	19,000
Environmental Recreation	441,165	505,625	475,625	846,239	967,255	995,760
Four Freedoms	486,663	622,992	546,907	671,470	637,662	647,816
Lake Kennedy ²	683,195	697,685	915,169	782,053	887,590	904,875
Fleet Rolling Stock	87,954	153,000	153,000	95,000	104,000	78,000
Parking Program	195,054	224,368	233,776	228,925	232,572	236,155
Administration	699,633	693,298	623,298	643,534	676,123	695,102
Pops Café	210,550	188,036	243,842	234,515	240,827	248,744
Special Events	766,643	1,239,098	783,292	996,324	1,008,311	1,071,717
Special Populations	1,031,986	1,183,520	1,104,605	1,498,785	1,296,393	1,351,303
William Austin Youth Center ²	1,421,177	1,685,893	1,390,094	1,663,485	1,798,967	1,852,534
Yacht Club ²	1,503,080	1,589,669	1,549,398	1,955,104	1,845,923	1,783,601
Total	\$ 8,663,968	\$ 10,057,101	\$ 9,298,060	\$ 11,580,709	\$ 11,802,991	\$ 12,026,795

Note:

¹ FY 2022 New Parks begin to open mid-year (\$830,600 in operating expenses, offset by \$322,700 in additional revenue)

² Divisions merged (Transportation into Lake Kennedy, Aquatics and Rotino Center into Yacht Club, Charter Before and After into Youth Center)

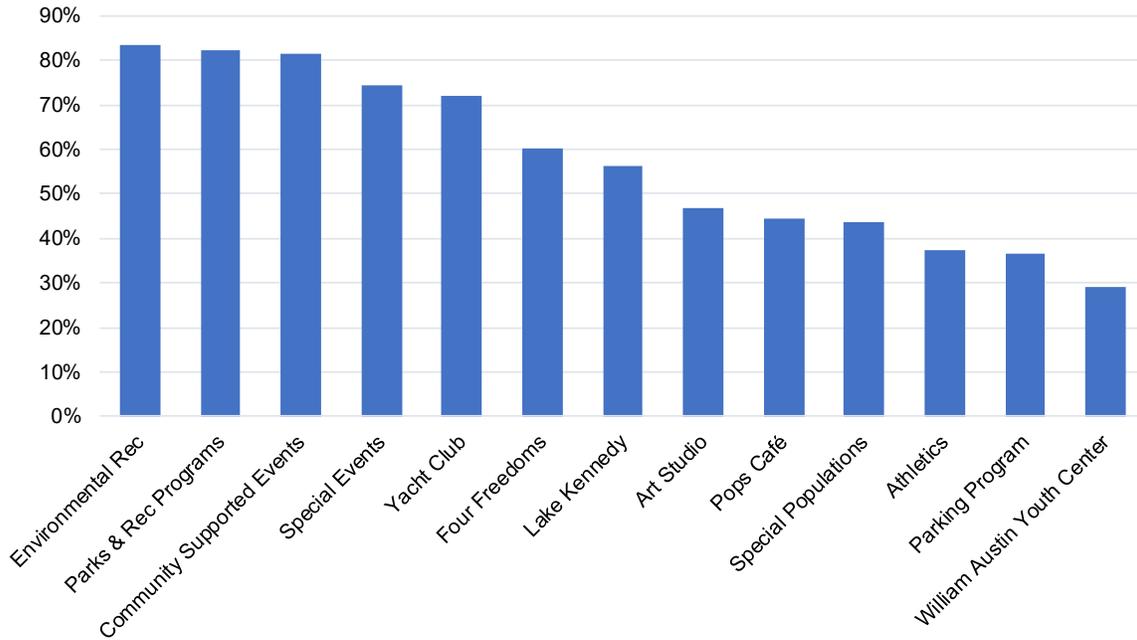


**City of Cape Coral, Florida
FY 2022 – 2024 Adopted Budget**

Parks and Recreation Programs

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast
Support by Program						
Art Studio	\$ 305,961	\$ 235,582	\$ 235,582	\$ 339,175	\$ 224,310	\$ 226,198
Athletics	296,218	221,897	256,897	455,678	566,059	592,032
Community Supported Events	26,521	69,600	64,737	15,500	15,430	15,359
Environmental Rec	364,850	390,805	390,805	706,294	794,623	819,710
Four Freedoms	351,216	357,806	406,721	405,456	366,328	371,055
Lake Kennedy	518,320	407,500	741,984	440,568	541,753	554,621
Fleet Rolling Stock	80,254	153,000	153,000	95,000	104,000	78,000
Parking Program	28,960	79,559	64,392	84,116	84,868	85,496
Administration	572,805	578,298	508,298	528,534	561,123	580,102
Pops Café	114,572	44,036	114,842	104,515	108,227	116,092
Special Events	535,059	838,731	675,925	741,474	753,461	766,867
Special Populations	628,464	538,240	764,325	653,959	449,682	493,457
William Austin Youth Center	625,649	538,172	471,373	482,046	617,528	580,200
Yacht Club	1,253,612	1,084,394	1,219,123	1,410,668	1,290,608	1,217,190
Total	\$ 5,702,460	\$ 5,537,620	\$ 6,068,004	\$ 6,462,983	\$ 6,478,000	\$ 6,496,379

General Fund Support % of Total Expenditures



**City of Cape Coral, Florida
FY 2022 – 2024 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.

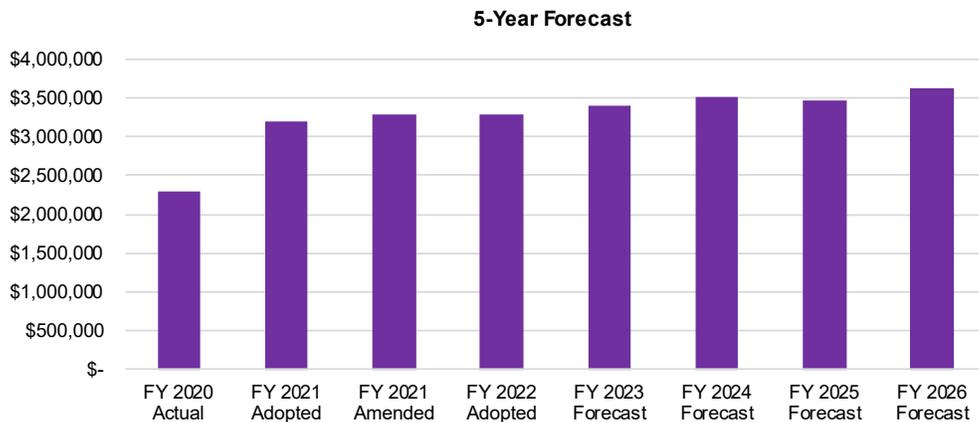
	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast
Revenues by Category						
Charges for Service	\$ 1,124,723	\$ 2,457,951	\$ 2,457,951	\$ 2,630,008	\$ 2,682,607	\$ 2,736,258
Miscellaneous	7,778	11,945	11,945	12,246	12,492	12,741
Other/Transfer In	1,166,549	738,526	827,378	645,106	701,144	772,193
Total	\$ 2,299,050	\$ 3,208,422	\$ 3,297,274	\$ 3,287,360	\$ 3,396,243	\$ 3,521,192

Expenditures by Category						
Personnel Services	\$ 971,347	\$ 1,409,938	\$ 1,359,938	\$ 1,429,819	\$ 1,498,969	\$ 1,583,209
Operating	1,140,628	1,615,386	1,715,386	1,683,445	1,723,179	1,763,881
Capital Outlay	-	9,000	47,852	-	-	-
Other/Transfers Out ¹	174,097	174,098	174,098	174,096	174,095	174,102
Total	\$ 2,286,072	\$ 3,208,422	\$ 3,297,274	\$ 3,287,360	\$ 3,396,243	\$ 3,521,192

Expenditures by Program						
Waterpark	\$ 2,221,693	\$ 3,208,422	\$ 3,208,422	\$ 3,287,360	\$ 3,396,243	\$ 3,521,192
Waterpark Improvements	64,379	-	88,852	-	-	-
Total	\$ 2,286,072	\$ 3,208,422	\$ 3,297,274	\$ 3,287,360	\$ 3,396,243	\$ 3,521,192

Note:

¹ Annual debt payments for the 2012 Series Special Obligation Revenue Note. Debt will be satisfied at the end of FY 2024.



**City of Cape Coral, Florida
FY 2022 – 2024 Adopted Budget**

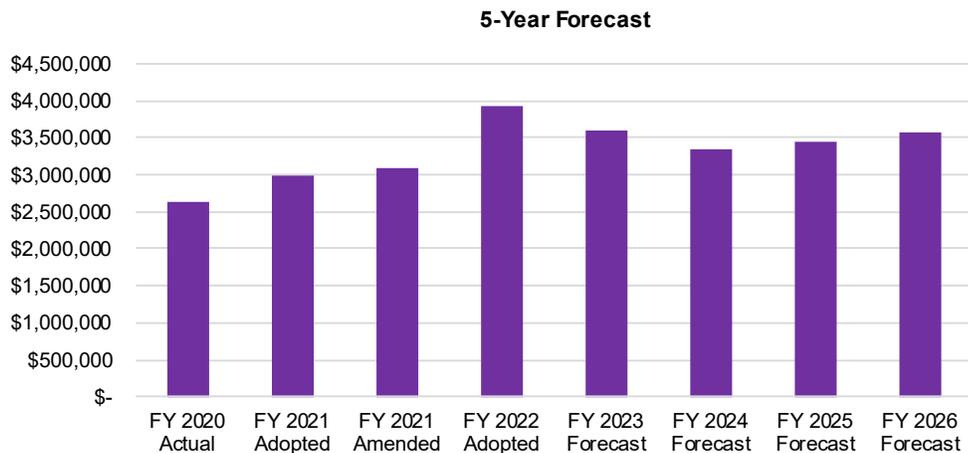
Golf Course

The Coral Oaks Golf Course provides for a year-round municipal golf facility to include Clubhouse, Greens, and Restaurant operations.

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast
Revenues by Category						
Charges for Service	\$ 2,063,858	\$ 2,517,730	\$ 2,517,730	\$ 2,519,230	\$ 2,544,415	\$ 2,557,138
Fines and Forfeits	10	-	-	-	-	-
Miscellaneous	32,312	22,000	22,000	22,000	22,220	22,331
Other/Transfer In	550,000	447,563	557,563	1,375,094	1,036,215	758,887
Total	\$ 2,646,181	\$ 2,987,293	\$ 3,097,293	\$ 3,916,324	\$ 3,602,850	\$ 3,338,356

Expenditures by Category						
Personnel Services	\$ 1,445,368	\$ 1,603,024	\$ 1,553,024	\$ 1,585,820	\$ 1,655,876	\$ 1,726,728
Operating	1,177,669	1,384,269	1,544,269	1,478,504	1,485,474	1,519,628
Capital Outlay	5,495	-	-	852,000	461,500	92,000
Other/Transfers Out	-	-	-	-	-	-
Total	\$ 2,628,532	\$ 2,987,293	\$ 3,097,293	\$ 3,916,324	\$ 3,602,850	\$ 3,338,356

Expenditures by Program						
Golf Course Operations	\$ 1,257,542	\$ 1,453,170	\$ 1,598,685	\$ 1,541,430	\$ 1,627,295	\$ 1,716,182
Golf Course Greens	1,073,419	1,216,850	1,181,264	2,030,410	1,617,137	1,247,533
Golf Course Restaurant	297,570	317,273	317,344	344,484	358,418	374,641
Total	\$ 2,628,532	\$ 2,987,293	\$ 3,097,293	\$ 3,916,324	\$ 3,602,850	\$ 3,338,356



City of Cape Coral, Florida
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City Centrum Business Park

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

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast
Revenues by Category						
Misc-Rent and Royalties	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Misc-Other Revenues	198	-	-	-	-	-
Interfund Transfers	102,000	92,461	92,461	-	-	-
Total	\$ 102,198	\$ 92,461	\$ 92,461	\$ -	\$ -	\$ -

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast
Expenditures by Category						
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	97,464	92,461	92,461	-	-	-
Capital Outlay	-	-	-	-	-	-
Total	\$ 97,464	\$ 92,461	\$ 92,461	\$ -	\$ -	\$ -

Seawall Assessments

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

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast
Revenues by Category						
Miscellaneous Revenue	\$ 4,682	\$ -	\$ -	\$ -	\$ -	\$ -
Special Assessment	-	-	-	-	-	-
Fines and Forfeits	-	-	-	-	-	-
Total	\$ 4,682	\$ -	\$ -	\$ -	\$ -	\$ -

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast
Expenditures by Category						
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast
Expenditures by Program						
Seawall Assmnt 7A-A3	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Seawall Assmt 7B	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



DEBT SERVICE FUND

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Governmental Debt

- **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
- **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

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- **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 General Obligation 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

- **2020A Special Obligation Refunding Revenue Note** - Issued to refund the 2018 Special Obligation Revenue Note which consist of SE47th Terrace Streetscape and Fire Stations #11, #2 and #12 order to reduce debt service.
 - **Funding Source** – General Fund and CRA

- **Future Debt** -Future Debt is discussed in the Debt Management Section of the Budget Book.
 - **Funding Source** – General Fund and CRA

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

City of Cape Coral, Florida
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Summary of Debt Service

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

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast
Revenues by Category						
Ad Valorem Taxes	\$ 890,520	\$ 4,777,908	\$ 4,777,908	\$ 831,204	\$ 3,161,537	\$ 3,161,323
Fines and Forfeits	1,239	-	-	-	-	-
Miscellaneous	3,308,327	3,262,644	3,262,644	1,492,875	1,491,375	1,486,125
Interfund Transfers	15,381,433	16,517,169	16,850,757	17,451,039	17,790,105	18,409,702
Debt Proceeds	45,888,990	-	216,722	-	5,248,602	-
Total	\$ 65,470,509	\$ 24,557,721	\$ 25,108,031	\$ 19,775,118	\$ 27,691,619	\$ 23,057,150

Expenditures by Category						
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	2,407	1,000	1,000	756	756	756
Capital Outlay	-	-	-	-	-	-
Debt Service	61,726,126	24,556,721	25,107,031	22,219,695	22,442,261	23,056,394
Other/Transfers Out	8,374,537	-	-	-	5,248,602	-
Total	\$ 70,103,070	\$ 24,557,721	\$ 25,108,031	\$ 22,220,451	\$ 27,691,619	\$ 23,057,150

Expenditures by Program						
2019 GO Bond Debt	\$ 5,476,600	\$ 4,777,908	\$ 4,994,630	\$ 3,276,537	\$ 3,161,537	\$ 3,161,323
2010 Gas Tax Revenue Bond	5,721,267	-	-	-	-	-
2011 Spec Obligation Revenue (Charter)	444,065	446,188	446,188	-	-	-
2012 Special Obligation Revenue Note	1,596,621	1,596,625	1,596,625	1,596,610	1,596,607	1,596,610
2014 Capital Improvement Refund Bond	655,501	651,074	651,074	651,397	656,347	650,799
2014 Gas Tax Refunding	2,625,175	2,621,527	2,621,527	2,616,623	2,612,463	-
2015 Spec Obligation Bond Refi Revenue	4,338,067	4,340,358	4,340,358	3,517,485	3,518,985	3,520,735
2017 Special Obligation Refi Revenue	4,944,585	4,940,875	4,940,875	5,388,003	5,391,753	5,383,253
2020 Special Obligation Revenue Note	31,154,655	1,500,483	1,500,483	1,497,598	1,499,265	4,314,415
2020A Special Obligation Revenue Note	10,264,903	-	1,850,330	1,800,610	1,800,610	1,800,612
2015 Special Obligation Revenue Note	1,875,793	1,873,548	1,873,548	1,875,588	951,809	954,636
2018 Special Obligation Revenue Note	619,928	929,894	-	-	-	-
2015 Fire Service Asmt Debt	292,136	292,393	292,393	-	-	-
2012 Lease Charter	93,773	-	-	-	-	-
Future Debt - Governmental	-	586,848	-	-	6,502,243	1,674,767
Total	\$ 70,103,070	\$ 24,557,721	\$ 25,108,031	\$ 22,220,451	\$ 27,691,619	\$ 23,057,150

Budgetary Fund Balance						
Addition to / (Use of)	(4,632,560)	-	-	(2,445,333)	-	-
Grand Total	-	-	-	-	-	-

Changes in Budgetary Fund Balance						
Beginning	\$ -	\$ 112,616	\$ 112,616	\$ 4,545,118	\$ -	\$ -
Ending	-	112,616	112,616	2,099,785	-	-
Net Change	\$ -	\$ -	\$ -	\$ (2,445,333)	\$ -	\$ -

CAPITAL PROJECTS FUND

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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. FY2020 is related to the new Tyler Technologies ERP system.
- **CRA Capital Projects** – 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

- **Building Code Capital Project** – Building Code Capital Projects Fund is used to account for the design and construction of an Administrative Building for Building Code Services.
- **Fire Department Construction** – Fire Capital Projects Fund is used to account for the design and construction of new and replacement Fire Stations as well as a Fire Training Facility.
- **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 Sign/Striping Building, and Chiquita Lock Repairs. FY 2022 is related to the Chiquita Boat Lock removal project.
- **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. November 2018, Cape Coral voters approved a \$60,000,000 GO Bond. Design and construction for the GO Bond began in 2019, with some parks opening in 2022.

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

City of Cape Coral, Florida
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Capital Projects Funds

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast
Revenues by Category						
Intergovernmental Revenues	\$ 1,904,183	\$ -	\$ 1,296,075	\$ -	\$ -	\$ -
Miscellaneous Revenues	357,727	-	-	-	-	-
Charges for Service ¹	-	-	56,275	-	-	-
Interfund Transfers	21,665,284	14,998,045	29,413,270	31,295,508	15,627,578	9,500,262
Debt Proceeds	-	4,937,874	34,719,164	-	-	-
Total	\$ 23,927,194	\$ 19,935,919	\$ 65,484,784	\$ 31,295,508	\$ 15,627,578	\$ 9,500,262

Expenditures by Category						
Personnel Services ²	\$ 196,013	\$ 1,166,480	\$ 1,166,480	\$ 1,150,059	\$ 1,189,637	\$ 1,227,140
Operating ²	360,761	(716,480)	(425,480)	(1,230,059)	(1,189,637)	(1,318,140)
Capital Outlay	20,360,641	19,485,919	64,743,784	31,375,508	15,627,578	9,591,262
Debt Service	-	-	-	-	-	-
Other/Transfers out	-	-	-	-	-	-
Total	\$ 20,917,415	\$ 19,935,919	\$ 65,484,784	\$ 31,295,508	\$ 15,627,578	\$ 9,500,262

Expenditures by Program						
Other Governmental Capital Improvements³						
Government Services						
Academic Village	\$ 380,566	\$ -	\$ -	\$ -	\$ -	\$ -
Computer System	1,368,514	-	-	-	-	-
City Manager						
CRA Capital Projects	79,351	768,135	2,415,564	1,355,469	1,171,976	1,493,262
Charter School						
	-	-	56,275	-	-	-
Public Safety Capital Improvements⁴						
Development Services						
Building Code Administration Building	-	-	-	10,000,000	-	-
Fire						
Fire Station Construction	3,276,148	4,937,874	5,454,874	3,633,039	5,248,602	-
Police						
Police Training Facility	3,647	6,097,910	6,097,910	-	-	-
Public Works Capital Improvements						
Public Works General						
Chiquita Boat Lock	155,563	250,000	250,000	2,000,000	-	-
Sign Shop	10,759	-	-	-	-	-
Transportation Project Management^{2,5}						
Median Landscape	843,138	312,000	602,000	1,312,000	312,000	312,000
Alley and Road Resurfacing	3,866,081	6,070,000	11,858,324	8,820,000	7,020,000	7,020,000
Traffic Improvements	185,661	-	238,850	-	-	-
Sidewalks	2,106,000	1,250,000	4,998,447	2,900,000	600,000	400,000
Chiquita Blvd Improvements	-	-	-	-	-	-
Utility Extension Roadway Improvements	2,726,627	250,000	2,050,000	1,275,000	1,275,000	275,000
Parks & Recreation Capital Improvements⁶						
Cultural/Recreation Capital Improvements	5,915,361	-	31,462,540	-	-	-
Total	\$ 20,917,415	\$ 19,935,919	\$ 65,484,784	\$ 31,295,508	\$ 15,627,578	\$ 9,500,262

City of Cape Coral, Florida
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- ¹ Charter School charges for service to account for Project Manager time on Portable classroom replacements.
- ² 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.
- ³ Other Governmental Capital Improvements: Academic Village cost associated with environmental mitigation and the site permit. CRA Capital Project cost associated with the design and construction of the CRA Parking Garage.
- ⁴ Public Safety: Fire Station construction is funded by debt service. Design is funded by transfer from the General Fund. Station 2 construction happened in FY 2020 and Station 12 is budgeted for FY 2021. Design for Station 13 and the construction of a Fire Training Facility are budgeted in FY 2022, with Station 13's construction in FY 2023.
- ⁵ Transportation: In FY 2022 - FY 2024 Median Landscaping and Alleyway Resurfacing will be funded by General Fund, with road resurfacing being funded by 5 Cent and 6 Cent Gas Taxes. Sidewalks were funded by Five Cent and Six Cent Gas Tax in FY 2021 for \$3,119,000, and Road Impact Fees of \$1,464,622. FY 2022 has \$400,000 from Five Cent Gas Tax and \$2,500,000 from General Fund. FY 2023 includes \$400,000 from Five Cent and \$200,000 from Six Cent, and FY 2024 includes \$400,000 from Five Cent Gas Tax. Non-assessed transportation work in North 1-2 utility extension areas is funded by Five Cent Gas Tax, 6 Cent Gas Tax and Road Impact Fees.
- ⁶ Cultural/Recreation: The Parks GO Bond was approved and development began in FY 2019.

City of Cape Coral, Florida
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ENTERPRISE FUND

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**City of Cape Coral, Florida
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Water and Sewer

Water and 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.

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast
Revenues by Category						
Charges for Service	\$ 89,003,097	\$ 92,216,814	\$ 92,216,814	\$ 89,947,366	\$ 89,114,107	\$ 89,945,351
Fines and Forfeitures	636,251	657,597	657,597	657,597	670,748	684,163
Grants	1,217,722	-	15,443,344	-	-	-
Internal Service Charges	250,156	242,569	242,569	242,569	247,417	252,365
Miscellaneous	1,461,306	385,933	764,810	193,110	196,971	200,910
Other/Transfers In	65,220,539	79,462,149	83,823,246	54,441,401	50,830,685	36,237,065
Total	\$ 157,789,071	\$ 172,965,062	\$ 193,148,380	\$ 145,482,043	\$ 141,059,928	\$ 127,319,854

Expenditures by Category						
Personnel Services	\$ 28,732,430	\$ 31,295,080	\$ 31,285,575	\$ 31,036,014	\$ 32,089,898	\$ 33,056,894
Operating	26,521,193	31,363,937	33,123,479	32,248,283	32,512,654	33,067,170
Capital	31,050,419	54,774,560	72,084,620	29,482,294	15,720,620	11,322,123
Debt Service	27,834,980	28,118,171	28,118,171	28,180,039	38,829,929	28,136,309
Other/Transfers Out	18,897,148	11,619,055	35,271,651	33,163,180	35,555,498	23,500,102
Total	\$ 133,036,170	\$ 157,170,803	\$ 199,883,496	\$ 154,109,810	\$ 154,708,599	\$ 129,082,598

Expenditures by Program						
City Manager	\$ -	\$ -	\$ -	\$ 1,586,514	\$ 1,685,249	\$ 1,722,138
Development Services	-	-	-	229,095	234,574	239,786
Finance	4,140,765	5,549,087	5,549,087	5,641,825	5,808,040	5,985,520
Information Technology Services	-	-	-	52,018	50,704	52,334
Public Works	1,113	1,540,484	1,540,484	34,010	35,973	36,453
Utilities:						
Debt Repayment	27,837,100	28,118,171	28,118,171	28,181,401	38,830,685	28,137,065
Administration	18,867,153	15,357,330	16,958,626	15,576,347	16,245,062	16,653,544
Collection and Distribution	12,895,437	16,857,897	16,873,509	17,207,323	17,258,543	17,622,735
Transfers	18,631,483	11,594,055	34,401,263	33,138,180	35,530,498	23,475,102
Production	7,985,955	10,420,003	10,420,003	10,355,823	10,749,891	10,534,313
Reclamation	13,384,975	16,244,144	16,682,623	15,847,274	16,279,380	16,523,608
Water & Sewer Capital Projects	29,292,190	51,489,632	69,339,730	26,260,000	12,000,000	8,100,000
Total	\$ 133,036,170	\$ 157,170,803	\$ 199,883,496	\$ 154,109,810	\$ 154,708,599	\$ 129,082,598

Budgetary Fund Balance						
Addition to / (Use of)	\$ 24,752,901	\$ 15,794,259	\$ (6,735,116)	\$ (8,627,767)	\$ (13,648,671)	\$ (1,762,744)
Grand Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

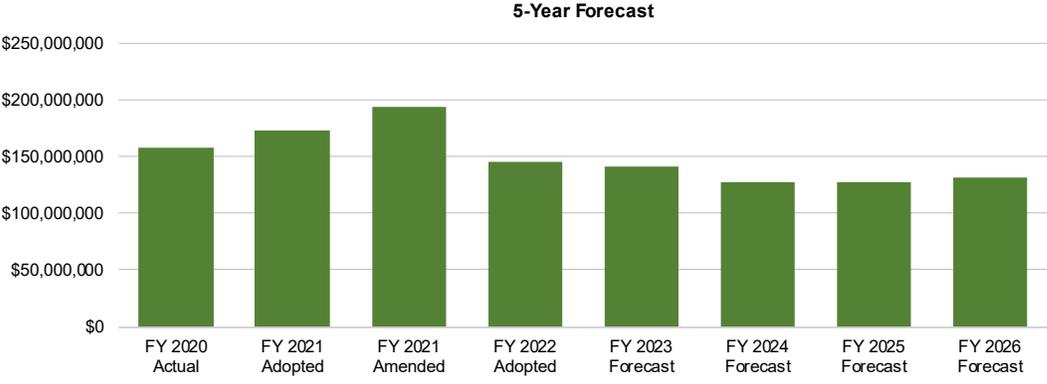
Changes in Budgetary Fund Balance						
Beginning	\$ -	\$ 16,992,713	\$ 51,361,894	\$ 34,238,420	\$ 25,610,653	\$ 11,961,982
Ending	-	32,786,972	44,626,778	25,610,653	11,961,982	10,199,238
Net Change	\$ -	\$ 15,794,259	\$ (6,735,116)	\$ (8,627,767)	\$ (13,648,671)	\$ (1,762,744)

Note: Actual expenditures are on a budgetary basis and do not include Other Postemployment Benefits or depreciation.

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City of Cape Coral, Florida
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Water and Sewer



**City of Cape Coral, Florida
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Water and Sewer Utility Extension Capital Projects

The Water and 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.

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast
Revenues by Category						
Charges for Service	\$ 441,129	\$ -	\$ -	\$ -	\$ -	\$ -
Debt Proceeds	-	104,786,314	104,786,314	50,000,000	14,584,372	98,444,513
Fines and Forfeitures	212,848	-	-	-	-	-
Grants	-	-	-	-	-	-
Miscellaneous	10,882,358	-	10,600,000	-	-	-
Special Assessment	22,801,239	10,579,612	10,579,612	3,447,978	3,447,978	3,398,917
Other/Transfers In	18,608,035	21,362,660	21,362,660	14,801,152	14,012,773	13,717,351
Total	\$ 52,945,609	\$ 136,728,586	\$ 147,328,586	\$ 68,249,130	\$ 32,045,123	\$ 115,560,781

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast
Expenditures by Category						
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	59,996	-	-	396	396	396
Capital	27,994,584	104,786,314	104,786,314	50,000,000	14,584,372	98,444,513
Debt Service	17,667,897	16,822,172	27,422,172	14,800,756	14,012,377	13,716,955
Other/Transfers Out	17,648,120	15,120,100	15,120,100	3,447,978	3,447,978	3,398,917
Total	\$ 63,370,598	\$ 136,728,586	\$ 147,328,586	\$ 68,249,130	\$ 32,045,123	\$ 115,560,781

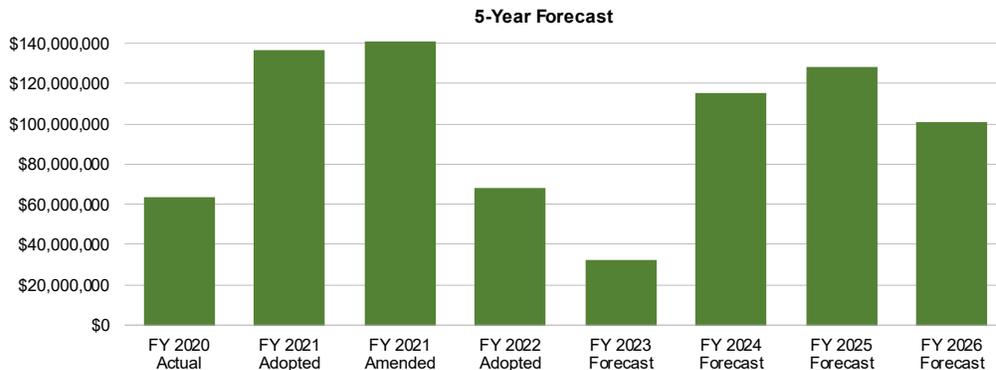
	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast
Expenditures by Program						
Pine Island Projects	\$ 516,967	\$ 408,640	\$ 408,640	\$ 98,122	\$ 98,122	\$ -
SW1 Projects	1,286,455	968,851	968,851	392,420	392,420	392,420
SW3 Projects	1,603,838	1,099,692	1,099,692	-	-	-
SW2 Projects	1,815,831	1,608,133	1,608,133	-	-	-
SE1 Projects	1,804,622	1,555,645	1,555,645	-	-	-
SW4 Projects	4,605,772	3,943,808	3,943,808	-	-	-
North Central Loop Projects	25,233	-	-	-	-	-
SW5 Projects	2,919,182	2,436,479	2,436,479	-	-	-
SW6/7 Projects	7,421,286	7,375,051	7,375,051	7,364,369	7,364,369	7,364,369
2017 Refunding Assessment Debt	12,257,708	11,666,863	22,266,863	10,394,219	9,605,840	9,359,479
N2 Projects	28,977,275	104,786,314	104,786,314	50,000,000	14,584,372	98,444,513
N1 Projects	-	-	-	-	-	-
All Other Projects	136,428	879,110	879,110	-	-	-
Total	\$ 63,370,598	\$ 136,728,586	\$ 147,328,586	\$ 68,249,130	\$ 32,045,123	\$ 115,560,781

Note: Actual expenditures are on a budgetary basis and do not include Other Postemployment Benefits or Depreciation. Capital outlay includes capitalized assets that are recorded on the balance sheet for financial reporting purposes.

FY 2022 Major Variances

Capital

(\$47,327,800) - Decrease related to UEP adjustment to align project with revised timelines. Area 3, 4, and 5 project pushed out to future years.



City of Cape Coral, Florida
FY 2022 – 2024 Adopted Budget

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

Water and 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.

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast
Revenues by Category						
Charges for Service	\$ 368,429	\$ -	\$ -	\$ -	\$ -	\$ -
Fines and Forfeitures	203,113	-	-	-	-	-
Impact Fees	6,364,700	11,519,803	9,375,393	13,045,101	10,201,571	10,338,855
Miscellaneous	2,843,461	-	-	-	-	-
Special Assessment	12,854,242	10,636,078	8,850,569	12,135,836	9,271,971	9,387,830
Other/Transfers In	-	4,114,102	12,839,821	3,596,761	7,283,525	7,244,135
Total	\$ 22,633,944	\$ 26,269,983	\$ 31,065,783	\$ 28,777,698	\$ 26,757,067	\$ 26,970,820

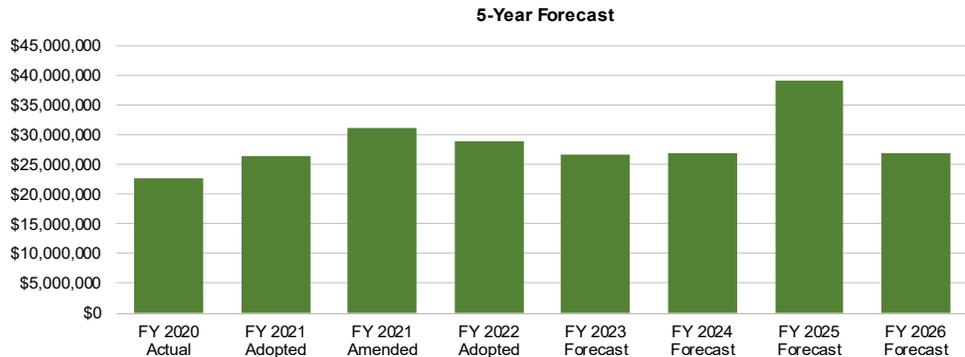
Expenditures by Category						
Operating	\$ 72,678	\$ 51,650	\$ 80,272	\$ 51,650	\$ 52,683	\$ 53,736
Other/Transfers Out	41,379,884	78,092,822	66,563,741	36,121,393	33,016,687	30,192,549
Total	\$ 41,452,561	\$ 78,144,472	\$ 66,644,013	\$ 36,173,043	\$ 33,069,370	\$ 30,246,285

Expenditures by Program						
Water Impact/CFEC	\$ 14,588,858	\$ 17,847,206	\$ 17,852,997	\$ 10,626,453	\$ 10,624,771	\$ 10,626,303
Sewer Impact/CFEC	18,050,256	45,965,782	36,317,161	16,230,287	16,228,290	16,228,584
Irrigation Impact/CFEC	7,400,323	6,474,224	4,614,737	6,064,803	3,564,779	3,239,838
Water CIAC	662,232	3,377,260	3,378,606	800	816	832
Sewer CIAC	750,774	3,976,900	3,977,412	2,500,600	2,500,612	624
Irrigation CIAC	118	503,100	503,100	750,100	150,102	150,104
Total	\$ 41,452,561	\$ 78,144,472	\$ 66,644,013	\$ 36,173,043	\$ 33,069,370	\$ 30,246,285

Budgetary Fund Balance						
Addition to / (Use of)	\$ (18,818,617)	\$ (51,874,489)	\$ (35,578,230)	\$ (7,395,345)	\$ (6,312,303)	\$ (3,275,465)
Grand Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Changes in Budgetary Fund Balance						
Beginning	\$ -	\$ 83,201,759	\$ 48,265,383	\$ 33,193,425	\$ 25,798,080	\$ 19,485,777
Ending	-	31,327,270	12,687,153	25,798,080	19,485,777	16,210,312
Net Change	\$ -	\$ (51,874,489)	\$ (35,578,230)	\$ (7,395,345)	\$ (6,312,303)	\$ (3,275,465)

Note: Actual expenditures are on a budgetary basis and do not include Other Post Employment Benefits (OPEB) or depreciation.



**City of Cape Coral, Florida
FY 2022 – 2024 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.

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast
Revenues by Category						
Charges for Services	\$ 21,123,090	\$ 20,480,036	\$ 20,480,036	\$ 22,345,652	\$ 23,198,721	\$ 24,053,451
Fines & Forfeits	54,515	53,603	53,603	-	-	-
Grants	-	-	-	-	-	-
License and Permits	9,223	7,045	7,045	7,045	7,045	7,045
Miscellaneous	445,997	238,509	333,409	238,407	238,407	238,407
Other/Transfers In	6,747,721	4,834,871	5,834,871	5,092,295	3,099,757	2,204,740
Special Assessment	(836,962)	-	-	(1,064,537)	(1,091,045)	(1,132,585)
Total	\$ 27,543,584	\$ 25,614,064	\$ 26,708,964	\$ 26,618,862	\$ 25,452,885	\$ 25,371,058

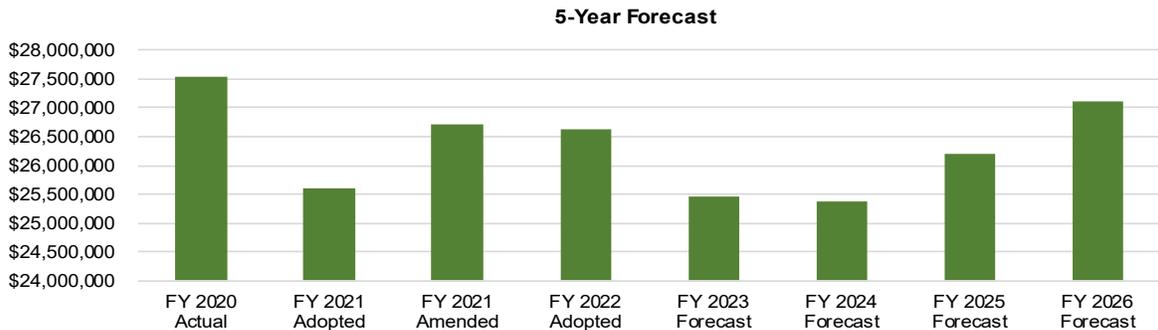
Expenditures by Category						
Personnel Services	\$ 8,324,200	\$ 9,424,768	\$ 9,484,228	\$ 9,372,788	\$ 9,689,425	\$ 9,996,493
Operating	3,339,591	5,380,458	5,383,962	5,297,639	5,503,155	5,510,304
Capital Outlay	1,554,839	5,595,347	6,916,603	5,964,295	3,690,757	3,351,240
Debt Service	-	461,000	461,000	-	-	-
Other/Transfers Out	5,108,976	5,338,342	6,445,583	7,345,766	3,353,228	2,458,211
Total	\$ 18,327,606	\$ 26,199,915	\$ 28,691,376	\$ 27,980,488	\$ 22,236,565	\$ 21,316,248

Expenditures by Program						
Finance	\$ 90,757	\$ 173,212	\$ 173,212	\$ 148,659	\$ 152,687	\$ 156,619
Administration	8,900,260	9,945,592	11,342,053	11,534,940	7,507,124	6,765,149
Operations	8,389,846	12,996,240	13,091,240	11,085,093	11,350,100	12,055,570
Capital Projects	946,742	3,084,871	4,084,871	5,211,796	3,226,654	2,338,910
Total	\$ 18,327,606	\$ 26,199,915	\$ 28,691,376	\$ 27,980,488	\$ 22,236,565	\$ 21,316,248

Budgetary Fund Balance						
Addition to / (Use of)	\$ 9,215,978	\$ (585,851)	\$ (1,982,412)	\$ (1,361,626)	\$ 3,216,320	\$ 4,054,810
Grand Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Changes in Budgetary Fund Balance						
Beginning	\$ -	\$ 5,649,427	\$ 7,243,080	\$ 5,502,769	\$ 4,141,143	\$ 7,457,463
Ending	-	5,063,576	5,260,668	4,141,143	7,357,463	11,512,273
Net Change	\$ -	\$ (585,851)	\$ (1,982,412)	\$ (1,361,626)	\$ 3,216,320	\$ 4,054,810

Note: Actual expenditures are on a budgetary basis and do not include OPEB or Depreciation.



**City of Cape Coral, Florida
FY 2022 – 2024 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.

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast
Revenues by Category						
Charges for Service	\$ 742,586	\$ 690,057	\$ 690,057	\$ 690,057	\$ 705,893	\$ 720,011
Grants	-	-	-	-	-	-
Miscellaneous	43,982	410	410	410	418	426
Other/Transfers In	-	-	10,000	-	-	-
Total	\$ 786,568	\$ 690,467	\$ 700,467	\$ 690,467	\$ 706,311	\$ 720,437

Expenditures by Category						
Personnel Services	\$ 171,101	\$ 154,682	\$ 163,682	\$ 200,443	\$ 243,885	\$ 252,472
Operating	209,310	537,646	537,646	527,854	532,128	226,566
Capital Outlay	9,153	-	-	-	-	-
Other/Transfers Out ¹	115,000	115,000	615,000	115,000	115,000	115,000
Total	\$ 504,564	\$ 807,328	\$ 1,316,328	\$ 843,297	\$ 891,013	\$ 594,038

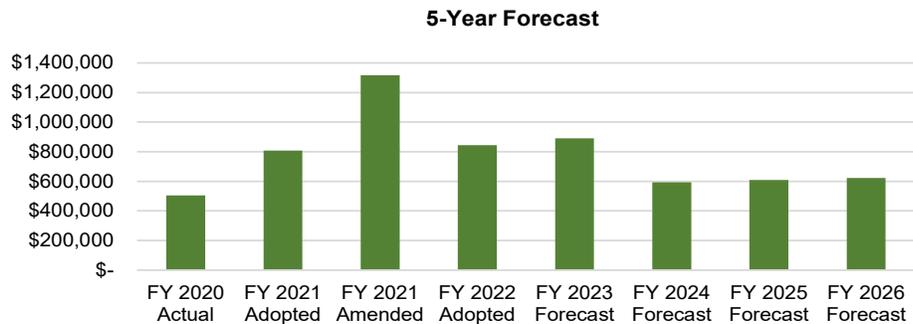
Expenditures by Program						
Rosen Park	\$ 49,562	\$ 40,138	\$ 40,138	\$ 40,138	\$ 40,942	\$ 41,761
Yacht Basin	455,003	767,190	1,276,190	803,159	850,071	552,277
Total	\$ 504,564	\$ 807,328	\$ 1,316,328	\$ 843,297	\$ 891,013	\$ 594,038

Budgetary Fund Balance						
Addition to / (Use of)	\$ 282,003	\$ (116,861)	\$ (615,861)	\$ (152,830)	\$ (184,702)	\$ 126,399
Grand Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Changes in Budgetary Fund Balance						
Beginning	\$ -	\$ 952,057	\$ 1,114,489	\$ 695,410	\$ 542,580	\$ 357,878
Ending	-	835,196	498,628	542,580	357,878	484,277
Net Change	\$ -	\$ (116,861)	\$ (615,861)	\$ (152,830)	\$ (184,702)	\$ 126,399

Note:

¹ FY 2021 Transfer Out of \$500,000 for Yacht Basin Capital Project Improvements





INTERNAL SERVICE FUND

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Health Insurance Fund 12-3
Property Management Fund 12-4
Fleet Maintenance Fund 12-5

**City of Cape Coral, Florida
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Risk Management Fund

The Internal Service Fund of Risk Management includes Workers' Compensation Insurance and Property Liability, which account for the self-insurance of workers compensation and liability.

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast
Revenues by Category						
Charges for Services	\$ 7,702,029	\$ 8,233,663	\$ 8,233,663	\$ 9,624,229	\$ 9,873,869	\$10,149,726
Miscellaneous	603,357	-	-	-	-	-
Total	\$ 8,305,386	\$ 8,233,663	\$ 8,233,663	\$ 9,624,229	\$ 9,873,869	\$10,149,726

Expenditures by Category						
Personnel Services ¹	\$ 442,242	\$ 497,744	\$ 497,744	\$ 485,335	\$ 501,100	\$ 516,782
Operating	5,563,313	7,037,066	7,037,066	7,020,243	7,160,649	7,303,861
Capital	27,922	-	-	-	-	-
Total	\$ 6,033,477	\$ 7,534,810	\$ 7,534,810	\$ 7,505,578	\$ 7,661,749	\$ 7,820,643

Expenditures by Program						
Property Liability	\$ 4,318,858	\$ 4,008,798	\$ 4,008,798	\$ 3,959,839	\$ 4,041,824	\$ 4,125,347
Workers Compensation	1,714,619	3,526,012	3,526,012	3,545,739	3,619,925	3,695,296
Total	\$ 6,033,477	\$ 7,534,810	\$ 7,534,810	\$ 7,505,578	\$ 7,661,749	\$ 7,820,643

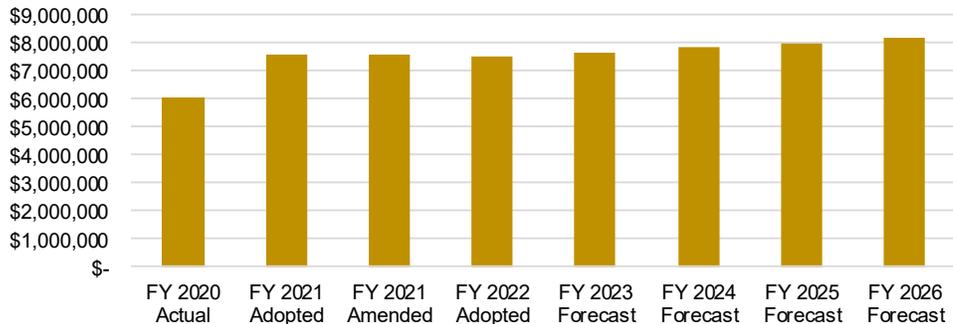
Budgetary Fund Balance						
Addition to / (Use of)	\$ 2,271,909	\$ 698,853	\$ 698,853	\$ 2,118,651	\$ 2,212,120	\$ 2,329,083
Grand Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Changes in Budgetary Fund Balance						
Beginning	\$ -	\$ 8,108,750	\$10,452,513	\$11,151,366	\$13,270,017	\$15,482,137
Ending	-	8,807,603	11,151,366	13,270,017	15,482,137	17,811,220
Net Change	\$ -	\$ 698,853	\$ 698,853	\$ 2,118,651	\$ 2,212,120	\$ 2,329,083

Note:

Actual expenditures are on a budgetary basis and do not include Other Postemployment Benefits (OPEB) or depreciation. Capital outlay includes capitalized assets that are recorded on the balance sheet for financial reporting purposes.

5-Year Forecast



**City of Cape Coral, Florida
FY 2022 – 2024 Adopted Budget**

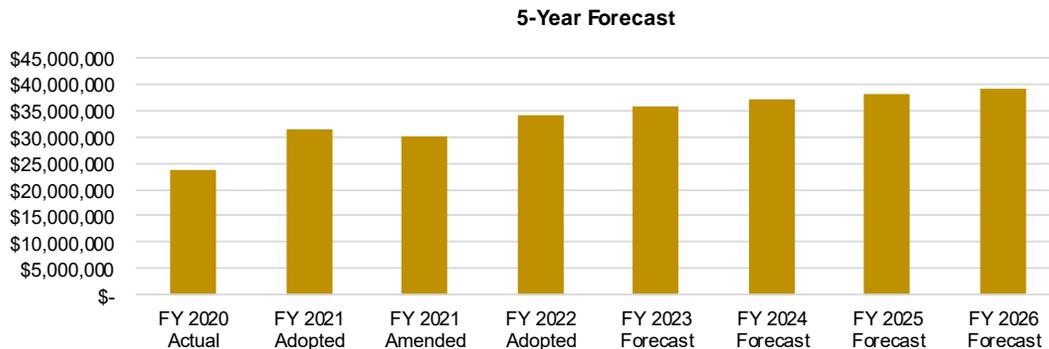
Health Insurance Fund

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.

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast
Revenues by Category						
Charges for Services ¹	\$20,917,629	\$29,902,234	\$25,902,234	\$31,505,489	\$33,430,581	\$35,239,068
Interfund Transfers	-	-	-	-	-	-
Other	1,254,819	600,000	600,000	600,000	600,000	600,000
Total	\$22,172,448	\$30,502,234	\$26,502,234	\$32,105,489	\$34,030,581	\$35,839,068
Expenditures by Category						
Personnel Services	\$ 188,209	\$ 107,162	\$ 110,162	\$ 129,174	\$ 133,454	\$ 137,687
Operating ¹	23,373,698	31,450,769	30,017,769	33,842,501	35,473,024	36,853,492
Capital	-	-	-	-	-	-
Total	\$23,561,906	\$31,557,931	\$30,127,931	\$33,971,675	\$35,606,478	\$36,991,179
Expenditures by Program						
Health Insurance	\$22,570,597	\$29,880,461	\$28,380,461	\$32,244,337	\$33,827,815	\$35,159,661
Employee Health Clinic ¹	991,310	1,677,470	1,747,470	1,727,338	1,778,663	1,831,518
Total	\$23,561,906	\$31,557,931	\$30,127,931	\$33,971,675	\$35,606,478	\$36,991,179
Budgetary Fund Balance						
Addition to / (Use of)	\$ (1,389,458)	\$ (1,055,697)	\$ (3,625,697)	\$ (1,866,186)	\$ (1,575,897)	\$ (1,152,111)
Grand Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Changes in Budgetary Fund Balance						
Beginning	\$ -	\$ 11,360,450	\$ 9,110,392	\$ 7,666,730	\$ 5,800,544	\$ 4,224,647
Ending	-	10,304,753	5,484,695	5,800,544	4,224,647	3,072,536
Net Change	\$ -	\$ (1,055,697)	\$ (3,625,697)	\$ (1,866,186)	\$ (1,575,897)	\$ (1,152,111)

Note: Actual expenditures are on a budgetary basis and do not include Other Postemployment Benefits (OPEB) or depreciation.

¹ Employee Health & Wellness Clinic opened mid FY 2020.



**City of Cape Coral, Florida
FY 2022 – 2024 Adopted Budget**

Property Management Fund

The Internal Service Fund of Property Management provides project management, property 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.

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast
Revenues by Category						
Internal Service Charges	\$ 5,293,393	\$ 6,067,606	\$ 6,601,347	\$ 6,758,561	\$ 6,963,232	\$ 7,025,212
Miscellaneous	36,423	-	-	-	-	-
Total	\$ 5,329,816	\$ 6,067,606	\$ 6,601,347	\$ 6,758,561	\$ 6,963,232	\$ 7,025,212

Expenditures by Category						
Personnel Services	\$ 4,055,559	\$ 4,122,062	\$ 4,455,803	\$ 4,831,755	\$ 4,926,054	\$ 5,070,922
Operating	1,390,466	1,889,544	2,089,544	1,818,806	1,855,178	1,892,290
Capital	11,932	56,000	67,000	108,000	182,000	62,000
Other/Transfers Out	11,000	-	(11,000)	-	-	-
Total	\$ 5,468,957	\$ 6,067,606	\$ 6,601,347	\$ 6,758,561	\$ 6,963,232	\$ 7,025,212

Expenditures by Program						
Administration	\$ 1,586,277	\$ 1,609,854	\$ 1,609,854	\$ 1,394,198	\$ 1,437,936	\$ 1,396,023
Capital Improvements	-	-	-	557,147	575,808	594,256
Charter School Custodial	-	-	500,000	653,185	662,413	671,031
Custodial	576,370	642,111	642,111	699,099	722,716	744,827
Maintenance	2,829,110	3,258,310	3,292,051	3,289,343	3,393,429	3,442,842
Project Administration	477,200	557,331	557,331	165,589	170,930	176,233
Total	\$ 5,468,957	\$ 6,067,606	\$ 6,601,347	\$ 6,758,561	\$ 6,963,232	\$ 7,025,212

Note: Actual expenditures are on a budgetary basis and do not include Other Postemployment Benefits (OPEB) or Depreciation.

FY 2022 Major Variances

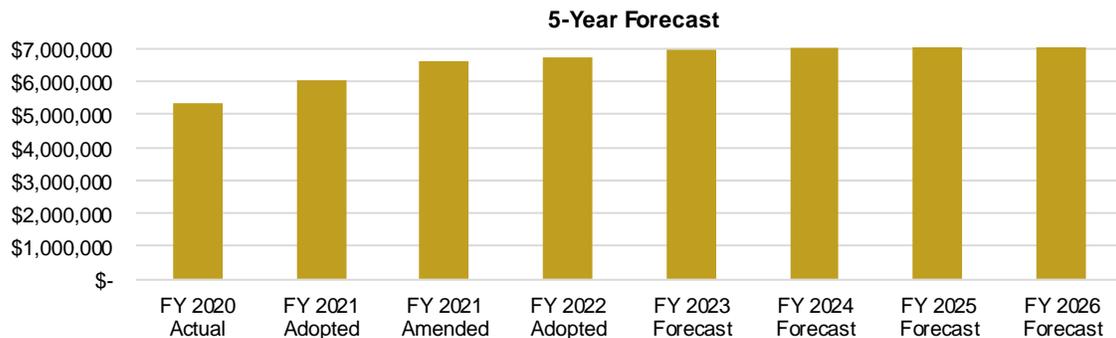
Operating

(\$150,000) - Decrease in building maintenance

Capital

\$ 45,000 - Increase in fleet rolling stock replacement schedule

(\$26,000) - FY 2021 one time gate opener/controller for the Facilities Complex at Nicholas Annex



City of Cape Coral, Florida
FY 2022 – 2024 Adopted Budget

Fleet Maintenance Fund

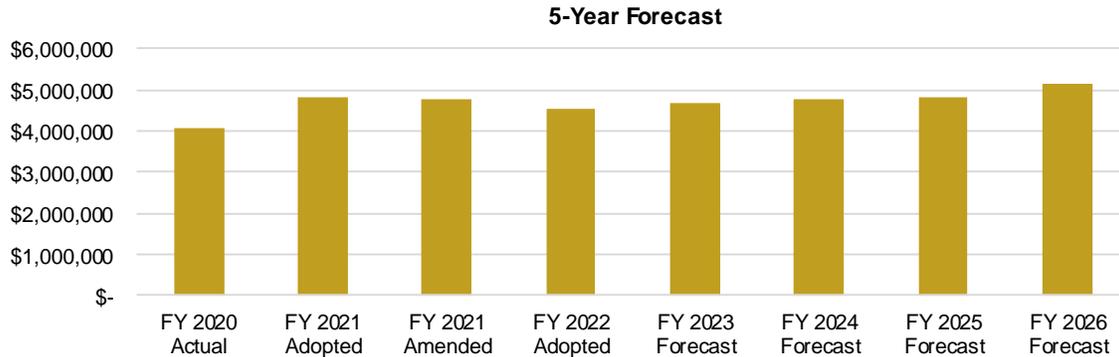
The Internal Service Fund of Fleet Maintenance is responsible for the maintenance of the City Fleet, the City's equipment repair facilities and the City's fueling operations. Cost recovery is through a work order system with a related general administrative overhead cost allocation.

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast
Revenues by Category						
Internal Service Charges	\$ 4,022,057	\$ 4,834,004	\$ 4,770,554	\$ 4,527,612	\$ 4,682,717	\$ 4,771,140
Miscellaneous	52,440	-	-	-	-	-
Other/Transfer In	-	-	-	-	-	-
Total	\$ 4,074,497	\$ 4,834,004	\$ 4,770,554	\$ 4,527,612	\$ 4,682,717	\$ 4,771,140

Expenditures by Category						
Personnel Services	\$ 1,895,226	\$ 2,046,013	\$ 1,982,563	\$ 1,896,621	\$ 1,959,227	\$ 2,020,590
Operating	2,203,984	2,735,991	2,700,160	2,575,991	2,627,990	2,680,550
Capital	162,291	52,000	64,831	55,000	95,500	70,000
Transfer Out	4,421	-	23,000	-	-	-
Total	\$ 4,265,922	\$ 4,834,004	\$ 4,770,554	\$ 4,527,612	\$ 4,682,717	\$ 4,771,140

Expenditures by Program						
Administration	\$ 1,034,596	\$ 936,931	\$ 915,931	\$ 920,490	\$ 941,962	\$ 967,394
Fleet Repairs	3,231,326	3,897,073	3,854,623	3,607,122	3,740,755	3,803,746
Total	\$ 4,265,922	\$ 4,834,004	\$ 4,770,554	\$ 4,527,612	\$ 4,682,717	\$ 4,771,140

Note: Actual expenditures are on a budgetary basis and do not include Other Postemployment Benefits (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

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Charter School Authority 13-2

City of Cape Coral, Florida
FY 2022 – 2024 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.

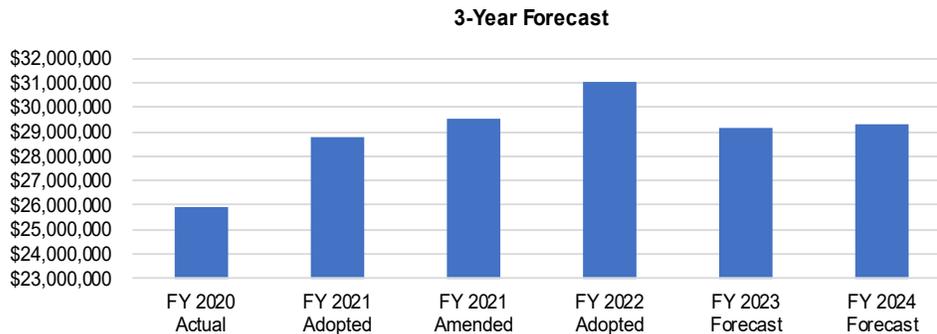
	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast
Revenues by Category						
Intergovernmental	\$ 25,411,765	\$ 24,911,569	\$ 26,081,509	\$ 27,990,662	\$ 25,729,082	\$ 26,297,134
Charges for Service	575,130	858,500	666,149	860,800	873,845	886,375
Miscellaneous	400,707	381,297	195,108	222,162	307,320	272,420
Debt Proceeds	-	-	-	-	-	-
Transfers In	61,412	52,000	76,437	58,000	61,000	63,000
Total	\$ 26,449,014	\$ 26,203,366	\$ 27,019,203	\$ 29,131,624	\$ 26,971,247	\$ 27,518,929

Expenditures by Category						
Personnel Services	\$ 17,552,291	\$ 19,333,009	\$ 19,710,670	\$ 19,836,661	\$ 20,254,851	\$ 20,554,851
Operating	7,626,963	9,032,425	8,994,199	10,631,475	8,224,530	8,253,698
Capital Outlay	561,031	287,516	719,493	514,179	665,532	448,932
Debt Service	181,904	90,381	92,197	41,168	24,260	24,260
Other/Transfers Out	-	-	-	-	-	-
Total	\$ 25,922,189	\$ 28,743,331	\$ 29,516,559	\$ 31,023,483	\$ 29,169,173	\$ 29,281,741

Budgetary Fund Balance						
Addition to / (Use of)	\$ 526,825	\$ (2,539,965)	\$ (2,497,356)	\$ (1,891,859)	\$ (2,197,926)	\$ (1,762,812)
Grand Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Changes in Budgetary Fund Balance						
Beginning	\$ -	\$ 10,574,540	\$ 10,399,152	\$ 8,774,445	\$ 5,619,633	\$ 3,796,707
Ending	-	8,034,575	7,901,796	6,882,586	3,421,707	2,033,895
Net Change	\$ -	\$ (2,539,965)	\$ (2,497,356)	\$ (1,891,859)	\$ (2,197,926)	\$ (1,762,812)

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.



ASSET MANAGEMENT PROGRAM

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Asset Management Program

The City of Cape Coral Asset Management Program is a comprehensive program including a summary of assets owned by the City coupled with the condition and future plans for those assets. The Asset Management Program's budgetary process encompasses the integration of revenues and expenditures along with program and policy issues included in the City's long-range planning process.

The goals and objectives of the Program are:

- Increase efficiency of City operations by maintaining assets in acceptable condition.
- Recommend an annual level of combined expenditures for capital, major maintenance and vehicle and equipment replacement to aid in the stabilization of property tax levies from year to year.
- Identify assets no longer needed by the City and assess the salvage/recoverable value.
- Reduce utility and maintenance costs by identifying improvements that will result in cost savings.
- Suggest a long-term plan for each asset.
- Identify a plan for the proposed maintenance and replacement of existing assets and acquisition of new assets which is based on a reasonable expectation of what the City can afford.
- To be 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 and community beautification.
- Expansion of utility services.
- Maintenance, repair, and modernization of existing utilities.

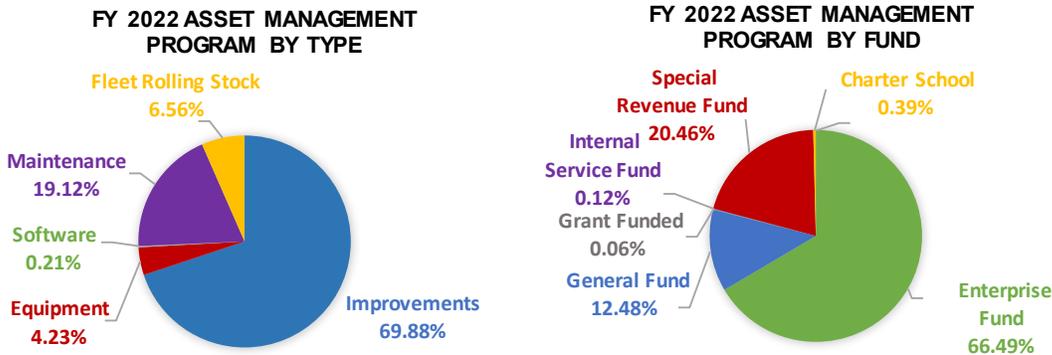
The ability for the City to finance these needs and remain in compliance with the Comprehensive Plan will be a major directive in future City budgets.

City of Cape Coral, Florida
FY 2022 – 2024 Adopted Budget

The funding requirements of the Asset Management Program for FY 2022 - 2026 are summarized below:

	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast
Expenditures by Program					
Improvements	\$ 91,547,008	\$ 26,191,950	\$ 101,424,775	\$ 116,021,351	\$ 92,607,266
Equipment	5,544,960	6,347,026	8,085,923	6,792,223	6,833,309
Software	275,000	950,000	950,000	450,000	450,000
Maintenance	25,046,795	20,296,257	16,124,740	15,770,264	16,687,602
Fleet Rolling Stock	8,596,928	4,638,825	4,975,308	5,354,462	6,022,794
Total	\$ 131,010,691	\$ 58,424,058	\$ 131,560,746	\$ 144,388,300	\$ 122,600,971
Charter School ¹	514,179	665,532	448,932	992,560	431,160
Total	\$ 131,524,870	\$ 59,089,590	\$ 132,009,678	\$ 145,380,860	\$ 123,032,131

¹ 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.



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.

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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 and also 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

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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 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

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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.

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.

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Capital Improvement Program

	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast
Expenditures by Fund					
Building Code	\$ 10,000,000	\$ -	\$ -	\$ -	\$ -
CRA - TIF Tax	1,355,469	1,171,976	1,493,262	2,243,736	2,155,947
Federal, State, Local Grants	-	-	-	-	-
Five Cent Gas Tax	3,100,000	1,300,000	300,000	300,000	300,000
General Fund	7,110,039	5,560,602	312,000	312,000	312,000
Fire Impact Fees	2,945,000	-	-	-	-
Police Impact Fees	50,000	-	-	-	-
Six Cent Gas Tax	275,000	475,000	275,000	275,000	275,000
Stormwater Revenues	4,000,000	1,000,000	-	-	-
Water and Sewer CIAC Fees	950,000	150,000	150,000	150,000	150,000
Water and Sewer Impact/CFEC Fees	4,000,000	300,000	50,000	50,000	50,000
Water and Sewer Special Assessment	50,000,000	14,584,372	98,444,513	111,128,115	85,614,319
Water and Sewer User Fees	7,761,500	1,650,000	400,000	1,562,500	3,750,000
Total	\$ 91,547,008	\$ 26,191,950	\$ 101,424,775	\$ 116,021,351	\$ 92,607,266

Expenditures by Department					
CRA	\$ 1,355,469	\$ 1,171,976	\$ 1,493,262	\$ 2,243,736	\$ 2,155,947
Developmental Services	10,000,000	-	-	-	-
Fire	3,633,039	5,248,602	-	-	-
Government Services	2,610,000	-	-	-	-
Police	50,000	-	-	-	-
Public Works	11,187,000	3,087,000	887,000	887,000	887,000
Utilities	62,711,500	16,684,372	99,044,513	112,890,615	89,564,319
Total	\$ 91,547,008	\$ 26,191,950	\$ 101,424,775	\$ 116,021,351	\$ 92,607,266

**City of Cape Coral, Florida
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Funded Capital Projects – Five Year Budget Overview

Project Title	5 Year Capital Budget	5 Year Operating Budget
General Government		
Bimini Basin Mooring Field	\$ 260,000	\$ -
CRA Property Acquisition	8,420,390	-
Design new Fleet Building	2,000,000	41,028,858
Jaycee Park Shoreline matching grant	350,000	-
Total General Government	\$ 11,030,390	\$ 41,028,858

Project Title	5 Year Capital Budget	5 Year Operating Budget
Physical Environment		
ADM-24 Land Purchases	\$ 1,000,000	\$ -
ADM-36 Palm Tree BI Phase 1	2,251,500	-
Chiquita Boat Lock Removal	2,000,000	-
IRR-17 Reuse River Crossing	9,750,000	-
North Area 1 Irrigation, Potable Water, & Wastewater	50,000,000	-
North Area 3 Irrigation, Potable Water, & Wastewater	211,473,398	-
North Area 4 Irrigation, Potable Water, & Wastewater	98,297,921	-
SW Contribution N1 UEP	3,000,000	-
WRC-2 Lift Station Rehab	4,717,500	-
WRC-7 Rehab Master LS 200	2,155,000	-
WRSW-22 Reject Tank Construct	1,250,000	-
Total Physical Environment	\$ 385,895,319	\$ -

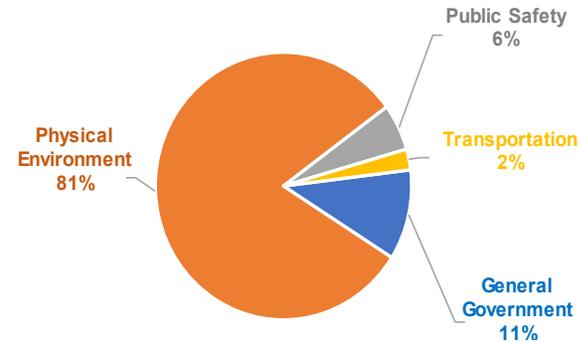
Project Title	5 Year Capital Budget	5 Year Operating Budget
Public Safety		
Boat Dock with 2 lifts for Sirenia Vista Park	\$ 50,000	\$ -
Building Code Administrative Building	10,000,000	1,465,868
Fire Station #13	5,936,641	6,182,106
Fire Training Facility	2,945,000	263,152
Total Public Safety	\$ 18,931,641	\$ 7,911,126

Project Title	5 Year Capital Budget	5 Year Operating Budget
Transportation		
Community Beautification / Median Landscape	\$ 2,560,000	\$ -
N1 Non Assessed Trans Imp	2,000,000	-
Nicholas Parkway East	1,800,000	-
North 2 UEP 2nd Lift Paving	1,375,000	-
Sidewalks	2,500,000	-
Sidewalks - additional costs not covered by grants	1,500,000	-
Sidewalks/Bike paths, Part of UEP	200,000	-
Total Transportation	\$ 11,935,000	\$ -

Total **\$ 427,792,350** **\$ 48,939,984**

5-Year Capital Improvement Program by Project Type

Project Type	Capital Budget	Operating Budget	Total Budget
General Government	\$ 11,030,390	\$ 41,028,858	\$ 52,059,248
Physical Environment	385,895,319	-	385,895,319
Public Safety	18,931,641	7,911,126	26,842,767
Transportation	11,935,000	-	11,935,000
Total Uses	\$ 427,792,350	\$ 48,939,984	\$476,732,334



**City of Cape Coral, Florida
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Capital Improvement Program

Funded Capital Projects - Recurring

Project Title	Project Number	Fund Name	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast
General Government							
CRA Property Acquisition	C193001006	CRA - TIF Tax	\$ 1,355,469	\$ 1,171,976	\$ 1,493,262	\$ 2,243,736	\$ 2,155,947
Total General Government			\$ 1,355,469	\$ 1,171,976	\$ 1,493,262	\$ 2,243,736	\$ 2,155,947
Physical Environment							
ADM-24 Land Purchases	C364010032	Irrigation CIAC / Sewer CIAC / Irrigation Impact/CFEC	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
WRC-2 Lift Station Rehab	C364010116	Water and Sewer Operations	380,000	200,000	200,000	937,500	3,000,000
WRC-7 Rehab Master LS 200	C364010097	Water and Sewer Operations	380,000	200,000	200,000	625,000	750,000
Total Physical Environment			\$ 960,000	\$ 600,000	\$ 600,000	\$ 1,762,500	\$ 3,950,000
Transportation							
Community Beautification / Median Landscape	C303010006	General Fund	\$ 1,312,000	\$ 312,000	\$ 312,000	\$ 312,000	\$ 312,000
North 2 UEP 2nd Lift Paving	C303101015	Six Cent Gas Tax	275,000	275,000	275,000	275,000	275,000
Sidewalks - additional costs not covered by grants	C303101007	Five Cent Gas Tax	300,000	300,000	300,000	300,000	300,000
Total Transportation			\$ 1,887,000	\$ 887,000	\$ 887,000	\$ 887,000	\$ 887,000
Total			\$ 4,202,469	\$ 2,658,976	\$ 2,980,262	\$ 4,893,236	\$ 6,992,947

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Funded Capital Projects - Non-Recurring

Project Title	Project Number	Fund Name	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast
General Government							
Bimini Basin Mooring Field	C703001020	General Fund	\$ 260,000	\$ -	\$ -	\$ -	\$ -
		<i>Operating Costs</i>	-	-	-	-	-
Design new Fleet Building	C303501002	General Fund	2,000,000	-	-	-	-
		<i>Operating Costs</i>	7,727,973	7,959,812	8,198,607	8,444,565	8,697,902
Jaycee Park Shoreline matching grant	C703001019	General Fund	350,000	-	-	-	-
		<i>Operating Costs</i>	-	-	-	-	-
Total General Government Capital Budget			\$ 2,610,000	\$ -	\$ -	\$ -	\$ -
Physical Environment							
ADM-36 Palm Tree BI Phase 1	C364010004	Water and Sewer Operations	\$ 2,251,500	\$ -	\$ -	\$ -	\$ -
		<i>Operating Costs</i>	-	-	-	-	-
Chiquita Boat Lock Removal	C303501003	Stormwater Fund	2,000,000	-	-	-	-
		<i>Operating Costs</i>	-	-	-	-	-
Irr-17 Reuse River Crossing	C364010009	Irrigation CIAC / Irrigation Impact/CFEC / Water and Sewer Operations	9,500,000	250,000	-	-	-
		<i>Operating Costs</i>	-	-	-	-	-
North Area 1 Irrigation, Potable Water, & Wastewater	CN136317	Water and Sewer Special Assessments	50,000,000	-	-	-	-
		<i>Operating Costs</i>	-	-	-	-	-
North Area 3 Irrigation, Potable Water, & Wastewater	CN336317	Water and Sewer Special Assessments	-	14,584,372	98,444,513	98,444,513	-
		<i>Operating Costs</i>	-	-	-	-	-
North Area 4 Irrigation, Potable Water, & Wastewater	CN436317	Water and Sewer Special Assessments	-	-	-	12,683,602	85,614,319
		<i>Operating Costs</i>	-	-	-	-	-
SW Contribution N1 UEP	C304501009	Stormwater Fund	2,000,000	1,000,000	-	-	-
		<i>Operating Costs</i>	-	-	-	-	-
WRSW-22 Reject Tank Construct	C364010153	Water and Sewer Operations	-	1,250,000	-	-	-
		<i>Operating Costs</i>	-	-	-	-	-
Total Physical Environment Capital Budget			\$ 65,751,500	\$ 17,084,372	\$ 98,444,513	\$ 111,128,115	\$ 85,614,319

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**City of Cape Coral, Florida
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Funded Capital Projects - Non-Recurring (continued)

Project Title	Project Number	Fund Name	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast
Public Safety							
Boat Dock with 2 lifts for Sirenia Vista Park	TBD	Police Impact Fees	\$ 50,000	\$ -	\$ -	\$ -	\$ -
		<i>Operating Costs</i>	-	-	-	-	-
Building Code Administrative Building	C230010001	Building Code Fund	10,000,000	-	-	-	-
		<i>Operating Costs</i>	-	422,117	323,221	354,941	365,589
Fire Station #13	C223001000	General Fund	688,039	5,248,602	-	-	-
		<i>Operating Costs</i>	-	1,097,922	1,631,244	1,702,704	1,750,236
Fire Training Facility	C223001004	Fire Impact Fees	2,945,000	-	-	-	-
		<i>Operating Costs</i>	49,074	50,773	52,549	54,407	56,349
Total Public Safety Capital Budget			\$ 13,683,039	\$ 5,248,602	\$ -	\$ -	\$ -
Transportation							
N1 Non Assessed Trans Imp	C303101005	Five Cent Gas Tax	\$ 1,000,000	\$ 1,000,000	\$ -	\$ -	\$ -
		<i>Operating Costs</i>	-	-	-	-	-
Nicholas Parkway East	C303101017	Five Cent Gas Tax	1,800,000	-	-	-	-
		<i>Operating Costs</i>	-	-	-	-	-
Sidewalks	C303020001	General Fund	2,500,000	-	-	-	-
		<i>Operating Costs</i>	-	-	-	-	-
Sidewalks/Bike paths, Part of UEP	C303101008	Six Cent Gas Tax	-	200,000	-	-	-
		<i>Operating Costs</i>	-	-	-	-	-
Total Transportation Capital Budget			\$ 5,300,000	\$ 1,200,000	\$ -	\$ -	\$ -
Total			\$87,344,539	\$23,532,974	\$98,444,513	\$ 111,128,115	\$85,614,319

**City of Cape Coral, Florida
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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 Debt as of September 30, 2020

Category	Outstanding 09/30/2020	Percentage of Total Debt
Governmental Fund Debt	\$ 177,438,554	25.18%
Enterprise Fund Debt	657,450,685	74.82%
	<u>\$ 834,889,239</u>	<u>100.00%</u>

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.

Project Title	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast
Fire Station #13	-	140,375	561,501	561,501	561,501
Total Debt	<u>-</u>	<u>140,375</u>	<u>561,501</u>	<u>561,501</u>	<u>561,501</u>

Reference Section 15 Debt Management for further details related to the level of debt within legal debt limitations, as well as proposed new debt.

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Capital Equipment Program

	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast
Expenditures by Fund					
All Hazards	\$ 5,500	\$ 5,700	\$ 24,836	\$ 5,989	\$ -
ALS Impact Fees	-	57,913	-	-	-
Facilities Allocation	-	12,000	20,000	-	-
Fleet Allocation	55,000	45,000	20,000	18,000	110,000
General Fund	2,580,634	3,133,293	2,785,464	3,116,680	3,154,676
Golf Course ¹	11,000	60,000	92,000	91,000	97,000
Parks & Rec Program ¹	60,000	82,500	-	63,054	-
Sidewalk Grants	-	-	1,000	-	-
Stormwater	376,000	64,000	991,500	735,000	803,000
Water and Sewer	2,456,826	2,886,620	4,151,123	2,762,500	2,668,633
Total	\$ 5,544,960	\$ 6,347,026	\$ 8,085,923	\$ 6,792,223	\$ 6,833,309

¹ These funds are General Fund Supported

Expenditures by Department					
City Clerk	\$ 20,600	\$ 14,600	\$ 17,000	\$ -	\$ 6,000
Fire	745,342	932,306	516,989	380,231	363,484
Human Resources	-	-	-	6,200	-
Information Technology	1,210,000	1,255,000	1,255,000	1,305,000	1,455,000
Parks and Recreation	199,500	818,000	792,000	701,054	778,000
Police	284,192	163,000	196,311	607,238	511,192
Public Works	628,500	277,500	1,157,500	1,030,000	1,051,000
Utilities	2,456,826	2,886,620	4,151,123	2,762,500	2,668,633
Total	\$ 5,544,960	\$ 6,347,026	\$ 8,085,923	\$ 6,792,223	\$ 6,833,309

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Capital Equipment

Department	Description	Fund Name	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast
City Clerk							
	Blueprint Scanner(s) 25248	General Fund	\$ -	\$ 14,600	\$ -	\$ -	\$ -
	Blueprint Scanner(s) 26318	General Fund	14,600	-	-	-	-
	Digital Microfilm Machine 22764	General Fund	-	-	11,000	-	-
	Workgroup Scanner(s) 26933	General Fund	6,000	-	-	-	6,000
	Workgroup Scanner(s) 27823	General Fund	-	-	6,000	-	-
Total City Clerk			\$ 20,600	\$ 14,600	\$ 17,000	\$ -	\$ 6,000
Fire							
	EOC 5 ton Air Conditioner	All Hazards	\$ -	\$ -	\$ 24,836	\$ -	\$ -
	Weatherstem Community Weather Station	All Hazards	5,500	5,700	-	5,989	-
	Cardiac Monitors At ALS Stations (ADD)	ALS Impact Fees	-	57,913	-	-	-
	Asset # 19435 - John Deere Impala	General Fund	27,100	-	-	-	-
	Asset # 20300 - Tropic Tandem Trailer for ATV	General Fund	8,000	-	-	-	-
	Asset # 20496 - Wells Cargo EW2024W TRAILER	General Fund	-	-	-	-	10,350
	Asset # 21180 - Forest River Express TRAILER	General Fund	-	-	15,000	-	-
	Asset # 22772 - Boatmaster 2628HDH Trailer	General Fund	-	-	14,000	-	-
	Asset # 24174 - John Deere HPX4X4 ATV	General Fund	-	27,100	-	-	-
	Asset # 24469 - Boatmaster 2628HDH TRAILER	General Fund	-	-	-	16,000	-
	Asset # 28394 - Polaris Ranger	General Fund	-	-	-	-	17,844
	Breathing Air Compressor For HP System	General Fund	-	-	-	43,952	47,869
	Cardiac Monitor Replacements	General Fund	97,804	100,250	102,758	105,328	107,962
	Engine Exhaust Removal System Conversions	General Fund	44,652	45,768	46,912	48,085	49,288
	Fire Station Alerting Systems	General Fund	-	425,000	-	-	-
	Gear Dryer (New Constructed Station)	General Fund	-	7,727	-	-	-
	Hydraulic Rescue	General Fund	74,221	76,076	116,967	119,891	81,926
	Motorola (New Constructed Station)	General Fund	-	33,115	-	-	-
	PPE Gear Washer/Extractor	General Fund	5,300	10,860	5,566	5,493	5,631
	Station #1 Aeon Unit Downstairs	General Fund	-	50,000	-	-	-
	Station #1 Aeon Unit Upstairs	General Fund	-	50,000	-	-	-
	Station #2 4 Ton Split System	General Fund	-	8,700	-	-	-

(Continued on Next Page)

**City of Cape Coral, Florida
FY 2022 – 2024 Adopted Budget**

Capital Equipment (Continued)

Description	Fund Name	Fund Name	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast
Fire							
Station #4 5 Ton Units Aeon		General Fund	\$ 49,500	\$ -	\$ -	\$ -	\$ -
Station #8 Aeon Unit		General Fund	-	-	52,000	-	-
Station #9 4 Ton AC		General Fund	-	-	-	-	6,445
Station #9 Aeon Unit Downstairs		General Fund	-	-	52,000	-	-
Station #9 Aeon Unit Upstairs		General Fund	-	-	52,000	-	-
Thermal Imaging Camera - (5 Yr. Exp. Life)		General Fund	33,265	34,097	34,950	35,493	36,169
WCIND Boat Grant 50/50 City Match		General Fund	400,000	-	-	-	-
Total Fire			\$ 745,342	\$ 932,306	\$ 516,989	\$ 380,231	\$ 363,484
Human Resources							
Heavy Duty Scanner Replacement (#24516)		General Fund	\$ -	\$ -	\$ -	\$ 6,200	\$ -
Total Human Resources			\$ -	\$ -	\$ -	\$ 6,200	\$ -
Information Technology							
Access and Monitoring (cameras, video storage, etc.)		General Fund	\$ 75,000	\$ 100,000	\$ 100,000	\$ 50,000	\$ 50,000
Cable Infrastructure / Fiber/ Light Control		General Fund	400,000	400,000	400,000	400,000	400,000
Connectivity and Hardware Infrastructure		General Fund	100,000	100,000	100,000	100,000	100,000
DC Security		General Fund	50,000	50,000	50,000	50,000	50,000
EOC DC Power Upgrades		General Fund	-	60,000	60,000	60,000	60,000
Security Upgrade		General Fund	100,000	100,000	100,000	100,000	100,000
Server and Virtualization Upgrade		General Fund	300,000	100,000	100,000	100,000	250,000
Server Upgrades		General Fund	125,000	150,000	150,000	150,000	150,000
Switches and Routers Upgrade		General Fund	-	100,000	100,000	200,000	200,000
Voip/Wi-Fi Systems Upgrade		General Fund	60,000	95,000	95,000	95,000	95,000
Total Information Technology			\$ 1,210,000	\$ 1,255,000	\$ 1,255,000	\$ 1,305,000	\$ 1,455,000
Parks and Recreation							
Asset # 20594 - Bobcat Skid Steer		General Fund	\$ 80,000	\$ -	\$ -	\$ -	\$ -
Asset # 21644 - TORO Workman 1100		General Fund	13,500	-	-	-	-
Asset # 22657 - AOK enclosed trailer		General Fund	10,000	-	-	-	-

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**City of Cape Coral, Florida
FY 2022 – 2024 Adopted Budget**

Capital Equipment (Continued)

Description	Fund Name	Fund Name	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast
Parks and Recreation							
Asset # 23092 - Vermeer Chipper		General Fund	\$ -	\$ -	\$ 42,000	\$ -	\$ -
Asset # 23093 - Vermeer Chipper		General Fund	-	-	-	42,000	-
Asset # 23851 - Century TSP180 Mobile Bleachers		General Fund	-	-	-	-	56,000
Asset # 23852 - Century TSP180 Mobile Bleachers		General Fund	-	-	-	-	56,000
Asset # 24327 - CCI WATER TANK TRAILER		General Fund	-	16,000	-	-	-
Asset # 24837 - TORO Cart Workman		General Fund	-	11,000	-	-	-
Asset # 26452 - John Deere Loader 4520		General Fund	-	-	-	-	50,000
Asset # 27708 - Barber 400HD Beach Rake		General Fund	-	-	40,000	-	-
Asset # 27898 - TORO SANPRO 3040		General Fund	-	-	18,000	-	-
Asset # 27948 - Toro Sandpro 3040		General Fund	-	-	-	-	23,000
Asset # 27951 - Toro Sandpro 3040		General Fund	-	-	-	-	28,000
Asset # 27981 - Toro Multi Pro 1750		General Fund	-	-	-	40,000	-
Asset # 28008 - Felling FT-12-IT-I Trailer		General Fund	-	-	-	15,000	-
Asset # 28009 - Felling FT-12-IT-I Trailer		General Fund	-	-	-	-	18,000
Asset # 28195 - Toro Z-Master		General Fund	-	16,000	-	-	-
Charter School AC Units - Split Cost		General Fund	-	67,500	-	-	-
Replace age 2-12 playground at Joe Stonis Park		General Fund	-	-	300,000	-	-
Replace age 2-12 playground at Paul Sanborn Park		General Fund	-	-	300,000	-	-
Replace age 5-12 playground at Camelot Park		General Fund	-	-	-	225,000	-
Replace age 5-12 playground at Guiffrida Park		General Fund	-	-	-	-	225,000
Replace age 5-12 playground at Pelican Soccer Comp		General Fund	-	-	-	225,000	-
Replace age 5-12 playground at Rotary Park		General Fund	-	-	-	-	225,000
Replace age 5-12 Playground at Youth Center Facility		General Fund	-	265,000	-	-	-
Replace Playground at Jim Jeffers Park		General Fund	-	300,000	-	-	-
Rotary-Motion Aerator Attachment For Tractor - New Pa		General Fund	10,000	-	-	-	-
Topdresser - New Parks		General Fund	15,000	-	-	-	-
2003 Club Car Carryall Turf II		Golf Course	-	-	15,000	-	-
2004 Toro Topdresser 2500		Golf Course	-	13,000	-	-	-
2006 Foley Reel Spin Grinder		Golf Course	-	-	-	30,000	-
2006 Kubota Tractor/Loader		Golf Course	-	-	35,000	-	-

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City of Cape Coral, Florida
FY 2022 – 2024 Adopted Budget

Capital Equipment (Continued)

Description	Fund Name	Fund Name	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast
Parks and Recreation							
2010 Toro Sandpro 3040		Golf Course	\$ -	\$ 22,000	\$ -	\$ -	\$ -
Asset # 19911 - LELY SPREADER		Golf Course	-	-	-	6,000	-
Asset # 21152 - TURF SWEEPER		Golf Course	-	-	-	-	18,000
Asset # 23011 - TORO MOWER -3500-D		Golf Course	-	-	42,000	-	-
Asset # 23014 - TORO MOWER - 328-D		Golf Course	-	25,000	-	-	-
Asset # 28003 - TORO 3150-Q		Golf Course	-	-	-	40,000	-
Asset # 28018 - TORO DEBRIS BLOWER		Golf Course	-	-	-	-	8,000
Asset # 28032 - TORO 5510-D		Golf Course	-	-	-	-	71,000
Asset # 28193 - TORO AERATOR 686		Golf Course	-	-	-	9,000	-
Asset # 9685 - RYAN SOD CUTTER		Golf Course	-	-	-	6,000	-
Asset # NC505 - TORO WORKMAN MD		Golf Course	11,000	-	-	-	-
ADA ramp baby pool		P&R Programs	-	24,000	-	-	-
Replace 2 Split System A/C Condensors		P&R Programs	50,000	-	-	-	-
Replace 2 Split System A/C Handlers		P&R Programs	10,000	-	-	-	-
Replace 5 Mini Split Units (3 Handlers, 2 Condensors)		P&R Programs	-	-	-	25,000	-
Replace A/C Condensor for Bldg 2		P&R Programs	-	8,000	-	28,054	-
Replace Rotino Air Handlers		P&R Programs	-	9,500	-	-	-
Replace Rotino Condensing Unit		P&R Programs	-	6,500	-	-	-
Replace Split System A/C (Handler and Condenser)		P&R Programs	-	-	-	10,000	-
Replace Yacht Club Air Handler (1)		P&R Programs	-	12,000	-	-	-
Replace Yacht Club Condensing Unit (1)		P&R Programs	-	7,500	-	-	-
Replace Yacht Club Pool Blanket		P&R Programs	-	15,000	-	-	-
Total Parks and Recreation			\$ 199,500	\$ 818,000	\$ 792,000	\$ 701,054	\$ 778,000
Police							
(2) A/C Chillers		General Fund	\$ -	\$ -	\$ -	\$ 371,400	\$ -
(2) Trunarc Kits - Narcotics Scanner (New)		General Fund	-	-	-	-	54,692
A/C Units/Handlers		General Fund	-	15,000	15,000	15,000	15,000
All Wheel Speedometer Calibration Machine (New)		General Fund	42,000	-	-	-	-
AV System For Interview Rooms		General Fund	-	-	45,000	-	-

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City of Cape Coral, Florida
FY 2022 – 2024 Adopted Budget

Capital Equipment (Continued)

Description	Fund Name	Fund Name	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast
Police							
AV System for VIN Interview Rooms	General Fund	General Fund	\$ -	\$ -	\$ -	\$ -	\$ 19,000
AV System Upgrade-Communications Center	General Fund	General Fund	110,000	-	-	-	-
BERLAiVE Vehicle Data Recorder	General Fund	General Fund	-	-	-	-	23,000
Blood Drying Chamber (New)	General Fund	General Fund	-	-	9,000	-	-
Boat Lift At Yacht Club For Marine Unit	General Fund	General Fund	-	17,000	-	-	-
Digital Forensics Workstation	General Fund	General Fund	18,000	-	-	-	-
Electronic Message Boards	General Fund	General Fund	-	23,000	-	-	-
Event Data Recorder (New)	General Fund	General Fund	-	-	-	-	27,500
Evidence Freezer	General Fund	General Fund	-	-	-	-	7,000
Evidence Refrigerator	General Fund	General Fund	-	-	-	-	7,000
Fingerprint Machine-Booking Room	General Fund	General Fund	-	-	-	-	9,000
Fingerprint Machine-Lobby	General Fund	General Fund	9,000	-	-	-	-
Generator Control System	General Fund	General Fund	-	-	-	-	25,000
Humidifier Chamber	General Fund	General Fund	-	-	-	-	10,000
IDEMIA Azure Cloud (New)	General Fund	General Fund	-	-	-	30,000	-
In-Car Video Cameras	General Fund	General Fund	75,000	63,000	75,000	-	-
Laser CAM - Speed Measuring Devices (2)	General Fund	General Fund	-	-	-	-	180,000
LEICA - RTC (New)	General Fund	General Fund	-	-	-	-	47,000
LEICA RTC LiDAR (New)	General Fund	General Fund	-	-	-	-	47,000
Marine Law Enforcement Boats/Motors	General Fund	General Fund	18,192	-	24,311	137,838	-
Police K-9	General Fund	General Fund	12,000	28,000	28,000	28,000	12,000
Polygraph Equipment	General Fund	General Fund	-	-	-	10,000	-
Sniper Optics (1)	General Fund	General Fund	-	9,000	-	15,000	-
SWAT Pole Camera (New)	General Fund	General Fund	-	-	-	-	9,500
SWAT Throwbot (New)	General Fund	General Fund	-	-	-	-	18,500
Water Heaters	General Fund	General Fund	-	8,000	-	-	-
Total Police			\$ 284,192	\$ 163,000	\$ 196,311	\$ 607,238	\$ 511,192

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**City of Cape Coral, Florida
FY 2022 – 2024 Adopted Budget**

Capital Equipment (Continued)

Description	Fund Name	Fund Name	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast
Public Works							
Central Vacuum System In Cabinet Shop		Facilities Allocation	\$ -	\$ -	\$ 20,000	\$ -	\$ -
Replace Two Table Saws W/Safety Switches		Facilities Allocation	-	12,000	-	-	-
Replace A/C Recycle Machines (4) # 24467; 25913; 25		Fleet Allocation	-	20,000	-	-	-
Replace Fuel Tank at storage site H, CORAL OAK		Fleet Allocation	-	-	-	-	52,000
Replace fuel tank with Diesel Exhaust Fluid (DEF) stati		Fleet Allocation	55,000	-	-	-	-
Replace Iron Worker Machine #16566		Fleet Allocation	-	-	-	-	58,000
Replace Lift #24814 Fire Bay		Fleet Allocation	-	25,000	-	-	-
Replace Main Compressor #25911		Fleet Allocation	-	-	7,500	-	-
Replace Miller 300D Portable Welder #18796		Fleet Allocation	-	-	5,000	-	-
Replace Rotary 2 Post Lift 18,000 Lb #27236		Fleet Allocation	-	-	-	18,000	-
Replace Small Engine Shop Compressor #22023		Fleet Allocation	-	-	7,500	-	-
Asset # 20144 - NEW HOLLAND TRACTOR TN65		General Fund	35,000	-	-	-	-
Asset # 21719 - TORO MOWER 4000D		General Fund	68,000	-	-	-	-
Asset # 22752 - FOREST RIVER TROPIC TRAILER		General Fund	-	-	10,000	-	-
Asset # 23410 - VERMEER CHIPPER		General Fund	-	-	40,000	-	-
Asset # 23518 - SAKAI HS66ST		General Fund	-	-	-	20,000	20,000
Asset # 24081 - IMPERIAL TRAILER		General Fund	-	25,000	-	-	-
Asset # 25223 - CASE TRACTOR AGRI MAXXUM 115		General Fund	-	-	-	-	90,000
Asset # 27129 - IMPERIAL TRAILER		General Fund	-	-	-	15,000	-
Asset # 27572 - HUSTLER 3700		General Fund	29,000	-	-	-	-
Asset # 28194 - PJ TRAILER		General Fund	-	7,500	-	-	-
Asset # 28197 - HUSTLER 3700		General Fund	-	30,000	-	-	-
Asset # 28248 - CASE 621F		General Fund	-	-	-	180,000	-
Asset # 28250 - TORO Z MASTER		General Fund	-	-	-	-	15,000
Asset # 28251 - TORO Z MASTER		General Fund	-	-	20,000	-	-
Asset # 28266 - CLUB CAR CARRYALL 1500		General Fund	-	-	-	-	13,000
Asset # 28267 - CLUB CAR CARRYALL 1500		General Fund	-	-	12,000	-	-
Asset # 28354 - PJ TRAILER P8242		General Fund	-	-	10,000	-	-
Replace 2012 GPS Reference Station		General Fund	-	26,000	-	-	-
Replace 2012 Total Station #1		General Fund	-	52,000	-	-	-
Replace 2012 Total Station #2		General Fund	-	-	-	52,000	-

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**City of Cape Coral, Florida
FY 2022 – 2024 Adopted Budget**

Capital Equipment (Continued)

Description	Fund Name	Fund Name	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast
Public Works							
Replace Attachment Sweepster (20878)	General Fund	General Fund	\$ -	\$ -	\$ 6,500	\$ -	\$ -
Replace Bituminous Machine #28643	General Fund	General Fund	6,500	-	-	-	-
Replace Grinder #28678	General Fund	General Fund	9,000	-	-	-	-
Replace Pressure Washer Trailer (27129)	General Fund	General Fund	-	-	12,500	-	-
Replace Skid Steer Jackhammer attachment (25092)	General Fund	General Fund	-	-	6,500	-	-
Replace Tamper (26339)	General Fund	General Fund	-	6,500	-	-	-
Replace Tandem Trailer (24421)	General Fund	General Fund	-	-	7,500	-	-
Replace Walk Behind Paint Sprayer #24346	General Fund	General Fund	-	-	-	10,000	-
Replace Walk Behind Paint Sprayer #28614	General Fund	General Fund	-	9,500	-	-	-
Sign Inkjet Plotter/Laminator	General Fund	General Fund	50,000	-	-	-	-
Replace Trailer (27784) -Sidewalks	Sidewalk Grant	Sidewalk Grant	-	-	1,000	-	-
Asset# 21583 - 2004 BUCKET	Stormwater	Stormwater	-	-	-	-	11,000
Asset# 21679 - CATERPILLAR 325 CL	Stormwater	Stormwater	-	-	320,000	-	-
Asset# 22659 - IMPERIAL TRAILER	Stormwater	Stormwater	-	-	24,000	-	-
Asset# 23054 - STERLING LT7500	Stormwater	Stormwater	-	-	-	125,000	-
Asset# 23089 - CASE 621D	Stormwater	Stormwater	-	-	180,000	-	-
Asset# 23091 - CASE 570 MXT	Stormwater	Stormwater	95,000	-	-	-	-
Asset# 23328 - STERLING LT7500	Stormwater	Stormwater	-	-	-	125,000	-
Asset# 23570 - SULLAIR 185CA	Stormwater	Stormwater	-	-	20,000	-	-
Asset# 23581 - CATERPILLAR 325 DL	Stormwater	Stormwater	-	-	-	330,000	-
Asset# 24452 - SULLAIR 185CA	Stormwater	Stormwater	21,000	-	-	-	-
Asset# 24866 - CASE 621E	Stormwater	Stormwater	145,000	-	-	-	-
Asset# 25329 - GRADALL EXCAVATOR XL 3100	Stormwater	Stormwater	-	-	-	-	365,000
Asset# 27363 - CATERPILLAR 308E	Stormwater	Stormwater	-	-	-	-	125,000
Asset# 27509 - CATERPILLAR 2PD5000	Stormwater	Stormwater	-	-	-	-	42,000
Asset# 27639 - ROLLS RITE TRAILER	Stormwater	Stormwater	-	8,000	-	-	-
Autoclave	Stormwater	Stormwater	-	-	-	20,000	-
Boat ,Trailer, And Motor	Stormwater	Stormwater	-	-	50,000	-	-
CHL Extraction System	Stormwater	Stormwater	-	-	30,000	-	-
Cole Palmer Bod Incubator (1)	Stormwater	Stormwater	-	6,000	-	-	-
Cole Palmer Bod Incubator (2)	Stormwater	Stormwater	12,000	-	-	-	-

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**City of Cape Coral, Florida
FY 2022 – 2024 Adopted Budget**

Capital Equipment (Continued)

Description	Fund Name	Fund Name	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast
Public Works							
FlowCam Algae sorter, counter and identification		Stormwater	\$ -	\$ -	\$ -	\$ -	\$ 20,000
Gravity Convection Incubator		Stormwater	-	-	7,000	-	-
Habitat Mapping Submersible		Stormwater	-	-	-	30,000	-
Asset# 22838 Jon Boat / Motor For Dredge Crew		Stormwater	15,000	-	-	-	-
Laboratory Information Management System (Lims)		Stormwater	-	-	70,000	-	-
Memmert Incubator (2)		Stormwater	18,000	-	-	-	-
Microbiology Incubator		Stormwater	-	-	7,500	-	-
Microscope		Stormwater	-	-	5,000	-	-
New Mini Milling Machine		Stormwater	-	50,000	-	-	-
Nutrient Autoanalyzer		Stormwater	-	-	-	70,000	-
Probe		Stormwater	-	-	10,000	-	-
qPCR thermocycler		Stormwater	-	-	-	-	15,000
Asset# 27983 Boat		Stormwater	-	-	30,000	-	-
Asset# 24656 4" Booster Pump		Stormwater	-	-	15,000	-	-
Replace Arrow Boards		Stormwater	-	-	-	-	40,000
Asset# 27538 Boat		Stormwater	-	-	15,000	-	-
Asset# 25801 Boat Trailer		Stormwater	-	-	5,000	-	-
Asset# 27540 Camera Rover		Stormwater	-	-	80,000	-	-
Asset# 23570 Compressor		Stormwater	-	-	15,000	-	-
Asset# 25434 Discrete Auto Analyzer		Stormwater	70,000	-	-	-	-
Asset# 27543 Fourstroke Boat Engine		Stormwater	-	-	10,000	-	-
Replace Gradall Buckets		Stormwater	-	-	-	-	20,000
Replace IDEXX Fecal Indicator analyzer		Stormwater	-	-	-	-	15,000
Asset# 27542 Jackhammer Attachment		Stormwater	-	-	15,000	-	-
Replace Long Reach Buckets and Thumb		Stormwater	-	-	-	-	20,000
Asset# 12720 Motor		Stormwater	-	-	15,000	-	-
Replace Nutrient autoanalyzer		Stormwater	-	-	-	-	70,000
Asset# 27107 Plate Compactor		Stormwater	-	-	6,500	-	-
Replace Plate Tampers		Stormwater	-	-	-	-	40,000
Asset# 27700 Pole Camera		Stormwater	-	-	18,500	-	-
Asset# 27701 Pole Camera		Stormwater	-	-	18,500	-	-

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**City of Cape Coral, Florida
FY 2022 – 2024 Adopted Budget**

Capital Equipment (Continued)

Description	Fund Name	Fund Name	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast
Public Works							
Replace Sod Trailer		Stormwater	\$ -	\$ -	\$ 8,000	\$ -	\$ -
Asset# 23098 Tiller Attachment		Stormwater	-	-	6,500	-	-
Sonde		Stormwater	-	-	-	15,000	-
Sonde 28618		Stormwater	-	-	10,000	-	-
Sonde with BGA sensor		Stormwater	-	-	-	-	20,000
Walk in cooler		Stormwater	-	-	-	20,000	-
Total Public Works			\$ 628,500	\$ 277,500	\$ 1,157,500	\$ 1,030,000	\$ 1,051,000
Utilities							
"NEW" Trench Boxes (OSHA Compliant) for Shoring		Water and Sewer	\$ 37,000	\$ -	\$ -	\$ -	\$ -
(4) "NEW" Underground Piercing/Boring Pneumatic Gr		Water and Sewer	30,900	-	-	-	-
Asset # 14578 - GORMAN T6A3-F4L PUMP		Water and Sewer	52,000	-	-	-	-
Asset # 15683 - ACME 12 " PUMP		Water and Sewer	-	68,000	-	-	-
Asset # 15684 - ACME PUMP		Water and Sewer	52,000	-	-	-	-
Asset # 17942 - CASE FORKLIFT 4X4		Water and Sewer	-	75,000	-	-	-
Asset # 18610 - EXP ENCLOSED CARGO TRLR		Water and Sewer	-	-	-	14,500	-
Asset # 18884 - HYSTER FORKLIFT PROPANE		Water and Sewer	35,000	-	-	-	-
Asset # 21589 - CASE 621D		Water and Sewer	-	-	153,000	-	-
Asset # 21616 - CLUB CAR CART		Water and Sewer	-	12,000	-	-	-
Asset # 21718 - INTERNATIONAL 7600		Water and Sewer	-	125,000	-	-	-
Asset # 21816 - CASE FORKLIFT 4X4		Water and Sewer	-	-	-	-	80,000
Asset # 22542 - TANKER TRAILER 7500 GAL		Water and Sewer	-	-	70,000	-	-
Asset # 22644 - CLUB CAR CARRYALL II		Water and Sewer	-	10,000	-	-	-
Asset # 22648 - CLUB CAR CART		Water and Sewer	10,000	-	-	-	-
Asset # 22796 - HYSTER FORKLIFT		Water and Sewer	-	-	-	-	40,000
Asset # 22895 - JLG LIFT ARTICULATING 60'		Water and Sewer	-	-	115,000	-	-
Asset # 23269 - GORMAN T6A60S-F4L		Water and Sewer	-	-	-	-	50,000
Asset # 24070 - JOHN DEERE GATOR		Water and Sewer	18,000	-	-	-	-
Asset # 24270 - TOYOTA FORKLIFT		Water and Sewer	-	-	-	37,000	-
Asset # 24299 - MANSFIELD PUMP		Water and Sewer	-	58,000	-	-	-
Asset # 26057 - CLUB CAR CART		Water and Sewer	-	-	12,000	-	-

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**City of Cape Coral, Florida
FY 2022 – 2024 Adopted Budget**

Capital Equipment (Continued)

Description	Fund Name	Fund Name	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast
Utilities							
Asset # 26070 - CLUB CAR CART		Water and Sewer	\$ 10,000	\$ -	\$ -	\$ -	\$ -
Asset # 27165 - BOBCAT E35		Water and Sewer	60,000	-	-	-	-
Asset # 27183 - International 7500 Vac Truck		Water and Sewer	-	-	455,000	-	-
Asset # 27316 - Bobcat E26 Mini Excavator		Water and Sewer	60,000	-	-	-	-
Asset # 28107 - Bobcat E26 Mini Excavator		Water and Sewer	-	-	-	66,000	-
Asset # 28108 - Bobcat E26 Mini Excavator		Water and Sewer	-	-	-	-	68,000
Asset # 28235 - Butler LT1619WL Trailer		Water and Sewer	18,000	-	-	-	-
Asset # 28236 - Butler LT1619WL Trailer		Water and Sewer	-	-	-	19,000	-
Asset # 28277 - Bobcat E35		Water and Sewer	-	-	-	-	68,000
Centrifuge Motor		Water and Sewer	35,000	25,000	-	30,000	-
Centrifuge Motor VFD		Water and Sewer	25,000	25,000	-	25,000	10,000
Chemical Pump Feed Equipment		Water and Sewer	-	40,000	-	-	40,000
Electrical Testing Equipment		Water and Sewer	20,000	40,000	-	20,000	10,000
Flow Meters for Chemical System		Water and Sewer	11,130	11,408	11,693	13,000	13,390
HVAC UCD Warehouse		Water and Sewer	10,000	-	-	-	-
New Air Compressor		Water and Sewer	15,000	-	-	-	15,000
New CPS Chlorine Feed Pumps		Water and Sewer	12,000	-	12,000	-	12,000
New Water Quality Instrumentation		Water and Sewer	-	-	20,000	-	20,000
NRO-13 PLC and Program		Water and Sewer	-	250,000	-	-	-
NRO-14 VFD		Water and Sewer	-	-	1,000,000	-	-
Plant Transmitter for CHLORINE Analyzer		Water and Sewer	-	7,416	-	-	7,638
REHAB Adams Strainers all CPS		Water and Sewer	-	-	45,000	-	-
Bar Screen Equipment		Water and Sewer	-	-	30,750	-	-
Blower/ Motor		Water and Sewer	-	229,000	-	25,000	-
Chlorine Analyzers		Water and Sewer	10,000	-	-	10,000	-
Instrumentation Meters		Water and Sewer	-	10,000	-	20,000	-
Spectrophotometer		Water and Sewer	9,382	9,618	-	-	19,570
3 - 4,000 gal Bleach Bulk Tanks		Water and Sewer	-	-	-	60,000	61,800
4 Degasifier Blowers in Plant 2		Water and Sewer	-	-	-	50,000	51,500
6" Ball Valve (1/yr)		Water and Sewer	10,427	10,688	10,955	11,500	11,845
Aeration Blower / Motor		Water and Sewer	40,000	-	55,000	-	50,000

(Continued on Next Page)

**City of Cape Coral, Florida
FY 2022 – 2024 Adopted Budget**

Capital Equipment (Continued)

Description	Fund Name	Fund Name	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast
Utilities							
Ball Valves		Water and Sewer	\$ 19,712	\$ -	\$ 20,710	\$ -	\$ -
Bleach Tanks		Water and Sewer	50,000	30,000	-	79,000	-
Bleach Tanks (5 Double Wall Tanks) (CPS)		Water and Sewer	-	13,000	-	13,000	-
Chemical Feed Equipment		Water and Sewer	80,000	-	22,000	-	20,000
Chemical Feed Pumps Equipment		Water and Sewer	-	20,000	-	25,000	-
Chemical Pumps 3/yr		Water and Sewer	43,807	44,905	46,028	48,000	49,440
Composite Sampler		Water and Sewer	10,000	8,000	11,000	8,000	11,000
Conveyor Belt Equipment		Water and Sewer	-	-	25,000	-	-
Flow Meters		Water and Sewer	-	12,000	-	13,000	-
Grinder Pumps		Water and Sewer	15,000	-	15,000	-	15,000
Grit Equipment		Water and Sewer	50,000	40,000	-	50,000	-
Grit Pump Equipment		Water and Sewer	-	20,000	-	85,000	-
High Service Pump		Water and Sewer	-	-	130,000	-	-
Instrumentation Meters		Water and Sewer	-	10,000	-	-	10,000
Magnetic Flowmeters (multiple sizes)		Water and Sewer	23,180	34,000	35,000	40,000	41,200
Odor Control Equipment		Water and Sewer	8,000	15,000	16,500	15,000	15,000
Odor Control Recirculating Pump Equipment		Water and Sewer	-	20,000	-	20,000	-
Overhead Door and Opener		Water and Sewer	-	20,000	-	20,000	-
Pump/Motor and Installation in Plant 2		Water and Sewer	-	-	-	100,000	103,000
Pumps/Motors		Water and Sewer	165,000	25,000	307,500	50,000	50,000
Reuse Pump / Motor		Water and Sewer	130,000	-	44,000	-	150,000
Service Water Motor /Pump		Water and Sewer	30,000	-	33,000	-	35,000
Silent Check Valve		Water and Sewer	-	41,712	-	43,000	44,290
Submersible Pumps		Water and Sewer	-	20,000	-	20,000	-
Transfer Pump and Motor		Water and Sewer	-	80,000	-	100,000	-
Ultrasonic Flowmeters (multiple sizes)		Water and Sewer	38,375	45,000	45,000	45,000	46,350
UPS and Batteries		Water and Sewer	-	36,630	-	-	-
Valve /Actuator Motor and Controller		Water and Sewer	31,000	-	51,250	-	50,000
Valves/ Actuator Motor COMBINE LINE		Water and Sewer	45,000	30,000	40,000	55,000	40,000
VFD		Water and Sewer	35,000	50,000	55,000	60,000	60,000
VFD's		Water and Sewer	12,500	12,500	15,375	12,500	25,000

(Continued on Next Page)

City of Cape Coral, Florida
FY 2022 – 2024 Adopted Budget

Capital Equipment (Continued)

Description	Fund Name	Fund Name	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast
Utilities							
VFD's (CPS)		Water and Sewer	\$ 12,000	\$ 25,000	\$ 25,000	\$ 13,000	\$ 25,000
VFD's Plant 1 and 2 Prod. Train (2/yr)		Water and Sewer	62,138	32,642	33,460	34,000	35,020
Well Motors 50 HP w/motor leads (approx 5/yr)		Water and Sewer	108,756	111,474	114,260	119,000	122,570
Well Pumps and Accessories (3/yr)		Water and Sewer	33,691	34,533	35,396	40,000	41,200
Well Pumps and Accessories(2/yr)		Water and Sewer	33,530	34,368	35,230	40,000	41,200
Air Compressor and Drier		Water and Sewer	-	-	51,250	-	51,250
Components for Multiple VFD's		Water and Sewer	62,138	14,327	33,458	35,000	36,050
Floating Mixer		Water and Sewer	-	15,000	-	15,000	-
Floating Mixer Motor		Water and Sewer	35,000	-	-	25,000	-
Lift Station Pumps		Water and Sewer	445,000	460,000	475,000	500,000	550,000
Mix Liquor Return pump		Water and Sewer	-	30,000	-	30,000	-
Overhead Door and Opener		Water and Sewer	-	10,000	-	-	10,000
Pump/Motor-COMBINE LINES		Water and Sewer	50,000	50,000	70,000	125,000	70,000
R.A.S. Pumps (Pumps and Motors)		Water and Sewer	-	50,000	-	60,000	-
R.A.S. Pumps Equipment		Water and Sewer	50,000	-	51,250	-	51,250
W.A.S. Pumps Equipment		Water and Sewer	-	35,000	-	35,000	-
W.A.S. Pumps/Motors		Water and Sewer	-	30,000	-	30,000	-
W.A.S Transfer Pumps/Motors		Water and Sewer	-	50,000	-	-	-
SCADA Equipment		Water and Sewer	10,000	10,000	15,000	15,000	15,000
Scada Parts		Water and Sewer	25,000	100,000	25,625	25,000	25,000
Scada Server/ Plc Hardware Components		Water and Sewer	50,000	45,000	55,000	100,000	50,000
Security and CCTV		Water and Sewer	-	10,000	-	10,000	-
Security and CCTV		Water and Sewer	-	10,000	-	10,000	-
Sludge Feed Pump		Water and Sewer	-	25,000	-	30,000	-
Sludge Grinder Pumps		Water and Sewer	-	-	30,000	-	-
Spare/Replacement Electrical Circuit Breakers		Water and Sewer	50,000	25,000	53,125	100,000	80,000
Vertical Sump Pump		Water and Sewer	-	-	80,000	-	-
Wellfield VFD's 50 HP		Water and Sewer	62,160	45,399	65,308	69,000	71,070
Total Utilities			\$ 2,456,826	\$ 2,886,620	\$ 4,151,123	\$ 2,762,500	\$ 2,668,633
Total			\$ 5,544,960	\$ 6,347,026	\$ 8,085,923	\$ 6,792,223	\$ 6,833,309

**City of Cape Coral, Florida
FY 2022 – 2024 Adopted Budget**

Capital Software Program

	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast
Expenditures by Fund					
General Fund	\$ 275,000	\$ 950,000	\$ 950,000	\$ 450,000	\$ 450,000
Total	\$ 275,000	\$ 950,000	\$ 950,000	\$ 450,000	\$ 450,000

Expenditures by Department					
Fire	\$ 75,000	\$ -	\$ -	\$ -	\$ -
Information Technology	200,000	950,000	950,000	450,000	450,000
Total	\$ 275,000	\$ 950,000	\$ 950,000	\$ 450,000	\$ 450,000

Capital Software

Department	Description	Fund Name	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast
Fire							
	Radio Frequency Identification	General Fund	\$ 75,000	\$ -	\$ -	\$ -	\$ -
Total Fire			\$ 75,000	\$ -	\$ -	\$ -	\$ -
Information Technology							
	Business Application	General Fund	\$ -	\$ 700,000	\$ 200,000	\$ 200,000	\$ 200,000
	Business Application new modules	General Fund	150,000	100,000	600,000	100,000	100,000
	Business Application upgrades	General Fund	50,000	150,000	150,000	150,000	150,000
Total Information Technology			\$ 200,000	\$ 950,000	\$ 950,000	\$ 450,000	\$ 450,000
Total			\$ 275,000	\$ 950,000	\$ 950,000	\$ 450,000	\$ 450,000

**City of Cape Coral, Florida
FY 2022 – 2024 Adopted Budget**

Capital Maintenance Program

	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast
Expenditures by Fund					
5 Cent Gas Tax	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
6 Cent Gas Tax	6,000,000	6,500,000	6,500,000	6,500,000	6,500,000
Facilities Allocation	-	50,000	-	-	-
General Fund	1,465,000	895,000	820,000	1,670,000	1,420,000
Golf Course ¹	841,000	401,500	-	-	-
Irrigation Impact/CFEC	-	1,200,000	1,125,000	-	-
Sewer CIAC	2,300,000	2,500,000	-	-	-
Stormwater	3,092,295	2,099,757	2,204,740	2,212,764	2,217,602
Water and Sewer	11,248,500	6,550,000	5,375,000	5,287,500	6,450,000
Total	\$ 25,046,795	\$ 20,296,257	\$ 16,124,740	\$ 15,770,264	\$ 16,687,602

¹ This fund is General Fund Supported

Expenditures by Department					
Fire	\$ -	\$ -	\$ -	\$ -	\$ 600,000
Government Services	300,000	300,000	300,000	1,150,000	300,000
Parks and Recreation	941,000	476,500	-	-	-
Police	45,000	-	-	-	-
Public Works	10,212,295	9,269,757	9,324,740	9,332,764	9,337,602
Utilities	13,548,500	10,250,000	6,500,000	5,287,500	6,450,000
Total	\$ 25,046,795	\$ 20,296,257	\$ 16,124,740	\$ 15,770,264	\$ 16,687,602

**City of Cape Coral, Florida
FY 2022 – 2024 Adopted Budget**

Capital Maintenance

Department	Description	Fund Name	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast
Fire							
	Small addition and remodel of Fire Station #6	General Fund	\$ -	\$ -	\$ -	\$ -	\$ 600,000
Total Fire			\$ -	\$ -	\$ -	\$ -	\$ 600,000
Government Services							
	Charter School Maintenance	General Fund	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000
	City Hall/Council Building Roof Replacement	General Fund	-	-	-	850,000	-
Total Government Services			\$ 300,000	\$ 300,000	\$ 300,000	\$ 1,150,000	\$ 300,000
Parks and Recreation							
	BMX Maintenance Shed W/ Garage Door	General Fund	\$ -	\$ 60,000	\$ -	\$ -	\$ -
	Koza Baseball Batting Cages	General Fund	-	15,000	-	-	-
	Replace Park Pavilions at Koza/Saladino Park	General Fund	100,000	-	-	-	-
	Cart Path Renovations/Replacement and Irrigation	Golf Course	841,000	401,500	-	-	-
Total Parks and Recreation			\$ 941,000	\$ 476,500	\$ -	\$ -	\$ -
Police							
	Upgrade Security System: Gates And Door Locks	General Fund	\$ 45,000	\$ -	\$ -	\$ -	\$ -
Total Police			\$ 45,000	\$ -	\$ -	\$ -	\$ -
Public Works							
	Facilities Maintenance Building Improvements	Facilities	\$ -	\$ 50,000	\$ -	\$ -	\$ -
	Upgrades as part of road resurfacing	Five Cent Gas Tax	100,000	100,000	100,000	100,000	100,000
	Alley Resurfacing/Paving	General Fund	520,000	520,000	520,000	520,000	520,000
	Road Resurfacing	General Fund	500,000				
	Road Resurfacing	Six Cent Gas Tax	6,000,000	6,500,000	6,500,000	6,500,000	6,500,000
	Drainpipe and catch basin replacement	Stormwater	1,492,295	1,499,757	1,604,740	1,612,764	1,617,602
	Environmental Projects	Stormwater	100,000	100,000	100,000	100,000	100,000
	Surface Water Management	Stormwater	1,500,000	500,000	500,000	500,000	500,000
Total Public Works			\$ 10,212,295	\$ 9,269,757	\$ 9,324,740	\$ 9,332,764	\$ 9,337,602

(Continued on Next Page)

City of Cape Coral, Florida
FY 2022 – 2024 Adopted Budget

Capital Maintenance (Continued)

Department	Description	Fund Name	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast
Utilities							
	ADM-34 Irr to PW (F/H)	Irrigation Impact/CFEC	\$ -	\$ 1,125,000	\$ 1,125,000	\$ -	\$ -
	ADM-62 Fiber Optics	Irrigation Impact/CFEC	-	75,000	-	-	-
	ADM-22 Infiltration and Inflow	Sewer CIAC	807,500	-	-	-	-
	ADM-62 Fiber Optics	Sewer CIAC	142,500	-	-	-	-
	NRO-10 Rehab/Replace Raw Water Well	Sewer CIAC	-	2,500,000	-	-	-
	UCD-5 Manhole Rehab	Sewer CIAC	199,000	-	-	-	-
	WRC-5 LS Odor Control Rehab	Sewer CIAC	95,000	-	-	-	-
	WRE-18 EWR Blower Building Rehab	Sewer CIAC	275,000	-	-	-	-
	WRE-19 EWR Clarifier Catwalks	Sewer CIAC	275,000	-	-	-	-
	WRE-20 EWR Headworks Rebuild	Sewer CIAC	475,000	-	-	-	-
	WRSW-19 Chlorine Chamber Cvr	Sewer CIAC	31,000	-	-	-	-
	ADM-22 Infiltration and Inflow	Water and Sewer	-	425,000	425,000	425,000	475,000
	ADM-29 ASR/IRR Supply	Water and Sewer	-	-	250,000	-	-
	ADM-62 Fiber Optics	Water and Sewer	-	-	75,000	100,000	112,500
	ADM-76 Nicholas Country Club Repipe	Water and Sewer	-	2,250,000	-	-	-
	IRR-1 Weir Improvements	Water and Sewer	1,615,000	-	-	-	-
	NRO-10 Rehab/Replace Raw Water Well	Water and Sewer	5,890,000	500,000	2,500,000	3,750,000	4,850,000
	NRO-6 Perimeter Wall	Water and Sewer	950,000	500,000	-	-	-
	NSRO-3 Replace Membranes	Water and Sewer	1,330,000	-	950,000	-	-
	SRO-22 Plant 1 Roof Replacement	Water and Sewer	-	600,000	-	-	-
	UCD-12 Road Resurfacing	Water and Sewer	712,500	375,000	375,000	562,500	562,500
	UCD-5 Manhole Rehab	Water and Sewer	751,000	250,000	250,000	375,000	375,000
	WRC-5 LS Odor Control Rehab	Water and Sewer	-	50,000	50,000	75,000	75,000
	WRE-18 EWR Blower Building Rehab	Water and Sewer	-	225,000	-	-	-
	WRE-19 EWR Clarifier Catwalks	Water and Sewer	-	225,000	-	-	-
	WRE-20 EWR Headworks Rebuild	Water and Sewer	-	250,000	-	-	-
	WRE-8 Rehab Biosolids Building	Water and Sewer	-	500,000	-	-	-
	WRSW-20 Launder Cvr & Baffles	Water and Sewer	-	250,000	-	-	-
	WRSW-21 CROM Tank M/H Drain	Water and Sewer	-	50,000	-	-	-
	WRSW-9 Reroute Clar Pipe-ABW	Water and Sewer	-	100,000	500,000	-	-
Total Utilities			\$ 13,548,500	\$ 10,250,000	\$ 6,500,000	\$ 5,287,500	\$ 6,450,000
Total			\$ 25,046,795	\$ 20,296,257	\$ 16,124,740	\$ 15,770,264	\$ 16,687,602

City of Cape Coral, Florida
FY 2022 – 2024 Adopted Budget

Fleet Rolling Stock

	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast
Expenditures by Fund					
Building Code	\$ 88,758	\$ -	\$ -	\$ -	\$ 120,000
Economic Business and Development	35,000	-	-	-	-
Facilities Allocation	108,000	120,000	42,000	-	45,000
Fire Impact Fees	1,398,941	-	-	-	-
Fleet Allocation	-	50,500	50,000	-	95,000
General Fund	4,983,609	3,353,325	4,489,308	4,506,462	4,417,794
Parks and Recreation Programs ¹	95,000	104,000	78,000	95,000	121,000
Police Impact Fees	512,152	-	-	-	-
Sidewalk Grant	80,000	-	90,000	-	20,000
Solid Waste	34,000	-	-	-	-
Stormwater	496,000	527,000	155,000	-	606,000
Water and Sewer	765,468	484,000	71,000	753,000	598,000
Total	\$ 8,596,928	\$ 4,638,825	\$ 4,975,308	\$ 5,354,462	\$ 6,022,794

¹ This fund is General Fund Supported

Expenditures by Department					
City Manager	\$ 35,000	\$ -	\$ -	\$ -	\$ -
Development Services	121,758	35,000	71,000	74,000	196,200
Fire	3,300,424	655,325	1,924,308	2,002,462	2,050,594
Parks and Recreation	442,000	402,000	211,000	280,000	121,000
Police	3,002,278	2,089,000	2,095,000	2,040,000	2,093,000
Public Works	930,000	973,500	603,000	205,000	964,000
Utilities	765,468	484,000	71,000	753,000	598,000
Total	\$ 8,596,928	\$ 4,638,825	\$ 4,975,308	\$ 5,354,462	\$ 6,022,794

**City of Cape Coral, Florida
FY 2022 – 2024 Adopted Budget**

Fleet Rolling Stock

Department	Description	Fund Name	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast
City Manager							
	Asset # 24913 - Ford Explorer	Economic Bus & Dev	\$ 35,000	\$ -	\$ -	\$ -	\$ -
Total City Manager			\$ 35,000	\$ -	\$ -	\$ -	\$ -

Development Services							
	Asset # 23814 - Ford Explorer	Building Code	\$ 40,000	\$ -	\$ -	\$ -	\$ -
	Asset # 28508 - Ford F-150	Building Code	-	-	-	-	40,000
	Asset # 28509 - Ford F-150	Building Code	-	-	-	-	40,000
	Asset # 28510 - Ford F-150	Building Code	-	-	-	-	40,000
	Vehicle For New Fire Inspector	Building Code	48,758	-	-	-	-
	Asset # 21664 - Chevy Impala	General Fund	33,000	-	-	-	-
	Asset # 22894 - Ford Explorer	General Fund	-	35,000	-	-	-
	Asset # 27955 - Ford F-150	General Fund	-	-	36,000	-	-
	Asset # 27956 - Ford F-150	General Fund	-	-	35,000	-	-
	Asset # 27957 - Ford F-150	General Fund	-	-	-	37,000	-
	Asset # 27958 - Ford F-150	General Fund	-	-	-	-	38,000
	Asset # 28040 - Ford Explorer	General Fund	-	-	-	-	38,200
	Asset # 28335 - Ford F-150	General Fund	-	-	-	37,000	-
Total Development Services			\$ 121,758	\$ 35,000	\$ 71,000	\$ 74,000	\$ 196,200

Fire							
	Vehicle For Fire Logistic Specialist	Fire Impact Fee	\$ 49,784	\$ -	\$ -	\$ -	\$ -
	Ladder Truck For Fire Station #13	Fire Impact Fee	1,349,157	-	-	-	-
	Asset # 19939 - Ford F-550	General Fund	181,684	-	-	-	-
	Asset # 20806 - Ford F-150	General Fund	-	54,325	-	-	-
	Asset # 21024 - Ford F-550	General Fund	-	-	67,525	-	-
	Asset # 21180 - E-One Hush	General Fund	-	350,000	-	-	-
	Asset # 22326 - Ford F-150	General Fund	53,000	-	-	-	-
	Asset # 22327 - Ford F-150	General Fund	-	-	55,684	-	-
	Asset # 22328 - Ford F-150	General Fund	-	-	55,684	-	-
	Asset # 22775 - Chevrolet Impala	General Fund	-	-	-	57,077	-

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**City of Cape Coral, Florida
FY 2022 – 2024 Adopted Budget**

Fleet Rolling Stock (Continued)

Department	Fund Name	Fund Name	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast
Fire							
	Asset # 23168 - Dodge Sprinter	General Fund	\$ -	\$ -	\$ 75,000	\$ -	\$ -
	Asset # 23391 - E-One Typhoon Ladder 6 #5	General Fund	-	-	-	1,256,585	-
	Asset # 23824 - Ford F-250 Reserve Battalion	General Fund	80,000	-	-	-	-
	Asset # 23847 - Cargo South 8.520Ta2 Divetrailer	General Fund	78,750	-	-	-	-
	Asset # 24064 - Ford Crown Victoria	General Fund	-	-	55,684	-	-
	Asset # 24864 - International 4400 Rescue #3	General Fund	640,000	-	-	-	-
	Asset # 25267 - E-One Typhoon Engine 3 #8	General Fund	-	-	672,000	-	-
	Asset # 27143 - Sutphen Monarch Engine	General Fund	-	-	-	688,800	-
	Asset # 27533 - Amg MBrush Truck #9	General Fund	-	251,000	-	-	-
	Asset # 27647 - Sutphen Monarch Engine	General Fund	-	-	-	-	706,020
	Asset # 28110 - Sutphen Shield Series	General Fund	-	-	-	-	706,020
	Asset # 28313 - Chevrolet Tahoe	General Fund	-	-	-	-	82,000
	Asset # 28382 - Ford F-150 4X4	General Fund	-	-	-	-	53,517
	Asset # 28383 - Ford F-150	General Fund	-	-	-	-	53,517
	Asset # 28741 - Ford F-150	General Fund	-	-	-	-	53,517
	Asset # 28967 - Ford F-550 Rescue 2	General Fund	-	-	-	-	195,616
	Asset # 28968 - Ford F-550 Rescue 3	General Fund	-	-	-	-	200,387
	Additional Funds For Fleet Sustainability	General Fund	868,049	-	942,731	-	-
Total Fire			\$ 3,300,424	\$ 655,325	\$ 1,924,308	\$ 2,002,462	\$ 2,050,594
Parks and Recreation							
	2022 Ford Escape - New Parks	General Fund	\$ 25,000	\$ -	\$ -	\$ -	\$ -
	2022 Ford F-150 - New Parks	General Fund	128,000	-	-	-	-
	2022 Ford F-250 - New Parks	General Fund	38,000	-	-	-	-
	2022 Toro Rotary Mower - New Parks	General Fund	-	75,000	-	-	-
	2022 Toro Work Cart - New Parks	General Fund	20,000	-	-	-	-
	2022 Transit Van - New Parks	General Fund	28,000	-	-	-	-
	Asset # 20321 - Ford F-350 Dump	General Fund	-	45,000	-	-	-
	Asset # 20888 - Ford F-550	General Fund	-	135,000	-	-	-

(Continued on Next Page)

**City of Cape Coral, Florida
FY 2022 – 2024 Adopted Budget**

Fleet Rolling Stock (Continued)

Department	Fund Name	Fund Name	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast
Parks and Recreation							
	Asset # 21452 - International Dump Truck 5 Yd	General Fund	\$ -	\$ -	\$ -	\$ 95,000	\$ -
	Asset # 21453 - International Dump Truck 5 Yd	General Fund	-	-	95,000	-	-
	Asset # 22068 - Ford F-350 Pickup Dump	General Fund	-	43,000	-	-	-
	Asset # 22691 - Ford Explorer	General Fund	38,000	-	-	-	-
	Asset # 22833 - Ford Explorer	General Fund	-	-	38,000	-	-
	Asset # 23546 - International Truck Flatbed/Dump	General Fund	-	-	-	90,000	-
	Asset # 24347 - Ford F-350 Pickup Dump	General Fund	55,000	-	-	-	-
	Asset # 24671 - Club Car Golf Cart	General Fund	15,000	-	-	-	-
	Asset # 23342 - Magnum Mmg125	P&R Programs	-	-	-	55,000	-
	Asset # 19910 - Ford E-350	P&R Programs	-	-	38,000	-	-
	Asset # 21224 - Chevrolet G3500	P&R Programs	-	66,000	-	-	-
	Asset # 21639 - Chevrolet G3500	P&R Programs	-	-	40,000	-	-
	Asset # 21706 - Ford F-150	P&R Programs	45,000	-	-	-	-
	Asset # 22048 - Ford F-250	P&R Programs	-	38,000	-	-	-
	Asset # 27733 - Ford E-450	P&R Programs	50,000	-	-	-	-
	Asset # 27980 - Ford Explorer	P&R Programs	-	-	-	40,000	-
	Asset # 28361 - Ford F-550	P&R Programs	-	-	-	-	121,000
Total Parks and Recreation			\$ 442,000	\$ 402,000	\$ 211,000	\$ 280,000	\$ 121,000
Police							
	Vehicles for New Sworn Personnel	General Fund	\$ 448,126	\$ -	\$ -	\$ -	\$ -
	Asset # 19199 - Toro Workman Hd	General Fund	-	15,000	-	-	-
	Asset # 20439 - Boatmaster 2022-TI Trailer	General Fund	6,000	-	-	-	-
	Asset # 20792 - Chevy Silverado 2500	General Fund	45,000	-	-	-	-
	Asset # 22313 - Loadmaster 22-24 Trailer	General Fund	6,000	-	-	-	-
	Asset # 22541 - Ford F-350	General Fund	62,000	-	-	-	-
	Asset # 22581 - Freightliner M2-106	General Fund	-	-	-	-	1,500,000
	Asset # 22845 - Chevy Impala	General Fund	45,000	-	-	-	-
	Asset # 23811 - Ford Explorer	General Fund	62,000	-	-	-	-
	Asset # 23812 - Ford Explorer	General Fund	62,000	-	-	-	-

(Continued on Next Page)

**City of Cape Coral, Florida
FY 2022 – 2024 Adopted Budget**

Fleet Rolling Stock (Continued)

Department	Fund Name	Fund Name	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast
Police							
	Asset # 24019 - Freightliner Mt55	General Fund	\$ -	\$ -	\$ 360,000	\$ -	\$ -
	Asset # 24291 - Pace Outback Trailer	General Fund	7,000	-	-	-	-
	Asset # 24906 - Ford Crown Victoria	General Fund	45,000	-	-	-	-
	Asset # 26866 - Dodge Charger	General Fund	62,000	-	-	-	-
	Asset # 26867 - Dodge Charger	General Fund	62,000	-	-	-	-
	Asset # 26871 - Dodge Charger	General Fund	62,000	-	-	-	-
	Asset # 26872 - Dodge Charger	General Fund	62,000	-	-	-	-
	Asset # 26877 - Dodge Charger	General Fund	62,000	-	-	-	-
	Asset # 26903 - Dodge Charger	General Fund	62,000	-	-	-	-
	Asset # 26904 - Dodge Charger	General Fund	62,000	-	-	-	-
	Asset # 26905 - Dodge Charger	General Fund	62,000	-	-	-	-
	Asset # 26906 - Dodge Charger	General Fund	62,000	-	-	-	-
	Asset # 26910 - Dodge Charger	General Fund	62,000	-	-	-	-
	Asset # 26912 - Dodge Charger	General Fund	62,000	-	-	-	-
	Asset # 26914 - Dodge Charger	General Fund	62,000	-	-	-	-
	Asset # 26916 - Dodge Charger	General Fund	62,000	-	-	-	-
	Asset # 26918 - Dodge Charger	General Fund	62,000	-	-	-	-
	Asset # 26920 - Dodge Charger	General Fund	62,000	-	-	-	-
	Asset # 26921 - Dodge Charger	General Fund	62,000	-	-	-	-
	Asset # 26922 - Dodge Charger	General Fund	62,000	-	-	-	-
	Asset # 26925 - Dodge Charger	General Fund	62,000	-	-	-	-
	Asset # 26926 - Dodge Charger	General Fund	62,000	-	-	-	-
	Asset # 26927 - Dodge Charger	General Fund	62,000	-	-	-	-
	Asset # 26931 - Dodge Charger	General Fund	62,000	-	-	-	-
	Asset # 26975 - Chevy Impala	General Fund	45,000	-	-	-	-
	Asset # 27098 - Chevy Impala	General Fund	45,000	-	-	-	-
	Asset # 27099 - Chevy Impala	General Fund	62,000	-	-	-	-
	Asset # 27280 - Chevy Tahoe	General Fund	62,000	-	-	-	-
	Asset # 27526 - Dodge Charger	General Fund	62,000	-	-	-	-

(Continued on Next Page)

**City of Cape Coral, Florida
FY 2022 – 2024 Adopted Budget**

Fleet Rolling Stock (Continued)

Department	Fund Name	Fund Name	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast
Police							
	Asset # 27528 - Dodge Charger	General Fund	\$ 62,000	\$ -	\$ -	\$ -	\$ -
	Asset # 27530 - Dodge Charger	General Fund	62,000	-	-	-	-
	Replacement Vehicles per Fleet Plan	General Fund	-	989,000	995,000	1,040,000	-
	Additional Funds For Fleet Sustainability	General Fund	-	1,085,000	740,000	1,000,000	593,000
	New Vehicles for Sworn Officers	Police Impact Fees	256,076	-	-	-	-
	New Vehicles for Sworn Officers - COPS Grant	Police Impact Fees	256,076	-	-	-	-
Total Police			\$ 3,002,278	\$ 2,089,000	\$ 2,095,000	\$ 2,040,000	\$ 2,093,000
Public Works							
	Asset # 21193 - Ford E-350	Facilities Allocation	\$ -	\$ 40,000	\$ -	\$ -	\$ -
	Asset # 22797 - Hyster Forklift	Facilities Allocation	-	-	-	-	45,000
	Asset # 23511 - Ford F-150	Facilities Allocation	30,000	-	-	-	-
	Asset # 23802 - Ford E-250	Facilities Allocation	-	40,000	-	-	-
	Asset # 25383 - Ford E-450 Box Van	Facilities Allocation	45,000	-	-	-	-
	Asset # 27511 - Ford E-250	Facilities Allocation	-	40,000	-	-	-
	Asset # 28067 - Ford Transit 250	Facilities Allocation	-	-	42,000	-	-
	Ford F250 Van For Diesel/Electrical Generator Mecha	Facilities Allocation	33,000	-	-	-	-
	Asset # 23084 - Ford F-350	Fleet Allocation	-	50,500	-	-	-
	Asset # 23426 - Ford F-350	Fleet Allocation	-	-	50,000	-	-
	Asset # 25126 - Ford F-550	Fleet Allocation	-	-	-	-	95,000
	Asset # 20852 - Caterpillar Roller Cb224D	General Fund	-	-	60,000	-	-
	Asset # 22206 - Ford Explorer	General Fund	-	35,000	-	-	-
	Asset # 22749 - International Dump Truck Low-Side	General Fund	78,000	-	-	-	-
	Asset # 22800 - Ford Expedition	General Fund	35,000	-	-	-	-
	Asset # 23023 - Ford Ranger	General Fund	-	30,000	-	-	-
	Asset # 24439 - Ford F-350	General Fund	36,000	-	-	-	-
	Asset # 24912 - Caterpillar 416E	General Fund	-	86,000	-	-	-
	Asset # 25222 - Schulte Bat Wing Mower S150	General Fund	-	-	21,000	-	-
	Asset # 25313 - International 7400 Hwy Duty Dump 12	General Fund	-	125,000	-	-	-
	Asset # 25314 - International 7400 Hwy Dty Dp 12-14	General Fund	-	-	125,000	-	-

(Continued on Next Page)

City of Cape Coral, Florida
FY 2022 – 2024 Adopted Budget

Fleet Rolling Stock (Continued)

Department	Fund Name	Fund Name	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast
Public Works							
	Asset# 27672 - Freightliner M2-106	General Fund	\$ -	\$ -	\$ -	\$ 140,000	\$ -
	Asset# 28001 - Ford F-250	General Fund	-	-	-	35,000	-
	Asset# 28039 - Ford Escape	General Fund	-	-	-	-	28,000
	Asset# 28065 - Ford F-250	General Fund	-	-	-	-	48,000
	Asset# 28070 - Ford Escape	General Fund	-	-	-	-	32,000
	Asset# 28113 - Ford F-250	General Fund	-	-	-	-	50,000
	Asset# 28196 - Hustler 3700	General Fund	-	-	-	30,000	-
	Asset# 28198 - Hustler 3700	General Fund	29,000	-	-	-	-
	Asset# 28310 - Hustler 3700	General Fund	-	-	30,000	-	-
	Asset# 28311 - Hustler 3700	General Fund	-	-	30,000	-	-
	Asset# 28355 - Ford F-150	General Fund	-	-	-	-	40,000
	Vehicle For Arborist	General Fund	34,000	-	-	-	-
	Asset# 24512 - Ford F-350 Crew Cab	Sidewalk Grant	40,000	-	-	-	-
	Asset# 24518 - Ford F-350	Sidewalk Grant	40,000	-	-	-	-
	Asset# 27799 - Case Sv300 Skid Steer	Sidewalk Grant	-	-	90,000	-	-
	Asset# 27802 - Case 580 Super N	Sidewalk Grant	-	-	-	-	20,000
	Vehicle For New Solid Waste Manager	Solid Waste	34,000	-	-	-	-
	Asset# 22269 - Ford Explorer	Stormwater	35,000	-	-	-	-
	Asset# 23051 - Sterling Lt7500	Stormwater	-	115,000	-	-	-
	Asset# 23052 - Sterling Lt7500	Stormwater	110,000	-	-	-	-
	Asset# 23053 - Sterling Lt7500	Stormwater	110,000	-	-	-	-
	Asset# 23114 - Ford F-450 Pickup	Stormwater	80,000	-	-	-	-
	Asset# 23329 - Sterling Lt7500	Stormwater	-	115,000	-	-	-
	Asset# 23523 - Caterpillar Skid Steer	Stormwater	-	85,000	-	-	-
	Asset# 23761 - Caterpillar 430E	Stormwater	-	122,000	-	-	-
	Asset# 24680 - International 4300 Dump	Stormwater	-	90,000	-	-	-
	Asset# 24914 - Ford Sport Trac	Stormwater	36,000	-	-	-	-
	Asset# 25458 - Ford F-150	Stormwater	35,000	-	-	-	-
	Asset# 25771 - International 7400	Stormwater	-	-	120,000	-	-

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City of Cape Coral, Florida
FY 2022 – 2024 Adopted Budget

Fleet Rolling Stock (Continued)

Department	Fund Name	Fund Name	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast
Public Works							
	Asset # 26480 - Ford F-550 W/ Imt Crane	Stormwater	\$ 90,000	\$ -	\$ -	\$ -	\$ -
	Asset # 27423 - Ford F-150	Stormwater	-	-	-	-	35,000
	Asset # 27424 - Ford F-150	Stormwater	-	-	-	-	36,000
	Asset # 27551 - Dodge Caravan	Stormwater	-	-	35,000	-	-
	Asset # 27804 - Freightliner M2-114Sd	Stormwater	-	-	-	-	500,000
	Asset # 28081 - Ford F-250	Stormwater	-	-	-	-	35,000
Total Public Works			\$ 930,000	\$ 973,500	\$ 603,000	\$ 205,000	\$ 964,000
Utilities							
	New Service Truck	Water and Sewer	\$ 148,147	\$ -	\$ -	\$ -	\$ -
	New Mini Excavator and Trailer for Service Truck	Water and Sewer	68,321	-	-	-	-
	Asset # 21722 - Ford F-250	Water and Sewer	-	48,000	-	-	-
	Asset # 21824 - Ford F-250	Water and Sewer	48,000	-	-	-	-
	Asset # 21829 - Ford F-250	Water and Sewer	-	-	-	38,000	-
	Asset # 22186 - Ford F-250	Water and Sewer	48,000	-	-	-	-
	Asset # 22252 - Sterling Lt7500	Water and Sewer	110,000	-	-	-	-
	Asset # 22811 - Ford Freestar	Water and Sewer	28,000	-	-	-	-
	Asset # 22818 - Ford F-250-(F-150 Or Pass Van)	Water and Sewer	-	35,000	-	-	-
	Asset # 23418 - Sterling Lt7500	Water and Sewer	-	-	-	125,000	-
	Asset # 24681 - International 4300	Water and Sewer	90,000	-	-	-	-
	Asset # 24830 - Ford F-750 Pickup Util W/Crane	Water and Sewer	-	-	-	-	200,000
	Asset # 24871 - Chrysler Town&Country	Water and Sewer	-	-	-	30,000	-
	Asset # 24916 - Ford F-150	Water and Sewer	-	-	-	32,000	-
	Asset # 24918 - Ford F-150	Water and Sewer	-	-	-	32,000	-
	Asset # 24994 - Ford F-150	Water and Sewer	-	-	-	32,000	-
	Asset # 25044 - Ford F-250	Water and Sewer	-	-	-	-	40,000
	Asset # 25045 - Ford F-250	Water and Sewer	-	-	-	40,000	-
	Asset # 25063 - Ford E-250	Water and Sewer	-	-	-	38,000	-
	Asset # 25411 - Freightliner M45	Water and Sewer	110,000	-	-	-	-
	Asset # 25462 - Freightliner Van Walk In Tv Truck	Water and Sewer	-	350,000	-	-	-

(Continued on Next Page)

**City of Cape Coral, Florida
FY 2022 – 2024 Adopted Budget**

Fleet Rolling Stock (Continued)

Department	Fund Name	Fund Name	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast
Utilities							
	Asset # 27427 - Ford F-150	Water and Sewer	\$ -	\$ -	\$ -	\$ -	\$ 33,000
	Asset # 27431 - Ford F-150	Water and Sewer	30,000	-	-	-	-
	Asset # 27499 - Ford Explorer	Water and Sewer	-	-	-	41,000	-
	Asset # 27500 - Ford Explorer	Water and Sewer	-	-	40,000	-	-
	Asset # 27508 - Ford Explorer	Water and Sewer	-	-	-	41,000	-
	Asset # 27564 - Ford F-250	Water and Sewer	-	-	-	40,000	-
	Asset # 27615 - Ford F-250	Water and Sewer	-	-	-	-	40,000
	Asset # 27616 - Ford F-350	Water and Sewer	-	-	-	-	55,000
	Asset # 27623 - Nissan Frontier	Water and Sewer	-	26,000	-	-	-
	Asset # 27624 - Nissan Frontier	Water and Sewer	-	-	-	28,000	-
	Asset # 27625 - Nissan Frontier	Water and Sewer	-	-	-	27,000	-
	Asset # 27626 - Nissan Frontier	Water and Sewer	-	-	-	25,000	-
	Asset # 27627 - Nissan Frontier	Water and Sewer	25,000	-	-	-	-
	Asset # 27628 - Nissan Frontier	Water and Sewer	-	-	-	-	26,000
	Asset # 27632 - Freightliner Mt55	Water and Sewer	-	-	-	120,000	-
	Asset # 27633 - Ford F-350	Water and Sewer	-	-	-	-	60,000
	Asset # 27640 - Nissan Frontier	Water and Sewer	-	25,000	-	-	-
	Asset # 27706 - Ford Explorer	Water and Sewer	-	-	-	-	42,000
	Asset # 27707 - Ford F-150	Water and Sewer	-	-	-	-	33,000
	Asset # 27817 - Ford F-150	Water and Sewer	-	-	31,000	-	-
	Asset # 27818 - Ford F-150	Water and Sewer	-	-	-	32,000	-
	Asset # 27824 - Ford F-150	Water and Sewer	30,000	-	-	-	-
	Asset # 28071 - Ford F-150	Water and Sewer	-	-	-	32,000	-
	Asset # 28072 - Ford F-150	Water and Sewer	-	-	-	-	33,000
	Asset # 28465 - Ford F-150	Water and Sewer	-	-	-	-	36,000
	Vehicle For New Pre-Treatment Technician	Water and Sewer	30,000	-	-	-	-
Total Utilities			\$ 765,468	\$ 484,000	\$ 71,000	\$ 753,000	\$ 598,000
	Total		\$ 8,596,928	\$ 4,638,825	\$ 4,975,308	\$ 5,354,462	\$ 6,022,794

**City of Cape Coral, Florida
FY 2022 – 2024 Adopted Budget**

Identified/Unfunded Capital Projects

Department	Description	Funding Source	Estimated Cost
Fire	Logistics Warehouse Annex (old station 2)	General Fund	\$ 468,097
Fire	Logistics Warehouse	General Fund	1,029,526
Fire	Everest Boat Lift Compound	General Fund	80,520
Fire	Station #10 (Design and Build of a New Station #10)	General Fund	9,567,479
Fire	Fire Station #14	General Fund	TBD
Fire	Fire Department Administrative Headquarters/EOC	General Fund/All Hazards	TBD
Government Services	Increase parking spaces for City Hall employee parking	General Fund	750,000
Parks and Recreation	Saratoga Park parking lot expansion	General Fund	225,000
Parks and Recreation	Expansion of Clubhouse w/ outside covered deck	Golf Course Revenues	250,000
Parks and Recreation	Replace Admin building	Waterpark Revenues	400,000
Parks and Recreation	Replace existing Skate Park building	Program Revenues	290,000
Parks and Recreation	Rebuild and expand the Clubhouse Pro Shop/Restaurant	General Fund	3,250,000
Parks and Recreation	Ball machine shelter and rest area	Golf Course Revenues	225,000
Parks and Recreation	NEW Pelican baseball maintenance garage	General Fund	200,000
Public Works	Conduct pertinent feasibility studies	Five Cent Gas Tax	1,250,000
Public Works	Add an Operations Room in the ERO section of Nicholas Annex	Stormwater	210,000

City of Cape Coral, Florida
FY 2022 – 2024 Adopted Budget



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.

**City of Cape Coral, Florida
FY 2022 – 2024 Adopted Budget**

Information is from the Fiscal Year Ending 2020 Annual Debt and Credit Report

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	186,294
Direct debt	\$ 136,022,202
Direct debt per capital	\$ 730

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	\$ 136,022,202	
Taxable assessed value	\$ 15,416,249,910	
Direct debt to taxable assessed value		0.88%

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 & Sewer</u>	<u>Stormwater</u>
Rating agency median	2.00	n/a ¹
Actual coverage	1.26	-
Required coverage ²	1.00	1.25
Debt service safety margin	0.26	-
¹ Not rated as a median		
² Total Senior Revenue Debt Obligation Coverage from Net Revenues only		

City of Cape Coral, Florida
FY 2022 – 2024 Adopted Budget

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 & Sewer¹</u>	<u>Stormwater</u>
Debt	\$ 597,195,685	\$ -
Net capital assets	\$ 509,826,088	\$ 42,447,603
Working capital	\$ 41,935,619	\$ 20,627,430
Debt ratio	108%	0%
Rating agency median	79%	n/a ²
¹ Does not include Utility Special Assessments		
² Not rated as a median		

**City of Cape Coral, Florida
FY 2022 – 2024 Adopted Budget**

Total Principal Outstanding Debt as of September 30, 2020

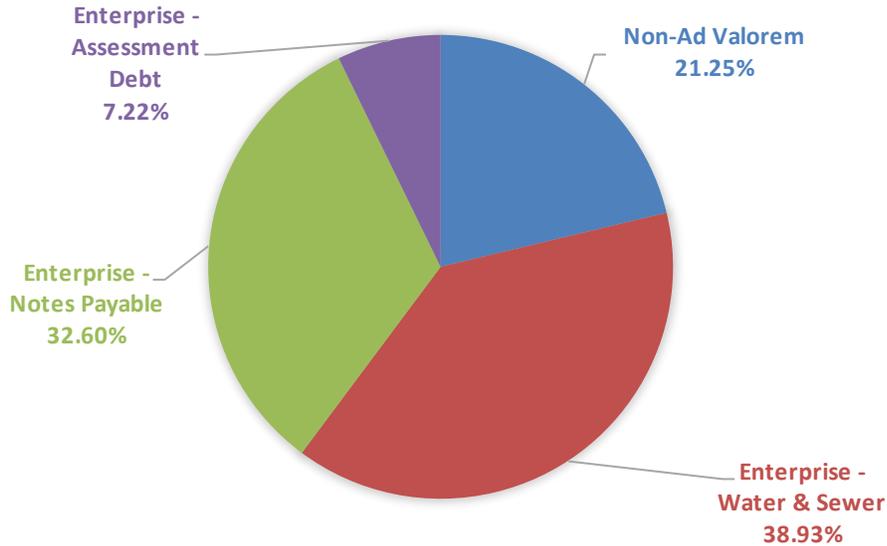
Category	Outstanding 09/30/2020	Percentage of Total Debt
Governmental Fund Debt	\$ 177,438,554	25.18%
Enterprise Fund Debt	657,450,685	74.82%
	<u>\$ 834,889,239</u>	<u>100.00%</u>

Governmental

General Obligation Debt	\$ 9,670,000
Revenue Bonds	100,800,000
Notes-Direct Borrowings	66,678,554
Assessments-Direct Borrowing	290,000
Total Governmental Debt	<u>\$ 177,438,554</u>

Enterprise

Water and Sewer Revenue Bonds	\$ 325,040,000
Notes-Direct Borrowings	272,155,685
Assessment Debt	60,255,000
Total Enterprise Debt	<u>\$ 657,450,685</u>
Total Governmental & Enterprise Debt	<u>\$ 834,889,239</u>



**City of Cape Coral, Florida
FY 2022 – 2024 Adopted Budget**

FY 2022 - FY 2042 Debt Service Schedule

	Original Issue Amount	Principal Outstanding 9/30/2021	FY 2022 Principal	FY 2022 Interest	FY 2022 Requirement
Governmental					
Revenue Bonds					
2012 Special Obligation Revenue	17,669,950	4,566,130	1,485,650	110,957	1,596,607
2014 Gas Tax Revenue Bond	21,433,000	5,049,000	2,497,000	119,622	2,616,622
2014 Capital Improvement&Refund Revenue	5,300,000	1,865,000	605,000	46,395	651,395
2015 Special Obligation Revenue	51,427,288	39,200,000	1,870,000	1,647,106	3,517,106
2015 Special Obligation Note	13,675,000	3,647,000	1,799,000	76,587	1,875,587
2017 Special Obligation Bond	62,595,000	56,345,000	2,825,000	2,562,625	5,387,625
Notes Payable					
2019 General Obligation Revenue Note	10,200,000	10,200,000	590,000	241,120	831,120
2020 Special Obligation refunding revenue note	30,760,000	30,760,000	910,000	587,597	1,497,597
2020A Special Obligation refunding revenue note	15,128,990	15,128,990	1,614,061	186,547	1,800,608
Total Governmental Debt	\$ 228,189,228	\$ 166,761,120	\$ 14,195,711	\$ 5,578,557	\$ 19,774,268
Enterprise					
Revenue Bonds					
2015 Water & Sewer Revenue Refunding	72,415,000	72,415,000	-	3,393,900	3,393,900
2015A Series Water & Sewer Refunding	94,740,000	63,850,000	7,290,000	1,678,440	8,968,440
2017 Series Water & Sewer Refunding	248,355,000	248,355,000	4,535,000	11,071,788	15,606,788
2020 Series Water & Sewer Revenue Note	10,600,000	10,600,000	-	40,492	40,492
Notes - State Revolving Fund Loans					
State Revolving Fund Loan #7516L-01	682,496	94,630	46,627	2,434	49,061
State Revolving Fund Loan #7516L-02	2,898,884	648,195	178,515	17,694	196,209
State Revolving Fund Loan #DW360103 SW6/7	12,401,582	9,976,390	571,440	208,487	779,927
State Revolving Fund Loan #WW3600100 SW6/7	54,662,273	43,356,710	2,489,490	892,241	3,381,731
State Revolving Fund Loan #DW360120 N2	To be determined	To be determined	To be determined	To be determined	To be determined
State Revolving Fund Loan #WW360130 N2	To be determined	To be determined	To be determined	To be determined	To be determined
State Revolving Fund Loan #7516P	2,390,719	484,109	156,338	14,072	170,410
Special Assessment Bonds					
2017 Utility Improvement Assessment (all areas)	101,155,000	50,655,000	9,100,000	1,293,813	10,393,813
Total Enterprise Debt	\$ 600,300,953	\$ 500,435,034	\$ 24,367,410	\$ 18,613,360	\$ 42,980,770
Total Debt	\$ 828,490,181	\$ 667,196,154	\$ 38,563,121	\$ 24,191,917	\$ 62,755,039

**City of Cape Coral, Florida
FY 2022 – 2024 Adopted Budget**

	FY 2023 Principal	FY 2023 Interest	FY 2023 Requirement	FY 2024 Principal	FY 2024 Interest	FY 2024 Requirement	FY 2027 - 2042 Requirement
Governmental							
Revenue Bonds							
2012 Special Obligation Revenue	1,521,750	74,856	1,596,606	1,558,730	37,877	1,596,607	-
2014 Gas Tax Revenue Bond	2,552,000	60,463	2,612,463	-	-	-	-
2014 Capital Improvement&Refund Revenue	625,000	31,345	656,345	635,000	15,797	650,797	-
2015 Special Obligation Revenue	1,965,000	1,553,606	3,518,606	2,065,000	1,455,356	3,520,356	33,300,000
2015 Special Obligation Note	913,000	38,808	951,808	935,000	19,635	954,635	-
2017 Special Obligation Bond	2,970,000	2,421,375	5,391,375	3,110,000	2,272,875	5,382,875	47,440,000
Notes Payable							
2019 General Obligation Revenue Note	610,000	224,680	1,499,264	625,000	207,761	832,761	8,375,000
2020 Special Obligation refunding revenue note	930,000	569,264	1,800,608	3,785,000	529,415	4,314,415	25,135,000
2020A Special Obligation refunding revenue note	1,638,572	162,036	18,861,756	1,663,457	137,154	1,800,611	10,212,900
Total Governmental Debt	\$ 13,725,322	\$ 5,136,434	\$ 36,888,831	\$ 14,377,187	\$ 4,675,869	\$ 19,053,056	\$ 124,462,900
Enterprise							
Revenue Bonds							
2015 Water & Sewer Revenue Refunding	-	3,393,900	3,393,900	-	3,393,900	3,393,900	72,415,000
2015A Series Water & Sewer Refunding	7,450,000	1,516,088	8,966,088	7,620,000	1,349,951	8,969,951	25,635,000
2017 Series Water & Sewer Refunding	4,760,000	10,845,037	15,605,037	4,995,000	10,607,037	15,602,037	223,315,000
2020 Series Water & Sewer Revenue Note	10,600,000	94,481	10,694,481	-	-	-	-
Notes - State Revolving Fund Loans							
State Revolving Fund Loan #7516L-01	48,003	1,057	49,061	-	-	-	(0)
State Revolving Fund Loan #7516L-02	183,784	12,425	196,209	189,208	7,001	196,209	(0)
State Revolving Fund Loan #DW360103 SW6/7	583,619	196,308	779,927	596,057	183,870	779,927	6,994,778
State Revolving Fund Loan SW 6/7 (DW)	2,541,671	840,060	3,381,731	2,594,954	786,777	3,381,731	30,376,307
State Revolving Fund Loan #DW360120 N2	To be determined						
State Revolving Fund Loan SW 6/7 (DW)	To be determined						
State Revolving Fund Loan #7516P	161,317	9,093	170,410	166,455	3,955	170,410	(0)
Special Assessment Bonds							
2017 Utility Improvement Assessment (all areas)	8,505,000	1,100,438	9,605,438	\$ 8,450,000	909,075	9,359,075	8,530,000
Total Enterprise Debt	\$ 34,833,394	\$ 18,008,888	\$ 52,842,282	\$ 24,611,675	\$ 17,241,567	\$ 41,853,241	\$ 367,266,084
Total Debt	\$ 48,558,716	\$ 23,145,322	\$ 89,731,113	\$ 38,988,862	\$ 21,917,435	\$ 60,906,297	\$ 491,728,984

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Proposed New Debt

The City is anticipating issuing the following governmental debt:

1. FY 2022 - Community Redevelopment Area (CRA) Direct Loan for \$10,350,000 for the purpose of infrastructure improvements in the CRA District. The proposed budget provides \$1,113,266 for annual debt service.
2. FY 2022- Fleet Sustainably Bank Loan for \$2,496,000. First payment due in FY 2023.
3. FY 2023 – Fire Assessment Note for \$5,248,602 for the construction of Fire Station #13. The proposed budget provides \$122,880 for 2 quarters 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.
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 2023.

Neighborhood Parks

Crystal Lake Park
Cultural Park
Gator Circle Park
Joe Coviello Park
Lake Meade Park
Sands Park
Tropicana Park

Community Parks

Yacht Club Community Park
Lake Kennedy Community Park
Festival Park
Yellow Fever Creek Preserve

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APPENDICES

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Glossary of Financial Terms

Account: Financial reporting unit for budget, management, or accounting purposes.

Accounting Period: A period of time (e.g. one month, one year) where the city determines its financial position and results of operations.

Accrual Basis: The basis whereby transactions and events are recognized when they occur, regardless of when cash is received or paid.

Actuarial: A person or methodology that makes determinations of required contributions to achieve future funding levels that addresses risk and time.

Ad Valorem Tax: Tax levied in proportion to the value of the property against which it is levied.

Adopted Budget: The proposed budget as initially formally approved by the City Council.

Aggregate Millage Rate: A rate obtained by dividing the sum of all ad valorem taxes levied by the governing body by the taxable value of the municipality, expressed as an average tax rate.

All Years Budgeting: The method of budgeting and reporting grant and capital project appropriations and expenditures from grant or project inception through the reporting period, as opposed to, budgeting and reporting on a fiscal year basis. As a result, each year's budget only reflects that year's changes in funding, such as additional funds being added to a project budget or unneeded funds being subtracted from the budget.

Allocation: Component of an appropriation earmarking expenditures for a specific purpose and/or level of organization.

Amendments: Process in which budget appropriations are increased or decreased as a result of unanticipated changes in sources/uses. Amendments must be approved by the City Council in the same form the budget was originally approved.

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.

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Asset Management Program: A five-year program of assets owned by the City coupled with the condition and future plans for those assets. The program is updated annually and integrates the Capital Improvements Program, Capital Equipment/Software Program, Fleet Rolling Stock Program and any Capital Maintenance projects.

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.

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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

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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."

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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 defender's recoupment, and juror/witness fees.

Fiscal Year: A 12-month period to which the annual operating budget applies, and at the end of which a government determines its financial position and the results of its operations. Cape Coral's fiscal year begins October 1st and ends September 30th of each year.

Fixed Assets: Assets of a long-term character which are intended to continue to be held or used, such as land, building, improvements other than buildings, machinery, and equipment. Also see capital expenditures.

Franchise Fee: Charges to utilities for exclusive rights to operate within municipal right-of-way's or to provide a service. Examples are electricity and solid waste.

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Full Cost Allocation Plan: A plan to distribute central services overhead costs to operating departments. Central services are those administrative functions that mainly provide services to other governmental departments and not to the public.

Full-Time Equivalent Position (FTE): A position converted to the decimal equivalent of a full time position based on 2,080 hours per year. For example, a clerk working for 20 hours per week would be the equivalent to .5 of a full-time position.

Functions: Expenditure classification according to the principal purposes for which expenditures are made. Examples are general government, culture/recreation, public safety, and transportation.

Fund: A fiscal and accounting entity with a self-balancing set of accounts recording assets, liabilities, revenues and expenditures associated with a particular purpose.

Fund Balance: The difference between a governmental fund's assets and liabilities.

Funded Positions: A term referring to the number of authorized positions for which funding is included in a given fiscal year's budget.

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.

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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: Health Insurance, Fleet and Property Management.

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.

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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.

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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.

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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.

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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 mils 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 purpose, undesignated.

Undesignated: Without a specific purpose.

User Fees: Charges for specific governmental services. These fees cover the cost of providing that service to the user (ex. building permits). The key to effective utilization of user fees is being able to identify specific beneficiaries of services and then determine the full cost of the service they are consuming. Also see Charges for Service.

Vision: A guiding statement describing a desirable future state toward which efforts should be directed. An effective vision statement inspires creativity while keeping an organization “on track” for the future by aligning its priorities.

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Acronyms

ADA	Americans with Disabilities Act	MPO	Metropolitan Planning Organization
ALS	Advanced Life Support	NFPA	National Fire Protection Association
AMP	Asset Management Program	NPDES	National Pollutant Discharge Elimination System
ARRA	American Recovery and Reinvestment Act	OPEB	Other Post-Employment Benefits
BIOC	Building Industry Oversight Committee	PILOT	Payment in Lieu of Taxes
BRC	Budget Review Committee	RO	Reverse Osmosis
CAD	Computer Aided Dispatch	ROW	Right-Of-Way
CAFR	Comprehensive Annual Financial Report	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
CIP	Capital Improvement Plan	UEP	Utilities Extension Project
CPI	Consumer Price Index	WCIND	West Coast Inland Navigation District
CRA	Community Redevelopment Agency	WTP	Water Treatment Plant
DCD	Department of Community Development	WWTP	Wastewater Treatment Plan
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 an estimated population over 200,000 residents in 2021, Cape Coral's population has experienced an annual growth rate of more than 3.8 percent compared to 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 2022 – 2024 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

2021 Tax Year/2022 Fiscal Year	
July Certified	\$ 18,382,969,754
October Final	\$18,343,753,318
Adopted Budget	\$978,464,119

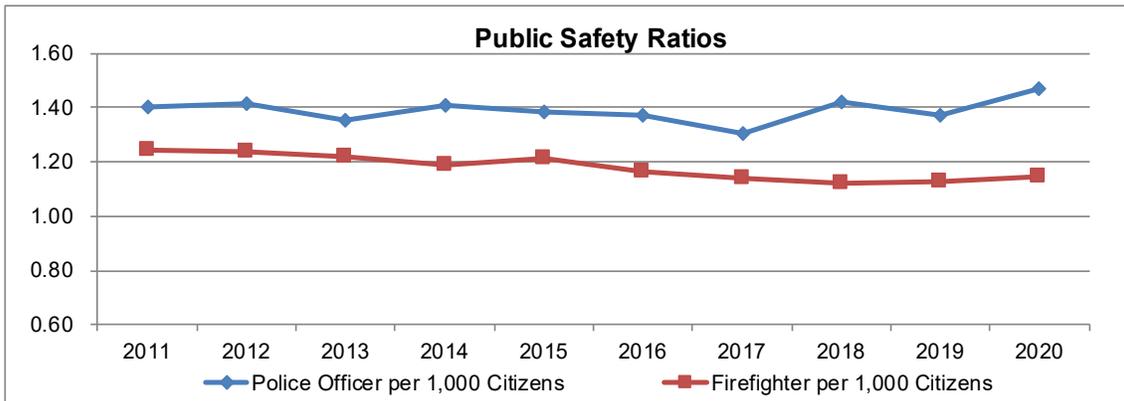
Property Tax Millage Rate:

FY 2022 General Operating	6.2500
FY 2022 Voted GO Bond Parks	0.0471

Public Safety

Police Uniform Strength	289
Number of calls dispatched	276,927
Police Officer per 1,000 Citizens	1.434
Fire Uniform Strength	238
Calls for service	26,212
Fire Inspections	7,989
Number of Fire Stations	11
Firefighter per 1,000 Citizens	1.181

***Fast Fact – Cape Coral
was 24th of 182 cities
surveyed in WalletHub’s
“Safest Cities in America”
in 2018.***



Source: 2020 City of Cape Coral CAFR

**City of Cape Coral, Florida
FY 2022 – 2024 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	Average Annual Slip Rentals	86
Number of undeveloped acres	1,150	Senior Activity Centers	2
City owned boat launches, lifts, and locks	22	Senior Center memberships	178
City owned golf courses	1	Mini-bus Transportation (total miles)	81,781
Rounds played	59,051		
City owned waterpark	1		
Admissions	112,702		

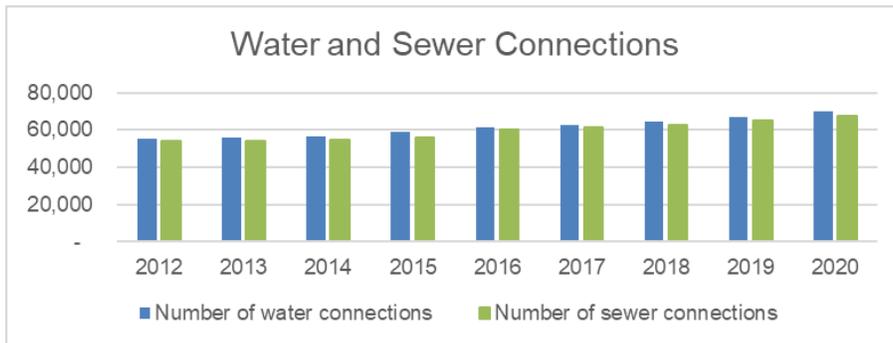


Fast Fact – Cape Coral was ranked 1st in Florida in the “Happiest Cities in America” in 2019, according to WalletHub.

Source: 2021 City of Cape Coral CAFR

Water and Sewer

Number of water connections	69,748
Number of sewer connections	67,418
Miles of water distribution	908



Source: 2020 City of Cape Coral CAFR

**City of Cape Coral, Florida
FY 2022 – 2024 Adopted Budget**

Public Works

Stormwater drainage pipes (miles)	544	Paved Streets	3,042
Swales (miles)	8,363	Sidewalks (miles)	280
Catch basins	24,107	Paved alleys (miles)	11

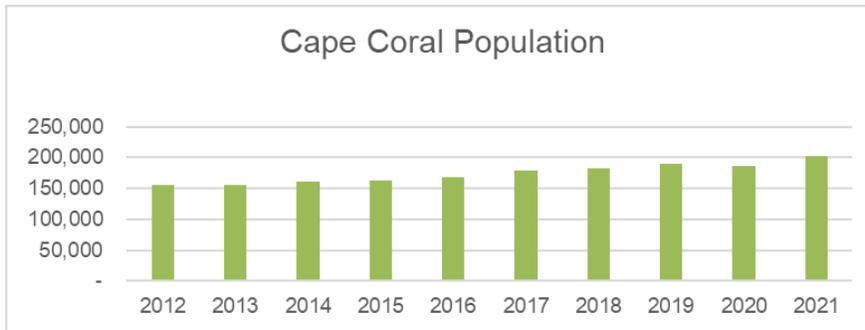


Year 2013 Cartograph report excludes bike paths and vacations of roads and includes road widening and new roads.

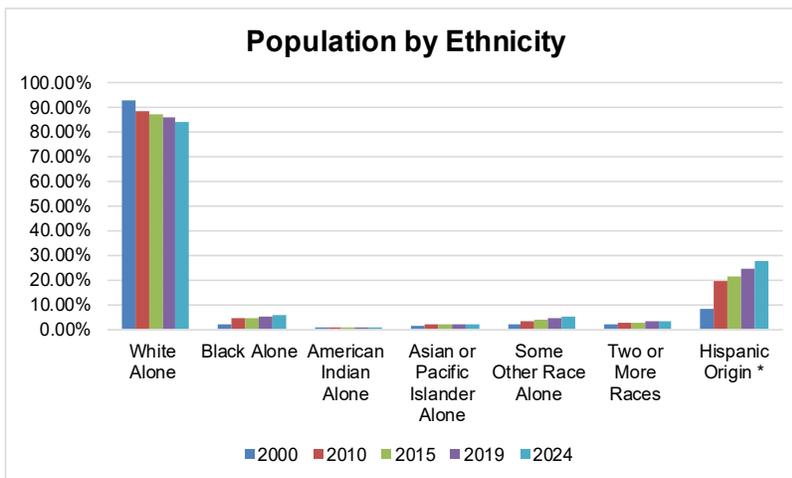
Source: 2020 City of Cape Coral CAFR

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 rebounded and surpassed the forecasted increase to 175,699 by 2020. Current 2021 estimate is about 201,554 according to the Bureau of Economic and Business Research.

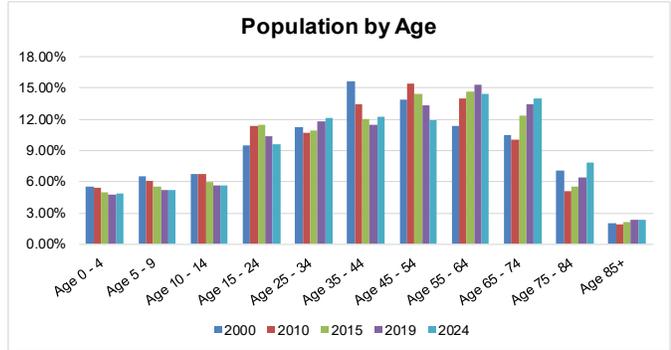
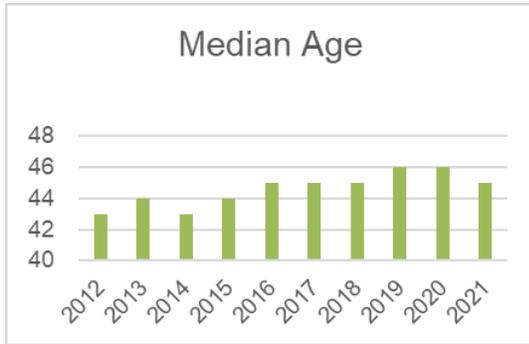


Source: Cape Coral Economic Development Office ESRI Data



Fast Fact – Cape Coral ranked 5th on Porch.com's 2021 list of Cities That Grew the Most Over the Past Decade.

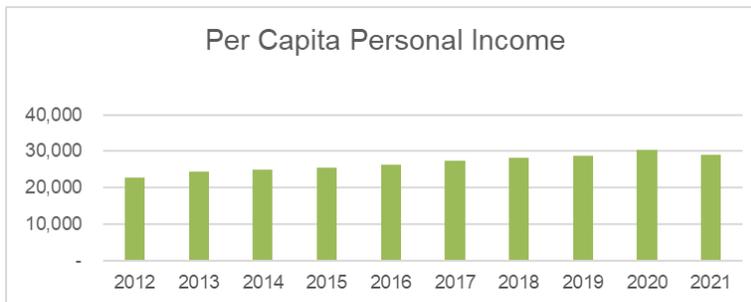
**City of Cape Coral, Florida
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Source: Cape Coral Economic Development Office ESRI Data

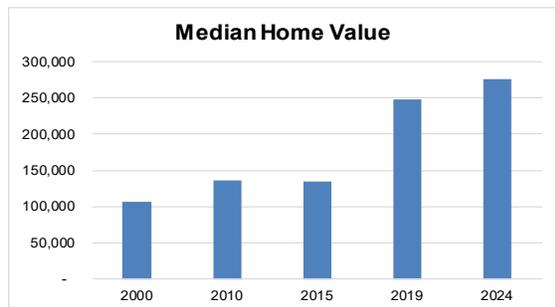
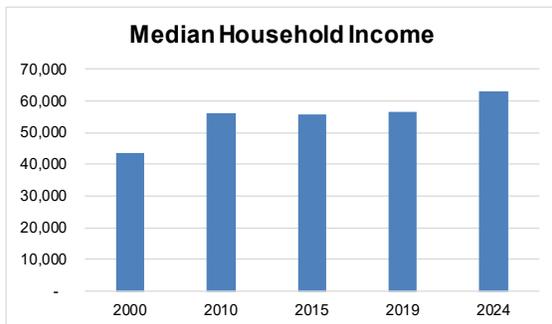
Lee County’s population grew by more than 40% between 2000 and 2010. The growth of the county’s 18-24-year-old population—those beginning or available to enter the workforce—is outpacing the national average, according to the public-private Horizon Council.

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 Set Schedule.

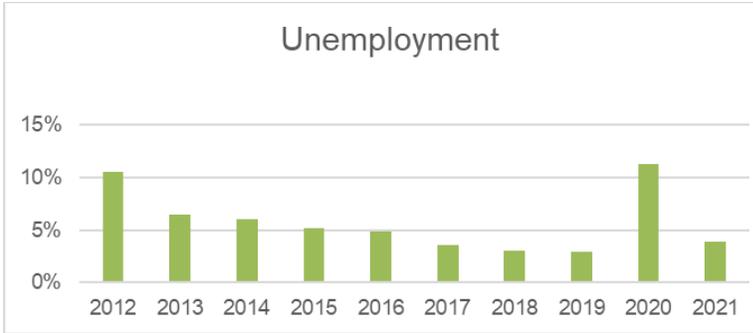
Source: Cape Coral Economic Development Office ESRI Data



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
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Fast Fact – Manpower Group Employment Outlook Survey - Cape Coral ranked 2nd in “Best in Nation” for expected job growth.

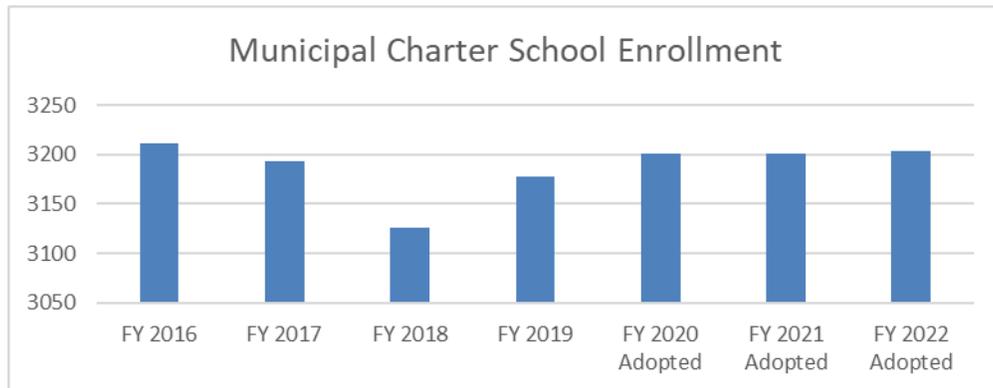
Source: Cape Coral Economic Development Office ESRI Data

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 FY22-24 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.

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.

**City of Cape Coral, Florida
FY 2022 – 2024 Adopted Budget**

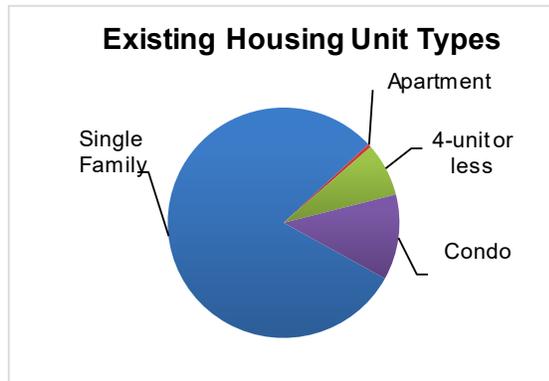
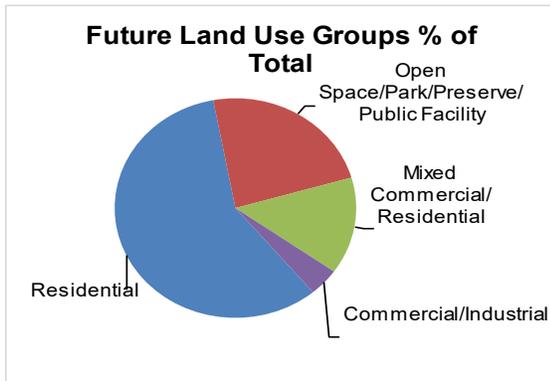
Land Use

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%

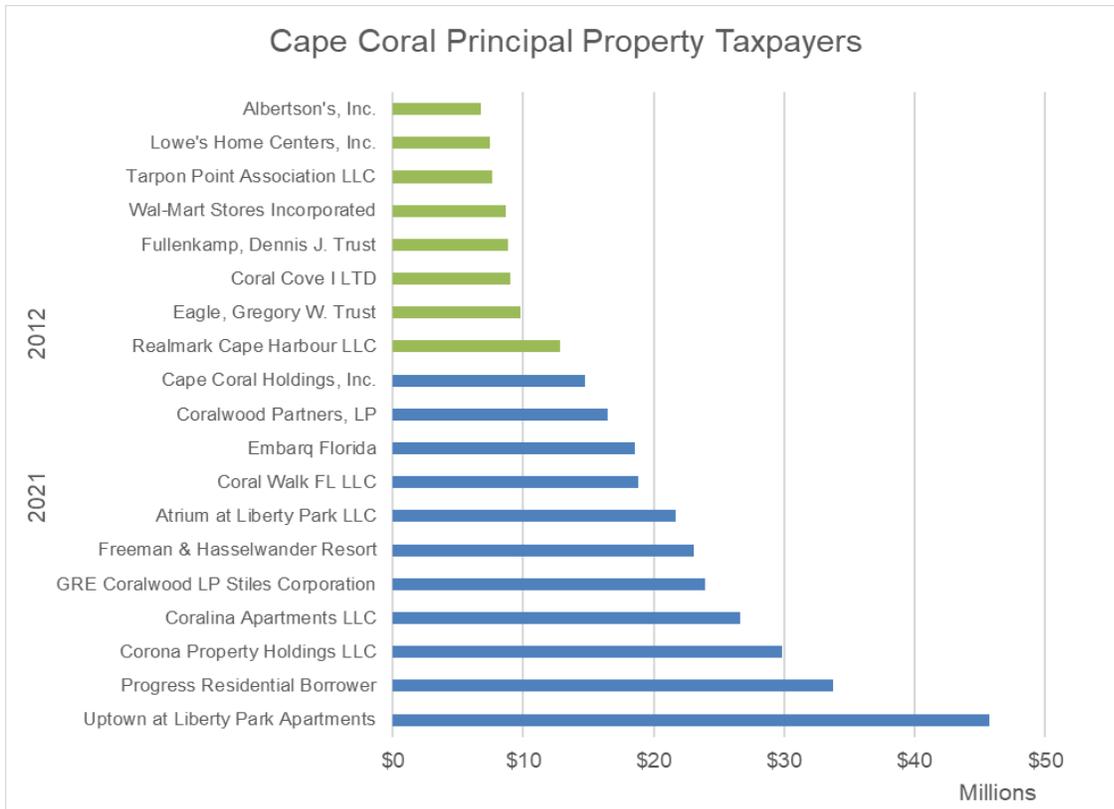
Source: Cape Coral Department of Community Development, Planning Division, 2015

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.

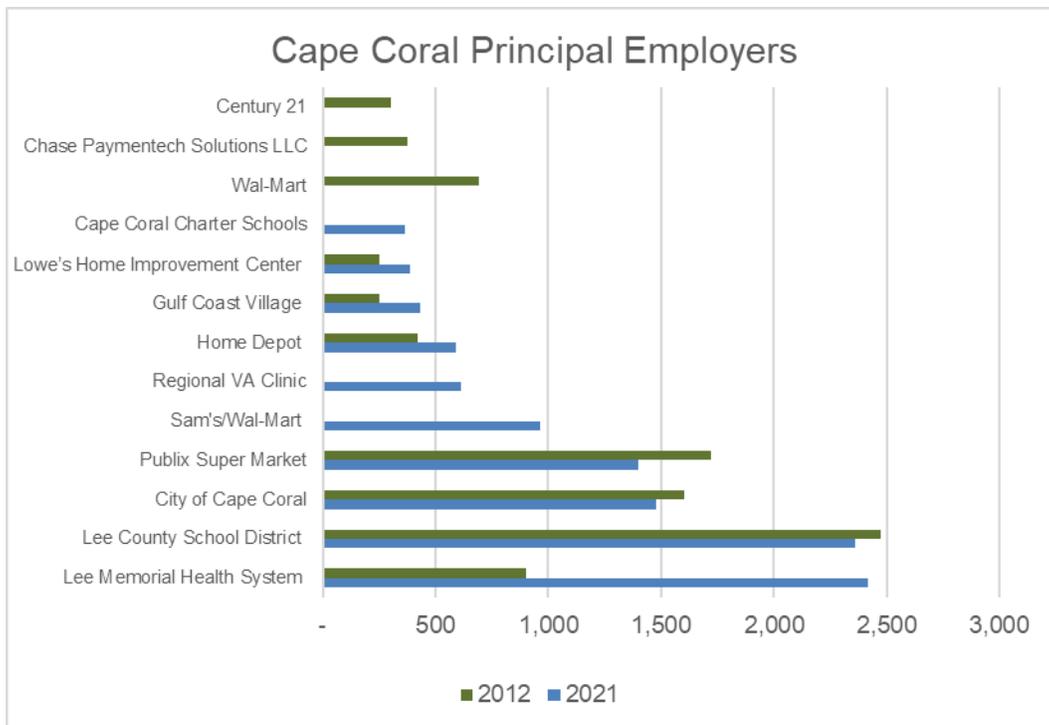


Source: Cape Coral Department of Community Development, Planning Division, 2015

**City of Cape Coral, Florida
FY 2022 – 2024 Adopted Budget**



Source: Lee County Property Appraiser



**City of Cape Coral, Florida
FY 2022 – 2024 Adopted Budget**

Staffing Summary

Full-Time Equivalents Fund Level

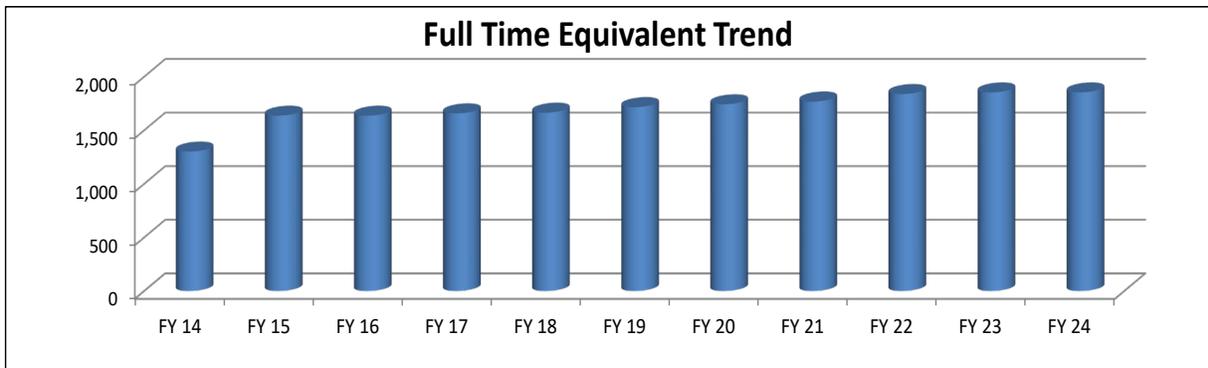
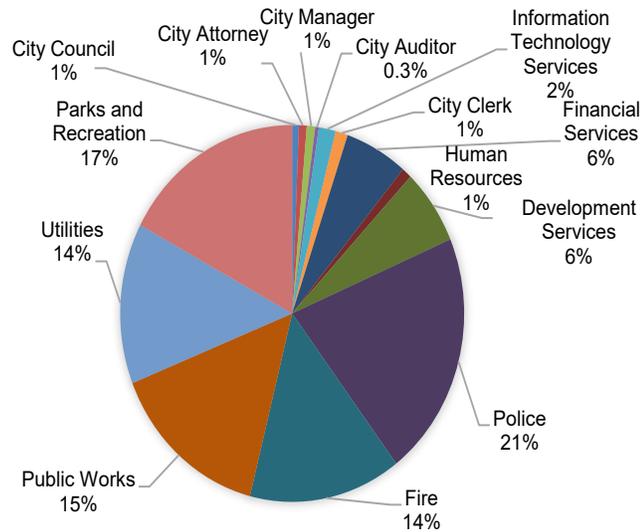
Fund/Department	FY 2020 Amended	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	FY 2022 Amended	FY 2023 Forecast	FY 2024 Forecast
General Fund:							
City Council	11.00	11.00	11.00	3.00	3.00	3.00	3.00
City Attorney	13.00	13.00	13.00	13.00	13.00	13.00	13.00
City Manager	14.00	14.00	15.50	18.70	18.70	18.70	18.70
City Auditor	5.00	6.00	6.00	6.00	6.00	6.00	6.00
Information Technology Services	27.00	28.00	29.00	29.50	29.50	29.50	29.50
City Clerk	19.50	19.50	19.50	14.40	14.40	14.40	14.40
Financial Services	39.00	39.00	39.00	36.00	36.00	36.00	36.00
Human Resources	15.60	15.60	15.60	15.60	15.60	15.60	15.60
Development Services	59.00	59.00	61.40	62.40	62.40	62.40	62.40
Police	367.93	371.93	371.23	388.53	388.53	388.53	388.53
Fire	228.00	246.00	246.00	255.00	255.00	270.00	270.00
Public Works	73.00	73.00	73.00	77.00	77.00	77.00	77.00
Parks and Recreation	63.60	63.60	62.60	71.60	71.60	71.60	71.60
Total General Fund	935.63	959.63	962.83	990.73	990.73	1,005.73	1,005.73
Alarm Fee Fund	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Parks and Recreation Programs	145.25	145.25	145.25	149.25	149.25	149.25	149.25
Waterpark Fund	61.17	61.17	61.17	61.17	61.17	61.17	61.17
Golf Course Fund	32.00	32.00	32.00	32.00	32.00	32.00	32.00
All Hazards	5.50	5.50	5.50	6.00	6.00	6.00	6.00
Lot Mowing Fund	4.00	4.00	4.00	4.50	4.50	4.50	4.50
Economic and Business Development	-	-	-	2.00	2.00	2.00	2.00
CRA Fund	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Building Code Fund	57.88	57.88	68.88	69.88	69.88	69.88	69.88
CDBG/SHIP/NSP Funds	-	-	1.00	1.00	1.00	1.00	1.00
Six Cent Gas Tax Fund	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Solid Waste	-	-	-	2.00	2.00	2.00	2.00
Transportation Capital Projects	16.00	16.00	16.00	16.00	16.00	16.00	16.00
Water and Sewer Utility Fund	309.65	311.65	310.65	312.15	312.15	312.15	312.15
Stormwater Utility Fund	98.50	98.50	99.50	99.50	99.50	99.50	99.50
Yacht Basin Fund	2.55	2.55	2.55	2.80	2.80	2.80	2.80
Health Insurance Plan Fund	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Property Management Fund	43.50	43.50	60.50	60.50	60.50	60.50	60.50
Fleet Maintenance Fund	23.00	23.00	21.00	21.00	21.00	21.00	21.00
Risk Management Fund	4.00	4.00	4.00	4.00	4.00	4.00	4.00
Total All Funds	1,742.62	1,768.62	1,798.82	1,838.47	1,838.47	1,853.47	1,853.47
Employment Type							
Full Time	1,534.50	1,560.50	1,577.50	1,636.00	1,636.00	1,651.00	1,651.00
Contract - No Benefits	208.12	208.12	221.32	202.47	202.47	202.47	202.47
	1,742.62	1,768.62	1,798.82	1,838.47	1,838.47	1,853.47	1,853.47

**Elected Officials are neither Part-time nor Full-time employees and are not included in the FTE count beginning in FY 2022.*

**City of Cape Coral, Florida
FY 2022 – 2024 Adopted Budget**

Departmental Basis

Department	FY 2020 Amended	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	FY 2022 Amended	FY 2023 Forecast	FY 2024 Forecast
City Council	11.00	11.00	11.00	3.00	3.00	3.00	3.00
City Attorney	13.00	13.00	13.00	13.00	13.00	13.00	13.00
City Manager	14.00	14.00	15.50	35.70	35.70	35.70	35.70
City Auditor	5.00	6.00	6.00	6.00	6.00	6.00	6.00
Information Technology Services	27.00	28.00	29.00	30.00	30.00	30.00	30.00
City Clerk	20.50	20.50	20.50	15.40	15.40	15.40	15.40
Financial Services	104.25	104.25	104.25	100.25	100.25	100.25	100.25
Human Resources	16.60	16.60	16.60	16.60	16.60	16.60	16.60
Development Services	114.88	114.88	133.08	134.08	134.08	134.08	134.08
Police	368.93	372.93	372.23	389.53	389.53	389.53	389.53
Fire	234.50	252.50	252.50	263.00	263.00	278.00	278.00
Public Works	265.50	265.50	281.50	274.00	274.00	274.00	274.00
Utilities	241.90	243.90	239.10	240.10	240.10	240.10	240.10
Parks and Recreation	304.57	304.57	303.57	316.82	316.82	316.82	316.82
Subtotal City Departments	1,741.62	1,767.62	1,797.82	1,837.47	1,837.47	1,852.47	1,852.47
CRA	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Total City	1,742.62	1,768.62	1,798.82	1,838.47	1,838.47	1,853.47	1,853.47



**City of Cape Coral, Florida
FY 2022 – 2024 Adopted Budget**

Staffing Changes

FY 2021 Amended

Fund	Dept	Position	FTE
General	City Auditor	Budgetary Impact - Senior Auditor reclassified from Internal Auditor	-
General	City Manager	Budgetary Impact - Communications Manager reclassified from Business Manager	-
General	City Manager	Budgetary Impact - Marketing Specialist reclassified from Administrative Assistant	-
General	City Manager	Budgetary Impact - Marketing Specialist reclassified from Business Development Specialist	-
General	City Manager	Budgetary Impact - Professional Compliance Officer reclassified from Exec Projects Coordinator	-
General	City Manager	Budgetary Impact - Special Projects Coordinator reclassified from Economic Development Analyst	-
General	City Manager	Moved Administrative Assistant from Parks & Recreation (reclassified Marketing Assistant)	1.00
General	City Manager	Moved Contract Business Manager to Planning & Development (reclassified to Contract Intern)	(0.50)
General	City Manager	Moved Marketing Coordinator from Parks and Recreation	1.00
General	Dev Services	Moved Contract Intern from City Manager (reclassified from Contract Business Manager)	0.50
General	Dev Services	Contract Code Compliance Specialists	1.90
General	Dev Services	Budgetary Impact - Associate Planner reclassified from Geo-Processing Technician	-
General	Finance	Budgetary Impact - Senior Accountant reclassified from Accountant	-
General	Finance	Budgetary Impact - Debt Treasury Manager reclassified from Senior Accountant - split 50% W&S	-
General	ITS	Moved Computer Technician to Parks and Recreation	(1.00)
General	Parks & Rec	Moved Computer Technician from ITS	1.00
General	Parks & Rec	Moved Marketing Assistant to City Manager (reclassified to Administrative Assistant)	(1.00)
General	Parks & Rec	Moved Marketing Coordinator to City Manager	(1.00)
General	Police	Removed Contract Data Specialist (outsourcing services)	(0.70)
General	Public Works	Budgetary Impact - Traffic Operations Engineer reclassified from Traffic Operations Supervisor	-
General	Public Works	Moved Construction Inspector to Lot Mowing	(1.00)
General	Public Works	Moved Senior Construction Inspector from Lot Mowing	1.00
Total Change General Fund			1.20
Building Code	Dev Services	Budgetary Impact - City Ordinance Inspector reclassified from Sr Construction Inspector	-
Building Code	Dev Services	Administrative Assistant	1.00
Building Code	Dev Services	Building Inspector	2.00
Building Code	Dev Services	Customer Service Manager	1.00
Building Code	Dev Services	Customer Service Representative	4.00
Building Code	Dev Services	Floodplain Coordinator	1.00
Building Code	Dev Services	Plans Examiner	2.00
CDBG	Dev Services	Senior Planner	1.00
Charter School	ITS	Desktop Specialists	2.00
Charter School	Public Works	Custodians	3.00
Charter School	Public Works	Lead Custodian	1.00
Charter School	Public Works	Contract Custodial Workers	12.00
Property Mgmt	Public Works	Budgetary Impact - Custodian reclassified from Laborer	-
Property Mgmt	Public Works	Moved Generator Mechanic from Fleet (reclassified from Fleet Warehouse Supervisor)	1.00
Fleet	Public Works	Moved Fleet Mechanic to Stormwater (reclassified to Administrative Assistant)	(1.00)
Fleet	Public Works	Moved Fleet Warehouse Supervisor to Facilities (reclassified to Generator Mechanic)	(1.00)
Lot Mowing	Public Works	Moved Construction Inspector from General Fund	1.00
Lot Mowing	Public Works	Moved Senior Construction Inspector to General Fund	(1.00)
P&R Programs	Parks & Rec	Budgetary Impact - Contract Counselor Specialist reclassified from Contract Lifeguard	-
P&R Programs	Parks & Rec	Budgetary Impact - Contract Job Coach reclassified from Contract Head Counselor	-
P&R Programs	Parks & Rec	Budgetary Impact - Contract Site Director reclassified from Contract Center Attendant	-
P&R Programs	Parks & Rec	Budgetary Impact- Recreation Program Supervisor reclassified from Sr Recreation Specialist	-
Stormwater	Public Works	Budgetary Impact - Environmental Technician reclassified from Customer Service Representative	-
Stormwater	Public Works	Budgetary Impact - Field Technician reclassified from Laborer	-
Stormwater	Public Works	Budgetary Impact - Lab QA/QC Officer reclassified from Lab Technician	-
Stormwater	Public Works	Budgetary Impact - Maintenance Manager reclassified from Operations Supervisor	-
Stormwater	Public Works	Budgetary Impact - Senior Equipment Operator reclassified from Equipment Operator	-
Stormwater	Public Works	Moved Administrative Assistant from Fleet (reclassified from Fleet Mechanic)	1.00
Transportation	Public Works	Budgetary Impact - (3) Field Technician reclassified from Laborer	-
Transportation	Public Works	Budgetary Impact - (3) Engineers reclassified from Field Technicians	-
Transportation	Public Works	Budgetary Impact - Senior Equipment Operator reclassified from Equipment Operator	-
Water & Sewer	Dev Services	Moved Utilities Code Compliance Officers and Specialists from Utilities	3.80
Water & Sewer	Finance	Budgetary Impact - Debt Treasury Manager reclassified from Sr Accountant - split 50% General Fund	-
Water & Sewer	Finance	Budgetary Impact - (5) Sr Customer Service Technicians reclassified from Customer Serv Techs	-
Water & Sewer	Public Works	Budgetary Impact - Senior Project Manager reclassified from Project Manager	-
Water & Sewer	Utilities	Moved Utilities Code Compliance Officers and Specialists to Dev Services	(3.80)
Water & Sewer	Utilities	Budgetary Impact - Construction Inspector reclassified from Senior Construction Inspector	-
Water & Sewer	Utilities	Budgetary Impact - Principal Engineer PE reclassified from Senior Project Manager	-
Water & Sewer	Utilities	Budgetary Impact - Utilities Maintenance Supervisor reclassified from Field Service Representative	-
Water & Sewer	Utilities	Budgetary Impact - Utilities Plan Reviewer reclassified from Field Service Representative	-
Water & Sewer	Utilities	Removed Laborer during reorganization	(1.00)
Total Change All Funds			30.20

**City of Cape Coral, Florida
FY 2022 – 2024 Adopted Budget**

FY 2022 Adopted

Fund	Dept	Position	FTE
General	City Clerk	Customer Service Representatives moving to Communications & Marketing Division	(3.00)
General	City Clerk	Contract Administrative Technician moving to Communications & Marketing Division	(0.20)
General	City Clerk	Moved Senior Customer Service Representatives to Police	(2.00)
General	City Clerk	Additional hours for existing CT Transcriber	0.10
General	City Council	Removed Council members from staffing count	(8.00)
General	City Manager	Customer Service Representatives from Clerk's 311 Division	3.00
General	City Manager	Move Contract Administrative Technician from Clerk's 311 Division	0.20
General	City Manager	Assistant to City Manager	1.00
General	City Manager	Economic Development moved to Special Revenue Fund	(2.00)
General	City Manager	Moved Administrative Assistant from Public Works (Capital Improvement)	1.00
General	Finance	Eliminate Procurement Specialist	(1.00)
General	Finance	Controller	1.00
General	Finance	Senior Accounting Assistant	1.00
General	Finance	Budgetary Impact - Moved Real Estate Division under Public Works	(4.00)
General	Fire	Firefighter	6.00
General	Fire	Logistics Specialist	1.00
General	Fire	Fire Lieutenant	1.00
General	Fire	Reclass Fire Inspector to Lieutenant	-
General	Fire	Quartermaster	1.00
General	ITS	Network Security Administrator - Charter School	0.50
General	ITS	Reclass Help Desk Analyst to Systems Administrator	-
General	Dev Services	Code Compliance Supervisor	1.00
General	Parks & Rec	Administrative Specialist	1.00
General	Parks & Rec	Business Manager	1.00
General	Parks & Rec	Chemical Specialist (Parks & Rec Master Plan)	1.00
General	Parks & Rec	Groundskeeper (Parks & Rec Master Plan)	3.00
General	Parks & Rec	Irrigation Specialist (Parks & Rec Master Plan)	2.00
General	Parks & Rec	Park Ranger (Parks & Rec Master Plan)	1.00
General	Police	Senior Customer Service Representative moved from City Clerk	2.00
General	Police	Converted Contract Administrative Technician to Full-time Customer Service Representative	0.30
General	Police	Police Officers - Patrol and Special Operations	15.00
General	Public Works	Budgetary Impact - Moved Real Estate Division from Finance	4.00
General	Public Works	Moved Administrative Assistant to City Manager (Capital Improvement)	(1.00)
General	Public Works	Arborist/ Landscaping Architect	1.00
Total Change General Fund			27.90
All Hazards	Fire	Convert Contract Volunteer Coordinator to full-time Community Risk Reduction Specialist	0.50
Building Code	Fire	Fire Inspector	1.00
Economic B&D	City Manager	Economic Development moved from General Fund	2.00
Property Mgmt	City Manager	Moved Principal Engineer from Public Works (Capital Improvement)	2.00
Property Mgmt	City Manager	Moved Project Manager from Public Works (Capital Improvement)	1.00
Property Mgmt	City Manager	Moved Senior Project Manager from Public Works (Capital Improvement)	1.00
Property Mgmt	Public Works	Moved Principal Engineer to City Manager (Capital Improvement)	(2.00)
Property Mgmt	Public Works	Moved Project Manager to City Manager (Capital Improvement)	(1.00)
Property Mgmt	Public Works	Moved Senior Project Manager to City Manager (Capital Improvement)	(1.00)
P&R Programs	Parks & Rec	Customer Service Representative (Parks & Rec Master Plan)	1.00
P&R Programs	Parks & Rec	Recreation Specialist - YFC (Parks & Rec Master Plan)	2.00
P&R Programs	Parks & Rec	Sr Recreation Specialist - Athletics (Parks & Rec Master Plan)	1.00
Lot Mowing	Public Works	Chief Engineering Inspector	0.50
Solid Waste	Public Works	Solid Waste Manager	1.00
Solid Waste	Public Works	Solid Waste Inspector	1.00
Stormwater	City Manager	Moved Associate Project Manager from Public Works (Capital Improvement)	1.00
Stormwater	City Manager	Moved Principal Engineer PE from Public Works (Capital Improvement)	1.00
Stormwater	Finance	Real Estate Division's Administrative Assistant moved to Public Works	(0.50)
Stormwater	Public Works	Real Estate Division's Administrative Assistant moved from Finance	0.50
Stormwater	Public Works	Moved Associate Project Manager to City Manager (Capital Improvement)	(1.00)
Stormwater	Public Works	Moved Principal Engineer PE to City Manager (Capital Improvement)	(1.00)
Water & Sewer	City Manager	Convert Utilities Extension Project from Public Works to Director of Capital Improvements	9.00
Water & Sewer	Finance	Real Estate Division's Administrative Assistant moved to Public Works	(0.50)
Water & Sewer	ITS	Network Security Administrator	0.50
Water & Sewer	Public Works	Real Estate Division's Administrative Assistant moved from Finance	0.50
Water & Sewer	Public Works	Convert Utilities Extension Project to Director of Capital Improvements City Manager	(9.00)
Water & Sewer	Utilities	Pre-Treatment Technician	1.00
Yacht Basin	Parks & Rec	Reclass Contract Dockmaster to Recreation Specialist	0.25
Total Change			39.65

**City of Cape Coral, Florida
FY 2022 – 2024 Adopted Budget**

FY 2023 Forecast

Fund	Dept	Position	FTE
General	Fire	Firefighters - Station 13	9.00
General	Fire	Fire Lieutenants - Station 13	3.00
General	Fire	Fire Engineer/Drivers - Station 13	3.00
Total Change General Fund			15.00

FY 2024 Forecast

Fund	Dept	Position	FTE
No anticipated staffing changes at this time			-

City of Cape Coral, Florida
 FY 2022 – 2024 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 2022 – 2024 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 2022 – 2024 Adopted Budget

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 2022 – 2024 Adopted Budget**

FIRE UNION PAY PLANS

Effective 10/06/2018

Forty-Eight (48) Hour Work Week Shift Employees:

Step	Hourly Pay Rate			
	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:**

Step	Hourly Pay Rate		
	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 2022 – 2024 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 2022 - 2024.

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 2022 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 2022 – 2024 Adopted Budget**

Central Service Reimbursement to the General Fund

Fund Name	FY 2019 Estimated Allocation	FY 2020 Estimated Allocation ¹	FY 2021 Estimated Allocation	FY 2022 Adopted Allocation	FY 2023 Forecast Allocation	FY 2024 Forecast Allocation
Building Code Fund	\$1,049,198	\$1,878,990	\$1,377,017	\$1,467,711	\$1,497,066	\$1,527,007
CDBG Fund	54,782	47,865	50,474	54,563	55,654	56,767
Golf Course Fund	389,222	333,869	364,939	432,329	440,975	449,795
Stormwater Fund	1,509,711	1,082,850	1,115,982	1,184,536	1,208,227	1,232,392
Water & Sewer Fund	3,400,825	4,621,990	4,147,509	4,113,869	4,196,146	4,280,069
Waterpark Fund	419,061	272,644	537,939	605,998	618,118	630,480
Yacht Basin Fund	82,240	48,583	47,781	37,574	38,326	39,093
Total Charge Back	\$6,905,039	\$8,286,791	\$7,641,641	\$7,896,580	\$8,054,512	\$8,215,603

Note: Differences are due to rounding.

¹ 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 Code	Water & Sewer
CDBG	Waterpark
Golf Course	Yacht Basin
Stormwater	

Summary of Allocated Costs by Department

FY 2022 Central Services to be allocated	General Fund Portion	Building	CDBG	Golf Course	Stormwater	Water & Sewer	Waterpark	Yacht Basin
Human Resources \$ 10,337,887	\$ 7,707,039	\$ 457,018	\$ 1,492	\$ 126,500	\$ 411,506	\$ 1,433,251	\$ 201,080	\$ 13,040
Financial Services 3,838,736	2,921,388	58,072	16,446	65,453	167,259	532,535	77,582	10,205
City Clerk 1,740,222	844,707	392,040	987	15,306	55,271	402,616	29,295	1,234
City Manager 1,639,946	1,116,311	51,494	1,968	30,503	92,657	288,630	58,382	2,460
Information Tech 9,161,382	7,105,568	451,656	20,155	87,949	269,345	1,051,727	174,982	6,413
City Auditor 864,852	723,881	-	-	71,264	69,707	-	-	-
City Council 817,464	673,345	3,270	11,444	3,270	21,336	101,529	3,270	1,635
City Attorney 1,724,888	1,174,131	54,161	2,070	32,083	97,456	303,580	61,406	2,587
FY 2018 True-Up -	-	-	-	-	-	-	-	-
\$ 30,125,377	\$22,266,371	\$ 1,467,711	\$ 54,563	\$ 432,329	\$ 1,184,536	\$ 4,113,869	\$ 605,998	\$ 37,574

**City of Cape Coral, Florida
FY 2022 – 2024 Adopted Budget**

General Fund Overhead Allocation to Building Fund

Total General Fund Amount to Charge Back **\$1,467,711**

FY 2022 Central Services to be allocated		FY 2019 Data for Allocation Basis		Building
Human Resources	\$10,337,887	Human Resources Allocation		\$457,018
Administration	\$410,713	# of FTEs	1,716.31	53.88
		% of Total FTEs		3.14%
		<i>Amount of Allocation</i>		\$12,896
Employee Benefits	\$239,856	# of FTEs	1,716.31	53.88
		% of Total FTEs		3.14%
		<i>Amount of Allocation</i>		\$7,531
Retiree Health Care Costs	\$8,595,677	# of Retirees	764.00	36.00
		% of Total Retirees		4.71%
		<i>Amount of Allocation</i>		\$404,856
Compensation & Classification	\$317,939	# of FTEs	1,716.31	53.88
		% of Total FTEs		3.14%
		<i>Amount of Allocation</i>		\$9,983
Employee Development	\$158,760	# of FTEs	1,716.31	53.88
		% of Total FTEs		3.14%
		<i>Amount of Allocation</i>		\$4,985
Recruitment	\$498,771	# of Requisitions (Personnel)	722.00	19.00
		% of Total Requisitions (Personnel)		2.63%
		<i>Amount of Allocation</i>		\$13,118
Employee/Labor Relations	\$116,171	# of FTEs	1,716.31	53.88
		% of Total FTEs		3.14%
		<i>Amount of Allocation</i>		\$3,648
Financial Services	\$3,433,382	Financial Services Allocation		\$58,072
Administration	\$638,058	# of FTEs	1,716.31	53.88
		% of Total FTEs		3.14%
		<i>Amount of Allocation</i>		\$20,035
Accounting & Debt Management	\$611,330	Accounting Transactions	85,858.00	1,379.00
		% of Total Accounting Transactions		1.61%
		<i>Amount of Allocation</i>		\$9,842
Treasury (Cashier)	90% \$283,582	Cashier Transactions	4,708,317.00	37,167.00
		% of Total Cashier Transactions		0.79%
		<i>Amount of Allocation</i>		\$2,240
Payroll Services	\$173,469	# of FTEs	1,716.31	53.88
		% of Total FTEs		3.14%
		<i>Amount of Allocation</i>		\$5,447
Accounts Payable	\$459,181	A/P Transactions	73,941.00	1,067.00
		% of Total A/P Transactions		1.44%
		<i>Amount of Allocation</i>		\$6,612
Management/Budget	\$499,756	Budget Expenditures	320,786,758.00	5,524,122.00
		% of Total Budgeted Expenditures		1.72%
		<i>Amount of Allocation</i>		\$8,596
Procurement	\$768,006	Purchase Orders Processed	15,971.00	110.00
		% of Total Purchase Orders Processed		0.69%
		<i>Amount of Allocation</i>		\$5,299
Real Estate	\$373,845	# of Real Estate Items for Council Actio	43.00	0.00
		% of Total Real Estate Items		0.00%
		<i>Amount of Allocation</i>		\$0
City Clerk	\$1,661,551	City Clerk Allocation		\$392,040
Administration	\$747,060	# of FTEs	1,716.31	53.88
		% of Total FTEs		3.14%
		<i>Amount of Allocation</i>		\$23,458
Communications	\$75,847	# of FTEs	1,716.31	53.88
		% of Total FTEs		3.14%
		<i>Amount of Allocation</i>		\$2,382
Records Management	90% \$708,042	Files Imaged	166,619.00	85,945.00
		% of Total Files Imaged		51.58%
		<i>Amount of Allocation</i>		\$365,208
Citizen's Action Center	\$130,602	Complaints/Inquiries	24,302.00	184.00
		% of Total Complaints/Inquiries		0.76%
		<i>Amount of Allocation</i>		\$993

**City of Cape Coral, Florida
FY 2022 – 2024 Adopted Budget**

General Fund Overhead Allocation to Building Fund

FY 2022 Central Services to be allocated		FY 2019 Data for Allocation Basis		Building
City Manager	\$1,639,946	City Manager Allocation		\$51,494
Administration	\$1,137,896	# of FTEs	1,716.31	53.88
		% of Total FTEs		3.14%
		<i>Amount of Allocation</i>		\$35,730
Public Information	\$502,050	# of FTEs	1,716.31	53.88
		% of Total FTEs		3.14%
		<i>Amount of Allocation</i>		\$15,764
Information Technology Services	\$9,161,382	Information Technology Services Allocation		\$451,656
Administration	\$315,914	# of Devices	1,359.00	67.00
		% of Total Devices		4.93%
		<i>Amount of Allocation</i>		\$15,575
Business Applications	\$2,112,780	# of Devices	1,359.00	67.00
		% of Total Devices		4.93%
		<i>Amount of Allocation</i>		\$104,160
Network Administration	\$1,955,841	# of Devices	1,359.00	67.00
		% of Total Devices		4.93%
		<i>Amount of Allocation</i>		\$96,423
Systems	\$3,330,109	# of Devices	1,359.00	67.00
		% of Total Devices		4.93%
		<i>Amount of Allocation</i>		\$164,174
Security	\$907,765	# of Devices	1,359.00	67.00
		% of Total Devices		4.93%
		<i>Amount of Allocation</i>		\$44,753
GIS	\$538,973	# of Devices	1,359.00	67.00
		% of Total Devices		4.93%
		<i>Amount of Allocation</i>		\$26,571
City Auditor Services	\$864,852	City Auditor Services Allocation		\$0
City Auditor	\$864,852	Internal Audit Hours	7,322.00	0.00
		% of Total Internal Audit Hours		0.00%
		<i>Amount of Allocation</i>		\$0
City Council Services	\$817,464	City Council Services Allocation		\$3,270
City Council	\$817,464	Council Agenda Items	499.00	2.00
		% of Total Council Agenda Items		0.40%
		<i>Amount of Allocation</i>		\$3,270
City Attorney Services	\$1,724,888	City Attorney Services Allocation		\$54,161
City Attorney	\$1,724,888	# of FTEs	1,716.31	53.88
		% of Total FTEs		3.14%
		<i>Amount of Allocation</i>		\$54,161
Adjustment		FY 2018 True-Up		\$0
Total General Fund Allocations	\$29,641,352	Total General Fund Amount to Charge Back		
		Building		\$1,467,711

Note: Differences are due to rounding.

**City of Cape Coral, Florida
FY 2022 – 2024 Adopted Budget**

General Fund Overhead Allocation to CDBG/SHIP/HUD Funds

Total General Fund Amount to Charge Back \$54,563

FY 2022 Central Services to be allocated		FY 2019 Data for Allocation Basis		CDBG/SHIP/HUD
Human Resources	\$10,337,887	Human Resources Allocation		\$1,492
Administration	\$410,713	# of FTEs	1,716.31	2.00
		% of Total FTEs		0.12%
		<i>Amount of Allocation</i>		\$493
Employee Benefits	\$239,856	# of FTEs	1,716.31	2.00
		% of Total FTEs		0.12%
		<i>Amount of Allocation</i>		\$288
Retiree Health Care Costs	\$8,595,677	# of Retirees	764.00	0.00
		% of Total Retirees		0.00%
		<i>Amount of Allocation</i>		\$0
Compensation & Classification	\$317,939	# of FTEs	1,716.31	2.00
		% of Total FTEs		0.12%
		<i>Amount of Allocation</i>		\$382
Employee Development	\$158,760	# of FTEs	1,716.31	2.00
		% of Total FTEs		0.12%
		<i>Amount of Allocation</i>		\$191
Recruitment	\$498,771	# of Requisitions (Personnel)	722.00	0.00
		% of Total Requisitions (Personnel)		0.00%
		<i>Amount of Allocation</i>		\$0
Employee/Labor Relations	\$116,171	# of FTEs	1,716.31	2.00
		% of Total FTEs		0.12%
		<i>Amount of Allocation</i>		\$139
Financial Services	\$3,433,382	Financial Services Allocation		\$16,446
Administration	\$638,058	# of FTEs	1,716.31	2.00
		% of Total FTEs		0.12%
		<i>Amount of Allocation</i>		\$766
Accounting & Debt Management	\$611,330	Accounting Transactions	85,858.00	1,324.00
		% of Total Accounting Transactions		1.54%
		<i>Amount of Allocation</i>		\$9,414
Treasury (Cashier)	90% \$283,582	Cashier Transactions	4,708,317.00	0.00
		% of Total Cashier Transactions		0.00%
		<i>Amount of Allocation</i>		\$0
Payroll Services	\$173,469	# of FTEs	1,716.31	2.00
		% of Total FTEs		0.12%
		<i>Amount of Allocation</i>		\$208
Accounts Payable	\$459,181	A/P Transactions	73,941.00	271.00
		% of Total A/P Transactions		0.37%
		<i>Amount of Allocation</i>		\$1,699
Management/Budget	\$499,756	Budget Expenditures	320,786,758.00	2,497,497.00
		% of Total Budgeted Expenditures		0.78%
		<i>Amount of Allocation</i>		\$3,898
Procurement	\$768,006	Purchase Orders Processed	15,971.00	9.00
		% of Total Purchase Orders Processed		0.06%
		<i>Amount of Allocation</i>		\$461
Real Estate	\$373,845	# of Real Estate Items for Council Action	43.00	0.00
		% of Total Real Estate Items		0.00%
		<i>Amount of Allocation</i>		\$0
City Clerk	\$1,740,222	City Clerk Allocation		\$987
Administration	\$747,060	# of FTEs	1,716.31	2.00
		% of Total FTEs		0.12%
		<i>Amount of Allocation</i>		\$896
Communications	\$75,847	# of FTEs	1,716.31	2.00
		% of Total FTEs		0.12%
		<i>Amount of Allocation</i>		\$91
Records Management	\$786,713	Files Imaged	166,619.00	0.00
		% of Total Files Imaged		0.00%
		<i>Amount of Allocation</i>		\$0
Citizen's Action Center	\$130,602	Complaints/Inquiries	24,302.00	0.00
		% of Total Complaints/Inquiries		0.00%
		<i>Amount of Allocation</i>		\$0

**City of Cape Coral, Florida
FY 2022 – 2024 Adopted Budget**

General Fund Overhead Allocation to CDBG/SHIP/HUD Funds

FY 2022 Central Services to be allocated		FY 2019 Data for Allocation Basis		CDBG/SHIP/HUD
City Manager	\$1,639,946	City Manager Allocation		\$1,968
Administration	\$1,137,896	# of FTEs	1,716.31	2.00
		% of Total FTEs		0.12%
		<i>Amount of Allocation</i>		\$1,365
Public Information	\$502,050	# of FTEs	1,716.31	2.00
		% of Total FTEs		0.12%
		<i>Amount of Allocation</i>		\$602
Information Technology Services	\$9,161,382	Information Technology Services Allocation		\$20,155
Administration	\$315,914	# of Devices	1,359.00	3.00
		% of Total Devices		0.22%
		<i>Amount of Allocation</i>		\$695
Business Applications	\$2,112,780	# of Devices	1,359.00	3.00
		% of Total Devices		0.22%
		<i>Amount of Allocation</i>		\$4,648
Network Administration	\$1,955,841	# of Devices	1,359.00	3.00
		% of Total Devices		0.22%
		<i>Amount of Allocation</i>		\$4,303
Systems	\$3,330,109	# of Devices	1,359.00	3.00
		% of Total Devices		0.22%
		<i>Amount of Allocation</i>		\$7,326
Security	\$907,765	# of Devices	1,359.00	3.00
		% of Total Devices		0.22%
		<i>Amount of Allocation</i>		\$1,997
GIS	\$538,973	# of Devices	1,359.00	3.00
		% of Total Devices		0.22%
		<i>Amount of Allocation</i>		\$1,186
City Auditor Services	\$864,852	City Auditor Services Allocation		\$0
City Auditor	\$864,852	Internal Audit Hours	7,322.00	0.00
		% of Total Internal Audit Hours		0.00%
		<i>Amount of Allocation</i>		\$0
City Council Services	\$817,464	City Council Services Allocation		\$11,444
City Council	\$817,464	Council Agenda Items	499.00	7.00
		% of Total Council Agenda Items		1.40%
		<i>Amount of Allocation</i>		\$11,444
City Attorney Services	\$1,724,888	City Attorney Services Allocation		\$2,070
City Attorney	\$1,724,888	# of FTEs	1,716.31	2.00
		% of Total FTEs		0.12%
		<i>Amount of Allocation</i>		\$2,070
Adjustment		FY 2018 True-Up		\$0
Total General Fund Allocations	\$29,720,023	Total General Fund Amount to Charge Back CDBG/SHIP/HUD		\$54,563

Note: Differences are due to rounding.

**City of Cape Coral, Florida
FY 2022 – 2024 Adopted Budget**

General Fund Overhead Allocation to Golf Course Fund

Total General Fund Amount to Charge Back **\$432,329**

FY 2022 Central Services to be allocated		FY 2019 Data for Allocation Basis		Golf Course
Human Resources	\$10,337,887	Human Resources Allocation		\$126,500
Administration	\$410,713	# of FTEs	1,716.31	32.00
		% of Total FTEs		1.86%
		<i>Amount of Allocation</i>		\$7,639
Employee Benefits	\$239,856	# of FTEs	1,716.31	32.00
		% of Total FTEs		1.86%
		<i>Amount of Allocation</i>		\$4,461
Retiree Health Care Costs	\$8,595,677	# of Retirees	764.00	8.00
		% of Total Retirees		1.05%
		<i>Amount of Allocation</i>		\$90,255
Compensation & Classification	\$317,939	# of FTEs	1,716.31	32.00
		% of Total FTEs		1.86%
		<i>Amount of Allocation</i>		\$5,914
Employee Development	\$158,760	# of FTEs	1,716.31	32.00
		% of Total FTEs		1.86%
		<i>Amount of Allocation</i>		\$2,953
Recruitment	\$498,771	# of Requisitions (Personnel)	722.00	19.00
		% of Total Requisitions (Personnel)		2.63%
		<i>Amount of Allocation</i>		\$13,118
Employee/Labor Relations	\$116,171	# of FTEs	1,716.31	32.00
		% of Total FTEs		1.86%
		<i>Amount of Allocation</i>		\$2,161
Financial Services	\$3,181,309	Financial Services Allocation		\$65,453
Administration	\$638,058	# of FTEs	1,716.31	32.00
		% of Total FTEs		1.86%
		<i>Amount of Allocation</i>		\$11,868
Accounting & Debt Management	\$611,330	Accounting Transactions	85,858.00	1,776.00
		% of Total Accounting Transactions		2.07%
		<i>Amount of Allocation</i>		\$12,655
Treasury (Cashier)	10% \$31,509	Rec Trac Transactions	1,044,520.00	263,918.00
		% of Total Rec Trac Transactions		25.27%
		<i>Amount of Allocation</i>		\$7,962
Payroll Services	\$173,469	# of FTEs	1,716.31	32.00
		% of Total FTEs		1.86%
		<i>Amount of Allocation</i>		\$3,227
Accounts Payable	\$459,181	A/P Transactions	73,941.00	1,578.00
		% of Total A/P Transactions		2.13%
		<i>Amount of Allocation</i>		\$9,781
Management/Budget	\$499,756	Budget Expenditures	320,786,758.00	2,859,689.00
		% of Total Budgeted Expenditures		0.89%
		<i>Amount of Allocation</i>		\$4,448
Procurement	\$768,006	Purchase Orders Processed	15,971.00	322.00
		% of Total Purchase Orders Processed		2.02%
		<i>Amount of Allocation</i>		\$15,514
Real Estate	\$373,845	# of Real Estate Items for Council Actic	43.00	0.00
		% of Total Real Estate Items		0.00%
		<i>Amount of Allocation</i>		\$0
City Clerk	\$1,740,222	City Clerk Allocation		\$15,306
Administration	\$747,060	# of FTEs	1,716.31	32.00
		% of Total FTEs		1.86%
		<i>Amount of Allocation</i>		\$13,895
Communications	\$75,847	# of FTEs	1,716.31	32.00
		% of Total FTEs		1.86%
		<i>Amount of Allocation</i>		\$1,411
Records Management	\$786,713	Files Imaged	166,619.00	0.00
		% of Total Files Imaged		0.00%
		<i>Amount of Allocation</i>		\$0
Citizen's Action Center	\$130,602	Complaints/Inquiries	24,302.00	0.00
		% of Total Complaints/Inquiries		0.00%
		<i>Amount of Allocation</i>		\$0

**City of Cape Coral, Florida
FY 2022 – 2024 Adopted Budget**

General Fund Overhead Allocation to Golf Course Fund

FY 2022 Central Services to be allocated		FY 2019 Data for Allocation Basis		Golf Course
City Manager	\$1,639,946	City Manager Allocation		\$30,503
Administration	\$1,137,896	# of FTEs	1,716.31	32.00
		% of Total FTEs		1.86%
		<i>Amount of Allocation</i>		\$21,165
Public Information	\$502,050	# of FTEs	1,716.31	32.00
		% of Total FTEs		1.86%
		<i>Amount of Allocation</i>		\$9,338
Information Technology Services	\$9,161,382	Information Technology Services Allocation		\$87,949
Administration	\$315,914	# of Devices	1,359.00	13.00
		% of Total Devices		0.96%
		<i>Amount of Allocation</i>		\$3,033
Business Applications	\$2,112,780	# of Devices	1,359.00	13.00
		% of Total Devices		0.96%
		<i>Amount of Allocation</i>		\$20,283
Network Administration	\$1,955,841	# of Devices	1,359.00	13.00
		% of Total Devices		0.96%
		<i>Amount of Allocation</i>		\$18,776
Systems	\$3,330,109	# of Devices	1,359.00	13.00
		% of Total Devices		0.96%
		<i>Amount of Allocation</i>		\$31,969
Security	\$907,765	# of Devices	1,359.00	13.00
		% of Total Devices		0.96%
		<i>Amount of Allocation</i>		\$8,715
GIS	\$538,973	# of Devices	1,359.00	13.00
		% of Total Devices		0.96%
		<i>Amount of Allocation</i>		\$5,174
City Auditor Services	\$864,852	City Auditor Services Allocation		\$71,264
City Auditor	\$864,852	Internal Audit Hours	7,322.00	603.25
		% of Total Internal Audit Hours		8.24%
		<i>Amount of Allocation</i>		\$71,264
City Council Services	\$817,464	City Council Services Allocation		\$3,270
City Council	\$817,464	Council Agenda Items	499.00	2.00
		% of Total Council Agenda Items		0.40%
		<i>Amount of Allocation</i>		\$3,270
City Attorney Services	\$1,724,888	City Attorney Services Allocation		\$32,083
City Attorney	\$1,724,888	# of FTEs	1,716.31	32.00
		% of Total FTEs		1.86%
		<i>Amount of Allocation</i>		\$32,083
Adjustment		FY 2018 True-Up		\$0
Total General Fund Allocations	\$29,467,950	Total General Fund Amount to Charge Back		
		Golf Course		\$432,329

Note: Differences are due to rounding.

**City of Cape Coral, Florida
FY 2022 – 2024 Adopted Budget**

General Fund Overhead Allocation to Stormwater Fund

Total General Fund Amount to Charge Back **\$1,184,536**

FY 2022 Central Services to be allocated		FY 2019 Data for Allocation Basis		Stormwater
Human Resources	\$10,337,887	Human Resources Allocation		\$411,506
Administration	\$410,713	# of FTEs	1,716.31	97.00
		% of Total FTEs		5.65%
		<i>Amount of Allocation</i>		\$23,205
Employee Benefits	\$239,856	# of FTEs	1,716.31	97.00
		% of Total FTEs		5.65%
		<i>Amount of Allocation</i>		\$13,552
Retiree Health Care Costs	\$8,595,677	# of Retirees	764.00	30.00
		% of Total Retirees		3.93%
		<i>Amount of Allocation</i>		\$337,810
Compensation & Classification	\$317,939	# of FTEs	1,716.31	97.00
		% of Total FTEs		5.65%
		<i>Amount of Allocation</i>		\$17,964
Employee Development	\$158,760	# of FTEs	1,716.31	97.00
		% of Total FTEs		5.65%
		<i>Amount of Allocation</i>		\$8,970
Recruitment	\$498,771	# of Requisitions (Personnel)	722.00	5.00
		% of Total Requisitions (Personnel)		0.69%
		<i>Amount of Allocation</i>		\$3,442
Employee/Labor Relations	\$116,171	# of FTEs	1,716.31	97.00
		% of Total FTEs		5.65%
		<i>Amount of Allocation</i>		\$6,564
Financial Services	\$3,433,382	Financial Services Allocation		\$167,259
Administration	\$638,058	# of FTEs	1,716.31	97.00
		% of Total FTEs		5.65%
		<i>Amount of Allocation</i>		\$36,050
Accounting & Debt Management	\$611,330	Accounting Transactions	85,858.00	5,867.00
		% of Total Accounting Transactions		6.83%
		<i>Amount of Allocation</i>		\$41,754
Treasury (Cashier)	90% \$283,582	Cashier Transactions	4,708,317.00	3,630.00
		% of Total Cashier Transactions		0.08%
		<i>Amount of Allocation</i>		\$227
Payroll Services	\$173,469	# of FTEs	1,716.31	97.00
		% of Total FTEs		5.65%
		<i>Amount of Allocation</i>		\$9,801
Accounts Payable	\$459,181	A/P Transactions	73,941.00	4,035.00
		% of Total A/P Transactions		5.46%
		<i>Amount of Allocation</i>		\$25,071
Management/Budget	\$499,756	Budget Expenditures	320,786,758.00	12,734,733.00
		% of Total Budgeted Expenditures		3.97%
		<i>Amount of Allocation</i>		\$19,840
Procurement	\$768,006	Purchase Orders Processed	15,971.00	537.00
		% of Total Purchase Orders Processed		3.36%
		<i>Amount of Allocation</i>		\$25,805
Real Estate	\$373,845	# of Real Estate Items for Council Actio	43.00	1.00
		% of Total Real Estate Items		2.33%
		<i>Amount of Allocation</i>		\$8,711
City Clerk	\$1,740,222	City Clerk Allocation		\$55,271
Administration	\$747,060	# of FTEs	1,716.31	97.00
		% of Total FTEs		5.65%
		<i>Amount of Allocation</i>		\$42,209
Communications	\$75,847	# of FTEs	1,716.31	97.00
		% of Total FTEs		5.65%
		<i>Amount of Allocation</i>		\$4,285
Records Management	\$786,713	Files Imaged	166,619.00	0.00
		% of Total Files Imaged		0.00%
		<i>Amount of Allocation</i>		\$0
Citizen's Action Center	\$130,602	Complaints/Inquiries	24,302.00	1,634.00
		% of Total Complaints/Inquiries		6.72%
		<i>Amount of Allocation</i>		\$8,776

**City of Cape Coral, Florida
FY 2022 – 2024 Adopted Budget**

General Fund Overhead Allocation to Stormwater Fund

FY 2022 Central Services to be allocated		FY 2019 Data for Allocation Basis		Stormwater
City Manager	\$1,639,946	City Manager Allocation		\$92,657
Administration	\$1,137,896	# of FTEs	1,716.31	97.00
		% of Total FTEs		5.65%
		<i>Amount of Allocation</i>		\$64,291
Public Information	\$502,050	# of FTEs	1,716.31	97.00
		% of Total FTEs		5.65%
		<i>Amount of Allocation</i>		\$28,366
Information Technology Services	\$9,161,382	Information Technology Services Allocation		\$269,345
Administration	\$315,914	# of Devices	1,359.00	40.00
		% of Total Devices		2.94%
		<i>Amount of Allocation</i>		\$9,288
Business Applications	\$2,112,780	# of Devices	1,359.00	40.00
		% of Total Devices		2.94%
		<i>Amount of Allocation</i>		\$62,116
Network Administration	\$1,955,841	# of Devices	1,359.00	40.00
		% of Total Devices		2.94%
		<i>Amount of Allocation</i>		\$57,502
Systems	\$3,330,109	# of Devices	1,359.00	40.00
		% of Total Devices		2.94%
		<i>Amount of Allocation</i>		\$97,905
Security	\$907,765	# of Devices	1,359.00	40.00
		% of Total Devices		2.94%
		<i>Amount of Allocation</i>		\$26,688
GIS	\$538,973	# of Devices	1,359.00	40.00
		% of Total Devices		2.94%
		<i>Amount of Allocation</i>		\$15,846
City Auditor Services	\$864,852	City Auditor Services Allocation		\$69,707
City Auditor	\$864,852	Internal Audit Hours	7,322.00	590.50
		% of Total Internal Audit Hours		8.06%
		<i>Amount of Allocation</i>		\$69,707
City Council Services	\$817,464	City Council Services Allocation		\$21,336
City Council	\$817,464	Council Agenda Items	499.00	13.00
		% of Total Council Agenda Items		2.61%
		<i>Amount of Allocation</i>		\$21,336
City Attorney Services	\$1,724,888	City Attorney Services Allocation		\$97,456
City Attorney	\$1,724,888	# of FTEs	1,716.31	97.00
		% of Total FTEs		5.65%
		<i>Amount of Allocation</i>		\$97,456
Adjustment		FY 2018 True - Up		\$0
Total General Fund Allocations	\$29,720,023	Total General Fund Amount to Charge Back		
		Stormwater		\$1,184,536

Note: Differences are due to rounding.

**City of Cape Coral, Florida
FY 2022 – 2024 Adopted Budget**

General Fund Overhead Allocation to Water & Sewer Fund

Total General Fund Amount to Charge Back **\$4,113,869**

FY 2022 Central Services to be allocated		FY 2019 Data for Allocation Basis		Water & Sewer
Human Resources	\$10,337,887	Human Resources Allocation		\$1,433,251
Administration	\$410,713	# of FTEs	1,716.31	302.15
		% of Total FTEs		17.60%
		<i>Amount of Allocation</i>		<i>\$72,285</i>
Employee Benefits	\$239,856	# of FTEs	1,716.31	302.15
		% of Total FTEs		17.60%
		<i>Amount of Allocation</i>		<i>\$42,215</i>
Retiree Health Care Costs	\$8,595,677	# of Retirees	764.00	101.00
		% of Total Retirees		13.22%
		<i>Amount of Allocation</i>		<i>\$1,136,348</i>
Compensation & Classification	\$317,939	# of FTEs	1,716.31	302.15
		% of Total FTEs		17.60%
		<i>Amount of Allocation</i>		<i>\$55,957</i>
Employee Development	\$158,760	# of FTEs	1,716.31	302.15
		% of Total FTEs		17.60%
		<i>Amount of Allocation</i>		<i>\$27,942</i>
Recruitment	\$498,771	# of Requisitions (Personnel)	722.00	113.00
		% of Total Requisitions (Personnel)		15.65%
		<i>Amount of Allocation</i>		<i>\$78,058</i>
Employee/Labor Relations	\$116,171	# of FTEs	1,716.31	302.15
		% of Total FTEs		17.60%
		<i>Amount of Allocation</i>		<i>\$20,446</i>
Financial Services	\$2,053,387	Financial Services Allocation		\$532,535
Administration	\$638,058	# of FTEs	1,716.31	302.15
		% of Total FTEs		17.60%
		<i>Amount of Allocation</i>		<i>\$112,298</i>
Accounting & Debt Management	57% \$349,331	Accounting Transactions	85,858.00	16,125.00
		% of Total Accounting Transactions		18.78%
		<i>Amount of Allocation</i>		<i>\$65,604</i>
Treasury (Cashier)	50% \$157,546	Cashier Transactions	4,708,317.00	3,753,277.00
		% of Total Cashier Transactions		79.72%
		<i>Amount of Allocation</i>		<i>\$125,595</i>
Payroll Services	50% \$86,735	# of FTEs	1,716.31	302.15
		% of Total FTEs		17.60%
		<i>Amount of Allocation</i>		<i>\$15,265</i>
Accounts Payable	20% \$91,836	A/P Transactions	73,941.00	20,225.00
		% of Total A/P Transactions		27.35%
		<i>Amount of Allocation</i>		<i>\$25,117</i>
Management/Budget	50% \$249,878	Budget Expenditures	320,786,758.00	58,433,426.00
		% of Total Budgeted Expenditures		18.22%
		<i>Amount of Allocation</i>		<i>\$45,528</i>
Procurement	63% \$480,004	Purchase Orders Processed	15,971.00	3,315.00
		% of Total Purchase Orders Processed		20.76%
		<i>Amount of Allocation</i>		<i>\$99,649</i>
Real Estate	\$373,845	# of Real Estate Items for Council Actic	43.00	5.00
		% of Total Real Estate Items		11.63%
		<i>Amount of Allocation</i>		<i>\$43,478</i>
City Clerk	\$1,740,222	City Clerk Allocation		\$402,616
Administration	\$747,060	# of FTEs	1,716.31	302.15
		% of Total FTEs		17.60%
		<i>Amount of Allocation</i>		<i>\$131,483</i>
Communications	\$75,847	# of FTEs	1,716.31	302.15
		% of Total FTEs		17.60%
		<i>Amount of Allocation</i>		<i>\$13,349</i>
Records Management	\$786,713	Files Imaged	166,619.00	52,015.00
		% of Total Files Imaged		31.22%
		<i>Amount of Allocation</i>		<i>\$245,612</i>
Citizen's Action Center	\$130,602	Complaints/Inquiries	24,302.00	2,266.00
		% of Total Complaints/Inquiries		9.32%
		<i>Amount of Allocation</i>		<i>\$12,172</i>

**City of Cape Coral, Florida
FY 2022 – 2024 Adopted Budget**

General Fund Overhead Allocation to Water & Sewer Fund

FY 2022 Central Services to be allocated		FY 2019 Data for Allocation Basis		Water & Sewer
City Manager	\$1,639,946	City Manager Allocation		\$288,630
Administration	\$1,137,896	# of FTEs	1,716.31	302.15
		% of Total FTEs		17.60%
		<i>Amount of Allocation</i>		<i>\$200,270</i>
Public Information	\$502,050	# of FTEs	1,716.31	302.15
		% of Total FTEs		17.60%
		<i>Amount of Allocation</i>		<i>\$88,361</i>
Information Technology Services	\$9,161,382	Information Technology Services Allocation		\$1,051,727
Administration	\$315,914	# of Devices	1,359.00	156.00
		% of Total Devices		11.48%
		<i>Amount of Allocation</i>		<i>\$36,267</i>
Business Applications	\$2,112,780	# of Devices	1,359.00	156.00
		% of Total Devices		11.48%
		<i>Amount of Allocation</i>		<i>\$242,547</i>
Network Administration	\$1,955,841	# of Devices	1,359.00	156.00
		% of Total Devices		11.48%
		<i>Amount of Allocation</i>		<i>\$224,531</i>
Systems	\$3,330,109	# of Devices	1,359.00	156.00
		% of Total Devices		11.48%
		<i>Amount of Allocation</i>		<i>\$382,297</i>
Security	\$907,765	# of Devices	1,359.00	156.00
		% of Total Devices		11.48%
		<i>Amount of Allocation</i>		<i>\$104,211</i>
GIS	\$538,973	# of Devices	1,359.00	156.00
		% of Total Devices		11.48%
		<i>Amount of Allocation</i>		<i>\$61,874</i>
City Auditor Services	\$864,852	City Auditor Services Allocation		\$0
City Auditor	\$864,852	Internal Audit Hours	7,322.00	0.00
		% of Total Internal Audit Hours		0.00%
		<i>Amount of Allocation</i>		<i>\$0</i>
City Council Services	\$817,464	City Council Services Allocation		\$101,529
City Council	\$817,464	Council Agenda Items	499.00	62.00
		% of Total Council Agenda Items		12.42%
		<i>Amount of Allocation</i>		<i>\$101,529</i>
City Attorney Services	\$1,724,888	City Attorney Services Allocation		\$303,580
City Attorney	\$1,724,888	# of FTEs	1,716.31	302.15
		% of Total FTEs		17.60%
		<i>Amount of Allocation</i>		<i>\$303,580</i>
Adjustment		FY 2018 True- Up		\$0
Total General Fund Allocations	\$28,340,028	Total General Fund Amount to Charge Back Water & Sewer		\$4,113,869

Note: Differences are due to rounding.

**City of Cape Coral, Florida
FY 2022 – 2024 Adopted Budget**

General Fund Overhead Allocation to Waterpark Fund

Total General Fund Amount to Charge Back **\$605,998**

FY 2022 Central Services to be allocated		FY 2019 Data for Allocation Basis		Waterpark
Human Resources	\$10,337,887	Human Resources Allocation		\$201,080
Administration	\$410,713	# of FTEs	1,716.31	61.17
		% of Total FTEs		3.56%
		<i>Amount of Allocation</i>		\$14,621
Employee Benefits	\$239,856	# of FTEs	1,716.31	61.17
		% of Total FTEs		3.56%
		<i>Amount of Allocation</i>		\$8,539
Retiree Health Care Costs	\$8,595,677	# of Retirees	764.00	0.00
		% of Total Retirees		0.00%
		<i>Amount of Allocation</i>		\$0
Compensation & Classification	\$317,939	# of FTEs	1,716.31	61.17
		% of Total FTEs		3.56%
		<i>Amount of Allocation</i>		\$11,319
Employee Development	\$158,760	# of FTEs	1,716.31	61.17
		% of Total FTEs		3.56%
		<i>Amount of Allocation</i>		\$5,652
Recruitment	\$498,771	# of Requisitions (Personnel)	722.00	227.00
		% of Total Requisitions (Personnel)		31.44%
		<i>Amount of Allocation</i>		\$156,814
Employee/Labor Relations	\$116,171	# of FTEs	1,716.31	61.17
		% of Total FTEs		3.56%
		<i>Amount of Allocation</i>		\$4,136
Financial Services	\$3,555,154	Financial Services Allocation		\$77,582
Administration	\$638,058	# of FTEs	1,716.31	61.17
		% of Total FTEs		3.56%
		<i>Amount of Allocation</i>		\$22,715
Accounting & Debt Management	\$611,330	Accounting Transactions	85,858.00	1,179.00
		% of Total Accounting Transactions		1.37%
		<i>Amount of Allocation</i>		\$8,375
Treasury (Cashier)	10% \$31,509	Rec Trac Transactions	1,044,520.00	392,243.00
		% of Total Rec Trac Transactions		37.55%
		<i>Amount of Allocation</i>		\$11,832
Payroll Services	\$173,469	# of FTEs	1,716.31	61.17
		% of Total FTEs		3.56%
		<i>Amount of Allocation</i>		\$6,175
Accounts Payable	\$459,181	A/P Transactions	73,941.00	1,459.00
		% of Total A/P Transactions		1.97%
		<i>Amount of Allocation</i>		\$9,046
Management/Budget	\$499,756	Budget Expenditures	320,786,758.00	2,465,690.00
		% of Total Budgeted Expenditures		0.77%
		<i>Amount of Allocation</i>		\$3,848
Procurement	\$768,006	Purchase Orders Processed	15,971.00	324.00
		% of Total Purchase Orders Processed		2.03%
		<i>Amount of Allocation</i>		\$15,591
Real Estate	\$373,845	# of Real Estate Items for Council Actic	43.00	0.00
		% of Total Real Estate Items		0.00%
		<i>Amount of Allocation</i>		\$0
City Clerk	\$1,740,222	City Clerk Allocation		\$29,295
Administration	\$747,060	# of FTEs	1,716.31	61.17
		% of Total FTEs		3.56%
		<i>Amount of Allocation</i>		\$26,595
Communications	\$75,847	# of FTEs	1,716.31	61.17
		% of Total FTEs		3.56%
		<i>Amount of Allocation</i>		\$2,700
Records Management	\$786,713	Files Imaged	166,619.00	0.00
		% of Total Files Imaged		0.00%
		<i>Amount of Allocation</i>		\$0
Citizen's Action Center	\$130,602	Complaints/Inquiries	24,302.00	0.00
		% of Total Complaints/Inquiries		0.00%
		<i>Amount of Allocation</i>		\$0

**City of Cape Coral, Florida
FY 2022 – 2024 Adopted Budget**

General Fund Overhead Allocation to Waterpark Fund

FY 2022 Central Services to be allocated		FY 2019 Data for Allocation Basis		Waterpark
City Manager	\$1,639,946	City Manager Allocation		\$58,382
Administration	\$1,137,896	# of FTEs	1,716.31	61.17
		% of Total FTEs		3.56%
		<i>Amount of Allocation</i>		\$40,509
Public Information	\$502,050	# of FTEs	1,716.31	61.17
		% of Total FTEs		3.56%
		<i>Amount of Allocation</i>		\$17,873
Information Technology Services	\$9,161,382	Information Technology Services Allocation		\$174,982
Administration	\$315,914	# of Devices	1,359.00	26.00
		% of Total Devices		1.91%
		<i>Amount of Allocation</i>		\$6,034
Business Applications	\$2,112,780	# of Devices	1,359.00	26.00
		% of Total Devices		1.91%
		<i>Amount of Allocation</i>		\$40,354
Network Administration	\$1,955,841	# of Devices	1,359.00	26.00
		% of Total Devices		1.91%
		<i>Amount of Allocation</i>		\$37,357
Systems	\$3,330,109	# of Devices	1,359.00	26.00
		% of Total Devices		1.91%
		<i>Amount of Allocation</i>		\$63,605
Security	\$907,765	# of Devices	1,359.00	26.00
		% of Total Devices		1.91%
		<i>Amount of Allocation</i>		\$17,338
GIS	\$538,973	# of Devices	1,359.00	26.00
		% of Total Devices		1.91%
		<i>Amount of Allocation</i>		\$10,294
City Auditor Services	\$864,852	City Auditor Services Allocation		\$0
City Auditor	\$864,852	Internal Audit Hours	7,322.00	0.00
		% of Total Internal Audit Hours		0.00%
		<i>Amount of Allocation</i>		\$0
City Council Services	\$817,464	City Council Services Allocation		\$3,270
City Council	\$817,464	Council Agenda Items	499.00	2.00
		% of Total Council Agenda Items		0.40%
		<i>Amount of Allocation</i>		\$3,270
City Attorney Services	\$1,724,888	City Attorney Services Allocation		\$61,406
City Attorney	\$1,724,888	# of FTEs	1,716.31	61.17
		% of Total FTEs		3.56%
		<i>Amount of Allocation</i>		\$61,406
Adjustment		FY 2018 True-Up		\$0
Total General Fund Allocations	\$29,841,795	Total General Fund Amount to Charge Back		\$605,998
		Waterpark		

Note: Differences are due to rounding.

**City of Cape Coral, Florida
FY 2022 – 2024 Adopted Budget**

General Fund Overhead Allocation to Yacht Basin Fund

Total General Fund Amount to Charge Back **\$37,574**

FY 2022 Central Services to be allocated		FY 2019 Data for Allocation Basis		Yacht Basin
Human Resources	\$10,337,887	Human Resources Allocation		\$13,040
Administration	\$410,713	# of FTEs	1,716.31	2.55
		% of Total FTEs		0.15%
		<i>Amount of Allocation</i>		\$616
Employee Benefits	\$239,856	# of FTEs	1,716.31	2.55
		% of Total FTEs		0.15%
		<i>Amount of Allocation</i>		\$360
Retiree Health Care Costs	\$8,595,677	# of Retirees	764.00	1.00
		% of Total Retirees		0.13%
		<i>Amount of Allocation</i>		\$11,174
Compensation & Classification	\$317,939	# of FTEs	1,716.31	2.55
		% of Total FTEs		0.15%
		<i>Amount of Allocation</i>		\$477
Employee Development	\$158,760	# of FTEs	1,716.31	2.55
		% of Total FTEs		0.15%
		<i>Amount of Allocation</i>		\$238
Recruitment	\$498,771	# of Requisitions (Personnel)	722.00	0.00
		% of Total Requisitions (Personnel)		0.00%
		<i>Amount of Allocation</i>		\$0
Employee/Labor Relations	\$116,171	# of FTEs	1,716.31	2.55
		% of Total FTEs		0.15%
		<i>Amount of Allocation</i>		\$174
Financial Services	\$3,181,309	Financial Services Allocation		\$10,205
Administration	\$638,058	# of FTEs	1,716.31	2.55
		% of Total FTEs		0.15%
		<i>Amount of Allocation</i>		\$957
Accounting & Debt Management	\$611,330	Accounting Transactions	85,858.00	626.00
		% of Total Accounting Transactions		0.73%
		<i>Amount of Allocation</i>		\$4,463
Treasury (Cashier)	10% \$31,509	Rec Trac Transactions	1,044,520.00	2,354.00
		% of Total Rec Trac Transactions		0.23%
		<i>Amount of Allocation</i>		\$72
Payroll Services	\$173,469	# of FTEs	1,716.31	2.55
		% of Total FTEs		0.15%
		<i>Amount of Allocation</i>		\$260
Accounts Payable	\$459,181	A/P Transactions	73,941.00	297.00
		% of Total A/P Transactions		0.40%
		<i>Amount of Allocation</i>		\$1,837
Management/Budget	\$499,756	Budget Expenditures	320,786,758.00	538,281.00
		% of Total Budgeted Expenditures		0.17%
		<i>Amount of Allocation</i>		\$850
Procurement	\$768,006	Purchase Orders Processed	15,971.00	37.00
		% of Total Purchase Orders Processed		0.23%
		<i>Amount of Allocation</i>		\$1,766
Real Estate	\$373,845	# of Real Estate Items for Council Actic	43.00	0.00
		% of Total Real Estate Items		0.00%
		<i>Amount of Allocation</i>		\$0
City Clerk	\$1,740,222	City Clerk Allocation		\$1,234
Administration	\$747,060	# of FTEs	1,716.31	2.55
		% of Total FTEs		0.15%
		<i>Amount of Allocation</i>		\$1,121
Communications	\$75,847	# of FTEs	1,716.31	2.55
		% of Total FTEs		0.15%
		<i>Amount of Allocation</i>		\$114
Records Management	\$786,713	Files Imaged	166,619.00	0.00
		% of Total Files Imaged		0.00%
		<i>Amount of Allocation</i>		\$0
Citizen's Action Center	\$130,602	Complaints/Inquiries	24,302.00	0.00
		% of Total Complaints/Inquiries		0.00%
		<i>Amount of Allocation</i>		\$0

**City of Cape Coral, Florida
FY 2022 – 2024 Adopted Budget**

General Fund Overhead Allocation to Yacht Basin Fund

FY 2022 Central Services to be allocated		FY 2019 Data for Allocation Basis		Yacht Basin
City Manager	\$1,639,946	City Manager Allocation		\$2,460
Administration	\$1,137,896	# of FTEs	1,716.31	2.55
		% of Total FTEs		0.15%
		<i>Amount of Allocation</i>		\$1,707
Public Information	\$502,050	# of FTEs	1,716.31	2.55
		% of Total FTEs		0.15%
		<i>Amount of Allocation</i>		\$753
Information Technology Services	\$9,161,382	Information Technology Services Allocation		\$6,413
Administration	\$315,914	# of Devices	1,359.00	1.00
		% of Total Devices		0.07%
		<i>Amount of Allocation</i>		\$221
Business Applications	\$2,112,780	# of Devices	1,359.00	1.00
		% of Total Devices		0.07%
		<i>Amount of Allocation</i>		\$1,479
Network Administration	\$1,955,841	# of Devices	1,359.00	1.00
		% of Total Devices		0.07%
		<i>Amount of Allocation</i>		\$1,369
Systems	\$3,330,109	# of Devices	1,359.00	1.00
		% of Total Devices		0.07%
		<i>Amount of Allocation</i>		\$2,331
Security	\$907,765	# of Devices	1,359.00	1.00
		% of Total Devices		0.07%
		<i>Amount of Allocation</i>		\$635
GIS	\$538,973	# of Devices	1,359.00	1.00
		% of Total Devices		0.07%
		<i>Amount of Allocation</i>		\$377
City Auditor Services	\$864,852	City Auditor Services Allocation		\$0
City Auditor	\$864,852	Internal Audit Hours	7,322.00	0.00
		% of Total Internal Audit Hours		0.00%
		<i>Amount of Allocation</i>		\$0
City Council Services	\$817,464	City Council Services Allocation		\$1,635
City Council	\$817,464	Council Agenda Items	499.00	1.00
		% of Total Council Agenda Items		0.20%
		<i>Amount of Allocation</i>		\$1,635
City Attorney Services	\$1,724,888	City Attorney Services Allocation		\$2,587
City Attorney	\$1,724,888	# of FTEs	1,716.31	2.55
		% of Total FTEs		0.15%
		<i>Amount of Allocation</i>		\$2,587
Adjustment		FY 2018 True-Up		\$0
Total General Fund Allocations	\$29,467,950	Total General Fund Amount to Charge Back		\$37,574
		Yacht Basin		

Note: Differences are due to rounding.

**City of Cape Coral, Florida
FY 2022 – 2024 Adopted Budget**

EXHIBIT A

Detailed Allocation Results

	FY 2022 Proposed Budget	Service Allocation Basis										
			Alarm Fee Fund	All Hazards	Building Fund	CDBG/SHIP/NSP Funds	CRA Fund	Five and Six Cent Gas Tax	General Fund	Golf Course Fund	Lot Mowing Fund	Parks Impact
1 City Council	817,464	Council Agenda Items	-	-	3,270	11,444	8,175	9,810	443,965	3,270	3,270	-
2 City Attorney	1,724,888	# of FTEs	1,035	5,520	54,161	2,070	1,035	-	921,780	32,083	3,967	-
3 City Auditor	864,852	Internal Audit Hours	-	-	-	-	-	-	-	71,264	-	-
4 City Manager	1,639,946	# of FTEs	984	5,248	51,494	1,968	984	-	876,387	30,503	3,772	-
5 City Clerk - Admin	747,060	# of FTEs	448	2,391	23,458	896	448	-	399,229	13,895	1,718	-
6 City Clerk - Communications	75,847	# of FTEs	46	243	2,382	91	46	-	40,533	1,411	174	-
7 City Clerk - Records	786,713	Files Imaged	-	-	365,208	-	-	-	130,201	-	-	-
8 City Clerk - 311	130,602	Complaints/Inquiries	-	-	993	-	-	4,179	96,894	-	2,338	-
9 Finance - Admin	638,058	# of FTEs	383	2,042	20,035	766	383	-	340,978	11,868	1,468	-
10 Finance- Accounting	611,330	Accounting Transactions	1,895	2,201	9,842	9,414	1,712	367	268,435	12,655	18,034	367
11 Finance - Treasury ¹	315,091	Cashier Transactions	-	-	2,240	-	-	-	369	-	-	28
12 Finance - Treasury ¹		Rec Trac Transactions	-	-	-	-	-	-	19	7,962	-	-
13 Finance - Payroll	173,469	# of FTEs	104	555	5,447	208	104	-	92,702	3,227	399	-
14 Finance - Accounts Payable	459,181	A/P Transactions	184	1,148	6,612	1,699	689	-	181,239	9,781	1,056	-
15 Finance - Budget	499,756	Budget Expenditures	150	1,000	8,596	3,898	700	-	225,340	4,448	2,599	50
16 Finance - Procurement	768,006	Purchase Orders Processed	230	3,686	5,299	461	1,075	-	218,344	15,514	1,997	-
17 Finance - Real Estate	373,845	# of Real Estate Items for Council Action	-	-	-	-	-	-	34,768	-	-	-
18 HR - Admin	410,713	# of FTEs	246	1,314	12,896	493	246	-	219,485	7,639	945	-
19 HR - Employee Benefits	239,856	# of FTEs	144	768	7,531	288	144	-	128,179	4,461	552	-
20 HR - Retiree	8,595,677	# of Retirees	-	-	404,856	-	-	-	6,615,233	90,255	-	-
21 HR - Comp and Class	317,939	# of FTEs	191	1,017	9,983	382	191	-	169,907	5,914	731	-
22 HR - Employee Development	158,760	# of FTEs	95	508	4,985	191	95	-	84,841	2,953	365	-
23 HR - Recruitment	498,771	# of Requisitions (Personnel)	-	698	13,118	-	-	-	116,064	13,118	-	-
24 HR - Employee Labor Relations	116,171	# of FTEs	70	372	3,648	139	70	-	62,082	2,161	267	-
25 ITS - All Divisions	9,161,382	# of Devices	6,413	54,052	451,656	20,155	20,155	-	5,899,014	87,949	26,568	-
	30,125,377		12,618	82,762	1,467,711	54,563	36,251	14,356	17,565,986	432,329	70,220	445

¹ Cashier Transactions for all funds except: Waterpark, Golf Course and Yacht Basin which uses Rec Trac System and not the Cashier Office.

² 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 2022 – 2024 Adopted Budget**

EXHIBIT A

Detailed Allocation Results

	Services Provided	FY 2022 Proposed Budget	Service Allocation Basis	Parks & Rec	Public	Road	Self-Insured	Stormwater	Transportation	Water &	Waterpark	Yacht Basin	All Other			
				Programs	Safety Impact Fees	Impact	Health Plan	Utility Fund	Capital Projects	Sewer Utility Fund	Fund	Fund				
1	City Council	817,464	Council Agenda Items	6,540	3,270	-	16,349	21,336	3,270	101,529	3,270	1,635	176,899			
2	City Attorney	1,724,888	# of FTEs	148,168	-	-	1,035	97,456	17,076	303,580	61,406	2,587	71,928			
3	City Auditor	864,852	Internal Audit Hours	-	-	-	-	69,707	-	-	-	-	723,881			
4	City Manager	1,639,946	# of FTEs	140,871	-	-	984	92,657	16,235	288,630	58,382	2,460	68,386			
5	City Clerk - Admin	747,060	# of FTEs	64,172	-	-	448	42,209	7,396	131,483	26,595	1,121	31,152			
6	City Clerk - Communications	75,847	# of FTEs	6,515	-	-	46	4,285	751	13,349	2,700	114	3,163			
7	City Clerk - Records	786,713	Files Imaged	-	-	-	-	-	-	245,612	-	-	5,114			
8	City Clerk - 311	130,602	Complaints/Inquiries	-	-	-	-	8,776	744	12,172	-	-	4,506			
9	Finance - Admin	638,058	# of FTEs	54,809	-	-	383	36,050	6,317	112,298	22,715	957	26,607			
10	Finance- Accounting	611,330	Accounting Transactions	47,500	1,162	611	2,445	41,754	6,236	65,604	8,375	4,463	59,054			
11	Finance - Treasury ¹	315,091	Cashier Transactions	-	113	28	-	227	-	125,595	-	-	54,504			
12	Finance - Treasury ¹	315,091	Rec Trac Transactions	11,614	-	-	-	-	-	-	11,832	72	9			
13	Finance - Payroll	173,469	# of FTEs	14,901	-	-	104	9,801	1,717	15,265	6,175	260	7,234			
14	Finance - Accounts Payable	459,181	A/P Transactions	39,811	92	-	1,423	25,071	4,775	25,117	9,046	1,837	49,086			
15	Finance - Budget	499,756	Budget Expenditures	14,943	50	100	27,836	19,840	3,398	45,528	3,848	850	91,056			
16	Finance - Procurement	768,006	Purchase Orders Processed	46,541	461	-	154	25,805	11,750	99,649	15,591	1,766	260,047			
17	Finance - Real Estate	373,845	# of Real Estate Items for Council Action	-	-	-	-	8,711	-	43,478	-	-	286,889			
18	HR - Admin	410,713	# of FTEs	35,280	-	-	246	23,205	4,066	72,285	14,621	616	17,127			
19	HR - Employee Benefits	239,856	# of FTEs	20,604	-	-	144	13,552	2,375	42,215	8,539	360	10,002			
20	HR - Retiree	8,595,677	# of Retirees	-	-	-	-	337,810	-	1,136,348	-	11,174	-			
21	HR - Comp and Class	317,939	# of FTEs	27,311	-	-	191	17,964	3,148	55,957	11,319	477	13,258			
22	HR - Employee Development	158,760	# of FTEs	13,637	-	-	95	8,970	1,572	27,942	5,652	238	6,620			
23	HR - Recruitment	498,771	# of Requisitions (Personnel)	102,946	-	-	698	3,442	-	78,058	156,814	-	13,816			
24	HR - Employee Labor Relations	116,171	# of FTEs	9,979	-	-	70	6,564	1,150	20,446	4,136	174	4,844			
25	ITS - All Divisions	9,161,382	# of Devices	593,658	-	-	6,413	269,345	-	1,051,727	174,982	6,413	491,966			
				30,125,377			1,399,802	5,147	740	59,065	1,184,536	91,977	4,113,869	605,998	37,574	2,477,149

¹ Cashier Transactions for all funds except: Waterpark, Golf Course and Yacht Basin which uses Rec Trac System and not the Cashier Office.

² 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 2022 – 2024 Adopted Budget**

EXHIBIT B

FY 2019 Data for Allocation Basis

Service Allocation Basis		Alarm Fee	All Hazards	Building	CDBG/SHIP/ NSP Funds	CRA Fund	Five and Six Cent Gas Tax	General Fund	Golf Course Fund	Lot Mowing Fund	Parks Impact
		Fund		Fund							
1	# of FTEs	1.00	5.50	53.88	2.00	1.00	-	917.13	32.00	4.00	-
2	# of Retirees	-	-	36	-	-	-	588	8	-	-
3	Accounting Transactions	268	307	1,379	1,324	238	49	37,697	1,776	2,532	55
4	Budget Expenditures	95,543	649,108	5,524,122	2,497,497	451,507	-	144,644,245	2,859,689	1,682,218	18,712
5	A/P Transactions	33	186	1,067	271	111	-	29,183	1,578	170	2
6	Purchase Orders Processed	4	76	110	9	23	-	4,540	322	41	-
7	Cashier Transactions ¹	-	-	37,167	-	-	-	5,939	1	92	683
8	Rec Trac Transactions ²							652	263,918		
9	Council Agenda Items	-	-	2	7	5	6	271	2	2	-
10	# of Real Estate Items for Council Action	-	-	-	-	-	-	4	-	-	-
11	Internal Audit Hours	-	-	-	-	-	-	-	603	-	-
12	Files Imaged			85,945				27,580			
13	Complaints/Inquiries	-	-	184	-	-	778	18,029	-	435	-
14	# of Devices	1	8	67	3	3	-	875	13	4	-
15	# of Requisitions (Personnel)	-	1	19	-	-	-	168	19	-	-
16	Blank										
17	Blank										

¹ Cashier Transactions for all funds except: Waterpark, Golf Course and Yacht Basin which uses Rec Trac System and not the Cashier Office.

² 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 2022 – 2024 Adopted Budget**

EXHIBIT B

FY 2019 Data for Allocation Basis

Service Allocation Basis		Public				Transportation	Water &				
		Parks & Rec Programs	Safety Impact Fees	Road Impact	Self-Insured Health Plan	Stormwater Utility Fund	Capital Projects	Sewer Utility Fund	Waterpark Fund	Yacht Basin Fund	All Other
1	# of FTEs	147.43	-	-	1.00	97.00	17.00	302.15	61.17	2.55	71.50
2	# of Retirees	-	-	-	-	30	-	101	-	1	-
3	Accounting Transactions	6,671	167	82	340	5,867	878	16,125	1,179	626	8,298
4	Budget Expenditures	9,593,971	27,100	54,026	17,874,222	12,734,733	2,189,354	58,433,426	2,465,690	538,281	58,453,314
5	A/P Transactions	6,407	17	2	226	4,035	769	20,225	1,459	297	7,903
6	Purchase Orders Processed	968	10	-	3	537	245	3,315	324	37	5,407
7	Cashier Transactions ¹	-	2,063	652	7	3,630	-	3,753,277	-	-	904,806
8	Rec Trac Transactions ²	385,049							392,243	2,354	304
9	Council Agenda Items	4	2	-	10	13	2	62	2	1	108
10	# of Real Estate Items for Council Action	-	-	-	-	1	-	5	-	-	33
11	Internal Audit Hours	-	-	-	-	591	-	-	-	-	6,128
12	Files Imaged							52,015			1,079
13	Complaints/Inquiries	-	-	-	-	1,634	138	2,266	-	-	838
14	# of Devices	88	-	-	1	40	-	156	26	1	73
15	# of Requisitions (Personnel)	149	-	-	1	5	-	113	227	-	20
16	Blank										
17	Blank										

City of Cape Coral, Florida
FY 2022 – 2024 Adopted Budget



City of Cape Coral, Florida
FY 2022 – 2024 Adopted Budget

ORDINANCE

Ordinance16-E1
Ordinance 66-21..... 16-E2
Ordinance 67-21 16-E4

City of Cape Coral, Florida
FY 2022 – 2024 Adopted Budget

ORDINANCE 66 - 21

AN ORDINANCE TO ESTABLISH AND LEVY AD VALOREM TAXES WITHIN THE CORPORATE LIMITS OF THE CITY OF CAPE CORAL, FLORIDA, FOR THE TAX YEAR 2021; PROVIDING FOR THE LEVY OF AD VALOREM TAXES IN THE AMOUNT OF 6.250 MILLS (\$6.250 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 0.0471 MILLS (\$.0471 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 2021 in the amount of 6.250 mills, \$6.250 for each \$1,000 of assessed valuation, less exemptions. The millage rate levied is more than the roll-back rate of 5.9962 mills by 0.2538 mills computed pursuant to Florida Law and amounts to a 4.2% 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 2021 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, 2021, and ending September 30, 2022, 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 2021 in the amount of 0.0471 mills (\$.0471 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 2021 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, 2021 and ending September 30, 2022 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 2022 – 2024 Adopted Budget**

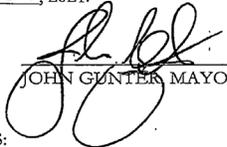
such that the taxes computed by applying the adopted rate against the certified taxable value are equal to the taxes computed by applying the adjusted adopted rate to the taxable value on the roll to be extended. The certificate shall be delivered to the property appraiser not later than three days after 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, 2021.

ADOPTED BY THE COUNCIL OF THE CITY OF CAPE CORAL AT ITS SPECIAL COUNCIL SESSION THIS 29th DAY OF September, 2021.



JOHN GUNTER, MAYOR

VOTE OF MAYOR AND COUNCILMEMBERS:

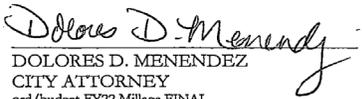
GUNTER	<u>aye</u>	NELSON	<u>aye</u>
TATE	<u>aye</u>	WELSH	<u>excused</u>
SHEPPARD	<u>aye</u>	LONG	<u>aye</u>
HAYDEN	<u>noy</u>	COSDEN	<u>aye</u>

ATTESTED TO AND FILED IN MY OFFICE THIS 30th DAY OF September, 2021.

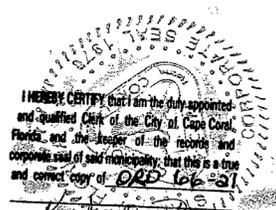
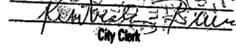


KIMBERLY BRUNS
CITY CLERK

APPROVED AS TO FORM:



DOLORES D. MENENDEZ
CITY ATTORNEY
ord/budget-FY22 Millage FINAL


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 deposits and of said municipality, that this is a true and correct copy of ORD 16-21


City Clerk

City of Cape Coral, Florida
FY 2022 – 2024 Adopted Budget

ORDINANCE 67 - 21

AN ORDINANCE ADOPTING THE CITY OF CAPE CORAL OPERATING BUDGET, REVENUES (SOURCES) AND EXPENDITURES (USES), AND CAPITAL BUDGET FOR THE FISCAL YEAR 2022 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 2022.

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 9, 2021, at 5:05 P.M. and September 23, 2021, 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 2022, 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 2022 – 2024 Adopted Budget**

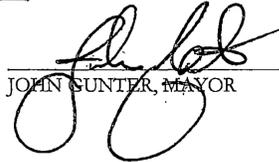
SECTION 7. Reserve appropriations shall not be expended without approval of the City Council.

SECTION 8. All ordinances or parts of ordinances in conflict herewith shall be and the same are hereby repealed.

SECTION 9. Severability. In the event that any portion or Section of this ordinance is determined to be invalid, illegal or unconstitutional by a court of competent jurisdiction, such decision shall in no manner affect the remaining portions or Sections of this ordinance which shall remain in full force and effect.

SECTION 10. Effective Date. This ordinance shall become effective immediately after its adoption by the Cape Coral City Council.

ADOPTED BY THE COUNCIL OF THE CITY OF CAPE CORAL AT ITS SPECIAL COUNCIL SESSION THIS 29th DAY OF September, 2021.



JOHN GUNTER, MAYOR

VOTE OF MAYOR AND COUNCILMEMBERS:

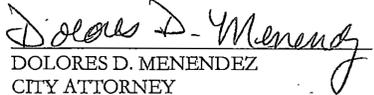
GUNTER	<u>aye</u>	NELSON	<u>aye</u>
TATE	<u>aye</u>	WELSH	<u>excused</u>
SHEPPARD	<u>aye</u>	LONG	<u>aye</u>
HAYDEN	<u>noy</u>	COSDEN	<u>aye</u>

ATTESTED TO AND FILED IN MY OFFICE THIS 30th DAY OF September, 2021.

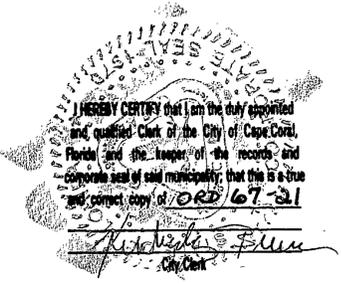


KIMBERLY BRUNS
CITY CLERK

APPROVED AS TO FORM:



DOLORES D. MENENDEZ
CITY ATTORNEY
ord/Budget-FY22 Operating FINAL



**City of Cape Coral, Florida
FY 2022 – 2024 Adopted Budget**

**CITY OF CAPE CORAL
FY 2022 BUDGET - BY FUND
ATTACHMENT A TO ORDINANCE 67-21**

	BUDGET ORDINANCE 67-21
GENERAL FUND	
<u>SOURCES</u>	
Balances Brought Forward	\$ 90,654,023
Revenues:	
Ad Valorem Taxes	111,393,495
Sales and Use Taxes	13,701,498
Licenses, Permits, Franchise, Impact Fees and Special Assessments	35,607,266
Charges for Service	3,143,285
Internal Service Charges	8,779,158
Intergovernmental	28,200,467
Fines and Forfeitures	536,915
Miscellaneous	3,725,369
Interfund Transfers	849,422
Debt Proceeds	-
Total General Fund Sources	\$ 296,590,898
 <u>USES</u>	
City Council	\$ 824,599
City Attorney	1,735,820
City Auditor	871,914
City Manager	2,567,758
City Clerk	1,468,060
Development Services	5,710,339
Financial Services	3,572,161
Fire	43,993,237
Human Resources	1,733,641
Information Technology Services	9,096,102
Parks and Recreation	17,986,747
Police	51,535,344
Public Works	14,502,182
Government Services	
Expenditures	69,100,130
Reserves	71,892,864
Appropriations & Reserves General Fund	\$ 296,590,898



**City of Cape Coral, Florida
FY 2022 – 2024 Adopted Budget**

**CITY OF CAPE CORAL
FY 2022 BUDGET - BY FUND
ATTACHMENT A TO ORDINANCE 67-21**

**BUDGET
ORDINANCE 67-21**

**SPECIAL REVENUE FUNDS
Economic and Business Development**

SOURCES

Balances Brought Forward	\$	-
Revenues:		
Sales & Use Taxes		990,600
Intergovernmental		-
Miscellaneous		-
Interfund Transfers		1,544,000
 Total Economic and Business Development Fund Sources	 \$	 <u>2,534,600</u>

USES

Personnel, Operating, Capital Expenditures	\$	918,871
Debt Service		-
Transfers Out		-
Reserves		1,615,729
 Appropriations & Reserves Economic and Business Development Fund	 \$	 <u>2,534,600</u>

ADDITIONAL FIVE CENT GAS TAX FUND

SOURCES

Balances Brought Forward	\$	7,743,332
Revenues:		
Sales and Use Taxes		3,991,011
Intergovernmental		-
Miscellaneous		-
Interfund Transfers		-
 Total Additional Five Cent Gas Tax Fund Sources	 \$	 <u>11,734,343</u>

USES

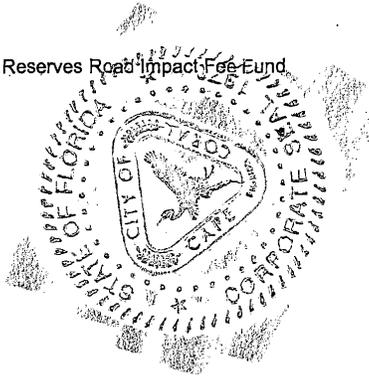
Personnel, Operating, Capital Expenditures	\$	1,500,000
Debt Service		-
Transfers Out		3,200,000
Reserves		7,034,343
 Appropriations & Reserves Additional Five Cent Gas Tax Fund	 \$	 <u>11,734,343</u>



**City of Cape Coral, Florida
FY 2022 – 2024 Adopted Budget**

**CITY OF CAPE CORAL
FY 2022 BUDGET - BY FUND
ATTACHMENT A TO ORDINANCE 67-21**

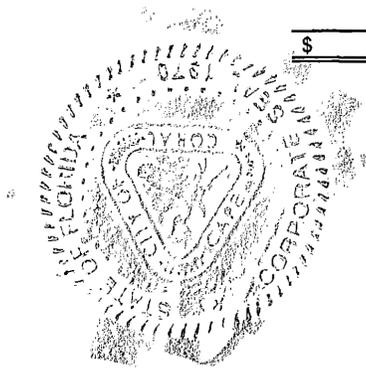
	BUDGET ORDINANCE 67-21
SIX CENT GAS TAX FUND	
<u>SOURCES</u>	
Balances Brought Forward	\$ 7,137,690
Revenues:	
Sales & Use Taxes	5,457,126
Intergovernmental	-
Miscellaneous	-
Interfund Transfers	-
 Total Six Cent Gas Tax Fund Sources	 \$ 12,594,816
 <u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 108,231
Debt Service	-
Transfers Out	6,275,000
Reserves	6,211,585
 Appropriations & Reserves Six Cent Gas Tax Fund	 \$ 12,594,816
 ROAD IMPACT FUND	
<u>SOURCES</u>	
Balances Brought Forward	\$ 26,647,375
Revenues:	
Intergovernmental	-
Licenses, Permits, Franchise, Impact Fees & Special Assessments	13,272,529
Miscellaneous	79,942
Interfund Transfers	-
 Total Road Impact Fund Sources	 \$ 39,999,846
 <u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 199,088
Debt Service	-
Transfers Out	5,908,055
Reserves	33,892,703
 Appropriations & Reserves Road Impact Fee Fund	 \$ 39,999,846



**City of Cape Coral, Florida
FY 2022 – 2024 Adopted Budget**

**CITY OF CAPE CORAL
FY 2022 BUDGET - BY FUND
ATTACHMENT A TO ORDINANCE 67-21**

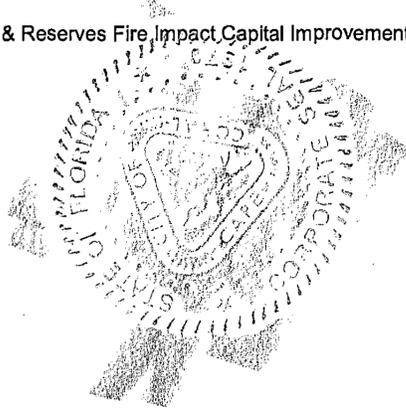
	BUDGET ORDINANCE 67-21
POLICE PROTECTION IMPACT FEES	
<u>SOURCES</u>	
Balances Brought Forward	\$ 3,327,728
Revenues:	
Licenses, Permits, Franchise, Impact Fees & Special Assessments	2,165,993
Miscellaneous	9,983
Interfund Transfers	-
 Total Police Protection Impact Fee Fund Sources	 \$ 5,503,704
 <u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 594,642
Debt Service	-
Transfers Out	-
Reserves	4,909,062
 Appropriations & Reserves Police Protection Impact Fee Fund	 \$ 5,503,704
 ALS IMPACT FEES	
<u>SOURCES</u>	
Balances Brought Forward	\$ 313,214
Revenues:	
Licenses, Permits, Franchise, Impact Fees & Special Assessments	127,626
Miscellaneous	940
Interfund Transfers	-
 Total ALS Fund Sources	 \$ 441,780
 <u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 1,914
Debt Service	-
Transfers Out	-
Reserves	439,866
 Appropriations & Reserves ALS Fund	 \$ 441,780



**City of Cape Coral, Florida
FY 2022 – 2024 Adopted Budget**

**CITY OF CAPE CORAL
FY 2022 BUDGET - BY FUND
ATTACHMENT A TO ORDINANCE 67-21**

	BUDGET ORDINANCE 67-21
PARK IMPACT FEE FUNDS	
<u>SOURCES</u>	
Balances Brought Forward	\$ 4,058,505
Revenues:	
Licenses, Permits, Franchise, Impact Fees & Special Assessments	4,019,575
Miscellaneous	-
Interfund Transfers	-
 Total Park Impact Fee Funds Sources	 \$ 8,078,080
 <u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 60,294
Debt Service	-
Transfers Out	2,726,111
Reserves	5,291,675
 Appropriations & Reserves Park Impact Fee Funds	 \$ 8,078,080
 FIRE IMPACT CAPITAL IMPROVEMENT FUND	
<u>SOURCES</u>	
Balances Brought Forward	\$ 6,411,246
Revenues:	
Licenses, Permits, Franchise, Impact Fees & Special Assessments	2,087,631
Miscellaneous	19,234
Interfund Transfers	-
 Total Fire Impact Capital Improvement Fund Sources	 \$ 8,518,111
 <u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 1,381,221
Debt Service	-
Transfers Out	3,284,863
Reserves	3,852,027
 Appropriations & Reserves Fire Impact Capital Improvement Fund	 \$ 8,518,111



**City of Cape Coral, Florida
FY 2022 – 2024 Adopted Budget**

**CITY OF CAPE CORAL
FY 2022 BUDGET - BY FUND
ATTACHMENT A TO ORDINANCE 67-21**

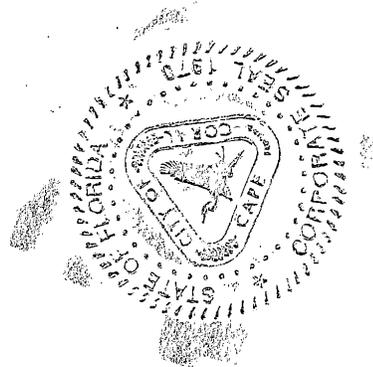
	BUDGET ORDINANCE 67-21
DO THE RIGHT THING	
<u>SOURCES</u>	
Balances Brought Forward	\$ 23,606
Revenues:	
Miscellaneous	8,000
Interfund Transfers	-
Total Do The Right Thing Fund Sources	\$ 31,606
<u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 8,000
Debt Service	-
Transfers Out	-
Reserves	23,606
Appropriations & Reserves Do The Right Thing Fund	\$ 31,606
CRIMINAL JUSTICE EDUCATION (Police Training)	
<u>SOURCES</u>	
Balances Brought Forward	\$ 48,712
Revenues:	
Fines & Forfeitures	21,000
Miscellaneous	-
Total Police Confiscation-State Fund Sources	\$ 69,712
<u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 25,215
Debt Service	-
Transfers Out	-
Reserves	44,497
Appropriations & Reserves Criminal Justice Education Fund	\$ 69,712



**City of Cape Coral, Florida
FY 2022 – 2024 Adopted Budget**

**CITY OF CAPE CORAL
FY 2022 BUDGET - BY FUND
ATTACHMENT A TO ORDINANCE 67-21**

	BUDGET ORDINANCE 67-21
POLICE CONFISCATION - STATE	
<u>SOURCES</u>	
Balances Brought Forward	\$ -
Revenues:	
Miscellaneous	-
Interfund Transfers	-
Total Police Confiscation-State Fund Sources	\$ -
<u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ -
Debt Service	-
Transfers Out	-
Reserves	-
Appropriations & Reserves Police Confiscation - State Fund	\$ -
POLICE CONFISCATION - FEDERAL	
Balances Brought Forward	\$ 126,231
Revenues:	
Miscellaneous	3,000
Interfund Transfers	-
Total Police Confiscation-Federal Fund Sources	\$ 129,231
<u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 27,818
Debt Service	-
Transfers Out	-
Reserves	101,413
Appropriations & Reserves Police Confiscation - Federal Fund	\$ 129,231



City of Cape Coral, Florida
FY 2022 – 2024 Adopted Budget

CITY OF CAPE CORAL
FY 2022 BUDGET - BY FUND
ATTACHMENT A TO ORDINANCE 67-21

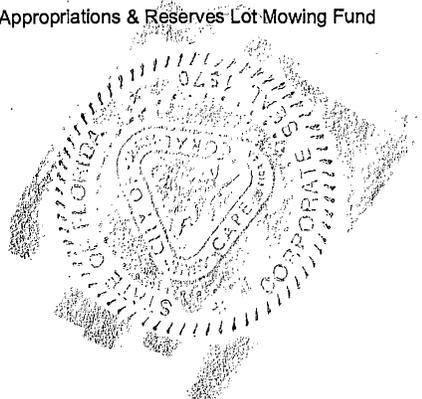
	BUDGET
	ORDINANCE 67-21
ALARM FEE FUND	
<u>SOURCES</u>	
Balances Brought Forward	\$ -
Revenues:	
Charges for Service	80,000
Miscellaneous	25,927
Interfund Transfers	-
Total Alarm Fee Fund Sources	\$ 105,927
<u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 105,927
Debt Service	-
Transfers Out	-
Reserves	-
Appropriations & Reserves Alarm Fee Fund	\$ 105,927
ALL HAZARDS FUND	
<u>SOURCES</u>	
Balances Brought Forward	\$ 1,519,625
Revenues:	
Ad Valorem Taxes	1,186,038
Intergovernmental	-
Miscellaneous	-
Interfund Transfers	-
Total All Hazards Fund Sources	\$ 2,705,663
<u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 1,041,217
Debt Service	-
Transfers Out	-
Reserves	1,664,446
Appropriations & Reserves All Hazards Fund	\$ 2,705,663



**City of Cape Coral, Florida
FY 2022 – 2024 Adopted Budget**

**CITY OF CAPE CORAL
FY 2022 BUDGET - BY FUND
ATTACHMENT A TO ORDINANCE 67-21**

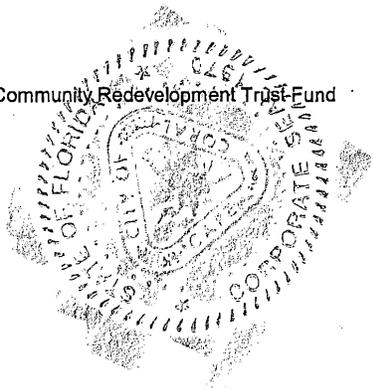
	BUDGET ORDINANCE 67-21
DEL PRADO PARKING LOT MAINTENANCE	
<u>SOURCES</u>	
Balances Brought Forward	\$ 166,317
Revenues:	
Licenses, Permits, Franchise, Impact Fees & Special Assessments	39,965
Miscellaneous	-
Interfund Transfers	-
Total Del Prado Mall Maintenance Fund Sources	\$ 206,282
 <u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 22,544
Debt Service	-
Transfers Out	-
Reserves	183,738
Appropriations & Reserves Del Prado Mall Maintenance Fund	\$ 206,282
 LOT MOWING FUND	
<u>SOURCES</u>	
Balances Brought Forward	\$ 2,492,510
Revenues:	
Charges for Service	3,919,862
Miscellaneous	-
Fines & Forfeitures	-
Interfund Transfers	-
Total Lot Mowing Fund Sources	\$ 6,412,372
 <u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 3,764,470
Debt Service	-
Transfers Out	-
Reserves	2,647,902
Appropriations & Reserves Lot Mowing Fund	\$ 6,412,372



**City of Cape Coral, Florida
FY 2022 – 2024 Adopted Budget**

**CITY OF CAPE CORAL
FY 2022 BUDGET - BY FUND
ATTACHMENT A TO ORDINANCE 67-21**

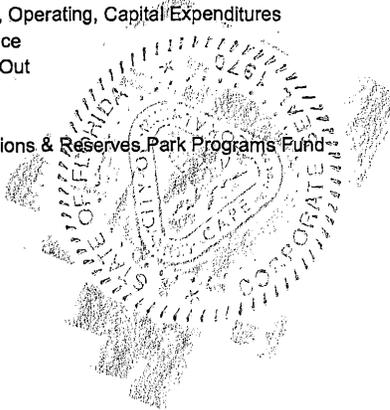
	BUDGET ORDINANCE 67-21
BUILDING CODE DIVISION FUND	
<u>SOURCES</u>	
Balances Brought Forward	\$ 14,636,610
Revenues:	
Licenses, Permits, Franchise, Impact Fees & Special Assessments	8,667,018
Charges for Service	325,675
Fines & Forfeitures	18,000
Miscellaneous	500
Interfund Transfers	-
 Total Building Division Sources	 \$ 23,647,803
 <u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 9,900,774
Debt Service	-
Transfers Out	10,022,147
Reserves	3,724,882
 Appropriations & Reserves Building Division Fund	 \$ 23,647,803
 COMMUNITY REDEVELOPMENT TRUST FUND	
<u>SOURCES</u>	
Balances Brought Forward	\$ -
Revenues:	
Ad Valorem Taxes	1,240,516
Charges for Service	-
Miscellaneous	64,154
Interfund Transfers	12,962,868
 Total Community Redevelopment Trust Fund Sources	 \$ 14,267,538
 <u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 12,034,469
Debt Service	-
Transfers Out	2,233,069
Reserves	-
 Appropriations & Reserves Community Redevelopment Trust Fund	 \$ 14,267,538



**City of Cape Coral, Florida
FY 2022 – 2024 Adopted Budget**

**CITY OF CAPE CORAL
FY 2022 BUDGET - BY FUND
ATTACHMENT A TO ORDINANCE 67-21**

	BUDGET ORDINANCE 67-21
SUN SPLASH WATERPARK FUND	
<u>SOURCES</u>	
Balances Brought Forward	\$ -
Revenues:	
Intergovernmental	-
Charges for Service	2,630,008
Miscellaneous	12,246
Interfund Transfers	645,106
Debt Proceeds	-
Total Sun Splash Waterpark Fund Sources	\$ 3,287,360
<u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 3,113,264
Debt Service	-
Transfers Out	174,096
Reserves	-
Appropriations & Reserves Sun Splash Waterpark Fund	\$ 3,287,360
PARK & RECREATION PROGRAMS FUND	
<u>SOURCES</u>	
Balances Brought Forward	\$ -
Revenues:	
Intergovernmental	894,857
Charges for Service	3,995,809
Fines & Forfeitures	11,220
Miscellaneous	100,840
Interfund Transfers	6,577,983
Debt Proceeds	-
Total P&R Programs Fund Sources	\$ 11,580,709
<u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 11,580,709
Debt Service	-
Transfers Out	-
Reserves	-
Appropriations & Reserves Park Programs Fund	\$ 11,580,709



**City of Cape Coral, Florida
FY 2022 – 2024 Adopted Budget**

**CITY OF CAPE CORAL
FY 2022 BUDGET - BY FUND
ATTACHMENT A TO ORDINANCE 67-21**

**BUDGET
ORDINANCE 67-21**

GOLF COURSE FUND

SOURCES

Balances Brought Forward	\$ -
Revenues:	
Charges for Service	2,519,230
Miscellaneous	22,000
Interfund Transfers	1,375,094
Total Golf Course Fund Sources	\$ 3,916,324

USES

Personnel, Operating, Capital Expenditures	\$ 3,916,324
Debt Service	-
Transfers Out	-
Reserves	-
Appropriations & Reserves Golf Course Fund	\$ 3,916,324

Solid Waste Management Fund

SOURCES

Balances Brought Forward	\$ 5,342,887
Revenues:	
Charges for Service	9,649,081
Miscellaneous	-
Interfund Transfers	-
Total Solid Waste Fund Sources	\$ 14,991,968

USES

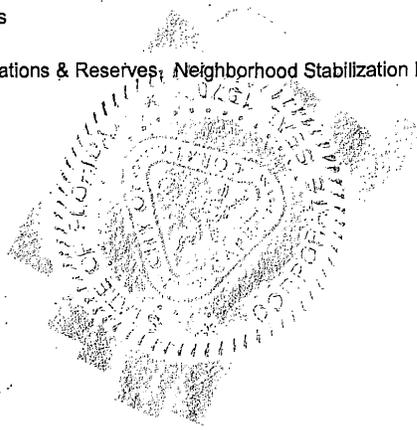
Personnel, Operating, Capital Expenditures	\$ 8,545,402
Debt Service	-
Transfers Out	-
Reserves	6,446,566
Appropriations & Reserves Solid Waste Fund	\$ 14,991,968



**City of Cape Coral, Florida
FY 2022 – 2024 Adopted Budget**

**CITY OF CAPE CORAL
FY 2022 BUDGET - BY FUND
ATTACHMENT A TO ORDINANCE 67-21**

	BUDGET ORDINANCE 67-21
COMMUNITY DEVELOPMENT BLOCK GRANT FUND (CDBG)	
<u>SOURCES</u>	
Balances Brought Forward	\$ -
Revenues:	
Intergovernmental	1,070,603
Miscellaneous	-
Interfund Transfers	-
 Total Community Development Block Grant Fund Sources	 \$ 1,070,603
 <u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 1,070,603
Debt Service	-
Transfers Out	-
Reserves	-
 Appropriations & Reserves Community Development Block Grant Fund	 \$ 1,070,603
 NEIGHBORHOOD STABILIZATION (NSP/HUD) FUND	
<u>SOURCES</u>	
Balances Brought Forward	\$ -
Revenues:	
Intergovernmental	-
Miscellaneous	-
Interfund Transfers	-
 Total Neighborhood Stabilization Fund (NSP/HUD) Sources	 \$ -
 <u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ -
Debt Service	-
Transfers Out	-
Reserves	-
 Appropriations & Reserves, Neighborhood Stabilization Fund (NSP/HUD)	 \$ -



**City of Cape Coral, Florida
FY 2022 – 2024 Adopted Budget**

**CITY OF CAPE CORAL
FY 2022 BUDGET - BY FUND
ATTACHMENT A TO ORDINANCE 67-21**

**BUDGET
ORDINANCE 67-21**

**LOCAL HOUSING ASSISTANCE PROGRAM
TRUST FUND (S.H.I.P.)**

SOURCES

Balances Brought Forward	\$	-
Revenues:		
Intergovernmental		1,240,819
Miscellaneous		-
Interfund Transfers		-
Total Local Housing (S.H.I.P.) Fund Sources	\$	1,240,819

USES

Personnel, Operating, Capital Expenditures	\$	1,240,819
Debt Service		-
Transfers Out		-
Reserves		-
Appropriations & Reserves Local Housing Assistance Program Trust Fund	\$	1,240,819

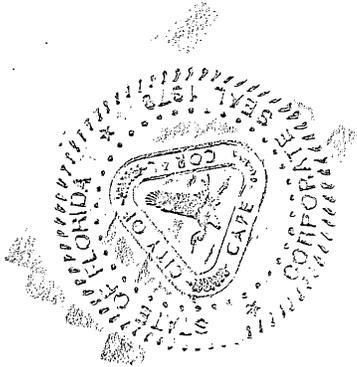
RESIDENTIAL CONSTRUCTION MITIGATION FUND

SOURCES

Balances Brought Forward	\$	-
Revenues:		
Intergovernmental		-
Miscellaneous		-
Interfund Transfers		-
Total Residential Construction Mitigation Fund Sources	\$	-

USES

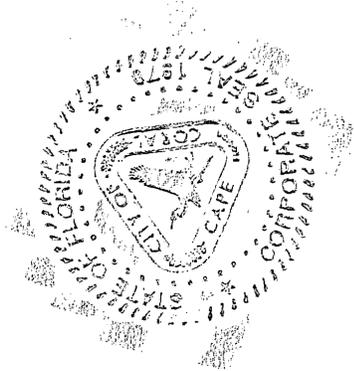
Personnel, Operating, Capital Expenditures	\$	-
Debt Service		-
Transfers Out		-
Reserves		-
Appropriations & Reserves Residential Construction Mitigation Fund	\$	-



**City of Cape Coral, Florida
FY 2022 – 2024 Adopted Budget**

**CITY OF CAPE CORAL
FY 2022 BUDGET - BY FUND
ATTACHMENT A TO ORDINANCE 67-21**

	BUDGET ORDINANCE 67-21
DEBT SERVICE FUND	
<u>SOURCES</u>	
Balances Brought Forward	\$ 4,545,118
Revenues:	
Ad Valorem Taxes	831,204
Miscellaneous	1,492,875
Interfund Transfers	17,451,039
 Total Debt Service Fund Sources	 \$ 24,320,236
<u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 756
Debt Service	22,219,695
Transfers Out	-
Reserves	2,099,785
 Appropriations & Reserves Debt Service Fund	 \$ 24,320,236
 CAPITAL PROJECTS FUNDS	
BUILDING PERMIT CENTER CAPITAL PROJECT FUND	
<u>SOURCES</u>	
Balances Brought Forward	\$ -
Revenues:	
Miscellaneous	-
Interfund Transfers	10,000,000
Debt Proceeds	-
 Total Building Permit Center Capital Project Fund Sources	 \$ 10,000,000
<u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 10,000,000
Debt Service	-
Transfers Out	-
Reserves	-
 Appropriations & Reserves Computer Capital Fund	 \$ 10,000,000



**City of Cape Coral, Florida
FY 2022 – 2024 Adopted Budget**

**CITY OF CAPE CORAL
FY 2022 BUDGET - BY FUND
ATTACHMENT A TO ORDINANCE 67-21**

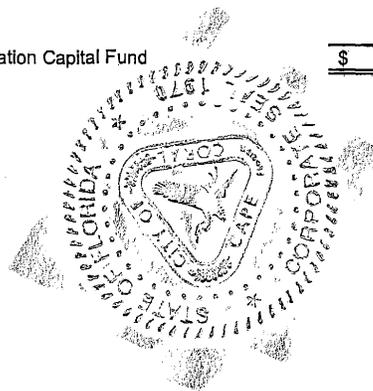
	BUDGET ORDINANCE 67-21
CRA CAPITAL PROJECTS FUND	
<u>SOURCES</u>	
Balances Brought Forward	\$ -
Revenues:	
Intergovernmental	-
Miscellaneous	-
Interfund Transfers	1,355,469
Debt Proceeds	-
 Total CRA Project Fund Sources	 <u>\$ 1,355,469</u>
<u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 1,355,469
Debt Service	-
Transfers Out	-
Reserves	-
 Appropriations & Reserves CRA Capital Projects	 <u>\$ 1,355,469</u>
 FIRE CAPITAL PROJECT FUNDS	
<u>SOURCES</u>	
Balances Brought Forward	\$ -
Revenues:	
Intergovernmental	-
Miscellaneous	-
Interfund Transfers	3,633,039
Debt Proceeds	-
 Total Fire Capital Project Fund Sources	 <u>\$ 3,633,039</u>
<u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 3,633,039
Debt Service	-
Transfers Out	-
Reserves	-
 Appropriations & Reserves Fire Capital Projects Fund	 <u>\$ 3,633,039</u>



**City of Cape Coral, Florida
FY 2022 – 2024 Adopted Budget**

**CITY OF CAPE CORAL
FY 2022 BUDGET - BY FUND
ATTACHMENT A TO ORDINANCE 67-21**

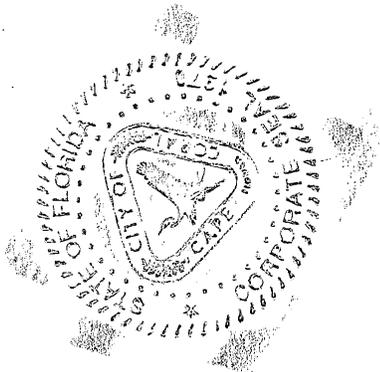
	BUDGET ORDINANCE 67-21	
PUBLIC WORKS CAPITAL PROJECTS		
<u>SOURCES</u>		
Balances Brought Forward	\$	-
Revenues:		
Intergovernmental		-
Miscellaneous		-
Interfund Transfers		2,000,000
Debt Proceeds		-
 Total Public Works Capital Projects Fund Sources	\$	<u>2,000,000</u>
<u>USES</u>		
Personnel, Operating, Capital Expenditures	\$	2,000,000
Debt Service		-
Transfers Out		-
Reserves		-
 Appropriations & Reserves Public Works Capital Fund	\$	<u>2,000,000</u>
 TRANSPORTATION CAPITAL PROJECTS FUND		
<u>SOURCES</u>		
Balances Brought Forward	\$	-
Revenues:		
Intergovernmental		-
Miscellaneous		-
Interfund Transfers		14,307,000
Debt Proceeds		-
 Total Transportation Capital Project Fund Sources	\$	<u>14,307,000</u>
<u>USES</u>		
Personnel, Operating, Capital Expenditures	\$	14,307,000
Debt Service		-
Transfers Out		-
Reserves		-
 Appropriations & Reserves Transportation Capital Fund	\$	<u>14,307,000</u>



**City of Cape Coral, Florida
FY 2022 – 2024 Adopted Budget**

**CITY OF CAPE CORAL
FY 2022 BUDGET - BY FUND
ATTACHMENT A TO ORDINANCE 67-21**

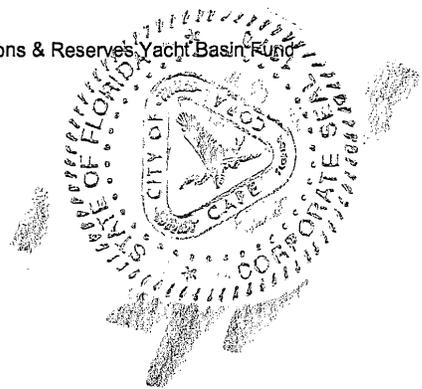
	BUDGET ORDINANCE 67-21
ENTERPRISE FUNDS	
WATER & SEWER UTILITY FUND	
<u>SOURCES</u>	
Balances Brought Forward	\$ 67,431,845
Revenues:	
Licenses, Permits, Franchise, Impact Fees & Special Assessments	28,628,915
Charges for Service	89,947,366
Internal Service Charges	242,569
Intergovernmental	-
Fines & Forfeitures	657,597
Miscellaneous	193,110
Debt Proceeds	50,000,000
Interfund Transfers	72,839,314
 Total Water & Sewer Utility Fund Sources	 \$ 309,940,716
 <u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 142,818,637
Debt Service	42,980,795
Transfers Out	72,732,551
Reserves	51,408,733
 Appropriations & Reserves Water & Sewer Utility Fund	 \$ 309,940,716



**City of Cape Coral, Florida
FY 2022 – 2024 Adopted Budget**

**CITY OF CAPE CORAL
FY 2022 BUDGET - BY FUND
ATTACHMENT A TO ORDINANCE 67-21**

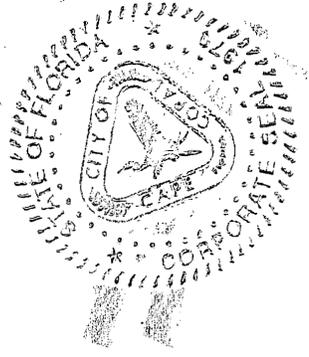
	BUDGET ORDINANCE 67-21
STORMWATER UTILITY FUND	
<u>SOURCES</u>	
Balances Brought Forward	\$ 5,502,769
Revenues:	
Licenses, Permits, Franchise, Impact Fees & Special Assessments	-
Intergovernmental	-
Charges for Service	21,288,160
Fines & Forfeitures	-
Miscellaneous	238,407
Interfund Transfers	5,092,295
Debt Proceeds	-
 Total Stormwater Utility Fund Sources	 \$ 32,121,631
 <u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 20,634,722
Debt Service	-
Transfers Out	7,345,766
Reserves	4,141,143
 Appropriations & Reserves Stormwater Utility Fund	 \$ 32,121,631
 YACHT BASIN FUND	
<u>SOURCES</u>	
Balances Brought Forward	\$ 695,410
Revenues:	
Charges for Service	690,057
Miscellaneous	-
Interfund Transfers	410
 Total Yacht Basin Fund Sources	 \$ 1,385,877
 <u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 728,297
Debt Service	-
Transfers Out	115,000
Reserves	542,580
 Appropriations & Reserves Yacht Basin Fund	 \$ 1,385,877



**City of Cape Coral, Florida
FY 2022 – 2024 Adopted Budget**

**CITY OF CAPE CORAL
FY 2022 BUDGET - BY FUND
ATTACHMENT A TO ORDINANCE 67-21**

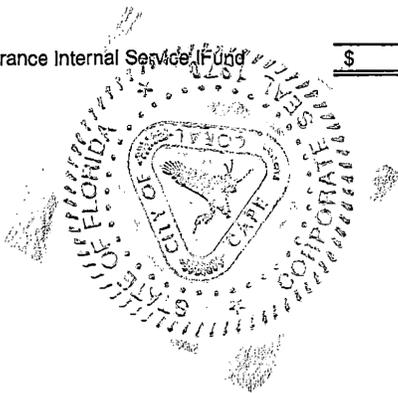
	<u>BUDGET</u> <u>ORDINANCE 67-21</u>
INTERNAL SERVICE FUNDS (ISF)	
RISK MANAGEMENT INTERNAL SERVICES FUND	
SOURCES	
Balances Brought Forward	\$ 11,151,366
Revenues:	
Charges for Service	-
Internal Service Charges	9,624,229
Miscellaneous	-
Interfund Transfers	-
 Total Property Liability Insurance Fund Sources	 <u>\$ 20,775,595</u>
USES	
Personnel, Operating, Capital Expenditures	\$ 7,505,578
Debt Service	-
Transfers Out	-
Reserves	13,270,017
 Appropriations & Reserves Property Liability Insurance Fund	 <u>\$ 20,775,595</u>
FACILITIES INTERNAL SERVICE	
SOURCES	
Balances Brought Forward	\$ -
Revenues:	
Internal Service Charges	6,758,561
Miscellaneous	-
Interfund Transfers	-
 Total Facilities Internal Service Fund Sources	 <u>\$ 6,758,561</u>
USES	
Personnel, Operating, Capital Expenditures	\$ 6,758,561
Debt Service	-
Transfers Out	-
Reserves	-
 Appropriations & Reserves Facilities Internal Service Fund	 <u>\$ 6,758,561</u>



**City of Cape Coral, Florida
FY 2022 – 2024 Adopted Budget**

**CITY OF CAPE CORAL
FY 2022 BUDGET - BY FUND
ATTACHMENT A TO ORDINANCE 67-21**

	BUDGET ORDINANCE 67-21
FLEET INTERNAL SERVICE	
<u>SOURCES</u>	
Balances Brought Forward	\$ -
Revenues:	
Internal Service Charges	4,527,612
Miscellaneous	-
Interfund Transfers	-
 Total Fleet Internal Service Fund Sources	 \$ 4,527,612
 <u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 4,527,612
Debt Service	-
Transfers Out	-
Reserves	-
 Appropriations & Reserves Fleet Internal Service Fund	 \$ 4,527,612
 HEALTH INSURANCE INTERNAL SERVICE	
<u>SOURCES</u>	
Balances Brought Forward	\$ 7,666,730
Revenues:	
Internal Service Charges	31,505,489
Miscellaneous	600,000
Interfund Transfers	-
 Total Health Insurance Internal Service Fund Sources	 \$ 39,772,219
 <u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 33,971,675
Debt Service	-
Transfer Out	-
Reserves	5,800,544
 Appropriations & Reserves Health Insurance Internal Service Fund	 \$ 39,772,219



**City of Cape Coral, Florida
FY 2022 – 2024 Adopted Budget**

**CITY OF CAPE CORAL
FY 2022 BUDGET - BY FUND
ATTACHMENT A TO ORDINANCE 67-21**

	BUDGET ORDINANCE 67-21
CHARTER SCHOOL OPERATING FUND	
<u>SOURCES</u>	
Balances Brought Forward	\$ 8,774,445
Revenues:	
Intergovernmental	27,990,662
Charges for Service	860,800
Miscellaneous	280,162
 Total Charter School Operating Fund Sources	 \$ 37,906,069
 <u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 30,982,315
Debt Service	41,168
Transfer Out	-
Other	-
Reserves	6,882,586
 Appropriations & Reserves Charter School Operating Fund	 \$ 37,906,069
 TOTAL FY 2021 BUDGET	 \$ 978,464,119
 TOTAL FY 2021 REVENUE (SOURCES) BUDGET	 \$ 978,464,119
TOTAL FY 2021 EXPENDITURE (USES) BUDGET	\$ 978,464,119

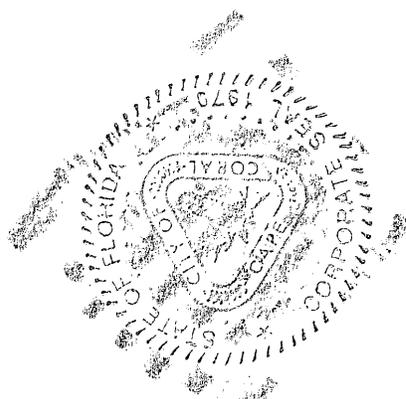


**City of Cape Coral, Florida
FY 2022 – 2024 Adopted Budget**

**CITY OF CAPE CORAL
FY 2022 BUDGET - BY FUND
ATTACHMENT A TO ORDINANCE 67-21**

**BUDGET
ORDINANCE 67-21**

	BUDGET ORDINANCE 67-21
FUND TYPE SUMMARY	
General Fund	\$ 296,590,898
Special Revenue	173,069,197
Debt Service	24,320,236
Capital Project	31,295,508
Enterprise	343,448,224
Internal Service	71,833,987
Charter School	37,906,069
Total	<u>\$ 978,464,119</u>



**City of Cape Coral, Florida
FY 2022 – 2024 Adopted Budget**

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FY 2022 – 2024 Adopted Budget**

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FY 2022 – 2024 Adopted Budget**

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Cape Coral
FLORIDA

