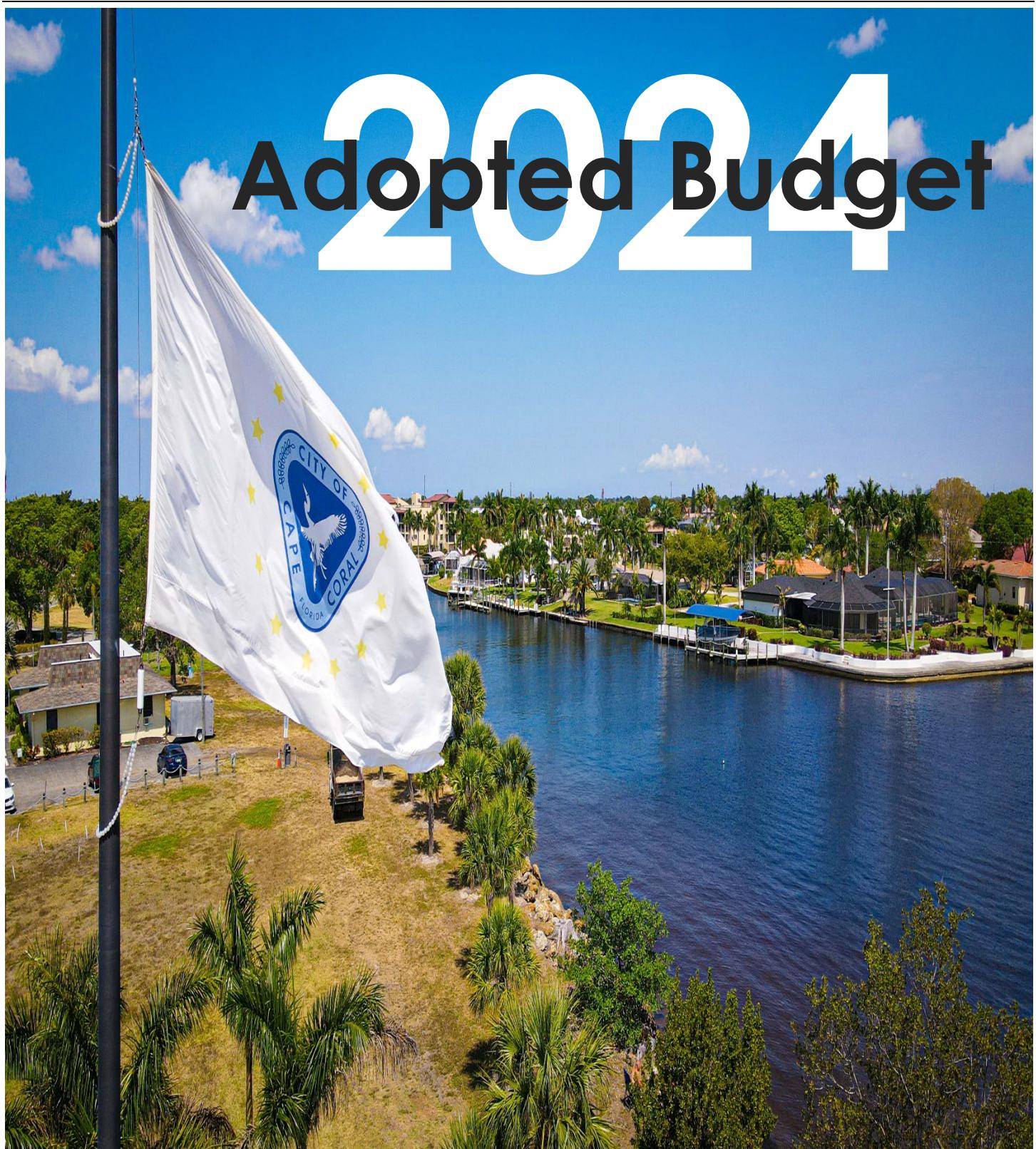


CITY OF CAPE CORAL

2024 Adopted Budget



City of Cape Coral, Florida
FY 2024 - 2026 Adopted Budget





City of Cape Coral, Florida
FY 2024 - 2026 Adopted Budget



City of Cape Coral, Florida

Fiscal Years 2024 – 2026

Adopted Budget



John Gunter, Mayor
Bill Steinke, District #1
Dan Sheppard, District #2
Tom Hayden, District #3
Patty Cummings, District #4
Robert Welsh, District #5
Keith Long, District #6
Jessica Cosden, District #7

Flowing with Possibilities

Prepared by the City of Cape Coral Financial Services Department under the direction of:
Michael Ilczyszyn, City Manager
Mark C. Mason, Financial Services Director



City of Cape Coral Financial Services Department – Budget Administration

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City of Cape Coral, Florida
FY 2024 - 2026 Adopted Budget



INTRODUCTION

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 208,053 (University of Florida, Bureau of Economic and Business Research, 2022).

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-leased 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.

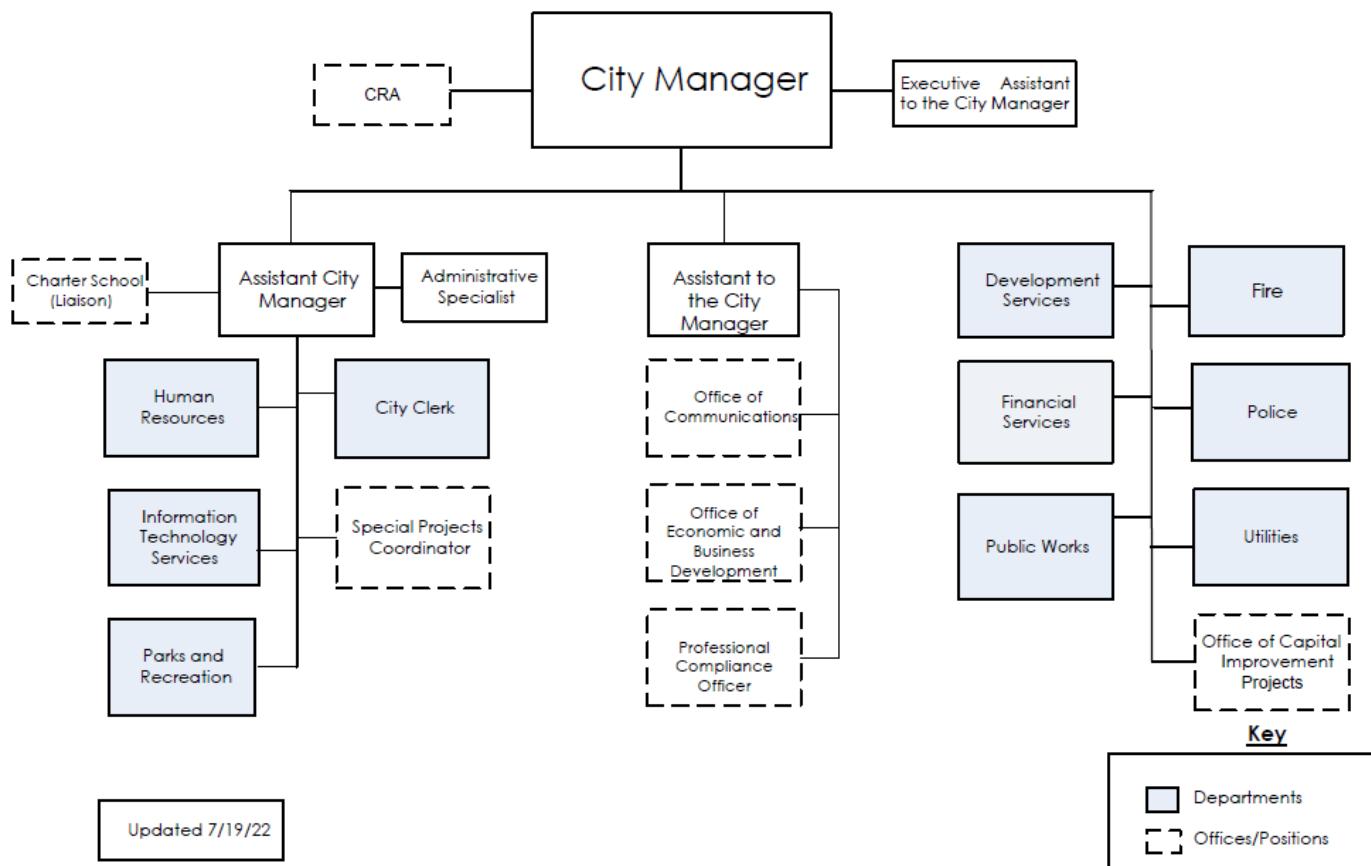
The City Council enacts ordinances and resolutions, adopts the budget, comprehensive plan and land-use regulations. The Council appoints the City Manager, City Auditor and City Attorney, as well as the members of all boards and commissions. The City Manager hires all department directors and oversees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



ORGANIZATIONAL CHART

City Manager's - Organization Chart



CITY COUNCIL & STAFF



CITY COUNCIL



MAYOR
JOHN GUNTER



DISTRICT 1
BILL STEINKE



DISTRICT 2
DAN SHEPPARD



DISTRICT 3
TOM HAYDEN



DISTRICT 4
PATTY CUMMINGS



DISTRICT 5
ROBERT WELSH



DISTRICT 6
KEITH LONG



DISTRICT 7
JESSICA COSDEN

CITY ADMINISTRATION



CITY ATTORNEY
ALEKSANDR BOKSNER



CITY AUDITOR
ANDREA RUSSELL



CITY MANAGER
MICHAEL ILCZYSZYN

DISTINGUISHED BUDGET PRESENTATION AWARD FY 2023



GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

**City of Cape Coral
Florida**

For the Fiscal Year Beginning

October 01, 2022

Christopher P. Monill
Executive Director



October 1, 2023

Honorable Mayor and Members of the City Council:

I am pleased to present the City of Cape Coral's Adopted Budget for Fiscal Year 2024 and the six-year capital program for Fiscal Years 2024 through 2029. The final budget was adopted by the City Council on September 21, 2023. This budget helps us do the following: expand public safety, improve facilities and amenities, invest in our infrastructure, beautify our neighborhoods and parks, attract businesses, protect our environment, strengthen our charter schools and focus on the strategic plan initiatives set forth by the City Council. The City of Cape Coral's Annual Budget is available on the City's website, www.capecoral.gov.

After the release of the City Manager's Proposed Budget on July 14, 2023, two workshops with the City Council were held in August to discuss the proposed budget, programs, capital improvements, and funding. Below is a summary of the FY 2024 Proposed and Adopted Budgets.

Fund Type	FY 2024 Proposed Budget	FY 2024		FY 2024 Adopted Budget
		Adjustments	Ordinance 70-23	
General Fund	\$ 225,242,569	\$ 3,026,737	\$ 228,269,306	
Special Revenue Fund	185,484,604	1,296,378	186,780,982	
Debt Service Fund	24,031,651	-	24,031,651	
Capital Project Fund	68,483,630	366,305	68,849,935	
Enterprise Fund	472,319,718	-	472,319,718	
Internal Service Fund	68,420,999	-	68,420,999	
Charter Schools	47,005,957	-	47,005,957	
Total	\$ 1,090,989,128	\$ 4,689,420	\$ 1,095,678,548	

The following is an explanation of variances included in the adopted budget not originally within the FY 2024 Proposed Budget:

General Fund: The overall increase in the General Fund results from the increase in the Half-Cent Sales Tax and Municipal Revenue sharing that was allocated to cover 3 additional firefighters, fire station capital project, 1 additional patrol officer, an increase in the Attorney's budget, and funding for additional city beautification for a total of \$3,026,737.

Special Revenue Funds: The Special Revenue Fund saw increases in Fire Operations due to transfers in from the General Fund to cover the 3 additional firefighters and fire station capital project for a total of \$805,392. The Fire Impact Fund added an additional Rescue Vehicle for \$389,500 and the Building Fund increased \$329,616 for staffing changes in FY 2023 that were going to impact FY 2024. Lastly there was a decrease in 5 Cent and 6 Cent Gas Tax for a total of \$228,130. Together these changes resulted in a net increase of \$1,296,378 in the Special Revenue Fund.

Capital Projects Funds: Capital Projects Fund has an overall increase of \$336,305 because of the transfer into a Capital Project for the fire station of \$425,000 and a decrease in the duplication of sidewalks for CDBG of \$58,695.

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 2024 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,



Michael Ilczyszyn

City Manager



July 15, 2023

Honorable Mayor and Members of the City Council:

I am pleased to present the City Manager's Proposed Budget for Fiscal Year 2024 (FY24) along with the capital program plan for fiscal years 2024 through 2029 as required by the City Charter in sections 7.02 and 7.05 of Article VII Financial Procedures.

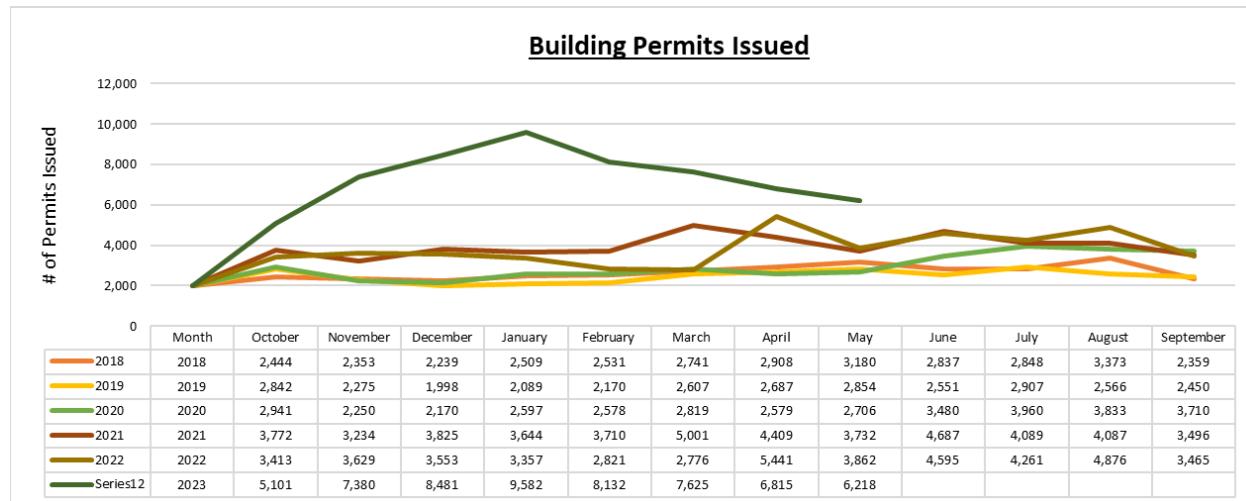
This document delivers a structurally balanced budget that maintains property taxes at the current rate, while enhancing public safety services and making key investments in public facilities, neighborhood aesthetics, technology, infrastructure, and our workforce. It provides a complete financial plan for all City funds and activities for the upcoming fiscal year. It also identifies major changes in financial policies, expenditures and revenues as well as summarizes the City's debt position, all of which are required by City Charter. Most importantly, this Proposed Budget provides a sustainable approach to current and future service delivery challenges.

It has been said that the budget development process is a long journey; at times, a challenging one as we make difficult budget choices amidst major economic questions. In the end, however, it is a process that requires compromise and collaboration between the city council and city administration. The budget process truly never ends. When FY23 blew in with Hurricane Ian, we adapted and adjusted as we began conversations about the FY24 budget. Council concluded in June with a retreat workshop that provided valuable insight into strategic priorities and our capital improvement goals for the future. At the retreat we had discussions on revenue and spending philosophies for the upcoming year.

We began the budget development process in November with the City's Asset Management Plan review and focused on the 2030 strategic plan, Cape Compass, which served as the foundation for developing the FY24 operating and FY24-FY29 capital spending plans. Cape Compass charts a clear course for us to follow in achieving our six strategic priorities:

- **City Services and Amenities** - Deliver exceptional City services and high-quality amenities.
- **Communication and Transparency** – Cultivate an engaged and informed community and workforce.
- **Economy, Education and Workforce** – Create a community of prosperous residents, thriving neighborhoods and successful businesses.
- **Fiscal Sustainability** – Maintain a financially sound government.
- **Infrastructure** – Invest in resilient infrastructure.
- **Environmental Sustainability** – Preserve Cape Coral's natural resources for current and future generations.

The City has moved past the uncertainties of prior years and has pushed through the current economic struggles in an excellent position with a stable workforce and in good financial position to meet the needs of our growing community. We continue to welcome new residents at a pace unseen since prior to the Great Recession of 2007-2009, and Cape Coral is among the top areas for growth in the nation. The Bureau of Economic and Business Research (BEBR) Population Program estimated the City of Cape Coral as of April 1, 2022, at 208,053 residents, an increase of 14,037 or 7.2% over the April 1, 2020, population forecast of 194,06 residents. Cape Coral is ranked 8th in the State for population and 101st in the Country. Over 5,100 single-family home permits were issued in FY22 while 2,516 have been issued through May 31, 2023. The number of single-family certificates of occupancy were 2,791 for calendar year 2022 and 1,845 through June 30, 2023. The City enters FY24 in strong financial condition resulting from actions taken in 2022 and 2023.



The Proposed Budget recognizes that economic factors are on the horizon that may weaken our financial position. On one hand, the City is building back stronger while working with our insurance company and FEMA on recovery efforts, as well as adjusting to near record-breaking development activity and robust population growth – all signs of a healthy community. On the other hand, this expansion is occurring amidst growing economic uncertainty caused by high inflation, ongoing military conflict in Europe, labor shortages, rising interest rates, and utility cost volatility.

Many of our residents – our customers – are concerned about the continued increases in the cost of living and are struggling to manage those increasing costs. Whether paying more for electricity, fuel or food, inflation is having a major impact on household budgets. We are keenly aware of our residents financial anxiety, and this Proposed Budget provides for no increase to the millage rate of 5.3694 for FY24. The Proposed Budget does not recommend increases in charges for services; however, we do propose an increase to the Fire Services assessment to align with the growing needs in our public safety, taking it from 62% recovery to 70% recovery of the total fire services. In addition, while not in the current proposed budget, the City has the ability to increase the electric franchise fee with LCEC from 3% to 4.5% resulting in an additional \$1.5 million in revenue in FY24 and an additional \$3 million in future years that can be directed to fund paving or quality of life amenities such as median beautification and streetscape projects, expanding access to marine recreation, developing indoor recreational facilities, adding enhancements to existing parks, for instance, splash pads and providing access to more neighborhood parks for our residents.

Budget Overview

The total FY24 Proposed Operating Budget for all funds equals \$1,090,989,128 excluding fund balances, but including transfers, the Community Redevelopment Agency, and the Charter School Authority. Overall, there was a \$124,094,753 increase from FY23 Adopted Budget or a 12.83% increase in total budget. This includes a 21.6% increase in the Enterprise Fund expenditures as a result of the approved Water & Sewer and Stormwater Rate Studies and the corresponding increase in expenditures.

The FY24 Proposed Budget reflects our focus on addressing previously deferred maintenance, meeting the demand for services and infrastructure while maintaining the City's strong financial position. We began the year with a budget retreat establishing goals for the development of a proposed budget. We held a second retreat on the capital plans for the future many of which are included in this Proposed Budget. Departments have held their budgets to the forecast model with non-discretionary adjustments to meet contractual obligations and inflationary pressures on certain commodities. We have added staff where needed to address growth, increased workloads, service expansions, or as required by capital improvements.

Certified property values for Cape Coral were published on July 1, 2023, by the Lee County Property Appraiser. The increase shows that overall total taxable values increased 14.18% from \$22.5 billion to \$25.7 billion including a net growth component of \$253.5 million. The FY24 Proposed Budget was crafted using a millage rate of 5.3694 yielding 13% more in property tax revenue over FY23 resulting in estimated net property tax revenue of \$132.7 million for operations in the General Fund, an increase of \$15,615,211. The rolled back rate is 4.7459 and would result in an estimated net property tax revenue of \$117.2 million for operations in the General Fund.

With the City's Fire Service Assessment budget, restricted nature and overall expenditures we are proposing an increase from 62% to 70% recovery yielding an additional \$4.8 million to support public safety. This increase in Assessment revenue will be offset by a decrease in General Fund support to the Fire Fund. The additional recovery of funds will assist with the increased cost of growth we are seeing city wide.

The Proposed Budget does not include new revenue sources; however, the City has several fee studies in process, to include Parks and Recreation Fees, Community Development Services Fees, Building Fees, and Impact Fees that may affect service level cost recovery increases in later years. The City does have the potential to increase the Electric Franchise Fees from 3% to 4.5%.

We have been successful over the past several years by having sound financial policies in place and by following a multi-year budget plan. These policies and budget plan provide the opportunity to present a proposed budget that meets the needs of the community and offers our citizens high-quality services. This proposed budget continues those practices.



All Funds Proposed Budget Chart

Fund Type	FY 2023	FY 2024	Change from	Percentage Change
	Adopted	Proposed	FY 2023 adopted	
General Fund	\$ 216,544,897	\$ 225,242,569	\$ 8,697,672	4.02%
Special Revenue Fund	151,043,544	185,484,604	34,441,060	22.80%
Debt Service Fund	22,429,644	24,031,651	1,602,007	7.14%
Capital Project Fund	70,564,668	68,483,630	(2,081,038)	-2.95%
Enterprise Fund	388,317,787	472,319,718	84,001,931	21.63%
Internal Service Fund	73,456,026	68,420,999	(5,035,027)	-6.85%
Charter Schools	44,537,809	47,005,957	2,468,148	5.54%
Total	\$ 966,894,375	\$ 1,090,989,128	\$ 124,094,753	12.83%

General Fund Overview

The Preliminary General Fund is \$225,242,569 for a balanced budget which includes a 4.02% increase from the FY23 adopted budget or \$8.7 million even though we observed an average 6.9% Consumer Price Index (CPI) increase in FY23 to date. Changes to the General Fund Budget included in the Proposed Budget consist of moving the cost of our facilities expenditures from our Facilities Internal Services Fund into the full cost allocation for FY 2024 and allocating it based on the labor hours utilized by each fund. The Proposed Budget continues to set the standard for the financial sustainability of the City now and into the future.

Table A. South region CPI-U 1-month and 12-month percent changes, all items index, not seasonally adjusted

Month	2019		2020		2021		2022		2023	
	1-month	12-month								
January	0.2	1.2	0.3	2.3	0.5	1.6	0.9	7.8	0.8	6.9
February	0.5	1.1	0.2	1.9	0.5	2.0	1.1	8.4	0.6	6.4
March	0.7	1.6	-0.1	1.1	0.8	2.9	1.4	9.1	0.4	5.3
April	0.5	1.8	-0.8	-0.2	0.7	4.4	0.5	8.8	0.7	5.5
May	-0.1	1.4	-0.2	-0.4	0.8	5.6	1.2	9.2	0.2	4.4
June	-0.1	1.1	0.6	0.3	0.9	5.8	1.5	9.8	0.3	3.3
July	0.3	1.4	0.6	0.6	0.5	5.8	0.1	9.4		
August	-0.1	1.4	0.4	1.1	0.3	5.6	-0.2	8.9		
September	0.0	1.3	0.2	1.3	0.3	5.8	0.2	8.7		
October	0.2	1.3	0.1	1.3	1.0	6.6	0.4	8.1		
November	0.0	1.6	-0.1	1.2	0.4	7.2	0.1	7.7		
December	0.0	2.1	0.2	1.4	0.3	7.4	-0.3	7.0		

The Proposed Budget includes a Budget Sustainability Reserve of 2.6 months of General Fund expenditures, excluding the Fire Service Assessment and one-time expenditures. The Budget Sustainability Reserve will replace undesignated reserve requirements and will not be included in the budget unless used.

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

Proposed Budget by Expense Category

General Fund	FY 2023 Adopted	FY 2024 Proposed	Change from FY 2023 Adopted	Percentage Change
Personnel Services	\$ 112,330,639	\$ 121,592,685	\$ 9,262,046	8.25%
Operating	49,880,092	55,261,901	5,381,809	10.79%
Capital Outlay	6,659,497	6,454,277	(205,220)	-3.08%
Other/Transfers Out	47,674,669	37,410,114	(10,264,555)	-21.53%
Reserves	-	4,523,592	4,523,592	100.00%
Total Expenditures	\$216,544,897	\$ 225,242,569	\$ 8,697,672	4.02%

The General Fund Proposed Budget includes use of both committed reserves and unassigned Fund Balance for one-time capital investments, as follows:

- \$4,523,592 for the additional expenditures related to the Fire Training Facility and Police Training Facility with repayment from the Police Impact and Fire Impact Funds

In addition, this Proposed Budget includes the following investments and enhancements by strategic focus area:

Key Investments – Public Safety

- North Cape Public Safety Complex – investment with appropriations from the State
- Emergency Operations Center (EOC) Expansion – ability to grow the current structure with appropriations from the state
- Fire Training Facility Phase 2 design and engineering
- Addition of 2 Fire Lieutenants for the Training Facility, 3 Floating Engineers and 3 Floating Fire Lieutenants
- Addition of 1 Digital Forensics Technician, 1 Fleet Coordinator, 1 Geo Processing Technician, 1 Police Lieutenant, 2 Patrol Officers, 3 Patrol Sergeants, and 1 Training Detective
- Replacement of the body camera contract with enhancements to the cameras, tasers and other safety equipment
- Fire Alert System addition to ease firefighters awake prior to an emergency which aids in health and mental benefits for the firefighters

Key Investments - Parks and Recreation

- Enhanced renewal and replacement at various parks facilities
- Skate Park building replacement
- Addition of three groundskeepers

Key Investments - Community Beautification

- Median curbing

Key Investments - Fiscal Stability

- Assistant Assessment and Billing Manager to aid in the growth of assessments and the utility billing system and provide for succession planning

Key Investments – Infrastructure

- City fiber and wireless conduit connecting City facilities with hardened communications in the event of weather events and providing fiber supported wireless at parks and City facilities. In year 2 of the hardening
- North 1 East and West Utility Extension Project
- North 3 Utility Extension Project
- NE 24th Avenue expansion from 2 to 3 lanes
- Access management and roadway circulation improvements for both Chiquita and Diplomat
- Andalusia Boulevard Connection to 4 lanes
- US 41 Irrigation water conveyance project
- Phase 3&4 Neighborhood water line replacement
 - Damaeo to Veterans Canal
 - Veterans to Wayne Canal
- North Deep Injection Well
- North RO Water Treatment Plant Phase II expansion

Key Investments – Environmental Sustainability

- Weir rehabilitation and replacement
- Surface water management water quality improvements
- Flood prevention improvements

Conclusion

While property values and growth remain strong through 2023 based on our growth model, we expect this trend will taper off over time. However, we must remain cognizant of our future challenges led in part by our growth while continuing to invest in capital improvements, quality of life amenities and services and personnel to provide acceptable service levels. Building a budget is 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 remain diligent to ensure our continued economic sustainability while ensuring we provide the services and amenities our residents expect from us.

This FY24 Proposed Budget provides a balanced approach to achieving our goals and meeting our 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 a suitable reserve level.

Cape Coral is now the 8th largest city in the state of Florida with 208,053 residents. As we continue to grow, we must be prepared to meet the challenges and expectations presented by our current and future residents. We can meet these challenges if we work 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 be open and transparent with our residents and keep our promises to deliver the high-quality services they demand as efficiently and cost-effective as possible.

This document reflects countless hours of dedication, patience and professionalism from the entire Office of Management and Budget team led by Financial Services Director Mark Mason, Nicole Reitler, Jo-Anne Velotti, Jessica Festa, Jennifer Waters, and Kassandra Penner. Please join me in thanking them now and through the remaining budget process.

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

Finally, I would like to thank the City Council for its leadership and the entire team of professionals employed by the City who serve to provide exceptional services daily. Together we are building a better future for our residents and businesses.

Respectfully Submitted,



Michael Ilczyszyn
Interim City Manager





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.

UNDERSTANDING THE BUDGET

Financial Highlights

This section includes revenue and expenditure highlights by fund, as well as charts and graphs illustrating trends and comparisons between fiscal years. This section also provides statistical information, summary level information for authorized staffing and provides an overview of changes being included in the budget.

Department Overviews

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

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, and a full cost allocation distributing central services overhead costs to operating departments.

BUDGET PROCESS

Preparation of the FY 2024 - 2026 Budget represents the culmination of a yearlong process that integrates financial planning, trend analysis, accounting enhancements, goals, 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 a 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.

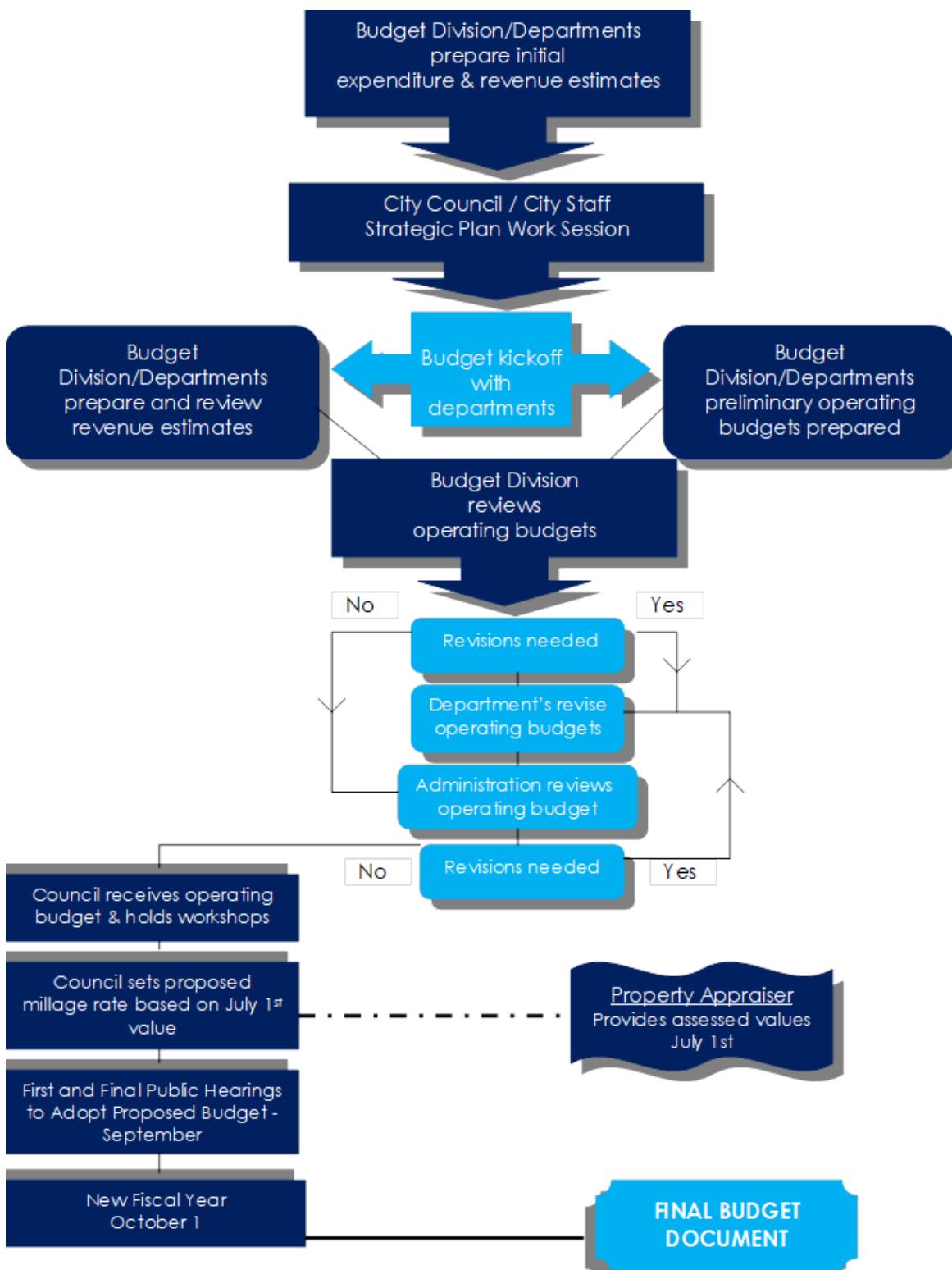
Financial Plan

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.

TYPICAL BUDGET PROCESS



BUDGET CALENDAR

	FY 2023												FY 2024		
	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC	
Strategic Plan Update Adoption					X					X					
Budget Packages and Policy Guidelines sent to Departments															
Department Preparation	X	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 2024 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.

November – 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.

August

City Council Workshop(s) to discuss City Manager's Proposed Budget

Property Appraiser mails TRIM notices to all property owners.

BUDGET PREPARATION, ADOPTION, AND AMENDMENT

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.

Six-Year Asset Management Program

The six-year Asset Management Program is updated annually at the same time as annual budget preparation, consisting of an adoptable one-year asset improvement program and a five-year forecast. Proposed funding sources are shown for each project. Revenue estimates for capital funding sources are projected for the six years of the program. A proposed update of the six-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 six-year Asset Management Program is produced.

Budget Amendment Policy

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

BASIS OF BUDGETING

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

- Lease and financing proceeds are included as revenue
- Principal payments on debt are included as expenditures
- Cash outlay for both equipment and capital projects are included as expenditures
- Depreciation expense and other non-cash expenses such as 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 has conducted thorough reviews of such policies as part of an ongoing process of economic and financial as conducted by City staff. On November 2, 2022, the City of Cape Coral adopted an updated set of financial management policies effective September 30, 2022.

On June 13, 2023, The City of Cape Coral Charter School Authority adopted a comprehensive set of financial management policies in the areas of budget management, operating management, debt and treasury management, accounts management and financial planning, funding designations and fund balance policies.

BUDGET MANAGEMENT

Policy #1: Structurally Balanced Budget. The City of Cape Coral shall commit to and develop and maintain a structurally balanced budget, whereby current revenues equal current expenditures for the current and forecasted years, to support the high-quality services provided to our residents consistent with the needs of the City.

1. The City shall adopt a one-year budget pursuant to Chapter 166.241, Florida Statutes.
2. The City shall prepare a one-year budget and a two-year forecast.

Policy #2 Revenue Estimates. Revenue estimates for annual budget purposes should be conservative. In this light, General Fund revenues should be budgeted in the manner delineated below.

1. Property taxes shall be budgeted at 96% of the Property Appraiser's estimate as of July.
2. The following revenue sources should be budgeted at 95% of the estimates either prepared by outside sources or the Financial Services Department:
 - a. State shared revenues
 - b. Franchise fees
 - c. Public Service Tax
 - d. 5 cent and 6 cent Gas Tax

General Fund net revenues in excess of budget should be applied to the various categories of Fund Balance in accordance with the Policy #21.

Policy #3: **Expenditures.** Expenditures should be managed to create a positive cash balance (surplus) in each fund at the end of the fiscal year. Personnel Services budgets or salary savings shall not be transferred to fund operating, capital or other expenses except in the event of a declared emergency.

Policy #4: The City will not fund recurring municipal services with reserve funds and/or other temporary or non-recurring revenue sources.

Policy #5: Fund balances shall be maintained at fiscally sound levels in all funds pursuant to Policy #22.

Policy #6: The City will not commit itself to the full extent of its taxing authority.

Policy #7: **Allocation of Overhead/Indirect Costs.** The City shall develop procedures for completing and administering a full cost allocation methodology to allocate administrative overhead costs to enterprise funds, special revenue funds, internal service funds, and when allowable, grants. Actual documented indirect costs 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 through an indirect cost allocation model.

Policy #8: **Cost Recovery.** All fee schedules and user charges should be reviewed and adjusted annually but, not more than every three years, to ensure that rates are equitable and cover the cost of the service or that portion of the cost deemed appropriate by the City. The following framework is recommended by the administration to be applied to user fees:

Total Fee Support (90-100%)

- a. Enterprise Funds (Water/Sewer, Stormwater, Yacht Basin)
- b. Building Code Fund
- c. Lot Mowing
- d. Parks & Recreation – Golf Course; Youth Program; Special Populations City Hall Food Program

Moderate Fee Support (40-90%)

- a. Parks & Recreation – Athletics, Off-Site/Special Events, Four Freedoms, Yacht Club, Youth Center, Lake Kennedy and Rotino Senior Centers, Special Populations, Parking Program
- b. Development Services – Planning Fees

Minimum Fee Support (less than 40%)

- a. Parks & Recreation --Aquatics, Transportation, Environmental Recreation

Policy #9: 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.

Policy #10: **Asset Management Program.** The City will prepare a six-year asset improvements program annually consisting of the adoptable one-year asset improvement program and a five-year forecast. The asset improvements program will identify the source of funding for all projects, as well as the impact on future operating costs.

Policy #11: Revenue and expenditures for all operating funds should be projected for at least four years beyond the current budget.

OPERATING MANAGEMENT

Policy #12: The City shall adopt and maintain an investment policy.

Policy #13: The City shall adopt and maintain a grant management policy.

Policy #14: **Risk Management.** 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. Each department director will ensure that safeguards are in place to minimize damage to personnel and property.

- Policy #15: **Revenue Recovery.** City management is responsible for recovery of budgeted and non-ad valorem revenues as planned for in the budget. Management shall maintain adequate billing and claiming processes to effectively manage their accounts receivable systems in conformance with the fiscal plan and sound business principles.
- Policy #16: 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.
- Policy #17: An allowance for uncollectible revenue (receivable), not including deferred or hardship accounts 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%.
- Policy #18: Annually, the City will write off all customer accounts, not including deferred or hardship 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.
- Any action to "write off" uncollectible accounts will be taken subordinate to and in compliance with outstanding bond resolutions or applicable ordinances.
- Policy #19: The City's role in social service funding should be supplemental (addressing special or unique local needs) to the basic responsibilities of regional agencies.
- Policy #20: The Financial Services Director shall review the Financial Policies annually and include said policies annually as an exhibit to the annual budget ordinance for adoption.

FUND BALANCE

- Policy #21: Fund balance is the difference between assets and liabilities reported in governmental funds in the Annual Comprehensive Financial Statements and are differentiated as follows:

Non-Spendable Fund Balance - Amounts that are (a) not in spendable form or (b) legally or contractually required to be maintained intact. "Not in spendable form" includes items

that are not expected to be converted to cash (such as inventories and prepaid amounts) and items such as the long-term amount of loans, notes receivable and advances, as well as property acquired for resale.

Restricted Fund Balance - Amounts that can be spent only for specific purposes stipulated by (a) external resource providers such as creditors (through debt covenants), grantors, contributors, or laws or regulations of other governments; or (b) imposed by law through constitutional provisions or enabling legislation.

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

Assigned Fund Balance – Portion that reflects a government's intended use of resources. Such intent must be established by the Finance Director pursuant to the Financial Management Policies approved by City Council. Assigned fund balance also includes spendable fund balance amounts established by management of the City that are intended to be used for specific purposes that are neither considered restricted nor committed.

Unassigned Fund Balance – Unassigned fund balance is the residual classification for the General Fund. This classification represents a fund balance that has not been assigned to other funds and that has not been restricted, committed, or assigned to specific purposes within the General Fund. Unassigned fund balance may also include negative balances for any governmental fund if expenditures exceed amounts restricted, committed, or assigned for those specific purposes.

Unrestricted Fund Balance – The total of committed fund balance, assigned fund balance, and unassigned fund balance.

Policy #22: General Fund fund balances shall be maintained in accordance with the following.

1. The City shall maintain a *Budget Stabilization Reserve* (BSR) in Committed Fund Balance of between 2 to 3 months of expenditures or 16.67% to 25%, with a goal of 3 months, of the General Fund operating expenditures, including fund transfers. The purpose of the reserve is to provide a method of insuring resources are available when budget shortfalls occur and of funding the reserve when revenue exceeds expectations.

a. Funding the Budget Stabilization Reserve:

- 1) It is the City Council's goal to achieve 3 months balance in the Budget Stabilization Reserve.
- 2) The City Manager shall prepare a plan for the City Council's approval to achieve the City Council's goal of 3 months within three (3) years of the use

of the BSR and/or to achieve the City Council's goal of three (3) months reserve.

b. Use of the Budget Stabilization Reserve –

- 1) The BSR may be used to support the City's operations in the event of a major catastrophic event provided that the disaster reserve has been exhausted and Federal and State Funding have been applied for.
 - 2) The BSR may be used to fund recurring operating expenses for a limited period in the event of a significant economic downturn threatening the City's ability to provide services to the community.
 - 3) The maximum amount that can be used in any one year or successive years shall be 33% of the reserve.
- c. In no event shall the Budget Stabilization Reserve stay below 2 months or 16.67% of the annual operating budget including transfers for more than one year.
1. The City shall maintain the following additional committed reserves to provide resources for the purpose identified:
 - a. Disaster Reserve – \$8,000,000 – for the purpose of providing temporary resources in the event of a federally and/or state declared emergency and further used as a match for Federal and State Emergency Management Funds.
 - b. Land acquisition – Net balance of surplus property land sale proceeds and land acquisition or other expenditures approved by the City Council. Annual balance, if any, may be used for any one-time expenditures as approved by the City Council.
 - c. Hurricane Irma Federal and State Emergency Management Funds reimbursed to the City. Amount determined by receipt and/or award. Annual balance, if any, earmarked to support General Obligation Bond Parks & Recreation Projects or may be used for any one-time expenditures as approved by the City Council.
 - d. COVID Payment Reimbursements from the County. Amount determined by receipt. Annual balance, if any, earmarked to support General Obligation Bond Parks & Recreation Projects or may be used for any one expenditure as approved by the City Council.
 2. Assigned Fund Balance shall include the annual amount of purchase order balances carried forward to the next year as well as the subsequent year's use of fund balance resources for one-time use as identified for specific purposes by the City Council and set forth in the annual budget and any amendments thereto.

Policy #23: Reserves for other major operating funds are as follows:

1. Water and Sewer Fund:

- a. An operating reserve at least equal to 25% of the cost of operation and maintenance in the annual budget for the then current fiscal year.
- b. 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.
- c. An annual transfer to the Renewal and Replacement Fund equal to 5% of the prior fiscal year's gross revenues (not cumulative).
- d. After deposit, surplus Renewal and Replacement funds above the Renewal and Replacement Fund Requirement are available to fund capital projects and these funds are used for this purpose in each year.

2. Stormwater Fund:

A renewal and replacement reserve shall be maintained at a minimum of 25% of operating expenses.

3. Yacht Basin:

A renewal and replacement reserve with a minimum of 25% of operating expenses.

4. Risk Management Fund:

- a. The City shall maintain reserves for worker's compensation in accordance with actuarial values established by an actuary on an annual basis.
- b. The City shall maintain reserves for property liability and general liability in sufficient amounts to support the claims liability pursuant to an actuarial study on an annual basis.

5. Fire Services Fund:

The Fire Services Fund shall maintain a restricted fund balance at the same percentage or months of operating expenditures as the General Fund.

Policy #24: Spending order of fund balances – restricted amounts shall be spent first when both restricted and unrestricted fund balance is available unless there are legal documents/contracts that prohibit doing this, such as in grant agreements requiring dollar for dollar spending. Additionally, the City would first use committed fund balance, followed by assigned fund balance and then unassigned fund balance when expenditures are incurred for purposes for which amounts in any of the unrestricted fund balance classifications could be used.

Policy #25: Annual review and determination of fund balance policy – The Financial Services Department shall review, as a part of the annual budget adoption process, the amounts of restricted, committed, assigned, non-spendable and the level of unassigned fund balance shall be determined during this process.

DEBT AND TREASURY MANAGEMENT

Policy #26: The City will develop and maintain a Debt Management Policy.

Policy #27: An annual report of the City's debt position will be provided to the City Council.

Policy #28: The City will annually review the Capital Improvements Element of the Comprehensive Plan to ensure consistency with the six-year capital improvement program.

Policy #29: The City will continue to finance its capital improvements with current revenue ("pay as you go" financing) to the extent current revenues meet current capital improvement needs.

Policy #30: The City will not issue tax or revenue anticipation notes to fund governmental operations.

Policy #31: The City will not issue bond or revenue anticipation notes for a period longer than needed to secure permanent financing.

Policy #32: The City will maintain debt service ratios at levels necessary to be in compliance with bond requirements.

ACCOUNTS MANAGEMENT

Policy #33: Accounting systems shall be maintained to facilitate financial reporting in conformity with generally accepted accounting principles promulgated by the Government Accounting Standards Board, American Institute of Certified Public Accountants and State Uniform Accounting System.

Policy #34: An annual audit shall be prepared pursuant to Chapter 218.39, Florida Statutes.

Policy #35: 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.

Policy #36: The City should annually seek the Government Finance Officers Association Certificate of Achievement for Excellence in Financial Reporting and Distinguished Budget Presentation Award.

ECONOMIC RESOURCES

Policy #37: The City should diversify and expand its economic base to provide relief to 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 expansion of visitor attraction.

Policy #38: The City should encourage economic development initiatives that provide growth in the tax base and employment for City residents as a priority and in the County and region as a second priority.

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. Also, with the adoption of a Strategic Plan that outlines the City's strategic priorities and goals, this provides staff with guidance and structure for developing a multi-year budget that focuses on the needs of our community as well as provides a sustainable approach to current and future service delivery challenges.

The FY 2024-2028 Budget includes:

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

All 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. It also encompasses assumptions and guiding principles that are followed when developing a multi-year projection. Including revenue estimate assumptions that property taxes shall be budgeted at 96% of estimates and that state shared revenues, franchise fees, the public service tax and both the 5 cent and 6 cent gas taxes are budgeted at 95% of estimates.

Status: Adopted February 1991. The policies have been amended periodically with the most recent having been in November 2022 through Resolution 210-22.

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. The City has identified six Strategic Priorities and Goals:

- City Services and Amenities – Deliver exceptional City services and high-quality amenities
- Communication – Cultivate and engaged and informed community and workforce
- Economy, Education and Workforce – Create a community of prosperous residents, thriving neighborhoods, and successful businesses
- Fiscal Sustainability – Maintain a financially sound government and high-performing organization
- Infrastructure – Invest in resilient infrastructure
- Environmental Sustainability – Preserve Cape Coral's natural resources for current and future generations

Status: Updated Strategic Plan elements were adopted by City Council November 2, 2022.

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. In FY 2023 a performance measure software was purchased in an effort to enhance the department's ability to provide initiatives and measurements that support the City's Strategic Plan and effectively communicate how those goals are being achieved.

4. Continue multi-year forecasting of all funds.

Status: The City contracts with an outside consultant for a multi-year financial model for the General Fund as well as both the Water and Sewer Operating Fund and the Stormwater 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 with a ten-year forecast and projection of revenues and expenditures. The Stormwater Fund cost recovery study includes a five-year forecast, which is the basis upon which rate recommendations are made as well as the data is utilized to develop a structurally balanced multi-year budget. All models that are developed are reviewed and utilized to develop a comprehensive multi-year budget with department's input and oversight that plans for the current and future needs of the City.

Status: Minor funds are reviewed by internal staff and multi-year projections are developed to assist in the planning of any future needs or requirements.

Status: The City has several fee studies in process, to include Parks and Recreation Fees, Community Development Services Fees, Building Fees and Impact Fees that will affect services level cost recovery increases in future projections.

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. Previously a citizen committee (Budget Review Committee – BRC) was utilized to assist during the review of the City's annual budget as well as retreat style meetings in January and June to discuss future planning, projects and the economics and growth of the City. However, moving forward along side the retreat meetings, a Town-hall meeting will be held to engage the public and provide citizens with a chance to engage with departments and staff and provide feedback regarding the annual budget and future needs.

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

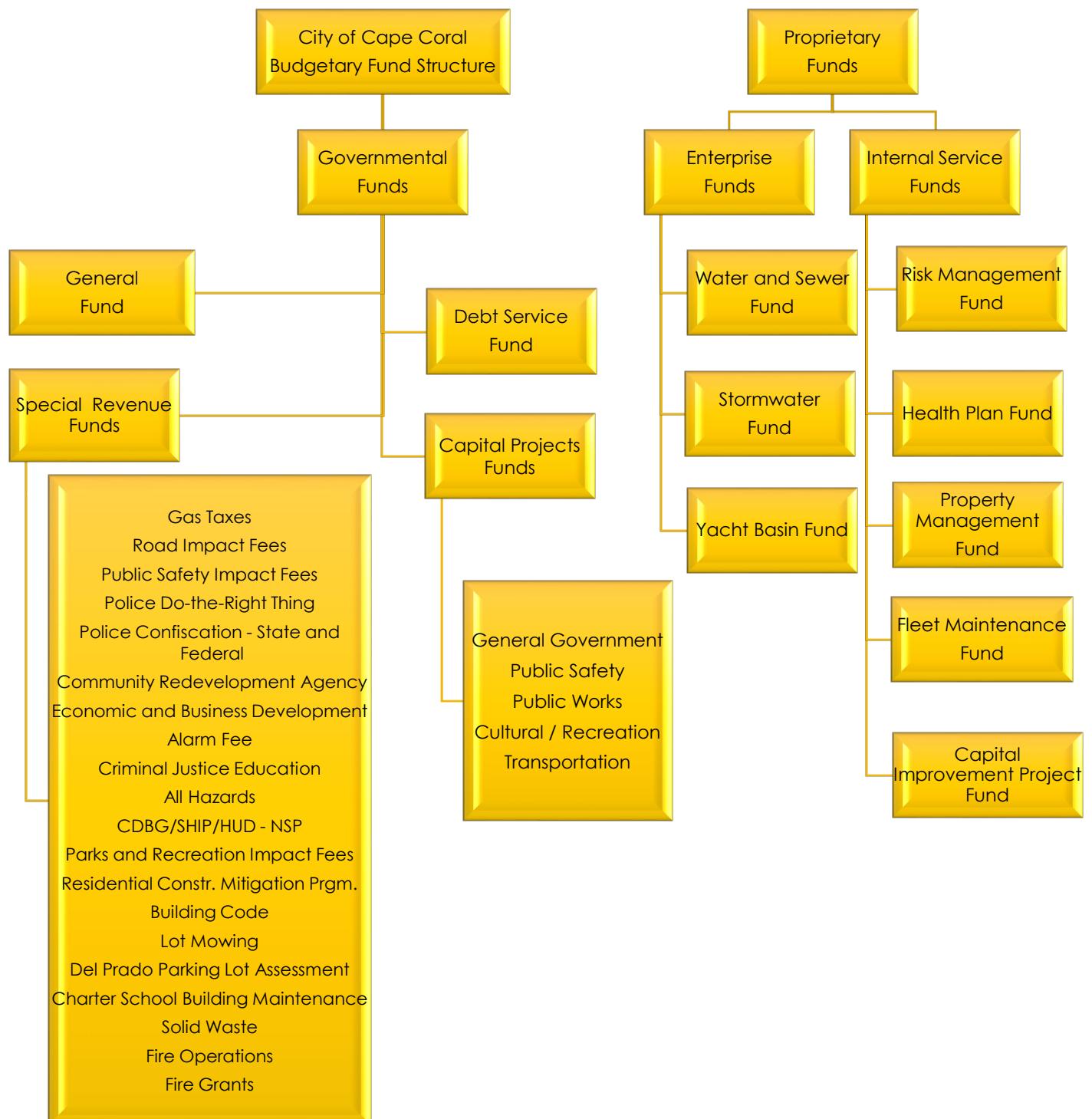
or services to the general public on a continuing basis be financed or recovered primarily through user charges; or (b) where the governing body has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management 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.

FUND STRUCTURE



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	\$	\$		\$	\$
Human Resources	\$				\$
Development Services	\$	\$	\$	\$	
Police	\$	\$	\$		
Fire	\$	\$	\$		
Parks and Recreation	\$	\$	\$	\$	
Public Works	\$	\$	\$	\$	\$
Utilities				\$	
Government Services	\$	\$	\$	\$	\$



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.

In 2021, the City engaged an outside consultant to facilitate a strategic planning session to update the City's strategic plan. The updated plan was developed from input from the community, City employees, executive leadership members, the Mayor, and Council Members. The plan sets the course for the City to achieve a specific set of priorities, goals and objectives by 2030.

As part of that planning session, the City's new mission, guiding principles, and strategic priorities were developed. The following strategic priorities were identified through the planning process: City Services and Amenities, Communication, Economy, Education, and Workforce, Fiscal Sustainability, Infrastructure, and Environmental Sustainability.

The City of Cape Coral's 2022-2030 Strategic Plan is a management tool that helps the organization assess the current operating environment, anticipate changes, and envision the future. This Plan provides a framework for decision-making and helps meet the community's future needs. The Cape Compass strategic plan document can be viewed online at www.capecoral.gov/strategicplan.







CAPE COMPASS 2030

Strategic Plan





OUR VISION

Cape Coral will thoughtfully grow into a vibrant and inclusive community that encourages residential character, creates economic opportunity, and ensures respect for its unique environment.

OUR MISSION

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

CITY COUNCIL AND STAFF



Mayor
John Gunter



Councilmember
District 1
Bill Steinke



Councilmember
District 2
Dan Sheppard



Councilmember
District 3
Tom Hayden



Councilmember
District 4
Patty Cummings



Councilmember
District 5
Robert Welsh



Councilmember
District 6
Keith Long



Councilmember
District 7
Jessica Cosden



City Manager
Michael Ilczyszyn



City Attorney
Aleksandr Boksner



City Auditor
Andrea Russel



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GUIDING PRINCIPLES AND CORE VALUES

INTEGRITY AND TRANSPARENT GOVERNMENT

We conduct ourselves, at all times, with the highest degree of **Integrity**, respect, and fairness to promote **Open and Transparent Government**.

ENVIRONMENTAL SUSTAINABILITY

We serve as stewards of the environment by protecting the well-being of future generations while advancing **Environmental Sustainability**.

PUBLIC SAFETY AND QUALITY OF LIFE

We are committed to high levels of **Public Safety** to maintain a safe, prosperous, and enjoyable **Quality of Life** for all members of the community.

FISCALLY RESPONSIBLE

We safeguard the public's resources and hold ourselves **Fiscally Responsible** for efficiency, effectiveness, and future planning.

CITIZEN AND COMMUNITY ENGAGEMENT

We focus on listening to and supporting the needs of our community through **Citizen and Community Engagement**.

INNOVATIVE THINKING

We use **Innovative Thinking** to anticipate opportunities and trends to transform our community and enhance the value of services provided.

STRATEGIC PRIORITIES AND GOALS

CITY SERVICES AND AMENITIES



**Deliver exceptional
City services and
high-quality amenities**

COMMUNICATION



**Cultivate an engaged
and informed
community and workforce**

ECONOMY, EDUCATION, AND WORKFORCE



**Create a community of prosperous
residents, thriving neighborhoods,
and successful businesses**

FISCAL SUSTAINABILITY



**Maintain a financially
sound government and
high-performing organization**

INFRASTRUCTURE



**Invest in resilient
infrastructure**

ENVIRONMENTAL SUSTAINABILITY



**Preserve Cape Coral's
natural resources for
current and future generations**



CITY SERVICES AND AMENITIES



GOAL:
Deliver
exceptional
City services and
high-quality
amenities.

CITY SERVICES AND AMENITIES

PUBLIC SAFETY - Keep Cape Coral safe through public safety service excellence, professionalism, accountability, and transparency.

WAYPOINTS:

- Attain Fire Department accreditation from the Center for Public Safety Excellence.
- Maintain Police Department accreditation from the Commission on Accreditation for Law Enforcement Agencies (CALEA).
- Achieve emergency management accreditation through the Emergency Management Accreditation Program (EMAP).
- Complete construction of the police and fire rescue training centers.
- Remain among the top five safest cities in Florida.
- Implement new policing and fire resource deployment models to address population growth and maintain response time goals.
- Respond to police priority one calls within 6 minutes or less, on average.
- Ensure first unit arrival at structure fires, hazardous material releases, and other crisis incidents within 10 minutes, 90 percent of the time.
- Provide Advanced Life Support capable/first unit to EMS calls within 10 minutes and 40 seconds, 90 percent of the time.
- Reduce motor vehicle involved crashes, fatalities, and injuries.
- Reduce alcohol-impaired or drug-impaired driving.
- Continue strategic investments in public safety staffing, facilities, and vehicle replacements.
- Ensure the City is well prepared for emergencies by identifying major risks, maintaining a comprehensive training and exercise program, evaluating and testing components of the emergency management system, and communicating a culture of preparedness to our residents and businesses.

CITY SERVICES AND AMENITIES

PARKS AND RECREATION - Provide a vibrant, accessible, and diverse recreation and open space system.

WAYPOINTS:

- Complete construction of seven new neighborhood parks, two community parks, and improvements to 19 existing parks under the 2018 Parks GO Bond program.
- Update the Parks Master Plan by 2026.
- Complete enhancements to Founders Park and Four Freedoms Park.
- Expand access to marine recreation by completing the design and construction of the D&D Boat Ramp Facility, Jaycee Park improvements, and Bimini Basin Mooring Field.
- Expand recreational facilities and park land to meet established level of service standards as detailed in the City's Comprehensive Plan.
- Improve access to parks, recreational services, and facilities through improved or additional sidewalks, bike lanes, bike paths, and trails.
- Provide access to a neighborhood park within one mile of every resident.
- Ensure that each resident has access to a community park within three miles of their home.
- Expand indoor recreational facilities by constructing indoor recreation centers providing a variety of fitness, wellness, recreation, and social activities and programs.
- Complete improvements to Coral Oaks Golf Course, including a new clubhouse.

CITY SERVICES AND AMENITIES

COMMUNITY BEAUTIFICATION - Maintain an attractive community and preserve the integrity of residential neighborhoods and commercial corridors.

WAYPOINTS:

- Complete an organizational review of the Code Compliance Division.
- Increase the visibility and presence of code compliance in neighborhoods.
- Attain a proactive code compliance rate of 75%.
- Strengthen commercial landscaping standards and compliance.
- Evaluate and improve regulations that impact neighborhood appearance and promote maintenance of commercial and residential property.
- Provide an ongoing education program on property maintenance and appearance regulations.
- Accelerate median beautification and streetscape projects.
- Update the City's Comprehensive Plan.

CITY SERVICES AND AMENITIES

COMMUNITY SERVICES - Improve the well-being of individuals, families, and neighborhoods through strong community partnerships, community-based programs, and innovative practices.

WAYPOINTS:

- Complete a City-wide needs assessment to identify and respond to the needs of the City's growing and diversifying population.
- Identify and implement opportunities for aligning identified community needs with non-profit and community-based organizations.
- Establish a coordinated online information resource hub based on the needs identified in the City-wide needs assessment.





COMMUNICATION



GOAL:
Cultivate an engaged and informed community and workforce.

COMMUNICATION

PUBLIC COMMUNICATIONS - Keep our residents, businesses, and visitors well-informed.

WAYPOINTS:

- Create proactive communications plans and materials to inform residents of City initiatives, projects, and issues.
- Create a new resident guide providing useful information regarding Cape Coral codes, services, and amenities.
- Redesign the City's website.
- Publish the annual budget in a clear and easily understood format.
- Provide regular training and education materials on navigating the development review and approval process.
- Maximize the use of technology in communicating with the public.
- Implement methods to better communicate with youth.



COMMUNICATION

COMMUNITY ENGAGEMENT - Promote public participation in key issues, policy development, and community priorities.

WAYPOINTS:

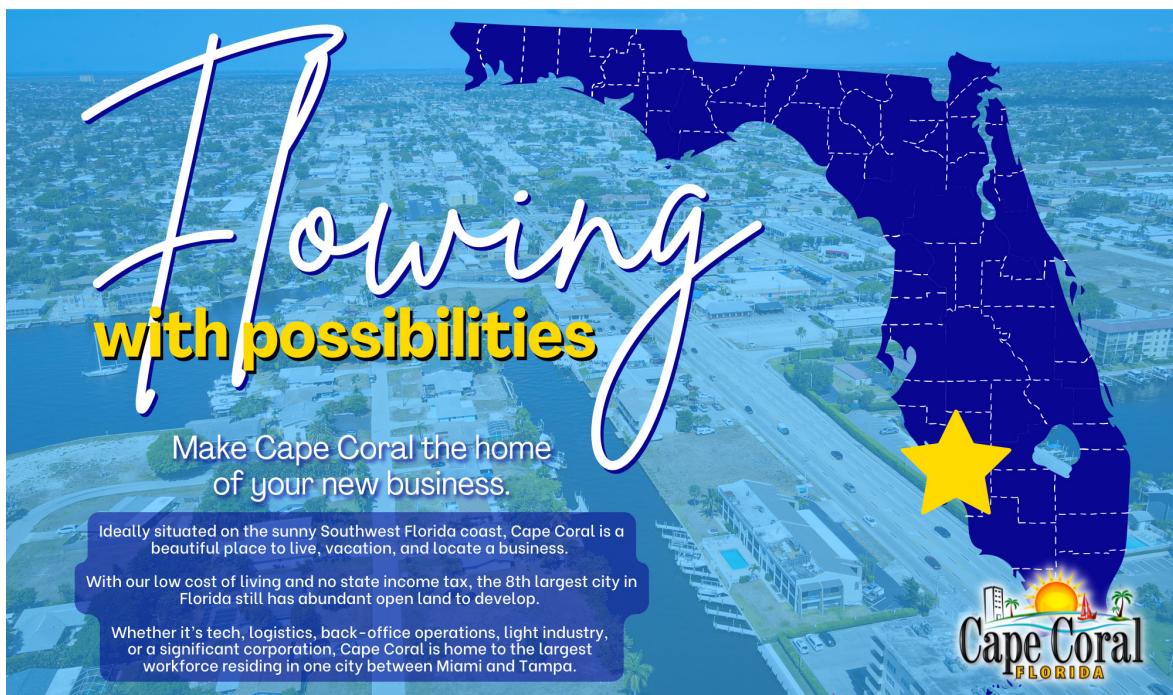
- Organize quarterly community meetings to provide updated information to the public on City events, projects and priorities.
- Conduct a citizen feedback survey every two years to assess the quality of municipal services.
- Fill vacancies on advisory boards within three months.
- Increase the number of Full-Time Equivalent volunteer hours.
- Continue to host the Citizens Academy.
- Support and collaboratively engage with neighborhood groups, civic associations, and non-profits.

COMMUNICATION

MARKETING - Promote the City regionally, nationally, and internationally as a destination and place for business.

WAYPOINTS:

- Develop an annual communication plan.
- Update the City's logo and branding materials.
- Maximize use of the "Flowing with Possibilities" tagline.



SITES AVAILABLE

For industrial and commercial development



INCENTIVES

available for economic development

**A BIG CITY
with small town
charm**



22% INCREASE

in Cape Coral's population from 2010-2018



FULL SERVICE

emergency services included in tax rate

COMMUNICATION

EMPLOYEE COMMUNICATIONS - Enhance internal communications, employee appreciation efforts, and employee engagement opportunities.

WAYPOINTS:

- Develop and implement employee recognition and appreciation strategies.
- Provide employees with regular opportunities to learn about issues and challenges.
- Distribute regular employee newsletters, email blasts, and messages from the City Manager and other executive team members.
- Keep City employees informed and involved in public dialogue so they can assist in telling the City of Cape Coral's story.





ECONOMY, EDUCATION, AND WORKFORCE



GOAL:
Create a community
of prosperous
residents, thriving
neighborhoods, and
successful
businesses.

ECONOMY, EDUCATION, AND WORKFORCE

ECONOMIC AND BUSINESS DEVELOPMENT - Create an economically balanced community.

WAYPOINTS:

- Attract new businesses and commercial development, especially office, light industrial, and logistics, to the former Academic Village site, Burnt Store Technology and Innovation Park, Mid-Cape Village, and City Square.
- Create a mixed-use destination at 7 Islands as a catalyst for new commercial activity in the North-west Cape.
- Expand and diversify the City's overall tax base.
- Retain and grow existing businesses in targeted industries.
- Expand employment opportunities within the City.
- Offer incentives to qualified businesses and developers looking to invest in and create jobs in the City.
- Update the City's Economic Development Master Plan.
- Foster cultural development by incentivizing individuals, nonprofit cultural organizations, and other entities to support arts and cultural offerings.
- Seek electorate approval of the Economic Development Ad Valorem Property Tax Exemption.
- Strengthen regional economic development partnerships with Lee County Economic Development and the Horizon Council.
- Establish a corridor development plan for the Burnt Store Road corridor.

ECONOMY, EDUCATION, AND WORKFORCE

SOUTH CAPE REDEVELOPMENT - Facilitate the emergence of a vibrant urban village where people of all ages live, work, shop, and are entertained.

WAYPOINTS:

- Encourage and provide incentives for new projects to use structured parking.
- Establish a Parking Development Program including payment instead of parking, shared valet parking, club square redevelopment, satellite parking agreements, and surface parking lot development.
- Complete median and landscaping improvement projects within the CRA.
- Encourage and incentivize the development of mixed-use buildings to create attractive pedestrian-oriented streets.
- Expand small-scale events that focus on attracting attendees to patronize CRA businesses regularly.
- Complete public art installation projects.
- Assist in the acquisition and development of affordable and mixed-income multi-family properties.



ECONOMY, EDUCATION, AND WORKFORCE

COMMUNITY WORKFORCE - Ensure employers have access to a talented and skilled workforce.

WAYPOINTS:

- Connect qualified workers with employers by collaborating with regional workforce training opportunities through CareerSource, Cape Coral Technical College, the Lee County School District, and Oasis Charter Schools.
- Establish apprenticeship and training programs for high school students to learn about public service career opportunities.
- Work with employers to establish internship programs.
- Work with local businesses to create a summer youth employment program.

ECONOMY, EDUCATION, AND WORKFORCE

EDUCATION - Promote educational excellence, innovative learning, and continuous improvement in all schools.

WAYPOINTS:

- Ensure the City of Cape Coral Charter School System meets the highest educational excellence and student achievement standards.
- Partner with Lee County School District Public Schools to ensure quality education programs and sufficient facilities are provided to meet current and future educational demands.
- Host an annual forum of school principals and key City staff to promote understanding between City government and educators.
- Explore assigning a management-level position within City Government to develop strong partnerships with all educational institutions and ensure high-quality education services are provided City-wide.



ECONOMY, EDUCATION, AND WORKFORCE

VISITOR AND RESIDENT EXPERIENCE -
Establish Cape Coral as a destination for arts,
culture, special events, and eco-tourism.

WAYPOINTS:

- Promote the City's eco-tourism assets to attract visitors to Cape Coral and expand understanding of the City's natural environment.
- Create a visitor development strategy.
- Develop a Public Art Master Plan.
- Implement the "Celebrate the Cape" initiative to provide more opportunities for residents and visitors to gather to highlight the Cape's natural and cultural resources and expand special event programming to include new signature events such as New Year's Eve and cultural diversity celebrations.



FISCAL STABILITY



GOAL:
Maintain a
financially sound
government and
high-performing
organization.

FISCAL STABILITY

ORGANIZATIONAL PERFORMANCE EXCELLENCE - Be the best at providing municipal services.

WAYPOINTS:

- Reinstate performance management and benchmarking practices to identify efficiencies and organizational improvement opportunities.
- Demonstrate a commitment to continuous improvement.
- Seek out and implement leading industry practices.
- Provide appropriate resources, tools, and technology to meet service demands and population growth.
- Streamline or eliminate unnecessary processes or requirements that serve as a barrier to providing excellent service or innovation.
- Align organizational resources to performance expectations and outcomes.



FISCAL STABILITY

FINANCIAL STRENGTH AND RESPONSIBILITY - Operate a fiscally resilient municipal services organization.

WAYPOINTS:

- Develop and maintain a budget stabilization reserve fund at a minimum of three months of General Fund expenditures to strengthen the City's ability to protect against revenue shortfalls, emergencies, and respond to one-time opportunities.
- Develop and implement strategies to attain a AAA bond rating with Moody's and Standard & Poor's rating agencies.
- Maintain a competitive and favorable property tax rate.
- Receive the annual Distinguished Budget Presentation Award from the Government Finance Officers Association demonstrating the City's commitment to meeting the highest principles of governmental budgeting.
- Ensure financial policies are reviewed and updated every five years.
- Establish a cost recovery policy.
- Limit the use of one-time revenues for ongoing expenditures.
- Seek a diversity of revenue sources to improve the City's ability to better distribute the cost of providing services.
- Continue long-range financial planning, revenue and expenditure projections.
- Safeguard against growth in unfunded pension liabilities and other post-employment benefits.

FISCAL STABILITY

INFORMATION SYSTEMS AND CYBER RESILIENCE - Improve service delivery, digital readiness, and knowledge-sharing between departments while implementing strategies that build cyber resilience.

WAYPOINTS:

- Upgrade current information systems and implement new cost-effective technology projects to reduce inefficiency, improve business processes, improve communications, and enhance customer service.
- Protect critical components of the City's information systems by conducting regular exercises and assessments to identify and mitigate vulnerabilities.
- Develop a citywide technology needs assessment and technology strategy master plan.
- Enable new technologies to support SMART City applications such as parking, asset management, and open government.
- Implement wireless water meter reading technology.
- Complete the transition to the EnerGov online customer service permitting and licensing software system.
- Replace the public safety Computer-Assisted Dispatch (CAD) System.
- Implement new employee timekeeping and payroll system.

FISCAL STABILITY

OUR WORKFORCE -

Attract, retain, and develop a skilled, creative, and high-performing workforce.

WAYPOINTS:

- Regularly review and refine the City's compensation and benefits approach to maintain market competitiveness.
- Invest in employees' professional growth and development through internal and external training, education, and mentorship opportunities.
- Support leadership development and effectiveness within the organization.
- Ensure succession planning initiatives are completed within each department.
- Ensure the workforce reflects the demographics of the community.
- Embrace internship and apprenticeship programs to increase the pool of candidates to fill positions.
- Conduct a comprehensive review of the City's personnel ordinance and policies to ensure they are relevant, meet the needs of current and future employees, and eliminate barriers to effective workforce management.

FISCAL STABILITY

CITY FACILITIES - Make smart investments in City facilities to keep pace with growth, improve service, and reduce expenses.

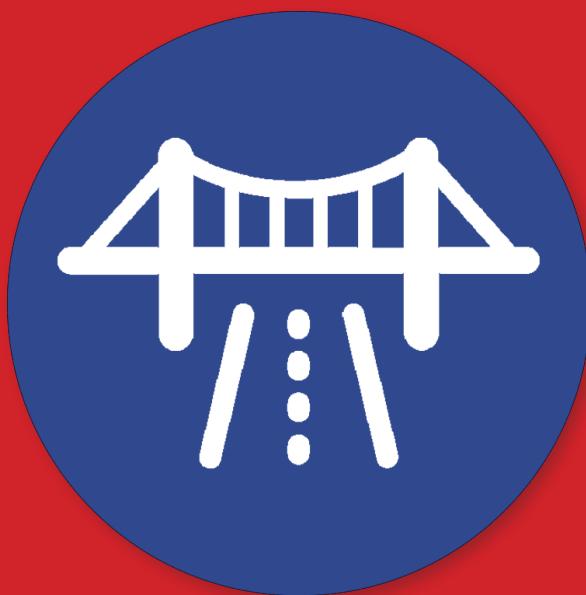
WAYPOINTS:

- Complete a long-term facility workspace needs analysis.
- Design and construct a new fleet services facility.
- Complete the design and construction of new fire stations 12 and 13, and compete replacements for fire stations 5 and 10.
- Complete conceptual planning for permitting and licensing customer service center, emergency operations center, municipal services, and other public services.
- Encourage private sector investment in public facilities.





INFRASTRUCTURE



GOAL:
Invest in resilient
infrastructure.

INFRASTRUCTURE

BROADBAND - Ensure all residents, businesses, and City facilities have access to affordable and reliable high-speed internet.

WAYPOINTS:

- Provide financial and other incentives to telecommunications providers when appropriate to accelerate the deployment of broadband service.
- Expand fiberoptic connectivity to critical City facilities.
- Provide free Wi-Fi service at City parks.



INFRASTRUCTURE

MOBILITY - Improve multimodal mobility on roads, bridges, and other transportation facilities to reduce congestion, connect neighborhoods, and improve safety.

WAYPOINTS:

- Develop and implement a Transportation Master Plan.
- Collaborate with FDOT to complete the Pine Island Road Corridor Vision Plan and accelerate efforts to widen Pine Island Road within the City.
- Reduce congestion at key intersections on Veterans' Parkway.
- Plan, design, and construct the missing segment of Andalusia Boulevard through the North Cape Industrial Park.
- Plan, design, and widen NE 24th Street.
- Complete signalization improvements to Del Prado Boulevard at Averill Boulevard and Del Prado Boulevard at De Navarra Parkway.
- Enhance synchronization and optimization of traffic signals.
- Support the development of an interchange at I-75 and Del Prado Boulevard.
- Support capaCity improvements to Burnt Store Road, Cape Coral Bridge, and Midpoint Bridge.
- Develop and implement a Bridge Rehabilitation Master Plan prioritizing repairs, rehabilitation, and replacement of City-owned bridges.
- Collaborate with LeeTran, FDOT, and others to expand public transportation options within the City.
- Complete design and construction of the Shared-Use Nonmotorized (SUN) Trail.
- Install sidewalks within one mile of all public schools.

INFRASTRUCTURE

WATER AND WASTEWATER - Provide cost-effective, environmentally responsible water, irrigation water, and wastewater collection services.

WAYPOINTS:

- Produce potable water that meets or exceeds all Safe Drinking Water Standards established by the Environmental Protection Agency and the Florida Department of Environmental Protection.
- Implement the Utilities Master Plan.
- Complete design and construction of the North 1, 2, 3, 4, and 5 Utility Expansion Projects.
- Facilitate the extension of utilities along Burnt Store Road to serve the Hudson Creek development.
- Provide City utilities along missing gaps on Pine Island Road.
- Complete hydrogeological modeling of the City's water wellfields to identify alternatives for wells with deteriorating water quality.
- Continue programs that address inflow, infiltration, and general rehabilitation needs of the City's gravity sewer system in older areas.
- Increase the number of sewer lift stations rehabilitated annually.
- Design and construct appropriate facilities needed to reroute flows between Everest and Southwest water reclamation facilities.
- Continue using 100 percent of the City's reclaimed water to supply the City's irrigation network.
- Expand the capacity of the Southwest Water Reclamation Facility.
- Retain more water for irrigation and maintain water levels in the City's freshwater canal system.
- Complete major capital improvements, including the Phase I Palm Tree Boulevard Storage and Booster Pump
- Improvements, CRA Force Main enhancements, Southwest administration facility, rehabilitation of raw water wells, replacement of residential meters, design, and construction of Cape Coral Reservoir and Pipeline Project, Caloosahatchee River Crossing.



ENVIRONMENTAL SUSTAINABILITY



GOAL:
Preserve and protect Cape Coral's natural resources for current and future generations.

ENVIRONMENTAL SUSTAINABILITY

WATERSHED PROTECTION - Safeguard the City's water resources.

WAYPOINTS:

- Prevent blue-green algae blooms in City waterways by installing underwater aeration devices in local waterways.
- Implement and complete the South Spreader Waterway Environmental Investment and Sustainability Program.
- Reduce nutrient loading in area waterways by implementing new fertilization standards in the City's recently updated Fertilization Ordinance.
- Promote water conservation initiatives, including implementing new irrigation standards for residential properties.
- Support regional watershed conservation and protection efforts, including the Coastal and Heartland National Estuary Partnership, Southwest Florida Regional Resiliency Compact, and Lake Okeechobee System Operating Manual working group.
- Support water management improvements and conservation projects that contribute to water supply sustainability, mitigate drought-related impacts and increase ecological habitat protection and pollution prevention.
- Create and implement a Weir Rehabilitation Master Plan identifying weirs for rehabilitation or replacement.
- Replace or rehabilitate stormwater culverts, catch basins, and outfall pipes to improve flood control, drainage, and water quality.
- Install placards on storm drains to inform the public not to introduce pollutants into the drain.
- Reduce the percentage of impervious surfaces throughout the City.
- Increase efforts to remove excess aquatic vegetation growth in local waterways.

ENVIRONMENTAL SUSTAINABILITY

TREE CANOPY - Preserve and grow Cape Coral's tree canopy.

WAYPOINTS:

- Address changing climate conditions, increase shade, reduce water pollution and street flooding, alleviate heat stress, provide noise buffers, and provide essential wildlife habitat.
- Establish a citywide tree canopy action plan and tree canopy goal.
- Implement tree planting initiatives in support of the City's tree canopy goal.
- Establish a tree trust fund.
- Create a messaging and education campaign highlighting the benefits of a growing tree canopy.
- Remove invasive exotic tree and plant species from public properties, recreational facilities, and undeveloped residential lots.
- Review and update tree protection and preservation policies.



ENVIRONMENTAL SUSTAINABILITY

CLIMATE RESILIENCY -

Reduce the City of Cape Coral's energy use, fossil fuel emissions, and improve energy efficiency.

WAYPOINTS:

- Explore replacing existing Charter School buses with low or no-emission buses.
- Obtain financial support from LCEC, FDOT, and the US Department of Transportation to install electric vehicle charging stations and other alternative fuel infrastructure on public roads, parks, and publicly accessible parking facilities.
- Identify sites for electric vehicles and alternate fuel charging stations.
- Establish carbon reduction and energy efficiency goals. Develop and implement programs to conserve energy, increase energy efficiency and save energy at City facilities and Oasis Charter Schools.
- Increase the energy efficiency of residential dwellings owned or occupied by low-income persons and vulnerable populations such as the elderly and disabled through federal and state funding programs such as CDBG and SHIP.
- Support the reduction of transportation-related emissions by expanding trail facilities for pedestrians, bicyclists, and other nonmotorized transportation methods.

ENVIRONMENTAL SUSTAINABILITY

LAND CONSERVATION - Protect and preserve endangered critical habitats and environmentally sensitive lands.

WAYPOINTS:

- Accept and administer private donations of monies and real property for the acquisition and preservation of endangered critical habitats and environmentally sensitive lands.
- Update and implement management plans for nature parks.
- Evaluate the suitability of large tracts of land, such as nature parks with program elements, including access, nature trails, environmental kiosks, and exotic species removal.
- Seek funding opportunities for water quality improvements, habitat restoration, exotic species removal, etc., that could facilitate natural resource protection.
- Develop a formal partnership with Cape Coral schools for environmental education at nature parks.
- Beyond nature parks, identify opportunities for environmental education and interpretation in all City parks.
- Work with State agencies to improve access to state lands for resource-based recreation such as camping and hiking.
- Construct additional paths at Four Mile Cove Ecological Preserve, particularly the missing boardwalk link leading to Lost Pond.
- Replace Four Mile Cove Ecological Preserve boardwalk.
- Support the construction of a boardwalk at Charlotte Harbor Preserve State Park's North Cape Flats Trail.

ENVIRONMENTAL SUSTAINABILITY

ENDANGERED AND THREATENED SPECIES -

Conserve the habitats of endangered and threatened animal and plant species.

WAYPOINTS:

- Minimize the impacts of development where it threatens the habitat of endangered and threatened species of plants and animals.
- Protect manatees from harmful collisions with watercraft by increasing speed enforcement in local waterways and on the Caloosahatchee River.
- Continue the City's participation in the Lee County Marine Law Enforcement Task Force to coordinate manatee protection efforts.
- Continuously seek ways to protect the West Indian manatee and its habitat.
- Continue educational programs to promote manatee protection awareness, including informational signs at City boat ramps and various media.
- Support, promote and organize coastal cleanup initiatives to remove objects that have the potential to harm wildlife.
- Protect, enhance, and preserve critical eagle habitats by providing incentives and implementing eagle nest management zones, requiring Bald Eagle Management Plans, and restricting construction and development activities during sensitive periods.
- Protect and preserve the habitats of burrowing owls and gopher tortoises through education and enforcement.
- Ensure adequate protection of critical habitats of smalltooth sawfish through awareness education.





The Mayor, City Council, and City Manager's Office provide tremendous support for strategic planning and performance management efforts.

Each of the initiatives included in this Strategic Plan are led by a cross-departmental team of employees who work with community partners and stakeholders to move the initiatives forward. The performance measures are monitored and reported by employees from across various City departments.

In short, the City of Cape Coral's Strategic Plan represents the efforts of many dedicated public servants who are committed to building a stable platform of evolving services for our community through which we champion positive and sustainable growth and realize visionary ideas for all.



WWW.CAPECORAL.GOV/STRATEGICPLAN

PERFORMANCE MEASURES

CITY SERVICES AND AMENITIES



Deliver exceptional City services and high-quality amenities

Waypoint: Parks & Recreation - Provide a vibrant, accessible and diverse recreation and open space system

Key Performance Indicator(s)	Dept	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Objective: Offer a diverse range of youth, adult, and senior recreational programming					
# of Recreation Programs offered	P&R	570	489	565	575
Objective: Increase recreational opportunities for the community					
# of city-wide events Conducted, Hosted & Sponsored	P&R	40	51	55	60
# of park reservations (facilities, pavilion, fields)	P&R	40	51	55	60
Total rounds of golf	P&R	80,024	92,138	93,000	94,000

Waypoint: Public Safety - Keep Cape Coral safe through public safety service excellence, professionalism, accountability, and transparency

Key Performance Indicator(s)	Dept	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Objective: Traffic Safety - Increase proactive and targeted traffic enforcement and education opportunities to ensure the safe movement of traffic throughout the City					
Targeted Traffic Activities	Police	100	63	90	96

PERFORMANCE MEASURES

COMMUNICATION



Cultivate an engaged and informed community and workforce

Waypoint: Community Engagement - Promote public participation in key issues, policy development, and community priorities

Key Performance Indicator(s)	Dept	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Objective: Fill vacancies on advisory boards within three months					
% of vacancies filled within three months (advertised in Breeze, City website, social media postings, and word of mouth)	City Clerk	N/A	N/A	100%	100%
Objective: Utilize volunteers when available to maintain or increase levels of service for the community					
# of volunteer hours	P&R	80,024	92,128	93,000	94,000



PERFORMANCE MEASURES

ECONOMY, EDUCATION, AND WORKFORCE



Create a community of prosperous residents, thriving neighborhoods, and successful businesses

Waypoint: Education - Promote educational excellence, innovative learning, and continuous improvement in all schools

Key Performance Indicator(s)	Dept	2020-21 Actual	2021-22 Actual	2022-23 Estimate	2023-24 Estimate
Objective: Ensure the City of Cape Coral Municipal Charter School System meets the highest standards of educational excellence and student achievement					
Oasis Elementary School - South					
School Grade	CS	A	A	A	A
Oasis Elementary School - North					
School Grade	CS	N/A	A	A	A
Oasis Middle School					
School Grade	CS	A	A	A	A
Oasis High School					
School Grade	CS	A	A	A	A

2020-21

Pursuant to Florida Department of Education (FDOE) Emergency Order No. 2021-EO-02, school districts and charter school governing boards were provided the flexibility to apply to the FDOE to have a 2020-21 school grade or school improvement rating officially recorded and reported for any school that tested 90 percent or more of its eligible students in the 2020-21 academic year. Districts and schools that did not opt in, or were not eligible to opt in, did not receive a summative rating for the 2020-21 school year. Additionally, in April 2021, the U.S. Department of Education approved Florida's Amended ESSA Waiver for Report Card requirements related to certain assessments and accountability for the 2020-21 school year.

Source: Lee County Department of Education

PERFORMANCE MEASURES

FISCAL SUSTAINABILITY



Maintain a financially sound government and high-performing organization

Waypoint: Financial strength and responsibility - Operate a fiscally resilient municipal services organization

Key Performance Indicator(s)	Dept	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Objective: Develop a balanced multi-year budget which provides the City's core services, capital assets and infrastructure, maintains appropriate reserves and debt service levels, and protects the City's credit rating.					
Annual 3 year balanced budget adopted	Finance	YES	YES	YES	YES
Objective: Annually present a final year-end report					
Issue City's Annual Financial Reports	Finance	YES	YES	YES	YES



PERFORMANCE MEASURES

INFRASTRUCTURE



Invest in resilient
Infrastructure

Waypoint: Improve multimodal mobility on roads, bridges, and other transportation facilities to reduce congestion, connect neighborhoods, and improve safety

Key Performance Indicator(s)	Dept	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Objective: Implement Annual Paving Plan for major and local roads					
Annual Paving Plan (Lane Miles)	Public Works	104.84	80.36	63.60	74.25
Objective: Installation of Sidewalks through out the City					
Annual Linear Feet of Sidewalks installed	Public Works	45,369.28	29,310.00	15,360.00	67,300.00

Waypoint: Water and Wastewater - Provide cost-effective, environmentally responsible water, irrigation water, and wastewater collection services

Key Performance Indicator(s)	Dept	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Objective: Continue programs that address inflow, infiltration and general rehabilitation needs of the City's gravity sewer system in older areas					
Linear feet of gravity sewer pipe lines	Utilities	20,873	23,093	2,500	15,000
Objective: Increase the number of lift stations rehabilitated annually					
# of lift stations rehabilitated	Utilities	5	11	4	5
Objective: Continue to use 100 percent of the City's reclaimed water to supply the City's irrigation network					
% of reclaimed water being used to supply irrigation network	Utilities	100%	100%	100%	100%

PERFORMANCE MEASURES

ENVIRONMENTAL SUSTAINABILITY



Preserve Cape Coral's natural resources for current and future generations

Waypoint: Land Conservation - Protect and preserve endangered critical habitats and environmentally sensitive lands

Key Performance Indicator(s)	Dept	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Objective: Remain committed stewards of natural habitats and wildlife					
Number of Natural Area Acres Maintained	P&R	1150	1163	1163	1163

Waypoint: Watershed Protection - Safeguard the City's water resources

Key Performance Indicator(s)	Dept	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Objective: Replace or rehab stormwater culverts, catch basins and outfall pipes to improve flood control, drainage, and water quality					
# of Pipe installed	Public Works	30	64	45	60
# of Inlets installed	Public Works	13	27	24	25

FINANCIAL HIGHLIGHTS

CITY MANAGER ADOPTED BUDGET

OUR BUDGET PROCESS

Asset Management Program (AMP) Submissions –
Closed January 13, 2023

Payroll Submissions Closed on January 20, 2023

Budget Retreat January 26th – 27th, 2023

Operating Submissions Closed February 17, 2023

BUDGET KICKOFF – JANUARY 24, 2023



Official Start of Budget Season

This marked the beginning of the development phase for the FY 2024 – 2028 Budget with our primary focus on FY 2024. Payroll projections were updated by Budget Staff and the AMP was submitted for review and upload.

Summer Retreat June 15th, 2023

The FY 2024 Budget reflects the discussions held at both budget retreats and supports the Strategic Plan.

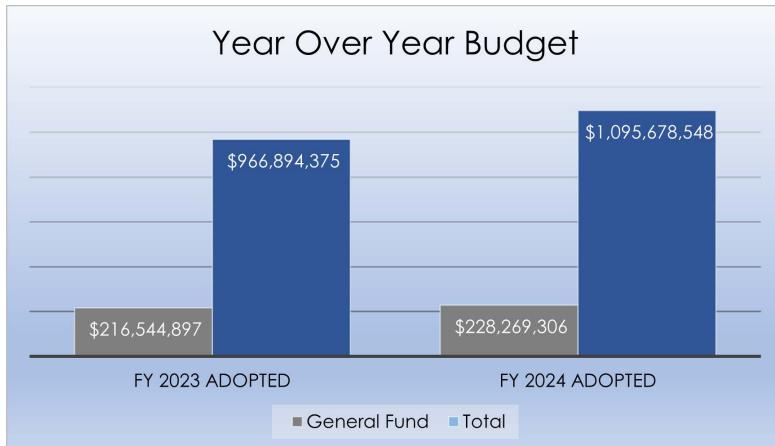
Highlights:

FY 2023 Adopted Budget - \$966,894,375

FY 2023 Adopted General Fund Budget - \$216,544,897

FY 2024 Adopted City Budget - \$1,095,678,548

FY 2024 Adopted General Fund Budget - \$228,269,306



*Flowing
with Possibilities*

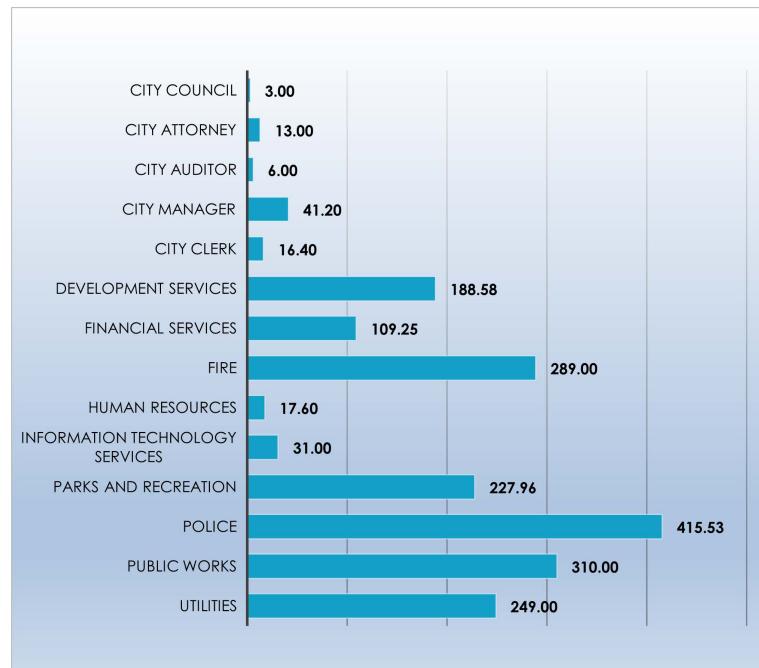
FY 2024 Changes:

- **Full Cost Allocation**
 - Facilities Expenditures are allocated through the Full Cost
- **Fire Service Assessment recovery adjusted from 62% to 70%**

FINANCIAL HIGHLIGHTS

STAFFING UPDATE

Department	FY 2022	FY 2023	FY 2023	FY 2024	FY 2025	FY 2026
	Amended	Adopted	Amended	Adopted	Forecast	Forecast
City Council	3.00	3.00	3.00	3.00	3.00	3.00
City Attorney	13.00	13.00	14.00	13.00	19.00	22.00
City Auditor	6.00	6.00	6.00	6.00	8.00	8.00
City Manager	34.70	37.70	39.20	41.20	41.20	41.20
City Clerk	15.40	15.40	16.40	16.40	16.40	17.40
Development Services	170.08	181.08	186.58	188.58	193.58	195.58
Financial Services	104.25	105.25	105.25	109.25	109.25	110.25
Fire	263.00	278.00	278.00	289.00	298.00	309.00
Human Resources	18.60	18.60	18.60	18.60	19.60	20.60
Information Technology Services	31.00	31.00	31.00	31.00	31.00	31.00
Parks and Recreation	255.65	254.26	252.26	227.96	227.96	243.35
Police	389.53	404.53	404.53	415.53	429.53	444.53
Public Works	287.00	287.00	291.00	310.00	322.00	333.00
Utilities	240.10	240.10	241.00	249.00	302.00	317.00
Subtotal City Departments	1,831.30	1,874.91	1,886.81	1,918.51	2,020.51	2,095.90
Charter School Authority	360.50	356.50	356.50	376.00	376.00	376.00
CRA	2.00	2.00	2.00	2.00	2.00	2.00
Total City	2,193.80	2,233.41	2,245.31	2,296.51	2,398.51	2,473.90



FINANCIAL HIGHLIGHTS

STAFFING UPDATE

Who's joining our team

CITY MANAGER – 2

Capital Improvement - 1 Contract Administrator and 1 Principal Engineer

DEVELOPMENT SERVICES – 2

Development Services - 1 Horticulture Inspector
Planning - 1 Geo-Processing Technician

FINANCIAL SERVICES – 4

Customer Billing Services - 1 Assistant Assessment & Billing Manager, 2 Customer Service Technician, 1 Field Service Representative

FIRE – 11

Professional Standards – 1 Fire Lieutenant
Operations – 3 Fire Engineer/Driver, 2 Fire Lieutenant (shift), 2 Fire Lieutenant (Non-shift), 3 Fire Fighters,

PARKS AND RECREATION – 3

Maintenance – 3 Groundskeepers

POLICE – 11

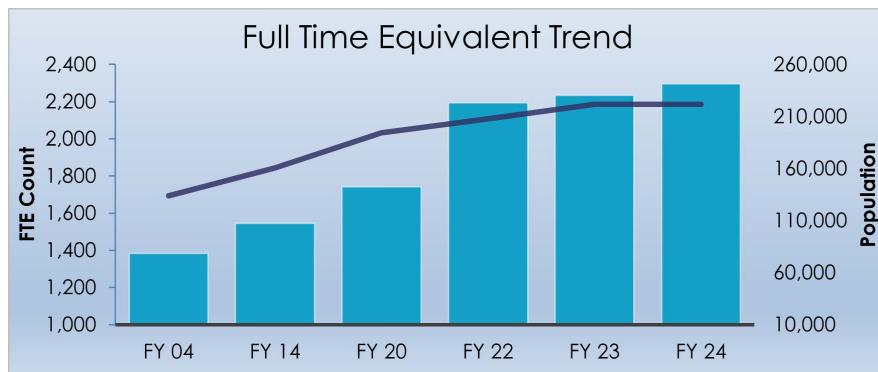
Administration – 1 Sergeant
Communication & Logistics – 1 Fleet Coordinator
Patrol – 2 Officers and 3 Sergeants
Investigative Services Bureau – 1 Lieutenant, 1 Digital Forensics Technician, 1 Geo Processing Technician
Professional Services Bureau – 1 Training Detective

PUBLIC WORKS – 19

Fire Operations - 1 Senior Fleet Mechanic, 1 Senior Trades Specialist, .05 Project Manager
Water & Sewer - 05 Project Manager
Property Management – 1 Charter School Custodian and 1 Electrician
Survey - 1 Survey Crew Chief, 1 Survey Instrument Technician, 1 Survey Technician
Solid Waste - 1 Solid Waste Inspector
Stormwater - Swale Crew - 1 Crew Coordinator, 1 Senior Equipment Operator, 1 Equipment Operator and 1 Laborer
Pipe Crew - 1 Crew Coordinator, 1 Senior Equipment Operator, 1 Equipment Operator and 1 Laborer
Sod Crew - 1 Crew Coordinator and 1 Laborer

UTILITIES – 8

1 Customer Service Representative, 4 Utilities Technicians, 2 Senior Utilities Technician and 1 Field Technician



"In union there is strength"

FINANCIAL HIGHLIGHTS

STAFFING CHANGES

FY 2023 Amended

Fund	Dept	Position	FTE
General	City Attorney	Assistant City Attorney	1.00
General	City Attorney	Reclass Assistant City Attorney II to Assistant City Attorney I	-
General	City Attorney	Reclass Assistant City Attorney III to Deputy City Attorney	-
General	City Attorney	Reclass Paralegal I to Paralegal II	-
General	City Clerk	Contract Administrative Technician	1.00
General	City Clerk	Reclass Customer Service Representative to Senior Customer Service Rep	-
General	City Clerk	Reclass Research Specialist to Records Coordinator	-
General	City Manager	Contract Interns - use a City pool of FTE's, not specific departments	(0.50)
General	Dev Services	Business System Analyst	0.90
General	Dev Services	Code Compliance Officer	2.00
General	Dev Services	Contract Interns - use a City pool of FTE's, not specific departments	(0.50)
General	Dev Services	Project Manager	1.00
General	Finance	Reclass Accounts Payable Specialist to Accountant	-
General	Finance	Reclass Payroll Supervisor to Payroll Manager	-
General	Parks & Rec	Reclass Administrative Specialist to Project Manager	-
General	Parks & Rec	Reclass Customer Service Representative to Senior Customer Service Rep	-
General	Parks & Rec	Reclass (5) Irrigation Specialists to Maintenance Technicians	-
General	Parks & Rec	Reclass and move Aquatic Maintenance Specialist to Stormwater	(1.00)
General	Parks & Rec	Reclass Lead Lifeguard to Recreation Specialist	-
General	Parks & Rec	Reclass Yacht Club Supervisor to Recreation Program Supervisor	-
General	Public Works	Grant Coordinator/Writer	1.00
General	Public Works	Reclass Project Manager to Operations Superintendent	-
General	Public Works	Reclass (2) Construction Inspectors to Senior Construction Inspectors	-
General	Public Works	Reclass Traffic Operations Engineer to Supervisor	-
Total Change General Fund			4.90
Building Code	Dev Services	Business System Analyst	0.10
Building Code	Dev Services	Customer Service Representative	1.00
Building Code	Dev Services	Customer Service Supervisor	1.00
Building Code	Dev Services	Permit Coordinator	1.00
Building Code	Dev Services	Moved to Plans Examiner to Stormwater	(1.00)
Building Code	Dev Services	Reclass Plans Examiner to Chief Plans Examiner	-
Building Code	Dev Services	Reclass Contract Administrative Technician to Contract Building Official	-
Building Code	Dev Services	Reclass Customer Service Manager to Permitting Services Manager	-
Building Code	Dev Services	Reclass (3) Senior Customer Service Representative to Permit Specialist	-
Building Code	Dev Services	Reclass (3) Permit Technician to Permit Specialist	-
Building Code	Dev Services	Reclass (3) Customer Service Representative to Permit Specialist	-
Building Code	Dev Services	Reclass (33) Customer Service Representative to Permit Technician	-
Building Code	Dev Services	Reclass Customer Service Representative to Permit Coordinator	-
Building Code	Fire	Move Fire Inspectors to Fire Operations	(2.00)
Capital Improv	City Manager	Reclass Principal Engineer to Principal Engineer-PE	-
Capital Improv	City Manager	Reclass Senior Engineer-PE to Principal Engineer-PE	-
Capital Improv	City Manager	Reclass Senior Construction Inspector to Construction Inspector	-
Economic & Bus	City Manager	Economic Development Analyst	2.00
Fleet Maint	Public Works	Reclass Fleet Mechanic to Senior Fleet Mechanic	-
Fire Operations	Fire	Move Fire Inspectors from Building Fund	2.00
Lot Mowing	Public Works	Reclass Construction Inspector to Senior Construction Inspector	-
Property Mgmt.	Public Works	Reclass Customer Service Representative to Contract Administrator	-
Property Mgmt.	Public Works	Reclass Maintenance Specialist to Facilities Management Supervisor	-
Risk Mgmt.	Finance	Reclass Safety Officer to Environmental Health & Safety Specialist	-
Six Cent	Public Works	Reclass Project Manager to Senior Project Manager	-
Stormwater	Public Works	Reclass and move Aquatics Maintenance Specialist from General Fund	1.00
Stormwater	Public Works	Reclass (2) Construction Inspectors to Senior Construction Inspectors	-
Stormwater	Public Works	Reclass Senior Construction Inspector to Chief Engineering Inspector	-
Stormwater	Public Works	Reclass Plans Examiner to Plan Reviewer from Building Code	1.00
Stormwater	Public Works	Move Harbormaster from Yacht Basin	1.00
Water & Sewer	Finance	Reclass (2) Customer Service Technician to Senior Customer Service Technician	-
Water & Sewer	Utilities	Contract Interns - use a City pool of FTE's, not specific departments	(0.10)
Water & Sewer	Utilities	Deputy Director	1.00
Water & Sewer	Utilities	Reclass Instrument Technician to Electrical/Instrumentation Assistant Supervisor	-
Yacht Basin	Parks & Rec	Move Harbormaster to Stormwater	(1.00)
Total Changes All Funds			11.90

FINANCIAL HIGHLIGHTS

STAFFING CHANGES CONTINUED

FY 2024 Adopted

Fund	Dept	Position	FTE
General	City Attorney	Paralegal Senior	(1.00)
General	City Manager	Reclass Professional Compliance Officer to Assistant City Manager	-
General	Dev Services	Geo-Processing Technician	1.00
General	Dev Services	Horticulture Inspector	1.00
General	Finance	Move Administrative Specialist to Risk Management	(1.00)
General	Human Resour	Split funding Benefits Specialist and Benefits Manager with Health Insurance Fund	(1.00)
General	Parks & Rec	Groundskeeper - new Parks	3.00
General	Parks & Rec	Reduced FTE count by unfunded positions	(11.85)
General	Parks & Rec	Reduced FTE count for temporary Yacht Club closure	(14.65)
General	Police	Fleet Coordinator	1.00
General	Police	Forensic Technician	1.00
General	Police	Geo-Processing Technician	1.00
General	Police	Move Customer Service Representative from False Alarm Fee	1.00
General	Police	Police Lieutenant	1.00
General	Police	Police Officer	2.00
General	Police	Police Sergeant	4.00
General	Police	Public Information Specialist	1.00
General	Public Works	Move pot hole crew to Six Cent Gas Tax	(4.00)
General	Public Works	Survey Crew Chief	1.00
General	Public Works	Survey Instrument Technician	1.00
General	Public Works	Survey Technician	1.00
Total Change General Fund			(13.50)
Capital Improv	City Manager	Contract Administrator	1.00
Capital Improv	City Manager	Principal Engineer	1.00
Charter School	Administration	Move Substitute positions to associated schools	(57.00)
Charter School	Administration	Bookkeeper	4.00
Charter School	Administration	Adjustments to reflect ESSER positions	(1.00)
Charter School	Oasis Elem N	Adjustments to reflect ESSER positions	2.25
Charter School	Oasis Elem N	Move Substitute positions from Administration	14.75
Charter School	Oasis Elem S	Adjustments to reflect ESSER positions	1.25
Charter School	Oasis Elem S	Move Substitute positions from Administration	15.00
Charter School	Oasis Middle	Adjustments to reflect ESSER positions	2.00
Charter School	Oasis Middle	Move Substitute positions from Administration	15.25
Charter School	Oasis High	Adjustments to reflect ESSER positions	8.00
Charter School	Oasis High	Move Substitute positions from Administration	15.00
Charter School	Public Works	Custodian	1.00
False Alarm Fee	Police	Move Customer Service Representative to General Fund	(1.00)
Fire Operations	Fire	Fire Engineer/Driver	3.00
Fire Operations	Fire	Firefighter	3.00
Fire Operations	Fire	Fire Lieutenant - Shift	3.00
Fire Operations	Fire	Fire Lieutenant - Non-shift	2.00
Fire Operations	Public Works	Project Manager	0.50
Fire Operations	Public Works	Senior Fleet Mechanic	1.00
Fire Operations	Public Works	Senior Trades Specialist	1.00
Health Fund	Human Resour	Split funding Benefits Specialist and Benefits Manager with General Fund	1.00
Property Mgmt.	Public Works	Electrician	1.00
Risk Mgmt.	Finance	Move Administrative Specialist from General Fund	1.00
Six Cent Gas	Public Works	Move pot hole crew from General Fund	4.00
Solid Waste	Public Works	Solid Waste Inspector	1.00
Stormwater	Public Works	Pipe - Crew Coordinator, Sr Equipment Operator, Equipment Operator, Laborer	4.00
Stormwater	Public Works	Sod Crew - Crew Coordinator and Laborer	2.00
Stormwater	Public Works	Swales - Crew Coordinator, Sr Equipment Operator, Equipment Operator, Laborer	4.00
Water & Sewer	Finance	Assistant Assessment & Billing Manager	1.00
Water & Sewer	Finance	Customer Service Technician	2.00
Water & Sewer	Finance	Field Service Representative	1.00
Water & Sewer	Public Works	Project Manager	0.50
Water & Sewer	Utilities	Customer Service Representative	1.00
Water & Sewer	Utilities	Utilities Technicians	4.00
Water & Sewer	Utilities	Vac Crew - Senior Utilities Technicians and Field Technician	3.00
Yacht Basin	Parks & Rec	Reduced FTE count by unfunded positions	(0.06)
Yacht Basin	Parks & Rec	Reduced FTE count for temporary Yacht Club closure	(0.74)
Total Changes All Funds			51.20

FINANCIAL HIGHLIGHTS

STAFFING CHANGES CONTINUED

FY 2025 Forecast

Fund	Dept	Position	FTE
General	City Attorney	Administrative Clerk	1.00
General	City Attorney	Assistant City Attorney	1.00
General	City Attorney	Executive Assistant to City Attorney	1.00
General	City Attorney	Legal Office Manager	1.00
General	City Attorney	Legal Secretary	1.00
General	City Attorney	Paralegal	1.00
General	City Auditor	Internal Auditor	2.00
General	Dev Services	Construction Inspector	1.00
General	Dev Services	Housing Intake Specialist	1.00
General	Dev Services	Principal Engineer	1.00
General	Dev Services	Research Specialist	1.00
General	Dev Services	Senior Planner	1.00
General	Human Resources	Support Staff	1.00
General	Police	911 Operator	1.00
General	Police	Administrative Specialist	1.00
General	Police	Assistant City Attorney	1.00
General	Police	Customer Service Representative	1.00
General	Police	IT Systems Administrator	1.00
General	Police	Police Officer	8.00
General	Police	Police Sergeant	1.00
General	Public Works	Bridge Maintenance - Equipment Operator and Laborer	2.00
General	Public Works	Customer Service Representative	1.00
Total Change General Fund			31.00
Fire Operations	Fire	Accreditation/Data Analyst	1.00
Fire Operations	Fire	Firefighter	3.00
Fire Operations	Fire	Fire Engineer/Driver	3.00
Fire Operations	Fire	Fire Plans Examiner	1.00
Fire Operations	Fire	Fire Safety Educator	1.00
Solid Waste	Public Works	Solid Waste Inspector	1.00
Stormwater	Public Works	Pipe - Crew Coordinator, Sr Equipment Operator, Equipment Operator, Laborer	4.00
Stormwater	Public Works	Swales - Crew Coordinator, Sr Equipment Operator, Equipment Operator, Laborer	4.00
Water & Sewer	Utilities	Accounts Coordinator	1.00
Water & Sewer	Utilities	Administrative Assistant	1.00
Water & Sewer	Utilities	Compliance and Safety Officer	1.00
Water & Sewer	Utilities	Control Panel Specialist	2.00
Water & Sewer	Utilities	Customer Service Representative	1.00
Water & Sewer	Utilities	Electrical Assistant Supervisor	1.00
Water & Sewer	Utilities	Generator Mechanic	1.00
Water & Sewer	Utilities	Instrumentation Assistant Supervisor	1.00
Water & Sewer	Utilities	Instrumentation Technician	1.00
Water & Sewer	Utilities	Laborer	6.00
Water & Sewer	Utilities	Lead Maintenance Mechanic	1.00
Water & Sewer	Utilities	Lift Station Technician	1.00
Water & Sewer	Utilities	Maintenance Mechanic	5.00
Water & Sewer	Utilities	Maintenance Supervisor	3.00
Water & Sewer	Utilities	Plant Electrician	2.00
Water & Sewer	Utilities	Senior Construction Inspector	3.00
Water & Sewer	Utilities	Senior Customer Service Representative	1.00
Water & Sewer	Utilities	Senior Equipment Operator	1.00
Water & Sewer	Utilities	Senior Project Manager	1.00
Water & Sewer	Utilities	Senior Wastewater Operator	2.00
Water & Sewer	Utilities	Senior Water Plant Operator	2.00
Water & Sewer	Utilities	Utilities Field Supervisor	6.00
Water & Sewer	Utilities	Utilities Program Operator	1.00
Water & Sewer	Utilities	Utilities Technician	5.00
Water & Sewer	Utilities	Water plant Operator/Trainee	2.00
Water & Sewer	Utilities	Well Field Technician	1.00
Total Change All Funds			102.00

FINANCIAL HIGHLIGHTS

STAFFING CHANGES CONTINUED

FY 2026 Forecast

Fund	Dept	Position	FTE
General	City Attorney	Assistant City Attorney	1.00
General	City Attorney	Legal Secretary	1.00
General	City Attorney	Paralegal	1.00
General	City Clerk	Customer Service Representative	1.00
General	Dev Services	Planner	2.00
General	Finance	Support Staff	1.00
General	Human Resour	Support Staff	1.00
General	Parks & Rec	Increased FTE count from temporary Yacht Club closure	14.65
General	Police	Customer Service Representative	1.00
General	Police	Digital Forensics Technician	1.00
General	Police	Police Officer	9.00
General	Police	Police Sergeant	2.00
General	Police	Public Service Aides	2.00
General	Police	Reclass Commander to Captain	-
General	Public Works	Litter Control - Equipment Operator and Sr Equipment Operator	2.00
General	Public Works	Field Technician	1.00
Total Change General Fund			40.65
Fire Operations	Fire	Firefighter	3.00
Fire Operations	Fire	Fire Lieutenant	1.00
Fire Operations	Fire	Fire Logistics Manager	1.00
Fire Operations	Fire	Operations Staffing (Battalion Chief support)	6.00
Solid Waste	Public Works	Solid Waste Inspector	2.00
Stormwater	Public Works	Sod Crew	2.00
Stormwater	Public Works	Swales - Crew Coordinator, Sr Equipment Operator, Equipment Operator, Laborer	4.00
Water & Sewer	Utilities	Assistant Electrician/Instrumentation Supervisor	1.00
Water & Sewer	Utilities	Generator Mechanic	1.00
Water & Sewer	Utilities	Laborer	1.00
Water & Sewer	Utilities	Lead Well Field Maintenance Mechanic	1.00
Water & Sewer	Utilities	Lift Station Technician	1.00
Water & Sewer	Utilities	Maintenance Mechanic	1.00
Water & Sewer	Utilities	Senior Construction Inspector	2.00
Water & Sewer	Utilities	Senior Utilities Technician	1.00
Water & Sewer	Utilities	Utilities Field Supervisor	1.00
Water & Sewer	Utilities	Utilities Field Technician	1.00
Water & Sewer	Utilities	Utilities Technician	3.00
Water & Sewer	Utilities	Well Field Maintenance Mechanic	1.00
Yacht Basin	Parks & Rec	Increased FTE count from temporary Yacht Club closure	0.74
Total Change All Funds			75.39

FINANCIAL HIGHLIGHTS

SUMMARY OF OUR FUNDS

Fund	FY 2022 Actual	FY 2023 Adopted	FY 2023 Amended	FY 2024 Adopted	FY 2025 Forecast	FY 2026 Forecast	FY 2027 Forecast	FY 2028 Forecast
General Fund								
Revenue	\$ 223,160,984	\$ 216,544,897	\$ 335,367,052	\$ 228,269,306	\$ 230,979,607	\$ 245,548,859	\$ 265,807,614	\$ 280,557,337
Expense	\$ 212,546,064	\$ 216,544,897	\$ 334,889,880	\$ 223,745,714	\$ 230,979,607	\$ 245,548,859	\$ 265,807,614	\$ 280,557,337
Surplus/(Deficit)	\$ 10,614,919	\$ -	\$ 477,172	\$ 4,523,592	\$ -	\$ -	\$ -	\$ -
Use of Fund Balance	\$ -	\$ -	\$ (477,172)	\$ (4,523,592)	\$ -	\$ -	\$ -	\$ -
Special Revenue Funds								
Revenue	\$ 100,870,245	\$ 151,043,544	\$ 173,244,429	\$ 186,780,982	\$ 167,634,141	\$ 176,957,149	\$ 184,571,860	\$ 190,519,885
Expense	\$ 96,578,742	\$ 137,091,834	\$ 156,000,784	\$ 184,013,543	\$ 147,710,180	\$ 156,578,516	\$ 164,192,729	\$ 169,073,427
Surplus/(Deficit)	\$ -	\$ 13,951,710	\$ 17,243,645	\$ 2,767,439	\$ 19,923,961	\$ 20,378,633	\$ 20,379,131	\$ 21,446,458
Use of Fund Balance	\$ -	\$ (13,951,710)	\$ (17,243,645)	\$ (2,767,439)	\$ (19,923,961)	\$ (20,378,633)	\$ (20,379,131)	\$ (21,446,458)
Enterprise Funds								
Revenue	\$ 273,510,526	\$ 388,317,787	\$ 398,304,480	\$ 472,319,718	\$ 706,084,507	\$ 418,482,227	\$ 689,594,200	\$ 352,880,970
Expense	\$ 251,391,418	\$ 383,062,011	\$ 393,419,178	\$ 467,535,650	\$ 699,954,268	\$ 408,607,555	\$ 684,043,624	\$ 347,057,368
Surplus/(Deficit)	\$ 22,119,108	\$ 5,255,776	\$ 4,885,302	\$ 4,784,068	\$ 6,130,239	\$ 9,874,672	\$ 5,550,576	\$ 5,823,602
Use of Fund Balance	\$ -	\$ (5,255,776)	\$ (4,885,302)	\$ (4,784,068)	\$ (6,130,239)	\$ (9,874,672)	\$ (5,550,576)	\$ (5,823,602)
Internal Service Funds								
Revenue	\$ 58,515,022	\$ 73,456,026	\$ 75,870,573	\$ 68,420,999	\$ 116,112,198	\$ 77,607,643	\$ 83,203,417	\$ 89,243,709
Expense	\$ 56,519,800	\$ 71,313,379	\$ 73,727,926	\$ 68,420,999	\$ 116,112,198	\$ 77,607,643	\$ 83,203,417	\$ 89,243,709
Surplus/(Deficit)	\$ 1,995,222	\$ 2,142,647	\$ 2,142,647	\$ -	\$ -	\$ -	\$ -	\$ -
Use of Fund Balance	\$ (1,995,222)	\$ -	\$ (2,142,647)	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Project Funds								
Revenue	\$ 45,958,786	\$ 70,564,668	\$ 90,983,201	\$ 68,849,935	\$ 68,364,533	\$ 7,567,112	\$ 48,516,801	\$ 17,007,136
Expense	\$ 37,277,203	\$ 70,564,668	\$ 90,983,201	\$ 68,849,935	\$ 68,364,533	\$ 7,567,112	\$ 48,516,801	\$ 17,007,136
Surplus/(Deficit)	\$ 8,681,583	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Debt Service Funds								
Revenue	\$ 20,351,318	\$ 22,429,644	\$ 23,224,839	\$ 24,031,651	\$ 24,944,384	\$ 30,736,042	\$ 33,545,012	\$ 33,243,840
Expense	\$ 19,606,288	\$ 22,429,644	\$ 23,224,839	\$ 24,031,651	\$ 24,944,384	\$ 30,736,042	\$ 33,545,012	\$ 33,243,840
Surplus/(Deficit)	\$ 745,031	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Use of Fund Balance	\$ (745,031)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

FINANCIAL HIGHLIGHTS

BUDGET HIGHLIGHTS & SUMMARY SCHEDULES

The table below provides a summary of the total budget for all funds for Fiscal Years 2023-2026. The FY 2024 Budget is \$1,095,678,548 and includes \$228,269,306 for General Fund Expenditures.

Fund Type	FY 2023 Adopted	FY 2023 Amended	FY 2024 Adopted	FY 2025 Forecast	FY 2026 Forecast
General Fund	\$ 216,544,897	\$ 335,367,052	\$ 228,269,306	\$ 230,979,607	\$ 245,548,859
Special Revenue Fund	151,043,544	173,244,429	186,780,982	167,634,141	176,957,149
Debt Service Fund	22,429,644	23,224,839	24,031,651	24,944,384	30,736,042
Capital Project Fund	70,564,668	90,983,201	68,849,935	68,364,533	7,567,112
Enterprise Fund	388,317,787	398,304,480	472,319,718	706,084,507	418,482,227
Internal Service Fund	73,456,026	75,870,573	68,420,999	116,112,198	77,607,643
Charter Schools	44,537,809	45,089,577	47,005,957	44,943,653	45,714,939
Total	\$ 966,894,375	\$ 1,142,084,151	\$ 1,095,678,548	\$ 1,359,063,023	\$ 1,002,613,971

The table below provides an overview of General Fund departments for Fiscal Years 2023-2028.

Department	FY 2023 Adopted	FY 2023 Amended	FY 2024 Adopted	FY 2025 Forecast	FY 2026 Forecast	FY 2027 Forecast	FY 2028 Forecast
City Council	\$ 938,464	\$ 989,589	\$ 994,698	\$ 1,062,300	\$ 1,128,716	\$ 1,199,253	\$ 1,275,718
City Manager	2,697,046	2,755,102	3,136,968	3,098,735	3,206,277	3,319,209	3,487,823
City Auditor	1,074,566	1,079,842	1,138,874	1,379,424	1,404,293	1,450,959	1,499,494
Finance	4,348,521	4,398,080	4,551,159	4,795,038	5,112,076	5,299,168	5,652,164
City Clerk	1,657,056	1,688,828	1,766,036	1,825,626	1,993,010	2,066,104	2,152,915
Human Resources	2,234,878	2,365,487	2,181,803	2,404,727	2,600,541	2,813,512	3,167,692
City Attorney	1,963,957	1,964,877	2,587,918	3,324,983	3,703,090	4,110,491	4,432,731
ITS	10,256,607	10,694,585	11,979,600	11,745,075	12,278,848	12,978,764	13,407,117
Government Services	69,672,481	183,562,786	71,175,099	66,574,512	72,814,319	84,033,657	88,026,544
Police	62,790,482	64,404,108	69,274,664	74,665,287	79,563,479	83,800,955	88,367,455
DDS	7,088,400	7,333,868	7,784,856	8,335,478	8,756,228	9,503,818	9,868,488
Public Works	17,599,248	18,295,950	22,826,415	23,711,546	24,439,958	25,145,452	26,999,823
Parks and Rec	34,223,191	35,833,950	28,871,216	28,056,876	28,548,024	30,086,272	32,219,373
Total	\$ 216,544,897	\$ 335,367,052	\$ 228,269,306	\$ 230,979,607	\$ 245,548,859	\$ 265,807,614	\$ 280,557,337

FINANCIAL HIGHLIGHTS

BUDGET HIGHLIGHTS & SUMMARY SCHEDULES

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

ALL FUNDS

Category	FY 2022 Actual	FY 2023 Adopted	FY 2023 Amended	FY 2024 Adopted	FY 2025 Forecast	FY 2026 Forecast
Personnel Services	\$ 214,395,064	\$ 240,696,855	\$ 244,218,636	\$ 265,654,466	\$ 288,471,820	\$ 304,244,337
Operating	167,575,729	197,067,520	312,419,556	244,965,647	238,596,801	246,474,997
Capital/Infrastructure	84,017,774	215,540,805	248,416,309	318,197,068	572,427,515	139,748,145
Debt Service	77,846,867	87,599,188	89,894,383	80,834,379	93,452,954	123,038,960
Other/Transfers Out	182,026,002	192,926,199	210,672,826	160,565,688	126,673,532	145,468,026
Subtotal	725,861,437	933,830,567	1,105,621,710	1,070,217,248	1,319,622,622	958,974,465
Reserves	-	33,063,808	36,462,441	25,461,300	39,440,401	43,639,506
Total	\$ 725,861,437	\$ 966,894,375	\$ 1,142,084,151	\$ 1,095,678,548	\$ 1,359,063,023	\$ 1,002,613,971

GENERAL FUND

Category	FY 2022 Actual	FY 2023 Adopted	FY 2023 Amended	FY 2024 Adopted	FY 2025 Forecast	FY 2026 Forecast
Personnel Services	\$ 132,818,565	\$ 112,330,639	\$ 112,972,842	\$ 121,983,135	\$ 131,101,949	\$ 139,886,884
Operating	39,394,442	49,880,092	150,257,022	57,058,796	53,494,454	54,537,672
Capital/Infrastructure	4,485,701	6,659,497	9,013,476	6,488,277	7,431,219	7,558,605
Debt Service	51,101	-	-	-	-	-
Other/Transfers Out	35,796,254	47,674,669	62,646,540	38,215,506	38,951,985	43,565,698
Subtotal	\$ 212,546,064	\$ 216,544,897	\$ 334,889,880	\$ 223,745,714	\$ 230,979,607	\$ 245,548,859
Reserves	-	-	477,172	4,523,592	-	-
Total	\$ 212,546,064	\$ 216,544,897	\$ 335,367,052	\$ 228,269,306	\$ 230,979,607	\$ 245,548,859

General Fund	FY 2022 Actual	FY 2023 Adopted	FY 2023 Amended	FY 2024 Adopted	FY 2025 Forecast	FY 2026 Forecast
Appropriations	\$ 212,546,064	\$ 216,544,897	\$ 334,889,880	\$ 223,745,714	\$ 230,979,607	\$ 245,548,859
Assigned Reserves	-	-	477,172	4,523,592	-	-
Unassigned Reserves	-	-	-	-	-	-
Total	\$ 212,546,064	\$ 216,544,897	\$ 335,367,052	\$ 228,269,306	\$ 230,979,607	\$ 245,548,859
Budget Stabilization Reserve	-	-	-	37,221,615	45,196,077	52,686,421
1 Month Operating	\$ 14,724,892	\$ 14,072,519	\$ 22,686,945	\$ 15,460,851	\$ 16,002,302	\$ 16,831,930
# of Months of Reserves		2.50	2.50	2.60	2.70	2.80
% of Expenditures		16%	17%	17%	17%	17%

FINANCIAL HIGHLIGHTS

BUDGET SUMMARY

CITY OF CAPE CORAL, FLORIDA FY 2024

**THE ADOPTED OPERATING BUDGET EXPENDITURES OF THE CITY OF CAPE CORAL ARE 23%
MORE THAN LAST YEARS TOTAL OPERATING EXPENDITURES**

General Fund	5,3694									
Voted Fund - GO Bond	0.1675									
SOURCES	GENERAL FUND	SPECIAL REVENUE	DEBT SERVICE	CAPITAL PROJECT	ENTERPRISE FUNDS	INTERNAL SERVICE	CHARTER SCHOOL	TOTAL ALL FUNDS		
Taxes:										
Ad Valorem Taxes - City Levy @	5,3694	\$ 132,688,591	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 132,688,591
Ad Valorem Taxes - Voted Fund GO Bond @	0.1675	-	-	4,139,861	-	-	-	-	-	4,139,861
Ad Valorem Taxes - Other	-	3,140,417	-	-	-	-	-	-	-	3,140,417
Tax Increment - County	-	2,439,428	-	-	-	-	-	-	-	2,439,428
Sales and Use Taxes	16,101,802	15,706,046	-	-	-	-	-	-	-	31,807,848
Charges for Service	9,138,749	5,598,486	-	-	131,129,108	-	1,053,405	146,919,748		
Intergov emmental Rev enues	35,079,474	3,632,776	-	13,329,188	5,000,000	-	32,271,076	89,312,514		
Fines & Forfeitures	697,838	31,000	-	-	764,557	-	-	1,493,395		
Miscellaneous Revenue	2,491,623	1,726,138	179,739	-	388,410	1,800,000	320,127	6,906,037		
Permits, Franchise, Impact Fees, Spec Assess	7,893,878	102,538,009	-	-	45,164,450	-	-	155,596,337		
Internal Service Charges	15,796,364	50,000	-	-	252,365	66,620,999	-	82,719,728		
Note/Debt Proceeds	-	-	-	15,751,691	213,621,851	-	-	229,373,542		
TOTAL SOURCES	219,888,319	134,862,300	4,319,600	29,080,879	396,320,741	68,420,999	33,644,608	886,537,446		
Transfers In	6,130,987	25,599,966	19,712,051	39,769,056	69,353,628	-	-	160,565,688		
Fund Balances/Reserv es/Net Assets	2,250,000	26,318,716	-	-	6,645,349	-	13,361,349	48,575,414		
TOTAL REVENUES, TRANSFERS & BALANCES	\$228,269,306	\$186,780,982	\$24,031,651	\$68,849,935	\$472,319,718	\$68,420,999	\$47,005,957	\$1,095,678,548		
USES										
General Gov emment	\$ 61,291,240	\$ 953,875	\$ -	\$ 2,634,297	\$ 17,129,005	\$ -	\$ -	82,008,417		
Public Safety	77,059,520	83,808,465	-	10,955,450	-	-	-	171,823,435		
Physical Environment	-	25,423,577	-	-	325,345,065	-	-	350,768,642		
Transportation	18,823,232	11,262,220	-	51,515,160	-	-	-	81,600,612		
Economic Environment	-	7,496,821	-	1,230,028	-	-	-	8,726,849		
Culture/Recreation	28,356,216	2,168,518	-	2,515,000	246,851	-	33,619,756	66,906,341		
Debt Service	-	-	24,031,651	-	55,364,614	-	-	79,396,265		
Internal Services	-	-	-	-	-	68,420,999	-	68,420,999		
TOTAL EXPENDITURES	\$ 185,530,208	\$ 131,113,476	\$ 24,031,651	\$ 68,849,935	\$ 398,085,535	\$ 68,420,999	\$ 33,619,756	\$ 909,651,560		
Transfers Out	38,215,506	52,900,067	-	-	69,450,115	-	-	160,565,688		
Reserv es	4,523,592	2,767,439	-	-	4,784,068	-	13,386,201	25,461,300		
TOTAL APPROPRIATED EXPENDITURES, TRANSFERS, RESERVES, & BALANCES	\$ 228,269,306	\$ 186,780,982	\$ 24,031,651	\$ 68,849,935	\$ 472,319,718	\$ 68,420,999	\$ 47,005,957	\$ 1,095,678,548		

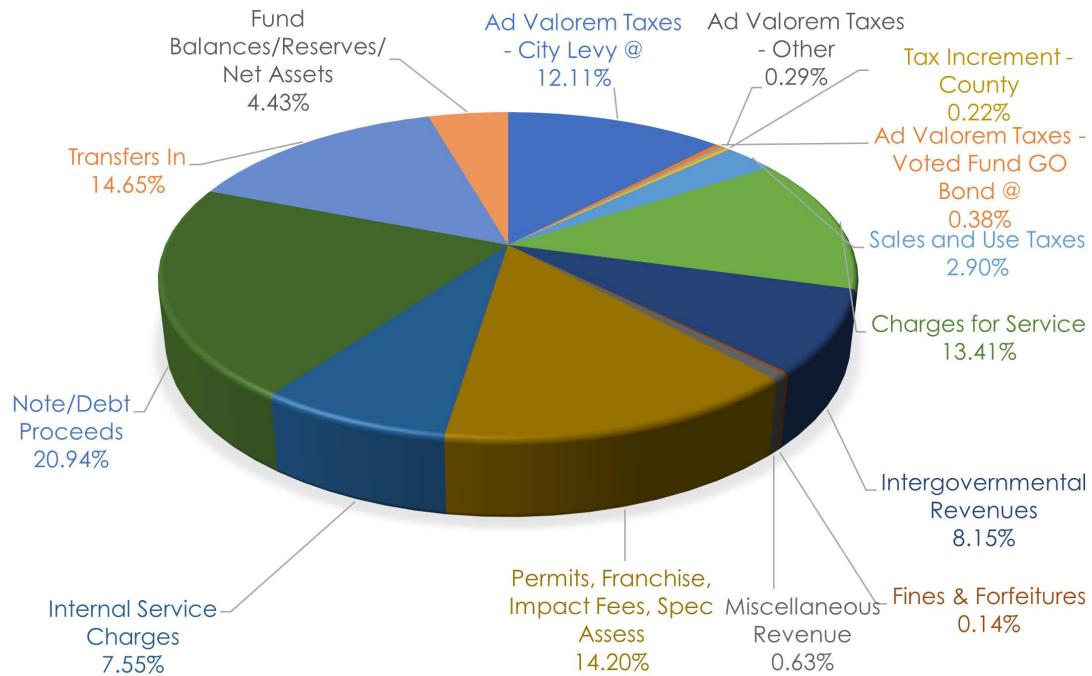
The tentative, adopted, and/or final budgets are on file in the office of the above referenced taxing authority as a public record.



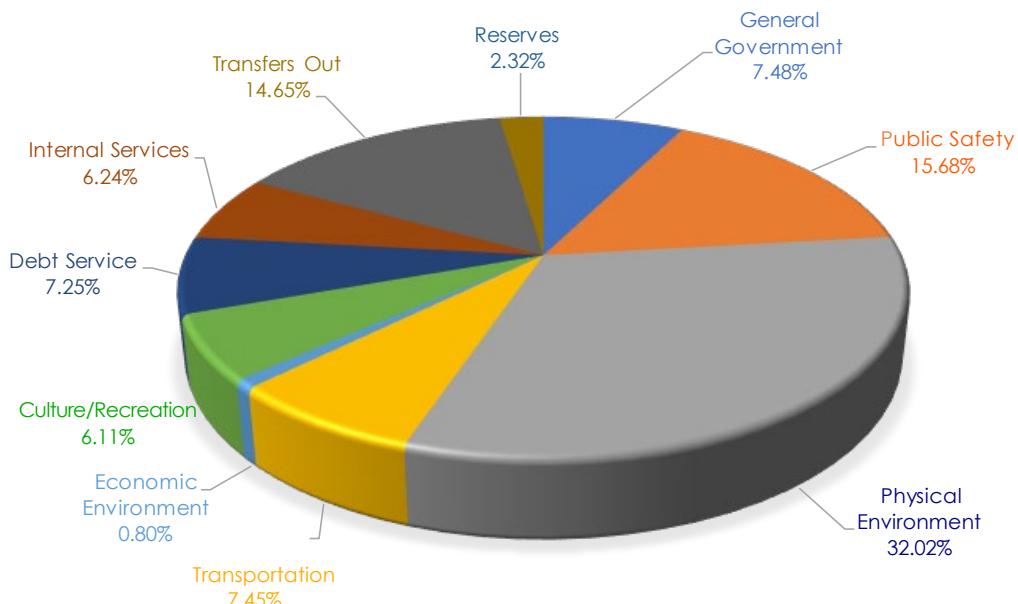
FINANCIAL HIGHLIGHTS

SOURCES AND USES

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



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



FINANCIAL HIGHLIGHTS

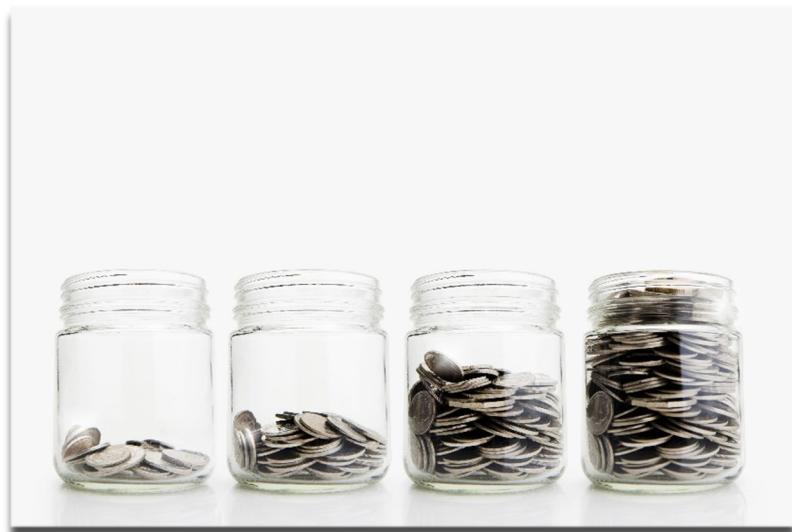
REVENUES

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 judgement 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 judgement" 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 judgement 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.



FINANCIAL HIGHLIGHTS

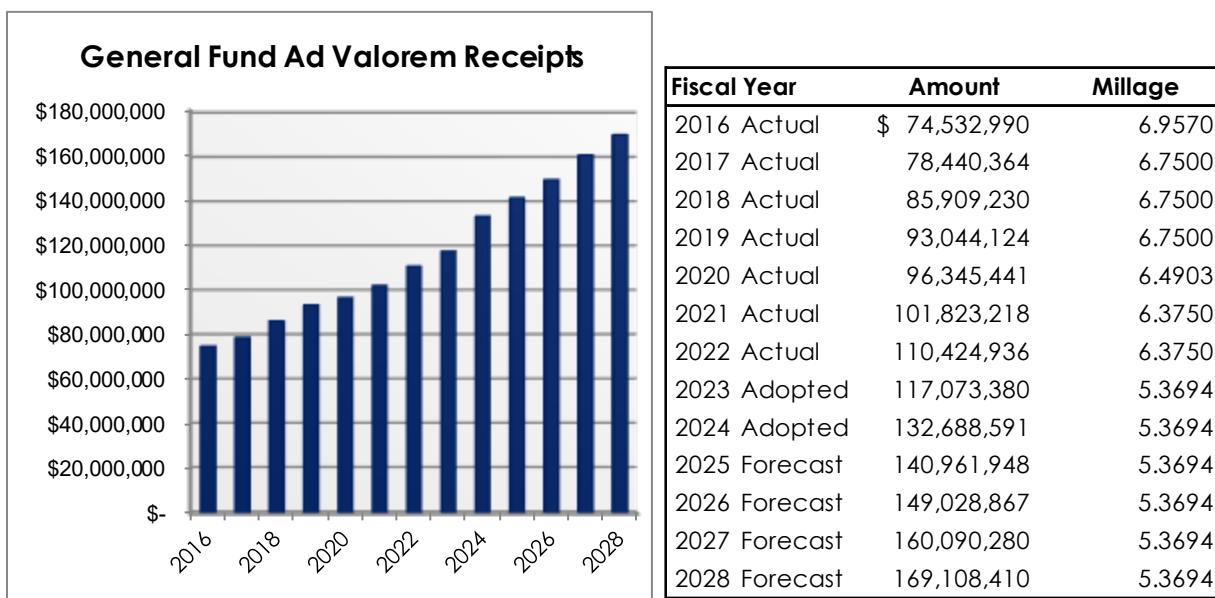
REVENUES

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.

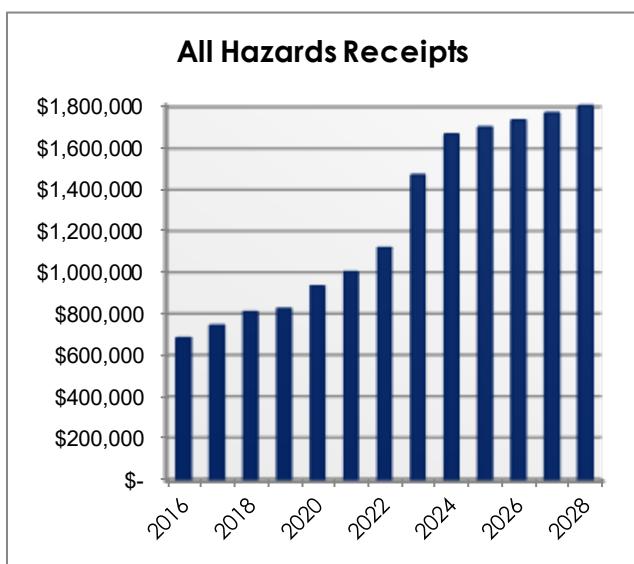
The FY 2024 Budget is based on the July 1 taxable value from the Lee County Property Appraiser and the millage rate of 5.3694. It is assumed that taxable property values will increase an average of 6.25% in FY 2025 – 2028.



FINANCIAL HIGHLIGHTS

REVENUES

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 Actual	1,001,416	7.40%
2022 Actual	1,115,514	11.39%
2023 Adopted	1,465,359	31.36%
2024 Adopted	1,660,808	13.34%
2025 Forecast	1,694,024	2.00%
2026 Forecast	1,727,904	2.00%
2027 Forecast	1,762,462	4.04%
2028 Forecast	1,797,911	4.05%

OTHER TAXES

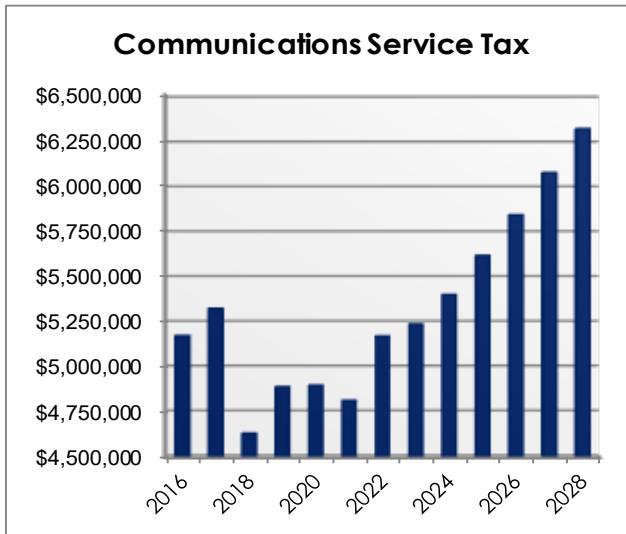
Other taxes include charges levied by the local unit of government that are not ad valorem but are imposed upon sale or consumption of goods and services. This category includes the communications service tax, public service tax, and local option gas taxes.



FINANCIAL HIGHLIGHTS

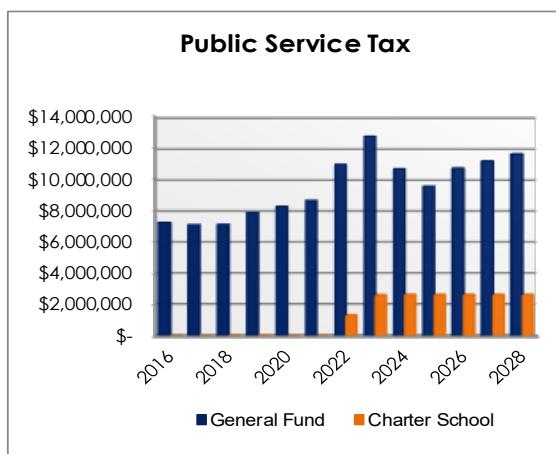
REVENUES

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 Actual	4,808,291	-1.72%
2022 Actual	5,165,407	7.43%
2023 Adopted	5,232,851	1.31%
2024 Adopted	5,396,841	3.13%
2025 Forecast	5,612,714	4.00%
2026 Forecast	5,837,223	4.00%
2027 Forecast	6,070,712	4.00%
2028 Forecast	6,313,540	4.00%

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 have been removed and is now taxable. Assuming the "average" homeowner uses 1,200 kilowatts monthly; the resulting tax is approximately \$92 annually. The additional revenue is dedicated toward the Charter School system.

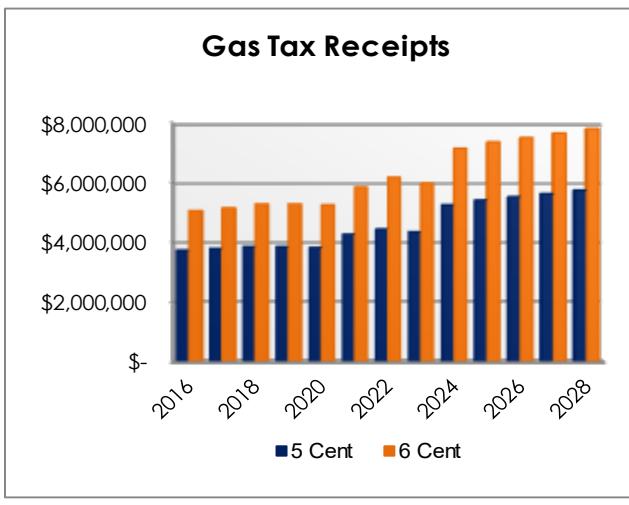


Fiscal Year	General Fund	Charter School
2016 Actual	\$ 7,250,872	\$ -
2017 Actual	7,103,228	-
2018 Actual	7,135,139	-
2019 Actual	7,874,558	-
2020 Actual	8,283,000	-
2021 Actual	8,657,041	-
2022 Actual	10,963,339	1,320,000
2023 Adopted	12,740,294	2,609,060
2024 Adopted	10,674,087	2,640,000
2025 Forecast	9,561,968	2,640,000
2026 Forecast	10,720,611	2,640,000
2027 Forecast	11,182,369	2,640,000
2028 Forecast	11,629,664	2,640,000

FINANCIAL HIGHLIGHTS

REVENUES

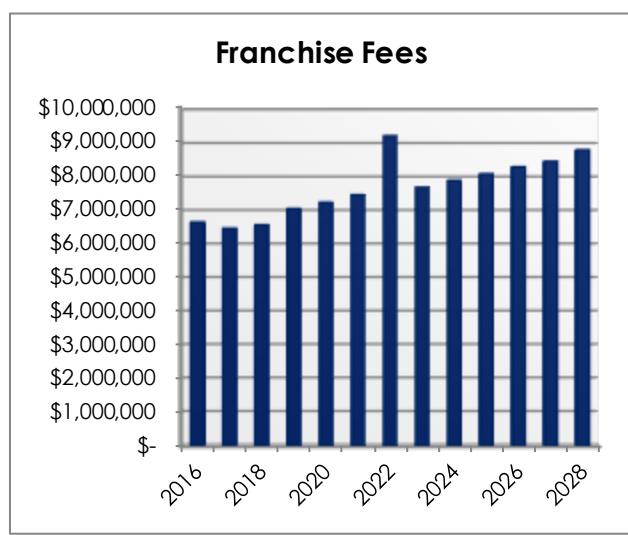
The gas taxes are collected on each gallon of gas sold within the county limits. The City's annual receipts are established upon a locally agreed upon distribution formula based on population and are recorded in Special Revenue Funds. Gas taxes are earmarked to fund the construction of new roads and 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 Actual	4,275,482	5,856,179
2022 Actual	4,450,329	6,185,031
2023 Adopted	4,355,414	5,993,839
2024 Adopted	5,261,883	7,154,163
2025 Forecast	5,419,739	7,368,788
2026 Forecast	5,527,656	7,514,292
2027 Forecast	5,637,717	7,662,650
2028 Forecast	5,749,965	7,813,917

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.



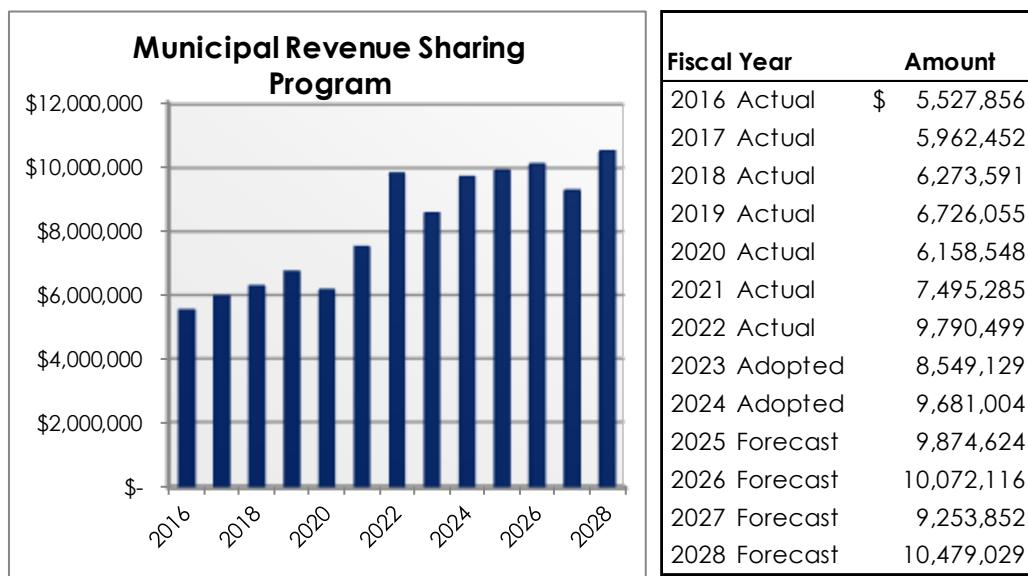
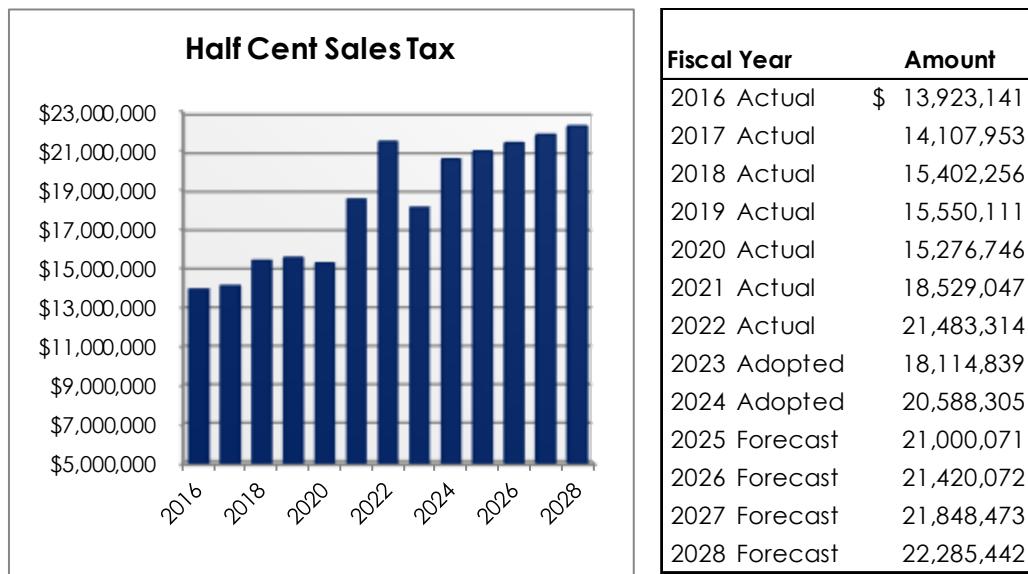
Fiscal Year	Amount
2016 Actual	\$ 6,622,099
2017 Actual	6,433,799
2018 Actual	6,534,366
2019 Actual	7,016,299
2020 Actual	7,199,932
2021 Actual	7,425,743
2022 Actual	9,162,488
2023 Adopted	7,647,845
2024 Adopted	7,848,678
2025 Forecast	8,046,110
2026 Forecast	8,248,527
2027 Forecast	8,415,249
2028 Forecast	8,751,860

FINANCIAL HIGHLIGHTS

REVENUES

INTERGOVERNMENTAL REVENUE

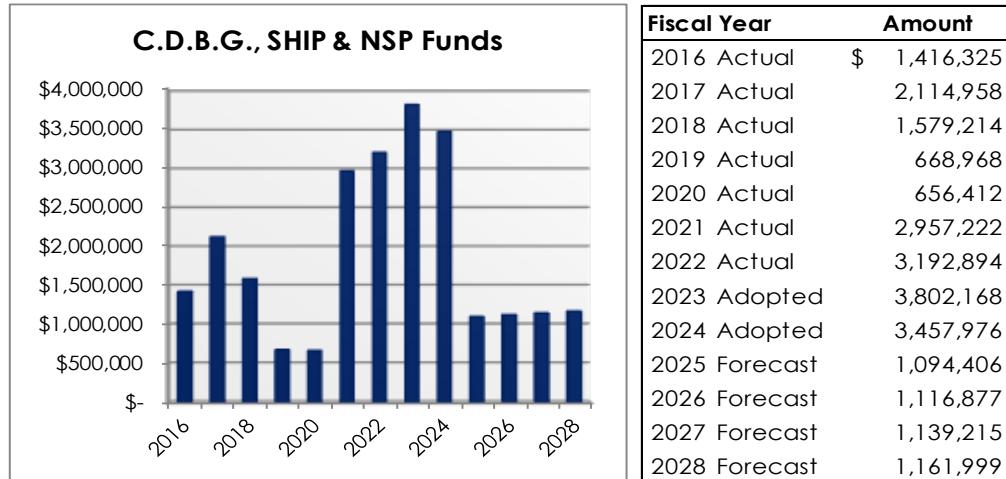
Included are revenues received from federal, state, and other local governmental sources in the form of shared revenues. The state shared revenues of the most importance to the City government are local government half-cent sales tax and municipal revenue sharing. The annual revenue is budgeted at 95%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



FINANCIAL HIGHLIGHTS

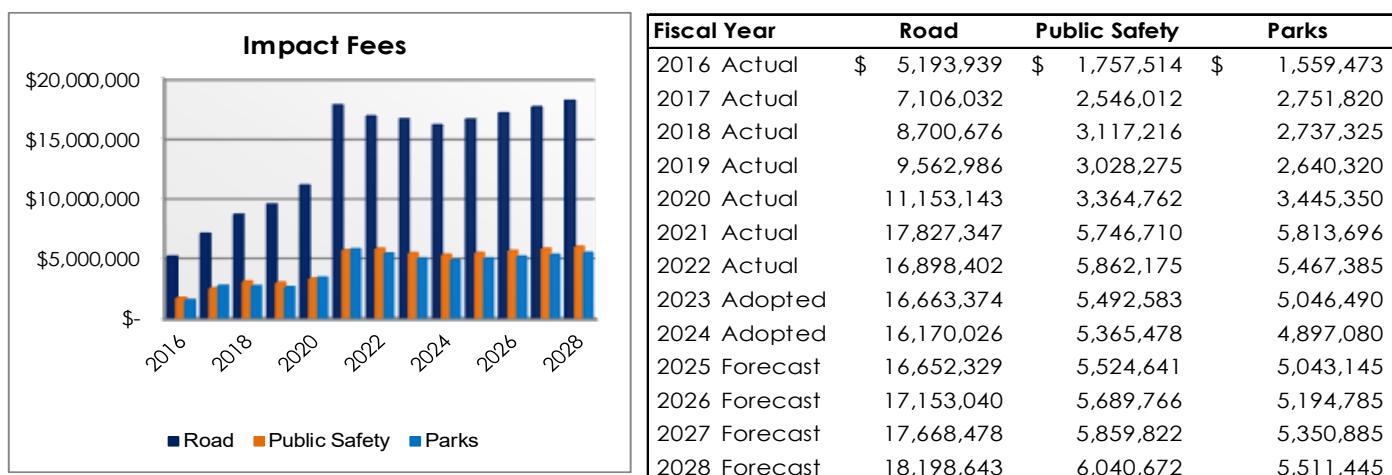
REVENUES

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.



IMPACT FEES

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



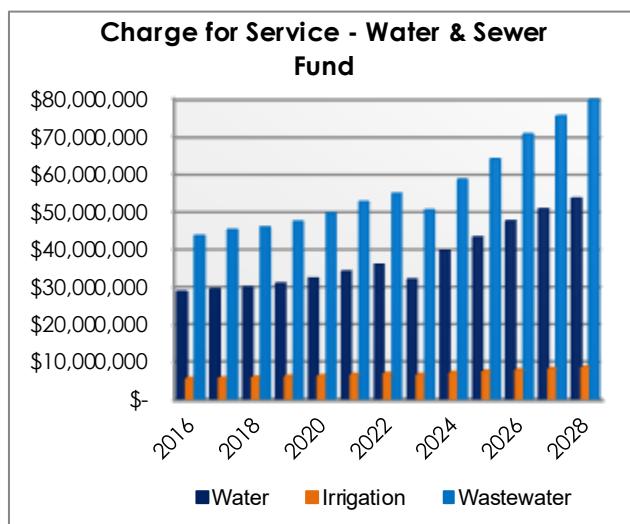
FINANCIAL HIGHLIGHTS

REVENUES

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 categories but are not all of the Charges for Services. These Charges for Service have been established to generate a level of revenue sufficient to support the utility fund. A comprehensive financial model has been developed that examines operational and maintenance, capital, debt, and reserve requirements. Fee changes are adopted in accordance with an annual rate sufficiency study 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 Actual	34,173,086	6,846,299	52,664,586
2022 Actual	35,996,763	7,108,183	54,834,538
2023 Adopted	32,056,861	6,808,001	50,493,580
2024 Adopted	39,690,596	7,350,000	58,590,874
2025 Forecast	43,250,535	7,685,000	64,063,014
2026 Forecast	47,550,612	8,036,250	70,666,044
2027 Forecast	50,736,384	8,404,562	75,444,396
2028 Forecast	53,559,930	8,790,790	79,823,846

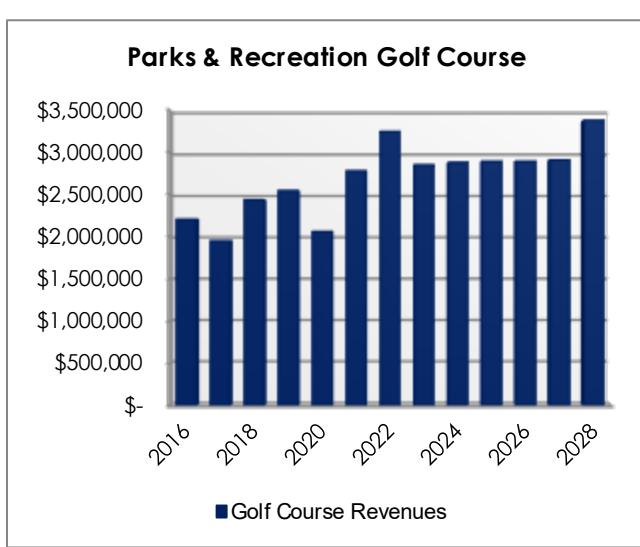
FINANCIAL HIGHLIGHTS

REVENUES

User fees are charged for Parks and Recreational Activities and reviewed on an annual basis. This includes programs such as the Special Events, Arts Studio, Senior Centers, Transportation, Special Populations and the Golf Course.



Fiscal Year	Program Revenues
2016 Actual	\$ 3,292,022
2017 Actual	3,287,716
2018 Actual	3,292,827
2019 Actual	3,357,137
2020 Actual	2,278,950
2021 Actual	2,593,208
2022 Actual	3,457,606
2023 Adopted	3,687,131
2024 Adopted	3,285,869
2025 Forecast	3,791,780
2026 Forecast	4,343,206
2027 Forecast	4,384,309
2028 Forecast	4,417,412



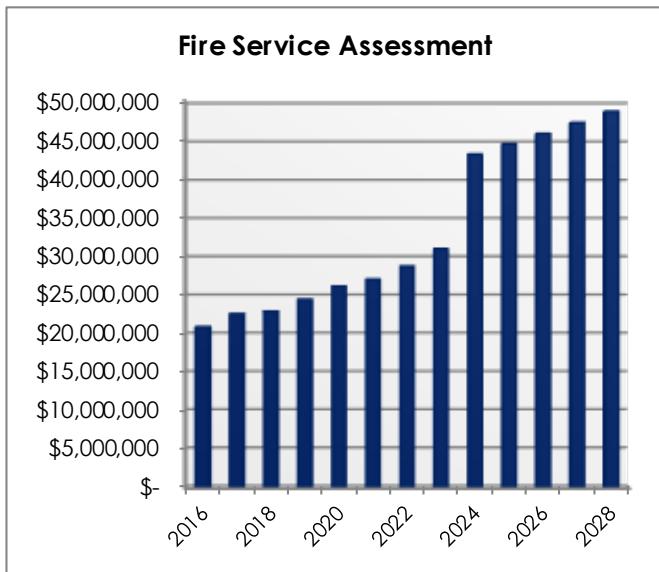
Fiscal Year	Golf Course Revenues
2016 Actual	\$ 2,207,725
2017 Actual	1,954,150
2018 Actual	2,437,625
2019 Actual	2,548,830
2020 Actual	2,063,858
2021 Actual	2,784,394
2022 Actual	3,249,500
2023 Adopted	2,853,753
2024 Adopted	2,882,289
2025 Forecast	2,896,701
2026 Forecast	2,896,701
2027 Forecast	2,911,186
2028 Forecast	3,382,372

FINANCIAL HIGHLIGHTS

REVENUES

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 gross revenue amount collected, including the discounts and uncollectible amounts.



Fiscal Year	Cost Recovery	
	Amount	%
2016 Actual	\$ 20,808,144	64%
2017 Actual	22,496,671	64%
2018 Actual	22,799,377	59%
2019 Actual	24,383,516	62%
2020 Actual	26,053,063	62%
2021 Actual	26,964,706	62%
2022 Actual	28,660,395	62%
2023 Adopted	30,913,113	62%
2024 Adopted	43,157,314	70%
2025 Forecast	44,479,497	70%
2026 Forecast	45,841,690	70%
2027 Forecast	47,245,101	70%
2028 Forecast	48,690,913	70%

FINANCIAL HIGHLIGHTS

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 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 proposed rate is \$142 per ERU, based on the data from the cost recovery study.

FINANCIAL HIGHLIGHTS

FUND BALANCE STATUS

Fund	Fund Balance 9/30/2022	Budget Changes FY 2023	Estimated Balance 9/30/2023	Budget Change FY 2024	Projected Balance 9/30/2024	Percent Change
General Fund						
General Fund ¹	\$ 123,911,278	\$ (44,769,464)	\$ 85,241,347	\$ 2,273,592	\$ 87,514,939	2.67%
Special Revenue Fund						
5 Cent Addl Gas Tax Fund	5,429,141	455,934	5,885,075	569,283	6,454,358	9.67%
6 Cent Local Gas Tax Fund	7,213,535	391,352	7,604,887	503,059	8,107,946	6.61%
Road Impact Fee Fund ²	36,587,083	9,661,060	46,248,143	(19,818,743)	26,429,400	-42.85%
Park Impact Fee Fund	7,158,541	-	7,158,541	-	7,158,541	0.00%
Public Safety Impact Fee Funds	12,040,784	(5,339,795)	6,700,989	282,166	6,983,155	4.21%
Police Confiscation State Fund	464,737	(34,681)	430,056	-	430,056	0.00%
Police Confiscate Federal Fund	553,213	(25,014)	528,199	(28,215)	499,984	-5.34%
Criminal Justice Education Fund	77,103	(4,719)	72,384	(5,234)	67,150	-7.23%
Alarm Fee Fund	62,806	-	62,806	-	62,806	0.00%
Do The Right Thing Fund	12,568	-	12,568	-	12,568	0.00%
All Hazards Fund	1,714,467	(1,059,249)	655,218	400,716	1,055,934	61.16%
Fire Operations Fund	-	4,038,025	4,038,025	-	4,038,025	0.00%
Del Prado Mall Pkg Lot Fund	186,562	-	186,562	(48,000)	138,562	-25.73%
Lot Mowing Fund	4,709,615	199,193	4,908,808	329,821	5,238,629	6.72%
Economic Development	1,866,212	(517,521)	1,348,691	(531,288)	817,403	-39.39%
Building Code Fund	6,204,674	(5,730,468)	474,206	(4,938,080)	(4,463,874)	-1041.34%
CDBG Fund	(249,819)	-	(249,819)	-	(249,819)	0.00%
HUD NSP Fund	(210,564)	-	(210,564)	-	(210,564)	0.00%
SHIP Fund	3,602,151	-	3,602,151	-	3,602,151	0.00%
Res Constr Mitigation Program Fund	(568)	-	(568)	-	(568)	0.00%
CRA Fund ³	(9,750,915)	(612,935)	(10,363,850)	-	(10,363,850)	0.00%
Waterpark Fund	1,126,653	-	1,126,653	-	1,126,653	0.00%
Park & Rec Program Fund	3,416,631	-	3,416,631	-	3,416,631	0.00%
Golf Course Fund	1,556,249	-	1,556,249	-	1,556,249	0.00%
Solid Waste Fund	3,339,501	746,560	4,086,061	494,848	4,580,909	12.11%
Total All Funds	\$ 211,021,639	\$ (42,601,722)	\$ 174,519,450	\$ (20,516,075)	\$ 154,003,375	

¹ FY 2023 General Fund includes the transition of the Parks and Recreation Program and Golf Course Fund Balances from a Special Revenue Fund into the General Fund as well as a reduction for the Fire Service Assessment Fund Balance to a Special Revenue Fund. The Waterpark closed in FY 2022 and the fund balance will move to the General Fund in FY 2023.

² In FY 2024 Road Impact fees will be transferred out to Capital Projects for intersection improvements and lane expansion projects.

³ In FY 2022 the General Fund advanced \$10,000,000 to the CRA for Projects.



FINANCIAL HIGHLIGHTS

INTERFUND TRANSFERS: FY 2024 ADOPTED BUDGET

Transfers Out	Transfers In						Total
	General Fund	Special Revenue	Debt Service	Capital Project	Enterprise Fund		
General Fund	\$ -	\$ 25,599,966 ¹	\$ 4,864,883 ²	\$ 7,750,657 ³	\$ -	\$ 38,215,506	
Special Revenue	6,130,987 ⁴	-	14,750,681 ⁵	32,018,399 ⁶	-	52,900,067	
Capital Project	-	-	-	-	-	-	
Enterprise Fund	-	-	96,487 ⁷	-	851,108 ⁸	947,595	
Total	\$ 6,130,987	\$ 25,599,966	\$ 19,712,051	\$ 39,769,056	\$ 851,108	\$ 92,063,168	

Notes:

¹ General Fund transfers to Special Revenue Funds:

\$22,118,515 to Fire Operations for the non-assessed Fire services

\$3,481,451 to Community Redevelopment Agency (CRA) for established Tax Increment Financing (TIF) funding

² General Fund transfers to Debt Service Funds. \$4,864,883 for annual debt service payments

³ General Fund transfers to Capital Project Funds:

\$3,601,360 to Transportation Capital Projects, with \$1,351,360 median beautification and \$2,250,000 Pine Island PD&E

\$1,000,000 to Public Works Capital Project - Bridge Fund

\$2,534,297 for Computer System Capital Project for City Fiber and Wireless

\$515,000 to Parks and Recreation Capital Projects with \$515,000 for Skate Park Building

\$100,000 to Academic Village Project

⁴ Special Revenue transfers to General Fund:

\$1,122,294 from Community Redevelopment Agency (CRA) for repayment of the advance for development

\$2,720,812 from Fire Impact Fees Fund to repay advance

\$1,802,780 from Police Impact Fees Fund to repay advance

\$485,101 from Road Impact Fee for reimbursement of administrative services

⁵ Special Revenue transfers to Debt Service Funds: \$14,750,681 for annual debt payments from Building Code Fund, Charter School Maintenance Fund, CRA Fund, Fire Impact Fee Fund, Fire Operations Fund, Park Impact Fee Fund and Road Impact Fee Fund

⁶ Special Revenue transfers to Capital Project Funds:

\$412,000 from Five Cent Gas Tax to Transportation Capital Projects, for Access Management

\$1,230,028 Community Redevelopment Agency to CRA Capital Projects for CRA South Parking Lot Vincennes

\$29,951,371 from Road Impact Fee to Transportation Capital Projects

\$425,000 from Fire Operations to Fire Capital Projects for Bay Doors

Details for capital projects are located in the Asset Management tables

⁷ Enterprise Fund transfers to Debt Service Fund. \$96,487 from Water and Sewer to Governmental Debt for annual debt payments

⁸ Enterprise Fund (Stormwater) transfers Enterprise Fund (Water and Sewer). \$851,108 for UEP debt payments

FINANCIAL HIGHLIGHTS

INTRAFUND TRANSFERS: FY 2024 ADOPTED BUDGET

Transfers Out	Transfers In					Total
	Stormwater Capital Projects	Water and Sewer Operations	Water and Sewer Capital Projects	Water and Sewer Debt		
Stormwater	\$ 1,030,000 ¹	\$ -	\$ -	\$ -	\$ -	\$ 1,030,000
Water and Sewer Operations	-	14,191,955 ²	2,700,000 ³	-	-	16,891,955
Water, Sewer, Irrigation Impact/CFEC	-	-	-	32,574,177 ⁴	32,574,177	-
Water, Sewer, Irrigation CIAC Fees	-	-	-	-	-	-
Water and Sewer Special Assmt	-	-	-	18,006,388 ⁵	18,006,388	-
Total	\$ 1,030,000	\$ 14,191,955	\$ 2,700,000	\$ 50,580,565	\$ 68,502,520	

Notes:

¹ Stormwater transfers \$1,030,000 to Stormwater Capital Project Funds:

Details for capital projects are located in the Asset Management tables

² Water and Sewer Operations transfer of \$14,191,955 to Operations (Impact/CFEC Funds) for annual debt payments

³ Water and Sewer Operations transfers \$2,700,000 to Water and Sewer Capital Project Funds

Details for capital projects are located in the Asset Management tables

⁴ Water, Sewer, Irrigation Impact/CFEC Fees transfers of \$32,574,177 to Water and Sewer Debt for annual debt payments

⁵ Water and Sewer Special Assessment transfers of \$18,006,388 to Water and Sewer Debt for annual UEP debt payments

FINANCIAL HIGHLIGHTS

MILLAGE RATE HISTORY

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	6.2500	0.0471	6.2971
2023	5.3694	0.0471	5.4165
2024 Adopted	5.3694	0.1675	5.5369

TAXABLE ASSESSED VALUE HISTORY

Fiscal Year	Taxable Assessed Value	New Construction	Percentage Change
2010	10,494,876,370	175,205,783	-33.14%
2011	8,888,383,376	70,456,330	-15.31%
2012	8,566,590,016	81,896,264	-3.62%
2013	8,903,395,043	89,178,363	3.93%
2014	9,520,318,059	109,735,614	6.93%
2015	10,329,777,472	114,639,280	8.50%
2016	11,120,507,186	185,037,351	7.65%
2017	12,045,371,047	232,341,287	8.32%
2018	13,196,517,609	336,504,739	9.56%
2019	14,313,935,650	448,797,093	8.47%
2020	15,438,898,927	530,098,254	7.86%
2021	16,578,808,989	494,819,588	7.38%
2022	18,382,969,754	708,215,012	10.88%
2023	22,545,069,623	1,038,047,685	22.64%
2024 Adopted	25,741,662,454	741,678,584	14.18%

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	225,451	41,621	22.64%
2024	257,417	31,966	14.18%



REVENUES

ALL FUNDS

Fund	FY 2022 Actual	FY 2023 Adopted	FY 2023 Amended	FY 2024 Adopted	FY 2025 Forecast	FY 2026 Forecast	FY 2027 Forecast	FY 2028 Forecast
General Fund	\$ 223,160,984	\$ 216,544,897	\$ 335,367,052	\$ 228,269,306	\$ 230,979,607	\$ 245,548,859	\$ 265,807,614	\$ 280,557,337
Special Revenue Funds								
Additional Five Cent Gas Tax	\$ 4,352,744	\$ 4,355,414	\$ 4,355,414	\$ 5,261,883	\$ 5,591,812	\$ 5,527,656	\$ 6,113,508	\$ 6,400,630
Advanced Life Support (ALS) Impact Fee	156,360	159,999	170,495	189,876	195,571	201,371	207,416	213,603
Alarm Fee	133,380	106,834	107,568	-	-	-	-	-
All Hazards	1,074,025	3,102,546	3,234,150	1,660,808	1,694,024	1,727,904	1,762,462	1,797,911
Building Code	11,509,661	13,605,581	16,618,496	16,706,330	16,052,057	17,279,032	17,434,377	18,178,493
Charter Schools Building Maintenance	-	-	4,140,000	4,140,000	4,140,000	4,140,000	4,140,000	4,140,000
City Centrum Business Park	-	-	-	-	-	-	-	-
Community Development Block Grant (CDBG)	1,532,631	1,050,564	1,068,984	1,072,282	1,094,406	1,116,877	1,139,215	1,161,999
Community Redevelopment Agency (CRA)	4,107,698	4,443,433	5,059,316	5,962,679	5,788,112	6,152,666	6,350,324	6,573,528
Confiscation/Federal	408,806	28,014	28,014	28,215	28,418	28,627	40,853	41,670
Confiscation/State	140,298	-	34,681	-	-	-	-	-
Criminal Justice Education (Police Training)	30,244	25,719	25,719	26,234	26,758	27,294	27,839	28,396
Del Prado Mall Parking Lot Maintenance	24,744	39,965	39,965	87,965	40,709	41,153	41,607	90,764
Do The Right Thing	4,691	8,160	8,160	8,323	8,490	8,659	8,833	9,010
Economic and Business Development	2,377,080	900,542	1,555,023	1,306,088	924,390	948,219	973,141	1,000,548
Fire Capital Improvement Impact Fee	2,676,874	6,697,054	6,726,368	3,489,280	2,615,444	2,693,639	2,774,133	2,856,927
Fire Grants	-	-	688,149	-	-	-	-	-
Fire Operations	-	55,484,052	63,212,665	67,531,589	70,437,569	75,919,507	80,687,168	83,611,956
Golf Course	4,640,122	-	-	-	-	-	-	-
HUD Neighborhood Stabilization (NSP)	-	-	42,000	-	-	-	-	-
Local Housing Assistance (SHIP)	2,359,124	1,931,663	2,780,129	2,385,694	-	-	-	-
Lot Mowing Program	4,741,950	4,451,168	5,015,814	4,620,100	4,620,100	4,620,100	4,620,100	4,649,469
Park Recreational Facility Impact Fee	5,302,557	5,046,490	5,046,490	4,897,080	5,043,145	5,194,785	5,350,885	5,511,445
Parks and Recreation Programs	11,479,317	-	-	-	-	-	-	-
Police Protection Impact Fee	2,746,865	7,854,133	8,055,210	2,635,478	2,713,626	2,794,756	2,878,273	2,970,142
Residential Construction Mitigation Grant	-	-	-	-	-	-	-	-
Road Impact Fee	16,054,228	16,663,374	16,663,374	35,988,769	16,652,329	17,153,040	17,668,478	18,198,643
Six Cent Gas Tax	6,207,039	5,993,839	6,058,303	7,154,163	7,906,472	8,879,941	9,401,287	9,673,750
Solid Waste	18,529,293	19,095,000	22,509,942	21,628,146	22,060,709	22,501,923	22,951,961	23,411,001
Waterpark	280,514	-	-	-	-	-	-	-
Special Revenue	\$ 100,870,245	\$ 151,043,544	\$ 173,244,429	\$ 186,780,982	\$ 167,634,141	\$ 176,957,149	\$ 184,571,860	\$ 190,519,885
Debt Service Fund	\$ 20,351,318	\$ 22,429,644	\$ 23,224,839	\$ 24,031,651	\$ 24,944,384	\$ 30,736,042	\$ 33,545,012	\$ 33,243,840

City of Cape Coral, Florida
FY 2024 - 2026 Adopted Budget



REVENUES

ALL FUNDS CONTINUED

Fund	FY 2022 Actual	FY 2023 Adopted	FY 2023 Amended	FY 2024 Adopted	FY 2025 Forecast	FY 2026 Forecast	FY 2027 Forecast	FY 2028 Forecast
Capital Projects Funds								
Bridge Fund	\$ -	\$ -	\$ 1,000,000	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -
Charter Schools Construction Fund	4,489,742	2,609,060	156,800	-	-	-	-	-
Computer System Project	976,911	6,260,187	6,558,587	2,534,297	2,323,742	2,323,742	2,323,742	2,323,742
CRA Capital Projects	2,655,469	861,999	861,999	1,230,028	-	-	-	-
Development Services Capital Projects	(1,361)	-	42,000	100,000	100,000	100,000	100,000	100,000
Fire Station Construction	3,778,129	12,723,230	17,994,482	10,955,450	21,159,247	-	742,630	9,092,325
Governmental Capital Projects	9,778,935	-	-	-	-	-	-	-
Government Service Capital Projects	-	-	-	-	850,000	-	-	-
Parks Capital Projects	2,714,285	3,152,545	5,029,900	2,515,000	12,600,245	-	20,326,020	-
Parks GO Bond Capital Projects	200,788	-	11,243,031	-	-	-	-	-
Police Training Center Construction	208,593	7,107,000	8,909,780	-	-	-	-	-
Public Works Capital Projects	-	-	-	-	-	-	-	-
Transportation Capital Projects	21,157,295	37,850,647	39,186,622	50,515,160	31,331,299	5,143,370	25,024,409	5,491,069
Capital Projects Total	\$ 45,958,786	\$ 70,544,668	\$ 90,983,201	\$ 68,849,935	\$ 68,364,533	\$ 7,567,112	\$ 48,516,801	\$ 17,007,136
Enterprise Funds								
Water and Sewer	\$ 178,068,177	\$ 212,102,028	\$ 218,813,612	\$ 178,618,836	\$ 188,813,719	\$ 211,286,124	\$ 237,006,845	\$ 249,402,237
Water and Sewer Capital Projects	25,435,273	40,367,586	42,011,886	56,235,589	264,377,094	108,620,000	69,581,788	1,200,000
Water and Sewer Utility Impact, CIAC, CFEC	37,226,569	34,929,379	34,929,379	37,407,076	37,523,966	37,715,588	37,895,200	38,368,665
Water and Sewer Utility Extension	-	60,864,691	60,864,691	157,907,985	171,719,475	25,683,434	295,739,310	25,683,434
Stormwater Utility	25,073,304	22,353,128	25,178,968	29,792,516	29,133,169	33,323,779	33,512,349	36,249,582
Stormwater Utility Capital Projects	6,921,295	16,941,034	15,741,034	11,841,716	14,000,084	1,103,760	15,094,177	1,148,352
Yacht Basin	785,907	759,941	764,910	516,000	517,000	749,542	764,531	828,700
Enterprise Total	\$ 273,510,526	\$ 388,317,787	\$ 398,304,480	\$ 472,319,718	\$ 706,084,507	\$ 418,482,227	\$ 689,594,200	\$ 352,880,970
Internal Service Fund								
Risk Management	\$ 10,547,826	\$ 8,776,277	\$ 8,784,669	\$ 10,034,667	\$ 10,335,708	\$ 10,645,780	\$ 10,965,154	\$ 11,294,108
Health Insurance	31,306,603	38,155,921	38,454,208	40,939,848	44,828,101	49,130,695	53,863,765	59,070,141
Property Management	7,861,949	6,961,681	7,304,276	7,397,876	7,483,293	7,837,806	8,302,276	8,545,415
Fleet Maintenance	6,798,644	5,262,464	6,532,364	6,325,405	5,762,029	6,075,639	5,998,742	6,056,024
Fleet Capital Projects	2,000,000	10,300,000	10,748,934	-	43,865,066	-	-	-
Capital Improvement Projects	-	3,999,683	4,046,122	3,723,203	3,838,001	3,917,723	4,073,480	4,278,021
Internal Service Fund Total	\$ 58,515,022	\$ 73,456,026	\$ 75,870,573	\$ 68,420,999	\$ 116,112,198	\$ 77,607,643	\$ 83,203,417	\$ 89,243,709
Charter School Authority³	\$ 29,153,284	\$ 44,537,809	\$ 45,089,577	\$ 47,005,957	\$ 44,943,653	\$ 45,714,939	\$ 45,714,939	\$ 45,714,939
Total All Funds	\$ 751,520,164	\$ 966,894,375	\$ 1,142,084,151	\$ 1,095,678,548	\$ 1,359,063,023	\$ 1,002,613,971	\$ 1,350,953,843	\$ 1,009,167,816

City of Cape Coral, Florida
FY 2024 - 2026 Adopted Budget



EXPENDITURES

ALL FUNDS

Fund	FY 2022 Actual	FY 2023 Adopted	FY 2023 Amended	FY 2024 Adopted	FY 2025 Forecast	FY 2026 Forecast	FY 2027 Forecast	FY 2028 Forecast
General Fund	\$ 212,546,064	\$ 216,544,897	\$ 335,367,052	\$ 228,269,306	\$ 230,979,607	\$ 245,548,859	\$ 265,807,614	\$ 280,557,337
Special Revenue Funds								
Additional Five Cent Gas Tax	\$ 3,423,604	\$ 4,355,414	\$ 4,355,414	\$ 5,261,883	\$ 5,591,812	\$ 5,527,656	\$ 6,113,508	\$ 6,400,630
Advanced Life Support (ALS) Impact Fee	40,216	159,999	170,495	189,876	195,571	201,371	207,416	213,603
Alarm Fee	108,714	106,834	107,568	-	-	-	-	-
All Hazards	902,944	3,102,546	3,234,150	1,660,808	1,694,024	1,727,904	1,762,462	1,797,911
Building Code	19,356,425	13,605,581	16,618,496	16,706,330	16,052,057	17,279,032	17,434,377	18,178,493
Charter Schools Building Maintenance	-	-	4,140,000	4,140,000	4,140,000	4,140,000	4,140,000	4,140,000
City Centrum Business Park	-	-	-	-	-	-	-	-
Community Development Block Grant (CDBG)	1,876,784	1,050,564	1,068,984	1,072,282	1,094,406	1,116,877	1,139,215	1,161,999
Community Redevelopment Agency (CRA)	14,452,551	4,443,433	5,059,316	5,962,679	5,788,112	6,152,666	6,350,324	6,573,528
Confiscation/Federal	21,763	28,014	28,014	28,215	28,418	28,627	40,853	41,670
Confiscation/State	2,027	-	34,681	-	-	-	-	-
Criminal Justice Education (Police Training)	12,582	25,719	25,719	26,234	26,758	27,294	27,839	28,396
Del Prado Mall Parking Lot Maintenance	8,647	39,965	39,965	87,965	40,709	41,153	41,607	90,764
Do The Right Thing	17,568	8,160	8,160	8,323	8,490	8,659	8,833	9,010
Economic and Business Development	510,868	900,542	1,555,023	1,306,088	924,390	948,219	973,141	1,000,548
Fire Capital Improvement Impact Fee	4,799,217	6,697,054	6,726,368	3,489,280	2,615,444	2,693,639	2,774,133	2,856,927
Fire Grants	-	-	688,149	-	-	-	-	-
Fire Operations	-	55,484,052	63,212,665	67,531,589	70,437,569	75,919,507	80,687,168	83,611,956
Golf Course ²	3,036,847	-	-	-	-	-	-	-
HUD Neighborhood Stabilization (NSP)	29,275	-	42,000	-	-	-	-	-
Local Housing Assistance (SHIP)	259,548	1,931,663	2,780,129	2,385,694	-	-	-	-
Lot Mowing Program	3,795,546	4,451,168	5,015,814	4,620,100	4,620,100	4,620,100	4,620,100	4,649,469
Park Recreational Facility Impact Fee	3,401,803	5,046,490	5,046,490	4,897,080	5,043,145	5,194,785	5,350,885	5,511,445
Parks and Recreation Programs ²	9,171,135	-	-	-	-	-	-	-
Police Protection Impact Fee	438,489	7,854,133	8,055,210	2,635,478	2,713,626	2,794,756	2,878,273	2,970,142
Residential Construction Mitigation Grant	-	-	-	-	-	-	-	-
Road Impact Fee	5,873,045	16,663,374	16,663,374	35,988,769	16,652,329	17,153,040	17,668,478	18,198,643
Six Cent Gas Tax	6,463,748	5,993,839	6,058,303	7,154,163	7,906,472	8,879,941	9,401,287	9,673,750
Solid Waste	18,289,530	19,095,000	22,509,942	21,628,146	22,060,709	22,501,923	22,951,961	23,411,001
Waterpark ¹	285,866	-	-	-	-	-	-	-
Special Revenue	\$ 96,578,742	\$ 151,043,544	\$ 173,244,429	\$ 186,780,982	\$ 167,634,141	\$ 176,957,149	\$ 184,571,860	\$ 190,519,885
Debt Service Fund	\$ 19,606,288	\$ 22,429,644	\$ 23,224,839	\$ 24,031,651	\$ 24,944,384	\$ 30,736,042	\$ 33,545,012	\$ 33,243,840

City of Cape Coral, Florida
FY 2024 - 2026 Adopted Budget



EXPENDITURES

ALL FUNDS CONTINUED

Fund	FY 2022 Actual	FY 2023 Adopted	FY 2023 Amended	FY 2024 Adopted	FY 2025 Forecast	FY 2026 Forecast	FY 2027 Forecast	FY 2028 Forecast
Capital Projects Funds								
Bridge Fund	\$ -	\$ -	\$ 1,000,000	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -
Charter Schools Construction Fund	2,179,041	2,609,060	156,800	-	-	-	-	-
Computer System Project	438,789	6,260,187	6,558,587	2,534,297	2,323,742	2,323,742	2,323,742	2,323,742
CRA Capital Projects	943,541	861,999	861,999	1,230,028	-	-	-	-
Development Services Capital Projects	39,410	-	42,000	100,000	100,000	100,000	100,000	100,000
Fire Station Construction	3,991,897	12,723,230	17,994,482	10,955,450	21,159,247	-	742,630	9,092,325
Governmental Capital Projects	-	-	-	-	-	-	-	-
Government Service Capital Projects	-	-	-	-	850,000	-	-	-
Parks Capital Projects	906,940	3,152,545	5,029,900	2,515,000	12,600,245	-	20,326,020	-
Parks GO Bond Capital Projects	13,905,654	-	11,243,031	-	-	-	-	-
Police Training Center Construction	408,242	7,107,000	8,909,780	-	-	-	-	-
Public Works Capital Projects	283,208	-	-	-	-	-	-	-
Transportation Capital Projects	14,180,479	37,850,647	39,186,622	50,515,160	31,331,299	5,143,370	25,024,409	5,491,069
Capital Projects Total	\$ 37,277,203	\$ 70,564,668	\$ 90,983,201	\$ 68,849,935	\$ 68,364,533	\$ 7,567,112	\$ 48,516,801	\$ 17,007,136
Enterprise Funds								
Water and Sewer	179,348,179	212,102,028	218,813,612	178,618,836	188,813,719	211,286,124	237,006,845	249,402,237
Water and Sewer Capital Projects	30,619,497	40,367,586	42,011,886	56,235,589	264,377,094	108,620,000	69,581,788	1,200,000
Water and Sewer Utility Impact, CIAC, CFEC	37,047,182	34,929,379	34,929,379	37,407,076	37,523,966	37,715,588	37,895,200	38,368,665
Water and Sewer Utility Extension	5,326,368	60,864,691	60,864,691	157,907,985	171,719,475	25,683,434	295,739,310	25,683,434
Stormwater Utility	21,782,900	22,353,128	25,178,968	29,792,516	29,133,169	33,323,779	33,512,349	36,249,582
Stormwater Utility Capital Projects	2,250,078	16,941,034	15,741,034	11,841,716	14,000,084	1,103,760	15,094,177	1,148,352
Yacht Basin	466,764	759,941	764,910	516,000	517,000	749,542	764,531	828,700
Enterprise Total	\$ 276,840,968	\$ 388,317,787	\$ 398,304,480	\$ 472,319,718	\$ 706,084,507	\$ 418,482,227	\$ 689,594,200	\$ 352,880,970
Internal Service Fund								
Risk Management	\$ 7,494,178	\$ 8,776,277	\$ 8,784,669	\$ 10,034,667	\$ 10,335,708	\$ 10,645,780	\$ 10,965,154	\$ 11,294,108
Health Insurance	32,949,387	38,155,921	38,454,208	40,939,848	44,828,101	49,130,695	53,863,765	59,070,141
Property Management	6,826,646	6,961,681	7,304,276	7,397,876	7,483,293	7,837,806	8,302,276	8,545,415
Fleet Maintenance	6,598,824	5,242,464	6,532,364	6,325,405	5,762,029	6,075,639	5,998,742	6,056,024
Fleet Capital Projects	-	10,300,000	10,748,934	-	43,865,066	-	-	-
Capital Improvement Projects	-	3,999,683	4,046,122	3,723,203	3,838,001	3,917,723	4,073,480	4,278,021
Internal Service Fund Total	\$ 53,869,034	\$ 73,456,026	\$ 75,870,573	\$ 68,420,999	\$ 116,112,198	\$ 77,607,643	\$ 83,203,417	\$ 89,243,709
Charter School Authority	\$ 29,143,138	\$ 44,537,809	\$ 45,089,577	\$ 47,005,957	\$ 44,943,653	\$ 45,714,939	\$ 45,714,939	\$ 45,714,939
Total All Funds	\$ 725,861,437	\$ 966,894,375	\$ 1,142,084,151	\$ 1,095,678,548	\$ 1,359,063,023	\$ 1,002,613,971	\$ 1,350,953,843	\$ 1,009,167,816

Note:

¹ The Waterpark Fund closed in FY 2022.

² The Parks and Recreation Programs Fund and the Golf Course Fund moved to the General Fund in FY 2023.

³ The Capital Project Management Office will move to an Internal Service Fund in FY 2023.

⁴ The Sidewalk crew including their operating and maintenance moved to the General Fund in FY 2023.

City of Cape Coral, Florida
FY 2024 - 2026 Adopted Budget



STATISTICS

Geography and Community Profile

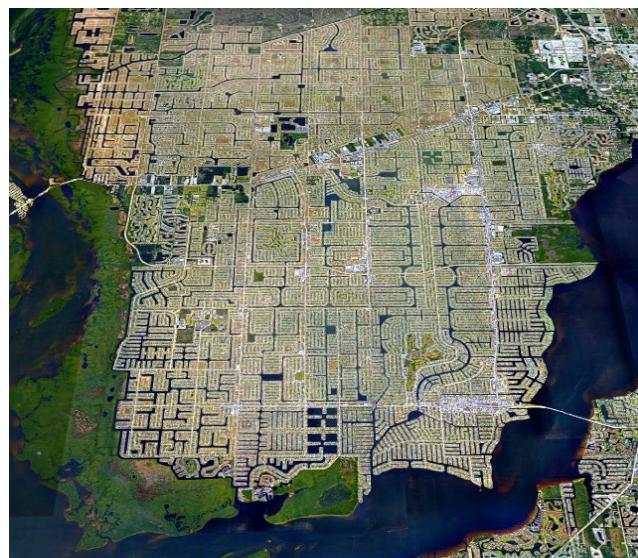
Cape Coral's existence began about 60 years ago by two land speculators, brothers Leonard and Jack Rosen, who believed that the property's location on the Gulf Coast provided abundant sunshine and almost endless opportunities for waterfront living. The city is a large peninsula bordered by the Caloosahatchee 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 marketing campaign that resulted in the sale of 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.

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.

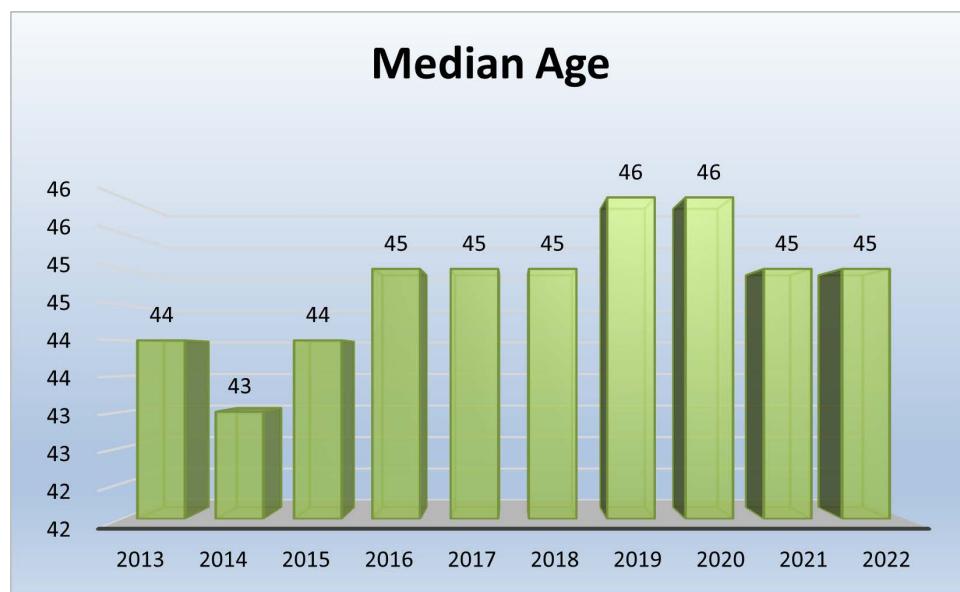
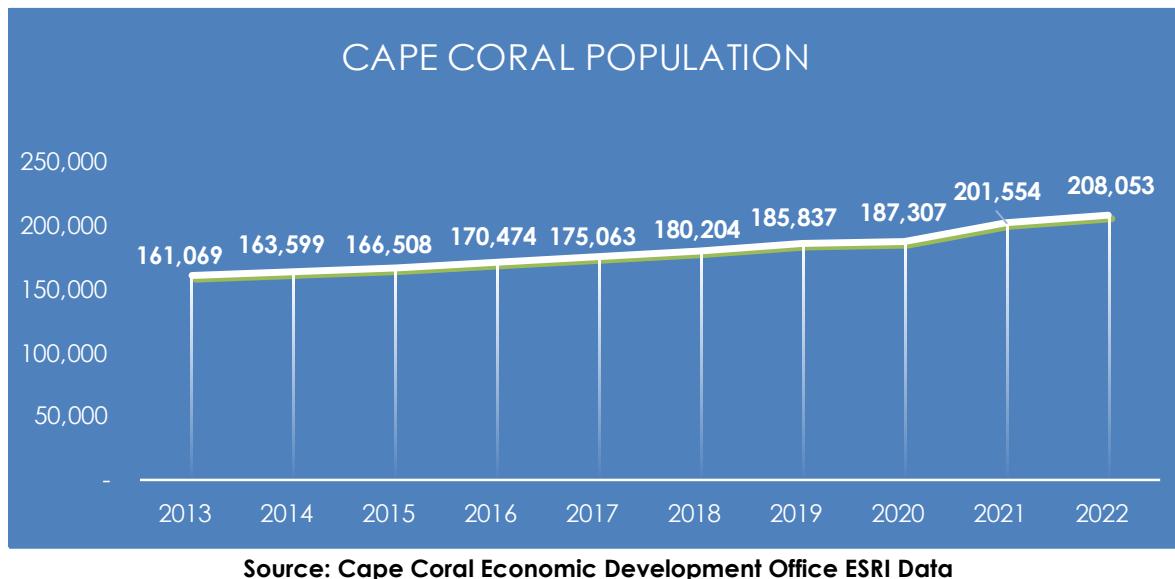
The U.S. Census Bureau reported that the Cape Coral-Fort Myers area is among the highest metro areas in the nation for percentage growth over the last several years. Cape Coral was ranked No. 7 for top metropolitan areas in percentage growth from 2010 to 2018 with 22% growth over that period.



STATISTICS

POPULATION

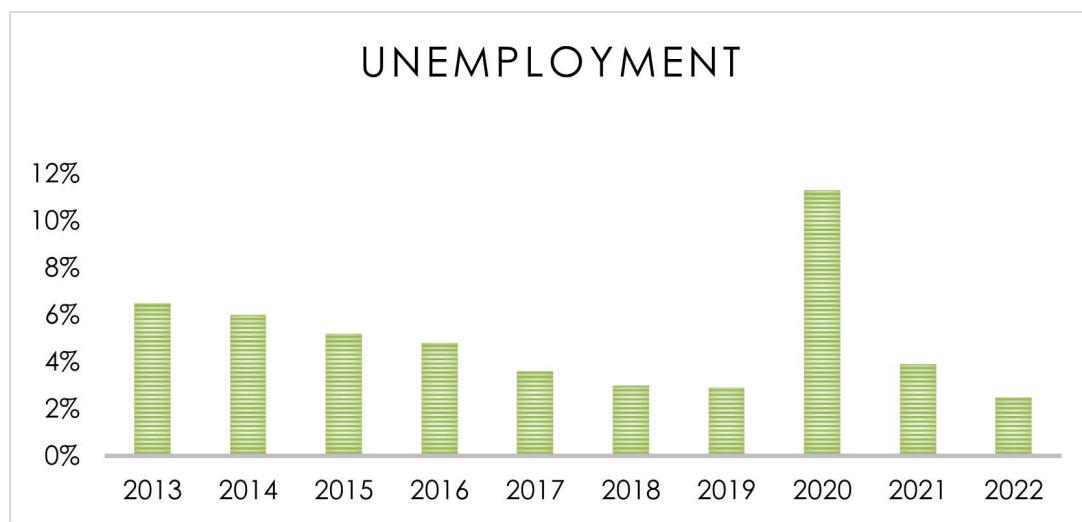
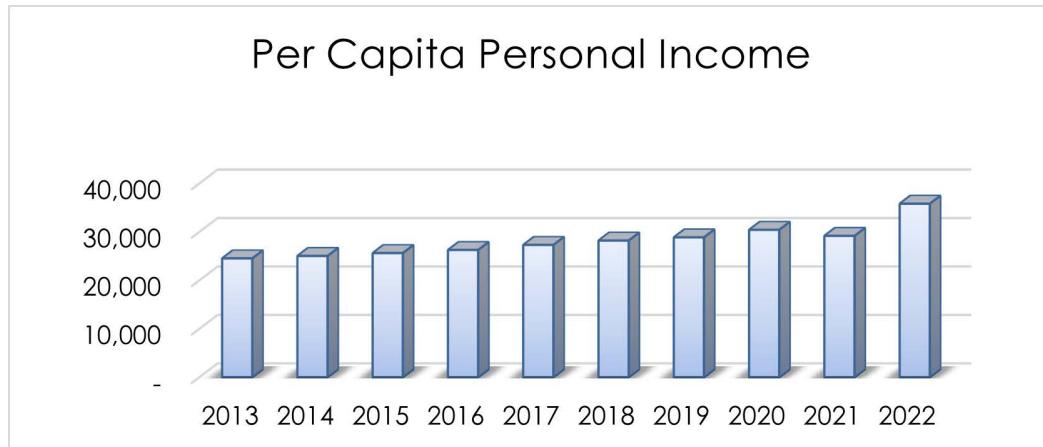
Since incorporating in August 1970, Cape Coral's population has experienced rapid growth. With an estimated population over 200,000 residents in 2022. With a regional population of about 1.2 million, Southwest Florida is steadily gaining as a significant contributory market, which makes Cape Coral poised to be a driver for the region's economic growth.



STATISTICS

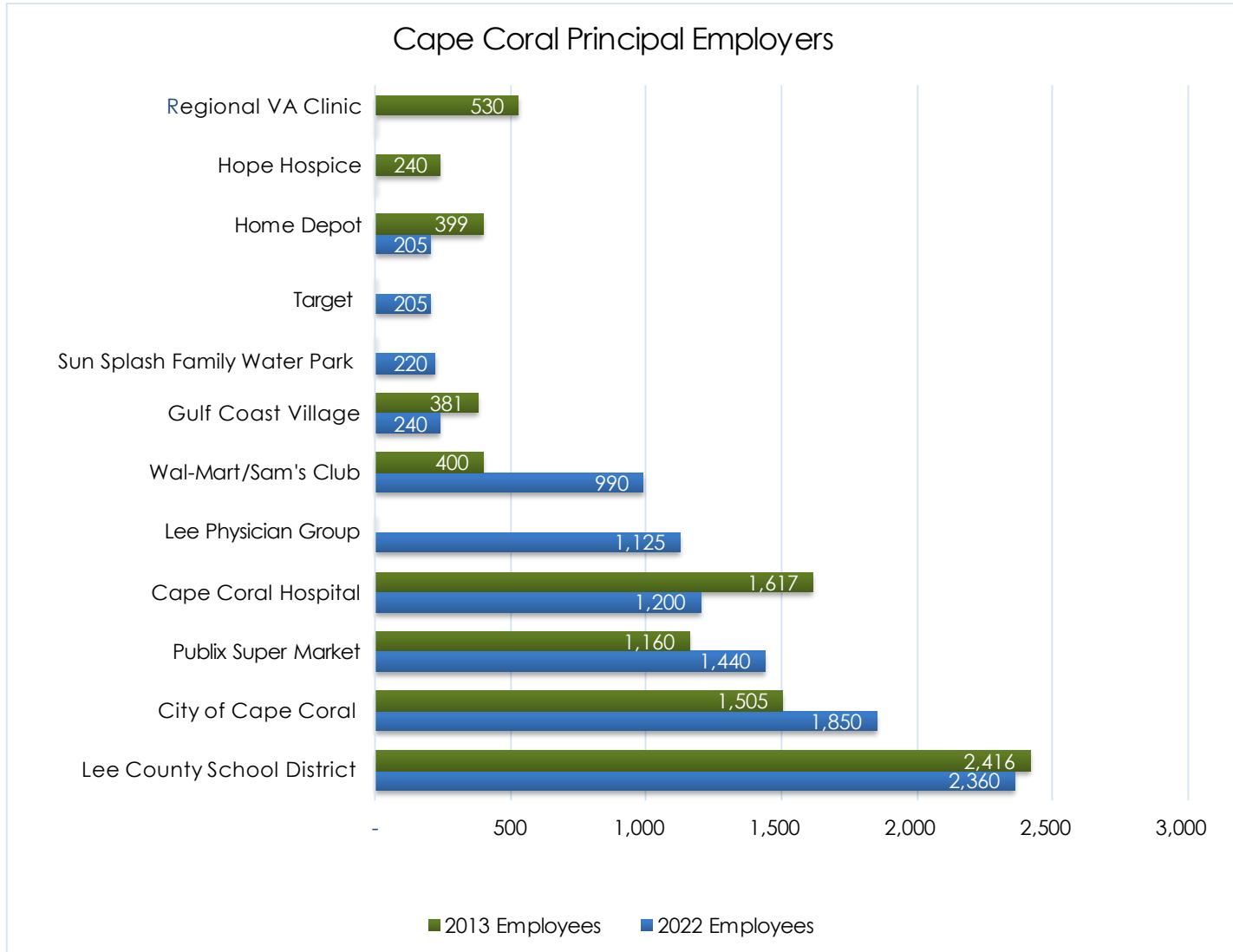
WORKFORCE

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.



STATISTICS

Cape Coral workforce is mostly 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. The Chart below shows the top Cape Coral employers in 2013 and 2022.

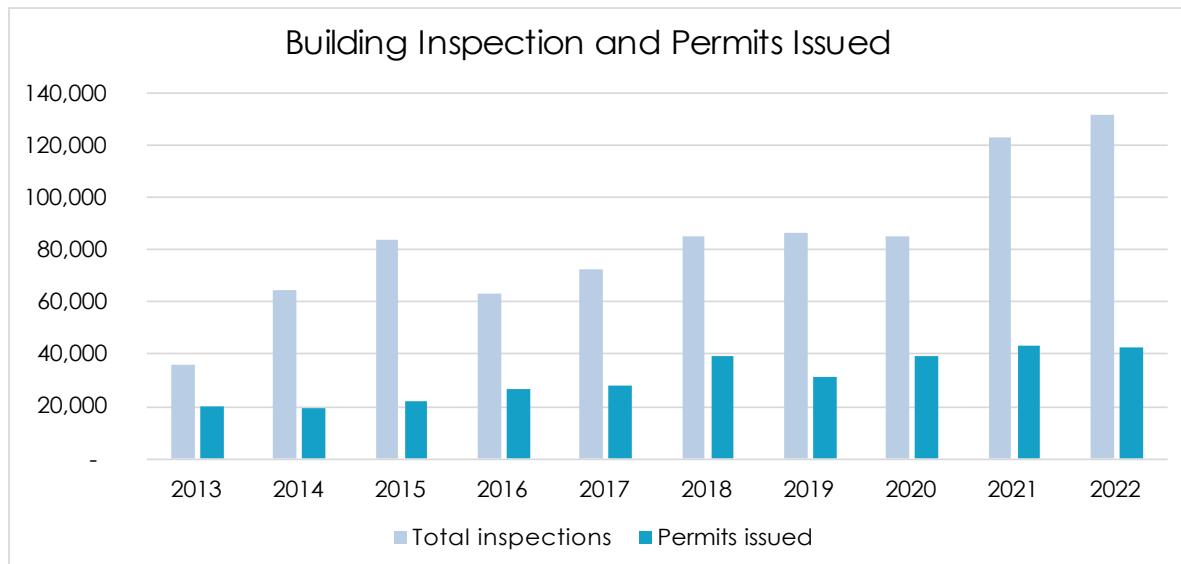


Source: 2022 City of Cape Coral ACFR

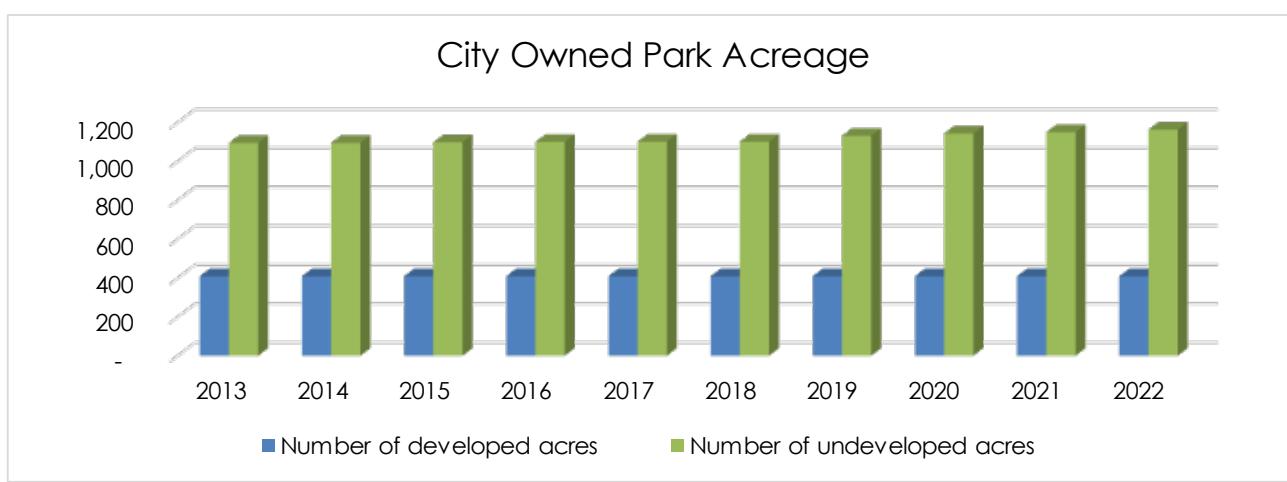
STATISTICS

LAND USE

Cape Coral is the largest city between Tampa and Miami in both population and area. It is the largest and principal city in the Cape Coral – Fort Myers, Florida Metropolitan Statistical Area. The city has over 400 miles (640 km) of navigable waterways, more than any other city on earth. Development and Building is continuing to stay steady within the past couple of years.



The City has an ecological nature trail as well as over 30 recreational parks which include playgrounds, open fields, pavilions, workout equipment, walking paths, golf course and a waterpark.



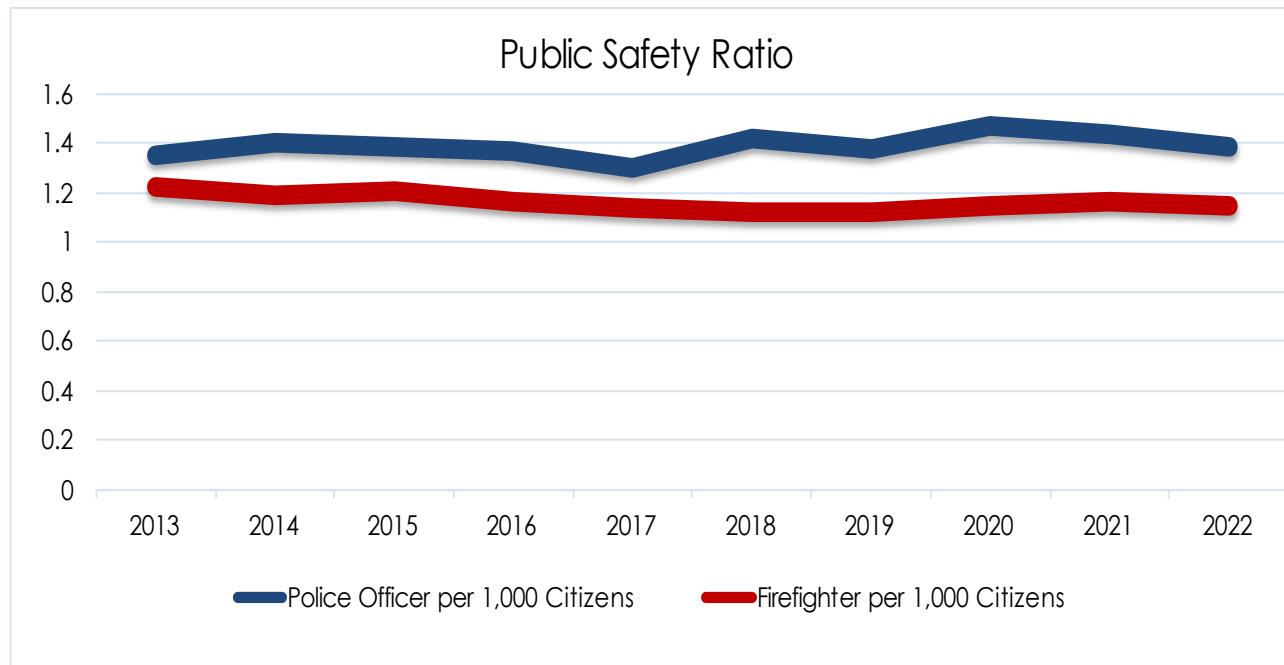
STATISTICS

PUBLIC SAFETY



Fire Uniform Strength	239
Number of Calls Dispatched	28,300
Firefighter per 1,000 Citizens	1.14

Police Uniform Strength	289
Number of Calls Dispatched	295,526
Police Officer per 1,000 Citizens	1.38

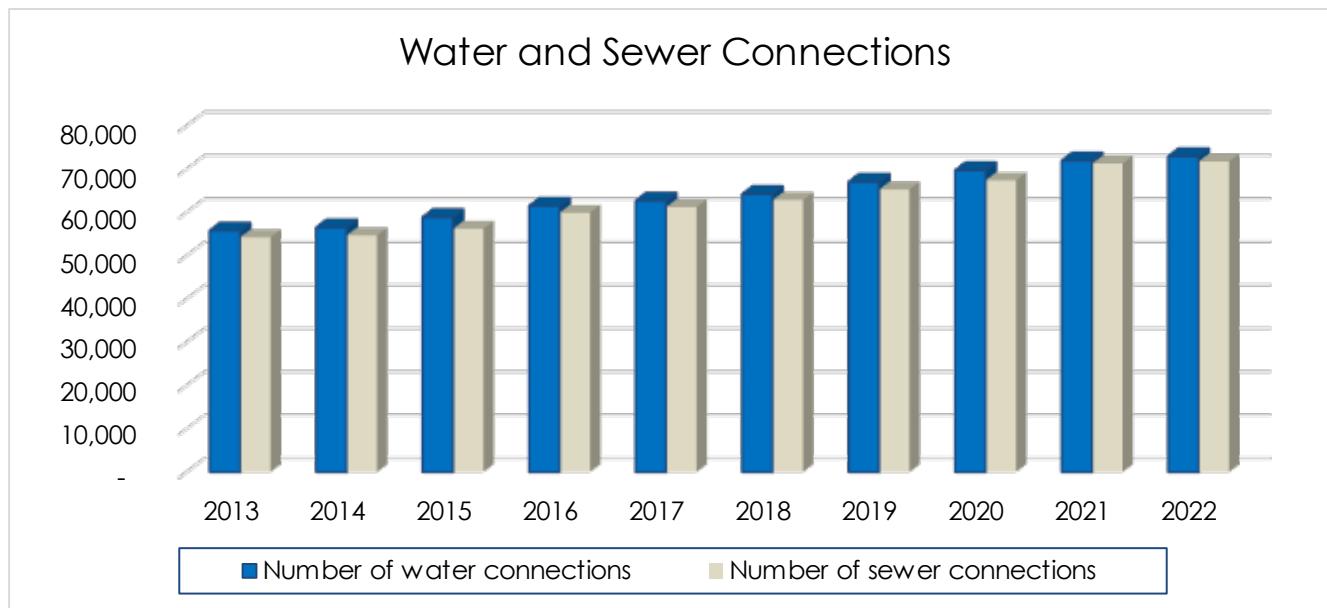


STATISTICS

UTILITIES

Utilities 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).

In 1977, Cape Coral became the first municipality in the United States to use the reverse osmosis process on a large scale with an initial operating capacity of 3,000,000 US gallons (11,000 m³) per day. By 1985, the city had the largest low pressure reverse osmosis plant in the world, capable of producing 15 MGD (56,780 m³/day) Today we are currently responsible for operating and maintaining the recently expanded 18.0 MGD Southwest Reverse Osmosis (RO) Water Treatment Plant, 33 raw water wells, and two off-site storage tanks with re-pump facilities, the new 12 MGD North Cape Coral RO Water Treatment Plant and 22 associated raw water wells.



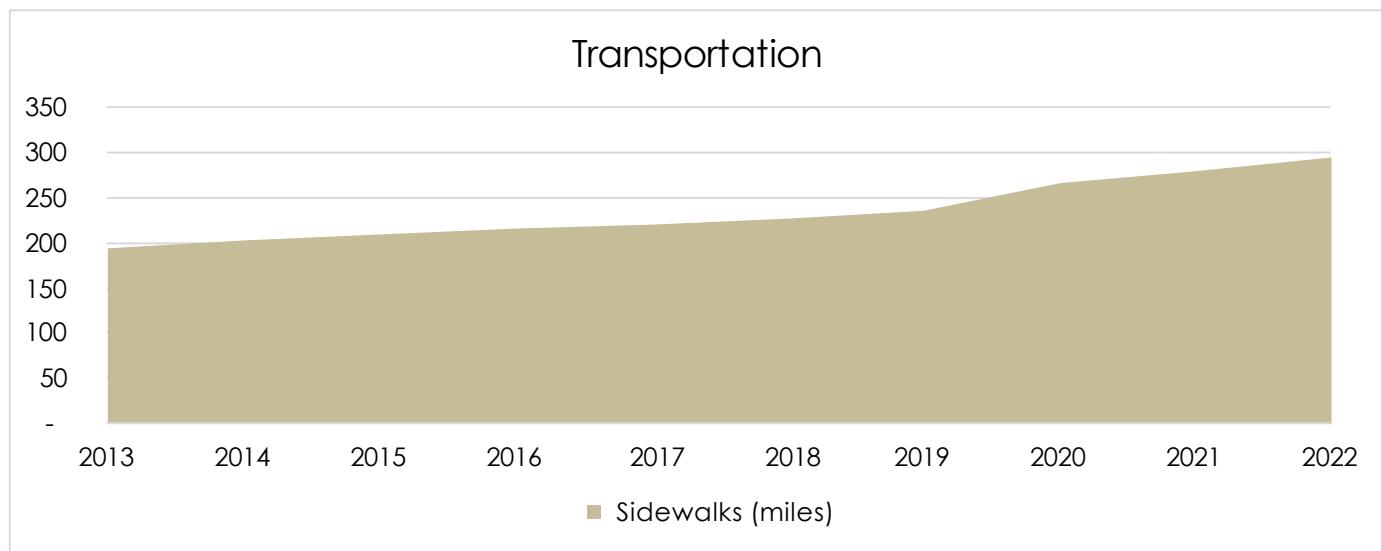
Source: 2022 City of Cape Coral ACFR

STATISTICS

PUBLIC WORKS

Interstate 75 passes within 10 miles (16 km) of Cape Coral and connects northward to Tampa; and southeastward to Miami. Cape Coral borders on U.S. Highway 41. U.S. 41 and I-75 can be accessed from State Route 78 (Pine Island Road). Within the City, a network of arterial roadways are established. Cape Coral has approximately 1,100 miles (1,800 km) of roadways. In general, the north/south routes are evenly spaced apart every one or two miles (3 km), and most of them have at least four lanes.

Stormwater drainage pipes (miles)	545	Paved Streets	3,042
Swales (miles)	3,363	Sidewalks (miles)	295
Catch basins	24,153	Paved alleys (miles)	11



Source: 2022 City of Cape Coral ACFR

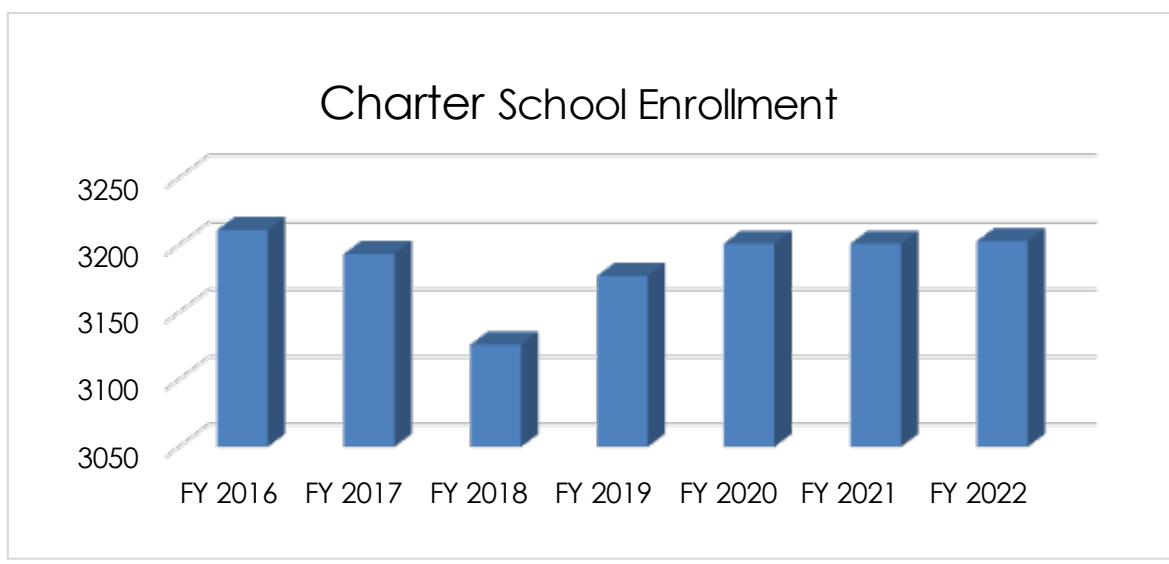
STATISTICS

EDUCATION

Cape Coral has continuously expanded public and private school systems with high performance standards. Cape Coral is part of the Lee County School District, which is operated by the Lee County Board of Education. Cape Coral has created a municipal charter school system, known as Oasis Charter Schools. The system consists of two elementary schools, Oasis Middle School, and Oasis High School. The charter schools use the Core Knowledge and Cambridge Curricula. Since the system is public, there is no tuition. The municipal charter schools are available exclusively to children who live in Cape Coral.

The main campus of Florida Southwestern State College is located immediately east of Cape Coral in Fort Myers. The college offers associate and bachelor's degrees, plus technical training in fields. One of Florida's youngest state universities, Florida Gulf Coast University (FGCU), opened in 1997 in nearby Fort Myers and now serves more than 12,000 students. FGCU has established a Cape Coral satellite facility, which provides Cape students with a growing offering of core courses. The university offers undergraduate, graduate, and doctoral degrees, including an executive master's program, a college of business and engineering and biotechnology programs. Other colleges and universities serving the area are Hodges University, Southwest Florida College and Rasmussen College.

Cape Coral Technical College is a postsecondary educational institution operated by the Lee County public school system. It provides training in medical, computer and food-science fields.





CITY ATTORNEY



DEPARTMENT OVERVIEW

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.

MISSION

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

HIGHLIGHTS



Provides Legal opinions
on questions of **law**



Preps Ordinances and
Resolutions for **City Council** adoption



Reduce litigation with
early involvement



Legal Representation for
All City Matters

CITY ATTORNEY

FY 2024 ORGANIZATIONAL CHART

Total FTE's - 13

City Attorney	
City Attorney	1.00
Deputy City Attorney	1.00
Assistant City Attorney I	1.00
Assistant City Attorney II	1.00
Assistant City Attorney III	3.00
Legal/Administrative Assistant to City Attorney	1.00
Legal Secretary	3.00
Paralegal II	1.00
Paralegal Senior	1.00

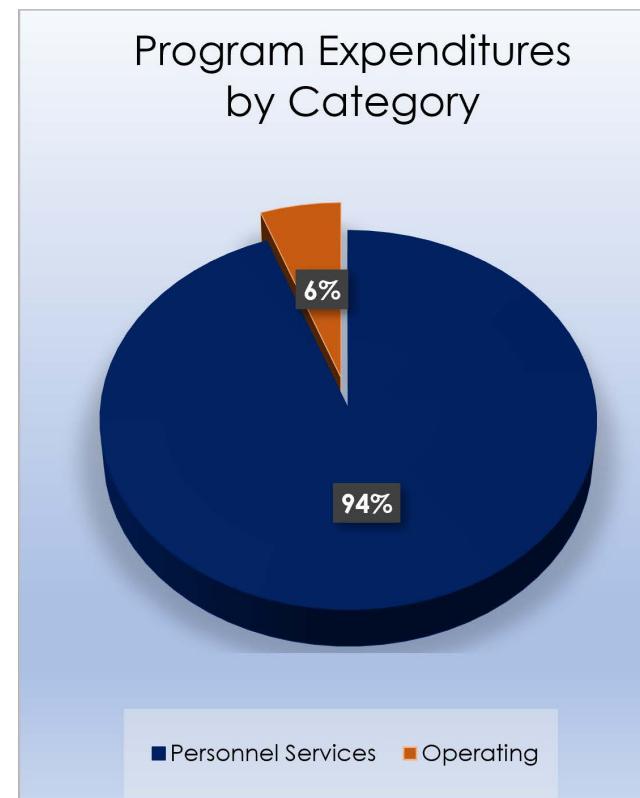
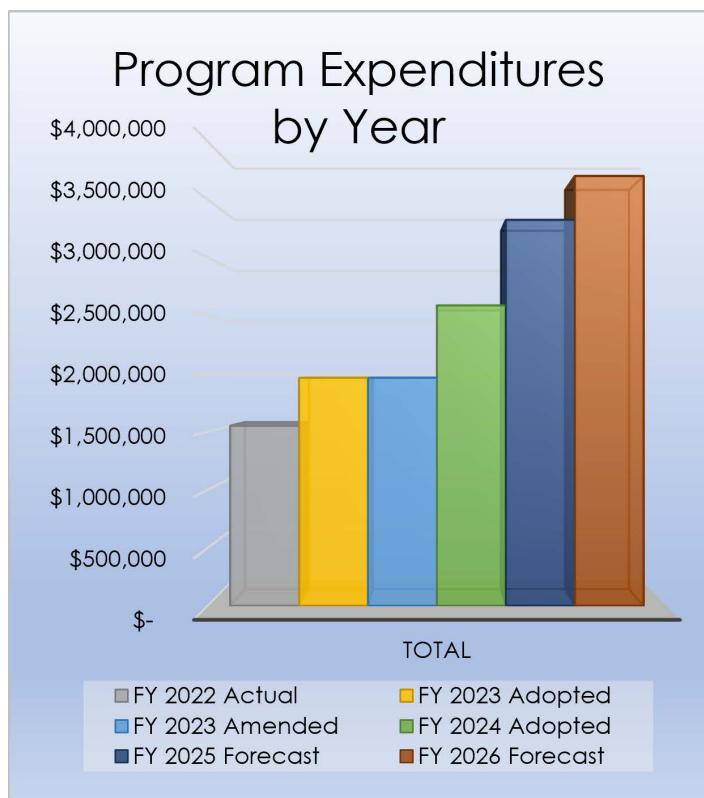
FY 2023 Amended	FY 2024 Adopted	Change
14.00	13.00	-1.00



CITY ATTORNEY

OPERATING BUDGET

Expenditures by Category	FY 2022 Actual	FY 2023 Adopted	FY 2023 Amended	FY 2024 Adopted	FY 2025 Forecast	FY 2026 Forecast
Personnel Services	\$ 1,473,801	\$ 1,802,563	\$ 1,802,563	\$ 2,442,719	\$ 3,125,049	\$ 3,531,374
Operating	77,759	161,394	162,314	145,199	199,934	171,716
Total	\$ 1,551,560	\$ 1,963,957	\$ 1,964,877	\$ 2,587,918	\$ 3,324,983	\$ 3,703,090



Expenditures by Fund and Program	FY 2022 Actual	FY 2023 Adopted	FY 2023 Amended	FY 2024 Adopted	FY 2025 Forecast	FY 2026 Forecast
<i>General Fund</i>						
City Attorney	\$ 1,551,560	\$ 1,963,957	\$ 1,964,877	\$ 2,587,918	\$ 3,324,983	\$ 3,703,090
Total	\$ 1,551,560	\$ 1,963,957	\$ 1,964,877	\$ 2,587,918	\$ 3,324,983	\$ 3,703,090

CITY ATTORNEY

Expenditures by Fund and Category	FY 2022 Actual	FY 2023 Adopted	FY 2023 Amended	FY 2024 Adopted	FY 2025 Forecast	FY 2026 Forecast
General Fund						
Personnel Services	\$ 1,473,801	\$ 1,802,563	\$ 1,802,563	\$ 2,442,719	\$ 3,125,049	\$ 3,531,374
Operating	77,759	161,394	162,314	145,199	199,934	171,716
General Fund Total	\$ 1,551,560	\$ 1,963,957	\$ 1,964,877	\$ 2,587,918	\$ 3,324,983	\$ 3,703,090
Total	\$ 1,551,560	\$ 1,963,957	\$ 1,964,877	\$ 2,587,918	\$ 3,324,983	\$ 3,703,090

DEPARTMENT FUNCTIONS

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

- Provided legal representation to City Council, City Manager and departments, Charter School Authority, Community Redevelopment Agency, and various boards and commissions on matters involving the affairs and business of the City
- Provided legal opinions on questions of law
- Prepared all ordinances and resolutions required by the City Council for adoption
- Prepared and/or reviewed all contracts, interlocal government agreements and other legal documents
- Represented the City in litigation matters, including DOAH hearings and EEOC complaints

GOALS & PRIORITIES

- Continued high quality legal representation to the City Council, City Manager and departments, Charter School Authority, Community Redevelopment Agency, and various boards and commissions on matters involving the affairs and business of the City
- 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



CITY AUDITOR

DEPARTMENT OVERVIEW

The City Auditor is appointed by the City Council. City Auditors office reports directly to City Council. City Auditor provides 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.

MISSION

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

HIGHLIGHTS



Completed
9 Audits



Continuing Education
155 hours



Closed Audit
Recommendations
51 of 79



Direct Audit Hours
4,094

CITY AUDITOR

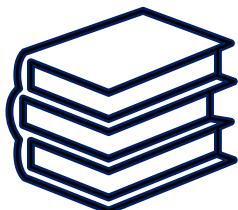
FY 2024 ORGANIZATIONAL CHART

Total FTE's - 6

City Auditor

City Auditor	1.00
Deputy City Auditor	1.00
Senior Auditor	3.00
Senior Administrative Specialist	1.00

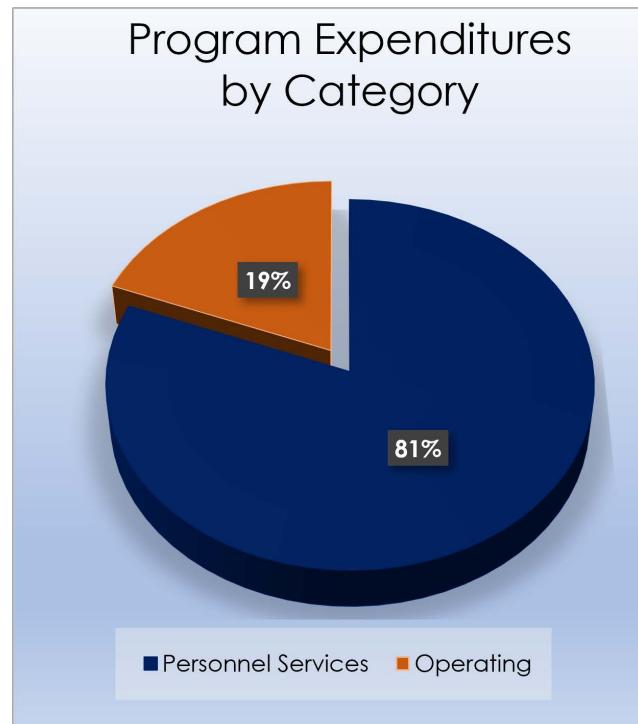
FY 2023 Amended	FY 2024 Adopted	Change
6.00	6.00	0.00



CITY AUDITOR

OPERATING BUDGET

Expenditures by Category	FY 2022 Actual	FY 2023 Adopted	FY 2023 Amended	FY 2024 Adopted	FY 2025 Forecast	FY 2026 Forecast
Personnel Services	\$ 566,919	\$ 909,480	\$ 911,651	\$ 921,973	\$ 1,175,911	\$ 1,217,100
Operating	92,257	165,086	168,191	216,901	203,513	187,193
Total	\$ 659,176	\$ 1,074,566	\$ 1,079,842	\$ 1,138,874	\$ 1,379,424	\$ 1,404,293



Expenditures by Fund and Program	FY 2022 Actual	FY 2023 Adopted	FY 2023 Amended	FY 2024 Adopted	FY 2025 Forecast	FY 2026 Forecast
<i>General Fund</i>						
City Auditor	\$ 659,176	\$ 1,074,566	\$ 1,079,842	\$ 1,138,874	\$ 1,379,424	\$ 1,404,293
Total	\$ 659,176	\$ 1,074,566	\$ 1,079,842	\$ 1,138,874	\$ 1,379,424	\$ 1,404,293

CITY AUDITOR

Expenditures by Fund and Category	FY 2022 Actual	FY 2023 Adopted	FY 2023 Amended	FY 2024 Adopted	FY 2025 Forecast	FY 2026 Forecast
<i>General Fund</i>						
Personnel Services	\$ 566,919	\$ 909,480	\$ 911,651	\$ 921,973	\$ 1,175,911	\$ 1,217,100
Operating	92,257	165,086	168,191	216,901	203,513	187,193
General Fund Total	\$ 659,176	\$ 1,074,566	\$ 1,079,842	\$ 1,138,874	\$ 1,379,424	\$ 1,404,293
Total	\$ 659,176	\$ 1,074,566	\$ 1,079,842	\$ 1,138,874	\$ 1,379,424	\$ 1,404,293

DEPARTMENT FUNCTIONS

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 by assessing the efficiency and effectiveness of City Operations.

ACCOMPLISHMENTS

- Assisted Financial Services with review of Hurricane Ian related paperwork to ensure accurate emergency payroll and submission for reimbursement
- 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
- Obtained relevant continuing education credits as required by GAGAS and certification/license standards
- FY23 Audit Plan had 10 Audits (increase of 2 from FY22) with 3 carry-over audits from FY22 total of 13 audits planned or in progress
 - Added 1 audit for a total of 14 audits
- Completed 2 special projects for council/management

GOALS & 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. In general, audits are prioritized based on the Risk Assessment completed by the City Auditor's Office
- Be fluid to accommodate additions to the audit plan such as special projects, 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
- Continuously work to improve department relations to be trusted advisors to the City



CITY CLERK



DEPARTMENT OVERVIEW

The City Clerk is the official record keeper for the City of Cape Coral, responsible for maintaining and preserving the entire recorded history of the city government. Included in this history are minutes of Council meetings and official records of their decisions, as well as, communicating those decisions.

MISSION

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

HIGHLIGHTS



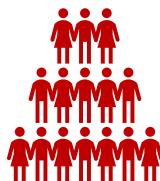
Mail Processed
68,682



Passport Applications
processed
2,720



Length of Meetings
19,563 minutes



99% of minutes
approved without
Amendments

CITY CLERK

FY 2024 ORGANIZATIONAL CHART

Total FTE's - 16.4

Records Management - 6

Business Systems Analyst	1.00
Senior Customer Service Representative	1.00
Document Imaging Technician	1.00
Records Manager	1.00
Research Specialist	2.00

Administration - 8.6

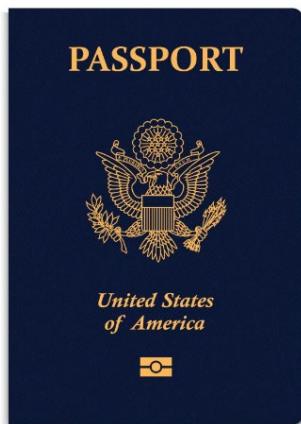
Senior Administrative Specialist	1.00
Assistant City Clerk	1.00
City Clerk	1.00
Recording Secretary	2.00
Contract Transcriber	0.60
Contract Administration Technician	1.00
Senior Customer Service Representative	2.00

Communications- 0.8

Contract Mail Clerk	0.80
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Building Records Management - 1

Customer Service Representative	1.00
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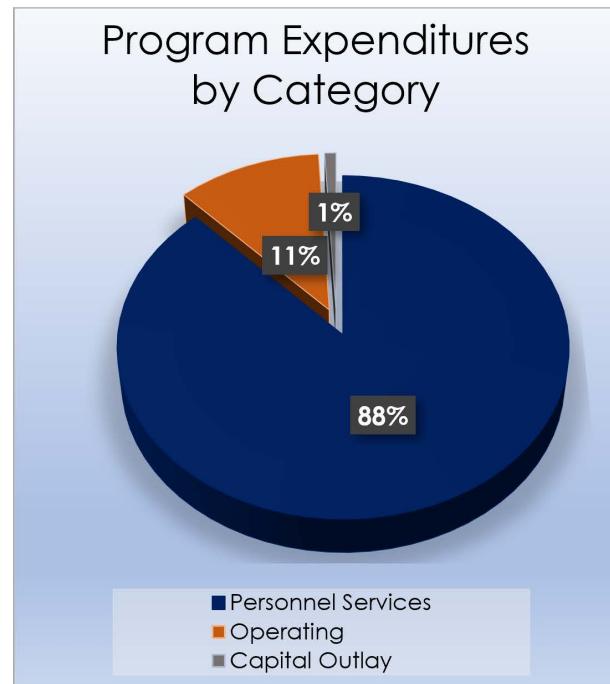
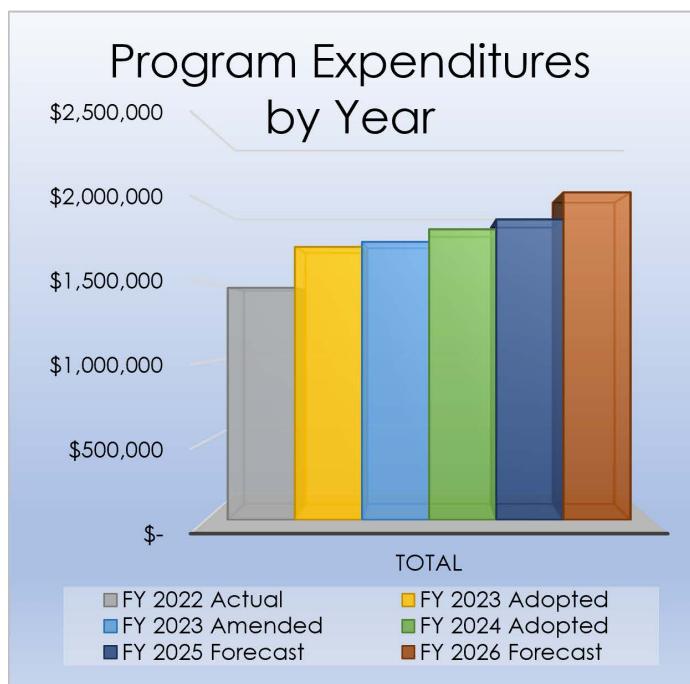


FY 2023 Amended	FY 2024 Adopted	Change
16.40	16.40	0.00

CITY CLERK

OPERATING BUDGET

Expenditures by Category	FY 2022	FY 2023	FY 2023	FY 2024	FY 2025	FY 2026
	Actual	Adopted	Amended	Adopted	Forecast	Forecast
Personnel Services	\$ 1,301,297	\$ 1,513,283	\$ 1,545,055	\$ 1,616,216	\$ 1,699,306	\$ 1,847,085
Operating	157,039	199,382	202,582	206,248	201,976	220,002
Capital Outlay	10,080	14,600	11,400	16,000	-	5,000
Total	\$ 1,468,416	\$ 1,727,265	\$ 1,759,037	\$ 1,838,464	\$ 1,901,282	\$ 2,072,087



Expenditures by Fund and Program	FY 2022	FY 2023	FY 2023	FY 2024	FY 2025	FY 2026
	Actual	Adopted	Amended	Adopted	Forecast	Forecast
<i>General Fund</i>						
311 FNA Citizens Action Center	\$ 28,377	\$ -	\$ -	\$ -	\$ -	\$ -
City Clerk Administration	607,434	736,935	782,259	791,022	828,396	951,914
Communications	30,636	45,585	45,585	49,163	49,610	50,205
Passport Applications	24,827	24,425	24,425	24,864	25,310	25,767
Records Management	720,047	850,111	836,559	900,987	922,310	965,124
<i>General Fund Total</i>	<i>\$ 1,411,321</i>	<i>\$ 1,657,056</i>	<i>\$ 1,688,828</i>	<i>\$ 1,766,036</i>	<i>\$ 1,825,626</i>	<i>\$ 1,993,010</i>
<i>Building Code Fund</i>						
City Clerk Records Management	\$ 57,095	\$ 70,209	\$ 70,209	\$ 72,428	\$ 75,656	\$ 79,077
<i>Total</i>	<i>\$ 1,468,416</i>	<i>\$ 1,727,265</i>	<i>\$ 1,759,037</i>	<i>\$ 1,838,464</i>	<i>\$ 1,901,282</i>	<i>\$ 2,072,087</i>

CITY CLERK

Expenditures by Fund and Category	FY 2022 Actual	FY 2023 Adopted	FY 2023 Amended	FY 2024 Adopted	FY 2025 Forecast	FY 2026 Forecast
<i>General Fund</i>						
Personnel Services	\$ 1,244,202	\$ 1,445,077	\$ 1,476,849	\$ 1,545,831	\$ 1,625,734	\$ 1,770,133
Operating	157,039	197,379	200,579	204,205	199,892	217,877
Capital Outlay	10,080	14,600	11,400	16,000	-	5,000
<i>General Fund Total</i>	<i>\$ 1,411,321</i>	<i>\$ 1,657,056</i>	<i>\$ 1,688,828</i>	<i>\$ 1,766,036</i>	<i>\$ 1,825,626</i>	<i>\$ 1,993,010</i>
<i>Building Code Fund</i>						
Personnel Services	\$ 57,095	\$ 68,206	\$ 68,206	\$ 70,385	\$ 73,572	\$ 76,952
Operating	-	2,003	2,003	2,043	2,084	2,125
<i>Building Code Fund Total</i>	<i>\$ 57,095</i>	<i>\$ 70,209</i>	<i>\$ 70,209</i>	<i>\$ 72,428</i>	<i>\$ 75,656</i>	<i>\$ 79,077</i>
Total	\$ 1,468,416	\$ 1,727,265	\$ 1,759,037	\$ 1,838,464	\$ 1,901,282	\$ 2,072,087



CITY CLERK

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.

ACCOMPLISHMENTS

- Provided full-service assistance to existing City Council's Boards, Commissions, and Committees
- Hosted offsite Workshops and Board Appreciation Events
- Provided comprehensive Election support to the residents for the General Election to include a referendum

GOALS AND PRIORITIES

- Provide comprehensive Election support to the residents for the General Election to include a referendum item
- Provide consistent meeting support for public meetings

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.

ACCOMPLISHMENTS

- Documentation Unit deployed during Hurricane Ian activation
- Trained additional records staff to assist with the increase in citizen's records requests for building records for recovery efforts due to Hurricane Ian
- Continued services for passports, pet licensing, and domestic partnerships
- Accommodated walk-in traffic for passport services
- Continued to provide citizens with a central information center to obtain copies of city records

GOALS AND PRIORITIES

- Continue to provide records inventory management for records stored offsite with an outside vendor
- Analyze document imaging program to assess all City Department imaging needs
- Continued analysis of passport data to determine future staffing opportunities

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.

ACCOMPLISHMENTS

- Successfully transitioned the 311 Call Center to Communications
- Adhered to the City's Strategic Plan by identifying opportunities to enhance services and foster exceptional customer services

CITY CLERK

GOALS AND PRIORITIES

- Provide training opportunities in preparation for roles in the Documentation Unit during Emergency activations
- Provide City Mail Delivery service to City Employees

Passports

U.S. Department of State Passport Services Facility

ACCOMPLISHMENTS

- Continued services for passports submissions

GOALS AND PRIORITIES

- Analyze passport data to determine future staffing opportunities





CITY COUNCIL



DEPARTMENT OVERVIEW

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 City Council Office staff provides 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.

HIGHLIGHTS

Terms are

 **4 Years**

In length

Governs A City with
Permanent Residents of



208K+

Adopted a Budget for



\$1,095,678,578

CITY COUNCIL

FY 2024 ORGANIZATIONAL CHART



* Mayor

* Council Members

Legislative Executive Assistant to Mayor/Assistant Office Manager	1.00
Legislative Executive Assistant to Council	1.00
Legislative Clerk to Council	1.00

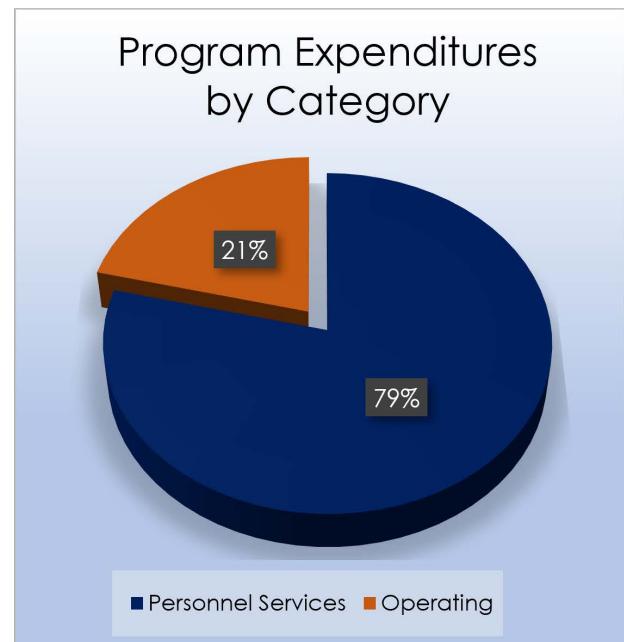
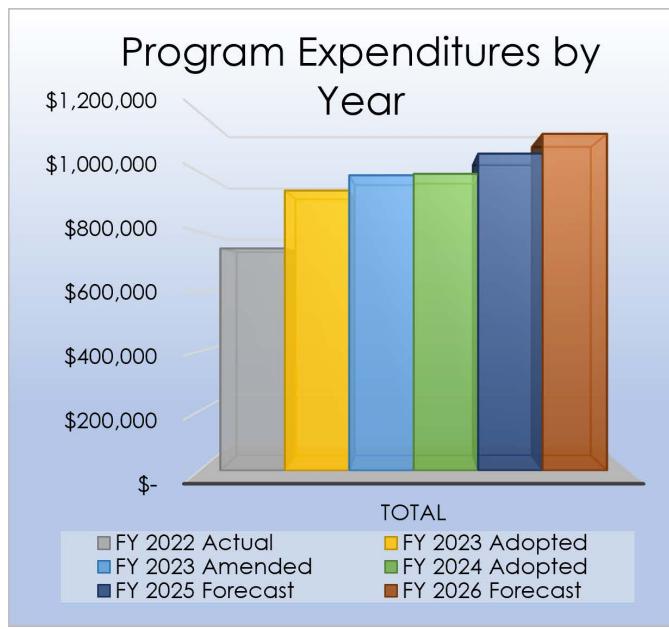
* Elected Officials are neither part-time nor full-time and are not included in the FTE count.

FY 2023 Amended	FY 2024 Adopted	Change
3.00	3.00	0.00

CITY COUNCIL

OPERATING BUDGET

Expenditures by Category	FY 2022 Actual	FY 2023 Adopted	FY 2023 Amended	FY 2024 Adopted	FY 2025 Forecast	FY 2026 Forecast
Personnel Services	\$ 596,384	\$ 737,310	\$ 737,310	\$ 784,509	\$ 847,750	\$ 908,722
Operating	148,273	201,154	252,279	210,189	214,550	219,994
Total	\$ 744,657	\$ 938,464	\$ 989,589	\$ 994,698	\$ 1,062,300	\$ 1,128,716



Expenditures by Fund and Program	FY 2022 Actual	FY 2023 Adopted	FY 2023 Amended	FY 2024 Adopted	FY 2025 Forecast	FY 2026 Forecast
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General Fund

City Council	\$ 740,173	\$ 933,364	\$ 984,489	\$ 989,496	\$ 1,056,798	\$ 1,122,914
Youth Council	4,484	5,100	5,100	5,202	5,502	5,802
Total	\$ 744,657	\$ 938,464	\$ 989,589	\$ 994,698	\$ 1,062,300	\$ 1,128,716

Expenditures by Fund and Category	FY 2022 Actual	FY 2023 Adopted	FY 2023 Amended	FY 2024 Adopted	FY 2025 Forecast	FY 2026 Forecast
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General Fund

Personnel Services	\$ 596,384	\$ 737,310	\$ 737,310	\$ 784,509	\$ 847,750	\$ 908,722
Operating	148,273	201,154	252,279	210,189	214,550	219,994
General Fund Total	\$ 744,657	\$ 938,464	\$ 989,589	\$ 994,698	\$ 1,062,300	\$ 1,128,716
Total	\$ 744,657	\$ 938,464	\$ 989,589	\$ 994,698	\$ 1,062,300	\$ 1,128,716

CITY MANAGER



DEPARTMENT OVERVIEW

The Office of the City Manager is responsible for maintaining the management functions of the City government and administering the day-to-day operations of most facets of City government. The office works closely with the City Council to establish long-term strategic plans, as well as short-term targets. These plans and targets guide the operation of the City government as it focuses on high-quality customer service and ongoing community growth and improvement.

MISSION

The City Manager's Office administers policies as established by City Council and City Charter, and provides the necessary leadership, coordination and management required for the delivery of cost-efficient services and capital improvements.

HIGHLIGHTS



Press Releases

187



Highest Growth Rate
for Mid-Size Cities

Ranked #8



City Website Views

4,722,802



CRA Murals Chosen

3



CRA Developed New
Grant Program called
**Breaking Barriers to
Business**

CITY MANAGER

FY 2024 ORGANIZATIONAL CHART

Total FTE's - 43.2

Office of Communications - 10.2

Communications Manager	1.00
Administrative Assistant	1.00
Marketing Specialist	2.00
Marketing Coordinator	1.00
Senior Public Information Specialist	1.00
Public Information Specialist	1.00
Customer Service Representative	3.00
Contract Administrative Technician	0.20

Administration - 7

City Manager	1.00
Assistant City Manager	1.00
Assistant to City Manager	1.00
Professional Compliance Officer	1.00
Executive Assistant to City Manager	1.00
Administrative Specialist	1.00
Special Projects Coordinator	1.00

Capital Improvements - 20

Director of Capital Improvements	1.00
Administrative Specialist	1.00
Senior Engineer PE UEP	2.00
Contract Administrator ¹	2.00
Senior Construction Inspector UEP	4.00
Design and Construction Manager	1.00
Senior Project Manager UEP	1.00
Principal Engineer PE UEP	3.00
Project Manager	1.00
Facility Projects Manager	1.00
Senior Project Manager	1.00
Principal Engineer ²	1.00
Construction Inspector	1.00

Community Redevelopment Agency - 2

CRA Specialist	1.00
CRA Trades Specialist	1.00

Economic and Business Development - 4

Economic and Business Development Manager	1.00
Business Recruitment/Retention Specialist	3.00

Change in FTEs:

¹ Added (1) Contract Administrator

² Added (1) Principal Engineer

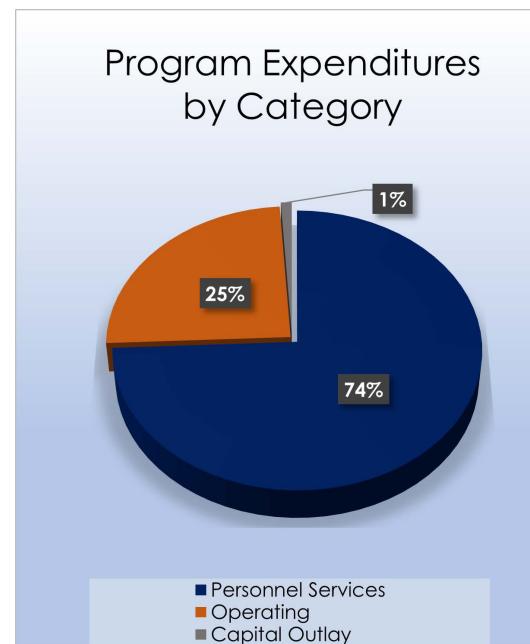
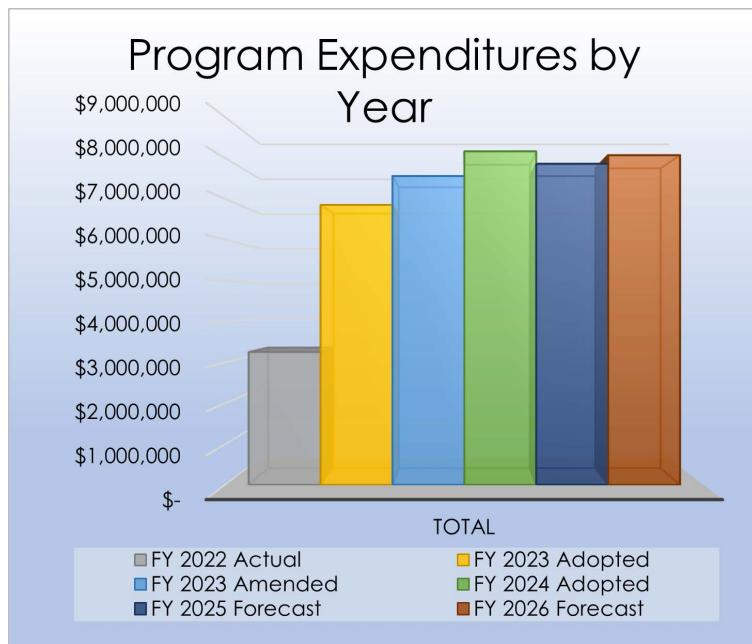
FY 2023 Amended	FY 2024 Adopted	Change
41.20	43.20	2.00

CITY MANAGER

OPERATING BUDGET

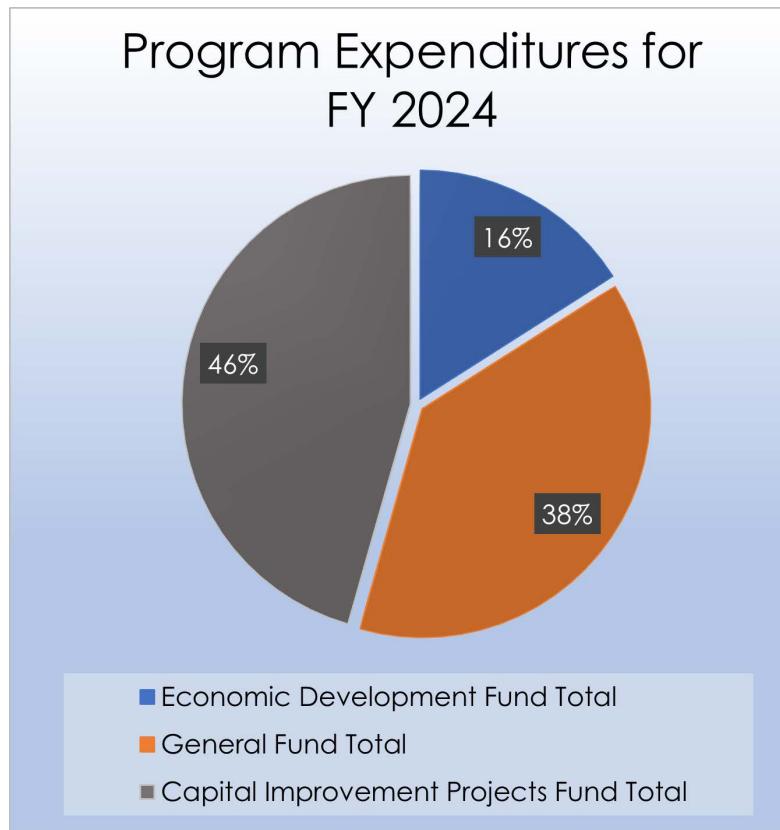
Revenues by Category	FY 2022 Actual	FY 2023 Adopted	FY 2023 Amended	FY 2024 Adopted	FY 2025 Forecast	FY 2026 Forecast
Intergovernmental	\$ 115,059	\$ 130,542	\$ 130,542	\$ 124,800	\$ 129,792	\$ 134,984
Internal Service Charges	318,051	3,999,683	3,999,683	3,723,203	3,838,001	3,917,723
Miscellaneous	1,911	-	-	-	-	-
Taxes - Local Business	712,356	770,000	770,000	650,000	676,000	703,040
Transfers	1,544,000	-	-	-	-	-
Total	\$ 2,691,377	\$ 4,900,225	\$ 4,900,225	\$ 4,498,003	\$ 4,643,793	\$ 4,755,747

Expenditures by Category	FY 2022 Actual	FY 2023 Adopted	FY 2023 Amended	FY 2024 Adopted	FY 2025 Forecast	FY 2026 Forecast
Personnel Services	\$ 2,536,659	\$ 5,177,384	\$ 5,253,602	\$ 6,068,504	\$ 6,359,450	\$ 6,586,646
Operating	686,628	1,556,965	2,186,521	2,015,355	1,416,804	1,443,573
Capital Outlay	29,011	120,000	120,000	82,400	84,872	42,000
Transfers	-	-	-	-	-	-
Total	\$ 3,252,298	\$ 6,854,349	\$ 7,560,123	\$ 8,166,259	\$ 7,861,126	\$ 8,072,219



CITY MANAGER

Expenditures by Fund and Program	FY 2022 Actual	FY 2023 Adopted	FY 2023 Amended	FY 2024 Adopted	FY 2025 Forecast	FY 2026 Forecast
<i>Economic Development Fund</i>						
Economic and Business Development	\$ 478,586	\$ 770,345	\$ 1,418,063	\$ 1,306,088	\$ 924,390	\$ 948,219
Economic and Business Development Rolling Stock	29,011					
Economic and Business Development Total	\$ 507,597	\$ 770,345	\$ 1,418,063	\$ 1,306,088	\$ 924,390	\$ 948,219
<i>General Fund</i>						
Capital Improvements	\$ 117,960	\$ -	\$ -	\$ -	\$ -	\$ -
City Manager Administration	1,111,417	1,415,898	1,433,158	1,588,461	1,678,468	1,735,705
Office of Communications	914,328	1,281,148	1,321,944	1,548,507	1,420,267	1,470,572
General Fund Total	\$ 2,143,705	\$ 2,697,046	\$ 2,755,102	\$ 3,136,968	\$ 3,098,735	\$ 3,206,277
<i>Capital Improvement Projects Fund</i>						
Capital Improvements	\$ 371,251	\$ 3,266,958	\$ 3,266,958	\$ 3,640,803	\$ 3,753,129	\$ 3,875,723
City Manager Fleet Rolling Stock	-	120,000	120,000	82,400	84,872	42,000
Capital Improvement Projects Fund Total	\$ 371,251	\$ 3,386,958	\$ 3,386,958	\$ 3,723,203	\$ 3,838,001	\$ 3,917,723
<i>Stormwater Fund</i>						
Capital Improvements	\$ 56,351	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Water and Sewer Fund</i>						
Capital Improvements	\$ 173,394	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ 3,252,298	\$ 6,854,349	\$ 7,560,123	\$ 8,166,259	\$ 7,861,126	\$ 8,072,219



CITY MANAGER

Expenditures by Fund and Category	FY 2022 Actual	FY 2023 Adopted	FY 2023 Amended	FY 2024 Adopted	FY 2025 Forecast	FY 2026 Forecast
<i>Economic Development Fund</i>						
Personnel Services	\$ 209,252	\$ 245,244	\$ 317,962	\$ 481,181	\$ 510,978	\$ 531,232
Operating	269,334	525,101	1,100,101	824,907	413,412	416,987
Capital Outlay	29,011	-	-	-	-	-
<i>Economic Development Fund Total</i>	<i>\$ 507,597</i>	<i>\$ 770,345</i>	<i>\$ 1,418,063</i>	<i>\$ 1,306,088</i>	<i>\$ 924,390</i>	<i>\$ 948,219</i>
<i>General Fund</i>						
Personnel Services	\$ 1,771,195	\$ 2,141,757	\$ 2,145,257	\$ 2,349,534	\$ 2,485,239	\$ 2,580,473
Operating	372,510	555,289	609,845	787,434	613,496	625,804
<i>General Fund Total</i>	<i>\$ 2,143,705</i>	<i>\$ 2,697,046</i>	<i>\$ 2,755,102</i>	<i>\$ 3,136,968</i>	<i>\$ 3,098,735</i>	<i>\$ 3,206,277</i>
<i>Capital Improvement Projects Fund</i>						
Personnel Services	\$ 342,058	\$ 2,790,383	\$ 2,790,383	\$ 3,237,789	\$ 3,363,233	\$ 3,474,941
Operating	29,193	476,575	476,575	403,014	389,896	400,782
Capital Outlay	-	120,000	120,000	82,400	84,872	42,000
<i>Capital Improvement Projects Fund Total</i>	<i>\$ 371,251</i>	<i>\$ 3,386,958</i>	<i>\$ 3,386,958</i>	<i>\$ 3,723,203</i>	<i>\$ 3,838,001</i>	<i>\$ 3,917,723</i>
<i>Stormwater Fund</i>						
Personnel Services	\$ 56,351	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	-	-	-	-	-	-
<i>Stormwater Fund Total</i>	<i>\$ 56,351</i>	<i>\$ -</i>				
<i>Water and Sewer Fund</i>						
Personnel Services	\$ 157,803	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	15,591	-	-	-	-	-
<i>Water and Sewer Fund Total</i>	<i>\$ 173,394</i>	<i>\$ -</i>				
Total	\$ 3,252,298	\$ 6,854,349	\$ 7,560,123	\$ 8,166,259	\$ 7,861,126	\$ 8,072,219

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.

ACCOMPLISHMENTS

- Hired an Assistant to the City Manager to provide support services for the City Manager

GOALS AND PRIORITIES

- Publish the 2030 Citywide Strategic Plan
- Deliver the quality services the residents desire as efficiently and cost-effective as possible

CITY MANAGER

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.

ACCOMPLISHMENTS

- Established the Office of Capital Improvements to provide engineering and management oversight of Capital Projects
- Coordinated with the Utilities Department for the City's Water, Sewer, and Irrigation Master Plan, to include the proposed \$300 Million North 1 UEP area, Hudson Creek and the CRA District
- Designed and bid out the North 1 West UEP
- Started construction of Parks GO Bond Parks for Lake Kennedy Racquet Center and Oasis Woods Park.

GOALS AND PRIORITIES

- Continue design and construction of North 1 Utility Expansion and initiate the North 3 design
- Complete the development of all new Parks within the \$60 million GO Bond
- Manage Major City Facility Projects such as the Public Safety Training Facilities, Fire Stations, Fleet Maintenance Facility, and the Oasis Football Field

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.

ACCOMPLISHMENTS

- Established the Office of Communications to achieve communication and transparency with our community

GOALS AND PRIORITIES

- Continue to build a relationship with our residents by keeping them engaged and informed

311 Call Center

The 311 Call Center offers citizens a way to obtain information about city services, ask questions of city staff, report problems within the city, submit service requests, and provide the status of their questions and requests.

ACCOMPLISHMENTS

- Adhered to the City's Strategic Plan by identifying opportunities to enhance services and foster exceptional customer services
- Provided citizens with access and tracking of resolutions to their City Government issues by contacting the 311 Call Center through successful software transition / Tyler 311
- Provided training opportunities in preparation for roles in the 311 Call Center during Emergency activations

GOALS AND PRIORITIES

- Assist in the successful transition of the 311 Division to the City Manager's Office to include training for Tyler 311, LiveChat program, and Language line expansion efforts

Economic and Business Development

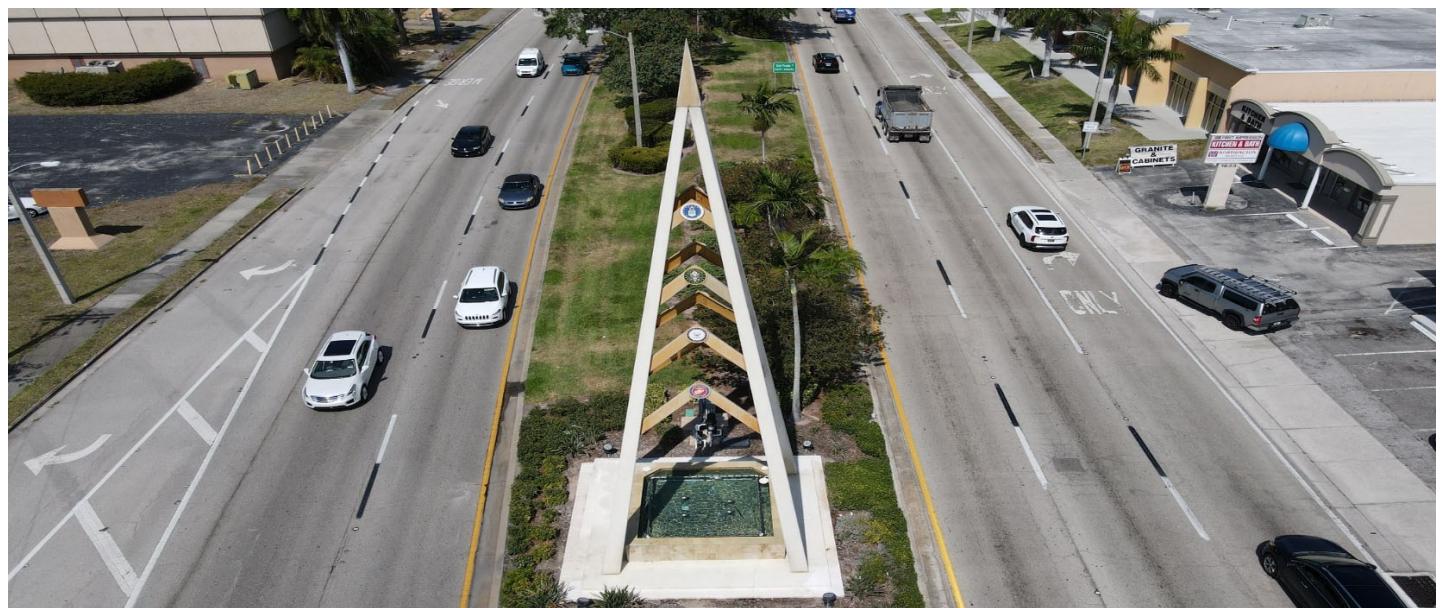
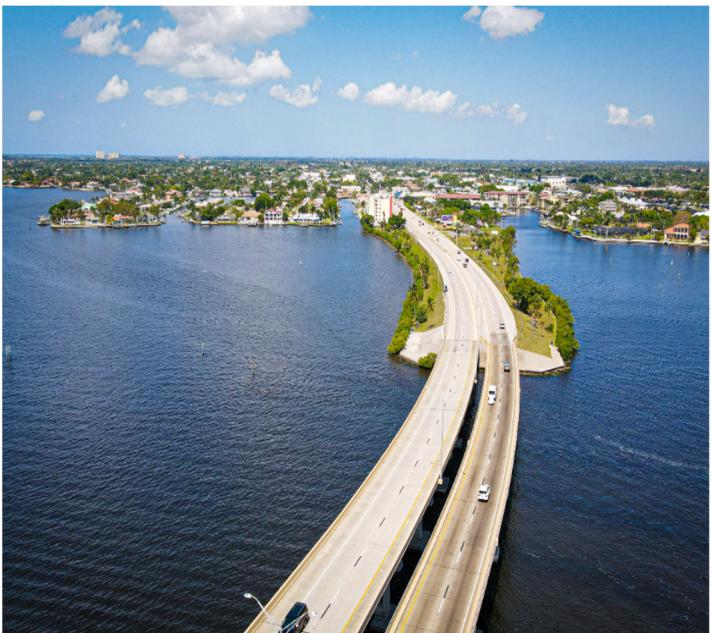
To encourage and support the retention and expansion of existing businesses; to promote and support the quality of life; and to assist in the recruitment of new employees to our community to diversify and enlarge the City's employment and ad valorem tax base.

ACCOMPLISHMENTS

- Established a Special Revenue Fund, dedicating the business tax revenues to economic and business development initiatives
- Hired the Economic and Business Development Officer
- Revised the Economic and Business Development incentive program/Cape Competes

GOALS AND PRIORITIES

- Update the Economic Development Master Plan
- Secure agreements for the development of the 7 Islands and Academic Village

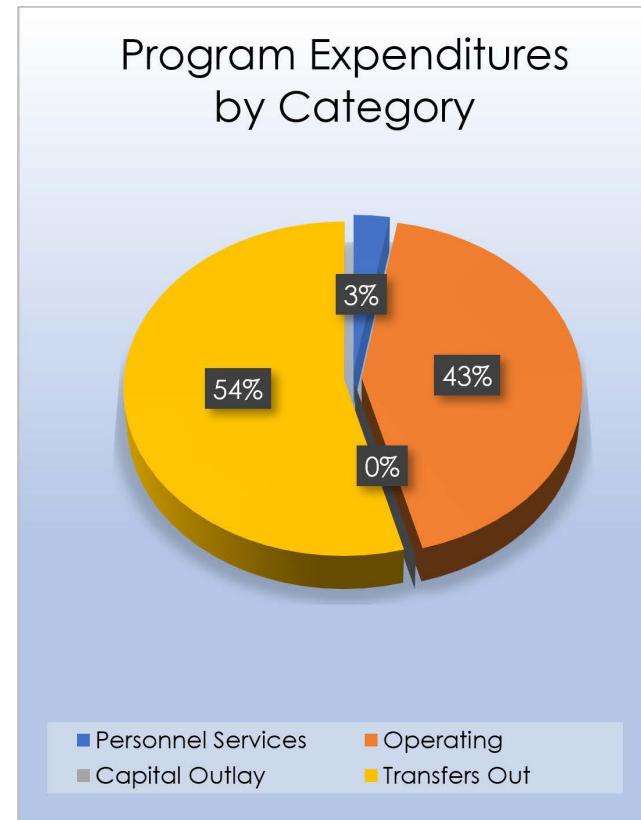


COMMUNITY REDEVELOPMENT AGENCY

OPERATING BUDGET

Revenues by Category	FY 2022 Actual	FY 2023 Adopted	FY 2023 Amended	FY 2024 Adopted	FY 2025 Forecast	FY 2026 Forecast
Ad Valorem Taxes	\$ 1,578,044	\$ 1,688,508	\$ 1,688,508	\$ 2,439,428	\$ 2,537,005	\$ 2,638,486
Miscellaneous	(23,948)	41,800	41,800	41,800	41,800	41,800
Transfers	2,553,602	2,713,125	2,713,125	3,481,451	3,209,307	3,472,380
Total	\$ 4,107,698	\$ 4,443,433	\$ 4,443,433	\$ 5,962,679	\$ 5,788,112	\$ 6,152,666

Expenditures by Category	FY 2022 Actual	FY 2023 Adopted	FY 2023 Amended	FY 2024 Adopted	FY 2025 Forecast	FY 2026 Forecast
Personnel Services	\$ 100,972	\$ 172,914	\$ 172,914	\$ 166,243	\$ 177,526	\$ 185,068
Operating	10,772,258	1,408,622	1,961,247	2,566,514	1,265,295	1,272,432
Capital Outlay	46,804	-	60,310	-	-	-
Transfers	3,532,517	2,861,897	2,861,897	3,229,922	1,583,045	1,583,045
Total	\$ 14,452,551	\$ 4,443,433	\$ 5,056,368	\$ 5,962,679	\$ 3,025,866	\$ 3,040,545



COMMUNITY REDEVELOPMENT AGENCY

Expenditures by Fund and Program	FY 2022 Actual	FY 2023 Adopted	FY 2023 Amended	FY 2024 Adopted	FY 2025 Forecast	FY 2026 Forecast
Community Redevelopment Agency (CRA) Fund						
CRA	\$ 14,452,551	\$ 4,443,433	\$ 5,056,368	\$ 5,962,679	\$ 3,025,866	\$ 3,040,545
Total	\$ 14,452,551	\$ 4,443,433	\$ 5,056,368	\$ 5,962,679	\$ 3,025,866	\$ 3,040,545
Expenditures by Fund and Category						
Community Redevelopment Agency (CRA) Fund	FY 2022 Actual	FY 2023 Adopted	FY 2023 Amended	FY 2024 Adopted	FY 2025 Forecast	FY 2026 Forecast
Personnel Services	\$ 100,972	\$ 172,914	\$ 172,914	\$ 166,243	\$ 177,526	\$ 185,068
Operating	10,772,258	1,408,622	1,961,247	2,566,514	1,265,295	1,272,432
Capital Outlay	46,804	-	60,310	-	-	-
Transfers Out	3,532,517	2,861,897	2,861,897	3,229,922	1,583,045	1,583,045
Community Redevelopment Agency Fund Total	\$ 14,452,551	\$ 4,443,433	\$ 5,056,368	\$ 5,962,679	\$ 3,025,866	\$ 3,040,545
Total	\$ 14,452,551	\$ 4,443,433	\$ 5,056,368	\$ 5,962,679	\$ 3,025,866	\$ 3,040,545

DEPARTMENT FUNCTIONS

Community Redevelopment

The CRA focuses its attention and resources in a specific area characterized by conditions that limit investment and appropriate development in the South Cape. The Redevelopment Plan outlines the goals and objectives for the district, but more importantly, it outlines specific programs and capital improvements designed to reach those goals. The CRA encourages public and private investments to develop economic growth and improve the quality of life in the redevelopment area.

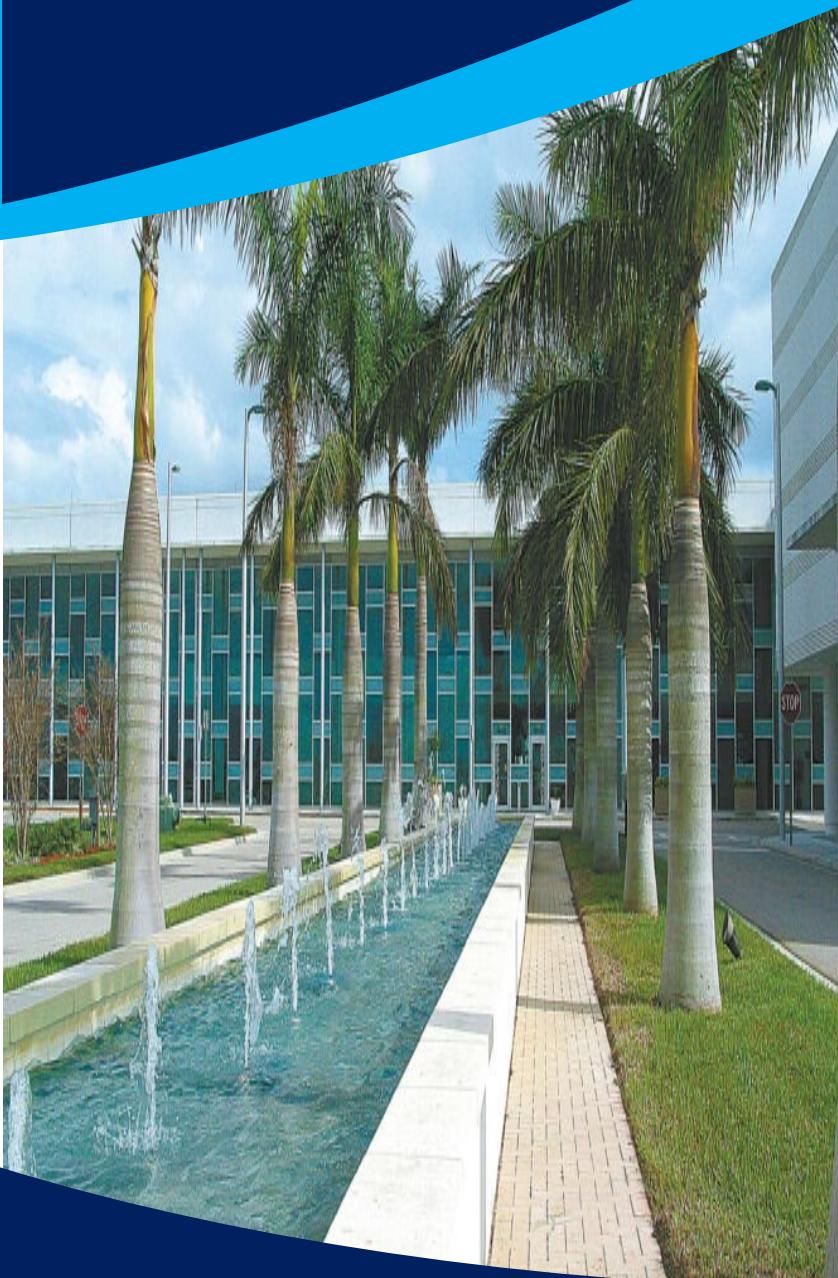
ACCOMPLISHMENTS

- Completed repainting and refurbishing streetlights, streetlight globes, trash receptacles, and benches
- Added decorative lights to the trees along SE 47th Terrace, adding ambiance for visitors in the evening
- Completed repaving Big John's parking lot and placed banner mounts along the street path
- Completed the renovation of the interior space of the Lafayette Street CRA Building

GOALS AND PRIORITIES

- Continue design and planning for the \$20 million sewer replacement project, allowing for large scale development within the CRA District
- Improve median landscaping on Del Prado Boulevard from Cape Coral Parkway and Waikiki Avenue
- Install sidewalks on the south side of Miramar Street
- Purchase property to allow for continuous development, including parking, retail spaces, and residential units

DEVELOPMENT SERVICES



DEPARTMENT OVERVIEW

The Department of Development Services provides a comprehensive range of services to the public and the development community including, but not limited to, review of development proposals; building permits; changes to the City's Comprehensive Plan and redevelopment plans; and compliance with City ordinances.

MISSION

The mission of the Development Services Department is to provide services and programs that enhance community value. Our employees are professional, and courteous and strive to enhance the quality of life for our residents and visitors. We serve today's development demands while planning for tomorrow's community needs.

HIGHLIGHTS



Planning Cases
121



Permits Issued
46,049



Code Enforcement
Cases
11,518



Inspections
229,474

DEVELOPMENT SERVICES

Total FTE's - 188.58

Development Services - 8		Administration - 4		Building Code - 61.88	
Land Develop Services Manager	1.00	Development Services Director	1.00	Building Official	1.00
Project Manager	2.00	Deputy Development Services Director	1.00	Business Systems Analyst	1.00
Senior Construction Inspector	1.00	Senior Administrative Specialist	1.00	Assistant Building Official	1.00
Permit Coordinator	2.00	Business Manager	1.00	Administrative Assistant	1.00
Horticulture Inspector ²	2.00			Chief Plans Examiner	2.00
				Plans Examiner I, II, III	17.00
				Chief Building Inspector	4.00
Code Compliance- 40.9		Planning - 17		Building Customer Service - 52	
Code Compliance Manager	1.00	Planning Manager	1.00	Permitting Services Manager	1.00
Code Compliance Supervisor	4.00	Planning Team Coordinator	2.00	Administrative Assistant	1.00
Code Compliance Officer	29.00	Principal Planner	1.00	Customer Service Support Supervisor	4.00
Customer Service Support Supervisor	1.00	Senior Planner	2.00	Building Inspector I, II, III	21.00
Customer Service Representative	2.00	Senior Planner (I-IV) CDBG/SHIP/NSP	1.00	City Ordinance Inspector	3.00
Senior Recording Secretary	2.00	Housing Coordinator	1.00	Floodplain Coordinator	1.00
Contract Code Inspector Specialist	1.90	Planning Technician	2.00	Contract Building Official	0.88
		Associate Planner	2.00	Plan Review Technicians	3.00
		Senior Customer Service Representative	1.00	Permit Specialist	2.00
		Customer Service Representative (CSR)	3.00		
		Geo-Processing Technician ¹	1.00		
Utility Code Compliance - 3.8		CDBG/SHIP - 1			
Code Compliance Officer	2.00	Housing Intake Specialist	1.00		
Contract Compliance Specialist	1.80				

Change in FTEs:

¹ Added (1) Geo-Processing Technician

² Added (1) Horticulture Inspector

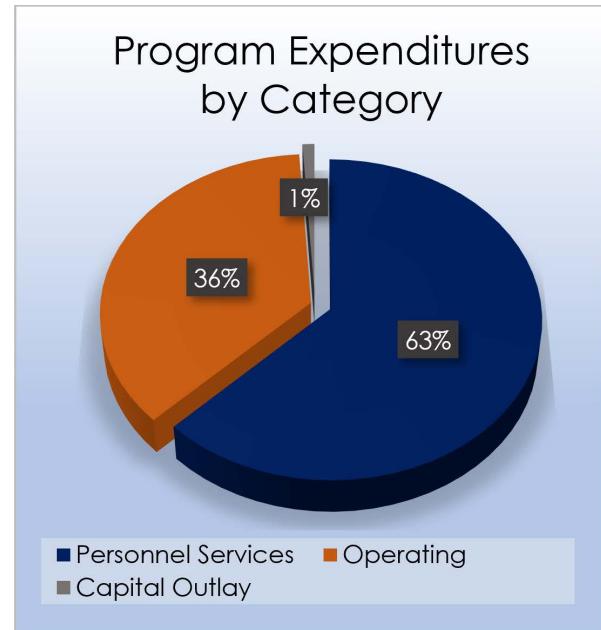
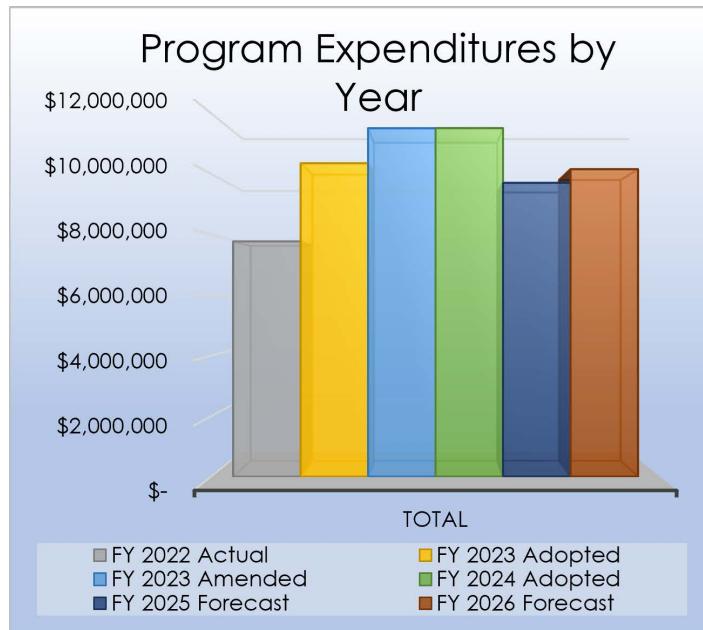
FY 2023 Amended	FY 2024 Adopted	Change
186.58	188.58	2.00

DEVELOPMENT SERVICES

OPERATING BUDGET

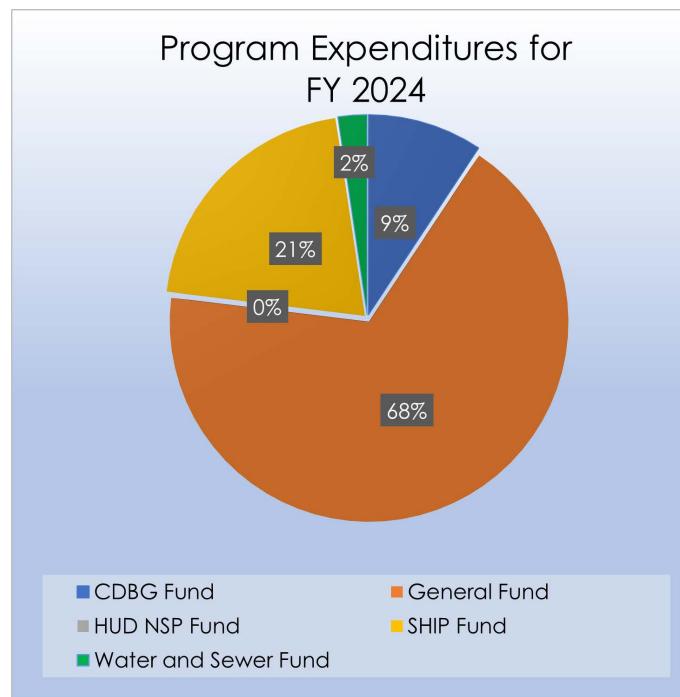
Revenues by Category	FY 2022 Actual	FY 2023 Adopted	FY 2023 Amended	FY 2024 Adopted	FY 2025 Forecast	FY 2026 Forecast
Charges for Service	\$ 753,425	\$ 641,138	\$ 641,138	\$ 747,401	\$ 762,354	\$ 777,607
Fines and Forfeits	513,078	338,250	338,250	305,500	311,610	317,842
Intergovernmental	3,537,282	2,982,227	3,952,168	3,457,976	1,094,406	1,116,877
License and Permits	31,090	30,750	30,750	34,800	35,496	36,206
Miscellaneous	388,162	36,900	125,845	30,000	30,600	31,212
Total	\$ 5,223,038	\$ 4,029,265	\$ 5,088,151	\$ 4,575,677	\$ 2,234,466	\$ 2,279,744

Expenditures by Category	FY 2022 Actual	FY 2023 Adopted	FY 2023 Amended	FY 2024 Adopted	FY 2025 Forecast	FY 2026 Forecast
Personnel Services	\$ 5,116,322	\$ 6,491,724	\$ 6,496,835	\$ 7,206,403	\$ 7,844,030	\$ 8,309,851
Operating	1,953,020	3,825,020	4,974,263	4,194,967	1,749,738	1,772,699
Capital Outlay	704,517	39,200	39,200	112,000	114,000	76,200
Total	\$ 7,773,858	\$ 10,355,944	\$ 11,510,298	\$ 11,513,370	\$ 9,707,768	\$ 10,158,750



DEVELOPMENT SERVICES

Expenditures by Fund and Program	FY 2022 Actual	FY 2023 Adopted	FY 2023 Amended	FY 2024 Adopted	FY 2025 Forecast	FY 2026 Forecast
<i>Community Development Block Grant (CDBG) Fund</i>						
CDBG	\$ 1,539,104	\$ 1,050,564	\$ 1,068,984	\$ 1,072,282	\$ 1,094,406	\$ 1,116,877
CDBG COVID	337,679	-	-	-	-	-
Community Development Block Grant Fund Total	\$ 1,876,784	\$ 1,050,564	\$ 1,068,984	\$ 1,072,282	\$ 1,094,406	\$ 1,116,877
<i>General Fund</i>						
Code Compliance	\$ 2,995,120	\$ 3,580,125	\$ 3,704,587	\$ 3,900,956	\$ 3,878,118	\$ 4,027,104
Development Services	915,459	1,526,322	1,555,356	1,648,202	2,124,056	2,314,481
Licensing	215,352	259,527	242,282	290,207	302,383	315,320
Planning	1,324,109	1,722,426	1,831,643	1,945,491	2,030,921	2,099,323
General Fund Total	\$ 5,450,039	\$ 7,088,400	\$ 7,333,868	\$ 7,784,856	\$ 8,335,478	\$ 8,756,228
<i>HUD NSP Fund</i>						
Neighborhood Stabilization Program (NSP)	\$ 29,275	\$ -	\$ 42,000	\$ -	\$ -	\$ -
<i>SHIP Fund</i>						
State Housing Initiative Partnership (SHIP) Program	\$ 259,548	\$ 1,931,663	\$ 2,780,129	\$ 2,385,694	\$ -	\$ -
<i>Water and Sewer Fund</i>						
Code Compliance	\$ 158,213	\$ 285,317	\$ 285,317	\$ 270,538	\$ 277,884	\$ 285,645
Total	\$ 7,773,858	\$ 10,355,944	\$ 11,510,298	\$ 11,513,370	\$ 9,707,768	\$ 10,158,750



DEVELOPMENT SERVICES

Expenditures by Fund and Category	FY 2022 Actual	FY 2023 Adopted	FY 2023 Amended	FY 2024 Adopted	FY 2025 Forecast	FY 2026 Forecast
<i>Community Development Block Grant (CDBG) Fund</i>						
Personnel Services	\$ 79,308	\$ 90,053	\$ 93,737	\$ 97,259	\$ 103,742	\$ 108,164
Operating	1,118,977	960,511	975,247	975,023	990,664	1,008,713
Capital Outlay	678,498	-	-	-	-	-
Community Development Block Grant Fund Total	\$ 1,876,784	\$ 1,050,564	\$ 1,068,984	\$ 1,072,282	\$ 1,094,406	\$ 1,116,877
<i>General Fund</i>						
Personnel Services	\$ 4,878,801	\$ 6,141,354	\$ 6,141,354	\$ 6,780,750	\$ 7,487,404	\$ 7,941,042
Operating	545,220	907,846	1,153,314	892,106	734,074	738,986
Capital Outlay	26,019	39,200	39,200	112,000	114,000	76,200
General Fund Total	\$ 5,450,039	\$ 7,088,400	\$ 7,333,868	\$ 7,784,856	\$ 8,335,478	\$ 8,756,228
<i>HUD NSP Fund</i>						
Operating	\$ 29,275	\$ -	\$ 42,000.00	\$ -	\$ -	\$ -
<i>SHIP Fund</i>						
Personnel Services	\$ -	\$ -	\$ 1,427	\$ 82,856	\$ -	\$ -
Operating	259,548	1,931,663	2,778,702	2,302,838	-	-
SHIP Fund Total	\$ 259,548	\$ 1,931,663	\$ 2,780,129	\$ 2,385,694	\$ -	\$ -
<i>Water and Sewer Fund</i>						
Personnel Services	\$ 158,213	\$ 260,317	\$ 260,317	\$ 245,538	\$ 252,884	\$ 260,645
Operating	-	25,000	25,000	25,000	25,000	25,000
Water and Sewer Fund Total	\$ 158,213	\$ 285,317	\$ 285,317	\$ 270,538	\$ 277,884	\$ 285,645
Total	\$ 7,773,858	\$ 10,355,944	\$ 11,510,298	\$ 11,513,370	\$ 9,707,768	\$ 10,158,750

DEPARTMENT FUNCTIONS

Administration

The Development Services Department is responsible for promoting the orderly growth and development of the city through proactive planning and enforcement of codes. The Administration Division provides support to all departmental divisions, to assure they have the resources needed to carry out the City's mission.

ACCOMPLISHMENTS

- Complete cost recovery study for Planning, Fire Prevention, and Development Review
- Developed metrics to quantify performance and efficiency of operations

GOALS AND PRIORITIES

- Continue use of performance metrics to ensure efficiency of operations
- Increase management and leadership training
- Implementation of professional best practices in operations

DEVELOPMENT SERVICES

Code Compliance Division

Enforcement of local, state, and federal codes, ordinances, regulations, and statutes to protect the quality of life, property values, and health, safety, and welfare of the city's residents and visitors. This includes nuisances; sub-standard living conditions; contractor licenses; unlicensed worker enforcement; property maintenance; liens and foreclosures; illegal parking of vehicles; storage facilities; and signs.

ACCOMPLISHMENTS

- Increased proactive enforcement rate to exceed 63%
- Evaluated and implemented new Tyler Technologies code enforcement software module (IG Enforce)

GOALS AND PRIORITIES

- Increase the proactive enforcement rate to exceed 66%
- Continue streamlining of the EnerGov workflow to allow for a more efficient code inspection
- Reassess the commercial property inspection task force

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 administration of the Community Development Block Grant, State Housing Initiatives Partnership Program, and other housing and community development grants as applicable. 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.

ACCOMPLISHMENTS

- Completed the Comprehensive Plan Evaluation and Appraisal (EAR) update process
- Completed the City's Community Rating System (CRS) audit and retained the City's "Class 5" rating
- Launched the Hurricane Ian Deductible Assistance Program for low-income homeowners and received \$2.9 million dollars in requests
- Disbursed CARES Act funding to eligible recipients. The City received a total of \$1,442,596 to assist residents impacted by COVID-19

GOALS AND PRIORITIES

- Improve the City's Community Rating System (CRS) from a "Class 5" to a "Class 4"
- Update the City's Comprehensive Plan

DEVELOPMENT SERVICES

Land Development Division

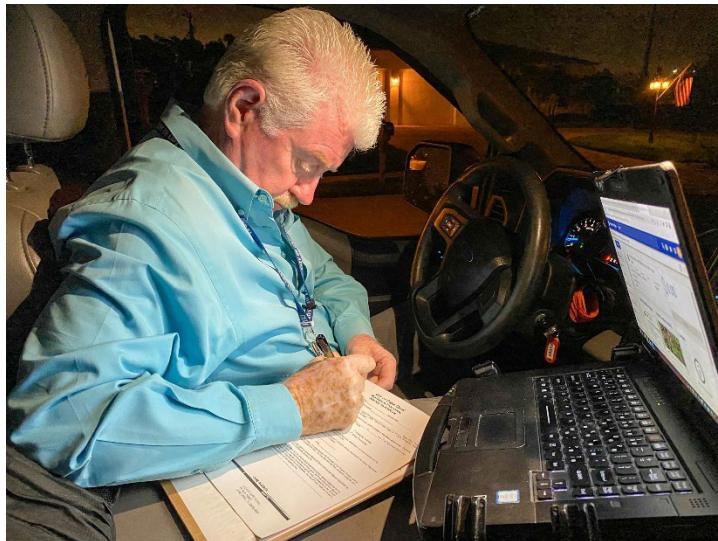
Responsible for plan review, permitting, inspections, and certificates of completion for all commercial and residential land development projects and subdivision plats. Coordinates closely with Public Works, Utility Department, Real Estate Division and Economic and Business Development office to facilitate land development projects.

ACCOMPLISHMENTS

- Reorganization of the Site Development Permitting process
- Assisted the Office of Economic and Business Development in creating a GIS enabled tool showing development activity in the city
- Assisted the Public Works Department on updates to the Engineering Design Standards

GOALS AND PRIORITIES

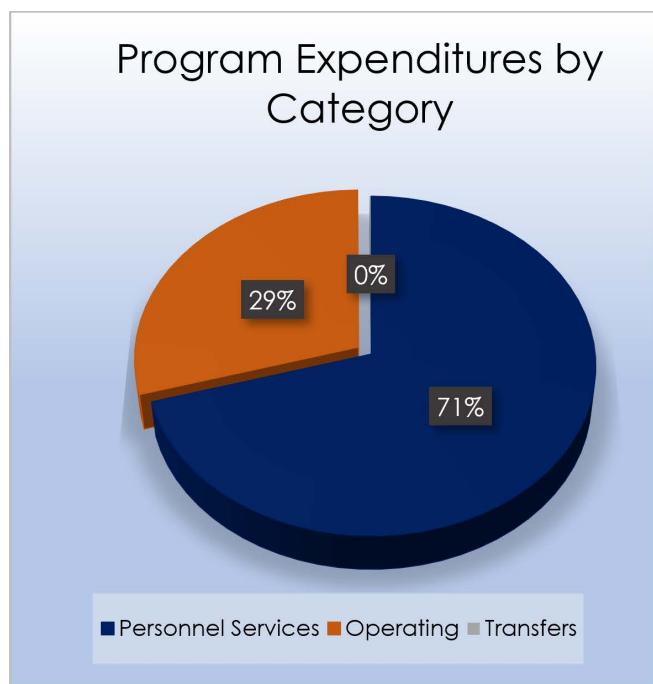
- Complete the CRA Master Storm Water Permit Update
- Implementation of the Mini Vision Plan
- Assist with development of comprehensive Land Development Code Compliance strategies



BUILDING CODE

Revenues by Category	FY 2022 Actual	FY 2023 Adopted	FY 2023 Amended	FY 2024 Adopted	FY 2025 Forecast	FY 2026 Forecast
Building Permits	\$ 11,243,115	\$ 10,051,348	\$ 10,051,348	\$ 11,280,000	\$ 11,505,500	\$ 11,735,410
Charges for Service	487,861	398,000	398,000	477,500	487,050	496,791
Fine and Forfeits	5,247	18,000	18,000	10,000	10,200	10,404
Miscellaneous	147,711	750	750	750	750	750
Transfers	10,003,787	-	-	-	-	-
Total	\$ 21,887,721	\$ 10,468,098	\$ 10,468,098	\$ 11,768,250	\$ 12,003,500	\$ 12,243,355

Expenditures by Category	FY 2022 Actual	FY 2023 Adopted	FY 2023 Amended	FY 2024 Adopted	FY 2025 Forecast	FY 2026 Forecast
Personnel Services	\$ 6,800,859	\$ 10,735,467	\$ 10,735,467	\$ 11,731,176	\$ 12,213,442	\$ 12,703,875
Operating	2,288,678	2,512,861	5,118,042	4,880,623	3,725,827	3,827,787
Capital Outlay	74,611	-	252,714	-	37,132	120,000
Transfers	10,022,359	22,134	22,134	22,103	-	18,949
Total	\$ 19,186,507	\$ 13,270,462	\$ 16,128,357	\$ 16,633,902	\$ 15,976,401	\$ 16,670,611



BUILDING CODE

Expenditures by Fund and Program	FY 2022 Actual	FY 2023 Adopted	FY 2023 Amended	FY 2024 Adopted	FY 2025 Forecast	FY 2026 Forecast
<i>Building Code Fund</i>						
Building Code Enforcement	\$ 17,208,600	\$ 9,079,207	\$ 11,683,821	\$ 12,098,279	\$ 11,221,604	\$ 11,642,443
Building Fire	3,118	-	-	-	-	-
Customer Service Permitting	1,900,179	4,191,255	4,191,822	4,535,623	4,717,665	4,908,168
Development Services Fleet	74,611	-	252,714	-	37,132	120,000
Total	\$ 19,186,507	\$ 13,270,462	\$ 16,128,357	\$ 16,633,902	\$ 15,976,401	\$ 16,670,611

Expenditures by Fund and Category	FY 2022 Actual	FY 2023 Adopted	FY 2023 Amended	FY 2024 Adopted	FY 2025 Forecast	FY 2026 Forecast
<i>Building Code Fund</i>						
Personnel Services	\$ 6,800,859	\$ 10,735,467	\$ 10,735,467	\$ 11,731,176	\$ 12,213,442	\$ 12,703,875
Operating	2,288,678	2,512,861	5,118,042	4,880,623	3,725,827	3,827,787
Capital Outlay	74,611	-	252,714	-	37,132	120,000
Transfers Out	10,022,359	22,134	22,134	22,103	-	18,949
Building Code Fund Total	\$ 19,186,507	\$ 13,270,462	\$ 16,128,357	\$ 16,633,902	\$ 15,976,401	\$ 16,670,611

DEPARTMENT FUNCTIONS

Building Division

Provides construction enforcement through review and approval of construction plans; issuance of building permits; field inspections; and issuance of certificates of occupancy. Codes enforced include the Florida Building Code; the national electric and gas codes; and the Americans with Disabilities Act.

ACCOMPLISHMENTS

- Worked with FEMA and Emergency Management to perform damage surveys immediately following Hurricane Ian
- Implemented the use of contract agencies to assist in the large volume of inspection requests due to Hurricane Ian
- Maintained next day inspections except for high volume Ian-damaged roofing (28,480 permits)

GOALS AND PRIORITIES

- Develop and Maintain Licensure Assistance for Provisional Examiners to achieve Licensed Standard Plans Examiner(s) within one year of Provisional designation
- Continuance of standardizing Accessory and Single-Family Residential Plans Examination(s) to improve continuity and consistency standards

BUILDING CODE

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.

ACCOMPLISHMENTS

- Created 11 Push Button Permits, reconfigured four existing permit types, and created three entirely new permit types to streamline the permitting process
- Established contractor verification process to verify license automatically through the Department of Business & Professional Regulation database
- Transitioned to required online permitting for contractors

GOALS AND PRIORITIES

- Develop a plan for certification and continuing education of International Code Council (ICC) certification
- Implement "Ride Along" program with inspectors to allow for permitting staff to gain a better understanding of the job





FINANCIAL SERVICES



DEPARTMENT OVERVIEW

The Financial Services Department is responsible for the overall financial management of the City to include centralized accounting, financial reporting, budgeting, and procurement services.

MISSION

Financial Services Team's mission is to provide quality customer service by giving complete and accurate financial management support in an efficient and timely manner.

HIGHLIGHTS



Distinguished
Budget
Presentation Award



Certificate of Achievement
for Excellence in
Financial Reporting



Purchase Orders
Processed
4,163



Workers Comp Experience
Modification Factor
below 1.0

FINANCIAL SERVICES

FY 2024 ORGANIZATIONAL CHART

Total FTE's - 109.25		
Administration - 5		
Financial Services Director	1.00	
Deputy Financial Services Director	1.00	
Financial Projects Coordinator	1.00	
Senior Administrative Specialist	1.00	
Controller	1.00	
Accounting - 9		
Senior Accounting Manager	1.00	
Assistant Accounting Manager-Utilities	1.00	
Accounting Assistant-Charter School	1.00	
Senior Accountant	4.00	
Senior Account-Charter School	1.00	
Senior Accountant-Utilities	1.00	
Procurement - 10		
Procurement Manager	1.00	
Senior Procurement Specialist-Utilities	1.00	
Procurement Specialist	2.00	
Procurement Specialist-Utilities	2.00	
Senior Buyer	3.00	
Administrative Assistant	1.00	
Customer Billing - 54.25		
Assessment and Billing Manager	1.00	
Assistant Assessment and Billing Manager ¹	1.00	
Assessment Supervisor	1.00	
Billing Supervisor	1.00	
Research Specialist	1.00	
Administrative Assistant	1.00	
Senior Customer Service Tech-Gen Billing	3.00	
Customer Service Tech-Gen Billing	2.00	
Assessment Coordinator	1.00	
Sr Customer Service Technician-Lot Mow	1.00	
Customer Service Tech-Utility Billing	2.00	
Senior Customer Service Tech-Utility Bill	8.00	
Billing Coordinator	1.00	
Customer Service Supervisor	1.00	
Customer and Field Service Manager	1.00	
Senior Customer Service Tech	4.00	
Customer Service Technician ²	11.00	
Field Services Rep Supervisor	1.00	
Field Services Representative ³	10.00	
Contract Administrative Tech-Utility Billing	1.25	
Contract Administrative Tech-Cust Service	0.75	
Contract Field Support	0.25	
Payroll - 4		
Risk Manager	1.00	
Claim Examiner	1.00	
Risk Generalist	1.00	
Safety and Health Environmental Officer	1.00	
Administrative Specialist	1.00	
Risk Management - 5		
Accounts Payable Supervisor	1.00	
Accounts Payable Specialist	3.00	
Accounts Payable Specialist-Utilities	1.00	
Account Payable Specialist -Charter School	1.00	
Accounts Payable - 6		
Customer Service Technician	1.00	
Stormwater Billing - 1		

Change in FTEs:

¹ Added (1) Assistant Assessment & Billing Manager

² Added (2) Customer Service Technician

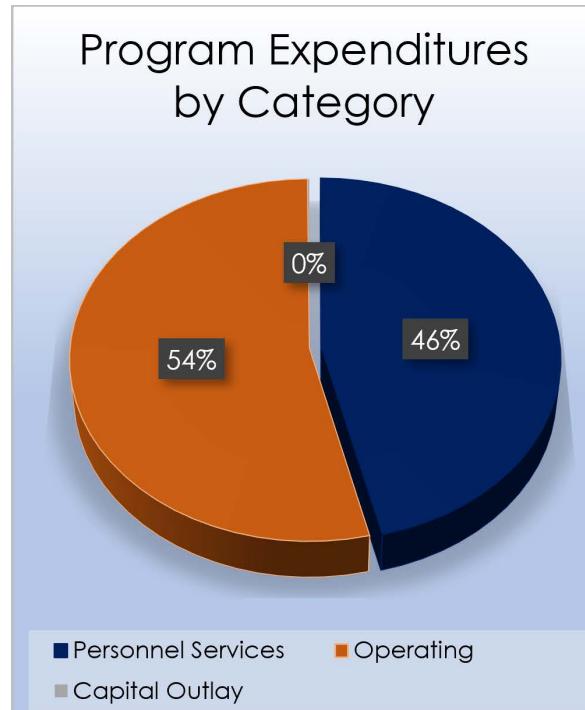
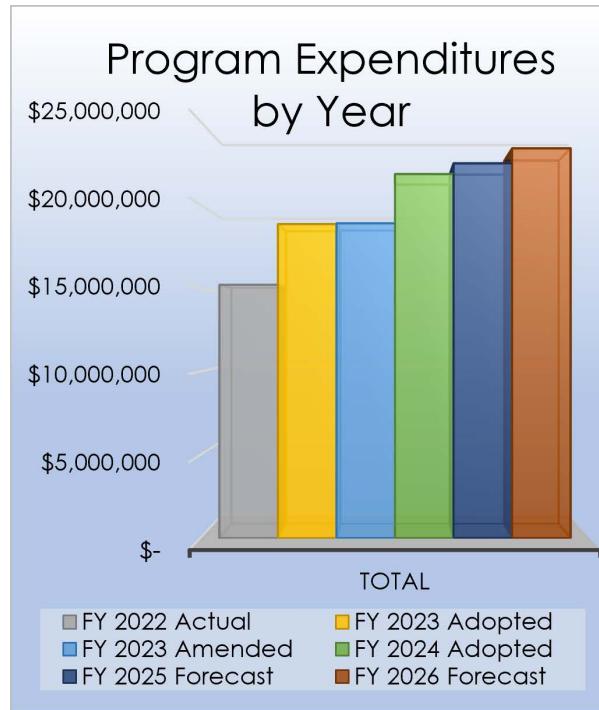
³ Added (1) Field Services Representative

FY 2023 Amended	FY 2024 Adopted	Change
105.25	109.25	4.00

FINANCIAL SERVICES

OPERATING BUDGET

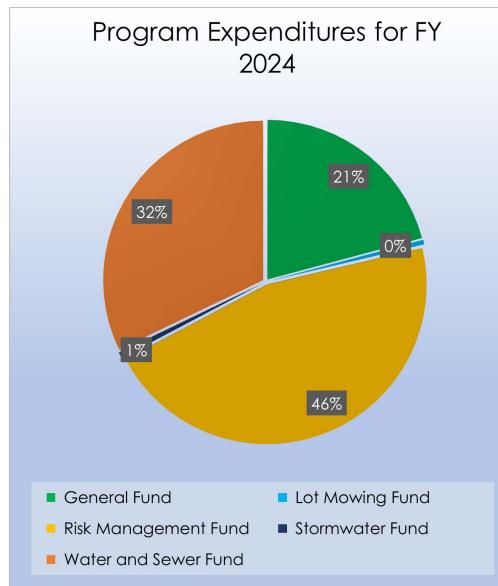
Expenditures by Category	FY 2022 Actual	FY 2023 Adopted	FY 2023 Amended	FY 2024 Adopted	FY 2025 Forecast	FY 2026 Forecast
Personnel Services	\$ 7,039,329	\$ 9,435,744	\$ 9,435,744	\$ 10,094,598	\$ 10,587,114	\$ 11,141,108
Operating	8,162,825	9,407,621	9,458,100	11,719,191	11,902,215	12,247,883
Capital Outlay	-	-	-	30,461	-	-
Total	\$ 15,202,154	\$ 18,843,365	\$ 18,893,844	\$ 21,844,250	\$ 22,489,329	\$ 23,388,991



Expenditures by Fund and Program	FY 2022 Actual	FY 2023 Adopted	FY 2023 Amended	FY 2024 Adopted	FY 2025 Forecast	FY 2026 Forecast
<i>General Fund</i>						
Accounting and Financial Services	\$ 1,119,852	\$ 1,510,981	\$ 1,542,099	\$ 1,298,472	\$ 1,372,106	\$ 1,424,179
Budget	348,463	691,443	694,564	780,259	829,408	862,717
Cashier	415,493	439,235	439,235	699,875	728,838	753,416
Finance Administration	497,744	910,404	920,828	951,082	1,008,068	1,182,605
Procurement	683,197	796,458	801,354	821,471	856,618	889,159
<i>General Fund Total</i>	<i>\$ 3,064,749</i>	<i>\$ 4,348,521</i>	<i>\$ 4,398,080</i>	<i>\$ 4,551,159</i>	<i>\$ 4,795,038</i>	<i>\$ 5,112,076</i>

FINANCIAL SERVICES

Expenditures by Fund and Program	FY 2022 Actual	FY 2023 Adopted	FY 2023 Amended	FY 2024 Adopted	FY 2025 Forecast	FY 2026 Forecast
<i>Lot Mowing Fund</i>						
Lot Mowing Billing	\$ 66,179	\$ 99,552	\$ 99,552	\$ 102,257	\$ 106,046	\$ 110,028
<i>Risk Management Fund</i>						
Risk Management Property and Liability	\$ 4,840,831	\$ 4,379,995	\$ 4,379,995	\$ 6,163,546	\$ 6,374,797	\$ 6,598,955
Risk Management Worker's Compensation	2,648,372	3,608,468	3,608,468	3,871,121	3,960,911	4,046,825
<i>Risk Management Fund Total</i>	<i>\$ 7,489,202</i>	<i>\$ 7,988,463</i>	<i>\$ 7,988,463</i>	<i>\$ 10,034,667</i>	<i>\$ 10,335,708</i>	<i>\$ 10,645,780</i>
<i>Stormwater Fund</i>						
Stormwater Accounting	\$ -	\$ 6,620	\$ 6,620	\$ -	\$ -	\$ -
Stormwater Billing	68,947	133,335	133,335	130,940	135,294	139,860
<i>Stormwater Fund Total</i>	<i>\$ 68,947</i>	<i>\$ 139,955</i>	<i>\$ 139,955</i>	<i>\$ 130,940</i>	<i>\$ 135,294</i>	<i>\$ 139,860</i>
<i>Water and Sewer Fund</i>						
Assessment Billing	\$ 3	\$ 52,000	\$ 52,000	\$ 73,362	\$ 83,362	\$ 85,638
Finance Fleet Rolling Stock	-	-	-	30,461	-	-
General Billing	814,741	1,100,882	1,100,882	1,220,608	1,269,014	1,316,587
Utilities Customer Service	804,146	1,124,927	1,124,927	1,272,108	1,329,596	1,389,332
Utility Billing	1,294,544	2,027,609	2,028,529	2,342,786	2,261,286	2,330,985
Utility Field Service	840,077	958,422	958,422	1,110,238	1,151,063	1,195,266
Water and Sewer Financial Services	759,566	1,003,034	1,003,034	975,664	1,022,922	1,063,439
<i>Water and Sewer Fund Total</i>	<i>\$ 4,513,076</i>	<i>\$ 6,266,874</i>	<i>\$ 6,267,794</i>	<i>\$ 7,025,227</i>	<i>\$ 7,117,243</i>	<i>\$ 7,381,247</i>
Total	\$ 15,202,154	\$ 18,843,365	\$ 18,893,844	\$ 21,844,250	\$ 22,489,329	\$ 23,388,991



FINANCIAL SERVICES

Expenditures by Fund and Category	FY 2022 Actual	FY 2023 Adopted	FY 2023 Amended	FY 2024 Adopted	FY 2025 Forecast	FY 2026 Forecast
General Fund						
Personnel Services	\$ 2,880,772	\$ 4,074,053	\$ 4,074,053	\$ 4,183,749	\$ 4,412,168	\$ 4,715,290
Operating	183,976	274,468	324,027	367,410	382,870	396,786
General Fund Total	\$ 3,064,749	\$ 4,348,521	\$ 4,398,080	\$ 4,551,159	\$ 4,795,038	\$ 5,112,076
Lot Mowing Fund						
Personnel Services	\$ 54,602	\$ 66,248	\$ 66,248	\$ 68,283	\$ 71,393	\$ 74,682
Operating	11,577	33,304	33,304	33,974	34,653	35,346
Lot Mowing Fund Total	\$ 66,179	\$ 99,552	\$ 99,552	\$ 102,257	\$ 106,046	\$ 110,028
Risk Management Fund						
Personnel Services	\$ 431,313	\$ 485,575	\$ 485,575	\$ 543,623	\$ 571,323	\$ 594,185
Operating	7,057,890	7,502,888	7,502,888	9,491,044	9,764,385	10,051,595
Risk Management Fund Total	\$ 7,489,202	\$ 7,988,463	\$ 7,988,463	\$ 10,034,667	\$ 10,335,708	\$ 10,645,780
Stormwater Fund						
Personnel Services	\$ 48,321	\$ 63,249	\$ 63,249	\$ 65,143	\$ 68,161	\$ 71,365
Operating	20,627	76,706	76,706	65,797	67,133	68,495
Stormwater Fund Total	\$ 68,947	\$ 139,955	\$ 139,955	\$ 130,940	\$ 135,294	\$ 139,860
Water and Sewer Fund						
Personnel Services	\$ 3,624,321	\$ 4,746,619	\$ 4,746,619	\$ 5,233,800	\$ 5,464,069	\$ 5,685,586
Operating	888,755	1,520,255	1,521,175	1,760,966	1,653,174	1,695,661
Capital Outlay	-	-	-	30,461	-	-
Water and Sewer Fund Total	\$ 4,513,076	\$ 6,266,874	\$ 6,267,794	\$ 7,025,227	\$ 7,117,243	\$ 7,381,247
Total	\$ 15,202,154	\$ 18,843,365	\$ 18,893,844	\$ 21,844,250	\$ 22,489,329	\$ 23,388,991

DEPARTMENT FUNCTIONS

Office of Management and Budget

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

ACCOMPLISHMENTS

- Received the Government Finance Officers Association (GFOA) Award for Distinguished Budget Presentation
- Developed a redesigned Proposed and Adopted Budget Book
- Attended advanced training on the Tyler Budget Module to help grow the Division's abilities

FINANCIAL SERVICES

GOALS AND PRIORITIES

- Implement a Full Cost Allocation Software
- Utilize budget development software to automate the creation of the budget book
- Research and develop new performance measures including implementation of a performance-based software to assist departments
- Redesign the *Budget in Brief* to improve communication

Procurement

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 to maximize the purchasing value of public funds.

ACCOMPLISHMENTS

- Trained City's Certified Agency Buyers (CABs) to ensure that all processes and procedures are followed
- Implemented E-bid Procurement System – Bid and Request for Proposal (RFP) Modules
- Updated Procurement Manual
- Obtained Council approval on revised Procurement Ordinance

GOALS AND PRIORITIES

- Deploy E-bid Procurement Evaluation module for solicitations
- Implement the Contract Module in Tyler Munis
- Implement Future Year PO for the City Enterprise System
- Finalize Contract Administration Manual

Accounting

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.

ACCOMPLISHMENTS

- Developed the City's 1st *Popular Annual Financial Report (PAFR)* to increase transparency and communication to the public and received the GFOA Popular Annual Financial Reporting Award
- Awarded the Certificate of Achievement for Excellence in Financial Reporting by the Government Finance Officers Association (GFOA)
- Began implementation of the Tyler Technologies Human Capital Management/Payroll module, which is set to go live in January of 2024
- Updated Capital Assets Policy

GOALS AND PRIORITIES

- Receive GFOA Triple Crown recognition for having received the Certificate of Achievement for Excellence in Financial Reporting, Popular Annual Financial Reporting Award, and the Distinguished Budget Presentation Award for the same fiscal year
- Update the City's Grant Management Policy
- Complete implementation of the Tyler Technologies Human Capital Management/Payroll module

FINANCIAL SERVICES

Debt Treasury

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

ACCOMPLISHMENTS

- Provided training on Cash Handling Policies and Procedures
- Issued \$8 million debt to finance a new Fire Station
- Streamlined and automated manual bank reconciliation processes
- Implemented Tyler Bank Reconciliations module

GOALS AND PRIORITIES

- Obtain both short-and long-term borrowed funds in a timely manner and at an acceptable cost
- Manage Cashflow Analysis and Forecasting Trends
- Update Debt Policies

Risk Management

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.

ACCOMPLISHMENTS

- Completed Florida League of Cities (FLC) survey of all city buildings to update values of all city-owned properties
- Maintained the City's Workers' Compensation experience modification factor below 1.0
- Completed Development of ADA Transition Plan
- Completed Administrative Regulation ("AR") review of AR-38 (Theft/Loss Reporting); AR-40 (Workers' Compensation); and AR-70 (Title VI Compliance as it relates to the Americans with Disabilities Act of 1990)

GOALS AND PRIORITIES

- Continue to seek cost effective safety training solutions for City and Charter School Staff members
- Maintain ADA Transition Plan Year Over Year with scheduled Quarterly Reviews at a minimum

Utilities Customer and Field Services

Utilities 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 in daily turn on and turn offs of utility accounts. The field service activities include replacing water meters.

ACCOMPLISHMENTS

- Implemented online application, disconnection, adjustment, and other forms for customer use
- Deployed three Neptune data collectors providing automated water meter reading of over 40,000 meters
- Replaced meters with LoRa meters to increase remote meter reading functionality

FINANCIAL SERVICES

GOALS AND PRIORITIES

- Deploy advanced metering infrastructure (AMI) to enable customers to have access to water meter information
- Continue upgrading water meters to increase AMI capabilities

Assessment and Billing Services

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.

ACCOMPLISHMENTS

- Revised Chapter 2 of the Code of Ordinances to change Utility Capital Expansion Fee financing from voluntary lien process to non-ad valorem installments on tax bill, align fee collection with other fees and remove the need to impose a lien on the property
- Revised Chapter 19 of the Code of Ordinances to change CIAC methodology from meter size to square foot method- aligns with UEP assessment methodology
- Completed calculation of the North 1 West UEP assessment accounts – approximately 22,000 accounts
- Deployed three AMI meter collectors that gather hourly meter read data on over 52,000 meters
- Re-established online tax bill assessment payment portal

GOALS AND PRIORITIES

- Increase E-bill enrollment for utility billing customers to 40% of customer base (currently at 32%)
- Coordinate with Utilities and Neptune Meters to analyze sites for fourth collector and maximize meter reads in North 2 and North 1 UEP areas
- Implement utility credit checks to determine deposits on new accounts





FIRE DEPARTMENT



DEPARTMENT OVERVIEW

The Cape Coral Fire Department is responsible for fire protection, prevention and suppression of fires, and a systematic fire prevention and education program.

MISSION

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

HIGHLIGHTS

“The Cape Way”

C-Commitment: Dedication to the health, safety, and well being of all we serve.

A-Accountability: Actions that uphold the trust of ourselves, our members, and our community.

P-Professionalism: Working in unity to provide compassionate service with integrity and respect.

E-Excellence: The pursuit to be the best in everything we do.



Average Enroute time

01:28



Fire Safety Inspections

5,161



Calls for Service

30,061



Community CPR
Education

200

FIRE

FY 2024 ORGANIZATIONAL CHART

Total FTE's - 289			
Administration - 9			
Logistics - 8			
Fire Division Chief	1.00	Fire Chief	1.00
Fire Battalion Chief	1.00	Deputy Fire Chief	1.00
Administrative Assistant	1.00	Senior Administrative Specialist	1.00
Fire Fleet Coordinator	1.00	Administrative Specialist	1.00
Fire Logistics Coordinator	1.00	Accounts Coordinator	2.00
Facilities Coordinator	1.00	Fire Grant/Accreditation Specialist	1.00
Logistics Specialist	2.00	Quality Assurance Specialist	1.00
		Fire Public Affairs Specialist	1.00
Professional Standards - 7			
Fire Division Chief	1.00	Fire Division Chief	1.00
Administrative Assistant	1.00	Fire Battalion Chief	10.00
Fire Lieutenant ⁴	4.00	Administrative Assistant	1.00
Fire Battalion Chief	1.00	Fire Lieutenant ³	42.00
		Fire Engineer/Driver ²	51.00
Special Operations - 1		Firefighter ¹	141.00
Fire Battalion Chief	1.00		
Emergency Medical Services - 1			
		Fire Battalion Chief	1.00
Fire Prevention - 11			
		Fire Marshal	1.00
		Administrative Assistant	1.00
		Fire Lieutenant	1.00
		Fire Inspector	5.00
		Fire Life Inspector	1.00
		Plans Examiner	2.00
All Hazards - 6			
		Emergency Mgmt Manager	1.00
		Emergency Mgmt Coordinator	3.00
		Administrative Assistant	1.00
		Community Risk Specialist	1.00

FY 2023 Amended	FY 2024 Adopted	Change
278.00	289.00	11.00

'Change in FTEs:

¹ Added (3) Fire Fighters

² Added (3) Fire Engineers

³ Added (3) Fire Lieutenants

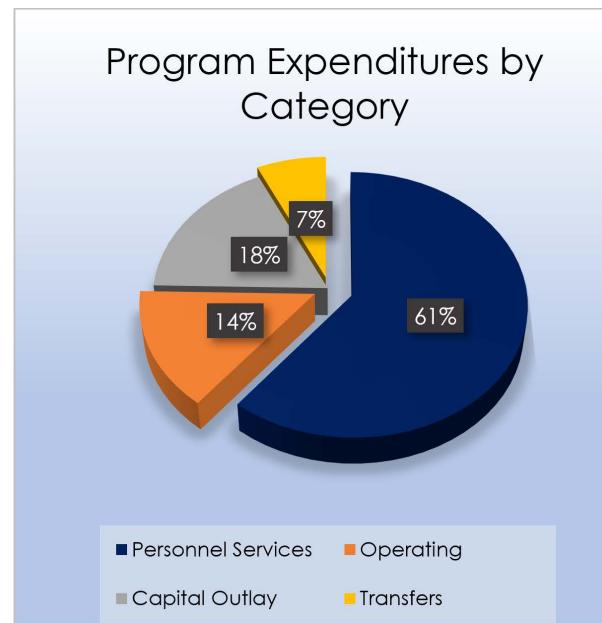
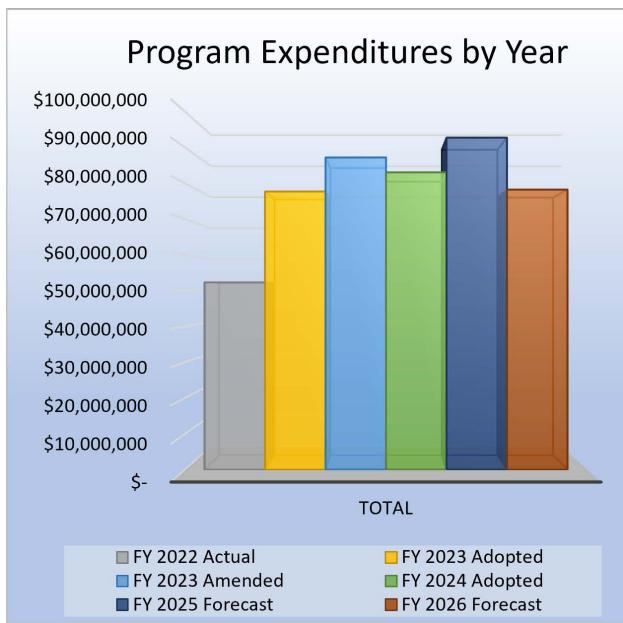
⁴ Added (2) Fire Lieutenants

FIRE

OPERATING BUDGET

Revenues by Category	FY 2022	FY 2023	FY 2023	FY 2024	FY 2025	FY 2026
	Actual	Adopted	Amended	Adopted	Forecast	Forecast
Charges for Service	\$ 496,332	\$ 488,669	\$ 488,669	\$ 500,886	\$ 513,408	\$ 526,243
Debt Proceeds	-	5,406,060	7,956,500	530,450	21,159,247	-
Fines & Forfeits	86,174	-	-	-	-	-
Impact Fees	2,964,007	2,777,168	2,777,168	2,730,000	2,811,015	2,895,010
Intergovernmental	293,772	50,000	716,608	10,100,000	100,000	100,000
Miscellaneous	(124,475)	-	207,400	175,265	178,822	182,460
Special Asmt	28,644,399	30,913,113	30,913,113	43,157,314	44,479,497	45,841,690
Taxes - All Hazards	1,115,514	1,465,359	1,465,359	1,660,808	1,694,024	1,727,904
Taxes - MSTU	1,095,676	1,196,267	1,196,267	1,479,609	1,509,201	1,539,385
Transfers In	3,778,129	30,153,173	40,416,739	22,543,515	23,656,641	27,729,729
Total	\$ 38,349,527	\$ 72,449,809	\$ 86,137,823	\$ 82,877,847	\$ 96,101,855	\$ 80,542,421

Expenditures by Category	FY 2022	FY 2023	FY 2023	FY 2024	FY 2025	FY 2026
	Actual	Adopted	Amended	Adopted	Forecast	Forecast
Personnel Services	\$ 35,274,258	\$ 44,577,865	\$ 44,652,317	\$ 50,453,328	\$ 53,608,411	\$ 57,273,573
Operating	5,347,716	6,578,144	7,075,203	12,103,225	12,318,245	12,539,269
Capital Outlay	6,248,403	15,367,752	23,872,478	14,709,802	24,466,882	3,407,845
Transfers	5,457,596	11,159,770	11,579,058	5,772,357	2,324,678	5,003,327
Total	\$ 52,327,973	\$ 77,683,531	\$ 87,179,056	\$ 83,038,712	\$ 92,718,216	\$ 78,224,014

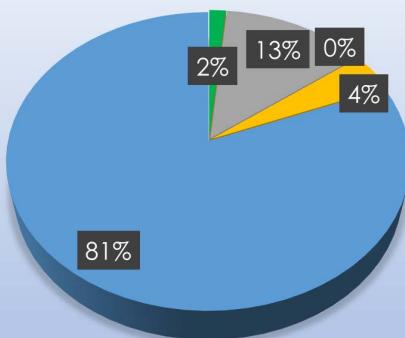


FIRE

Expenditures by Fund and Program	FY 2022 Actual	FY 2023 Adopted	FY 2023 Amended	FY 2024 Adopted	FY 2025 Forecast	FY 2026 Forecast
<i>All Hazards Fund</i>						
All Hazards	\$ 893,200	\$ 1,053,972	\$ 1,094,832	\$ 1,260,092	\$ 1,291,763	\$ 1,356,721
Fire Fleet Rolling Stock	-	1,400,000	1,429,776	-	-	-
<i>All Hazards Fund Total</i>	<i>\$ 893,200</i>	<i>\$ 2,453,972</i>	<i>\$ 2,524,608</i>	<i>\$ 1,260,092</i>	<i>\$ 1,291,763</i>	<i>\$ 1,356,721</i>
<i>ALS Impact Fee Fund</i>						
ALS Impact Fee	\$ 40,216	\$ 60,313	\$ 70,809	\$ 2,330	\$ 2,399	\$ 2,471
<i>ALS Impact Fee Fund Total</i>	<i>\$ 40,216</i>	<i>\$ 60,313</i>	<i>\$ 70,809</i>	<i>\$ 2,330</i>	<i>\$ 2,399</i>	<i>\$ 2,471</i>
<i>Building Code Fund</i>						
Fire Code Enforcement	\$ 109,708	\$ 264,910	-	-	-	-
<i>Building Code Fund Total</i>	<i>\$ 109,708</i>	<i>\$ 264,910</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>
<i>Fire Capital Projects Fund</i>						
Fire Capital Projects	\$ 3,991,897	\$ 12,723,230	\$ 17,994,482	\$ 10,955,450	\$ 21,159,247	\$ -
<i>Fire Capital Projects Fund Total</i>	<i>\$ 3,991,897</i>	<i>\$ 12,723,230</i>	<i>\$ 17,994,482</i>	<i>\$ 10,955,450</i>	<i>\$ 21,159,247</i>	<i>\$ -</i>
<i>Fire Grants Fund</i>						
Fire Grants	\$ -	\$ -	\$ 688,149	\$ -	\$ -	\$ -
<i>Fire Grant Fund Total</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ 688,149</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>
<i>Fire Impact Fee Fund</i>						
Fire Impact Fee	\$ 4,799,217	\$ 6,697,054	\$ 6,726,368	\$ 3,489,280	\$ 40,232	\$ 1,167,866
<i>Fire Impact Fee Fund Total</i>	<i>\$ 4,799,217</i>	<i>\$ 6,697,054</i>	<i>\$ 6,726,368</i>	<i>\$ 3,489,280</i>	<i>\$ 40,232</i>	<i>\$ 1,167,866</i>
<i>Fire Operations Fund</i>						
Operations	\$ -	\$ 47,185,581	\$ 47,886,442	\$ 57,657,542	\$ 58,682,064	\$ 63,361,230
Professional Standards	-	1,120,535	1,120,584	1,471,042	1,551,648	1,819,817
Administration	-	2,226,361	2,275,728	2,031,887	2,355,794	2,391,468
Emergency Medical	-	823,670	929,203	799,435	790,308	811,999
Fire Fleet Rolling Stock	-	764,316	3,218,537	1,623,338	2,848,515	3,038,026
Logistics	-	1,417,982	1,506,038	1,455,614	1,513,191	1,722,674
Prevention	-	1,517,975	1,794,007	1,791,726	1,968,167	2,022,435
Special Operations	-	427,632	444,101	500,976	514,888	529,307
<i>Fire Operations Fund Total</i>	<i>\$ -</i>	<i>\$ 55,484,052</i>	<i>\$ 59,174,640</i>	<i>\$ 67,331,560</i>	<i>\$ 70,224,575</i>	<i>\$ 75,696,956</i>

Expenditures by Fund and Program	FY 2022 Actual	FY 2023 Adopted	FY 2023 Amended	FY 2024 Adopted	FY 2025 Forecast	FY 2026 Forecast
<i>General Fund</i>						
Operations	\$ 35,807,261	\$ -	\$ -	\$ -	\$ -	\$ -
Professional Standards	881,344	-	-	-	-	-
Administration	1,749,446	-	-	-	-	-
Emergency Medical	492,579	-	-	-	-	-
FEMA PPE	12,522	-	-	-	-	-
Fire Fleet Rolling Stock	474,329	-	-	-	-	-
Grants	281,146	-	-	-	-	-
Logistics	1,062,012	-	-	-	-	-
Prevention	1,300,518	-	-	-	-	-
Special Operations	427,624	-	-	-	-	-
VFF-Cert	4,955	-	-	-	-	-
General Fund Total	\$ 42,493,737	\$ -				
Total	\$ 52,327,973	\$ 77,683,531	\$ 87,179,056	\$ 83,038,712	\$ 92,718,216	\$ 78,224,014

Program Expenditures for FY 2024



- All Hazards Fund
- ALS Impact Fee Fund
- Fire Capital Projects Fund
- Fire Impact Fee Fund
- Fire Operations Fund

FIRE

Expenditures by Fund and Category	FY 2022 Actual	FY 2023 Adopted	FY 2023 Amended	FY 2024 Adopted	FY 2025 Forecast	FY 2026 Forecast
All Hazards Fund						
Personnel	\$ 588,397	\$ 645,118	\$ 645,118	\$ 709,250	\$ 742,531	\$ 772,529
Operating	298,402	408,854	440,799	525,385	539,570	554,192
Capital Outlay	6,400	1,400,000	1,438,691	25,457	9,662	30,000
Transfers Out	-	-	-	-	-	-
All Hazards Fund Total	\$ 893,200	\$ 2,453,972	\$ 2,524,608	\$ 1,260,092	\$ 1,291,763	\$ 1,356,721
ALS Impact Fee Fund						
Operating	\$ 1,580	\$ 2,400	\$ 12,896	\$ 2,330	\$ 2,399	\$ 2,471
Capital Outlay	38,636	57,913	57,913	-	-	-
ALS Impact Fee Fund Total	\$ 40,216	\$ 60,313	\$ 70,809	\$ 2,330	\$ 2,399	\$ 2,471
Building Code Fund						
Personnel	\$ 95,689	\$ 247,041	\$ -	\$ -	\$ -	\$ -
Operating	14,019	17,869	-	-	-	-
Building Code Fund Total	\$ 109,708	\$ 264,910	\$ -	\$ -	\$ -	\$ -
Fire Capital Projects Fund						
Fire Capital Projects	\$ 3,991,897	\$ 12,723,230	\$ 17,994,482	\$ 10,955,450	\$ 21,159,247	\$ -
Fire Capital Projects Fund Total	\$ 3,991,897	\$ 12,723,230	\$ 17,994,482	\$ 10,955,450	\$ 21,159,247	\$ -
Fire Impact Fee Fund						
Operating	\$ 26,703	\$ 40,023	\$ 40,023	\$ 39,102	\$ 40,232	\$ 41,405
Capital Outlay	1,342,815	-	29,314	389,500	-	-
Transfers Out	3,429,698	6,657,031	6,657,031	3,060,678	-	1,126,461
Fire Impact Fee Fund Total	\$ 4,799,217	\$ 6,697,054	\$ 6,726,368	\$ 3,489,280	\$ 40,232	\$ 1,167,866
Fire Grants Fund						
Personnel	\$ -	\$ -	\$ 74,452	\$ -	\$ -	\$ -
Operating	-	-	167,500	-	-	-
Capital Outlay	-	-	446,197	-	-	-
Fire Grants Fund Total	\$ -	\$ -	\$ 688,149	\$ -	\$ -	\$ -
Fire Operations Fund						
Personnel	\$ -	\$ 43,685,706	\$ 43,932,747	\$ 49,744,078	\$ 52,865,880	\$ 56,501,044
Operating	-	6,108,998	6,413,985	11,536,408	11,736,044	11,941,201
Capital Outlay	-	1,186,609	3,905,881	3,339,395	3,297,973	3,377,845
Transfers Out	-	4,502,739	4,922,027	2,711,679	2,324,678	3,876,866
Fire Operations Fund Total	\$ -	\$ 55,484,052	\$ 59,174,640	\$ 67,331,560	\$ 70,224,575	\$ 75,696,956

Expenditures by Fund and Category	FY 2022 Actual	FY 2023 Adopted	FY 2023 Amended	FY 2024 Adopted	FY 2025 Forecast	FY 2026 Forecast
General Fund						
Personnel	\$ 34,590,173	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	5,007,011	-	-	-	-	-
Capital Outlay	868,655	-	-	-	-	-
Transfers Out	2,027,898	-	-	-	-	-
General Fund Total	\$ 42,493,737	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ 52,327,973	\$ 77,683,531	\$ 87,179,056	\$ 83,038,712	\$ 92,718,216	\$ 78,224,014

DEPARTMENT FUNCTIONS

Administration

Fire Administration is responsible for the leadership of the department, budgeting, quality assurance, and creating policies and procedures. Responsibilities also include developing the department's mission, vision, and values and establishing and implementing the department's strategic plan.

ACCOMPLISHMENTS

- Update Fire Prevention Fees in City Ordinance
- Complete Accreditation component: Community Risk Assessment and Standards of Cover
- Submit Hazard Mitigation Grant Program projects to the Florida Department of Emergency Management

GOALS AND PRIORITIES

- Achieve Insurance Services Office 2 rating
- Receive and compete Hazard Mitigation Grant Program projects
- Attain Accreditation through the Center for Public Safety Excellence

Fire Prevention

The Bureau of Fire Prevention is charged with upholding national, state, and local fire codes and ordinances for life safety and property conservation. This includes plans reviews of proposed commercial properties and inspections of new and existing commercial properties.

ACCOMPLISHMENTS

- Complete Fire Fee Study
- Complete ISO Batch Report Revision
- Complete Category 5 Self-Assessment Manual for Accreditation

GOALS AND PRIORITIES

- Complete New Fire Prevention Workspace
- Complete Plan Reviewer and Fire Inspector New Hire Manual and Training Guidelines
- Achieve new ISO Protection Class of 2

FIRE

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.

ACCOMPLISHMENTS

- Reduce the current dispatch to the enroute time goal of 2 minutes, and meet and reduce en route to an on-scene time of 9:40
- Answer more than 30,000 calls for service
- Review resource allocation to ensure efficient responses to calls for service

GOALS AND PRIORITIES

- Add rescue units to several existing stations to meet increased call volume demand and keep pace with the growth of the City
- Improve department fire ground training by utilizing the new Fire Training Facility
- Implement Station alerting system installed in fire stations
- Full implementation of new computer-aided Dispatch System

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

- Conduct Active Shooter Hostile Event Training with Police Department
- Implementation of Blue Card Command System
- Complete Horton Park boat lift project

GOALS AND PRIORITIES

- Meet training/compliance requirements set forth by ISO, Federal and State Mandates, and internal policies
- Improve recruitment and retention practices of all CCFD employees and prospective employees
- Develop promotional tests and execute promotions based on department growth

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.

ACCOMPLISHMENTS

- Begin construction of the Training Facility
- Begin construction of Fire Station 13
- Implement RFID inventory management system
- Complete North Cape Public Safety Complex Center Design and have CMAR contract in place

FIRE

GOALS AND PRIORITIES

- Maintain fleet replacement methodology
- Design and construct Logistics Facility, Fire Station 14, new Fire Station 5, an addition to Fire Headquarters/EOC,
- Complete Training Facility phases 1, 2, and 3

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.

ACCOMPLISHMENTS

- Implement Community Risk Reduction Program
 - Smoke Alarm Program
 - Community CPR training courses (English and Spanish deliveries)
- Complete Hurricane Ian After Action Report
- Continued Hurricane Ian Recovery
- Complete Emergency Management City-Wide Hazard Vulnerability Assessment

GOALS AND PRIORITIES

- Achieve Emergency Management Accreditation Program accreditation
- Update Continuity of Operations (COOP) Department Plans
- Update Continuity of Government Plan
- Update Post-Disaster Recovery/Redevelopment Plan



GOVERNMENT SERVICES



DEPARTMENT OVERVIEW

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

HIGHLIGHTS



Budget Stabilization
Reserve
2.5 Months



Charter School
Maintenance Fund
\$4.140M



Fire Operations
Support
\$22.2M

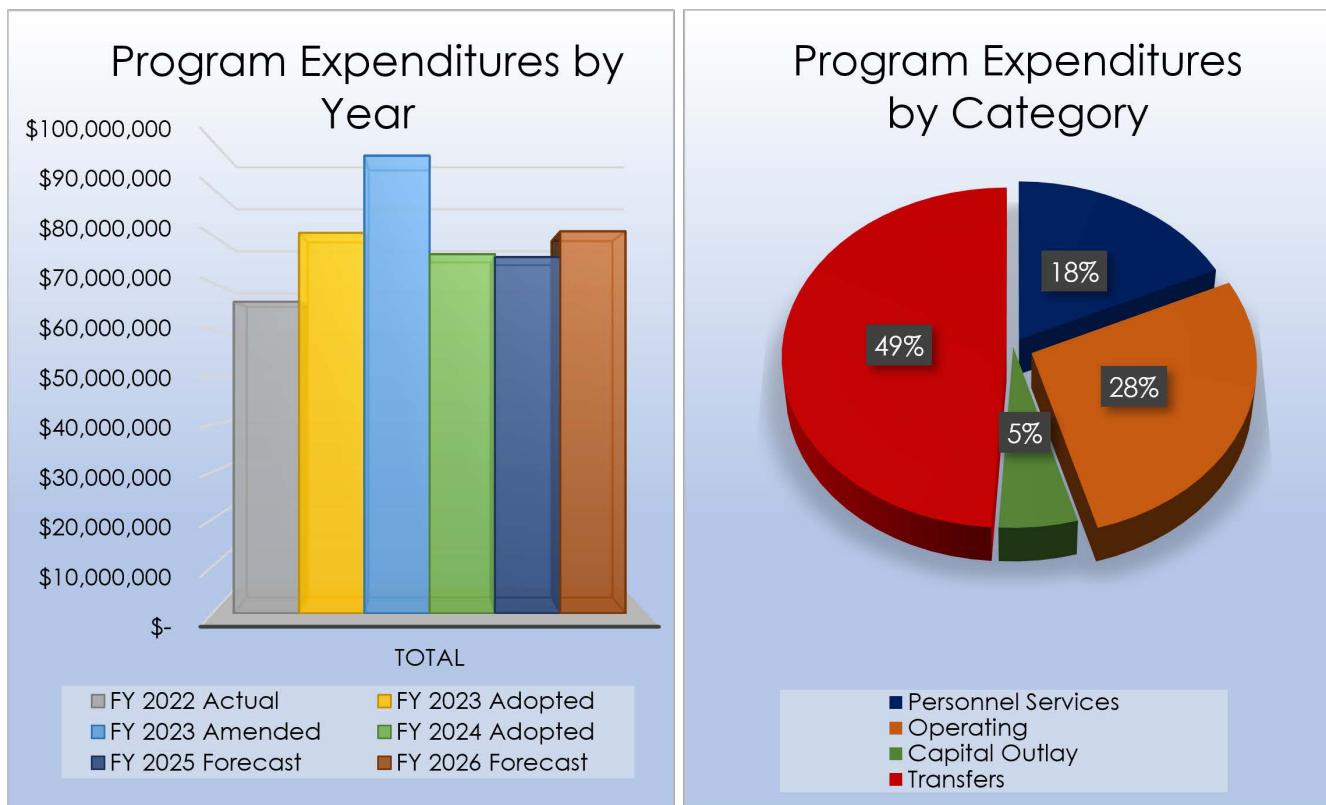


City Fiber & Wireless
\$2.5M

GOVERNMENT SERVICES

OPERATING BUDGET

Expenditures by Category	FY 2022 Actual	FY 2023 Adopted	FY 2023 Amended	FY 2024 Adopted	FY 2025 Forecast	FY 2026 Forecast
Personnel Services	\$ 26,141,529	\$ 12,636,695	\$ 12,636,695	\$ 13,692,707	\$ 14,712,548	\$ 15,806,370
Operating	12,368,803	14,598,543	14,916,621	21,015,008	19,589,735	19,947,235
Capital Outlay	1,452,604	7,122,186	7,420,586	4,064,325	3,173,742	2,323,742
Transfers	26,017,021	46,213,499	61,942,991	37,285,271	37,972,505	42,823,213
Total	\$ 65,979,956	\$ 80,570,923	\$ 96,916,893	\$ 76,057,311	\$ 75,448,530	\$ 80,900,560



GOVERNMENT SERVICES

OPERATING BUDGET

Expenditures by Fund and Category	FY 2022 Actual	FY 2023 Adopted	FY 2023 Amended	FY 2024 Adopted	FY 2025 Forecast	FY 2026 Forecast
Academic Village Fund						
Operating	\$ 39,180	\$ -	\$ 42,000	\$ 100,000	\$ 100,000	\$ 100,000
Capital Outlay	230	-	-	-	-	-
Academic Village Fund Total	\$ 39,410	\$ -	\$ 42,000	\$ 100,000	\$ 100,000	\$ 100,000
Charter School Construction Fund						
Operating	\$ 278,178	\$ 917,685	\$ -	\$ -	\$ -	\$ -
Transfers Out	1,875,000	1,691,375	-	-	-	-
Charter School Construction Fund Total	\$ 2,153,178	\$ 2,609,060	\$ -	\$ -	\$ -	\$ -
Charter School Maintenance Fund						
Operating	\$ -	\$ -	\$ 949,006	\$ 653,875	\$ 952,875	\$ 956,125
Capital Outlay	-	-	-	300,000	-	-
Transfers Out	-	-	3,190,994	3,186,125	3,187,125	3,183,875
Charter School Maintenance Total	\$ -	\$ -	\$ 4,140,000	\$ 4,140,000	\$ 4,140,000	\$ 4,140,000
Computer System Fund						
Capital Outlay	\$ 438,789	\$ 6,260,187	\$ 6,558,587	\$ 2,534,297	\$ 2,323,742	\$ 2,323,742
Community Redevelopment Agency (CRA)						
Capital Project Fund						
Capital Outlay	\$ 943,541	\$ 861,999	\$ 861,999	\$ 1,230,028	\$ -	\$ -
General Fund						
Personnel Services	\$ 25,428,319	\$ 11,563,652	\$ 11,563,652	\$ 12,449,656	\$ 13,413,855	\$ 14,448,674
Operating	11,915,245	13,586,705	13,831,462	20,102,705	18,375,277	18,726,307
Capital Outlay	70,043	-	-	-	-	-
Transfers Out	24,142,021	44,522,124	58,751,997	34,099,146	34,785,380	39,639,338
General Fund Total	\$ 61,555,628	\$ 69,672,481	\$ 84,147,111	\$ 66,651,507	\$ 66,574,512	\$ 72,814,319
Government Service Capital Project						
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ 850,000	\$ -
Property Management Fund						
Personnel Services	\$ 713,210	\$ 1,073,043	\$ 1,073,043	\$ 1,243,051	\$ 1,298,693	\$ 1,357,696
Operating	136,199	94,153	94,153	158,428	161,583	164,803
Property Management Fund Total	\$ 849,409	\$ 1,167,196	\$ 1,167,196	\$ 1,401,479	\$ 1,460,276	\$ 1,522,499
Total	\$ 65,979,956	\$ 80,570,923	\$ 96,916,893	\$ 76,057,311	\$ 75,448,530	\$ 80,900,560

GOVERNMENT SERVICES

DISASTER PROJECT - OPERATING BUDGET

Revenues by Category	FY 2022 Actual	FY 2023 Adopted	FY 2023 Amended	FY 2024 Adopted	FY 2025 Forecast	FY 2026 Forecast
Intergov - Fed Grant	\$ 2,986,512	\$ -	\$ 92,322,955	\$ -	\$ -	\$ -
Intergov - State Grant		17,422	-	-	-	-
Total	\$ 3,003,934	\$ -	\$ 92,479,755	\$ -	\$ -	\$ -
Expenditures by Category	FY 2022 Actual	FY 2023 Adopted	FY 2023 Amended	FY 2024 Adopted	FY 2025 Forecast	FY 2026 Forecast
Personnel Services	\$ 1,495,589	\$ -	\$ 2,322,955	\$ -	\$ -	\$ -
Operating		9,079	-	98,938,503	-	-
Total	\$ 1,504,668	\$ -	\$ 101,418,258	\$ -	\$ -	\$ -
Expenditures by Fund and Program	FY 2022 Actual	FY 2023 Adopted	FY 2023 Amended	FY 2024 Adopted	FY 2025 Forecast	FY 2026 Forecast
<i>Disaster Projects</i>						
Alarm Fee Fund	\$ -	\$ -	\$ 734	\$ -	\$ -	\$ -
All Hazards Fund		9,745	-	60,968	-	-
Building Code Fund		3,116	-	153,938	-	-
Capital Improvement Projects Fund		-	-	46,439	-	-
Charter School Maintenance Fund		-	-	156,800	-	-
CRA Fund		-	-	2,948	-	-
Economic Business Development Fund		3,271	-	6,763	-	-
Fleet Maintenance Fund		12,567	-	60,738	-	-
General Fund		1,061,498	-	98,938,503	-	-
Golf Course Fund		604	-	-	-	-
Lot Mowing Fund		1,124	-	18,595	-	-
P&R Programs Fund		4,616	-	-	-	-
Property Management Fund		23,164	-	187,131	-	-
Risk Management Fund		4,975	-	8,392	-	-
Self Health Fund		2,881	-	2,964	-	-
Six Cent Gas Tax Fund		-	-	3,443	-	-
Solid Waste Fund		2,801	-	14,942	-	-
Stormwater Fund		52,874	-	276,556	-	-
Transportation Capital Projects Fund		2,442	-	-	-	-
Water & Sewer Fund		318,993	-	1,473,435	-	-
Yacht Basin Fund		-	-	4,969	-	-
Total	\$ 1,504,668	\$ -	\$ 101,418,258	\$ -	\$ -	\$ -



HUMAN RESOURCES



DEPARTMENT OVERVIEW

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

Human Resources mission is 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.

HIGHLIGHTS



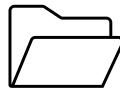
Health and Wellness
Clinic Appointments
9,000



Positions Filled
643



SABA Courses
7,732



Personnel Files
Converted to Digital
3,024

HUMAN RESOURCES

FY 2024 ORGANIZATIONAL CHART

Total FTE's - 18.6

Administration - 5.6

Human Resources Director	1.00
Senior Administrative Specialist	1.00
Customer Service Representative	1.00
Charter School Liaison	1.00
Human Resources Manager - Charter School	1.00
Contract Administrative Technician	0.60

Employee Labor Relations - 1

Labor Relations Manager	1.00
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Compensation and Classification - 4

Human Resources Administrator	1.00
Classification/Compensation Specialist	2.00
Senior Customer Service Representative	1.00

Health Insurance - 2

Benefits Coordinator	1.00
Benefits Manager	0.50
Benefits Specialist	0.50

Recruitment - 4

Talent Acquisition Manager	1.00
Talent Acquisition Specialist	3.00

Benefits - 1

Benefits Manager	0.50
Benefits Specialist	0.50

Employee Development - 1

Training and Development Specialist	1.00
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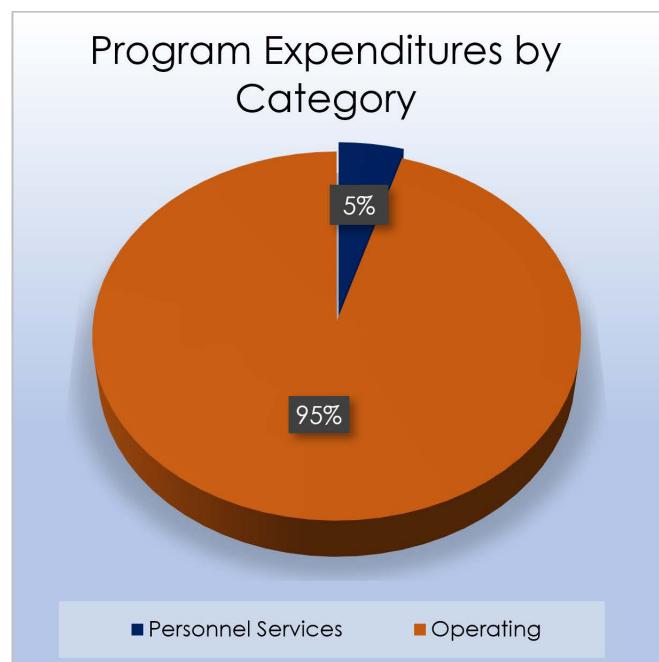
FY 2023 Amended	FY 2024 Adopted	Change
18.60	18.60	0.00

HUMAN RESOURCES

OPERATING BUDGET

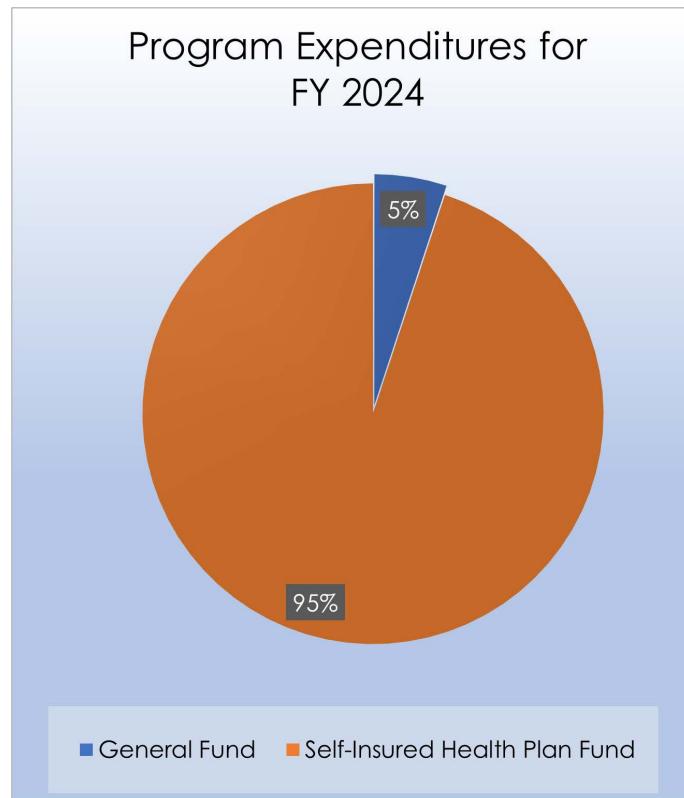
Revenues by Category	FY 2022 Actual	FY 2023 Adopted	FY 2023 Amended	FY 2024 Adopted	FY 2025 Forecast	FY 2026 Forecast
Internal Service Charges	\$ 29,401,678	\$ 37,555,921	\$ 37,555,921	\$ 39,139,848	\$ 43,028,101	\$ 47,330,695
Miscellaneous	1,904,924	600,000	800,000	1,800,000	1,800,000	1,800,000
Transfers	-	-	41,405	-	-	-
Total	\$ 31,306,603	\$ 38,155,921	\$ 38,397,326	\$ 40,939,848	\$ 44,828,101	\$ 49,130,695

Expenditures by Category	FY 2022 Actual	FY 2023 Adopted	FY 2023 Amended	FY 2024 Adopted	FY 2025 Forecast	FY 2026 Forecast
Personnel Services	\$ 1,560,003	\$ 1,907,215	\$ 1,907,215	\$ 2,016,433	\$ 2,246,932	\$ 2,451,345
Operating	33,117,250	37,741,476	38,167,408	41,105,218	44,979,696	49,279,891
Capital Outlay	-	-	-	-	6,200	-
Total	\$ 34,677,253	\$ 39,648,691	\$ 40,074,623	\$ 43,121,651	\$ 47,232,828	\$ 51,731,236



HUMAN RESOURCES

Expenditures by Fund and Program	FY 2022 Actual	FY 2023 Adopted	FY 2023 Amended	FY 2024 Adopted	FY 2025 Forecast	FY 2026 Forecast
<i>General Fund</i>						
Compensation and Classification	\$ 363,036	\$ 491,222	\$ 491,222	\$ 511,485	\$ 541,369	\$ 562,035
Employee Benefits	209,820	281,048	281,048	166,704	175,799	181,938
Employee Development	137,579	212,397	194,741	206,731	213,126	219,788
Employee/Labor Relations	119,407	123,199	123,355	130,137	138,533	143,939
Human Resources Administration	423,293	574,944	723,209	528,751	683,129	818,367
Recruitment	477,612	552,068	551,912	637,995	652,771	674,474
<i>General Fund Total</i>	<i>\$ 1,730,747</i>	<i>\$ 2,234,878</i>	<i>\$ 2,365,487</i>	<i>\$ 2,181,803</i>	<i>\$ 2,404,727</i>	<i>\$ 2,600,541</i>
<i>Self-Insured Health Plan Fund</i>						
Employee Health and Wellness Clinic	\$ 1,962,209	\$ 1,864,058	\$ 2,438,976	\$ 1,799,700	\$ 1,853,537	\$ 1,908,986
Self-Insured Health Plan	30,984,297	35,549,755	35,270,160	39,140,148	42,974,564	47,221,709
<i>Self-Insured Health Plan Fund Total</i>	<i>\$ 32,946,506</i>	<i>\$ 37,413,813</i>	<i>\$ 37,709,136</i>	<i>\$ 40,939,848</i>	<i>\$ 44,828,101</i>	<i>\$ 49,130,695</i>
<i>Total</i>	<i>\$ 34,677,253</i>	<i>\$ 39,648,691</i>	<i>\$ 40,074,623</i>	<i>\$ 43,121,651</i>	<i>\$ 47,232,828</i>	<i>\$ 51,731,236</i>



HUMAN RESOURCES

Expenditures by Fund and Category	FY 2022 Actual	FY 2023 Adopted	FY 2023 Amended	FY 2024 Adopted	FY 2025 Forecast	FY 2026 Forecast
<i>General Fund</i>						
Personnel Services	\$ 1,433,122	\$ 1,774,979	\$ 1,774,979	\$ 1,750,218	\$ 1,963,486	\$ 2,156,888
Operating	297,626	459,899	590,508	431,585	435,041	443,653
Capital Outlay	-	-	-	-	6,200	-
General Fund Total	\$ 1,730,747	\$ 2,234,878	\$ 2,365,487	\$ 2,181,803	\$ 2,404,727	\$ 2,600,541
<i>Self-Insured Health Plan Fund</i>						
Personnel Services	\$ 126,882	\$ 132,236	\$ 132,236	\$ 266,215	\$ 283,446	\$ 294,457
Operating	32,819,624	37,281,577	37,576,900	40,673,633	44,544,655	48,836,238
Self-Insured Health Plan Fund Total	\$ 32,946,506	\$ 37,413,813	\$ 37,709,136	\$ 40,939,848	\$ 44,828,101	\$ 49,130,695
Total	\$ 34,677,253	\$ 39,648,691	\$ 40,074,623	\$ 43,121,651	\$ 47,232,828	\$ 51,731,236

DEPARTMENT FUNCTIONS

Employee and Labor Relations

Ensure a fair and equitable employment experience while developing cooperation and communication between employees and management.

ACCOMPLISHMENTS

- Implemented Online Employee Guidebook – easy access to important information for new hires and others
- Implemented year-end FOP Negotiations

GOALS AND PRIORITIES

- IUPAT & IAFF CBA negotiations – both CBAs expire on October 1, 2024

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.

ACCOMPLISHMENTS

- Munis ERP payroll system: Continued Implementation measures
- Measured market competitiveness through contract and full-time compensation studies
- Implementation of FMLA software and company-wide retraining of FMLA and ADA, including updates
- New wellness brand introduced, Benni the Bee, including financial wellness focus and comprehensive benefits communications for City and Charter employees

GOALS AND PRIORITIES

- Implement Munis ERP payroll system January 1, 2024
- Analyze compensation market studies to proactively maintain market competitiveness

HUMAN RESOURCES

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.

ACCOMPLISHMENTS

- Reviewed and modified the interview guide creation to include new options for interview questions, scoring, and interview guide format
- Researched and implemented success measures for training efforts, including the L.E.A.D.S. program and the Administrative Professionals C.O.R.E program

GOALS AND PRIORITIES

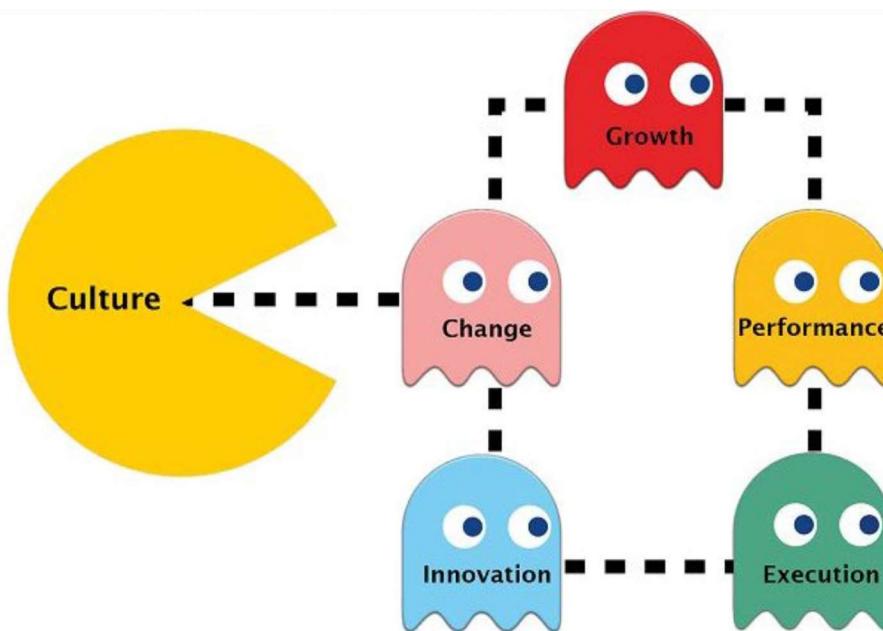
- Establish and implement an internal apprenticeship program supporting Utilities and Public Works
- Implement a customized internal training program for hiring managers and administrative staff focused on NEOGOV and the employee hiring process
- Develop and deliver updated workplace harassment training

Overall Compliance

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

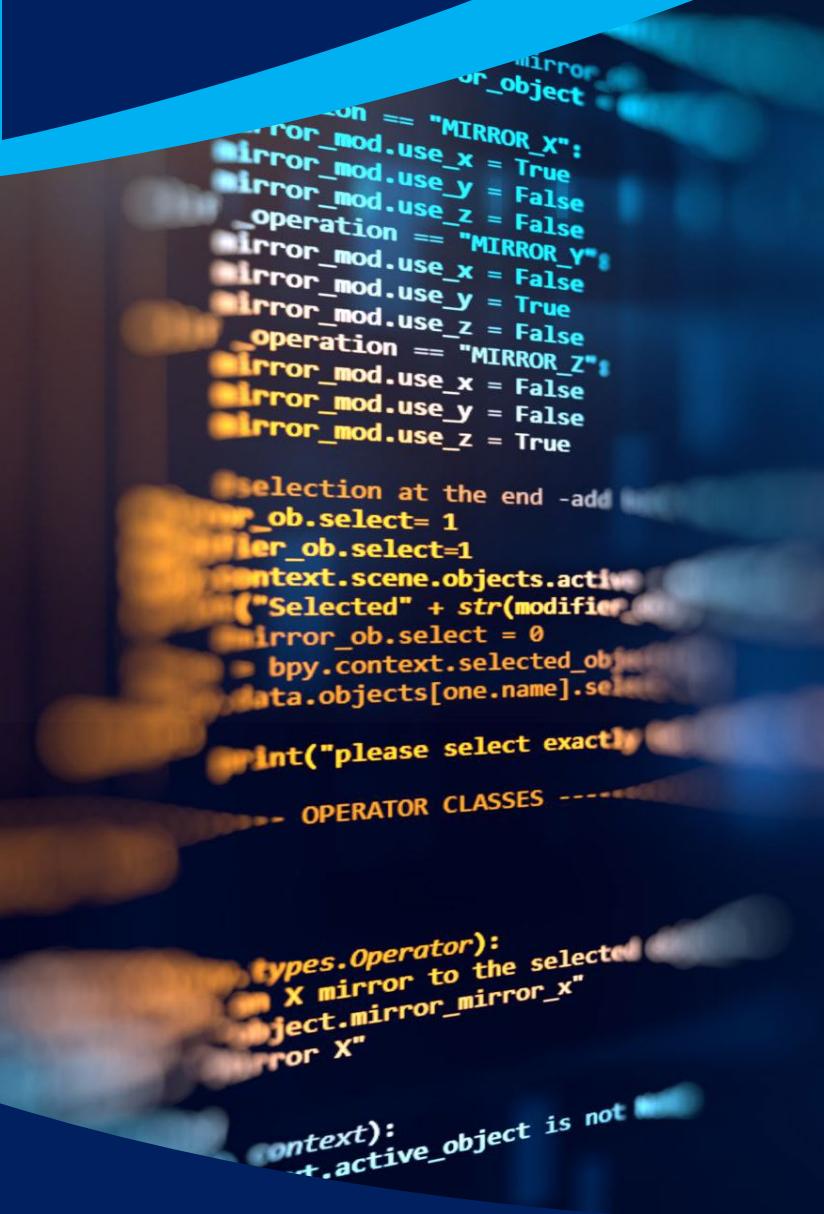
ACCOMPLISHMENTS

- Converted contract and retiree personnel files to electronic, no longer storing paper files





INFORMATION TECHNOLOGY



DEPARTMENT OVERVIEW

The Information Technology Services Department (ITS) is responsible for delivering information technology in support of the business needs of the organization.

MISSION

The mission of the ITS Department is to deliver innovative solutions that increase the efficiency and effectiveness of City government and to provide value-added technology services for its residents and businesses.

HIGHLIGHTS

Manages over
10,000 devices



Wireless Technology
Upgrades in
4 Parks



Capital Infrastructure
Upgrades
1.2 million +



Supports
**City and
Charter School**

INFORMATION TECHNOLOGY

FY 2024 ORGANIZATIONAL CHART

Total FTE's - 31

Business Applications - 9

Business Applications Support Manager	1.00
Business Applications Analyst II	4.00
Business Applications Analyst	2.00
Associate Programmer Analyst	1.00
Energov Application Administrator	1.00

Administration - 2

Information Technology Services Director	1.00
Senior Administrative Specialist	1.00

Security - 3

Security Manager	1.00
Network Security Administrator	2.00

Charter School Security - 0.5

Network Security Administrator	0.50
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Information Technology Systems - 11

Information Technology & Comm Manager	1.00
Senior Network Systems Administrator	1.00
Systems Administrator	2.00
Associate Network Security Administrator	1.00
Desktop Specialist	5.00
Desktop Technician	1.00

Network and Telecommunications - 3

Network/Telecommunication Manager	1.00
Senior Network Engineer	1.00
Associate Network Security Administrator	1.00

Geographic-Information Systems - 2

GIS Coordinator	1.00
Program Analyst	1.00

Utilities Security - 0.5

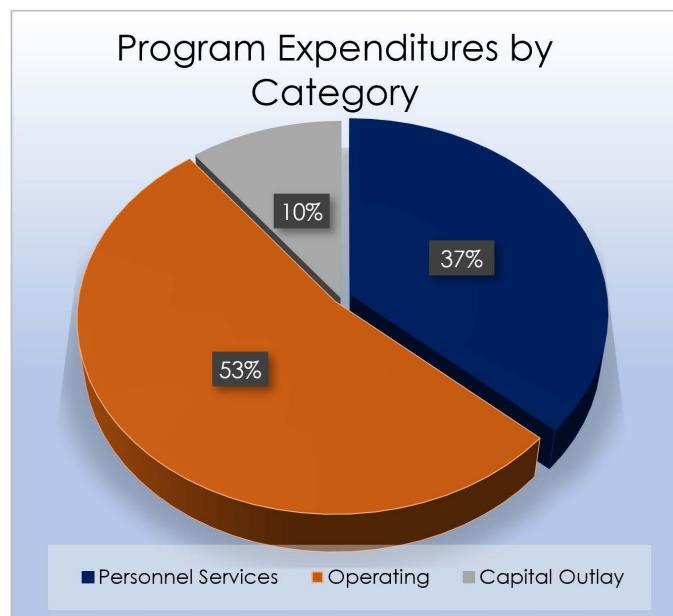
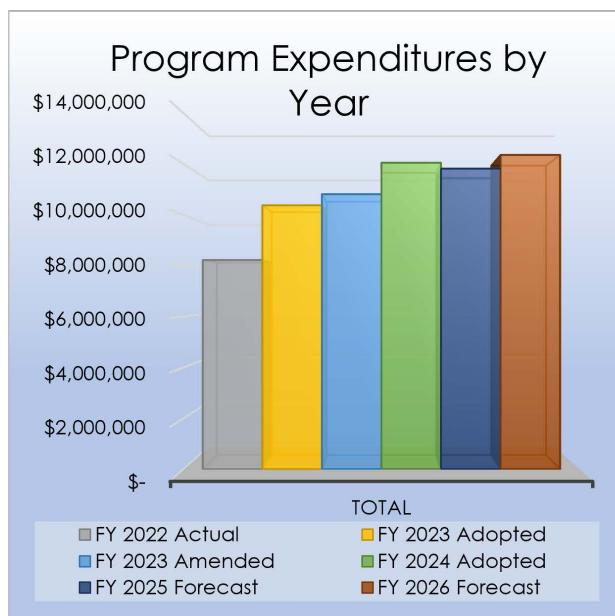
Network Security Administrator	0.50
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FY 2023 Amended	FY 2024 Adopted	Change
31.00	31.00	0.00

INFORMATION TECHNOLOGY

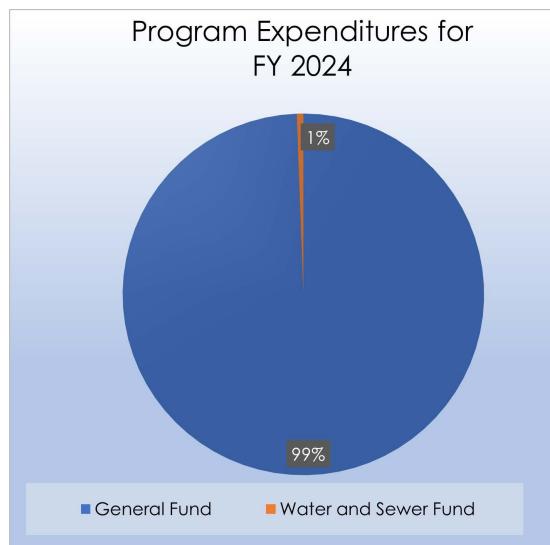
OPERATING BUDGET

Expenditures by Category	FY 2022 Actual	FY 2023 Adopted	FY 2023 Amended	FY 2024 Adopted	FY 2025 Forecast	FY 2026 Forecast
Personnel Services	\$ 3,191,000	\$ 3,900,315	\$ 3,900,315	\$ 4,403,885	\$ 4,630,433	\$ 4,805,992
Operating	4,200,102	4,953,847	5,318,309	6,390,861	5,884,316	6,095,357
Capital Outlay	835,792	1,523,000	1,596,516	1,255,000	1,305,000	1,455,000
Total	\$ 8,226,894	\$ 10,377,162	\$ 10,815,140	\$ 12,049,746	\$ 11,819,749	\$ 12,356,349



Expenditures by Fund and Program	FY 2022 Actual	FY 2023 Adopted	FY 2023 Amended	FY 2024 Adopted	FY 2025 Forecast	FY 2026 Forecast
<i>General Fund</i>						
Business Applications	\$ 1,917,990	\$ 2,502,490	\$ 2,262,490	\$ 3,527,228	\$ 3,157,606	\$ 3,296,927
Geographic Information Systems (GIS)	479,122	593,552	597,552	581,239	603,473	632,789
Information Technology Services Administration	322,103	379,269	379,269	403,397	427,933	442,880
Network Administration	1,546,154	2,185,470	2,614,308	2,105,069	2,229,064	2,269,026
Security	842,944	1,203,445	1,102,045	1,560,589	1,448,094	1,500,019
Store	696	-	-	-	-	-
Systems	3,028,119	3,392,381	3,738,921	3,802,078	3,878,905	4,137,207
<i>General Fund Total</i>	<i>\$ 8,137,128</i>	<i>\$ 10,256,607</i>	<i>\$ 10,694,585</i>	<i>\$ 11,979,600</i>	<i>\$ 11,745,075</i>	<i>\$ 12,278,848</i>
<i>Water and Sewer Fund</i>						
Information Technology Services Security	\$ 89,766	\$ 120,555	\$ 120,555	\$ 70,146	\$ 74,674	\$ 77,501
<i>Water and Sewer Fund Total</i>	<i>\$ 89,766</i>	<i>\$ 120,555</i>	<i>\$ 120,555</i>	<i>\$ 70,146</i>	<i>\$ 74,674</i>	<i>\$ 77,501</i>
<i>Total</i>	<i>\$ 8,226,894</i>	<i>\$ 10,377,162</i>	<i>\$ 10,815,140</i>	<i>\$ 12,049,746</i>	<i>\$ 11,819,749</i>	<i>\$ 12,356,349</i>

INFORMATION TECHNOLOGY



Expenditures by Fund and Category	FY 2022 Actual	FY 2023 Adopted	FY 2023 Amended	FY 2024 Adopted	FY 2025 Forecast	FY 2026 Forecast
<i>General Fund</i>						
Personnel Services	\$ 3,101,234	\$ 3,779,760	\$ 3,779,760	\$ 4,333,739	\$ 4,555,759	\$ 4,728,491
Operating	4,200,102	4,953,847	5,318,309	6,390,861	5,884,316	6,095,357
Capital Outlay	835,792	1,523,000	1,596,516	1,255,000	1,305,000	1,455,000
General Fund Total	\$ 8,137,128	\$ 10,256,607	\$ 10,694,585	\$ 11,979,600	\$ 11,745,075	\$ 12,278,848
<i>Water and Sewer Fund</i>						
Personnel Services	\$ 89,766	\$ 120,555	\$ 120,555	\$ 70,146	\$ 74,674	\$ 77,501
Water and Sewer Fund Total	\$ 89,766	\$ 120,555	\$ 120,555	\$ 70,146	\$ 74,674	\$ 77,501
Total	\$ 8,226,894	\$ 10,377,162	\$ 10,815,140	\$ 12,049,746	\$ 11,819,749	\$ 12,356,349

INFORMATION TECHNOLOGY

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 applications this group has skills in Microsoft, .gov and database technology to write special applications linking our databases and providing web enabled viewing of data for both internal users and the public.

ACCOMPLISHMENTS

- Major upgrades to ERP, Land Management, and Fleet Systems
- Implemented test automation software

GOALS AND PRIORITIES

- Implement new Police Department Aided Dispatch System
- Implement new Human Resources Payroll and Timekeeper Solutions

Information & Communications Technology

This Division supports the extensive IT Infrastructure requirements for the City. Key elements include the City, Public Safety, 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 Public Safety systems, Internet and messaging system.

ACCOMPLISHMENTS

- Completed low-level fiber ring design to additional City assets, including parks
- Completed rollout of new VoIP phones
- Replaced Uninterruptible Power Supply (UPS) at the Emergency Operations Center
- Delivered all funded IT hardware and software solutions for the Real-time Crime Center
- Relocated Disaster Recovery hardware to a more secure and hurricane proof facility
- Implemented new IT Help Desk Software

GOALS AND PRIORITIES

- Expand City fiber ring to additional City assets, including parks
- Wireless meter reading
- Upgrade end-of-support server operating systems
- Expand Server capacity and replace aging servers
- Deliver NetMotion, VMWare and Microsoft Exchange Email Upgrades

INFORMATION TECHNOLOGY

Geographical Information System (GIS)

This division supports the GIS system to provide extensive map/geographical referenced data used by the City. GIS is used across many Departments to provide mapping ranging from straightforward Zoning & Land Use maps to complex studies such as crime mapping and optimum location of Fire Stations.

ACCOMPLISHMENTS

- Implemented new GIS module to manage the city's fiber assets
- Mapped the city's existing fiber assets
- Updated all existing map applications and open datasets impacted by new system
- Delivered Fire Inspectors Application

GOALS AND PRIORITIES

- Implement two new modules to Cartograph for Public Works
- Deliver new mapping Applications





PARKS AND RECREATION



DEPARTMENT OVERVIEW

Regardless of a person's age, parks are one of the few places where it all comes together – a sense of community, an appreciation of history and place, respect for nature, and good health. Cape Coral's parks are where lifetime friendships are formed, where the gap between generations is bridged, and where people discover what they have in common. How do you grow a hometown with a sense of community while conserving green spaces and waterways for generations to come? It Starts in Parks!

MISSION

The mission of the Parks and Recreation Department is to provide a wide range of 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 of Cape Coral.

HIGHLIGHTS



Average Rounds
of Golf
62,229



Developed Parks
34



Art Studio Classes
474



Programs Revenue
\$3.4+ million



Average Slip Rentals
103



Summer Camp
Participants
3,917

PARKS AND RECREATION

FY 2024 ORGANIZATIONAL CHART

Total FTEs - 227.96		
Administration - 6.6		
Parks Maintenance - 57.74	Parks and Recreation Director	1.00
Superintendent	Business Manager	1.00
Administrative Assistant	Senior Administrative Specialist	1.00
Project Manager	Senior Customer Service Representative	1.00
Parks Maintenance Supervisor	Customer Service Representative	1.00
Senior Equipment Operator	Accounts Coordinator	1.00
Equipment Operator	Contract Administrative Aide	0.60
Senior Groundskeeper		
Groundskeeper ²		
Maintenance Specialist	Recreation Program Supervisor	1.00
Crew Coordinator	Senior Recreation Specialist	1.00
Chemical Specialist	Recreation Specialist	1.00
Maintenance Technician	Custodian	0.50
Inventory Clerk	Contract Administrative Technician ¹	0.78
Contract Grounds Maintenance ¹	Contract Center Attendant ¹	2.06
Contract Grounds Maintenance TDC ¹	Contract Arts Head Counselor/Instructor ¹	0.50
Art Studio - 7.04		
Four Freedoms - 8.75	Contract Arts Counselor/Instructor ¹	-
Recreation Program Supervisor	Contract Counselor/Instructor Aide ¹	0.20
Senior Recreation Specialist		
Lead Custodian		
Custodian	Superintendent	1.00
Contract Administrative Aide ¹	Chemical Specialist	1.00
Contract Administrative Technician ¹	Irrigation Specialist	1.00
Contract Center Attendant ¹	Groundskeeper ¹	4.00
Contract Lead Preschool Teacher ¹	Maintenance Specialist	1.00
Contract Preschool Teacher/Instructor ¹	Equipment Mechanic	1.00
Contract Counselor/Instructor	Contract Grounds Maintenance ¹	1.44
Golf Course Greens - 10.44		
Environmental Recreation - 12.1	Golf Professional Manager	1.00
Recreation Program Supervisor	Golf Pro Shop Supervisor	1.00
Senior Recreation Specialist	Administrative Assistant	1.00
Recreation Specialist	Custodian	1.00
Customer Service Representative	Professional Contract Assistant Golf Pro ¹	0.69
Contract Administrative Aide ¹	Contract Custodial Worker	0.35
Contract Center Attendant ¹	Contract Golf Course Outside Operations ¹	7.50
Contract Counselor/Instructor ¹	Contract Golf Shop Clerk ¹	2.00
Contract Counselor/Instructor Aide ¹		
Contract Custodial Worker ¹		
Contract Site Director ¹		
Golf Course Clubhouse - 14.54		
Special Events - 4.44		
Recreation Program Supervisor	Special Events Supervisor	1.00
Senior Recreation Specialist	Senior Recreation Specialist	2.00
Recreation Specialist	Facilities/Event Resources Coordinator	1.00
Customer Service Representative	Contract Administrative Aide ¹	0.20
Contract Administrative Aide ¹	Contract Counselor Specialist ¹	0.24
Contract Center Attendant ¹		
Contract Counselor/Instructor ¹		
Contract Counselor/Instructor Aide ¹		
Contract Custodial Worker ¹		
Contract Site Director ¹		
Golf Course Restaurant - 5.54		
217		

PARKS AND RECREATION

FY 2024 ORGANIZATIONAL CHART

Pops Café - 3.94		Yacht Club - 0		Special Populations - 22.14	
Restaurant Supervisor	1.00	Yacht Club Supervisor	-	Special Populations Supervisor	1.00
Restaurant Operations Coordinator	1.00	Customer Service Representative	-	Senior Customer Service Representative	1.00
Contract Food and Beverage Manager ¹	-	Lead Lifeguard	-	Senior Recreation Specialist	2.00
Contract Food and Beverage Worker ¹	0.94	Aquatics Maintenance Specialist	-	Recreation Specialist	4.00
Contract Job Coach ¹	1.00	Contract Aquatics Coordinator ³	-	Recreation Assistant	4.00
Athletics - 11.93		Contract Cash Clerk ³	-	Contract Administrative Aide ¹	-
Recreation Program Supervisor	1.00	Contract Center Attendant ³	-	Contract Camp Counselor ¹	0.41
Senior Recreations Specialist	1.00	Contract Custodial Worker ³	-	Contract Counselor/Instructor ¹	2.85
Recreation Specialist	4.00	Contract Counselor/Specialist ³	-	Contract Counselor/Instructor Aide ¹	-
Contract Athletic Assistant I ¹	0.57	Contract Counselor/Instructor ³	-	Contract Head Counselor/Instructor ¹	2.15
Contract Athletic Assistant II ¹	1.44	Contract Lifeguard ³	-	Contract Special Populations Aide ¹	3.98
Contract Athletic Officials ¹	3.92	Contract Senior Guard ³	-	Contract Site Director ¹	0.75
Parking Program - 10.47		Contract Site Director ³	-	Yacht Basin - 0	
Park Ranger	3.00	Recreation Program Supervisor	1.00	Recreational Specialist	-
Recreation Program Supervisor	1.00	Senior Recreation Specialist	2.00	Harbormaster	-
Recreation Specialist	2.00	Contract Administrative Aide ¹	1.50	Contract Dock Worker ³	-
Customer Service Representative	1.00	Contract Center Attendant ¹	0.60		
Contract Park Ranger ¹	3.47	Contract Custodial Worker ¹	1.00		
		Contract Driver ¹	3.65		
		Contract Site Director ¹	0.50		

Change in FTEs:

¹ Removed (-11.91) unfunded FTE's

² Added (3) Groundskeepers for new Parks

³ Removed (-15.39) FTE's due to Yacht Club closure

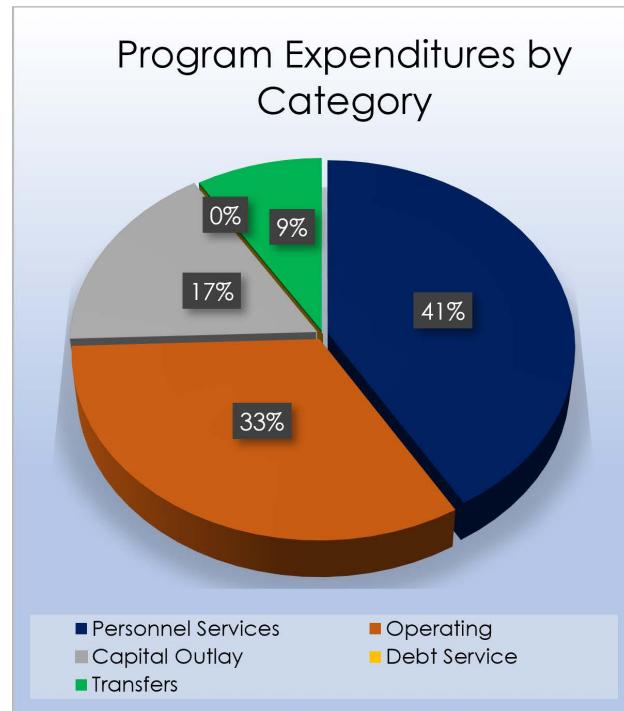
FY 2023 Amended	FY 2024 Adopted	Change
252.26	227.96	-24.30

PARKS AND RECREATION

OPERATING BUDGET

Revenues by Category	FY 2022 Actual	FY 2023 Adopted	FY 2023 Amended	FY 2024 Adopted	FY 2025 Forecast	FY 2026 Forecast
Charges for Service	\$ 7,616,546	\$ 7,353,617	\$ 7,353,617	\$ 6,684,158	\$ 7,205,481	\$ 7,989,005
Debt Proceeds	-	-	11,243,031	-	12,360,000	-
Fines and Forfeits	24,525	15,000	15,000	15,500	16,000	16,500
Impact Fees	5,467,385	5,046,490	5,046,490	4,897,080	5,043,145	5,194,785
Intergovernmental	846,918	715,697	1,842,558	2,721,466	734,817	748,164
Miscellaneous	357,168	186,062	186,062	261,802	262,873	264,299
Transfers	11,374,087	3,152,545	3,894,543	515,000	240,245	-
Total	\$ 25,686,628	\$ 16,469,411	\$ 29,581,301	\$ 15,095,006	\$ 25,862,561	\$ 14,212,753

Expenditures by Category	FY 2022 Actual	FY 2023 Adopted	FY 2023 Amended	FY 2024 Adopted	FY 2025 Forecast	FY 2026 Forecast
Personnel Services	\$ 12,081,556	\$ 14,815,697	\$ 14,815,697	\$ 15,116,257	\$ 15,750,942	\$ 16,946,961
Operating	8,588,764	15,634,988	14,907,066	12,072,131	10,422,816	10,421,028
Capital Outlay	15,813,485	6,851,625	21,509,194	6,098,197	17,013,331	4,218,559
Debt Service	117,283	-	-	-	-	-
Transfers	12,466,459	5,879,857	6,681,355	3,243,562	2,766,904	2,524,149
Total	\$ 49,067,547	\$ 43,182,167	\$ 57,913,312	\$ 36,530,147	\$ 45,953,993	\$ 34,110,697

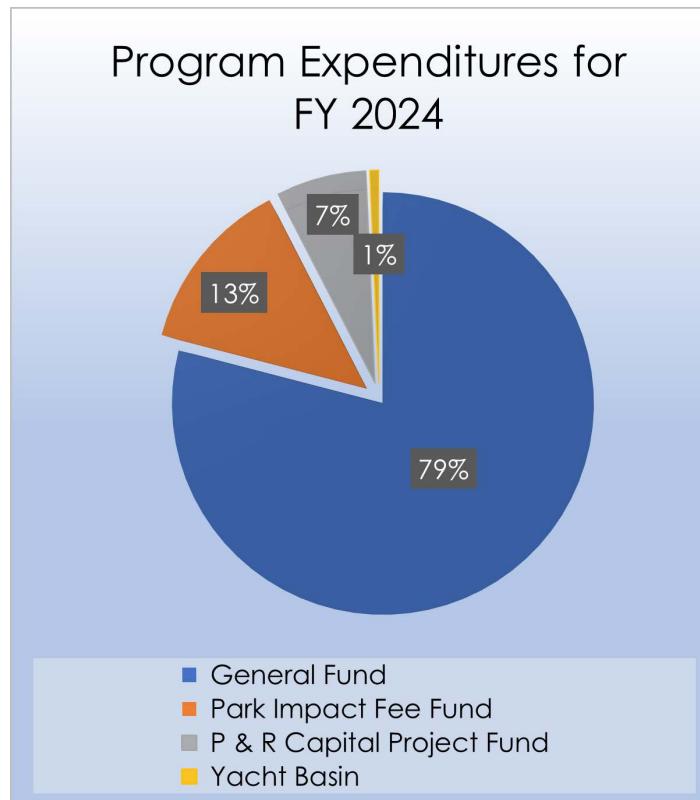


PARKS AND RECREATION

Expenditures by Fund and Program	FY 2022 Actual	FY 2023 Adopted	FY 2023 Amended	FY 2024 Adopted	FY 2025 Forecast	FY 2026 Forecast
<i>General Fund</i>						
Administration	\$ 10,306,083	\$ 4,127,387	\$ 4,882,237	\$ 1,583,464	\$ 1,343,927	\$ 1,141,336
Art Studio	-	660,223	660,223	734,736	739,063	720,080
Athletics	-	1,318,092	1,110,248	1,489,585	1,662,778	1,717,488
Community Supported Events	-	19,000	19,000	-	-	-
Environmental Recreation	-	972,286	957,286	1,025,370	1,095,063	1,122,804
Four Freedoms	-	667,605	667,605	727,867	762,096	807,241
Golf Course	-	3,219,885	3,769,309	2,791,025	2,898,756	3,008,575
Lake Kennedy	-	968,848	968,848	1,075,500	968,792	975,367
Marine Services	121,981	149,698	149,698	116,598	123,958	131,326
Park Rangers	58,518	140,339	135,928	-	-	-
Parking Program	-	261,906	266,317	437,000	448,313	468,558
Parks and Recreation Fleet Rolling Stock	137,428	715,600	1,261,067	460,200	580,260	598,741
Parks and Recreation Programs	-	130,460	140,337	232,978	235,077	237,218
Parks Grants	88,734	181,496	190,996	183,371	183,371	183,371
Parks Maintenance	6,602,904	13,038,506	13,444,681	11,178,123	10,063,591	9,523,967
Pops Café	-	330,397	369,265	359,513	374,539	390,034
Recreation Administration	284,689	350,699	414,574	338,880	361,956	351,923
Special Events	-	1,471,044	1,427,099	1,292,914	1,310,794	1,329,661
Special Facilities Administration	297,420	367,103	367,103	385,352	405,023	420,229
Special Populations	-	1,452,767	1,452,767	1,688,319	1,544,232	1,568,211
William Austin Youth Center	-	1,807,680	1,807,680	1,992,786	2,192,634	2,156,861
Yacht Club	-	1,872,170	1,371,682	777,635	762,653	1,695,033
<i>General Fund Total</i>	<i>\$ 17,897,757</i>	<i>\$ 34,223,191</i>	<i>\$ 35,833,950</i>	<i>\$ 28,871,216</i>	<i>\$ 28,056,876</i>	<i>\$ 28,548,024</i>
<i>Golf Course Fund</i>						
Golf Course Operations	\$ 3,036,244	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Park Impact Fee Fund</i>						
Park Impact Fees	\$ 3,401,803	\$ 5,046,490	\$ 5,046,490	\$ 4,897,080	\$ 5,043,145	\$ 5,194,785
<i>Parks and Recreation Capital Project Fund</i>						
Golf Course Capital Projects	\$ 671,990	\$ 413,545	\$ 413,545	\$ -	\$ -	\$ -
Parks and Recreation GO Bond Projects	13,905,654	-	11,243,031	-	-	-
Parks Capital Projects	234,950	2,739,000	4,616,355	2,515,000	12,600,245	-
<i>Parks and Recreation Capital Project Fund Total</i>	<i>\$ 14,812,595</i>	<i>\$ 3,152,545</i>	<i>\$ 16,272,931</i>	<i>\$ 2,515,000</i>	<i>\$ 12,600,245</i>	<i>-</i>
<i>Parks and Recreation Program Fund</i>						
Parks and Recreation Programs	\$ 9,166,520	\$ -	\$ -	\$ -	\$ -	\$ -

PARKS AND RECREATION

Expenditures by Fund and Program	FY 2022 Actual	FY 2023 Adopted	FY 2023 Amended	FY 2024 Adopted	FY 2025 Forecast	FY 2026 Forecast
Waterpark Fund						
Waterpark	\$ 285,866	\$ -	\$ -	\$ -	\$ -	\$ -
Yacht Basin Fund						
Rosen Park Operations	\$ 23,499	\$ 50,139	\$ 50,139	\$ 22,296	\$ 22,742	\$ 49,363
Yacht Basin Operations	443,264	709,802	709,802	224,555	230,985	318,525
Yacht Basin Fund Total	\$ 466,764	\$ 759,941	\$ 759,941	\$ 246,851	\$ 253,727	\$ 367,888
Total	\$ 49,067,547	\$ 43,182,167	\$ 57,913,312	\$ 36,530,147	\$ 45,953,993	\$ 34,110,697



PARKS AND RECREATION

Expenditures by Fund and Category	FY 2022 Actual	FY 2023 Adopted	FY 2023 Amended	FY 2024 Adopted	FY 2025 Forecast	FY 2026 Forecast
General Fund						
Personnel Services	\$ 4,171,647	\$ 14,569,182	\$ 14,569,182	\$ 15,032,872	\$ 15,664,957	\$ 16,834,587
Operating	3,949,233	15,045,864	14,317,942	11,835,208	10,179,426	10,087,592
Capital Outlay	151,250	1,455,600	3,052,283	1,488,136	1,972,248	1,625,845
Transfers Out	9,625,627	3,152,545	3,894,543	515,000	240,245	-
General Fund Total	\$ 17,897,757	\$ 34,223,191	\$ 35,833,950	\$ 28,871,216	\$ 28,056,876	\$ 28,548,024
Golf Course Fund						
Personnel Services	\$ 1,525,381	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	1,385,618	-	-	-	-	-
Capital Outlay	7,962	-	-	-	-	-
Debt Service	117,283	-	-	-	-	-
Golf Course Fund Total	\$ 3,036,244	\$ -	\$ -	\$ -	\$ -	\$ -
Park Impact Fee Fund						
Operating	\$ 23,726	\$ 75,698	\$ 75,698	\$ 73,457	\$ 75,648	\$ 77,922
Capital Outlay	652,245	2,243,480	2,243,480	2,095,061	2,440,838	2,592,714
Transfers Out	2,725,832	2,727,312	2,727,312	2,728,562	2,526,659	2,524,149
Park Impact Fee Fund Total	\$ 3,401,803	\$ 5,046,490	\$ 5,046,490	\$ 4,897,080	\$ 5,043,145	\$ 5,194,785
Parks and Recreation Capital Project Fund						
Capital Outlay	\$ 14,812,595	\$ 3,152,545	\$ 16,213,431	\$ 2,515,000	\$ 12,600,245	\$ -
Transfers Out	-	-	59,500	-	-	-
Parks and Recreation Capital Project Fund Total	\$ 14,812,595	\$ 3,152,545	\$ 16,272,931	\$ 2,515,000	\$ 12,600,245	\$ -
Parks and Recreation Program Fund						
Personnel Services	\$ 6,101,597	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	2,875,489	-	-	-	-	-
Capital Outlay	189,433	-	-	-	-	-
Transfers Out	-	-	-	-	-	-
Parks and Recreation Program Fund Total	\$ 9,166,520	\$ -	\$ -	\$ -	\$ -	\$ -
Waterpark Fund						
Personnel Services	\$ 93,520	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	192,346	-	-	-	-	-
Waterpark Fund Total	\$ 285,866	\$ -	\$ -	\$ -	\$ -	\$ -
Yacht Basin Fund						
Personnel Services	\$ 189,411	\$ 246,515	\$ 246,515	\$ 83,385	\$ 85,985	\$ 112,374
Operating	162,353	513,426	513,426	163,466	167,742	255,514
Transfers Out	115,000	-	-	-	-	-
Yacht Basin Fund Total	\$ 466,764	\$ 759,941	\$ 759,941	\$ 246,851	\$ 253,727	\$ 367,888
Total	\$ 49,067,547	\$ 43,182,167	\$ 57,913,312	\$ 36,530,147	\$ 45,953,993	\$ 34,110,697

PARKS AND RECREATION

DEPARTMENT FUNCTIONS

Administration

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

ACCOMPLISHMENTS

- Completed numerous deferred maintenance projects to facility buildings including Pop's Café remodel, roof replacements, electrical work, plumbing, flooring, painting, and HVAC totaling over \$700,000

GOALS AND PRIORITIES

- Repair and enhance existing park facilities and accommodations
- Continue to maintain community partnerships while creating new ones

Parks

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

ACCOMPLISHMENTS

- Opened Del Prado Linear Park, Gator Trail Park, Sands Park, Joe Coviello Park and Cultural Park

GOALS AND PRIORITIES

- Develop parks standard operating procedures and set parks service level standards for each location
- Reinvest in aging parks and recreation facilities to ensure community assets continue to be relevant in providing quality recreational opportunities for residents and guests

Recreation

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.

ACCOMPLISHMENTS

- Completed donor funded "June Bennet Pathway to Creativity" at the Art Center
- Established new partnership with Gulf Coast Humane Society to provide pet food for senior citizens who need assistance
- Successfully held three major special events at new locations – Sounds of Jazz, Bike Night, and Tour De Cape
- Maintained 100% inspection rating with DVF and Early Learning Coalition

GOALS AND PRIORITIES

- Complete a comprehensive Special Events review to include permitting process and determining signature events that create an identity for the City of Cape Coral
- Continue developing new partnerships that promote life-long learning, active lifestyles, and community outreach

PARKS AND RECREATION

Revenue and Special Facility

Conduct and support community-wide special events, as well as provide support for athletics, environmental education and recreation, marine services, and Special Populations programs.

ACCOMPLISHMENTS

- Completed Pops Café buildout
- Partnered with the Guardian Angels for Special Populations to purchase a variety of equipment and supplies that are needed to operate a successful program
- Partnered with the High Point Assistant Living Center to host a "Field of Dreams" baseball game for residents to enjoy

GOALS AND PRIORITIES

- Host local, regional, and national athletic tournaments to promote the City of Cape Coral and support economic development in the community

Coral Oaks Golf Course

Provide quality, aesthetically pleasing conditions for professional yet affordable golf experiences within the golfing community.

ACCOMPLISHMENTS

- Installed a cover for the golf ball machine at the driving range
- Awarded scholarships through the Cape Coral Junior Golf Association for the 6th year

GOALS AND PRIORITIES

- Complete irrigation system replacement for all putting greens



POLICE



DEPARTMENT OVERVIEW

The 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 at public gatherings.

MISSION

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

HIGHLIGHTS



MADD Award
Underage Drinking
Prevention program



Traffic Citations
17,725



Hosted
Florida Leadership
Academy Class 51



Traffic Crashes
6,220



Traffic Stops
25,148

POLICE

FY 2024 ORGANIZATIONAL CHART

Total FTE's - 415.53		
Administration - 26.75		
Communication and Records- 66.7		
Commander Comm & Logistical Support 1.00		
Telecommunications Supervisor 1.00		
Telecommunications Shift Supervisor 4.00		
Communications Training Coordinator 1.00		
Lead Telecommunicator 4.00		
Telecommunicator 27.00		
911 Operators 13.00		
Quartermaster 2.00		
Records Supervisor 1.00		
Senior Customer Service Representative 1.00		
Customer Service Representative 9.00		
Police Officer 1.00		
Fleet Coordinator ³ 1.00		
Contract Administrative Technician 0.70		
Community Services - 47		
Captain 1.00		
Lieutenant 1.00		
Sergeant 5.00		
Police Officer 39.00		
Customer Service Representative 1.00		
Do the Right Thing - 1		
Community Outreach Project Coordinator 1.00		
Administration - 26.75		
Police Chief	1.00	
Deputy Chief of Police	2.00	
Lieutenant	1.00	
Captain	1.00	
Sergeant ⁵	3.00	
Police Officer	10.00	
Grant Coordinator/Writer	1.00	
Senior Administrative Specialist	1.00	
Accounts Coordinator	1.00	
Administrative Assistant	1.00	
Senior Customer Service Representative	1.00	
Customer Service Representative	2.00	
Public Information Specialist ⁸	1.00	
Contract Administrative Technician	0.75	
Patrol - 152		
Lieutenant	5.00	
Captain	1.00	
Sergeant ⁶	15.00	
Police Officer ⁴	126.00	
Accounts Coordinator	1.00	
Public Service Aide	4.00	
Grants - 4		
Police Officer COPS	4.00	
Special Operations - 43		
Lieutenant	1.00	
Captain	1.00	
Sergeant	5.00	
Police Officer	35.00	
Accounts Coordinator	1.00	
Investigative Services Bureau - 75.08		
Lieutenant ⁷	2.00	
Captain	1.00	
Sergeant	7.00	
Police Officer	39.00	
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	3.00	
Planning and Research Analyst	1.00	
Geo Processing Technician ¹	1.00	
Digital Forensic Technician ²	1.00	
Contract Background Investigation Specialist	2.08	

1Change in FTEs:

¹Added (1) Geo Processing Technician

²Added (1) Digital Forensics Technician

³Added (1) Fleet Coordinator

⁴Added (2) Police Officers

⁵Added (1) FTO Sergeant

⁶Added (3) Police Sergeants

⁷Added (1) Police Lieutenant

⁸Added (1) Public Information Specialist

FY 2023 Amended	FY 2024 Adopted	Change
404.53	415.53	11.00

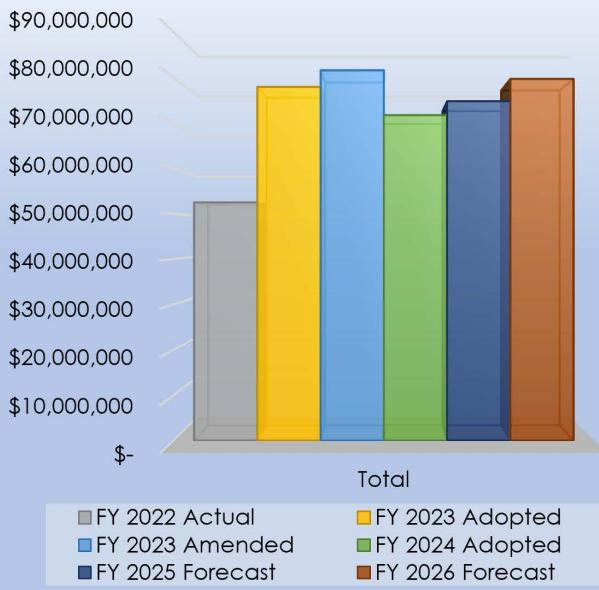
POLICE

OPERATING BUDGET

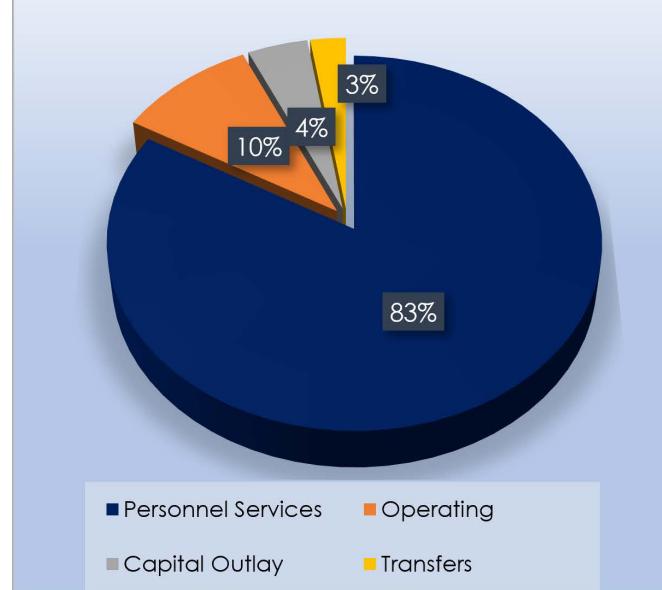
Revenues by Category	FY 2022 Actual	FY 2023 Adopted	FY 2023 Amended	FY 2024 Adopted	FY 2025 Forecast	FY 2026 Forecast
Charges for Service	\$ 2,245,223	\$ 1,572,292	\$ 1,572,292	\$ 1,774,156	\$ 1,775,729	\$ 1,777,333
Fines and Forfeits	633,704	345,838	345,838	377,838	384,975	392,255
Impact Fees	2,898,169	2,715,415	2,715,415	2,635,478	2,713,626	2,794,756
Intergovernmental	994,338	158,732	1,149,909	-	-	-
Miscellaneous	476,443	11,160	21,091	8,323	8,490	8,659
Transfers	246,920	7,133,834	8,936,614	-	-	-
Total	\$ 7,494,797	\$ 11,937,271	\$ 14,741,159	\$ 4,795,795	\$ 4,882,820	\$ 4,973,003

Expenditures by Category	FY 2022 Actual	FY 2023 Adopted	FY 2023 Amended	FY 2024 Adopted	FY 2025 Forecast	FY 2026 Forecast
Personnel Services	\$ 43,570,143	\$ 54,045,954	\$ 54,612,525	\$ 59,762,557	\$ 64,056,575	\$ 68,103,772
Operating	5,634,522	5,790,509	6,497,194	7,066,100	7,257,414	7,801,128
Capital Outlay	3,016,891	10,976,879	13,355,787	3,059,311	3,455,668	3,765,080
Debt Service	47,117	-	-	-	-	-
Transfers	208,593	7,107,000	7,107,000	1,802,780	-	-
Total	\$ 52,477,266	\$ 77,920,342	\$ 81,572,506	\$ 71,690,748	\$ 74,769,657	\$ 79,669,980

Program Expenditures by Year



Program Expenditures by Category



POLICE

Expenditures by Fund and Program	FY 2022 Actual	FY 2023 Adopted	FY 2023 Amended	FY 2024 Adopted	FY 2025 Forecast	FY 2026 Forecast
Alarm Fee Fund						
Alarm Fee	\$ 108,714	\$ 106,834	\$ 106,834	\$ -	\$ -	\$ -
Criminal Justice Education Fund						
Criminal Justice Education	\$ 12,582	\$ 25,719	\$ 25,719	\$ 26,234	\$ 26,758	\$ 27,294
Do The Right Thing Fund						
Do The Right Thing	\$ 17,568	\$ 8,160	\$ 8,160	\$ 8,323	\$ 8,490	\$ 8,659
General Fund						
Communications and Records	\$ 5,126,686	\$ 6,239,580	\$ 6,360,937	\$ 6,817,792	\$ 7,223,497	\$ 7,571,017
Police Grants	652,483	-	909,684	-	-	-
Community Services Bureau	5,715,259	6,983,369	7,000,777	7,706,984	8,204,218	8,467,524
COPS Hiring Program	374,119	441,743	441,743	505,532	530,337	550,725
Do the Right Thing	79,275	91,804	91,804	97,487	101,451	105,622
Investigative Services Bureau	8,082,371	10,905,730	10,940,060	11,666,702	13,227,500	13,764,146
Patrol Bureau	16,789,560	20,368,761	20,368,761	22,857,963	23,880,236	26,203,222
Police Administration	6,933,884	8,134,357	8,217,930	9,551,325	10,322,151	10,434,288
Police Explorer Program	45,597	-	-	-	-	-
Police Fleet Rolling Stock	2,155,345	2,339,680	2,785,833	2,377,000	2,864,430	3,262,888
Special Operations	5,394,057	7,285,458	7,221,579	7,693,879	8,311,467	9,204,047
Speed and Aggressive Driving	86,500	-	65,000	-	-	-
STOP School Violence	32,745	-	-	-	-	-
General Fund Total	\$ 51,467,881	\$ 62,790,482	\$ 64,404,108	\$ 69,274,664	\$ 74,665,287	\$ 79,563,479
Police Capital Project Fund						
Police Training Facility	\$ 408,242	\$ 7,107,000	\$ 8,909,780	\$ -	\$ -	\$ -
Police Confiscation Federal Fund						
Police Confiscation Federal	\$ 21,763	\$ 28,014	\$ 28,014	\$ 28,215	\$ 28,418	\$ 28,627
Police Confiscation State Fund						
Police Confiscation State	\$ 2,027	\$ -	\$ 34,681	\$ -	\$ -	\$ -
Police Protection Impact Fee Fund						
Police Fleet Rolling Stock	\$ 203,223	\$ 706,402	\$ 907,479	\$ 511,000	\$ -	\$ -
Police Protection Impact Fee	235,266	7,147,731	7,147,731	1,842,312	40,704	41,921
Police Protection Impact Fee Fund Total	\$ 438,489	\$ 7,854,133	\$ 8,055,210	\$ 2,353,312	\$ 40,704	\$ 41,921
Total	\$ 52,477,266	\$ 77,920,342	\$ 81,572,506	\$ 71,690,748	\$ 74,769,657	\$ 79,669,980

POLICE



Expenditures by Fund and Category	FY 2022 Actual	FY 2023 Adopted	FY 2023 Amended	FY 2024 Adopted	FY 2025 Forecast	FY 2026 Forecast
<i>Capital Projects Fund</i>						
Operating	\$ 408,242	\$ 7,107,000	\$ 8,909,780	\$ -	\$ -	\$ -
	\$ 408,242	\$ 7,107,000	\$ 8,909,780	\$ -	\$ -	\$ -
<i>General Fund</i>						
Personnel Services	\$ 43,475,259	\$ 53,960,198	\$ 54,526,769	\$ 59,762,557	\$ 64,056,575	\$ 68,103,772
Operating	5,540,078	5,666,807	6,338,811	6,963,796	7,153,044	7,694,627
Capital Outlay	2,405,426	3,163,477	3,538,528	2,548,311	3,455,668	3,765,080
	\$ 51,467,881	\$ 62,790,482	\$ 64,404,108	\$ 69,274,664	\$ 74,665,287	\$ 79,563,479
<i>Police Protection Impact Fee</i>						
Operating	\$ 26,673	\$ 40,731	\$ 40,731	\$ 39,532	\$ 40,704	\$ 41,921
Capital Outlay	203,223	706,402	907,479	511,000	-	-
Transfers Out	208,593	7,107,000	7,107,000	1,802,780	-	-
	\$ 438,489	\$ 7,854,133	\$ 8,055,210	\$ 2,353,312	\$ 40,704	\$ 41,921
<i>Police Confiscate Federal Fund</i>						
Operating	\$ 21,763	\$ 28,014	\$ 28,014	\$ 28,215	\$ 28,418	\$ 28,627
	\$ 21,763	\$ 28,014	\$ 28,014	\$ 28,215	\$ 28,418	\$ 28,627

POLICE

Expenditures by Fund and Category	FY 2022 Actual	FY 2023 Adopted	FY 2023 Amended	FY 2024 Adopted	FY 2025 Forecast	FY 2026 Forecast
<i>Police Confiscate State Fund</i>						
Operating	\$ 2,027	\$ -	\$ 34,681	\$ -	\$ -	\$ -
Transfers Out	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	\$ 2,027	\$ -	\$ 34,681	\$ -	\$ -	\$ -
<i>Criminal Justice Education Fund</i>						
Operating	\$ 12,582	\$ 25,719	\$ 25,719	\$ 26,234	\$ 26,758	\$ 27,294
	\$ 12,582	\$ 25,719	\$ 25,719	\$ 26,234	\$ 26,758	\$ 27,294
<i>Alarm Fee Fund</i>						
Operating	\$ 94,884	\$ 85,756	\$ 85,756	\$ -	\$ -	\$ -
Transfers Out	\$ 13,830	\$ 21,078	\$ 21,078	\$ -	\$ -	\$ -
	\$ 108,714	\$ 106,834	\$ 106,834	\$ -	\$ -	\$ -
<i>Do the Right Thing</i>						
Operating	\$ 17,568	\$ 8,160	\$ 8,160	\$ 8,323	\$ 8,490	\$ 8,659
	\$ 17,568	\$ 8,160	\$ 8,160	\$ 8,323	\$ 8,490	\$ 8,659
Total	\$ 52,475,239	\$ 77,920,342	\$ 81,572,506	\$ 71,690,748	\$ 74,769,657	\$ 79,669,980

DEPARTMENT FUNCTIONS

Administration

The Office of the Chief provides administrative and support personnel to the Department. This includes the executive staff, public affairs, grant writing, and administrative and budgetary oversight for the entire Department.

ACCOMPLISHMENTS

- Maintained status as one of the safest cities in Florida, with a population of over 150,000
- Pursued grant funding to supplement operational and equipment needs, with over \$1,021,049 in grant funds obtained
- Increased social media activities and community engagement programs, including live stream chats with the Chief

GOALS AND PRIORITIES

- Continue to cultivate professionalism and transparency to maintain public trust
- Continue to develop partnerships, improve community relationships, and offer new community-oriented programs based on community needs
- Complete construction of the Police Training Facility

POLICE

- Continue to identify and adopt appropriate technologies to support Department activities while effectively improving our ability to serve the community
- Continue to review and refine the organizational structure, staffing, and allocation to ensure the highest level of service possible while meeting operational goals

Communication & Logistical Support Bureau

The Communication & Logistical Support Bureau is responsible for the Communications Center, which answers 911 emergency and non-emergency calls. The Bureau is also responsible for ensuring the Department has the equipment it needs through the Quartermaster Section; and manages the Records Section, Court Liaison, Department Vehicles, and False Alarm Reduction Unit.

ACCOMPLISHMENTS

- Maintained accreditation through the Commission on Accreditation for Law Enforcement Agencies (CALEA) for Communications
- Began the transition from the current Computer Aided Dispatch (CAD) system and Records Management System (RMS), first deployed in 2002, to a new CAD system powered by Hexagon

GOALS AND PRIORITIES

- Increase efficiencies in receiving and dispatching emergency calls for service
- Maintain accredited status

Community Services Bureau

The Community Services Bureau includes School Resource Officers, Community Oriented Policing Unit, Homeless Outreach Team, and Community Outreach and specializes in functions such as residential and business crime prevention and youth service programs through the Police Explorers and the Police Athletic League (PAL).

ACCOMPLISHMENTS

- Increased the Department's impact on youth activities through Police Athletic League (PAL) support and the Police Explorer program
- Increased the number of community-oriented events, such as Shop with a Cop, Coffee with a Cop, Do The Right Thing, Grill and Chill, Pizza with Police, Prescription Drug Take-Back Day, and various toy and food drives

GOALS AND PRIORITIES

- Continue to develop and implement youth services programs
- Maintain community-oriented events and programs

Investigative Services Bureau

The Investigative Services Bureau provides criminal investigators to handle long-term, in-depth, under-cover, and technical investigations of criminal activity occurring within our city. These investigators are assigned to units such as Major Crimes, Property Crimes, Vice-Narcotics, Special Investigations, Economic Crimes, Evidence-Forensics, Victims Assistance, and Analytics. Investigative support through several regional task force memberships serves under this Bureau.

POLICE

ACCOMPLISHMENTS

- Implemented a Tactical Intelligence and Analytics Center to assist in investigating and gathering intelligence in order to deploy resources more efficiently
- Remodeled the forensics lab and drug processing room to promote safety when handling dangerous synthetic drugs, remain in compliance with industry standards, and promote the standardization of forensic services
- Maintained ISO/IEC 17020 accreditation through the ANSI-ASQ National Accreditation Board (ANAB) for Forensics

GOALS AND PRIORITIES

- Continue to increase case clearance rates for property and violent crimes
- Maintain accredited status for Forensics
- Identify, research, and deploy emerging technologies in forensic science and analytics software to augment our staff in deterring, investigating, and solving crimes

Patrol Bureau

The Patrol Bureau is the largest and most recognizable. They are the uniformed officers in marked patrol vehicles 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.

ACCOMPLISHMENTS

- Responded to over 168,000 calls for service. These calls range from quality-of-life issues up to and including deadly force incidents
- Our officers were awarded for lifesaving efforts by applying tourniquets, administering CPR, and pulling crash victims from vehicles
- Patrol Officers de-escalated countless situations to a peaceful resolution
- Citizens experiencing crisis were delivered into the continuum of care to receive services and avoid tragedy

GOALS AND PRIORITIES

- Reduce priority-one emergency response times by patrol officers
- Ensure personnel is available to support proactive policing services
- Enhance community-oriented and proactive police services by incorporating best practices from peer-accredited agencies

Professional Standards Bureau

The Professional Standards Bureau plays a primarily administrative support role and, in many ways, functions as a dedicated Police Department human resources office. Accreditation, Internal Affairs, Training, and Personnel (hiring and recruiting) are examples of this Bureau's responsibilities.

ACCOMPLISHMENTS

- Maintained accreditation through the Commission for Florida Law Enforcement Accreditation (CFA) and the Commission on Accreditation for Law Enforcement Agencies (CALEA)
- Increased the number of applications received for law enforcement positions and tested approximately 160 applicants; the goal is to hire 35 - 40 officers/trainees in 2023

POLICE

GOALS AND PRIORITIES

- Maintain accredited status through CALEA
- Increase employee development, leadership skills, and training requirements
- Increase efficiency of policing services by reducing injuries to officers and damage to police vehicles and equipment

Special Operations Bureau

The Special Operations Bureau is one of the most diverse bureaus in the department and includes K9, SWAT, Crisis Negotiation Team, Motorcycle Unit, Traffic Unit, Marine Unit, Aviation, and the Police Volunteer Unit.

ACCOMPLISHMENTS

- Continued to increase Targeted Traffic Enforcement Activity in hotspots throughout the city, including bicycle and pedestrian safety-specific operations, and traffic safety programs for school children
- Conducted over 25,000 traffic stops

GOALS AND PRIORITIES

- Ensure the safe movement of people and vehicles throughout the city
- Deploy resources to continue to reduce the number of traffic crashes, including those involving pedestrians and bicycles
- Increase targeted traffic enforcement and education opportunities



PUBLIC WORKS



DEPARTMENT OVERVIEW

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, Fleet Maintenance and Solid Waste.

MISSION

Public Works serves the citizens as a proactive skilled team using the best available methods to plan, design, construct and maintain the City's stormwater and transportation facilities.

HIGHLIGHTS



Fleet Replacements
114



Vacant Lot Mowing
106,819 Lots



New Sidewalks
15 miles



Monthly Solid Waste
11,000+ Tons



100 Best Fleets
Ranked #24



Road Resurfacing
90 Miles



Canal Dredging
28,677 Yards³



Facilities Work Orders
\$4+ million

PUBLIC WORKS

FY 2024 ORGANIZATIONAL CHART

Total FTEs - 310			
Administration - 6			
Capital Maintenance - 34			
Maintenance Manager	1.00	Public Works Director	1.00
Operations Superintendent	1.00	Assistant Public Works Director	1.00
Streets Operations Supervisor	2.00	Senior Administrative Specialist	1.00
Administrative Assistant	1.00	Business Manager	1.00
Senior Project Manager	1.00	Accounts Coordinator	1.00
Senior Equipment Operator	11.00	Grant Coordinator/Writer	1.00
Equipment Operator	13.00	Traffic Operations - 9	
Field Technician	1.00	Traffic Operations Supervisor	1.00
Laborer	3.00	Crew Coordinator	1.00
Median Maintenance - 4		Traffic Technician	6.00
Arborist	1.00	Sign Fabricator	1.00
Senior Construction Inspector	2.00	Traffic Engineering - 4	
Project Manager ³	1.00	Traffic Engineer	1.00
Planning and Permitting - 3		Senior Construction Inspector	1.00
Principal Planner	1.00	Associate Project Manager	1.00
Graphic-Information-Systems (GIS) Analyst	1.00	Engineer	1.00
Senior Geo-Processing Technician	1.00	Sidewalks - 16	
Design and Construction - 6		Crew Coordinator	2.00
Principal Engineer - PE	2.00	Senior Equipment Operator	2.00
Computed-Aided-Design (CAD), Graphic-Information-System (GIS) Specialist	1.00	Equipment Operator	4.00
Senior Construction Inspector	3.00	Field Technician	4.00
Survey - 10		Laborer Sidewalks	4.00
Registered Surveyor	1.00	Capital Maintenance Gas Tax- 5	
Computed-Aided-Design (CAD), Graphic-Information-System (GIS) Specialist	1.00	Senior Project Manager	1.00
Survey Crew Supervisor	1.00	Senior Equipment Operator	2.00
Survey Crew Chief ⁴	3.00	Equipment Operator	2.00
Survey Instrument Technician ⁴	3.00	Solid Waste - 3	
Survey Technician ⁴	1.00	Solid Waste Manager	1.00
Lot Mowing - 2		Solid Waste Inspector ⁶	2.00
Chief Engineering Inspector	1.00	Property Management Real Estate - 5	
Senior Construction Inspector	1.00	Property Broker	1.00
Property Management Custodial - 11.5		Property Acquisition Agent	2.00
Senior Project Manager	1.00	Contract Property Agent	1.00
Senior Equipment Operator	2.00	Administrative Assistant	1.00
Equipment Operator	2.00	Property Management Project Admin- 5	
Lead Custodian	1.00	Project Manager	1.00
Custodial Supervisor	0.50	Senior Project Manager	1.00
Custodian	10.00	Principal Engineer	1.00
Property Management Project Admin- 5		Contract Administrator	2.00
Project Manager	1.00		
Senior Project Manager	1.00		
Principal Engineer	1.00		
Contract Administrator	2.00		

PUBLIC WORKS

FY 2024 ORGANIZATIONAL CHART

Stormwater Administration - 9			Stormwater Environmental Resources - 14		
Property Management Maintenance - 24			Stormwater Maintenance Manager	1.00	
AC/ Refrigeration Specialist	1.00		Accounts Coordinator	1.00	Administrative Assistant
AC/ Refrigeration Technician	3.00		Stormwater Operations Supervisor	3.00	Environmental Biologist
Generator Mechanic	1.00		Customer Service Representative	1.00	Environmental Resources Manager
Electrician ⁵	5.00		Administrative Assistant	2.00	Environmental Technician
Security Specialist	2.00		Geo Processing Technician	1.00	Laboratory Supervisor
Senior Trades Specialist ²	5.00				Lab Quality Assurance/Quality Control
Trades Specialist	6.00				Senior Laboratory Technician
勞工	1.00				4.00
Stormwater Design Construction Mgmt - 3			Stormwater Catch Basin - 7		
Property Management Charter School - 19.5			Principal Engineer PE	1.00	Crew Coordinator
Custodial Supervisor	0.50		Project Manager	1.00	Senior Equipment Operator
Lead Custodian	1.00		Computed-Aided-Design (CAD), Graphic-Information-System (GIS) Specialist	1.00	Equipment Operator
Custodian ⁸	15.00				勞工
Maintenance Specialist	3.00		Stormwater Drainage Replacement - 16		
Stormwater Weir/Outfall/Excavator - 10			Crew Coordinator ⁷	2.00	Crew Coordinator ⁷
Senior Equipment Operator	5.00		Senior Equipment Operator ⁷	2.00	Senior Equipment Operator ⁷
Equipment Operator	3.00		Equipment Operator ⁷	6.00	Equipment Operator ⁷
Field Technician	1.00		Laborer ⁷	4.00	Field Technician
勞工	1.00		Field Technician	1.00	勞工
			Custodian	1.00	6.00
Stormwater Drainage - 6			Stormwater Surface Water Mgmt - 14		
Stormwater Canal Dredging - 4			Chief Engineering Inspector	1.00	
Chief Engineering Inspector	1.00		Senior Equipment Operator	1.00	Senior Construction Inspector
Construction Inspector	0.00		Equipment Operator	1.00	Construction Inspector
Senior Construction Inspector	5.00		Senior Trades Specialist	1.00	Plan Reviewer
Welder/Fabricator	0.00		Laborer	1.00	Permit Coordinator

Change in FTEs:

¹ Added (1) Senior Fleet Mechanic

² Added (1) Senior Trades Specialist

³ Added (1) Project Manager

⁴ Added (1) Survey Crew Chief, (1) Survey Instrument Technician, (1) Survey Technician

⁵ Added (1) Electrician

⁶ Added (1) Solid Waste Inspector

⁷ Added (3) Crew Coordinators, (2) Senior Equipment Operators, (2) Equipment Operators, (3) Laborers

⁸ Added (1) Custodian

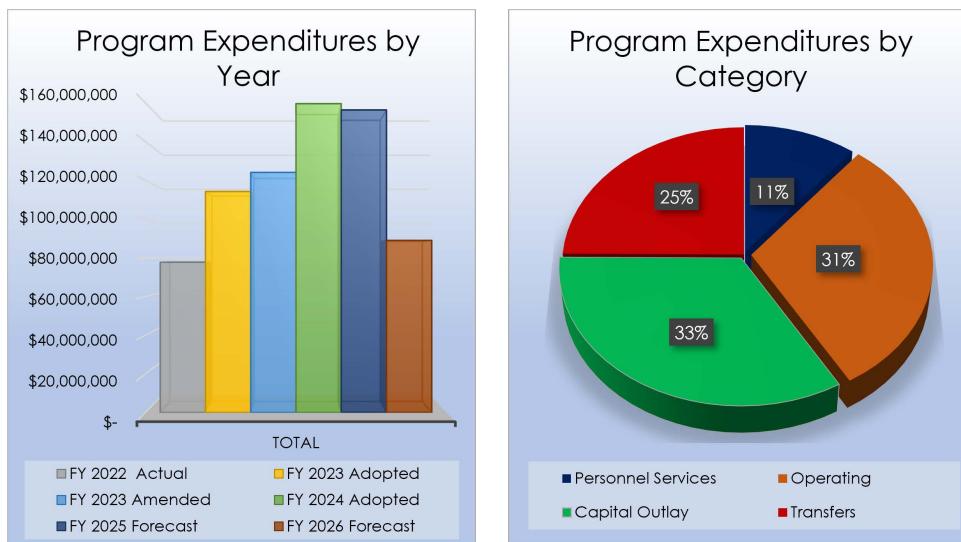
FY 2023 Amended	FY 2024 Adopted	Change
291.00	310.00	19.00

PUBLIC WORKS

OPERATING BUDGET

Revenues by Category	FY 2022 Actual	FY 2023 Adopted	FY 2023 Amended	FY 2024 Adopted	FY 2025 Forecast	FY 2026 Forecast
Charges for Service	\$ 4,846,584	\$ 4,708,482	\$ 4,708,482	\$ 4,881,434	\$ 4,885,534	\$ 4,889,716
Debt Proceeds	-	18,643,000	18,643,000	15,221,241	61,723,010	-
Fines and Forfeits	48,874	-	-	-	-	-
Franchise Fees	126,915	-	-	-	-	-
Impact Fees	16,898,402	16,663,374	16,663,374	16,170,026	16,652,329	17,153,040
Intergov emmental	4,956,960	-	475,010	1,329,188	8,516,995	1,217,010
Internal Service Charges	10,019,148	11,056,949	12,421,575	12,321,802	11,785,046	12,390,946
License and Permits	1,533	-	-	-	-	-
Miscellaneous	3,347,576	12,550,647	12,550,647	-	-	-
Special Assessment	17,850,252	19,134,965	22,534,965	21,668,111	22,101,418	22,543,076
Taxes - Gas	10,635,360	10,349,253	10,349,253	12,416,046	12,788,527	13,041,948
Transfers	21,823,613	16,957,000	19,309,049	34,964,731	4,956,360	3,926,360
Total	\$ 90,555,217	\$110,063,670	\$117,655,355	\$118,972,579	\$143,409,219	\$ 75,162,096

Expenditures by Category	FY 2022 Actual	FY 2023 Adopted	FY 2023 Amended	FY 2024 Adopted	FY 2025 Forecast	FY 2026 Forecast
Personnel Services	\$ 12,553,596	\$ 15,759,500	\$ 15,877,689	\$ 17,202,362	\$ 18,190,280	\$ 19,195,772
Operating	33,583,367	35,942,644	41,820,295	49,166,656	49,648,514	50,810,608
Capital Outlay	14,437,396	49,071,127	51,986,182	53,567,932	76,523,468	6,797,850
Debt Service	3,984	-	-	-	-	-
Transfers	17,092,651	13,498,345	14,460,941	39,759,578	12,091,192	12,214,767
Total	\$ 77,670,995	\$114,271,616	\$124,145,107	\$159,696,528	\$156,453,454	\$ 89,018,997



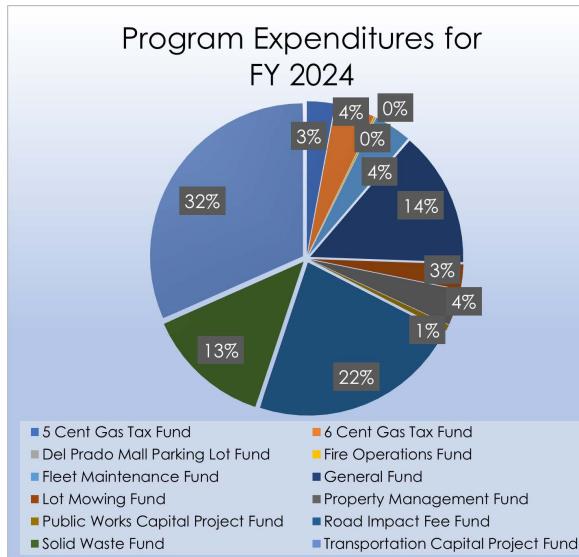
PUBLIC WORKS

Expenditures by Fund and Program	FY 2022 Actual	FY 2023 Adopted	FY 2023 Amended	FY 2024 Adopted	FY 2025 Forecast	FY 2026 Forecast
5 Cent Gas Tax Fund						
5 Cent Gas Tax	\$ 3,423,604	\$ 4,200,000	\$ 3,899,480	\$ 4,692,600	\$ 5,591,812	\$ 5,287,342
6 Cent Gas Tax Fund						
6 Cent Gas Tax	\$ 6,463,748	\$ 4,927,052	\$ 5,602,487	\$ 6,651,104	\$ 7,906,472	\$ 8,879,941
Del Prado Mall Parking Lot Fund						
Del Prado Mall Parking Lot	\$ 8,647	\$ 39,965	\$ 39,965	\$ 87,965	\$ 40,709	\$ 41,153
Fire Operations Fund						
Facility Maintenance	\$ -	\$ -	\$ -	\$ 77,777	\$ 81,109	\$ 84,630
Fleet Maintenance						
Median Maintenance						
Fire Operations Fund Total	\$ -	\$ -	\$ -	\$ 200,029	\$ 212,994	\$ 222,551
Fleet Maintenance Fund						
Fleet Repair Operations	\$ 3,699,207	\$ 4,476,496	\$ 4,562,784	\$ 4,635,126	\$ 4,670,807	\$ 4,844,365
Public Works Administration	2,841,311	729,408	1,028,821	759,509	791,222	817,274
Public Works Fleet Rolling Stock	45,738	56,560	880,021	930,770	300,000	414,000
Fleet Maintenance Fund Total	\$ 6,586,257	\$ 5,262,464	\$ 6,471,626	\$ 6,325,405	\$ 5,762,029	\$ 6,075,639
Fleet Maintenance Capital Projects Fund						
Fleet Maintenance Capital Project	\$ -	\$ 10,300,000	\$ 10,748,934	\$ -	\$ 43,865,066	\$ -
General Fund						
Design and Construction	\$ 692,259	\$ 993,193	\$ 976,314	\$ 829,302	\$ 859,764	\$ 891,511
Median Maintenance	1,353,636	1,624,512	1,669,602	3,048,337	3,135,471	3,190,224
Planning and Permitting	280,567	855,875	805,375	370,946	569,395	400,395
Public Works Administration	642,327	817,170	893,631	4,588,014	5,030,075	5,070,098
Public Works Fleet Rolling Stock	76,392	379,120	669,049	1,008,830	568,103	581,480
Public Works Grants	-	-	42,150	-	-	-
Public Works Maintenance	3,908,486	4,944,274	5,177,911	4,384,971	4,689,000	5,114,067
Public Works Real Estate	214,326	393,603	391,322	401,823	424,113	437,030
Sidewalks	-	1,423,689	1,360,689	1,457,453	1,514,314	1,575,357
Survey	578,004	876,748	899,210	1,074,918	1,069,936	1,162,779
Traffic Engineering and Operations	2,008,153	2,421,233	2,498,551	2,440,750	2,534,036	2,600,653
Transportation Street Lighting	3,422,026	2,869,831	2,912,146	3,221,071	3,317,339	3,416,364
General Fund Total	\$ 13,176,174	\$ 17,599,248	\$ 18,295,950	\$ 22,826,415	\$ 23,711,546	\$ 24,439,958
Lot Mowing Fund						
Lot Mowing	\$ 3,728,243	\$ 3,606,372	\$ 4,152,423	\$ 4,188,022	\$ 4,275,992	\$ 4,365,988

PUBLIC WORKS

Expenditures by Fund and Program	FY 2022 Actual	FY 2023 Adopted	FY 2023 Amended	FY 2024 Adopted	FY 2025 Forecast	FY 2026 Forecast
<i>Property Management Fund</i>						
Facilities Custodial and Maintenance	\$ 3,948,815	\$ 4,448,188	\$ 4,416,415	\$ 4,467,955	\$ 4,595,913	\$ 4,757,020
Public Works Administration	1,355,971	980,746	1,041,974	758,494	788,964	815,859
Project Management	278,036	231,151	230,998	614,948	638,140	662,428
Public Works Fleet Rolling Stock	-	134,400	260,562	155,000	-	80,000
<i>Property Management Fund Total</i>	<i>\$ 5,582,822</i>	<i>\$ 5,794,485</i>	<i>\$ 5,949,949</i>	<i>\$ 5,996,397</i>	<i>\$ 6,023,017</i>	<i>\$ 6,315,307</i>
<i>Public Works Capital Projects Fund</i>						
Bridge Rehabilitation	\$ -	\$ -	\$ 1,000,000	\$ 1,000,000	\$ -	\$ -
Charter School Construction	25,863	-	-	-	-	-
Public Works Capital Projects	283,208	-	-	-	-	-
<i>Public Works Capital Projects Fund Total</i>	<i>\$ 309,071</i>	<i>\$ -</i>	<i>\$ 1,000,000</i>	<i>\$ 1,000,000</i>	<i>\$ -</i>	<i>\$ -</i>
<i>Road Impact Fee Fund</i>						
Road Impact Fee	\$ 5,873,045	\$ 6,373,296	\$ 7,002,314	\$ 35,988,769	\$ 6,053,901	\$ 6,068,133
<i>Solid Waste Fund</i>						
Solid Waste	\$ 18,286,729	\$ 18,279,270	\$ 21,748,440	\$ 21,133,298	\$ 21,579,051	\$ 22,082,751
<i>Transportation Capital Project Fund</i>						
Curbing	\$ -	\$ 200,000	\$ 284,635	\$ -	\$ -	\$ -
Landscaping	436,266	4,312,000	4,312,000	-	-	-
Resurfacing Projects	8,621,642	7,020,000	7,737,951	-	-	-
Roadway Improvements	470,719	-	1,499,189	30,363,371	1,030,000	-
Sidewalks	4,516,459	2,900,000	1,934,200	1,329,188	11,091,995	3,792,010
Transportation Capital Project	132,952	10,593,000	10,593,000	3,601,360	1,351,360	1,351,360
UEP Roadway Improvements	-	12,825,647	12,825,647	15,221,241	17,857,944	-
<i>Transportation Capital Project Fund Total</i>	<i>\$ 14,178,037</i>	<i>\$ 37,850,647</i>	<i>\$ 39,186,622</i>	<i>\$ 50,515,160</i>	<i>\$ 31,331,299</i>	<i>\$ 5,143,370</i>
<i>Water and Sewer Fund</i>						
Public Works Real Estate	\$ 53,692	\$ 38,817	\$ 38,817	\$ 41,046	\$ 42,754	\$ 44,554
Utilities Landscaping	-	-	-	50,318	56,812	52,310
Utility Extension Project Administration	925	-	8,100	-	-	-
<i>Water and Sewer Fund Total</i>	<i>\$ 54,617</i>	<i>\$ 38,817</i>	<i>\$ 46,917</i>	<i>\$ 91,364</i>	<i>\$ 99,566</i>	<i>\$ 96,864</i>
Total	\$ 77,670,995	\$ 114,271,616	\$ 124,145,107	\$ 159,696,528	\$ 156,453,454	\$ 89,018,997

PUBLIC WORKS



Expenditures by Fund and Category	FY 2022 Actual	FY 2023 Adopted	FY 2023 Amended	FY 2024 Adopted	FY 2025 Forecast	FY 2026 Forecast
<i>5 Cent Gas Tax Fund</i>						
Operating	\$ 223,604	\$ 1,630,000	\$ 1,730,000	\$ 3,880,600	\$ 4,161,812	\$ 4,193,648
Capital Outlay	-	-	-	400,000	400,000	400,000
Transfers Out	3,200,000	2,570,000	2,169,480	412,000	1,030,000	693,694
5 Cent Gas Tax Fund Total	\$ 3,423,604	\$ 4,200,000	\$ 3,899,480	\$ 4,692,600	\$ 5,591,812	\$ 5,287,342
<i>6 Cent Gas Tax Fund</i>						
Personnel Services	\$ 111,147	\$ 113,052	\$ 143,052	\$ 477,802	\$ 496,537	\$ 516,239
Operating	77,601	9,000	40,021	5,828,630	6,079,219	6,579,826
Capital Outlay	-	-	329,250	344,672	-	-
Transfers Out	6,275,000	4,805,000	5,090,164	-	1,330,716	1,783,876
6 Cent Gas Tax Fund Total	\$ 6,463,748	\$ 4,927,052	\$ 5,602,487	\$ 6,651,104	\$ 7,906,472	\$ 8,879,941
<i>Del Prado Mall Parking Lot Fund</i>						
Operating	\$ 8,647	\$ 39,965	\$ 39,965	\$ 87,965	\$ 40,709	\$ 41,153
<i>Fire Operations Fund</i>						
Personnel Services	\$ -	\$ -	\$ -	\$ 196,313	\$ 211,259	\$ 220,781
Operating	-	-	-	3,716	1,735	1,770
Fire Operations Fund Total	\$ -	\$ -	\$ -	\$ 200,029	\$ 212,994	\$ 222,551

PUBLIC WORKS

Expenditures by Fund and Category	FY 2022 Actual	FY 2023 Adopted	FY 2023 Amended	FY 2024 Adopted	FY 2025 Forecast	FY 2026 Forecast
<i>Fleet Maintenance Fund</i>						
Personnel Services	\$ 1,778,924	\$ 1,920,804	\$ 1,920,804	\$ 2,007,226	\$ 2,093,216	\$ 2,176,596
Operating	2,743,757	3,240,100	3,604,511	3,284,909	3,350,813	3,418,043
Capital Outlay	59,789	101,560	946,311	1,033,270	318,000	481,000
Transfers Out	2,003,787	-	-	-	-	-
<i>Fleet Maintenance Fund Total</i>	<i>\$ 6,586,257</i>	<i>\$ 5,262,464</i>	<i>\$ 6,471,626</i>	<i>\$ 6,325,405</i>	<i>\$ 5,762,029</i>	<i>\$ 6,075,639</i>
<i>Fleet Maintenance Capital Projects Fund</i>						
Capital Outlay	\$ -	\$ 10,300,000	\$ 10,748,934	\$ -	\$ 43,865,066	\$ -
<i>General Fund</i>						
Personnel Services	\$ 6,151,295	\$ 9,431,274	\$ 9,469,463	\$ 9,645,031	\$ 10,288,062	\$ 10,950,338
Operating	6,901,751	7,704,354	8,050,938	8,511,194	8,919,021	8,931,780
Capital Outlay	118,436	463,620	775,549	1,068,830	578,103	631,480
Debt Service	3,984	-	-	-	-	-
Transfers Out	708	-	-	3,601,360	3,926,360	3,926,360
<i>General Fund Total</i>	<i>\$ 13,176,174</i>	<i>\$ 17,599,248</i>	<i>\$ 18,295,950</i>	<i>\$ 22,826,415</i>	<i>\$ 23,711,546</i>	<i>\$ 24,439,958</i>
<i>Lot Mowing Fund</i>						
Personnel Services	\$ 341,419	\$ 215,589	\$ 215,589	\$ 205,356	\$ 213,681	\$ 222,432
Operating	3,386,824	3,390,783	3,936,834	3,982,666	4,062,311	4,143,556
<i>Lot Mowing Fund Total</i>	<i>\$ 3,728,243</i>	<i>\$ 3,606,372</i>	<i>\$ 4,152,423</i>	<i>\$ 4,188,022</i>	<i>\$ 4,275,992</i>	<i>\$ 4,365,988</i>
<i>Property Management Fund</i>						
Personnel Services	\$ 3,669,341	\$ 3,836,591	\$ 3,836,591	\$ 4,249,122	\$ 4,425,143	\$ 4,605,390
Operating	1,913,481	1,761,494	1,823,808	1,572,275	1,597,874	1,629,917
Capital Outlay	-	196,400	289,550	175,000	-	80,000
<i>Property Management Fund Total</i>	<i>\$ 5,582,822</i>	<i>\$ 5,794,485</i>	<i>\$ 5,949,949</i>	<i>\$ 5,996,397</i>	<i>\$ 6,023,017</i>	<i>\$ 6,315,307</i>
<i>Public Works Capital Project Fund</i>						
Operating	\$ 23,511	\$ -	\$ 1,000,000	\$ 1,000,000	\$ -	\$ -
Capital Outlay	285,560	-	(448,934)	-	-	-
Transfers Out	-	-	448,934	-	-	-
<i>Public Works Capital Project Fund Total</i>	<i>\$ 309,071</i>	<i>\$ -</i>	<i>\$ 1,000,000</i>	<i>\$ 1,000,000</i>	<i>\$ -</i>	<i>\$ -</i>
<i>Road Impact Fee Fund</i>						
Operating	\$ 167,096	\$ 249,951	\$ 249,951	\$ 242,551	\$ 249,785	\$ 257,296
Capital Outlay	92,793	-	-	-	-	-
Transfers Out	5,613,156	6,123,345	6,752,363	35,746,218	5,804,116	5,810,837
<i>Road Impact Fee Fund Total</i>	<i>\$ 5,873,045</i>	<i>\$ 6,373,296</i>	<i>\$ 7,002,314</i>	<i>\$ 35,988,769</i>	<i>\$ 6,053,901</i>	<i>\$ 6,068,133</i>

PUBLIC WORKS

Expenditures by Fund and Category	FY 2022 Actual	FY 2023 Adopted	FY 2023 Amended	FY 2024 Adopted	FY 2025 Forecast	FY 2026 Forecast
<i>Solid Waste Fund</i>						
Personnel Services	\$ 122,395	\$ 204,393	\$ 254,393	\$ 334,904	\$ 365,612	\$ 409,984
Operating	17,978,625	17,915,977	21,335,147	20,767,394	21,182,439	21,610,767
Capital Outlay	185,709	158,900	158,900	31,000	31,000	62,000
<i>Solid Waste Fund Total</i>	<i>\$ 18,286,729</i>	<i>\$ 18,279,270</i>	<i>\$ 21,748,440</i>	<i>\$ 21,133,298</i>	<i>\$ 21,579,051</i>	<i>\$ 22,082,751</i>
<i>Transportation Capital Project Fund</i>						
Personnel Services	\$ 325,765	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	157,162	-	-	-	-	-
Capital Outlay	13,695,110	37,850,647	39,186,622	50,515,160	31,331,299	5,143,370
<i>Transportation Capital Project Fund Total</i>	<i>\$ 14,178,037</i>	<i>\$ 37,850,647</i>	<i>\$ 39,186,622</i>	<i>\$ 50,515,160</i>	<i>\$ 31,331,299</i>	<i>\$ 5,143,370</i>
<i>Water and Sewer Fund</i>						
Personnel Services	\$ 53,310	\$ 37,797	\$ 37,797	\$ 86,608	\$ 96,770	\$ 94,012
Operating	1,307	1,020	9,120	4,756	2,796	2,852
<i>Water and Sewer Fund Total</i>	<i>\$ 54,617</i>	<i>\$ 38,817</i>	<i>\$ 46,917</i>	<i>\$ 91,364</i>	<i>\$ 99,566</i>	<i>\$ 96,864</i>
Total	\$ 77,670,995	\$114,271,616	\$124,145,107	\$159,696,528	\$156,453,454	\$ 89,018,997

DEPARTMENT FUNCTIONS

Transportation

Responsible for designing, managing, and inspecting the various transportation and drainage capital projects needed to ensure the public's safety. Also coordinates long-range planning efforts, the issuance of residential driveway permits, and the data collection and asset management for the City's stormwater and transportation systems using GIS-based software. The division is responsible for traffic studies, evaluations, and changes to traffic control, including signals, signage, and striping.

ACCOMPLISHMENTS

- Completed Nicholas Parkway East access management, watermain and resurfacing project
- Completed Suntrail Phase 1 Multiuse Path along Van Buren Parkway, El Dorado Boulevard, and Kismet Parkway from Burnt Store Road to Nelson Road
- Facilitated landscape improvements on Sands Boulevard, Agualinda Boulevard, and Embers Parkway as part of the Median Beautification Program
- Reactivated the pavement preservation plan
- Awarded four sidewalk construction grants

GOALS AND PRIORITIES

- Complete landscaping design projects for Embers Parkway West and Country Club Boulevard
- Transition the landscape maintenance for Fire, Police and Utilities to Public Works staff
- Complete the multi-modal transportation plan

PUBLIC WORKS

Property Management

Responsible for establishing and maintaining the City's land inventory with specialized knowledge of land acquisition for the public domain. This division also 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. Property Management has an agreement with Charter School Authority for maintenance of their facilities.

ACCOMPLISHMENTS

- Submitted first five-year facility asset maintenance plan
- Implemented level of service agreement with Charter School Authority
- Completed Human Resources and CRA facilities renovations
- Streamlined security and key processes for all City-owned properties
- Established processes to internally assess City-owned properties, including performing 25 property site condition assessments

GOALS AND PRIORITIES

- Initiate a new Preventative Maintenance Program with the inclusion of funding into the Property Management's Internal Service Fund accounts
- Continue the development of the Facilities Master Plan
- Enhance the overall aesthetics and operational efficiencies of the CRA decorative lighting program

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

- Achieved #24 ranking in the 100 Best Fleets and top 50 ranking in the Leading Fleets from Ford Motor Company/American Public Works Association
- Initiated a new fleet sustainability, utilization, and rightsizing study

GOALS AND PRIORITIES

- Develop a platform for new Brush and Tender apparatuses
- Develop a cost-efficient platform for a tv truck for Utilities
- Begin design of a Fleet Facility
- Right-size the City's fleet

Solid Waste

Manages the City's Solid Waste collection and disposal contracts and related programs.

ACCOMPLISHMENTS

- Extended debris management monitoring contract with Tetra-Tech
- Completed Hurricane Ian right-of-way and canal debris removal

GOALS AND PRIORITIES

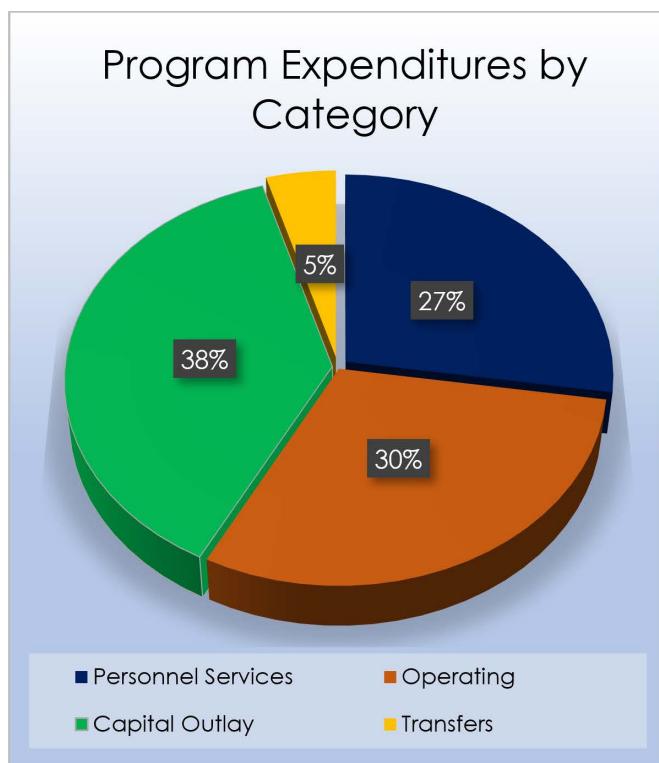
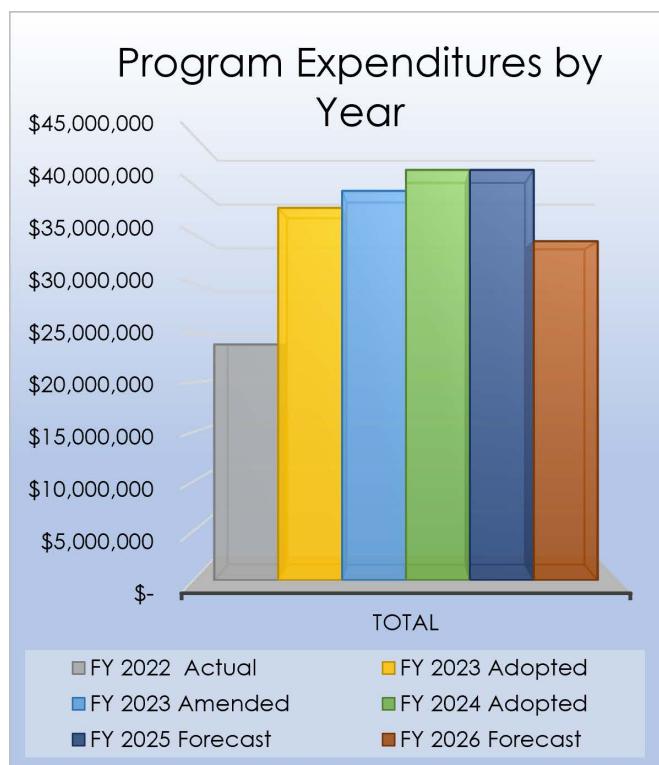
- Build and operate a Resident Convenience Center for solid waste

PUBLIC WORKS - STORMWATER

OPERATING BUDGET

Revenues by Category	FY 2022 Actual	FY 2023 Adopted	FY 2023 Amended	FY 2024 Adopted	FY 2025 Forecast	FY 2026 Forecast
Charges for Service	\$ 22,841,988	\$ 22,107,676	\$ 22,107,676	\$ 23,901,107	\$ 25,098,764	\$ 26,303,247
Debt Proceeds	-	12,876,277	12,876,277	10,811,716	12,917,966	-
Fine and Forfeits	65,846	-	-	50,000	50,000	50,000
Intergovernmental	2,210,000	-	-	-	-	-
License and Permits	10,539	7,045	7,045	10,000	10,000	10,000
Miscellaneous	577,513	238,407	238,407	187,500	187,500	187,500
Transfers	6,921,295	4,064,757	2,864,757	1,030,000	1,082,118	1,103,760
Total	\$ 32,627,180	\$ 39,294,162	\$ 38,094,162	\$ 35,990,323	\$ 39,346,348	\$ 27,654,507

Expenditures by Category	FY 2022 Actual	FY 2023 Adopted	FY 2023 Amended	FY 2024 Adopted	FY 2025 Forecast	FY 2026 Forecast
Personnel Services	\$ 8,814,013	\$ 9,907,052	\$ 9,907,052	\$ 11,379,433	\$ 12,376,839	\$ 13,261,033
Operating	4,547,437	5,512,587	7,652,121	12,555,535	11,904,806	14,228,171
Capital Outlay	2,705,539	17,596,234	17,987,005	15,687,216	16,455,284	3,477,760
Transfers	7,787,816	4,640,672	3,830,125	1,881,108	2,261,030	3,320,715
Total	\$ 23,854,805	\$ 37,656,545	\$ 39,376,303	\$ 41,503,292	\$ 42,997,959	\$ 34,287,679

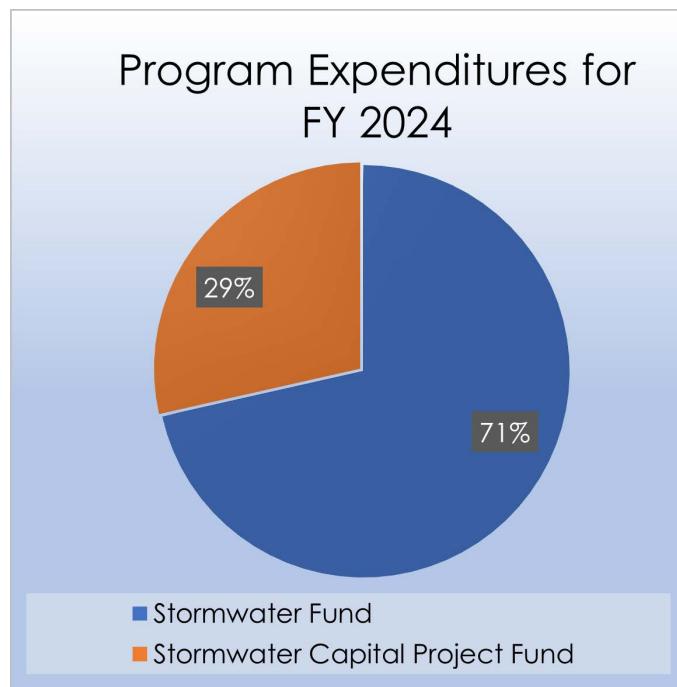


PUBLIC WORKS – STORMWATER

Expenditures by Fund and Program	FY 2022 Actual	FY 2023 Adopted	FY 2023 Amended	FY 2024 Adopted	FY 2025 Forecast	FY 2026 Forecast
Stormwater Fund						
Environment Resources Envir	\$ 794,544	\$ 976,164	\$ 2,083,993	\$ 3,032,118	\$ 2,822,667	\$ 2,895,837
Environment Resources Lab	576,616	726,322	855,098	803,752	896,908	900,912
Operations Catch Basins	729,697	872,889	882,984	904,541	936,270	969,528
Operation Drain Management	541,053	778,516	823,187	2,401,117	1,468,895	3,569,910
Operations Drainpipe Replace	1,410,233	1,519,543	1,582,065	3,587,264	3,921,353	3,971,747
Operations Dredging	653,353	875,873	1,412,835	3,454,012	2,621,128	2,830,415
Operations Street Sweeping	131,049	383,282	383,782	390,948	398,767	406,743
Operations Swale Regrading	2,391,989	3,354,455	3,365,510	3,825,685	4,231,091	4,825,874
Ops-Weir/Outfall/Excavator	1,044,330	1,175,190	1,234,563	1,226,347	1,655,868	1,300,741
Public Works Fleet Rolling Stock	316,134	599,200	1,679,483	2,281,000	1,700,200	1,904,000
Public Works Real Estate	27,053	37,797	37,797	39,482	41,170	42,950
Stormwater Administration	10,508,844	6,664,372	6,064,658	4,499,520	4,671,025	5,013,593
Stormwater Transfers	857,785	575,915	575,915	851,108	1,178,912	2,008,516
Surface Water Management	1,237,001	1,463,166	1,616,417	1,864,099	1,935,870	2,007,472
Stormwater Design Construction Management	363,879	493,536	817,691	458,723	475,052	492,130
Stormwater Permitting and Planning	21,166	219,291	219,291	41,860	42,699	43,551
Stormwater Fund Total	\$ 21,604,727	\$ 20,715,511	\$ 23,635,269	\$ 29,661,576	\$ 28,997,875	\$ 33,183,919
Stormwater Capital Project Fund						
Drainage Improvement Projects	\$ 1,592,349	\$ 15,376,034	\$ 15,376,034	\$ 9,376,386	\$ -	\$ -
Environment Projects	56,222	200,000	(1,000,000)	-	-	-
Flood Prevention Projects	36,227	850,000	850,000	-	-	-
Stormwater Capital Projects	565,169	-	-	-	-	-
Weir Improvement Projects	110	515,000	515,000	1,030,000	1,082,118	1,103,760
UEP Stormwater Projects	-	-	-	1,435,330	12,917,966	-
Stormwater Capital Project Fund Total	\$ 2,250,078	\$ 16,941,034	\$ 15,741,034	\$ 11,841,716	\$ 14,000,084	\$ 1,103,760
Total	\$ 23,854,805	\$ 37,656,545	\$ 39,376,303	\$ 41,503,292	\$ 42,997,959	\$ 34,287,679

PUBLIC WORKS – STORMWATER

Expenditures by Fund and Category	FY 2022 Actual	FY 2023 Adopted	FY 2023 Amended	FY 2024 Adopted	FY 2025 Forecast	FY 2026 Forecast
<i>Stormwater Fund</i>						
Personnel Services	\$ 8,814,013	\$ 9,907,052	\$ 9,907,052	\$ 11,379,433	\$ 12,376,839	\$ 13,261,033
Operating	4,471,061	5,512,587	7,652,121	12,555,535	11,904,806	14,228,171
Capital Outlay	531,838	655,200	2,245,971	3,845,500	2,455,200	2,374,000
Transfers Out	7,787,816	4,640,672	3,830,125	1,881,108	2,261,030	3,320,715
<i>Stormwater Fund Total</i>	<i>\$ 21,604,727</i>	<i>\$ 20,715,511</i>	<i>\$ 23,635,269</i>	<i>\$ 29,661,576</i>	<i>\$ 28,997,875</i>	<i>\$ 33,183,919</i>
<i>Stormwater Capital Project Fund</i>						
Operating	\$ 76,376	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Outlay	2,173,701	16,941,034	15,741,034	11,841,716	14,000,084	1,103,760
<i>Stormwater Capital Project Fund Total</i>	<i>\$ 2,250,078</i>	<i>\$ 16,941,034</i>	<i>\$ 15,741,034</i>	<i>\$ 11,841,716</i>	<i>\$ 14,000,084</i>	<i>\$ 1,103,760</i>
Total	\$ 23,854,805	\$ 37,656,545	\$ 39,376,303	\$ 41,503,292	\$ 42,997,959	\$ 34,287,679



PUBLIC WORKS – STORMWATER

DEPARTMENT FUNCTIONS

Stormwater

Responsible for stormwater management maintenance to include catch basin repair, street sweeping, swale reconstruction, canal dredging, and drainpipe replacement and improvements. Right-of-way surface water management for new construction, maintenance, and re-construction by designing drainage systems, providing construction survey stake-out and inspection services for City staff and private contractors.

ACCOMPLISHMENTS

- Completed the Stormwater Fee Structure Analysis
- Completion of Hancock drainage improvement design
- Completion of Palmetto Pine irrigation pump design
- Entered an Interlocal Agreement with Lee County Pollution Control
- City Laboratory is certified for drinking water testing

GOALS AND PRIORITIES

- Initiate a Stormwater Master Plan Study
- Install new electronic message board on Hancock Bridge Parkway
- Complete the first City greenhouse gas emission inventory
- Draft an Administrative Regulation to respond to pollution citywide





UTILITIES



DEPARTMENT OVERVIEW

The Utilities Department provides potable water supply, irrigation water supply, and collection, treatment, and disposal of sanitary sewage for the residents of Cape Coral.

MISSION

The Utilities department is continuing to improve our delivery of cost-effective water, irrigation water and wastewater collection services by empowering employees to responsively meet customer expectations for quality, value, safety, reliability, and environmental responsibility.

HIGHLIGHTS



Gallons of Drinking
Water

5,409,000,000



Irrigation Water
Pumped

12,016,530,000



Water Meter
Installation

2,796



Reclaimed Water Service

53,935- single family homes

25-Playgrounds

11-Schools

UTILITIES

FY 2024 ORGANIZATIONAL CHART

Total FTE's - 249			
Administration - 17			
Water Reclamation - 79			
Water Reclamation Manager	1.00	Utilities Director	1.00
Accounts Coordinator	1.00	Utilities Deputy Director	1.00
Administrative Assistant	1.00	Senior Administrative Specialist	1.00
Chief Operator	2.00	Principal Engineer PE	3.00
Bio Solids Operator I,II	4.00	Contract Administrator	1.00
Customer Service Representative	1.00	Senior Project Manager	3.00
Custodian	1.00	Hydrogeologist	1.00
Instrumentation Supervisor	1.00	Customer Service Representative	1.00
Instrument Assistant Supervisor	1.00	Chief Engineering Inspector	1.00
Instrumentation Technician	5.00	Senior Construction Inspector	4.00
Laborer	4.00		
Lift Station Technician	8.00	Water Production - 43	
Utilities Maintenance Mechanic	15.00	Water Production Manager	1.00
Utilities Maintenance Supervisor	4.00	Chief Operator	2.00
Plant Electrician	2.00	Accounts Coordinator	1.00
Control Panel Specialist	2.00	Administrative Assistant	1.00
Reuse/Residuals Coordinator	1.00	Control Panel Specialist	2.00
Utilities Programmer Operator	2.00	Customer Service Representative	1.00
Utilities Technician	1.00	Instrumentation Supervisor	1.00
Well Field Technician	2.00	Instrument Technician	3.00
Wastewater Operator-All Levels	19.00	Instrument Assistant Supervisor	1.00
Pre-Treatment Technician	1.00	Utilities Maintenance Supervisor	2.00
		Utilities Maintenance Mechanic	5.00
		Plant Electrician	2.00
		Utility Programmer Operator	2.00
		Water Plant Operator-All Levels	18.00
		Well Field Maintenance Mechanic	1.00
Collection and Distribution- 110			
Collection and Distribution Manager	1.00		
Collection and Distribution Chief	1.00		
Account Coordinator	1.00		
Administrative Assistant	1.00		
Chief Engineering Inspector	1.00		
CAD GIS Design Specialist	1.00		
Utilities Field Supervisor	14.00		
Customer Service Representative ⁴	5.00		
Lead Custodian	1.00		
Senior Construction Inspector	6.00		
Utilities Technician ¹	22.00		
Senior Utilities Technician ²	18.00		
Field Service Representative	1.00		
Geo-Processing Technician	2.00		
Field Technician ³	12.00		
Laborer	14.00		
Utilities Maintenance Supervisor	3.00		
Utilities Plan Reviewer	1.00		
Inventory Clerk	4.00		
Warehouse Supervisor	1.00		

Change in FTEs:

¹ Added (4) Utilities Technicians

² Added (2) Senior Utilities Technician

³ Added (1) Field Technician

⁴ Added (1) Customer Service Rep

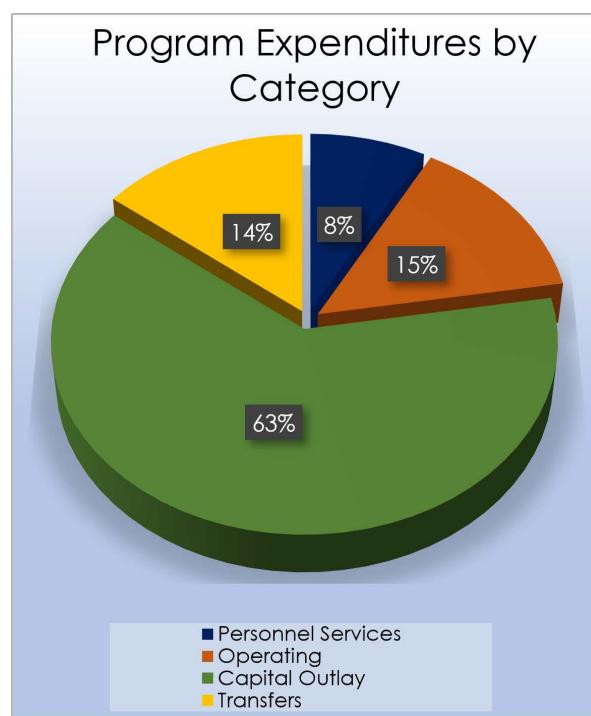
FY 2023 Amended	FY 2024 Adopted	Change
241.00	249.00	8.00

UTILITIES

OPERATING BUDGET

Revenues by Category	FY 2022 Actual	FY 2023 Adopted	FY 2023 Amended	FY 2024 Adopted	FY 2025 Forecast	FY 2026 Forecast
Charges for Service	\$ 99,945,345	\$ 90,156,159	\$ 90,156,159	\$ 106,712,001	\$ 116,100,690	\$ 127,377,085
Debt Proceeds	-	79,837,277	79,837,277	202,810,135	420,937,004	107,420,000
Fines and Forfeits	719,841	670,748	670,748	714,557	729,848	745,405
Impact Fees	9,818,595	10,201,571	10,201,571	11,280,189	11,508,635	11,752,008
Intergovernmental	-	-	1,000,000	5,000,000	-	-
Internal	312,081	247,417	247,417	252,365	257,413	262,562
Miscellaneous	1,191,487	196,971	196,971	200,910	204,928	209,027
Other	43,375	-	-	-	-	-
Special Assessment	8,099,446	9,271,971	9,271,971	11,934,932	12,173,630	12,417,102
Transfers	43,893,469	36,850,837	37,495,137	16,891,955	15,541,701	14,746,478
Total	\$ 164,023,638	\$ 227,432,951	\$ 229,077,251	\$ 355,797,044	\$ 577,453,849	\$ 274,929,667

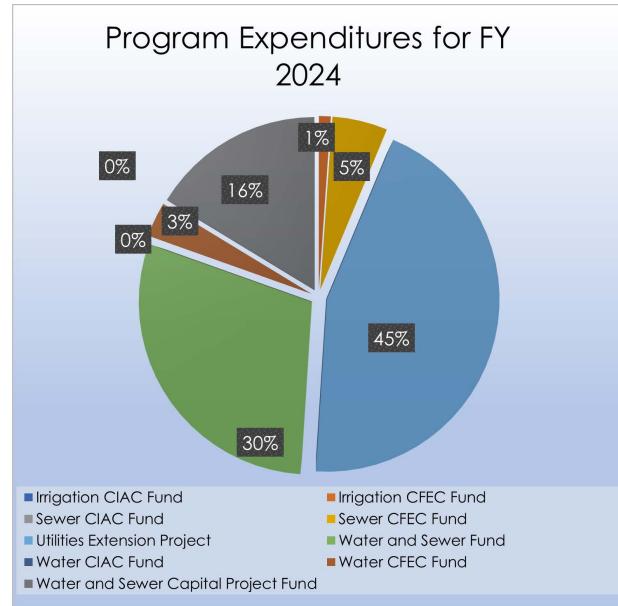
Expenditures by Category	FY 2022 Actual	FY 2023 Adopted	FY 2023 Amended	FY 2024 Adopted	FY 2025 Forecast	FY 2026 Forecast
Personnel Services	\$ 24,629,962	\$ 24,984,913	\$ 24,984,913	\$ 27,413,931	\$ 35,816,923	\$ 36,317,248
Operating	29,936,523	39,710,569	42,744,508	49,709,467	48,815,994	47,235,727
Capital Outlay	38,140,976	106,097,054	109,292,244	218,140,273	429,618,704	113,872,733
Transfers	77,780,474	78,248,635	78,892,935	49,562,619	49,765,895	60,169,684
Total	\$ 170,487,934	\$ 249,041,171	\$ 255,914,600	\$ 344,826,290	\$ 564,017,516	\$ 257,595,392



UTILITIES

Expenditures by Fund and Program	FY 2022 Actual	FY 2023 Adopted	FY 2023 Amended	FY 2024 Adopted	FY 2025 Forecast	FY 2026 Forecast
<i>Irrigation CIAC Fund</i>						
Irrigation CIAC	\$ 750,343	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500
Utilities Administration	-	50,000	50,000	50,000	50,000	50,000
<i>Irrigation CIAC Fund Total</i>	<i>\$ 750,343</i>	<i>\$ 50,500</i>				
<i>Irrigation Impact/CFEC Fund</i>						
Irrigation Impact/CFEC	\$ 4,644,178	\$ 2,822,148	\$ 2,822,148	\$ 3,666,366	\$ 3,545,254	\$ 3,547,034
Utilities Administration	-	150,000	150,000	150,000	150,000	150,000
<i>Irrigation Impact/CFEC Fund Total</i>	<i>\$ 4,644,178</i>	<i>\$ 2,972,148</i>	<i>\$ 2,972,148</i>	<i>\$ 3,816,366</i>	<i>\$ 3,695,254</i>	<i>\$ 3,697,034</i>
<i>Sewer CIAC Fund</i>						
Sewer CIAC	\$ 2,504,216	\$ 4,000	\$ 4,000	\$ 4,120	\$ 4,240	\$ 4,360
<i>Sewer Impact/CFEC Fund</i>						
Sewer Impact/CFEC	\$ 17,723,253	\$ 17,255,757	\$ 17,255,757	\$ 17,808,026	\$ 17,756,379	\$ 17,761,930
<i>Utility Extension Project Capital Project Fund</i>						
Utility Extension Project Capital Projects	\$ 5,326,368	\$ 60,864,691	\$ 60,864,691	\$ 154,274,546	\$ 158,259,910	\$ -
<i>Water and Sewer Fund</i>						
Manhole Maintenance	\$ 659,112	\$ 250,000	\$ 250,000	\$ 500,000	\$ 500,000	\$ 500,000
Utility Extension Project Administration	41,789	-	-	-	-	-
Utilities Administration	15,103,762	13,697,206	15,384,086	18,074,902	18,977,308	19,284,520
Utilities Collection/Distribution	14,158,473	18,282,767	19,037,466	20,597,128	22,392,378	23,641,704
Water and Sewer	764,766	530,000	530,000	545,900	562,000	579,000
Water and Sewer Transfers	40,821,382	47,391,970	48,036,270	48,988,442	47,369,725	47,767,667
Water Production North Plant	4,582,780	5,355,670	5,597,533	9,011,964	8,985,026	7,435,442
Water Production South Plant	5,213,086	8,580,627	8,696,480	8,499,059	8,092,360	8,135,171
Water and Sewer Fleet Rolling Stock	838,820	931,840	1,867,679	2,056,890	2,473,200	1,362,100
Water Reclamation Reuse	1,588,314	2,377,080	2,482,470	2,754,861	2,844,622	2,596,339
Water Reclamation - Bio Solids	1,451,513	1,694,205	1,805,932	2,126,802	2,218,097	2,250,884
Water Reclamation - Collection System	4,378,276	5,114,780	5,470,205	7,230,461	12,676,373	10,933,701
Water Reclamation - Everest Plant	4,206,184	7,659,051	7,479,682	5,622,959	6,134,371	6,336,242
Water Reclamation - Southwest Plant	3,686,629	4,772,433	5,228,955	7,414,630	5,437,522	5,425,865
<i>Water and Sewer Fund Total</i>	<i>\$ 97,494,886</i>	<i>\$ 116,637,629</i>	<i>\$ 121,866,758</i>	<i>\$ 101,423,998</i>	<i>\$ 108,662,982</i>	<i>\$ 116,248,635</i>
<i>Water CIAC Fund</i>						
Water CIAC	\$ 922	\$ 3,100	\$ 3,100	\$ 3,200	\$ 3,300	\$ 3,400
<i>Water Impact/CFEC Fund</i>						
Water Impact/CFEC	\$ 11,424,271	\$ 10,885,760	\$ 10,885,760	\$ 11,209,945	\$ 11,207,857	\$ 11,209,533
<i>Water and Sewer Capital Project Fund</i>						
Water and Sewer Capital Projects	\$ 30,619,497	\$ 40,367,586	\$ 42,011,886	\$ 56,235,589	\$ 264,377,094	\$ 108,620,000
Total	\$ 170,487,934	\$ 249,041,171	\$ 255,914,600	\$ 344,826,290	\$ 564,017,516	\$ 257,595,392

UTILITIES



Expenditures by Fund and Category	FY 2022 Actual	FY 2023 Adopted	FY 2023 Amended	FY 2024 Adopted	FY 2025 Forecast	FY 2026 Forecast
Irrigation CIAC Fund						
Operating	\$ 343	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500
Capital Outlay	-	50,000	50,000	50,000	50,000	50,000
Transfers Out	750,000	-	-	-	-	-
Irrigation CIAC Fund Total	\$ 750,343	\$ 50,500				
Irrigation Impact/CFEC Fund						
Operating	\$ 32,301	\$ 39,000	\$ 39,000	\$ 40,120	\$ 41,240	\$ 42,360
Capital Outlay	-	150,000	150,000	150,000	150,000	150,000
Transfers Out	4,611,877	2,783,148	2,783,148	3,626,246	3,504,014	3,504,674
Irrigation Impact/CFEC Fund Total	\$ 4,644,178	\$ 2,972,148	\$ 2,972,148	\$ 3,816,366	\$ 3,695,254	\$ 3,697,034
Sewer CIAC Fund						
Operating	\$ 4,216	\$ 4,000	\$ 4,000	\$ 4,120	\$ 4,240	\$ 4,360
Transfers Out	2,500,000	-	-	-	-	-
Sewer CIAC Fund Total	\$ 2,504,216	\$ 4,000	\$ 4,000	\$ 4,120	\$ 4,240	\$ 4,360
Sewer Impact/CFEC Fund						
Operating	\$ 36,278	\$ 44,000	\$ 44,000	\$ 45,320	\$ 46,640	\$ 47,960
Transfers Out	17,686,975	17,211,757	17,211,757	17,762,706	17,709,739	17,713,970
Sewer Impact/CFEC Fund Total	\$ 17,723,253	\$ 17,255,757	\$ 17,255,757	\$ 17,808,026	\$ 17,756,379	\$ 17,761,930

UTILITIES

Expenditures by Fund and Category	FY 2022 Actual	FY 2023 Adopted	FY 2023 Amended	FY 2024 Adopted	FY 2025 Forecast	FY 2026 Forecast
Utility Extension Project (UEP) Capital Project Fund						
Capital Outlay	\$ 5,326,368	\$ 60,864,691	\$ 60,864,691	\$ 154,274,546	\$ 158,259,910	\$ -
Utility Extension Project Capital Project Fund Total	\$ 5,326,368	\$ 60,864,691	\$ 60,864,691	\$ 154,274,546	\$ 158,259,910	\$ -
Water and Sewer Fund						
Personnel Services	\$ 24,629,962	\$ 24,984,913	\$ 24,984,913	\$ 27,413,931	\$ 35,816,923	\$ 36,317,248
Operating	29,783,538	39,595,969	42,629,908	48,391,487	48,694,634	47,110,987
Capital Outlay	2,251,269	4,664,777	6,215,667	8,630,138	6,781,700	5,052,733
Transfers Out	40,830,118	47,391,970	48,036,270	16,988,442	17,369,725	27,767,667
Water and Sewer Fund Total	\$ 97,494,886	\$ 116,637,629	\$ 121,866,758	\$ 101,423,998	\$ 108,662,982	\$ 116,248,635
Water CIAC Fund						
Operating	\$ 922	\$ 3,100	\$ 3,100	\$ 3,200	\$ 3,300	\$ 3,400
Water CIAC Fund Total	\$ 922	\$ 3,100	\$ 3,100	\$ 3,200	\$ 3,300	\$ 3,400
Water Impact/CFEC Fund						
Operating	\$ 22,768	\$ 24,000	\$ 24,000	\$ 24,720	\$ 25,440	\$ 26,160
Capital Outlay	11,401,503	10,861,760	10,861,760	11,185,225	11,182,417	11,183,373
Water Impact/CFEC Fund Total	\$ 11,424,271	\$ 10,885,760	\$ 10,885,760	\$ 11,209,945	\$ 11,207,857	\$ 11,209,533
Water and Sewer Capital Project Fund						
Operating	\$ 56,159	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Outlay	30,563,339	40,367,586	42,011,886	56,235,589	264,377,094	108,620,000
Water and Sewer Capital Project Fund Total	\$ 30,619,497	\$ 40,367,586	\$ 42,011,886	\$ 56,235,589	\$ 264,377,094	\$ 108,620,000
Total	\$ 170,487,934	\$ 249,041,171	\$ 255,914,600	\$ 344,826,290	\$ 564,017,516	\$ 257,595,392

DEPARTMENT FUNCTIONS

Administration

Administration is responsible for overall utility operations, utility project management, 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.

UTILITIES

ACCOMPLISHMENTS

- The Utilities Department managed engineering design and permitting and the contractor, PWC, began construction for the Caloosahatchee Connect (Overland Route)
- Implemented new Irrigation Schedule designed to improve irrigation water pressures and flow by reducing the number of customers irrigating at the same time by 40%
- Completed design and permitting for a new wastewater master pump station and forcemain that will serve the Cape Coral Community Redevelopment Area (CRA)

GOALS AND PRIORITIES

- Complete construction of the Caloosahatchee Connect Project
- Complete construction of the new wastewater master pump station 100 and forcemain to serve the CRA
- Complete engineering/permitting on FEMA grant approved project for Weir 7 automatic overflow gates

Utilities Collection and Distribution

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.

ACCOMPLISHMENTS

- Tyler Inventory Processing System fully utilized for warehouse inventory and product issuance
- Addition of UCD Awning and Aggregate Roof completion
- Utilities Collection Distribution building roof replacement

GOALS AND PRIORITIES

- Coordinate with Utilities Admin for the design/construction of new UCD Operations Building
- Coordinating with Fleet on updating their Fleet schedule to accommodate growth and response times
- Begin Construction of the UCD lime rock stockpile overhang

Water Production

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.

UTILITIES

ACCOMPLISHMENTS

- Completed Mechanical Integrity Test (MIT) on North RO Deep Injection Well
- Renewed permits for the North and South deep injection wells with FDEP
- Migrated Antero maintenance data management software to the city network for use by all sections in the Water Production Division
- Performed successful cleaning of the reverse osmosis membrane elements in both plants resulting in reduced operating pressures and power costs

GOALS AND PRIORITIES

- Complete retrofit of remote distribution pressure radios/sensors
- Complete work on the Hydrogeologic ground water model update
- Upgrade the PLCs at the North RO Plant in 2023
- Replace the South RO Plant 1 roof
- Install two new production trains at the North RO to increase capacity from 12MGD to 18MGD

Water Reclamation

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

- Rehabilitation of multiple existing lift stations and continued infiltration and inflow mitigation program
- Begin design for replacement of underground diesel storage tanks at CPS 2 and CPS 5
- Complete construction of the new Pine Island Rd Reclaimed Water Pump Station and Tank

GOALS AND PRIORITIES

- Design new piping and automatic valves at the Southwest WRF to allow flows from Clarifiers 1 and 2 to pass through automatic backwash filters
- Begin replacement of ceramic disc aeration diffusers at the Everest WRF with membrane diffusers for increased reliability
- Construct catwalks around clarifiers at both WRFs to allow inspections and maintenance of new lauder covers



CHARTER SCHOOL AUTHORITY



DEPARTMENT OVERVIEW

The Charter School Authority is a Municipal Charter School System. Charter schools-in-a-municipality are sponsored by local school districts in partnership with a municipality. In our case we are part of the City of Cape Coral. No other single action taken by a City can improve property values as much as successful Municipal Charter schools. Municipalities with their own Municipal Charter School(s) typically have higher property values than surrounding communities. The ability for a City to control its own destiny is the basic principle of home rule.

MISSION

Our Mission is to create a K-12 system that educates students to be responsible, critical thinkers who are prepared to successfully compete in a dynamic, global workforce.

HIGHLIGHTS



Student Enrollment
3,278



Teacher Salary
Allocation
200 Million



Florida Education
Finance Program
per student
\$8,648

CHARTER SCHOOL AUTHORITY

FY 2024 ORGANIZATIONAL CHART

Total FTE's - 376				
Administration - 41	Oasis Elementary North - 83.75	Oasis High School - 82		
Bookkeeper	4.00	Assistant Principal	1.00	
Bus Driver	19.00	Clinic Assistant	1.00	
Director of STEM	1.00	Exceptional Teacher	1.00	
Executive Assistant	1.00	Food Service Worker	2.00	
Food Service Manager	1.00	Information Specialist	1.00	
Nurse	1.00	Lead Food Service Worker	1.00	
Security Guard	1.00	Office Assistant	1.00	
Social Worker	1.00	Paraprofessional 1	2.00	
Superintendent	1.00	Paraprofessional 2	5.00	
Transportation Coordinator	1.00	Principal	1.00	
Transportation Manager	1.00	Receptionist	1.00	
Transportation Dispatcher	1.00	Secretary	1.00	
Substitute Teachers-All School	8.00	Speech Pathologist	1.00	
Oasis Elementary South - 86.5				
Assistant Principal	1.00	Teacher	50.00	
Clinic Assistant	1.00	Substitute Food Service Worker	2.50	
Exceptional Teacher	1.00	Substitute Teachers-All School	11.25	
Food Service Worker	2.00	Substitute Paraprofessional 1	1.00	
Guidance Counselor	1.00	Oasis Middle School - 82.75		
Information Specialist	1.00	Assistant Principal	1.00	
Lead Food Service Worker	1.00	Clinic Assistant	1.00	
Media Specialist	1.00	Dean of Students	1.00	
Office Assistant	1.00	Exceptional Teacher	1.00	
Paraprofessional 1	3.00	Food Service Worker	3.00	
Paraprofessional 2	1.00	Guidance Counselor	1.00	
Principal	1.00	Information Specialist	1.00	
Receptionist	1.00	Lead Food Service Worker	1.00	
Secretary	1.00	Paraprofessional 2	5.00	
Speech Pathologist	0.50	Principal	1.00	
Teacher	54.00	Receptionist	2.00	
Substitute Food Service Worker	2.50	Secretary	1.00	
Substitute Teachers-All School	11.50	Speech Pathologist	0.25	
Substitute Paraprofessional 1	1.00	Teacher	48.25	
		Substitute Food Service Worker	2.50	
		Substitute Teachers-All School	11.75	
		Substitute Paraprofessional 1	1.00	

Change in FTEs:

Adjustments were made according to actual staffing in system creating an overall adjustment to the total count

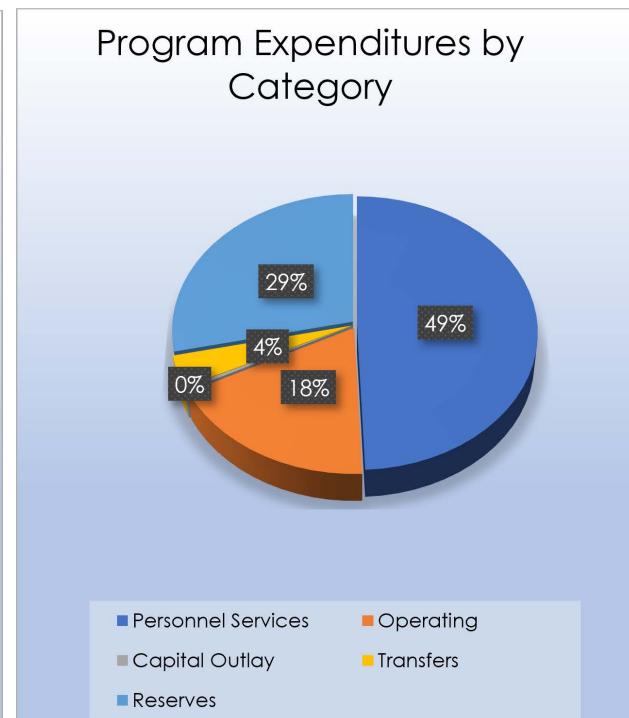
FY 2023 Amended	FY 2024 Adopted	Change
356.50	376.00	19.50

CHARTER SCHOOL AUTHORITY

OPERATING BUDGET

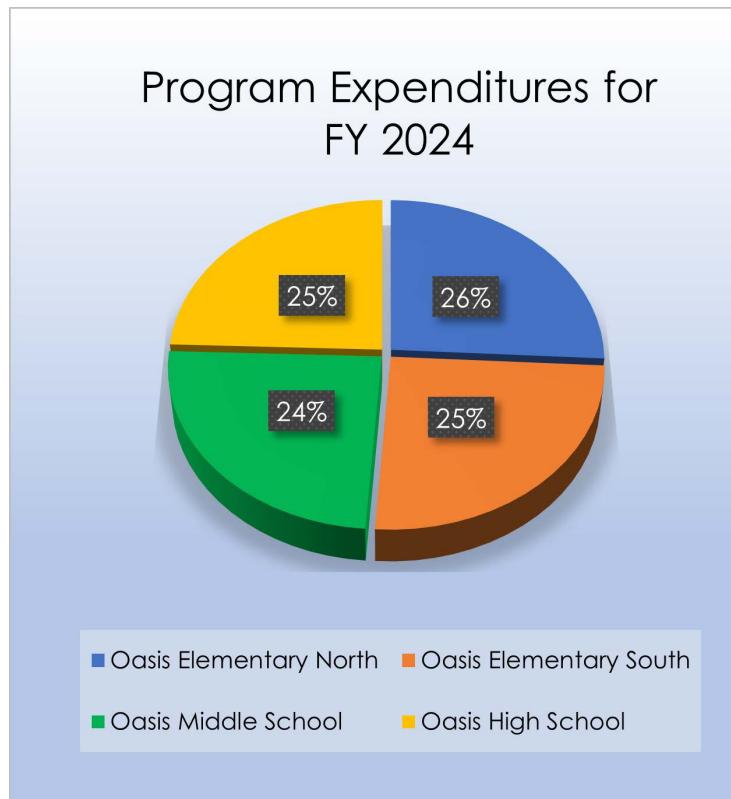
Revenues by Category	FY 2022 Actual	FY 2023 Adopted	FY 2023 Amended	FY 2024 Adopted	FY 2025 Forecast	FY 2026 Forecast
Balance Forward	\$ -	\$ 11,651,044	\$ 11,651,044	\$ 13,361,349	\$ 13,386,201	\$ 13,386,201
Intergovernmental	27,791,835	31,439,660	31,982,428	32,271,076	30,122,264	30,838,245
Charge for Services	957,885	1,158,500	1,158,500	1,053,405	1,084,084	1,115,680
Fines and Forfeits	300	-	-	-	-	-
Miscellaneous	403,265	288,605	294,605	320,127	351,104	374,813
Total	\$ 29,153,285	\$ 44,537,809	\$ 45,086,577	\$ 47,005,957	\$ 44,943,653	\$ 45,714,939

Expenditures by Category	FY 2022 Actual	FY 2023 Adopted	FY 2023 Amended	FY 2024 Adopted	FY 2025 Forecast	FY 2026 Forecast
Personnel Services	\$ 19,550,873	\$ 21,185,780	\$ 21,510,122	\$ 23,181,235	\$ 23,052,359	\$ 23,651,442
Operating	5,851,041	10,877,206	9,609,887	8,525,602	6,593,093	6,752,152
Capital Outlay	501,665	761,148	755,893	174,151	173,232	186,376
Transfers	3,239,559	-	1,500,000	1,738,768	1,738,768	1,738,768
Reserves	-	11,713,675	11,713,675	13,386,201	13,386,201	13,386,201
Total	\$ 29,143,138	\$ 44,537,809	\$ 45,089,577	\$ 47,005,957	\$ 44,943,653	\$ 45,714,939



CHARTER SCHOOL AUTHORITY

Expenditures by Program	FY 2022 Actual	FY 2023 Adopted	FY 2023 Amended	FY 2024 Adopted	FY 2025 Forecast	FY 2026 Forecast
Oasis Elementary North	\$ 7,206,939	\$ 10,524,753	\$ 10,709,183	\$ 12,156,448	\$ 11,610,180	\$ 11,852,820
Oasis Elementary South	8,468,991	11,666,346	11,797,770	11,872,850	11,502,153	11,640,747
Oasis Middle School	6,886,386	10,949,979	11,078,115	11,472,552	10,737,956	11,037,938
Oasis High School	6,580,822	11,396,731	11,504,509	11,504,107	11,093,364	11,183,434
Total	\$ 29,143,138	\$ 44,537,809	\$ 45,089,577	\$ 47,005,957	\$ 44,943,653	\$ 45,714,939



CHARTER SCHOOL AUTHORITY

Expenditures by Program	FY 2022 Actual	FY 2023 Adopted	FY 2023 Amended	FY 2024 Adopted	FY 2025 Forecast	FY 2026 Forecast
<i>Oasis Elementary North</i>						
Personnel Services	\$ 4,996,044	\$ 5,376,519	\$ 5,458,184	\$ 5,932,614	\$ 6,056,545	\$ 6,152,876
Operating	1,253,134	2,338,055	2,012,514	1,948,809	1,447,681	1,495,444
Capital Outlay	135,720	236,212	236,512	38,094	44,594	39,094
Debt Service	2,084,092	-	375,000	404,263	404,263	404,263
Reserves	-	3,715,560	3,715,560	3,549,070	3,549,070	3,549,070
Oasis Elementary North Total	\$ 8,468,991	\$ 11,666,346	\$ 11,797,770	\$ 11,872,850	\$ 11,502,153	\$ 11,640,747
<i>Oasis Elementary South</i>						
Personnel Services	\$ 5,335,608	\$ 5,710,428	\$ 5,823,214	\$ 6,031,711	\$ 6,023,128	\$ 6,206,663
Operating	1,363,774	2,563,180	2,259,424	2,108,074	1,571,079	1,620,269
Capital Outlay	121,982	218,962	219,362	44,869	44,179	54,094
Debt Service	385,575	-	375,000	412,643	412,643	412,643
Reserves	-	2,032,183	2,032,183	3,559,151	3,559,151	3,559,151
Oasis Elementary South Total	\$ 7,206,939	\$ 10,524,753	\$ 10,709,183	\$ 12,156,448	\$ 11,610,180	\$ 11,852,820
<i>Oasis Middle School</i>						
Personnel Services	\$ 4,950,631	\$ 5,241,453	\$ 5,318,238	\$ 5,633,014	\$ 5,386,277	\$ 5,650,210
Operating	1,428,401	2,732,441	2,412,142	2,125,073	1,651,214	1,687,263
Capital Outlay	121,982	187,012	183,662	53,094	39,094	39,094
Debt Service	385,373	-	375,000	429,581	429,581	429,581
Reserves	-	2,789,073	2,789,073	3,231,790	3,231,790	3,231,790
Oasis Middle School Total	\$ 6,886,386	\$ 10,949,979	\$ 11,078,115	\$ 11,472,552	\$ 10,737,956	\$ 11,037,938
<i>Oasis High School</i>						
Personnel Services	\$ 4,268,590	\$ 4,857,380	\$ 4,910,486	\$ 5,583,896	\$ 5,586,409	\$ 5,641,693
Operating	1,805,731	3,243,530	2,925,807	2,343,646	1,923,119	1,949,176
Capital Outlay	121,982	118,962	116,357	38,094	45,365	54,094
Debt Service	384,518	-	375,000	492,281	492,281	492,281
Reserves	-	3,176,859	3,176,859	3,046,190	3,046,190	3,046,190
Oasis High School Total	\$ 6,580,822	\$ 11,396,731	\$ 11,504,509	\$ 11,504,107	\$ 11,093,364	\$ 11,183,434
Total	\$ 29,143,138	\$ 44,537,809	\$ 45,089,577	\$ 47,005,957	\$ 44,943,653	\$ 45,714,939



DEBT MANAGEMENT

The City's primary objective in debt management is to maintain the level of indebtedness within available resources and legal debt limitations established by resolution, while keeping the cost to the taxpayer at a minimum. Although the City has set no legal debt limit, specific policies have been established as part of the Financial Management Policies.

One such policy is that any capital project financed through the issuance of general obligation, revenue and/or special assessment bonds should be financed for a period not to exceed the expected useful life of the project. The City also maintains debt service ratios at levels in compliance with bond requirements.

There are several key debt ratios that investors and financial analysts use when reviewing a city's creditworthiness. As part of its overall policy, the City reviews such ratios used by the national credit rating agencies. Additionally, the financial management policies that are in place have allowed the City to build up the General Fund reserves and commit to sound financial practices.

The Financial Services Department prepares and releases an Annual Debt and Credit Report to the City Council. This report is posted on the City's website and contains the following elements:

- Calculations of the appropriate ratios and measurements necessary to evaluate the City's credit, and that of its various enterprise systems.
- Information related to any significant events affecting outstanding Debt, including Conduit Debt Obligations, if any.
- An evaluation of savings related to any refinancing activity.
- A summary of any changes in Federal or State laws affecting the City's debt program.
- A detailed description, individual and aggregate schedules, and summaries of the City's outstanding debt.

DEBT MANAGEMENT

FY 2024 - FY 2044 Debt Service Schedule

	Original Issue Amount	Principal Outstanding 9/30/2023	FY 2024 Principal	FY 2024 Interest	FY 2024 Requirement
Governmental					
Go Bonds					
2019 General Obligation Revenue Note (GO Bond)	\$ 10,200,000	\$ 7,895,000	\$ 625,000	\$ 207,761	\$ 832,761
2021 General Obligation Revenue Bonds (GO Bond)	24,800,000	22,715,000	1,495,000	959,350	2,454,350
Revenue Bonds					
2012 Special Obligation Revenue	17,669,950	1,558,730	1,558,730	37,877	1,596,607
2014 Capital Improvement & Refund Revenue	5,300,000	635,000	635,000	15,797	650,797
2015 Special Obligation Note	13,675,000	935,000	935,000	19,635	954,635
2015 Special Obligation Revenue	51,790,001	35,365,000	2,065,000	1,455,357	3,520,357
2017 Special Obligation Bonds	62,595,000	50,550,000	3,110,000	2,272,875	5,382,875
Notes -Direct Borrowing					
2020 Special Obligation Refunding Revenue Note	30,760,000	28,025,000	3,785,000	529,415	4,314,415
2020A Special Obligation Refunding Revenue Note	15,128,990	9,704,452	1,663,457	137,154	1,800,611
2022 Special Obligation Refunding Revenue Note	3,520,000	2,130,000	695,000	63,877	758,877
2023 Special Obligation Revenue Note	8,000,000	8,000,000	230,000	314,612	544,612
2023 Master Lease	858,245	858,245	161,634	25,870	187,504
Total Governmental Debt	\$ 244,297,186	\$ 168,371,427	\$ 16,958,821	\$ 6,039,580	\$ 22,998,401
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	49,110,000	7,620,000	1,349,952	8,969,952
2017 Series Water & Sewer Refunding	248,355,000	239,060,000	4,995,000	10,607,038	15,602,038
Assessments					
State Revolving Fund Loan #7516L-02	2,898,884	285,897	189,209	7,001	196,210
State Revolving Fund Loan #7516P	2,390,719	166,455	166,455	3,956	170,411
State Revolving Fund Loan #DW360103 SW6/7	12,878,096	8,821,331	596,058	183,870	779,928
State Revolving Fund Loan #WW3600100 SW6/7	54,662,273	38,325,549	2,594,955	786,777	3,381,732
State Revolving Fund Loan #DW360120 N2	97,000,000	90,044,878	4,837,124	351,515	5,188,639
State Revolving Fund Loan #WW360130 N2	79,006,965	68,707,393	3,531,284	858,106	4,389,390
2017 Utility Improvement Assessment (all areas)	101,155,000	39,899,999	8,450,000	909,076	9,359,076
Total Enterprise Debt	\$ 765,501,937	\$ 606,836,502	\$ 32,980,085	\$ 18,451,191	\$ 51,431,276
Total Debt	\$ 1,009,799,123	\$ 775,207,929	\$ 49,938,906	\$ 24,490,771	\$ 74,429,677

DEBT MANAGEMENT

	FY 2025 Principal	FY 2025 Interest	FY 2025 Requirement	FY 2026 Principal	FY 2026 Interest	FY 2026 Requirement	FY 2027 - 2044 Requirement
Governmental							
2019 General Obligation Revenue Note (GO Bond)	\$ 640,000	\$ 190,430	\$ 830,430	\$ 660,000	\$ 172,620	\$ 832,620	\$ 5,970,000
2021 General Obligation Revenue Bonds (GO Bond)	1,550,000	868,550	2,418,550	1,615,000	805,250	2,420,250	18,055,000
Revenue Bonds							
2012 Special Obligation Revenue	-	-	-	-	-	-	-
2014 Capital Improvement & Refund Revenue	-	-	-	-	-	-	-
2015 Special Obligation Note	-	-	-	-	-	-	-
2015 Special Obligation Revenue	2,170,000	1,352,107	3,522,107	2,275,000	1,243,607	3,518,607	28,855,000
2017 Special Obligation Bonds	4,985,000	2,117,375	7,102,375	5,240,000	2,117,375	7,357,375	37,215,000
Notes -Direct Borrowing							
2020 Special Obligation Refunding Revenue Note	3,855,000	453,720	4,308,720	3,925,000	376,409	4,301,409	16,460,000
2020A Special Obligation Refunding Revenue Note	1,688,717	111,893	1,800,610	1,714,363	86,249	1,800,612	4,637,915
2022 Special Obligation Refunding Revenue Note	710,000	45,434	755,434	725,000	2,653	727,653	-
2023 Special Obligation Revenue Note	280,000	304,437	584,437	295,000	292,966	587,966	7,195,000
2023 Master Lease	165,083	22,422	187,505	170,988	16,517	187,505	360,540
Total Governmental Debt	\$ 16,043,800	\$ 5,466,368	\$ 21,510,168	\$ 16,620,351	\$ 5,113,646	\$ 21,733,997	\$ 118,748,455
Enterprise							
Revenue Bonds							
2015 Water & Sewer Revenue Refunding	\$ -	\$ 3,393,902	\$ 3,393,902	\$ -	\$ 3,393,900	\$ 3,393,900	\$ 72,415,000
2015A Series Water & Sewer Refunding	7,810,000	1,156,950	8,966,950	8,045,000	919,950	8,964,950	25,635,000
2017 Series Water & Sewer Refunding	5,240,000	10,357,288	15,597,288	5,510,000	10,095,288	15,605,288	223,315,000
Assessments							
State Revolving Fund Loan #7516L-02	96,688	1,417	98,105	-	-	-	-
State Revolving Fund Loan #7516P	-	-	-	-	-	-	-
State Revolving Fund Loan #DW360103 SW6/7	608,761	171,167	779,928	621,735	158,193	779,928	6,994,777
State Revolving Fund Loan #WW3600100 SW6/7	2,649,364	732,368	3,381,732	2,704,924	676,808	3,381,732	30,376,306
State Revolving Fund Loan #DW360120 N2	4,837,127	351,515	5,188,642	4,837,127	351,515	5,188,642	75,533,500
State Revolving Fund Loan #WW360130 N2	3,531,284	858,106	4,389,390	3,531,284	858,106	4,389,390	58,113,541
2017 Utility Improvement Assessment (all areas)	845,000	909,076	1,754,076	845,000	909,076	1,754,076	29,759,999
Total Enterprise Debt	\$ 25,618,224	\$ 17,931,789	\$ 43,550,013	\$ 26,095,070	\$ 17,362,836	\$ 43,457,906	\$ 522,143,123
Total Debt	\$ 41,662,024	\$ 23,398,157	\$ 65,060,181	\$ 42,715,421	\$ 22,476,482	\$ 65,191,903	\$ 640,891,578

DEBT MANAGEMENT

Adopted New Debt for FY 2024

The City is anticipating issuing the following debt in FY 2024:

1. Six Cent Gas Tax Transportation Note for \$25,512,672 for the construction of North 1 Utility Expansion Program Non-assessed Transportation Improvements.
2. Fire Impact Fees for construction of Fire Training Facility Phase 2 for \$5,081,711.
3. Fire Assessment Note for \$5,406,060 for the construction of Fire Station #13.
4. Water & Sewer Note for \$49,082,578 for Capital Projects within Water & Sewer Operations.
5. Utility Expansion Program Assessed Debt \$190,774,546 for the FY 2024 - 2025 Construction and Design of North 1 West and North 1 East.
6. Stormwater Debt for \$22,252,663 for the construction of North 1 Utility Expansion Program Non-assessed portion.
7. 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. In FY 2021 – City Council approved \$30,000,000 loan for a General Obligation GO Bond for continued construction. The remainder \$19,800,000 is projected to begin in FY 2023 – 2024.

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

DEBT MANAGEMENT

Information is from the Fiscal Year Ending 2022 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 at September 30, 2020	201,526
Direct debt	\$ 176,543,077
Direct debt per capita	\$ 876

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	\$ 176,543,077
Taxable assessed value	\$ 16,578,808,989
Direct debt to taxable assessed value	1.06%

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.

	Water & Sewer	Stormwater
Rating agency median	2.00	n/a ¹
Actual coverage	1147606.00	-
Required coverage ²	1.00	1.25
Debt service safety margin	1147605.00	-

¹ Not rated as a median
²Total Senior Revenue Debt Obligation Coverage from Net Revenues only

DEBT MANAGEMENT

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.

	Water & Sewer ¹	Stormwater
Debt	\$ 598,050,247	\$ -
Net capital assets	\$ 520,025,252	\$ 42,272,919
Working capital	\$ 17,713,923	\$ 36,747,578
Debt ratio	111%	0%
Rating agency median	79%	n/a ²

¹ Does not include Utility Special Assessments
² Not rated as a median

	Water & Sewer	Stormwater
Operating expenses ¹	\$ 86,445,391	\$ 17,613,357
Operating revenue	\$ 101,559,111	\$ 25,216,173
Operating ratio	85%	70%

¹ Includes depreciation expense



DEBT MANAGEMENT

Total Principal Outstanding Debt as of September 30, 2022

Category	Outstanding 09/30/2022	Percentage of Total Debt
Governmental Fund Debt	\$ 178,043,077	21.86%
Enterprise Fund Debt	\$ 636,275,247	78.14%
	<u>\$ 814,318,324</u>	100.00%

Governmental

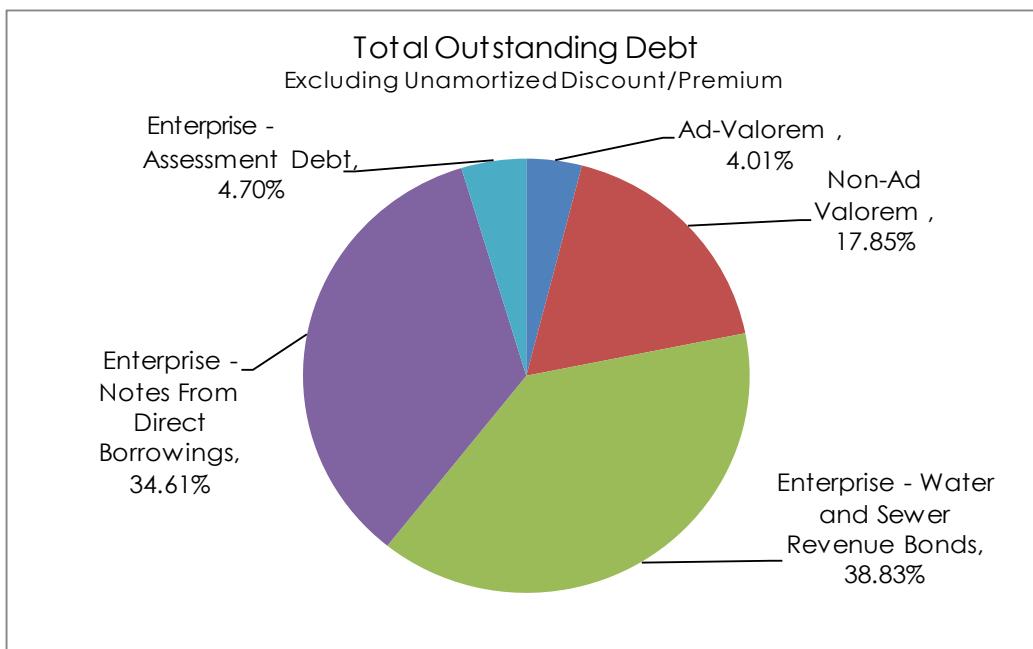
General Obligation Bonds	\$ 32,655,000
Revenue Bonds	90,850,000
Notes From Direct Borrowings	54,357,504
Lease Payable	180,573
Governmental Debt	<u>\$ 178,043,077</u>

Enterprise

Water and Sewer Revenue Bonds	\$ 316,235,000
Notes Payable	281,815,247
Assessment Debt	38,225,000
Enterprise Debt	<u>\$ 636,275,247</u>

Total Governmental & Enterprise Debt

\$ 814,318,324



DEBT MANAGEMENT

City of Cape Coral Credit Ratings

<u>DEBT ISSUANCES</u>	FITCH		MOODY'S		S&P	
	Insured	Underlying	Insured	Underlying	Insured	Underlying
General Obligation Debt						
Revenue Bonds General Obligation Note, Series 2021	AA	AA	Aa2	N/A	N/A	N/A
Governmental Debt / Non-Ad Valorem						
Revenue Bonds Special Obligation Bonds, Series 2015 Special Obligation Bonds, Series 2017	AA- NR	AA- NR	NR NR	Aa3 Aa3	AA AA	NR NR
Enterprise Debt						
Revenue Bonds Water and Sewer Refunding Revenue Bonds, Series 2015 Water and Sewer Refunding Revenue Bonds, Series 2017	A+ NR	A+ NR	NR NR	A1 A1	A+ A+	NR NR
Enterprise Assessment Debt						
Revenue Bonds Utility Improvement Refunding Assessment (Various Areas), Series 2017	NR	NR	A2	A2	AA	BBB+

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
- Construction of sidewalks along major transportation corridors
- Resurfacing and strategic improvements to existing roadways
- Stormwater improvements
- Enhanced median landscaping
- Expansion of utility services
- Maintenance, repair, and modernization of existing utilities

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

ASSET MANAGEMENT PROGRAM

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 replacement capital equipment are submitted by the individual departments as program modification 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 for compatibility with current information systems and submitted as a program modification for review. Non-Utility related Capital Improvement Projects (CIP) are reviewed by the Facilities Property Management division for thoroughness and accuracy of costs. The CIP submissions include the project title, project location, department/division, objective of project, justification of project, scope of project, linkage to strategic and comprehensive plans, funding source and schedule, impact on operating budget, and project detail.

The AMP is updated annually to accommodate changes based on the community's needs, changes in the availability and cost of funds, and to extend the program plan by one year to replace the prior budget year completed. Projects related to the Utilities Department are evaluated and 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, Land Acquisition, 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 six-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.

ASSET MANAGEMENT PROGRAM

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.
- Land Acquisition- The process of buying a piece of land.
- 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.
- Software – Software licenses with a value greater than \$25,000.

Limitations of the Program

The Program includes projected asset replacement, acquisition and maintenance expenses related to City assets for the period from FY 2023–2028. The Program addresses projected asset needs while still operating within projected financial constraints. City staff makes every effort to develop reasonable, educated estimates to prioritize asset expenditures.

The Capital Maintenance program provides a description of the general types of items accounted for as capitalized maintenance associated with individual assets. In most cases, departments that manage the assets include routine maintenance expenses for most assets in the line-item operating budget. City staff itemizes and details the capitalized maintenance costs by asset that extend life, increase value, or expand capacity.

The City's Fleet/Rolling Stock program is based primarily on the replacement costs of existing assets. The limited funding for both new and replacement vehicles has necessitated that staff 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. Where indicated, some exceptions are approved, and vehicles can be kept in service subject to ongoing review.

ASSET MANAGEMENT PROGRAM

The national and local economies continue to exercise significant impact upon a local government's funding capabilities. 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 six-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 four times. The Comprehensive Plan consists of goals, objectives, policies, supporting documentation, and a Future Land Use Map that work in concert to guide future growth and development in Cape Coral.

The Comprehensive Plan contains 11 elements:

- ✓ Capital Improvement
- ✓ Coastal Management
- ✓ Conservation
- ✓ Housing
- ✓ Future Land Use
- ✓ Infrastructure
- ✓ Intergovernmental Coordination
- ✓ Mass Transit
- ✓ Ports, Aviation, and Related Facilities
- ✓ Recreation and Open Space
- ✓ Traffic Circulation

ASSET MANAGEMENT PROGRAM

Each element contains one or more goals. In order to achieve said goal, the City has adopted a series of short-term goals called objectives. These objectives are met by the implementation of policies - measurable and specific programs that are in essence the building blocks of the plan. Together, the goals, objectives and policies form a strategy that will move the City forward through the Twenty-first Century. Rule 9J-5.005(7) requires that the City establish procedures to monitor, evaluate, and update its Comprehensive Plan in the preparation of its five-year Evaluation and Appraisal Reports. This requirement is in addition to the annual procedures established in the Comprehensive Plan's Capital Improvements Element.

Community Issues

The Capital Improvements Program is impacted by several 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 following 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.

ASSET MANAGEMENT PROGRAM

CATEGORIES



Capital Projects

Funding Source	2024 Adopted	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast
5 Cent Gas Tax	\$ 2,796,216	\$ 19,287,944	\$ 400,000	\$ 19,709,996	\$ 400,000	\$ 19,633,972
6 Cent Gas Tax	13,237,025	-	-	-	-	-
Appropriations	17,000,000	-	-	-	-	-
CFEC	-	1,600,000	10,000,000	6,400,000	-	-
CRA	1,230,028	-	-	-	-	-
Fire Impact Fees	530,450	4,551,261	-	742,630	9,092,325	-
Fire Operations	425,000	16,607,986	-	-	-	-
General Fund	6,650,657	19,460,102	6,250,102	26,696,122	6,250,102	6,250,102
Grant Funded	1,329,188	8,516,995	1,217,010	1,788,053	1,564,709	-
Irrigation Impact/CFEC	-	-	-	-	-	-
ISF Fleet Maintenance	-	43,865,066	-	-	-	-
Road Impact Fees	29,951,371	-	-	-	-	-
Stormwater	11,841,716	14,000,084	1,103,760	15,094,177	1,148,352	15,149,248
W&S Spec Assmt Debt	154,274,546	158,259,910	-	270,055,876	-	241,012,606
Water & Sewer	51,235,589	262,777,094	98,620,000	63,181,788	1,200,000	6,560,600
Grand Total	\$ 290,501,786	\$ 548,926,442	\$ 117,590,872	\$ 403,668,642	\$ 19,655,488	\$ 288,606,528



Facilities Maintenance

Funding Source	2024 Adopted	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast
5 Cent Gas Tax	\$ 2,320,000	\$ 2,570,000	\$ 2,570,000	\$ 2,670,000	\$ 2,920,000	\$ 3,350,000
6 Cent Gas Tax	5,700,000	5,950,000	6,450,000	6,950,000	7,200,000	7,270,000
General Fund	5,176,967	2,899,124	1,915,797	2,298,625	2,149,294	1,916,977
General Fund/P&R Programs	-	100,000	400,000	-	-	-
Stormwater	5,664,740	4,151,235	5,867,971	3,873,355	6,080,190	5,193,631
Water & Sewer	4,145,000	7,287,500	3,137,500	3,075,000	2,976,500	-
Grand Total	\$ 23,006,707	\$ 22,957,859	\$ 20,341,268	\$ 18,866,980	\$ 21,325,984	\$ 17,730,608



Land Acquisition

Funding Source	2024 Adopted	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast
Irrigation CIAC	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
Irrigation Impact/CFEC	150,000	150,000	150,000	150,000	150,000	150,000
General Fund	2,095,061	2,440,838	2,592,714	2,749,415	2,903,443	-
Stormwater	100,000	100,000	100,000	100,000	100,000	100,000
Water & Sewer	300,000	300,000	300,000	300,000	300,000	300,000
Grand Total	\$ 2,695,061	\$ 3,040,838	\$ 3,192,714	\$ 3,349,415	\$ 3,503,443	\$ 600,000



Capital Software

Funding Source	2024 Adopted	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast
General Fund	\$ 950,000	\$ 450,000	\$ 450,000	\$ 450,000	\$ 450,000	\$ 650,000
Stormwater	-	-	-	-	-	100,000
Grand Total	\$ 950,000	\$ 450,000	\$ 450,000	\$ 450,000	\$ 450,000	\$ 750,000



Capital Equipment

Funding Source	2024 Adopted	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast
All Hazards	\$ 25,457	\$ 9,662	\$ 30,000	\$ -	\$ -	\$ -
ALS Impact Fees	-	-	-	\$ 59,000	-	\$ 65,000
Fire Operations	1,716,057	449,458	339,819	647,791	456,525	687,810
Fleet Mgmt Allocation	102,500	18,000	67,000	-	40,000	88,000
General Fund	2,830,247	3,364,426	3,039,296	2,971,312	3,268,456	4,757,394
Property Mgmt Allocation	20,000	-	-	\$ 63,000	15,000	-
Stormwater	1,464,500	1,309,000	824,000	385,000	544,000	580,000
Water & Sewer	6,273,248	4,008,500	3,696,633	4,115,232	4,121,500	7,363,000
Grand Total	\$ 12,432,009	\$ 9,159,046	\$ 7,996,748	\$ 8,241,335	\$ 8,445,481	\$ 13,541,204



Capital Fleet

Funding Source	2024 Adopted	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast
6 Cent Gas Tax	\$ 344,672	\$ -	\$ -	\$ -	\$ -	\$ -
All Hazards	-	-	-	\$ 70,000	\$ 40,000	-
Building Code	-	37,132	120,000	160,000	246,595	208,960
Capital Improv Allocation	82,400	84,872	42,000	87,000	42,436	94,103
Charter School	870,000	300,000	308,000	159,000	-	-
CRA	-	-	-	-	\$ 30,000	-
Facilities Management	50,000	-	-	-	-	-
Fire Impact Fees	389,500	-	-	-	-	-
Fire Operations	1,599,338	2,848,515	3,038,026	2,516,036	3,302,672	3,296,890
Fire Operations/Water and Sewer	48,000	-	-	-	-	-
Fleet Mgmt Allocation	60,770	-	106,000	88,000	61,000	47,672
General Fund	3,958,030	4,066,793	4,519,309	4,935,206	5,627,108	4,214,234
Lot Mowing	-	-	-	\$ 40,000	\$ 40,000	41,119
Police Impact Fees	511,000	-	-	-	-	-
Property Mgmt Allocation	55,000	-	80,000	193,000	180,300	191,280
Risk Management	-	-	-	\$ 42,000	-	-
Solid Waste	31,000	31,000	62,000	-	-	-
Stormwater	2,331,000	1,046,200	1,450,000	2,178,000	1,235,000	256,007
Water & Sewer	2,063,351	2,473,200	1,056,100	2,682,500	1,677,160	1,579,670
Grand Total	\$ 12,394,061	\$ 10,887,712	\$ 10,781,435	\$ 13,150,742	\$ 12,482,271	\$ 9,929,935

ASSET MANAGEMENT PROGRAM

DETAIL



Capital Projects

Department	Funding Source	Description	2024 Adopted	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast
CIP	5 Cent Gas Tax	North 3 UEP Nonassessed Transportation Improvements	\$ 1,984,216	\$ 17,857,944	\$ -	\$ -	\$ -	\$ -
		Operating Costs	-	-	-	-	-	-
		North 4 UEP Nonassessed Transportation Improvements	-	-	-	19,309,996	-	-
		Operating Costs	-	-	-	-	-	-
	6 Cent Gas Tax	North 5 UEP Nonassessed Transportation Improvements	-	-	-	-	-	19,233,972
		Operating Costs	-	-	-	-	-	-
		North 1 East UEP Nonassessed Transportation Improvements	13,237,025	-	-	-	-	-
	Stormwater	Operating Costs	-	-	-	-	-	-
		North 1 East UEP Nonassessed Stormwater ADS	9,376,386	-	-	-	-	-
		Operating Costs	-	-	-	-	-	-
		North 3 UEP Nonassessed Stormwater ADS	1,435,330	12,917,966	-	-	-	-
		Operating Costs	-	-	-	-	-	-
W&S Spec Assmt Debt	North 4 UEP Nonassessed Stormwater ADS	Operating Costs	-	-	-	13,968,342	-	-
		Operating Costs	-	-	-	-	-	-
		North 5 UEP Nonassessed Stormwater ADS	-	-	-	-	-	13,913,248
		Operating Costs	-	-	-	-	-	-
		North 1 East UEP Water, Sewer, Irrigation Collection & Distribution	43,051,838	-	-	-	-	-
	North 1 East UEP Water, Sewer, Irrigation Transmission	Operating Costs	-	-	-	-	-	-
		96,222,708	-	-	-	-	-	-
		Operating Costs	-	-	-	-	-	-
		North 3 UEP Water, Sewer, Irrigation Collection & Distribution	7,500,000	81,653,053	-	-	-	-
		Operating Costs	-	-	-	-	-	-
Water & Sewer	North 3 UEP Water, Sewer, Irrigation Transmission	7,500,000	76,606,857	-	-	-	-	-
		Operating Costs	-	-	-	-	-	-
		North 4 UEP Water, Sewer, Irrigation Collection & Distribution	-	-	-	155,361,295	-	-
		Operating Costs	-	-	-	-	-	-
		North 4 UEP Water, Sewer, Irrigation Transmission	-	-	-	114,694,581	-	-
	North 4 UEP Water, Sewer, Irrigation Transmission	Operating Costs	-	-	-	-	-	-
		96,222,708	-	-	-	-	-	-
		Operating Costs	-	-	-	-	-	-
		North 5 UEP Water, Sewer, Irrigation Collection & Distribution	-	-	-	-	-	156,397,717
		Operating Costs	-	-	-	-	-	-
CRA	North 5 UEP Water, Sewer, Irrigation Transmission	Operating Costs	-	-	-	-	-	84,614,889
		North 5 UEP Water, Sewer, Irrigation Transmission	-	-	-	-	-	-
		Operating Costs	-	-	-	-	-	-
		North 1 East UEP Fiber Optics Conduit	3,612,578	-	-	-	-	-
		Operating Costs	-	-	-	-	-	-
	North 3 UEP Fiber Optics Conduit	553,011	4,977,094	-	-	-	-	-
		Operating Costs	-	-	-	-	-	-
		North 4 UEP Fiber Optics Conduit	-	-	-	5,381,788	-	-
		Operating Costs	-	-	-	-	-	-
		North 5 UEP Fiber Optics Conduit	-	-	-	-	-	5,360,600
Fire	CRA	CRA South Parking Lot Vincennes	1,230,028	-	-	-	-	-
		Operating Costs	-	-	-	-	-	-
		North Cape Public Safety Complex	9,000,000	-	-	-	-	-
		Operating Costs	-	-	-	-	-	-
		Training Facility Phase 2	1,000,000	-	-	-	-	-
	Fire Impact Fees	Operating Costs	-	-	-	-	-	-
		530,450	4,551,261	-	-	-	-	-
		Operating Costs	-	-	-	-	-	-
		Training Facility Phase 3	-	177,812	-	-	742,630	9,092,325
		Operating Costs	-	-	-	-	-	-
Fire Operations	Fire Operations	Fire Station Bay Doors	425,000	-	-	-	146,605	106,463
		Operating Costs	72,959	75,148	77,402	79,724	82,116	84,580
	North Cape Public Safety Complex	-	-	-	-	-	-	-
		16,607,986	-	-	-	-	-	-
		Operating Costs	41,862	-	-	-	-	-



Capital Projects

Department	Funding Source	Description	2024 Adopted	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast
Government Services	General Fund	City Fiber and Wireless	\$ 2,534,297	\$ 2,323,742	\$ 2,323,742	\$ 2,323,742	\$ 2,323,742	\$ 2,323,742
		Operating Costs	-	-	-	-	-	-
Parks and Recreation	Appropriations	City Hall/Council Roof Replacement	-	850,000	-	-	-	-
		Operating Costs	-	-	-	-	-	-
Public Works	General Fund	Historic Caloosahatchee Shoreline Preservation	2,000,000	-	-	-	-	-
		Operating Costs	-	-	-	-	-	-
Public Works	5 Cent Gas Tax	Coral Oaks Renovation (Clubhouse, Course, Driving Range)	-	-	-	20,326,020	-	-
		Operating Costs	-	-	-	-	-	-
Public Works	General Fund	Jaycee Park Shoreline	-	12,360,000	-	-	-	-
		Operating Costs	-	-	-	-	-	-
Public Works	Grant Funded	Skate Park Building Replacement	515,000	-	-	-	-	-
		Operating Costs	-	-	-	-	-	-
Public Works	General Fund	WA Youth Center Roof	-	-	-	120,000	-	-
		Operating Costs	-	-	-	-	-	-
Public Works	5 Cent Gas Tax	Chiquita access management and turn lane improvements	206,000	515,000	-	-	-	-
		Operating Costs	-	-	-	-	-	-
Public Works	General Fund	Diplomat Access management and capacity improvement	206,000	515,000	-	-	-	-
		Operating Costs	-	-	-	-	-	-
Public Works	Grant Funded	Median Curbing	400,000	400,000	400,000	400,000	400,000	400,000
		Operating Costs	-	-	-	-	-	-
Public Works	General Fund	Community Median Beautification	321,360	321,360	321,360	321,360	321,360	321,360
		Operating Costs	-	-	-	-	-	-
Public Works	General Fund	CTAC-Median Improvements	1,030,000	1,030,000	1,030,000	1,030,000	1,030,000	1,030,000
		Operating Costs	-	-	-	-	-	-
Public Works	General Fund	Pine Island PD&E	2,250,000	-	-	-	-	-
		Operating Costs	-	-	-	-	-	-
Public Works	General Fund	Sidewalks - additional School area	-	2,575,000	2,575,000	2,575,000	2,575,000	2,575,000
		Operating Costs	-	-	-	-	-	-
Public Works	Grant Funded	Grant Funded Sidewalks	1,329,188	899,160	1,217,010	1,788,053	1,564,709	-
		Operating Costs	-	-	-	-	-	-
Public Works	ISF Fleet Maintenance	Sun Trail (Nelson Pkwy to Del Prado Blvd)	-	7,617,835	-	-	-	-
		Operating Costs	-	-	-	-	-	-
Public Works	Road Impact Fees	Fleet Building	-	43,865,066	-	-	-	-
		Operating Costs	-	-	-	-	-	-
Public Works	Road Impact Fees	Andalusia Blvd (Industrial Park to Jacaranda) 4 lane	-	6,386,000	-	-	-	-
		Operating Costs	-	-	-	-	-	-
Public Works	Road Impact Fees	Intersection Improvements for traffic control devices	-	3,090,000	-	-	-	-
		Operating Costs	-	-	-	-	-	-
Public Works	Road Impact Fees	N1 NE 24th Ave (Kismet/Littleton to Diplomat) 2 to 3 lane	-	13,234,728	-	-	-	-
		Operating Costs	-	-	-	-	-	-
Public Works	Stormwater	NE 24th Ave (Diplomat to Pine Island) 2 to 3 lane Weir Improvements (Rehab Construction)	-	7,240,643	-	-	-	-
		Operating Costs	-	1,030,000	1,082,118	1,103,760	1,125,835	1,148,352
Utilities	Appropriations	ADM-56 US 41 Conveyance	-	5,000,000	-	-	-	-
		Operating Costs	-	-	-	-	-	-
Utilities	CFEC	North RO 6 MGD Expansion	-	-	1,600,000	10,000,000	6,400,000	-
		Operating Costs	-	-	-	-	-	-
Utilities	Water & Sewer	ADM-22-Treatment services for Sanitary Sewer(Yearly)	-	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000
		Operating Costs	-	-	-	-	-	-
Utilities	Water & Sewer	ADM-56 US 41 Conveyance	-	14,000,000	-	-	-	-
		Operating Costs	-	-	-	-	-	-
Utilities	Water & Sewer	Country Club Pipe Replacement	-	-	20,000,000	-	-	-
		Operating Costs	-	-	-	-	-	-
Utilities	Water & Sewer	North Deep Injection Well (DIW)	-	4,000,000	8,500,000	9,500,000	-	-
		Operating Costs	-	-	-	-	-	-
Utilities	Water & Sewer	North RO 12MG Potable Water Storage Tank	-	-	2,800,000	15,360,000	9,200,000	-
		Operating Costs	-	-	-	-	-	-
Utilities	Water & Sewer	North RO Distribution Pump and Motor	-	-	2,800,000	15,360,000	9,200,000	-
		Operating Costs	-	-	-	-	-	-
Utilities	Water & Sewer	North Util Complex UCD Administration and Warehouse;	-	-	6,000,000	12,000,000	8,000,000	-
		Operating Costs	-	-	-	-	-	-
Utilities	Water & Sewer	North Util Complex Util Admin Bld	-	-	3,000,000	12,000,000	8,000,000	-
		Operating Costs	-	-	-	-	-	-
Utilities	Water & Sewer	NRO RO WTP Expansion Phase II	-	4,450,000	25,000,000	-	-	-
		Operating Costs	-	-	-	-	-	-
Utilities	Water & Sewer	NRO-10 Rehab/Rpl Raw Wtr Well	-	5,570,000	-	-	-	-
		Operating Costs	-	-	-	-	-	-
Utilities	Water & Sewer	Phase 1 - Neighborhood Water Line Replacement (Nicholas to Dominica Canal)	-	-	-	1,000,000	12,000,000	-
		Operating Costs	-	-	-	-	-	-
Utilities	Water & Sewer	Phase 2 - Neighborhood Water Line Replacement (Dominica to Damiao Canal)	-	-	1,000,000	12,200,000	-	-
		Operating Costs	-	-	-	-	-	-



Capital Projects

Department	Funding Source	Description	2024 Adopted	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast
		Phase 2 Palm Tree Water Line Replacement	\$ -	\$ 19,200,000	\$ -	\$ -	\$ -	\$ -
		Operating Costs	-	-	-	-	-	-
		Phase 3 - Neighborhood Water Line Replacement (Damaeo to Veterans Canal)	14,900,000	-	-	-	-	-
		Operating Costs	-	-	-	-	-	-
		Phase 3 Palm Tree Water Line Replacement	-	-	10,200,000	-	-	-
		Operating Costs	-	-	-	-	-	-
		Phase 4 - Neighborhood Water Line Replacement (Veterans to Wayne Canal)	1,000,000	16,800,000	-	-	-	-
		Operating Costs	-	-	-	-	-	-
		SW WRF 5 MGD Capacity Expansion	-	100,000,000	-	-	-	-
		Operating Costs	-	-	-	-	-	-
		Veterans Parkway Transmission	-	21,000,000	-	-	-	-
		Operating Costs	-	-	-	-	-	-
		Viscaya Water Line Replacement- Nicholas Pkwy to Del P	-	20,000,000	-	-	-	-
		Operating Costs	-	-	-	-	-	-
		WRC-7 Rehab Master LS 200	1,500,000	500,000	-	-	-	-
		Operating Costs	-	-	-	-	-	-
		WRE-EWR Headworks Rebuild	-	-	20,000,000	-	-	-
		Operating Costs	-	-	-	-	-	-
		WRE-XX EWR Reuse Pump Station Rep	450,000	10,000,000	-	-	-	-
		Operating Costs	-	-	-	-	-	-
Grand Total (including operating & capital)			\$ 290,616,607	\$ 549,179,402	\$ 117,668,274	\$ 403,748,366	\$ 19,884,209	\$ 288,797,571



Facilities Maintenance

Department	Funding Source	Description	2024 Adopted	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast
Parks and Recreation	General Fund	Building 1 Ceilings to include Sculpture Studio Ceiling and Atrium Closet to be refinished and repainted Cape Coral Sports Complex Soccer Field Renovation Field 4 Cape Coral Sports Complex Soccer Field Renovation Field 5 Exterior Enclosure Doors LKC Exterior Enclosure Walls LKC Exterior Windows LKC Four Freedoms Exterior Doors Four Freedoms Fire Protection-FACP Upgrade Fire Alarm Four Freedoms HVAC -Distribution Systems (duct work) Four Freedoms Interior Finishes- Floor Epoxy Four Freedoms Site development- replace fencing & gates Four Freedoms-replace Electrical and wiring Four Freedoms-replace plumbing fixtures in bathroom (ADA compliance) Four Freedoms-replace sanitary waste system in bathroom Interior Finishes Floor LKC Interior Finishes Wall LKC Parks Deferred Maintenance Pelican Soccer Complex Field 1 Synthetic Turf Installation Replace Exterior Siding from Dutch Lap Vinyl to Stucco Building 1 Replace Lake Kennedy Parking Lot & Signage Replace Rotary Park Flooring Restroom Renovations to include Domestic Water Distribution, Sanitary Waste and Plumbing Fixtures for Building 1 Restroom Renovations to include Domestic Water Distribution, Sanitary Waste and Plumbing Fixtures for Building 2 Roof Replacement Lake Kennedy Center Special Pops Exterior Windows replacement Special Pops Restroom renovation Youth Center Men's Restroom Renovation Alternative Firing Courtyard Renovations behind Building 1 Replace Rotary Park Roof	2,260,515	562,806	85,500	59,172	140,245	11,577
	General Fund/P&R Programs							\$ 40,000 180,000 180,000 50,000 26,293 10,472 46,977 38,000 350,000 20,000 90,000 90,000 60,000 400,000 100,000



Facilities Maintenance

Department	Funding Source	Description	2024 Adopted	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast
Public Works	5 Cent Gas Tax	ADA Upgrades as part of rd. resurfacing	100,000	100,000	100,000	200,000	200,000	200,000
		Local Road Resurfacing	1,100,000	1,225,000	1,225,000	1,225,000	1,350,000	1,565,000
		Major Road Resurfacing	1,120,000	1,245,000	1,245,000	1,245,000	1,370,000	1,585,000
	6 Cent Gas Tax	Alley Resurfacing	520,000	520,000	520,000	520,000	520,000	520,000
		Local Road Resurfacing	1,800,000	1,925,000	2,175,000	2,425,000	2,550,000	2,585,000
		Major Road Resurfacing	2,380,000	2,505,000	2,755,000	3,005,000	3,130,000	3,165,000
	General Fund	Pavement Preservation	500,000	500,000	500,000	500,000	500,000	500,000
		Spot Paving	500,000	500,000	500,000	500,000	500,000	500,000
		Bridge Rehabilitation	1,000,000					
		Charter School Maintenance	653,875	952,875	956,125	953,625	950,875	1,500,000
		Community Beautification / Median Landscape/Annual Refurbishment	300,000	300,000	300,000	300,000	300,000	300,000
	Stormwater	Reforestation due to Hurricane Ian damage	515,000	515,000	515,000	515,000	515,000	
		Aquatic Vegetation Harvesting South Spreader Improvement	1,000,000	1,020,000	1,040,000	1,061,208	1,082,432	1,104,081
		Contracted Dry Swales Regrading						500,000
		Del Prado Mall Parking Lot Water Quality Improvement						200,000
		Drainpipe and catch basin replacement	1,604,740	1,636,835	1,669,571	1,702,963	1,737,022	1,800,000
		Environmental Project Maintenance	100,000	100,000	100,000	100,000	100,000	500,000
		Environmental Resources and Lab Flooring, Painting						60,000
		Flood Prevention/Roadway Drainage	2,460,000	494,400	2,558,400	509,184	2,660,736	529,550
Utilities	Water & Sewer	Improve SW Infrastructure in Industrial Park		400,000				
		Water Quality Management2	500,000	500,000	500,000	500,000	500,000	500,000
		ADM-29- Testing at Water Rec Facilities	250,000	250,000	250,000	250,000	250,000	
		Manhole Rehab	250,000	400,000	400,000	400,000	400,000	
		NRO- PAINTING ALL STRUCTURES	400,000					
		NRO-24 Roof Repairs (Admin & Process Bldg)	20,000					
		NSRO-3 Replace Membranes	950,000	-	-	-	-	
		Reroute Clarifier Maintenance		2,000,000				
		UCD-12 Road Resurfacing Adj	375,000	562,500	562,500	500,000	500,000	
		UCD-5 Manhole Rehab	250,000	250,000	250,000	250,000	150,000	
		WRC-2 Lift Station Rehab-36015	1,600,000	3,750,000	1,600,000	1,600,000	1,600,000	
		WRC-5 LS Odor Control Rehab	50,000	75,000	75,000	75,000	75,000	
Grand Total			\$ 23,006,707	\$ 22,957,859	\$ 20,341,268	\$ 18,866,980	\$ 21,325,984	\$ 17,730,608



Land Acquisition

Department	Funding Source	Description	2024 Adopted	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast
Parks and Recreation	General Fund	Land Acquisition	\$ 2,095,061	\$ 2,440,838	\$ 2,592,714	\$ 2,749,415	\$ 2,903,443	\$ -
Public Works	Stormwater	Land Acquisition for Boat Ramps - Environmental	100,000	100,000	100,000	100,000	100,000	100,000
Utilities	Irrigation CIAC	Utilities Land Purchase (ADM-24)	50,000	50,000	50,000	50,000	50,000	50,000
	Irrigation Impact/CFEC	Utilities Land Purchase (ADM-24)	150,000	150,000	150,000	150,000	150,000	150,000
	Water & Sewer	Utilities Land Purchase (ADM-24)	300,000	300,000	300,000	300,000	300,000	300,000
Grand Total			\$ 2,695,061	\$ 3,040,838	\$ 3,192,714	\$ 3,349,415	\$ 3,503,443	\$ 600,000



Capital Software

Department	Funding Source	Description	2024 Adopted	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast
ITS	General Fund	Business Application new modules software	\$ 450,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 150,000
		Business Application upgrades-Various Software	150,000	150,000	150,000	150,000	150,000	200,000
		Business Application-Various Software	200,000	200,000	200,000	200,000	200,000	300,000
		Data Loss Prevention Software	150,000	-	-	-	-	-
Public Works	Stormwater	NEW Laboratory Information Management System (LIMS)	-	-	-	-	-	100,000
Grand Total			\$ 950,000	\$ 450,000	\$ 450,000	\$ 450,000	\$ 450,000	\$ 750,000



Capital Equipment

Department	Funding Source	Description	2024 Adopted	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast
City Clerk	General Fund	Blueprint Scanner(s) 25248	\$ -	\$ -	\$ -	\$ -	\$ 10,000	\$ -


Capital Equipment

Department	Funding Source	Description	2024 Adopted	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast
Fire	All Hazards	Workgroup Scanner(s) 27823	\$ 5,000	\$ -	\$ -	\$ -	\$ 5,000	\$ -
		EOC 5 ton Air Conditioner	25,457	-	-	-	-	-
		EOC Air Conditioner	-	9,662	-	-	-	-
		EOC Technology update	-	-	30,000	-	-	-
		Cardiac Monitors At ALS Stations (ADD)	-	-	-	59,000	-	65,000
	ALS Impact Fees Fire Operations	1.5 Ton AC	-	-	-	-	6,788	6,924
		15 Ton AC	-	-	-	77,375	-	-
		2 Ton AC	-	-	-	-	29,692	30,285
		3 Ton AC	-	-	-	-	17,815	18,171
		3.5 Ton AC	-	-	-	-	6,982	-
		4 Ton AC	-	-	-	-	6,982	-
		7.5 Ton AC	-	-	-	20,302	-	22,000
		8 Ton AC	-	-	-	20,302	-	22,000
		Aaon Unit	-	-	-	-	57,284	-
		Breathing Air Compressor for HP System	-	43,952	47,869	47,871	49,068	51,521
	Fuel Station Replacement	Cardiac Monitors at ALS Stations (RPL)	102,758	105,328	107,962	108,000	110,088	116,000
		Engine Exhaust Removal System Conversions	46,912	-	-	-	-	-
		Fire Station Alerting Systems	1,100,000	-	-	-	-	-
		Fire Training Simulator	-	-	35,000	-	-	-
		Fuel Station Replacement (Fire Station 1)	-	-	-	-	-	92,191
		Fuel Station Replacement (Fire Station 6)	75,000	-	-	-	-	-
		Fuel Station Replacement (Fire Station 7)	-	78,750	-	-	-	-
		Fuel Station Replacement (Fire Station 9)	-	-	-	86,822	-	-
		Gear Dryer (New Constructed Station)	8,119	-	-	8,530	-	8,820
		Gear Dryer (Replacement)	-	8,119	8,322	8,531	17,490	8,958
HR	General Fund	Hydraulic Rescue	77,978	39,930	40,963	41,842	42,889	93,576
		Motorola (New Constructed Station)	56,406	-	-	81,250	-	85,000
		Motorola Radios (portable and mobile)	43,832	97,500	45,000	97,500	67,529	86,250
		PPE Gear Washer/Extractor	5,566	5,593	5,631	5,772	5,917	6,213
		Station #3 1.5 Ton AC	6,150	-	-	-	-	-
		Station #3 3 Ton AC	-	-	-	6,620	-	-
		Station #5 5 Ton AC	-	17,396	-	-	-	-
		Station #6 5 Ton AC	-	17,396	-	-	-	-
		Station #8 2 Ton AC	-	-	6,458	-	-	-
		Station #8 Aaon Unit	52,000	-	-	-	-	-
ITS	General Fund	Station #9 4 Ton AC	-	-	6,445	-	-	-
		Station #9 Aaon Unit Downstairs	53,193	-	-	-	-	-
		Station #9 Aaon Unit Upstairs	53,193	-	-	-	-	-
		Thermal Imaging Camera - (5 Yr. Exp. Life)	34,950	35,494	36,169	37,074	38,001	39,901
		Heavy Duty Scanner Replacement (#24516) A	-	6,200	-	-	-	-
		Access & Monitoring (Cameras, Video Storage, Access Systems)	100,000	50,000	50,000	100,000	100,000	115,000
		Cable Infrastructure/Fiber/Light Control etc.	400,000	400,000	400,000	600,000	600,000	600,000
		Connectivity And Hardware Infrastructure	100,000	100,000	100,000	100,000	100,000	150,000
		DC Security	50,000	50,000	50,000	100,000	100,000	115,000
		EOC DC Power Upgrades	60,000	60,000	60,000	75,000	75,000	86,250
Parks and Recreation	General Fund	Security Upgrade	100,000	100,000	100,000	150,000	150,000	172,500
		Server & Virtualization Upgrade	100,000	100,000	250,000	250,000	250,000	287,500
		Server Upgrades	150,000	150,000	150,000	150,000	150,000	172,500
		Switches & Routers Upgrade	100,000	200,000	200,000	200,000	200,000	250,000
		Voip/Wifi Systems Upgrade	95,000	95,000	95,000	95,000	95,000	125,000
		Air Condensing Unit Rudd	-	10,000	-	-	-	-
		Air Handling Unit Rudd	-	10,000	-	-	-	-
		Cultural Historical - A/C unit(s) AH - 001	-	-	-	-	5,000	-
		Cultural Historical - A/C unit(s) CU - 001	-	-	-	-	5,000	-
		Cultural Theatre - A/C unit(s) AH - 001	-	-	-	5,000	-	-
		Cultural Theatre - A/C unit(s) AH - 002	-	-	-	5,000	-	-
		Cultural Theatre - A/C unit(s) AH - 003	5,000	-	-	-	-	-
		Cultural Theatre - A/C unit(s) AH - 004	5,000	-	-	-	-	-
		Cultural Theatre - A/C unit(s) AH - 005B	-	-	-	-	5,000	-
		Cultural Theatre - A/C unit(s) CU - 001	-	-	-	5,000	-	-
		Cultural Theatre - A/C unit(s) CU - 002	-	-	-	5,000	-	-
		Cultural Theatre - A/C unit(s) CU - 003	5,000	-	-	-	-	-
		Cultural Theatre - A/C unit(s) CU - 004	5,000	-	-	-	-	-
		Cultural Theatre - A/C unit(s) CU - 005B	-	-	-	-	5,000	-
		Floor Scrubber	-	-	-	5,610	-	-
		Four Mile Cove ECO Park - A/C unit(s) AH - 001	-	-	-	-	5,000	-
		Four Mile Cove ECO Park - A/C unit(s) CU - 001	-	-	-	-	5,000	-
		Jim Jeffers Park - A/C unit(s) AH - 001	5,000	-	-	-	-	-
		Jim Jeffers Park - A/C unit(s) AH - 002	5,000	-	-	-	-	-
		Jim Jeffers Park - A/C unit(s) AH - 003	5,000	-	-	-	-	-
		Jim Jeffers Park - A/C unit(s) CU - 001	5,000	-	-	-	-	-
		Parks Maintenance - A/C unit(s) CU - 001	-	-	5,000	-	-	-
		Replace 4 Air Handlers & Condensing Units Four Freedoms Park	-	-	-	55,000	-	-
		Replace A/C Condensor for Bldg 2	-	51,988	-	-	-	-
		Replace A/C Mini Split Air Handler	10,000	-	-	-	-	-
		Replace age 2-12 playground at Burton Park	-	-	330,750	-	-	-
		Replace age 2-12 playground at Caloosa	-	-	-	-	364,652	-
		Replace age 2-12 playground at Camelot Park	-	315,000	-	-	-	-
		Replace age 2-12 playground at Cape Coral Sports Complex	-	-	-	-	364,652	-
		Replace age 2-12 playground at Giuffrida Park	-	-	330,750	-	-	-
		Replace age 2-12 playground at Horton	-	-	-	-	-	382,885
		Replace age 2-12 playground at Jaycee Park	-	-	-	347,288	-	-



Department	Funding Source	Description	2024 Adopted	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast
		Replace age 2-12 playground at Jim Jeffers	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ -
		Replace age 2-12 playground at Joe Stonis	300,000	-	-	-	-	-
		Replace age 2-12 playground at Paul Sanborn	-	315,000	-	-	-	-
		Replace age 2-12 playground at Pelican Baseball	-	-	-	-	-	382,885
		Replace age 2-12 playground at Pelican Soccer Complex	-	315,000	-	-	-	-
		Replace age 2-12 playground at Rotary Park	-	-	330,750	-	-	-
		Replace age 2-12 playground at Saratoga	-	-	-	-	-	382,885
		Replace age 2-12 playground at Starland	-	-	-	347,288	-	-
		Replace age 2-12 playground at Veterans Park	-	-	-	-	364,652	-
		Replace age 2-12 playground at Yacht Club	-	315,000	-	-	-	-
		Replace age 2-12 playground at Youth Center	300,000	-	-	-	-	-
		Replace Cone 10 Reduction Kiln for Ceramics Program	-	-	-	28,026	-	-
		Replace Digital Glass Fusing Kiln Building 1	-	-	9,854	-	-	-
		Replace Fuel Tank at storage site H, CORAL OAK	-	60,000	-	-	-	-
		Replace Mini Split Air Condensing Unit	10,000	-	-	-	-	-
		Replace Split Unit System HVAC Building 1	67,936	-	-	-	-	-
		Rotary Park - A/C unit(s) AH - 001	-	-	5,000	-	-	-
		Rotary Park - A/C unit(s) AH - 002	-	-	5,000	-	-	-
		Rotary Park - A/C unit(s) CU - 001	-	-	5,000	-	-	-
		Rotary Park - A/C unit(s) CU - 002B	-	-	5,000	-	-	-
		Youth Center - RTU - 001	-	10,000	-	-	-	-
		Youth Center - RTU - 002	-	10,000	-	-	-	-
		Youth Center - RTU - 003	-	10,000	-	-	-	-
		Youth Center - RTU - 004	-	10,000	-	-	-	-
		Youth Center - RTU - 005	-	10,000	-	-	-	-
		Youth Center - RTU - 006	-	10,000	-	-	-	-
Police	General Fund	(2) BriefCam Servers (Replacement)	-	-	-	-	-	64,400
		(2) Infozilyzers (New)	-	-	-	-	-	23,000
		(2) TruNarc Kits - Narcotics Scanner (New)	-	-	54,692	-	-	-
		(4) A/C Chillers (Replacement)	-	371,400	-	-	-	-
		A/C Units/Handlers (Replacement)	15,000	15,000	15,000	-	-	-
		Air Purifying Respirators (New)	-	-	-	-	17,500	-
		AV System For Interview Rooms (Replacement)	45,000	-	-	-	-	50,600
		AV System for VIN Interview Rooms (Replacement)	-	-	-	-	-	-
		BERLA iVE Vehicle Data Recorder (New)	-	-	23,000	-	-	-
		Blood Drying Chamber in Forensics Garage (New)	-	-	-	-	-	8,700
		Boat Lift At Yacht Club For Marine Unit (Replacement)	-	-	-	25,000	-	-
		Digital Forensics Server (Replacement)	-	-	-	11,400	-	-
		Digital Forensics Workstation - Cell Phones (Replacement)	-	-	-	17,000	-	-
		Digital Forensics Workstation - Computers (Replacement)	-	-	-	17,000	-	-
		Event Data Recorder (New)	-	-	27,500	-	-	-
		Evidence Freezer (Replacement)	-	-	7,000	-	-	-
		Evidence Refrigerator (Replacement)	-	-	7,000	-	-	-
		Fingerprint Machine-Booking Room (Replacement)	-	-	-	9,000	-	-
		Generator Control System (Replacement)	-	-	25,000	-	-	-
		Humidifier Chamber (Replacement)	-	-	10,000	-	-	-
		IDEMIA Azure Cloud (New)	-	30,000	-	-	-	-
		In-Car Video Cameras (Replacement)	75,000	-	-	50,000	50,000	-
		Laser CAM - Speed Measuring Devices (New)	-	-	90,000	-	-	125,000
		Laser CAMS - Speed Measuring Devices (New)	-	-	90,000	-	-	-
		LEICA - RTC (New)	-	-	47,000	-	-	-
		LEICA RTC LiDAR (New)	-	-	47,000	-	-	-
		Marine Law Enforcement Boats/Motors (Replacement)	24,311	137,838	-	-	170,000	275,000
		Metal Detector - Lobby (Replacement)	-	-	-	5,700	-	-
		Plotter (Replacement)	-	-	-	-	-	6,725
		Police K-9 (Replacement)	12,000	12,000	12,000	24,000	24,000	24,000
		Polygraph Equipment (Replacement)	-	10,000	-	-	-	-
		Polygraph Machine (Replacement)	-	-	-	-	15,000	-
		Radio Console Workstation (New)	-	-	-	83,000	-	-
		Skydio Unstaffed Aerial Vehicle (New)	-	-	-	-	-	20,000
		Smart Board and Accessories (New)	-	-	-	-	-	8,000
		Sniper Optics (1) (Replacement)	-	15,000	-	15,000	-	15,000
		SWAT Pole Camera (New)	-	-	9,500	-	-	-
		SWAT Rook and Multi Purpose Armored Vehicle (New)	-	-	-	-	-	570,000
		SWAT Throwbot (New)	-	-	18,500	-	-	-
		Tabletop ALS Light Source (Replacement)	-	-	-	23,000	-	-
		Throw Phone for CNT (Replacement)	-	-	-	23,000	-	-
		Upgrade DSC Full Lab System (Replacement)	-	-	-	-	-	199,564
		Videoray UAV (New)	-	-	-	-	-	35,000
		15000 Lift, 2007 ARIHETA # 24455	-	-	-	-	-	70,000
Public Works	Fleet Mgmt Allocation	Mohawk TR-25A, 4 Post Lift # 28413	-	-	-	-	40,000	-



Department	Funding Source	Description	2024 Adopted	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast
General Fund	Replace Iron Worker Machine #16566	\$ -	\$ -	\$ 58,000	\$ -	\$ -	\$ -	\$ -
	Replace Main Compressor #23542	7,500	-	-	-	-	-	-
	Replace Miller 300D Portable Welder #18796	7,500	-	-	-	-	-	-
	Replace Portable Lift ARIHETRA LIFT (4-POST MOBILE LIFTING SY (X4) #24342	80,000	-	-	-	-	-	-
	Replace Rotary 2 Post Lift 18,000 Lb #27236	-	18,000	-	-	-	-	-
	Rotary Turf Lift, 7,000 Pound # 24815	-	-	9,000	-	-	-	18,000
	Speedaire Air Compressor # 25911	7,500	-	-	-	-	-	-
	Asset 28013-Ice Maker and Bin	-	-	-	-	-	8,000	-
	Charter School AC Replacement	300,000	-	-	-	-	-	-
	Digital Level #27492 replacement	7,500	-	-	-	-	-	-
	New Drone Workstation	5,000	-	-	-	-	-	-
	New LiDair Drone	-	-	50,000	-	-	-	-
	New Smart Prism Rod for robots	8,500	-	-	-	-	-	-
	Replace # 27209-GPS Rover Receiver	-	-	-	-	25,000	-	-
	Replace # 28016 HP Design Jet T2500	-	-	-	-	10,000	-	-
	Replace #27210-GPS Rover Receiver	-	-	-	-	-	25,000	-
	Replace 2003 New Holland Tractor #20144	-	-	-	-	-	-	55,000
	Replace 2012 Total Station #1 #27213	-	-	-	-	-	-	35,000
	Replace 2012 Total Station #1 #27214	26,000	-	-	-	-	-	-
	Replace Attachment Sweepster (20878)	6,500	-	-	-	-	-	-
	Replace Skid Steer Jackhammer attachment (25092)	6,500	-	-	-	-	-	-
	Replace Trailer (27784) -Sidewalks	-	-	-	-	-	-	20,000
Property Mgmt Allocation	Replace Walk Behind Paint Sprayer #24346	-	10,000	-	-	-	-	-
	Central Vacuum System In Cabinet Shop	20,000	-	-	-	-	-	-
	Generator Load Bank New	-	-	-	25,000	-	-	-
	Replace #29143-Floor Scrubber	-	-	-	8,000	-	-	-
	Stick mounted GPS Locator New	-	-	-	15,000	-	-	-
Stormwater	Tube Bender - New	-	-	-	-	-	15,000	-
	Wire Tracer New	-	-	-	15,000	-	-	-
	Aquatic Weed Harvester/Dredge	750,000	-	-	-	-	-	-
	Autoclave Microbiology #26349	-	20,000	-	-	-	-	-
	Backhoe/Loader - New Pipe Crew	-	100,000	-	-	100,000	-	-
	Boat ,Trailer, And Motor	50,000	-	-	-	-	-	-
	Environmental Communications Message Boards (3)	200,000	-	-	-	-	-	-
	Equipment Trailer - New Swale Crew	-	54,000	54,000	-	-	-	-
	Excavator - New Pipe Crew	-	100,000	-	-	100,000	-	-
	Grandall - New Swale Crew	-	400,000	400,000	-	-	-	-
	Gravity Convection Incubator 9301-13	7,000	-	-	-	-	-	-
	Microscope	5,000	-	-	-	-	-	-
	New 6" Trash Pump	-	100,000	-	-	-	-	-
	NEW Aquatic Vegetation Algae Harvesting	-	-	-	-	-	-	450,000
	Trailing and Conveying System	-	-	-	-	-	-	-
	NEW Caloosahatchee Salinity Nutrient	-	-	-	-	-	-	-
	Temperature Tide Sensor	-	-	-	-	-	50,000	-
	NEW CHL Extraction System	30,000	-	-	-	-	-	-
	NEW FlowCam Algae sorter, counter and identification	-	-	20,000	-	-	-	-
	NEW Habitat Mapping Submersible	-	30,000	-	-	-	-	-
	New Pontoon Boat	150,000	-	-	-	-	-	-
	NEW Probes Remote Sensing Monitoring	10,000	-	-	10,000	-	-	-
	NEW qPCR thermocycler	-	-	15,000	-	-	-	-
	NEW Rapid Microbiology Water Testing	-	-	-	-	-	50,000	-
	New Trash Skimmer	-	400,000	-	-	-	-	-
	Replace Boat #27983	30,000	-	-	-	-	-	-
	Replace # 15434-Ironworker 12' Bending	-	-	-	35,000	-	-	-
	Replace # 27107-Trash Compactor	-	-	-	-	-	10,000	-
	Replace # 17877-Pipe Bending Machine	-	-	-	8,000	-	-	-
	Replace #24452-Compressor-2007 Sullair Port	-	-	-	18,000	-	-	-
	Replace #27276-Handheld Surveying System	-	-	-	-	8,000	-	-
	Replace #28496-Bucket for Gradall	-	-	-	-	8,000	-	-
	Replace #28780-Bucket for Gradall	-	-	-	-	8,000	-	-
	Replace #29039-EnviroSight Wireless Pole Camera	-	-	-	24,000	-	-	-
	Replace 2 Ovens for Solids B515.0288	-	-	-	-	-	50,000	-
	Replace 4" Booster Pump (24656)	15,000	-	-	-	-	-	-
	Replace Autoclave Nutrients #28760	-	-	-	-	20,000	-	-
	Replace Boat	-	-	150,000	-	-	-	-
	Replace Boat (27538)	15,000	-	-	-	-	-	-
	Replace Camera Rover (27540)	80,000	-	-	-	-	-	10,000
	Replace Cole Palmer BOD Incubator (2) 9302-14	-	-	-	-	-	-	-
	Replace Compressor (23570)	15,000	-	-	-	-	-	-
	Replace Deionized Water System #28015	-	-	-	-	-	40,000	-
	Replace Fluorometer #29192	-	-	-	20,000	-	-	-
	Replace Fourstroke Boat Engine (27543)	10,000	-	-	-	-	-	-
	Replace Gradall Buckets	-	-	20,000	-	-	-	-
	Replace IDEXX Fecal Indicator analyzer #29043	-	-	15,000	-	-	-	-
	Replace Jackhammer Attachment (27542)	15,000	-	-	-	-	-	-
	Replace Long Reach Buckets and Thumb	-	-	20,000	-	-	-	-
	Replace Microbiology Incubator #23186	7,500	-	-	-	-	-	-
	Replace Motor #12720	15,000	-	-	-	-	-	-


Capital Equipment

Department	Funding Source	Description	2024 Adopted	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast
Utilities	Water & Sewer	Replace Nutrient Autoanalyzer #21202	\$ -	\$ 70,000	\$ -	\$ -	\$ -	\$ -
		Replace Nutrient autoanalyzer #28760	-	-	70,000	-	-	-
		Replace Plate Compactor (27107)	6,500	-	-	-	-	-
		Replace Plate Tampers	-	-	40,000	-	-	-
		Replace Pole Camera (27700)	18,500	-	-	-	-	20,000
		Replace Pole Camera (27701)	18,500	-	-	-	-	-
		Replace Tiller Attachment (23098)	6,500	-	-	-	-	-
		Replace TOC Analyzer (refired #21947)	-	-	-	70,000	-	-
		Sonde	-	15,000	-	-	-	-
		Sonde #28618	10,000	-	-	-	-	-
		Sonde with BGA sensor #29431	-	-	20,000	-	-	-
		Trash Skimmer - New Flot Crew	-	-	-	-	400,000	-
		Walk in cooler #24366	-	20,000	-	-	-	-
		(4) Trailer Mounted Portable Generators	-	-	-	-	320,000	-
		A/C Units Rpl-Bio Solids	-	-	10,000	-	-	20,000
		A/C Units Rpl-CPS	-	20,000	30,000	-	20,000	-
		A/C Units Rpl-Everest WRF	-	-	230,000	-	-	-
		A/C Units Rpl-Lift Stations	40,000	40,000	40,000	40,000	40,000	80,000
		A/C Units Rpl-SO RO	53,000	234,000	54,000	85,000	101,000	110,000
		A/C Units Rpl-Southwest WRF	20,000	10,000	-	-	-	70,000
		Asset # 21816 - Case Forklift	-	-	80,000	-	-	-
		Asset # 22796 - Hyster Forklift	-	-	40,000	-	-	-
		Asset # 23269 - Gorman	-	-	50,000	-	-	-
		Asset # 28108 - Bobcat	-	-	68,000	-	-	-
		Asset # 28277 - Bobcat E35	-	-	68,000	-	-	-
		Backup generator/bypass pump	200,000	250,000	300,000	350,000	400,000	750,000
		Centrifuge Motor	-	30,000	-	30,000	-	35,000
		Centrifuge Motor VFD	-	25,000	10,000	25,000	15,000	35,000
		Chemical Pump Feed Equipment	-	-	40,000	-	-	40,000
		Electrical Testing Equipment	-	20,000	10,000	25,000	25,000	55,000
		Flow Meters for Chemical System	11,693	13,000	13,390	15,000	17,000	20,000
		Generator	70,000	-	-	-	-	-
		GENERATORS-750KW	265,000	265,000	-	-	-	300,000
		Ground Penetrating Radar	36,500	-	-	-	-	-
		High Pressure Pump for South RO 1 Production	-	-	-	-	-	-
		Trains	-	-	-	200,000	-	-
		Hydraulic Power Unit w/ Pump Head	-	-	-	52,872	-	-
		Ice Machine	15,000	-	-	-	-	-
		Large Plate Compactor	-	-	-	12,360	-	-
		LIFT STATION CONTROL PANELS	100,000	100,000	100,000	100,000	100,000	100,000
		Neptune Collectors (2)	125,000	140,000	-	-	-	-
		New Air Compressor	-	-	15,000	-	-	20,000
		New CPS Chlorine Feed Pumps	-	-	10,000	14,000	14,000	20,000
		New Water Quality Instrumentation	20,000	-	20,000	-	20,000	-
		NRO-13 PLC Replace & Program	-	-	-	-	-	600,000
		NRO-14 VFD Replacement	2,500,000	-	-	-	-	-
		Plant Transmitter for Chlorine Analyzer	-	-	7,638	-	-	8,000
		Portable Pipe Cut-off Machine	31,000	-	-	-	-	-
		Pull Behind Air Compressor	25,750	-	-	-	-	-
		Refresh IT Equipm	110,000	-	-	-	125,000	400,000
		REHAB Adams Strainers all CPS	45,000	-	-	45,000	-	50,000
		Replace Bar Screen Equipment	30,750	-	-	-	35,000	-
		Replace Blower/ Motor	-	25,000	-	-	-	250,000
		Replace Chlorine Analyzers	-	10,000	-	10,000	10,000	20,000
		Replace I Spectrophotometer	-	-	19,570	-	-	24,000
		Replace 3 - 4,000 gal Bleach Bulk Tanks	-	60,000	61,800	-	-	-
		Replace 4 Degasifier Blowers in Plant 2	-	50,000	51,500	-	-	-
		Replace 6" Ball Valve (1/yr)	10,955	11,500	11,845	12,000	14,000	16,000
		Replace Aeration Blower / Motor	55,000	-	50,000	-	50,000	-
		Replace Ball Valves	20,710	-	-	24,000	-	30,000
		Replace Bleach Tanks	-	79,000	-	60,000	50,000	30,000
		Replace Bleach Tanks (5 Double Wall Tanks) (CPS)	-	27,000	-	32,000	-	35,000
		Replace Chemical Feed Equipment	22,000	-	20,000	-	20,000	-
		Replace Chemical Feed Pumps Equipment	-	25,000	-	30,000	-	30,000
		Replace Chemical Pumps 3/yr	46,028	48,000	49,440	50,000	52,000	58,000
		Replace Composite Sampler	11,000	10,000	11,000	10,000	12,000	15,000
		Replace Conveyor Belt Equipment	25,000	-	-	-	25,000	-
		Replace Flow Meters	-	13,000	-	15,000	-	20,000
		Replace Grinder Pumps	15,000	-	15,000	-	15,000	-
		Replace Grit Equipment	-	50,000	-	50,000	-	60,000
		Replace Grit Pump Equipment	-	83,000	-	50,000	-	50,000
		Replace High Service Pump	130,000	-	-	-	-	200,000
		Replace Instrumentation Meters - Everest	-	-	26,000	-	-	30,000
		Replace Instrumentation Meters - Southwest	-	20,000	-	50,000	50,000	-
		Replace magnetic Flowmeters (multiple sizes)	35,000	40,000	41,200	42,000	44,000	50,000
		Replace Odor Control Equipment	16,500	15,000	15,000	15,000	15,000	15,000
		Replace Odor Control Recirculating Pump Equipment	-	20,000	-	40,000	-	40,000
		Replace Overhead Door & Opener	-	20,000	-	-	60,000	-
		Replace Pump/Motor and Installation in Plant 2	-	100,000	103,000	-	-	130,000
		Replace Pumps/Motors	333,250	50,000	50,000	-	-	100,000



Department	Funding Source	Description	2024 Adopted	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast
		Replace Reuse Pump / Motor	\$ 44,000	\$ -	\$ 150,000	\$ -	\$ 150,000	\$ -
		Replace Service Water Motor /Pump	33,000	-	35,000	-	35,000	-
		Replace Silent Check Valve	-	43,000	44,290	45,000	-	58,000
		Replace Submersible Pumps	-	20,000	-	20,000	-	30,000
		REPLACE SWITCHGEAR	175,000	175,000	175,000	175,000	-	-
		REPLACE SWITCHGEAR/POWER PANEL	50,000	50,000	50,000	50,000	50,000	50,000
		Replace Transfer Pump & Motor	-	100,000	-	150,000	-	200,000
		Replace Ultrasonic Flowmeters (multiple sizes)	45,000	45,000	46,350	47,000	48,000	52,000
		Replace UPS & Batteries	-	-	-	40,000	-	-
		Replace Valve /Actuator Motor & Controller	51,250	-	50,000	-	50,000	-
		Replace Valves/ Actuator Motor COMBINE LINE	40,000	55,000	40,000	60,000	60,000	60,000
		Replace VFD	55,000	60,000	60,000	60,000	60,000	60,000
		Replace VFD's	35,000	50,000	50,000	50,000	50,000	50,000
		Replace VFD's (CPS)	25,000	25,000	25,000	25,000	25,000	25,000
		Replace VFD's Plant 1 & 2 Prod. Train (2/yr)	33,460	34,000	35,020	36,000	38,000	50,000
		Replace Well Motors 50 HP w/motor leads (approx 5/yr)	114,260	119,000	122,570	124,000	128,000	145,000
		Replace Well Pumps and Accessories (3/yr)	35,396	40,000	41,200	42,000	43,000	48,000
		Replace Well Pumps and Accessories(2/yr)	35,230	40,000	41,200	42,000	43,000	48,000
		Replacement Air Compressor & Drier	51,250	-	51,250	-	51,250	-
		Replacement Components for Multiple VFD's	33,458	35,000	36,050	37,000	38,000	60,000
		Replacement Floating Mixer	-	15,000	-	20,000	-	25,000
		Replacement Floating Mixer Motor	-	25,000	-	-	30,000	-
		Replacement LIFT STATIONS Pumps	475,000	500,000	550,000	900,000	1,100,000	1,500,000
		Replacement Mix Liquor Return pump	-	30,000	-	35,000	-	40,000
		Replacement of Overhead Door & Opener	-	-	10,000	-	-	20,000
		Replacement Pump/Motor-COMBINE LINES	70,000	125,000	70,000	125,000	70,000	125,000
		Replacement R.A.S. Pumps (Pumps & Motors)	-	60,000	-	60,000	-	60,000
		Replacement R.A.S. Pumps Equipment	51,250	-	51,250	-	51,250	-
		Replacement W.A.S. Pumps Equipment	-	35,000	-	40,000	-	45,000
		Replacement W.A.S. Pumps/Motors	-	30,000	-	35,000	-	40,000
		Replacement WAS Transfer Pumps/Motors	-	-	-	50,000	-	50,000
		SCADA Equipment	15,000	15,000	15,000	15,000	15,000	30,000
		Scada Replacement Parts	25,625	25,000	25,000	30,000	30,000	50,000
		Scada Server/ Plc Hardware Components	55,000	100,000	50,000	50,000	50,000	75,000
		Security & Cctv	-	10,000	-	15,000	-	15,000
		Security & Cctv	-	10,000	-	15,000	-	20,000
		Sludge Feed Pump	-	30,000	-	30,000	-	30,000
		Sludge Grinder Pumps	30,000	-	-	-	-	40,000
		Spare/Replacement Electrical Circuit Breakers	55,625	135,000	80,000	135,000	80,000	185,000
		Static Chemical Mixer for South RO Plant	75,000	-	-	-	-	-
		Underground Piercing/Boring Pneumatic	-	-	-	-	-	-
		Grundomat	-	-	-	-	-	17,000
		Vertical Sump Pump	80,000	-	-	-	100,000	-
		Wellfield VFD's 50 HP	65,308	69,000	71,070	73,000	77,000	94,000
Grand Total			\$ 12,432,009	\$ 9,159,046	\$ 7,996,748	\$ 8,241,335	\$ 8,445,481	\$ 13,541,204



Department	Funding Source	Description	2024 Adopted	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast
Charter School	Charter School	Asset #21815 SMALL PASS VAN	\$ 145,000	\$ -	\$ -	\$ -	\$ -	\$ -
		Asset #26850-1102 2011 INTERNATIONAL CE300	145,000	-	-	-	-	-
		Asset #26851-1113 2012 INTERNATIONAL CE300	145,000	-	-	-	-	-
		Asset #26853-1114 2013 INTERNATIONAL CE300	145,000	-	-	-	-	-
		Asset #26854-1112 2014 INTERNATIONAL CE300	145,000	-	-	-	-	-
		Asset #26900-1108 2015 INTERNATIONAL CE300	145,000	-	-	-	-	-
		Asset #26901-1115 2016 INTERNATIONAL CE300	-	150,000	-	-	-	-
		Asset #27924-1401 2017 INTERNATIONAL CE300	-	-	-	159,000	-	-
		Asset #27925-1402 2018 INTERNATIONAL CE300	-	150,000	-	-	-	-
		Asset #27926-1403 2019 INTERNATIONAL CE300	-	-	154,000	-	-	-
		Asset #27927-1404 2020 INTERNATIONAL CE300	-	-	154,000	-	-	-
City Clerk City Manager	General Fund Capital Improv Allocation	Asset #28852 TRANSIT CONNECT	-	-	-	-	-	45,000
		Asset # 27499 - Ford Explorer	41,200	-	-	-	-	-
		Asset # 27500 - Ford Explorer	41,200	-	-	-	-	-
		Asset # 27508 - Ford Explorer	-	42,436	-	-	-	-
		Asset # 27706 - Ford Explorer	-	-	-	-	-	47,672
		Asset # 28070 - FORD ESCAPE	-	42,436	-	-	-	-
		Asset # 28494 - Ford F150	-	-	42,000	-	-	-
		Asset # 28495 - Ford Explorer	-	-	-	42,436	-	-
		Asset # 28827 - Ford F150	-	-	-	42,000	-	-
		Asset # 28865 - Ford Explorer	-	-	-	45,000	-	46,431
		Asset # 29009 - Ford Explorer	-	-	-	-	-	46,431
CRA Development Services	General Fund CRA Building Code	Asset # 30443 - Ford Maverick	-	-	-	-	30,000	-
		Asset # 28474 - Ford F150	-	-	-	40,000	-	-
		Asset # 28483 - Ford F150	-	-	-	-	41,119	-
		Asset # 28484 - Ford F150	-	-	-	-	41,119	-



Capital Fleet

Department	Funding Source	Description	2024 Adopted	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast
		Asset # 28488 - Ford F150	\$ -	\$ -	\$ -	\$ -	\$ 41,119	\$ -
		Asset # 28489 - Ford F150	-	-	-	-	41,119	-
		Asset # 28490 - Ford F150	-	37,132	-	-	-	-
		Asset # 28491 - Ford F150	-	-	-	40,000	-	-
		Asset # 28492 - Ford F150	-	-	-	-	41,119	-
		Asset # 28508 - Ford F150	-	-	40,000	-	-	-
		Asset # 28509 - Ford F150	-	-	40,000	-	-	-
		Asset # 28510 - Ford F150	-	-	40,000	-	-	-
		Asset # 28482 F150	-	-	-	-	-	41,792
		Asset # 28489 F150	-	-	-	-	41,000	-
		Asset # 28877 F150	-	-	-	-	-	41,792
		Asset # 28878 F150	-	-	-	40,000	-	-
		Asset # 29083 F150	-	-	-	-	-	41,792
		Asset # 29084 F150	-	-	-	-	-	41,792
		Asset # 29085 F150	-	-	-	-	-	41,792
General Fund		Asset # 27955 - Ford F150	36,000	-	-	-	-	-
		Asset # 27956 - Ford F150	36,000	-	-	-	-	-
		Asset # 27957 - Ford F150	-	37,000	-	-	-	-
		Asset # 27958 - Ford F150	-	-	38,000	-	-	-
		Asset # 28040 - Ford Explorer	-	-	38,200	-	-	-
		Asset # 28045 - Ford F150	-	-	-	38,759	-	-
		Asset # 28068 - Ford F150	-	-	-	38,759	-	-
		Asset # 28087 - Ford F150	-	-	-	-	39,921	-
		Asset # 28088 - Ford F150	-	-	-	-	39,921	-
		Asset # 28335 - Ford F150	-	37,000	-	-	-	-
		Asset # 28336 - Ford F150	-	-	-	-	39,921	-
		Asset # 28337 - Ford F150	-	-	-	38,759	-	-
		Asset # 28338 - Ford F150	-	-	-	-	39,921	-
		Asset # 28756 F150	-	-	-	-	-	41,119
		Asset # 28836 F150	-	-	-	-	-	41,119
		Asset # 28893 F150	-	-	-	-	-	41,119
		Asset # 28983 F150	-	-	-	-	-	41,119
		Future Position Vehicles	-	40,000	-	150,000	-	-
		Horticulture Inspector	40,000	-	-	-	-	-
Finance	Risk Management	Asset # 27977 - Ford Explorer	-	-	42,000	-	-	-
Fire	Water & Sewer	Ford Ranger	30,461	-	-	-	-	-
	All Hazards	Asset # 16640 - Custome Engineering	-	-	-	70,000	-	-
	Fire Impact Fees	Asset # 29088 - Ford F150	-	-	-	-	40,000	-
	Fire Operations	Fire Rescue Unit	389,500	-	-	-	-	-
		Asset # 21024 - Ford F550	70,000	-	-	-	-	-
		Asset # 21180 - Forest River Express Trailer	16,000	-	-	-	-	-
		Asset # 22049 - E-one Typhoon Engine	-	-	-	-	1,700,000	-
		Asset # 22327 - Ford F150	63,000	-	-	-	-	-
		Asset # 22328 - Ford F150	63,000	-	-	-	-	-
		Asset # 23147 - E-One Typhoon Ladder # 5	-	1,500,000	-	-	-	-
		Asset # 23168 - Dodge Sprinter	63,000	-	-	-	-	-
		Asset # 24049 - Typhoon Engine	94,000	-	-	-	-	-
		Asset # 24175 - Wells Cargo EW1624 Trailer	-	-	-	-	20,000	-
		Asset # 24519 - Dash (Engine 5) Tender	169,000	-	-	-	-	-
		Asset # 24519 - International Dash	-	-	-	400,000	-	-
		Asset # 25267 - E-One Typhoon	836,000	-	-	-	-	-
		Asset # 27143 - Sutphen Engine	-	861,080	-	-	-	-
		Asset # 27647 - Sutphen Engine	-	-	886,912	-	-	-
		Asset # 27907 - Sutphen Engine	-	-	-	913,520	-	-
		Asset # 27908 - Sutphen Engine	-	-	-	913,520	-	-
		Asset # 28110 - Sutphen Shield Series	-	-	886,912	-	-	-
		Asset # 28313 - Chevy Tahoe	-	-	80,000	-	-	-
		Asset # 28369 - Ford F550	-	-	-	-	260,000	-
		Asset # 28382 - Ford F150 4x4	-	-	65,776	-	-	-
		Asset # 28394 - Polaris Ranger	-	-	-	18,000	-	-
		Asset # 28687 - Ford F150	-	-	-	67,749	-	-
		Asset # 28698 - Ford F150	-	-	-	67,749	-	-
		Asset # 28724 - Ford F150	-	-	-	-	69,782	-
		Asset # 28741 - Ford F150	-	-	65,776	-	-	-
		Asset # 28845 - Ford F150	-	-	-	67,749	-	-
		Asset # 28967 - Ford F550 Rescue 2	-	-	255,000	-	-	-
		Asset # 28968 - Ford F550 Rescue 3	-	-	255,000	-	-	-
		Asset #24469 2628HDH TRAILER	-	-	-	-	-	18,000
		Asset #27953 Monarch Engine	-	-	-	-	940,925	-
		Asset #27954 SL75 Ladder 1 - 75 ft	-	-	-	-	-	1,688,263
		Asset #28109 Monarch Engine	-	-	-	-	-	969,153
		Asset #28383 F150	-	-	-	-	69,782	-
		Asset #28487 F250	-	-	-	-	-	71,874
		Asset #28699 F150	-	-	-	-	-	71,874
		Asset #28813 F150	-	-	-	67,749	-	-
		Asset #28826 F550 Brush 3	-	-	-	-	-	202,926
		Asset #28844 F150	-	-	-	-	69,782	-
		Asset #28876 F550 Brush 7	-	-	-	-	-	202,926
		Asset #29078 F150	-	-	-	-	69,781	-
		Asset #29079 F150	-	-	-	-	-	71,874
		Ft Lieutenant F150	125,338	-	-	-	-	-
		Future Position Vehicles	-	487,435	542,650	-	102,620	-
		Marine 11and Trailer	100,000	-	-	-	-	-



Capital Fleet

Department	Funding Source	Description	2024 Adopted	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast
ITS	General Fund	Asset # 28400 - Ford Transit	\$ -	\$ -	\$ -	\$ -	\$ 54,000	\$ -
Parks and Recreation	General Fund	Asset # 18910 - Ford F150	-	-	-	-	\$ 37,000	-
		Asset # 19910 - Ford F350	42,000	-	-	-	-	-
		Asset # 19911 Lely Spreader	-	10,000	-	-	-	-
		Asset # 19993 - Club Car Carryall	20,000	-	-	-	-	-
		Asset # 21152 -Turk Sweeper	-	-	22,000	-	-	-
		Asset # 21212 - Stage	-	-	-	-	500,000	-
		Asset # 21452 - International Dump Truck	-	95,000	-	-	-	-
		Asset # 21453 - International Dump Truck	95,000	-	-	-	-	-
		Asset # 21639 - Chevy G3500	50,000	-	-	-	-	-
		Asset # 22833 - Ford Explorer	41,200	-	-	-	-	-
		Asset # 23011 -TORO MOWER -3500-D	60,000	-	-	-	-	-
		Asset # 23017 - Foley Reel Grinder	-	45,000	-	-	-	-
		Asset # 23018 -Kubota Tractor	40,000	-	-	-	-	-
		Asset # 23092 - VERM EER CHIPPER	42,000	-	-	-	-	-
		Asset # 23093 - VERM EER CHIPPER	-	43,260	-	-	-	-
		Asset # 23342 - Magnum MMG125	-	55,000	-	-	-	-
		Asset # 23546 -International Dump Truck	-	92,000	-	-	-	-
		Asset # 23851 - Century TSP180 MOBILE BLEACHERS	-	-	60,000	-	-	-
		Asset # 23852 - Century TSP180 MOBILE BLEACHERS	-	-	60,000	-	-	-
		Asset # 24087 - Astec Trencher	-	-	-	-	62,000	-
		Asset # 24675 - Mobile Concepts	-	-	-	65,000	-	-
		Asset # 25960 - Toro Workman	-	-	-	22,000	-	-
		Asset # 26452 - JOHN DEERE LOADER 4520 #26451	-	-	-	-	-	-
		Atch	-	-	55,000	-	-	-
		Asset # 26509 - Tru Turf F548-11D	-	-	-	28,000	-	-
		Asset # 26533 - Gator Golf Cart	15,000	-	-	-	-	-
		Asset # 27708 - Barber 400HD Beach Rake	-	-	45,000	-	-	-
		Asset # 27894 - Toro 3280-D	-	-	-	-	42,000	-
		Asset # 27897 - Toro 3280- D	-	-	-	40,000	-	-
		Asset # 27898 - TORO SANPRO 3040	40,000	-	-	-	-	-
		Asset # 27903 - Toro 4500-D	-	-	-	100,531	-	-
		Asset # 27909 Toro 3280-D	-	-	-	42,000	-	-
		Asset # 27938 - John Deere 4052R	-	-	-	52,000	-	-
		Asset # 27948 - TORO SANDPRO 3040	-	-	41,000	-	-	-
		Asset # 27951 - Toro SANDPRO 3040	-	-	41,000	-	-	-
		Asset # 27952 - Toro Sandpro	-	-	-	41,500	-	-
		Asset # 27981 - Toro Multi Pro 1750	-	43,000	-	-	-	-
		Asset # 28003 -Toro 3150-Q	-	60,000	-	-	-	-
		Asset # 28005 -Toro 4500-D	-	-	-	91,000	-	-
		Asset # 28007 - Ford F250	-	-	-	49,173	-	-
		Asset # 28008 - Felling FT-12-IT-I Trailer	-	15,000	-	-	-	-
		Asset # 28009 - Felling FT-12-IT-I Trailer	-	-	18,000	-	-	-
		Asset # 28010 - Felling FT-12-IT-I Trailer	-	-	-	15,000	-	-
		Asset # 28018 - TORO DEBRIS BLOWER	-	-	11,000	-	-	-
		Asset # 28032 Toro 5510-D	-	-	90,000	-	-	-
		Asset # 28044 - Ford F 250	-	-	-	-	50,648	-
		Asset # 28080 - Ford F250	-	-	-	49,173	-	-
		Asset # 28193 Toro Aerator	-	13,000	-	-	-	-
		Asset # 28220 - Ford Escape	-	-	-	-	35,000	-
		Asset # 28340 - Wacker RD12	-	-	-	18,000	-	-
		Asset # 28390 Toro Workman	-	-	-	18,000	-	-
		Asset # 28497 - Club Car XRT950	-	-	-	15,000	-	-
		Asset # 28501 - Ford E450	-	-	-	-	125,000	-
		Asset # 28579 - Ford Transit	-	-	-	60,000	-	-
		Asset # 28803 - Toro Greenspro	-	-	-	23,000	-	-
		Asset # 28906 - Toro 3150Q	-	-	-	-	60,000	-
		Asset # 28955 - Ford F150	-	40,000	-	-	-	-
		Asset # 9685 - RYAN SOD CUTTER	-	9,000	-	-	-	-
		Asset # 9746 - Hudson Trailer	-	-	-	-	10,000	-
		Asset # NC505 - TORO WORKMAN MD	-	-	-	-	20,000	-
		Asset #27895 Workman MD	-	-	-	-	-	20,000
		Asset #27896 Workman MD	-	-	20,000	-	-	-
		Asset #27982 F250	-	-	-	-	-	52,161
		Asset #28033 Carryall 700	-	-	20,000	-	-	-
		Asset #28043 F250	-	-	-	-	-	52,161
		Asset #28048 Escape	-	-	-	-	-	45,000
		Asset #28271 Carryall 700	-	-	-	-	-	18,500
		Asset #28307 7200	-	-	-	-	-	30,000
		Asset #28308 4500-D	-	-	-	-	-	106,653
		Asset #28360 F550	-	-	-	-	-	140,000
		Asset #28391 Workman GTX	-	-	18,000	-	-	-
		Asset #28421 F250	-	-	47,741	-	-	-
		Asset #28501 E450	-	-	-	-	-	60,000
		Asset #28577 4500-D	-	-	-	-	-	106,653
		Asset #28578 4500-D	-	-	95,000	-	-	-
		Asset #28602 Transit 250	-	-	-	-	-	52,167
		Asset #28823 SANDPRO 3040	-	-	-	-	-	28,000
		Asset #28901 4500 D.	-	-	-	-	-	94,000
		Asset #29225 CARRYALL 700	-	-	-	-	-	20,000
		Asset #29570 Carryall 700	-	15,000	-	-	-	-



Capital Fleet

Department	Funding Source	Description	2024 Adopted	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast
Police	General Fund	Asset # 22044 - Boatmaster 2426-TH	\$ -	\$ -	\$ -	\$ 10,000	\$ -	\$ -
		Asset # 22581 - Freightliner M2-106	-	-	1,500,000	-	-	-
		Asset # 22875 - Ford E350	60,000	-	-	-	-	-
		Asset # 23522 - Boatmaster AC-23-T	-	-	-	-	15,000	-
		Asset # 24019 - Freightliner MT55	384,000	-	-	-	-	-
		Asset # 27277 - Lenco Bearcat	-	-	-	-	424,360	-
		Asset # 27788 - Ford F150	-	75,190	-	-	-	-
		Asset # 27789 - Ford F150	-	-	77,446	-	-	-
		Asset # 27790 - Ford F150	-	75,190	-	-	-	-
		Asset # 27834 - Ford Explorer	73,000	-	-	-	-	-
		Asset # 27836 - Ford Explorer	73,000	-	-	-	-	-
		Asset # 27840 - Ford Explorer	73,000	-	-	-	-	-
		Asset # 27841 - Ford Explorer	73,000	-	-	-	-	-
		Asset # 27843 - Ford Explorer	73,000	-	-	-	-	-
		Asset # 27844 - Ford Explorer	73,000	-	-	-	-	-
		Asset # 27847 - Ford Explorer	73,000	-	-	-	-	-
		Asset # 27851 - Ford Explorer	73,000	-	-	-	-	-
		Asset # 27854 - Ford Explorer	-	75,190	-	-	-	-
		Asset # 27855 - Ford Explorer	73,000	-	-	-	-	-
		Asset # 27883 - Ford Explorer	73,000	-	-	-	-	-
		Asset # 27887 - Ford Explorer	73,000	-	-	-	-	-
		Asset # 27891 - Ford Explorer	73,000	-	-	-	-	-
		Asset # 27899 - Ford Taurus	-	-	-	79,911	-	-
		Asset # 27900 - Ford Taurus	-	-	-	79,911	-	-
		Asset # 27901 - Ford Taurus	-	-	-	79,911	-	-
		Asset # 27902 - Ford Taurus	-	-	-	-	79,769	-
		Asset # 27905 - Ford Taurus	-	-	77,446	-	-	-
		Asset # 28082 - Ford Explorer	-	75,190	-	-	-	-
		Asset # 28083 - Ford Explorer	73,000	-	-	-	-	-
		Asset # 28085 - Ford Explorer	-	-	-	79,911	-	-
		Asset # 28089 - Ford Explorer	-	-	-	79,911	-	-
		Asset # 28090 - Ford Explorer	-	75,190	-	-	-	-
		Asset # 28091 - Ford Explorer	-	75,190	-	-	-	-
		Asset # 28092 - Ford Explorer	-	75,190	-	-	-	-
		Asset # 28094 - Ford Explorer	-	-	-	79,911	-	-
		Asset # 28095 - Chevrolet Silverado 2500	-	-	60,000	-	-	-
		Asset # 28142 - Ford Taurus	-	75,190	-	-	-	-
		Asset # 28143 - Ford Explorer	73,000	-	-	-	-	-
		Asset # 28145 - Ford Explorer	73,000	-	-	-	-	-
		Asset # 28146 - Ford Explorer	73,000	-	-	-	-	-
		Asset # 28147 - Ford Explorer	73,000	-	-	-	-	-
		Asset # 28148 - Ford Explorer	73,000	-	-	-	-	-
		Asset # 28149 - Ford Taurus	-	-	77,446	-	-	-
		Asset # 28150 - Ford Explorer	73,000	-	-	-	-	-
		Asset # 28151 - Ford Explorer	-	75,190	-	-	-	-
		Asset # 28152 - Ford Explorer	-	75,190	-	-	-	-
		Asset # 28156 - Ford Explorer	73,000	-	-	-	-	-
		Asset # 28157 - Ford Explorer	-	75,190	-	-	-	-
		Asset # 28158 - Ford Explorer	-	75,190	-	-	-	-
		Asset # 28159 - Ford Explorer	73,000	-	-	-	-	-
		Asset # 28160 - Ford Explorer	-	75,190	-	-	-	-
		Asset # 28163 - Ford Explorer	-	75,190	-	-	-	-
		Asset # 28164 - Ford Taurus	-	-	77,446	-	-	-
		Asset # 28165 - Ford Explorer	-	75,190	-	-	-	-
		Asset # 28167 - Ford Explorer	-	75,190	-	-	-	-
		Asset # 28173 - Ford Explorer	73,000	-	-	-	-	-
		Asset # 28174 - Ford Explorer	-	75,190	-	-	-	-
		Asset # 28175 - Ford Explorer	73,000	-	-	-	-	-
		Asset # 28186 - Ford Explorer	-	75,190	-	-	-	-
		Asset # 28188 - Ford Explorer	73,000	-	-	-	-	-
		Asset # 28246 - Ford Explorer	-	-	-	-	79,769	-
		Asset # 28247 - Ford F150	-	-	-	-	79,911	-
		Asset # 28264 - Ford F150	-	-	-	-	59,652	-
		Asset # 28265 - Ford F150	-	-	-	-	59,652	-
		Asset # 28302 - Ford Explorer	-	-	-	-	79,769	-
		Asset # 28317 - Ford Explorer	-	75,190	-	-	-	-
		Asset # 28318 - Ford Explorer	-	75,190	-	-	-	-
		Asset # 28319 - Ford Explorer	-	75,190	-	-	-	-
		Asset # 28320 - Ford Taurus	-	-	-	79,911	-	-
		Asset # 28328 - Ford Explorer	-	75,190	-	-	-	-
		Asset # 28329 - Ford Explorer	-	75,190	-	-	-	-
		Asset # 28330 - Ford Explorer	-	75,190	-	-	-	-
		Asset # 28331 - Ford Taurus	-	-	-	79,911	-	-
		Asset # 28332 - Ford Taurus	-	-	-	79,911	-	-
		Asset # 28333 - Ford Taurus	-	-	-	79,911	-	-
		Asset # 28334 - Ford Taurus	-	-	-	79,911	-	-
		Asset # 28342 - Ford Taurus	-	-	77,446	-	-	-
		Asset # 28343 - Ford Taurus	-	75,190	-	-	-	-
		Asset # 28344 - Ford Taurus	-	-	77,446	-	-	-
		Asset # 28346 - Ford Taurus	-	-	-	79,911	-	-



Capital Fleet

Department	Funding Source	Description	2024 Adopted	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast
		Asset # 28386 - Ford Explorer	\$ -	\$ 75,190	\$ -	\$ -	\$ -	\$ -
		Asset # 28401 - Ford Explorer	-	75,190	-	-	-	-
		Asset # 28402 - Ford Explorer	-	75,190	-	-	-	-
		Asset # 28425 - Kustom Signals Msg Board	-	-	-	11,000	-	-
		Asset # 28452 - Ford Explorer	-	-	77,446	-	-	-
		Asset # 28454 - Ford Explorer	-	-	-	-	79,769	-
		Asset # 28455 - Ford Explorer	-	-	-	79,911	-	-
		Asset # 28467 - Ford Explorer	-	-	-	79,911	-	-
		Asset # 28479 - Ford Explorer	-	-	-	79,911	-	-
		Asset # 28480 - Ford Explorer	-	-	-	79,911	-	-
		Asset # 28500 - Magic Tilt ALSK 1928 Trailer	-	-	-	-	10,000	-
		Asset # 28593 - Ford Explorer	-	-	-	79,911	-	-
		Asset # 28594 - Ford Explorer	-	-	-	-	79,769	-
		Asset # 28595 - Ford Explorer	-	-	-	-	79,769	-
		Asset # 28604 - Ford Explorer	-	-	-	79,911	-	-
		Asset # 28605 - Ford Explorer	-	-	-	79,911	-	-
		Asset # 28607 - Ford Explorer	-	-	-	79,911	-	-
		Asset # 28608 - Ford Explorer	-	75,190	-	-	-	-
		Asset # 28609 - Ford Explorer	-	-	-	79,911	-	-
		Asset # 28610 - Ford Explorer	-	-	-	79,911	-	-
		Asset # 28615 - Ford Explorer	-	-	-	79,911	-	-
		Asset # 28625 - Ford Explorer	-	-	-	79,911	-	-
		Asset # 28628 - Ford Explorer	-	-	-	79,911	-	-
		Asset # 28639 - Ford Explorer	-	-	-	79,911	-	-
		Asset # 28642 - Ford Explorer	-	-	-	-	79,769	-
		Asset # 28653 - Ford Explorer	-	-	-	-	79,769	-
		Asset # 28683 - Ford Fusion	-	-	-	-	79,769	-
		Asset # 28684 - Ford Explorer	73,000	-	-	-	-	-
		Asset # 28685 - Ford Fusion	40,000	-	-	-	-	-
		Asset # 28686 - Ford Fusion	-	77,446	-	-	-	-
		Asset # 28703 - Ford Taurus	-	-	-	-	79,769	-
		Asset # 28704 - Ford Taurus	-	-	-	79,911	-	-
		Asset # 28705 - Ford Taurus	-	-	-	79,911	-	-
		Asset # 28715 - Ford Taurus	-	-	-	-	79,769	-
		Asset # 28739 - Ford Explorer	-	-	-	-	79,769	-
		Asset # 28808 - Chevy Tahoe	-	75,190	-	-	79,769	-
		Asset # 28814 - Ford Explorer	-	-	-	79,911	-	-
		Asset # 28858 - Ford Taurus	-	-	-	-	79,769	-
		Asset # 28872 - Ford Explorer	-	-	-	-	79,769	-
		Asset # 28873 - Ford Explorer	-	-	-	-	79,769	-
		Asset # 28874 - Ford Explorer	-	-	-	-	79,911	-
		Asset # 28880 - Ford F150	-	-	-	-	79,769	-
		Asset # 28954 - Ford Fusion	-	-	-	-	79,769	-
		Asset # 28961 - Ford Fusion	-	-	-	-	79,769	-
		Asset # 28989 - Ford Explorer	-	-	-	-	79,769	-
		Asset # 28991 - Ford Taurus	-	-	-	-	79,769	-
		Asset # 28997 Ford Taurus	-	-	-	-	79,769	-
		Asset # 29016 - Ford Explorer	-	-	-	-	79,769	-
		Asset # 29017 - Ford Explorer	-	-	-	-	79,769	-
		Asset # 29020 - Ford Explorer	-	-	-	-	79,769	-
		Asset # 29298 - Ford Fusion	-	-	-	-	79,769	-
		Asset #27766 Grand Caravan	-	-	-	-	-	60,000
		Asset#28493 Explorer	-	-	-	-	-	82,162
		Asset#28693 Fusion	-	-	-	-	-	82,162
		Asset#28713 Taurus	-	-	-	-	-	82,162
		Asset#28714 Taurus	-	-	-	-	-	82,162
		Asset#28988 Explorer	-	-	-	-	-	82,162
		Asset#28990 Taurus	-	-	-	-	-	82,162
		Asset#29001 Taurus	-	-	-	-	-	82,162
		Asset#29018 Explorer	-	-	-	-	-	82,162
		Asset#29019 Explorer	-	-	-	-	-	82,162
		Asset#29029 F150	-	-	-	-	-	82,162
		Asset#29030 F150	-	-	-	-	-	82,162
		Asset#29032 F150	-	-	-	-	-	82,162
		Asset#29033 F150	-	-	-	-	-	82,162
		Asset#29034 F150	-	-	-	-	-	82,162
		Asset#29037 Explorer	-	-	-	-	-	82,162
		Asset#29066 Explorer	-	-	-	-	-	82,162
		Asset#29067 Explorer	-	-	-	-	-	82,162
		Asset#29068 Explorer	-	-	-	-	-	82,162
		Asset#29069 Explorer	-	-	-	-	-	82,162
		Asset#29070 Explorer	-	-	-	-	-	82,162
		Asset#29071 Explorer	-	-	-	-	-	82,162
		Asset#29072 Explorer	-	-	-	-	-	82,162
		Asset#29074 Explorer	-	-	-	-	-	82,162
		Asset#29112 Explorer	-	-	-	-	-	82,162
		Asset#29116 Fusion	-	-	-	-	-	82,162
		Asset#29117 Fusion	-	-	-	-	-	82,162
		Asset#29201 Explorer	-	-	-	-	-	82,162
		Asset#29208 Explorer	-	-	-	-	-	82,162
		Asset#29228 Taurus	-	-	-	-	-	82,162
		Asset#29240 F150	-	-	-	-	-	82,162
		Asset# 28453 - Ford Explorer	-	-	-	79,911	-	-



Capital Fleet

Department	Funding Source	Description	2024 Adopted	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast
Public Works	Police Impact Fees	Fleet Coordinator - GF	\$ 34,000	\$ -	\$ -	\$ -	\$ -	\$ -
		Future Position Vehicles	-	608,730	1,083,320	882,900	1,015,840	-
		Public Information Vehicle	34,000	-	-	-	-	-
		Police Lieutenant Vehicle	73,000	-	-	-	-	-
		Police Officer Vehicle	146,000	-	-	-	-	-
	6 Cent Gas Tax	Police Sergeant Vehicle	219,000	-	-	-	-	-
		Training Detective Vehicle	73,000	-	-	-	-	-
		F-350 Crew Cab Dually for Transportation (borrowing)	68,000	-	-	-	-	-
		New Bucket truck for Transportation (flexibility)	175,000	-	-	-	-	-
		New Sign Truck for Transportation (flexibility)	101,672	-	-	-	-	-
Facilities Management	Fire Operations/Water and S.Project Manager vehicle	Senior Trades Specialist vehicle	50,000	-	-	-	-	-
		Fleet Mgmt Allocation	48,000	-	-	-	-	-
		Asset # 19265 - FORD F-550	-	-	106,000	-	-	-
		Asset # 23426 - FORD F-350	60,770	-	-	-	-	-
		Asset # 27803- Ford Explorer	-	-	-	44,000	-	-
	General Fund	Asset # 28268 - Club Car Carryall 300	-	-	-	-	15,000	-
		Asset # 28420 - Ford Taurus	-	-	-	-	46,000	-
		Asset # 28450 - Ford Taurus	-	-	-	44,000	-	-
		Asset # 28162 Transit Connect	-	-	-	-	-	47,672
		Asset # 20852 - Caterpillar Roller	60,000	-	-	-	-	-
Lot Mowing	Asset # 22940 - Bush hog	Asset # 22940 - Bush hog	-	-	-	8,000	-	-
		Asset # 23410 - Vermeer Chipper	40,000	-	-	-	-	-
		Asset # 23518 - SAKAI HS66ST	-	20,000	-	-	-	-
		Asset # 24935 - GMC T75000	400,000	-	-	-	-	-
		Asset # 25222 - Schulte Bat Wing Mower	25,000	-	-	-	-	-
	Property Mgmt Allocation	Asset # 25223 -Case Tractor	-	-	130,000	-	-	-
		Asset # 25314- International 7400 Hvy Dump	125,000	-	-	-	-	-
		Asset # 27129 - Imperial Trailer	-	28,000	-	-	-	-
		Asset # 27672 - Freightliner M2-106	-	150,000	-	-	-	-
		Asset # 27799- Case SV300	90,000	-	-	-	-	-
Property Mgmt Allocation	Asset # 27802 - Case 580	Asset # 27802 - Case 580	-	-	150,000	-	-	-
		Asset # 27805 -Case 570N	-	-	-	-	156,000	-
		Asset # 28001 - Ford F 250	-	46,350	-	-	-	-
		Asset # 28006 - Ford F350	-	-	-	58,000	-	-
		Asset # 28037 - Ford F250	-	-	-	50,000	-	-
	Asset # 28039 - Ford Escape	Asset # 28039 - Ford Escape	-	-	36,630	-	-	-
		Asset # 28049 - Ford F250	-	-	-	-	50,648	-
		Asset # 28065 - Ford F250	-	-	48,000	-	-	-
		Asset # 28113 - Ford F250	-	-	50,000	-	-	-
		Asset # 28196 - Hustler 3700	-	39,253	-	-	-	-
Property Mgmt Allocation	Asset # 28248 - CASE 621F	Asset # 28248 - CASE 621F	-	180,000	-	-	-	-
		Asset # 28250 - TORO Z MASTER	-	-	43,050	-	-	-
		Asset # 28251 - TORO Z MASTER	38,110	-	-	-	-	-
		Asset # 28266 - Club Car Carryall 1500	-	-	15,800	-	-	-
		Asset # 28267 - CLUB CAR CARRYALL 1500	15,000	-	-	-	-	-
	Asset # 28310 - Hustler 3700	Asset # 28310 - Hustler 3700	38,110	-	-	-	-	-
		Asset # 28311 - Hustler 3700	38,110	-	-	-	-	-
		Asset # 28345 - Ford F150	-	-	-	-	37,630	-
		Asset # 28353 - New Holland Workmaster	-	-	-	-	60,000	-
		Asset # 28354 - Pj Trailer P8242	12,000	-	-	-	-	-
Property Mgmt Allocation	Asset # 28355 - Ford F150	Asset # 28355 - Ford F150	-	-	40,000	-	-	-
		Asset # 28356 - Ford F150	-	-	-	40,000	-	-
		Asset # 28366 - Ford Edge	-	-	-	39,000	-	-
		Asset # 28463 - Ford F150	-	-	-	-	41,000	-
		Asset # 28464 - Ford F150	-	36,500	-	-	-	-
	Asset # 28571 - Freightliner M2-106	Asset # 28571 - Freightliner M2-106	-	-	-	-	190,000	-
		Asset # 28624- Ford F450	-	-	-	70,000	-	-
		Asset # 28702 - Ford F150	-	-	-	-	40,000	-
		Asset #21719 4000D	70,000	-	-	-	-	-
		Asset #27830 M2-106	-	-	-	-	-	150,000
Lot Mowing	Asset # 28451 EXPLORER	Asset # 28451 EXPLORER	-	-	-	-	-	47,672
		Asset #28539 EDB18F-23	-	-	-	-	-	200,000
		Asset #28614 V5900	-	-	-	-	-	8,500
		Asset #28643 50150 BITUMEN APPLICATOR	-	-	-	-	-	7,000
		Asset #28847 F350	-	-	-	-	-	65,000
	Asset #28854 F350	Asset #28854 F350	-	-	-	-	-	65,000
		Asset #28855 F350	-	-	-	-	-	65,000
		Asset #28986 F450	-	-	-	-	-	111,000
		Survey Crew vehicle	57,500	-	-	-	-	-
		Future Position Vehicles	-	68,000	68,000	57,500	238,000	-
Property Mgmt Allocation	Asset # 28834 - Ford Explorer	Asset # 28834 - Ford Explorer	-	-	-	40,000	-	-
		Asset # 28979 - Ford F150	-	-	-	-	40,000	-
		Asset #28984 F150	-	-	-	-	-	41,119
		Asset # 22797 - HYSTER FORKLIFT	-	-	80,000	-	-	-
		Asset # 28067 - FORD TRANSIT 250	55,000	-	-	-	-	-
	Asset # 27630- Ford E350	Asset # 27630- Ford E350	-	-	-	80,000	-	-
		Asset #28034 - Ford Transit 250	-	-	-	56,500	-	-
		Asset #28035 - Ford Transit 250	-	-	-	56,500	-	-
		Asset #28036 - Ford Transit 250	-	-	-	-	60,100	-
		Asset #28105 TRANSIT 250	-	-	-	-	-	63,760
Property Mgmt Allocation	Asset #28223 - Ford Transit 250	Asset #28223 - Ford Transit 250	-	-	-	-	60,100	-
		Asset #28224 - Ford Transit 250	-	-	-	-	60,100	-
		Asset #28225 TRANSIT 250	-	-	-	-	-	63,760
		Asset #28226 TRANSIT 250	-	-	-	-	-	63,760



Capital Fleet

Department	Funding Source	Description	2024 Adopted	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast
	Solid Waste	solid waste inspector vehicle	\$ 31,000	\$ 31,000	\$ 62,000	\$ -	\$ -	\$ -
	Stormwater	Asset # 21583 - Bucket	-	-	11,000	-	-	-
		Asset # 21679 - CATERPILLAR 325 CL	340,000	-	-	-	-	-
		Asset # 22642 - Imperial Trailer	-	-	-	24,000	-	-
		Asset # 22659 - IMPERIAL TRAILER	24,000	-	-	-	-	-
		Asset # 23054 - STERLING LT7500	-	128,000	-	-	-	-
		Asset # 23089 - CASE 621D	180,000	-	-	-	-	-
		Asset # 23328 - STERLING LT7500	-	128,000	-	-	-	-
		Asset # 23570 - Sullair 185CA	25,000	-	-	-	-	-
		Asset # 23581 - CATERPILLAR 325 DL	-	350,200	-	-	-	-
		Asset # 25329 - GRADALL EXCAVATOR XL 3100	-	-	395,000	-	-	-
		Asset # 25771 - International 7400	135,000	-	-	-	-	-
		Asset # 27274 - Gradall XL3100	-	-	-	440,000	-	-
		Asset # 27363 - CATERPILLAR 308E	-	-	128,000	-	-	-
		Asset # 27364 - Caterpillar 308E	-	-	-	-	138,000	-
		Asset # 27365 - Ford Explorer	-	-	-	-	46,000	-
		Asset # 27423 - FORD F-150	-	-	38,000	-	-	-
		Asset # 27424 - FORD F-150	-	-	38,000	-	-	-
		Asset # 27509 - CATERPILLAR 2PD5000	-	-	45,000	-	-	-
		Asset # 27551 - DODGE CARAVAN	40,000	-	-	-	-	-
		Asset # 27804 - FREIGHTLINER M2-114SD	-	-	500,000	-	-	-
		Asset # 27822 - Case 580 Super	-	-	-	-	150,000	-
		Asset # 27828 - Freightliner M2-106	-	-	-	-	145,000	-
		Asset # 27829 - Freightliner M2-106	-	-	-	143,000	-	-
		Asset # 27831 - Freightliner M2-106	-	-	-	143,000	-	-
		Asset # 28042 -Ford Escape	-	-	-	35,000	-	-
		Asset # 28081 - FORD F-250	-	-	50,000	-	-	-
		Asset # 28112 - Ford Transit	-	-	-	40,000	-	-
		Asset # 28161 - Ford F550	-	-	-	-	85,000	-
		Asset # 28214 - Freightliner M2-114SD	-	-	-	510,000	-	-
		Asset # 28352 - Ford F150	-	-	-	-	40,000	-
		Asset # 28357 -Ford Edge	-	-	-	35,000	-	-
		Asset # 28359 - Ford F150	-	-	-	-	40,000	-
		Asset # 28585 - Ford F350	-	-	-	-	53,000	-
		Asset # 28587 - Ford F350	-	-	-	-	53,000	-
		Asset # 28588 - Ford F350	-	-	-	-	53,000	-
		Asset # 28592 - Ford F350	-	-	-	-	53,000	-
		Asset # 28611 - Ford Explorer	-	-	-	-	53,000	-
		Asset # 28809 - Ford F350	-	-	-	-	47,000	-
		Asset # 28843 - Ford F350	-	-	-	-	53,000	-
		Asset # 28846 - Ford F350	-	-	-	-	55,000	-
		Asset # 28861 - Ford F150	-	-	-	-	40,000	-
		Asset # 28870 - Ford Transit	-	-	-	-	41,000	-
		Asset #23154 FORKLIFT	-	-	-	-	-	90,000
		Asset #27445 Trailier	-	-	-	-	-	14,000
		Asset #28476 EXPLORER	-	-	-	-	-	47,672
		Asset #28486 TRANSIT CONNECT	-	-	-	-	-	40,575
		Asset #28841 F350	-	-	-	-	-	63,760
		Backhoe for pipe crew	100,000	-	-	-	-	-
		Crew Cab - New Flot Crew	-	-	-	-	45,000	-
		Crew Cab - New Pipe Crew	-	45,000	-	45,000	-	-
		Crew Cab - New Pipe Maint Crew	-	90,000	135,000	-	45,000	-
		Crew Cab - New Swale Crew	-	-	-	-	-	-
		Crew Cab - New Vac Truck Crew	-	-	-	45,000	-	-
		Crew cab for pipe crew	45,000	-	-	-	-	-
		Crew Cab for sod crew	45,000	-	-	-	-	-
		Crew Cab for swale crew	90,000	-	-	-	-	-
		Equipment trailer for swale crew	54,000	-	-	-	-	-
		Excavator for pipe crew	100,000	-	-	-	-	-
		F150 Medium Top Van for Electrician	50,000	-	-	-	-	-
		Flatbed - New Swale Crew	-	85,000	-	85,000	-	-
		Flatbed for pipe crew	85,000	-	-	-	-	-
		Ford F-150 4x4 SuperCab for Construction	-	-	-	-	-	-
		Inspectors (Res 58-22)	144,000	-	-	-	-	-
		Ford Maverick for Construction Inspectors (Res 58-22)	66,000	-	-	-	-	-
		Freightliner for new sod crew Model:m2-112	130,000	-	-	-	-	-
		Gradall for swale crew	400,000	-	-	-	-	-
		Tandem - New Pipe Crew	-	110,000	-	110,000	-	-
		Tandem - New Swale Crew	-	110,000	110,000	-	-	-
		Tandem for pipe crew	110,000	-	-	-	-	-
		Tandem for swale crew	110,000	-	-	-	-	-
		Trailer for new Sod Crew	58,000	-	-	-	-	-
		Vac Truck - New Vac Truck Crew	-	-	-	523,000	-	-
Utilities	Water & Sewer	Asset # 14553 - Generac Generator	-	-	-	-	53,000	-
		Asset # 14554 - Generac Generator	-	-	-	-	53,000	-
		Asset # 14556 - Generac Generator	-	-	-	53,000	-	-
		Asset # 14721 - Generac Generator	-	-	-	53,000	-	-
		Asset # 18610 - EXP Cargo	-	15,000	-	-	-	-
		Asset # 20152 - John Deere Excavator	-	-	-	310,000	-	-
		Asset # 20387 - LBT Trailer	-	-	-	-	78,000	-
		Asset # 21589 - Case 621D	155,000	-	-	-	-	-



Capital Fleet

Department	Funding Source	Description	2024 Adopted	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast
		Asset # 21829 - Ford F250	\$ -	\$ 47,000	\$ -	\$ -	\$ -	\$ -
		Asset # 22268 - Caterpillar Generator	-	-	-	125,000	-	-
		Asset # 22542 -Tanker Trailer	70,000	-	-	-	-	-
		Asset # 22895 - JLG Lift	115,000	-	-	-	-	-
		Asset # 23418 - Sterling LT7500	-	135,000	-	-	-	-
		Asset # 24270 - Toyota Forklift	-	45,000	-	-	-	-
		Asset # 24683 - Bobcat	-	-	-	-	75,000	-
		Asset # 24786 - Freightliner M2	-	-	-	-	300,000	-
		Asset # 24830 - Ford F750	-	-	220,000	-	-	-
		Asset # 24871 -Chrysler TC	-	36,000	-	-	-	-
		Asset # 24916 - Ford F150	-	36,000	-	-	-	-
		Asset # 24918 - Ford F150	-	36,000	-	-	-	-
		Asset # 24994 -Ford F150	-	36,000	-	-	-	-
		Asset # 25044 - Ford F250	-	-	48,000	-	-	-
		Asset # 25045 - Ford F250	-	47,000	-	-	-	-
		Asset # 25063 - Ford E250	-	45,000	-	-	-	-
		Asset # 25310 - Chevy C5500	-	-	-	410,000	-	-
		Asset # 25360 - Baldor TS80	-	-	-	59,000	-	-
		Asset # 25364 - Baldor TS80	-	-	-	-	60,000	-
		Asset # 26057 - Club Car Cart	15,000	-	-	-	-	-
		Asset # 26342 - Gorman Pump	-	-	-	55,000	-	-
		Asset # 27183 - International Truck	523,000	-	-	-	-	-
		Asset # 27427 - Ford F150	-	-	38,000	-	-	-
		Asset # 27535 - Dodge Caravan	-	-	44,000	-	-	-
		Asset # 27564 - Ford F250	-	47,000	-	-	-	-
		Asset # 27565 - Ford F250	-	-	-	48,000	-	-
		Asset # 27566 - Ford F250	-	-	-	47,000	-	-
		Asset # 27615 - Ford F250	-	-	47,500	-	-	-
		Asset # 27616 - Ford F350	68,000	-	-	-	-	-
		Asset # 27624 - Nissan Frontier	-	33,000	-	-	-	-
		Asset # 27625 - Nissan Frontier	-	33,000	-	-	-	-
		Asset # 27626 - Nissan Frontier	-	33,000	-	-	-	-
		Asset # 27628 - Nissan Frontier	-	-	33,500	-	-	-
		Asset # 27631 - Freightliner MT55	90,000	-	-	-	-	-
		Asset # 27632 - Freightliner MT55	120,000	-	-	-	-	-
		Asset # 27633 - Ford F350	-	-	65,000	-	-	-
		Asset # 27667 - Ford F550	120,000	-	-	-	-	-
		Asset # 27703 - Ford Explorer	-	-	-	44,000	-	-
		Asset # 27707 - Ford F150	-	-	38,000	-	-	-
		Asset # 27710 - Ford F150	-	-	-	-	38,500	-
		Asset # 27817 - Ford F150	36,000	-	-	-	-	-
		Asset # 27818 - Ford F150	-	37,000	-	-	-	-
		Asset # 27978 - John Deere Gator	-	-	-	16,500	-	-
		Asset # 28069 - Ford F150	-	-	-	38,000	-	-
		Asset # 28071 - Ford F150	-	37,000	-	-	-	-
		Asset # 28072 - Ford F150	-	-	37,500	-	-	-
		Asset # 28107 - Bobcat	-	70,000	-	-	-	-
		Asset # 28236 - Butler Trailer	-	20,000	-	-	-	-
		Asset # 28237 - Butler Trailer	-	-	-	22,000	-	-
		Asset # 28238 - Butler Trailer	-	-	-	21,000	-	-
		Asset # 28381 - Ford F150	-	-	-	-	38,500	-
		Asset # 28465 - Ford F150	-	-	37,500	-	-	-
		Asset # 28468 - Ford Transit	-	-	-	-	50,000	-
		Asset # 28472 - Bobcat	-	-	-	72,000	-	-
		Asset # 28475 - Ford F150	-	-	-	38,000	-	-
		Asset #21816 FORKLIFT 4X4	-	-	80,000	-	-	-
		Asset #22796 FORKLIFT	-	-	-	-	63,000	-
		Asset #23269 T6A60S-F4L	-	-	54,000	-	-	-
		Asset #24067 T4A60S-F3L PUMP	-	-	-	-	55,000	-
		Asset #24068 T4A60S-F3L PUMP	-	-	-	-	55,000	-
		Asset #24269 TOYOTA FORKLIFT	-	-	-	-	55,000	-
		Asset #24829 F-750 UTIL W/CRANE	-	-	-	-	230,000	-
		Asset #25184 UTILITY TRAILER	-	-	-	-	23,000	-
		Asset #25982 2646ES MAN LIFT	-	-	-	35,000	-	-
		Asset #25984 MANLIFT	-	-	30,000	-	-	-
		Asset #26024 FORKLIFT	-	-	-	-	45,000	-
		Asset #27245 CARRYALL 295	-	-	-	-	20,000	-
		Asset #27355 CARRYALL 295	-	-	-	18,000	-	-
		Asset #27356 CARRYALL 295	-	-	-	-	18,000	-
		Asset #27383 20 Ft TRAILER	-	-	-	26,000	-	-
		Asset #27514 F150	-	37,500	-	-	-	-
		Asset #27634 F350	-	-	-	58,000	-	-
		Asset #27635 F350	-	-	-	-	56,650	-
		Asset #27839 M2-106	-	-	-	150,000	-	-
		Asset #28038 F150	-	-	-	-	40,575	-
		Asset #28046 F150	-	-	-	-	40,000	-
		Asset #28047 ESCAPE	-	-	-	-	40,575	-
		Asset #28050 ESCAPE	-	-	38,000	-	-	-
		Asset #28079 F150	-	-	-	-	40,575	-
		Asset #28108 E26 MINI EXCAVATOR	-	68,000	-	-	-	-
		Asset #28213 F250	-	-	-	-	40,000	-
		Asset #28262 F150	-	-	-	-	-	40,575
		Asset #28263 F150	-	-	-	-	40,000	-



Capital Fleet

Department	Funding Source	Description	2024 Adopted	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast
		Asset #28269 CARRYALL 550	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,000
		Asset #28275 F150	-	-	-	\$ 39,000	-	-
		Asset #28277 E35	67,000	-	-	-	-	-
		Asset #28300 F250	-	-	-	-	-	52,167
		Asset #28304 F150	-	-	-	-	\$ 40,000	-
		Asset #28339 E35	-	-	-	-	\$ 74,160	-
		Asset #28371 F150	-	-	-	-	-	40,500
		Asset #28372 F150	-	-	-	-	-	40,500
		Asset #28380 F150	-	-	\$ 37,500	-	-	-
		Asset #28456 F250	-	\$ 47,000	-	-	-	-
		Asset #28457 F250	-	-	-	-	-	52,167
		Asset #28459 F250	-	-	-	-	-	52,167
		Asset #28462 F250	-	-	-	-	-	52,161
		Asset #28473 E26 MINI EXCAVATOR	-	-	-	\$ 73,000	-	-
		Asset #28525 TRANSIT 250	-	-	-	-	-	52,167
		Asset #28564 E26 MINI EXCAVATOR	-	-	-	\$ 73,000	-	-
		Asset #28572 MT55	-	-	\$ 96,000	-	-	-
		Asset #28573 MT55	-	\$ 95,000	-	-	-	-
		Asset #28574 MT55	-	-	\$ 96,000	-	-	-
		Asset #28575 MT55	-	\$ 95,000	-	-	-	-
		Asset #28626 F550	-	-	-	-	-	52,167
		Asset #28691 E35	-	-	-	-	-	76,358
		Asset #28692 E35	-	-	-	-	-	-
		Asset #28839 F150	-	-	-	-	\$ 75,000	-
		Asset #28840 F150	-	-	-	-	-	40,575
		Asset #28879 F250	-	-	-	-	-	40,500
		Asset #28904 MT55	-	-	-	\$ 98,000	-	-
		Asset #28974 MT55	-	-	-	\$ 98,000	-	-
		Asset #28996 F150	-	-	-	-	-	40,575
		Asset #29026 LT-1619-WL	-	-	-	-	-	23,000
		Asset #29027 LT-1619-WL	-	-	-	-	-	23,000
		Asset #29028 LT-1619-WL	-	-	-	-	-	23,185
		Asset #29060 ESCAPE	-	-	-	-	-	40,000
		Asset #29334 LT-1619-WL	-	-	-	-	-	23,185
		Asset #29336 LT-1619-WL	-	-	-	-	-	23,185
		F250	115,200	-	-	-	-	-
		Fleet Vac Truck	538,690	-	-	-	-	-
		Future Position Vehicles	-	\$ 1,380,200	\$ 90,100	\$ 1,090,000	-	-
Grand Total			\$ 12,394,061	\$ 10,887,712	\$ 10,781,435	\$ 13,150,742	\$ 12,482,271	\$ 9,929,935

GLOSSARY

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.

GLOSSARY

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.

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 management, 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

GLOSSARY

it designates the financial plan presented to the appropriating body for adoption, and sometimes the plan finally approved by that body. It is usually necessary to specify whether the budget under consideration is proposed and tentative, or whether it has been approved by the appropriating body. The budget, once adopted, is the legal authorization to expend city funds during the fiscal year. The budget may be amended during the fiscal year by the governing body and/or management, in accordance with procedures specified by law, charter, and/or administrative rules and regulations.

Budget Calendar: The schedule of key dates, which the City follows in the preparation, and adoption of the budget.

Budget Message: A general discussion of the proposed budget as presented in writing to the legislative body.

Capital Expenditure (Outlay): An expenditure to acquire long-term assets. The asset will have a unit cost of \$5,000 or more and a useful life in excess of one year.

Capital Improvement Program (CIP): A plan for capital expenditures to be incurred each year over a period of years to meet capital needs arising from the long-term work program. It sets forth each project and its related expenditures and specifies the full resources estimated to be available to finance the projected expenditures.

Capital Lease: An agreement conveying the right to use property, plant, or equipment usually for a stated period of time where the lessee assumes all the risks and rewards of ownership.

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.

GLOSSARY

City Core Service: A service that cost-effectively enhances the health, safety, and welfare of the general population, is not redundant to services provided by other government entities or the private sector; is equitably apportioned among the general population not special sectors or groups and is one in which resources are located and distributed to make the service universally accessible to the general population.

Commercial Paper: An unsecured promissory note that is used for a specific amount, maturing on a specific day. Normally, the maximum maturity is 270 days, but the most common length is 30 days.

Communication Services Tax Simplification Law: A law created by Florida Legislature to combine communication services revenues with a two-tiered tax composed of State and local-option tax.

Comprehensive Annual Financial Report (CAFR): This report is prepared by the Accounting Division of the Financial Services Department. It is usually referred to by its abbreviation and summarizes financial data for a fiscal year in a standardized format. The CAFR is organized by fund and contains two basic types of information: a balance sheet that compares assets with liabilities and fund balance; and an operating statement that compares revenues with expenditures.

Comprehensive Plan: As required by Florida Statutes, the comprehensive plan is a definitive guide for growth management of our community. The Plan consists of eleven elements in such areas as capital improvements, land use, housing, transportation, recreation, and infrastructure and provides goals, objectives, policies and supporting documentation.

Community Development Block Grant (CDBG): An entitlement grant program authorized by the federal government, which provides a federal grant for each year in which the program is authorized by Congress. The entitlement is based upon a formula, which includes the City's population. The CDBG is limited in eligible uses of the funds to projects generally affecting low and moderate-income persons or the elimination of slums and blight.

Community Redevelopment Agency (CRA): The Community Redevelopment Agency is a dependent special district established pursuant to State law by a local government. A CRA is established in an area suffering from blighted conditions. As the property within the district's boundaries is improved, ad valorem revenue generated from the difference between the base year taxable value and the current year taxable value is returned to the CRA fund. Generated revenue is used as a mechanism to finance additional capital improvements within the area.

GLOSSARY

Continuing Appropriations: Funding approved in the current budget but not expended during that current budget year. These appropriations are carried forward into the next fiscal year for their intended purposes. (Grants and capital projects)

Debt Limit: The maximum amount of gross or net debt that is legally permitted. The Constitution of the State of Florida (FS 200.181) and the City of Cape Coral set no legal debt limit.

Debt Ratios: Comparative statistics showing the relationship between the issuer's outstanding debt and such factors as its tax base, income, or population. Such ratios are often used in the process of determining credit quality of an issue.

Debt Service: The annual payments required to support debt issues, including interest and principal payments.

Department: A basic organizational unit of government that may be sub-divided into divisions, programs, activity groups, and/or activities.

Depreciation: The decrease in value of physical assets due to use and the passage of time.

Distinguished Budget Presentation Award Program: A voluntary program administered by the Government Finance Officers Association to encourage governments to publish efficiently organized and easily readable budget documents and to provide peer recognition and technical assistance to the fiscal officers preparing them.

Efficiency: A relationship between the resource allocation (input) and the ultimate product or service delivered (output) for a particular activity. Usually expressed as "cost per service provided".

Employee Benefits: Contributions made by the City to meet commitments or obligations for employee fringe benefits. Included are the City's costs for social security and various pensions as well as medical and life insurance plans.

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.

GLOSSARY

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.

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.

GLOSSARY

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

GLOSSARY

and local governments are GASB pronouncements. Every government should prepare and publish financial statements in conformity with GAAP.

Government Finance Officers Association (GFOA): GFOA is the professional association of state/provincial and local finance officers in the United States and Canada, as has served the public finance profession since 1906. Approximately 16,000 GFOA members are dedicated to the sound management of government financial resources.

Governmental Funds: Funds used to finance the acquisition, usage, and balances of the City's expendable financial resources. The City utilizes the following governmental funds: General Fund, Debt Service Fund, Special Revenue Fund, and Capital Projects Fund.

Grant: An award or contribution of funding provided by a governmental unit or other type of organization to aid in support of a particular governmental program.

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.

GLOSSARY

Intergovernmental Revenue: Revenue collected by one government and distributed (usually through some predetermined formula) to another level of government(s).

Interlocal Agreement: A contractual agreement between two or more governmental entities.

Internal Service Fund: A fund established to account for an entity which provides goods and services to other City entities and charges those entities for the goods and services provided. Example: self-insurance funds and maintenance funds for Fleet and Facilities.

Legally Adopted Budget: The total of the budgets of each City fund including budgeted transactions between funds adopted by the legislative body each fiscal year.

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

GLOSSARY

related to compensated absences and claims and judgments which are recognized when due. All governmental funds are accounted for using the modified accrual basis of accounting.

Multi-Year Fiscal Forecast: An estimation of revenues and expenditures over a period of five or more years with the use of relevant financial, economic, and demographic information. It serves as an aid to elected and administrative officials in anticipating future fiscal issues, enabling them to take corrective action where necessary. It also assists the staff and Council in operations planning and strengthens estimates of revenues and expenditures in the annual budget process.

Net position: The differences between an enterprise fund's assets and liabilities.

Non-Ad Valorem Assessment: A fee levied on certain properties to defray all, or part of the cost of a specific capital improvement or service deemed to benefit those properties. The value of the property is not considered when calculating a Non-Ad Valorem Assessment. Instead, the cost of the facility or service is allocated proportionately to the benefited properties in a defined area. It is sometimes referred to as a Special Assessment. Generally, this is collected by the Tax Collector's Office on the annual consolidated tax bill along with Ad Valorem Taxes.

Objective: Something to be accomplished in specific, well defined, and measurable terms and that is achievable within a specified time frame. A good statement of objectives should state a specific standard of performance for a given program: (1) An operational objective focuses on service delivery. (2) A managerial objective focuses on those aspects of management that help staff achieve operational objectives; i.e., staff training, work plan development, etc.

Operating Lease: A lease that is paid out of current operating income.

Operating Transfers: Legally authorized transfers between object codes as needed to balance specific line items.

Ordinance: A formal legislative enactment by the City that carries the full faith and effect of the law within corporate boundaries of the City unless in conflict with any higher form of law, such as state or federal.

Outcomes: Quality performance measures of effectiveness and of achieving goals. (e.g. customer satisfaction, awareness level, etc.)

Outputs: Process performance measures of efficiency and productivity. (e.g., per capita expenditures, transactions per day, etc.)

GLOSSARY

Pay-as-You-Go Financing: A method of paying for the capital projects that relies on current tax and grant revenues rather than on debt.

Per capita: A measurement of the proportion of some statistic to an individual resident determined by dividing the statistic by the current population.

Performance Budget: A budget which relates expenditures to measures of activity and performance.

Performance Measures: Data collected to determine how effective and and/or efficient a program is in achieving its objectives. The measures are also reported for prior years to allow comparison and evaluation. Performance measures include workload indicators, effectiveness and efficiency standards, and outcomes.

Potable Water: Water that is safe to drink.

Present Value: The discounted value of a future amount of cash, assuming a given rate of interest, to take into account the time value of money. A dollar is worth a dollar today but is worth less than today's dollar tomorrow.

Projected Expense: The estimated expense through the end of the current fiscal year for a respective budget line item.

Property Tax: Another term for Ad Valorem Tax. See Ad Valorem Tax.

Proprietary Funds: All assets, liabilities, equities, revenues, expenses, and transfers relating to the City's business and quasi-business activities. The City utilizes two types of proprietary funds, Enterprise Funds, and Internal Services Fund.

Quality: Excellence as defined by the customer.

Resolution: A legislative act by the City with less legal formality than an ordinance.

Revenues: Monies received from all sources (with exception of fund balance) which will be used to fund expenditures in a fiscal year.

GLOSSARY

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.

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 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.

GLOSSARY

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.

GLOSSARY

ACRONYMS

ADA	Americans with Disabilities Act	JPA	Joint Participation Agreement
ALS	Advanced Life Support	LAP	Local Agency Program
AMP	Asset Management Program	MGD	Million Gallons per Day
ARRA	American Recovery and Reinvestment Act	MHz	Megahertz
BIOC	Building Industry Oversight Committee	MPO	Metropolitan Planning Organization
BRC	Budget Review Committee	NFPA	National Fire Protection Association
CAD	Computer Aided Dispatch	NPDES	National Pollutant Discharge Elimination System
CAFR	Comprehensive Annual Financial Report	OPEB	Other Post-Employment Benefits
CFEC	Capital Facility Expansion Charges	PILOT	Payment in Lieu of Taxes
CIAC	Contribution in Aid of Construction	RO	Reverse Osmosis
CDBG	Community Development Block Grant	ROW	Right-Of-Way
CERT	Community Emergency Response Team	SCADA	Supervisory Control and Data Acquisition
CIP	Capital Improvement Plan	SWFWMD	Southwest Florida Water Management District
CPI	Consumer Price Index	TDC	Tourist Development Council
CRA	Community Redevelopment Agency	TIF	Tax Incremental Financing
DCD	Department of Community Development	TRIM	Truth in Millage
EAR	Evaluation and Appraisal Report	UEP	Utilities Extension Project
EFT	Electronic Funds Transfer	WCIND	West Coast Inland Navigation District
EMS	Emergency Medical Services	WTP	Water Treatment Plant
EPA	Environmental Protection Agency	WWTP	Wastewater Treatment Plan
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		

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.

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 Cost Allocation Plans 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. To manage programs better, more agencies are utilizing this information.

METHODOLOGY

Indirect costs have been included in this allocation and details are provided in the tables to follow. Included in the allocation is the direct cost of the external auditing services, currently provided by CliftonLarsonAllen LLP.

Budgeted City expenditures were allocated for the following services:

City Council	City Manager
City Attorney	City Auditor
City Clerk	Financial Services
Human Resources	Information Technology Services
Property Management	Public Works Administration

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.

FULL COST ALLOCATION

Below is a summary of the central services recovered in this allocation and how much each chargeable fund is responsible for. The details on the statistical data for this allocation can be found in Exhibit A and Exhibit B in the pages to follow.

Summary of Allocated Costs by Department

FY 2024 Central Services to be Allocated	Non-chargeable	All Hazards	Building	CRA	Fire Operations	Gas Tax	Solid Waste	Stormwater	Water & Sewer	Yacht Basin	
Human Resources	\$13,889,030	\$ 9,131,657	\$ 7,167	\$ 619,862	\$ 1,675	\$2,031,425	\$ 838	\$ 3,102	\$ 446,336	\$1,630,565	\$ 16,403
Financial Services	10,056,651	4,435,730	25,708	174,669	31,169	393,135	8,583	44,341	342,145	4,590,422	10,749
City Clerk	1,698,462	617,078	2,880	512,598	898	140,994	448	898	47,790	373,622	1,256
City Manager	2,804,931	1,590,767	9,180	162,377	3,060	390,146	1,530	3,060	162,943	477,584	4,284
Information Tech	10,649,828	7,145,987	53,788	745,333	7,684	783,754	-	15,368	315,039	1,582,875	-
City Auditor	1,098,387	800,717	-	147,695	48,829	82,366	-	-	-	18,780	-
City Council	989,954	831,431	-	11,323	12,941	8,088	3,235	12,941	25,881	82,496	1,618
City Attorney	2,020,030	1,145,625	6,611	116,939	2,204	280,971	1,102	2,204	117,347	343,942	3,085
Public Works	1,459,325	987,762	-	-	12,226	-	3,722	7,443	403,519	44,653	-
Property Mgmt.	5,947,617	4,338,996	56	41,160	92,616	905,220	-	20,131	96,564	389,844	63,030
External Auditor	156,064	82,996	376	3,891	-	16,868	172	-	7,342	44,220	199
	\$50,770,279	\$ 31,108,746	\$ 105,766	\$2,535,847	\$ 213,302	\$5,032,967	\$ 19,630	\$ 109,488	\$1,964,906	\$9,579,003	\$ 100,624

FULL COST ALLOCATION

Central services provided by the General Fund are charged to Special Revenue, Internal Service and Enterprise Funds for reimbursement. Management determines which funds are charged for the centralized services. Below are the funds that reimburse the General Fund for the provided services.

Central Service Reimbursement to the General Fund

Fund Name	FY 2022 Actual Allocation	FY 2023 Adopted ¹ Allocation	FY 2023 Amended ² Allocation	FY 2024 Adopted Allocation	FY 2025 Forecast Allocation	FY 2026 Forecast Allocation
All Hazards Fund	\$ -	\$ -	\$ -	\$ 105,710	\$ 108,881	\$ 112,147
Building Fund	1,523,874	1,497,066	2,106,300	2,494,687	2,569,528	2,646,614
CDBG Fund	58,550	55,654	52,178	-	-	-
CRA Fund	-	-	-	120,686	124,307	128,036
Fire Operations Fund	-	-	-	4,127,747	4,251,579	4,379,126
Gas Tax	-	-	-	19,630	20,219	20,826
Golf Course Fund	480,990	440,975	-	-	-	-
Solid Waste Fund	-	-	-	89,357	92,038	94,799
Stormwater Fund	1,287,089	1,208,227	1,176,548	1,720,584	1,772,202	1,825,368
Water & Sewer Fund	4,453,497	4,196,146	5,066,192	5,421,302	5,583,941	5,751,459
Waterpark Fund	100,999	-	-	-	-	-
Yacht Basin Fund	40,995	38,326	48,524	36,528	37,624	38,753
Total Charge Back	\$7,945,993	\$7,436,394	\$8,449,742	\$14,136,231	\$14,560,319	\$14,997,128

¹ FY 2023 Adopted allocation was budgeted at a 2% escalation from FY 2022's Adopted allocation.

² FY 2023 Amended allocation has been updated with 2021 actuals. The updated pension calculation, which charge each Fund, Department, Division respectively, was also included.

FULL COST ALLOCATION

Included in this allocation is the reimbursement to the Risk Management Fund for Property & Liability services. Prior to FY 2024, this allocation was done through the same methodology within the Financial Services Department. It is now illustrated here in the full cost allocation.

Central Service Reimbursement to Risk Management Fund

Fund Name	FY 2022 Actual Allocation	FY 2023 Adopted ¹ Allocation	FY 2023 Amended ² Allocation	FY 2024 Adopted Allocation	FY 2025 Forecast Allocation	FY 2026 Forecast Allocation
Stormwater Fund	\$ 141,376	\$ 124,084	\$ 124,084	\$ 147,758	\$ 152,191	\$ 156,757
Water & Sewer Fund	3,479,123	3,207,916	3,207,916	3,767,857	3,880,893	3,997,320
Yacht Basin Fund	1,492	1,152	1,152	1,066	1,098	1,131
Total Charge Back	\$3,621,991	\$3,333,152	\$3,333,152	\$3,916,681	\$4,034,182	\$4,155,208

¹ FY 2024 Full Cost Allocation now includes Property & Liability. The service in prior years was allocated manually.

Also included in the full cost allocation is the reimbursement to the Property Management Fund for facilities maintenance services. Prior to FY 2024, this allocation was charged back on a department basis by labor rate through work orders.

Central Service Reimbursement to Property Management Fund

Fund Name	FY 2022 Actual Allocation	FY 2023 Adopted ¹ Allocation	FY 2023 Amended ² Allocation	FY 2024 Adopted Allocation	FY 2025 Forecast Allocation	FY 2026 Forecast Allocation
All Hazards Fund				\$ 56	\$ 58	\$ 60
Building Fund				41,160	42,395	43,667
CRA Fund				92,616	95,394	98,256
Fire Operations Fund				905,220	932,377	960,348
Solid Waste Fund				20,131	20,735	21,357
Stormwater Fund				96,564	99,461	102,445
Water & Sewer Fund				389,844	401,539	413,585
Yacht Basin Fund				63,030	64,921	66,869
Total Charge Back	\$ -	\$ -	\$ -	\$1,608,621	\$1,656,880	\$1,706,587

¹ FY 2024 Full Cost Allocation now includes Property & Liability. The service in prior years was allocated manually.

FULL COST ALLOCATION

EXHIBIT A

Detailed Allocation Results - Indirect Costs

Services Provided	FY 2024 Proposed Budget	Service Allocation Basis	All Hazards	Building Code	CDBG/SHIP/ NSP	CRA	Economic & Business Devel	Fire Operations	Gas Tax	General Fund	Lot Mowing	Parks Impact	Public Safety Impact Fees	Road Impact	Solid Waste	Stormwater Operations	Water & Sewer Operations	Yacht Basin	All Other	
City Council	989,954	Council Agenda Items	\$ -	\$ 11,323	\$ 22,646	\$ 12,941	\$ 9,705	\$ 8,088	\$ 3,235	\$ 516,005	\$ 6,470	\$ -	\$ 6,470	\$ -	\$ 12,941	\$ 25,881	\$ 82,496	\$ 1,618	\$ 270,135	
City Attorney	2,020,030	# of FIEs	6,611	116,939	1,102	2,204	2,204	280,971	1,102	1,020,014	4,958	-	-	-	2,204	117,347	343,942	3,085	117,347	
City Auditor	1,098,387	Internal Audit Hours	-	147,695	-	48,829	-	82,366	-	575,620	-	-	-	-	-	-	18,780	-	225,097	
City Manager - Administration	1,452,303	# of FIEs	4,753	84,074	792	1,584	1,584	202,005	792	733,340	3,565	-	-	-	-	1,584	84,367	247,278	2,218	84,367
City Manager - Communications	1,352,626	# of FIEs	4,427	78,303	738	1,476	1,476	188,141	738	683,010	3,320	-	-	-	-	1,476	78,576	230,306	2,066	78,576
City Clerk - Admin	776,070	# of FIEs	2,540	44,927	423	847	847	107,946	423	391,877	1,905	-	-	-	-	847	45,083	132,138	1,185	45,083
City Clerk - Communications	46,599	# of FIEs	153	2,698	25	51	51	6,482	25	23,530	114	-	-	-	-	51	2,707	7,934	71	2,707
City Clerk - Records	875,793	Files Imaged	187	464,973	-	-	7,915	26,566	-	128,938	-	-	-	-	-	-	233,550	-	13,665	
Finance - Accounts Payable	404,699	A/P Transactions	1,932	7,069	4,727	1,028	1,345	15,629	146	177,028	3,374	579	299	123	1,801	22,437	19,521	1,207	68,369	
Finance - Administration	937,403	# of FIEs	3,068	54,266	511	1,023	1,023	130,386	511	473,342	2,301	-	-	-	-	1,023	54,455	159,608	1,432	54,455
Finance - Accounting	660,609	Accounting Transactions	2,463	56,143	7,032	3,015	2,238	39	2,874	262,279	6,407	1,280	3,875	1,535	3,309	31,629	73,227	4,481	149,964	
Finance - Management/Budget	747,018	Budget Expenditures	1,830	18,787	25,827	21,052	1,839	72,565	3,242	305,417	8,184	131	199	408	33,009	30,374	48,962	1,334	100,415	
Finance - Payroll	205,454	# of FIEs	672	11,894	112	224	224	28,577	112	103,744	504	-	-	-	-	224	11,935	17,491	314	11,935
Finance - Procurement	800,905	Purchase Orders Processed	15,373	11,440	1,073	4,826	1,877	145,684	1,698	282,252	3,664	-	715	89	4,648	42,007	141,598	894	86,427	
Finance - Treasury ¹	682,266	Cashier Transactions	370	15,070	-	1	489	255	-	3,481	5	481	1,090	481	327	1,550	362,158	21	101,505	
Finance - Treasury ¹	-	Rec Trac Transactions	-	-	-	-	-	-	-	66,900	-	-	-	-	-	-	-	-	1,326	
HR - Admin	530,663	# of FIEs	1,737	30,720	289	579	579	73,811	289	267,958	1,303	-	-	-	-	579	30,827	90,354	810	30,827
HR - Comp and Class	505,197	# of FIEs	1,653	29,246	276	551	551	70,269	276	255,099	1,240	-	-	-	-	551	29,348	86,018	772	29,348
HR - Employee Benefits	167,987	# of FIEs	550	9,725	92	183	183	23,366	92	84,825	412	-	-	-	-	183	9,759	28,602	257	9,759
HR - Employee Development	202,892	# of FIEs	664	11,745	111	221	221	28,221	111	102,450	498	-	-	-	-	221	11,786	34,546	310	11,786
HR - Employee Labor Relations	128,838	# of FIEs	422	7,458	70	141	141	17,920	70	65,057	316	-	-	-	-	141	7,484	21,937	197	7,484
HR - Recruitment	615,953	# of Requisitions (Personnel)	2,141	67,091	-	-	714	18,557	-	388,272	-	-	-	-	-	1,427	5,710	89,931	-	42,110
HR - Referee	11,737,500	# of Retirees	-	463,877	-	-	-	1,799,281	-	7,829,686	-	-	-	-	-	-	351,422	1,279,177	14,057	-
ITS - All Divisions	10,649,828	# of Devices	53,787	745,334	7,684	7,684	15,368	783,754	-	6,469,809	15,368	-	-	-	-	15,368	315,038	1,582,875	-	637,760
Public Works - Administration	1,068,080	# of Public Works FIEs	-	-	-	-	-	-	3,722	349,824	13,025	-	-	-	-	7,443	385,179	1,861	-	307,026
Public Works - Real Estate	391,245	# of Real Estate transactions	-	-	-	-	-	-	-	152,830	-	-	-	-	-	-	18,340	42,792	-	165,056
Property Liability	5,618,297	\$ of Assets	-	-	-	-	-	-	-	1,699,453	-	-	-	-	-	-	147,758	3,767,857	1,066	2,163
Property Management	5,947,617	# of Labor Hours	56	41,160	-	92,616	-	905,220	-	3,045,345	-	-	-	-	-	20,131	96,564	389,844	63,030	1,293,651
Annual External Audit	156,064	Actual Expenditures	376	3,891	903	-	213	16,868	172	61,945	1,582	282	683	108	-	7,342	44,220	199	17,279	
	\$ 50,770,279			\$ 105,765	\$ 2,535,848	\$ 74,433	\$ 213,302	\$ 50,787	\$ 5,032,967	\$ 19,630	\$ 26,519,330	\$ 78,515	\$ 2,753	\$ 13,331	\$ 2,744	\$ 109,488	\$ 1,964,905	\$ 9,579,003	\$ 100,624	\$ 3,965,625

¹ Cashier Transactions for all funds except: Golf Course and Yacht Basin which uses Rec Trac System and not the Cashier Office.

City of Cape Coral, Florida
FY 2024 - 2026 Adopted Budget



FULL COST ALLOCATION

EXHIBIT B

FY 2022 Data for Allocation Basis

Service Allocation Basis	All Hazards	Building Code	CDBG/SHIP/NSP	Economic & Business Devel		Fire Operations	Gas Tax	General Fund	Lot Mowing	Parks Impact	Public Safety Impact Fees	Road Impact	Solid Waste	Stormwater Operations	Water & Sewer Operations	Yacht Basin	All Other	
				CRA	Devel													
1 # of FTEs	6.00	106.13	1.00	2.00	2.00	255.00	1.00	925.73	4.50	-	-	-	-	2.00	106.50	312.15	2.80	106.50
2 # of Retirees	-	33	-	-	-	128	-	557	-	-	-	-	-	-	25	91	1	
3 Accounting Transactions	504	11,488	1,439	617	458	8	588	53,668	1,311	262	793	314	677	6,472	24,973	917	30,686	
4 Budget Expenditures Dollar Value	1,006,107	10,329,867	14,200,427	11,574,840	1,011,229	39,898,173	1,782,319	167,927,199	4,500,062	72,294	109,364	224,088	18,149,518	16,700,253	67,301,649	733,398	55,211,207	
5 A/P Transactions	517	1,892	1,265	275	360	4,183	39	47,379	903	155	80	33	482	6,005	26,123	323	18,298	
6 Purchase Orders Processed	172	128	12	54	21	1,630	19	3,158	41	-	8	1	52	470	2,218	10	967	
7 Cashier Transactions ¹	3,516	143,293	-	9	4,652	2,426	-	33,098	48	4,578	10,361	4,575	3,112	14,738	4,648,976	198	965,193	
8 Rec Trac Transactions ¹	-	-	-	-	-	-	-	613,294	-	-	-	-	-	-	-	-	12,157	
9 Council Agenda Items	-	7	14	8	6	5	2	319	4	-	4	-	8	16	51	1	167	
10 Internal Audit Hours	-	551	-	182	-	307	-	2,146	-	-	-	-	-	-	70	839		
11 Files Imaged	621	1,547,605	-	-	26,343	88,420	-	429,154	-	-	-	-	-	-	777,342	45,481		
12 Complaints/Inquiries	-	85	-	-	-	5	282	9,342	385	-	-	-	-	8,392	1,911	1,585	8	
13 # of Devices	7	97	1	1	2	102	-	842	2	-	-	-	2	41	206		83	
14 # of Requisitions (Personnel)	3	94	-	-	1	26	-	544	-	-	-	-	2	8	126	59		
15 # of Real Estate transactions	-	-	-	2	-	-	-	25	-	-	-	-	3	7	27		27	
16 # of Public Works FTEs	-	-	-	-	-	-	1.00	94.00	3,50	-	-	-	2.00	103.50	0.50		82.50	
17 # of Labor Hours	0.25	183.50	-	412.90	-	4,035.65	-	13,576.75	-	-	-	-	89.75	430.50	1,738.00	281.00	5,767.35	
18 \$ of Assets	-	-	-	-	-	-	-	486,207,705	-	-	-	-	-	42,272,919	1,077,970,996	305,113	618,854	
19 # of Stored Boxes	-	1	-	-	-	11	-	1,839	-	-	-	-	27	-	175		7	
20 Actual Expenditures	902,944	9,334,064	2,165,605	-	510,867	40,465,838	412,350	148,600,665	3,795,546	675,971	1,639,629	259,889	-	17,613,357	106,080,344	478,533	41,451,288	

¹ Cashier Transactions for all funds except: Golf Course and Yacht Basin which uses Rec Trac System and not the Cashier Office.

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City of Cape Coral, Florida
FY 2024 - 2026 Adopted Budget



ORDINANCE 70 - 23

AN ORDINANCE ADOPTING THE CITY OF CAPE CORAL OPERATING BUDGET, REVENUES AND EXPENDITURES, AND CAPITAL BUDGET FOR THE FISCAL YEAR 2024 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 2024.

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 7, 2023, at 5:05 P.M. and September 21, 2023, 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, revenue, expenditures, and capital budget for the fiscal year 2024, 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.

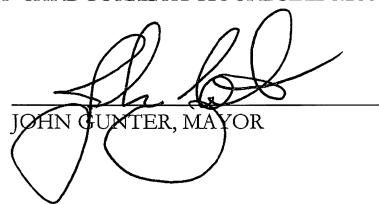
SECTION 7. Reserve appropriations shall not be expended without approval of the City Council.

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 SESSION
THIS 21st DAY OF September, 2023.



JOHN GUNTER, MAYOR

VOTE OF MAYOR AND COUNCILMEMBERS:

GUNTER	<u>aye</u>	CUMMINGS	<u>aye</u>
STEINKE	<u>aye</u>	WELSH	<u>excused</u>
SHEPPARD	<u>aye</u>	LONG	<u>excused</u>
HAYDEN	<u>aye</u>	COSDEN	<u>aye</u>

ATTESTED TO AND FILED IN MY OFFICE THIS 21st DAY OF September,
2023.



KIMBERLY BRUNS
CITY CLERK

APPROVED AS TO FORM:



ALEKSANDR BOKSNAR
CITY ATTORNEY
ord/Budget-FY24 Operating

CITY OF CAPE CORAL
FY 2024 BUDGET - BY FUND
ATTACHMENT A TO ORDINANCE 70-23

**FY 2024 ADOPTED
BUDGET ORD 70-23**

GENERAL FUND - 001

REVENUES

Fund Balance Brought Forward	\$ 2,250,000
Ad Valorem Taxes	132,688,591
Sales and Use Taxes	16,101,802
Licenses, Permits, Franchise Fees & Impact Fees	7,893,878
Charges for Service	9,138,749
Internal Service Charges	15,796,364
Intergovernmental	35,079,474
Fines and Forfeitures	697,838
Miscellaneous	2,491,623
Interfund Transfers	6,130,987

Total General Fund Revenues \$ 228,269,306

EXPENDITURES

City Council

Personnel Services	\$ 784,509
Operating	210,189

City Attorney

Personnel Services	2,442,719
Operating	145,199

City Auditor

Personnel Services	921,973
Operating	216,901

City Manager

Personnel Services	2,349,534
Operating	787,434

City Clerk

Personnel Services	1,545,831
Operating	204,205
Capital Outlay	16,000

Development Services

Personnel Services	6,780,750
Operating	892,106
Capital Outlay	112,000

Financial Services

Personnel Services	4,183,749
Operating	367,410

Human Resources

Personnel Services	1,750,218
Operating	431,585

Information Technology Services

Personnel Services	4,333,739
Operating	6,390,861
Capital Outlay	1,255,000

**CITY OF CAPE CORAL
FY 2024 BUDGET - BY FUND
ATTACHMENT A TO ORDINANCE 70-23**

**FY 2024 ADOPTED
BUDGET ORD 70-23**

Parks and Recreation	
Personnel Services	15,032,872
Operating	11,835,208
Capital Outlay	1,488,136
Transfers Out	515,000
Police	
Personnel Services	59,762,557
Operating	6,963,796
Capital Outlay	2,548,311
Public Works	
Personnel Services	9,645,031
Operating	8,511,194
Capital Outlay	1,068,830
Transfers Out	3,601,360
Government Services	
Expenditures	
Personnel Services	12,449,656
Operating	20,102,705
Transfers Out	34,099,146
Reserves	4,523,592
Appropriations & Reserves General Fund	<u>\$ 228,269,306</u>

**CITY OF CAPE CORAL
FY 2024 BUDGET - BY FUND
ATTACHMENT A TO ORDINANCE 70-23**

**FY 2024 ADOPTED
BUDGET ORD 70-23**

SPECIAL REVENUE FUNDS

ADDITIONAL FIVE CENT GAS TAX FUND - 105

REVENUES

Sales and Use Taxes	\$	5,261,883
Total Additional Five Cent Gas Tax Fund Revenues	<u>\$</u>	<u>5,261,883</u>

EXPENDITURES

Personnel Services	\$	3,880,600
Operating		400,000
Transfers Out		412,000
Reserves		569,283
Appropriations & Reserves Additional Five Cent Gas Tax Fund	<u>\$</u>	<u>5,261,883</u>

SIX CENT GAS TAX FUND - 106

REVENUES

Sales & Use Taxes	\$	7,154,163
Total Six Cent Gas Tax Fund Revenues	<u>\$</u>	<u>7,154,163</u>

EXPENDITURES

Personnel Services	\$	477,802
Operating		5,828,630
Capital Outlay		344,672
Reserves		503,059
Appropriations & Reserves Six Cent Gas Tax Fund	<u>\$</u>	<u>7,154,163</u>

ROAD IMPACT FUND - 110

REVENUES

Fund Balance Brought Forward	\$	19,818,743
Licenses, Permits, Franchise Fees & Impact Fees		16,170,026
Total Road Impact Fund Revenues	<u>\$</u>	<u>35,988,769</u>

EXPENDITURES

Operating	\$	242,551
Transfers Out		35,746,218
Appropriations & Reserves Road Impact Fee Fund	<u>\$</u>	<u>35,988,769</u>

**CITY OF CAPE CORAL
FY 2024 BUDGET - BY FUND
ATTACHMENT A TO ORDINANCE 70-23**

**FY 2024 ADOPTED
BUDGET ORD 70-23**

PARK IMPACT FEE FUNDS - 112

REVENUES

Licenses, Permits, Franchise Fees & Impact Fees	\$	4,897,080
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Total Park Impact Fee Funds Revenues	<u>\$</u>	<u>4,897,080</u>
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EXPENDITURES

Operating	\$	73,457
Capital Outlay		2,095,061
Transfers Out		2,728,562

Appropriations & Reserves Park Impact Fee Funds	<u>\$</u>	<u>4,897,080</u>
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POLICE PROTECTION IMPACT FEES - 113

REVENUES

Licenses, Permits, Franchise Fees & Impact Fees	\$	2,635,478
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Total Police Protection Impact Fee Fund Revenues	<u>\$</u>	<u>2,635,478</u>
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EXPENDITURES

Operating	\$	39,532
Capital Outlay		511,000
Transfers Out		1,802,780
Reserves		282,166

Appropriations & Reserves Police Protection Impact Fee Fund	<u>\$</u>	<u>2,635,478</u>
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ALS IMPACT FEES - 114

REVENUES

Licenses, Permits, Franchise Fees & Impact Fees	\$	189,876
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Total ALS Fund Revenues	<u>\$</u>	<u>189,876</u>
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EXPENDITURES

Operating	\$	2,330
Reserves		187,546

Appropriations & Reserves ALS Fund	<u>\$</u>	<u>189,876</u>
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CITY OF CAPE CORAL
FY 2024 BUDGET - BY FUND
ATTACHMENT A TO ORDINANCE 70-23

**FY 2024 ADOPTED
BUDGET ORD 70-23**

FIRE IMPACT CAPITAL IMPROVEMENT FEE FUND - 115

REVENUES

Fund Balance Brought Forward	\$	949,156
Licenses, Permits, Franchise Fees & Impact Fees		2,540,124
Total Fire Impact Capital Improvement Fee Fund Revenues	\$	<u>3,489,280</u>

EXPENDITURES

Operating	\$	39,102
Capital Outlay		389,500
Transfers Out		3,060,678
Appropriations & Reserves Fire Impact Capital Improvement Fee Fund	\$	<u>3,489,280</u>

POLICE CONFISCATION - FEDERAL - 122

REVENUES

Fund Balance Brought Forward	\$	28,215
Total Police Confiscation-Federal Fund Revenues	\$	<u>28,215</u>

EXPENDITURES

Operating	\$	28,215
Appropriations & Reserves Police Confiscation - Federal Fund	\$	<u>28,215</u>

CRIMINAL JUSTICE EDUCATION (Police Training) - 123

REVENUES

Fund Balance Brought Forward	\$	5,234
Fines & Forfeitures		21,000
Total Police Criminal Justice Education Fund Revenues	\$	<u>26,234</u>

EXPENDITURES

Operating	\$	26,234
Appropriations & Reserves Criminal Justice Education Fund	\$	<u>26,234</u>

DO THE RIGHT THING - 125

REVENUES

Miscellaneous	\$	8,323
Total Do The Right Thing Fund Revenues	\$	<u>8,323</u>

EXPENDITURES

Operating	\$	8,323
Appropriations & Reserves Do The Right Thing Fund	\$	<u>8,323</u>

CITY OF CAPE CORAL
FY 2024 BUDGET - BY FUND
ATTACHMENT A TO ORDINANCE 70-23

**FY 2024 ADOPTED
BUDGET ORD 70-23**

ALL HAZARDS FUND - 130

REVENUES

Ad Valorem Taxes	\$	1,660,808
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Total All Hazards Fund Revenues	<u>\$</u>	<u>1,660,808</u>
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EXPENDITURES

Personnel Services	\$	709,250
Operating		525,385
Capital Outlay		25,457
Reserves		400,716

Appropriations & Reserves All Hazards Fund	<u>\$</u>	<u>1,660,808</u>
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FIRE OPERATIONS FUND - 132

REVENUES

Sales and Use Taxes	\$	1,479,609
Intergovernmental		100,000
Special Assessment		43,157,314
Charges for Service		500,886
Miscellaneous		175,265
Interfund Transfers		22,118,515

Total Fire Operations Fund Revenues	<u>\$</u>	<u>67,531,589</u>
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EXPENDITURES

Personnel Services	\$	49,940,391
Operating		11,540,124
Capital Outlay		3,339,395
Debt Service		-
Transfers Out		2,711,679

Appropriations & Reserves Fire Operations Fund	<u>\$</u>	<u>67,531,589</u>
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DEL PRADO PARKING LOT MAINTENANCE - 135

REVENUES

Fund Balance Brought Forward	\$	48,000
Special Assessments		39,965

Total Del Prado Mall Maintenance Fund Revenues	<u>\$</u>	<u>87,965</u>
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EXPENDITURES

Operating	\$	87,965
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Appropriations & Reserves Del Prado Mall Maintenance Fund	<u>\$</u>	<u>87,965</u>
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CITY OF CAPE CORAL
FY 2024 BUDGET - BY FUND
ATTACHMENT A TO ORDINANCE 70-23

**FY 2024 ADOPTED
BUDGET ORD 70-23**

LOT MOWING FUND - 136

REVENUES

Charges for Service	\$	4,620,100
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Total Lot Mowing Fund Revenues	\$	<u>4,620,100</u>
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EXPENDITURES

Personnel Services	\$	273,639
Operating		4,016,640
Reserves		329,821

Appropriations & Reserves Lot Mowing Fund	\$	<u>4,620,100</u>
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ECONOMIC AND BUSINESS DEVELOPMENT - 137

REVENUES

Fund Balance Brought Forward	\$	531,288
Sales & Use Taxes		650,000
Intergovernmental		124,800

Total Economic and Business Development Fund Revenues	\$	<u>1,306,088</u>
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EXPENDITURES

Personnel Services	\$	481,181
Operating		824,907

Appropriations & Reserves Economic and Business Development Fund	\$	<u>1,306,088</u>
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BUILDING CODE DIVISION FUND - 140

REVENUES

Fund Balance Brought Forward	\$	4,938,080
Licenses, Permits, Franchise Fees & Impact Fees		11,280,000
Charges for Service		477,500
Fines & Forfeitures		10,000
Miscellaneous		750

Total Building Code Division Revenues	\$	<u>16,706,330</u>
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EXPENDITURES

Personnel Services	\$	11,801,561
Operating		4,882,666
Transfers Out		22,103

Appropriations & Reserves Building Code Division Fund	\$	<u>16,706,330</u>
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CITY OF CAPE CORAL
FY 2024 BUDGET - BY FUND
ATTACHMENT A TO ORDINANCE 70-23

**FY 2024 ADOPTED
BUDGET ORD 70-23**

COMMUNITY DEVELOPMENT BLOCK GRANT FUND (CDBG) -141

REVENUES

Intergovernmental	\$	1,072,282
Total Community Development Block Grant Fund Revenues	\$	<u>1,072,282</u>

EXPENDITURES

Personnel Services	\$	97,259
Operating		975,023
Appropriations & Reserves Community Development Block Grant Fund	\$	<u>1,072,282</u>

LOCAL HOUSING ASSISTANCE PROGRAM TRUST FUND (S.H.I.P) -143

REVENUES

Intergovernmental	\$	2,385,694
Total Local Housing (S.H.I.P.) Fund Revenues	\$	<u>2,385,694</u>

EXPENDITURES

Personnel Services	\$	82,856
Operating		2,302,838
Appropriations & Reserves Local Housing Assistance Program Trust (S.H.I.P.)Fund	\$	<u>2,385,694</u>

COMMUNITY REDEVELOPMENT AGENCY (CRA) FUND - 150

REVENUES

Fund Balance Brought Forward	\$	-
Ad Valorem Taxes		2,439,428
Miscellaneous		41,800
Interfund Transfers		3,481,451
Total CRA Fund Revenues	\$	<u>5,962,679</u>

EXPENDITURES

Personnel Services	\$	166,243
Operating		2,566,514
Transfers Out		3,229,922
Appropriations & Reserves CRA Fund	\$	<u>5,962,679</u>

CITY OF CAPE CORAL
FY 2024 BUDGET - BY FUND
ATTACHMENT A TO ORDINANCE 70-23

**FY 2024 ADOPTED
BUDGET ORD 70-23**

Solid Waste Management Fund - 180

REVENUES

Public Service Tax	\$	21,628,146
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Total Solid Waste Fund Revenues	\$	<u>21,628,146</u>
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EXPENDITURES

Personnel Services	\$	334,904
Operating		20,767,394
Capital Outlay		31,000
Reserves		494,848

Appropriations & Reserves Solid Waste Fund	\$	<u>21,628,146</u>
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Charter School Maintenance Fund - 190

REVENUES

Public Service Tax	\$	2,640,000
Miscellaneous		1,500,000

Total Charter School Maintenance Fund Revenues	\$	<u>4,140,000</u>
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EXPENDITURES

Operating	\$	653,875
Capital Outlay		300,000
Transfers Out		3,186,125

Appropriations & Reserves Charter School Maintenance Fund	\$	<u>4,140,000</u>
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DEBT SERVICE FUND - 201

REVENUES

Ad Valorem Taxes	\$	4,139,861
Miscellaneous		179,739
Interfund Transfers		19,712,051

Total Debt Service Fund Revenues	\$	<u>24,031,651</u>
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EXPENDITURES

Operating	\$	756
Debt Service		24,030,895

Appropriations & Reserves Debt Service Fund	\$	<u>24,031,651</u>
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CITY OF CAPE CORAL
FY 2024 BUDGET - BY FUND
ATTACHMENT A TO ORDINANCE 70-23

**FY 2024 ADOPTED
BUDGET ORD 70-23**

CAPITAL PROJECTS FUNDS

TRANSPORTATION CAPITAL PROJECTS FUND - 301

REVENUES

Intergovernmental	\$ 1,329,188
Interfund Transfers	33,964,731
Debt Proceeds	15,221,241
Total Transportation Capital Project Fund Revenues	<u><u>\$ 50,515,160</u></u>

EXPENDITURES

Capital Outlay	\$ 50,515,160
Appropriations & Reserves Transportation Capital Projects Fund	<u><u>\$ 50,515,160</u></u>

P&R CAPITAL PROJECTS FUND - 305

REVENUES

Intergovernmental	\$ 2,000,000
Interfund Transfers	515,000
Total P&R Project Fund Revenues	<u><u>\$ 2,515,000</u></u>

EXPENDITURES

Capital Outlay	\$ 2,515,000
Appropriations & Reserves P&R Capital Projects Fund	<u><u>\$ 2,515,000</u></u>

FIRE CAPITAL PROJECT FUNDS - 310

REVENUES

Intergovernmental	\$ 10,000,000
Interfund Transfers	425,000
Debt Proceeds	530,450
Total Fire Capital Project Fund Revenues	<u><u>\$ 10,955,450</u></u>

EXPENDITURES

Capital Outlay	\$ 10,955,450
Appropriations & Reserves Fire Capital Projects Fund	<u><u>\$ 10,955,450</u></u>

CITY OF CAPE CORAL
FY 2024 BUDGET - BY FUND
ATTACHMENT A TO ORDINANCE 70-23

**FY 2024 ADOPTED
BUDGET ORD 70-23**

BRIDGE CAPITAL PROJECT FUND - 314

REVENUES

Interfund Transfers	\$ 1,000,000
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EXPENDITURES

Operating	1,000,000
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CRA CAPITAL PROJECT FUND - 315

REVENUES

Interfund Transfers	\$ 1,230,028
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EXPENDITURES

Capital Outlay	\$ 1,230,028
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ACADEMIC VILLAGE CAPITAL PROJECT FUND - 319

REVENUES

Interfund Transfers	\$ 100,000
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EXPENDITURES

Operating	\$ 100,000
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COMPUTER SYSTEM CAPITAL PROJECT FUND - 320

REVENUES

Interfund Transfers	\$ 2,534,297
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EXPENDITURES

Capital Outlay	\$ 2,534,297
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CITY OF CAPE CORAL
FY 2024 BUDGET - BY FUND
ATTACHMENT A TO ORDINANCE 70-23

**FY 2024 ADOPTED
BUDGET ORD 70-23**

ENTERPRISE FUNDS

WATER & SEWER UTILITY FUND - 400

REVENUES

Fund Balance Brought Forward	\$ 1,001,440
Licenses, Permits, Franchise Fees & Impact Fees	11,280,189
Special Assessments	33,874,261
Charges for Service	106,712,001
Internal Service Charges	252,365
Intergovernmental	5,000,000
Fines & Forfeitures	714,557
Miscellaneous	200,910
Debt Proceeds	202,810,135
Interfund Transfers	68,323,628

Total Water & Sewer Utility Fund Revenues

\$ 430,169,486

EXPENDITURES

Personnel Services	\$ 33,050,023
Operating	50,600,087
Capital Outlay	219,370,734
Debt Service	55,064,716
Transfers Out	67,569,007
Reserves	4,514,919

Appropriations & Reserves Water & Sewer Utility Fund

\$ 430,169,486

STORMWATER UTILITY FUND - 440

REVENUES

Fund Balance Brought Forward	\$ 5,643,909
Licenses, Permits, Franchise Fees & Impact Fees	10,000
Charges for Service	23,901,107
Fines & Forfeitures	50,000
Miscellaneous	187,500
Interfund Transfers	1,030,000
Debt Proceeds	10,811,716

Total Stormwater Utility Fund Revenues

\$ 41,634,232

EXPENDITURES

Personnel Services	\$ 11,444,576
Operating	12,621,332
Capital Outlay	15,687,216
Transfers Out	1,881,108

Appropriations & Reserves Stormwater Utility Fund

\$ 41,634,232

**CITY OF CAPE CORAL
FY 2024 BUDGET - BY FUND
ATTACHMENT A TO ORDINANCE 70-23**

**FY 2024 ADOPTED
BUDGET ORD 70-23**

YACHT BASIN FUND - 450

REVENUES

Charges for Service	\$	516,000
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Total Yacht Basin Fund Revenues	<u>\$</u>	<u>516,000</u>
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EXPENDITURES

Personnel Services	\$	83,385
Operating		163,466
Reserves		269,149

Appropriations & Reserves Yacht Basin Fund	<u>\$</u>	<u>516,000</u>
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INTERNAL SERVICE FUNDS (ISF)

RISK MANAGEMENT ISF - 502

REVENUES

Internal Service Charges	\$	10,034,667
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Total Risk Management ISF Revenues	<u>\$</u>	<u>10,034,667</u>
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EXPENDITURES

Personnel Services	\$	543,623
Operating		9,491,044

Appropriations & Reserves Risk Management ISF	<u>\$</u>	<u>10,034,667</u>
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PROPERTY MANAGEMENT ISF - 511

REVENUES

Internal Service Charges	\$	7,397,876
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Total Property Management ISF Revenues	<u>\$</u>	<u>7,397,876</u>
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EXPENDITURES

Personnel Services	\$	5,492,173
Operating		1,730,703
Capital Outlay		175,000

Appropriations & Reserves Property Management ISF	<u>\$</u>	<u>7,397,876</u>
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**CITY OF CAPE CORAL
FY 2024 BUDGET - BY FUND
ATTACHMENT A TO ORDINANCE 70-23**

**FY 2024 ADOPTED
BUDGET ORD 70-23**

FLEET INTERNAL SERVICE - 516

REVENUES

Internal Service Charges	\$	6,325,405
Total Fleet ISF Revenues	\$	<u>6,325,405</u>

EXPENDITURES

Personnel Services	\$	2,007,226
Operating		3,284,909
Capital Outlay		1,033,270
Appropriations & Reserves Fleet ISF	\$	<u>6,325,405</u>

HEALTH INSURANCE ISF - 526

REVENUES

Internal Service Charges	\$	39,139,848
Intergovernmental		1,800,000
Total Health Insurance ISF Revenues	\$	<u>40,939,848</u>

EXPENDITURES

Personnel Services	\$	266,215
Operating		40,673,633
Appropriations & Reserves Health Insurance ISF	\$	<u>40,939,848</u>

CAPITAL IMPROVEMENT PROJECT MANAGEMENT (CIPM) ISF - 550

REVENUES

Internal Service Charges	\$	3,723,203
Total CIPM ISF Revenues	\$	<u>3,723,203</u>

EXPENDITURES

Personnel Services	\$	3,237,789
Operating		403,014
Capital Outlay		82,400
Appropriations & Reserves CIPM ISF	\$	<u>3,723,203</u>

**CITY OF CAPE CORAL
FY 2024 BUDGET - BY FUND
ATTACHMENT A TO ORDINANCE 70-23**

**FY 2024 ADOPTED
BUDGET ORD 70-23**

CHARTER SCHOOL AUTHORITY OPERATING FUND

REVENUES

Fund Balance Brought Forward	\$ 13,361,349
Intergovernmental	32,271,076
Charges for Service	1,053,405
Miscellaneous	320,127
 Total Charter School Operating Fund Revenues	 <u>\$ 47,005,957</u>

EXPENDITURES

Personnel Services	\$ 23,181,235
Operating	8,525,602
Capital Outlay	174,151
Debt Service	1,738,768
Reserves	13,386,201

Appropriations & Reserves Charter School Operating Fund	<u>\$ 47,005,957</u>
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TOTAL FY 2024 BUDGET	\$ 1,095,678,548
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TOTAL FY 2024 REVENUE BUDGET	\$ 1,095,678,548
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TOTAL FY 2024 EXPENDITURE BUDGET	\$ 1,095,678,548
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FUND TYPE SUMMARY	FY 2024 ADOPTED BUDGET ORD 70-23
General Fund	\$ 228,269,306
Special Revenue	186,780,982
Debt Service	24,031,651
Capital Project	68,849,935
Enterprise	472,319,718
Internal Service	68,420,999
Charter School	47,005,957
Total	<u>\$ 1,095,678,548</u>

