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City of Cape Coral, Florida Fiscal Years 2025-2027 Adopted Budget



Budget Adopted by:
John Gunter, Mayor
Bill Steinke, District #1
Dan Sheppard, District #2
Tom Hayden, District #3
Richard Carr, District #4
Robert M. Welsh, District #5
Keith E. Long, District #6
Jessica Cosden, District #7

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

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Mark C. Mason, CPA, Financial Services Director





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TABLE OF CONTENTS

INTRODUCTION	The City	11
	Council & Staff	12
	Organizational Chart	13
	Distinguished Budget Award Presentation	14
BUDGET OVERVIEW	Understanding the Budget	27
	Financial Policies	35
	Budget Summary	37
	Strategic Plan Summary	51
	Performance Measures	93
	Adopted Budget Summary	133
	Staffing	134
	Budget Timeline	141
	Summary of Funds	142
	Budget Highlights and Summary Schedules	144
	Budget Summary	146
	Revenues	147
	Interfund Transfers	162
	Millage Rate History	163
	Revenues All Funds	164
	Expenditures All Funds	166
	Statistics	168

TABLE OF CONTENTS

DEPARTMENTS

City Attorney	181
City Auditor	187
City Clerk	193
City Council	199
City Manager	203
Community Redevelopment Agency	210
Development Services	213
Building Code	222
Emergency Management & Resilience	225
Financial Services	231
Fire	241
Government Services	249
Human Resources	255
Information Technology	263
Parks and Recreation	269
Police	279
Public Works	291
Stormwater	305
Utilities	309
Charter School	319
Debt Management Program	325
Debt Management Program Overview	327
Debt Schedules	328
Proposed Debt for FY 2025	330
Annual Debt and Credit Report Data	331

DEBT MANAGEMENT PROGRAM

Debt Management Frogram Overview	32/
Debt Schedules	328
Proposed Debt for FY 2025	330
Annual Debt and Credit Report Data	331
Debt Ratios	332
Total Principal Outstanding Debt	333
Debt Credit Ratinas	334

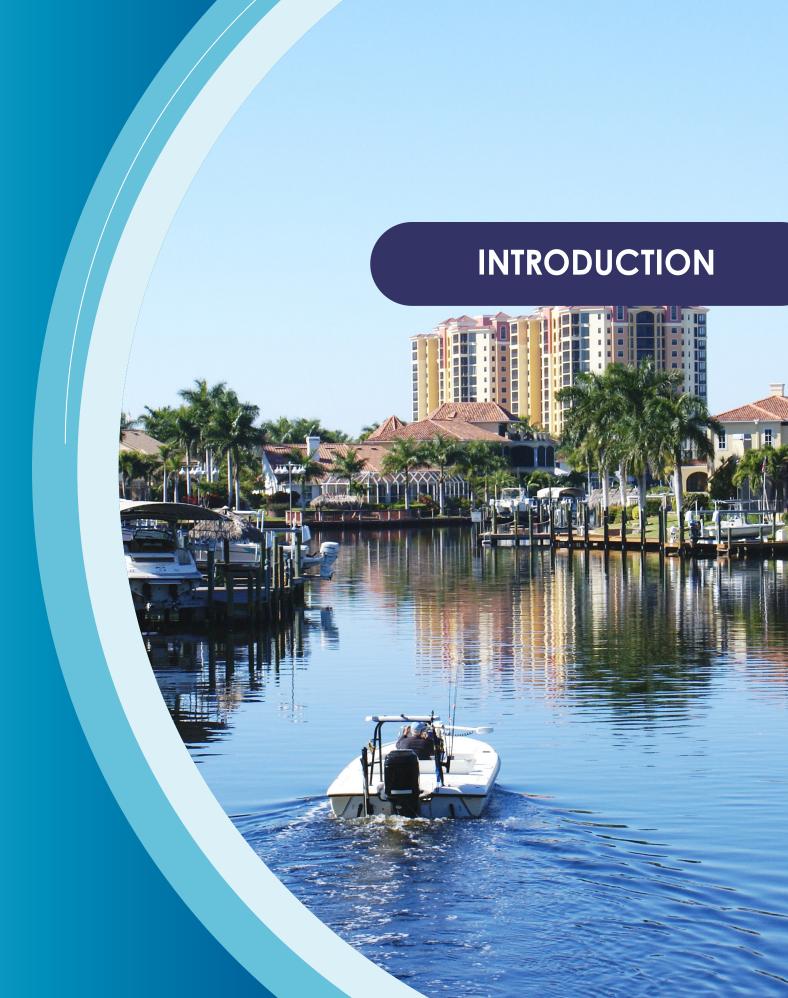


TABLE OF CONTENTS

ASSEL MANAGEMENT PROGR	AM Asset Management Program	335
	Asset Management Program Overview	337
	City Clerk	
	City Manager	347
	Development Services	350
	Emergency Management & Resilience	352
	Financial Services	353
	Fire	354
	Government Services	359
	Human Resources	360
	Information Technology	361
	Parks and Recreation	364
	Police	377
	Public Works	
	Utilities	401
APPENDICES	Financial Terms	425
	Acronyms	
	Full Cost Allocation	
	Ordinance	447











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. 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 213,301 (University of Florida, Bureau of Economic and Business Research, 2023).

In addition to broad boulevards and paved streets, the City is interlaced with over 400 miles of waterways, providing many home sites with access to the Intracoastal Waterway and the Gulf of Mexico. 40 Cityowned parks with 3 more set to open in FY25, a Cityowned municipal golf course, a Cityowned yacht club and community park, a City-leased waterpark, City-owned tennis and pickleball complexes 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.





City Council and Staff





Councilmember District 1 William Steinke



Councilmember District 2 **Dan Sheppard**



District 3 Tom Hayden



District 4 **Richard Carr**



Councilmember District 5 Robert M. Welsh



District 6 Keith E. Long



District 7 Jessica Cosden



City Manager Michael Ilczyszyn



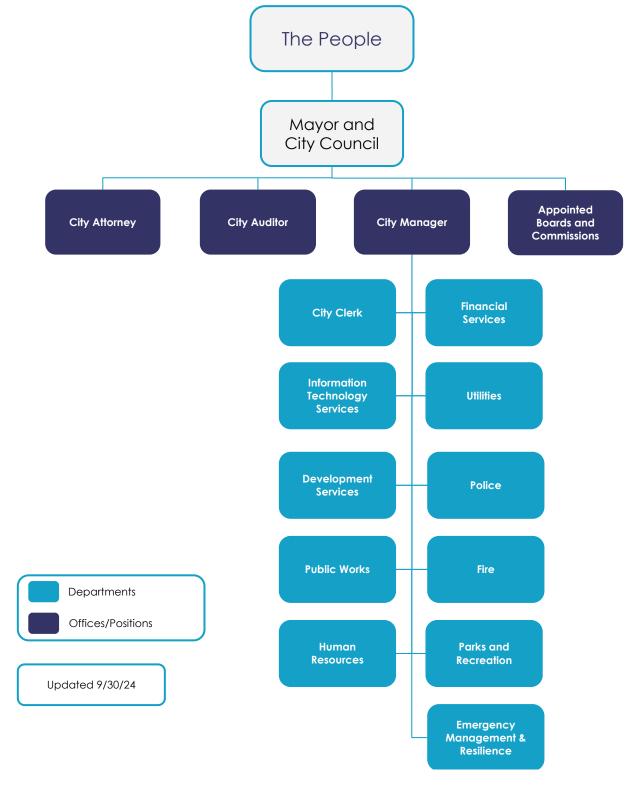
City Attorney **Aleksandr Boksner**



City Auditor Andrea R. Russell



City Manager's Organizational Chart







GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Cape Coral Florida

For the Fiscal Year Beginning

October 01, 2023

Christopher P. Morrill

Executive Director





October 2, 2024

Honorable Mayor and Members of the City Council:

I am pleased to present the City of Cape Coral's Adopted Budget for Fiscal Year 2025 and the six-year capital program for Fiscal Years 2025 through 2030. The final budget was adopted by the City Council on October 2, 2024. The FY 2025 budget provides the City with the following: enhances public safety and public facilities and amenities, invests in our key infrastructure, beautifies our neighborhoods and parks, attracts businesses, protects our environment, strengthens our charter schools and focuses on the strategic plan initiatives set forth by the City Council.

After the release of the City Manager's Proposed Budget on July 18, 2024, three 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 2025 Proposed and Adopted Budgets.

					FY 2025
		FY 2025	FY 2025	Ac	dopted Budget
Fund Type	Pro	oposed Budget	Adjustments	Oı	rdinance 60-24
General Fund	\$	242,115,123	\$ 16,370,315	\$	258,485,438
Special Revenue Fund		180,104,384	(2,005,765)		178,098,619
Debt Service Fund		28,346,598	-		28,346,598
Capital Project Fund		52,462,985	44,681,095		97,144,080
Enterprise Fund		370,418,755	15,242,517		385,661,272
Internal Service Fun		75,495,762	-		75,495,762
Charter Schools		35,171,500	-		35,171,500
Total	\$	984,115,107	\$ 74,288,162	\$	1,058,403,269

The following is an explanation of variances included in the adopted budget not originally within the FY 2025 Proposed Budget:

General Fund: The General Fund saw an increase of \$16,370,315. The net increase in the General Fund consists of a reduction in Ad Valorem revenues of \$1,432,275 as a result of a decrease to the millage rate from 5.3694 Mills to 5.2188 Mills. In addition, we added a TDC grant for \$170,233 and added a Use of Fund Balance of \$17,632,357. In the General Fund, the City Attorney's Office staffing request was reduced by 3 positions, and 5 Traffic Officers for the Police Department were added for 6 months. The City will be using Fund Balance to purchase the property known as the Old Golf Course and to allocate funds for the remediation, maintenance, and improvements.





Special Revenue Funds: The Special Revenue Fund saw a net decrease of \$2,005,765 due to the reduction of 5 Cent and 6 Cent Gas Tax estimates received from the State as well as a reduction to expenditures in the Lot Mowing Assessment Fund.

Capital Projects Funds: In the Capital Projects Funds, there was a net increase of \$44,681,095 over the proposed budget. The City recognized the addition of the CDBG-DR Grant funds of \$29,904,200 for an Emergency Management and Resilience Recreation Center and Emergency Hub along with a City match of \$5,537,690 from the General Fund. There was a reallocation of \$2,711,393 in the Community Redevelopment Agency (CRA) to CRA projects and \$6,527,812 in adjustments for transfers into capital projects and category-related reallocation adjustments.

Enterprise Funds: The Enterprise Funds increased \$15,242,517 due to the CDBG-DR Grant funds of \$10,824,120 for a Weir Rehabilitation Project. In addition, there was \$5,552,397 from the Stormwater portion of the purchase of the Old Golf Course including a transfer to capital. A reduction in Stormwater of \$1,134,000 occurred for an FY 2025 vehicle purchase that was advanced in FY 2024.

For more details, the City of Cape Coral's Annual Budget is available on the City's website, www.capecoral.gov.

I would like to thank the Mayor and Council for their 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 2025 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. Together we are building a better future.

Respectfully Submitted,

Michael Ilczyszyn City Manager





July 15, 2024

Honorable Mayor and Members of the City Council:

I am pleased to present the City Manager's Proposed Budget for Fiscal Year 2025 (FY25) along with the capital program plan for fiscal years 2025 through 2030 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 a reduced 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.

The budget development process can at times be a long journey and often challenging as we are faced with making difficult budget choices amidst major economic questions. At the end of the journey however, it is vital that there is compromise and collaboration between the City Council and City Administration. The budget process truly never ends. In the aftermath of Hurricane Ian, our FY24 budget was adjusted to manage building back our community and with our FY25 budget, staff is ready to take it to the next step. Council concluded in June with a workshop that provided valuable insight into our capital improvement plans, focused on improvements in our facilities and reviewed rates and assessments and impacts to potential costs. At the workshop we had discussions on the budget and debt 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 FY25 operating and FY25-FY30 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.

P.O. Box 150027, Cape Coral, FL 33915

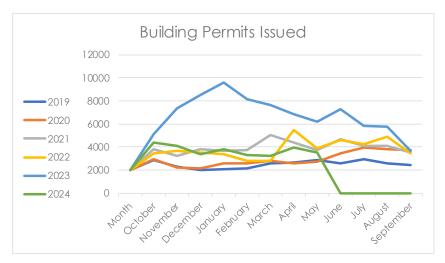
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The City continues to move past the uncertainties of prior years and push through the current economic struggles in a strong position. We are maintaining a stable workforce and are in a good financial position to meet the needs of our growing community. We continue to welcome new residents at a pace unseen since 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, 2023, at 213,301 residents, an increase of 5,248 or 2.5% over the April 1, 2022, population forecast of 208,053 residents. Cape Coral is the 8th largest city in the State of Florida and 101st in the country. The number of single-family building permits issued were 3,586 for calendar year 2023 and 2,153 through May 31, 2024. The City enters FY25 in strong financial condition resulting from actions taken in 2023 and 2024.



Month	October	November	December	January	February	March	April	May	June	July	August	September
2019	2,842	2,275	1,998	2,089	2,170	2,607	2,687	2,854	2,551	2,907	2,566	2,450
2020	2,941	2,250	2,170	2,597	2,578	2,819	2,579	2,706	3,480	3,960	3,833	3,710
2021	3,772	3,234	3,825	3,644	3,710	5,001	4,409	3,732	4,687	4,089	4,087	3,496
2022	3,413	3,629	3,553	3,357	2,821	2,776	5,441	3,862	4,595	4,261	4,876	3,465
2023	5,101	7,380	8,481	9,582	8,132	7,625	6,815	6,218	7,256	5,850	5,728	3,683
2024	4,352	4,116	3,381	3,786	3,314	3,203	3,961	3,519	-	-	-	-

The Proposed Budget recognizes that economic factors on the horizon may weaken our financial position. We continue to work hand-in-hand with our insurance company as well as with FEMA on recovery efforts all while adapting to robust population growth and expansion. While the City has continued to make great strides on building back stronger after Hurricane Ian, this expansion is occurring amidst growing economic uncertainty caused by continued inflation increases and utility cost volatility.





Many of our residents – our customers – continue to be concerned about the escalation in the cost of living and struggle to manage those increasing costs. Whether paying more for electricity, fuel or food, inflation continues to have a major impact on household budgets. City Council and City Management are mindful of our residents' financial anxiety, and this Proposed Budget reduces the existing millage rate of 5.3694 to 5.3126 for FY25.

Budget Overview

The total FY25 Proposed Operating Budget for all funds equals \$984,115,107 excluding fund balances, but including transfers, the Community Redevelopment Agency, and the Charter School Authority. Overall, there was a \$111,563,441 decrease from FY24 Adopted Budget or a 10.18% decrease in total budget. This includes a 21.57% decrease in the Enterprise Fund expenditures as a result of the approved Water & Sewer and Stormwater Rate Studies, and the corresponding change in expenditures.

The FY25 Proposed Budget reflects our focus on addressing previously deferred maintenance, meeting the demand for services and infrastructure including our amenities. We began the year with a budget workshop to establish goals for the development of a proposed budget. At our second workshop, the focus was on capital plans and improvements for the future, 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, 2024, by the Lee County Property Appraiser. The overall total taxable values increased 12.64% from \$26.3 billion to \$29.6 billion, including a net growth component of \$1.8 billion. The FY25 Proposed Budget was crafted using a millage rate of 5.3126 yielding 11.45% more in property tax revenue over FY24 and resulting in estimated net property tax revenue of \$150.9 million for operations in the General Fund, an increase of \$15,500,955. The rolled back rate is 5.0423 and would result in an estimated net property tax revenue of \$143.2 million for operations in the General Fund.

With the restricted nature of the City's Fire Service Assessment budget, the City is maintaining the existing 70% recovery rate. This assessment revenue will be offset by support from the General Fund to the Fire Fund.

The Proposed Budget does not include new revenue sources; however, the City has several fee studies in process including Parks and Recreation Fees, Community Development Services Fees, Building Fees, and Impact Fees. These fee studies will help guide future service level cost recovery needs. The City also has the option 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 policies.





All Funds Proposed Budget Chart

			hange from	
	FY 2024	FY 2025	FY 2024	Percentage
Fund Type	Adopted	Proposed	Adopted	Change
General Fund	\$ 228,269,306	\$ 242,115,123	\$ 13,845,817	6.07%
Special Revenue Fund	186,780,982	180,104,384	(6,676,598)	-3.57%
Debt Service Fund	24,031,651	28,346,598	4,314,947	17.96%
Capital Project Fund	68,849,935	52,462,985	(16,386,950)	-23.80%
Enterprise Fund	472,319,718	370,418,755	(101,900,963)	-21.57%
Internal Service Fund	68,420,999	75,495,762	7,074,763	10.34%
Charter Schools	47,005,957	35,171,500	(11,834,457)	-25.18%
Total	\$ 1,095,678,548	\$ 984,115,107	\$ (111,563,441)	-10.18%

General Fund Overview

The Proposed General Fund is \$242,115,123 for a balanced budget which includes a 6.07% increase from the FY24 adopted budget or \$13.8 million. Changes to the General Fund Budget included in the Proposed Budget consist of moving the costs of the Golf Course and Lake Kennedy from our General Fund into Special Revenue funds. The Proposed Budget continues to set the standard for the financial sustainability of the City now and into the future.

The Proposed Budget includes a Budget Sustainability Reserve of 2.7 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.

<u>Proposed Budget by Expense Category</u>

The FY25 Proposed Budget includes the following investments and enhancements by strategic focus area:

	FY 2024	FY 2025	Cł	nange from FY 2024	Percentage
General Fund	Adopted	Proposed		Adopted	Change
Personnel Services	\$ 121,983,135	\$ 126,903,014	\$	4,919,879	4.03%
Operating	57,058,796	62,936,160		5,877,364	10.30%
Capital Outlay	6,488,277	7,226,749		738,472	11.38%
Other/Transfers Out	38,215,506	45,049,200		6,833,694	17.88%
Reserves	 4,523,592	-		(4,523,592)	-100.00%
Total Expenditures	\$ 228,269,306	\$ 242,115,123	\$	13,845,817	





Key Investments – Public Safety

- North Cape Public Safety Complex (includes Fire Station 10, training/community room, equipment/apparatus area)
- Addition of 4 Fire Fighters for an additional Rescue Unit, 1 Fire Safety Educator, 1 Grants position for Emergency Management and Resiliency, 3 Engineers/Drivers and 1 Fire Fighter for the Hazmat vehicle
- Addition of 1 IT Systems Administrator, 1 Crime Analyst, 1 Customer Service Representative, 1
 911 Operator, 4 Police officers for Internal Services Bureau, 1 Police Officer for Crime Scene
 Bureau, 2 Police Detectives for Investigative Services Bureau and 1 Police Officer for Patrol
- Replacement of Fire Station generators
- · Fire Station 5 rebuild design and engineering
- · Sidewalk expansion in school areas

Key Investments - Parks and Recreation

- · Enhanced renewal and replacement at various parks facilities thru Operation Sparkle funding
- · Jaycee Park Shoreline Improvements
- · Roof replacement at the Youth Center and Lake Kennedy Senior Center
- Cape Coral Sports Complex Facility Expansion Land purchase to include increased parking and additional athletic fields at the Trafalgar (Multi Sport) Complex
- Neighborhood Park at NE 15th Street
- Acquisition of Old Golf Course

Key Investments - Community Beautification

- · Median curbina
- Median improvements

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 3 of the hardening
- · Bridge maintenance and rehabilitation
- North RO Water Treatment Plant Wellfield Expansion Phase II
- · Master Lift Station Rehab
- · Everest Water Reclamation Plant Reuse Pump Station Replacement





- Wastewater Inflow and Infiltration Reduce the amount of Infiltration and Inflow into the Sewer Gravity collection system to decrease chloride concentration in the wastewater that is received by the Water Reclamation Facilities
- North Water Reclamation Facility Expansion Design Phase I 8 MGD to 17 MGD
- US 41 Irrigation Water Conveyance (Southwest Aggregates Reservoir)
- · Master Pump station relocations
- Expanded Road Resurfacing Projects
- North 1 East Utility Expansion Project

Key Investments – Environmental Sustainability

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

Conclusion

While property values and growth remain steady through 2024 based on our growth model, we expect this trend will taper off over time. We need to remain cognizant of our future challenges and continue 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 providing the services and amenities our residents expect.

This FY25 Proposed Budget provides a balanced approach to achieving our goals and meeting our commitment to our residents while also reducing the millage rate. With this budget, we are focusing on immediate needs and providing a path forward to address known future needs while keeping a suitable reserve level.

Cape Coral is the 8th largest city in the state of Florida. As we continue to grow, we must be prepared to meet the challenges and expectations presented not only by our current residents but the thousands of residents yet to come. If we work together to deliver a clear vision for Cape Coral and provide the resources necessary to reach our goals, we will ensure a bright future for all Cape residents.

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, Jessica Festa, Jennifer Waters, Kassandra Penner, Tammy Palmer, Clara Fette and Christine Vilivong. Please join me in thanking them for their contributions in developing this budget.

I also want to thank the many residents of Cape Coral who volunteer their time to 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,

Ty

Michael Ilczyszyn 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
 it. This includes identifying the resources (both dollars and staffing) to be provided, as well as 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.

Financial Highlights

This section includes revenue and expenditure highlights by fund, as well as charts and graphs illustrating trends and comparisons between fiscal years. The 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 2025 – FY 2027 Budget represents the culmination of a yearlong process that integrates financial planning, trend analysis, accounting enhancements, goals and objectives and strategic planning into service delivery. In so doing, the City of Cape Coral's budget continues its conformance with the four basic criteria established by the Government Finance Officers Association.

Policy Document

The City's budget process is conducted within the framework of the Strategic Plan, Comprehensive Plan, and 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 Division / Departments prepare initial expenditure & revenue estimates

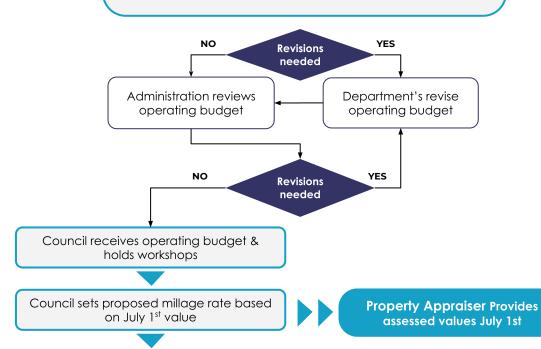
City Council / City Staff Strategic Plan Work Session

Budget kickoff with departments

Budget
Division/Department
preliminary and review
revenue estimates

Budget
Division/Department
preliminary operating
budget prepared

Budget Division reviews operating budgets



First and Final Public Hearings to Adopt Proposed Budget - September

New Fiscal Year October 1



Final Budget Document



Budget Calendar

FY 2024								FY 2	2025			
	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC
Budget												
Packages												
and Policy												
Guidelines sent												
to Departments	•	*										
City Council												
Workshops	•					*		•				
Strategic Plan												
Update and												
Adoption			~									
Department												
Preparation			*									
Development of												
City Manager's												
Proposed												
Budget				~	~	~	~					
City Manager's												
Proposed												
Budget												
Presented to												
City Council							*					
City Council												
Adopts												
Proposed												
Millage Rate							~					
Host Town hall												
for Proposed												
Budget							~					
Two public												
hearings held												
on proposed												
budget and												
millage									~			
City Council Adopts FY 2025												
Budget												
Final Document									•			
Publication											•	
Research												
Financial Trends												
and Develop FY												
2026 -2030 Fiscal												
Forecast												~

Budget Preparation, Adoption, and Amendment

The budget process and the levy of ad valorem taxes are governed by 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 are provided by the Lee County Property Appraiser

July 1 – Certified Taxable Values

Certified taxable values for the determination of proposed ad valorem taxes are received from the Property Appraiser 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 to the City Council in late July

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

Late July

A Town Hall is held at City Council Chambers to provide the opportunity for the community to ask questions from Department Directors and learn about the proposed fiscal year budget

August

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

Property Appraiser mails TRIM notices to all property owners



September – Public Hearings

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

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

November/December - Final Budget Document

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

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 five years of the program. A proposed update of the five-year Asset Management Program is presented during annual budget review. The proposed update is reviewed and modified by the departments. The first year of the updated Asset Management Program as modified is integrated into the proposed annual budget. When the final budget is adopted, the final update of the 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 using a flow of economic resources measurement focus. With this measurement focus, all assets and all liabilities associated with the operation of these funds are included on the balance sheets. The accrual basis of accounting is utilized by these fund types. Revenues are recorded when earned and expenses are recorded when the liability is incurred.

Financial Management Policies

On February 25, 1991, the City of Cape Coral adopted a comprehensive set of financial management policies in the areas of operating management, debt management, accounts management, financial planning, and economic resources. At various times, City Council and the Budget Review Committee have conducted thorough reviews of such policies as part of an ongoing process of economic and financial analysis as conducted by City staff. On November 2, 2022 the City of Cape Coral adopted an updated set of financial management policies effective September 30, 2022.

The City of Cape Coral Charter School Authority approved financial policies on June 13, 2023.





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.

Status: The City is committed to long-term stability and has adopted a structurally balanced budget with a two-year forecast. The Financial Policies related to the budget assure that non-recurring revenues are not used for recurring expenditures assuring structural integrity. The City's Financial Policies also assign a Fund Reserve and limit the use of reserves for recurring expenditures, furthering the structural integrity of the budget. The Government Finance Officer's Association (GFOA) has recommended adopting a structurally balanced budget as a Best Practice.

Fund	FY 2025 Adopted	FY 2026 Forecast	FY 2027 Forecast
General Fund			
Revenue	\$ 240,853,081	\$ 249,183,902	\$ 261,822,974
Expense	258,485,438	249,183,902	261,822,974
Surplus/(Deficit)	\$ (17,632,357)	\$ -	\$ -
Use of Fund Balance	\$ 17,632,357	\$ -	\$ -
Special Revenue Funds			
Revenue	\$ 167,167,273	\$ 170,580,909	\$ 182,888,176
Expense	178,098,619	183,068,674	190,118,270
Surplus/(Deficit)	\$ (10,931,346)	\$ (12,487,765)	\$ (7,230,094)
Use of Fund Balance	\$ 10,931,346	\$ 12,487,765	\$ 7,230,094
Enterprise Funds			
Revenue	\$ 366,833,984	\$ 405,690,594	\$ 781,259,137
Expense	385,661,272	412,769,267	789,254,702
Surplus/(Deficit)	\$ (18,827,288)	\$ (7,078,673)	\$ (7,995,565)
Use of Fund Balance	\$ 18,827,288	\$ 7,078,673	\$ 7,995,565
Internal Service Funds			
Revenue	\$ 75,495,762	\$ 156,777,919	\$ 86,124,803
Expense	75,495,762	156,777,919	87,166,979
Surplus/(Deficit)	\$ -	\$ -	\$ (1,042,176)
Use of Fund Balance	\$ -	\$ -	\$ 1,042,176
Capital Project Funds			
Revenue	\$ 97,144,080	\$ 80,703,819	\$ 61,738,510
Expense	97,144,080	80,703,819	61,738,510
Surplus/(Deficit)	\$ -	\$ -	\$ -
Use of Fund Balance	\$ -	\$ -	\$ -



Debt Service Funds			
Revenue	\$ 28,346,598	\$ 32,168,049	\$ 37,303,898
Expense	28,346,598	32,168,049	37,303,898
Surplus/(Deficit)	\$ -	\$ -	\$ -
Use of Fund Balance	\$ -	\$ -	\$ -
Charter Schools			
Revenue	\$ 35,171,500	\$ 36,629,447	\$ 38,350,276
Expense	35,171,500	36,629,447	38,350,276
Surplus/(Deficit)	\$ -	\$ -	\$ -
Use of Fund Balance	\$ -	\$ -	\$ -

- 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 Policy #21.

Status: Property taxes are budgeted at 96% of the Property Appraiser's estimate as of July. State Shared, Half Cent, Franchise Fees, Public Service Tax, 5 Cent Gas Tax and 6 Cent Gas Tax are budgeted at 95% of projected revenues.

Ad Valorem Revenue			Revenue Source	ojected venue	95.00%
July 2024 Estimated from PA	\$2	9,582,413,756	State Shared Revenues	\$ 10,569,997	\$ 10,041,497
Assessable Amount	\$	29,582,414	Half Cent Sales Tax	\$ 23,152,413	\$ 21,994,792
Millage Rate		5.2188	Franchise Fees	\$ 9,368,483	\$ 8,900,059
Estimated Taxes Billed	\$	154,384,702	Public Service Tax	\$ 14,413,173	\$ 13,692,514
Collection Rate		96.00%	5 Cent Gas Tax	\$ 4,947,946	\$ 4,700,549
Budgeted Revenue	\$	148,209,314	6 Cent Gas Tax	\$ 6,823,382	\$ 6,482,213

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.

Status: All budgets balance. All surpluses at the end of year are added to fund balance. Personnel Services and Operating budgets are not funded with fund balances.



Sources	General Fund	Special Revenue	Debt Service	Capital Project	Enterprise Funds	Internal Service	Charter School	Total All Funds
Taxes:				•				
Ad Valorem Taxes - City Levy	\$ 148,209,313	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 148,209,313
Ad Valorem Taxes - Voted Fund GO Bond	_	_	5.085.415	_	_	_	_	5,085,415
Ad Valorem Taxes - Other	_	3.531.221	-	_	_	_	_	3,531,221
Tax Increment - County	_	2.737.743	_	_	_	_	_	2,737,743
Sales and Use Taxes	16,737,296	14,372,736	_	-	-	_	_	31,110,032
Charges for Service	6,608,888	11,018,562	_	_	150,509,973	_	1,108,764	169,246,187
Intergovernmental Revenues	36,966,308	3,249,548	_	30,803,360	10,824,120	_	33,550,238	115,393,574
Fines & Forfeitures	606,585	31,200	_	-	779,848	_	_	1,417,633
Miscellaneous Revenue	2,790,432	1,753,686	-	-	392,428	1,987,504	512,498	7,436,548
Permits, Franchise, Impact Fees, Spec Assess	8,949,292	104,449,009			45,158,558			158,556,859
Internal Service Charges	18,508,908	50,000			257,413	73,508,258	_	92,324,579
Total Sources	239,377,022	141,193,705	5,085,415	30,803,360	207,922,340	75,495,762	35,171,500	735,049,104
Transfers In	1,476,059	25,973,568	23,261,183	35,372,734	58,976,260			145,059,804
Note/Debt Proceeds	-	-	20,201,100	30,967,986	99,935,384	_	_	130,903,370
Fund Balances/Reserves/Net Assets	17,632,357	10,931,346	-	-	18,827,288	-	-	47,390,991
Total Revenues, Transfers In Balances	258,485,438	178,098,619	28,346,598	97,144,080	385,661,272	75,495,762	35,171,500	1,058,403,269
USES								
General Government	67,582,181	952,625	-	2,423,742	18,159,655	-	-	89,118,203
Public Safety	82,682,749	86,645,277	-	20,754,636	-	-	-	190,082,662
Physical Environment	-	26,812,725	-	-	224,737,923	-	-	251,550,648
Transportation	20,325,224	13,306,195	-	7,855,520	-	-	-	41,486,939
Economic Environment	-	6,198,170	-	2,934,245	-	-	-	9,132,415
Culture/Recreation	30,704,373	4,577,301	-	63,175,937	227,417	-	32,766,848	131,451,876
Debt Service	-	760,752	28,346,598	-	76,134,884	187,504	-	105,429,738
Internal Services	-	-	-	-	-	75,177,404	-	75,177,404
TOTAL EXPENDITURES	201,294,527	139,253,045	28,346,598	97,144,080	319,259,879	75,364,908	32,766,848	893,429,885
Transfers Out	57,190,911	26,194,812	-	-	58,976,260	-	946,152	143,308,135
Reserves	-	12,650,762	-	-	7,425,133	130,854	1,458,500	21,665,249
Total Appropriated Expenditures, Transfers, Reserves, & Balances	\$258,485,438	\$178.098.619	\$28.346.598	\$ 97.144.080	\$ 385,661,272	\$75,495,762	\$35.171.500	\$1.058.403.269

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

Status: There are no recurring municipal services being funded by reserves.

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

Status: See Policy #22.

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

Status: The City has not committed 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.



Status: In fiscal year 2024, the City invested in software specifically used to allocate indirect costs and overhead. See the Appendices Section of this document for Full Cost Allocation details.

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%)

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

Minimum Fee Support (less than 40%)

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

Status: All fees are reviewed and adjusted annually.

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.

Status: 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.

In 2024, the City invested in performance measurement software as an additional tool to align goals with performance and budget.

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.

Status: The Asset Management Program is updated annually as part of the budget process. Additionally, in 2024, the City invested in a budget building software tool which includes a capital planning module. This tool provides the ability to prepare and maintain the Asset Management Program at greater depth and detail. Please see the Asset Management Program section of this document to gather detailed information regarding the Program.

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

Status: The City maintains a one year adopted budget with a two year forecast. The City maintains a five year forecast model at the fund level.



Operating Management

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

Status: On March 16, 2022, the City of Cape Coral adopted a revised comprehensive investment policy to ensure the prudent management of public funds (safety of principal).

The City employs an Investment Advisor to assist in managing the investment accounts. The investment advisor prepares quarterly and annual reports, which include performance results and financial information to the investment committee.

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

Status: Administrative Regulation Number 11 became effective on January 30, 2015 and serves as the City's 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.

Status: The City maintains all levels of insurance as described above. The City's Office of Risk Management exists to provide a safe and healthy work environment for all employees and to minimize and/or mitigate 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.

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.

Status: It is City policy to ensure anticipated revenues match budgeted expenditures. If a fund/department falls short, the shortage is recaptured in the following year's budget.

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.

Status: The Policies are reviewed and approved every year.

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%.

Status: For fiscal year 2023, the following adjustments for allowance for uncollectibles were made.



Fund	Am	ount
General Fund	\$	(296,675)
Water & Sewer Fund	\$	(900,193)
Stormwater Fund	\$	(29,332)

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.

Status: Accounts are monitored and adjusted as necessary. Utility account balances are transferred to new owner accounts if not satisfied as part of closing. Tenant accounts over \$20.00 are sent to collections. Tenant accounts over \$1,000.00 are sent to the City Attorney's office for small claims court filings.

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.

Status: The City receives over one million dollars annually from Community Development Block Grant. This grant provides quality affordable housing, a suitable living environment, and expanding economic opportunities for low- and moderate-income persons. In addition, the City works closely with Lee County to identify and source local pass-through disaster funding to supplement CDBG funding to meet unmet recovery needs.

Policy #20 The Financial Services Director shall review the Financial Policies annually.

Status: This is completed as part of the budget process.

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.

Status: Fund balances as of end of fiscal year 2023 are below as reported in the City's Annual Comprehensive Financial Report.

Category	Со	mmitment
Not Spendable	\$	11,316,113
Restricted	\$	153,556,885
Committed	\$	116,398,047
Assigned	\$	22,397,113
Unassigned	\$	(9,225,730)
Unrestricted	\$	129,569,430

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:
 - 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.
- 2. 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.
- 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.

Status:

Type of Reserve	Status
Total General Fund Expenditures	\$258,485,438
Stabilization Rate	16.67%
Budget Stabilization Committed	\$43,089,523
Disaster Reserve Committed	Included in Stabilization Fund
Land Acquisition Committed	Included in Stabilization Fund

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

- 1. Water and Sewer Fund:
 - a. An operating reserve at least equal to 15% 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 10% of operating expenses.

3. Yacht Basin:

A renewal and replacement reserve with a minimum of 10% 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.



Status:	W	ater & Sewer Fund	S	Stormwater Fund		Yacht Basin Fund	Risk Manage Fund	ement
Operating and Maintenance Costs	\$	86,847,247	\$	26,405,252	\$	227,417		
% Reserve		15.00%		10.00%	7	10.00%		
Operating Reserve	\$	13,027,087	\$	2,640,525	\$	22,742		
Prior Year Revenues	\$	188,628,056						
% to Transfer		5.00%						
Annual Transfer to Renewal and Replacement	\$	9,431,403						
Workmen's Compensation, Property & Liability Actuarial Value Established						:	\$ 11,	377,638

^{*}All Reserve Balances are Committed.

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.

Status: Fund balances are spent in the order outlined above.

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.

Status: This is performed as part of the budget process.

Debt and Treasury Management

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

Status: The City's Debt policy was established October 1, 2007. The Debt Treasury Division is responsible for debt management. Each debt issue is accounted for separately. Over the years, the City has refinanced some of its existing debt to take advantage of favorable interest rates and reduce total future debt service payments.

General Obligation bonds are backed by the full faith and credit of the City. Revenue bonds are secured solely by specified revenue sources. Notes payable are collateralized by ad valorem tax revenue within the boundaries of the Community Redevelopment Area, water and sewer non-ad Valorem, and special assessment revenue. Special assessment debt is collateralized by special assessments levied against the benefited property owners. The related equipment collateralizes capital leases.

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

Status: This policy is currently under review.

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.

Status: This is completed as part of the budget process.



Budget Overview

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.

Status: The City currently continues to finance its capital improvements with current revenue and debt. All debt service is paid with current revenue.

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

Status: There are no tax or revenue anticipation notes issued.

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

Status: There are no bond or revenue anticipation notes issued.

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

Status:

	Ratios of General Bonded Debt Outstanding Last Five Fiscal Years												
Fiscal Year	General Obligation Bonds	Less: Amounts Available in Debt Service Fund	Total	Percentage of Estimated Actual Taxable Property	Per Capita								
2019 2020 2021 2022	\$ 10,200,000 9,625,000 39,093,012 37,435,887	\$ 10,913,557 6,173,366 3,848,325 4,614,123	\$ (713,557) 3,451,634 35,244,687 32,821,764	0.00% 0.02% 0.21% 0.18%	\$ (3.77) 18.53 174.89 157.76								
2023	\$ 35,005,850	\$ 240,328	\$ 34,765,522	0.15%	\$ 160.22								

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.

Status: The City has received the GFOA Distinguished Budget Presentation Award and the Certificate of Achievement for Excellence in Financial Reporting Award in the previous year. In addition, the City received the Popular Annual Financial Report Award. The guidelines to achieve these certificates and awards assures conformity with the standards mentioned above.

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

Status: The City has retained Mauldin & Jenkins to perform the annual audit.

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.

Status: Finance provides quarterly reports and maintains financial systems that achieve the timely monitoring of expenditures, revenues, performance and receivables/billing statuses.

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.

Status: The City received both awards in the past year and was additionally awarded the Popular Annual Financial Report 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.

Status: The City's Office of Economic Development provides several incentive packages to target different industries and assists all types of businesses through the decision to locate or expand in Cape Coral including conducting market research, providing location assistance, identifying optimal investment opportunities and assisting in streamlining the City's regulations, zoning and permitting. The Office has expanded its efforts to strengthen existing businesses through proactive Business Retention and Expansion (BRE) visits. These visits are designed to understand the needs and challenges of businesses, offer support, and connect them to valuable resources.

Overview of Incentive Projects*	Aı	oplications in Revi	iew	Approved Applications				
	# of	Project		# of	Project	Grant		
	Applications	Investment	Grant Award	Applications	Investment	Award		
Building Infrastructure Grant (BIG)	3	\$ 6,719,014	\$ 303,076	1	\$ 1,160,000	\$ 41,781		
Breaking Barriers to Business (B2B)	1	429,194	50,000	1	535,194	18,000		
Enhanced Value Recapture Grant	2	564,851,913	79,626,105					
Toto	ıl 6	\$ 572,000,121	\$ 79,979,181	2	\$ 1,695,194	\$ 59,781		

^{*} Reference Economic & Business Development Office Quarterly Report Q1 - FY '24 (corrected)

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.

Status: See Policy 37.

Long Range Financial Plan

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

The FY 2025-2029 Budget includes:

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

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



Actions and Status

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

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

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. In 2024, the City invested in Clearpoint Performance Measure software as an additional tool to align goals with performance and budget. The FY 2025 Budget document contains our updated performance measures and is organized based on our Strategic Plan and the priorities that were identified. A detailed analysis, status and additional charts and measurements are listed to expand upon the growth and goals of each priority.

4. Continue multi-year forecasting of major funds.

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

Status: Minor funds are reviewed by internal staff.

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

Status: Programs are evaluated annually. Street sweeping, canal dredging, and peppertree removal continue to be outsourced. Other outsourced services include median maintenance and grounds maintenance of all City facilities with the exception of athletic fields and the golf course.

Fund Type	FY 2024 Adopted	FY 2025 Adopted	FY 2026 Forecast	FY 2027 Forecast	FY 2028 Forecast	FY 2029 Forecast
General Fund	\$ 228,269,306\$	258,485,438\$	249,183,902\$	261,822,974\$	275,599,110\$	287,247,499
Special Revenue						
Fund	186,780,982	178,098,619	183,068,674	190,118,270	203,241,521	204,267,980
Debt Service Fund	24,031,651	28,346,598	32,168,049	37,303,898	40,673,150	39,410,088
Capital Project Fund	68,849,935	97,144,080	80,703,819	61,738,510	40,525,112	32,646,584
Enterprise Fund	472,319,718	385,661,272	412,769,267	789,254,702	401,777,229	453,200,204
Internal Service Fund	68,420,999	75,495,762	156,777,919	87,166,979	93,307,652	99,797,820
Total	\$ 1,048,672,591 \$	1,023,231,769\$	1,114,671,630\$	1,427,405,333\$	1,055,123,774\$	1,116,570,175



Revenues by Category	FY 2024 Adopted	FY 2025 Adopted	FY 2026 Forecast	FY 2027 Forecast	FY 2028 Forecast	FY 2029 Forecast
Ad Valorem	\$ 132,688,591\$	148,209,313\$	155,619,779\$	165,735,064\$	176,507,843\$	185,333,235
Ad Valorem - Debt	4,139,861	5,085,415	4,935,370	4,936,987	4,919,550	4,929,108
Franchise Fees	7,848,678	8,900,059	9,254,377	9,622,835	10,005,996	10,404,448
Public Service Tax	13,344,961	13,692,514	14,134,615	14,594,400	15,072,576	15,569,879
Taxes - Other	20,902,315	20,155,261	22,330,267	23,034,415	23,766,182	24,330,672
Charges for Service	145,866,343	166,196,343	184,140,070	201,361,112	221,863,458	231,173,245
Debt Proceeds	229,373,542	130,903,370	262,873,118	531,292,696	82,186,056	115,278,911
Fines and Forfeits	1,493,395	1,417,633	1,447,406	1,467,490	1,488,759	1,510,813
Impact Fees	37,712,773	26,364,991	26,907,595	27,188,938	27,428,008	27,511,920
Intergovernmental	57,041,438	81,843,336	46,336,715	39,871,154	43,783,689	41,234,043
Internal Service						
Charges	82,719,728	92,324,579	97,959,692	104,112,186	110,555,414	117,830,757
License and Permits	11,335,200	11,564,733	11,687,508	16,211,094	18,404,046	19,065,055
Miscellaneous	6,585,910	8,865,130	8,775,982	8,964,643	9,245,506	9,281,027
Special Assessment	98,699,686	111,727,076	120,041,611	121,139,670	135,947,868	147,053,731
Taxes - All Hazards	1,660,808	1,908,607	1,946,779	1,985,715	2,025,429	2,065,937
Taxes - MSTU	1,479,609	1,622,614	1,655,066	1,688,167	1,721,930	1,756,369
Transfers In	160,565,688	145,059,804	125,059,242	137,930,932	155,503,882	151,617,227
Balance Forward	35,214,065	47,390,991	19,566,438	16,267,835	14,697,582	10,623,798
Total	\$ 1,048,672,591 \$	1,023,231,769 \$	1,114,671,630\$	1,427,405,333\$	1,055,123,774 \$	1,116,570,175

Expenditures by Category	FY 2024 Adopted	FY 2025 Adopted	FY 2026 Forecast	FY 2027 Forecast	FY 2028 Forecast	FY 2029 Forecast
Personnel Services	\$ 242,473,231 \$	256,902,827 \$	265,844,672\$	277,021,723\$	288,137,869 \$	300,923,126
Operating	237,640,045	265,485,299	276,342,072	285,686,375	306,923,141	322,914,694
Capital Outlay	316,822,917	232,847,423	307,136,541	569,496,456	123,712,590	151,470,350
Debt Service	79,095,611	105,427,488	115,940,486	125,953,712	152,745,628	162,608,509
Transfers Out	160,565,688	142,361,983	125,059,242	137,930,932	155,503,882	151,617,227
Reserves	12,075,099	20,206,749	24,348,617	31,316,135	28,100,664	27,036,269
Total	\$ 1,048,672,591 \$	1,023,231,769 \$	1,114,671,630\$	1,427,405,333 \$	1,055,123,774 \$	1,116,570,175

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.

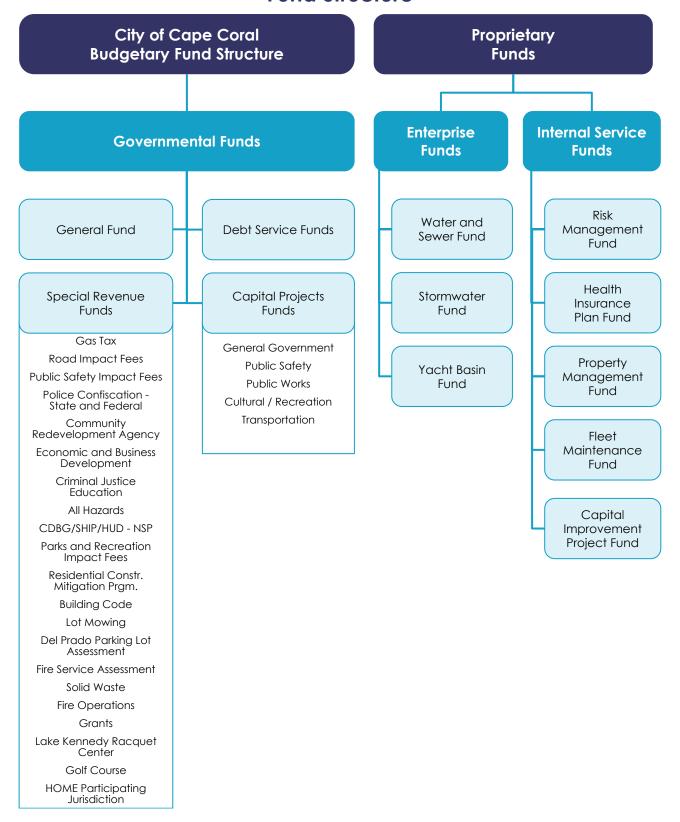
Internal Service Funds - Account for the financing of goods or services provided by one department or agency to other departments or agencies of the governmental unit, on a cost reimbursement basis.

Fiduciary Fund Types

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



Fund Structure





Department and Fund Relationship

	FUND GROUP										
Department and Division	General	Special Revenue	Capital Projects	Enterprise	Internal Service						
City Council	\$										
City Attorney	\$										
City Auditor	\$										
City Manager	\$	\$	\$	\$	\$						
City Clerk	\$	\$									
Development Services	\$	\$	\$	\$							
Emergency Management & Resilience		\$									
Financial Services	\$	\$		\$	\$						
Fire	\$	\$	\$								
Human Resources	\$				\$						
Information Technology	\$			\$							
Parks and Recreation	\$	\$	\$	\$							
Police	\$	\$	\$								
Public Works	\$	\$	\$	\$	\$						
Utilities				\$							
Government Services	\$	\$	\$	\$	\$						





Strategic Plan

Strategic Plan Summary

A strategic plan reflects 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.

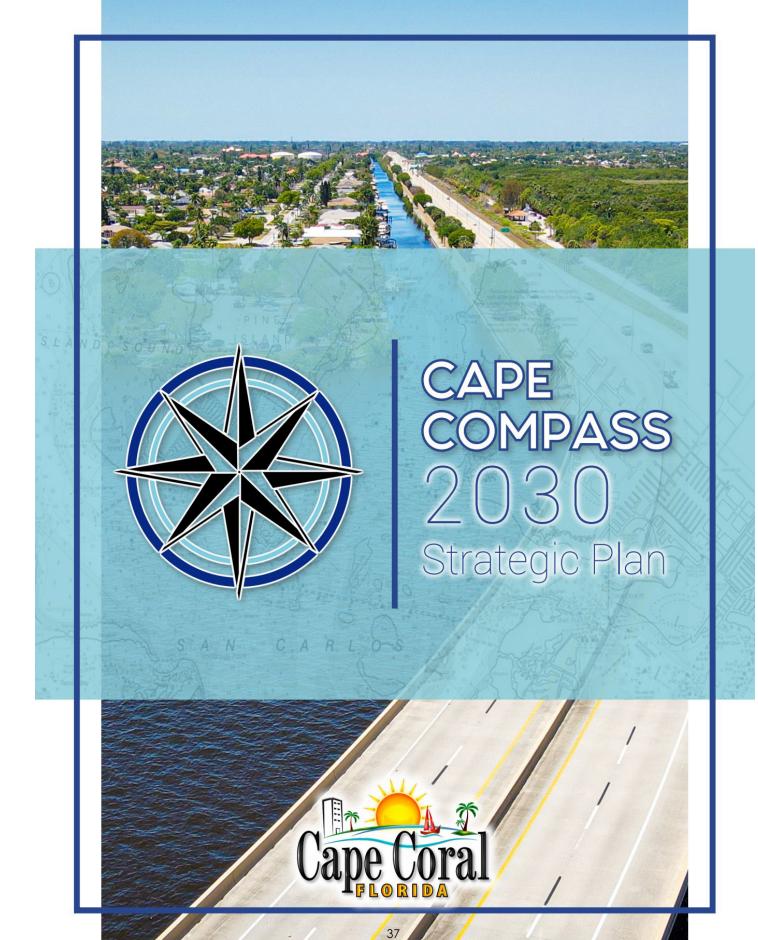
The City of Cape Coral's 2022-2030 Strategic Plan is a management tool that helps the organization assess the current operating environment, anticipate changes, and envision the future. This Plan provides a framework for decision-making and helps meet the community's future needs. The Cape Compass strategic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

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.



TABLE of CONTENTS	
Guiding Principles and Core Values	5
Strategic Priorities	6
City Services and Amenities	7
Communication	13
Economy, Education, and Workforce	19
Fiscal Sustainability S A N C A	26
Infrastructure	33
Environmental Sustainability	39
100 100	30 10 9 9 17 G 41 187 7 9 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1



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





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

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

- 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.



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

- 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.



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

- 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.

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

- 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 Citywide needs assessment.









GOAL:
Cultivate an
engaged and
informed
community and
workforce.

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

- 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.





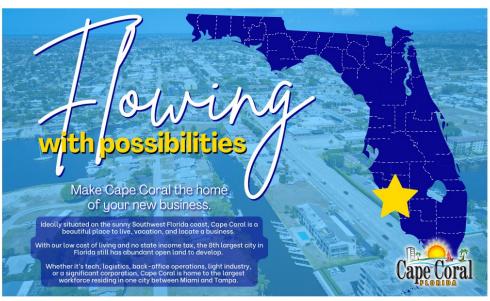
COMMUNITY ENGAGEMENT - Promote public participation in key issues, policy development, and community priorities.

- 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.

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.













Office of Economic and Business Development - nwhaley@capecoral.gov | 239-574-0443 | www.capecoral.gov



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

- 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.









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



ECONOMIC AND BUSINESS DEVELOPMENT -Create an economically balanced community.

- 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 Northwest 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.

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

- 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.





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

- 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.

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

- 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 Citywide.





ECONOMY, EDUCATION, AND WORKFORCE

VISITOR AND RESIDENT EXPERIENCE -

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

- 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.





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

--



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

- 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.



FINANCIAL STRENGTH AND RESPONSIBILITY -

Operate a fiscally resilient municipal services organization.

- 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.



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

- 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.

OUR WORKFORCE -

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

- 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.



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

- 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 compelte 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.







GOAL: Invest in resilient infrastructure.

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

- 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-Fiservice at City parks.



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

- 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.



water, irrigation water, and wastewater collection services.

- 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.







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

• •



WATERSHED PROTECTION -

Safeguard the City's water resources.

- 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.



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

- 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.





CLIMATE RESILIENCY -

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

- 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.



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

- 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.



ENDANGERED AND THREATENED SPECIES -

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

- 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.



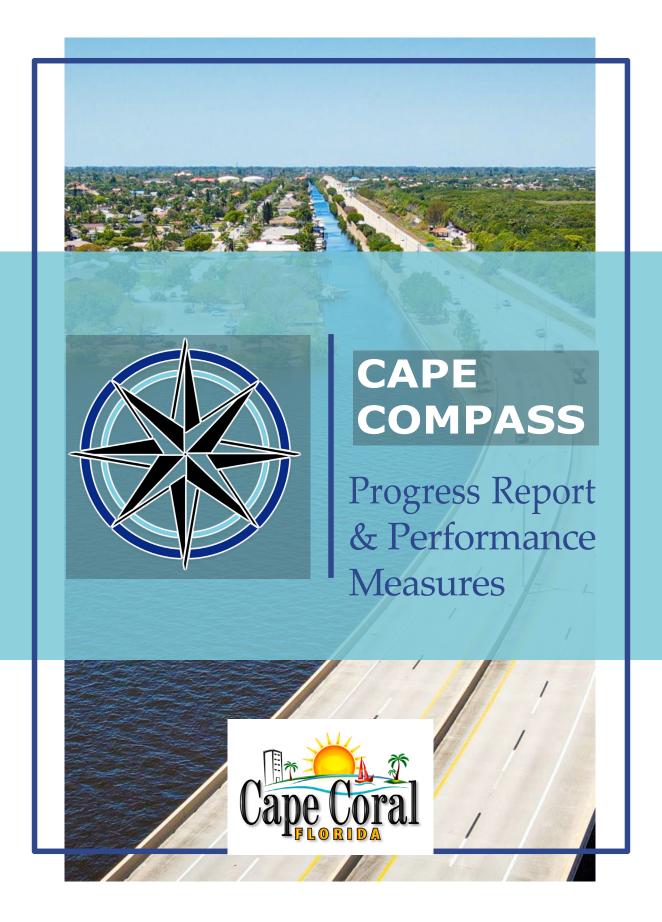




WWW.CAPECORAL.GOV/STRATEGICPLAN









City Services & Amenities

Public Safety
Park & Recreation
Community Beautification
Community Services

Analysis

CITY SERVICES AND AMENITIES

Attain Fire Department Accreditation from the Center of Public Safety Excellence

In February of 2024 the Cape Coral Fire Department (CCFD) was given the status of accredited by the Center for Public Safety Excellence. In addition, the peer team issued several recommendations to the CCFD on ways to continually improve the department. The CCFD turned these recommendations into an action plan for future improvements.

Maintain Police Department Accreditation from the Commission on Accreditation for Law Police Department

The CALEA accreditation annual status report is scheduled to occur the week of October 7-11, 2024.

Achieve Emergency Management Accreditation through the Emergency Management Accreditation Program (EMAP)

Emergency Management & Resilience

The goal for completion is calendar year 2025. Progress towards this goal is steady but is sometimes delayed due to incidents.

Complete Construction of the Police Training Center
Police Department

The Training Center is scheduled for completion October - November 2024 and to become fully operational in January 2025.

Complete Construction of the Fire Rescue Training Center

The Fire Rescue Training Center phase one construction is well underway. The CCFD is estimated to receive custody of the center in January of 2025, preparations are underway to operate the facility upon completion of construction.

Remain among the Top Five Safest Cities in Florida
Police Department

The Department continues to work towards this goal through proactive policing, investing in cutting-edge technology, developing comprehensive training programs, assembling the required staffing levels, and cultivating partnerships that will allow us to adapt to the ever-changing landscape of our community.

Implement New Policing and Fire Resource Deployment Models to address Population Growth and Maintain Response Time Goals

The CCFD implemented new policing and fire resource deployment models to address population growth and maintain response time goals. The CCFD will analyze and adjust the fire resource deployment model annually as part of the budget process to ensure excellent service delivery to the public.

Respond to Police Priority-One Calls within Six Minutes or Less on Average

The Cape Coral Police Department adopted an operational change from a 3-District policing model (North, Central, and South) to a 4-Precinct model. This new model divides the city into four Precincts: Southeast, Southwest, Northwest, and Northeast. Each precinct is divided into four zones, requiring a minimum of one officer per zone. The 4-Precinct model allows for the continued growth of our city as well as the growth of the Department. The Department's goal is to continue to respond to 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 Ten Minutes 90% of the Time Fire Department

We are just over the time standard at 10:05, however, as the city continues to grow we need to continue to invest in public safety (fire stations, personnel and resources) to improve this time and trend down, otherwise we will not improve on the goal.

↑ Provide Advanced Life Support Capable/First Unit to EMS Calls within Ten Minutes and 40 Seconds 90% of the Time Fire Department

We have met this goal with 9:17. However, we must continue to invest in public safety (fire stations, personnel, resources) or our response times will increase and we will not meet this goal in the future.

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Reduce Motor Vehicle involved Crashes, Fatalities, and Injuries Police Department

Through grant funds provided by the Florida Department of Transportation, the department will conduct high visibility enforcement speed and aggressive driving operations and distracted driving operations on an overtime basis and purchase speed trailers and message boards to reduce the number of crashes, fatalities, and injuries.

Reduce Alcohol-impaired or Drug-impaired Driving Police Department

Grant funding provided by the Florida Department of Transportation will be used to conduct high visibility enforcement impaired driving operations on an overtime basis to reduce alcohol-impaired or drug-impaired driving.

Continue Strategic Investments in Public Safety Staffing, Facilities, and Vehicle Replacements Fire Department

The CCFD continued to invest in the departments future by increasing staffing to meet the growing number of calls for service. Additionally, the department opened a new fire station in FY2024, continued construction of phase one of the training facility and requested additional fire stations and critical facilities in the budget. The CCFD is working with the finance department to ensure timely ordering and delivery of fire apparatus through a contract and early ordering of apparatus. In FY2025, the CCFD will finalize its first staffing growth plan that will address personnel needs in the department.

Ensure the City is Well Prepared for Emergencies by Identifying Major Risks, Maintaining 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

Emergency Management & Resilience

The creation of the Department of Emergency Management and Resilience is a large step towards the realization of this goal. The Department's strategic plan focuses on these listed items and will improve our City's resilience to natural and human-caused disasters.

Complete Construction of Seven New Neighborhood Parks, Two Community Parks, and Improvements to 19 Existing Parks under the 2018

Parks GO Bond Program

Parks and Recreation

General Obligation Parks Completed:

Cultural Park, Sands Park, Del Prado Linear Park, Gator Trails Park

General Obligation Parks In Progress:

Crystal Lake Park - under construction; Yellow Fever Creek Preserve - under construction (late on delivery); Festival Park - under construction

Tropicana Park is in the process of construction contract being awarded

Lake Meade Park timeline is contingent on the joint project timeline with the YMCA.

Update the Parks Master Plan by 2026
Parks and Recreation

Projected slated to start November 2024.

Complete Enhancements to Founders Park and Four Freedoms Park Parks and Recreation

Founders Park enhancement was canceled.

Four Freedoms Park has a new 6 to 12 year old playground being installed.

Project Management is working on designs and bid package for park improvements that are tied to the Bimini Basin Mooring Field Project.

Expand Access to Marine Recreation by Completing the Design and Construction of the D&D Boat Ramp Facility, Jaycee Park Improvements, and Birnini Basin Mooring Field Parks and Recreation

Jaycee Park design is complete. Improvement construction to begin in FY25.

Bimini Basin Mooring Field is currently in design phase.

D&D Boat Ramp Facility - City is working cooperatively with Lee County to move this plan forward.

Expand Recreation Facilities and Park Land to Meet Established Level of Service Standards as Detailed in the City's Comprehensive Plan Parks and Recreation

General Obligation Parks have increased the level of service.

Future Capital Improvement plans are focused on design of a new park in FY25 with construction in FY26 with the same pattern planned for successive budget years.

Old Golf Course with approximately 175-acres of land was purchased and is planned for a regional park.





Improve Access to Parks, Recreational Services, and Facilities through Improved or Additional Sidewalks, Bike Lanes, Bike Paths, and Trails Parks and Recreation

Parks and Recreation is working with Public Works on the multi-modal transportation plan to address this goal.

Provide Access to a Neighborhood Park within One Mile of every Resident Parks and Recreation

Interactive Growth Model and the updated Parks and Recreation Master Plan will help the department develop future goals and objectives as to how to plan and implement this goal.

Ensure that each Resident has Access to a Community Park within Three Miles of their Home

Interactive Growth Model and updated Parks and Recreation Master Plan will help establish a plan to achieve this objective.

Expand Indoor Recreational Facilities by Constructing Indoor Recreation Centers Providing a Variety of Fitness, Wellness, Recreation, and Social Activities and Programs

Parks and Recreation

CBDG-DR Grant Funding in progress for possible "resiliency hub" that will act as an indoor recreation center during blue skies.

The updated Parks and Recreation Master Plan will help plan for future facilities in the Cape.

Complete Improvements to the Coral Oaks Golf Course, including a New Clubhouse Parks and Recreation

Parks and Recreation is working with Indigo Sports (Troon) on improvements to the irrigation system and capital equipment program for FY25 through FY26.

Complete an Organizational Review of the Code Compliance Division

The Code Compliance Division has reviewed it's supervisory structure and identified opportunities to increase the percentage of proactive cases by converting contract staff to full-time staff and conduct more thorough pre-case research.

Increase the Visibility and Presence of Code Compliance in Neighborhoods

Investigated 23,809 code cases and performed 53,261 inspections. That is an increase of 3,864 cases and 18,185 inspections over FY23.

Attain a Proactive Code Compliance Rate of 75% Development Services

Proactivity rate for FY24 was 78.4%, a 4.8% increase over FY23.

Strengthen Commercial Landscaping Standards and Compliance
Development Services

The Land Development Division has initiated a recurring commercial landscaping inspection program to ensure compliance, including maintenance, with approved landscaping plans. The Division doubled the number of horticultural inspectors to increase the capacity of staff to compete these inspections and promote the beautification of the City's commercial properties.

Evaluate and Improve Regulations that Impact Neighborhood Appearance and Promote Maintenance of Commercial and Residential Property Development Services

Revised two city ordinances for Health and Safety. The revisions include the implementation of a new Notice of Violation carrying swifter penalties and reduction of the blighted condition will be present in the community. This includes violations of obnoxious overgrowth, outdoor storage of junk, dilapidated structure, stagnant pool, and hazards sidewalk. The second was revising the requirements for construction sites and allowing a Stop Work Order and daily fine be imposed in a health and safety violation which was not corrected within 48 hours of notice.

Provide an Ongoing Education Program on Property Maintenance and Appearance Regulations
Development Services

The Code Compliance Division distributed more than 5,000 brochures on the common code violations which include common property maintenance violations. Office of Communications also shared social media posts on the proper way to set solid waste in front of a residence to ensure the waste would be removed weekly by Waste Pro. The Code Compliance Division helped with the revision of the Health and Sanitation code updating important appearance regulations such as obnoxious overgrowth, storage of junk, dilapidated structure, stagnant pool, and hazardous sidewalk.

Accelerate Median Beautification and Streetscape Projects
Public Works Department

Public Works Transportation recently overhauled its policies and streamlined operating procedures to expedite median beautification and streetscape projects. Specifically, Public Works eliminated certain restrictive requirements in the Adopt A Median process, revitalized the in house curbing initiative and shifted the focus of median beautification to non-beautified medians with existing curbing. By adopting these measures, Public Works has not only accelerated project timelines but also ensured higher quality outcomes, creating more attractive and functional medians and streetscapes.

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Update the City's Comprehensive Plan Development Services

The Development Services Department is regularly reviewing and providing recommended updates of the City's Comprehensive Plan to City Council to achieve its smart growth goals.

Complete a City-wide Needs Assessment to Identify and Respond to the Needs of the City's Growing and Diversifying Population Public Works Department

Phase 1&2 of Interactive Growth Model are complete. Phase 3 will synthesize the data found within Phase 1 and 2 to address city-wide needs for the growing population and the facilities needed to support them in the future. Phase 3 is anticipated to be completed within Quarter 2 of FY25.

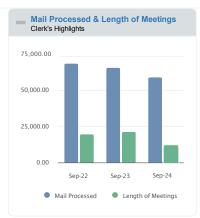
Identify and Implement Opportunities for Aligning Identified Community Needs with Non-profit and Community-based Organizations Development Services

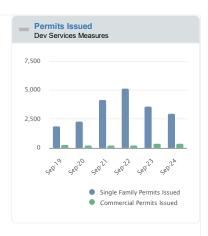
The City continued to provide assistance to our vulnerable populations through partnerships with non-profit and community-based organizations funding programs addressing child-care, handicapped, transportation, and food assistance.

Establish a Coordinated Online Information Resource Hub Based on the Needs Identified in the City-wide Needs Assessment City Manager's Office

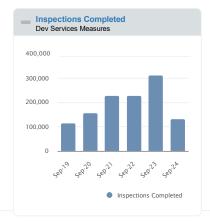
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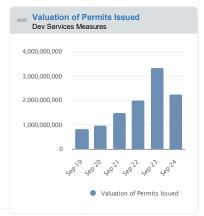








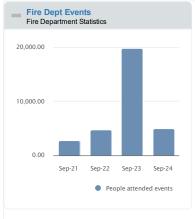


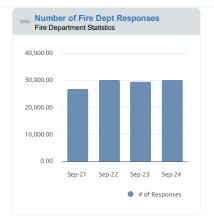


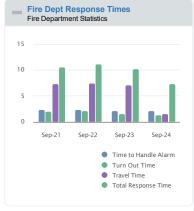
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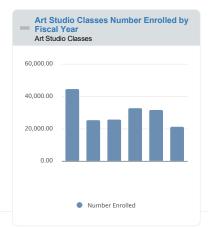




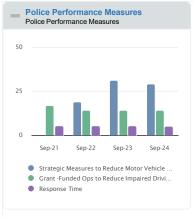




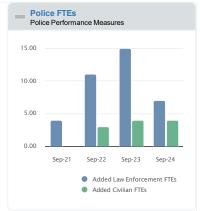




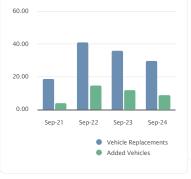












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Communication

Public Communication Community Engagement Marketing **Employee Communications**

Analysis

Communication



Create Proactive Communications Plans and Materials to Inform Residents of City Initiatives, Projects and Issues City Manager's Office

The Office of Communications has developed and implemented communication strategies and materials that assist us in informing residents and visitors about city initiatives, projects, and key issues. The 2024 Communication Plan can be found online here: https://cms4.revize.com/revize/capecoralfl/ Comms%20&%20Marketing/Communication%20Plan%2023-24.pdf.

Create a New Resident Guide Providing Useful Information regarding Cape Coral Codes, Services, and Amenities

Our team has begun the planning process for Cape Coral's new resident guide, which will provide essential information about city codes, services, and amenities. A preliminary document has been created to outline and design the guide. We aim to complete and publish it by Summer 2025.

Redesign the City's Website City Manager's Office

The City of Cape Coral is working with Revize, our website vendor, to update the outdated website. This project aims to improve the design, user experience, and functionality, featuring enhanced navigation, a modern look, mobile optimization, and ADA compliance. While these updates will greatly benefit residents and visitors, we currently lack in-house expertise for in-depth web coding, reinforcing the need for a dedicated web specialist moving forward.

Publish the Annual Budget in a Clear and Easily Understood Format Financial Services

The Government Finance Officers Association (GFOA) established the Distinguished Budget Presentation Awards Program (Budget Awards Program) in 1984 to encourage and assist state and local governments to prepare budget documents of the very highest quality that reflect both the guidelines established by the National Advisory Council on State and Local Budgeting and the GFOA's best practices on budgeting and then to recognize individual governments that succeed in achieving that goal. Approximately 1,800 governments, including states, cities, counties, special districts, school districts, and more have been recognized for transparency in budgeting. To earn recognition, budget documents must meet program criteria and excel as a policy document, financial plan, operations guide, and communication tool.

GFOA, founded in 1906, represents public finance officials throughout the United States and Canada. The association's more than 20,000 members are federal, state/provincial, and local finance officials deeply involved in planning, financing, and implementing thousands of governmental operations in each of their jurisdictions. GFOA's mission is to advance excellence in public finance.

The City has published the budget according to these guidelines consistently for decades and has been recognized by GFOA for doing so.

Provide Regular Training and Education Materials on Navigating the Development Review and Approval Process

To ensure our team and the industry effectively navigates the development review and approval process, we provide consistent training and education. This includes regular workshops led by licensed professionals, up-to-date educational materials like guides and checklists, and interactive online training and seminars. We also encourage feedback sessions to clarify any questions and foster a collaborative learning environment. Additionally, mentorship opportunities help less experienced staff gain insights from seasoned professionals. This ongoing support keeps our team informed and confident in managing the review process

Maximize the Use of Technology in Communicating with the Public City Manager's Office

Our office uses social media platforms (Facebook, Instagram, and X, formerly Twitter), the city website, the 311 mobile app, and digital messaging boards to enhance public outreach. We also utilize AlertLee to send emergency messages.

Implement Methods to Better Communicate with Youth City Manager's Office

Our team is exploring innovative methods, such as social media campaigns and partnerships with schools, to better engage and communicate with the youth in Cape Coral.

Organize Quarterly Community Meetings to Provide Updated Information to the Public on City Events, Projects, Priorities City Manager's Office





Community meetings including forums and town halls are held regularly on city projects, events, and priorities.

Conduct a Citizen Feedback Survey every Two Years Assessing the Quality of Municipal Services City Manager's Office

The most recent citizen survey was sent out in May 2023, and we have the results. The survey was facilitated by the National Research Center, Inc., which has conducted the past eight Cape Coral surveys and employs scientific methods to conduct research.

Fill Vacancies on Advisory Boards within Three Months City Clerk's Office

In FY24, we experienced 13 vacancies once the Council realigned renewals of many of their boards in November. Nine of the 13 were filled within 90 days. The remaining four often were continuously pursued, but took much more than the measure set. Two of them took an average of 142 days to fill and the other two took an average of 303 days to fill.

Increase the Number of Full-time Equivalent Volunteer Hours City Manager's Office

Volunteer hours are tracked by individual departments. Opportunities are always available for both employees and residents.

Continue to Host the Citizens Academy City Manager's Office

Our office hosts the Citizens Academy once each year in the spring.

Support and Collaboratively Engage with Neighborhood Groups, Civic Associations, and Non-profits City Manager's Office

City staff works alongside many organizations to build a stronger community.

- Cape Coral Animal Shelter: Mayor Gunter promotes pet adoption with his monthly Pet of the Month videos
- Cape Coral Construction Industry Association (CCCIA): Meetings are held monthly to hear from the construction industry and communicate changes that
 may affect them.

Develop an Annual Communication Plan City Manager's Office

The 2024 Communication Plan is complete and includes information on the following items:

- · Communications and Marketing Goals
- SWOT (strengths, weaknesses, opportunities, threats)
- Strategies and Tactics
- Performance Measures

Update the City's Logo and Branding Materials City Manager's Office

We've created a basic brand guide and are now enhancing it to ensure consistency across all communications. The updated guide will include detailed guidelines on typography, colors, imagery, and tone, while the City logo will remain unchanged.

Maximize Use of the "Flowing with Possibilities" Tagline City Manager's Office

This project is on hold. We are looking into a different tagline.

Develop and Implement Employee Recognition and Appreciation Strategies Human Resources

Human Resources Department is currently in progress for Years of Service awards. Communications Department has completed Good Vibes Tribe initiative.

Provide Employees with Regular Opportunities to Learn about Issues and Challenges City Manager's Office

Every media release is distributed to employees to keep them informed. A recap of City Council meetings is also shared with all employees to provide updates on key decisions and discussions.

Distribute Regular Employee Newsletters, Email Blasts, and Messages from the City Manager and other Executive Team Members City Manager's Office

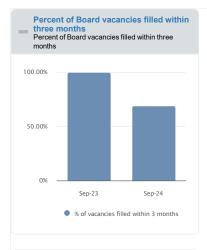
A monthly newsletter called City Pulse is distributed via email to ensure employees stay informed about citywide initiatives and decisions. The employee newsletter includes highlights of the most popular social media posts and newsworthy updates to ensure staff stays connected to what's happening in the City. Messages of thanks from the City Manager are sent to employees around holidays like Labor Day, Thanksgiving, and Christmas.

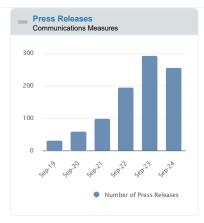
Keep City Employees Informed and Involved in Public Dialogue so they can Assist in Telling the City of Cape Coral's Story City Manager's Office

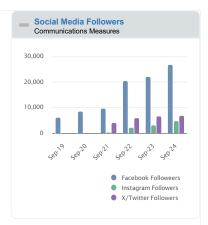


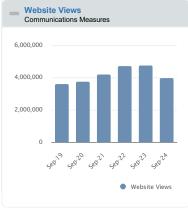


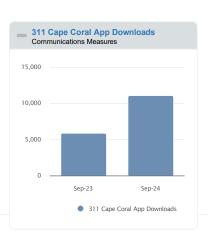
Employees are encouraged to participate in public meetings, events, and city initiatives to foster an informed and engaged workforce that can effectively share the City of Cape Coral's story.











🛖 On Schedule or Complete 🧾 In Progress or Needs Work 🖊 Behind Schedule or Not Started 🌑 No Information == No Update





Economy Education, and Workforce

Economic & Business Development South Cape Redevelopment Community Workforce Education Visitor & Resident Experience

Analysis

ECONOMY, EDUCATION, AND WORKFORCE

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

The Economic and Business Development Office (EBDO) actively promotes incentives and a business case to attract office, light industrial, and logistics businesses to Cape Coral. Additionally, our office has expanded efforts to promote tourism.

Our multifaceted strategy includes targeted marketing, website enhancements, and increased engagement to effectively connect with potential investors and businesses. By leveraging our resources and designing incentives that target these key sectors, we aim to position Cape Coral as a prime location for businesses seeking to expand or establish operations in a thriving market.

We have established relationships with local and national media to raise awareness of Cape Coral's business and investment opportunities. Coverage includes in-depth articles, feature columns, print and online web ads, billboards, and airport advertising. The office has also leveraged co-operative marketing with the Lee County Visitors and Convention Bureau, allowing us to reach a broader audience while benefiting from their buying power to secure reduced advertising

Our EBDO webpage has undergone a variety of updates to appeal to potential investors and developers and provide data in a more streamlined and accessible

A Request for Proposals is underway to establish vision plans for Burnt Store and Academic Village. Additionally, EBDO has engaged with a consultant to create an Economic Development Master Plan to identify assets and marketing strategies to engage targeted sectors. The scope of work incorporates a land use and real estate analysis for the Burnt Store area and South Cape.

Create a Mixed-use Destination at Seven Islands as a Catalyst for New Commercial Activity in the Northwest Cape Economic & Business Development

A Purchase Agreement with Gulf Gateway Resort has been approved by City Council. The developer is proposing a program that offers multi-family condos, townhomes, and fish houses; a hotel resort with meeting space; at least 37,000 sq ft of commercial space, a community center, park, and boat slips/marina.

An Army Corp of Engineer application was submitted in January 2024 and project manager has been assigned. An 18-24 month application review period is anticipated. The SWFWD application is in progress and a December 2025 issuance is projected.

Currently, a traffic impact study is being reviewed by Transportation. The conceptual site plan has been finalized for the Development Agreement and a Draft Term Sheet has been established.

Expand and Diversify the City's Overall Tax Base Economic & Business Development











EBDO is expanding and diversifying Cape Coral's tax base through a multifaceted strategy designed to attract new businesses and commercial development.

By establishing strong media relationships and securing coverage in various outlets, EBDO raises regional awareness of local business incentives, making Cape Coral more appealing to potential investors. EBDO established and is actively managing and marketing incentive programs that include site development assistance, grants for targeted industries, and tax incentives. Outreach through contacts made and visits scheduled are occurring to engage businesses for Business Retention and Expansion visits. New roles have been established in EBDO each dedicated to a focused effort in business retention, expansion, or attraction

EBDO has engaged with a consultant to create an Economic Development Master Plan to identify assets and marketing strategies to engage targeted sectors.

Ongoing website updates and participation in key industry conferences allow the EBDO to showcase Cape Coral's economic strengths and opportunities, ultimately broadening the tax base by drawing in various businesses and investments.

A key element of our strategy is the **New Biz Navigator Program**, designed to introduce services available from our office and to assist entrepreneurs and business owners in navigating the local regulatory landscape.

To further enhance our support for commercial development, our office has taken on the role of **ombudsman for commercial construction**. By serving as a liaison between business owners and local regulatory bodies, we streamline the permitting process and address any challenges that arise. This proactive engagement not only aids individual businesses but also makes Cape Coral a more attractive destination for new commercial investments.

In FY 24, we successfully hosted **10 business and industry roundtables**, covering diverse sectors, including workforce development, education, healthcare, commercial real estate, manufacturing, home services, tourism, retail, finance, and restaurants. With **169 participants**, these roundtables foster meaningful dialogue and collaboration among local stakeholders. By gathering insights from various industries, we are better positioned to understand and respond to the unique needs and challenges facing businesses.

Additionally, our **Business Retention and Expansion (BRE) visits** have been instrumental in our outreach efforts. This fiscal year, we conducted **56 visits** that allowed us to engage directly with business owners, gathering invaluable feedback about their experiences and opportunities for growth. These visits provide critical insights that inform our future initiatives.



Retain and Grow Existing Businesses in Targeted Industries

The Office of Economic & Business Development is committed to fostering a vibrant business ecosystem in our community, particularly within targeted industries that drive growth and innovation. Our proactive strategies focus on retaining existing businesses and expansion opportunities through tailored outreach initiatives, including the New Biz Navigator Program, Business Retention and Expansion (BRE) visits, and Business and Industry Roundtables.

Outreach Efforts:

In FY 24 to date, we have implemented a comprehensive outreach strategy aimed at engaging local businesses and promoting the benefits of our programs and incentives. Through personal connections, we have heightened awareness of the program, resulting in a significant increase in inquiries from businesses across various sectors.

Efforts have included:

- New Biz Navigator Program: This program serves as a vital resource for businesses seeking to navigate the local regulatory environment associated with opening a new business, relocating, or expanding in the area. Additionally, the promotion of available funding opportunities through our City of Cape Coral economic development incentives.
- Ombudsman for Commercial Construction: Recognizing the complexities involved in commercial construction, the EBDO has taken on the role of ombudsman to assist businesses in navigating these challenges. By serving as a liaison between business owners and local regulatory bodies, we help streamline the permitting process and address any obstacles that may arise, ensuring that projects move forward efficiently.
- Business and Industry Roundtables: We have hosted 10 roundtables in FY 24. Industries include: Workforce, Education, Healthcare, Commercial Real Estate, Manufacturing, Homes Services, Tourism, CRA, Retail, Lender/Finance, and Restaurants. A total of 169 people participated in these roundtables.
- Business Retention and Expansion (BRE) Visits: 56 BRE visits were conducted this fiscal year, allowing us to gather direct feedback from business owners about their challenges and opportunities. These visits not only demonstrate our commitment to supporting local enterprises but also provide critical insights into the needs of our community.

<u>Data and Impact:</u> Through our outreach efforts we have successfully engaged through activities such as attending 64 networking events, holding 19 speaking engagements, 73 lead outreach conversations, assisting 157 people through the New Biz Navigation program, and 224 businesses with their Business Tax Receipt, Fire, and Permitting questions.

<u>Incentive Programs</u>: The office has been actively promoting and marketing incentive programs aimed at supporting businesses with the City's targeted industries. These efforts have included outreach to local businesses, providing guidance on available incentives, and fostering relationships to encourage growth and retention.

As a result of these efforts:

23 applications for incentives have been submitted, representing a diverse range of industries and projects.

The office is currently engaged with projects totaling \$212 million in investment, dedicating time and resources to ensuring these businesses receive the necessary support.







Expand Employment Opportunities within the City Economic & Business Development

In line with the established waypoints in the Economic Development Strategic Plan, significant progress has been made in marketing and managing incentive programs designed to expand employment opportunities within the region.

Enhanced Value Recapture Grant (EVRG):

A key milestone was achieved with the finalization of a Development Agreement for the Coral Grove Town Center Project, securing a \$700M investment. This project is expected to have an estimated economic impact of \$1B, creating:

- a. 1,037 direct jobs
- b. 140 indirect jobs
- c. 130 induced jobs

One-time construction related:

- a. 6,444 direct jobs
- b. 787 indirect jobs
- c. 1.266 induced jobs
 - 2. Ongoing Incentive Applications:

Additional incentive applications are being processed, which, once finalized, are projected to create 370 new jobs across various sectors.

Approved Projects:

Two additional projects have been approved, contributing to the creation of 31 new jobs in total.

These accomplishments reflect the city's continued efforts to support and enhance economic growth through well-structured incentive programs that drive significant investment and job creation.



Offer Incentives to Qualified Businesses and Developers Looking to Invest in and Create Jobs in the City Economic & Business Development

Ordinance 99-21 was approved December 15, 2021 establishing Chapter 29, Economic Development and Business Incentive Programs, The Code establishes an Economic and Business Development incentive Fund and creates the following incentive programs.:

Local Job Creation Incentive Program

Cape Collaborates - Small Business Partner Program

Business Infrastructure Grant Program

Enhanced Value Recapture Grant program

In May 2023, the Economic and Business Development Office proposed a resolution to extend assistance to businesses within the Community Redevelopment Agency (CRA) and subsequently approved under CRA Resolution 2-23. This program, Breaking Barriers to Business (B2B) offers financial support to businesses improving their buildings and facing unexpected costs related to meeting the land development code.

In November 2023, CRA Resolution 7-23 was approved by the Community Redevelopment Agency providing funding to the Community Reinvestment Area Demolition Assistance Grant Program in order to assist property owners with demolition of structures to further the redevelopment plan objective of eliminating and redeveloping blighted areas

The office has been actively promoting and marketing incentive programs aimed at supporting businesses with the City's targeted industries. These efforts have included outreach to local businesses, providing guidance on available incentives, and fostering relationships to encourage growth and retention.

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Update the City's Economic Development Master Plan

Economic & Business Development

Progress on the objective to update the economic development master plan is underway. An RFP was issued, and the contract was awarded to DCG Corplan in July 2023. A Review Committee has been established to oversee the process, with monthly progress meetings taking place to ensure alignment with project goals. Updates and data are regularly posted on the project website, capecoraledsp-work.com. The consultant has requested an extension for the completion date, moving it from August to October, to ensure thorough analysis and plan development.

Foster Cultural Development by Incentivizing Individuals, Non-profit Cultural Organizations, and Other Entities to Support Arts and Culture Offerings Economic & Business Development









In response to the objective of fostering cultural development, the CreativeCape Arts incentive program was established. This program provides funding for the acquisition and improvement of spaces or the construction of venues dedicated to cultural art disciplines. Additionally, it offers financial support for programs, events, or performances that promote and engage the community in various forms of artistic expression.

Seek Electorate Approval of the Economic Develop Ad Valorem Property Tax Exemption Economic & Business Development

This referendum passed in the Primary Election on 11/8/22. Ordinance 31-22 was adopted by Council on 4/20/22.

Strengthen Regional Economic Development Partnerships with Lee County Economic Development and the Horizon Council

Progress has been made in strengthening regional economic development partnerships. As part of these efforts, Cape Coral's Economic Development staff regularly attends monthly Horizon Council meetings, including both general and executive committee sessions, to share accomplishments and highlight economic development progress in the city. The Horizon Council, a public-private board supporting regional development in Lee County, has also received financial support from the City at the Investor Level. We are working closely with the Horizon Foundation to ensure Cape Coral's highlights are included in printed marketing materials to further promote the city. In addition, we have expanded our partnerships beyond Lee County Economic Development by strengthening ties with the Lee County Visitors and Convention Bureau. Through joint marketing initiatives as part of their co-op program, we have promoted Cape Coral through collaborative advertising. Our team also attends monthly Visitors Bureau meetings to ensure Cape Coral's projects and events remain visible on the regional stage.

Establish a Corridor Development Plan for the Burnt Store Road Corridor Economic & Business Development

Progress has been made on the objective to establish a corridor development plan for the Burnt Store Road Corridor. The plan is linked to a proposed cityinitiated future land use amendment for over 1,000 acres, which will reclassify various future land use designations to a newly created Burnt Store Road District. This area, identified as a future economic corridor for NW Cape Coral with access to I-75 via a principal arterial highway, is intended to promote mixed-use, commercial, professional, and industrial development. The new district, which was adopted into the comprehensive plan, will prohibit standalone residential development and other uses that do not align with the city's future growth needs. Following the future land use designation, a corresponding zoning district must be created, followed by land rezoning. The Planning & Zoning division are leading this stage of the effort.



Encourage and Provide Incentives for New Projects to use Structured Parking

Economic & Business Development

In line with the City's objective to encourage and provide incentives for new projects to incorporate structured parking, a development agreement was negotiated to support a \$700 million mixed-use project. As part of the incentive package, an Enhanced Value Recapture Grant was awarded to fund public improvements associated with the project. The development will include parking decks, promoting efficient land use and supporting the overall mixed-use design by enhancing accessibility and accommodating increased density. Additionally, a key benefit negotiated in the agreement is that a portion of the parking spaces in the deck will be available for City use during emergencies or disasters, providing crucial parking and logistics support.

Establish Parking Development Program including Payment Instead of Parking, Shared Valet Parking, Club Square Redevelopment, Satellite Parking Agreements, and Surface Parking Lot Development Economic & Business Development

Parking Rate Schedule was approved for The Cove at 47th Resolution 11-24.

Complete Median and Landscaping Improvement Projects within the Community Redevelopment Agency (CRA)

City Manager's Office

These are ongoing projects. Del Prado from Waikiki Ave to Cape Coral Parkway was completed. We are working on design for both Country Club Boulevard and Palm Tree Boulevard.

Encourage and Incentivize the Development of Mixed-use Buildings to Create Attractive Pedestrian-oriented Streets

Economic & Business Development

In response to the objective of encouraging and incentivizing the development of mixed-use buildings to create attractive, pedestrian-oriented projects, the City allocated \$7 million in tax increment funding to support the Bimini Square Project, which is currently under construction. This project will feature restaurants, boat access, medical offices, and residential living, contributing to a vibrant, walkable community. Separately, a \$20 million Enhanced Value Recapture Grant was awarded to the Coral Grove Town Center project, a \$700 million mixed-use development that will activate 130 acres of vacant land. This project, expected to generate a \$1 billion economic impact, will provide much-needed retail services to a section of the City currently lacking such amenities, alongside dining, shopping, a hotel, and public recreation space.

Expand Small-scale Events that Focus on Attracting Attendees to Patronize CRA Businesses Regularly

Special Events created Music and Art Fusion which occurs two times a year as well as the City of Cape Coral New Years Eve event.

Complete Public Art Installation Projects

Economic & Business Development

This project has not started.

🛖 On Schedule or Complete 🧾 In Progress or Needs Work 🖶 Behind Schedule or Not Started 💨 No Information 💻 No Update





Assist in the Acquisition and Development of Affordable and Mixed-income Multi-family Properties Economic & Business Development

No information provided.



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 Economic & Business Development

Serve as a member of the Cape Coral Technical College (CCTC) Advisory Board and offer input on (CCTC) strategic plan, providing input on key metrics such as program completion rates, industry certifications, job placement, and partnerships with local businesses.

Provide insights to align CCTC offerings with the top employing industries and workforce needs of local employers.

Advocate to prioritize funding to support CCTC physical expansion and course offerings as part of Lee Recovery.

Leverage networking opportunities with other advisory board members such as Career Source to identify valuable workforce resources that can benefit residents and employers

Host industry roundtables, which bring together workforce organizations and employers. These events facilitate dialogue and foster connections that help address employment gaps and ensure businesses have access to a skilled workforce.

Work closely with Oasis to identify local employers for job fair participation, further enhancing opportunities for students and job seekers to connect with



Establish Apprenticeship and Training Programs for High School Students to Learn about Public Service Career Opportunities

Oasis High School has established certification programs for work force readiness in the areas of Culinary Arts, Digital Information Technology, Device Configuration Management, Robotics and Gaming and Simulation. In conjunction with the Florida South Western State College dual enrollment program, Oasis is also able to offer students computer science certifications in coding and cybersecurity. Furthermore, summer apprenticeships are offered by the City's IT department for students interested in the areas of technology management and cyber security. Additionally, the high school holds both a career fair and college fair each year exposing all students grades 9-12 to various career opportunities, and the colleges and universities that may potentially suit their interests and needs.



Work with Employers to Establish Internship Programs

Economic & Business Development

This project has not started.



Work with Local Businesses to Create a Summer Youth Employment Program Economic & Business Development

This project has not started.



Ensure the City of Cape Coral Charter School System Meets the Highest Educational Excellence and Student Achievement Standards.

Oasis Charter Schools is a high performing municipal charter school system recognized by the Florida Department of Education as a grade "A" school system based on student test scores, and student performance. Furthermore, three of the four Oasis schools are designated Florida Schools of Excellence based on high student proficiency levels. Subsequently, Oasis Charter Schools earned both the Cognia Accreditation with Distinction Award, and the Circle of Excellence Award for Exemplary Leadership in Education. Cognia gives these awards to schools or systems that effectively implement high-quality instruction, demonstrate consistent organizational effectiveness, and maintain a commitment to continuous improvement. During school year 2023/2024 Oasis High School reported a 100 percent graduation rate. Furthermore, the high school offers students a baccalaureate Cambridge Curriculum that is directly tied to the Florida Bright Future Scholarships program. The Oasis Charter Schools also provides a nationally recognized K - 12 STEM Innovation Program to all students, which also supports the rigorous academic objectives of the organization's strategic plan.



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** City Manager's Office

The city has a strong partnership with schools located within the city. The city is currently assisting with the creation of a sports field at the Oasis school.



Our Oasis schools and city leadership have a great relationship. The principal joins in on weekly director meetings and communicates with staff regularly.

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

The City Manager acts in this role as he communicates regularly with school staff.

🛖 On Schedule or Complete 💹 In Progress or Needs Work 🖶 Behind Schedule or Not Started 💮 No Information 💻 No Update



Promote the City's Eco-tourism Assets to Attract Visitors to Cape Coral and Expand Understanding of the City's Natural Environment Parks and Recreation

Staff is currently working on programs that will promote eco-tourism opportunities in Cape Coral. Initial programming includes working with a third party vendor to provide kayak rentals and tours at Sirenia Vista Park and Four Mile Cove Eco-Park for visitors to access waterways and learn about the natural environment.

Create a Visitor Development Strategy Economic & Business Development

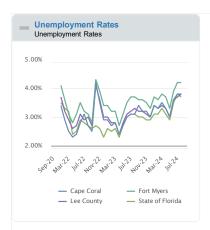
A visitor development strategy has been established as a deliverable to the Economic Development Strategic Plan. The consultant has conducted surveys with various stakeholders and developed a draft plan.

Develop a Public Art Master Plan City Manager's Office

This project has not started.

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
Parks and Recreation

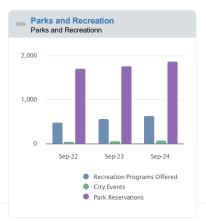
Special Events held its second annual Culture Fest in FY 2024 as well as the inaugural New Years Eve Event. Music and Art Fusion Special Event has also been added and is held twice a year.











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Fiscal Stability

Organizational Performance & Excellence Financial Strength & Responsibility Information Systems & Cyber Resilience Our Workforce City Facilities

Analysis

FISCAL SUSTAINABILITY



Software Program has been purchased. We began working with three departments to implement their measures. All other departments followed and performance reports will be included in the FY25 budget book. Performance measures is also being used for Business Initiatives and CRA projects.

↑ Demonstrate a Commitment to Continuous Improvement

All Departments continue to demonstrate a commitment to continuous improvement by constantly updating policies and procedures and making necessary changes to processes.

♦ Seek Out and Implement Leading Industry Practices

All Departments continue to seek out and implement leading industry practices.

Provide Appropriate Resources, Tools, and Technology to Meet Service Demands and Population Growth

The City approves a budget every year to provide the appropriate resources, tools and technology to meet the service demands and population growth.

★ Streamline or Eliminate Unnecessary Processes or Requirements that Serve as a Barrier to Providing Excellent Service or Innovation

All Departments constantly review policies and procedures to create efficiencies in processes. In addition, the City continuously invests in software products to eliminate unnecessary processes.

Align Organizational Resources to Performance Expectations and Outcomes

The City recently invested in Performance Measures software. This software tool walks Directors through update methods to align organizational resources to performance expectations and directly aligns to the City's strategic Plan, Cape Compass. The software is being used to create reports for top level management and elected officials for Business Initiatives, the Community Redevelopment Agency and for the City's published Budget Book. The long-term goal is to make the software an interactive tool on the City's website for use by City residents and stakeholders.

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 Financial Services

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

The fiscal year budget includes a budget stabilization fund of 17% of the General Fund operating expenditures.







Develop and Implement Strategies to Attain a AAA Bond Rating with Moody's and Standard & Poor's Rating Agencies Financial Services

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 City's Debt Ratings chart can be found in the City's Adopted Budget and on the Financial Services Page of the City's web site



Maintain a Competitive and Favorable Property Tax Rate Financial Services

Real estate property taxes, also referred to as real property taxes, are a combination of ad valorem taxes (assessed value of real estate) and non-ad valorem taxes (services or infrastructure that affect a property.) The City lowered the rate for FY25.



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 Financial Services

The Government Finance Officers Association (GFOA) established the Distinguished Budget Presentation Awards Program (Budget Awards Program) in 1984 to encourage and assist state and local governments to prepare budget documents of the very highest quality that reflect both the guidelines established by the National Advisory Council on State and Local Budgeting and the GFOA's best practices on budgeting and then to recognize individual governments that succeed in achieving that goal. Approximately 1,800 governments, including states, cities, counties, special districts, school districts, and more have been recognized for transparency in budgeting. To earn recognition, budget documents must meet program criteria and excel as a policy document, financial plan, operations guide, and communication tool.

GFOA, founded in 1906, represents public finance officials throughout the United States and Canada. The association's more than 20,000 members are federal, state/provincial, and local finance officials deeply involved in planning, financing, and implementing thousands of governmental operations in each of their jurisdictions. GFOA's mission is to advance excellence in public finance.

The City has consistently received the award for decades

Ensure Financial Policies are Reviewed and Updated Every Five Years

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



Establish a Cost Recovery Policy Financial Services

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



Limit the Use of One-time Revenues for Ongoing Expenditures

Financial Services

On February 25, 1991, the City of Cape Coral adopted a comprehensive set of financial management policies in the areas of operating management, debt management, accounts management, financial planning, and economic resources. At various times, City Council and the Budget Review Committee have conducted thorough reviews of such policies as part of an ongoing process of economic and financial 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. Policy #4: The City will not fund recurring municipal services with reserve funds and/or other temporary or non-recurring revenue sources.



Seek a Diversity of Revenue Sources to Improve the City's Ability to Better Distribute the Cost of Providing Services Financial Services

The City's various departments are responsible for seeking out grant opportunities, while the Financial Services Division is responsible for maintaining and being familiar with City grant contracts (Federal and State) and monitoring the budgets, revenues, and expenses over the grant term, and tracking the timely reimbursements from grantor agencies. All departments are encouraged to continuously seek diverse revenue sources.

🛖 On Schedule or Complete 🧧 In Progress or Needs Work 🖊 Behind Schedule or Not Started 🏻 🔘 No Information :—No Update



Continue Long-range Financial Planning, Revenue and Expenditure Projections Financial Services

On February 25, 1991, the City of Cape Coral adopted a comprehensive set of financial management policies in the areas of operating management, debt management, accounts management, financial planning, and economic resources. At various times, City Council and the Budget Review Committee have conducted thorough reviews of such policies as part of an ongoing process of economic and financial 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. Policy #11: Revenue and expenditures for all operating funds should be projected for at least four years beyond the current budget. The City prepares a four-year projected budget every year.

Safeguard against Growth in Unfunded Pension Liabilities and Other Post-employment Benefits

Safeguards include: Investment policy update for general pension plan on 3/15/22. Investment policy update for police pension on 8/23/22. Investment policy update for fire pension on 9/29/22. Compliance with: GASB Statement 67, Financial Reporting for Pension Plans, revised existing guidance for the financial reports of most pension plans for state and local governments. GASB Statement 68 requires governments providing defined benefit pensions to recognize their long-term obligation for pension benefits as a liability for the first time, and to more comprehensively and comparably measure the annual costs of pension benefits. GASB Statement 82 addresses issues regarding (1) the presentation of payroll-related measures in required supplementary information, (2) the selection of assumptions and the treatment of deviations from the guidance in an Actuarial Standard of Practice for financial reporting purposes, and (3) the classification of payments made by employers to satisfy employee (plan member) contribution requirements. The City is in compliance with all GASB statements

Upgrade Current Information Systems and Implement New Cost-effective Technology Projects to Reduce Inefficiency, Improve Business Processes, Improve Communications, and Enhance Customer Service Information Technology

This month implemented 1) New payment processing system 2) New citizen's notification system (call, text or email) for utility billing and boil water 3) Citizen's utility billing portal enabling smart meters 4) upgraded Public Safety's time and attendance system and 5) upgraded the enterprise content management system.

Protect Critical Components of the City's Information Systems by Conducting Regular Exercises and Assessments to Identify and Mitigate Vulnerabilities Information Technology

Internal and external penetration testing began this month for the City and Charter Schools by a third party vendor.

Develop a City-wide Technology Needs Assessment and Technology Strategy Master Plan Information Technology

IT has an IT Strategic Plan and an IT Technology Plan both of which are updated annually and posted on the IT page of the City's website.

↑ Enable New Technologies to Support SMART City Applications such as Parking, Asset Management and Open Government Information Technology

Underground fiber optic cabling is being installed in the city to connect smart city technologies. A wireless mesh network, that today provide smart utility meter reading, is being expanded and may in the future support additional smart technologies.

Implement Wireless Water Meter Reading Technology Information Technology

New Utility Customer Service Application providing smart meter reading to customers went live 9/30/24.

Development Services

The transition to the EnerGov online customer service permitting and licensing software system occurred on February 22, 2022, and marked a significant

technological advancement for the Development Services Department and its all 5 Divisions.

Replace the Public Safety Computer-Assisted Dispatch (CAD) System

In progress and scheduled to go-live before the end of calendar year 2024.

Implement New Employee Timekeeping and Payroll System Information Technology

Complete. Project went live on-time and on-budget on 1/1/2024.

Regularly Review and Refine the City's Compensation and Benefits Approach to Maintain Market Competitiveness Human Resources

Complete the Transition to the EnerGov Online Customer Service Permitting and Licensing Software System

The Human Resources Department consistently procures Compensation and Classification Studies. in addition, a broker is used for benefits to maintain market competitiveness.

Invest in Employees' Professional Growth and Development through Internal and External Training, Education, and Mentorship Opportunities Human Resources





A new catalog for the learning management system is being developed.

An opportunity for emerging leaders was provided via collaboration with Florida Gulf Coast University.

Support Leadership Development and Effectiveness within the Organization City Manager's Office

In-house leadership training is offered to employees to support internal growth. Courses in SABA are also available to all employees. The City of Cape Coral offers tuition assistance to those who are interested in external educational courses and degrees.

Ensure Succession Planning Initiatives are Completed within each Department

Training for the Succession Module in SABA is ongoing.

Ensure the Workforce Reflects the Demographics of the Community Human Resources

Cape Coral demographics are being compiled to compare to the City of Cape Coral workforce.

Embrace Internship and Apprenticeship Programs to Increase the Pool of Candidates to Fill Positions

Internship opportunities have been made available to departments via five FTEs. Departments are to fund any paid interns.

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 Human Resources

Personnel ordinances, policies, administrative regulations, and procedures are continually being reviewed.

Complete a Long-term Facility Workspace Needs Analysis
Capital Improvements

Study completed, as of 10/01/2024 pending final review by executive staff prior to release.

Design and Construct a New Fleet Services Facility

Engineer working on Design Plans (+/-) 10% Complete. Zoning and Land use, Survey, Environmental Assessment and Endangered Species Survey and Permitting Complete. Engineer working on the DRAFT programing report.

Complete Design and Construction of New Fire Stations 12 and 13 and Replacements for Fire Stations 5 and 10 Fire Department

The CCFD has completed design and construction of Fire Station 12 and 13, they are both operational. Additionally, Fire Station 10 design is complete with construction to begin in FY2025, Fire Station 5 design will be completed in FY2025.

Complete Conceptual Planning for Permitting and Licensing Customer Service Center, Emergency Operations Center, Municipal Services, and other Public Services
Development Services



The primary objective in creating a comprehensive conceptual plan for a permitting and licensing customer service center, emergency operations center, municipal services, and other public services, is we begin with a clear vision that outlines the purpose of these facilities to enhance service delivery, improve accessibility, and foster community engagement.

The design of the facilities should prioritize functionality and a welcoming atmosphere. The permitting and licensing center should feature a reception area, consultation rooms, and a waiting area with informational displays. The emergency operations center must focus on security and advanced communication capabilities, while municipal services spaces should be adaptable for various functions.

Integrating advanced technology is crucial for streamlining processes. This includes our online portal for permit applications, automated kiosks for information access, and real-time communication systems for the emergency operations center. Additionally, utilizing data management systems will help track service requests and improve response times.

Staffing needs for each facility should be clearly outlined, with a focus on training employees in customer service, conflict resolution, and operational

Developing a service delivery model that emphasizes efficiency and accessibility is essential. This involves establishing clear guidelines for processing permits and licenses, implementing a streamlined approach for emergency responses, and ensuring user-friendly access to municipal services.

Community engagement is another key element. Strategies such as public workshops and feedback surveys will help ensure that services meet community needs and foster trust between the public and the municipality.

Operational procedures must be detailed, focusing on workflow efficiency and accountability. This includes defining roles, establishing protocols for emergency response, and ensuring compliance with regulations.

Budgeting is also vital. A comprehensive budget should cover construction, staffing, technology, and ongoing operational costs, exploring potential funding sources such as grants or partnerships to support these initiatives.

Finally, establishing a framework for ongoing evaluation of services and facilities will allow for regular assessments to identify areas for improvement and adapt to changing community needs. This conceptual plan aims to create integrated, efficient, and community-focused public service facilities that enhance overall service delivery and foster a resilient community.

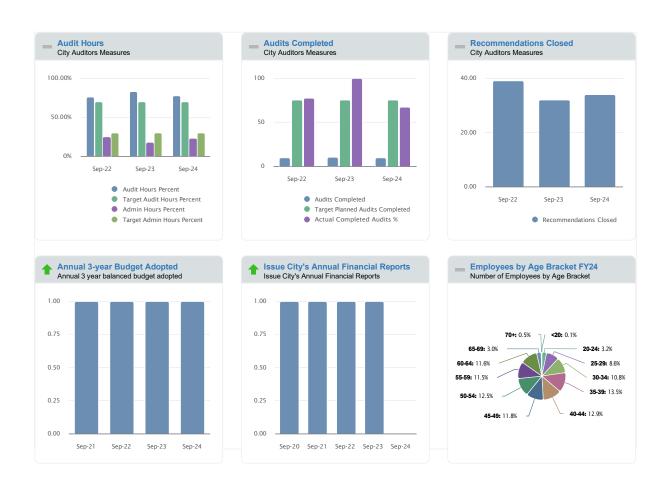
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Encourage Private Sector Investment in Public Facilities Economic & Business Development

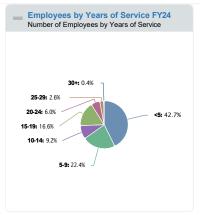
In support of the City's objective to encourage private sector investment in public facilities, negotiations are underway with the developer of the Bimini Square project. As part of the partnership, the City will collaborate on right-of-way improvements. A key deliverable from this agreement is the City gaining additional stormwater capacity, which will allow the sale of stormwater credits for future development projects. Additionally, the developer is upgrading waterline capacity to improve water flow and enhance fire suppression capabilities for the area surrounding the development, further benefiting public infrastructure.

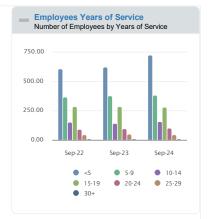






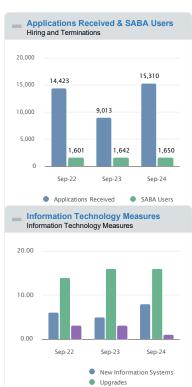




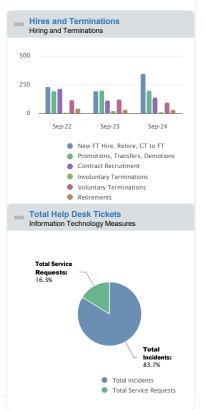




Intermittent FMLA Cases Processed



Parks with Free Wi-Fi









Infrastructure

Broadband Mobility Water & Wastewater

Analysis

INFRASTRUCTURE



Provide Financial and other Incentives to Telecommunications Providers when Appropriate to Accelerate the Deployment of Broadband Service Economic & Business Development

In response to the objective of providing financial incentives to telecommunications providers to accelerate broadband deployment, the City entered into an agreement with Comcast to expand services in the underserved northwest and northeast sections of Cape Coral. These areas had limited broadband availability, and the City contributed \$500,000 to help make expansion financially viable for the provider. The total investment to deploy broadband services in these regions amounted to \$14.3 million, significantly enhancing connectivity in areas where service was previously scarce.

Additionally, the City incorporated this objective into the economic master plan scope of work, aiming to identify areas where the existing city network can be leveraged to promote further economic development efforts.

Expand Fiber-optic Connectivity to Critical City Facilities Information Technology

Engagement with Magellan for the detailed fiber connectivity design is complete. There are five active major projects underway. All five connect major sections of our fiber ring creating redundancy. All projects have been awarded to vendors and are in various stages of construction.



Free WiFi currently available at the following park locations: Cultural, Four Freedoms, Gator Trails, Pelican, Rosen, Rotary, Racquet Club and Sands.

Develop and Implement a Transportation Master Plan
Public Works Department

Completed in March of 2024.

The Multimodal Transportation Master Plan (Plan) updates the long-term vision for the City's multimodal transportation system, providing policy direction and guidance for the implementation of transportation projects throughout the City during the short- mid- and long-term timeframes. Short-term projects can be included in the City's 5-year Capital Improvement Plan. Mid-term projects have a 10-year horizon, and long-term projects have a 20-year horizon. It also updated the City's Bicycle and Pedestrian Master Plan.

The completed Multimodal Transportation Master Plan includes almost 300 policies, programs, and projects. These projects will focus on improving safety, accessibility, and connectivity for all modes of transportation, including walking, biking, public transit, and driving. The plan also includes a comprehensive evaluation of the existing transportation system, identifying areas for improvement and potential future projects. This includes an analysis of current and projected population and employment growth and assessing existing infrastructure and potential future needs. The plan also considers the City's goals for sustainability and reducing carbon emissions, focusing on promoting alternative modes of transportation to reduce reliance on single-occupancy vehicles.

The Multimodal Transportation Master Plan and Bicycle & Pedestrian Master Plan Update were approved by the City Transportation Advisory Committee (CTAC) in March 2024. The Plan was approved concurrently with the directive to establish funding and implement five (5) immediate short-term priority projects, which are itemized below.

- 1. Mobility Plan & Fee
- 2. Corridor Planning Studies
- 3. Areawide Local Roadway Speed Limit Study
- 4. Micromobility Feasibility Study & Pilot Program
- 5. South Cape Mobility Hub Planning Study

Collaborate with FDOT to Complete the Pine Island Road Corridor Vision Plan and Accelerate Efforts to Widen Pine Island Road within the City Public Works Department

The SR-78/Pine Island Road PD&E is underway and on schedule. The selected FDOT consultant shall be able to provide a detailed project schedule by January 2025. A FDOT representative shall be available with Transportation Planning Staff for future CTAC updates throughout 2025.

Reduce Congestion at Key Intersections on Veterans' Parkway Public Works Department



Task is with Transportation Planning, Evaluation of intersections and mitigating strategies are referenced in ongoing planning efforts.

Plan, Design, and Construct the Missing Segment of Andalusia Boulevard through the North Cape Industrial Park Capital Improvements

Notice to Proceed for work to start on 06/04/2024. Kickoff Meeting on 06/12/2024. Consultant and Sub-consultants currently working on tasks per the Scope of Work, ESA Phase 1 (submitted on: 07/16/2024) Progress meeting #1 held on 07/30/2024. Invoice #1 received on 07/02/2024, Invoice #2 received on 08/02/2024 - not yet approved, Traffic Data Collection scheduled for the week of 08/26. Design is ongoing, approximately 6% complete.

Plan, Design and Widen NE 24th Street

Design is in process in conjunction with UEP North 1 East contract areas. NE 24th Ave is part of the contract 11 area. The change order for additional roadway design and evaluations of round a bouts along the segment was approved by City Council in September and design is underway.

Complete Signalization Improvements to Del Prado Boulevard at Averill Boulevard and Del Prado Boulevard at De Navarra Parkway Public Works Department

- · Shop Drawing Review In-progress
- Anticipated Construction Start: January 2025
- · Anticipated Completion of Project April 2025
- Enhance Synchronization and Optimization of Traffic Signals Public Works Department

The City of Cape Coral has historically relied on the Lee County's support for this initiative. In 2024, Transportation decided to program these efforts in house. Transportation recently acquired a firm to begin signal timing studies along Cape Coral Parkway.

Support the Development of an Interchange at I-75 at Del Prado Boulevard Public Works Department

Transportation Planning is working in conjunction with the MPO and City Council to support this development.

Support Capacity Improvements to Burnt Store Road, Cape Coral Bridge, and Midpoint Bridge

The Transportation division continues to work closely with Lee County to support capacity improvements to Burnt Store Road, Cape Coral Bridge, and Midpoint Bridge. The Transportation division attends regular meetings to work along side Lee County on the project design to widen and update the Cape Coral Bridge.

Develop and Implement a Bridge Rehabilitation Master Plan Prioritizing Repairs, Rehabilitation, and Replacement of City-owned Bridges Public Works Department

A Bridge Rehabilitation Master Plan has been completed and projects prioritizing repairs, rehabilitating bridges, and replacing City-owned bridges will begin in FY2025.

Collaborate with LeeTran, FDOT, and Others to Expand Public Transportation Options within the City Public Works Department

Transportation Planning is actively working with the MPO and LeeTran to expand transit options. Currently, the Metropolitan Planning Organization (MPO) Long Range Transportation Plan (LRTP) and the LeeTran Transit Development Plan (TDP) and both underway and being guided by staff efforts. As planning efforts evolve, staff shall identify detailed policies, programs, and projects from city-adopted plans to be introduced into these external stakeholder long range plans. Completion time varies by agency timelines - refer to multimodal transportation master plan for preliminary recommendations that shall carry through.

Complete Design and Construction of the Shared-Use Nonmotorized (SUN) Trail Public Works Department

Projects In Procurement, Ready for Construction:

- 1. SUN Trail Phase 2 along Kismet Pkwy (north side- Nelson Rd to Del Prado Blvd)
 - Currently in the bidding process.

Projects Under Design:

1. SUN Trail Phase 3 along Kismet Pkwy (south side- Del Prado Blvd to NE 24th Ave)

Install Sidewalks within One Mile of All Public Schools
Public Works Department

Public Works has completed 64% of sidewalks within one mile of all public schools. This equates to 145.96 miles completed of a total 228 miles needed. Additionally, the Transportation division has created a sidewalk priority matrix which will help to prioritize project based on safety, better program funding for projects, and streamline the project planning process.

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 Utilities Department





Background: The Utilities Department operates and maintains two Reverse Osmosis (RO) Water Treatment Plants (WTP), the North and Southwest RO WTP's, that provide potable water to the residents and businesses of Cape Coral. The North and Southwest RO WTP's are permitted to by the Florida Department of Environmental Protection (FDEP) to provide 30.1 million gallons per day (MGD) of potable water to existing and future customers. This is a continuously ongoing Utilities Department activity and responsibility.

2024 Update: During the period from August 2023 to August 2024 the North and Southwest RO WTP's produced 5,536 million gallons (MG) of potable wa distribution to meet customer demands. As documented in The City of Cape Coral 2023 Annual Drinking Water Quality Report, the City of Cape Coral's drinking water meets or surpasses all Federal and State drinking water standards. For the 2024 reporting period, this activity has been 100 percent achieved.

1

Implement the Utilities Master Plan Utilities Department

Background: The Comprehensive Utilities Master Plan Update 2020 - 2040 Planning Horizon, November 2022, adopted by City Council on 12/7/22, devtloped a plan for addressing commercial and residential growth, prioritization for expanding utility service, system capacity to meet projected demands, reliability of service and regulatory requirements for providing potable and irrigation water supply and wastewater collection and treatment utility services for the City of Coral. Major components comprising the Master Plan include water resource planning, population and water demand and wastewater flow projections, exis ting treatment capacity evaluation and gap analysis, hydraulic modeling, level of service standards documentation, development and ranking of alternative improvements, capital project identification and project prioritization and Utility Extension Program (UEP) planning.

2024 Update: Implementation of the Utilities Master Plan is an ongoing, multifaceted effort comprised of multiple projects and activities implemented by the Utilities Department and the Office of Capital Improvements UEP. A partial summary of Utilities Master Plan projects completed in 2024 is summarized as follows:

- Caloosahatchee River Crossing reclaimed water supply pipeline to Cape Coral from City of Fort Myers South Advanced Wastewater Treatment Plant construction; and
- Southwest Water Reclamation Facility Operations Building construction.

A partial summary of Utilities Master Plan projects underway in 2024 is summarized as follows:

- · North Reverse Osmosis (RO) Water Treatment Plant (WTP) Phase I Wellfield Expansion engineering design;
- Southwest Water Reclamation Facility (WRF) rehabilitation engineering design; and
- · North 1 UEP West construction.

Complete Design and Construction of the North 1, 2, 3, 4, and 5 Utility Expansion Projects Capital Improvements

North 1 West is 44% Constructed

North 1 East is 90% Designed

North 3 is 20% Designed

North 5 is budgeted for Fy29.

North 6 is budgeted for FY25



Facilitate the Extension of Utilities along Burnt Store Road to Serve the Hudson Creek Development

Background: An Offsite Utilities Agreement between the City of Cape Coral and GA-Pinnacle Cape Coral, LLC was executed on 4/4/2023, for the utilizatio on of City of Cape Coral utilities by the Hudson Creek development. The Cape Coral Utilities Department assisted with development of the Offsite Utilities Agree ment requirements for the Hudson Creek developer to construct the offsite potable water transmission and wastewater transmission and collection system infrastructure necessary for connection to the City's utility system. During the period from 10/10/2023 through 4/16/2024, a determination, for the Utilities Department, of the Hudson Creek development required offsite utilities system infrastructure details was made by AECOM using the potable water and wastewater system hydraulic models based on the existing and the planned utility system Utility Extension Program (UEP) established in the Comprehensi ve Utilities Master Plan Update, 2020 – 2040 Planning Horizon, November 2022. This is an ongoing Utilities Department activity.

2024 Update: During the period from 10/2023 through 10/2024, the required offsite utilities system infrastructure details were determined and transmitted to the Hudson Creek development team on 4/16/2024. A draft potable water transmission and wastewater transmission systems pipeline alignment drawing sewas submitted by Barraco and Associates, Inc. and received by the Utilities Department on 2/22/2024. During the reporting period, multiple meetings betweer City staff and the Hudson Creek development team members have been held for discussion of a variety of topics. Based on timing and progress to date, a por tion of the Hudson Creek development offsite utility system improvements required are being considered for inclusion in the North 3 UEP design that currently is underway. These utility system improvements primarily are located along the Burnt Store Road corridor.



Provide City Utilities along Missing Gaps on Pine Island Road

🔷 On Schedule or Complete 🧾 In Progress or Needs Work 🕹 Behind Schedule or Not Started 🌑 No Information ==No Update



Background: The Pine Island Road Corridor west, located between Chiquita Blvd. and Burnt Store Road, project will provide water supply and wastewate collection utilities infrastructure to properties that currently are unserved. This project includes potable and irrigation water distribution system and wastew at collection and transmission system engineering design. As development of the Pine Island Road Corridor west proceeds, the property developments will be required to construct utilities required for service based on the design.

2024 Update: Engineering design of the water and wastewater utilities required to serve the Pine Island Road Corridor is underway.

Complete Hydrogeological Modeling of the City's Water Wellfields to Identify Alternatives for Wells with Deteriorating Water Quality Utilities Department

Background: The Comprehensive Update to Utilities Water Supply, Storage and Disposal Programs project (CWSP) is comprised of ten Tasks, with Sub -tasks that include:

- 1. Compilation and review of existing hydrogeologic data;
- 2. Interpretation and reporting of existing hydrogeologic data;
- 3. Acquisition and interpretation of new hydrogeologic data;
 - · Test Well design, installation and testing
 - Seismic Reflection investigation
 - Existing well geophysical logging
- 4. Development of 3-D groundwater hydraulic and solute transport models;
- 5. Development and implementation of a Production Well rehabilitation plan;
- 6. Siting evaluation of a second Injection Well for the North RO Water Treatment Plant;
- 7. Development of an integrated surface water groundwater Modeling (Mike SHE/11 Model);
- 8. Evaluation of canal system monitoring and control systems;
- $^{9.}\,\,$ Develop and provide canal monitoring and operating platform;
- 10. New Production Well design and permitting;

2024 Update: CWSP Tasks 1, 2, 5, 6, 8 and 10 have been completed and various work activities on Tasks 3, 4 and 9 currently are underway. Task 7 was eliminated from the CWSP work scope.

Continue Programs that Address Inflow, Infiltration, and General Rehabilitation Needs of the City's Gravity Sewer System in Older Areas Illilities Department

Background: Rehabilitation of selected manholes and cured-in-place pipe (CIPP) lining of the wastewater collection system gravity clay pipe identified as potential sources of inflow and infiltration is underway and being performed on an ongoing basis. Investigations are performed on selected wastewater basins evaluate the manhole and gravity pipe conditions and volume and occurrence of inflow and infiltration indicated to identify and prioritize wastewater basins for manhole rehabilitation and CIPP lining. Contractors for manhole rehabilitation and CIPP lining are assigned work on a selected project basing using existing ongoing construction contracts awarded by bid. This is an ongoing Utilities Department activity and responsibility.

2024 Update: Since 2022 to date, 119 selected manholes have rehabilitated and 215,343 feet of CIPP lining have been installed in the wastewater collec system gravity pipe.

Increase the Number of Sewer Lift Stations Rehabilitated Annually

Background: Rehabilitation of selected wastewater collection Lift Stations (LS) is underway and being performed on an ongoing basis. Based on an eva uation of condition and criticality, LS are identified for rehabilitation. Based on the LS specific condition details, a rehabilitation design is developed by a consultin g engineering firm with a scope that typically may include wet-well recoating, pump replacement, pump rail mounting assembly replacement, power supply and control panel replacement and utility power supply upgrade, then advertised for contractor bidding. This is an ongoing Utilities Department activity and responsibility.

2024 Update: To date, rehabilitation of 5 selected LS has been completed and engineering design for rehabilitation of 5 LS currently is underway. For the reporting period, this activity has been 100 percent achieved.

Design and Construct Appropriate Facilities Needed to Reroute Flows between Everest and Southwest Water Reclamation Facilities Utilities Department

Background: The Utilities Department operates two Water Reclamation Facilities (WRF) the Everest and Southwest WRF that receive wastewater flow from the Master Pump Stations (MPS). There are 24 MPS that receive wastewater flow from 275 Lift Stations that comprise the wastewater collection and transmis system. Improvements and modifications to 7 selected MPS were required flexibility (flex stations) to facilitate the ability to select transmission of wastewa ter to either the Everest or Southwest WRF depending on flow conditions and WRF capacity.

2024 Update: Improvements and modifications to the 7 selected MPS allowing wastewater transmission to either the Everest or Southwest WRF has bee n completed.

Continue Using 100% of the City's Reclaimed Water to Supply the City's Irrigation Network Utilities Department





Background: The Utilities Department provides customers irrigation water supply, to meet demand, that is derived from reclaimed water and water from the Cape Coral freshwater canal system. The reclaimed water distributed to customers is produced by the Cape Coral Everest and Southwest Water Reclamation Facilities (WRF) and received from the City of Fort Myers South Advance Wastewater Treatment Plant and the Florida Governmental Utilities Association (FGUA). This is a continuously ongoing Utilities Department activity and responsibility.

2024 Update: During 2024 to date and 2023, 5,083 and 6,223 million gallons (MG) of reclaimed water produced by the Everest and Southwest WRF were distributed for customer use by the irrigation water distribution system. During 2024 to date and 2023, 77 and 109 MG of reclaimed water produced by the Everest and Southwest WRF were disposed of using the injection well systems due to periods of limited customer demand. During 2024 to date and 2023, the percentage of reclaimed water distributed for customer use by the irrigation water distribution system was 98 percent, which is considered 100 percent by the regulatory agencies.

1

Expand the Capacity of the Southwest Water Reclamation Facility

Background: The Southwest Water Reclamation Facility (WRF) is designed and permitted to treat 15.0 million gallons per day (MGD) of domestic wastewater producing public access reclaimed quality water that is distributed for irrigation water supply. Based on the decision to proceed, ahead of the original schedule, with design and construction of a new North WRF, currently, rehabilitation of selected components of the Southwest WRF versus a facility capacity expansion is underway.

2024 Update: Request for Proposal RUT22107MC for the Southwest WRF rehabilitation engineering design was awarded to Kimley-Horn and Associates, Inc. and Contract No. RUT22107MC was executed on 8/30/24. Issuance of the associated purchase order and the notice to proceed with engineering design professional services is pending.

1

Retain More Water for Irrigation and Maintain Water Levels in the City's Freshwater Canal System Utilities Department

Background: In addition to reclaimed water produced by the Everest and Southwest Water Reclamation Facilities (WRF) and supplied by the City of Fort Myers and Florida Governmental Utilities Association, the Cape Coral freshwater canal system is utilized to supply customer irrigation water demand. Improvements to the freshwater canal system control structures, instrumentation and operational protocol have been made and are underway to enhance the volume of freshwater stored and available. The Southwest Aggregates Mine (SWAM) has been identified as a viable source of water to supplement the freshwater canal system. Beginning in 2017 with operational testing, the Southwest Aggregates Mine (SWAM) has been utilized as a water supply reservoir. During 5 events (2017, 2020, 2021, 2022 and 2023) the volume of water pumped from the SWAM to supplement the freshwater canal system ranged from 352 to 792 million gallons (MG) per event, with a total of 2,648 MG pumped during the 5 events.

2024 Update: Negotiations for acquisition of the SWAM property by the City of Cape Coral currently are underway. The design and construction bidding documents for a pump station and pipeline to convey water from the SWAM reservoir to the canal system has been completed with construction bidding pending acquisition of the SWAM property. Request for Proposal RUT22131KR for the NE Reservoir (a.k.a. SWAM) Storage Enhancement Conceptual Design, Permitting, Basis of Design Report and Professional Engineering Services was awarded to Kissinger Campo & Associates, Corp. and Contract No. RUT22131KR was executed on 12/11/23. The NE Reservoir Storage Enhancement project work is currently underway.

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

Utilities Department

Background: Major Capital Improvement Projects (CIP) identified by the Utilities Department are summarized as follows:

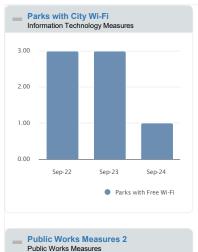
- 1. Design and construct Phase I Palm Tree Boulevard Storage and Booster Pump Improvements;
- 2. Design and construction of Community Redevelopment Area (CRA) Force Main enhancements (Master Pump Station MPS-100 and Palm Tree Force Main);
- 3. Design and construct Southwest Water Reclamation Facility (WRF) operation and administration facility;
- 4. Perform rehabilitation of selected raw water wells;
- 5. Perform residential water meter replacements;
- 6. Design and construct Cape Coral Reservoir and Pipeline Project; and
- 7. Design and construct Caloosahatchee River Crossing reclaimed water pipeline.

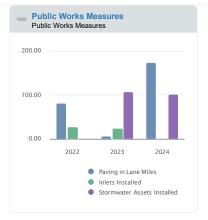
2024 Update: The current status of the listed CIP projects is summarized as follows:

- 1. **Completed**; design and construction of Phase I Palm Tree Boulevard Storage and Booster Pump Improvements;
- 2. **Completed**; design and construction of CRA Palm Tree Force Main, construction of MPS-100 underway;
- 3. **Completed**; design and construction Southwest WRF operation and administration facility;
- 4. Completed; rehabilitation of 28 selected raw water wells;
- 5. Completed Installation of 10,433 in FY24, 6,641 in FY23 and 3,428 in FY22 replacement residential water meters. As of 8/29/24, 93.7% of the meters requiring upgrade were upgraded to increase AMI capabilities;
- 6. Completed; Design of the Cape Coral Reservoir Pump Station and Pipeline, bidding and construction pending acquisition; and
- Completed; design and construction Caloosahatchee River Crossing reclaimed water pipeline.

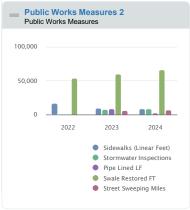


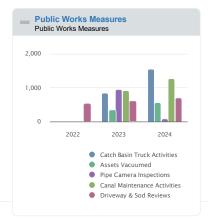














n Schedule or Complete In Progress or Needs Work Behind Schedule or Not Started No Information No Update





Environmental Sustainability

Watershed Protection
Tree Canopy
Climate Resiliency
Land Conservation
Endangered & Threatened Species

Analysis

ENVIRONMENTAL SUSTAINABILITY

1

Prevent Blue-green Algae Blooms in City Waterways by Installing Underwater Aeration Devices in Local Waterways
Public Works Department

The project is 100% complete, with ongoing monitoring, maintenance, and operations. The underwater aeration devices have been installed in **Chantry, Coral Point, Everest, McKenzie, Lido, Moody, Palaco Grande, Plato, Minstrel**, and **Mandolin** waterways to prevent blue-green algae blooms. Continuous efforts are in place to ensure the devices are functioning properly, and regular checks are conducted to maintain water quality and system efficiency.

Implement and Complete the South Spreader Waterway Environmental Investment and Sustainability Program Public Works Department

Permits were received at the end of FY24, and implementation has begun. Most of the projects within this program will be completed within the next two fiscal years, while other ongoing projects will continue as part of continuous improvement efforts.

Reduce Nutrient Loading in Area Waterways by Implementing New Fertilization Standards in the City's Recently Updated Fertilization
Ordinance

Public Works Department

Seven initiatives have been implemented to support the reduction of nutrient loading in local waterways through the City's updated Fertilization Ordinance. These initiatives include Code Enforcement training and collaboration, citywide mailings, banners, message boards, videos, and media ads. Additionally, the Summer ban determination process has been established, along with public education efforts during city festivals to raise awareness of the issue.

Promote Water Conservation Initiatives, including Implementing New Irrigation Standards for Residential Properties
Utilities Department

Background: In 1988, the City of Cape Coral developed the Water Independence for Cape Coral (WICC) program to conserve the more limited and expensive source of potable water (brackish groundwater treated by reverse osmosis) by developing a system that utilizes reclaimed water and the freshwater canal system to supply the demand for irrigation water. By providing irrigation water supplied by these sources, the use of potable water for irrigation has been significantly reduced. The WICC program has been extremely successful in promoting potable water conservation. The Utility Extension Program (UEP) has continued to expand the area within Cape Coral that is served by potable and irrigation water supply and wastewater collection, treatment and reuse utilities. City of Cape Coral Code of Ordinances, Chapter 19 Water and Sewer Utilities, Article VII Water Management promote conservation by establishing a two-day a week irrigation schedule. This is a continuously ongoing Utilities Department activity and responsibility.

2024 Update: Ordinance 56-22 amending Chapter 19, Article VII with a revised two-day a week irrigation schedule, was adopted by Council on 6/15/2022. Ordinance 46-23 amending Chapter 19, Article VII establishing irrigation system permitting, design, inspection and efficiency requirements to promote irrigation water conservation, was adopted by Council on 6/7/2023. The Utilities Department developed the Ordinance 56-22 and 46-23 amendments and coordinated their adoption by Council.

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

The project is 85% complete. A Memorandum of Understanding (MOU) has been signed for the Southwest Florida Regional Resiliency Compact. Additionally, a National Environmental Policy Act (NEPA) project, which took five years to complete, is now in effect as of September 2024. Ongoing collaboration with the Coastal and Heartland National Estuary Partnership (CHNEP) is in progress, with consideration of signing an MOU to further strengthen partnership efforts.

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 Utilities Department

↑ On Schedule or Complete In Progress or Needs Work → Behind Schedule or Not Started No Information = No Update



Background: City of Cape Coral Code of Ordinances, Chapter 19 Water and Sewer Utilities, Article VII Water Management promotes conservation by establishing a two-day a week irrigation schedule. Ordinance 56-22 amending Chapter 19, Article VII with a revised two-day a week irrigation schedule, was adopted by Council on 6/15/2022. Ordinance 46-23 amending Chapter 19, Article VII establishing irrigation system permitting, design, inspection and efficiency requirements to promote irrigation water conservation, was adopted by Council on 6/7/2023. The Utilities Department developed the Ordinance 56-22 and 46-23 amendments and coordinated their adoption by Council.

Beginning in 2011, the Utilities Department initiated efforts to establish an Interlocal Agreement to receive reclaimed water from the City of Fort Myers South Advanced Wastewater Treatment Plant (AWWTP) by construction of a pipeline across the Caloosahatchee River for conveyance of the reclaimed water. An Interlocal Agreement between the City of Cape Coral and the City of Fort Myers was executed on 9/5/2018, providing an additional 6 to 12 million gallons per day (mgd) of reclaimed water to supplement the Cape Coral irrigation water supply. The design and construction of the Caloosahatchee River Crossing reclaimed water pipeline was completed and reclaimed water conveyance commenced on 1/15/2024. Supplementation of the Cape Coral irrigation water supply with the South AWWTP reclaimed water source decreases the volume of freshwater canal withdrawal.

Beginning in 2014, the Utilities Department evaluated the feasibility of utilization of the Southwest Aggregates Mine as a reservoir to provide water for supplementing the Cape Coral freshwater canals and supplying irrigation demand during periods of lower-than-average dry season rainfall (drought). Based on the testing performed and the application submitted by the Utilities Department, the Southwest Florida Water Management District (SWFWMD) issued Water Use Permit (WUP) No. 20-020808 on 5/19/2020, for City of Cape Coral supplemental irrigation water supply to the freshwater canal system utilizing the Southwest Aggregates Mine as a water source reservoir. SWFWMD WUP No. 20-020808 authorizes a total annual withdrawal allocation of 1,439.9 million gallons (MG), based on an annual average daily value, and 16.0 mgd on a peak month basis, with a WUP duration of 20 years. Beginning with a test pumping event in 2017, water from the Southwest Aggregates Mine has been transferred to the Cape Coral freshwater canal system during 2020, 2021, 2022 and 2023 pumping events with volumes ranging from 352 to 792 MG, for a total volume, since 2017, of 2,648 MG. This is an ongoing Utilities Department activity and responsibility.

2024 Update: Construction of the Caloosahatchee River Crossing reclaimed water pipeline was completed and reclaimed water conveyance commenced on 1/15/2024. The design of a pump station and 36-inch diameter pipeline for pumping and conveyance water from the Southwest Aggregates Mine reservoir to Gator Slough, the headwaters of the Cape Coral freshwater canal system is 100 percent complete and ready for construction bid. An application for the Florida Department of Transportation (FDOT) permit required for construction of the pipeline in the US-41 right-of-way has been submitted. Advertisement of the pump station and pipeline construction Invitation to Bid and issuance of the FDOT permit are pending purchase of the Southwest Aggregates Mine property by the City. Council approved Resolution 344-24 authorizing the property purchase on 10/16/2024, and the property purchase contract was executed on 10/18/2024.

Create and Implement a Weir Rehabilitation Master Plan Identifying Weirs for Rehabilitation or Replacement Utilities Department

Background: The Cape Coral Public Works Department maintains and operates all the canal system weirs for stormwater management and the Utilities Department maintains and operates selected weirs that control the freshwater basins of the canal system for irrigation water supply. During 2023, the Public Works Department developed an action plan that evaluated improvements for all the Cape Coral canal system weirs. The Utilities Department identified improvements needed for weirs that control the freshwater basins of the canal system and developed estimated weir improvement costs during 2023.

2024 Update: The Public Works Department directed and managed preparation of a Comprehensive Weir Maintenance and Upgrade Action Plan, Reference Manual, May 31, 2023 (updated August 24, 2023) prepared by Aim Engineering & Surveying, Inc. This action plan evaluated all 29 weirs that provide hydraulic control of the Cape Coral canal system and developed both minor maintenance and major upgrade weir improvement projects, costs and implementation schedules. The minor maintenance or upgrade project improvements estimated cost is \$1.8 million dollars and the major upgrade improvements cost is \$35.5 million dollars.

The Utilities Department evaluated and identified improvements needed for 11 selected weirs and the North-South Transfer Pump Station (NSTS) that control the freshwater basins of the canal system. For Utilities Department budgeting purposes, AECOM prepared an Engineers Opinion of Probable Construction Cost (EOPCC), Rough Order of Magnitude (ROM) for programmatic level pre-planning, August 21, 2023, for the 11 selected weirs and the NSTS. The EOPCC for the selected weirs and the NSTS improvements estimated total cost is \$39.8 million dollars. Coordination by Finance of the Public Works and Utilities Department budgets to accommodate joint implementation of the identified weir improvement projects currently is underway. The Utilities Department developed Request for Proposal RUT2391KR Professional Engineering for the North-South Transfer Pump Station Rehabilitation and negotiations currently are underway with AECOM the selected professional consultant.

Replace or Rehabilitate Stormwater Culverts, Catch Basins, and Outfall Pipes to Improve Flood Control, Drainage, and Water Quality Public Works Department

The project to replace or rehabilitate stormwater culverts, catch basins, and outfall pipes included several key activities. These involved installing new pipes and inlets, conducting pipe repairs, and lining pipes to enhance the efficiency of the stormwater system. Additionally, tasks such as resetting tops and performing regrouting were carried out to improve the functionality of drainage systems. Continuous inspections, maintenance, and vacuuming efforts are ongoing to ensure the systems remain effective in managing flood control, drainage, and water quality.

Install Placards on Storm Drains to Inform the Public Not to Introduce Pollutants into the Drain Public Works Department

The project is 100% complete for downtown and parks. Efforts are now focused on expanding the installation of placards into neighborhoods. Locations are being set up in the GIS system, and inspections are being organized to ensure timely replacement of the placards as needed.

Reduce the Percentage of Impervious Surfaces throughout the City Public Works Department





Two initiatives are underway to address the reduction of impervious surfaces: the 60/40 development rule and the Florida Friendly Education program. Additionally, we are exploring other opportunities to implement an impervious cap requirement, particularly in flood-prone areas, to further improve stormwater management and reduce runoff.

Increase Efforts to Remove Excess Aquatic Vegetation Growth in Local Waterways Public Works Department

Five aquatic vegetation harvesting projects were completed in FY24. These efforts successfully removed approximately 1,000 pounds of total nitrogen from local waterways, contributing to improved water quality and ecosystem health.

Address Changing Climate Conditions, Increase Shade, Reduce Water Pollution and Street Flooding, Alleviate Heat Stress, Provide Noise Buffers, and Provide Essential Wildlife Habitat Public Works Department

Public Works has been focused on addressing climate change impacts, increasing shade, reducing water pollution and street flooding, alleviating heat stress, and enhancing wildlife habitats through a variety of initiatives. In FY24, over 900 trees were planted as part of an aggressive reforestation project aimed at increasing the city's tree canopy, currently at 12-14%, with plans to explore the feasibility of a City Urban Forestry Master Plan in FY25.

Infrastructure improvements to reduce flooding and enhance water quality include lining stormwater pipes, replacing aging catch basins, and regrading swales. Projects such as the Hancock Bridge and Santa Barbara-Diplomat drainage improvement plans specifically target areas prone to street flooding, increasing drainage capacity and supporting flood mitigation. Additionally, Public Works is conducting studies to identify the root causes of flooding and implement

These efforts are complemented by ongoing stormwater management practices, contributing to cleaner waterways and supporting natural habitats. By improving the city's infrastructure and environmental resilience, these initiatives collectively enhance flood control, reduce heat stress, provide noise buffers, and protect essential wildlife habitats



★ Establish a City-wide Tree Canopy Action Plan and Tree Canopy Goal Public Works Department

Public Works continues to establish aggressive citywide reforestation projects to address needs for higher tree canopy percentage. Current tree canopy percentage citywide is averaging at 12-14% while surrounding communities are averaging between 22-30%. In FY24, Public Works has planted over 900 trees in their reforestation efforts. FY25 will explore feasibility and funding to conduct a City Urban Forestry Master Plan that will provide long term guidance on proper establishment of a sustainable urban tree canopy.

Implement Tree Planting Initiatives in Support of the City's Tree Canopy Goal

Parks and Recreation is working with the city arborist to develop tree planting plans for each parking location. Grants have been received and several parks are slated for future tree plantings including Camelot Park and Sands Park

Establish a Tree Trust Fund Financial Services

The City of Cape Coral finds that the creation of the General Tree Fund and the South Cape Tree Fund is in the best interest of the City of Cape Coral to ensure its residents and visitors enjoy the benefits of a healthy, well-managed urban forest; and the City seeks to enhance overall tree canopy coverage in the City by allowing for the proper placement and usage of trees during development, while also authorizing the ability to contribute to the City's tree funds; and the City desires to utilize fees and contributions made to the tree funds for the planting of trees in the City and any other ancillary costs associated with the planting, establishment, and preservation of trees.

Ordinance 75-23 was adopted by Mayor and Council on December 23, 2023.

Tree Funds shall be expended, utilized, and disbursed to obtain trees, irrigation systems, and any other items or materials necessary and proper for the installation and maintenance of trees in the urban forest on any publicly owned land, street right-of-way or publicly accessible parcels in the respective areas of the City.

- 2. Tree Funds shall also be expended, utilized, and disbursed for the planning, planting, establishment, and preservation of trees on public lands; for planning and managing the urban forest; for reforestation; and for any other ancillary costs associated with the planting, establishment, or preservation of trees.
- 3. These funds may also be expended by the City on similar programs approved by the City Council.

Create Messaging and Education Campaign Highlighting the Benefits of a Growing Tree Canopy

We regularly send press releases on grant funding and tree planting events to highlight our City's efforts to expand the tree canopy. Messaging highlights the benefits of expanding the city's tree canopy, focusing on environmental, aesthetic, and community health impacts.

Remove Invasive Exotic Tree and Plant Species from Public Properties, Recreational Facilities, and Undeveloped Residential Lots

Public Works is currently evaluating the recently purchased golf course on Palm Tree Blvd to identify and remove the invasive and exotic plant species from the

Review and Update Tree Protection and Preservation Policies Public Works Department





Tree Trust Fund was adopted in FY24. In FY25, Public Work will work with Building and Planning Department to oversee a more comprehensive evaluation of current city land development code with possible amendments to be adopted.

Explore Replacing Existing Charter School Buses with Low or No-emission Buses Public Works Department

The city has begun the replacement of existing Charter School Buses with low or no-emission buses as indicated in the following Fiscal Year schedule:

Fiscal Year 2023: 7 new buses (Complete)

Fiscal Year 2024: 6 new buses. (Complete)

Fiscal Year 2025: 2 new buses

Fiscal Year 2026: 1 new bus

School Buses. Equipped with the cleanest, near-zero-emission advanced diesel engine technology. Diesel engines utilize particulate filters and selective catalytic reduction systems (SCR) means that newer buses achieve near-zero levels of particulate matter (PM), hydrocarbon (HC) and nitrogen oxide emissions.



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
Public Works Department

Staff prepared to seek financial support (grants, rebates, incentives) from appropriate entities once EV Charging Station program specifications are developed.

👚 On Schedule or Complete 📙 In Progress or Needs Work 🖊 Behind Schedule or Not Started 🌑 No Information 💻 No Update

Identify Sites for Electric Vehicles and Alternate Fuel Charging Stations
Public Works Department



Staff has identified the following viable locations to provide public electric vehicle charging stations as listed below:

- 1. 4642 Vincennes Boulevard--infrastructure installed to support two (2) EV charging stations (Type and Speed, TBD).
- $2. \quad 4813 \ \text{Vincennes Street--infrastructure planned to support two (2) charging stations (Type and Speed, TBD)}.$

See below for additional sites being explored for potential EV Charging Station Installations:

Park Name/Location	Address	Number of EV Stations
Cultural Park	516 Cultural Park Boulevard, Cape Coral, FL 33990	2
Gator Circle Park	3628 Garden Boulevard, Cape Coral, FL 33909	2
Sands Park	2718 SW 43rd Terrace, Cape Coral, FL 33914	2
Joe Coviello Park	3514 Oasis Woods Lane, Cape Coral, FL 33914	2
Tropicana Park	740 Old Burnt Store Road North, Cape Coral, FL 33993	2
Crystal Lake Park	4320 Caloosa Parkway, Cape Coral, FL 33993	2
Lake Meade Park	1120 Kismet Parkway East, Cape Coral, FL 33909	2
	Subtotal	14
Yellow Fever Creek Preserve	2905 Del Prado Boulevard N, Cape Coral, FL 33909	2
Lake Kennedy Racquet Center	420 SW 2nd Avenue, Cape Coral, FL 33991	2
Festival Park	1100 Wilmington Parkway, Cape Coral, FL 33993	2
	Subtotal	6
Big John's Parking Lot	Unit 7 Block 64, SE 47th Terrace, Cape Coral, FL 33904	6
Club Square Parking Lot	Unit 8 Block 356, 4700 SE 10th Place, Cape Coral, FL 33904	6
City Hall	1015 Cultural Park Blvd, Cape Coral, FI 33990	6
	Subtotal	18

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
Public Works Department



Energy efficiency and carbon reduction programs:

- 1. Light emitting diode (LED) program
- 2. Motion sensor program
- 3. Building Automation System (BAS) temp controls
- 4. Preventative Maintenance Program
- 5. Administrative Regulations (AR #66)
- 6. New-vehicle purchases and fuel management practices:
 - 1. EKOS fuel management solution is an end-to-end platform that provides Fleet Managers with visibility of their fleet equipment, fuel management processes, inventory monitoring, and reporting. It provides an expanded solution from the site to the software platform and offers fleet managers the power and flexibility to manage their sites, control distribution, and monitor fuel levels from one central point, maximizing fleet efficiency and minimizing fueling expenses
 - 2. EKOS is also a new platform for GPS tracking. Fully featured, self-installed, reliable, and robust tracking solution designed for active tracking on vehicles and equipment. EKOS can grab data from your vehicle's Global Positioning System (GPS) or pull in Original Equipment Manufacturer (OEM) integrations. This will give us key statistics from the vehicle, such as if an engine light comes on or if the vehicle has been in an accident. But we can also set up information like hard braking, speeding, acceleration, and even if the car is idling for a long time.
 - 3. Faster Integration. Is an asset management system with features like vehicle lifecycle tracking, parts and maintenance tracking, business reports, and even accounting and billing. With the new integration with National Automotive Parts Association (NAPA), we are cutting out paper parts requests and time to get parts charged. The new program gives instant invoices that are charged directly to the work order. We don't have to wait till it is all manually inputted. When requesting parts, it is from the workstation on a computer that goes to the Parts department, and when filled out, the charges and parts are directly charged to the work order. This cuts the downtime of having to walk back and forth to the counter to order parts and also provides an estimate of when parts will arrive. It also keeps track of the history of parts, which makes it easier when ordering in the future, like oil filters, wiper blades, etc., so you don't have to look up parts over and over.
 - 4. New vehicle orders. When we can, Fleet has been trying to order Collision avoidance systems on our new vehicles sometimes called crash avoidance systems – it is an assistance system that uses sensors and algorithms to detect potential hazards or obstacles and provide the driver with warnings to help avoid a collision.
- 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

During the fiscal year, the City initiated efforts to expand its existing repair programs by integrating energy efficiency measures into the types of repairs eligible

Support the Reduction of Transportation-related Emissions by Expanding Trail Facilities for Pedestrians, Bicyclists, and Other Nonmotorized **Transportation Methods** Parks and Recreation

Parks and Recreation is working with Public Works to achieve this via the multi-modal transportation plan.

Accept and Administer Private Donations of Monies and Real Property for the Acquisition and Preservation of Endangered Critical Habitats and **Environmentally Sensitive Lands** Public Works Department

One property, Chandler Grove, was acquired for the future implementation of drainage and water quality improvement in Matlacha Pass. Additionally, the acquisition of 100 acres of mangroves is still pending, with Real Estates overseeing this effort. Technical documentation was also prepared for an \$800,000 burrowing owl grant, which will likely be submitted by Matt Grambow for project management.

Update and Implement Management Plans for Nature Parks

Completed Land Management Plan for Yellow Fever Creek.

In progress: Joe Coviello Park and Rotary Park

Future: Four-mile Eco Park

Evaluate the Suitability of Large Tracts of Land as Nature Parks with Program Elements, Including Access, Nature Trails, Environmental Kiosks, and Exotic Species Removal

Public Works Department

While this is normally handled by Parks, Environmental Resources evaluates land for water quality improvements and boat ramps, rather than for large tracts of nature parks. Our focus remains on addressing water quality and infrastructure needs rather than broader park development.

Seek Funding Opportunities for Water Quality Improvements, Habitat Restoration, Exotic Species Removal, etc., that could Facilitate Natural Resource Protection Public Works Department

A \$2.5 million CDBG-DR grant was secured for planning efforts aimed at improving water quality and drainage in the North Cape. This funding supports ongoing initiatives for natural resource protection, including habitat restoration and exotic species removal





Develop a Formal Partnership with Cape Coral Schools for Environmental Education at Nature Parks Public Works Department

The original intent was for Parks and Recreation to develop the formal partnership with Cape Coral schools for environmental education at nature parks. However, Environmental Resources has already been actively providing environmental education directly in the schools.

Beyond Nature Parks, Identify Opportunities for Environmental Education and Interpretation in all City Parks Parks and Recreation

FY25 start date.

Work with State Agencies to Improve Access to State Lands for Resource-based Recreation such as Camping and Hiking Parks and Recreation

This project is not started.

Construct Additional Paths at the Four Mile Cove Ecological Preserve, Particularly the Missing Boardwalk Link Leading to Lost Pond Capital Improvements

Partial design completed under a misc. services contract. Additional design and permitting services are being pursued. Bidding and construction TBD.

Replace Four Mile Cove Ecological Preserve Boardwalk Parks and Recreation

This project is not started.

Support the Construction of a Boardwalk at Charlotte Harbor Preserve State Park's North Cape Flats Trail

Currently in discussion phases with appropriate departments

Minimize the Impacts of Development where it Threatens the Habitat of Endangered and Threatened Species of Plants and Animals

The Development Services Department reviews all proposed development for impacts to endangered and threatened species, including burrowing owls and gopher tortoise populations, through the permitting process. New developments require approved environmental reviews prior to construction to ensure compliance with State, Federal, and local law,

The Department's Land Development Division, through plan review and inspections, requires the removal of exotic plant species to promote the growth of native species throughout the City.

Protect Manatees from Harmful Collisions with Watercraft by Increasing Speed Enforcement in Local Waterways and on the Caloosahatchee Police Department

This waypoint is ongoing. We have received grant funding to provide staffing for our Marine Unit to continue to patrol local waterways to achieve the goal of reducing harmful collisions between vessels and manatees

Continue the City's Participation in the Lee County Marine Law Enforcement Task Force to Coordinate Manatee Protection Efforts

Through our continued partnership with the West Coast Inland Navigation District (WCIND) our Marine Unit will promote safe navigation from the Gulf Intracoastal Waterway (GIWW) to the systems of secondary waterways to coordinate manatee protection efforts.

Continuously Seek Ways to Protect the West Indian Manatee and its Habitat Public Works Department

Three initiatives have been implemented to protect the West Indian manatee and its habitat. These include the approval for the removal of Chiquita Lock, collaboration with Florida Fish and Wildlife Conservation Commission (FWC) to update and increase signage, and manatee education efforts at the Water Ways Festival. Additionally, there is an ongoing initiative to install grates on the largest outfall pipes to prevent manatees from entering submerged pipes. This initiative is currently in the planning phase, and we are in the process of identifying the most suitable grates for installation.

Continue Educational Programs to Promote Manatee Protection Awareness, including Informational Signs at City Boat Ramps and Various Media Public Works Department

Three initiatives have been implemented to promote manatee protection awareness. These include the approval for the removal of Chiquita Lock, collaboration with the Florida Fish and Wildlife Conservation Commission (FWC) to update and increase signage at key locations, and educational efforts about manatee protection at the WaterWays Festival.

Support, Promote and Organize Coastal Cleanup Initiatives to Remove Objects that have the Potential to Harm Wildlife

🛖 On Schedule or Complete 💹 In Progress or Needs Work 🖶 Behind Schedule or Not Started 💮 No Information 💻 No Update



Three initiatives were undertaken, including two coastal cleanups and one monofilament recycling program to help remove objects that pose a risk to wildlife. In the past, Environmental Resources organized these efforts, but more recently, Communications has taken on some of the responsibility for organizing and promoting these events.

Protect, Enhance and Preserve Critical Eagle Habitat by Providing Incentives and Implementing Eagle Nest Management Zones, Requiring Bald Eagle Management Plans, and Restricting Construction and Development Activities during Sensitive Periods
Public Works Department

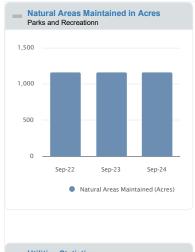
In FY24, Environmental Resources took steps to protect, enhance, and preserve critical eagle habitats by providing incentives, implementing eagle nest management zones, and requiring Bald Eagle Management Plans, along with restricting construction activities during sensitive periods. While these efforts were implemented, formal tracking wasn't emphasized. Moving forward in FY25, we will begin tracking the number of bald eagles rescued. Additionally, we continue to offer expert input for Development Services Environmental reviews and presented findings to the Council during the last proposed ordinance change.

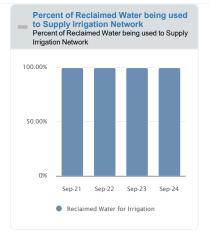
Protect and Preserve the Habitats of Burrowing Owls and Gopher Tortoises through Education and Enforcement Public Works Department

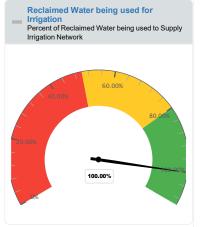
In FY24, Environmental Resources performed key activities to protect and preserve burrowing owl and gopher tortoise habitats, including marking burrows, educating the public, and monitoring line breaks and emergencies near burrows. However, these efforts were not formally tracked. Moving forward in FY25, we will begin tracking these metrics. Additionally, we provided expert input for Development Services' Environmental review and prepared the technical documentation for the \$800,000 burrowing owl grant, which will likely be submitted by Matt Grambow for project management.

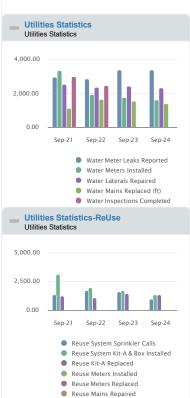
Ensure Adequate Protection of Critical Habitats of Small-tooth Sawfish through Awareness Education Public Works Department

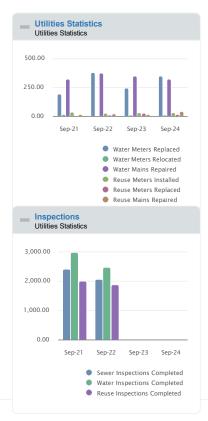
Three initiatives have been undertaken to protect the critical habitats of smalltooth sawfish. In FY24, a study was funded, with another study pending for FY25. Additionally, educational materials have been developed, and a dedicated booth was set up at the WaterWays Festival to raise public awareness about the importance of habitat protection.

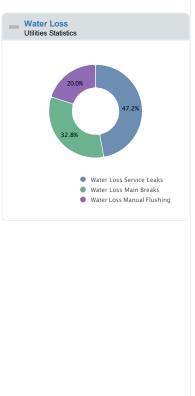
















City Manager Adopted Budget

OUR BUDGET PROCESS

BUDGET KICKOFF - December 1, 2023

Asset Management Program (AMP) Submissions – Closed on January 12, 2024

Budget Retreat - January 18th - 19th, 2024

Payroll Submissions - Closed on February 2, 2024

Operating Submissions – Closed on February 26, 2024

Budget Retreat - June 6th - 7th, 2024



Official Start of Budget Season

This marked the beginning of the development phase for the FY 2025 - 2029 Budget with our primary focus on FY 2025. Payroll projections were updated by Budget Staff and the AMP was submitted for review and upload.

The FY 2025 Adopted Budget reflects the discussions held at both budget retreats and supports the Strategic Plan.

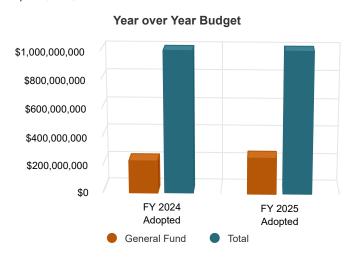
Highlights:

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

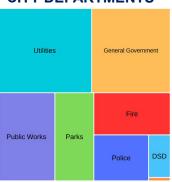
FY 2024 Adopted General Fund Budget – \$228,269,306

FY 2025 Adopted City Budget - \$1,058,403,269

FY 2025 Adopted General Fund Budget – \$258,485,438



CITY DEPARTMENTS



Fund changes for FY 2025:

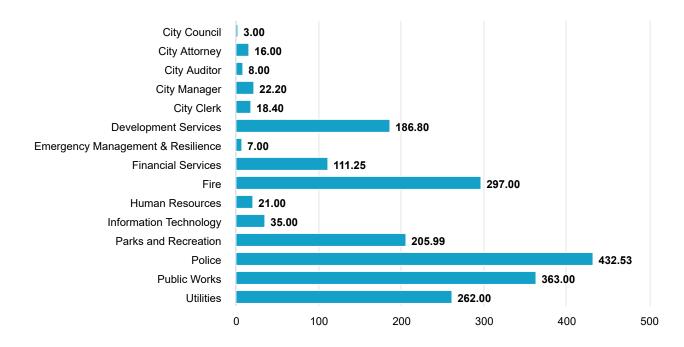
- The Golf Course moved from the General Fund to a Special Revenue Fund
- Lake Kennedy Racquet Center moved from the General Fund to a Special Revenue Fund
- All Hazards moved from the Fire Department to the Department of Emergency Management & Resilience
- The Capital Project Management Office moved out of the City Manager Department to the Public Works Department
- The HOME Investment Partnership Fund was added to the Special Revenue Funds



City of Cape Coral, Florida FY 2025-2027 Adopted Budget

Staffing Update

Department	FY 2023 Amended	FY 2024 Adopted	FY 2024 Estimated	FY 2025 Adopted	FY 2026 Forecast	FY 2027 Forecast
City Council	3.00	3.00	3.00	3.00	3.00	3.00
City Attorney	14.00	13.00	13.00	16.00	16.00	16.00
City Auditor	6.00	6.00	6.00	8.00	8.00	8.00
City Manager	39.20	41.20	21.20	22.20	22.20	22.20
City Clerk	16.40	16.40	18.40	18.40	18.40	18.40
Development Services	186.58	188.58	186.68	186.80	186.80	186.80
Emergency Management & Resilience	-	-	7.00	7.00	7.00	7.00
Financial Services	105.25	109.25	111.25	111.25	111.25	111.25
Fire	278.00	289.00	287.00	297.00	301.00	301.00
Human Resources	18.60	18.60	21.00	21.00	21.00	21.00
Information Technology	31.00	31.00	31.00	35.00	35.00	35.00
Parks and Recreation	252.26	227.96	202.05	205.99	205.99	205.99
Police	404.53	415.53	415.53	432.53	432.53	432.53
Public Works	291.00	310.00	348.00	363.00	370.00	376.00
Utilities	241.00	249.00	250.00	262.00	265.00	265.00
Subtotal City Departments	1,886.81	1,918.51	1,921.10	1,989.17	2,003.17	2,009.17
Charter School Authority	356.50	376.00	376.00	364.25	364.25	364.25
CRA	2.00	2.00	5.00	5.00	5.00	5.00
Total City	2,245.31	2,296.51	2,302.10	2,358.42	2,372.42	2,378.42





Staffing Update

Who's joining our team

CITY ATTORNEY - 3

General Fund – 1 City Attorney Office Manager, 1 Police Legal Advisor/Assistant City Attorney, and 1 Senior Assistant City Attorney

CITY AUDITOR - 2

General Fund - 2 Internal Auditors

CITY MANAGER - 1

General Fund – 1 Web Specialist

DEVELOPMENT SERVICES - 1

General Fund - 1 Research Specialist

FIRE - 10

Fire Operations - 5 Fire Fighters, 3 Fire Engineers/ Drivers, 1 Fire Safety Educator, 1 Grant Coordinator/Writer

INFORMATION TECHNOLOGY SERVICES – 4

General Fund – 1 Associate Network/Security Administrator, 1 Geographic Information System (GIS) Applications Specialist, 1 IT Systems Administrator, 1 Technician Supervisor

PARKS AND RECREATION - 3.94

General Fund – 1 Geographic Information System (GIS) Applications Specialist, 0.20 Contract Athletic Assistant II, 1.10 Contract Center Attendant, 1.14 Contract Site Leader, 0.50 Grounds Maintenance TDC Grant

POLICE - 17

General Fund – 1 911 Operator, 1 Crime Analyst, 1 Customer Service Representative, 1 Police Applications Administrator, 6 Investigative Police Officers, 1 Community Services Police Officer, 1 Patrol Police Officer, 5 Special Operations Officers

PUBLIC WORKS - 15

Fleet Maintenance Fund – 1 Fleet Coordinator, 1 Fleet Supervisor

Property Management Fund – 1 Customer Service Representative

Solid Waste Fund – 2 Solid Waste Inspectors

Stormwater Fund – 1 Environmental Data Coordinator, Pipe Crew (1 Crew Coordinator, 1 Senior Equipment Operator, 1 Equipment Operator, 1 Laborer), Swale Crew (1 Crew Coordinator, 1 Senior Equipment Operator, 1 Equipment Operator, 1 Laborer), 1 Project Manager

UTILITIES - 12

Water and Sewer Fund – 1 Compliance and Safety Officer, 2 Field Supervisors, 1 Instrumentation Technician, 1 Maintenance Supervisor, 1 Plant Electrician, 2 Senior Utilities Technicians, 1 Utilities Programmer Operator, 1 Utilities Technician, 2 Water Production Operator Trainees

Teamwork makes the dream work

Full Time Equivalent Trend 11.20 250.000 10.80 200.000 10.40 10.00 150,000 9.60 100,000 9.20 8.80 50,000 8.40 8.00 0 FY21 FY23 FY24 FY25 FY15 FY17 FY19

City of Cape Coral, Florida
FY 2025-2027 Adopted Budget



Budget Overview

Financial Highlights

New Job Classifications

Job Class Title	Fund	Department	Classification	Pay Range
City Attorney's Office Manager	General Fund	City Attorney	Non-bargaining 116	\$77,438.40 - \$123,884.80
Police Legal Advisor/Assistant City Attorney	General Fund	City Attorney	Non-bargaining 118	\$87,838.40 - \$140,545.60
Senior Assistant City Attorney	General Fund	City Attorney	ELT 1	\$124,592.00 - \$205,587.20
Graphic and Digital Content Coordinator	General Fund	City Manager	General 19	\$56,056.00 - \$87,713.60
Web Specialist	General Fund	City Manager	General 20	\$58,843.20 - \$92,102.40
Applications Administrator	General Fund	Police	IT 07	\$68,328.00 - \$105,955.20
Fire Safety Educator	Fire Operations	Fire	General 18	\$53,393.60 - \$83,512.00
Compliance and Safety Officer	Water and Sewer	Utilities	General 19	\$56,056.00 - \$87,713.60
Pre-treatment Inspector	Water and Sewer	Utilities	General 15	\$46,113.60 - \$72,155.20



Staffing Changes

FY 2024 Estimated

Fund	Dept	Position	FTE
General	City Attorney	Budget Impact - Reclass Assistant City Attorney III to Assistant City Attorney I	116
General	City Attorney	Budget Impact - Reclass Legal Administrative Assistant to Executive Assistant	_
General	City Attorney	Budget Impact - Reclass Legal Secretary to Administrative Assistant	_
General	City Attorney	Budget Impact - Reclass (2) Legal Secretaries to (2) Senior Administrative Assistants	_
General	City Clerk	Move Licensing Division from DSD	2.00
General	City Manager	Budget Impact - Reclass Marketing Specialist to Marketing Coordinator	2.00
General	Development Services	Budget Impact - Reclass Associate Planner to Planner	_
General	Development Services	Budget Impact - Reclass Associate Planner to Senior Planner	_
General	Development Services	Budget Impact - Reclass Project Manager to Senior Project Manager	_
General	Development Services	Budget Impact - Reclass Senior Planner to Principal Planner	_
General	Development Services	Convert Contract Code Compliance Specialists to Recording Secretary	(0.90)
General	Development Services	Move Licensing Division to City Clerk	(2.00)
General	Finance	Budget Impact - Reclass Management/Budget Analyst to Senior Management/Budget Analyst	-
General	Government Services	Budget Impact - Reclass Payroll Assistant to Payroll Specialist (Charter School)	_
General	Human Resources	Budget Impact - Reclass Charter School Liaison to Human Resources Associate	_
General	Human Resources	Budget Impact - Reclass Senior Customer Service Representative to Human Resources Assistant	-
General	Human Resources	Budget Impact - Reclass Training and Development Specialist to Coordinator	-
General	Human Resources	Convert Contract Administrative Technician to Customer Service Representative	0.40
General	Human Resources	Employee Relations Specialist	1.00
General	Human Resources	Talent Acquisition Coordinator	1.00
General	Parks and Recreation	Budget Impact - Reclass Administrative Assistant to Administrative Specialist	-
General	Parks and Recreation	Budget Impact - Reclass Contract Lift/Lock Attendant to positions for Yellow Fever Creek	-
General	Parks and Recreation	Budget Impact - Reclass Golf Course Maintenance Specialist to Crew Coordinator	-
General	Parks and Recreation	Budget Impact - Reclass Golf Professional Manager to Deputy Parks and Recreation Director	-
General	Parks and Recreation	Budget Impact - Reclass Restaurant Supervisor to Senior Recreation Specialist	-
General	Parks and Recreation	Budget Impact - Reclass Senior Groundskeeper to Chemical Specialist	-
General	Parks and Recreation	Convert contract positions to (3) Customer Service Representatives	(2.36)
General	Parks and Recreation	Move contract and full-time Custodian positions to Property Management	(6.18)
General	Parks and Recreation	Move Equipment Mechanic to Fleet Maintenance	(1.00)
General	Parks and Recreation	Reclass Contract Special Populations Aide to Contract Park Ranger	(0.70)
General	Parks and Recreation	Remove contract positions at the Golf Course	(16.17)
General	Police	Budget Impact - Reclass Grant Coordinator/Writer to Projects Coordinator	-
General	Police	Budget Impact - Reclass Police Officer to Police Sergeant	-
General	Police	Budget Impact - Reclass Public Information Specialist to Senior Public Information Specialist	-
General	Public Works	Administrative Specialist	1.00
General	Public Works	Assistant Public Works Director	0.50
General	Public Works	Budget Impact - Reclass Chief Engineer to Assistant Public Works Director	-
General	Public Works	Budget Impact - Reclass Maintenance Manager to Transportation Maintenance Manager	-
General	Public Works	Budget Impact - Reclass (2) Senior Construction Inspector to (2) Construction Inspector	-
General	Public Works	Budget Impact - Reclass Traffic Engineer to Traffic Engineering Manager	-
General	Public Works	Convert Contract Property Agent to Property Acquisition Specialist	-
General	Public Works	Traffic Technician	1.00
		Total Changes General Fund	(22.41)
All Hazards	Emergency Management & Resilience	Move Emergency Management & Resilience from Fire Department	5.00



All Hazards	Emergency Management & Resilience	Move Grant Coordinator/Writer from Fire Operations	1.00
All Hazards	Emergency Management	Move Grani Coordinator/willer from file Operations	1.00
All Hazaras	& Resilience	Reclass Capital Improvements Director to Emergency Management & Resilience Director	1.00
All Hazards	Fire	Move Community Risk Reduction Specialist to Fire Operations	(1.00)
All Hazards	Fire	Move Emergency Management to Department of Emergency Management & Resilience	(5.00)
Building Code	Development Services	Budget Impact - Reclass (2) Plans Examiners to (2) Floodplain Coordinators	-
Capital Improv.	City Manager	Budget Impact - Reclass Project Manager to Senior Project Manager	-
Capital Improv.	City Manager	Budget Impact - Reclass Senior Construction Inspector to Chief Engineering Inspector	-
Capital Improv.	City Manager	Budget Impact - Reclass Senior Engineer to Principal Engineer PE	-
Capital Improv.	City Manager	Move Capital Improvements to Public Works	(20.00)
Capital Improv.	Public Works	Chief Engineer	1.00
Capital Improv.	Public Works	Move Capital Improvements from City Manager	20.00
Capital Improv.	Public Works	Reclass Capital Improvements Director to Emergency Management & Resilience Director	(1.00)
CDBG	Development Services	Housing Intake Specialist	1.00
CRA	CRA	Code Compliance Officer	1.00
CRA	CRA	Field Technician	1.00
CRA	CRA	Laborer	1.00
Fire Operations	Fire	Budget Impact - Reclass (3) Fire Fighters to (3) Fire Engineers	-
Fire Operations	Fire	Budget Impact - Reclass Fire Marshall to Fire Division Chief	-
Fire Operations	Public Works	Budget Impact - Reclass (0.50) Project Manager to (0.50) Senior Project Manager	-
Fire Operations	Fire	Fire Inspectors	2.00
Fire Operations	Fire	Fire Life Safety Inspector	1.00
Fire Operations	Fire	Fire Plans Examiner	1.00
Fire Operations	Fire	Move Community Risk Reduction Specialist from All Hazards	1.00
Fire Operations	Fire	Move Grant Coordinator/Writer to All Hazards Emergency Management & Resilience	(1.00)
Fleet Maint.	Public Works	Move Equipment Mechanic from Golf Course	1.00
Property Mgmt.	Public Works	Custodian	2.00
Property Mgmt.	Public Works	Electrician	1.00
Property Mgmt.	Public Works	Move Custodians from General Fund, Stormwater and Water & Sewer	9.18
Property Mgmt.	Public Works	Reclass Contract Custodial Workers to full-time Custodians	1.82
Property Mgmt.	Public Works	Trades Specialist	1.00
Stormwater	Public Works	Assistant Public Works Director	0.50
Stormwater	Public Works	Budget Impact - Reclass Equipment Operator to Senior Equipment Operator	-
Stormwater	Public Works	Budget Impact - Reclass Laborer to Customer Service Representative	-
Stormwater	Public Works	Budget Impact - Reclass Maintenance Manager to Stormwater Manager	-
Stormwater	Public Works	Move Custodian to Property Management	(1.00)
Water and Sewer	Financial Services	Field Service Representatives	2.00
Water and Sewer	Public Works	Budget Impact - Reclass (0.50) Project Manager to (0.50) Senior Project Manager	-
Water and Sewer	Utilities	Move Custodians to Property Management	(2.00)
Water and Sewer	Utilities	Senior Utilities Technician	1.00
Water and Sewer	Utilities	Utilities Field Supervisor	1.00
Water and Sewer	Utilities	Utilities Technician	1.00
Yacht Basin	Parks and Recreation	Reinstate a contract Dock Worker for Rosen Marina	0.50
		Total Changes All Funds	5.59



FY 2025 Adopted

Fund	Dept	Position	FTE
General	City Attorney	City Attorney Office Manager	1.00
General	City Attorney	Police Legal Advisor/Assistant City Attorney	1.00
General	City Attorney	Senior Assistant Attorney	1.00
General	City Auditor	Internal Auditors	2.00
General	City Manager	Web Specialist	1.00
General	Development Services	Research Specialist	1.00
General	Development Services	Remove Contract Building Official position	(0.88)
General	Information Technology	Associate Network/Security Administrator	1.00
General	Information Technology	IT Systems Administrator	1.00
General	Information Technology	Technician Supervisor	1.00
General	Information Technology	GIS Applications Specialist	1.00
General	Parks and Recreation	GIS Applications Specialist	1.00
General	Parks and Recreation	Contract positions for programming at South Cape Community Center and Athletics	2.44
General	Parks and Recreation	Contract position for TDC Grant Yellow Fever	0.50
General	Police	IT Systems Administrator	1.00
General	Police	Crime Analyst	1.00
General	Police	Customer Service Representative	1.00
General	Police	911 Operator	1.00
General	Police	Police Officers	13.00
		Total Change General Fund	31.07
Charter School	Oasis Elementary North	Reduced Secretary	(1.00)
Charter School	Oasis Elementary South	Reduced Speech-Language Pathologist	(1.00)
Charter School	Oasis High	Reduced Secretary	(1.00)
Charter School	Oasis High	Reduced Paraprofessional I	(1.00)
Charter School	Oasis High	Reduced Teacher	(2.75)
Charter School	Oasis Middle	Reduced Dean of Students	(1.00)
Charter School	Oasis Middle	Reduced Receptionist	(1.00)
Charter School	Oasis Middle	Reduced Secretary	(1.00)
Charter School	Oasis Middle	Reduced Teacher	(1.00)
Charter School	Oasis Middle	Reduced Paraprofessional II	(1.00)
Fire Operations	Fire	Fire Fighters	5.00
Fire Operations	Fire	Fire Safety Educator	1.00
Fire Operations	Fire	Fire Grants Coordinator/Writer	1.00
Fire Operations	Fire	Fire Engineer/Driver	3.00
Fleet Maint	Public Works	Fleet Coordinator	1.00
Fleet Maint	Public Works	Fleet Supervisor	1.00
Property Mgmt	Public Works	Customer Service Representative	1.00
Solid Waste	Public Works	Solid Waste Inspectors	2.00
Stormwater	Public Works	Environmental Data Coordinator	1.00
Stormwater	Public Works	Project Manager	1.00
Stormwater	Public Works	Pipe Crew - Crew Coordinator, Senior Equipment Operator, Equipment Operator, Laborer	4.00
Stormwater	Public Works	Swale Crew - Crew Coordinator, Senior Equipment Operator, Equipment Operator, Laborer	4.00
Water & Sewer	Utilities	Compliance and Safety Officer	1.00
Water & Sewer	Utilities	Instrumentation Technician	1.00
Water & Sewer	Utilities	Maintenance Supervisor	1.00
Water & Sewer	Utilities	Plant Electrician	1.00
Water & Sewer	Utilities	Senior Utilities Technician	2.00
Water & Sewer	Utilities	Utilities Field Supervisor	2.00
			M

Cape Coral

Water & Sewer	Utilities	Utilities Program Operator	1.00
Water & Sewer	Utilities	Utilities Technician	1.00
Water & Sewer	Utilities	Water Production Operator Trainees	2.00
		Total Changes All Funds	56.32
		FY 2026 Forecast	
Fund	Dept	Position	FTE
Fire Operations	Fire	Fire Fighters	4.00
Calid Masta	Dublic Works	Calid Wasta Inco actors	1.00

Fund	Dept	Position	FTE
Fire Operations	Fire	Fire Fighters	4.00
Solid Waste	Public Works	Solid Waste Inspectors	1.00
Stormwater	Public Works	Crew Coordinator	1.00
Stormwater	Public Works	Laborer	1.00
Stormwater	Public Works	Swale Crew - Crew Coordinator, Senior Equipment Operator, Equipment Operator, Laborer	4.00
Water & Sewer	Utilities	Utilities Field Supervisor	1.00
Water & Sewer	Utilities	Senior Utilities Technician	1.00
Water & Sewer	Utilities	Utilities Technician	1.00
		Total Changes All Funds	14.00

FY 2027 Forecast

Fund	Dept	Position	FTE
Stormwater	Public Works	Pipe Crew - Crew Coordinator, Senior Equipment Operator, Equipment Operator, Laborer	4.00
Stormwater	Public Works	Senior Equipment Operator	1.00
Stormwater	Public Works	Equipment Operator	1.00
		Total Changes All Funds	6.00





Budget Timeline FY 2025 Budget Season

What to get ready for

JUNE

June 1 Preliminary Property Value
June 6-7 City Council Summer Retreat

JUNE						
S	М	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30						

JULY

July 1 Certified Taxable Property Value from Property Appraiser
July 18-19 Distribute City Manager's Proposed Budget
July 24 Ordinance Setting Proposed Millage Rate's & Public Hearing Dates
July 24 Resolution for Lot Mowing, Stormwater & Fire Service Assessments
July 25 Town Hall Meeting

	JULY					
S	М	Т	W	Т	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

AUGUST

Aug 6 Budget Workshop #1

Aug 7 Budget Amendment #3 Introduction

Aug 13 Budget Workshop #2

Aug 20 Budget Workshop #3, if necessary
Aug 21 Budget Amendment #3 Public Hearing

AUGUST						
S	M	Т	W	Т	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

SEPTEMBER

Public Hearing dates 2 weeks apart Set Tentative Millage and

Sept 12 Budget

Sept 22-24 TRIM Newspaper Ad as Required

1 Sept 26 Public Hearing dates 2 weeks apart Set Final Millage and Budget

1 Public Hearing held on Sept 26 was moved to Oct 2 due to Hurricane Milton

SEPTEMBER											
S	М	T	W	Τ	F	S					
1	2	3	4	5	6	7					
8	9	10	11	12	13	14					
15	16	17	18	19	20	21					
22	23	24	25	26	27	28					
29	30										



Summary of Our Funds

	FY 2023	FY 2024	FY 2024	FY 2025
Fund	Actual	Adopted	Estimated	Adopted
General Fund	710100.			
Revenue	\$ 242,981,276	\$ 226,019,306	\$ 225,605,819	\$ 240,853,081
Expense	299,010,518	228,269,306	275,878,927	258,485,438
Surplus/(Deficit)	\$ (56,029,242)	\$ (2,250,000)	\$ (50,273,108)	\$ (17,632,357)
Use of Fund Balance	\$ 56,029,242	\$ 2,250,000	\$ 50,273,108	\$ 17,632,357
Special Revenue Funds				
Revenue	\$ 170,556,692	\$ 160,462,266	\$ 175,828,337	\$ 167,167,273
Expense	 147,724,847	186,780,982	 236,962,506	178,098,619
Surplus/(Deficit)	\$ 22,831,845	\$ (26,318,716)	\$ (61,134,169)	\$ (10,931,346)
Use of Fund Balance	\$ (22,831,845)	\$ 26,318,716	\$ 61,134,169	\$ 10,931,346
Enterprise Funds				
Revenue	\$ 539,721,729	\$ 465,674,369	\$ 501,326,470	\$ 366,833,984
Expense	529,886,402	472,319,718	523,162,570	385,661,272
Surplus/(Deficit)	\$ 9,835,327	\$ (6,645,349)	\$ (21,836,100)	\$ (18,827,288)
Use of Fund Balance	\$ (9,835,327)	\$ 6,645,349	\$ 21,836,100	\$ 18,827,288
Internal Service Funds				
Revenue	\$ 67,150,552	\$ 68,420,999	\$ 74,776,414	\$ 75,495,762
Expense	57,792,167	68,420,999	75,188,771	75,495,762
Surplus/(Deficit)	\$ 9,358,385	\$ -	\$ (412,357)	\$ -
Use of Fund Balance	\$ (9,358,385)	\$ -	\$ 412,357	\$ -
Capital Project Funds				
Revenue	\$ 66,920,310	\$ 68,849,935	\$ 169,581,091	\$ 97,144,080
Expense	 31,461,988	68,849,935	169,696,185	97,144,080
Surplus/(Deficit)	\$ 35,458,322	\$ -	\$ (115,094)	\$ -
Use of Fund Balance	\$ (35,458,322)	\$ -	\$ 115,094	\$ -
Debt Service Funds				
Revenue	\$ 19,839,049	\$ 24,031,651	\$ 23,844,147	\$ 28,346,598
Expense	24,212,848	24,031,651	23,844,147	28,346,598
Surplus/(Deficit)	\$ (4,373,799)	\$ -	\$ -	\$ -
Use of Fund Balance	\$ 4,373,799	\$ -	\$ -	\$ -
Charter Schools				
Revenue	\$ 35,751,250	\$ 33,644,608	\$ 33,644,608	\$ 35,171,500
Expense	31,157,465	47,005,957	 47,716,478	35,171,500
Surplus/(Deficit)	\$ 4,593,785	\$ (13,361,349)	\$ (14,071,870)	\$ -
Use of Fund Balance	\$ (4,593,785)	\$ 13,361,349	\$ 14,071,870	\$ -



Summary of Our Funds

		FY 2026		FY 2027		FY 2028		FY 2029	
General Fund		Forecast		Forecast		Forecast		Forecast	
Revenue	\$	249,183,902	\$	261,822,974	\$	275,599,110	\$	287,247,499	
Expense	Ψ	249,183,902	Ψ	261,822,974	Ψ	275,599,110	Ψ	287,247,499	
Surplus/(Deficit)	\$	-	\$	-	\$	-	\$	-	
Use of Fund Balance	\$	-	\$	-	\$	-	\$	-	
Special Revenue Funds									
Revenue	\$	170,580,909	\$	182,888,176	\$	198,720,439	\$	202,387,657	
Expense		183,068,674		190,118,270		203,241,521		204,267,980	
Surplus/(Deficit)	\$	(12,487,765)	\$	(7,230,094)	\$	(4,521,082)	\$	(1,880,323)	
Use of Fund Balance	\$	12,487,765	\$	7,230,094	\$	4,521,082	\$	1,880,323	
Enterprise Funds									
Revenue Expense	\$	405,690,594 412,769,267	\$	781,259,137 789,254,702	\$	393,038,121 401,777,229	\$	445,806,207 453,200,204	
Surplus/(Deficit)	\$	(7,078,673)	\$	(7,995,565)	\$	(8,739,108)	\$	(7,393,997)	
Use of Fund Balance	\$	7,078,673	\$	7,995,565	\$	8,739,108	\$	7,393,997	
Internal Service Funds									
Revenue	\$	156,777,919	\$	86,124,803	\$	91,870,260	\$	98,448,342	
Expense		156,777,919		87,166,979		93,307,652		99,797,820	
Surplus/(Deficit)	\$	-	\$	(1,042,176)	\$	(1,437,392)	\$	(1,349,478)	
Use of Fund Balance	\$	-	\$	1,042,176	\$	1,437,392	\$	1,349,478	
Capital Project Funds									
Revenue	\$	80,703,819	\$	61,738,510	\$	40,525,112	\$	32,646,584	
Expense		80,703,819	_	61,738,510		40,525,112		32,646,584	
Surplus/(Deficit)	\$	-	\$	-	\$	-	\$	-	
Use of Fund Balance	\$	-	\$	-	\$	-	\$	-	
Debt Service Funds									
Revenue	\$	32,168,049	\$	37,303,898	\$	40,673,150	\$	39,410,088	
Expense		32,168,049		37,303,898		40,673,150		39,410,088	
Surplus/(Deficit)	\$	-	\$	-	\$	-	\$	-	
Use of Fund Balance	\$	-	\$	-	\$	-	\$	-	
Charter Schools									
Revenue	\$	36,629,447	\$	38,350,276	\$	38,350,276	\$	38,350,276	
Expense		36,629,447	<u> </u>	38,350,276	•	38,350,276		38,350,276	
Surplus/(Deficit)	\$	-	\$	-	\$	-	\$	-	
Use of Fund Balance	\$	_	\$	_	\$		\$	_	



Budget Highlights & Summary Schedules

The table below provides a summary of the total budget for all funds for Fiscal Years 2024-2027. The FY 2025 Budget is \$1,058,403,269 million and includes \$258,485,438 million for General Fund Expenditures.

	FY 2024		FY 2024		FY 2025		FY 2026			FY 2027
Fund Type		Adopted Estimate		Estimated	Adopted			Forecast	Forecast	
General Fund	\$	228,269,306	\$	275,878,927	\$	258,485,438	\$	249,183,902	\$	261,822,974
Special Revenue Funds		186,780,982		236,962,506		178,098,619		183,068,674		190,118,270
Debt Service Fund		24,031,651		23,844,147		28,346,598		32,168,049		37,303,898
Capital Projects Funds		68,849,935		169,696,185		97,144,080		80,703,819		61,738,510
Enterprise Funds		472,319,718		523,162,570		385,661,272		412,769,267		789,254,702
Internal Service Funds		68,420,999		75,188,771		75,495,762		156,777,919		87,166,979
Charter School Funds		47,005,957		47,716,478		35,171,500		36,629,447		38,350,276
Total	\$	1,095,678,548	\$	1,352,449,584	\$	1,058,403,269	\$	1,151,301,077	\$ 1	,465,755,609

The table below provides an overview by General Fund department for all funds for Fiscal Years 2024-2027

Department		FY 2024 Adopted		FY 2024 Estimated		FY 2025 Adopted		FY 2026 Forecast		FY 2027 Forecast
City Council	\$	994,698	\$	1,267,176	\$	1,390,332	\$	1,431,774	\$	1,474,465
City Manager	Ψ	3,136,968	Ψ	3,136,968	Ψ	3,498,749	Ψ	3,611,008	Ψ	3,728,528
City Auditor		1,138,874		1,138,874		1,454,530		1,454,875		1,505,865
Financial Services		4,551,159		4,577,203		4,810,036		4,992,747		5,180,535
City Clerk		1,766,036		1,911,335		2,048,709		2,132,050		2,219,209
Human Resources		2,181,803		2,211,803		2,587,930		2,673,947		2,857,203
City Attorney		2,587,918		2,704,168		3,369,090		3,340,817		3,483,347
Information Technology		11,979,600		12,624,146		12,169,664		12,755,486		13,628,009
Government Services		71,175,099		88,711,959		88,068,934		73,966,718		82,061,923
Police		69,274,664		70,623,888		74,861,029		75,442,382		77,280,485
Development Services		7,784,856		7,834,329		7,821,720		8,105,349		8,450,387
Public Works		22,826,415		23,969,171		24,729,953		26,935,115		27,876,073
Parks and Recreation		28,871,216		55,167,907		31,674,762		32,341,634		32,076,945
Total	\$	228,269,306	\$	275,878,927	\$	258,485,438	\$	249,183,902	\$	261,822,974



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

Całegory	FY 2023 Actual	FY 2024 Adopted	FY 2024 Estimated	FY 2025 Adopted	FY 2026 Forecast	FY 2027 Forecast
Personnel Services	\$ 240,179,745	\$ 265,654,466	\$ 266,894,955	\$ 279,949,459	\$ 289,012,098	\$ 300,478,054
Operating	258,543,120	246,165,647	301,620,837	273,067,875	284,344,404	293,761,467
Capital/Infrastructure	99,473,255	316,997,068	426,964,217	233,433,799	307,601,405	569,812,824
Debt Service	79,125,664	80,834,379	105,834,379	106,978,752	117,491,750	127,504,976
Other/Transfers Out	443,924,451	160,565,688	222,796,630	143,308,135	126,689,936	140,720,692
Subtotal	\$ 1,121,246,235	\$ 1,070,217,248	\$ 1,324,111,018	\$ 1,036,738,020	\$ 1,125,139,593	\$ 1,432,278,013
Reserves	-	25,461,300	28,338,566	21,665,249	26,161,484	33,477,596
Total	\$ 1,121,246,235	\$ 1,095,678,548	\$ 1,352,449,584	\$ 1,058,403,269	\$ 1,151,301,077	\$ 1,465,755,609

General Fund

Category	FY 2023 Actual	FY 2024 Adopted	FY 2024 stimated	FY 2025 Adopted	FY 2026 Forecast	FY 2027 Forecast
Personnel Services	\$ 112,252,230	\$ 121,983,135	\$ 119,854,488	\$ 130,413,044	\$ 133,163,619	\$ 138,640,079
Operating	117,714,645	57,058,796	69,773,816	63,161,534	66,394,821	70,125,471
Capital/Infrastructure	5,072,895	6,488,277	11,252,632	7,719,949	6,135,137	6,075,533
Debt Service	1,309,382	-	-	-	-	-
Other/Transfers Out	62,661,366	38,215,506	70,686,330	57,190,911	43,490,325	46,981,891
Subtotal	\$ 299,010,518	\$ 223,745,714	\$ 271,567,266	\$ 258,485,438	\$ 249,183,902	\$ 261,822,974
Reserves	-	4,523,592	4,311,661	-	-	-
Total	\$ 299,010,518	\$ 228,269,306	\$ 275,878,927	\$ 258,485,438	\$ 249,183,902	\$ 261,822,974

General Fund	FY 2023 Actual	FY 2024 Adopted	FY 2024 Estimated	FY 2025 Adopted	FY 2026 Forecast	FY 2027 Forecast
Appropriations	\$ 299,010,518	\$ 223,745,714	\$ 271,567,266	\$ 258,485,438	\$ 249,183,902	\$ 261,822,974
Unassigned Reserves	-	4,523,592	4,311,661	-	-	-
Total	\$ 299,010,518	\$ 228,269,306	\$ 275,878,927	\$ 258,485,438	\$ 249,183,902	\$ 261,822,974
Budget Stabilization Reserve	-	-	-	58,159,224	58,142,910	63,273,885
Month Operating	\$ 24,917,543	\$ 19,022,442	\$ 22,989,911	\$ 21,540,453	\$ 20,765,325	\$ 21,818,581
# of Months of Reserves	2.5	2.6	2.6	2.7	2.8	2.9
% of Expenditures	21%	22%	22%	23%	23%	24%

Budget Summary

CITY OF CAPE CORAL, FLORIDA FY 2025

The adopted operating budget expenditures of the City of Cape Coral include a 25% increase from FY 2024 operating expenditures

General Fund 5.2188 Voted Fund - GO Bond 0.1791

Sources		General Fund	Special Revenue	Debt Service	Capital Project	Enterprise Funds	Internal Service	Charter School	Total All Fund:
Taxes:									
Ad Valorem Taxes - City Levy @	5.2188	\$ 148,209,313	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 148,209,31
Ad Valorem Taxes - Voted Fund GO Bond @	0.1791	-	-	5,085,415	-	-	-	-	5,085,41
Ad Valorem Taxes - Other		-	3,531,221	-	-	-	-	-	3,531,22
Tax Increment - County		-	2,737,743	-	-	-	-	-	2,737,74
Sales and Use Taxes		16,737,296	14,372,736	-	-	-	-	-	31,110,03
Charges for Service		6,608,888	11,018,562	-	-	150,509,973	-	1,108,764	169,246,18
ntergovernmental Revenues		36,966,308	3,249,548	-	30,803,360	10,824,120	-	33,550,238	115,393,57
Fines & Forfeitures		606,585	31,200	-	-	779,848	-	-	1,417,63
Miscellaneous Revenue		2,790,432	1,753,686	-	-	392,428	1,987,504	512,498	7,436,54
Permits, Franchise, Impact Fees, Sp Assess	ec	8,949,292	104,449,009	-	-	45,158,558	-	-	158,556,85
Internal Service Charges		18,508,908	50,000	-	-	257,413	73,508,258	-	92,324,57
Total Sources		239,377,022	141,193,705	5,085,415	30,803,360	207,922,340	75,495,762	35,171,500	735,049,10
Transfers In		1,476,059	25,973,568	23,261,183	35,372,734	58,976,260	-	-	145,059,80
Note/Debt Proceeds		-	-	-	30,967,986	99,935,384	-	-	130,903,37
Fund Balances/Reserves/Net Assets		17,632,357	10,931,346	-	-	18,827,288	-	-	47,390,99
Total Revenues, Transfers & Balances		258,485,438	178,098,619	28,346,598	97,144,080	385,661,272	75,495,762	35,171,500	1,058,403,26
USES									
General Government		67,582,181	952,625	-	2,423,742	18,159,655	-	-	89,118,20
Public Safety		82,682,749	86,645,277	-	20,754,636	-	-	-	190,082,66
Physical Environment		-	26,812,725	-	-	224,737,923	-	-	251,550,64
[ransportation		20,325,224	13,306,195	-	7,855,520	-	-	-	41,486,93
Economic Environment		-	6,198,170	-	2,934,245	-	-	-	9,132,41
Culture/Recreation		30,704,373	4,577,301	-	63,175,937	227,417	-	32,766,848	131,451,87
Debt Service		-	760,752	28,346,598	-	76,134,884	187,504	-	105,429,73
nternal Services		-	-	-	-	-	75,177,404	-	75,177,40
TOTAL EXPENDITURES		201,294,527	139,253,045	28,346,598	97,144,080	319,259,879	75,364,908	32,766,848	893,429,88
Transfers Out		57,190,911	26,194,812	=	=	58,976,260	=	946,152	143,308,13
Reserves			12,650,762			7,425,133	130,854	1,458,500	21,665,24

Reserves, & Balances \$258,485,438 \$178,098,619 \$28,346,598 \$ 97,144,080 \$385,661,272 \$75,495,762 \$35,171,500 \$1,058,403,269

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



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 judgment of current and future conditions. The Florida Department of Revenue provides estimates of revenues for the Local Governmental Half-Cent Sales Tax, State Shared Revenue, Communications Tax, and Local Option Gasoline Taxes. Ad Valorem tax revenue is estimated utilizing taxable property values as provided by the County Property Appraiser in conjunction with applicable millage rates.

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

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

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



Revenues

Ad Valorem Taxes (Property Taxes)

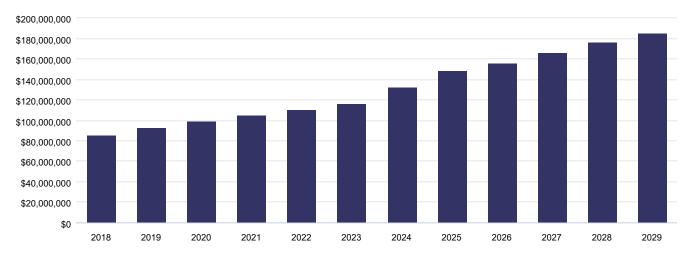
Ad valorem taxes are charges levied by the local unit of a government against property owners based on the value of their real property. Historically, property taxes have been the largest single revenue source in the General Fund. In accordance with the City's adopted financial policies, ad valorem revenues 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 2025 Budget is based on the July 1 taxable value from the Lee County Property Appraiser and the millage rate of 5.2188. It is assumed that taxable property values will increase on average 6% in FY 2026 - FY 2029.

	FY 2023 Actual	FY 2024 Adopted	FY 2025 Adopted	FY 2026 Forecast	FY 2027 Forecast	FY 2028 Forecast
Real Property Taxes Less: Discount for	\$ 120,495,704 \$	132,688,591\$	148,209,313\$	155,619,779\$	165,735,064\$	176,507,843
Real Property Taxes Total Property Tax	 (4,406,472)		-	-	-	
Revenue	\$ 116,089,232 \$	132,688,591 \$	148,209,313\$	155,619,779\$	165,735,064\$	176,507,843
Millage Rate	5.3694	5.3694	5.2188	5.2188	5.2188	5.2188

General Fund Ad Valorem Receipts





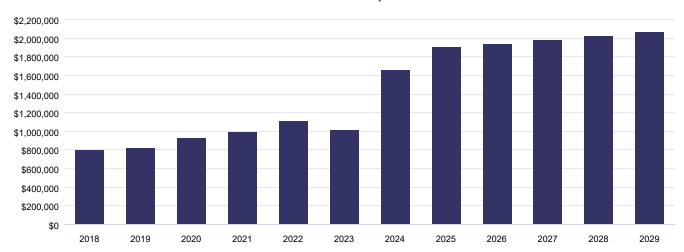
Revenues

All Hazard Receipts

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
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 Actual	1,024,716	(8.14%)
2024 Adopted	1,660,808	62.07%
2025 Adopted	1,908,607	14.92%
2026 Forecast	1,946,779	2.00%
2027 Forecast	1,985,715	2.00%
2028 Forecast	2,025,429	2.00%
2029 Forecast	2,065,937	2.00%

All Hazard Receipts



Revenues

Other Taxes

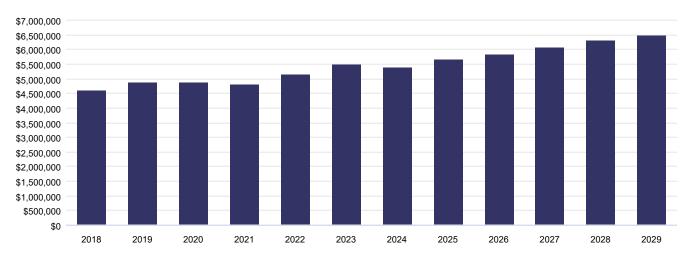
Other taxes include charges levied by the local unit of government that are not ad valorem but are imposed upon sale or consumption of goods and services. This category includes the communications service tax, public service tax, and local option gas taxes.

Communication Service Tax

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.

			Annual %
Fiscal Year	Am	ount	Change
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 Actual	5	,509,770	6.67%
2024 Adopted	5	,396,841	(2.05%)
2025 Adopted	5	,682,682	5.30%
2026 Forecast	5	,837,223	2.72%
2027 Forecast	6	,070,712	4.00%
2028 Forecast	6	,313,540	4.00%
2029 Forecast	6	,502,946	3.00%

Communication Service Tax





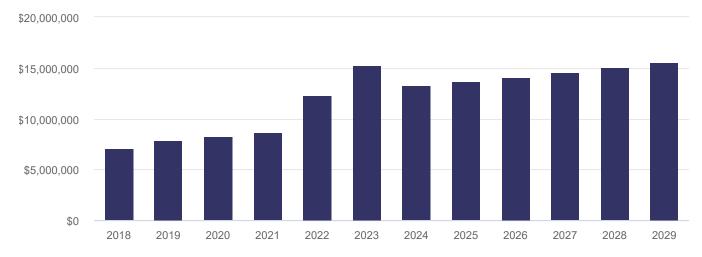
Revenues

Public Service Tax

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

Fiscal Year	Amount	General Fund	Charter School	Annual % Change
2018 Actual	\$ 7,135,139	\$ 7,135,139 \$	-	0.45%
2019 Actual	7,874,558	7,874,558	-	10.36%
2020 Actual	8,283,000	8,283,000	-	5.19%
2021 Actual	8,657,041	8,657,041	-	4.52%
2022 Actual	12,291,927	10,971,927	1,320,000	41.89%
2023 Actual	15,235,483	12,595,483	2,640,000	23.95%
2024 Adopted	13,344,961	10,704,961	2,640,000	(12.41%)
2025 Adopted	13,692,514	11,052,514	2,640,000	2.60%
2026 Forecast	14,134,615	11,494,615	2,640,000	3.23%
2027 Forecast	14,594,400	11,954,400	2,640,000	3.25%
2028 Forecast	15,072,576	12,432,576	2,640,000	3.28%
2029 Forecast	15,569,879	12,929,879	2,640,000	3.30%

Public Service Tax



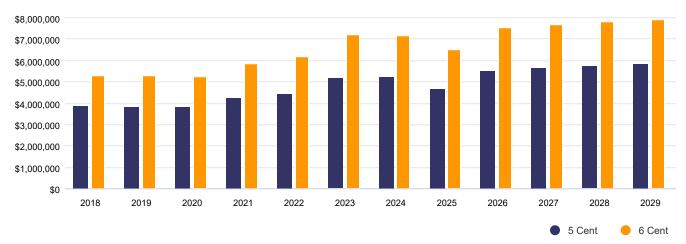
Revenues

Gas Tax Receipts

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
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 Actual	5,210,191	7,183,014
2024 Adopted	5,261,883	7,154,163
2025 Adopted	4,700,549	6,482,213
2026 Forecast	5,528,134	7,516,164
2027 Forecast	5,638,697	7,666,487
2028 Forecast	5,751,471	7,819,817
2029 Forecast	5,866,500	7,892,056

Gas Tax Receipts





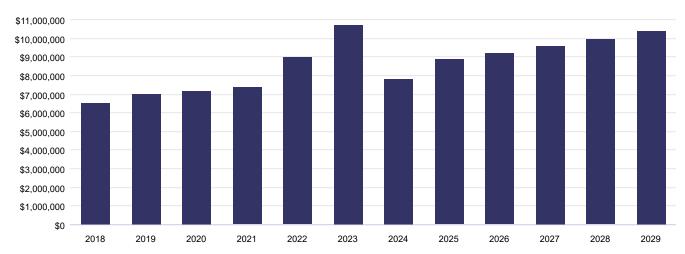
Revenues

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	Amo	Jnt
2018 Actual	\$ 6,5	34,366
2019 Actual	7,0	16,299
2020 Actual	7,1	99,932
2021 Actual	7,4	25,743
2022 Actual	9,0	35,573
2023 Actual	10,7	49,377
2024 Adopted	7,8	48,678
2025 Adopted	8,9	00,059
2026 Forecast	9,2	54,377
2027 Forecast	9,6	22,835
2028 Forecast	10,0	05,996
2029 Forecast	10,4	04,448

Franchise Fees



Revenues

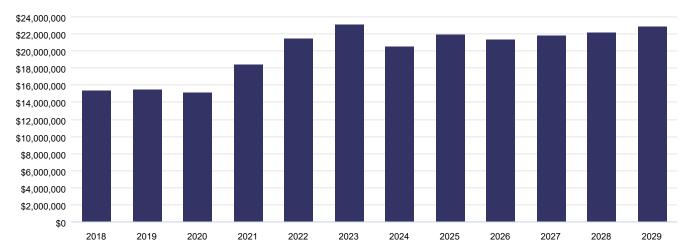
Intergovernmental Revenue

Half Cent Sales Tax

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

Fiscal Year	Amount
2018 Actual	\$ 15,402,256
2019 Actual	15,550,111
2020 Actual	15,276,746
2021 Actual	18,529,047
2022 Actual	21,483,314
2023 Actual	23,231,589
2024 Adopted	20,588,305
2025 Adopted	21,994,792
2026 Forecast	21,420,072
2027 Forecast	21,848,473
2028 Forecast	22,285,442
2029 Forecast	22,954,005

Half Cent Sales Tax





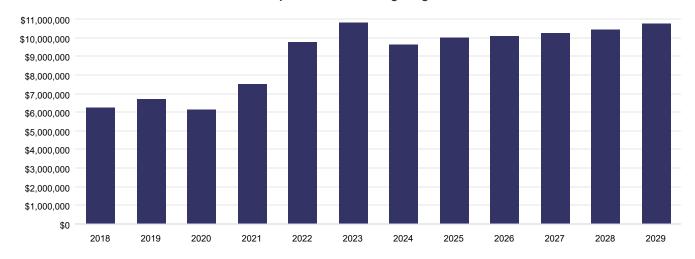
Revenues

Municipal Revenue Sharing Program

Revenues

Fiscal Year	Amount
2018 Actual	\$ 6,273,591
2019 Actual	6,726,055
2020 Actual	6,158,548
2021 Actual	7,495,285
2022 Actual	9,790,498
2023 Actual	10,844,343
2024 Adopted	9,681,004
2025 Adopted	10,041,497
2026 Forecast	10,072,116
2027 Forecast	10,273,558
2028 Forecast	10,479,029
2029 Forecast	10,793,400

Municipal Revenue Sharing Program



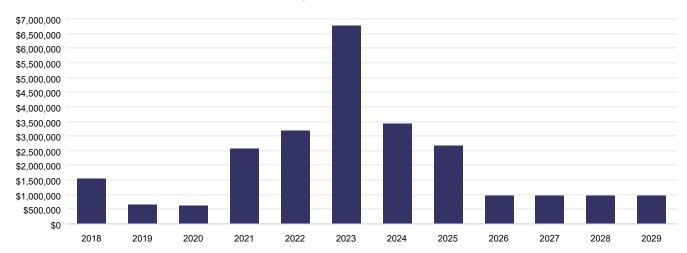
Revenues

CDBG, NSP, & SHIP Funds

Additionally, shared funds come from the Federal Community Development Block Grant (CDBG) Program, Neighborhood Stabilization Program (NSP), and State Housing Initiative Partnership (SHIP) and are recorded in Special Revenue Funds.

Fiscal Year	Amount
2018 Actual	\$ 1,579,214
2019 Actual	668,968
2020 Actual	656,412
2021 Actual	2,597,222
2022 Actual	3,192,894
2023 Actual	6,804,538
2024 Adopted	3,457,976
2025 Adopted	2,706,667
2026 Forecast	1,000,000
2027 Forecast	1,000,000
2028 Forecast	1,000,000
2029 Forecast	1,000,000

CDBG, SHIP & NSP Funds



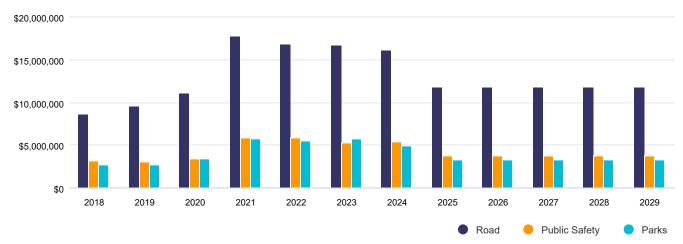
Revenues

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.

Fiscal Year	Road	Public Safety	Parks
2018 Actual	\$ 8,700,676	\$ 3,117,216	\$ 2,737,325
2019 Actual	9,562,986	3,028,275	2,640,320
2020 Actual	11,153,143	3,364,762	3,445,350
2021 Actual	17,827,347	5,813,696	5,746,710
2022 Actual	16,898,402	5,862,176	5,467,385
2023 Actual	16,752,084	5,235,706	5,746,710
2024 Adopted	16,170,026	5,365,478	4,897,080
2025 Adopted	11,792,150	3,698,955	3,273,640
2026 Forecast	11,792,150	3,698,955	3,273,640
2027 Forecast	11,792,150	3,698,955	3,273,640
2028 Forecast	11,792,150	3,698,955	3,273,640
2029 Forecast	11,792,150	3,698,955	3,273,640

Impact Fees



Revenues

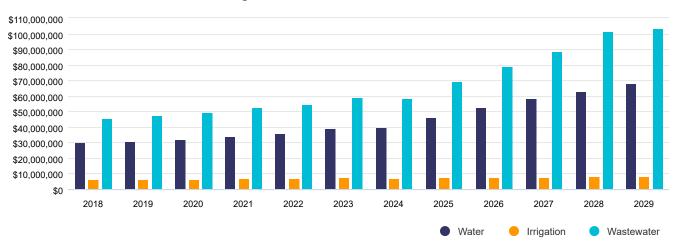
Charges for Service

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 the Charges for Service. 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	٧	Vastewater
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	34,205,417	6,846,333		52,664,586
2022 Actual	36,020,195	7,108,183		54,834,538
2023 Actual	39,340,353	7,402,136		59,223,196
2024 Adopted	39,690,596	7,350,000		58,590,874
2025 Adopted	46,197,582	7,597,056		69,531,487
2026 Forecast	52,538,508	7,843,426		79,435,033
2027 Forecast	58,704,357	7,901,351		88,819,113
2028 Forecast	63,035,419	8,133,801		101,726,679
2029 Forecast	68,156,279	8,409,401		103,595,865

Charges for Service - Water & Sewer Fund



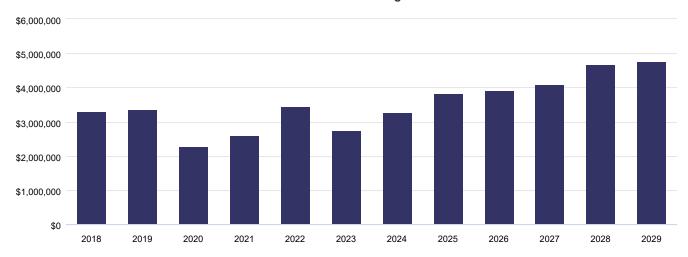
Revenues

Parks & Recreation Programs

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

Fiscal Year	Program Revenues
2018 Actual	\$ 3,292,827
2019 Actual	3,357,137
2020 Actual	2,278,950
2021 Actual	2,593,208
2022 Actual	3,457,607
2023 Actual	2,747,918
2024 Adopted	3,285,869
2025 Adopted	3,843,035
2026 Forecast	3,910,248
2027 Forecast	4,107,272
2028 Forecast	4,690,854
2029 Forecast	4,767,471

Parks & Recreation Program



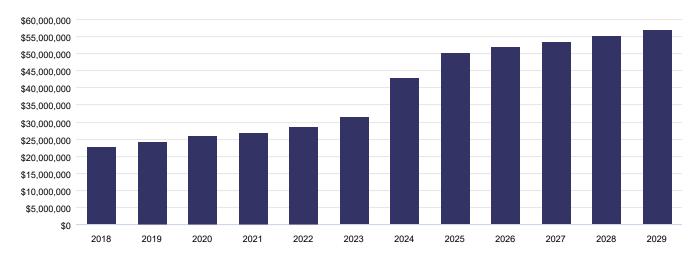
Revenues

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

Fiscal Year	Amount	Cost Recovery %
2018 Actual	\$ 22,799,378	59.00%
2019 Actual	24,383,516	62.00%
2020 Actual	26,054,140	62.00%
2021 Actual	26,964,704	62.00%
2022 Actual	28,660,396	62.00%
2023 Actual	31,514,336	62.00%
2024 Adopted	43,157,314	70.00%
2025 Adopted	50,267,518	70.00%
2026 Forecast	52,079,588	70.00%
2027 Forecast	53,660,571	70.00%
2028 Forecast	55,289,455	70.00%
2029 Forecast	56,967,761	70.00%

Fire Service Assessment





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 the Full Cost Allocation Appendix for general administrative overhead costs.

Special Assessments

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

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

Utility Capital Expansion Fee Funds

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

Stormwater Fund

The primary revenue source for this fund is the stormwater utility fee that is charged on a per equivalent residential unit (ERU) basis. The current modified rate was approved by Council at \$135 per ERU, based on the data from the cost recovery study. Additionally, the fund is required to make an interfund transfer to the General Fund, the breakdown is in the Full Cost Allocation Appendix for general administrative overhead costs.



Interfund Transfers: FY 2025 Adopted Budget

			Trans	fers In	Transfers In													
	General	Special	Debt	Capital	Enterprise													
Transfers Out	Fund	Revenue	Service	Project	Fund	Total												
General Fund	\$ -	\$ 25,973,568	\$ 4,270,504 2	\$ 26,946,839 ³	\$ -	\$ 57,190,911												
Special Revenue	1,476,059 4	-	18,990,679 5	5,728,074 6	-	26,194,812												
Capital Project	-	-	-	2,697,821 7	-	2,697,821												
Enterprise Fund	-	-	-	-	851,1088	851,108												
Total	\$ 1,476,059	\$25,973,568	\$23,261,183	\$ 35,372,734	\$ 851,108	\$ 86,934,652												

Notes:

- ¹ General Fund transfers to Special Revenue Funds:
- \$21,772,562 to Fire Operations for the non-assessed Fire services
- \$3,865,862 to Community Redevelopment Agency (CRA) for established Tax Increment Financing (TIF) funding
- \$335,144 to Golf Course for program support
- ² General Fund transfers to Debt Service Funds:
 - \$4,270,504 for annual debt service payments
- ³ General Fund transfers to Capital Project Funds:
 - \$18,596,737 to Parks and Recreation Capital Projects, with \$12,423,802 for Old Golf Course purchase and remediation, \$5,537,690 for the Community Center, and \$635,245 for roof replacements
 - \$3,926,360 to Transportation Capital Projects, with \$2,575,000 for sidewalks, \$1,030,000 for median improvements, and \$321,360 for Adopt-A-Median beautification
 - \$2,323,742 to Computer Systems Capital Projects for City Fiber and Wireless
- \$2,000,000 to Bridge Capital Projects for bridge maintenance
- \$100,000 to Academic Village Capital Projects for Academic Village maintenance
- ⁴ Special Revenue transfers to General Fund:
- \$1,122,294 from Community Redevelopment Agency (CRA) for repayment of the advance for development
- \$353,765 from Road Impact Fee for reimbursement of administrative services
- ⁵ Special Revenue transfers to Debt Service Funds:
 - \$18,990,679 for annual debt payments from Charter School, CRA, Fire Operations, Park Impact Fee, Road Impact Fee and Six Cent Gas Tax
- ⁶ Special Revenue transfers to Capital Project Funds:
 - \$4,146,650 from Fire Operations to Fire Capital Projects for Station #5 design
 - \$1,030,000 from Five Cent Gas Tax to Transportation Capital Projects, with \$515,000 for Chiquita Boulevard access management and \$515,000 for Diplomat Parkway access management
 - \$315,000 from Park Impact Fee to Parks and Recreation Capital Projects for neighborhood park design at 2224 NE 15th Street
 - \$236,424 Community Redevelopment Agency to CRA Capital Projects, with \$172,561 for streetlight retrofitting and \$63,863 for curbing
- ⁷ Capital Project transfers to Capital Projects Fund:
- \$2,697,821 for CRA's portion of the Old Golf Course purchase
- ⁸ Enterprise Fund transfers to Enterprise Fund:



Millage Rate History

Fiscal Year		Debt Service	Total
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
2025 Adopted	5.2188	0.1791	5.3979
2026 Forecast	5.2188	0.1701	5.3889
2027 Forecast	5.2188	0.1591	5.3779

Taxable Assessed Value History

	Taxable Assessed		Percentage
Fiscal Year	Value	New Construction	Change
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	22,712,302,498	1,277,813,999	23.55%
2024 Adopted	26,262,275,412	967,591,566	15.63%
2025 Adopted	29,582,413,756	1,813,647,461	12.64%
2026 Forecast	31,061,534,444	1,904,329,834	5.00%
2027 Forecast	33,080,534,183	2,028,111,273	6.50%

Single Family Homes - Homestead & Non-Homestead

Fiscal Year	Average Taxable Assessed Value	Change in Average Value	Percentage Change
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	274,427	90,597	49.28%
2024	261,019	(13,408)	(4.89%)
2025	271,460	10,441	4.00%
2026	282,318	10,858	4.00%
2027	293,611	11,293	4.00%



Budget Overview

Financial Highlights

All Funds

REVENUES																
Fired		FY 2023 Actual		FY 2024		FY 2024		FY 2025		FY 2026	FY 2027			FY 2028		FY 2029
Fund General Fund	Ś	243,283,621	S	Adopted 228,269,306	S	Estimated 275,878,927	S	Adopted 258,485,438	Ś	Forecast 249,183,902 \$	Forecast 261,822	.974	Ś	Forecast 275,599,110	Ś	Forecast 287,247,499
Special Revenue Funds	•	_ 10,_00,0_1	,	,	•	,	•		•			,	•		,	
Community Redevelopment Agency (CRA) Fund	\$	5,338,823	\$	5,962,679	\$	6,214,047	\$	6,645,405	\$	6,975,586 \$	7,426	,282	\$	7,906,274	\$	8,299,498
Economic Development Fund		710,210		1,306,088		1,413,055		902,477		925,785	950	,158		976,784		1,003,068
Police Protection Impact Fee Fund		2,808,010		2,635,478		3,119,915		1,828,621		1,828,621	1,828	,621		1,828,621		1,828,621
Do The Right Thing Fund		24,454		8,323		16,323		8,490		8,659	8	,833		9,010		9,189
Police Confiscate State Fund		37,254		=		137,725		-		-		-		-		-
Police Confiscate Federal Fund		157,579		28,215		358,715		28,418		28,627	40	,853		41,670		42,138
Criminal Justice Education Fund		38,945		26,234		38,234		26,758		27,294	27	,839		28,396		28,964
Alarm Fee Fund		109,040		=		-		-		-		-		-		-
ALS Impact Fee Fund		168,676		189,876		244,490		107,751		107,751	107	,751		107,751		107,751
Fire Impact Fee Fund		2,669,217		3,489,280		3,489,280		1,762,583		1,762,583	4,578	,700		1,762,583		1,762,583
All Hazards Fund		1,116,769		1,660,808		3,139,093		1,908,607		1,946,779	1,990	,159		2,025,429		2,065,937
Charter School Maintenance Fund		4,405,395		4,140,000		4,560,000		4,140,000		4,140,000	4,140	,000		4,140,000		4,140,000
Fire Grants		142,658		=		-		-		-		-		-		-
Fire Operations Fund		66,030,759		67,531,589		73,778,377		74,472,026		75,719,842	79,918	,585		85,545,015		85,107,219
5 Cent Addl Gas Tax Fund		5,310,231		5,261,883		8,685,617		7,472,622		8,193,648	6,656	,121		7,309,688		7,415,900
6 Cent Gas Tax Fund		8,451,701		7,154,163		9,292,480		8,010,539		9,406,512	9,430	,198		7,819,817		7,892,056
Road Impact Fee Fund		17,747,959		35,988,769		46,805,571		11,792,150		11,792,150	11,792	,150		11,792,150		11,792,150
Del Prado Mall Parking Lot Fund		49,021		87,965		117,965		40,709		41,153	41	,607		90,764		90,499
Lot Mowing Fund		5,205,089		4,620,100		6,462,156		4,994,813		4,645,149	4,647	,493		4,656,243		4,753,907
Solid Waste Fund		22,011,747		21,628,146		22,186,660		23,870,537		25,534,877	27,303	,470		35,105,857		37,618,607
Building Code Fund		13,741,892		16,706,330		17,173,265		16,760,438		17,363,777	18,033	,744		18,870,233		19,540,763
Community Development Block Grant (CDBG) Fund		824,939		1,072,282		1,107,755		1,089,925		1,000,000	1,000	,000		1,000,000		1,000,000
HUD NSP Fund		77,693		-		(35,690)		-		-		-		-		-
CDBG - DR Grants Fund		-		-		4,124,733		-		-		-		-		-
SHIP Fund		6,410,662		2,385,694		8,618,669		1,616,742		-		-		-		-
HOME Fund		-		-		-		363,089		-		-		-		-
Park Impact Fee Fund		5,938,602		4,897,080		10,897,080		4,890,762		5,723,252	3,273	,640		5,882,185		3,273,640
Golf Course Fund		-		-		2,903,903		3,424,077		3,748,511	4,595	,626		3,702,482		3,735,560
Lake Kennedy Racquet Center		-		-		128,803		1,941,080		2,148,118	2,326	,440		2,640,569		2,759,930
Police Grants Fund		-		-		984,285		-		-		-		-		-
Public Works Grants Fund		-		-		1,000,000		-		-		-		-		-
Special Revenue Total	\$	169,527,325	\$	186,780,982	\$	236,962,506	\$	178,098,619	\$	183,068,674 \$	190,118	,270	\$	203,241,521	\$	204,267,980
Debt Service Fund	\$	19,839,049	\$	24,031,651	\$	23,844,147	\$	28,346,598	\$	32,168,049 \$	37,303	,898	\$	40,673,150	\$	39,410,088



All Funds Continued

REVENUES																
Fund		FY 2023 Actual		FY 2024 Adopted		FY 2024 Estimated		FY 2025 Adopted		FY 2026 Forecast		FY 2027 Forecast		FY 2028 Forecast		FY 2029 Forecast
Capital Projects Funds		Actour		Adopted		Limitalea		Adopted		Torecasi		Torecusi		Torecusi		Torecasi
Fire Capital Projects Fund	\$	18,858,872	\$	10,955,450	\$	12,464,955	\$	20,754,636	\$	37,280,717	\$	4,551,261	\$	2,969,389	\$	0
Police Capital Project Fund	,	9,177,956	т.	-	*	757,000	т.		,	1,500,000	,	4,500,000	•	-//	*	500,000
Bridge Capital Project		991,590		1,000,000		1,000,000		2,000,000		2,000,000		2,000,000		2,000,000		2,000,000
Academic Village Fund		43,718		100,000		100,000		100,000		100,000		100,000		100,000		100,000
Public Works Capital Project Fund		15,165		-		-		_		-		=		=		-
Transportation Capital Project Fund		23,261,542		50,515,160		66,771,155		5,855,520		13,499,360		26,830,479		10,148,223		26,494,296
Parks and Recreation Capital Project Fund		3,990,133		2,515,000		10,939,182		63,175,937		23,150,000		22,756,770		24,307,500		2,552,288
Parks & Rec GO Bond Fund		848,772		-		28,461,575		-		-		-		-		-
Lake Kennedy Capital Project Fund		411,080		-		135,817		-		-		-		-		-
Community Redevelopment Agency (CRA) Capital Project																
Fund		2,397,951		1,230,028		2,904,271		2,934,245		-		-		-		-
Building Capital Project Fund		98,831		-		-		-		-		-		-		-
Computer System Fund		6,786,586		2,534,297		2,534,297		2,323,742		2,323,742		1,000,000		1,000,000		1,000,000
Charter School Construction Fund		136,805		-		535,864		-		-		-		-		-
Government Service Capital Project		-		-		42,976,975		-		850,000		-		-		-
Disaster Fund		-		-		115,094		-		-		-		-		-
Capital Projects Total	\$	67,019,001	\$	68,849,935	\$	169,696,185	\$	97,144,080	\$	80,703,819	\$	61,738,510	\$	40,525,112	\$	32,646,584
Enterprise Funds																
Water and Sewer	\$	247,160,222	\$	178,618,836	\$	188,628,056	\$	198,986,770	\$	202,993,535	\$	221,257,896	\$		\$	257,593,113
Water and Sewer Capital Projects		34,875,510		56,235,589		52,965,265		85,839,218		134,821,680		287,221,008		61,841,667		81,922,224
Water and Sewer Utility Impact, CIAC, CFEC		(45,720,475)		37,407,076		37,408,804		7,600,246		8,142,850		8,424,193		8,663,263		8,747,175
Water and Sewer Utility Extension		275,886,529		157,907,985		183,167,581		44,971,835		31,780,717		217,329,119		40,525,734		49,120,838
Stormwater Fund		26,425,112		29,792,516		39,337,198		33,853,706		34,376,904		36,591,208		38,987,205		39,304,949
Stormwater Capital Project Fund		3,371,980		11,841,716		13,026,718		14,102,497		311,713		18,082,894		1,148,352		15,623,391
Yacht Basin Fund		1,242,370		516,000		8,628,948		307,000		341,868		348,384		828,700		888,514
Enterprise Total	\$	543,241,248	\$	472,319,718	\$	523,162,570	\$	385,661,272	\$	412,769,267	\$	789,254,702	\$	401,777,229	\$	453,200,204
Internal Service Fund																
Risk Management Fund	\$	10,332,545	\$	10,034,667	\$	10,873,979	\$	11,149,511	\$	11,530,026	\$	12,635,467	\$	12,980,979	\$	13,302,374
Self-Insured Health Plan Fund		40,346,441		40,939,848		41,055,438		44,828,975		49,131,574		53,864,656		59,071,050		64,144,545
Property Management Fund		6,781,054		7,397,876		11,162,323		9,002,947		9,076,356		9,586,210		9,860,772		10,223,633
Facility Maintenance Capital Project Fund		-		-		1,251,629		-		24,720,000		-		-		-
Fleet Maintenance Fund		5,811,018		6,325,405		7,086,846		6,894,464		58,651,096		7,250,973		7,366,101		8,005,294
CIP Project Management Fund		2,918,561		3,723,203		3,758,556		3,619,865		3,668,867		3,829,673		4,028,750		4,121,974
Internal Service Fund Total	\$	66,189,619	\$	68,420,999	\$	75,188,771	\$	75,495,762	\$	156,777,919	\$	87,166,979	\$	93,307,652	\$	99,797,820
Charter School Authority	\$	35,751,250	\$	47,005,957	\$	47,716,478	\$	35,171,500	\$	36,629,447	\$	38,350,276	\$	38,350,276	\$	38,350,276
Total All Funds	\$	1,144,851,113	\$	1,095,678,548	\$	1,352,449,584	\$	1,058,403,269	\$	1,151,301,077	\$	1,465,755,609	\$	1,093,474,050	\$	1,154,920,451



Budget Overview

Financial Highlights

All Funds

EXPENDITURES										
F	FY 2023	FY 2024		FY 2024	FY 2025	FY 2026	FY 2027	FY 2028		FY 2029
Fund Consent Fund 123	Actual	Adopted		Estimated	Adopted	Forecast	Forecast	Forecast		Forecast
General Fund 123	\$ 299,757,064	\$ 228,269,306	Ş	275,878,927	\$ 258,485,438	\$ 249,183,902	\$ 261,822,974	\$ 275,599,110	Ş	287,247,499
Special Revenue Funds ^{4 5}							_			
Community Redevelopment Agency (CRA) Fund	\$ 3,969,506	\$ 5,962,679	\$	6,214,047	\$ 6,645,405	\$ 6,975,586	\$ 7,426,282	\$ 7,906,274	\$	8,299,498
Economic Development Fund	934,769	1,306,088		1,413,055	902,477	925,785	950,158	976,784		1,003,068
Police Protection Impact Fee Fund	7,902,736	2,635,478		3,119,915	1,828,621	1,828,621	1,828,621	1,828,621		1,828,621
Do The Right Thing Fund	14,018	8,323		16,323	8,490	8,659	8,833	9,010		9,189
Police Confiscate State Fund	41,870	=		137,725	=	-	-	=		=
Police Confiscate Federal Fund	14,650	28,215		358,715	28,418	28,627	40,853	41,670		42,138
Charter School Maintenance Fund	4,056,189	4,140,000		4,560,000	4,140,000	4,140,000	4,140,000	4,140,000		4,140,000
Criminal Justice Education Fund	8,568	26,234		38,234	26,758	27,294	27,839	28,396		28,964
Alarm Fee Fund	66,924	-		-	-	-	-	-		-
ALS Impact Fee Fund	12,908	189,876		244,490	107,751	107,751	107,751	107,751		107,751
Fire Impact Fee Fund	6,730,050	3,489,280		3,489,280	1,762,583	1,762,583	4,578,700	1,762,583		1,762,583
All Hazards Fund	1,121,228	1,660,808		3,139,093	1,908,607	1,946,779	1,990,159	2,025,429		2,065,937
Fire Grants Fund	399,923	=		=	=	-	-	=		-
Fire Operations Fund	58,925,906	67,531,589		73,778,377	74,472,026	75,719,842	79,918,585	85,545,015		85,107,219
5 Cent Addl Gas Tax Fund	2,707,533	5,261,883		8,685,617	7,472,622	8,193,648	6,656,121	7,309,688		7,415,900
6 Cent Gas Tax Fund	5,563,822	7,154,163		9,292,480	8,010,539	9,406,512	9,430,198	7,819,817		7,892,056
Road Impact Fee Fund	10,418,076	35,988,769		46,805,571	11,792,150	11,792,150	11,792,150	11,792,150		11,792,150
Del Prado Mall Parking Lot Fund	12,226	87,965		117,965	40,709	41,153	41,607	90,764		90,499
Lot Mowing Fund	3,664,585	4,620,100		6,462,156	4,994,813	4,645,149	4,647,493	4,656,243		4,753,907
Solid Waste Fund	21,227,020	21,628,146		22,186,660	23,870,537	25,534,877	27,303,470	35,105,857		37,618,607
Building Code Fund	13,237,963	16,706,330		17,173,265	16,760,438	17,363,777	18,033,744	18,870,233		19,540,763
Community Development Block Grant (CDBG) Fund	1,277,814	1,072,282		1,107,755	1,089,925	1,000,000	1,000,000	1,000,000		1,000,000
HUD NSP Fund	-	-		(35,690)	-	-	-	-		-
CDBD - DR Grants Fund	-	-		4,124,733	-	-	-	-		-
SHIP Fund	1,284,771	2,385,694		8,618,669	1,616,742	-	-	-		-
HOME Fund	-	-		-	363,089	-	-	-		-
Park Impact Fee Fund	4,322,328	4,897,080		10,897,080	4,890,762	5,723,252	3,273,640	5,882,185		3,273,640
Golf Course Fund	-	-		2,903,903	3,424,077	3,748,511	4,595,626	3,702,482		3,735,560
Lake Kennedy Racquet Center Fund	-	-		128,803	1,941,080	2,148,118	2,326,440	2,640,569		2,759,930
Police Grants Fund	-	-		984,285	-	_	_	-		-
Public Works Grants	-	-		1,000,000	-	_	_	-		-
Special Revenue Total	\$ 147,915,383	\$ 186,780,982	\$	236,962,506	\$ 178,098,619	\$ 183,068,674	\$ 190,118,270	\$ 203,241,521	\$	204,267,980
Debt Service Fund	\$ 24,212,848	\$ 24,031,651	\$	23,844,147	\$ 28,346,598	\$ 32,168,049	\$ 37,303,898	\$ 40,673,150	\$	39,410,088



All Funds Continued

EXPENDITURES											
Fund	FY 2023 Actual	FY 2024 Adopted	FY 2024 Estimated	FY 2025 Adopted		FY 2026 Forecast	FY 20 Forec			FY 2028 Forecast	FY 2029 Forecast
Capital Projects Funds	7101041	пасрос		, aspisa	•	0.0000			•		
Bridge Capital Project Fund \$	=	\$ 1,000,000	\$ 1,000,000	\$ 2,000,00	0 \$	2,000,000	\$ 2	2,000,000	\$	2,000,000	\$ 2,000,000
Fire Capital Projects Fund	3,430,724	10,955,450	12,464,955	20,754,63	6	37,280,717		4,551,261		2,969,389	-
Police Capital Project Fund	1,398,329	=	757,000	ı	-	1,500,000		4,500,000		-	500,000
Academic Village Fund	19,358	100,000	100,000	100,00	0	100,000		100,000		100,000	100,000
Public Works Capital Project Fund	879,131	-	-		-	-		-		-	-
Transportation Capital Project Fund	9,186,629	50,515,160	66,771,155	5,855,52	0	13,499,360	20	5,830,479		10,148,223	26,494,296
Parks and Recreation Capital Project Fund	1,212,600	2,515,000	10,939,182	63,175,93	7	23,150,000	22	2,756,770		24,307,500	2,552,288
Parks & Rec GO Bond Fund	11,377,041	-	28,461,575	i	-	-		-		-	-
Lake Kennedy Capital Projects Fund	38,503	-	135,817		-	-		-		-	-
Community Redevelopment Agency (CRA) Capital Project Fund	158,749	1,230,028	2,904,271	2,934,24	5	-		-		-	-
Computer System Fund	3,220,599	2,534,297	2,534,297	2,323,74	2	2,323,742		000,000		1,000,000	1,000,000
Government Service Capital Projects	-	-	42,976,975	i	-	850,000		-		-	-
Charter School Construction Fund	635,591	-	535,864		-	-		-		-	-
Disaster Fund	-	-	115,094		-	-		-		-	-
Capital Projects Total \$	31,557,254	\$ 68,849,935	\$ 169,696,185	\$ 97,144,08	0 \$	80,703,819	\$ 61	,738,510	\$	40,525,112	\$ 32,646,584
Enterprise Funds											
Water and Sewer \$	407,918,775	\$ 178,618,836	\$ 188,628,056	\$ 198,986,77	0 \$	202,993,535	\$ 22	1,257,896	\$	249,782,308	\$ 257,593,113
Water and Sewer Capital Projects	18,327,585	56,235,589	52,965,265	85,839,21	8	134,821,680	287	7,221,008		61,841,667	81,922,224
Water and Sewer Utility Impact, CIAC, CFEC	5,491,146	37,407,076	37,408,804	7,600,24	6	8,142,850	8	3,424,193		8,663,263	8,747,175
Water and Sewer Utility Extension	27,836,089	157,907,985	183,167,581	44,971,83	5	31,780,717	217	7,329,119		40,525,734	49,120,838
Stormwater Fund	20,801,426	29,792,516	39,337,198	33,853,70	6	34,376,904	36	5,591,208		38,987,205	39,304,949
Stormwater Capital Project Fund	1,273,772	11,841,716	13,026,718	14,102,49	7	311,713	18	3,082,894		1,148,352	15,623,391
Yacht Basin Fund	1,464,022	516,000	8,628,948	307,00	0	341,868		348,384		828,700	888,514
Enterprise Total \$	483,112,815	\$ 472,319,718	\$ 523,162,570	\$ 385,661,27	2 \$	412,769,267	\$ 789	7,254,702	\$	401,777,229	\$ 453,200,204
Internal Service Fund											
Risk Management \$	5,778,748	\$ 10,034,667	\$ 10,873,979	\$ 11,149,51	1 \$	11,530,026	\$ 12	2,635,467	\$	12,980,979	\$ 13,302,374
Self-Insured Health Plan Fund	35,061,863	40,939,848	41,055,438	44,828,97	5	49,131,574	50	3,864,656		59,071,050	64,144,545
Property Management Fund	7,752,949	7,397,876	11,162,323	9,002,94	7	9,076,356	9	9,586,210		9,860,772	10,223,633
Facility Maintenance Capital Project Fund	=	-	1,251,629		-	24,720,000		-		=	=
Fleet Maintenance Fund	5,779,584	6,325,405	7,086,846	6,894,46	4	58,651,096	;	7,250,973		7,366,101	8,005,294
CIP Project Management Fund	8,608,208	3,723,203	3,758,556	3,619,86	5	3,668,867	;	3,829,673		4,028,750	4,121,974
Internal Service Fund Total \$	62,981,352	\$ 68,420,999	\$ 75,188,771	\$ 75,495,76	2 \$	156,777,919	\$ 87	7,166,979	\$	93,307,652	\$ 99,797,820
Charter School Authority \$	31,157,465	\$ 47,005,957	\$ 47,716,478	\$ 35,171,50	0 \$	36,629,447	\$ 38	3,350,276	\$	38,350,276	\$ 38,350,276
Total All Funds \$	1,080,694,181	\$ 1,095,678,548	\$ 1,352,449,584	\$ 1,058,403,26	9 \$ 1	1,151,301,077	\$ 1,465	5,755,609	\$	1,093,474,050	\$ 1,154,920,451

¹ In FY 2023 The Parks and Rec Programs Fund moved to the General Fund 2 In FY 2023 the Golf Course Fund moved to the General Fund

5 In FY 2025 Lake Kennedy moved to a Special Revenue Fund



³ In FY 2023 the Sidewalk crew moved to the General Fund

⁴ In FY 2025 the Golf Course moved to a Special Revenue Fund

Statistics

Community Information

Cape Coral's history dates back to its original inhabitants, the Calusa Native Americans, who lived in the region before the arrival of European settlers. The area was first explored by Spanish explorers in the early 16th century, and control of the land later passed to the United States in 1821.

In the early 20th century, Cape Coral, then known as Redfish Point, remained largely undeveloped and was used for hunting and agriculture. Significant development began in 1957 when Leonard and Jack Rosen, entrepreneurs from Baltimore, purchased the land for \$678,000. They formed Gulf Guaranty Land & Title Company, later known as Gulf American Land Corporation, and embarked on an ambitious development project.

The Rosens envisioned Cape Coral as a waterfront paradise and undertook extensive land clearing and canal dredging to transform the swampy terrain. They employed innovative sales techniques, including dropping flour sacks from planes over purchased lots, which attracted buyers both locally and internationally. Celebrities and promotional events further boosted Cape Coral's profile, making it one of the largest master-planned communities in the United States.

By 1970, Cape Coral had incorporated as a city, marking a significant milestone in its development. The construction of infrastructure such as the Cape Coral Bridge in 1964 facilitated easier access to neighboring cities and contributed to its rapid growth. Despite financial challenges and ownership changes in the 1970s, Cape Coral continued to expand, becoming one of Florida's fastest-growing cities.

Today, Cape Coral is a vibrant city known for its extensive canal system, which offers residents and visitors abundant waterfront living opportunities. The city's population has grown significantly, supported by its appeal as a destination for water sports, golfing, and outdoor activities. Ongoing development plans aim to further enhance its downtown area with parks, green spaces, and mixed-use developments.

Cape Coral's history is a testament to entrepreneurial vision and perseverance, transforming from a wilderness into a thriving community. Its blend of natural beauty, recreational opportunities, and modern amenities continues to attract new residents and tourists alike, ensuring its place as a unique and dynamic city in southwest Florida.

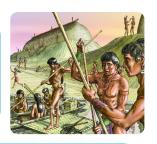




OUR HISTORY

Florida was inhabited by Paleoindians from 12,000 years ago. By 800 C.E., the coastal region from Port Charlotte to Marco Island, including areas like the mouth of the Caloosahatchee River and barrier islands such as Cabbage Key, Pine Island, and Sanibel, was home to the Calusa, one of six native tribes in Florida. They were the most powerful group in the American Southwest, with over 20,000 people in 50 to 60 communities across 150 to 200 kilometers of coastal and inland terrain.

800 C.E.

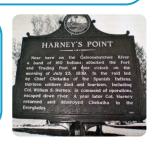




1500s-1700s

When the Spanish arrived at Mound Key in 1513, the Calusa controlled most of south Florida, their domain larger and more populated than other southeastern groups at the time. They resisted Spanish efforts, combining political alliances with military actions to prevent colonization. Despite eventually succumbing to European diseases and abandoning their homeland by 1763, the Calusa were among the few southeastern Native American groups to resist European influence for an extended period.

In the 1700s, tribes like the Creeks and Yuchis migrated to north Florida, later known as Seminoles. They settled around Tallahassee, Central Florida, and Tampa Bay, thriving through trade. Conflict with settlers escalated after the transfer of Spanish Florida to the United States, 1700sleading to three wars from 1816 to 1858 aimed at Seminole removal. The Massacre of Harney's Point in 1839 highlighted tensions, with Seminole allies attacking U.S. troops. These conflicts and 1800s removal policies reduced the Seminole population from 5,000 to just 200 by 1858, from whom today's Seminole are descended.





In the early 19th century, northern Florida attracted farmers from Alabama and Georgia, while central and southwestern Florida remained sparsely populated by pioneering 1800s- homesteaders focused on farming and cattle ranching. After the Civil War, the US government's land grant program brought more settlers to southwestern Florida, with the 1900s economy relying on cattle ranching, logging, lumber mills, citrus groves, and gladiolus farms. By 1956, when the Rosen brothers bought Red Fish Point, today's Cape Coral had passed through various lumber and cattle companies.

Between 1960 and 1975, Cape Coral lots were sold through installment plans, not bank mortgages, with 10% down and \$10 a month. Ownership transferred upon full payment, passing 1950sinfrastructure costs to buyers. This allowed corporations to finance homesites with preinstalled amenities. By 1963, Gulf American had elevated Cape Coral lots 5½ feet above sea level by 1960s dredging dirt from canals, yacht basins, and lakes.





1950s-1960s

Since large parts of the area could not yet be driven by car, the Rosens sold the individual plots of land unceremoniously from an aircraft, by flying prospective buyers over in a Cessna, allowing them to drop flour sacks on desired plots. Demand was high, with up to 500 buyers flown daily. They built Cape Coral Gardens, now Tarpon Point Marina, to attract more buyers, and even celebrities like Bob Hope and Duke Ellington helped promote interest in the area.

By 1967, Gulf American was Florida's fourth largest publicly traded corporation, selling over 500,000 acres. Cape Coral's growth from 1958 to 1970 was driven by the Rosen brothers, who built key amenities and facilitated the city's incorporation in 1970. They constructed the Cape Coral Bridge, a bank, and a medical center, and managed municipal functions. In the 1960s, Cape Coral gained essential services and a commercial district, boosting sales. The Cape Coral Gardens, a marketing attraction opened in 1964, closed in 1970 due to high costs.

1960s-1970s





1960s-1970s

Residents of Cape Coral, concerned about municipal needs managed by Gulf American Corporation and tensions with Lee County, began advocating for incorporation in 1968. By August 11, 1970, despite opposition fearing higher taxes, Cape Coral voted to incorporate with a 2067 to 1798 vote. The Florida Legislature ratified the bill in early summer 1970, leading to the election of seven city council members that fall and the first council meeting on December 3, 1970.

At its incorporation, Cape Coral had 10,193 residents and vast undeveloped pre-platted land, inheriting challenges from Gulf American's development practices in an ecologically sensitive area. Issues included water accessibility and quality, and competition for resources from neighboring towns like Fort Myers. To address water scarcity, Cape Coral invested in a reverse osmosis plant. Efforts to expand the tax base for schools and a hospital faced legal hurdles due to Gulf American's complex land sales practices and ownership arrangements, persisting as ongoing challenges in the city's fifty-year history.

1970s





1990s

During its early years, Cape Coral built essential services like police and fire departments, new schools, and municipal facilities to accommodate 22,000 residents. Cape Coral Hospital 1980s- opened in 1977, and Coralwood Mall was completed by 1980. As the population grew from 30,000 in 1980 to 200,000 by 2021, the city expanded its commercial and industrial sectors. However, challenges persisted from natural disasters, economic issues, and environmental impacts of Gulf American Corporation's land development practices.

Since the 2000s, Cape Coral has seen rapid growth, nearly doubling its population to over 200,000 residents. This period featured extensive urban development, economic diversification efforts, and ongoing challenges in water management and ecosystem preservation. Hurricanes such as Charley in 2004, Irma in 2017, and Ian in 2022 required substantial recovery efforts. Infrastructure upgrades, community initiatives, and technological advancements have characterized Cape Coral's evolution into a dynamic coastal city, navigating the complexities of growth and resilience.





Today Cape Coral is Florida's eighth largest city at 120 sq mi with over 210,000 residents and is the largest in Lee County. Divided into quadrants by Santa Barbara Boulevard (North/South) Current and Pine Island Road (East/West), its street system is well-organized with avenues running North to South and other streets East to West. Known for rapid growth, Cape Coral is a residential and vacation hotspot, with popular areas including the Yacht Club Area, Gold Coast, and southwest section of the city.

Source: www.capecoralmuseum.org

CAPE CORAL AT A GLANCE



54 Years Old

Incorporated on August 18, 1970



120 Square Miles 2

Cape Coral is the third-largest city in Florida by landmass



1,989.17 **Employees**

Full and regular part-time positions approved in the FY 2025 Budget



400 Miles of Canals ²

We have more navigational canals than anywhere else in the world

MAJOR SERVICES PROVIDED BY THE CITY OF CAPE CORAL

Development Services

Fire and Emergency **Management Services** **Police Protection Services**

Recreation, Parks, and Golf

Public Works and Transportation

Economic Development

Charter School System

Utilities

Form of Government²

The City of Cape Coral operates under a Council-Manager form of government. The City Council consists of eight members: seven are elected at large from districts, and the eighth member is the elected mayor who presides over council meetings.

The City Council, including the mayor, oversees legislative functions such as creating laws and policies, adopting budgets, and managing public funds. The mayor presides over meetings and serves as the city's ceremonial head.

The Council appoints the City Manager, City Auditor, City Attorney, and members of all boards and commissions. The City Manager oversees day-to-day city operations and hires department directors.

Mayor

Council Members











City Manager, City Auditor, and City Attorney





City Operations



Sources: 1- Capecoralmuseum.org

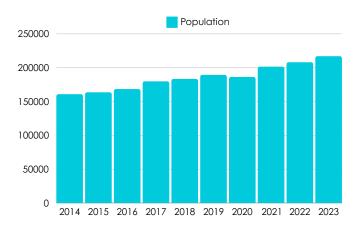
2 - Capecoral.gov

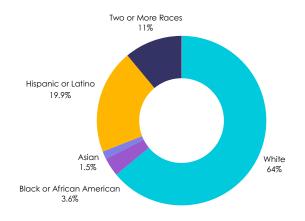


Population

Since incorporating in August 1970, Cape Coral's population has experienced rapid growth. With an estimated population over 210,000 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.

Source: Census.gov





Diversity

In 2022, there were 6.36 times more White (Non-Hispanic) residents (133k people) in Cape Coral, FL than any other race or ethnicity. There were 20.9k Two+ (Hispanic) and 20.2k White (Hispanic) residents, the second and third most common ethnic groups.

Source: Census.gov



Median Age

46



Gender Breakdown

Female: 49.9% Male: 50.1%



Total Households

84,698



Per Capita Income

\$37,312



City of Cape Coral

Unemployment Rate is 3.2%



State of Florida

Unemployment Rate is 3.3%

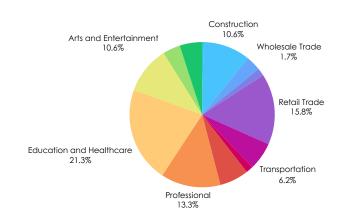
Source: www.census.gov



Cape Coral's Top Industries

Cape Coral features around 9,000 businesses spanning diverse sectors like biotech, healthcare, and retail trade. Education and Healthcare fields leads with 21.3% of residents employed, followed by the Retail Trade at 16%, both exceeding national averages. Construction employs 10.6% of the population, with other significant sectors including Arts and Entertainment, Food Services, Professional, and Transportation.

Source: www.palmparadiserealty.com/blog/cape-coral-economy



Employed at a Private Company Self-Employed in own Business Private Not-For-Profit Local, State, and Federal Employees Self-Employed Non-business Owner 0 10 20 30 40 50 60 7

Employment Distribution

In Cape Coral, workers are primarily employed across diverse sectors such as retail trade, healthcare, and construction. Many residents are self-employed in small businesses, while others contribute as unpaid family workers in family-owned enterprises. These classifications provide insights into the city's economic composition and workforce dynamics.

Source: Census.gov

PRINCIPAL EMPLOYERS IN THE CITY OF CAPE CORAL

Lee County School District - 2,240

Publix Super Markets - 1.240

Home Depot - 350

Cape Coral Hospital - 1,959

Wal-Mart / Sam's Club - 949

Sun Splash Family Water Park - 300 City of Cape Coral -1,989.17

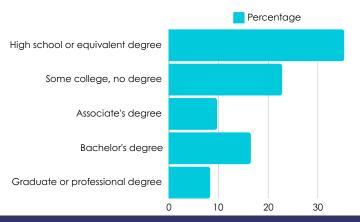
Gulf Coast Village - 396

Lee Physician Group - 1,615

Cape Coral Charter Schools - 376

Source: 2023 City of Cape Coral ACFR





Education Attainment

Our City's education attainment varies among residents reflecting a diverse educational landscape. Many individuals have completed high school or obtained equivalent certifications, while a significant portion has pursued some college education or earned associate's degrees. The city also boasts a notable number of residents with bachelor's degrees and a smaller yet significant group with graduate or professional degrees.

Source: Census.gov (Based on Population 25 Years and Older)

Cape Coral features robust public and private school systems known for their high performance standards. As part of the Lee County School District overseen by the Lee County School District Elected Board, Cape Coral also operates its own municipal charter school system known as Oasis Charter Schools. This system includes two elementary schools, Oasis Middle School, and Oasis High School, offering the Core Knowledge and Cambridge Curriculum without tuition fees. Nearby, Florida Southwestern State College offers associate and bachelor's degrees, alongside technical training. Florida Gulf Coast University (FGCU), established in 1997, serves over 12,000 students and operates within Lee County offering diverse core courses and degree programs, including business, engineering, and biotechnology. Additional educational opportunities in the area include Hodges University, Southwest Florida College, Rasmussen College, and Cape Coral Technical College, providing specialized training in medical, computer, and food-science fields under the Lee County public school system.

40

OASIS CHARTER SCHOOL ENROLLMENT

Oasis North Elementary

Oasis South Elementary

Oasis Middle School

Oasis High School



















Population 3 Years and Over Enrolled in School

Nursery and Preschool



Kindergarten to 12th Grade



73.3%

Undergraduate Programs



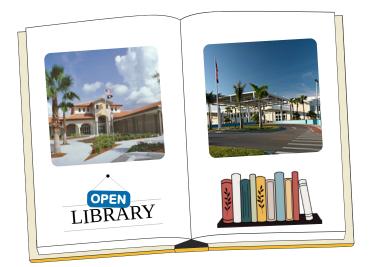
16.8%

Graduate Programs



4.9%

Source: www.census.gov



LIBRARY ACCESS

The City of Cape Coral houses two libraries within the Lee County Library System, providing essential resources and services to residents. These libraries serve as community hubs, offering a wide range of books, digital resources, educational programs, and public services. They play a vital role in promoting literacy, lifelong learning, and cultural enrichment within the Cape Coral community.

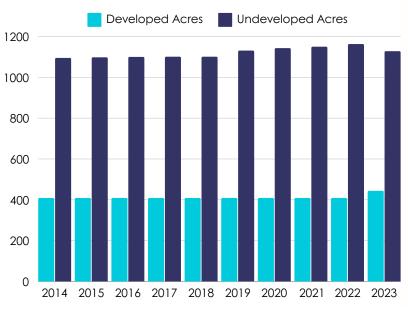
City of Cape Coral, Florida FY 2025-2027 Adopted Budget



Parks and Recreation

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.

Source: Capecoral.gov





Location in Florida

One of Southwest Florida's most strategic locations, Cape Coral is on the Gulf of Mexico coast in the southwestern part of Florida, Cape Coral enjoys a strategic position. This prime location conveniently places Cape Coral near major metropolitan areas, facilitating economic and cultural connections across Southwest Florida.

Source: Capecoral.gov





City of Cape Coral, Florida FY 2025-2027 Adopted Budget

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.

Source: Source: 2023 City of Cape Coral ACFR

FY 2023 Property Tax Valuations

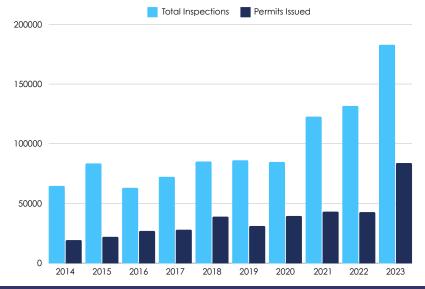
 Total Assessed Value:
 \$39,449,126,436

 Exempt Value:
 \$16,904,056,813

 Net Taxable Value:
 \$22,545,069,623

Source: Source: 2023 City of Cape Coral ACFR





Stormwater Drain Pipes (Miles)

545



Paved Alleys (Miles)

Paved Streets (Miles)

3,041

Sidewalks (Miles)

302



Number of Catch Basins

24,173



Number of Sewer Connections



Number of Water Connections

75,280



Swales (Miles)

3,040



Exfiltration Trench 2,200 Linear Ft



Inlet Structures 24,171



Manhole Structures

2,192

Source: 2023 City of Cape Coral ACFR

PRINCIPAL PROPERTY TAXPAYERS IN CAPE CORAL

Lee County Electric
Co-Op

Continental 466 Fund, LLC

G&I X Coralwood Center, LLC Savona Cape Coral Owner, LLC

ZP NO 339, LLC

Freeman & Hasselwander Resort

Uptown at Liberty Park
Apartments

Progress Residential Borrower FKH SFR C1 LP

Coralina Apartments, LLC

Source: 2023 City of Cape Coral ACFR

City of Cape Coral, Florida FY 2025-2027 Adopted Budget



Public Safety



Number of crime scenes processed by forensics technicians

492



Number of K9 Teams at the City

8



Total Traffic Citations Issued by all Units

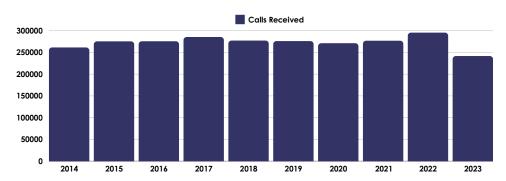
21,543



Source: 2023 City of Cape Coral ACFR

77



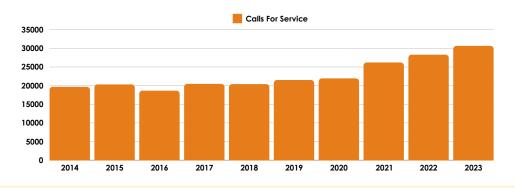


Number of Sworn Officers: 272





Number of Firefighters and Officers: 248





Properties Saved from Fire

96%

Number of Fire Stations

13

Number of Inspections Completed

5,632



Number of Veterans in the Department

36

Source: 2023 City of Cape Coral ACFR















DEPARTMENT OVERVIEW

The City Attorney, appointed by the City Council, serves as the legal advisor to the City Council, City Manager, and all city departments, boards, commissions, and agencies of the City. They initiate or defend civil suits and legal actions on behalf of the City Council. The City Attorney provides legal counsel at all regular and special City Council meetings and offers representation to other boards and commissions as directed by the Council.

MISSION

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

Highlights

Prepared Ordinances and Resolutions



<u>400+</u>









FY 2025 ORGANIZATIONAL CHART







Updated 9/30/24

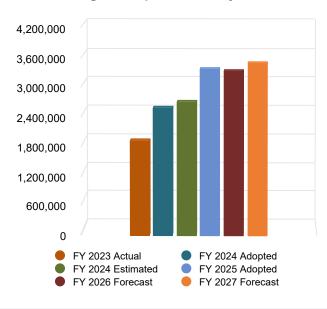
FY 2024 Estimated	FY 2025 Adopted	Change
13.00	16.00	+3.00

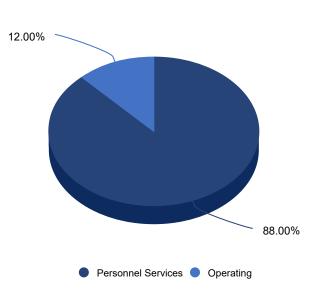


Operating Budget

Expenditures by Category	FY 2023 Actual	FY 2024 Adopted	FY 2024 Estimated			FY 2025 Adopted	FY 2026 Forecast			FY 2027 Forecast
Personnel Services	\$ 1,817,911	\$ 2,442,716	\$	2,442,719	\$	2,950,092	\$	3,060,992	\$	3,176,982
Operating	99,970	145,202		261,449		418,998		279,825		306,365
Total	\$ 1,917,881	\$ 2,587,918	\$	2,704,168	\$	3,369,090	\$	3,340,817	\$	3,483,347

Program Expenditures by Year





Expenditures by Fund and Program	FY 2023 Actual	FY 2024 Adopted	FY 2024 Estimated	FY 2025 Adopted	FY 2026 Forecast	FY 2027 Forecast
General Fund						
City Attorney	\$ 1,917,881	\$ 2,587,918	\$ 2,704,168	\$ 3,369,090	\$ 3,340,817	\$ 3,483,347
General Fund Total	\$ 1,917,881	\$ 2,587,918	\$ 2,704,168	\$ 3,369,090	\$ 3,340,817	\$ 3,483,347
Total	\$ 1,917,881	\$ 2,587,918	\$ 2,704,168	\$ 3,369,090	\$ 3,340,817	\$ 3,483,347

Expenditures by Fund and Category	FY 2023 Actual	FY 2024 Adopted	FY 2024 Estimated	FY 2025 Adopted	FY 2026 Forecast	FY 2027 Forecast
General Fund						
Personnel Services	\$ 1,817,911	\$ 2,442,716	\$ 2,442,719	\$ 2,950,092	\$ 3,060,992	\$ 3,176,982
Operating	99,970	145,202	261,449	418,998	279,825	306,365
General Fund Total	\$ 1,917,881	\$ 2,587,918	\$ 2,704,168	\$ 3,369,090	\$ 3,340,817	\$ 3,483,347
Total	\$ 1,917,881	\$ 2,587,918	\$ 2,704,168	\$ 3,369,090	\$ 3,340,817	\$ 3,483,347



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 over 400 ordinances and resolutions required by the City Council for adoption
- Prepared and/or reviewed over 450 contracts, interlocal government agreements and other legal documents
- Represented the City in litigation matters, including DOAH hearings and EEOC complaints

GOALS AND 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











DEPARTMENT OVERVIEW

The City Auditor, appointed by the City Council, operates independently and reports directly to the City Council. The role of the City Auditor's Office includes conducting audits to assess whether City policies, programs, and services comply with state and federal laws, City Ordinances, policies, regulations, and internal financial and operational 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

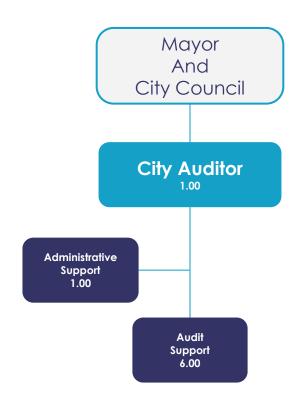








FY 2025 ORGANIZATIONAL CHART







FY 2024 Estimated	FY 2025 Adopted	Change
6.00	8.00	+2.00

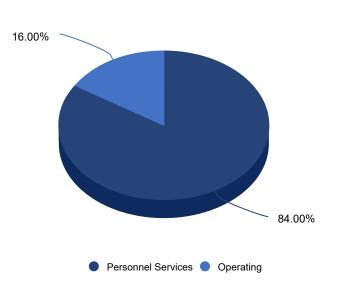


Operating Budget

Expenditures by Category	-	Y 2023 Actual	FY 2024 Adopted	FY 2024 stimated	FY 2025 Adopted	FY 2026 Forecast	FY 2027 Forecast
Personnel Services	\$	861,129	\$ 921,973	\$ 921,973	\$ 1,222,825	\$ 1,267,901	\$ 1,315,033
Operating		63,587	216,901	216,901	231,705	186,974	190,832
Total	\$	924,716	\$ 1,138,874	\$ 1,138,874	\$ 1,454,530	\$ 1,454,875	\$ 1,505,865

Program Expenditures by Year

1,750,000 1,500,000 1,250,000 1,000,000 750,000 500,000 250,000 0 FY 2023 Actual FY 2024 Estimated FY 2025 Adopted FY 2025 Adopted FY 2026 Forecast FY 2027 Forecast



Expenditures by Fund and Program	FY 2023 Actual		FY 2024 Adopted		FY 2024 Estimated		FY 2025 Adopted		FY 2026 Forecast		FY 2027 Forecast
General Fund											
City Auditor	\$ 924,716	\$	1,138,874	\$	1,138,874	\$	1,454,530	\$	1,454,875	\$	1,505,865
General Fund Total	\$ 924,716	\$	1,138,874	\$	1,138,874	\$	1,454,530	\$	1,454,875	\$	1,505,865
Total	\$ 924,716	\$	1,138,874	\$	1,138,874	\$	1,454,530	\$	1,454,875	\$	1,505,865

Expenditures by Fund and Category	FY 2023 Actual		FY 2024 Adopted		FY 2024 Estimated		FY 2025 Adopted		FY 2026 Forecast	FY 2027 Forecast
General Fund										
Personnel Services	\$ 861,129	\$	921,973	\$	921,973	\$	1,222,825	\$	1,267,901	\$ 1,315,033
Operating	63,587		216,901		216,901		231,705		186,974	190,832
General Fund Total	\$ 924,716	\$	1,138,874	\$	1,138,874	\$	1,454,530	\$	1,454,875	\$ 1,505,865
Total	\$ 924,716	\$	1,138,874	\$	1,138,874	\$	1,454,530	\$	1,454,875	\$ 1,505,865



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.

ACCOMPLISHMENTS¹

- Met or exceeded all FY23 goals:
 - Effectively managed time with a goal of 70% spent on direct audit projects and 30% spent on administration (non-audit/project)
 - Completed 76% of audits on the approved FY23 audit plan (Goal was 75%)
 - Obtained an average score of 89% on audit surveys (Goal is 75%)
 - Closed 96% of audit recommendations within 90 days of department completion
 - Audit team members completed at least three audits or projects for FY23
- Effectively managed audit team resources and available hours to produce meaningful and timely audits, post audit reviews, and special projects
- Obtained relevant continuing education credits as required by GAGAS and certification/license standards
- Developed and executed the FY24 Audit Plan, which includes 12 audits—10 originally planned and 2 additional—with all audits on track for completion
- In conjunction with Financial Services, successfully advertised an RFP for External Auditing Services
 for the annual ACFR (annual comprehensive financial report) resulting in the selection of a new
 audit firm (the first in over 15+ years) to begin with FY24 reporting

GOALS AND PRIORITIES

- Effectively manage audit staff time with a goal of 70% spent on direct audit projects and limit administrative hours to no more than 30%
- Complete 75% of the Approved Audit Plan, prioritizing audits based on the City Auditor's Office Risk Assessment to ensure their importance and usefulness to the City
- Obtain a score of 75% or better on audit surveys for completed audits
- Perform follow up of audit recommendations within 90 days of department completion for audit office review
- Individual auditors complete three or more audits/projects for the year
- Strive to meet or exceed FY24 goals
- Be fluid to accommodate additions to the audit plan, such as special projects or 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

I Information is based on accomplishments from FY23 4th Quarter Performance Scorecard to provide a complete and accurate assessment of goal achievements









DEPARTMENT OVERVIEW

The City Clerk's Department is responsible for the stewardship of the city's entire recorded history, including by-laws, articles of incorporation, bond documents, ordinances, resolutions, and other legal instruments. It records and certifies all ordinances and resolutions, ensures all statutory public notice requirements are met, coordinates municipal elections, and provides support services to elected officials, boards, commissions, and committees. Additionally, the department ensures professional access to public records for citizens, complies with the State of Florida's retention schedules, and maintains a records imaging and management program. It also offers professional assistance to the public, directs telephone calls at city hall, and operates a full-service mail and courier service for all city operations, including managing business tax receipt services.

MISSION

The mission of the City Clerk's Department 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



Completed Record Requests 18,746



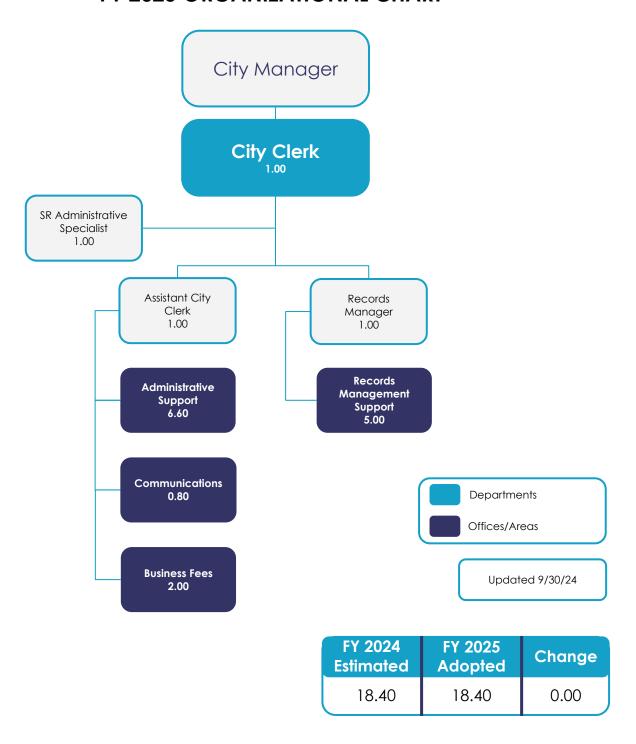
Passport Applications processed 6,409



Public Meetings Attended



FY 2025 ORGANIZATIONAL CHART



Operating Budget

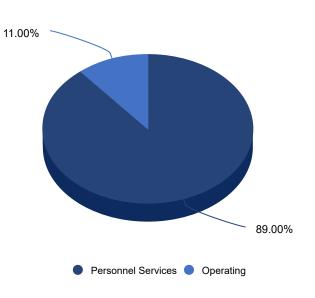
Expenditures by Category	FY 2023 Actual	FY 2024 Adopted	FY 2024 Estimated			FY 2025 Adopted	FY 2026 Forecast	FY 2027 Forecast
Personnel Services	\$ 1,478,986	\$ 1,616,216	\$	1,750,241	\$	1,880,442	\$ 1,952,699	\$ 2,029,399
Operating	215,764	206,248		222,113		244,006	253,480	262,564
Capital Outlay	7,704	16,000		11,409		-	5,000	10,000
Total	\$ 1,702,454	\$ 1,838,464	\$	1,983,763	\$	2,124,448	\$ 2,211,179	\$ 2,301,963

Program Expenditures by Year

2,800,000 2,400,000 1,600,000 1,200,000 800,000 400,000 FY 2023 Actual FY 2024 Adopted FY 2025 Adopted

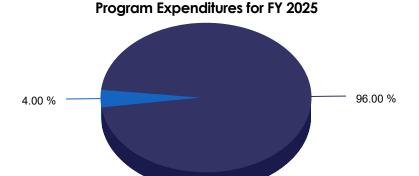
FY 2027 Forecast

FY 2026 Forecast



Expenditures by Fund and Program	FY 2023 Actual	FY 2024 Adopted	FY 2024 stimated	FY 2025 Adopted	FY 2026 Forecast	FY 2027 Forecast
Building Code Fund						
City Clerk Records						
Management	\$ 69,915	\$ 72,428	\$ 72,428	\$ 75,739	\$ 79,129	\$ 82,754
Building Code Fund Total	\$ 69,915	\$ 72,428	\$ 72,428	\$ 75,739	\$ 79,129	\$ 82,754
General Fund						
City Clerk Administration	\$ 697,858	\$ 791,022	\$ 793,258	\$ 1,173,886	\$ 1,218,298	\$ 1,261,521
City Clerk Licensing	_	-	145,299	187,963	196,002	205,087
Communications	32,738	49,163	49,163	48,061	48,500	49,872
Passport Applications	76,565	24,864	24,864	25,310	25,767	26,232
Records Management	825,378	900,987	898,751	613,489	643,483	676,497
General Fund Total	\$ 1,632,539	\$ 1,766,036	\$ 1,911,335	\$ 2,048,709	\$ 2,132,050	\$ 2,219,209
Total	\$ 1,702,454	\$ 1,838,464	\$ 1,983,763	\$ 2,124,448	\$ 2,211,179	\$ 2,301,963





Building Code Fund	General Fund

Expenditures by Fund and Category	FY 2023 Actual		FY 2024 Adopted		FY 2024 Estimated		FY 2025 Adopted		FY 2026 Forecast	FY 2027 Forecast
Building Code Fund										
Personnel Services	\$ 68,729	\$	70,385	\$	70,385	\$	73,655	\$	77,004	\$ 80,586
Operating	1,186		2,043		2,043		2,084		2,125	2,168
Building Code Fund Total	\$ 69,915	\$	72,428	\$	72,428	\$	75,739	\$	79,129	\$ 82,754
General Fund										
Personnel Services	\$ 1,410,257	\$	1,545,831	\$	1,679,856	\$	1,806,787	\$	1,875,695	\$ 1,948,813
Operating	214,578		204,205		220,070		241,922		251,355	260,396
Capital Outlay	7,704		16,000		11,409		-		5,000	10,000
General Fund Total	\$ 1,632,539	\$	1,766,036	\$	1,911,335	\$	2,048,709	\$	2,132,050	\$ 2,219,209
Total	\$ 1,702,454	\$	1,838,464	\$	1,983,763	\$	2,124,448	\$	2,211,179	\$ 2,301,963

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 Board, Commissions, and Committees
- Hosted offsite Workshops and Board Appreciation Events
- Provided Political Action Committee Support to the residents
- Successfully transitioned the Election's Qualifying Role to the Supervisor of Elections

GOALS AND PRIORITIES

- Provide comprehensive Election support to City Council specific to referenda placement on future ballots
- Provide consistent meeting support for public meetings
- Identify and implement new agenda management software



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

- Continued services for passports, pet licensing, and domestic partnerships
- Accommodated increased traffic for passport services
- Continued to provide citizens with a central information center to obtain copies of city records
- Began the process of archiving all Hurricane Ian closed paper permits

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
- Continue analysis of passport data to determine future staffing opportunities
- Complete archival of all Hurricane Ian closed paper permits

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

 Adhered to the City's Strategic Plan by identifying opportunities to enhance services and foster exceptional customer services

Business Tax Receipts

To professionally greet and assist the public for their business tax receipt services.

ACCOMPLISHMENTS

Successfully transitioned the Business Tax Receipt division to City Clerk's department

GOALS AND PRIORITIES

 Through analysis of existing program, develop methods to efficiently identify, bill, and track, new and renewal Business Tax Receipts



City Council



DEPARTMENT OVERVIEW

The City Council comprises a Mayor and seven Council Members, all elected at-large by voters for four-year terms. The Mayor, elected by a separate ballot, presides over Council meetings and serves as the ceremonial head of government. Under the City Charter, the Council has the authority to set policies in areas such as planning, traffic, law and order, public works, finance, social services, recreation, and economic development. The Council also appoints and removes the City Manager, City Attorney, and City Auditor, adopts the budget, levies taxes, collects revenues, makes appropriations, and authorizes debt issuance by ordinance. Policy is determined through the adoption of ordinances and resolutions, appropriation of funds, and other essential legislative duties.

MISSION

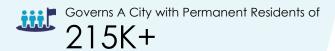
The City Council Office staff provides effective quality service to the Mayor, City Council, and residents of the City with courtesy, integrity and accountability in a manner that protects and enhances the quality of life of our residents.

Highlights



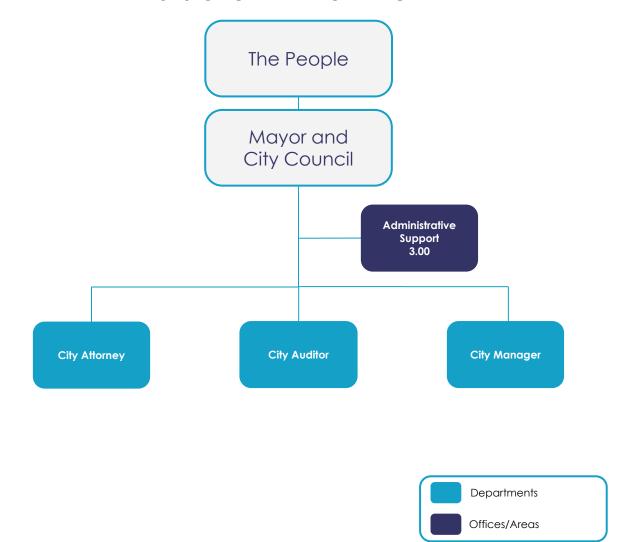






City Council

FY 2025 ORGANIZATIONAL CHART



FY 2024 Estimated	FY 2025 Adopted	Change
3.00	3.00	0.00



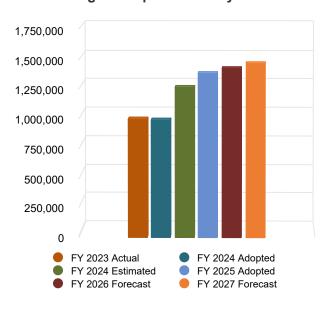
Updated 9/30/24

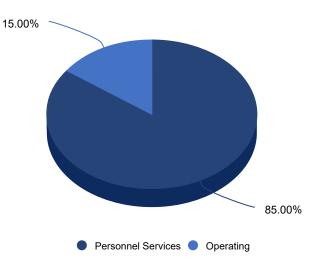
City Council

Operating Budget

Expenditures by Category	FY 2023 Actual	Y 2024 dopted	FY 2024 stimated	FY 2025 Adopted	FY 2026 Forecast	FY 2027 Forecast
Personnel Services	\$ 727,184	\$ 784,509	\$ 1,056,987	\$ 1,175,513	\$ 1,211,415	\$ 1,249,471
Operating	275,479	210,189	210,189	214,819	220,359	224,994
Total	\$ 1,002,663	\$ 994,698	\$ 1,267,176	\$ 1,390,332	\$ 1,431,774	\$ 1,474,465

Program Expenditures by Year





Expenditures by Fund and Program	FY 2023 Actual	FY 2024 Adopted		FY 2024 Estimated				FY 2026 Forecast		FY 2027 Forecast
General Fund										
City Council	\$ 996,904	\$	989,496	\$	1,261,974	\$	1,384,830	\$ 1,426,162	\$	1,468,741
Youth Council	5,759		5,202		5,202		5,502	5,612		5,724
General Fund Total	\$ 1,002,663	\$	994,698	\$	1,267,176	\$	1,390,332	\$ 1,431,774	\$	1,474,465
Total	\$ 1,002,663	\$	994,698	\$	1,267,176	\$	1,390,332	\$ 1,431,774	\$	1,474,465

Expenditures by Fund and Category	FY 2023 Actual	7 2024 dopted	FY 2024 stimated	FY 2025 Adopted	FY 2026 Forecast	FY 2027 Forecast
General Fund						
Personnel Services	\$ 727,184	\$ 784,509	\$ 1,056,987	\$ 1,175,513	\$ 1,211,415	\$ 1,249,471
Operating	275,479	210,189	210,189	214,819	220,359	224,994
General Fund Total	\$ 1,002,663	\$ 994,698	\$ 1,267,176	\$ 1,390,332	\$ 1,431,774	\$ 1,474,465
Total	\$ 1,002,663	\$ 994,698	\$ 1,267,176	\$ 1,390,332	\$ 1,431,774	\$ 1,474,465





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

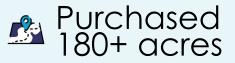
The City Manager's Office administers policies as established by City Council and City Charter, and provides the necessary leadership, coordination and management required for the delivery of cost-efficient services and capital improvements.

Highlights





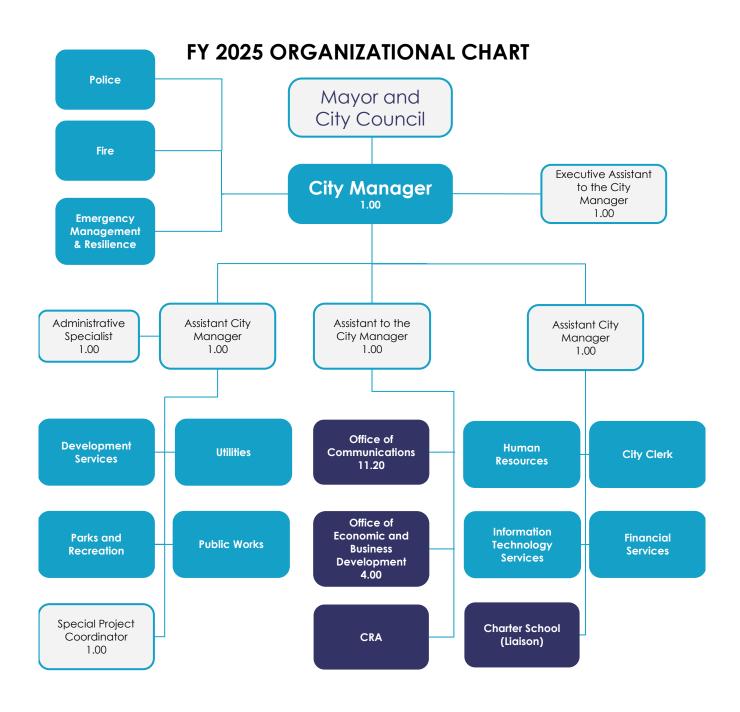
Revitalizing South Cape



NW Development Approved







Updated 9/30/24

FY 2024 Estimated	FY 2025 Adopted	Change
21.20	22.20	+1.001



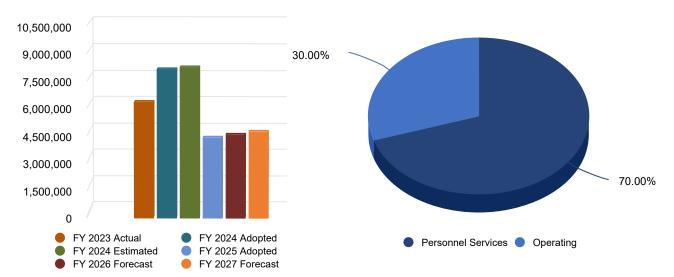


Operating Budget

Revenues by Category	FY 2023 Actual	FY 2024 Adopted	FY 2024 stimated	FY 2025 Adopted	FY 2026 Forecast	FY 2027 Forecast
Intergovernmental	\$ 125,783	\$ 124,800	\$ 124,800	\$ 129,792	\$ 134,984	\$ 140,383
Internal Service Charges	2,892,695	3,723,203	3,723,203	-	-	-
Miscellaneous	90,802	-	-	-	-	-
Taxes - Local Business	518,452	650,000	650,000	549,974	571,973	594,852
Total	\$ 3,627,732	\$ 4,498,003	\$ 4,498,003	\$ 679,766	\$ 706,957	\$ 735,235

Expenditures by Category	FY 2023 Actual	FY 2024 Adopted	FY 2024 stimated	FY 2025 Adopted	FY 2026 Forecast	FY 2027 Forecast
Personnel Services	\$ 4,867,544	\$ 6,068,504	\$ 6,068,504	\$ 3,093,639	\$ 3,212,681	\$ 3,337,677
Operating	1,364,963	2,015,355	2,122,675	1,307,587	1,324,112	1,341,009
Capital Outlay	114,750	82,400	82,400	-	-	-
Total	\$ 6,347,257	\$ 8,166,259	\$ 8,273,579	\$ 4,401,226	\$ 4,536,793	\$ 4,678,686

Program Expenditures by Year

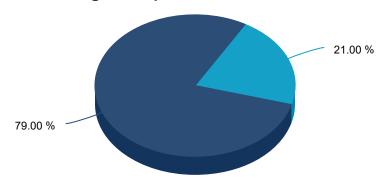


Expenditures by Fund and Program	FY 2023 Actual	FY 2024 Adopted	FY 2024 Estimated	FY 2025 Adopted	FY 2026 Forecast	FY 20 Forec	
CIP Project Management Fund							
Capital Improvements	\$2,761,711	\$ 3,640,803	\$ 3,641,156	\$ -	- \$ -	\$	-
City Manager Fleet Rolling Stock	114,750	82,400	82,400	-			-
CIP Project Management Fund Total	\$2,876,461	\$ 3,723,203	\$ 3,723,556	\$ -	· \$ -	\$	-
Economic Development Fund							
Economic and Business							
Development	\$ 928,007	\$ 1,306,088	\$ 1,413,055	\$ 902,477	' \$ 925,785	\$ 95	0,158
Economic Development Fund Total	\$ 928,007	\$ 1.306.088	\$ 1.413.055	\$ 902,477	S 925.785	\$ 95	0.158



Expenditures by Fund and Program		2023 ctual	FY 2024 Adopted		Y 2024 timated	FY 2025 Adopted	FY 2026 Forecast		r 2027 Precast
General Fund									
City Manager Administration	\$1,2	35,645	\$ 1,588,461	\$ 1	1,588,461	\$ 1,659,696	\$ 1,716,592	\$ 1	,775,976
Office of Communications	1,3	07,715	1,548,507	1	1,548,507	1,839,053	1,894,416	1	,952,552
General Fund Total	\$2,5	43,360	\$ 3,136,968	\$ 3	3,136,968	\$ 3,498,749	\$ 3,611,008	\$ 3	,728,528
Water and Sewer Fund									
Capital Improvements	\$	(571)	\$ -	\$	-	\$ -	\$ -	\$	-
Water and Sewer Fund Total	\$	(571)	\$ -	\$	-	\$ -	\$ -	\$	_
Total	\$6,3	47,257	\$ 8,166,259	\$ 8	3,273,579	\$ 4,401,226	\$ 4,536,793	\$ 4	,678,686

Program Expenditures for FY 2025



Economic Development Fund

General Fund

Expenditures by Fund and Category	FY 2023 Actual	FY 2024 Adopted	FY 2024 Estimated	FY 2025 Adopted	FY 2026 Forecast	FY 2027 Forecast
CIP Project Management Fund						
Personnel Services	\$2,592,833	\$ 3,237,789	\$ 3,237,789	\$ -	\$ -	\$ -
Operating	168,878	403,014	403,367	-	-	-
Capital Outlay	114,750	82,400	82,400	-	_	_
CIP Project Management Fund Total	\$2,876,461	\$ 3,723,203	\$ 3,723,556	\$ -	\$ -	\$ -
Economic Development Fund						
Personnel Services	\$ 227,304	\$ 481,181	\$ 481,181	\$ 488,179	\$ 507,796	\$ 528,400
Operating	700,703	824,907	931,874	414,298	417,989	421,758
Economic Development Fund Total	\$ 928,007	\$ 1,306,088	\$ 1,413,055	\$ 902,477	\$ 925,785	\$ 950,158
General Fund						
Personnel Services	\$2,047,407	\$ 2,349,534	\$ 2,349,534	\$ 2,605,460	\$ 2,704,885	\$ 2,809,277
Operating	495,953	787,434	787,434	893,289	906,123	919,251
General Fund Total	\$2,543,360	\$ 3,136,968	\$ 3,136,968	\$ 3,498,749	\$ 3,611,008	\$ 3,728,528
Water and Sewer Fund						
Operating	\$ (571)	\$ -	\$ -	\$ -	\$ -	\$ -
Water and Sewer Fund Total	\$ (571)	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$6,347,257	\$ 8,166,259	\$ 8,273,579	\$ 4,401,226	\$ 4,536,793	\$ 4,678,686

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.

ACCOMPLISHMENT

- Cape Coral was named "Top Rising Luxury Cities in America" by ESPN, January 2024
- Cape Coral ranked number 3 for best places to live in Florida by Gulfshore Business, January 2024

GOALS AND PRIORITIES

Deliver the quality services the residents desire as efficiently and cost-effective as possible

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

- Large increase of 311 application downloads
- Created and now distributes an internal City e-newsletter called the City Pulse

GOALS AND PRIORITIES

- Raise awareness about city services, programs, initiatives, and resources available to residents through comprehensive marketing campaigns
- Develop proactive public relations campaigns to promote positive stories and achievements within the community, showcasing Cape Coral as a desirable place to live, work, and visit

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

- Developed the New Biz Navigator Program where the department reaches out to new businesses and welcomes them to Cape Coral as well as assist entrepreneurs and business owners in navigating the local regulatory landscape
- Expanded marketing efforts: We continued to advertise across local, regional, and national media outlets, while also utilizing new methods such as co-operative marketing to build on the visibility provided by the regional Visitors Convention Bureau; applying for industry awards to increase recognition and mentions of Cape Coral in key economic development circles; and by increasing exposure by adding advertising in airports
- Development Agreement secured with \$700 million Coral Grove Town Center



- We hosted 10 industry roundtables covering diverse sectors, successfully engaging 169 participants representing various facets of the local economy
- Conducted 56 Business Retention and Expansion (BRE) visits allowing us to engage directly with business owners, address their concerns and identify opportunities for growth
- Implemented Priority Permitting Track in collaboration with Development Services to expedite six high-impact projects involving substantial investment
- Hired 2nd Business Recruitment Retention Specialist to focus on business attraction
- Successfully Identified and contracted a consultant for the Economic Development Master Plan and progress made for completion by 1st quarter of FY 2025

GOALS AND PRIORITIES

- Establish vision plan for Burnt Store 300 acres and Academic Village
- Develop and execute Action Plan from Economic Development Master Plan
- Finalize Seven Islands Development Agreement

311 Call Center Division

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
- Provided training opportunities in preparation for roles in the 311 Call Center during Emergency activations

GOALS AND PRIORITIES

Develop and implement a robust crisis communication plan to ensure timely and accurate information dissemination during emergencies or critical situations



Community Redevelopment Agency

FY 2025 ORGANIZATIONAL CHART



FY 2024 Estimated	FY 2025 Adopted	Change
5.00	5.00	0.00



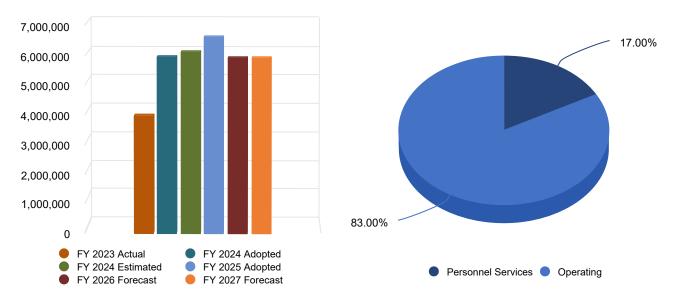
Community Redevelopment Agency

Operating Budget

Revenues by Category	FY 2023 Actual	FY 2024 Adopted	FY 2024 stimated	FY 2025 Adopted	FY 2026 Forecast	FY 2027 Forecast
Ad Valorem Taxes	\$ 2,073,059	\$ 2,439,428	\$ 2,439,428	\$ 2,737,743	\$ 2,874,631	\$ 3,061,482
Miscellaneous	276,750	41,800	41,800	41,800	41,800	41,800
Transfers In	2,958,585	3,481,451	3,481,451	3,865,862	4,059,155	4,323,000
Total	\$ 5,308,394	\$ 5,962,679	\$ 5,962,679	\$ 6,645,405	\$ 6,975,586	\$ 7,426,282

Expenditures by Category	FY 2023 Actual	FY 2024 Adopted		FY 2024 Stimated	FY 2025 Adopted	FY 2026 Forecast			FY 2027 Forecast
Personnel Services	\$ 105,482	\$	166,243	\$ 166,243	\$ 387,313	\$	404,706	\$	423,213
Operating	437,930		2,566,514	1,015,471	1,838,624		1,346,445		1,304,237
Capital Outlay	25,969		-	55,000	-		-		-
Debt Service	155,250		-	-	-		-		-
Transfers Out	3,239,538		3,229,922	4,904,165	4,419,468		4,183,045		4,180,648
Total	\$ 3,964,169	\$	5,962,679	\$ 6,140,879	\$ 6,645,405	\$	5,934,196	\$	5,908,098

Program Expenditures by Year



Expenditures by Fund and Program	FY 2023 Actual	FY 2024 Adopted	FY 2024 stimated	ı	FY 2025 Adopted	FY 2026 Forecast	FY 2027 Forecast
Community Redevelopment Agency (CRA) Fund							
City Manager Fleet Rolling Stock CRA	\$ 25,969 3,938,200	\$ - 5,962,679	\$ 55,000 6,085,879	\$	- 6,645,405	\$ - 5,934,196	\$ - 5,908,098
Community Redevelopment Agency (CRA) Fund Total	\$ 3,964,169	\$ 5,962,679	\$ 6,140,879	\$	6,645,405	\$ 5,934,196	\$ 5,908,098
Total	\$ 3,964,169	\$ 5,962,679	\$ 6,140,879	\$	6,645,405	\$ 5,934,196	\$ 5,908,098



Community Redevelopment Agency

Expenditures by Fund and Category	FY 2023 Actual	FY 2024 Adopted	FY 2024 Estimated	FY 2025 Adopted	FY 2026 Forecast	FY 2027 Forecast
Community Redevelopment Agency (CRA) Fund		-				
Personnel Services	\$ 105,48	32 \$ 166,243	\$ 166,243	\$ 387,313	\$ 404,706	\$ 423,213
Operating	437,93	30 2,566,514	1,015,471	1,838,624	1,346,445	1,304,237
Capital Outlay	25,96		55,000	-	-	-
Debt Service	155,25	- 50	-	-	-	-
Transfers Out	3,239,53	3,229,922	4,904,165	4,419,468	4,183,045	4,180,648
Community Redevelopment Agency (CRA) Fund Total	\$ 3,964,16	59 \$ 5,962,679	\$ 6,140,879	\$ 6,645,405	\$ 5,934,196	\$ 5,908,098
Total	\$ 3,964,16	59 \$ 5,962,679	\$ 6,140,879	\$ 6,645,405	\$ 5,934,196	\$ 5,908,098

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, street light 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 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 94



Code Enforcement Cases

Code Enforceme 25,206



Permits Issued 46,204



Inspections

131,134

Development Services

FY 2025 ORGANIZATIONAL CHART



FY 2024 Estimated	FY 2025 Adopted	Change
186.68	186.80	+0.12





Development Services

Operating Budget

Revenues by Category	FY 2023 Actual	FY 2024 Adopted		FY 2024 Estimated		FY 2025 Adopted	FY 2026 Forecast			FY 2027 Forecast		
Charges for Service	\$ 878,181	\$ 747,401	\$	746,350	\$	861,277	\$	876,503	\$	892,032		
Fines and Forfeits	164,466	305,500		305,500		211,610		217,842		224,199		
Intergovernmental	6,953,184	3,457,976		9,689,365		3,069,756		1,000,000		1,000,000		
License and Permits	25,591	34,800		34,800		35,496		36,206		36,930		
Miscellaneous	526,251	30,000		131,369		30,600		31,212		31,836		
Total	\$ 8,553,630	\$ 4,575,677	\$	10,907,384	\$	4,208,739	\$	2,161,763	\$	2,184,997		

Expenditures by Category	FY 2023 Actual		FY 2024 Adopted		FY 2024 Estimated		FY 2025 Adopted		FY 2026 Forecast	FY 2027 Forecast		
Personnel Services	\$ 6,170,442	\$	7,206,403	\$	7,521,334	\$	7,455,209	\$	7,742,665	\$	8,044,930	
Operating	3,086,837		4,194,967		9,953,044		3,635,877		1,568,412		1,573,983	
Capital Outlay	141,839		112,000		321,223		82,000		84,000		129,780	
Total	\$ 9,399,118	\$	11,513,370	\$	17,795,601	\$	11,173,086	\$	9,395,077	\$	9,748,693	

Program Expenditures by Year

21,000,000 18,000,000 15,000,000 12,000,000 9,000,000 6,000,000 0

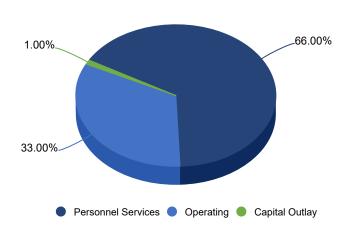
FY 2024 Adopted FY 2025 Adopted

FY 2027 Forecast

FY 2023 Actual

FY 2024 Estimated

FY 2026 Forecast

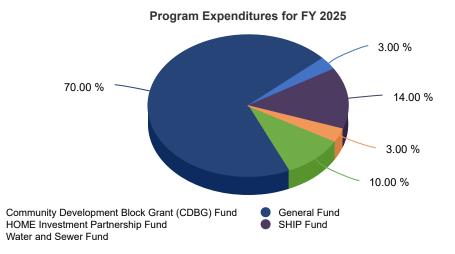






Expenditures by Fund and Program		FY 2023 Actual		FY 2024 Adopted		FY 2024 Estimated		FY 2025 Adopted		FY 2026 Forecast		FY 2027 Forecast
Community Development Block Grant (CDBG) Fund		7101041	•	taopioa				tuopiou		0,0000		0100001
CDBG	\$	1 127 141	\$	1,072,282	\$	1 107 755	\$	1 089 925	\$	1,000,000	\$	1 000 000
CDBG COVID	Ψ	148,418	Ψ	1,07 2,202	Ψ	1,107,733	Ψ	1,007,725	Ψ	1,000,000	Ψ	1,000,000
Grant Admin to Allocate		342		_		_		_		_		_
Community Development Block		0.2										
Grant (CDBG) Fund Total	\$	1,275,901	\$	1,072,282	\$	1,107,755	\$	1,089,925	\$	1,000,000	\$	1,000,000
General Fund												
Code Compliance			\$	3,900,956	\$	3,900,956	\$	4,185,985	\$	4,335,867	\$	4,494,963
Development Services		1,200,652		1,648,202		1,663,002		1,680,051		1,741,214		1,849,244
DS City Planning		1,539,526		1,945,491		2,125,463		1,955,684		2,028,268		2,106,180
Licensing		162,282		290,207		144,908		-		-		-
General Fund Total	\$	6,648,730	\$	7,784,856	\$	7,834,329	\$	7,821,720	\$	8,105,349	\$	8,450,387
HOME Investment Partnership Fund												
HOME Investment Partnership	\$	-	\$	-	\$	-	\$	363,089	\$	-	\$	-
HOME Investment Partnership Fund Total	\$	-	\$	-	\$	-	\$	363,089	\$	-	\$	-
HUD NSP Fund												
Housing and Urban Development (HUD) Neighborhood Stabilization Program (NSP)	\$	-	\$	-	\$	(35,690)	\$	-	\$	-	\$	-
HUD NSP Fund Total	\$	-	\$	-	\$	(35,690)		-	\$	-	\$	-
SHIP Fund												
SHIP HHRP Disaster	\$	38,765	\$	-	\$	6,817,238	\$	-	\$	-	\$	-
SHIP Insurance Deductible Program		819,628		-		-		-		-		-
State Housing Initiative Partnership (SHIP) Program		426,378		2,385,694		1,801,431		1,616,742		_		_
SHIP Fund Total	\$		\$		\$	8,618,669	\$	1,616,742	\$	_	\$	
Water and Sewer Fund		•	•	• •								
Code Compliance		189,716		270,538		270,538		281,610		289,728		298,306
Water and Sewer Fund Total	\$	189,716	\$	270,538	\$	270,538	\$	281,610	\$	289,728	\$	298,306
Total	\$	9,399,118	\$	11,513,370	\$	17,795,601	\$	11,173,086	\$	9,395,077	\$	9,748,693





Expenditures by Fund and Category		FY 2023 Actual	FY 2024 Adopted	ا	FY 2024 Estimated		FY 2025 Adopted	FY 2026 Forecast		FY 2027 Forecast
Community Development Block										
Grant (CDBG) Fund										
Personnel Services	\$	28,678	\$ 97,259	\$	109,122	\$	178,461	\$	\$	193,916
Operating		1,132,528	975,023		789,410		911,464	814,007		806,084
Capital Outlay		114,695	_		209,223		-	_		
Community Development Block Grant (CDBG) Fund Total	\$	1,275,901	\$ 1,072,282	\$	1,107,755	\$	1,089,925	\$ 1,000,000	\$	1,000,000
General Fund										
Personnel Services	\$	5,922,549	\$ 6,780,750	\$	6,646,725	\$	7,020,138	\$ 7,291,944	\$	7,577,708
Operating		699,037	892,106		1,075,604		719,582	729,405		742,899
Capital Outlay		27,144	112,000		112,000		82,000	84,000		129,780
General Fund Total	\$	6,648,730	\$ 7,784,856	\$	7,834,329	\$	7,821,720	\$ 8,105,349	\$	8,450,387
HOME Investment Partnership Fund										
Operating	\$	-	\$ _	\$	-	\$	363,089	\$ _	\$	-
HOME Investment Partnership										
Fund Total	\$	-	\$ -	\$	-	\$	363,089	\$ -	\$	-
HUD NSP Fund										
Operating	\$	_	\$ _	\$	(35,690)	\$	-	\$ _	\$	-
HUD NSP Fund Total	\$	-	\$ -	\$	(35,690)	\$	-	\$ -	\$	-
SHIP Fund										
Personnel Services	\$	59,996	\$ 82,856	\$	519,949	\$	-	\$ -	\$	-
Operating		1,224,775	2,302,838		8,098,720		1,616,742	-		-
SHIP Fund Total	\$	1,284,771	\$ 2,385,694	\$	8,618,669	\$	1,616,742	\$ -	\$	-
Water and Sewer Fund										
Personnel Services	\$	159,219	\$ 245,538	\$	245,538	\$	256,610	\$ 264,728	\$	273,306
Operating		30,497	25,000		25,000		25,000	25,000		25,000
Water and Sewer Fund Total	\$	189,716	\$ 270,538	\$	270,538	\$	281,610	\$ 289,728	\$	298,306
Total	S	9,399,118	\$ 11,513,370	¢	17,795,601	¢	11,173,086	\$ 9,395,077	S	9,748,693



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

- Enhanced Interdepartmental Coordination: Continue facilitating improved collaboration between departmental divisions and Fire Prevention, Fire Inspections and Plan Review through regular meetings and streamlined communication channels
- Stakeholder Engagement Initiatives: Initiating and continuing community outreach programs to gather feedback from residents, developers, and other stakeholders, ensuring their voices are heard in the decision-making process
- Technology Integration: Began working on implementing new software solutions or upgraded existing systems to streamline processes, reduce paperwork, and enhance data management capabilities
- Continued Professional Development: Continue providing ongoing training opportunities for staff to stay updated on industry trends, regulations, and best practices, fostering a culture of continuous learning and professional growth

GOALS AND PRIORITIES

- Comprehensive Code Review: Conduct a thorough review of existing codes and ordinances
 to identify areas for improvement or updates to better align with the city's long-term vision and
 evolving needs
- Community Education and Awareness: Launch focused educational campaigns to increase public awareness and understanding of development regulations, procedures, and the importance of responsible growth management
- Performance Optimization: Implement strategies to further enhance operational efficiency, streamline workflows, and reduce processing times while maintaining high standards of quality and accuracy
- Diversity, Equity, and Inclusion Initiatives: Develop and implement policies and programs to promote diversity, equity, and inclusion within the department, ensuring equitable access to services and opportunities for all members of the community

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; substandard living conditions; contractor licenses; unlicensed worker enforcement; property maintenance; liens and foreclosures; illegal parking of vehicles; storage facilities; and signs.

- Increased proactive enforcement rate to 75%
- Continued our partnership with the Florida Association of Code Enforcement (FACE) to bring advanced training to our area and took an active presence on the FACE Board of Directors
- Advanced training for 12 staff members at the 34th Annual Florida Association of Code Enforcement Conference held in Cape Coral



 Created the commercial inspection task force inspecting commercial properties throughout the city using internal and external subject matter experts

GOALS AND PRIORITIES

- Develop new partnerships and continued speaking engagements with state associations, realtor association, construction association, and community and neighborhood groups
- Continue our partnership with the Florida Association of Code Enforcement (FACE) to bring advanced training to our area
- Increase community outreach (professional, neighborhood and civic association meetings) to at least two per month

Land Development Division

Review's development permit applications for site development and improvement plans; landscape plans; land clearing; parking lots; demolitions of buildings; dredging; storm drains; and subdivision plats. Conducts engineering and landscape inspections and coordinates closely with the Public Works and Utilities Departments.

ACCOMPLISHMENTS

- Continual improvements in collaboration with DSD staff to improve permitting and inspection process
- Assisted the Office of Economic and Business Development in providing expedited service and reviews to priority commercial projects
- Assisted the Public Works Department on updates to the CRA Master Storm Water Permit

GOALS AND PRIORITIES

- Begin reinspection process for existing developments to evaluate compliance with approved development plans
- Continue development of comprehensive Land Development Code Compliance strategies
- Work with administration to establish contracts for 3rd party engineering assistance
- Study and implement cost recovery metrics for the department

City Planning Division

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

- 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. This program received \$2.9 million in requests
- Disbursed CARES Act funding to eligible recipients in accordance with each program's procedures and deadlines. The city received a total of \$1,442,596 to assist residents impacted by COVID-19.



The City has expended approximately 92% of the CARES ACT funds while there are still three years left until the expenditure deadline

- Monitored risk management mapping related to the Federal Emergency Management Agency's
 effort to update the flood insurance rate maps (FIRM) to protect the city's assets and interests
- Amended the Comprehensive Plan to increase the cap on residential units for the Pine Island Road District

GOALS AND PRIORITIES

- Improve the City's Community Rating System (CRS) from a "Class 5" to a "Class 4"
- Continue to implement the City housing programs, including Community Development Block Grant (CDBG), State Housing Initiatives Partnership Program (SHIP) and Hurricane Housing Recovery Program (HHRP), and disbursing CARES Act funding to eligible recipients in accordance with each program's procedures and deadlines
- Update the City's Comprehensive Plan
- Amend the Land Development Code to include revising regulations for self-storage facilities and car washes
- Initiate land use amendments to increase inventory of commercial lands along major corridors north of Pine Island Road
- Develop a new mixed-use future land use classification for large properties in the Pine Island Road Corridor
- Meet regularly with developers on key projects (such as Cape Coral Town Center and Victory Park) to identify permitting challenges with the goal of reducing permitting times





Building Code

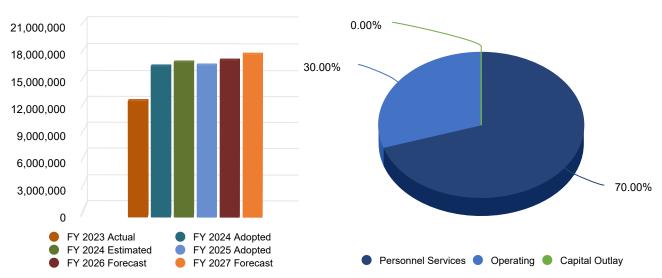
Operating Budget

Revenues by Category	FY 2023 Actual		FY 2024 Adopted	ļ	FY 2024 Estimated	FY 2025 Adopted	FY 2026 Forecast		FY 2027 Forecast
Charges for Service	\$ 764,985	\$	477,500	\$	477,500	\$ 487,050	\$ 496,791	\$	506,727
Fines and Forfeits	3,897		10,000		10,000	10,200	10,404		10,612
License and Permits	12,208,735		11,280,000		11,280,000	11,505,500	11,627,290		16,149,872
Miscellaneous	739,273		750		750	750	750		750
Total	\$ 13,716,890	\$	11,768,250	\$	11,768,250	\$ 12,003,500	\$ 12,135,235	\$	16,667,961

Expenditures by Category	FY 2023 Actual	FY 2024 Adopted	FY 2024 Estimated	FY 2025 Adopted	FY 2026 Forecast	FY 2027 Forecast
Personnel Services	\$ 8,165,198	\$ 11,731,176	\$ 11,731,176	\$ 11,527,953	\$ 11,997,548	\$ 12,492,472
Operating	4,590,399	4,880,623	5,087,861	5,074,746	5,161,100	5,307,035
Capital Outlay	1,875	-	250,792	82,000	126,000	129,780
Debt Service	28,270	-	-	-	-	-
Transfers Out	21,782	22,103	22,103	-	-	21,703
Total	\$ 12,807,524	\$ 16,633,902	\$ 17,091,932	\$ 16,684,699	\$ 17,284,648	\$ 17,950,990

Program Expenditures by Year

Program Expenditures by Category





Building Code

Expenditures by Fund and Program	FY 2023 Actual	FY 2024 Adopted	FY 2024 Estimated	FY 2025 Adopted	FY 2026 Forecast	FY 2027 Forecast
Building Code Fund						
Building Code Enforcement	\$ 9,560,997	\$ 12,098,279	\$ 12,291,564	\$ 11,906,443	\$ 12,269,192	\$ 12,728,728
Building Division	-	-	8,662	-	-	-
Development Services	1,875	-	250,792	82,000	126,000	129,780
Permitting Services	3,244,652	4,535,623	4,540,914	4,696,256	4,889,456	5,092,482
Building Code Fund Total	\$ 12,807,524	\$ 16,633,902	\$ 17,091,932	\$ 16,684,699	\$ 17,284,648	\$ 17,950,990
Total	\$ 12,807,524	\$ 16,633,902	\$ 17,091,932	\$ 16,684,699	\$ 17,284,648	\$ 17,950,990
Expenditures by Fund and Category	FY 2023 Actual	FY 2024 Adopted	FY 2024 Estimated	FY 2025 Adopted	FY 2026 Forecast	FY 2027 Forecast
•						
by Fund and Category					Forecast	Forecast
by Fund and Category Building Code Fund	Actual	Adopted	Estimated	Adopted	Forecast	Forecast
by Fund and Category Building Code Fund Personnel Services	Actual \$ 8,165,198	Adopted \$ 11,731,176	Estimated \$ 11,731,176	Adopted \$ 11,527,953	Forecast \$ 11,997,548	Forecast \$ 12,492,472
by Fund and Category Building Code Fund Personnel Services Operating	* 8,165,198 4,590,399	Adopted \$ 11,731,176	\$ 11,731,176 5,087,861	Adopted \$ 11,527,953 5,074,746	Forecast \$ 11,997,548 5,161,100	\$ 12,492,472 5,307,035
by Fund and Category Building Code Fund Personnel Services Operating Capital Outlay	* 8,165,198 4,590,399 1,875	Adopted \$ 11,731,176	\$ 11,731,176 5,087,861	Adopted \$ 11,527,953 5,074,746	Forecast \$ 11,997,548 5,161,100	\$ 12,492,472 5,307,035
by Fund and Category Building Code Fund Personnel Services Operating Capital Outlay Debt Service	\$ 8,165,198 4,590,399 1,875 28,270	\$ 11,731,176 4,880,623	\$ 11,731,176 5,087,861 250,792 - 22,103	Adopted \$ 11,527,953 5,074,746	\$ 11,997,548 5,161,100 126,000	\$ 12,492,472 5,307,035 129,780 - 21,703

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

- Implemented the use of contract agencies for plan review and inspections to improve turn-around times and maintain next-day inspections through the completion of Hurricane lan permitting
- Initiated an expanded staff development program for provisional plans examiners to aid staff in receiving full licensure
- Reduced residential building permit review times by 34% and commercial building permit review times by 42%
- Provided 244,797 inspections over the past twelve months

GOALS AND PRIORITIES

- Reduce initial building plan review times to five days or less
- Improve coordination and communication with permit applicants during the commercial building review and inspection process
- Streamline the certificate of completion and certificate of occupancy process
- Centralize and improve the efficiency of the floodplain review process for all permits within the Special Flood Hazard Area
- Continuance of standardizing the full building review and inspection process 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

Ensuring all telephone calls and emails are handled within one business day

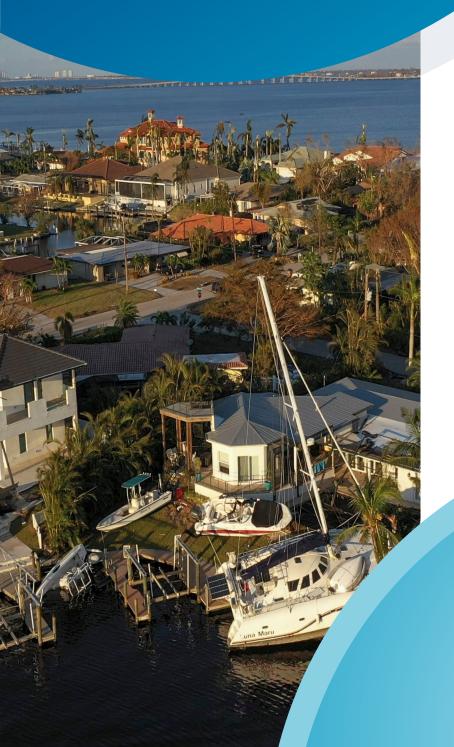
GOALS AND PRIORITIES

- Meet and exceed a proactive enforcement rate of 75%
- Continue our partnership with the Florida Association of Code Enforcement (FACE) to bring advanced training to our area
- Continue streamlining of the EnerGov workflow to allow for a more efficient code inspection
- Continue staff participation in leadership development programs
- Reassess the commercial property inspection task force
- Create a construction site inspection team
- Provide an ongoing educational program on property maintenance and appearance regulations by presenting at least six public speaking engagements





Emergency Management & Resilience



DEPARTMENT OVERVIEW

The Department of Emergency Management & Resilience leads the City's preparedness, response, recovery, mitigation, and resilience efforts to natural and human-caused disasters and emergencies. It maintains the City's Emergency Operations Plan and Emergency Operations Center, which is used by City Officials and related agencies to provide a coordinated response to emergencies and disasters.

MISSION

The Department of Emergency Management & Resilience safeguards our community through proactive preparedness, effective response, and recovery from all hazards. We are dedicated to fostering a culture of resilience, enhancing public safety, and empowering our community for future challenges.

Highlights



Number of EOC Activations

Originated In

2024

Preparedness Presentations Hosted

Published City's first



Emergency Management & Resilience

FY 2025 ORGANIZATIONAL CHART





FY 2024 Estimated	FY 2025 Adopted	Change
0.00	7.00	7.00¹

 $^{\rm 1}$ All Hazards Administration was moved from Fire. Director position was moved from PW-CIP.



Emergency Management & Resilience

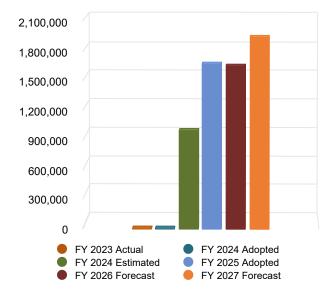
Operating Budget

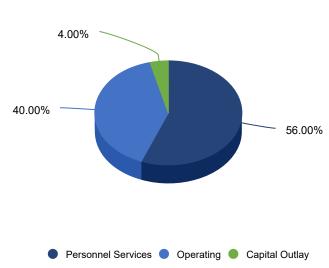
Revenues by Category	FY 2023 Actual		FY 2024 Adopted		FY 2024 stimated	FY 2025 Adopted	FY 2026 Forecast	FY 2027 Forecast
Intergovernmental	\$	-	\$	-	\$ 1,000,000	\$ -	\$ -	\$ _
Taxes - All Hazards		-		-	-	1,908,607	1,946,779	1,985,715
Total	\$		\$		\$ 1,000,000	\$ 1,908,607	\$ 1,946,779	\$ 1,985,715

Expenditures by Category	FY 2023 Actual		FY 2024 Adopted		FY 2024 stimated	FY 2025 Adopted	FY 2026 Forecast	FY 2027 Forecast
Personnel Services	\$	-	\$	-	\$ -	\$ 945,942	\$ 983,169	\$ 1,022,323
Operating		-		-	1,000,000	673,055	670,012	685,803
Capital Outlay		-		-	-	59,662	-	240,000
Total	\$		\$		\$ 1,000,000	\$ 1,678,659	\$ 1,653,181	\$ 1,948,126

Program Expenditures by Year

Program Expenditures by Category





Expenditures by Fund and Program	FY 2023 Actual		7 2024 lopted	Y 2024 timated			FY 2026 Forecast		FY 2027 Forecast	
All Hazards Fund										
DEM Administration	\$	- \$	-	\$ -	\$	1,678,659	\$	1,653,181	\$	1,708,126
DEM Fleet Rolling Stock		-	-	-		-		-		240,000
All Hazards Fund Total	\$	- \$	-	\$ -	\$	1,678,659	\$	1,653,181	\$	1,948,126
CDBG-DR										
DEM Grants		-	-	1,000,000		-		-		-
Total	\$	- \$		\$ 1,000,000	\$	1,678,659	\$	1,653,181	\$	1,948,126



Emergency Management & Resilience

Expenditures by Fund and Category	FY 20 Actu		Y 2024 dopted	FY 2024 stimated	FY 2025 Adopted	FY 2026 Forecast	FY 2027 Forecast
All Hazards Fund							
Personnel Services	\$	- \$	-	\$ -	\$ 945,942	\$ 983,169	\$ 1,022,323
Operating		-	-	-	673,055	670,012	685,803
Capital Outlay		-	-	-	59,662	-	240,000
All Hazards Fund Total	\$	- \$	-	\$ -	\$ 1,678,659	\$ 1,653,181	\$ 1,948,126
CDBG-DR							
Operating		-	-	1,000,000	-	-	-
Total	\$	- \$		\$ 1,000,000	\$ 1,678,659	\$ 1,653,181	\$ 1,948,126

Department Functions

Administration

The division of Administration administers the City's Emergency Management & Resilience programs including the Emergency Operations Plan, which identifies the responsibilities of all departments and local agencies.

ACCOMPLISHMENTS

- Update Emergency Management's Administrative Regulation, Emergency Operation Plan, Continuity of Operations Plan, and Continuity of Government Plan
- Functional Exercise for all Emergency Operations Center Staff
- Update City of Cape Coral Community Hazard Vulnerability Assessment

GOALS AND PRIORITIES

- Achieve Emergency Management Accreditation Program (EMAP) Accreditation
- Implement post Disaster Recovery Plan
- Develop Community Resilience Program
- Complete the expansion of the Emergency Operations Center
- Maximize grant funding opportunities











DEPARTMENT OVERVIEW

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

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



Certificate of Achievement for Excellence in Financial Reporting

Achieved



Distinguished Budget
Presentation Award

Awarded



Workers' Compensation Experience Modification Factor

Below 1.0



Popular Financial Reporting
Award
Awarded



Installed Meter Collectors

Four



Triple Crown Award

Achieved



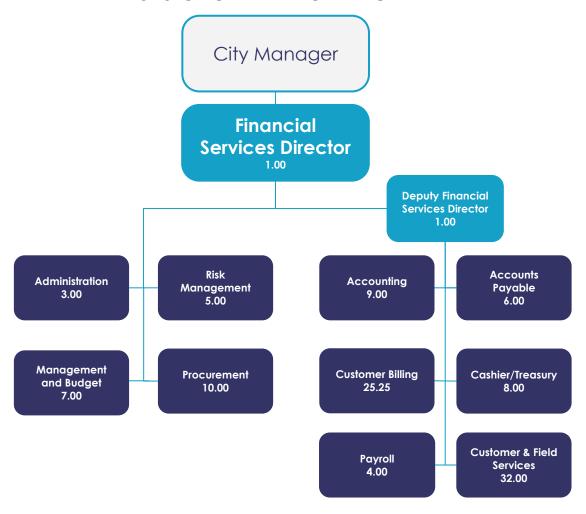
New Human Capital Management & Payroll System





Commercial Paper Program

FY 2025 ORGANIZATIONAL CHART



FY 2024 Estimated	FY 2025 Adopted	Change
111.25	111.25	0.00





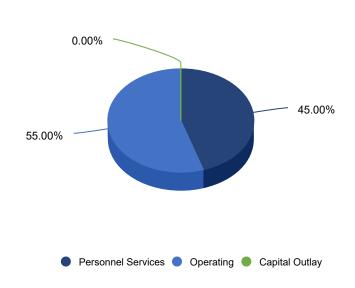
Operating Budget

Expenditures by Category	FY 2023 Actual	FY 2024 Adopted	FY 2024 Estimated	FY 2025 Adopted	FY 2026 Forecast	FY 2027 Forecast
Personnel Services	\$ 8,263,313	\$ 10,094,598	\$ 10,104,598	\$ 10,717,907	\$ 11,144,403	\$ 11,586,929
Operating	4,370,970	11,719,191	12,568,547	13,059,518	13,081,329	14,141,927
Capital Outlay	-	30,461	113,461	24,000	-	42,000
Debt Service	33,900	-	-	-	-	-
Total	\$ 12,668,183	\$ 21,844,250	\$ 22,786,606	\$ 23,801,425	\$ 24,225,732	\$ 25,770,856

Program Expenditures by Year

28,000,000 24,000,000 16,000,000 12,000,000 8,000,000 4,000,000 FY 2023 Actual FY 2024 Estimated FY 2025 Adopted FY 2026 Forecast FY 2027 Forecast

Program Expenditures by Category



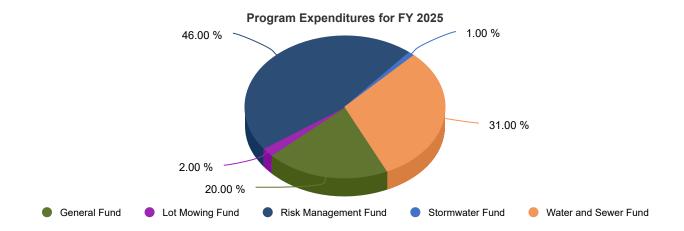




Expenditures by Fund and Program		FY 2023 Actual		FY 2024 Adopted	E	FY 2024 stimated		FY 2025 Adopted		FY 2026 Forecast		FY 2027 Forecast
General Fund												
Accounting and Financial Services Budget Finance Administration Procurement Treasury	\$	1,204,482 592,303 882,300 711,235 576,366	\$	1,298,472 780,259 951,082 821,471 699,875	\$	1,299,815 781,298 974,744 821,471 699,875	\$	1,401,118 809,448 1,038,426 841,715 719,329	\$	1,453,672 842,090 1,074,659 874,232 748,094	\$	1,516,893 876,121 1,110,406 901,376 775,739
General Fund Total	\$	3,966,686	\$	4,551,159	\$	4,577,203	\$	4,810,036	\$	4,992,747	\$	5,180,535
Lot Mowing Fund												
Lot Mowing Billing	_	(2,696,875)	\$	102,257	\$	102,257	\$	452,273	\$	106,026	\$	109,812
Lot Mowing Fund Total	\$	(2,696,875)	\$	102,257	\$	102,257	\$	452,273	\$	106,026	\$	109,812
Risk Management Fund Finance Fleet Rolling Stock	\$	-	\$	-	\$	-	\$	-	\$	-	\$	42,000
Risk Management Property and Liability Risk Management Worker's		3,070,846		6,163,546		6,983,546		6,404,053		6,596,175		7,525,946
Compensation		2,843,891		3,871,121		3,890,433		4,614,604		4,763,297		4,875,871
Risk Management Fund Total	\$	5,914,737	\$	10,034,667	\$	10,873,979	\$	11,018,657	\$	11,359,472	\$	12,443,817
Stormwater Fund												
Stormwater Accounting Stormwater Billing	\$	6,169 107,480	\$	- 130,940	\$	- 130,940		- 135,353	\$	- 139,895	\$	- 144,589
Stormwater Fund Total	\$	113,649	\$	130,940	\$	130,940	\$	135,353	\$	139,895	\$	144,589
Water and Sewer Fund												
Assessment Billing Finance Fleet Rolling Stock	\$	8,848 -	\$	73,362 30,461	\$	73,362 95,461	\$	83,362	\$	85,638 -	\$	87,982 -
General Billing		973,756		1,220,608		1,220,608		1,245,666		1,294,242		1,345,110
Utilities Customer Service		1,010,130		1,272,108		1,272,108		1,342,708		1,401,049		1,464,621
Utility Billing		1,503,738		2,342,786		2,342,786		2,399,818		2,469,129		2,523,264
Utility Field Service Water and Sewer Financial		991,933		1,110,238		1,122,238		1,328,802		1,355,720		1,409,283
Services		881,581		975,664		975,664		984,750		1,021,814		1,061,843
Water and Sewer Fund Total	\$	5,369,986	\$	7,025,227	\$	7,102,227	\$	7,385,106	\$	7,627,592	\$	7,892,103
Total	\$	12,668,183	\$:	21,844,250	\$2	22,786,606	\$2	23,801,425	\$:	24,225,732	\$2	25,770,856







Expenditures by Fund and Category	FY 2023 Actual	FY 2024 Adopted	FY 2024 Estimated	FY 2025 Adopted	FY 2026 Forecast	FY 2027 Forecast
General Fund	Actour	Adopted	Laminatea	Adopied	Torecusi	Torecusi
Personnel Services	\$ 3,707,363	\$ 4,183,749	\$ 4,183,749	\$ 4,426,989	\$ 4,600,086	\$ 4,769,427
Operating	225,423	367,410	393,454	383,047	392,661	411,108
Debt Service	33,900	-	-	-	-	-
General Fund Total	\$ 3,966,686	\$ 4,551,159	\$ 4,577,203	\$ 4,810,036	\$ 4,992,747	\$ 5,180,535
Lot Mowing Fund						
Personnel Services	\$ (320,289)	\$ 68,283	\$ 68,283	\$ 67,620	\$ 70,680	\$ 73,920
Operating	(2,376,586)	33,974	33,974	384,653	35,346	35,892
Lot Mowing Fund Total	\$ (2,696,875)	\$ 102,257	\$ 102,257	\$ 452,273	\$ 106,026	\$ 109,812
Risk Management Fund						
Personnel Services	\$ 391,104	\$ 543,623	\$ 553,623	\$ 588,027	\$ 611,423	\$ 635,992
Operating	5,523,633	9,491,044	10,320,356	10,430,630	10,748,049	11,765,825
Capital Outlay						42,000
Risk Management Fund Total	\$ 5,914,737	\$10,034,667	\$10,873,979	\$11,018,657	\$11,359,472	\$12,443,817
Stormwater Fund						
Personnel Services	\$ 63,944	\$ 65,143	\$ 65,143	\$ 68,220	\$ 71,400	\$ 74,784
Operating	49,705	65,797	65,797	67,133	68,495	69,805
Stormwater Fund Total	\$ 113,649	\$ 130,940	\$ 130,940	\$ 135,353	\$ 139,895	\$ 144,589
Water and Sewer Fund						
Personnel Services	\$ 4,421,191	\$ 5,233,800	\$ 5,233,800	\$ 5,567,051	\$ 5,790,814	\$ 6,032,806
Operating	948,795	1,760,966	1,754,966	1,794,055	1,836,778	1,859,297
Capital Outlay		30,461	113,461	24,000		
Water and Sewer Fund Total	\$ 5,369,986	\$ 7,025,227	\$ 7,102,227	\$ 7,385,106	\$ 7,627,592	\$ 7,892,103
Total	\$12,668,183	\$21,844,250	\$22,786,606	\$23,801,425	\$24,225,732	\$25,770,856



Department Functions

Office of Management and Budget

The Office of Management Budget (OMB) is responsible for the oversight of the development and maintenance of the City's budget process. OMB 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
- Enhanced the Proposed and Adopted Budget Book
- Restructured the Budget Division's function and focus
- Hired a new Senior Budget Analyst to manage the performance measures of the City
- Implemented a Full Cost Software and evaluated the form and function of the full cost model

GOALS AND PRIORITIES

- Deploy a new budget development software and newly designed budget book
- Continue the implementation of new performance measures and performance-based software to assist departments and increase communication to the public
- Develop and implement a new Budget schedule and process
- Redesign the Budget in Brief to improve communication

Accounting

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

- Completed annual external independent audits for the City, Community Redevelopment Agency (CRA), and Charter School Authority
- Developed the City Popular Annual Financial Report (PAFR) for fiscal year 2023, which is designed
 to increase transparency and communication to the public
- Received the Certificate of Achievement for Excellence in Financial Reporting by the Government Finance Officers Association (GFOA)
- Received the Award for Outstanding Achievement in Popular Annual Financial Reporting by the Government Finance Officers Association (GFOA)
- Provided monthly and/or quarterly financial statements to the City Council, the CRA Board, Lee County, and the Development Services Department
- Implemented the Tyler Technologies Human Capital Management/Payroll module
- Facilitated the first city-wide grant training
- Implemented GASB Statement No. 96, Subscription-based Information Technology Arrangements
- Implemented a new financial reporting software
- Updated the City's Capital Assets Policy



Ensured continued training and professional development of staff

GOALS AND PRIORITIES

- Update the City's Grant Management Policy
- Continue to provide monthly and/or quarterly financial statements to the City Council, the CRA Board, Lee County, and the Development Services Department
- Continue professional development of staff

Debt Treasury

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

ACCOMPLISHMENTS

- Trained all city-wide cash handlers on Cash Handling Policies and Procedures
- Executed the City Master Lease, Series 2023 to fund seven school buses for the Charter School System
- Issued the Special Obligation Note, Series 2023 to fund Fire Station #13
- Streamlined and automated manual bank reconciliation processes
- Implemented Bank Reconciliation module in Tyler Technologies software
- FY2023 Cash Flow Analysis and Forecasting Trends report is available (provided by PTA)
- Issued debt funding for North 1 West UEP

GOALS AND PRIORITIES

- Reinstitute a Commercial Paper program to provide short-term funding of certain capital projects and purchases
- Issue funding for North 1 East, and North 3 utility expansion projects
- Update Debt Management Policy
- Create Post Compliance Debt Issuance Policy

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.

- Deployed E-bid Procurement Evaluation module for solicitations
- Implemented Future Year PO for the City Enterprise System for City and Charter School
- Trained City's Certified Agency Buyers (CABs) to ensure that all processes and procedures are followed
- Implemented E-bid Procurement System Bid and RFP Modules
- Updated Procurement Manual
- Obtained Council approval on revised Procurement Ordinance
- Deployed Request for Service for Miscellaneous Library in OnBase
- Deployed the Charter School's Amazon Buying Program



GOALS AND PRIORITIES

- Deploy Quote Module for Department in IONWAVE
- Deploy Contract Management Module in IONWAVE
- Deploy Contract Administration Manual
- Deploy Sole Source electronic workflow module in OnBase
- Apply for the AEP Certification Achievement of Excellence in Procurement

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

- Maintained the City's Workers' Compensation experience modification factor below 1.0
- Provided at least three safety trainings to employees each month
- Maintained number of Risk and Safety Assessment Site inspections quarter over quarter of city-owned parks and buildings
- Reinstituted Safety Committee

GOALS AND PRIORITIES

- Continue to seek cost effective safety training solutions for City and Charter School staff members
- Maintain the budgeted goal of at least three safety trainings to employees each month
- Conduct at least three Risk and Safety Assessment Site Inspections per month to include follow-up inspections on corrections
- Maintain ADA Transition Plan, which includes completing reviews performed at least quarterly
- Continue review as needed of insurance requirements for city contracts processed through the City's official Procurement process
- Re-visit Quarterly Safety Award once Safety Specialist is in place
- Hire and train a Risk Generalist
- Secure and Implement A.L.I.C.E. training with the objective to ensure city employees are prepared to proactively handle the threat of an intruder or active shooter

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.

- Created wrap-up telephone call codes to identify customer service opportunities
- Updated pay-by-phone options to reduce call time
- Allocated additional Customer Service staff at CBS Counter in City Hall
- Continued meter replacement program to increase remote meter reading and enhance customer service



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
- Proactively inform customers of apparent leak/continuous consumption
- Improve Customer Self Service options for customers

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

- Fiscal year to date, created 595 new construction utility accounts
- Deployed four AMI meter collectors that gather hourly meter read data on over 66,000 smart meters
- Issued 4,178 meter replacement work orders to meter replacement vendor; 4,721 completed
- Performed maintenance and monthly billing functions for approximately 77,428 utility accounts
- Performed maintenance and annual billing for approximately 564,000 special assessment accounts
- Created electronic online application for irrigation service
- Developed utility service request through Energov to streamline builders requests for new service installations

GOALS AND PRIORITIES

- Increase E-bill enrollment for utility billing customers to 40% of customer base (currently at 35%)
- Update contract with third party meter replacement vendor to include meter installations in new UEP areas
- Continue strategic meter replacement to maximize collector capability
- Coordinate with Utilities and Vendor to analyze sites for two additional collectors and maximize meter reads for the North 1 UEP areas
- Explore third party software that would provide a customer facing portal for meter read data as well as replace existing Customer Self Service portal (integrated solution)





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



Fire Safety Education Programs



Community Education Events



Completed Fire Inspections

9,374

Accreditation



Center for Public Safety



Grand Opening of

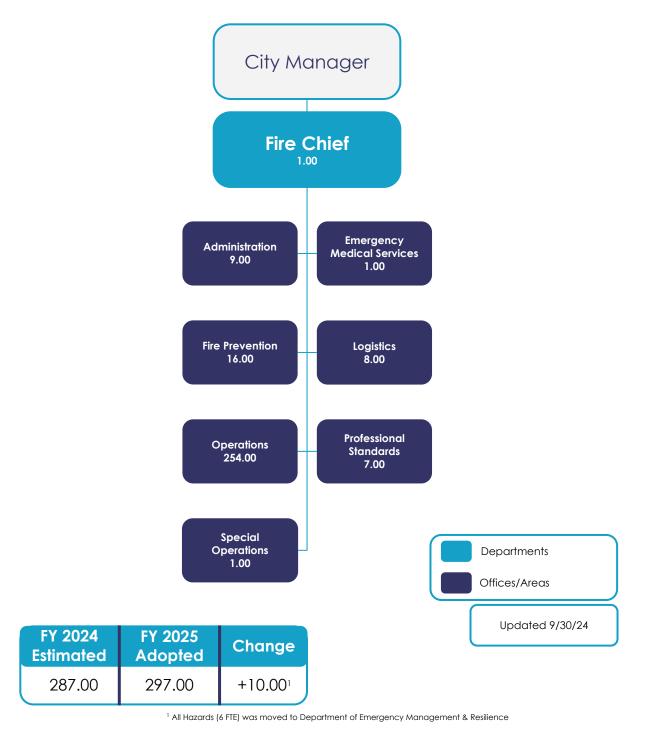
Station 13

USAR Deployed for



Hurricane Debby

FY 2025 ORGANIZATIONAL CHART





Operating Budget

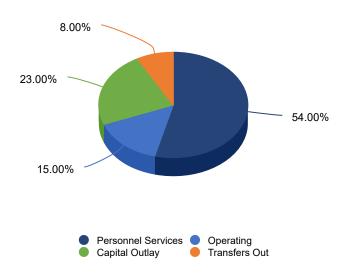
Revenues by Category	FY 2023 Actual	FY 2024 Adopted				FY 2025 Adopted	FY 2026 Forecast		FY 2027 Forecast
Charges for Service	\$ 955,903	\$ 500,886	\$	500,886	\$	513,408	\$	526,243	\$ 536,768
Debt Proceeds	7,956,500	530,450		530,450		16,607,986		36,331,438	-
Fines and Forfeits	78,627	-		-		-		-	-
Impact Fees	2,650,853	2,730,000		2,424,000		1,870,334		1,870,334	1,870,334
Intergovernmental	228,865	10,050,000		10,050,000		50,000		50,000	50,000
Internal Service Charges	46,008	50,000		50,000		50,000		50,000	50,000
Miscellaneous	1,500,105	175,265		977,192		195,924		199,842	206,864
Special Assessment	31,513,992	43,157,314		43,157,314		50,267,518		52,079,588	53,660,571
Taxes - All Hazards	1,024,716	1,660,808		1,660,808		-		-	-
Taxes - MSTU	1,196,267	1,479,609		1,479,609		1,622,614		1,655,066	1,688,167
Transfers In	40,788,150	22,543,515		23,251,093		25,919,212		22,108,382	28,277,476
Total	\$ 87,939,986	\$ 82,877,847	\$	84,081,352	\$	97,096,996	\$	114,870,893	\$ 86,340,180

Expenditures by Category	FY 2023 Actual	FY 2024 Adopted	FY 2024 Estimated	FY 2025 Adopted	FY 2026 Forecast	FY 2027 Forecast
Personnel Services	\$ 43,837,342	\$ 50,453,328	\$ 50,663,228	\$ 50,957,090	\$ 53,241,380	\$ 55,226,247
Operating	6,003,460	12,103,225	13,195,405	14,449,121	14,754,227	15,045,367
Capital Outlay	4,377,360	14,709,802	21,965,336	22,302,361	41,622,036	9,401,552
Transfers Out	14,509,606	5,772,357	6,479,935	7,693,370	4,497,480	9,172,188
Total	\$ 68,727,768	\$ 83,038,712	\$ 92,303,904	\$ 95,401,942	\$114,115,123	\$ 88,845,354

Program Expenditures by Year

140,000,000 120,000,000 80,000,000 60,000,000 40,000,000 0 FY 2023 Actual FY 2024 Estimated FY 2025 Adopted FY 2025 Adopted FY 2026 Forecast FY 2027 Forecast

Program Expenditures by Category





Expenditures by Fund and Program	FY 2023 Actual	FY 2024 Adopted	FY 2024 stimated	FY 2025 Adopted	FY 2026 Forecast	FY 2027 Forecast
All Hazards Fund		i i				
All Hazards	\$ 1,014,964	\$ 1,260,092	\$ 1,318,644	\$ -	\$ -	\$ -
Fire Impact Fee	43,158	-	1,419,733			
All Hazards Fund Total	\$ 1,058,122	\$ 1,260,092	\$ 2,738,377	\$ -	\$ -	\$ -
ALS Impact Fee Fund						
ALS Impact Fee	\$ 12,908	\$ 2,330	\$ 56,944	\$ 1,617	\$ 1,617	\$ 60,617
ALS Impact Fee Fund Total	\$ 12,908	\$ 2,330	\$ 56,944	\$ 1,617	\$ 1,617	\$ 60,617
Fire Capital Projects Fund						
Fire Capital Projects	\$ 3,430,724	\$10,955,450	\$ 11,663,028	\$ 17,607,986	\$ 37,280,717	\$ 4,551,261
Fire Impact Fee	-	-	801,927	3,146,650	-	-
Fire Capital Projects Fund						
Total	\$ 3,430,724	\$10,955,450	\$ 12,464,955	\$ 20,754,636	\$ 37,280,717	\$ 4,551,261
Fire Grants Fund						
Fire Grants	\$ 197,173	\$ -	\$ -	\$ -	\$ -	\$ -
Fire Grants Fund	202,750		-			
Fire Grants Fund Total	\$ 399,923	\$ -	\$ -	\$ -	\$ -	\$ -
Fire Impact Fee Fund						
Fire Impact Fee	\$ 6,730,050	\$ 3,489,280	\$ 3,489,280	\$ 416,939	\$ 1,366,218	\$ 4,578,700
Fire Impact Fee Fund Total	\$ 6,730,050	\$ 3,489,280	\$ 3,489,280	\$ 416,939	\$ 1,366,218	\$ 4,578,700
Fire Operations Fund						
Administration	\$ 1,824,247	\$ 2,031,887	\$ 2,034,864	\$ 2,238,587	\$ 2,353,776	\$ 2,425,772
Emergency Medical	755,192	799,435	917,811	789,627	794,122	811,192
Fire Fleet Rolling Stock	137,934	1,623,338	5,092,840	97,935	3,102,000	3,883,400
Logistics	1,350,927	1,455,614	1,478,114	1,691,349	1,750,701	1,807,580
Operations	49,784,936	57,657,542	59,863,898	64,621,674	62,480,815	65,558,531
Prevention	1,639,430	1,791,726	2,193,151	2,463,158	2,541,581	2,683,502
Professional Standards	1,190,223	1,471,042	1,471,042	1,826,323	1,929,499	1,956,923
Special Operations	413,152	500,976	502,628	500,097	514,077	527,876
Fire Operations Fund Total	\$57,096,041	\$67,331,560	\$ 73,554,348	\$ 74,228,750	\$ 75,466,571	\$ 79,654,776
Total	\$68,727,768	\$83,038,712	\$ 92,303,904	\$ 95,401,942	\$ 114,115,123	\$ 88,845,354





Capital Outlay

All Hazards Fund Total

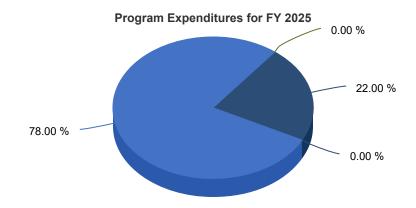
Fire Operations Fund Personnel Services

Capital Outlay

Fire Operations Fund Total

Transfers Out

Operating



 ALS Impact Fee Fun 	d •	Fire Ca	pital P	rojects Fun	d	Fire Imp	act Fe	e Fund		Fire Opera	tions	s Fund
Expenditures by Fund and Category	FY 20 Actu			2024 opted		7 2024 imated		2025 opted		FY 2026 Forecast		FY For
All Hazards Fund												
Personnel Services	\$ 66	66,618	\$	709,250	\$	709,250	\$		-	\$	-	\$
Operating	33	39,431		525,385		583,937			_		_	

25,457

\$ 1,058,122 \$ 1,260,092 \$ 2,738,377 \$

11,536,408

3,339,395

2,711,679

1,445,190

\$ 43,170,724 \$ 49,744,078 \$ 49,953,978 \$ 50,957,090 \$ 53,241,380 \$

12,557,546

7,623,567

3,419,257

\$ 57,096,041 \$ 67,331,560 \$ 73,554,348 \$ 74,228,750 \$ 75,466,571 \$

\$68,727,768 \$83,038,712 \$92,303,904 \$95,401,942 \$114,115,123 \$

52,073

5,537,157

7,857,298

530,862

ALS Impact Fee Fund						
Operating	\$ 12,908	\$ 2,330	\$ 14,820	\$ 1,617	\$ 1,617	\$ 1,617
Capital Outlay	-	-	42,124	-	-	59,000
ALS Impact Fee Fund Total	\$ 12,908	\$ 2,330	\$ 56,944	\$ 1,617	\$ 1,617	\$ 60,617
Fire Capital Projects Fund						
Capital Outlay	\$ 3,430,724	\$ 10,955,450	\$ 12,464,955	\$ 20,754,636	\$ 37,280,717	\$ 4,551,261
Fire Capital Projects Fund						
Total	\$ 3,430,724	\$ 10,955,450	\$ 12,464,955	\$ 20,754,636	\$ 37,280,717	\$ 4,551,261
Fire Grants Fund						
Operating	\$ 73,960	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Outlay	325,963	-	-	-	-	_
Fire Grants Fund Total	\$ 399,923	\$ -	\$ -	\$ -	\$ -	\$ -
Fire Impact Fee Fund						
Operating	\$ 40,004	\$ 39,102	\$ 39,102	\$ 27,439	\$ 27,439	\$ 27,439
Capital Outlay	37,738	389,500	389,500	389,500	389,500	-
Transfers Out	6,652,308	3,060,678	3,060,678	-	949,279	4,551,261
Fire Impact Fee Fund Total	\$ 6,730,050	\$ 3,489,280	\$ 3,489,280	\$ 416,939	\$ 1,366,218	\$ 4,578,700



55,226,247

15,016,311

4,791,291

4,620,927

79,654,776

88,845,354

2027 recast

- \$

14,420,065

1,158,225

7,693,370

14,725,171

3,951,819

3,548,201

Total

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

- Applied for 11 grants for Emergency Operations, totaling \$50 million dollars for hurricane recovery and departmental operations
- Received fire department accreditation through the Commission on Fire Accreditation International
- Open Fire Station 13

GOALS AND PRIORITIES

- Ensure the department continues to grow parallel to the growth of the City
- Complete the 2025-2030 Fire Department Strategic Plan
- Increase Insurance Services Office rating to 2 or higher

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

- Conducted a National Fire Protection Association personnel study and determined that one additional Fire Plans Examiner and 3-4 Fire Inspector positions are required to fulfill demand
- Complete the identification of all buildings as High, Medium, or Low hazard

GOALS AND PRIORITIES

- Fully implement a NFPA 1730 recurring schedule for all existing building inspections
- Track inspection progress and productivity using an automated process

Operations

The Division of Operations is the primary division of the department with over 210 members. It is led by the Division Chief and includes the ranks of Firefighter, Engineer, Lieutenant, and Battalion Chief. The division operates 13 fire stations divided into north and south battalions. Crews are divided into three shifts, working 24/48-hour rotations.

- Change the staffing matrix to staff 2 extra rescues at Station 9 and Station 8 when extra personnel are already placed at Station 10 and 9
- Implementing a standard for post-incident analysis on every major incident
- Station alerting with stop clocks tracking out the door time



GOALS AND PRIORITIES

- Meet or exceed the 1:40 enroute time
- Develop a 360 evaluation for all company officers
- Meet or exceed the 9:40 second goal for Basic Life Service calls and 10:40 for Advanced Life Service calls
- Station alerting with stop clocks tracking out the door time

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

- Maintain new hire and promotional eligibility lists to fill vacated full-time positions (retirement, promotion, separation) within 45 days
- Fulfill component of Strategic Plan leadership training through Tenzinga
- Fulfill component of Strategic Plan (3 DPS Sponsored Trainings Forcible Entry x2 and Reading Smoke)

GOALS AND PRIORITIES

- Improve new hire orientation classes and department-wide training with the opening of the new Fire Training Facility phase 1
- Expand the staffing in the Division of Professional Standards to maximize efficiencies
- Design Phase 2 and 3 of Training Center

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

- Improve data collection and reporting with the current reporting management software
- Implement the Radio Frequency Identification inventory management system

GOALS AND PRIORITIES

- Explore and revise the deployment model for all technical rescue services (dive, marine, Hazmat,USAR)
- Design and Building a Logistics Warehouse



Government Services



DEPARTMENT OVERVIEW

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

Highlights



Old Golf Course Purchase

♣ \$15.1M



City Fiber & Wireless \$2.3M



Fire Operations Support \$21.7M





Charter School Maintenance Fund \$952K

Government Services

OPERATING BUDGET

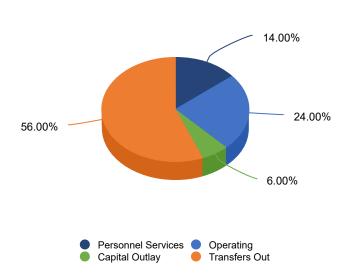
Revenues by Category	FY 202 Actua		FY 2024 Adopted			Y 2024 timated		FY 2025 Adopted				FY 2027 Forecast	
Charges for Service	\$ 13	,806,	\$ 2	0,000	\$	\$ 20,000		20,000	\$	20,000	\$	20,000	
Debt Proceeds		-		-	4	40,279,504		-		-		-	
Intergovernmental	4,568	,184	3,820,000		3,820,000		000 3,820,0		3,820,000			3,820,000	
Internal Service Charges	2,901	,608,	3,06	1,612	2,874,108			3,075,737		3,196,699		3,323,778	
Miscellaneous	1,579	,667	1,55	3,931		1,741,435		1,739,909		1,741,481		1,743,100	
Taxes - PST	2,640	,000	2,64	0,000		2,640,000		2,640,000		2,640,000		2,640,000	
Transfers In	8,998	,538	3,86	4,325	8,385,516		8,385,516 5,357,987 3,273,742		8,385,516		3,273,742		1,100,000
Total	\$ 20,701	,803	\$ 14,95	9,868	\$ 5	59,760,563	\$	16,653,633	\$	14,691,922	\$	12,646,878	

Expenditures by Category	FY 2023 Actual	FY 2024 Adopted	FY 2024 Estimated	FY 2025 Adopted	FY 2026 Forecast	FY 2027 Forecast
Personnel Services	\$ 11,689,557	\$ 13,692,707	\$ 13,420,229	\$ 14,263,912	\$ 15,203,787	\$ 16,208,347
Operating	12,495,127	21,015,008	24,789,387	23,597,958	22,774,386	26,570,841
Capital Outlay	3,252,312	4,064,325	48,970,233	5,707,987	3,503,742	1,000,000
Debt Service	32,500	-	-	-	-	-
Transfers Out	61,870,525	37,285,271	40,017,332	55,481,537	41,443,702	45,132,117
Total	\$ 89,340,021	\$ 76,057,311	\$127,197,181	\$ 99,051,394	\$ 82,925,617	\$ 88,911,305

Program Expenditures by Year

140,000,000 120,000,000 100,000,000 80,000,000 40,000,000 0 FY 2023 Actual FY 2024 Estimated FY 2025 Adopted FY 2025 Adopted FY 2026 Forecast FY 2027 Forecast

Program Expenditures by Category





Government Services

Expenditures by Fund and Category	FY 2023 Actual		FY 2024 Adopted	ا	FY 2024 Estimated	FY 2025 Adopted		FY 2026 Forecast		FY 2027 Forecast
Academic Village Fund			<u> </u>							
Operating	\$ 19,358	\$	100,000	\$	100,000	\$ 100,000	\$	100,000	\$	100,000
Academic Village Fund Total	\$ 19,358	\$	100,000	\$	100,000	\$ 100,000	\$	100,000	\$	100,000
Community Redevelopment Agency (CRA) Capital Project Fund										
Operating	\$ -	\$	-	\$	1,186,000	\$ -	\$	-	\$	-
Capital Outlay	158,749		1,230,028		1,718,271	2,934,245		_		_
Community Redevelopment Agency (CRA) Capital Project Fund Total	\$ 158,749	\$	1,230,028	\$	2,904,271	\$ 2,934,245	\$	-	\$	-
Computer System Fund										
Capital Outlay	\$ 3,092,833	\$	2,534,297	\$	2,534,297	\$ 2,323,742	\$	2,323,742	\$	1,000,000
Debt Service	32,500		-		-	-		-		_
Computer System Fund Total	\$ 3,125,333	\$	2,534,297	\$	2,534,297	\$ 2,323,742	\$	2,323,742	\$	1,000,000
CS Building Maintenance Fund										
Operating	\$ 631,911	\$	653,875	\$	1,373,875	\$ 952,625	\$	955,875	\$	953,375
Capital Outlay	-		300,000		-	-		-		-
Transfers Out	3,164,142		3,186,125		3,186,125	3,187,375		3,184,125		3,186,625
CS Building Maintenance Fund Total	\$ 3,796,053	\$	4,140,000	\$	4,560,000	\$ 4,140,000	\$	4,140,000	\$	4,140,000
Disaster Fund										
Transfers Out	\$ -	\$	-	\$	115,094	\$ -	\$	-	\$	-
Disaster Fund Total	\$ -	\$	-	\$	115,094	\$ -	\$	-	\$	-
General Fund										
Personnel Services	\$10,551,676	\$	12,449,656	\$	12,177,178	\$ 12,944,522	\$	13,827,003	\$	14,770,694
Operating	11,753,809	2	20,102,705		21,971,084	22,380,250		21,550,138		25,345,737
Capital Outlay	730		-		1,740,690	450,000		330,000		-
Transfers Out	58,706,383	_	34,099,146		36,716,113	52,294,162	_	38,259,577	_	41,945,492
General Fund Total	\$81,012,598	\$6	66,651,507	\$	72,605,065	\$ 88,068,934	\$	73,966,718	\$	82,061,923
Government Services Capital Project Fund										
Capital Outlay	\$ -	\$	-	\$	42,976,975	\$ -	\$	850,000	\$	-
Property Management Fund										
Personnel Services	\$ 1,137,881	\$		\$	1,243,051	\$	\$	1,376,784	\$	
Operating	90,049		158,428		158,428	165,083		168,373		171,729
Property Management Fund Total	\$ 1,227,930	\$	1,401,479	\$	1,401,479	\$ 1,484,473	\$	1,545,157	\$	1,609,382
Total	\$89,340,021	\$7	76,057,311	\$	127,197,181	\$ 99,051,394	\$	82,925,617	\$	88,911,305



Government Services

DISASTER PROJECT - OPERATING BUDGET

Revenues by Category	FY 2023 Actual	FY 2024 Adopted	FY 202 Estimat				2027 cast
Intergovernmental	\$ 24,377,642	\$	- \$	- \$	- \$	- \$	-
Miscellaneous	3,538,795		-	-	-	-	-
Total	\$ 27,916,437	\$	- \$	- \$	- \$	- \$	-

Expenditures by Category	FY 2023 Actual	FY 2024 Adopted		FY 2024 Estimated	FY 2025 Adopted		FY 2026 Forecast		FY 2027 Forecast
Personnel Services	\$ 9,529,093	\$	- \$	-	\$	-	\$	-	\$ -
Operating	83,784,177		-	13,195,540		-		-	-
Capital Outlay	189,200		-	25,110		-		-	-
Total	\$ 93,502,470	\$	- \$	13,220,650	\$	-	\$	-	\$ -

Expenditures by Fund and Program	FY 2023 Actual	FY 2024 Adopted	FY 2024 Estimated		r 2026 FY 2027 Precast Forecast
6 Cent Gas Tax Fund	\$ 3,442		\$ -	\$ - \$	- \$ -
Alarm Fee Fund	734	-	-	-	
All Hazards Fund	63,106	-	-	_	
Building Code Fund	169,988	-	8,905	-	
CIP Project Management	,		-,		
Fund	49,515	-	-	-	
Community Development					
Block Grant (CDBG) Fund	1,913	-	-	-	
Community					
Redevelopment Agency					
(CRA) Fund	5,337	-	73,168	-	
CS Building Maintenance	0.40.10.4				
Fund	260,136	-	-	-	
Economic Development Fund	6,762				
	1,828,365	-	-	-	
Fire Operations Fund		-	-	-	
Fleet Maintenance Fund	261,256	-	-	-	
General Fund	82,952,815	-	11,795,233	-	
Lot Mowing Fund	62,163	-	-	-	
Property Management Fund	279,367				
Risk Management Fund	2/9,36/ 8,408	-	-	-	
Self-Insured Health Plan	0,400	-	-	-	
Fund	2,964	_	_	_	_
Solid Waste Fund	696,719	_	_	_	
Stormwater Fund	437,594	_	_	-	
Water and Sewer Fund	6,329,274	_	1,312,094	-	
Yacht Basin Fund	82,612	_	31,250	-	
Total	\$ 93,502,470	\$ -	\$ 13,220,650	\$ - \$	- \$ -







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



Applications Received 14,600



Positions Filled

645



Job-related training courses completed

7,525



Transactions processed

19,475



Employees enrolled in 22 Benefit Plans

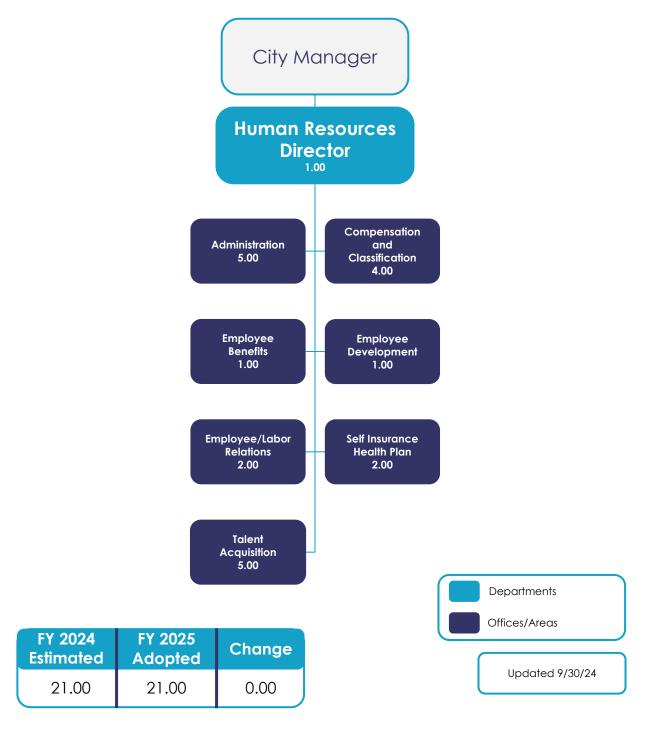
1,692



Retirees enrolled in 11 Benefit
Plans

890

FY 2025 ORGANIZATIONAL CHART



Operating Budget

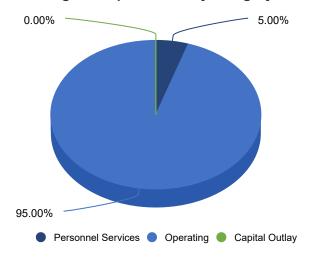
Revenues by Category	FY 2023 Actual	FY 2024 Adopted	FY 2024 Estimated	FY 2025 Adopted	FY 2026 Forecast	FY 2027 Forecast
Internal Service Charges	\$ 36,512,046	\$ 39,139,848	\$ 39,139,848	\$ 43,028,975	\$ 47,331,574	\$ 51,754,365
Miscellaneous	3,991,641	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000
Transfers In	41,405	-	-	-	-	-
Total	\$ 40,545,092	\$ 40,939,848	\$ 40,939,848	\$ 44,828,975	\$ 49,131,574	\$ 53,554,365

Expenditures by Category	FY 2023 Actual	FY 2024 Adopted	FY 2024 Estimated	FY 2025 Adopted	FY 2026 Forecast	FY 2027 Forecast
Personnel Services	\$ 1,969,934	\$ 2,016,433	\$ 2,016,433	\$ 2,303,644	\$ 2,393,896	\$ 2,488,715
Operating	35,308,332	41,105,218	41,250,808	45,107,061	49,411,625	54,233,144
Capital Outlay	-	-	-	6,200	-	-
Total	\$ 37,278,266	\$ 43,121,651	\$ 43,267,241	\$ 47,416,905	\$ 51,805,521	\$ 56,721,859

Program Expenditures by Year

70,000,000 60,000,000 50,000,000 40,000,000 20,000,000 10,000,000 0 FY 2023 Actual FY 2024 Adopted FY 2024 Estimated FY 2025 Adopted FY 2026 Forecast FY 2027 Forecast

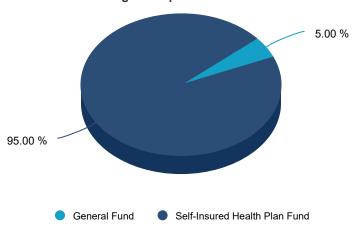
Program Expenditures by Category





Expenditures by Fund and Program	FY 2023 Actual	FY 2024 Adopted	FY 2024 Estimated	FY 2025 Adopted	FY 2026 Forecast	FY 2027 Forecast
General Fund						
Compensation and Classification	\$ 532,501	\$ 511,485	\$ 511,485	\$ 538,146	\$ 558,524	\$ 579,953
Employee Benefits	257,654	166,704	166,704	175,660	181,789	188,208
Employee Development	159,586	206,731	206,731	253,468	260,131	267,069
Employee/Labor Relations	127,319	130,137	130,137	273,170	283,763	294,902
Human Resources Administration	613,377	528,751	558,751	556,713	569,423	678,286
Recruitment	535,395	637,995	637,995	790,773	820,317	848,785
General Fund Total	\$ 2,225,832	\$ 2,181,803	\$ 2,211,803	\$ 2,587,930	\$ 2,673,947	\$ 2,857,203
Self-Insured Health Plan Fund						
Health & Wellness Clinic	\$ 2,390,646	\$ 1,799,700	\$ 1,799,700	\$ 1,853,537	\$ 1,908,986	\$ 1,947,212
Life Insurance Plan	65,000	-	-	-	-	-
Self-Insured Health Plan	32,596,788	39,140,148	39,255,738	42,975,438	47,222,588	51,917,444
Self-Insured Health Plan Fund Total	\$35,052,434	\$40,939,848	\$41,055,438	\$44,828,975	\$49,131,574	\$53,864,656
Total	\$37,278,266	\$43,121,651	\$43,267,241	\$47,416,905	\$51,805,521	\$56,721,859

Program Expenditures 2025



Expenditures by Fund and Category	FY 2023 Actual		,	FY 2024 Adopted		FY 2024 Estimated		FY 2025 Adopted		FY 2026 Forecast		FY 2027 Forecast
General Fund												
Personnel Services	\$	1,840,423	\$	1,750,218	\$	1,750,218	\$	2,019,324	\$	2,098,560	\$	2,181,813
Operating		385,409		431,585		461,585		562,406		575,387		675,390
Capital Outlay		-		-		-		6,200		-		-
General Fund Total	\$	2,225,832	\$	2,181,803	\$	2,211,803	\$	2,587,930	\$	2,673,947	\$	2,857,203
Self-Insured Health Plan Fund												
Personnel Services	\$	129,511	\$	266,215	\$	266,215	\$	284,320	\$	295,336	\$	306,902
Operating		34,922,923		40,673,633		40,789,223		44,544,655		48,836,238		53,557,754
Self-Insured Health Plan Fund												
Total	\$	35,052,434	\$	40,939,848	\$	41,055,438	\$	44,828,975	\$	49,131,574	\$	53,864,656
Total	\$	37,278,266	\$	43,121,651	\$	43,267,241	\$	47,416,905	\$	51,805,521	\$	56,721,859



Department Functions

Talent Acquisition 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

- Implemented a new process of verifying international education for new hires, reducing the processing time to 15 business days
- Established a Leadership Academy for new and emerging supervisory staff to enhance their knowledge and skills as team leaders; Delivered employee training in FY24, including Harassment Prevention, C.O.R.E. Administrative training, Personnel Action Form Creators and Approvers, FSS 119 and 1st Amendment Auditors, HRPR Timekeeper and Approver training, and L.E.A.D.S. survey with feedback

GOALS AND PRIORITIES

Evaluate the need for a new applicant tracking system and continue the expansion of the Succession Planning module implementation

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

- Implemented a new ERP HR/payroll system and moved towards electronic personnel actions for terminations, retirements, add-pays, and Out-of-title pay
- Completed total compensation studies for non-bargaining, IUPAT, IAFF, and FOP positions
- Implemented FMLA tracking software and delivered company-wide retraining of FMLA and ADA.
 Rolled out a new Employee Assistance Plan (EAP) with an emphasis on mental health and additional resources for first responders

GOALS AND PRIORITIES

 Complete a request for proposal (RFP) for classification/compensation consultant services and video training for the Employee Self-Service (ESS) portal

Employee and Labor Relations

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

ACCOMPLISHMENTS

 Increased the frequency of IUPAT Labor-Management meetings, which reduced total grievances from 3 to 4 per month to 1 grievance filed from July 2023 until December 31, 2023



• Implemented a Drug Awareness program for all safety-sensitive employees and DOT-regulated employees, reducing positive drug tests from three per month to zero

GOALS AND PRIORITIES

• FOP negotiations – Collective Bargaining Agreement (CBA) expires on October 1, 2025, and ongoing drug awareness training









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 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

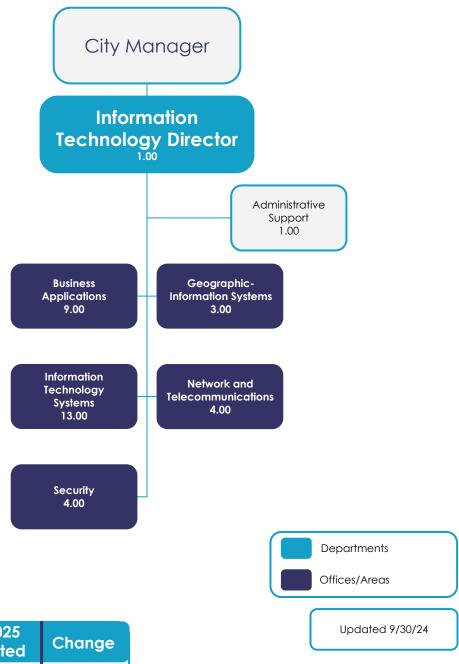








FY 2025 ORGANIZATIONAL CHART



FY 2024 Estimated	FY 2025 Adopted	Change
31.00	35.00	+4.00

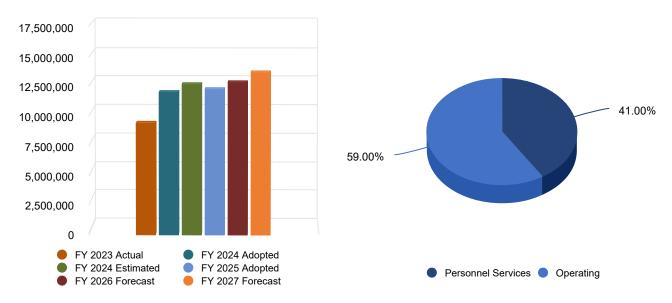


Operating Budget

Expenditures by Category	FY 2023 Actual	FY 2024 Adopted		FY 2024 Estimated			FY 2025 Adopted	FY 2026 Forecast	FY 2027 Forecast		
Personnel Services	\$ 3,834,977	\$	4,403,885	\$	4,403,885	\$	5,033,909	\$ 5,226,423	\$	5,428,500	
Operating	4,193,947		6,390,861		6,526,197		7,219,917	7,616,308		8,289,980	
Capital Outlay	557,942		1,255,000		1,764,210		-	-		-	
Debt Service	837,853		-		-		-	-		-	
Total	\$ 9,424,719	\$	12,049,746	\$	12,694,292	\$	12,253,826	\$ 12,842,731	\$	13,718,480	

Program Expenditures by Year

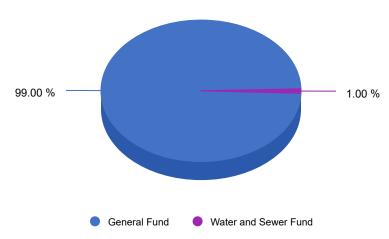
Program Expenditures by Category



E	FV 0002	FV 0004	FV 0004	EV 0005	FV 0007	EV 0007
Expenditures by Fund and Program	FY 2023 Actual	FY 2024 Adopted	FY 2024 Estimated	FY 2025 Adopted	FY 2026 Forecast	FY 2027 Forecast
General Fund		•		•		
Business Application	\$ 2,135,966	\$ 3,527,228	\$ 3,612,978	\$ 2,774,059	\$ 2,912,634	\$ 3,026,573
Geographic Information						
Systems (GIS)	560,465	581,239	581,239	706,930	754,464	785,706
Information Technology						
Services Administration	375,056	403,397	403,397	448,541	447,603	464,046
Network Administration	1,376,554	2,105,069	2,488,546	2,324,074	2,412,694	2,699,496
Security	1,074,420	1,560,589	1,560,589	1,472,150	1,508,676	1,646,487
Store	(13,053)	-	-	-	-	-
Systems	3,847,382	3,802,078	3,977,397	4,443,910	4,719,415	5,005,701
General Fund Total	\$ 9,356,790	\$ 11,979,600	\$ 12,624,146	\$ 12,169,664	\$ 12,755,486	\$ 13,628,009
Water and Sewer Fund						
Information Technology						
Services Security	\$ 67,929	\$ 70,146	\$ 70,146	\$ 84,162	\$ 87,245	\$ 90,471
Water and Sewer Fund Total	\$ 67,929	\$ 70,146	\$ 70,146	\$ 84,162	\$ 87,245	\$ 90,471
Total	\$ 9,424,719	\$ 12,049,746	\$ 12,694,292	\$ 12,253,826	\$ 12,842,731	\$ 13,718,480



Program Expenditures for FY 2025



Expenditures by Fund and Category	FY 2023 Actual	FY 2024 Adopted	ı	FY 2024 Estimated	FY 2025 Adopted	FY 2026 Forecast	FY 2027 Forecast
General Fund							
Personnel Services	\$ 3,767,048	\$ 4,333,739	\$	4,333,739	\$ 4,958,790	\$ 5,148,402	\$ 5,347,437
Operating	4,193,947	6,390,861		6,526,197	7,210,874	7,607,084	8,280,572
Capital Outlay	557,942	1,255,000		1,764,210	-	-	-
Debt Service	837,853	-		-	-	-	-
General Fund Total	\$ 9,356,790	\$ 11,979,600	\$	12,624,146	\$ 12,169,664	\$ 12,755,486	\$ 13,628,009
Water and Sewer Fund							
Personnel Services	\$ 67,929	\$ 70,146	\$	70,146	\$ 75,119	\$ 78,021	\$ 81,063
Operating	-	-		-	9,043	9,224	9,408
Water and Sewer Fund Total	\$ 67,929	\$ 70,146	\$	70,146	\$ 84,162	\$ 87,245	\$ 90,471
Total	\$ 9,424,719	\$ 12,049,746	\$	12,694,292	\$ 12,253,826	\$ 12,842,731	\$ 13,718,480

Department Functions

Business Applications

This Division supports the main application systems supporting City functions including the City's Enterprise Resource Planning (ERP) softwares, the City's Citizen Self-Service (CSS) portal, and the City's Time & Attendance software 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

- Implemented new HR Payroll and Timekeeper Solutions
- Moved Parks and Recreation software to the cloud and migrated to new payment vendor
- Implemented cloud based short-term rental property identification system
- Performed major upgrades to ERP, Utility Billing and Land Management systems



GOALS AND PRIORITIES

- Implement new Police and Fire Records Management and Computer Aided Dispatch
- Implement new cashiering software
- Implement new agenda software

Network and Systems

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 fiber ring design and expanded City fiber ring to additional City assets
- Expanded WiFi at parks
- Replaced aging switches
- Doubled our UPS Uninterruptible Power Supply capacity at primary data center
- Built server environment for new PD Records Management and Computer Aided Dispatch System

GOALS AND PRIORITIES

- Expand City fiber ring to additional City assets
- Expand WiFi at parks
- Expand capacity of video monitoring system

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

- Added a redundant GIS instance for Permitting to enhance resiliency
- Upgraded a new version of GIS system
- Added a new Public Works work management system
- Migrated Public Works asset management system to the cloud
- Added a new property management system

GOALS AND PRIORITIES

- Deliver new mapping Applications
- Outsource vehicle GPS tracking





DEPARTMENT OVERVIEW

Cape Coral Parks and Recreation provides services for citizens and visitors throughout the City. Consisting of more than 39 locations (1,595 acres), the Department features waterfront parks, playgrounds, athletic complexes, community centers, tennis amenities, a youth center and skate park, boat ramps, and a premier public golf course (Coral Oaks Golf Course). Programs, classes, and special events are planned year-round for all ages, abilities, and interests. Many special events are produced annually, both by the Department and in cooperation with community partners. The Department manages various cultural, recreational, and specialty facilities along with numerous neighborhood 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 51,880+



Programs Revenue \$3.4+ million



Developed Parks and Facilities 40



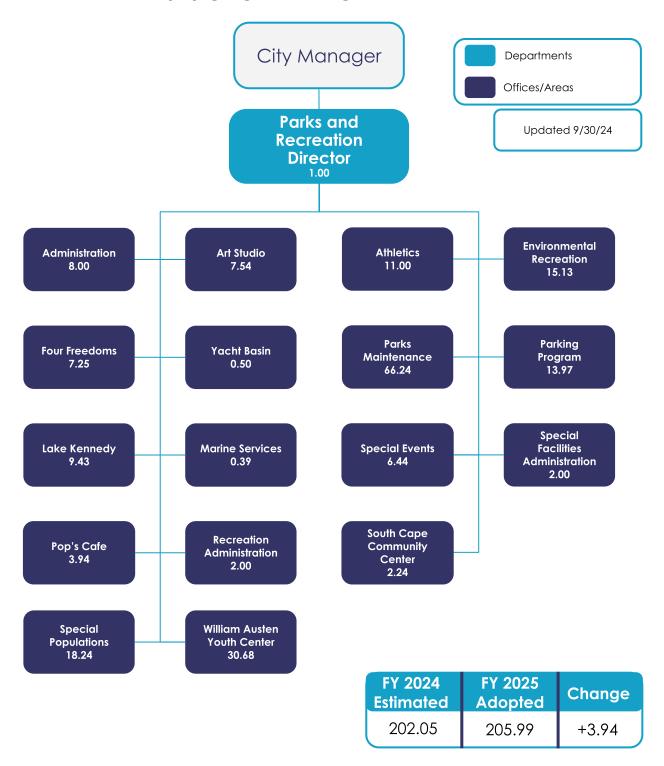


Art Studio Classes 325+



Summer Camp Participants 4,930

FY 2025 ORGANIZATIONAL CHART





Operating Budget

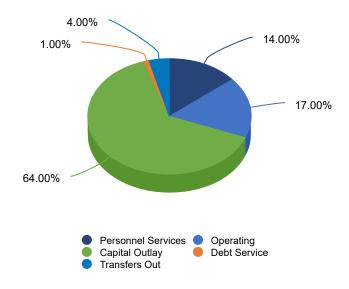
Revenues by Category	FY 2023 Actual	FY 2024 Adopted	FY 2024 Estimated	FY 2025 Adopted	FY 2026 Forecast	FY 2027 Forecast
Charges for Service	\$ 5,804,733	\$ 6,684,158	\$ 6,684,158	\$ 6,925,246	\$ 7,367,713	\$ 7,612,708
Debt Proceeds	-	-	7,933,420	14,360,000	20,000,000	22,426,020
Fines and Forfeits	50,939	15,500	15,500	16,000	16,500	17,000
Impact Fees	5,746,710	4,897,080	4,897,080	3,273,640	3,273,640	3,273,640
Intergovernmental	722,395	2,721,466	3,733,579	30,744,403	669,970	669,970
Miscellaneous	2,452,611	261,802	516,222	2,400,263	2,300,745	2,479,076
Transfers In	4,937,651	515,000	36,466,192	19,246,881	3,775,748	1,762,149
Total	\$ 19,715,039	\$ 15,095,006	\$ 60,246,151	\$ 76,966,433	\$ 37,404,316	\$ 38,240,563

Expenditures by Category	FY 2023 Actual	FY 2024 Adopted	FY 2024 Estimated	FY 2025 Adopted	FY 2026 Forecast	FY 2027 Forecast
Personnel Services	\$ 12,936,685	\$ 15,116,257	\$ 14,608,787	\$ 14,981,786	\$ 15,483,010	\$ 16,035,014
Operating	8,369,915	12,072,131	17,495,576	17,596,309	18,871,281	18,511,756
Capital Outlay	15,095,309	6,098,197	45,435,872	66,106,933	25,771,595	25,069,423
Debt Service	127,014	-	-	760,752	760,752	760,752
Transfers Out	7,664,364	3,243,562	39,194,754	3,812,046	6,299,895	4,283,606
Total	\$ 44,193,287	\$ 36,530,147	\$ 116,734,989	\$ 103,257,826	\$ 67,186,533	\$ 64,660,551

Program Expenditures by Year

140,000,000 120,000,000 80,000,000 60,000,000 40,000,000 0 FY 2023 Actual FY 2024 Estimated FY 2025 Adopted FY 2025 Adopted FY 2027 Forecast

Program Expenditures by Category



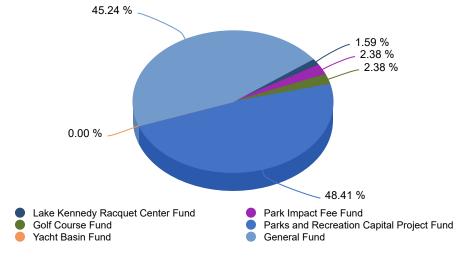


Expenditures by Fund and Program	FY 2023 Actual		FY 2024 Adopted	FY 2024 Estimated	FY 2025 Adopted	FY 2026 Forecast		FY 2027 Forecast
General Fund	,		· ·					
Administration	\$ 4,677,464	\$	1,583,464	\$ 31,432,993	\$ 2,492,592	\$ 2,043,669	\$	2,881,218
Art Studio	666,773		734,736	706,269	1,088,369	1,291,301		936,871
Athletics	862,643		1,489,585	1,479,385	1,290,193	1,776,852		1,821,896
Community Supported								
Events	14,684		-	-	-	-		-
Environmental Recreation	704,316		1,025,370	1,093,388	2,077,356	2,024,753		2,070,141
Four Freedoms	641,129		727,867	619,561	675,648	764,941		729,513
Golf Course Operations	3,394,528		2,791,025	-	-	-		-
Lake Kennedy	673,537		1,075,500	1,045,884	972,705	1,026,476		851,657
Marine Services	26,515		116,598	109,948	117,578	125,283		132,994
Park Rangers	106,563		-	-	-	-		-
Parking Program	338,512		437,000	442,927	968,186	995,069		1,026,874
Parks and Recreation Fleet								
Rolling Stock	616,632		460,200	1,110,583	1,024,000	841,741		617,377
Parks and Recreation								
Programs	165,382		232,978	219,978	202,822	205,188		207,582
Parks Grants	115,164		183,371	153,384	356,114	187,727		189,575
Parks Maintenance	7,336,676		11,178,123	9,941,128	13,599,876	14,759,209		14,055,851
Pops Cafe	317,989		359,513	359,513	369,585	382,156		395,219
Recreation Administration	407,823		338,880	335,003	282,993	272,963		283,442
South Cape Community								
Center	-		-	-	442,383	-		-
Special Events	957,364		1,292,914	1,353,106	1,514,298	1,590,929		1,673,856
Special Facilities								
Administration	343,412		385,352	385,352	399,531	415,112		431,215
Special Populations	1,295,985		1,688,319	1,688,319	1,408,393	1,433,246		1,479,826
William Austin Youth Center	1,708,384		1,992,786	1,913,551	2,254,371	2,016,749		2,098,837
Yacht Club	557,672		777,635	777,635	137,769	188,270		193,001
General Fund Total	\$ 25,929,147	\$	28,871,216	\$ 55,167,907	\$ 31,674,762	\$ 32,341,634	\$	32,076,945
Golf Course Fund								
Golf Course Operations	\$ -	\$	- 3	2,571,355	\$ 3,424,077	\$ 3,748,511	\$	4,595,626
Golf Course Fund Total	\$ -	\$	- 9	\$ 2,571,355	\$ 3,424,077	\$ 3,748,511	\$	4,595,626
Lake Kennedy Capital Projects Fund								
Parks & Rec Lake Kennedy								
Capital Projects	\$ 38,503	\$	- 3	135,817	\$ -	\$ -	\$	-
Lake Kennedy Capital Projects								
Fund Total	\$ 38,503	\$	- \$	\$ 135,817	\$ -	\$ -	\$	-
Lake Kennedy Racquet Center Fund								
Lake Kennedy Racquet Center	\$ -	\$	- 3	\$ 128,803	\$ 1,864,871	\$ 1,968,397	\$	2,068,896
Lake Kennedy Racquet Center Fund Total	\$	\$	- :		1,864,871	1,968,397		2,068,896
Park Impact Fee Fund								
Park Impact Fees	\$ 4,322,328	\$	4,897,080	\$ 10,897,080	\$ 2,890,762	\$ 5,723,252	\$	2,901,312
·	 	<u> </u>			 •	 •	· ·	



Expenditures by Fund and Program		FY 2023 Actual	FY 2024 Adopted			FY 2024 Estimated		FY 2025 Adopted	FY 2026 Forecast			FY 2027 Forecast
Park Impact Fee Fund Total	\$	4,322,328	\$	4,897,080	\$	10,897,080	\$	2,890,762	\$	5,723,252	\$	2,901,312
Parks & Rec GO Bond Fund												
Parks and Recreation GO	•	11.077.041	.		•	00 4/1 575	•		•		•	
Bond Projects	\$	11,377,041	\$		\$	28,461,575	\$	<u>-</u>	\$		\$	
Parks & Rec GO Bond Fund Total	\$	11,377,041	\$	-	\$	28,461,575	\$	-	\$	-	\$	-
Parks and Recreation Capital Project Fund												
Golf Course Capital Projects	\$	860	\$	-	\$	-	\$	-	\$	-	\$	20,326,020
Parks Capital Projects		1,211,740		2,515,000		10,939,182		63,175,937		23,150,000		2,430,750
Parks and Recreation Capital		'										
Project Fund Total	\$	1,212,600	\$	2,515,000	\$	10,939,182	\$	63,175,937	\$	23,150,000	\$	22,756,770
Yacht Basin Capital Project Fund												
Yacht Basin Capital Projects	\$	-	\$	-	\$	8,030,755	\$	-	\$	-	\$	-
Yacht Basin Fund												
Rosen Park Operations		38,093		22,296		22,696		22,742		49,363		50,351
Yacht Basin Operations		1,275,575		224,555		379,819		204,675		205,376		210,651
Yacht Basin Fund Total	\$	1,313,668	\$	246,851	\$	402,515	\$	227,417	\$	254,739	\$	261,002
Total	\$	44,193,287	\$	36,530,147	\$1	116,734,989	\$	103,257,826	\$	67,186,533	\$	64,660,551

Program Expenditures for FY 2025



Expenditures by Fund and Category	FY 2023 Actual	FY 2024 Adopted	FY 2024 Estimated	FY 2025 Adopted	FY 2026 Forecast	FY 2027 Forecast
General Fund						
Personnel Services	\$12,785,521	\$15,032,872	\$ 13,053,591	\$ 14,966,774	\$15,467,998	\$16,020,002
Operating	7,605,141	11,835,208	9,187,226	12,806,603	13,826,293	12,312,891
Capital Outlay	1,501,820	1,488,136	2,558,233	2,930,996	2,421,595	2,312,653
Debt Service	127,014	-	-	-	-	-
Transfers Out	3,909,651	515,000	30,368,857	970,389	625,748	1,431,399



Expenditures		Y 2023		FY 2024	FY 2024	FY 2025		FY 2026		FY 2027
by Fund and Category		Actual		Adopted	 Estimated	 Adopted	_	Forecast		orecast
General Fund Total	\$2	5,929,147	\$2	28,871,216	\$ 55,167,907	\$ 31,674,762	Ş	32,341,634	\$3	2,076,945
Golf Course Fund										
Personnel Services	\$	-	\$	-	\$	\$ -	\$	-	\$	-
Operating		-		-	1,106,930	2,663,325		2,787,759		3,834,874
Capital Outlay		-		-	-	-		200,000		-
Debt Service		-		-	-	760,752		760,752		760,752
Golf Course Fund Total	\$	-	\$	-	\$ 2,571,355	\$ 3,424,077	\$	3,748,511	\$	4,595,626
Lake Kennedy Capital Projects Fund										
Operating	\$	38,503	\$	-	\$ -	\$ -	\$	-	\$	-
Capital Outlay		_		-	135,817	-		-		_
Lake Kennedy Capital Projects Fund Total	\$	38,503	\$	-	\$ 135,817	\$ -	\$	-	\$	-
Lake Kennedy Racquet Center Fund										
Operating	\$	_	\$	-	\$ 128,803	\$ 1,864,871	\$	1,968,397	\$	2,068,896
Lake Kennedy Racquet Center										
Fund Total	\$	-	\$	-	\$ 128,803	\$ 1,864,871	\$	1,968,397	\$	2,068,896
Park Impact Fee Fund										
Operating	\$	76,100	\$	73,457	\$ 73,457	\$ 49,105	\$	49,105	\$	49,105
Capital Outlay		1,551,015		2,095,061	2,095,061	-		-		-
Transfers Out	2	2,695,213		2,728,562	8,728,562	2,841,657		5,674,147		2,852,207
Park Impact Fee Fund Total	\$ 4	4,322,328	\$	4,897,080	\$ 10,897,080	\$ 2,890,762	\$	5,723,252	\$	2,901,312
Parks & Rec GO Bond Fund										
Capital Outlay	\$1	1,377,041	\$	-	\$ 28,461,575	\$ -	\$	-	\$	-
Parks & Rec GO Bond Fund Total	\$11	1,377,041	\$	-	\$ 28,461,575	\$ -	\$	-	\$	-
Parks and Recreation Capital Project Fund										
Operating	\$	487,667	\$	-	\$ 6,784,751	\$ -	\$	-	\$	-
Capital Outlay		665,433		2,515,000	4,154,431	63,175,937		23,150,000	2	2,756,770
Transfers Out		59,500		-	-	-		-		_
Parks and Recreation Capital Project Fund Total	\$ 1	1,212,600	\$	2,515,000	\$ 10,939,182	\$ 63,175,937	\$:	23,150,000	\$2	2,756,770
Yacht Basin Capital Project Fund										
Capital Outlay	\$	-	\$	-	\$ 8,030,755	\$ -	\$	-	\$	-
Yacht Basin Fund										
Personnel Services	\$	151,164		83,385	90,771	15,012		15,012		15,012
Operating		162,504		163,466	214,409	212,405		239,727		245,990
Transfers Out		000,000,1		-	97,335	-		-		-
Yacht Basin Fund Total	\$ 1	1,313,668	\$	246,851	\$ 402,515	\$ 227,417	\$	254,739	\$	261,002
Total	\$44	4,193 <u>,287</u>	\$.	36,53 <u>0,14</u> 7	\$ 116,73 <u>4,989</u>	\$ 103,257,826	\$	67,18 <u>6,533</u>	\$6	4,660 <u>,55</u> 1
		,,			 	 				



Department Functions

Administration

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

ACCOMPLISHMENTS

- Developed a Recreation Program Plan that established core services and assisted staff in program development that met the community needs
- Developed a Parks & Recreation Fees and Charges Policy to standardize processes while maintaining compliance with City Guidelines

GOALS AND PRIORITIES

- Complete a recreation program assessment and facility usage analysis to ensure program delivery
 is in line with community needs and balancing indoor recreation space to meet the overall need
 of the community
- Update the Parks and Recreation Master Plan and begin developing a strategic framework to guide the department for the next five years
- CAPRA Accreditation to ensure best practices in parks and recreation management throughout the department

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

- Developed a 10 year Asset Management Plan for park amenities
- Developed Maintenance Standards for the Parks System and implemented a new work order and asset management program in Cartograph software

GOALS AND PRIORITIES

- Assist CIP with remaining GO Bond Parks Crystal Lake, Festival Park, and Tropicana
- Continue Operation Sparkle deferred maintenance projects at existing parks

Recreation

Offer a wide variety of programs within the park system for persons of all ages and abilities, including supporting community-wide special events, 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

- Hosted close to 5,000 summer camp participants from ages 4 through 16
- Conducted over 20 City-wide special events that were attended by more than 90,000 citizens including Red, White, & Boom, 3 Bike Nights, and New Year's Eve Celebration
- The Cape Coral Minibus provided more than 3,000 round trip rides to seniors and disabled individuals for life sustaining services
- Offered over 325 art classes that were attended by more than 2,000 kids and adults



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
- Increase Art class offerings by 5% to accommodate the growing population of Cape Coral

Revenue and Special Facility

Provides support for athletics, environmental education and recreation, marine services, and special population programs.

ACCOMPLISHMENTS

- Offered more than 14 athletic leagues which included over 3,000 youth and adult participants
- Served 94 individuals in the Special Populations program
- Opened a state-of-the-art tennis and pickleball facility at Lake Kennedy Racquet Center

GOALS AND PRIORITIES

- Host local, regional, and national athletic tournaments at the new Lake Kennedy Racquet Center and Festival Park to promote the City of Cape Coral and support economic development in the community
- Expand the Special Populations program to reduce the waiting list which stands at 49

Coral Oaks Golf Course

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









DEPARTMENT OVERVIEW

The Police Department is a full-service law enforcement agency responsible for the maintenance of law and order. This includes the protection of 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



Drones Deployed

38 Times

Swat Team Deployed



32 Times

K9 Team



345 Drug Sniffs



Traffic Stops

43,870

Operation Change



4-Precinct Model

CCPD Nominated for MADD

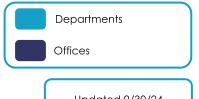


MothersAgainst DrunkDriving

FY 2025 ORGANIZATIONAL CHART



FY 2024 Estimated	FY 2025 Adopted	Change
415.53	432.53	+17.00



Updated 9/30/24



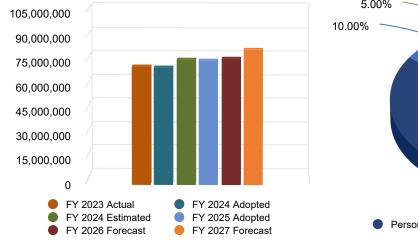
Operating Budget

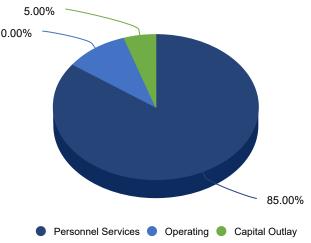
Revenues by Category	FY 2023 Actual	FY 2024 Adopted	FY 2024 Estimated	FY 2025 Adopted	FY 2026 Forecast	FY 2027 Forecast
Charges for Service	\$ 2,143,441	\$ 1,774,156	\$ 1,774,156	\$ 1,775,729	\$ 1,777,333	\$ 1,778,970
Debt Proceeds	-	-	-	-	500,000	4,500,000
Fines and Forfeits	573,773	377,838	389,838	384,975	392,255	399,679
Impact Fees	2,584,853	2,635,478	2,275,915	1,828,621	1,828,621	1,828,621
Intergovernmental	1,151,115	-	830,634	-	-	-
Miscellaneous	1,161,688	8,323	166,323	8,490	8,659	8,833
Transfers In	8,981,264	-	607,000	-	1,000,000	-
Total	\$ 16,596,134	\$ 4,795,795	\$ 6,043,866	\$ 3,997,815	\$ 5,506,868	\$ 8,516,103

Expenditures by Category	FY 2023 Actual	FY 2024 Adopted	FY 2024 Estimated	FY 2025 Adopted	FY 2026 Forecast	FY 2027 Forecast
Personnel Services	\$ 54,197,453	\$ 59,762,557	\$ 60,449,742	\$ 63,925,986	\$ 63,803,852	\$ 66,217,720
Operating	6,113,777	7,066,100	7,929,241	7,778,781	8,029,990	8,189,762
Capital Outlay	4,438,421	3,059,311	5,247,322	4,165,230	4,209,692	7,487,100
Debt Service	260,726	-	-	-	-	-
Transfers Out	7,107,000	1,802,780	2,409,780	-	1,000,000	367,909
Total	\$ 72,117,377	\$ 71,690,748	\$ 76,036,085	\$ 75,869,997	\$ 77,043,534	\$ 82,262,491

Program Expenditures by Year

Program Expenditures by Category





Expenditures by Fund and Program	Y 2023 Actual	Y 2024 dopted	FY 2024 Estimated	FY 2025 Adopted	FY 2026 orecast	FY 2027 Forecast
Alarm Fee Fund	·					
Alarm Fee	\$ 66,190	\$ -	\$ -	\$ -	\$ -	\$ -
Alarm Fee Fund Total	\$ 66,190	\$ -	\$ -	\$ -	\$ -	\$ -
Criminal Justice Education Fund						
Criminal Justice Education	\$ 8,568	\$ 26,234	\$ 38,234	\$ 26,758	\$ 27,294	\$ 27,839
Criminal Justice Education Fund Total	\$ 8,568	\$ 26,234	\$ 38,234	\$ 26,758	\$ 27,294	\$ 27,839

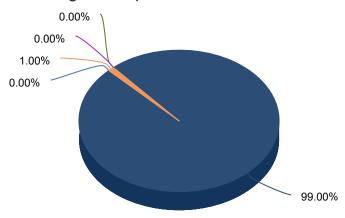
City of Cape Coral, Florida
FY 2025-2027 Adopted Budget

Expenditures by Fund and Program		FY 2023 Actual	,	FY 2024 Adopted	ı	FY 2024 Estimated		FY 2025 Adopted		FY 2026 Forecast		FY 2027 Forecast
Do The Right Thing Fund				<u> </u>								
Do The Right Thing	\$	14,018	\$	8,323	\$	16,323	\$	8,490	\$	8,659	\$	8,833
Do The Right Thing Fund Total	\$	14,018	\$	8,323	\$	16,323	\$	8,490	\$	8,659	\$	8,833
General Fund												
Communications and Records	\$	5,959,457	\$	6,817,792	\$	6,783,817	\$	7,318,400	\$	7,537,609	\$	7,963,144
Community Services Bureau		7,137,389		7,706,984		7,707,608		8,338,310		8,239,846		8,542,631
COPS Hiring Program		585,378		505,532		505,532		518,052		508,424		526,054
CountywideJAG-ResidState		21,350		-		-		-		-		-
Do The Right Thing		94,032		97,487		97,487		102,693		106,895		111,319
FDOT Distracted Driving		19,998		-		-		-		-		-
Government Miscellaneous		(1,470)		-		-		-		-		-
Investigative Services Bureau		10,398,299		11,666,702		12,097,710		12,693,037		12,852,448		13,383,349
Patrol Bureau		21,256,204		22,857,963		22,854,723		25,025,186		24,903,366		25,761,765
Paul Coverdell Forensics		232,111		-		-		-		-		-
Police Administration		7,940,726		9,551,325		9,799,125		10,635,348		11,157,292		10,412,498
Police Fleet Rolling Stock		1,842,563		2,377,000		3,251,155		2,355,000		2,224,500		2,680,000
Police Grants		657,508		-		(153,651)		-		-		-
Police Project Lifesaver		-		-		12,133		- 00 100		- 01 /70		- 02 005
Police Training Facility		- / /// 250		7 (02 070		7 //0 0 /0		90,180		91,670		93,205
Special Operations Speed and Aggressive Driving		6,446,350 71,232		7,693,879		7,668,249		7,784,823		7,820,332		7,806,520
STOP School Violence		9,889		_		-		_		-		-
General Fund Total	<u> </u>	62,671,016	S	69 274 664	S	70,623,888	S	74 861 029	S	75,442,382	S	77 280 485
Police Capital Project Fund	T	02,07 1,010	_	07,27 1,00 1	•	. 0,020,000	Ψ.	,00 . ,02 .	_	. 0, 1 12,002	_	,=00, 100
Capital Projects	\$		\$		\$		\$		\$	1,500,000	\$	4,500,000
Police Training Facility	Ψ	1,398,329	Ψ	_	Ψ	757,000	Ψ		Ψ	1,300,000	Ψ	4,300,000
Police Capital Project Fund Total		1,070,027										
ronce capital rioject rona rotal	- 5	1 398 329	S	-	S		S		S	1 500 000	S	4 500 000
Police Configurate Foderal Fund	\$	1,398,329	\$	-	\$	757,000	\$	-	\$	1,500,000	\$	4,500,000
Police Confiscate Federal Fund						757,000						
Police Confiscation Federal	\$	1,398,329 14,650	\$	28,215			\$	28,418		1,500,000 28,627		
					\$	757,000			\$		\$	40,853
Police Confiscation Federal Police Confiscate Federal Fund	\$	14,650	\$	28,215	\$	757,000 358,715	\$	28,418	\$	28,627	\$	40,853
Police Confiscation Federal Police Confiscate Federal Fund Total	\$	14,650	\$	28,215 28,215	\$	757,000 358,715	\$	28,418	\$	28,627 28,627	\$	40,853
Police Confiscation Federal Police Confiscate Federal Fund Total Police Confiscate State Fund	\$	14,650 14,650	\$	28,215 28,215	\$	757,000 358,715 358,715	\$	28,418	\$	28,627 28,627	\$	40,853
Police Confiscation Federal Police Confiscate Federal Fund Total Police Confiscate State Fund Police Confiscation State	\$ \$	14,650 14,650 41,870	\$ \$	28,215 28,215	\$ \$	757,000 358,715 358,715 137,725	\$ \$	28,418	\$ \$	28,627 28,627	\$ \$	40,853
Police Confiscation Federal Police Confiscate Federal Fund Total Police Confiscate State Fund Police Confiscation State Police Confiscate State Fund Total	\$ \$	14,650 14,650 41,870	\$ \$	28,215 28,215	\$ \$	757,000 358,715 358,715 137,725	\$ \$	28,418	\$ \$	28,627 28,627	\$ \$	40,853
Police Confiscation Federal Police Confiscate Federal Fund Total Police Confiscate State Fund Police Confiscation State Police Confiscate State Fund Total Police Grants Fund	\$ \$ \$	14,650 14,650 41,870	\$ \$ \$	28,215 28,215	\$ \$ \$	757,000 358,715 358,715 137,725 137,725	\$ \$ \$	28,418	\$ \$ \$	28,627 28,627	\$ \$ \$	40,853
Police Confiscation Federal Police Confiscate Federal Fund Total Police Confiscate State Fund Police Confiscation State Police Confiscate State Fund Total Police Grants Fund FDOT Distracted Driving	\$ \$ \$	14,650 14,650 41,870	\$ \$ \$	28,215 28,215	\$ \$ \$	757,000 358,715 358,715 137,725 137,725 40,000	\$ \$ \$	28,418	\$ \$ \$	28,627 28,627	\$ \$ \$	40,853
Police Confiscation Federal Police Confiscate Federal Fund Total Police Confiscate State Fund Police Confiscation State Police Confiscate State Fund Total Police Grants Fund FDOT Distracted Driving Police Grants Speed and Aggressive Driving State SAFE Grant	\$ \$ \$ \$	14,650 14,650 41,870	\$ \$ \$	28,215 28,215	\$ \$ \$	757,000 358,715 358,715 137,725 137,725 40,000 684,285 45,000 215,000	\$ \$ \$	28,418 28,418	\$ \$ \$	28,627 28,627 - - - -	\$ \$ \$	40,853 40,853 - - -
Police Confiscation Federal Police Confiscate Federal Fund Total Police Confiscate State Fund Police Confiscation State Police Confiscate State Fund Total Police Grants Fund FDOT Distracted Driving Police Grants Speed and Aggressive Driving	\$ \$ \$	14,650 14,650 41,870	\$ \$ \$	28,215 28,215	\$ \$ \$ \$	757,000 358,715 358,715 137,725 137,725 40,000 684,285 45,000	\$ \$ \$	28,418 28,418	\$ \$ \$	28,627 28,627 - - - -	\$ \$ \$	40,853 40,853 - - -
Police Confiscation Federal Police Confiscate Federal Fund Total Police Confiscate State Fund Police Confiscation State Police Confiscate State Fund Total Police Grants Fund FDOT Distracted Driving Police Grants Speed and Aggressive Driving State SAFE Grant	\$ \$ \$ \$	14,650 14,650 41,870	\$ \$ \$	28,215 28,215 - - -	\$ \$ \$	757,000 358,715 358,715 137,725 137,725 40,000 684,285 45,000 215,000	\$ \$ \$	28,418 28,418	\$ \$ \$	28,627 28,627 - - - -	\$ \$ \$	40,853 40,853 - - -
Police Confiscation Federal Police Confiscate Federal Fund Total Police Confiscate State Fund Police Confiscation State Police Confiscate State Fund Total Police Grants Fund FDOT Distracted Driving Police Grants Speed and Aggressive Driving State SAFE Grant Police Grants Fund Total Police Protection Impact Fee	\$ \$ \$ \$	14,650 14,650 41,870	\$ \$ \$	28,215 28,215 - - -	\$ \$ \$ \$	757,000 358,715 358,715 137,725 137,725 40,000 684,285 45,000 215,000	\$ \$ \$	28,418 28,418	\$ \$ \$ \$	28,627 28,627	\$ \$ \$	40,853 40,853 - - -



Expenditures	FY 2023	FY 2024	FY 2024	FY 2025	FY 2026	FY 2027
by Fund and Program	Actual	Adopted	Estimated	Adopted	Forecast	Forecast
Police Protection Impact Fee Fund						
Total	\$ 7,902,736	\$ 2,353,312	\$ 3,119,915	\$ 945,302	\$ 36,572	\$ 404,481
Total	\$ 72,117,377	\$71,690,748	\$ 76,036,085	\$75,869,997	\$77,043,534	\$82,262,491

Program Expenditures for FY 2025



- Criminal Justice Education Fund
 General Fund
 Police Protection Impact Fee Fund
- Do The Right Thing FundPolice Confiscate Federal Fund

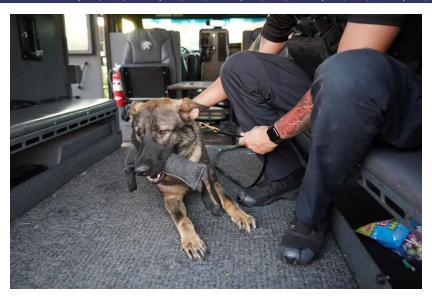




Expenditures		FY 2023		FY 2024		FY 2024		FY 2025		FY 2026		FY 2027
by Fund and Category		Actual		Adopted		Estimated		Adopted		Forecast		Forecast
Alarm Fee Fund		45.055	•									
Personnel Services	\$	65,055	\$	-	\$	-	\$	-	\$	-	\$	-
Operating	_	1,135	_	-	_		\$	-	_	-	_	
Alarm Fee Fund Total	\$	66,190	þ	-	\$	-	Ş	-	\$	-	\$	-
Criminal Justice Education Fund												
Operating	\$	8,568	\$	26,234	\$	38,234	\$	26,758	\$	27,294	\$	27,839
Criminal Justice Education												
Fund Total	\$	8,568	\$	26,234	\$	38,234	\$	26,758	\$	27,294	\$	27,839
Do The Right Thing Fund												
Operating	\$	14,018	\$	8,323			\$		<u> </u>	8,659	\$	8,833
Do The Right Thing Fund Total	\$	14,018	\$	8,323	\$	16,323	\$	8,490	\$	8,659	\$	8,833
General Fund												
Personnel Services	\$	54,132,398	\$	59,762,557	\$	59,613,188	\$	63,925,986	\$	63,803,852	\$	66,217,720
Operating		5,992,489		6,963,796		7,363,551		7,678,543		7,928,838		8,075,665
Capital Outlay		2,285,403		2,548,311		3,647,149		3,256,500		2,709,692		2,987,100
Debt Service		260,726		_		_		_		_		_
Transfers Out		-		_		_		_		1,000,000		_
General Fund Total	\$	62,671,016	\$	69,274,664	\$	70,623,888	\$	74,861,029	\$		\$	77,280,485
Police Capital Project Fund												
Capital Outlay	\$	1,398,329	\$	-	\$	757,000	\$	-	\$	1,500,000	\$	4,500,000
Police Capital Project Fund												
Total	\$	1,398,329	\$	-	\$	757,000	\$	-	\$	1,500,000	\$	4,500,000
Police Confiscate Federal Fund												
Operating	\$	14,650	\$	28,215	\$	358,715	\$	28,418	\$	28,627	\$	40,853
Police Confiscate Federal												
Fund Total	\$	14,650	\$	28,215	\$	358,715	\$	28,418	\$	28,627	\$	40,853
Police Confiscate State Fund												
Operating	\$	41,870	\$	-	\$	102,025	\$	-	\$	-	\$	-
Capital Outlay		-		-		35,700		-		-		-
Police Confiscate State Fund												
Total	\$	41,870	\$	-	\$	137,725	\$	-	\$	-	\$	-
Police Grants Fund												
Personnel Services	\$	-	\$	-	\$	836,554	\$	-	\$	-	\$	-
Operating		-		-		10,861		-		-		-
Capital Outlay		-		-		136,870		-		-		-
Police Grants Fund Total	\$	-	\$	-	\$	984,285	\$	-	\$	-	\$	-



Total	\$ 72,117,377	\$ 71,690,748	\$ 76,036,085	\$ 75,869,997	\$ 77,043,534	\$ 82,262,491
Police Protection Impact Fee Fund Total	\$ 7,902,736	\$ 2,353,312	\$ 3,119,915	\$ 945,302	\$ 36,572	\$ 404,481
Transfers Out	7,107,000	1,802,780	2,409,780	-	-	367,909
Capital Outlay	754,689	511,000	670,603	908,730	-	-
Operating	\$ 41,047	\$ 39,532	\$ 39,532	\$ 36,572	\$ 36,572	\$ 36,572
Police Protection Impact Fee Fund						



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 for populations over 150,000
- Instituted a \$10,000 hiring bonus for newly hired police officers to be more competitive when compared to other local agencies
- Pursued grant funding to supplement operational and equipment needs, with over \$1,194,737 in grant funds obtained
- Redesigned Patrol Officer uniforms to be more functional, tactical, and lightweight
- Completed construction of the Police Training Facility

GOALS AND PRIORITIES

Cultivate professionalism and maintain public trust



- Continue to develop partnerships, improve community relationships, and offer new community-oriented programs based on community needs
- 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
- Transitioned from the Computer Aided Dispatch (CAD) system and Records Management System (RMS), first deployed in 2002, to a new CAD system

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

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

GOALS AND PRIORITIES

- Maintain community-oriented events and programs
- Increase homeless coalition services for the community through dedicated personnel
- Implement Law Enforcement Against Drugs and Violence (LEAD) in classrooms

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.

ACCOMPLISHMENTS

- Created an Analytics Unit to prepare for a new Tactical Intelligence and Analytics Center
- 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

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 164,000 calls for service (CY23). These calls range from quality-of-life issues up to and including deadly force incidents
- Transitioned to a 4-Precinct Model mirrored after the City of Cape Coral's geographical quadrants
- The Chester Street Resource Center was redesigned and transitioned into the new CCPD Southeast Precinct

GOALS AND PRIORITIES

- Enhance community-oriented and proactive police services by incorporating best practices from peer-accredited agencies
- Increase efficiency of policing services by reducing injuries to officers and damage to police vehicles and equipment
- Ensure personnel are available to support proactive policing services

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 on Accreditation for Law Enforcement Agencies (CALEA)
- Increased the number of applications received for law enforcement positions and processed 742 applicants; 29 were hired in 2023

GOALS AND PRIORITIES

Maintain accredited status through the Commission on Accreditation for Law Enforcement Agencies,
 Inc. (CALEA) and the State of Florida Commission for Florida Accreditation (CFA)



Police

- Utilize new recruiting efforts to hire adequate staffing to exceed minimum staffing 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
- The new Unmanned Aerial Vehicle (UAV) program has been fully integrated to enhance traffic homicide investigations further

GOALS AND PRIORITIES

- Ensure the safe movement of people and vehicles throughout the city
- Increase targeted traffic enforcement and education opportunities through grant-funded operations









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



\$\frac{1.31}{2.31} \text{ miles}







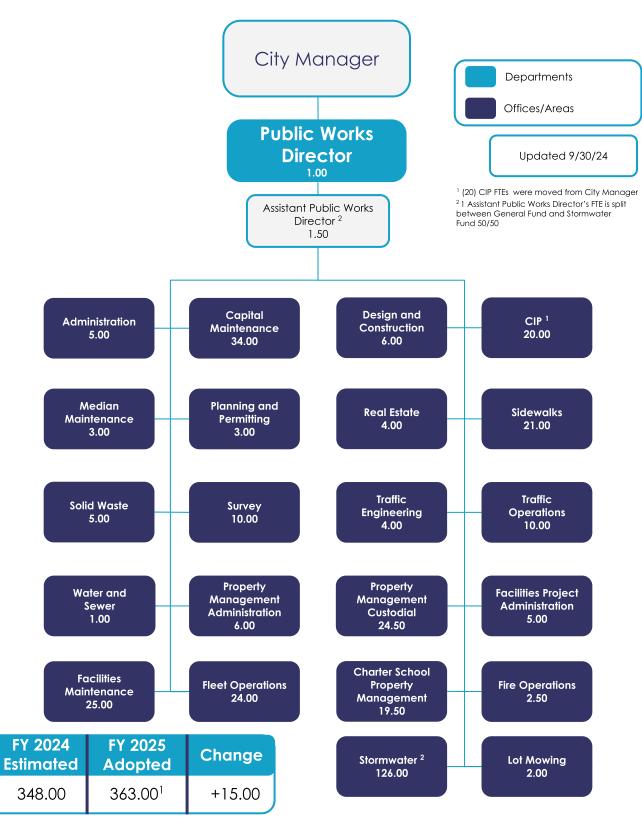


Invasive Pepper Trees ? 2,000,000+ Sq Ft









Operating Budget

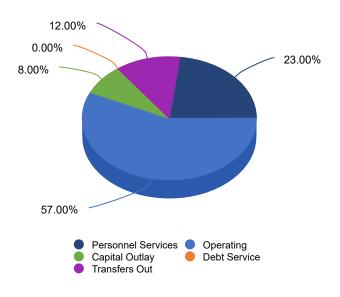
Revenues by Category	FY 2023 Actual	FY 2024 Adopted	FY 2024 Estimated	FY 2025 Adopted	FY 2026 Forecast	FY 2027 Forecast
Charges for Service	\$ 4,938,424	\$ 4,881,434	\$ 4,881,434	\$ 5,213,933	\$ 4,868,451	\$ 4,875,060
Debt Proceeds	-	15,221,241	6,878,241	-	76,220,000	20,437,426
Fines and Forfeits	36,275	-	-	-	-	-
Impact Fees	16,752,084	16,170,026	16,170,026	11,792,150	11,792,150	11,792,150
Intergovernmental	876,047	1,329,188	14,011,253	899,160	8,894,360	1,788,053
Internal Service Charges	10,586,147	12,321,802	17,565,080	17,845,299	18,163,658	18,869,970
License and Permits	1,479	-	-	-	-	-
Miscellaneous	4,466,014	-	2,074,868	-	-	-
Special Assessment	21,354,035	21,668,111	22,198,263	23,911,246	25,576,030	27,345,077
Taxes - Gas	12,393,205	12,416,046	12,416,046	11,182,762	13,044,298	13,305,184
Transfers In	24,868,291	34,964,731	49,375,446	6,956,360	6,605,000	6,605,000
Total	\$ 96,272,001	\$118,972,579	\$145,570,657	\$ 77,800,910	\$165,163,947	\$105,017,920

Expenditures by Category	FY 2023 Actual	FY 2024 Adopted	FY 2024 Estimated	FY 2025 Adopted	FY 2026 Forecast	FY 2027 Forecast
Personnel Services	\$ 14,597,234	\$ 17,202,362	\$ 17,823,011	\$ 22,506,776	\$ 23,577,876	\$ 24,540,121
Operating	40,419,936	49,166,656	65,654,126	56,193,213	61,365,712	61,255,019
Capital Outlay	9,934,381	53,567,932	68,288,809	7,799,011	91,083,210	28,362,839
Debt Service	131,765	-	187,504	187,504	187,504	187,504
Transfers Out	19,532,060	39,759,578	54,472,366	11,979,302	12,106,643	12,106,804
Total	\$ 84,615,376	\$159,696,528	\$206,425,816	\$ 98,665,806	\$188,320,945	\$126,452,287

Program Expenditures by Year

280,000,000 240,000,000 160,000,000 120,000,000 80,000,000 40,000,000 FY 2023 Actual FY 2024 Estimated FY 2025 Adopted FY 2025 Adopted FY 2026 Forecast FY 2027 Forecast

Program Expenditures by Category





Expenditures by Fund and Program		FY 2023 Actual	ı	FY 2024 Adopted		FY 2024 Estimated		FY 2025 Adopted		FY 2026 Forecast		FY 2027 Forecast
5 Cent Addl Gas Tax Fund												
5 Cent Gas Tax	\$	2,707,533	\$	4,692,600	\$	8,116,334	\$	7,472,622	\$	8,193,648	\$	6,656,121
5 Cent Addl Gas Tax Fund Total	\$	2,707,533	\$	4,692,600	\$	8,116,334	\$	7,472,622	\$	8,193,648	\$	6,656,121
6 Cent Gas Tax Fund												
6 Cent Gas Tax	\$	5,560,380	\$	6,306,432	\$	8,438,049	\$	8,010,539	\$	9,406,512	\$	9,430,198
Public Works Fleet Rolling Stock		-		344,672		351,372		-		_		_
6 Cent Gas Tax Fund Total	\$	5,560,380	\$	6,651,104	\$	8,789,421	\$	8,010,539	\$	9,406,512	\$	9,430,198
Bridge Capital Project Fund												
Transportation Capital												
<u>Project</u>	\$	-	\$	1,000,000	\$	1,000,000	\$	2,000,000	\$	2,000,000	\$	2,000,000
Bridge Capital Project Fund Total	\$	-	\$	1,000,000	\$	1,000,000	\$	2,000,000	\$	2,000,000	\$	2,000,000
CDBG-DR												
Public Works Grants	\$	-	\$	-	\$	3,124,733	\$	-	\$	-	\$	_
CDBG-DR Total	\$	-	\$	-	\$	3,124,733	\$	-	\$	-	\$	-
Charter School Construction Fund												
Public Works Capital	•	, o = = 0.1	•		•	505.07.4	•		•		•	
Projects Character Sales at Construction	\$	635,591	<u> </u>	-	\$	535,864	\$	-	\$	-	\$	
Charter School Construction Fund Total	\$	635,591	\$	-	\$	535,864	\$	-	\$	-	\$	-
CIP Project Management Fund												
Capital Improvements	\$	-	\$	-	\$	-	\$	3,492,557	\$	3,616,867	\$	3,729,313
Public Works Fleet Rolling						25,000		107.000		FO 000		100.070
Stock CIP Project Management				-		35,000		127,308		52,000		100,360
Fund Total	\$	-	\$	-	\$	35,000	\$	3,619,865	\$	3,668,867	\$	3,829,673
Del Prado Mall Parking Lot Fund												
Del Prado Mall Parking Lot	\$	12,226	\$	87,965	\$	117,965	\$	40,709	\$	41,153	\$	41,607
Del Prado Mall Parking Lot Fund Total	\$	12,226	\$	87,965	\$	117,965	\$	40,709	\$	41,153	\$	41,607
Facility Maintenance Capital Project Fund												
Facility Maint. Cap Proj	¢.		ф		¢	1,251,629	¢		¢.	24 720 000	đ	
Fund Facility Maintenance	\$		\$		\$	1,231,629	\$		Ψ	24,720,000	Φ	
Capital Project Fund Total	\$	-	\$	-	\$	1,251,629	\$	-	\$	24,720,000	\$	-
Fire Operations Fund												
Facilities Custodial and Maintenance	\$	-	\$	77,777	\$	77,777	\$	101,295	\$	105,460	\$	109,844
Fleet Repairs Operations Median Maintenance		1,500		71,933 50,319		71,933 50,319		95,246 46,735		99,097 48,714		103,164 50,801



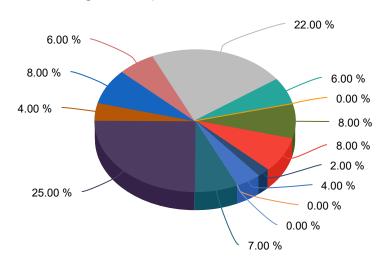
Expenditures by Fund and Program		FY 2023 Actual		FY 2024 Adopted		FY 2024 Estimated		FY 2025 Adopted		FY 2026 Forecast		FY 2027 Forecast
Public Works Fleet Rolling Stock		-		-		24,000		-		-		-
Fire Operations Fund Total	\$	1,500	\$	200,029	\$	224,029	\$	243,276	\$	253,271	\$	263,809
Fleet Capital Project Fund												
Fleet Capital Project	\$	41,509	\$	-	\$	-	\$	-	\$	51,500,000	\$	-
Fleet Maintenance Fund												
Fleet Repairs Operations	\$	4,494,262	\$	4,635,126	\$	5,209,063	\$	5,713,609	\$	5,830,839	\$	5,917,157
Public Works		005.404		750 500		750 500		000 051				
Administration		805,406		759,509		759,509		993,351		1,026,753		1,062,312
Public Works Fleet Rolling Stock		140,954		930,770		1,118,274		187,504		293,504		271 504
Fleet Maintenance Fund		140,734		730,770		1,110,2/4		107,304		273,304		271,504
Total	\$	5,440,622	\$	6,325,405	\$	7,086,846	\$	6,894,464	\$	7,151,096	\$	7,250,973
General Fund												
Design and Construction	\$	814,889	\$	829,302	\$	829,302	\$	888,030	\$	920,441	\$	955,334
Median Maintenance	·	1,424,893	•	3,048,337	·	3,051,834	·	3,213,543	·	3,268,433	·	3,322,356
Planning and Permitting		603,404		370,946		509,746		696,952		402,965		438,606
Public Works												
Administration		896,162		4,588,014		4,701,894		5,074,526		4,796,989		4,842,464
Public Works Fleet Rolling												
Stock		422,245		1,008,830		1,358,941		507,253		534,850		601,000
Public Works Grants		22,511		-		(150,000)		-		-		-
Public Works Maintenance		4,640,850		4,384,971		4,485,236		4,994,754		7,294,163		7 744 010
Public Works Real Estate		285,486		401,823		401,823		478,369		497,264		7,744,812 517,167
Sidewalks		606,171		1,457,453		1,457,453		1,560,618		1,621,744		1,694,261
Survey		831,437		1,074,918		1,437,433		1,112,726		1,153,085		1,169,815
Traffic Engineering and		001,407		1,074,710		1,074,710		1,112,720		1,133,003		1,107,013
Operations		2,320,336		2,440,750		3,026,953		2,723,691		2,794,600		2,888,458
Transportation Street		,,		, .,		.,.				, , , , , , , , , , , ,		, ,
Lighting		3,357,345		3,221,071		3,221,071		3,479,491		3,650,581		3,701,800
General Fund Total	\$	16,225,729	\$	22,826,415	\$	23,969,171	\$	24,729,953	\$	26,935,115	\$	27,876,073
Lot Mowing Fund												
Lot Mowing	\$	6,299,297	\$	4,188,022	\$	6,030,078	\$	4,304,478	\$	4,395,039	\$	4,387,618
Lot Mowing District 1		-		-		-		13,673		14,117		14,576
Public Works Fleet Rolling												
Stock	_	- 4 000 007	_	4 100 000	_	- 4 020 070	_	4 210 151	_	4 400 154	_	42,000
Lot Mowing Fund Total	\$	6,299,297	\$	4,188,022	\$	6,030,078	\$	4,318,151	\$	4,409,156	\$	4,444,194
Property Management Fund												
Facilities Custodial and	¢.	1001755	¢	4,467,955	¢	0 170 040	đ	E 20/ 012	¢	E E 40 1 E 7	¢.	E 00/ 00/
Maintenance Public Works	Φ	4,906,755	Φ	4,40/,733	Φ	8,172,249	\$	5,396,913	φ	5,549,157	φ	5,806,086
Administration		1,527,477		1,373,442		1,426,495		1,907,561		1,902,042		1,967,742
Public Works Fleet Rolling		/==//··/		.,		.,0, ., 0		.,, ,001		.,. 52,5 12		.,. 3. ,. 12
Stock		202,732		155,000		162,100		214,000		80,000		203,000
Property Management Fund												
Total	\$	6,636,964	\$	5,996,397	\$	9,760,844	\$	7,518,474	\$	7,531,199	\$	7,976,828

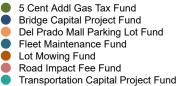


Expenditures by Fund and Program		Y 2023 Actual		FY 2024 Adopted		FY 2024 Estimated		FY 2025 Adopted		FY 2026 Forecast		FY 2027 Forecast
Public Works Capital Project		10.00.		, tuopiou				паоріоа		10100001		10.0000
Fund												
Public Works Capital	Φ.	070 101	Φ.		•		Φ.		•		Φ.	
Projects Public Works Capital Project	\$	879,131	<u> </u>	-	\$	-	\$	-	\$	-	\$	
Public Works Capital Project Fund Total	\$	879,131	\$	-	\$	-	\$	-	\$	-	\$	-
Public Works Grants												
Public Works Grants	\$	-	\$	-	\$	1,000,000	\$	-	\$	-	\$	-
Public Works Grants Total	\$	-	\$	-	\$	1,000,000	\$	-	\$	-	\$	-
Road Impact Fee Fund												
Road Impact Fee	\$1	0,418,076	\$	35,988,769	\$	46,805,571	\$	5,835,267	\$	5,826,967	\$	5,827,127
Road Impact Fee Fund Total	\$1	0,418,076	\$	35,988,769	\$	46,805,571	\$	5,835,267	\$	5,826,967	\$	5,827,127
Solid Waste Fund												
Public Works Fleet Rolling												
Stock	\$	-	\$		\$	31,000	\$	62,930	\$	62,000	\$	-
Solid Waste		0,530,301	_	21,102,298	_	21,660,812		21,979,371	_	23,034,245	_	23,932,952
Solid Waste Fund Total	\$2	0,530,301	\$	21,133,298	\$	21,691,812	\$	22,042,301	\$	23,096,245	\$	23,932,952
Transportation Capital Project Fund												
Landscaping	\$	1,116,879	\$	1,351,360	\$	1,351,360	\$	1,351,360	\$	1,030,000	\$	1,030,000
New Roadway Construction		-		-		65,283		-		-		-
Resurfacing Projects		4,510,269		-		-		-		-		-
Roadway Improvements		1,092,119		30,363,371		27,573,236		1,030,000		1,000,000		1,000,000
Sidewalks		1,200,807		1,329,188		10,053,812		3,474,160		11,469,360		4,363,053
Traffic Signals/Lighting		85,484		-		4,453,255		-		-		-
Transportation Capital Project		131,071		2,250,000		3,723,721		_		_		_
UEP Roadway		131,071		2,230,000		3,723,721		_		_		_
Improvements	,	1,050,000		15,221,241		19,550,488		-				20,437,426
Transportation Capital Project Fund Total	\$	9,186,629	\$	50,515,160	\$	66,771,155	\$	5,855,520	\$	13,499,360	\$	26,830,479
Water and Sewer Fund												
Median Maintenance	\$	-	\$	50,318	\$	50,318	\$	46,735	\$	48,714	\$	50,801
Public Works Fleet Rolling												
Stock		-		-		24,000		-		-		-
Public Works Real Estate		39,048		41,046		41,046		37,930		39,642		41,452
Utility Extension Project Administration		840										
Water and Sewer Fund Total	\$	39,888	S	91,364	S	115,364	\$	84,665	S	88,356	Ś	92,253
Total												
Total	ې ه	4,013,3/6	Ş	137,070,328	Ş	206,425,816	Ş	70,003,006	Ą	188,320,945	Ą	120,432,26/



Program Expenditures for FY 2025





6 Cent Gas Tax Fund
CIP Project Management Fund
Fire Operations Fund
General Fund
Property Management Fund

Solid Waste Fund
Fund Water and Sewer Fund

Expenditures by Fund and Category	FY 2023 Actual		FY 2024 Adopted		FY 2024 Estimated	FY 2025 Adopted	FY 2026 Forecast		FY 2027 Forecast
5 Cent Addl Gas Tax Fund									
Operating	\$ 528,811	\$	3,880,600	\$	7,304,334	\$ 6,042,622	\$ 6,793,648	\$	5,256,121
Capital Outlay	-		400,000		400,000	400,000	400,000		400,000
Transfers Out	2,178,722		412,000		412,000	1,030,000	1,000,000		1,000,000
5 Cent Addl Gas Tax Fund									
Total	\$ 2,707,533	\$	4,692,600	\$	8,116,334	\$ 7,472,622	\$ 8,193,648	\$	6,656,121
6 Cent Gas Tax Fund									
Personnel Services	\$ 140,909	\$	477,802	\$	477,802	\$ 471,286	\$ 491,288	\$	512,467
Operating	57		5,828,630		7,960,247	6,174,695	7,063,665		7,066,171
Capital Outlay	329,250		344,672		351,372	-	-		-
Transfers Out	5,090,164		-		-	1,364,558	1,851,559		1,851,560
6 Cent Gas Tax Fund Total	\$ 5,560,380	\$	6,651,104	\$	8,789,421	\$ 8,010,539	\$ 9,406,512	\$	9,430,198
Bridge Capital Project Fund									
Operating	\$ -	\$	1,000,000	\$	1,000,000	\$ 2,000,000	\$ 2,000,000	\$	2,000,000
Bridge Capital Project Fund Total	\$ _	\$	1,000,000	\$	1,000,000	\$ 2,000,000	\$ 2,000,000	\$	2,000,000
CDBG-DR									
Operating	\$ -	\$	-	\$	3,124,733	\$ -	\$ -	\$	-
CDBG-DR Total	\$ -	\$		\$	3,124,733	\$ -	\$ -	^	-



Expenditures by Fund and Category		FY 2023 Actual		FY 2024 Adopted		FY 2024 Estimated		FY 2025 Adopted		FY 2026 Forecast		FY 2027 Forecast
Charter School Construction Fund												
Capital Outlay	\$	635,591	\$	-	\$	535,864	\$	-	\$	-	\$	-
Charter School Construction Fund Total	\$	635,591	\$	-	\$	535,864	\$	-	\$	-	\$	-
CIP Project Management Fund												
Personnel Services Operating	\$	-	\$	-	\$	-	\$	2,997,411 495,146	\$	3,107,414 509,453	\$	3,222,805 506,508
Capital Outlay		-		-		35,000		127,308		52,000		100,360
CIP Project Management								'				
Fund Total	\$	-	\$	-	\$	35,000	\$	3,619,865	\$	3,668,867	\$	3,829,673
Del Prado Mall Parking Lot Fund												
Operating	\$	12,226	\$	87,965	\$	117,965	\$	40,709	\$	41,153	\$	41,607
Del Prado Mall Parking Lot												
Fund Total	\$	12,226	\$	87,965	\$	117,965	\$	40,709	\$	41,153	\$	41,607
Facility Maintenance Capital Project Fund												
Capital Outlay	\$	-	\$	-	\$	1,251,629	\$	-	\$	24,720,000	\$	-
Facility Maintenance Capital	¢		¢			1.051.700			¢	04 700 000	٠	
Project Fund Total	\$	-	\$	-	\$	1,251,629	Þ	-	Þ	24,720,000	Þ	-
Fire Operations Fund		1 500	•	10/010		10/010		0.42.5.43		051 501		0.40.00.4
Personnel Services	\$	1,500	\$	196,313	\$	196,313	\$	241,541	\$		\$	
Operating		-		3,716		3,716		1,735		1,770		1,805
Capital Outlay Fire Operations Fund Total	\$	1,500	¢	200,029	Ċ	24,000 224,029	Ċ	243,276	Ċ	253,271	Ċ	263,809
•	ş	1,500	Ą	200,027	Ą	224,027	Ą	243,270	Ą	233,271	Ą	203,007
Fleet Capital Project Fund	Φ.	41.500	Φ.		Φ.		•		Φ.	F1 F00 000	Φ.	
Capital Outlay	\$	41,509	4	-	\$	-	\$	-	Þ	51,500,000	Þ	-
Fleet Maintenance Fund Personnel Services	\$	1,876,649	¢	2.007.224	Φ	2,007,226	Ф	2,389,506	Φ	2,483,478	Φ	2,582,482
Operating	Φ	3,364,835	φ	2,007,226 3,284,909	Φ	3,815,569	Φ	4,224,454	Φ	4,307,114	Φ	4,396,987
Capital Outlay		117,262		1,033,270		1,034,070		93,000		173,000		84,000
Debt Service		81,876		1,000,270		187,504		187,504		187,504		187,504
Transfers Out		-		_		42,477		-		-		-
Fleet Maintenance Fund Total	\$	5,440,622	\$	6,325,405	\$		\$	6,894,464	\$	7,151,096	\$	7,250,973
General Fund	•		•									
Personnel Services	\$	7,775,408	\$	9,645,031	\$	9,645,031	\$	10.389.844	\$	10,804,886	\$	11.255.702
Operating	Ψ	7,805,888	Ψ	8,511,194	Ψ	9,303,839	Ψ	9,419,496	Ψ	11,940,379	Ψ	12,379,371
Capital Outlay		549,212		1,068,830		1,418,941		994,253		584,850		636,000
Debt Service		49,889		-		-		-		-		- -
Transfers Out		45,332		3,601,360		3,601,360		3,926,360		3,605,000		3,605,000
General Fund Total	\$	16,225,729	\$	22,826,415	\$	23,969,171	\$	24,729,953	\$	26,935,115	\$	27,876,073



Expenditures by Fund and Category		FY 2023 Actual		FY 2024 Adopted		FY 2024 Estimated		FY 2025 Adopted		FY 2026 Forecast		FY 2027 Forecast
Lot Mowing Fund		7.010 a.		, aopioa				, aopiou		10.0000		. 0.00 as
Personnel Services	\$	576,349	\$	205,356	\$	269,356	\$	242,157	\$	251,479	\$	261,191
Operating	Ċ	5,722,948	Ċ	3,982,666	Ċ	5,760,722	Ċ	4,075,994	Ċ	4,157,677	·	4,141,003
Capital Outlay		-		-		-		_		-		42,000
Lot Mowing Fund Total	\$	6,299,297	\$	4,188,022	\$	6,030,078	\$	4,318,151	\$	4,409,156	\$	4,444,194
Property Management Fund												
Personnel Services	\$	3,930,843	\$	4,249,122	\$	4,805,771	\$	5,152,642	\$	5,362,907	\$	5,584,571
Operating		2,474,521		1,572,275		4,689,786		2,099,832		2,076,292		2,122,257
Capital Outlay		231,600		175,000		207,231		266,000		92,000		270,000
Transfers Out		-		-		58,056		-		-		_
Property Management Fund												
Total	\$	6,636,964	\$	5,996,397	\$	9,760,844	\$	7,518,474	\$	7,531,199	\$	7,976,828
Public Works Capital Project Fund												
Transfers Out	\$	879,131	\$	-	\$	-	\$	-	\$	-	\$	_
Public Works Capital Project Fund Total	\$	879,131	\$	-	\$	-	\$	-	\$	-	\$	-
Public Works Grants												
Operating	\$	-	\$	-	\$	1,000,000	\$	-	\$	-	\$	-
Public Works Grants Total	\$	-	\$	-	\$	1,000,000	\$	-	\$	-	\$	-
Road Impact Fee Fund												
Operating	\$	231,176	\$	242,551	\$	242,551	\$	176,883	\$	176,883	\$	176,883
Capital Outlay		1,127		-		1,110,547		-		-		-
Transfers Out		10,185,773		35,746,218		45,452,473		5,658,384		5,650,084		5,650,244
Road Impact Fee Fund Total	\$	10,418,076	\$	35,988,769	\$	46,805,571	\$	5,835,267	\$	5,826,967	\$	5,827,127
Solid Waste Fund												
Personnel Services	\$	256,604	\$	334,904	\$	334,904	\$	540,520	\$	739,419	\$	769,555
Operating		20,273,697		20,767,394		21,325,908		21,438,851		22,294,826		23,163,397
Capital Outlay		-		31,000		31,000		62,930		62,000		_
Solid Waste Fund Total	\$	20,530,301	\$	21,133,298	\$	21,691,812	\$	22,042,301	\$	23,096,245	\$	23,932,952
Transportation Capital Project Fund												
Operating	\$	4,861	\$	-	\$	-	\$	-	\$	-	\$	-
Capital Outlay		8,028,830		50,515,160		61,865,155		5,855,520		13,499,360		26,830,479
Transfers Out		1,152,938				4,906,000		-				_
Transportation Capital Project Fund Total	\$	9,186,629	\$	50,515,160	\$	66,771,155	\$	5,855,520	\$	13,499,360	\$	26,830,479



Water and Sewer Fund							
Personnel Services	\$ 38,972	\$ 86,608	\$ 86,608	\$ 81,869	\$ 85,504	\$	89,344
Operating	916	4,756	4,756	2,796	2,852		2,909
Capital Outlay	-	-	24,000	-	-		-
Water and Sewer Fund Total	\$ 39,888	\$ 91,364	\$ 115,364	\$ 84,665	\$ 88,356	\$	92,253
Total	\$ 84,615,376	\$ 159,696,528	\$ 206,425,816	\$ 98,665,806	\$ 188,320,945	\$1	26,452,287



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 transportations systems using GIS-based software. The division is responsible for traffic studies, evaluations, and changes to traffic control, including signals, signage, and striping.

ACCOMPLISHMENTS

- Beginning 1 mile street lighting plan around remaining high schools FY 2024-2029
- Removed 2,000,000+ square feet of invasive pepper trees
- Resurfaced 45+ lane miles of local roadways
- Resurfaced 17+ lane miles of major roadways
- Completed landscape beautification of Rose Garden and Chiquita Blvd

GOALS AND PRIORITIES

- Complete landscape design projects for Embers Pkwy E
- Improve quality maintenance of contractor medians and continue to pursue capital refurbishments
- Produce GIS analyses, mapping, applications, databases, etc. to benefit the City
- Continue the successful delivery of programmed sidewalk projects
- Traffic engineering to continue working with police, etc. on school zones and post-hurricane MOT
- Obtain final approval on the multi-modal transportation plan and begin implementation

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

- Started construction for the North 1 West UEP
- Started construction of Parks GO Bond Parks for Crystal Lake and Festival Park
- Completed construction and opened the GO Bond Parks of Sands, Coviello, Yellow Fever, and Lake Kennedy

GOALS AND PRIORITIES

- Initiate the North 3 design
- Complete the development of all new Parks within the \$60 million GO Bond

Design and Construction

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



ACCOMPLISHMENTS

- Designed sidewalk projects throughout the city
- Completed permitting and construction of the North Cape Government Complex
- Provided design, project management, engineering, surveying and inspections to the various transportation and drainage capital projects throughout the year

GOALS AND PRIORITIES

- Continue to design various sidewalk projects
- Modify swale drainage to curb and gutter as a requirement of private commercial development
- Manage City contracts to design or construct transportation and drainage capital projects, including paving, lot mowing, and landscaping, and Nicholas Parkway roadway and drainage improvements

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.

ACCOMPLISHMENTS

- Completed Charter School renovations to include carpet replacement, gymnasium reflooring, and electrical projects
- Removed over 2,741,603 million cubic yards of debris from city streets and city canals
- Acquired 6 public utility and drainage easements, to provide access to and maintenance of City facilities, in 3 commercial projects
- Updated policies and procedures on material, tools, and equipment inventory to increase work order completion

GOALS AND PRIORITIES

- Initiate a new Preventative Maintenance Program with the inclusion of funding into the Property Management's Internal Service Fund accounts
- Implement the first five-year Facility Asset Maintenance Plan
- Continue the development of the Facilities Master Plan with the assistance of CIP
- Begin design, permitting and bidding for the City's Property Management Building

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

- Purchased 114 out of 114 vehicles and equipment valued at over \$7.9 million
- Achieved top 50 ranking in the Leading Government Fleets
- Completed 6,157 work orders with 90% completion in house



GOALS AND PRIORITIES

- Secure a ranking in the 100 Best Fleets in North America
- Begin design, permitting and bidding for the City's Fleet Building

Solid Waste

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

ACCOMPLISHMENTS

 Managed the collection of 137,787 tons of solid waste, horticulture, recyclables and bulk from 90,000 residential homes

GOALS AND PRIORITIES

• Build and operate a resident convenience center for solid waste





Public Works - Stormwater

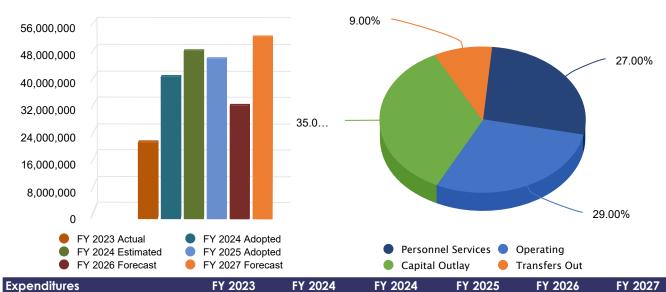
Operating Budget

Revenues by Category	FY 2023 Actual	FY 2024 Adopted	FY 2024 Estimated	FY 2025 Adopted	FY 2026 Forecast	FY 2027 Forecast
Charges for Service	\$ 23,903,007	\$ 23,901,107	\$23,901,107	\$ 25,761,614	\$ 27,050,731	\$ 28,348,143
Debt Proceeds	-	10,811,716	10,811,716	-	-	14,782,894
Fines and Forfeits	55,085	50,000	50,000	50,000	50,000	50,000
Intergovernmental	-	-	(118,534)	10,824,120	-	-
License and Permits	33,397	10,000	10,000	10,000	10,000	10,000
Miscellaneous	2,298,136	187,500	187,500	187,500	187,500	187,500
Transfers In	3,814,177	1,030,000	6,780,608	3,278,377	311,713	3,300,000
Total	\$ 30,103,802	\$ 35,990,323	\$41,622,397	\$ 40,111,611	\$ 27,609,944	\$ 46,678,537

Expenditures by Category	FY 2023 Actual	FY 2024 Adopted	FY 2024 Estimated	FY 2025 Adopted	FY 2026 Forecast	FY 2027 Forecast
Personnel Services	\$ 9,425,568	\$ 11,379,433	\$11,298,070	\$ 12,696,322	\$ 13,655,064	\$ 14,685,223
Operating	5,251,568	12,555,535	13,457,797	13,573,577	15,929,537	14,196,415
Capital Outlay	2,676,020	15,687,216	16,657,386	16,237,497	2,349,713	19,815,894
Debt Service	78,714	-	-	-	-	-
Transfers Out	4,806,175	1,881,108	7,671,227	4,129,485	1,162,821	4,379,644
Total	\$ 22,238,045	\$ 41,503,292	\$49,084,480	\$ 46,636,881	\$ 33,097,135	\$ 53,077,176

Program Expenditures by Year

Program Expenditures by Category



by Fund and Program	1	Actual	1	Adopted	Estimated	Adopted		Forecast		Foreca	ıst
Stormwater Capital Project											
Fund											
Drainage Improvement											
Projects	\$	840,880	\$	9,376,386	\$ 9,376,386	\$ -	. \$	1	-	\$	-
Environmental Projects		7,882		-	3,851,278	-			-		-
Flood Prevention Projects		224,475		-	(2,547,742)				-		-
Stormwater Capital Projects		195,923		-	39,511	3,278,377	•		-		-

City of Cape Coral, Florida FY 2025-2027 Adopted Budget



Public Works - Stormwater

Expenditures by Fund and Program		FY 2023 Actual	FY 2024 Adopted	FY 2024 Estimated	FY 2025 Adopted		FY 2026 Forecast	FY 2027 Forecast
UEP Stormwater Projects		-	1,435,330	1,435,330	-		_	14,782,894
Weir Improvement Projects		2,658	1,030,000	871,955	10,824,120		311,713	3,300,000
Stormwater Capital Project Fund Total	\$	1,271,818	\$ 11,841,716	\$ 13,026,718	\$ 14,102,497	\$	311,713	\$ 18,082,894
Stormwater Fund								
Environment Resources Envir	\$	1,598,886	\$ 3,032,118	\$ 3,227,037	\$ 3,005,793	\$	3,080,628	\$ 3,109,601
Environment Resources Lab Operation Drain		815,513	803,752	813,733	921,581		926,130	962,140
Management		797,011	2,401,117	2,582,412	1,984,787		4,106,650	2,117,207
Operations Catch Basins		732,624	904,541	931,846	1,010,061		1,047,745	1,257,684
Operations Drainpipe								
Replace		1,472,398	3,587,264	5,013,026	4,106,539		4,168,166	4,623,144
Operations Dredging		409,071	3,454,012	1,996,300	2,736,554		2,948,855	2,897,715
Operations Street Sweeping		191,895	390,948	580,266	398,767		406,743	414,877
Operations Swale Regrading		2,541,646	3,825,685	3,832,713	3,585,618		4,214,172	4,331,487
Ops-Weir/Outfall/Excavator		1,191,429	1,226,347	1,233,275	1,061,443		1,083,151	1,109,912
Public Works Fleet Rolling								
Stock		1,244,516	2,281,000	5,319,925	1,780,000		1,568,000	1,448,000
Public Works Real Estate		38,927	39,482	39,482	36,869		38,560	40,348
Stormwater Administration Stormwater Design		6,585,601	4,499,520	7,214,083	8,246,643		5,435,612	8,811,013
Construction Management Stormwater Permitting and		322,920	458,723	516,597	651,755		675,038	700,282
Planning Planning		64,432	41,860	41,860	42.699		43,551	46,487
Stormwater Transfers		1.044.742	851,108	851,108	851,108		851,108	851,108
Surface Water Management		1,914,616	1,864,099	1,864,099	2,114,167		2,191,313	2.273.277
Stormwater Fund Total	\$ 2	20,966,227	\$ 29,661,576	\$ 36,057,762	\$ 32,534,384	\$ 3		\$ 34,994,282
Total	\$ 2	22,238,045	\$ 41,503,292	\$ 49,084,480	\$ 46,636,881	\$ 3	33,097,135	\$ 53,077,176

Program Expenditures for FY 2025

Expenditures by Fund and Category	FY 2023 Actual	FY 2024 Adopted	E	FY 2024 Estimated	FY 2025 Adopted	FY 2026 Forecast	FY 2027 Forecast
Stormwater Capital Project Fund							
Capital Outlay Transfers Out	\$ 1,271,818 -	\$ 11,841,716 -	\$	8,540,135 4,486,583	\$ 14,102,497 -	\$ 311,713	\$ 18,082,894 -
Stormwater Capital Project Fund Total	\$ 1,271,818	\$ 11,841,716	\$	13,026,718	\$ 14,102,497	\$ 311,713	\$ 18,082,894
Stormwater Fund							
Personnel Services Operating Capital Outlay Debt Service Transfers Out	\$ 9,425,568 5,251,568 1,404,202 78,714 4,806,175	\$ 11,379,433 12,555,535 3,845,500 - 1,881,108	\$	11,298,070 13,457,797 8,117,251 - 3,184,644	\$ 12,696,322 13,573,577 2,135,000 - 4,129,485	\$ 13,655,064 15,929,537 2,038,000 - 1,162,821	\$ 14,685,223 14,196,415 1,733,000 - 4,379,644
Stormwater Fund Total	\$ 20,966,227	\$ 29,661,576	\$	36,057,762	\$ 32,534,384	\$ 32,785,422	\$ 34,994,282
Total	\$ 22,238,045	\$ 41,503,292	\$	49,084,480	\$ 46,636,881	\$ 33,097,135	\$ 53,077,176



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 conversion of 11 dry stormwater retention ponds into rain gardens neighborhood pocket parks
- Completion of Palmetto Pine Irrigation Pump design
- Provided 48 hours response time for driveway inspections for new single-family homes

GOALS AND PRIORITIES

- Construct Hancock Bridge Parkway drainage project
- Construct inaugural waterways science festival
- Initiate North Cape Alternative Restoration Plan to improve water quality in Matlacha Pass

Environmental Resources

Monitors the terrestrial and aquatic environments; executes environmental education initiatives; performs water quality and habitat enhancement projects; provides environmental guidance for regulatory compliance and sustainable development.

ACCOMPLISHMENTS

- Completed 11 Rain Gardens for improved water quality treatment
- Completed bubble curtain installations for algae control
- Represented the city as a Natural Resources Branch Member for Resilient Lee, identified and drafted actions and projects incorporated into the Recovery and Resilience Plan, which is the backbone for future grant funding
- Removed several thousand cubic yards of aquatic vegetation from freshwater canals to improve water quality

GOALS AND PRIORITIES

- Finalize permitting and start implementation of the South Spreader Waterway Improvement and Sustainability Program, including long term aquatic vegetation harvesting program for nutrients management
- Increase awareness and participation to the annual WaterWays Festival and other environmental outreach and education







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



Meter Change-outs 10,433



Gallons of Drinking Water 5,536,000,000

Caloosahatchee River Crossing thermoplastic installation

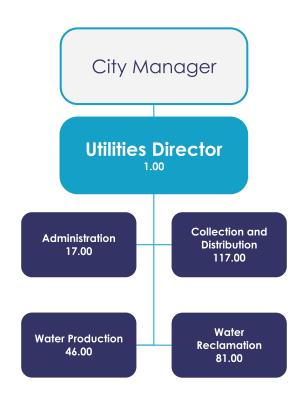


SW Water Rec Facility supplied reclaimed irrigation system



3,000,000,000 gallons of reuse water

FY 2025 ORGANIZATIONAL CHART





FY 2024 Estimated	FY 2025 Adopted	Change
250.00	262.00	+12.00



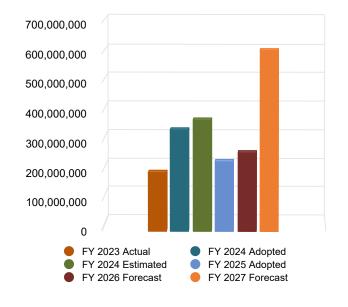
Operating Budget

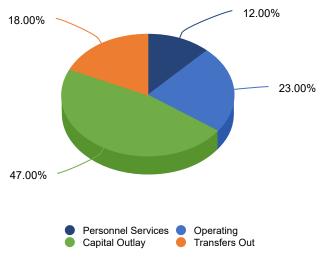
Revenues by Category	FY 2023 Actual	FY 2024 Adopted	FY 2024 Estimated	FY 2025 Adopted	FY 2026 Forecast	FY 2027 Forecast
Charges for Service	\$ 106,366,947	\$106,712,001	\$106,712,001	\$124,441,359	\$140,954,501	\$156,583,828
Debt Proceeds	-	202,810,135	198,768,317	99,935,384	129,821,680	469,146,356
Fines and Forfeits	455,982	714,557	714,557	729,848	745,405	751,000
Impact Fees	8,333,750	11,280,189	11,280,189	7,600,246	8,142,850	8,424,193
Intergovernmental	12,820,596	5,000,000	30,676,022	-	-	-
Internal Service Charges	342,214	252,365	252,365	257,413	262,562	262,562
Miscellaneous	(333,678)	200,910	200,910	204,928	209,027	209,918
Special Assessment	(19,646,034)	11,934,932	11,934,932	3,707,391	3,707,391	3,707,391
Transfers In	271,289,160	16,891,955	17,247,023	5,500,000	5,000,000	3,625,000
Total	\$379,628,937	\$355,797,044	\$377,786,316	\$242,376,569	\$288,843,416	\$642,710,248

Expenditures by Category	FY 2023 Actual	FY 2024 Adopted	FY 2024 Estimated	FY 2025 Adopted	FY 2026 Forecast	FY 2027 Forecast
Personnel Services	\$ 24,831,578	\$ 27,413,931	\$ 27,266,560	\$ 28,876,567	\$ 30,281,205	\$ 31,513,407
Operating	33,770,882	49,709,467	56,478,718	53,268,177	53,494,708	54,053,092
Capital Outlay	58,138,950	218,140,273	217,049,558	110,274,542	138,381,553	477,808,088
Debt Service	-	-	25,000,000	-	-	-
Transfers Out	81,333,558	49,562,619	49,618,580	42,051,495	43,137,743	49,308,425
Total	\$198,074,968	\$344,826,290	\$375,413,416	\$234,470,781	\$265,295,209	\$612,683,012

Program Expenditures by Year

Program Expenditures by Category







Expenditures by Fund and Program		FY 2023 Actual		FY 2024 Adopted		FY 2024 Estimated		FY 2025 Adopted		FY 2026 Forecast	FY 2027 Forecast
Irrigation CIAC Fund											
Irrigation CIAC Fund	\$	325	\$	500	\$	500	\$	500	\$	500 \$	500
Utilities Administration		-		50,000		50,000		_			
Irrigation CIAC Fund Total	\$	325	\$	50,500	\$	50,500	\$	500	\$	500 \$	500
Irrigation Impact/CFEC Fund											
Irrigation Impact/CFEC Fund	\$	2,357,167	\$	3,666,366	\$	3,666,366	\$	38,316	\$	38,916 \$	39,516
Utilities Administration		-		150,000		151,728		_			
Irrigation Impact/CFEC Fund Total	\$	2,357,167	\$	3,816,366	\$	3,818,094	\$	38,316	\$	38,916 \$	39,516
North 1 East UEP											
Utility Extension Project Capital											
<u>Projects</u>	\$		<u> </u>		<u> </u>	199,943,242	\$		\$	- \$	
North 1 East UEP Total	\$	758,391	\$	139,274,546	\$	199,943,242	\$	-	\$	- \$	-
North 1 West UEP											
Utility Extension Project Capital	•	10 777 /50	•		•	170 051 007	•		•	•	
Projects	<u> </u>	12,777,652	<u> </u>		<u> </u>	178,351,887	\$		\$ \$	- \$ - S	
North 1 West UEP Total	\$	12,777,652	\$	-	\$	178,351,887	\$	-	\$	- \$	-
North 2 UEP										_	
North 2 CFEC Prepay	\$	2,573,450	\$	-	\$	-	\$	-	\$	- \$	-
North 2 CFECI UCM		2,342,924		-		-		-		-	-
North 2 CFECN LICA		2,065,512		-		-		-		-	-
North 2 CFECW UCM North 2 UEP Total	S	3,535,172 10,517,058	¢	_	\$		\$		\$	- - \$	
	Ą	10,517,056	Ą	-	Ą	-	Ą	-	Ą	٠ ,	-
North 3 UEP											
Utility Extension Project Capital Projects	\$	9,458	\$	15,000,000	\$	15,000,000	\$	_	\$	- \$	165,239,699
North 3 UEP Total	\$	9,458	÷	15,000,000	<u> </u>		\$		\$		165,239,699
North 6 UEP	*	.,	_	10,000,000	T	10,000,000	T			•	100,201,011
Utility Extension Project Capital											
Projects	\$	_	\$	-	\$	-	\$	19,596,166	\$	- \$	-
North 6 UEP Total	\$	-	\$	-	\$	-	_	19,596,166	_		-
Sewer CIAC											
Sewer CIAC	\$	2,653	\$	4,120	\$	4,120	\$	4,240	\$	4,360 \$	4,480
Sewer CIAC Total	\$	2,653		4,120				4,240			
Sewer Impact/CFEC											
Sewer Impact/CFEC	\$	2,430,138	\$	17,808,026	\$	17,808,026	\$	77,783	\$	78,383 \$	78,983
Sewer Impact/CFEC Total	\$		<u> </u>	17,808,026	<u> </u>		_	77,783	_		
Utility Extension Project Capital Project Fund											
Utility Extension Project Capital Projects	\$	342,507	\$	-	\$	(213,760,987)	\$	_	\$	- \$	20,310,649
Utility Extension Project Capital Project Fund Total	\$	342,507				(213,760,987)			\$		



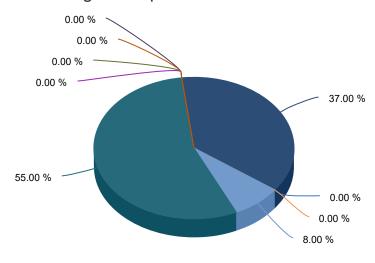
Departments

Utilities

Expenditures by Fund and Program	FY 2023 Actual		FY 2024 Adopted		FY 2024 Estimated	FY 2025 Adopted		FY 2026 Forecast		FY 2027 Forecast
Water & Sewer Capital Project	ACIOUI		Adopied		Laiimalea	Adopied	_	Torecusi		Torecasi
ARPA Fund										
Water and Sewer Capital										
Projects	\$ 5,191,953	\$	-	\$	-	\$ -	\$	-	\$	-
Water & Sewer Capital Project										
ARPA Fund Total	\$ 5,191,953	\$	-	\$	-	\$ -	\$	-	\$	-
Water and Sewer Captial Project Fund										
Water and Sewer Capital										
<u>Projects</u>	\$ 35,349,404	\$	56,235,589	\$	52,965,265	\$ 85,839,218	\$	134,821,680	\$	287,221,008
Water and Sewer Captial Project Fund Total	\$ 35,349,404	\$	56,235,589	\$	52,965,265	\$ 85,839,218	\$	134,821,680	\$	287,221,008
Water and Sewer Fund										
Manhole Maintenance	\$ 501,373	\$	500,000	\$	500,000	\$ 600,000	\$	600,000	\$	600,000
Utilities Administration	12,866,916		18,074,902		20,294,617	20,271,121		20,493,703		20,989,216
Utilities Collection/Distribution	15,740,190		20,597,128		22,215,957	20,107,747		21,158,279		22,160,003
Utility Extension Project										
Administration	185		-		-	-		-		-
Water and Sewer	610,109		545,900		545,900	562,000		579,000		596,000
Water and Sewer Fleet Rolling										
Stock	1,707,312		2,056,890		2,633,037	2,634,112		2,204,240		1,696,500
Water and Sewer Transfers	65,409,524		16,988,442		17,044,403	41,905,839		42,992,087		49,162,769
Water Production North Plant	5,035,140		9,011,964		9,377,069	5,996,833		6,780,864		8,070,679
Water Production South Plant	6,279,145		8,499,059		11,284,194	8,306,832		8,357,642		8,680,836
Water Reclamation - Bio Solids	1,671,048		2,126,802		2,349,657	3,280,890		3,143,830		3,232,809
Water Reclamation - Collection	5 744 571		7,000,471		7 400 00 4	0 / / 0 / 10		0.440.744		0.500.050
System	5,744,571		7,230,461		7,422,804	9,663,419		8,442,744		8,593,250
Water Reclamation - Everest Plant	5,009,133		5,622,959		5,953,269	6,067,096		6,213,744		6,352,710
Water Reclamation - Southwest	3,007,133		J,0ZZ,7J7		3,733,267	0,007,070		0,213,744		0,332,710
Plant	5,005,507		7,414,630		7,619,801	5,876,596		5,690,774		6,184,626
Water Reclamation Reuse	2,092,240		2,754,861		2,779,416	3,508,216		3,559,406		3,332,522
Water and Sewer Fund Total	\$ 127,672,393	\$		\$		\$	\$	130,216,313	\$	
Water CIAC Fund		-		-						
Water CIAC Fund	\$ 6,028	\$	3,200	\$	3,200	\$ 6,000	\$	6,500	\$	7,000
Water CIAC Fund Total	\$ 6,028		3,200	_	3,200	 6,000	<u> </u>		_	7,000
Water Impact/CFEC Fund										
Water Impact/CFEC Fund	\$ 659,841	\$	11,209,945	\$	11,209,945	\$ 127,857	\$	128,557	\$	129,257
Water Impact/CFEC Fund Total	\$	_	11,209,945			\$ 127,857	_	128,557	_	129,257
Total					375,413,416	\$				
		Υ.					_		_	



Program Expenditures for FY 2025



Irrigation CIAC FundSewer CIACWater and Sewer Fund

Irrigation Impact/CFEC FundSewer Impact/CFECWater CIAC Fund

Water and Sewer Captial Project Fund

North 6 UEP

Water Impact/CFEC Fund

Expenditures by Fund and Category	FY 2023 Actual	FY 2024 Adopted	FY 2024 Estimated	FY 2025 Adopted	FY 2026 Forecast	FY 2027 Forecast
Irrigation CIAC Fund		· ·		•		
Operating	\$ 325	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500
Capital Outlay	-	50,000	50,000	_	-	_
Irrigation CIAC Fund Total	\$ 325	\$ 50,500	\$ 50,500	\$ 500	\$ 500	\$ 500
Irrigation Impact/CFEC Fund						
Operating	\$ (5,734)	\$ 40,120	\$ 40,120	\$ 30,300	\$ 30,900	\$ 31,500
Capital Outlay	-	150,000	151,728	-	-	-
Transfers Out	2,362,901	3,626,246	3,626,246	8,016	8,016	8,016
Irrigation Impact/CFEC Fund Total	\$ 2,357,167	\$ 3,816,366	\$ 3,818,094	\$ 38,316	\$ 38,916	\$ 39,516
North 1 East UEP						
Capital Outlay	\$ 758,391	\$ 139,274,546	\$ 187,443,242	\$ -	\$ 	\$ -
Debt Service	-	-	12,500,000	_	-	-
North 1 East UEP Total	\$ 758,391	\$ 139,274,546	\$ 199,943,242	\$ -	\$ -	\$ -
North 1 West UEP						
Capital Outlay	\$ 12,777,652	\$ -	\$ 165,851,887	\$ -	\$ 	\$ -
Debt Service	-	-	12,500,000	_	_	-
North 1 West UEP Total	\$ 12,777,652	\$ -	\$ 178,351,887	\$ -	\$ -	\$ -
North 2 UEP						
Operating	\$ 59,497	\$ -	\$ -	\$ -	\$ 	\$ -
Transfers Out	10,457,561	-	-	-	-	-
North 2 UEP Total	\$ 10,517,058	\$ -	\$ -	\$ -	\$ -	\$ -
North 3 UEP Fund						
Capital Outlay	\$ 9,458	\$ 15,000,000	\$ 15,000,000	\$ -	\$ -	\$ 165,239,699
North 3 UEP Fund Total	\$ 9,458	\$ 15,000,000	\$ 15,000,000	\$ -	\$ -	\$ 165,239,699



Expenditures by Fund and Category	FY 2023 Actual	FY 2024 Adopted	FY 2024 Estimated	FY 2025 Adopted		FY 2026 Forecast		FY 2027 Forecast
North 6 UEP	 Actour	Adopied	Lammarea	Adopied		Torecasi		rorecasi
Capital Outlay	\$ _	\$ -	\$ _	\$ 19,596,166	\$	_	\$	_
North 6 UEP Total	\$ -	\$	\$	\$ 19,596,166	_			-
Sewer CIAC								
Operating	\$ 2,653	\$ 4,120	\$ 4,120	\$ 4,240	\$	4,360	\$	4,480
Sewer CIAC Total	\$ 2,653	\$ 4,120	\$ 4,120	\$ 4,240	\$	4,360	\$	4,480
Sewer Impact/CFEC								
Operating	\$ 2,511	\$ 45,320	\$ 45,320	\$ 42,400	\$	43,000	\$	43,600
Transfers Out	2,427,627	17,762,706	17,762,706	35,383		35,383		35,383
Sewer Impact/CFEC Total	\$ 2,430,138	\$ 17,808,026	\$ 17,808,026	\$ 77,783	\$	78,383	\$	78,983
Utility Extension Project Capital Project Fund								
Capital Outlay	\$ 342,507	\$ -	\$ (213,760,987)	\$ -	\$		\$	20,310,649
Utility Extension Project Capital Project Fund Total	\$ 342,507	\$ -	\$ (213,760,987)	\$ -	\$	-	\$	20,310,649
Water & Sewer Capital Project ARPA Fund								
Capital Outlay	\$ 5,191,953	\$ -	\$ -	\$ -	\$	-	\$	-
Water & Sewer Capital Project ARPA Fund Total	\$ 5,191,953	\$ -	\$ -	\$ -	\$	-	\$	-
Water and Sewer Captial Project Fund								
Operating Capital Outlay	\$ 108,450 35,240,954	\$ 1,200,000 55,035,589	\$ 1,200,000 51,765,265	\$ 3,000,000 82,839,218	\$	3,000,000 131,821,680	•	1,625,000 285,596,008
Water and Sewer Captial Project Fund Total	\$ 35,349,404	\$ 56,235,589	\$	\$	\$	134,821,680		
Water and Sewer Fund								
Personnel Services	\$ 24,831,578	\$ 27,413,931	\$ 27,266,560	\$ 28,876,567	\$	30,281,205	\$	31,513,407
Operating	33,613,256	48,391,487	55,160,738	50,159,137		50,383,148		52,314,012
Capital Outlay	3,818,035	8,630,138	10,548,423	7,839,158		6,559,873		6,661,732
Transfers Out	65,409,524	16,988,442	17,044,403	41,905,839		42,992,087		49,162,769
Water and Sewer Fund Total	\$ 127,672,393	\$ 101,423,998	\$ 110,020,124	\$ 128,780,701	\$	130,216,313	\$	139,651,920
Water CIAC Fund								
Operating	\$ 6,028	\$ 3,200	\$ 3,200	\$ 6,000	\$			7,000
Water CIAC Fund Total	\$ 6,028	\$ 3,200	\$ 3,200	\$ 6,000	\$	6,500	\$	7,000
Water Impact/CFEC Fund								
Operating	(16,104)	24,720	24,720	25,600		26,300		27,000
Transfers Out	675,945	11,185,225	11,185,225	102,257		102,257		102,257
Water Impact/CFEC Fund Total	\$ 659,841	\$ 11,209,945	\$ 11,209,945	\$ 127,857	\$	128,557	\$	129,257
Total		\$ 344,826,290	\$ 375,413,416	\$ 234,470,781	\$	265,295,209	\$	612,683,0 <u>1</u> 2



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.

ACCOMPLISHMENTS

- Completed construction for the Caloosahatchee Connect (Overland Route)
- Completed construction of the new Southwest Water Reclamation Facility Operations and Maintenance buildings
- Completed construction for a new wastewater master pump station and forcemain that will serve the Cape Coral Community Redevelopment Area (CRA)
- Issued RFP for the North RO Water Treatment Plant 6MGD expansion and 12MG Potable Water Storage Tank engineering design and permitting

GOALS AND PRIORITIES

- Begin rehabilitation of multiple existing lift stations and continued infiltration and inflow mitigation program
- Begin construction of the biosolids conveyor replacement at the Southwest Water Reclamation Facility
- Bid and begin construction on the Phase I new North RO water production wells

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

- Completed 1,789 assists with reported meter leaks
- Completed 1,155 dual check replacements
- Completed 942 water meter installations
- Completed 1,262 field tests for water meters
- Completed 1,246 water laterals repairs and replaced 94 water laterals

GOALS AND PRIORITIES

- Coordinate with Utilities Admin for an additional service crew
- Coordinate with Facilities on a replacement program for equipment and vehicles



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.

ACCOMPLISHMENTS

- Completed Migration of the new maintenance data management software to the city network and implemented use by all disciplines in the Water Production Division
- Completed server upgrade at the North RO WTP
- Completed successful cleaning of the Reverse Osmosis membrane elements in both plants resulting in reduced operating pressures and power costs
- Completed Acidization Production Well RO-301

GOALS AND PRIORITIES

- Complete retrofit of remote distribution pressure radios/sensors
- Complete North RO WTP site Perimeter Wall and Landscaping project
- Complete South RO WTP refurbishments: bulk chemical containment pits, pipe supports, gratings, production floors

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

- Completed rehabilitation of four existing lift stations and 20 manholes as components of the infiltration and inflow reduction program (I&I)
- Complete Everest WRF Deep Well MIT
- Modify Everest WRF operating permit to reflect City of Fort Myers and FGUA irrigation quality flow into City's reuse system

GOALS AND PRIORITIES

- Commenced replacement of ceramic disc aeration diffusers at Everest WRF with membrane diffusers
- Continue rehabilitation of multiple existing lift stations and manholes and continued I&I program pipe lining and smoke testing
- Install advanced HACH water quality monitoring instrumentation for the potential of treatment modeling at the Everest WRF





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.

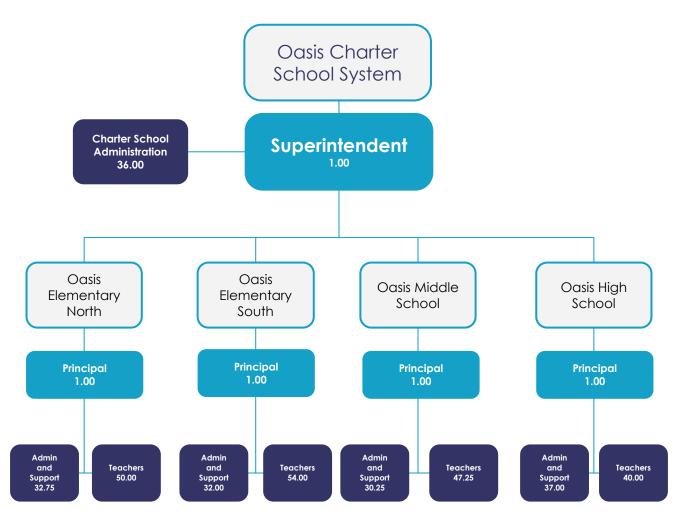
Highlights



Florida Education Finance Program per student \$8,958



FY 2025 ORGANIZATIONAL CHART





FY 2024 Estimated	FY 2025 Adopted	Change
376.00	364.25	-11.75



Operating Budget

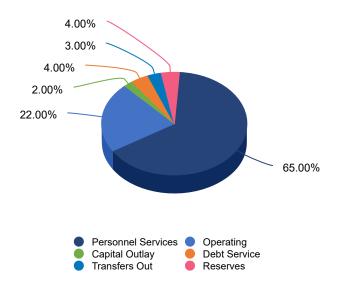
Revenues by Category	FY 2023 Actual	FY 2024 Adopted	FY 2024 Estimated	FY 2025 Adopted	FY 2026 Forecast	FY 2027 Forecast
Balance Forward	\$ -	\$ 13,361,349	\$ 14,071,870	\$ -	\$ -	\$ -
Charges for Service-						
CultRec	909,884	1,014,255	1,014,255	1,061,962	1,092,977	1,103,907
Intergov-CARES	4,751,007	3,006,321	3,006,321	-	-	-
Intergov-Fed Grant	106,725	101,355	101,355	-	-	-
Intergov-Fed Shared	811,945	502,427	502,427	556,665	561,589	567,207
Intergov-Local Shared	3,000	-	-	2,045,250	2,727,000	3,636,000
Intergov-State Shared	28,357,025	28,700,123	28,700,123	30,995,125	31,730,507	32,543,881
Miscellaneous	754,442	233,607	233,607	474,498	478,994	460,516
Transfers In	57,223	86,520	86,520	38,000	38,380	38,765
Total	\$ 35,751,250	\$ 47,005,957	\$ 47,716,478	\$ 35,171,500	\$ 36,629,447	\$ 38,350,276

Expenditures by Category	FY 2023 Actual	FY 2024 Adopted	FY 2024 Estimated	FY 2025 Adopted	FY 2026 Forecast	FY 2027 Forecast
Personnel Services	\$ 20,873,135	\$ 23,181,235	\$ 23,181,235	\$ 23,046,632	\$ 23,167,426	\$ 23,456,331
Operating	8,175,540	8,525,602	8,684,178	7,582,576	8,002,332	8,075,092
Capital Outlay	521,223	174,151	726,096	586,376	464,864	316,368
Transfers	1,587,567	1,738,768	1,738,768	1,551,264	1,551,264	1,551,264
Transfers Out	-	-	-	946,152	1,630,694	2,789,760
Reserves	-	13,386,201	13,386,201	1,458,500	1,812,867	2,161,461
Total	\$ 31,157,465	\$ 47,005,957	\$ 47,716,478	\$ 35,171,500	\$ 36,629,447	\$ 38,350,276

Program Expenditures by Year

56,000,000 48,000,000 40,000,000 24,000,000 16,000,000 8,000,000 FY 2023 Actual FY 2024 Estimated FY 2025 Adopted FY 2025 Adopted FY 2026 Forecast FY 2027 Forecast

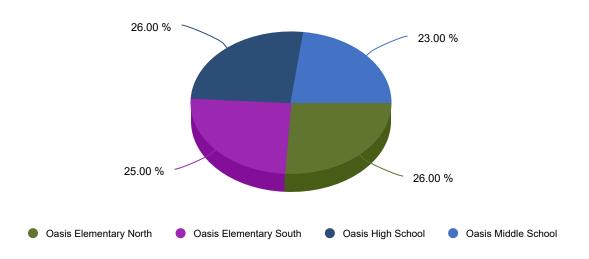
Program Expenditures by Category





Expenditures by Fund and Program	FY 2023 Actual	FY 2024 Adopted	FY 2024 Estimated	FY 2025 Adopted	FY 2026 Forecast	FY 2027 Forecast	
Oasis Elementary North	\$ 7,635,027	\$ 11,872,850	\$ 12,115,019	\$ 9,231,174	\$ 10,137,855	\$11,382,958	
Oasis Elementary South	7,808,636	12,156,448	12,447,122	8,685,416	8,899,627	9,003,231	
Oasis High School	7,594,214	11,504,107	11,582,728	9,270,149	9,458,486	9,673,137	
Oasis Middle School	8,119,588	11,472,552	11,571,609	7,984,761	8,133,479	8,290,950	
Total	\$ 31,157,465	\$ 47,005,957	\$ 47,716,478	\$ 35,171,500	\$ 36,629,447	\$ 38,350,276	

Program Expenditures for FY 2025





Expenditures by Fund and Category	FY 2023 Actual		FY 2024 Adopted		FY 2024 Estimated		FY 2025 Adopted		FY 2026 Forecast		FY 2027 Forecast	
Oasis Elementary North												
Personnel Services	\$ 5,282,929	\$	5,932,614	\$	5,932,614	\$	5,926,985	\$	5,964,917	\$	6,026,637	
Operating	1,856,388		1,948,809		1,976,130		1,686,664		1,817,588		1,796,935	
Capital Outlay	129,768		38,094		252,942		146,594		116,216		79,092	
Debt Service	365,942		404,263		404,263		357,387		357,387		357,387	
Transfers Out	-		-		-		946,152		1,630,694		2,789,760	
Reserves	-		3,549,070		3,549,070		167,392		251,053		333,147	
Oasis Elementary North Total	\$ 7,635,027	\$	11,872,850	\$	12,115,019	\$	9,231,174	\$	10,137,855	\$	11,382,958	
Oasis Elementary South												
Personnel Services	\$ 5,493,876	\$	6,031,711	\$	6,031,711	\$	6,142,224	\$	6,205,678		6,255,760	
Operating	1,794,904		2,108,074		2,146,422		1,863,439		1,960,913		1,969,465	
Capital Outlay	144,849		44,869		297,195		146,594		116,216		79,092	
Debt Service	375,007		412,643		412,643		365,767		365,767		365,767	
Reserves	-		3,559,151		3,559,151		167,392		251,053		333,147	
Oasis Elementary South Total	\$ 7,808,636	\$	12,156,448	\$	12,447,122	\$	8,685,416	\$	8,899,627	\$	9,003,231	
Oasis High School												
Personnel Services	\$ 4,829,486	\$	5,583,896	\$	5,583,896	\$	5,545,480	\$	5,598,504		5,647,106	
Operating	2,192,581		2,343,646		2,371,706		2,176,346		2,238,653		2,339,514	
Capital Outlay	117,488		38,094		88,655		146,594		116,216		79,092	
Debt Service	454,659		492,281		492,281		445,405		445,405		445,405	
Reserves	-		3,046,190		3,046,190		956,324		1,059,708		1,162,020	
Oasis High School Total	\$ 7,594,214	\$	11,504,107	\$	11,582,728	\$	9,270,149	\$	9,458,486	\$	9,673,137	
Oasis Middle School												
Personnel Services	\$ 5,266,845	\$	5,633,014	\$	5,633,014	\$	5,431,943	\$	5,398,327		5,526,828	
Operating	2,331,666		2,125,073		2,189,920		1,856,127		1,985,178		1,969,178	
Capital Outlay	129,118		53,094		87,304		146,594		116,216		79,092	
Debt Service	391,959		429,581		429,581		382,705		382,705		382,705	
Reserves			3,231,790		3,231,790		167,392		251,053		333,147	
Oasis Middle School Total	\$ 8,119,588	\$	11,472,552	\$	11,571,609	\$	7,984,761	\$	8,133,479	\$	8,290,950	
Total	\$ 31,157,465	\$	47,005,957	\$	47,716,478	\$	35,171,500	\$	36,629,447	\$	38,350,276	









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 indentures.

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





FY 2025 - FY 2054 Debt Service Schedule

	C	Original Issue Amount	Principal Outstanding 9/30/2024	FY 2025 Principal	FY 2025 Interest	ا	FY 2025 Requirement
Governmental							
Revenue Bonds							
2012 Special Obligation Revenue	\$	30,175,372	1,558,730	\$ 1,558,730	\$ 18,939	\$	1,577,669
2014 Capital Improvement & Refund Revenue		5,691,473	635,000	635,000	7,899		642,899
2015 Special Obligation Revenue		51,790,001	35,365,001	2,065,001	1,403,731		3,468,732
2015 Special Obligation Note		13,675,000	935,000	935,000	9,817		944,817
2017 Special Obligation Bonds		62,595,000	50,550,000	3,110,000	2,195,125		5,305,125
2019 General Obligation Revenue Note		10,200,000	7,270,000	640,000	190,430		830,430
2020 Special Obligation Refunding Revenue Note		30,760,000	25,185,000	3,825,000	472,749		4,297,749
2020A Special Obligation Refunding Revenue Note		15,128,990	8,461,578	1,682,331	118,244		1,800,575
2021 General Obligation Revenue Bonds		24,800,000	21,220,000	1,550,000	868,550		2,418,550
2022 Special Obligation Revenue Note		3,768,523	1,990,000	705,000	50,069		755,069
2023 Special Obligation Revenue Note		8,000,000	7,770,000	280,000	304,437		584,437
2024 General Obligation Bond		17,565,000	17,565,000	685,000	1,151,435		1,836,435
Lease Payable		998,813	758,287	240,866	22,383		263,249
SBITA Payable		545,896	251,905	232,278	7,201		239,479
Total Governmental Debt	\$	275,694,068	\$ 179,515,501	\$ 18,144,206	\$ 6,821,009	\$	24,965,215
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	43,395,000	7,755,000	1,211,350		8,966,350
2017 Series Water & Sewer Refunding		248,355,000	239,060,000	4,995,000	10,482,163		15,477,163
2023 Series Water & Sewer Refunding		100,000,000	100,000,000	1,265,000	5,094,987		6,359,987
Assessments							
State Revolving Fund Loan #7516L-02	\$	2,898,884	\$ 96,688	\$ 96,688	\$ 1,416	\$	98,104
State Revolving Fund Loan #DW 360103 SW ⁶ /7		12,878,096	8,225,273	608,761	171,166		779,927
State Revolving Fund Loan #WW 3600100 SW		54,662,273	35,730,594	2,649,364	732,367		
6/7							3,381,731
State Revolving Fund Loan #DW 360120 N 2		97,720,276	85,207,753	4,855,983	332,656		5,188,639
State Revolving Fund Loan #WW 360130 N 2		80,045,703	65,176,109	3,576,021	813,369		4,389,390
2017 Utility Improvement Assessment (all areas)		101,155,002	21,540,000	8,155,000	608,538		8,763,538
2023 UEP North/West Assessment		138,040,000	138,040,000	2,010,000	7,392,688		9,402,688
2023 Stormwater		11,365,000	11,100,000	370,000	542,850		912,850
Lease Payable		223,974	142,736	85,282	2,395		87,677
SBITA Payable		43,338	-	-	-		-
Total Enterprise Debt	\$	1,014,542,546	\$ 820,129,153	\$ 36,422,099	\$ 30,779,845	\$	67,201,944
Total Debt	\$	1,290,236,614	\$ 999,644,654	\$ 54,566,305	\$ 37,600,854	\$	92,167,159



		FY 2026 Principal		FY 2026 Interest	Re	FY 2026 equirement		FY 2027 Principal		FY 2027 Interest	Re	FY 2027 equirement		/ 2028 - 2054 equirement
Governmental														
Revenue Bonds														
2015 Special Obligation Revenue	\$	2,170,000	\$	1,297,856	\$	3,467,856	\$	2,275,001	\$	1,186,731	\$	3,461,732	\$	30,873,086
2017 Special Obligation Bonds		4,985,000		1,992,750		6,977,750		5,240,000		1,737,125		6,977,125		39,869,875
2019 General Obligation Revenue Note		660,000		172,620		832,620		680,000		154,262		834,262		5,541,533
2020 Special Obligation Refunding Revenue Note		3,915,000		395,886		4,310,886		3,990,000		317,480		4,307,480		13,849,120
2020A Special Obligation Refunding Revenue Note		1,707,879		92,696		1,800,575		1,733,814		66,759		1,800,573		3,400,334
2021 General Obligation Revenue Bonds		1,615,000		805,250		2,420,250		1,680,000		739,350		2,419,350		17,621,750
2022 Special Obligation Revenue Note		725,000		31,330		756,330		740,000		12,164		752,164		5,000
2023 Special Obligation Revenue Note		295,000		292,966		587.966		305,000		280.996		585,996		7.414.386
2024 General Obligation Bond		860,000		822,500		1,682,500		905,000		778.375		1,683,375		16,530,375
Lease Payable		200,573		15.201		215,774		178,666		8.837		187,503		140,628
SBITA Payable		19,627		649		20,276		-		-		-		- 10,020
Total Governmental Debt	\$	17,153,079	S	5,919,704	\$	23,072,783	\$	17,727,481	\$	5,282,079	\$	23,009,560	\$	135,246,087
Enterprise	·	, ,			·						·		i	
Revenue Bonds														
2015 Water & Sewer Revenue Refunding	\$	-	\$	3,393,900	\$	3,393,900	\$	-	\$	3,393,900	\$	3,393,900	\$	79,202,800
2015A Series Water & Sewer Refunding		7.990.001		979.875		8,969,876		8,225,000		737,588		8.962.588		20.143.349
2017 Series Water & Sewer Refunding		5,240,000		10,226,288		15,466,288		5,510,000		9,957,538		15,467,538		242,368,951
2023 Series Water & Sewer Refunding		1,575,000		5,023,987		6,598,987		1,655,000		4,943,238		6,598,238		105,132,974
Assessments State Revolving Fund Loan #DW 360103 SW ⁶ /7	\$	621,735	4	158,193	¢	779,928	4	634,987	¢	144,942	¢	779,929	đ	6,608,786
State Revolving Fund Loan #WW	Φ		Φ		φ		Φ		Φ		φ		φ	
3600100 SW 6/7 State Revolving Fund Loan #DW		2,704,924		676,807		3,381,731		2,761,657		620,074		3,381,731		28,679,766
360120 N 2		4,874,951		313,687		5,188,638		4,894,029		294,609		5,188,638		71,114,329
State Revolving Fund Loan #WW 360130 N 2		3,621,333		768,056		4,389,389		3,667,230		722,159		4,389,389		55,615,779
2017 Utility Improvement Assessment (all areas)		6,910,000		384,275		7,294,275		4,850,000		194,250		5,044,250		1,673,751
2023 Improvement Assessment		2,105,000		7,307,780		9,412,780		2,195,000		7,215,834		9,410,834		145,858,728
2023 Stormwater		385,000		524,350		909,350		405,000		505,100		910,100		10,888,450
Lease Payable		57,454		457		57,911		-		-		-		-
Total Enterprise Debt	\$	36,085,398	\$	29,757,655	\$	65,843,053	\$	34,797,903	\$	28,729,232	\$	63,527,135	\$	767,287,663
Total Debt	\$	53,238,477	\$	35,677,359	\$	88,915,836	\$	52,525,384	\$	34,011,311	\$	86,536,695	\$	902,533,750

Proposed New Debt for FY 2025

The City is anticipating issuing the following governmental debt:

- 1. Starting in FY 2025 North Cape Complex building debt for \$16,607,986, funded by the Fire Operations Fund
- 2. Starting in FY 2025 North 1 East transportation improvements debt for \$ 13,237,025 funded by the Six Cent Gas Tax Fund
- 3. Starting in FY 2026 Jaycee Park Improvements debt for \$12,360,000 funded by the General Fund
- 4. Starting in FY 2026 Emergency Operations Building debt for \$ 26,883,000 funded by the General Fund
- 5. Starting in FY 2027 Property Management building debt for \$24,720,000 allocated through Internal Service Charges
- 6. Starting in FY 2027 Fleet building debt for \$51,500,000 allocated through Internal Services Charges
- 7. Starting in FY 2027 Fire Station 5 rebuild debt for \$9,448,438 funded by the Fire Operations Fund
- 8. Starting in FY 2027 Police Precinct debt for \$5,000,000 funded by the Police Impact Fees Fund
- Starting in FY 2027 Cape Coral Sports Complex Expansion debt for \$20,000,000 funded by the General Fund





Information is from the Fiscal Year Ending 2023 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	2,254
135% of rating agency median	3,043
City of Cape Coral estimated population at April 30, 2023	213,301
Direct Debt	\$ 166,421,516
Direct Debt per capita	\$ 780

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	3.20%
135% of rating agency median	4.32%
Direct debt	\$ 166,421,516
Taxable assessed value	\$ 22,545,069,623
Direct debt to taxable assessed value	0.74%

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	2.10	n/a ¹
Actual coverage	1.44	-
Required coverage ²	1.00	1.25
Debt service safety margin	0.44	-

¹ Not Rated as a median



² Total Senior Revenue Debt obligation coverage from net revenues only

Debt Ratio

Debt Ratio is the net funded debt divided by the sum of net capital assets plus working capital. The city will maintain a debt ratio for the Enterprise System at or above the standard industry median debt ratio for each individual system.

	Water & Sewer ¹	Stormwater
Debt	\$577,536,500	\$-
Net capital assets	\$539,109,940	\$42,940,756
Working capital	\$(728,402)	\$43,377,462
Debt ratio	107%	-%
Rating agency median	71%	n/a 2

¹ Does not include Utility Special Assessments



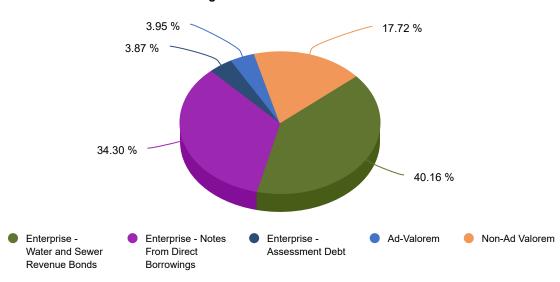


² Not rated as a median

Total Principal Outstanding Debt as of September 30, 2023

Całegory	Outstanding 9/30/2023	Percentage of Total Debt
Govermental Fund Debt	\$169,612,891	21.82%
Enterprise Fund Debt	607,793,814	78.18%
	\$777,406,705	100.00%
Governmental		
General Obligation Debt		\$30,610,000
Revenue Bonds		85,915,000
Notes-Direct Borrowings		51,543,182
Lease and SBITA Payable		\$1,544,709
		\$169,612,891
Enterprise		
Water and Sewer Revenue Bonds		\$311,475,000
Notes-Direct Borrowings		266,061,502
Assessment Debt		29,990,000
Lease and Subscription Based IT		
Arrangements (SBITA) Payable		\$267,312
		\$607,793,814
Total Governmental & Enterprise Debt		\$777,406,705

Total Outstanding Debt Excluding Unamortized Discount/Premium



Debt Credit Ratings

	F	ITCH	S&P			
DEBT ISSUANCES	Insured .		Insured	OODY'S Underlying	Insured	
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	AA	AA	NR	Aa3	AA	NR
Special Obligation Bonds, Series 2017	NR	NR	NR	Aa3	AA	NR
Enterprise Debt						
Revenue Bonds						
Water and Sewer Refunding	A+	A+	NR	A1	A+	NR
Revenue Bonds, Series 2015						
Water and Sewer Refunding	NR	NR	NR	A1	A+	NR
Revenue Bonds, Series 2017						
Water and Sewer Refunding	A+	A+	NR	A1	A+	NR
Revenue Bonds, Series 2023						
Enterprise Assessment Debt						
Revenue Bonds						
Utility Improvement Refunding	NR	NR	A2	NR	AA	BBB+
Assessment (Various Areas), Series 2017						
Utility Improvement Refunding	Α	Α	A2	NR	N/A	N/A
Assessment (North 1 West), Series 2023						

NR = Not Rated









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 (AMP) Selection Process

In general, submissions for the AMP are prepared by individual departments and the capital improvement division. 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 Capital Improvement 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.



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, increases the assets value, or increases 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 2025-2030. 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.

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

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.

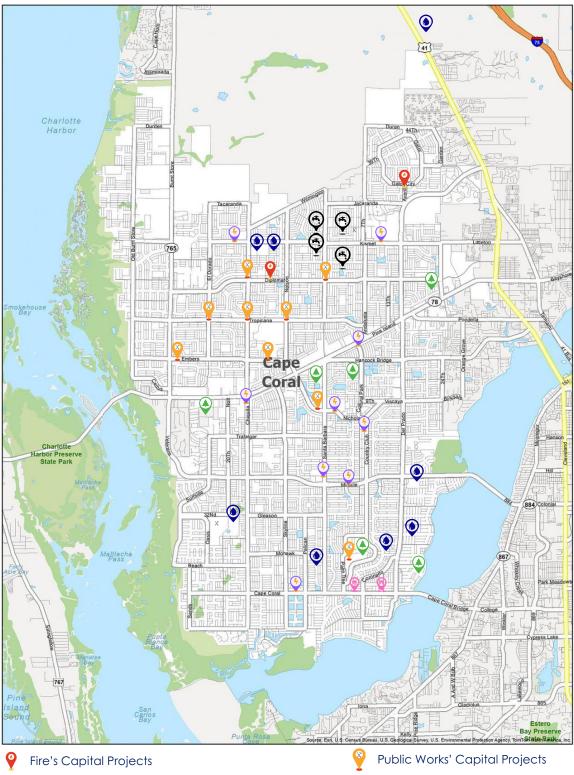
Community Issues

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.



Capital Improvements Program (CIP) Map

The FY 2025 Asset Management Program details projects in the City of Cape Coral. The map below depicts specific project locations within the city limits and utility service area. Citywide projects are described in detail in the project pages.







Information Technology Services' Capital Projects





Parks and Recreation's Capital Projects



CRA's Capital Projects



Utilities' Capital Projects



Utility Expansion Capital Projects

ASSET MANAGEMENT PROGRAM SUMMARY

Overall Department Summary

Department	2025 Adopted	2026 Forecasted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted
City Clerk	\$ -	\$ 5,000	\$ 10,000	\$ 15,000	\$ 55,620	\$ 5,000
City Manager	2,920,673	-	-	-	50,150	-
Development Services	164,000	210,000	259,560	448,020	415,314	477,620
Emergency Management and Resilience	59,662	26,883,000	240,000	75,000	-	-
Financial Services	24,000	-	42,000	-	-	-
Fire	22,302,361	14,739,036	9,401,552	8,023,577	5,423,118	16,931,774
Government Services	1,402,625	2,135,875	953,375	950,625	947,675	2,200,000
Human Resources	6,200	-	-	-	-	-
ITS	4,028,742	4,178,742	3,220,000	3,274,000	3,723,750	3,781,750
Parks and Recreation	70,330,770	29,563,923	28,910,175	27,476,236	5,983,641	28,462,136
Police	4,165,230	4,209,692	7,487,100	3,190,860	4,655,989	7,995,320
Public Works	40,701,978	114,722,523	32,857,252	37,528,284	34,780,391	37,902,438
Utilities	118,474,542	144,831,553	518,128,408	71,901,167	375,914,245	42,932,667
Grand Total	\$ 264,580,783	\$ 341,479,344	\$ 601,509,422	\$ 152,882,769	\$ 431,949,893	\$ 140,688,705

Capital Projects

Funding Source	20	25 Adopted	202	26 Forecasted	202	27 Forecasted	20	028 Forecasted	202	9 Forecasted	2	030 Forecasted
5 Cent Gas Tax	\$	1,030,000	\$	1,000,000	\$	21,437,426	\$	1,500,000	\$	21,389,296	\$	1,500,000
CDBG - DR		40,728,320		-		-		-		-		-
CRA Fund		2,920,673		-		-		-		-		-
Fire Impact Fee		-		949,279		4,551,261		-		-		9,092,325
Fire Operations		17,607,986		9,448,438		-		-		-		-
Fleet Mgmt Allocation		-		51,500,000		-		-		-		-
General Fund		36,885,479		34,661,742		24,931,020		4,605,000		4,605,000		5,075,000
Grant Funded		899,160		8,894,360		1,788,053		5,043,223		1,500,000		1,500,000
Parks Impact Fees		2,315,000		23,150,000		2,430,750		24,307,500		2,552,288		25,522,875
Police Impact Fees		-		500,000		4,500,000		-		500,000		4,500,000
Property Management Allocation		-		24,720,000		-		-		-		-
Stormwater		3,278,377		311,713		18,082,894		1,148,352		15,623,391		1,273,080
Water & Sewer		85,839,218		134,821,680		287,221,008		61,841,667		81,922,224		29,291,667
W&S Spec Assmt		19,596,166		-		185,550,348		-		249,299,906		-
Grand Total	\$	211,100,379	\$	289,957,212	\$	550,492,760	\$	98,445,742	\$	377,392,105	\$	77,754,947

Capital Equipment

Funding Source	202	25 Adopted	202	26 Forecasted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted
All Hazards	\$	59,662	\$	-	\$ -	\$ -	\$ -	\$ -
ALS Impact Fees		-		-	59,000	-	65,000	-
Fire Operations		1,060,290		849,819	907,891	3,966,525	968,618	484,449
Fleet Mgmt Allocation		93,000		67,000	-	40,000	338,000	260,000
General Fund		4,444,248		3,410,748	2,808,128	2,944,116	4,070,697	2,685,604
Grant Funded		3,200		-	-	-	-	-
Property Management Allocation		52,000		12,000	67,000	15,000	-	-
Stormwater		255,000		824,000	385,000	544,000	580,000	200,000
Water & Sewer		4,657,796		4,291,633	4,465,232	4,641,500	7,528,000	10,487,000
Grand Total	\$	10,625,196	\$	9,455,200	\$ 8,692,251	\$ 12,151,141	\$ 13,550,315	\$ 14,117,053



Facilities Maintenance

Funding Source	20	25 Adopted	202	26 Forecasted	20	027 Forecasted	20	028 Forecasted	202	29 Forecasted	20	30 Forecasted
5 Cent Gas Tax	\$	4,950,810	\$	5,670,000	\$	4,000,000	\$	3,300,000	\$	2,600,000	\$	2,100,000
6 Cent Gas Tax		6,063,425		6,950,000		6,950,000		5,200,000		5,320,000		5,420,000
General Fund		8,742,070		9,038,811		11,723,485		12,093,145		13,615,804		15,287,966
Stormwater		3,751,235		5,873,240		3,878,729		6,085,671		6,699,838		7,337,327
Water & Sewer		5,200,000		3,450,000		3,475,000		3,475,000		958,243		850,000
Grand Total	\$	28,707,540	\$	30,982,051	\$	30,027,214	\$	30,153,816	\$	29,193,885	\$	30,995,293

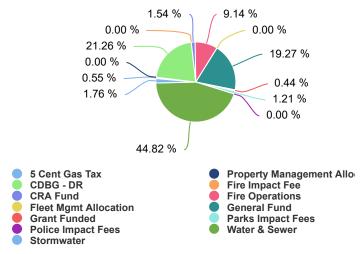
Capital Fleet

Funding Source	2025 Adopted	2026 Forecasted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted
All Hazards	\$ -	\$ -	\$ 240,000	\$ 75,000	\$ -	\$ -
Building Code	82,000	126,000	129,780	268,812	230,730	191,048
Capital Improvement Allocation	127,308	52,000	100,360	48,690	-	-
Facilities Mgmt Allocation	-	-	-	-	-	420,000
Fire Impact Fee	389,500	389,500	-	-	-	-
Fire Operations	3,244,585	3,102,000	3,883,400	4,057,052	4,389,500	7,355,000
Fleet Mgmt Allocation	-	106,000	84,000	61,000	47,672	90,000
General Fund	3,968,253	3,685,091	4,028,157	4,022,216	4,439,974	5,363,364
Grant Funded	65,000	-	-	-	-	-
Impact Fee	908,730	-	-	-	-	-
Lot Mowing	-	-	42,000	45,000	43,000	50,000
Property Mgmt Allocation	214,000	80,000	203,000	180,300	441,280	-
Risk Management	-	-	42,000	-	-	-
Solid Waste	62,930	62,000	-	-	-	-
Stormwater	1,780,000	1,114,000	1,248,000	1,331,000	192,247	1,948,000
Water & Sewer	2,505,362	1,768,240	1,696,500	1,443,000	1,429,185	1,804,000
Grand Total	\$ 13,347,668	\$ 10,484,831	\$ 11,697,197	\$ 11,532,070	\$ 11,213,588	\$ 17,221,412

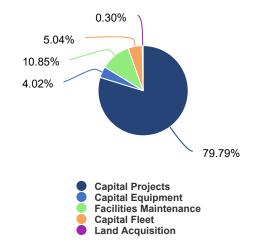
Land Acquisition

Funding Source	2025	Adopted	202	6 Forecasted	20	27 Forecasted	20	28 Forecasted	202	9 Forecasted	20	30 Forecasted
Stormwater	\$	100,000	\$	100,000	\$	100,000	\$	100,000	\$	100,000	\$	100,000
Water & Sewer		700,000		500,000		500,000		500,000		500,000		500,000
Grand Total	\$	800,000	\$	600,000	\$	600,000	\$	600,000	\$	600,000	\$	600,000

Capital Projects for FY 2025



AMP Summary for FY 2025





SUMMARY OF ONGOING CITY CAPITAL PROJECTS

Department	Project Title	Estimated Budget	Actuals	Status	Completion
CRA					
	CRA Club Square Water Line	\$ 666,849	\$ 487,291	Construction	73.07%
	CRA Country Club Medians	800,000	79,155	Design	9.89%
	CRA Property Acquisition	5,611,333	315,690	Design	5.63%
	CRA Vincennes Blvd Parking Lot	1,030,611	407,919	Design	39.58%
	CRA Landscape and Beautification	216,818	-	Design	0.00%
	CRA Lafayette Street Lights	424,915	436,005	Construction	90.00%
	Miramar Sidewalks	413,200	229,326	Construction	55.50%
	CRA South Parking Lot Vincennes	1,508,870	-	Design	0.00%
	CRA Palm Tree Median Beautification	1,334,961	-	Design	0.00%
Development Services					
	DCD Administration Building	10,000,000	1,018,050	Design	10.18%
Fire			.,,,,,,,,,	9	
	Fire Training Facility	13,095,002	8,159,244	Construction	62.31%
	Fire Station 10	2,127,933	77,734	Design	3.65%
	Fire Station Bay Doors	759,030	-	Construction	0.00%
	EOC Expansion	9,000,000	12.176	Design	0.14%
nformation Technology	LOC Expansion	7,000,000	12,170	Design	0.14/0
illioinialion reeliilology	Financial Software	5,785,022	739,787	Implementation	12.79%
	Human Capital Management	3,703,022	707,707	implementation	12.7770
	Software	1,432,420	1,187,357	Implementation	82.89%
	City Fiber & Wireless	4,731,984	2,024,051	Implementation	42.77%
	Budget Software	262,500	257,776	Implementation	98.20%
	Engineering Software	3,800,000	2,749,993	Implementation	72.37%
Parks & Recreation		2,722,722	_,,		
	Festival Park	200,000	-	Design	0.00%
	WCIND D&D Boat Ramp	339,000	243,199	Construction	71.74%
	Saratoga Lake	286,000	267,823	Finishing	93.64%
	Parks & Rec GO Bond	72,822,056	49,256,548	Construction	67.64%
	Jaycee Park Improvements	622,443	452,518	Design	72.70%
	Bimini Basin Park Improvements	497,331	90,943	Design	18.29%
	Yacht Club Roof Replacement	198,000	4,663	Design	2.35%
	Art Center Roof Replacement	100,000	4,063	Design	4.06%
	Special Pops Reconstruction	425,000	349,764	Construction	82.30%
	Burnt Store Boat Ramp Sewer Impr	265,325	241.601	Finishing	91.06%
	Youth Center Roof Replacement	143,000	241,001	Design	0%%
	•	800,000	28,985		3.62%
	Oasis Football Field Design Aquatic/Community Center	400,000	20,703	Design	0.00%
			20.740	Design	
	Skate Park Building Replacement Veterans Park Tennis Courts	1,751,000	30,740	Design Construction	1.76%
		300,000	67,579		22.53%
	Historic Caloosahatchee Shoreline	2,000,000	10.001	Design	0.00%
	Nursery Structure	105.017	19,001	Construction	20.00%
	Lake Kennedy	135,817	64,619	Construction	47.58%
	Yacht Club Reconstruction	8,702,349	1,097,335	Demolition	12.61%
	Yellow Fever Creek Boardwalks	967,100		Design	0.00%
	Storm Football Operation Sparkle	1,065,000	506,756	Construction	47.58%
	Burton Park Operation Sparkle	1,200,000	121,422	Construction	10.12%
	NW Softball Complex Operation	750,000	204741	Construction	40 7007
	Sparkle	750,000	304,641	Construction	40.62%
	Strausser BMX Operation Sparkle	1,000,000	-	Design	0.00%

City of Cape Coral, Florida FY 2025-2027 Adopted Budget



SUMMARY OF ONGOING CITY CAPITAL PROJECTS

Jason Verdow Operation Sparkle 1,100,000 - Design Sparkle Cape Coral Sport Comp Operation 834,751 - Design	s Comple	Status	Actuals	Estimated Budget	Project Title	Department
Cape Coral Sport Comp Operation Sport Sp	n 0.00%	Design	=	1,100,000	Koza/Saladino Operation Sparkle	
Sparticle	n 0.00%	Design	-	1,100,000	Jason Verdow Operation Sparkle	
Police Training Facility						
Police Training Facility	n 0.00%	Design	-	834,751	Sparkle	
Alley Resurfacing 5.110.000 3.454.164 Construct Median Landscaping 5.486,940 3.422,737 Construct Road Resurfacing 34,022,643 30,436,280 Construct Road Resurfacing 34,022,643 30,436,280 Construct Road Resurfacing 34,000 - Design Suntral 16,144,416 6,901,654 Construct Embers Pwky Sidewalk 330,000 - Design Embers Pwky/Nicholas PwkyW Sidewalk 380,000 - Design Resurt Road Road Road Road Road Road Road Road	7/ F/	Canalmashian	10 /50 055	17 502 002	Dalia a Trajinia a Farailik	ice
Alley Resurfacing Median Landscaping Median Landsca	ction 76.569	Construction	12,650,055	16,523,283	Police Iraining Facility	olia Warks
Median Landscaping 5,486,940 3,422,737 Construct Road Resurtacing 34,022,643 30,436,280 Construct Embers Pwky Sidewalk 334,000 - Design Embers Pwky/Nicholas PwkyW 399,000 - Design Keitus Pwky Sidewalk 380,000 - Design Nelson Road Sidewalks 470,000 62,359 Construct Pine Island Planning, Design & Engi 4,500,000 4,500,000 Design Andalusia Blvd 4 Lane 14,729,000 79,568 Design Embers Pkwy-Burnt Store to Chiquita 750,000 - Design B Dorado Blvd N-Embers - Tropicana 380,000 - Design SW 22nd Ter-Surtside to SW 20th Ave 190,000 - Design SW Santa Barbarce Pl - Nic to SW 20Av 113,801 26,065 Design SW Santa Barbarce Pl - Nic to SW 20Av 113,801 26,065 Design Averill Bivd-Del Pra Bivd Intersect 1,500,000 38,288 Design Trop Pkwy-Santa Barbard Intersect 1,500,000 38,516	ction 67.609	Construction	3 151 161	5 110 000	Alley Resurfacing	DIIC WOIKS
Road Resurfacing 34,022,643 30,436,280 Construct		Construction			-	
Suntrail 16,144,416 6,901,654 Construct		Construction			. •	
Embers Pwky/Nicholas PwkyW 334,000 - Design PwkyNicholas PwkyW Sidewalk 399,000 - Design Pwky Sidewalk Ceifus Pwky Sidewalk 380,000 - Design Pwky Sidewalk Nelson Road Sidewalks 470,000 62,359 Construct Pwky Sidewalk Prine Island Planning, Design & Engi 4,500,000 4,500,000 Design Pwky Sidewalk Andalusia Blvd 4 Lane 14,729,000 79,568 Design Design Pwky Sidewalk Embers Pkwy-Burnt Store to Chiquita 750,000 - Design Pwky Sidewalk Design Pwky Sidewalk SW 22nd Ter-Surfside to SW 20th Ave 190,000 - Design Pwky Sidewalk Design Pwky Sidewalk SW 22nd Ter-Surfside to SW 20th Ave 119,000 - Design Pwky Sidewalk Design Pwky Sidewalk SW 32nd Barbara Pl - Nic to SW20Av 113,801 26,665 Design Pwky Sidewalk Averill Blvd-Delpra Blvd Intersect 1,500,000 38,288 Design Pwky Sidewalk Chiquita Blvd-Embers Pwky Intersect 1,500,000 38,516 Design Pwky Sidewalk Andal Blvd-Diplomat Pwky Intersect 1,500,000 38,516 Design Pwky Sidewalk Embers Parkway (Chiquita t		Construction			· ·	
Embers Pwky/Nicholas PwkyW Sidewalk Sid			0,701,004			
Sidewalk	0.00/	Design		334,000	•	
Ceitus Pwky Sidewallk 380,000 - Design Nelson Road Sidewallks 470,000 62,359 Construct Pine Island Planning, Design & Engi 4,500,000 4,500,000 Design Andalusia Blvd 4 Lane 14,729,000 79,568 Design Embers Pkwy-Burnt Store to Chiquita 750,000 - Design SW 22nd Ter-Surfside to SW 20th Ave 1190,000 - Design Orchid Blvd/SE 46th St 140,000 - Design SW Santa Barbara Pl- Nic to SW20Av 113,801 26,665 Design Averill Blvd-Del Pra Blvd Intersect 1,500,000 116,689 Construct Chiquita Blvd-Embers Pwky Intersect 1,500,000 38,288 Design Trop Pkwy-Santa Barb Blvd Intersect 1,500,000 38,516 Design Andal Bvd-Diplomat Pwky Intersecti 1,500,000 38,150 Design Embers Parkway (Old Burnt Store) 1,507,500 49,684 Construct Embers Parkway (Chiquita to SW 1) 1,319,500 - Construct Andalusia Blvd N Phase 2 601	n 0.00%	Design	_	399,000	•	
Nelson Road Sidewalks	•	Design	_			
Pine Island Planning, Design & Engi 4,500,000 4,500,000 Design Andalusia Blvd 4 Lane 14,729,000 79,568 Design Embers Pkwy-Burnt Store to Chiquita 750,000 - Design Embers Pkwy-Burnt Store to Chiquita 750,000 - Design Embers Pkwy-Burnt Store to Chiquita 750,000 - Design Embers Pkwy-Burnt Store to Chiquita Brough Sw 20th Ave 190,000 - Design Design Sw 20th Ave 190,000 - Design Design Sw Santa Barbara Pl - Nic to Sw 20Av 113,801 26,065 Design Design Sw Santa Barbara Pl - Nic to Sw 20Av 113,801 26,065 Design Design Sw Santa Barbara Pl - Nic to Sw 20Av 113,801 26,065 Design Design Sw Santa Barbara Pl - Nic to Sw 20Av 113,801 26,065 Design Design Sw Santa Barbara Pl - Nic to Sw 20Av 113,801 26,065 Design Sw Santa Barbara Pl - Nic to Sw 20Av 113,801 26,065 Design Sw Santa Barbara Pl - Nic to Sw 20Av 113,801 26,000 38,288 Design Sw 20Av		Construction	62.359		•	
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		Construction				

City of Cape Coral, Florida FY 2025-2027 Adopted Budget



SUMMARY OF ONGOING CITY CAPITAL PROJECTS

Department	Project Title	Estimated Budget	Actuals	Status	Completion
	WRSW-4 Operations Building	18,463,536	17,382,455	Construction	94.14%
	SRO-6 Control System Upgrade	737,623	655,255	Construction	88.83%
	NRO-6 Perimeter Wall	3,137,812	112,078	Construction	3.57%
	NRO-10 Rehab/Rpl Raw Wtr Well	22,667,095	8,827,442	Construction	38.94%
	ADM-56 US 41 Conveyance	11,221,990	3,950,981	Design	35.21%
	ADM-63 WAS Line	1,700,000	359,564	Construction	21.15%
	SRO-14 Ground Storage Tank Ctg	1,431,485	1,118,805	Construction	78.16%
	SRO-15 Facility Refurbs	500,827	285,668	Construction	57.04%
	WRC-7 Rehab Master LS 200	7,033,973	639,825	Design	9.10%
	IRR-11 Reuse Sys Improve FY19	1,686,282	90,986	Construction	5.40%
	WRC-2 Lift Station Rehab FY19	1,803,724	734,421	Construction	40.72%
	WRE-20 EWR Headworks Rebuild	2,475,000	99,335	Design	4.01%
	WRB-3 Conveyor Belt Replace	2,582,929	97,488	Design	3.77%
	WRE-XX EWR Reuse Pump Station Rep	1,100,000	64,321	Design	5.85%
	North Deep Injection Well (DIW)	5,500,000	105,515	Design	1.92%
	SW WRF 5 MGD Capacity Expansion	8,000,000	-	Design	0.00%
	Phase 3-Neighborhood water line rep	15,800,000	22,130	Design	0.14%
	Pine Island Corridor	2,397,400	23,250	Design	0.97%
	Gleason Conduit Fiber Optics	3,344,300	2,221,585	Construction	66.43%
	NRO Wellfield Expansion Phase II	4,450,000	238,331	Design	5.36%
	North Utility Admin Building	3,000,000	-	Design	0.00%
	NRO WTP Expansion Phase II	4,450,000	-	Design	0.00%
	NWRF 8 MGD Phase I	7,310,782	-	Design	0.00%
	Plato Canal Replacement	3,142,920	-	Design	0.00%
	WRSW-18 Reroute Elctrcl Cable	1,000,000	67,445	Design	6.74%
	SRO-21 Chemical Sys Upgrades	275,000	125,586	Design	45.67%
	IRR-26 NSTS Upgrade	1,000,000	-	Design	0.00%
	IRR-27 Replace UST's @CPS	750,000	-	Design	0.00%
	MP\$100Influent&DischargeForcemain	20,391,536	6,822,971	Construction	33.46%
	MPS 100	13,085,600	6,011,660	Construction	45.94%
CIP					
	North 1 East Utility Expansion	165,500,535	937,981	Construction	0.57%
	North 1 West Utility Expansion	93,019,203	102,046,339	Construction	90.00%
	North 3 Utilities Expansion	18,972,557	995,017	Design	5.24%
Grand Total		\$ 820,463,533 \$	335,711,673		

City Clerk

City Clerk Asset Management Program Summary



The City Clerk's Asset Management Program Summary is a thorough initiative that outlines the Department's owned assets, their current conditions, and future strategies for the FY 2025-2030 Plan. This program integrates budgetary processes, combining revenues and expenditures with programmatic and policy considerations within the city's long-term planning framework. It provides a structured approach to facilitate orderly growth and implement necessary capital improvements effectively throughout the City.

Capital Equipment

Funding Source	Description	2025 Ac	lopted	2026 Forecasted	2027 Forecasted	Fo	2028 precasted	2029 Forecasted	Fo	2030 recasted
General Fund	Workgroup Scanner(s) 26933	\$	- \$	5,000	\$	- \$	-	\$ -	\$	5,000
	Blueprint Scanner(s) 26318		-	-	10,00)	-	-		-
	Workgroup Scanner(s) 27823		-	-		-	5,000	-		-
	Blueprint Scanner(s) 25248		-	-		-	10,000	-		-
Grand Total		\$	- \$	5,000	\$ 10,00	0 \$	15,000	\$ -	\$	5,000

Funding Source	Description	2025 Adop	ted	2026 Forecasted		027 casted	2028 Forecasted		2029 Forecasted	2030 Forecasted
General Fund	Asset #28852 TRANSIT CONNECT	\$	- \$		- \$	-	\$	- 5	55,620	\$ -
Grand Total		\$	- \$		- \$		\$	- 5	55,620	\$ -







City Manager

City Manager Asset Management Program Summary



The City Manager's Asset Management Program Summary is a thorough initiative that outlines the Department's owned assets, their current conditions, and future strategies for the FY 2025-2030 Plan. This program integrates budgetary processes, combining revenues and expenditures with programmatic and policy considerations within the city's long-term planning framework. It provides a structured approach to facilitate orderly growth and implement necessary capital improvements effectively throughout the City.

City Manager Capital Fleet

Funding Source	Description	2025 Ad	lopted	2026 Forecasted		2027 ecasted	2028 Forecasted	Fo	2029 orecasted	2030 Forecasted
General Fund	Asset # 29009 - Ford Explorer	\$		\$	- \$	-	\$ -	- \$	50,150	\$ -
Grand Total		\$	- :	\$	- \$		\$ -	\$	50,150	\$ -

CRA Summary of Capital Projects

Funding Source	Project Title	202	5 Adopted	ı	2026 Forecasted		2027 Forecasted		2028 Forecasted		2029 Forecasted		2030 Forecasted
CRA Fund	CRA Street Light Renovation	\$	158,989	\$		-	\$	-	\$	-	\$	-	\$ -
	Old Golf Course		2,697,821			-		-		-		-	-
	South Cape Retrofit Type F Curbing		63,863			-		-		-		-	-
Grand Total		\$	2,920,673	\$			\$		\$		\$		\$ -

A well-formulated Capital Improvement Plan (CIP) is rooted in consistent planning for major expenditures and in anticipation of the "just-intime" replacement of apparatus, equipment, and facilities. CIPs are most effectively done in 5-year increments in which the current year drops into the annual operating budget and off of the 5-year plan. Then the CIP is replaced by a new 5th year so that it is a continuing process that is tied directly to normal annual budget preparations.

Supported by an appropriate funding stream and thoughtful analysis and forecasting by staff, the CIP is a powerful instrument for managing the Department's level of service delivery.

MAJOR CAPITAL IMPROVEMENTS MAY INCLUDE THE FOLLOWING:

 MAJOR EQUIPMENT: Items like Street Lights and equipment to help with Curbing



City Manager

CRA Street Light Renovation

Location: CRA District

Status: New

Investment Type: Public Safety

Project Description: Update and expand the street light access in the CRA district of Cape Coral.

Strategic Goal: City Services and Amenities- Deliver Exceptional City Services and high-quality amenities

Estimated Project Start Date: 10/01/2024

Prior Funds Appropriated Through 9/30/2024: \$0

Funding Source	2025	Adopted	2026 Forecast	ed	2027 Forecaste	d	2028 Forecaste	d	2029 Forecaste	d	2030 Forecasted
CRA Fund	\$	158,989	\$	-	\$	-	\$	-	\$	-	\$ -
Grand Total	\$	158,989	\$		\$		\$		\$		\$ -
Detailed Project Scope	2025	Adopted	2026 Forecast	ed	2027 Forecaste	d	2028 Forecaste	d	2029 Forecaste	d	2030 Forecasted
Equipment and Supplies	\$	158,989	\$	-	\$	-	\$	-	\$	-	\$ -
Grand Total	\$	158,989	\$		\$		\$	-	\$		\$ -





City Manager

South Cape Retrofit Type F Curbing

Location: CRA District

Status: New

Investment Type: Transportation

Project Description: Enhance current infrastructure providing for a safe and efficient transportation system

for multiple users in the CRA District.

Strategic Goal: Infrastructure-Invest in resilient infrastructure

Estimated Project Start Date: 10/01/2024

Prior Funds Appropriated Through 9/30/2024: \$0

Funding Source	2025	Adopted	2026 Forecaste	d 202	7 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted
CRA Fund	\$	63,863	\$	- \$	- (\$ -	\$	- \$ -
Grand Total	\$	63,863	\$	- \$	- :	\$ -	\$	- \$ -
Detailed Project Scope	2025	Adopted	2026 Forecaste	d 202	7 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted
Construction	\$	63,863	\$	- \$	- 5	\$ -	\$	- \$ -



Development Services

Development Services Asset Management Program Summary



The Department of Development Services Asset Management Program Summary is a thorough initiative that outlines the Department's owned assets, their current conditions, and future strategies for the FY 2025-2030 Plan. This program integrates budgetary processes, combining revenues and expenditures with programmatic and policy considerations within the city's long-term planning framework. It provides a structured approach to facilitate orderly growth and implement necessary capital improvements effectively throughout the City.

Funding Source	Description	2025 A	Adopted	2026 Forecasted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted
Building Fund	Asset #28474 - Ford F150	\$	41,000	\$ -	\$ -	\$ -	\$ -	\$ -
	Asset #28490 - Ford F150		41,000	-	-	-	-	-
	Asset #28508 - Ford F150		-	42,000	-	-	-	-
	Asset #28509 - Ford F150		-	42,000	-	-	-	-
	Asset #28510 - Ford F150		-	42,000	-	-	-	-
	Asset #28878 - Ford F150		-	-	43,260	-	-	-
	Asset #28485 - Ford F150		-	-	43,260	-	-	-
	Asset #28491 - Ford F150		-	-	43,260	-	-	-
	Asset #28483 - Ford F150		-	-	-	44,802	-	-
	Asset #28484 - Ford F150		-	-	-	44,802	-	-
	Asset #28488 - Ford F150		-	-	-	44,802	-	-
	Asset #28489 - Ford F150		-	-	-	44,802	-	-
	Asset #28492 - Ford F150		-	-	-	44,802	-	-
	Asset #28857 - Ford F150		-	-	-	44,802	-	-
	Asset #28482 - Ford F150		-	-	-	-	46,146	-
	Asset #28877 - Ford F150		-	-	-	-	46,146	-
	Asset #29083 - Ford F150		-	-	-	-	46,146	-
	Asset #29084 - Ford F150		-	-	-	-	46,146	-
	Asset #29085 - Ford F150		-	-	-	-	46,146	-
	Asset #28857 - Ford F150		-	-	-	-	-	47,762
	Asset #28885 - Ford F150		-	-	-	-	-	47,762
	Asset #28894 - Ford F150		-	-	-	-	-	47,762
	Asset #29204 - Ford F150		-	-	-	-	-	47,762
General Fund	Asset #27957 - Ford F150		41,000	-	-	-	-	-
	Asset #28335 - Ford F150		41,000	-	-	-	-	-
	Asset #27958 - Ford F150		-	42,000	-	-	-	-
	Asset #28040 - Ford Explorer		-	42,000	-	-	-	-



Development Services

Funding Source	Description	2025	Adopted	2026 Forecasted	F	2027 orecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted
	Asset #28045 - Ford F150		-	-	-	43,260	-	-	-
	Asset #28068 - Ford F150		-	-	-	43,260	-	-	-
	Asset #28337 - Ford F150		-	-	-	43,260	-	-	-
	Asset #28087 - Ford F150		-	-	-	-	44,802	-	-
	Asset #28088 - Ford F150		-	-	-	-	44,802	-	-
	Asset #28336 - Ford F150		-	-	-	-	44,802	-	-
	Asset #28338 - Ford F150		-	-	-	-	44,802	-	-
	Asset #28756 - Ford F150		-	-	-	-	-	46,146	-
	Asset #28836 - Ford F150		-	-	-	-	-	46,146	-
	Asset #28893 - Ford F150		-	-	-	-	-	46,146	-
	Asset #28983 - Ford F150		-	-	-	-	-	46,146	-
	Asset #28837 - Ford F150		-	-	-	-	-	-	47,762
	Asset #28892 - Ford F150		-	-	-	-	-	-	47,762
	Asset #28969 - Ford F150		-	-	-	-	-	-	47,762
	Asset #28981 - Ford F150		-	-	-	-	-	-	47,762
	Asset #28982 - Ford F150		-	-	-	-	-	-	47,762
	Asset #28983 - Ford F150			-	-	-	-	-	47,762
Grand Total		\$	164,000	\$ 210,000) \$	259,560	\$ 448,020	\$ 415,314	\$ 477,620



Emergency Management & Resilience

Emergency Management & Resilience Asset Management Program Summary



The Department of Emergency Management and Resilience's Asset Management Program Summary is a thorough initiative that outlines the Department's owned assets, their current conditions, and future strategies for the FY 2025-2030 Plan. This program integrates budgetary processes, combining revenues and expenditures with programmatic and policy considerations within the city's long-term planning framework. It provides a structured approach to facilitate orderly growth and implement necessary capital improvements effectively throughout the City.

Summary of Capital Projects

Funding Source	Project Title	2025 Ado	pted	2026 Forecasted	2027 Forecasted	202 Foreco		2029 Forecasted	2030 Forecasted
General Fund	EOC	\$	- \$	26,883,000	\$	- \$	-	\$	- \$ -
Grand Total		\$	- ;	26,883,000	\$	- \$		\$	- \$ -

Capital Equipment

Funding Source	Description	2025	Adopted	2026 Forecasted		2027 Forecasted		2028 Forecasted		2029 Forecasted		2030 Forecasted
All Hazards	EOC Air Conditioner	\$	9,662	\$	- \$		-	\$	-	\$	-	\$ -
	EOC Technology update		50,000		-		-		-		-	-
Grand Total		\$	59,662	\$	- \$			\$		\$		\$ -

Funding Source	Description	2025 Add	opted	2026 Forecasted		F	2027 orecasted	For	2028 ecasted	2029 Forecasted		2030 Forecasted
All Hazards	Asset # 16640 - Trailer	\$	-	\$	-	\$	240,000	\$	-	\$	-	\$ -
	Asset # 29088- Ford F150		-		-		-		75,000		-	
Grand Total		\$		\$		\$	240,000	\$	75,000	\$		\$





Financial Services

Financial Services Asset Management Program Summary



The Financial Services' Asset Management Program Summary is a thorough initiative that outlines the Department's owned assets, their current conditions, and future strategies for the FY 2025-2030 Plan. This program integrates budgetary processes, combining revenues and expenditures with programmatic and policy considerations within the city's long-term planning framework. It provides a structured approach to facilitate orderly growth and implement necessary capital improvements effectively throughout the City.

Capital Equipment

Funding Source	Description	2025 A	dopted	2026 Forecasted		2027 Forecasted		2028 Forecasted		2029 Forecasted		2030 Forecasted
Water & Sewer	(4) Neptune Belt Clip Transceivers	\$	24,000	\$	-	\$	-	\$	-	\$	-	\$ -
Grand Total		\$	24,000	\$		\$		\$		\$		\$ -

Funding Source	Description	2025 Add	opted	2026 Forecasted		For	2027 ecasted	Foi	2028 ecasted	2029 Forecasted		2030 Forecasted
Risk Management	Asset # 27977 - Ford Explorer	\$	- \$	· •	-	\$	42,000	\$	-	\$ -	- :	\$ -
Grand Total		\$	- 5			\$	42,000	\$		\$		\$ -



Fire Capital Improvement Plan Summary



The Fire Capital Improvement Projects Summary consists of the funding requirements for the funding support of the projects, project feasibility studies, and other costs indirectly associated with the management of the capital projects included in the Fiscal Year 2025-2030 Asset Management Program. Direct project management costs are included and funded in each separate project throughout the Capital Improvement Program.

Summary of Capital Projects

Funding Source	Project Title	2025 Adopted	2026 Forecasted	2027 Forecasted	2028 Forecasted		2029 Forecasted		Fo	2030 recasted
Fire Operations	North Cape Public Safety Complex	\$ 16,607,986	\$ -	\$ -	\$	-	\$	-	\$	-
	Station 5 Rebuild	1,000,000	9,448,438	-		-		-		-
Fire Impact Fee	Training Facility Phase 2	-	-	4,551,261		-		-		-
	Training Facility Phase 3	-	949,279	-		-		-		9,092,325
Grand Total		\$ 17,607,986	\$ 10,397,717	\$ 4,551,261	\$	-	\$		\$	9,092,325



A well-formulated Capital Improvement Plan (CIP) is rooted in consistent planning for major expenditures and in anticipation of the "just-intime" replacement of apparatus, equipment, and facilities. CIPs are most effectively done in 5-year increments in which the current year drops into the annual operating budget and off of the 5-year plan. Then the CIP is replaced by a new 5th year so that it is a continuing process that is tied directly to normal annual budget preparations. Supported by an appropriate funding stream and thoughtful analysis and forecasting by staff, the CIP is a powerful instrument for managing a Fire Department's level of service delivery.

MAJOR CAPITAL IMPROVEMENTS MAY INCLUDE THE FOLLOWING:

- APPARATUS: Purchase and/or refurbishment/ replacement of pumper engines; squad and/or rescue vehicles; water tenders; command vehicles; utility vehicles
- MAJOR EQUIPMENT: Purchase and/ or replacement of: personal protective equipment (PPEs); self-contained breathing apparatus (SCBAs); rescue tools, and fire hose
- FACILITIES: New construction and/or renovation of fire stations, and administrative and support offices



North Cape Public Safety Complex

Location: Gator Circle and Averill Blvd

Status: Ongoing

Investment Type: Public Safety

Project Description: Construction will provide decreased response times which will improve Fire Department operations and improve survivability and quality of life to the community. The station will have a community room, serve as a backup EOC and have space to safely secure unassigned frontline apparatus.

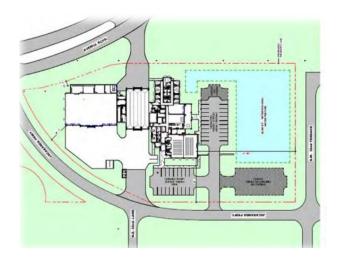
Strategic Goal: City Services and Amenities- Deliver Exceptional City Services and high-quality amenities

Estimated Project Start Date: 10/01/2023

Prior Funds Appropriated Through 9/30/2024: \$2,127,933

Funding Source	20:	25 Adopted	2026 Forecast	ed	2027 Forecast	ed	2028 Forec	asted	2029 Forecasted	2030 Forecasted
Fire Operations	\$	16,607,986	\$	-	\$	-	\$	-	\$	- \$
Grand Total	\$	16,607,986	\$	-	\$	-	\$	-	\$	- \$
Detailed Project Scope	202	25 Adopted	2026 Forecaste	ed	2027 Forecast	ed	2028 Forec	asted	2029 Forecasted	2030 Forecasted
Construction	\$	14,500,000	\$	-	\$	-	\$	-	\$	- \$
Construction Contingency		1,550,000		-		-		-		-
Furnishings		46,486		-		-		-		-
CIP 3% Total Project		511,500		-		-		-		-
Grand Total	\$	16,607,986	\$	-	\$	-	\$		\$	- \$

Operating Budget Impact	2025	Adopted	2026 Fore	casted	2027	Forecasted	2028	Forecasted	2029	Forecasted	2030	Forecasted
Capital Outlay	\$	41,862	\$	-	\$	-	\$	-	\$	-	\$	-
Grand Total	S	41.862	S		S		S		S		S	





Station 5 Rebuild

Location: 700 Diplomat Pkwy East

Status: New

Investment Type: Public Safety

Funding Source

Project Description: Reconstruction will allow the department to modernize the station allowing for safer,

faster, and more efficient responses to the residents.

Strategic Goal: Infrastructure- Invest in resilient infrastructure

2025 Adopted

Estimated Project Start Date: 10/01/2024

Prior Funds Appropriated Through 9/30/2024: \$0

Fire Operations	\$	1,000,000	\$	9,448,438	\$	-	\$	-	\$ -	\$	-
Grand Total	\$	1,000,000	\$	9,448,438	\$	-	\$	-	\$ -	\$	-
Detailed Project Scope	202	5 Adopted	202	6 Forecasted	2027 Forecasted		2028 Forecasted		2029 Forecasted	203	30 Forecasted
Final Design	\$	970,000	\$	-	\$	-	\$	-	\$ -	\$	-
Construction		-		8,259,875		-		-	-		-
Const. Contingency		-		825,988		-		-	-		-
CIP 3% Total Project		30,000		272,575							
< <other costs="">></other>		-		90,000		-		-	-		-
Grand Total	\$	1,000,000	\$	9,448,438	\$		\$		\$ -	\$	-

2027 Forecasted

2028 Forecasted

2029 Forecasted

2026 Forecasted





2030 Forecasted

Fire Asset Management Program Summary

Capital Equipment

Funding Source	Description	2025 Adopted	2026 Forecasted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted
ALS Impact Fees	Cardiac Monitors At ALS Stations	\$ -	\$ -	\$ 59,000	\$ -	\$ 65,000	\$ -
Fire Operations	Station #5 AC Unit	17,396	-	-	-	-	-
	Station #6 AC Unit	17,396	-	-	-	-	-
	Fuel Station RPL (Station 7)	78,750	-	-	-	-	-
	Gear Dryer (New Station)	17,533	-	8,530	-	8,820	-
	Motorola (New Station)	34,790	-	81,250	-	85,000	-
	Station Generators-RPL	500,000	510,000	260,100	-	270,608	-
	Breathing Air Compressor for HP System	94,923	47,869	47,871	49,068	51,521	52,552
	Cardiac Monitors at ALS Stations (RPL)	105,328	107,962	108,000	110,088	116,000	118,320
	Gear Dryer (RPL)	8,119	8,322	8,531	17,490	8,958	9,138
	Hydraulic Rescue	39,930	40,963	41,842	42,889	93,576	47,724
	Motorola Radios	97,500	45,000	97,500	67,529	86,250	98,000
	PPE Gear Washer/Extractor	13,131	5,631	5,772	5,917	6,213	6,337
	Thermal Imaging Camera RPL	35,494	36,169	37,074	38,001	39,901	40,700
	Fire Training Simulator	-	35,000	-	-	-	-
	Station #8 AC Unit	-	6,458	-	-	-	-
	Station #9 AC Unit	-	6,445	-	-	-	-
	15 Ton AC	-	-	77,375	-	-	-
	Fuel Station RPL (Station 9)	-	-	86,822	-	-	-
	Station #3 AC Unit	-	-	6,620	-	-	-
	7.5 Ton AC	-	=	20,302	-	22,000	-
	8 Ton AC	-	-	20,302	-	22,000	-
	Aaon Unit	-	-	-	57,284	-	-
	Self Contained Breathing Apparatus-RPL	-	-	-	3,500,000	-	-
	3.5 Ton AC	-	-	-	6,982	-	-
	4 Ton AC	-	-	-	6,982	-	-
	1.5 Ton AC	-	-	-	6,788	6,924	-
	3 Ton AC	-	-	-	17,815	18,171	-
	2 Ton AC	-	-	-	29,692	30,285	101,378
	Iplan Table- RPL	-	-	-	10,000	10,200	10,300
	Fuel Station RPL (Station 1)	-	-	-	-	92,191	
Grand Total		\$ 1,060,290	\$ 849,819	\$ 966,891	\$ 3,966,525	\$ 1,033,618	\$ 484,449

Funding Source	Description	P	2025 roposed	Foi	2026 recasted	ļ	2027 Forecasted	ı	2028 Forecasted	Fo	2029 orecasted	Fo	2030 precasted
Fire Impact Fee	Fire Rescue for 4 positions	\$	389,500	\$	389,500	\$	-	\$	-	\$	-	\$	-
Fire Operations	Asset #23147 - E-One Ladder #5		1,943,333		-		-		-		-		
	Asset #27143 - Sutphen Engine		1,203,317		-		-		-		-		
	Future Position Vehicles		97,935		-		-		-		-		
	Asset #27647 - Sutphen Engine		-		1,150,000		-		-		-		
	Asset #28110 - Sutphen Shield		-		1,150,000		-		-		-		
	Asset #28313 - Chevy Tahoe		-		80,000		-		-		-		
	Asset #28382 - Ford F150		-		71,000		-		-		-		



Funding Source	Description	2025 Proposed	2026 Forecasted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted
	Asset #28741 - Ford F150	-	71,000	-	-	-	-
	Asset #28967 - Ford F550 Rescue 2	-	290,000	-	-	-	-
	Asset #28968 - Ford F550 Rescue 3	-	290,000	-	-	-	-
	Asset #27907 - Sutphen Engine	-	-	1,190,000	-	-	-
	Asset #27908 - Sutphen Engine	-	-	1,190,000	-	-	-
	Asset #24519 - International Dash	-	-	1,190,000	-	-	-
	Asset #28394 - Polaris Ranger	-	-	25,000	-	-	-
	Asset #28687 - Ford F150	-	-	72,100	-	-	-
	Asset #28698 - Ford F150	=	-	72,100	-	-	-
	Asset #28845 - Ford F150	-	-	72,100	-	-	-
	Asset #28813 - F150	-	-	72,100	-	-	-
	Asset #28724 - Ford F150	-	-	-	74,263	-	-
	Asset #28369 - Ford F550	-	-	-	320,000	-	-
	Asset #22049 - E-one Engine	-	-	-	2,200,000	-	-
	Asset #24175 - Wells Cargo Trailer	-	-	-	20,000	-	-
	Asset #27953 - Monarch Engine	-	-	-	1,220,000	-	-
	Asset #28383 - F150	-	-	-	74,263	-	-
	Asset #28864 - F150	-	-	-	74,263	-	-
	Asset #29078 - F150	-	-	-	74,263	-	-
	Asset #27954 - SL75 Ladder	-	-	-	-	2,270,000	-
	Asset #28109 - Monarch Engine	-	-	-	-	1,250,000	-
	Asset #28487 - F250	-	-	-	-	76,500	-
	Asset #28699 - F150	-	-	-	-	76,500	-
	Asset #28826 - F550 Brush 3	-	-	-	-	320,000	-
	Asset #28876 - F550 Brush 7	-	-	-	-	320,000	-
	Asset #29079 - F150	-	-	-	-	76,500	-
Fire Operations	Asset #28616 - Sutphen Engine	-	-	-	-	-	1,290,000
	Asset #28652 - Ford F550	-	-	-	-	-	340,000
	Asset #28799 -Tahoe	-	-	-	-	-	78,000
	Asset #28800 - Ford F550	-	-	-	-	-	340,000
	Asset #28882 - Ford F550	-	-	-	-	-	90,000
	Asset #29046 - Ford F550	-	-	-	-	-	90,000
	Asset #29381 - Ford F250	-	-	-	-	-	90,000
	Asset #27954 - SUTPHEN SPH100	-	-	-	-	-	2,350,000
	Asset #28707 - F150	-	-	-	-	-	78,000
	Asset #28740 - F150	-	-	-	-	-	78,000
	Asset #29076 - Cynergy Trailer	-	-	-	-	-	25,000
	Asset #29077 - F150	-	-	-	-	-	78,000
	Asset #29081 - F150	-	-	-	-	-	78,000
	Asset #29451 - SUTPHEN SPH100	-	-	-	-	-	2,350,000
Grand Total		\$ 3,634,085	\$ 3,491,500	\$ 3,883,400	\$ 4,057,052	\$ 4,389,500	\$ 7,355,000



Government Services

Government Services Asset Management Program Summary



The Government Services' Asset Management Program Summary is a thorough initiative that outlines the Department's owned assets, their current conditions, and future strategies for the FY 2025-2030 Plan. This program integrates budgetary processes, combining revenues and expenditures with programmatic and policy considerations within the city's long-term planning framework. It provides a structured approach to facilitate orderly growth and implement necessary capital improvements effectively throughout the City.

Summary of Capital Projects

Funding Source	Project Title	2025 Ad	opted	F	2026 orecasted	20: Forec		For	2028 ecasted	F	2029 orecasted		2030 Forecasted
General Fund	City Hall Roof Replacement	\$	-	\$	850,000	\$	-	\$	-	\$	-		\$ -
Grand Total		\$		\$	850,000	\$		\$		\$:	5 -

Capital Equipment

Funding Source	Description	2025	Adopted	2026 Forecasted	2027 Forecasted		2028 Forecasted		2029 Forecasted		2030 ecasted
General Fund	City Hall Chillers	\$	450,000	\$ 330,000	\$	-	\$	-	\$	-	\$ -
	Charter Middle and High Chillers		-	-		-		-		-	700,000
Grand Total		\$	450,000	\$ 330,000	\$		\$		\$		\$ 700,000

Facilities Maintenance

Funding Source	Description	2025	2025 Adopted		2026 Forecasted	2027 Forecasted		2028 Forecasted		2029 Forecasted		2030 Forecasted	
General Fund	Charter School Maintenance	\$	952,625	\$	955,875	\$	953,375	\$	950,625	\$	947,675	\$	1,500,000
Grand Total		\$	952,625	\$	955,875	\$	953,375	\$	950,625	\$	947,675	\$	1,500,000



Human Resources

Human Resources Asset Management Program Summary



The Human Resources Asset Management Program Summary is a thorough initiative that outlines the Department's owned assets, their current conditions, and future strategies for the FY 2025-2030 Plan. This program integrates budgetary processes, combining revenues and expenditures with programmatic and policy considerations within the city's long-term planning framework. It provides a structured approach to facilitate orderly growth and implement necessary capital improvements effectively throughout the City.

Capital Equipment

Funding Source	Description	2025 A	dopted	2026 Forecasted		2027 Forecasted		2028 Forecasted		2029 Forecasted		2030 Forecasted
General Fund	Heavy Duty Scanner Replacement (#24516)	\$	6,200	\$	- \$		- \$		-	\$	-	\$ -
Grand Total		\$	6,200	\$	- \$		- \$		-	\$		\$ -





Information Technology

Information Technology Services Capital Improvement Plan Summary



The Information Technology Services Capital Improvement Projects Summary consists of the funding requirements for the funding support of the projects, project feasibility studies, and other costs indirectly associated with the management of the capital projects included in the Fiscal Year 2025-2030 Asset Management Program. Direct project management costs are included and funded in each separate project throughout the Capital Improvement Program.

Summary of Capital Projects

Funding Source	Project Title	roject Title 2025 Adopted			2026 Forecasted	2027 Forecasted	2028 Forecasted			2029 Forecasted	F	2030 orecasted
General Fund	City Fiber and Wireless	\$	2,323,742	\$	2,323,742	\$ 1,000,000	\$	1,000,000	\$	1,000,000	\$	1,000,000
Grand Total		\$	2,323,742	\$	2,323,742	\$ 1,000,000	\$	1,000,000	\$	1,000,000	\$	1,000,000



A well-formulated Capital Improvement Plan (CIP) is rooted in consistent planning for major expenditures and in anticipation of the "just-intime" replacement of apparatus, equipment, and facilities. CIPs are most effectively done in 5-year increments in which the current year drops into the annual operating budget and off of the 5-year plan. Then the CIP is replaced by a new 5th year so that it is a continuing process that is tied directly to normal annual budget preparations. Supported by an appropriate funding stream and thoughtful analysis and forecasting by staff, the CIP is a

powerful instrument for managing a Department's level of service delivery.

MAJOR CAPITAL IMPROVEMENTS MAY INCLUDE THE FOLLOWING:

- MAJOR EQUIPMENT: Switches and Routers Upgrade, Voip/Wifi Systems Upgrade, Cameras, Video Storage, Access Systems, EOC DC Power Upgrades, Server Upgrade, DC Security
- FACILITIES: Software Upgrades, Cable Infrastructure, Connectivity & Hardware Infrastructure



Information Technology

City Fiber and Wireless

Location: Citywide **Status:** Ongoing

Investment Type: General Government

Project Description: The City hired Magellan Advisors to develop a resilient City Fiber Ring reaching 133 locations economically. The plan connects 92 Utility sites and partially builds out fiber and conduit for IT. Additionally, 36 City sites (including four with towers) and five private tower sites enable ubiquitous wireless networks leveraging the fiber infrastructure. This setup supports future growth in "Smart City" technology, ensuring cost-effective infrastructure deployment.

Strategic Goal: Infrastructure- Invest in resilient infrastructure

Estimated Project Start Date: 10/01/2024

Funding Source	202	25 Adopted	202	6 Forecasted	202	27 Forecasted	20	28 Forecasted	202	9 Forecasted	20	30 Forecasted
General Fund	\$	2,323,742	\$	2,323,742	\$	1,000,000	\$	1,000,000	\$	1,000,000	\$	1,000,000
Grand Total	\$	2,323,742	\$	2,323,742	\$	1,000,000	\$	1,000,000	\$	1,000,000	\$	1,000,000
Detailed Project Scope	202	25 Adopted	202	6 Forecasted	202	27 Forecasted	20	28 Forecasted	202	9 Forecasted	20	30 Forecasted
Construction Mgmt	\$	67,682	\$	67,682	\$	-	\$	-	\$	-	\$	-
Construction		2,050,964		2,050,964		1,000,000		1,000,000		1,000,000		1,000,000
Construction Contingency		205,096		205,096		-		-		-		-
Grand Total	S	2.323.742	S	2.323.742	S	1.000.000	S	1.000.000	\$	1,000,000	Ś	1.000.000





Information Technology

Information Technology Services Asset Management Program Summary

Facilities Maintenance

Funding Source	Description	2025 Proposed		2026 Forecasted	F	2027 orecasted	2028 Forecaste	ed	F	2029 Forecasted	2030 Forecasted
General Fund	Access & Monitoring (Cameras, Video Storage, Access Systems)	\$ 50,00	00	\$ 50,000	\$	100,000	\$ 100	.000	\$	115,000	\$ 115,000
	Business Application new modules software	100,00	00	100,000		100,000	100	.000		150,000	150,000
	Business Application upgrades- Various Software	100,00	00	100,000		100,000	100	.000		200,000	200,000
	Business Application-Various Software	200,00	0	200,000		200,000	200	.000		300,000	300,000
	Cable Infrastructure/Fiber/Light Control etc.	400,00	00	400,000		600,000	600	.000		600,000	600,000
	Connectivity And Hardware Infrastructure	100,00	0	100,000		100,000	100	.000		150,000	150,000
	DC Security	50,00	0	50,000		100,000	100	.000		115,000	115,000
	EOC DC Power Upgrades	60,00	0	60,000		75,000	75	.000		86,250	86,250
	Security Upgrades	100,00	0	100,000		150,000	150	.000		172,500	172,500
	Server & Virtualization Upgrade	100,00	0	250,000		250,000	250	.000		287,500	287,500
	Server Upgrades	150,00	0	150,000		150,000	150	.000		172,500	172,500
	Switches & Routers Upgrade	200,00	0	200,000		200,000	200	.000		250,000	250,000
	Voip/Wifi Systems Upgrade	95,00	0	95,000		95,000	95	.000		125,000	125,000
Grand Total		\$ 1,705,00	0	\$ 1,855,000	\$	2,220,000	\$ 2,220	.000	\$	2,723,750	\$ 2,723,750



Parks and Recreation Capital Improvement Plan Summary



The Parks and Recreation Capital Improvement Projects Summary consists of the funding requirements for the funding support of the projects, project feasibility studies, and other costs indirectly associated with the management of the capital projects included in the Fiscal Year 2025-2030 Asset Management Program. Direct project management costs are included and funded in each separate project throughout the Capital Improvement Program.

Summary of Capital Projects

Funding Source	Project Title	2025 Adopted	2026 Forecasted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted
General Fund	Jaycee Park Shoreline	\$ 12,360,000	\$ -	\$ -	\$ -	\$ -	\$ -
	Roof Replacement Lake Kennedy Center	210,245	-	-	-	-	-
	Roof Replacement Cultural Park Theatre	425,000	-	-	-	-	-
	Community Center	5,537,690	-	-	-	-	-
	Old Golf Course	12,423,802	-	-	-	-	-
	Coral Oaks Renovation	-	-	20,326,020	-	-	-
Park Impact Fees	Cape Coral Sports Complex Facility Expansion	2,000,000	20,000,000	-	-	-	-
	Neighborhood Park @ 2224 NE 15th ST	315,000	3,150,000	-	-	-	-
	Festival Park Soccer @ Football Field Expansion	-	-	2,100,000	21,000,000	-	-
	Neighborhood Park @ 1204 NW 42nd Ave	-	-	330,750	3,307,500	-	-
	Neighborhood Park @ 2300 SW 23rd ST	-	-	-	-	347,288	3,472,875
	Youth Center Expansion	-	-	-	-	2,205,000	22,050,000
CDBG-DR	Community Center	29,904,200	-	-	-	-	-
Grand Total		\$ 63,175,937	\$ 23,150,000	\$ 22,756,770	\$ 24,307,500	\$ 2,552,288	\$ 25,522,875

A well-formulated Capital Improvement Plan (CIP) is rooted in consistent planning for major expenditures and in anticipation of the "just-intime" replacement of apparatus, equipment, and facilities. CIPs are most effectively done in 5-year increments in which the current year drops into the annual operating budget and off of the 5-year plan. Then the CIP is replaced by a new 5th year so that it is a continuing process that is tied directly to normal annual budget preparations. Supported by an appropriate funding stream and thoughtful

analysis and forecasting by staff, the CIP is a powerful instrument for managing a Department's level of service delivery.

MAJOR CAPITAL IMPROVEMENTS MAY INCLUDE THE FOLLOWING:

- MAJOR EQUIPMENT: Consists of items like playground equipment and lawn care items
- FACILITIES: Includes building maintenance and renovations



Jaycee Park Shoreline

Location: Jaycee Park

Status: Ongoing

Investment Type: Physical Environment

Project Description: Jaycee Park is one of the most popular parks in our system and needs upgrades and improvements to activate the shoreline for community use. Added amenities may include food trucks, food service, band shell, boat docks, additional parking, expanded walking paths, additional tree canopy, and various other recreation spaces.

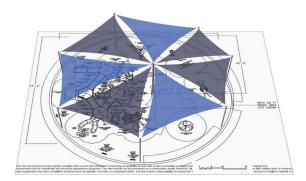
Strategic Goal: City Services and Amenities- Deliver Exceptional City Services and high-quality amenities

Estimated Project Start Date: 10/01/2024

Prior Funds Appropriated Through 9/30/2024: \$622,443

Funding Source	202	25 Adopted	2026	Forecasted	2027	7 Forecasted	202	8 Forecasted	2029	P Forecasted	203	0 Forecasted
General Fund	\$	12,360,000	\$	-	\$	-	\$	-	\$	-	\$	
Grand Total	\$	12,360,000	\$	-	\$		\$		\$		\$	
Detailed Project Scope	202	25 Adopted	2026	Forecasted	2027	7 Forecasted	202	8 Forecasted	2029	P Forecasted	203	0 Forecasted
Permit & Impact Fees	\$	120,000	\$	-	\$	-	\$	-	\$	-	\$	
Construction Contingency		11,880,000		-		-		-		-		
CIP 3% Total Project		360,000		-		-		-		-		
Grand Total	\$	12,360,000	\$	-	\$	-	\$		\$	-	\$	
Operating Budget Impact	202	25 Adopted	2026	Forecasted	2027	7 Forecasted	202	8 Forecasted	2029	P Forecasted	203	0 Forecasted
Operating	\$	-	\$	100,000	\$	100,000	\$	100,000	\$	100,000	\$	100,000
Grand Total	S		\$	100.000	\$	100.000	S	100.000	S	100.000	\$	100,000

Jaycee Park Final Concept Main Playground (with full shade sails)



Lake Kennedy Center Roof Replacement

Location: Lake Kennedy Center

Status: Ongoing

Investment Type: General Government

Project Description: Replacement of current roof at the Lake Kennedy Center

Strategic Goal: Infrastructure-Invest in resilient infrastructure

Estimated Project Start Date: 10/01/2024

Funding Source	2025	Adopted	2026 Forecasted	2027 Forec	asted 2028 Fore	casted	2029 Forecasted	2030 Forecasted
General Fund	\$	210,245	\$	- \$	- \$	-	\$ -	\$ -
Grand Total	\$	210,245	\$	- \$	- \$	-	\$ -	\$ -
Detailed Project Scope	2025	Adopted	2026 Forecasted	2027 Forec	asted 2028 Fore	casted	2029 Forecasted	2030 Forecasted
Detailed Project Scope Permit & Impact Fees	2025 \$	Adopted 10,245		2027 Forec - \$	asted 2028 Fore	casted -	2029 Forecasted \$ -	
	2025 \$		\$					





Cultural Park Theatre Roof Replacement

Location: Cultural Park Theatre

Status: New

Investment Type: General Government

Project Description: Replacement of current roof at the Cultural Park Theatre

Strategic Goal: Infrastructure-Invest in resilient infrastructure

Estimated Project Start Date: 10/01/2024

Funding Source	2025 Adopted		2026 Forecasted		2027 Forecasted		2028 Forecasted		2029 Forecaste	t	2030 Forecasted
General Fund	\$	425,000	\$	- :	\$ -	- \$	\$	-	\$	-	\$ -
Grand Total	\$	425,000	\$	- :	\$ -	. \$	\$		\$		\$ -
Detailed Project Scope	2025	Adopted	2026 Forecaste	d	2027 Forecasted	:	2028 Forecasted		2029 Forecaste	d	2030 Forecasted
Permit & Impact Fees	\$	25,000	\$	- :	\$ -	- \$	\$	-	\$	-	\$ -
Permit & Impact Fees Construction	\$	25,000 400,000	\$	- :	\$ - -	'	\$	-	\$	-	\$ -



Cape Coral Sports Complex Facility Expansion

Location: 2227 Trafalgar Parkway

Status: New

Investment Type: Physical Environment

Project Description: This athletic complex is the largest in our system and is in dire need of more parking

and athletic fields.

Strategic Goal: City Services and Amenities- Deliver Exceptional City Services and high-quality amenities

Estimated Project Start Date: 10/01/2024

Funding Source	202	5 Adopted	202	6 Forecasted	2027	' Forecasted	2028	Forecasted	2029	Forecasted	2030 For	ecasted
Park Impact Fees	\$	2,000,000	\$	20,000,000	\$	-	\$	-	\$	-	\$	-
Grand Total	\$	2,000,000	\$	20,000,000	\$	-	\$		\$		\$	-
Detailed Project Scope	202	25 Adopted	202	6 Forecasted	2027	' Forecasted	2028	Forecasted	2029	Forecasted	2030 For	ecasted
Schematic Design	\$	1,824,900	\$	-	\$	-	\$	-	\$	-	\$	-
Permit & Impact Fees		175,100		-		-		-		-		-
Construction		-		19,400,000		-		-		-		-
3% CIP Fees		-		600,000		-		-		-		-
Grand Total	\$	2,000,000	\$	20,000,000	\$		\$		\$	-	\$	-
Operating Budget Impact	202	5 Adopted	202	6 Forecasted	2027	' Forecasted	2028	Forecasted	2029	Forecasted	2030 For	ecasted

Operating Budget Impact	2025 Ad	opted	2026 F	orecasted	202	7 Forecasted	202	28 Forecasted	202	29 Forecasted	20	30 Forecasted
Operating	\$	-	\$	-	\$	50,000	\$	50,000	\$	50,000	\$	50,000
Grand Total	\$		\$		\$	50,000	\$	50,000	\$	50,000	\$	50,000





Neighborhood Park @ 2224 NE 15th Street

Location: 2224 NE 15th Street

Status: New

Investment Type: Physical Environment

Project Description: The City of Cape Coral is 14 parks behind our per capita standards and this Neigh-

borhood park works to reach that standard.

Strategic Goal: City Services and Amenities- Deliver Exceptional City Services and high-quality amenities

Estimated Project Start Date: 10/01/2024

Funding Source	2025	Adopted	2026	5 Forecasted	2027	' Forecasted	202	8 Forecasted	202	9 Forecasted	20	30 Forecasted
Park Impact Fees	\$	315,000	\$	3,150,000	\$	-	\$	-	\$	-	\$	-
Grand Total	\$	315,000	\$	3,150,000	\$		\$		\$		\$	
Detailed Project Scope	2025	Adopted	2026	5 Forecasted	2027	' Forecasted	202	8 Forecasted	202	9 Forecasted	20	30 Forecasted
Schematic Design	\$	315,000	\$	-	\$	-	\$	-	\$	-	\$	-
Permit & Impact Fees		-		315,000		-		-		-		-
Construction		-		2,835,000		-		-		-		-
Grand Total	\$	315,000	\$	3,150,000	\$	-	\$	-	\$		\$	
Operating Budget Impact	2025	Adopted	2026	5 Forecasted	2027	' Forecasted	202	8 Forecasted	202	9 Forecasted	20	30 Forecasted
Operating	\$	-	\$	-	\$	50,000	\$	50,000	\$	50,000	\$	50,000
Grand Total	S		\$		S	50.000	Ś	50.000	S	50.000	S	50.000



Cape Coral Old Golf Course

Location: 4003 Palm Tree Blvd

Status: New

Investment Type: Physical Environment

Project Description: The City of Cape Coral purchased the 175 acres of the old Golf Course to transform

it into a future city amenity. Project includes cleaning up the current land before developing.

Strategic Goal: City Services and Amenities- Deliver Exceptional City Services and high-quality amenities

Estimated Project Start Date: 10/01/2024

Funding Source	202	5 Adopted	2026 Forecasted	2027 Forecas	ted	2028 Forecasted	2029 Forecasted	2030 Forecasted
General Fund	\$	12,423,802	\$ -	\$	-	\$ -	- \$ -	- \$ -
CRA Fund		2,697,821	-		-	-	-	-
Stormwater Fund		3,278,377	-		-	-	-	-
Grand Total	\$	18,400,000	\$ -	\$	-	\$ -	\$ -	\$ -
Detailed Project Scope	202	5 Adopted	2026 Forecasted	2027 Forecas	ted	2028 Forecasted	2029 Forecasted	2030 Forecasted
Land	\$	10,400,000	\$ -	\$	-	\$ -	\$ -	- \$ -
Grand Total	\$	10,400,000	\$ -	\$	-	\$ -	\$ -	\$ -
Operating Budget Impact	202	5 Adopted	2026 Forecasted	2027 Forecas	ted	2028 Forecasted	2029 Forecasted	2030 Forecasted

Operating Budget Impact	2025	Adopted	2026 Forecast	ed	2027 Foreca	ısted	2028 Forecasted		2029 Forecasted	2030 Forecasted
Parks Maintenance and Repair	\$	8,000,000	\$	-	\$	-	\$	-	\$ -	\$ -
Grand Total	\$	8,000,000	\$		\$		\$		\$ -	\$ -





Community Recreation Center and Disaster Shelter

Location: Festival Park - 2615 NW 14th Avenue

Status: New

Investment Type: Physical Environment

Project Description: The City of Cape Coral was awarded funds to build a Community Recreation Center that could also be used as a Disaster Shelter. The funds from the U.S. Department of Housing and Urban Development's (HUD) Community Development Block Grant – Disaster Recovery (CDBG-DR) program will support long-term recovery efforts in the wake of Hurricane Ian.

Strategic Goal: Infrastructure- Invest in resilient infrastructure

Estimated Project Start Date: 10/01/2024

Prior Funds Appropriated Through 9/30/2024: \$0

Funding Source	202	25 Adopted	2026 Fore	casted	2027 Fore	casted	2028 Fore	casted	2029 Fo	orecasted	2030 Fore	ecasted
General Fund	\$	5,537,690	\$	-	\$	-	\$	-	\$	-	\$	
CDBG-DR		29,904,200		-		-		-		-		
Grand Total	\$	35,441,890	\$		\$		\$		\$		\$	

Detailed Project Scope	2025 Adopted	2026 Forecasted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted
Program Administration	\$ 1,937,004	\$ -	\$ -	\$ -	\$ -	\$ -
Design & Permitting	1,858,307	-	-	-	-	-
Construction	31,646,579	-	-	-	-	-
Grand Total	\$ 35,441,890	\$ -	\$ -	\$ -	\$ -	\$ -



Community Development Block Grant Disaster Recovery Program



Parks and Recreation Asset Management Program Summary

Capital Equipment

Funding Source	Description	2025 Proposed	2026 Forecasted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted
General Fund	Air Condensing Unit Rudd	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -
	Air Handling Unit Rudd	10,000	-	-	-	-	-
	Beach maintenance equipment	200,000	-	-	-	-	-
	Hurricane Shutters	6,808	-	-	-	-	-
	Replace A/C Condenser for Bldg 2	51,988	-	-	-	-	
	Replace age 2-12 playground at Camelot Park	500,000	-	-	-	-	
	Replace age 2-12 playground at Paul Sanborn	500,000	-	-	-	-	
	Replace age 2-12 playground at Pelican Soccer Complex	500,000	-	-	-	-	
	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	-	-	-	-	
	Irrigation System	760,752	760,752	760,752	760,752	760,752	
	Parks Maintenance - A/C unit(s)	-	5,000	-	-	-	
	Replace age 2-12 playground at Giuffrida Park	-	515,000	-	-	-	
	Replace age 2-12 playground at Burton Park	-	515,000	-	-	-	
	Replace age 2-12 playground at Rotary Park	-	515,000	-	-	-	
	Replace Glass Fusing Kiln Building 1	-	9,854	-	-	-	
	Rotary Park - A/C unit(s)	-	5,000	-	-	-	
	Rotary Park - A/C unit(s)	-	5,000	-	-	-	
	Rotary Park - A/C unit(s)	-	5,000	-	-	-	
	Rotary Park - A/C unit(s)	-	5,000	-	-	-	
	Wash & Chemical Mixing Station	-	200,000	-	-	-	
	Cultural Theatre - A/C unit(s)	-	-	5,000	-	-	
	Cultural Theatre - A/C unit(s)	-	-	5,000	-	-	
	Cultural Theatre - A/C unit(s)	-	-	5,000	-	-	
	Cultural Theatre - A/C unit(s)	-	-	5,000	-	-	
	Replace 4 A/C units Four Freedoms Park	-	-	55,000	-	-	
	Replace age 2-12 playground at BMX Park	-	-	530,750	-	-	
	Replace age 2-12 playground at Jason Verdow	-	-	530,750	-	-	
	Replace age 2-12 playground at Starland	-	-	530,750	-	-	
	Replace Kiln for Ceramics Program	-	-	28,026	-	-	
	Cultural Historical - A/C unit(s)	-	-	-	5,000	-	

City of Cape Coral, Florida FY 2025-2027 Adopted Budget



Capital Equipment

Funding Source	Description	2025 Proposed	2026 Forecasted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted
	Cultural Historical - A/C unit(s)	-	-	-	5,000	-	-
	Cultural Theatre - A/C unit(s)	-	-	-	5,000	-	-
	Cultural Theatre - A/C unit(s)	-	-	-	5,000	-	-
	Four Mile Cove Park - A/C unit(s)	-	-	-	5,000	-	-
	Four Mile Cove Park - A/C unit(s)	-	-	-	5,000	-	-
	Replace age 2-12 playground at Caloosa	-	-	-	547,288	-	-
	Replace age 2-12 playground at Cape Coral Sports Complex	-	-	-	547,288	-	-
	Replace age 2-12 playground at Veterans Park	-	-	-	547,288	-	-
	Replace age 2-12 playground at Horton	-	-	-	-	564,652	-
	Replace age 2-12 playground at Pelican Baseball	-	-	-	-	564,652	-
	Replace age 2-12 playground at Saratoga	-	-	-	-	564,652	-
	Replace age 2-12 playground at Jim Jeffers	-	-	-	-	-	425,428
	Replace age 2-12 playground at Koza Park	-	-	-	-	-	425,428
	Replace age 2-12 playground at NW Softball Complex	-	-	-	-	-	425,428
Grant Funded	Maintenance Equipment	3,200	-	-	-	-	-
Grand Total		\$ 2,602,748	\$ 2,540,606	\$ 2,456,028	\$ 2,432,616	\$ 2,454,708	\$ 1,276,284

Facilities Maintenance

Funding Source	Description	P	2025 roposed	2026 ecasted		2027 Forecasted	2028 Forecasted		2029 Forecasted	200 Forec	
General Fund	Pelican Baseball deferred maintenance	\$	750,000	\$	-	\$	- \$	-	\$ -	- \$	-
	Exterior Enclosure Doors LKC		45,500		-		-	-	-		-
	Exterior Enclosure Walls LKC		68,000		-		-	-	-		-
	Exterior Windows LKC		50,000		-		-	-	-		-
	Four Freedoms HVAC -Distribution Systems (duct work)		29,585		-		-	-	-	-	-
	Four Mile Cove boardwalk design		300,000		-		-	-	-		-
	Jim Jeffers deferred maintenance		750,000		-		-	-	-		-
	Parking Lot and walking path repairs for Rotary		110,000		-		-	-	-		-
	Pelican Soccer deferred maintenance		750,000		-		-	-	-		-
	Renovate Rotary building kitchen		50,000		-		-	-	-	•	-
	Restroom Renovations to include Domestic Water Distribution, Sanitary Waste and Plumbing Fixtures for Building 1		90,000		-		-	_			_
	Restroom Renovations to include Domestic Water Distribution, Sanitary Waste and Plumbing		00.000								
	Fixtures for Building 2		90,000		-		-	-	-		-



Facilities Maintenance

Funding Source	Description	2025 Proposed	2026 Forecasted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted
	Rotary Glover Bight boardwalk design	200,000	-	-	-	-	-
	Youth Center Men's Restroom Renovation	180,000	-	-	-	-	-
	Courtyard Renovations behind Building 1	-	400,000	-	-	-	-
	Clubhouse bathroom renovation	-	65,000	-	-	-	-
	Four Freedoms Interior Finishes- Floor Epoxy	-	28,922	-	-	-	-
	Four Freedoms-replace plumbing fixtures in bathroom (ADA compliance)	_	44,327	_	_	_	_
	Four Freedoms-replace sanitary waste system in bathroom	_	44,327	_	_	_	_
	Interior Finishes Floor LKC		199,000				
	Art Studio deferred maintenance	_	750,000	_	_	_	_
	Four Freedoms deferred maintenance maintenance	-	750,000	_	_	_	-
	Lake Kennedy Senior Center deferred maintenance	_	750,000	-	-	-	-
	Caloosa deferred maintenance	-	-	750.000	_	_	_
	Cape Coral Sports Complex Soccer Field Renovation Field 3	-	-	180,000	-	-	-
	Dividers, Fans, Furniture, Lighting, & Mats Enclosed Canopy	-	-	950,000	-	-	-
	Caloosa Football deferred maintenance	-	-	750,000	-	-	-
	Pelican Soccer Complex Renovation Field 3 & 4	-	-	350,000	-	-	-
	Leveling & Grassing of Tees	-	-	100,000	100,000	100,000	-
	Building 1 Ceilings to include Sculpture Studio Ceiling and Atrium Closet to be refinished and painted	_	_	_	40.000	_	_
	Cape Coral Sports Complex Soccer Field Renovation Field 5	_	_	_	180,000	_	_
	Exterior Finishes/Patio LKC	_	_	_	38,000	_	_
	Four Freedoms Site development-				55,500		
	replace fencing & gates	-	-	-	10,472	-	-
	Four Freedoms Exterior Doors	-	-	-	-	24,697	-
	Replace Exterior Siding from Dutch Lap Vinyl to Stucco Building 1	-	-	-	-	20,000	-
	Four Freedoms-replace Electrical and wiring						46,977
Grand Total		\$ 3,463,085	\$ 3,031,576	\$ 3,080,000	\$ 368,472	\$ 144,697	\$ 46,977



Capital Fleet

,	Asset # 18910 - Ford F150				Forecasted	Forecasted	Forecasted
		\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -
	Asset # 21212 - Stage	500,000	-	-	-	-	-
	Asset # 21452 - Dump Truck	130,000	-	-	-	-	-
,	Asset # 23851 - Mobile Bleachers	60,000	-	-	-	-	-
,	Asset # 23852 - Mobile Bleachers	60,000	-	-	-	-	-
,	Asset # 28008 - Felling Trailer	15,000	-	-	-	-	-
,	Asset # 28376 - Ryan Sod Cutter	9,000	-	-	-	-	-
,	Asset # 28579 - Ford Transit	60,000	-	-	-	-	-
,	Asset # 28955 - Ford F150	50,000	-	-	-	-	-
,	Asset # 29158 - Beach Rake	70,000	-	-	-	-	-
,	Asset # 29225 - Carryall 700	20,000	-	-	-	-	-
,	Asset # 23093 - Vermeer Chipper	-	65,000	-	-	-	-
,	Asset # 23342 - Magnum MMG125	-	125,000	-	-	-	-
1	Asset # 23546 - Dump Truck	-	130,000	-	-	-	-
1	Asset # 21152 - Turk Sweeper	-	22,000	-	-	-	-
1	Asset # 26452 - John Deere loader	-	55,000	-	-	-	=
	Asset # 27981 - Toro Multi Pro 1750	-	43,000	-	-	-	-
,	Asset # 27948 - Toro Sandpro	-	41,000	-	-	-	-
,	Asset # 27951 - Toro Sandpro	-	41,000	-	-	-	-
	Asset # 28009 - Felling Trailer	-	18,000	-	-	-	-
	Asset # 28018 - Toro Debris Blower	-	11,000	-	-	-	_
,	Asset # 28032 - Toro 5510-D	-	90,000	-	-	-	_
,	Asset # 27896 - Workman	-	20,000	-	-	-	_
,	Asset # 28033 - Carryall 700	-	20,000	-	-	-	_
,	Asset # 28391 - Workman GTX	-	18,000	-	-	-	-
,	Asset # 28421 - F250	-	47,741	-	-	-	_
,	Asset #28578 - 4500-D	-	95,000	-	-	-	-
,	Asset # 26509 - Tru Turf F548-11D	-	-	28,000	-	-	-
	Asset # 27897 - Toro 3280- D	-	_	42,000	-	-	-
	Asset # 27903 - Toro 4500-D	-	_	100,531	-	-	-
	Asset # 27909 - Toro 3280-D	-	_	42,000	-	-	-
	Asset # 27938 - John Deere 4052R	_	_	52,000	_	_	_
	Asset # 27952 - Toro Sandpro	-	_	41,500	-	-	-
	Asset # 28005 - Toro 4500-D	_	_	100,000	_	_	_
	Asset # 28007 - Ford F250	_	_	49,173	_	_	_
	Asset # 28010 - Felling Trailer	-	-	15,000	-	_	-
	Asset # 28080 - Ford F250	-	-	49,173	-	_	-
	Asset # 28270 - Toro Workman	-	-	22,000	-	_	-
	Asset # 28340 - Wacker RD12	_	_	20,000	_	-	_
	Asset # 28390 - Toro Workman	_	_	18,000	_	_	_
	Asset # 28497 - Club Car	_	_	15,000	_	_	_
	Asset # 28803 - Toro Greenspro	_	_	23,000	_	_	_
	Asset # 24087 - Astec Trencher	-	-	20,000	62,000	-	-

City of Cape Coral, Florida FY 2025-2027 Adopted Budget



Funding Source	Description	2025 Proposed	2026 Forecasted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted
	Asset # 28044 - Ford F250	-	-	-	50,648	-	
	Asset # 28220 - Ford Escape	-	-	-	35,000	-	
	Asset # 28501 - Ford E450	-	-	-	125,000	-	
	Asset # 28906 - Toro 3150Q	-	-	-	65,000	-	
	Asset # 9746 - Hudson Trailer	-	-	-	10,000	-	
	Asset # NC505 - Toro Workman	-	-	-	20,000	-	
	Asset # 27895 - Workman	-	-	-	-	20,000	
	Asset # 27982 - F250	-	-	-	-	52,161	
	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 # 28501 - E450	-	-	-	-	60,000	
	Asset # 28577 - 4500-D	_	-	-	-	106,653	
	Asset # 28602 - Transit 250	_	-	-	-	52,167	
	Asset # 28823 - Sandpro 3040	_	-	-	-	42,000	
	Asset # 28901 - 4500 D.	_	-	-	-	106,653	
	Asset # 28341 - Toro 4300-D	_	-	-	-	-	85,00
	Asset # 28361 - Ford F550	_	-	-	-	-	145,00
	Asset # 28375 - Felling Trailer	_	-	-	-	-	15,00
	Asset # 28066 - Ford F150	_	-	-	-	-	47,00
	Asset # 28392 - Ford F150	-	-	-	-	-	47,00
	Asset # 28446 - JD 5075E	_	-	-	-	-	85,00
	Asset # 28449 - Ford F150	-	-	-	-	-	47,00
	Asset # 28506 - Ford F150	-	-	-	-	-	47,00
	Asset # 28507 - Trail King	-	-	-	-	-	20,00
	Asset # 28762 - Pothole M2-106	-	-	-	-	-	400,00
	Asset # 28866 - Ford F 250	_	_	-	-	-	55,00
	Asset # 28303 - Ford F150	_	_	-	-	-	47,00
	Asset # 28306 - Toro 3280-D	-	-	-	-	-	50,00
	Asset # 29233 - Ford E450	_	_	-	-	-	145,00
	Asset # 29284 - F350	-	-	-	-	-	70,00
	Asset # 28106 - F550	-	-	-	-	-	80,00
	Asset # 28227 - Sandpro 3040	_	_	_	_	_	47,00
	Asset # 28228 - Sandpro 3040	_	_	-	-	-	47,00
	Asset # 28229 - Sandpro 3040	-	-	-	-	-	47,00
	Asset # 28590 - 7200	-	-	-	-	-	40,000
	Asset # 28221 - Ford Escape	_	-	-	-	-	50,00
rant Funded	Asset - Small Tractor	45,000	-	-	-	-	20,300
	Asset - Club Car	20,000	_	_	_	_	
Frand Total	,	\$ 1,089,000	\$ 841,741	\$ 617,377	\$ 367,648	\$ 831 948	\$ 1,616,000



Police Asset Management Program Summary



The Police Asset Management Program Summary is a thorough initiative that outlines the Department's owned assets, their current conditions, and future strategies for the FY 2025-2030 Plan. This program integrates budgetary processes, combining revenues and expenditures with programmatic and policy considerations within the city's long-term planning framework. It provides a structured approach to facilitate orderly growth and implement necessary capital improvements effectively throughout the City.

Summary of Capital Projects

Funding Source	Project Title	2025 Adopte	d	2026 Forecasted	F	2027 orecasted	2028 Forecasted		2029 Forecasted	Fo	2030 precasted
General Fund	Chester Street Facility Upgrade	\$	- \$	1,000,000	\$	-	\$	-	\$ -	\$	-
Police Impact Fees	Police Precinct		-	500,000		4,500,000		-	-		-
	Police Northwest Precinct		-	-		-		-	500,000		4,500,000
Grand Total		\$	- \$	1,500,000	\$	4,500,000	\$	-	\$ 500,000	\$	4,500,000

Capital Equipment

Funding Source	Description	2025	5 Adopted	ı	2026 Forecasted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted
General Fund	(4) A/C Chillers (RPL)	\$	600,000	\$	-	\$ -	\$ -	\$ -	\$ -
	IDEMIA Azure Cloud (New)		30,000		-	-	-	-	-
	Polygraph Equipment (RPL)		10,000		-	-	-	-	-
	A/C Units/Handlers (RPL)		15,000		15,000	-	-	-	-
	Sniper Optics (RPL)		15,000		-	15,000	-	15,000	-
	SWAT Throwbot (New)		18,500		-	-	-	-	18,500
	Marine Boats/Motors (RPL)		200,000		-	-	250,000	300,000	-
	Police K-9 (RPL)		13,000		13,500	28,000	29,000	30,000	31,000
	(2) Narcotics Scanner (New)		-		54,692	-	-	-	-
	AV - VIN Interview Rooms (RPL)		-		19,000	-	-	-	-
	Vehicle Data Recorder (New)		-		23,000	-	-	-	-
	Event Data Recorder (New)		-		27,500	-	-	-	-
	Evidence Freezer (RPL)		-		7,000	-	-	-	-
	Evidence Refrigerator (RPL)		-		7,000	-	-	-	-
	Generator Control System (RPL)		-		25,000	-	-	-	-
	Humidifier Chamber (RPL)		-		10,000	-	-	-	-
	LEICA - RTC LIDAR (New)		-		94,000	-	-	-	-
	SWAT Pole Camera (New)		-		9,500	-	-	-	-
	Speed Measuring Devices (New)		-		180,000	-	-	125,000	-
	Boat Lift For Marine Unit (RPL)		-		-	25,000	-	-	-



Capital Equipment

Funding Source	Description	2025 Adopted	2026 Forecasted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted
	Digital Forensics Server (RPL)	-	-	11,400	-	-	-
	Digital Forensics -Cell Phones (RPL)	-	-	17,000	-	-	-
	Digital Forensics-Computers (RPL)	-	-	17,000	-	-	-
	Fingerprint Machine-Booking Room (RPL)	-	-	9,000	-	-	-
	Metal Detector - Lobby (RPL)	-	-	5,700	-	-	-
	Radio Console Workstation (New)	-	-	83,000	-	-	-
	Tabletop ALS Light Source (RPL)	-	-	23,000	-	-	-
	Throw Phone for CNT (RPL)	-	-	23,000	-	-	-
	In-Car Video Cameras (RPL)	-	-	50,000	50,000	-	-
	Air Purifying Respirators (New)	-	-	-	17,500	-	-
	Polygraph Machine (RPL)	-	-	-	15,000	-	-
	AV System-Interview Rooms (RPL)	-	-	-	-	50,600	
	(2) BriefCam Servers (RPL)	-	-	-	-	64,400	
	(2) Intoxilyzers (New)	-	-	-	-	23,000	
	Blood Drying Chamber (New)	-	-	-	-	8,700	
	Plotter (RPL)	-	-	-	-	6,725	-
	Unstaffed Aerial Vehicle (New)	-	-	-	-	20,000	-
	Smart Board (New)	-	-	-	-	8,000	-
	SWAT Rook/Multi Purpose Armored Vehicle (New)	-	-	-	-	570,000	-
	Upgrade Full Lab System (RPL)	-	-	-	-	199,564	-
	Videoray UAV (New)	-	-	-	-	35,000	-
	Bucket Truck for VIN Ops (New)	-	-	-	-	-	109,900
	Concession/Event Trailer (New)	-	-	-	-	-	8,700
	Dell Monitor for TIAC (New)	-	-	-	-	-	8,000
	(2) KeyTracer (New & RPL)	-	-	-	-	-	54,164
	(2) SIU Pole Cameras (RPL)	-	-	-	-	-	34,650
	(2) VIN Pole Cameras (RPL)	-	-	-	-	-	34,650
	(6) Sniper Vision Scopes (RPL)	-	-	-	-	-	54,300
	(6) SWAT Shields	-	-	-	-	-	49,456
	Portable Message Board (New)	-	-	-	-	-	11,400
	Driving Simulator & Trailer (New)	-	-	-	-	-	38,100
	SRO K9 (RPL)	-	-	-	-	-	14,000
	Firearms Training Simulator (RPL)	-	-	-	-	-	198,500
Grand Total		\$ 901,500	\$ 485,192	\$ 307,100	\$ 361,500	\$ 1,455,989	\$ 665,320

Funding Source	Description	Pi	2025 roposed	2026 Forecasted		2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted
General Fund	Asset # 27790 - Ford F150	\$	78,500	\$	- 5	\$ -	\$	- \$	- \$ -
	Asset # 27854 - Ford Explorer		78,500		-	-		-	
	Asset # 27788 - Ford F150		78,500		-	-		-	
	Asset # 28082 - Ford Explorer		78,500		-	-		-	
	Asset # 28090 - Ford Explorer		78,500		-	-		-	



Funding Source	Description	2025 Proposed	2026 Forecasted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted
	Asset # 28091 - Ford Explorer	78,500	=	-	-	-	-
	Asset # 28092 - Ford Explorer	78,500	-	-	-	-	-
	Asset # 28142 - Ford Taurus	78,500	-	-	-	-	-
	Asset # 28151 - Ford Explorer	78,500	-	-	-	-	-
	Asset # 28152 - Ford Explorer	78,500	-	-	-	-	-
	Asset # 28157 - Ford Explorer	78,500	-	-	-	-	-
	Asset # 28158 - Ford Explorer	78,500	-	-	-	-	-
	Asset # 28160 - Ford Explorer	78,500	-	-	-	-	-
	Asset # 28163 - Ford Explorer	78,500	-	-	-	-	-
	Asset # 28165 - Ford Explorer	78,500	-	-	-	-	
	Asset # 28167 - Ford Explorer	78,500	-	-	-	-	
	Asset # 28174 - Ford Explorer	78,500	-	-	-	-	-
	Asset # 28186 - Ford Explorer	78,500	-	-	-	-	-
	Asset # 28317 - Ford Explorer	78,500	-	-	-	-	-
	Asset # 28318 - Ford Explorer	78,500	-	-	-	-	-
	Asset # 28319 - Ford Explorer	78,500	-	-	-	-	-
	Asset # 28328 - Ford Explorer	78,500	-	-	-	-	
	Asset # 28329 - Ford Explorer	78,500	-	-	-	-	
	Asset # 28330 - Ford Explorer	78,500	-	-	-	-	
	Asset # 28343 - Ford Taurus	78,500	-	-	-	-	
	Asset # 28386 - Ford Explorer	78,500	-	-	-	-	
	Asset # 28401 - Ford Explorer	78,500	-	-	-	-	
	Asset # 28402 - Ford Explorer	78,500	-	-	-	-	
	Asset # 28608 - Ford Explorer	78,500	-	-	-	-	
	Asset # 28808 - Chevy Tahoe	78,500	-	-	-	-	
	Asset # 27789 - Ford F-150	-	80,500	-	-	-	
	Asset # 28095 - Silverado	-	80,500	-	-	-	
	Asset # 28149 - Ford Taurus	-	80,500	-	-	-	
	Asset # 22581 - Freightliner	-	1,500,000	-	-	-	
	Asset # 28164 - Ford Taurus	-	80,500	-	-	-	
	Asset # 27905 - Ford Taurus	-	80,500	-	-	-	
	Asset # 28342 - Ford Taurus	-	80,500	-	-	-	
	Asset # 28344 - Ford Taurus	-	80,500	-	-	-	
	Asset # 28452 - Ford Explorer	-	80,500	-	-	-	
	Asset # 28686 - Ford Fusion	-	80,500	-	-	-	
	Asset # 22044 - Boatmaster	-	-	12,000	-	-	
	Asset # 28085 - Ford Explorer	-	-	83,000	-	-	
	Asset # 28089 - Ford Explorer	-	-	83,000	-	-	
	Asset # 27899 - Ford Taurus	-	-	83,000	-	-	
	Asset # 27900 - Ford Taurus	-	-	83,000	-	-	
	Asset # 27901 - Ford Taurus	-	-	83,000	-	-	
	Asset # 28247 - Ford F150	-	-	83,000	-	-	-
	Asset # 28320 - Ford Taurus	_	_	83,000	-	_	-



Funding Source	Description	2025 Proposed	2026 Forecasted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted
	Asset # 28094 - Ford Explorer	-	-	83,000	-	-	
	Asset # 28331 - Ford Taurus	-	-	83,000	-	-	
	Asset # 28332 - Ford Taurus	-	-	83,000	-	-	
	Asset # 28333- Ford Taurus	-	-	83,000	-	-	
	Asset # 28334 - Ford Taurus	-	-	83,000	-	-	
	Asset # 28346 - Ford Taurus	-	-	83,000	-	-	
	Asset # 28425 - Signals Msg Board	-	-	12,000	-	-	
	Asset # 28455 - Ford Explorer	-	-	83,000	-	-	
	Asset # 28467 - Ford Explorer	-	-	83,000	-	-	
	Asset # 28479 - Ford Explorer	-	-	83,000	-	-	
	Asset # 28480 - Ford Explorer	-	-	83,000	-	-	
	Asset # 28593 - Ford Explorer	-	-	83,000	-	-	
	Asset # 28604 - Ford Explorer	-	-	83,000	-	-	
	Asset # 28605 - Ford Explorer	-	-	83,000	-	-	
	Asset # 28607 - Ford Explorer	-	-	83,000	-	-	
	Asset # 28609 - Ford Explorer	-	-	83,000	-	-	
	Asset # 28610 - Ford Explorer	-	-	83,000	-	-	
	Asset # 28615 - Ford Explorer	-	-	83,000	-	-	
	Asset # 28625 - Ford Explorer	-	-	83,000	-	-	
	Asset # 28628 - Ford Explorer	-	-	83,000	-	-	
	Asset # 28639 - Ford Explorer	-	-	83,000	-	-	
	Asset # 28704 - Ford Taurus	-	-	83,000	-	-	
	Asset # 28705 - Ford Taurus	-	-	83,000	-	-	
	Asset # 28814 - Ford Explorer	-	-	83,000	-	-	
	Asset # 28874 - Ford Explorer	-	-	83,000	-	-	
	Asset # 28453 - Ford Explorer	-	-	83,000	-	-	
	Asset# xxxxx - Ford Explorer	-	-	-	85,000	-	
	Asset # 28264 - Ford F150	-	-	-	85,000	-	
	Asset # 28265 - Ford F150	-	-	-	85,000	-	
	Asset # 28302 - Ford Explorer	-	-	-	85,000	-	
	Asset # 27902 - Ford Taurus	-	-	-	85,000	-	
	Asset # 23522 - Boatmaster	-	-	-	15,000	-	
	Asset # 27277 - Lenco Bearcat	-	-	-	424,360	-	
	Asset # 28246 - Ford Explorer	-	-	-	85,000	-	
	Asset # 28594 - Ford Explorer	_	_	_	85,000	-	
	Asset # 28595 - Ford Explorer	_	_	_	85,000	_	
	Asset # 28454 - Ford Explorer	-	_	-	85,000	-	
	Asset # 28500 - Magic Tilt Trailer	-	_	-	10,000	-	
	Asset # 28642 - Ford Explorer	-	_	-	85,000	-	
	Asset # 28653 - Ford Explorer	-	_	-	85,000	-	
	Asset # 28683 - Ford Fusion	-	_	-	85,000	-	
	Asset # 28703 - Ford Taurus	-	_	-	85,000	-	
	Asset # 28715 - Ford Taurus	_	_	_	85,000	_	



Capital Fleet

Funding Source	Description	2025 Proposed	2026 Forecasted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted
	Asset # 28739 - Ford Explorer	-	-	-	85,000	-	-
	Asset # 28858 - Ford Taurus	-	-	-	85,000	-	-
	Asset # 28872 - Ford Explorer	-	-	-	85,000	-	-
	Asset # 28873 - Ford Explorer	-	-	-	85,000	-	-
	Asset # 28880 - Ford F150	-	-	-	85,000	-	-
	Asset # 28954 - Ford Fusion	-	-	-	85,000	-	-
	Asset # 28961 - Ford Fusion	-	-	-	85,000	-	-
	Asset # 28989 - Ford Explorer	-	-	-	85,000	-	-
	Asset # 28991 - Ford Taurus	-	-	-	85,000	-	-
	Asset # 28997 - Ford Taurus	-	-	-	85,000	-	-
	Asset # 29016 - Ford Explorer	-	-	-	85,000	-	-
	Asset # 29017 - Ford Explorer	-	-	-	85,000	-	-
	Asset # 29020 - Ford Explorer	-	-	-	85,000	-	-
	Asset # 29298 - Ford Fusion	-	-	-	85,000	-	-
	Asset # 27766 - Grand Caravan	-	-	-	-	60,000	-
	Asset # 28493 - Explorer	-	-	-	-	88,000	-
	Asset # 28693 - Fusion	-	-	-	-	88,000	-
	Asset # 28713 - Taurus	-	-	-	-	88,000	-
	Asset # 28714 - Taurus	-	-	-	-	88,000	-
	Asset # 28988 - Explorer	-	-	-	-	88,000	-
	Asset # 28990 - Taurus	-	-	-	-	88,000	-
	Asset # 29001 - Taurus	-	-	-	-	88,000	-
	Asset # 29018 - Explorer	-	-	-	-	88,000	-
	Asset # 29019 - Explorer	-	-	-	-	88,000	-
	Asset # 29029 - F150	-	-	-	-	88,000	-
	Asset # 29030 - F150	-	-	-	-	88,000	-
	Asset # 29032 - F150	-	-	-	-	88,000	-
	Asset # 29033 - F150	-	-	-	-	88,000	-
	Asset # 29034 - F150	-	-	-	-	88,000	-
	Asset # 29037 - Explorer	-	-	-	-	88,000	-
	Asset # 29066 - Explorer	-	-	-	-	88,000	-
	Asset # 29067 - Explorer	-	-	-	-	88,000	-
	Asset # 29068 - Explorer	-	-	-	-	88,000	-
	Asset # 29069 - Explorer	-	-	-	-	88,000	-
	Asset # 29070 - Explorer	-	-	-	-	88,000	-
	Asset # 29071 - Explorer	-	-	-	-	88,000	-
	Asset # 29072 - Explorer	-	-	-	-	88,000	-
	Asset # 29074 - Explorer	-	-	-	-	88,000	-
	Asset # 29112 - Explorer	-	-	-	-	88,000	-
	Asset # 29116 - Fusion	-	-	-	-	88,000	-
	Asset # 29117 - Fusion	-	-	-	-	88,000	-
	Asset # 29201 - Explorer	-	-	-	-	88,000	-
	Asset # 29208 - Explorer	-	-	-	-	88,000	-

City of Cape Coral, Florida FY 2025-2027 Adopted Budget



Funding Source	Description	2025 Proposed	Fo	2026 precasted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted
	Asset # 29228 - Taurus		-	-	-	-	88,000	-
	Asset # 29240 - F150		-	-	-	-	88,000	-
	Asset # 19397 - Magnum		-	-	-	-	-	15,000
	Asset # 28215 - STALKER		-	-	-	-	-	25,000
	Asset # 29160 - Explorer		-	-	-	-	-	90,000
	Asset # 29161 - Explorer		-	-	-	-	-	90,000
	Asset # 29162 - Explorer		-	-	-	-	-	90,000
	Asset # 29179 - F150		-	-	-	-	-	90,000
	Asset # 29202 - Explorer		-	-	-	-	-	90,000
	Asset # 29209 - Explorer		-	-	-	-	-	90,000
	Asset # 29227 - Taurus		-	-	-	-	-	90,000
	Asset # 29229 - Taurus		-	-	-	-	-	90,000
	Asset # 29230 - Taurus		-	-	-	-	-	90,000
	Asset # 29231 - Taurus		-	-	-	-	-	90,000
	Asset # 29260 - Explorer		-	-	-	-	-	90,000
	Asset # 29285 - Tahoe		-	-	-	-	-	90,000
	Asset # 29297 - Fusion		-	-	-	-	-	90,000
	Asset # 29358 - F250		-	-	-	-	-	90,000
	Asset # 29359 - F250		-	-	-	-	-	90,000
	Asset # 29360 - F250		-	-	-	-	-	90,000
	Asset # 29361 - F250		-	-	-	-	-	90,000
	Asset # 29363 - F250		-	-	-	-	-	90,000
	Asset # 29380 - F250		-	-	-	-	-	90,000
	Asset # 29468 - F350		-	-	-	-	-	90,000
	Asset # 29586 - Explorer		-	-	-	-	-	90,000
	Asset # 29592 - Explorer		-	-	-	-	-	90,000
	Asset # 29598 - Explorer		-	-	-	-	-	90,000
	Asset # 29609 - Explorer		-	-	-	-	-	90,000
	Asset # 29743 - Explorer		-	_	-	-	-	90,000
	Asset # 29744 - Explorer		-	_	-	-	-	90,000
	Asset # 29745 - Explorer		-	_	-	-	-	90,000
	Asset # 29746 - Explorer		-	_	-	-	-	90,000
	Asset # 29747 - Explorer		-	_	-	-	-	90,000
	Asset # 29748 - Explorer		-	_	-	-	-	90,000
	Asset # 29857 - Explorer		-	_	-	-	-	90,000
Impact Fee	Future Position Vehicles	908,	730	_	-	-	-	-
Grand Total		\$ 3,263,	730 \$	2,224,500	\$ 2,680,000	\$ 2,829,360	\$ 2,700,000	\$ 2,830,000



Public Works Capital Improvement Plan Summary



The Department of Public Works Capital Improvement Projects Summary consists of the funding requirements for the funding support of the projects, project feasibility studies, and other costs indirectly associated with the management of the capital projects included in the Fiscal Year 2025-2030 Asset Management Program. Direct project management costs are included and funded in each separate project throughout the Capital Improvement Program.

Summary of Capital Projects

Funding Source	Project Title	2025 Adopted	2026 Forecasted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted
5 Cent Gas Tax	Chiquita access management and turn lane improvements	\$ 515,000	\$ -	\$ -	\$ -	\$ -	\$ -
	Diplomat Access management and capacity improvement	515,000	-	-	-	-	-
	NEW Intersection Improvements - City wide	-	1,000,000	1,000,000	1,500,000	1,500,000	1,500,000
CDBG - DR	Stormwater Weirs	10,824,120	-	-	-	-	-
Fleet Mgmt Allocation	Fleet Building	-	51,500,000	-	-	=	-
General Fund	Chiquita/Tropicana Intersection Median	1,030,000	-	-	-	-	-
	Embers Pwky - Burnt Store to Chiquita	1,070,770	-	-	-	-	-
	Chiquita Blvd N - NW 1st Ter to NW 7th Ter	484,795	-	-	-	-	-
	Embers/Nicholas Pwky - Chiq to Nicholas	577,076	-	-	-	-	-
	Nelson - SW 1st St to Tropicana	442,359	-	-	-	-	-
	Median Improvements	-	1,030,000	1,030,000	1,030,000	1,030,000	1,500,000
	Sidewalks - additional School area	-	2,575,000	2,575,000	2,575,000	2,575,000	2,575,000
Grant Funded	SW Santa Barbara PI - Nicholas Pwky to SW 20th St	899,160	-	-	-	-	-
	Grant Funded Sidewalks	-	1,217,010	1,788,053	1,564,709	1,500,000	1,500,000
	Safe Routes to School (Grant)- Challenger	-	59,515	-	509,125	-	-
	Sun Trail (Nelson Pkwy to Del Prado Blvd)	-	7,617,835	-	2,969,389	-	-
Property Mgmt Allocation	Property Management Building	-	24,720,000	-	-	-	-
Grand Total		\$ 16,358,280	\$ 89,719,360	\$ 6,393,053	\$ 10,148,223	\$ 6,605,000	\$ 7,075,000

Summary of Stormwater Capital Projects

Funding Source	Project Title	,	2025 Adopted	F	2026 Forecasted	ı	2027 Forecasted	ا	2028 Forecasted	F	2029 orecasted	F	2030 orecasted
Stormwater	Old Golf Course Weir Improvements (Rehab	\$	3,278,377	\$	-	\$	-	\$	-	\$	-	\$	-
	Construction)		-		311,713		3,300,000		1,148,352		1,236,000		1,273,080
Grand Total		\$	3,278,377	\$	311,713	\$	3,300,000	\$	1,148,352	\$	1,236,000	\$	1,273,080

A well-formulated Capital Improvement Plan (CIP) is rooted in consistent planning for major expenditures and in anticipation of the "just-intime" replacement of apparatus, equipment, and facilities. CIPs are most effectively done in 5-year increments in which the current year drops into the annual operating budget and off of the 5-year plan. Then the CIP is replaced by a new 5th year so that it is a continuing process that is tied directly to normal annual budget preparations. Supported by an appropriate funding stream and thoughtful

analysis and forecasting by staff, the CIP is a powerful instrument for managing a Department's level of service delivery.

MAJOR CAPITAL IMPROVEMENTS MAY INCLUDE THE FOLLOWING:

- MAJOR EQUIPMENT: Consist of chillers and fuel tanks at different City locations.
- FACILITIES: Includes median curbing and resurfacing to major roads and alleys.





Chiquita Access Management and Turn Lane Improvements

Location: Chiquita Blvd.

Status: Ongoing

Investment Type: Transportation

Project Description: Provide sufficient and safe access and circulation on City streets when warranted by

safety record.

Strategic Goal: City Services and Amenities- Deliver Exceptional City Services and high-quality amenities

Estimated Project Start Date: 10/01/2024

Funding Source	2025 Adopted		2026 Forecasted		2027 Forecasted		2028 Forecasted		2029 Forecasted		2030 Forecaste	
5 Cent Gas Tax	\$	515,000	\$	-	\$	-	\$	-	\$	-	\$	-
Grand Total	\$	515,000	\$		\$		\$		\$		\$	-
Detailed Project Scope	2025	Adopted	2026 Forec	asted	2027 Fo	orecasted	2028	orecasted	2029	Forecasted	2030 Fo	precasted
Construction	\$	500,000	\$	-	\$	-	\$	-	\$	-	\$	-
CIP 3% Total Project		15,000		-		-		-		-		-
Grand Total	\$	515,000	\$	-	\$	-	\$	-	\$		\$	



Diplomat Access Management and Capacity Improvement

Location: Diplomat **Status:** Ongoing

Investment Type: Transportation

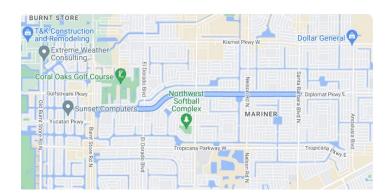
Project Description: When warranted through traffic studies, close or adjust existing median openings and

improve turn lanes on Diplomat.

Strategic Goal: City Services and Amenities- Deliver Exceptional City Services and high-quality amenities

Estimated Project Start Date: 10/01/2024

Funding Source	2025	Adopted	2026 Forecasted	2027 Fore	casted 2028 Fo	recasted 2029 Fo	recasted 2030 For	recasted
5 Cent Gas Tax	\$	515,000	\$ -	\$	- \$	- \$	- \$	-
Grand Total	\$	515,000	\$ -	\$	- \$	- \$	- \$	-
Detailed Project Scope	2025	Adopted	2026 Forecasted	2027 Fore	casted 2028 Fo	recasted 2029 Fo	recasted 2030 For	recasted
Detailed Project Scope Construction	202 8	500,000	2026 Forecasted \$		casted 2028 Fo - \$	recasted 2029 Fo - \$	recasted 2030 For - \$	ecasted _
	202 5					A		ecasted - -





Chiquita/Tropicana Intersection Median

Location: Chiquita and Tropicana

Status: New

Investment Type: Transportation

Project Description: Refurbishing the existing professionally landscaped medians

Strategic Goal: Infrastructure-Invest in resilient infrastructure

Estimated Project Start Date: 10/01/2024

Funding Source	202	5 Adopted	2026 Forecasted	202	27 Forecasted	20	028 Forecasted	2	2029 Forecasted		2030 Forecasted
General Fund	\$	1,030,000	\$	- \$	-	\$	-	\$		-	\$ -
Grand Total	\$	1,030,000	\$	- \$		\$	-	\$		-	\$ -
Detailed Project Scope	202	Adopted	2026 Forecasted	202	27 Forecasted	20	028 Forecasted	2	2029 Forecasted		2030 Forecasted
Construction	\$	1,030,000	\$	- \$	-	\$	-	\$		-	\$ -
Grand Total	\$	1,030,000	\$	- \$		\$		\$			\$ -



Embers Parkway- Burnt Store to Chiquita Sidewalk

Location: Burnt Store to Chiquita (Embers Parkway)

Status: Ongoing

Investment Type: Transportation

Project Description: Enhance current infrastructure providing for a safe and efficient transportation system

for multiple users.

Strategic Goal: City Services and Amenities- Deliver Exceptional City Services and high-quality amenities

Estimated Project Start Date: 10/01/2023

Funding Source	2025 Adopted		2026 Forecasted 2027 Forecasted		d	2028 Forecaste	d	2029 Forecasted	d	2030 Forecasted	
General Fund	\$	1,070,770	\$	-	\$	-	\$	-	\$	-	\$ -
Grand Total	\$	1,070,770	\$		\$		\$		\$		\$ -
Detailed Project Scope	202	5 Adopted	2026 Forecasted	d	2027 Forecaste	d	2028 Forecaste	d	2029 Forecasted	d	2030 Forecasted
Construction	\$	1,070,770	\$	-	\$	-	\$	-	\$	-	\$ -
Grand Total	\$	1,070,770	\$	-	\$	-	\$	٠.	\$		\$ -





Chiquita Blvd N- NW 1st Ter to NW 7th Ter Sidewalk

Location: Chiquita Blvd- NW 1st Ter to NW 7th Ter

Status: New

Investment Type: Transportation

Project Description: Enhance current infrastructure providing for a safe and efficient transportation system

for multiple users.

Strategic Goal: City Services and Amenities- Deliver Exceptional City Services and high-quality amenities

Estimated Project Start Date: 10/01/2024

Funding Source	202	5 Adopted	2026 Forecasted	ı	2027 Forecasted	1	2028 Forecaste	d	2029 Forecaste	d	2030 Forecasted
General Fund	\$	484,795	\$	- (\$	-	\$	-	\$	-	\$ -
Grand Total	\$	484,795	\$	- ;	\$		\$		\$		\$ -
Detailed Project Scope	202	5 Adopted	2026 Forecasted	ł	2027 Forecasted	1	2028 Forecaste	d	2029 Forecaste	ď	2030 Forecasted
Construction	\$	484,795	\$	- (\$	-	\$	-	\$	-	\$ -
Grand Total	\$	484,795	\$	- 5	\$	-	\$	-	\$	-	\$ -



Embers/Nicholas Pkwy - Chiquita to Nicholas

Location: Embers/Nicholas Pkwy- Chiquita to Nicholas

Status: Ongoing

Investment Type: Transportation

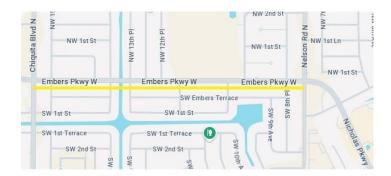
Project Description: Enhance current infrastructure providing for a safe and efficient transportation system

for multiple users.

Strategic Goal: City Services and Amenities- Deliver Exceptional City Services and high-quality amenities

Estimated Project Start Date: 10/01/2023

Funding Source	2025	Adopted	2026 For	ecasted	2027	Forecasted	202	8 Forecasted	202	29 Forecasted	203	0 Forecasted
General Fund	\$	577,076	\$	-	\$	-	\$	-	\$	-	\$	-
Grand Total	\$	577,076	\$		\$		\$		\$		\$	-
Detailed Project Scope	2025	Adopted	2026 For	ecasted	2027	Forecasted	202	8 Forecasted	202	29 Forecasted	203	0 Forecasted
Construction	\$	577,076	\$	-	\$	-	\$	-	\$	-	\$	-
Grand Total	\$	577,076	\$	-	\$	-	\$	-	\$		\$	-





Nelson- SW 1st to Tropicana Sidewalk

Location: Nelson-Sw 1st St to Tropicana

Status: Ongoing

Investment Type: Transportation

Project Description: Enhance current infrastructure providing for a safe and efficient transportation system

for multiple users.

Strategic Goal: City Services and Amenities- Deliver Exceptional City Services and high-quality amenities

Estimated Project Start Date: 10/01/2023

Funding Source	2025 Adopted 2		2026 Forecasted 2027 Forecas		sted	2028 Fo	ecasted	2029 Forecasted		2030 Forecasted		
General Fund	\$	422,359	\$	-	\$	-	\$	-	\$	-	\$	-
Grand Total	\$	422,359	\$		\$		\$		\$		\$	
Detailed Project Scope	2025	Adopted	2026 Foreco	isted	2027 Foreca	sted	2028 Fo	ecasted	2029 Fo	orecasted	2030 Fo	precasted
Construction	\$	422,359	\$	-	\$	-	\$	-	\$	-	\$	-
Grand Total	\$	422,359	\$	-	\$	-	\$	-	\$	-	\$	



Grant Funded Sidewalks

Location: SW Santa Barbara Place- Nicholas Pkwy to Sw 20th St

Status: New

Investment Type: Transportation

Project Description: Enhance current infrastructure providing for a safe and efficient transportation system

for multiple users.

Strategic Goal: City Services and Amenities- Deliver Exceptional City Services and high-quality amenities

Estimated Project Start Date: 10/01/2024

Funding Source	ng Source 2025 Adopted		2026 Forecasted 2027 Forecasted			2028	Forecasted	2029 Forecasted		2030 Forecasted		
Grant Funded	\$	899,160	\$	-	\$	-	\$	-	\$	-	\$	-
Grand Total	\$	899,160	\$		\$		\$		\$		\$	
Detailed Project Scope	202	Adopted	2026 Forecas	ted	2027 For	ecasted	2028	Forecasted	2029 Fo	orecasted	2030 F	orecasted
Construction	\$	899,160	\$	-	\$	-	\$	-	\$	-	\$	-
Grand Total	\$	899,160	\$	-	\$		\$		\$		\$	





Stormwater Weirs

Location: TBD Status: New

Investment Type: Transportation

Project Description: Rehabilitate or replace existing weirs with motorized control gates that will optimize

stormwater capture and storage.

Strategic Goal: City Services and Amenities- Deliver Exceptional City Services and high-quality amenities

Estimated Project Start Date: 10/01/2024

Funding Source	202	5 Adopted	2026 Forecast	ed	2027 Forecaste	d	2028 Forecasted		2029 Forecaste	d	2030 Forecasted
Grant Funded	\$	10,824,120	\$	-	\$	-	\$	-	\$	-	\$ -
Grand Total	\$	10,824,120	\$	•	\$	-	\$	-	\$	-	\$ -

Detailed Project Scope	202	5 Adopted	2026 Forecas	ted	2027 Forecasted		2028 Forecasted		2029 Forecasted	2030 Forecasted
Construction	\$	10,824,120	\$	-	\$	-	\$	-	\$ -	\$
Grand Total	\$	10,824,120	\$		\$		\$		\$ -	\$



Public Works Asset Management Program Summary

Capital Equipment

Funding Source	Description	2025 Adopted	2026 Forecasted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted
Fleet Mgmt Allocation	Asset #19178 Coral Oaks Fuel Site	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ -
	Asset #27236 Rotary 2 Post Lift 18,000 Lb	18,000	-	-	-	-	-
	Asset #16566 Iron Worker Machine	-	58,000	-	-	-	-
	Asset #24815 Rotary Turf Lift, 7,000 Pound	-	9,000	-	-	18,000	-
	Asset #28413 Mohawk TR-25A, 4 Post Lift	-	-	-	40,000	-	-
	Asset #19171 Fuel Site 2 City Hall Asset #24455 \(\) 5000 Lift, 2007	-	-	-	-	250,000	-
	Ariheta Asset #19172 Fuel Site 3 Everest/ Fleet	-	-	-	-	70,000	260,000
General Fund	Nicholas Annex Chillers	425,000	_	-	-	-	-
	Asset #24346 Replace Walk Behind Paint Sprayer	10,000	-	-	-	-	-
	Asset #27214 Replace Robotic Total Station	52,000	-	-	-	-	-
	New LiDair Drone	-	50,000	-	-	-	-
	Asset #27209 Replace-GPS Rover Receiver	-	-	25,000	-	-	-
	Asset #28016 Replace HP Design Jet T2500	-	-	10,000	-	-	-
	Asset #27210 Replace -GPS Rover Receiver	-	-	-	25,000	-	-
	Asset #30380 Replace GPS Rover	-	-	-	25,000	-	-
	Asset #30381 Replace GPS Rover	-	-	-	25,000	-	-
	Asset #28013 Ice Maker and Bin	-	-	-	8,000	-	-
	Asset #29499 Replace Robotic Total Station	-	-	-	52,000	-	-
	Asset #20144 Replace 2003 New Holland Tractor	-	-	-	-	55,000	-
	Asset #27213 Replace 2012 Total Station #1	-	-	-	-	35,000	-
	Replace Mapping Drone (FY24 Purchase)	-	-	-	-	50,000	-
	Asset #27784 Replace Trailer- Sidewalks	-	-	-	-	20,000	-
	Asset #29579 Replace Remote Boat	-	-	-	-	-	10,000
	Asset #27492 Replace Digital Level	-	-	-	-	-	20,000
	Smart Rod	-	-	-	-	-	9,000
Property Mgmt Allocation	Panel Saw - Holzher Sector 1254	40,000	-	-	-	-	-
	Floor Scrubber	12,000	12,000	-	-	-	-
	Generator Load Bank	-	-	25,000	-	-	-
	Asset #29143 Replace Floor Scrubber	-	-	12,000	-	-	-

Cape Coral

Capital Equipment

Funding Source	Description	2025 Adopted	2026 Forecasted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted
	Stick mounted GPS Locator	-	-	15,000	-	-	-
	Wire Tracer	-	-	15,000	-	-	-
Stormwater	Tube Bender Asset #26349 Autoclave Microbiology	20,000	-	-	15,000	-	-
	6" Trash Pump	100,000	_	_	_	-	_
	Asset #21202 Replace Nutrient Autoanalyzer	70,000	-	-	-	-	-
	Habitat Mapping Submersible	30,000	-	-	-	-	-
	Asset #24366 Walk in Cooler	20,000	-	-	_	-	-
	Sonde	15,000	-	-	_	-	-
	Grandall - New Swale Crew	-	400,000	-	-	-	_
	Replace Boat	-	150,000	-	-	-	-
	Asset #28760 Replace Nutrient Autoanalyzer	-	70,000	-	-	-	-
	Equipment Trailer - New Swale Crew	-	54,000	-	-	-	-
	FlowCam Algae sorter, counter and identification	-	20,000	-	-	-	-
	Asset #29431 Sonde with BGA Sensor	-	20,000	-	-	-	-
	Replace Plate Tampers	-	40,000	-	-	-	-
	Replace Gradall Buckets	-	20,000	-	-	-	-
	Asset #29043 Replace IDEXX Fecal Indicator Analyzer	-	15,000	-	-	-	-
	Replace Long Reach Buckets and Thumb	-	20,000	-	-	-	-
	qPCR Thermocycler	-	15,000	-	-	-	-
	Excavator - New Pipe Crew	-	-	100,000	-	-	-
	Backhoe/Loader - New Pipe Crew	-	-	100,000	-	-	-
	Asset #21947 Replace TOC Analyzer (retired)	-	-	70,000	-	-	-
	Asset #15434 Replace Ironworker 12" Bending	-	-	35,000	-	-	-
	Asset #29039 Replace Envirosight Wireless Pole Camera	-	-	24,000	-	-	-
	Probes Remote Sensing Monitoring	-	-	10,000	-	-	-
	Asset #17877 Replace Pipe Bending Machine	-	-	8,000	-	-	-
	Asset #24452 Replace Compressor-2007 Sullair Port	-	-	18,000	-	-	-
	Asset #29192 Replace Fluorometer	-	-	20,000	-	-	-
	Asset #27107 Replace Trash Compactor	-	-	-	10,000	-	-
	Asset #27276 Replace Handheld Surveying System	-	-	-	8,000	-	-
	Asset #28496 Replace Bucket for Gradall	-	-	-	8,000	-	-
	Asset #28780 Replace Bucket for Gradall	-	-	-	8,000	-	-

Cape Coral

Capital Equipment

Funding Source	Description	202 Adop		2026 Forecasted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted
	Asset #28760 Replace Autoclave Nutrients		-	-	-	20,000	-	-
	Asset #28015 Replace Deionized Water System		-	-	-	40,000	-	-
	Caloosahatchee Salinity Nutrient Temperature Tide Sensor		-	-	-	50,000	-	-
	Trash Skimmer - New Flot Crew		-	-	-	400,000	-	-
	Rapid Microbiology Water Testing		-	-	-	-	50,000	-
	Aquatic Vegetation Algae Harvesting Trailering and Conveying System		_	-	-	-	450,000	-
	Asset #27700 Replace Pole Camera		-	-	-	-	20,000	-
	Replace 2 Ovens for Solids B515.0288		-	-	-	-	50,000	-
	Replace Cole Palmer BOD Incubator (2) 9302-14		-	-	-	-	10,000	-
	Water Quality and Flow Remote Monitoring Outfall, Weirs & Basins Automation Systems		-	-	-	-	-	200,000
Grand Total		\$ 8	387,000	\$ 953,000	\$ 487,000	\$ 734,000	\$ 1,078,000	\$ 499,000

Facilities Maintenance

Funding Source	Description	2025 Adopted	2026 Forecasted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted
5 Cent Gas Tax	ADA Upgrades as Part of Road Resurfacing	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 300,000
	Local Road Resurfacing	2,198,243	2,557,838	1,715,315	1,362,162	1,009,009	706,306
	Major Road Resurfacing	2,152,567	2,512,162	1,684,685	1,337,838	990,991	693,694
	Median Curbing	400,000	400,000	400,000	400,000	400,000	400,000
6 Cent Gas Tax	Alley Resurfacing	520,000	520,000	520,000	520,000	520,000	520,000
	Local Road Resurfacing	2,648,434	3,091,722	3,091,722	2,095,311	2,163,636	2,220,574
	Major Road Resurfacing	1,894,991	2,338,278	2,338,278	1,584,689	1,636,364	1,679,426
	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
General Fund	Bridge Rehabilitation	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
	Community Beautification / Median Landscape/Annual Refurbishment	300,000	300,000	300,000	300,000	300,000	309,000
	Community Median Beautification (Adopt-A-Medians)	321,360	321,360	321,360	321,360	321,360	331,001
	Road Resurfacing GF	-	575,000	2,848,750	5,932,688	7,178,322	8,377,238
Stormwater	Aquatic Vegetation Harvesting South Spreader Improvement	1,020,000	1,040,000	1,061,208	1,082,432	1,104,081	1,137,200
	Drainpipe and Catch Basin Replacement	1,636,835	1,669,571	1,702,963	1,737,022	1,776,216	1,854,000
	Environmental Projects Maintenance	100,000	100,000	100,000	100,000	100,000	515,000
	Flood Prevention/Roadway Drainage	494,400	2,563,669	514,558	2,666,217	2,719,541	2,801,127
	Water Quality Management	500,000	500,000	500,000	500,000	500,000	515,000



Facilities Maintenance

Funding Source	Description		25 pted	F	2026 orecasted	F	2027 Forecasted	2028 Forecasted			2029 Forecasted		2030 precasted
	Contracted Dry Swales Regrading		-		-		-		-		500,000		515,000
Grand Total		\$ 17,	386,830	\$	21,689,600	\$	20,298,839	\$	23,139,719	\$	24,419,520	\$:	25,874,566

Land Acquisition

Funding Source	Funding Source Description		2025 Adopted		2026 Forecasted		2027 Forecasted		2028 orecasted	2029 Forecasted		2030 Forecasted	
Stormwater	Land Acquisition for Boat Ramps - Environmental	\$	100,000	\$	100,000	\$	100,000	\$	100,000	\$	100,000	\$	100,000
Grand Total		\$	100,000	\$	100,000	\$	100,000	\$	100,000	\$	100,000	\$	100,000

Capital Fleet

Funding Source	Description		2025 Adopted	2026 Forecasted		2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted
Capital Improv	Assah #07500 Found Evaplaces	¢	40.427	¢		¢	¢	¢	¢
Allocation	Asset #27508 - Ford Explorer	\$	42,436	\$	-	\$ -	\$ -	\$ -	\$ -
	Asset #27706 - Ford Explorer		42,436		-	-	-	-	-
	Asset #28070 - Ford Escape		42,436	EO (-	-	-	-	-
	Asset #28494 - Ford F150		-	52,0)00	-	40.700	-	-
	Asset #28495 - Ford Explorer		-		-	-	48,690	-	-
	Asset #28827 - Ford F150		-		-	55,360	-	-	-
Facilities Mgmt	Asset #28865 - Ford Explorer		-		-	45,000	-	-	-
Allocation	Asset #28727 - Transit 250		-		-	-	-	-	70,000
	Asset #28728 - Transit 250		-		-	-	-	-	70,000
	Asset #28729 - Transit 250		-		-	-	-	-	70,000
	Asset #28730 - Transit 250		-		-	-	-	-	70,000
	Asset #28731 - Transit 250		-		-	-	-	-	70,000
	Asset #28844 - Transit 250		-		-	-	-	-	70,000
Fleet Mgmt									
Allocation	Asset #19265 - Ford F-550		-	106,0	000	-	-	-	-
	Asset #27803 - Ford Explorer		-		-	44,000	-	-	-
	Asset #28450 - Ford Taurus		-		-	40,000	-	-	-
	Asset #28268 - Club Car Carryall 300		-		-	-	15,000	-	-
	Asset #28420 - Ford Taurus		-		-	-	46,000	-	-
	Asset #28162 - Transit Connect		-		-	-	-	47,672	-
	Asset #23426 - Ford 350		-		-	-	-	-	90,000
General Fund	Asset #28001 - Ford F250		50,000		-	-	-	-	-
	Asset #23518 - Sakai HS66ST		20,000		-	-	-	-	-
	Asset #27672 - Freightliner M2-106		150,000		-	-	-	-	-
	Asset #28248 - Case 621F		180,000		-	-	-	-	-
	Asset #27129 - Imperial Trailer		28,000		-	-	-	-	-
	Asset #28187 - Hustler 3700		39,253		-	-	-	-	-
	Asset #28464 - Ford F150		40,000		-	-	-	-	-
	Asset #27802 - Case 580		-	150,0	000	-	-	-	-
	Asset #25223 - Case Tractor		-	130,0	000	-	-	-	-

Cape Coral

Capital Fleet

		2025	2026	2027	2028	2029	2030
Funding Source	Description	Adopted	Forecasted	Forecasted	Forecasted	Forecasted	Forecasted
	Asset #28065 - Ford F250	-	52,000	-	-	-	-
	Asset #28113 - Ford F250	-	52,000	-	-	-	-
	Asset #28039 - Ford Escape	-	52,000	-	-	-	-
	Asset #28250 - Toro Z Master	-	43,050	-	-	-	-
	Asset #28266 - Club Car Carryall 1500	-	15,800	-	-	-	-
	Asset #28355 - Ford F150	-	40,000	-	-	-	-
	Asset #28037 - Ford F250	-	-	53,000	-	-	-
	Asset #28006 - Ford F350	-	-	80,000	-	-	-
	Asset #22940 - Bush hog	-	-	8,000	-	-	-
	Asset #28356 - Ford F150	-	-	42,000	-	-	-
	Asset #28366 - Ford Edge	-	-	42,000	-	-	-
	Asset #28624 - Ford F450	-	-	85,000	-	-	-
	Asset #28986 - F450	-	-	111,000	-	-	-
	Asset #29382 - Kubota	-	-	45,000	-	-	45,000
	Asset #29383 - Kubota	-	-	45,000	-	-	45,000
	Asset #29412 - Kubota	-	-	45,000	-	-	45,000
	Asset #29429 - Kubota	-	-	45,000	-	-	45,000
	Asset #28463 - Ford F150	-	-	-	45,000	-	-
	Asset #28353 - New Holland Workmaster	_	_	_	60,000	-	_
	Asset #27805 - Case 570N	_	_	_	156,000	_	-
	Asset #28049 - Ford F250	_	_	_	54,000	_	_
	Asset #28345 - Ford F150	_	_	_	45,000	_	-
	Asset #28702 - Ford F150	_	_	_	42,000	_	_
	Asset #28571 - Freightliner M2-106	_	_	_	190,000	_	_
	Asset #27830 - M2-106	_	_	_	-	150,000	_
	Asset #28451 - Ford Explorer	_	_	_	_	47,672	_
	Asset #28539 - EDB18F-23	_	_	_	_	200,000	_
	Asset #28614 - V5900	_	_	_	_	15,000	_
	Asset #28643 - 50150 Bitumen Applicator					10,000	_
	Asset #28847 - F350	_	_	_	_	65,000	_
	Asset #28854 - F350	_	_	_	_	65,000	_
	Asset #28855 - F350	_	_	_	_	65,000	_
	Asset #28353 - Imperial Trailer		_	_	_	00,000	20,000
	Asset #28298 Toro John Deere 507E				_		60,000
		-	-	-	-	-	
	Asset #28374 - Ford F150 Asset #1116- 2020 International	-	-	-	-	-	47,792
	CE300	-	-	-	-	-	165,000
	Asset #21815 - Ford F250	-	-	-	-	-	50,000
1 - 1 44	Asset #30154 - Ford Explorer	-	-	-	-	-	50,000
Lot Mowing	Asset #28834 - Ford Explorer	-	-	42,000			
	Asset #28979 - Ford F150	-	-	-	45,000	-	-
	Asset #28984 - Ford F150	-	-	-	-	43,000	-

City of Cape Coral, Florida FY 2025-2027 Adopted Budget



Capital Fleet

Funding Source	Description	2025 Adopted	2026 Forecasted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted
	Asset #28992 - Ford Explorer	-	-	-	-	-	50,000
Property Mgmt Allocation	Electrician, Trade Specialist & Custodian(2) Vehicles	214,000	-	-	-	-	
	Asset #22797 - Hyster Forklift	-	80,000	-	-	-	
	Asset #27630 - Ford E350	-	-	90,000	-	-	
	Asset #28034 - Ford Transit 250	-	-	56,500	-	-	
	Asset #28035 - Ford Transit 250	-	-	56,500	-	-	
	Asset #28036 - Ford Transit 250	-	-	-	60,100	-	
	Asset #28223 - Ford Transit 250	-	-	-	60,100	-	
	Asset #28224 - Ford Transit 250	-	-	-	60,100	-	
	Fuel Tanks at City Hall	-	-	-	-	250,000	
	Asset #28105 - Transit 250	-	-	-	-	63,760	
	Asset #28225 - Transit 250	-	-	-	-	63,760	
	Asset #28226 - Transit 250	-	-	-	-	63,760	
olid Waste	Solid Waste Inspector Vehicle	31,930	-	-	-	-	
	Solid Waste Inspector Vehicle	31,000	62,000	-	-	-	
tormwater	Asset #23054 - Sterling LT7500	150,000	-	-	-	-	
	Asset #23328 - Sterling LT7500	150,000	-	-	-	-	
	Asset #23581 - Caterpillar 325 DL	380,000	-	-	-	-	
	Asset #27804 - Freightliner M2-114SD	530,000	-	-	-	-	
	Asset #28214 - Freightliner M2-114SD	530,000	-	-	-	-	
	New Position Vehicle	40,000	-	-	-	-	
	Crew Cab - New Swale Crew	-	50,000	-	-	-	
	Crew Cab - New Swale Crew	-	92,000	-	-	-	
	Tandem - New Swale Crew	-	132,000	-	-	-	
	Asset #21583 - Bucket	-	11,000	-	-	-	
	Asset #25329 - Gradall Excavator XL 3100	-	500,000	-	-	-	
	Asset #27363 - Caterpillar 308E	-	130,000	-	-	-	
	Asset #27509 - Caterpillar 2PD5000	-	60,000	-	-	-	
	Asset #27423 - Ford F150	-	42,000	-	-	-	
	Asset #27424 - Ford F150	-	42,000	-	-	-	
	Asset #28081 - Ford F250	-	55,000	-	-	-	
	Asset #22642 - Imperial Trailer	-	-	30,000	-	-	
	Flatbed - New Swale Crew	-	-	89,000	-	-	
	Tandem - New Pipe Crew	-	-	134,000	-	-	
	Asset #27274 - Gradall XL3100	-	-	525,000	-	-	
	Crew Cab - New Vac Truck Crew	-	-	55,000	-	-	
	Asset #27829 - Freightliner M2-106	-	-	143,000	-	-	
	Asset #27831 - Freightliner M2-106	-	-	143,000	-	-	
	Asset #28042 - Ford Escape	-	-	42,000	-	-	
	Asset #28112 - Ford Transit	-	-	45,000	-	-	
	Asset #28357 - Ford Edge			42,000			

City of Cape Coral, Florida FY 2025-2027 Adopted Budget



Capital Fleet

Funding Source	Description	2025 Adopted	2026 Forecasted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted
Toliding Source	Crew Cab - New Flot Crew	Adopied _	-	-	58,000	- Tolecusieu	Torecusieu
	Crew Cab - New Pipe Maint Crew	_	_	_	58,000	_	_
	Asset #27364 - Caterpillar 308E	_	_	_	140,000	_	_
	Asset #27365 - Ford Explorer	_	_	_	46,000	_	_
	Asset #27822 - Case 580 Super	_	_	_	150,000	_	_
	Asset #27828 - Freightliner M2-106	_	_	_	145,000	_	_
	Asset #28161 - Ford F550	_	_	_	85,000	_	_
	Asset #28352 - Ford F150	_	_	_	45,000	_	_
	Asset #28359 - Ford F150	_	_	_	45,000	_	_
	Asset #28585 - Ford F350	_	_	_	53,000	_	_
	Asset #28587 - Ford F350	_	_	_	60,000	_	_
	Asset #28588 - Ford F350			_	60,000	_	
	Asset #28592 - Ford F350		_		60,000		
	Asset #28861 - Ford F150		_		45,000		
	Asset #28870 - Ford Transit		_		48,000		
	Asset #28611 - Ford Explorer		_		53,000		
	Asset #28809 - Ford F350	-	-	-	60,000	-	-
	Asset #28843 - Ford F350	-	-	-	60,000	-	-
	Asset #28846 - Ford F350	-	-	-	60,000	-	-
	Asset #23154 - Forklift	-	-	-	60,000	90,000	-
	Asset #27445 - Trailer	-	-	-	-		-
		-	-	-	-	14,000	-
	Asset #28476 - Explorer	-	-	-	-	47,672	-
	Asset #28486 - Transit Connect Asset #28584 - Ford F350	-	-	-	-	40,575	70,000
		-	-	-	-	-	
	Asset #28645 - Ford Escape	-	-	-	-	-	50,000
	Asset #28646 - Ford Escape	-	-	-	-	-	50,000
	Asset #28679 - Freightliner M2	-	-	-	-	-	155,000
	Asset #28725 - Ford F350	-	-	-	-	-	70,000
	Asset #28481 - Transit Connect	-	-	-	-	-	45,000
	Asset #28815 - Ford F350	-	-	-	-	-	65,000
	Asset #28842 - Ford F350	-	-	-	-	-	65,000
	Asset #28586 - Ford F350	-	-	-	-	-	70,000
	Asset #26337 - Wacker BPU	-	-	-	-	-	10,000
	Asset #25329 - Gradall XL3100	-	-	-	-	-	570,000
	Asset #27795 - Case 621F	-	=	-	-	-	190,000
	Asset #28565 - Transit Connect	-	-	-	-	-	45,000
	Asset #28888 - Transit Connect	-	-	-	-	-	45,000
	Asset #27539 - Magic Tilt	-	-	-	-	-	13,000
	Asset #27794 - Case 621F	-	-	-	-	-	190,000
	Asset #27838 - Case 580 Super	-	-	-	-	-	165,000
	Asset #17942 - Case 585G	-	-	-	-	-	80,000
Grand Total		\$ 2,691,491	\$ 1,948,850	2,278,360	\$ 2,257,990	\$ 1,341,871	\$ 3,080,792



Utilities Capital Improvement Plan Summary



The Utilities Capital Improvement Projects Summary consists of the funding requirements for the funding support of the projects, project feasibility studies, and other costs indirectly associated with the management of the capital projects included in the Fiscal Year 2025-2030 Asset Management Program. Direct project management costs are included and funded in each separate project throughout the Capital Improvement Program.

ASSET MANAGEMENT PROGRAM SUMMARY

Utilities Summary of Capital Projects

Funding Source	Project Title	2025 Adopted	2026 Forecasted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted
Water & Sewer	ADM-56 US 41 Conveyance	\$ 40,000,000	\$ -	\$ -	\$ -	\$ -	\$ -
	WRC-7 Rehab Master LS 200 WRE-XX EWR Reuse Pump Station Rep	500,000	-	-	-	-	-
	WRE - MPS-103 Relocation	2,000,000	-	-	-	_	-
	WRE - MPS-401 Relocation	450,000	2,000,000	_	_	_	_
	North WRF 8 MGD (phase 1) Expandable to 17 MGD	17,689,218	-,,-	225,000,000	-	-	-
	NRO RO WTP Wellfield Expansion Phase II	10,200,000	14,700,000	14,700,000	14,700,000	-	-
	Software INTEGRATION WS	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	=
	ADM-22 Wastewater Inflow and Infiltration	3,000,000	3,000,000	1,625,000	1,625,000	1,625,000	1,625,000
	Everest Headworks	-	13,000,000	-	-	=	=
	North RO Distribution Pump and Motor	-	1,000,000	-	-	-	-
	WRE - North South Transfer PS	-	3,500,000	-	-	=	=
	NRO RO WTP Expansion Phase II & 12 MG Potable Water	-	41,421,680	-	-	-	-
	SW WRF Improvements (Headworks, Filters, Raw Main)	-	53,000,000	-	-	-	-
	Phase 4 - Neighborhood Water Line Replacement (Veterans to Wayne Canal)	-	1,000,000	16,800,000	-	-	-
	WRE - LS-313 Relocation	-	200,000	1,000,000	-	-	-
	Phase 2 Palm Tree Water Line Replacement	-	-	19,200,000	-	-	-
	Phase 2 - Neighborhood Water Line Replacement (Dominica to Damao Canal)	-	-	1,000,000	12,200,000	-	-
	WRE - LS-411 Relocation	-	-	200,000	1,000,000	-	-



Utilities Summary of Capital Projects

Funding Source	Project Title	2025 Adopted	2026 Forecasted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted
	North RO WTP and WRF Deep Injection Well	-	-	-	22,400,000	-	-
	WRE - LS-306 Relocation	-	-	-	250,000	1,000,000	-
	Phase 1 - Neighborhood Water Line Replacement (Nicholas to Dominica Canal)	-	-	-	1,000,000	12,000,000	-
	Weirs- Study	-	-		6,666,667	6,666,667	6,666,667
	Phase 3 Palm Tree Water Line Replacement	-	-	-	-	15,000,000	-
	Viscaya Water Line Replacement- Nicholas Pkwy to Del P	-	-	-	-	17,837,315	-
	Country Club Pipe Replacement Phase 1	-	-	-	-	20,000,000	-
	WRE - LS-302 Relocation	-	-	-	-	250,000	1,000,000
	North Util Complex Utili Admin Bld	-	-	-	-	-	20,000,000
Grand Total		\$ 85,839,218	\$ 134,821,680	\$ 281,525,000	\$ 61,841,667	\$ 76,378,982	\$ 29,291,667

Utility Expansion Project Summary of Capital Projects

Funding Source	Project Title	2025 Adopted	2026 Forecasted	F	2027 orecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted
5 Cent Gas Tax	North 3 UEP Non Assessed Transportation Improvements	\$ -	\$	- \$	20,437,426	\$	- \$ -	\$
	North 6 UEP Non Assessed Transportation Improvements	-		-	-		- 19,889,296	
Stormwater	North 3 UEP Non Assessed Stormwater ADS	-		-	14,782,894			
	North 6 UEP Non Assessed Stormwater ADS	-		-	-		- 14,387,391	
W&S Spec Assmt	North 6 UEP Water, Sewer, Irrigation Collection & Distribution	14,525,024		-	-		- 145,497,110	
	North 6 UEP Water, Sewer, Irrigation Transmission	5,071,142		-	-		- 103,802,796	
	North 5 UEP Water, Sewer, Irrigation Collection & Distribution	-		-	14,932,656			
	North 5 UEP Water, Sewer, Irrigation Transmission	-		-	5,377,993			
	North 3 UEP Water, Sewer, Irrigation Collection & Distribution	-		-	88,632,842			
	North 3 UEP Water, Sewer, Irrigation Transmission	-		-	76,606,857		_	
Water & Sewer	North 3 UEP Utilities/Fiber Optics Conduit	-		-	5,696,008			
	North 6 UEP Utilities/Fiber Optics Conduit	-		-	-		- 5,543,242	
Grand Total		\$ 19,596,166	\$	- \$	226,466,676	\$	- \$ 289,119,835	\$ -



A well-formulated Capital Improvement Plan (CIP) is rooted in consistent planning for major expenditures and in anticipation of the "just-intime" replacement of apparatus, equipment, and facilities. CIPs are most effectively done in 5-year increments in which the current year drops into the annual operating budget and off of the 5-year plan. Then the CIP is replaced by a new 5th year so that it is a continuing process that is tied directly to normal annual budget preparations. Supported by an appropriate funding stream and thoughtful analysis and forecasting by staff, the CIP is a powerful instrument for managing a Department's level of service delivery.

MAJOR CAPITAL IMPROVEMENTS MAY INCLUDE THE FOLLOWING:

- FLEET:- Consists of Excavators, Forklift, and Trailers to assist in pavement removal and strength capabilities to lift trench boxes.
- MAJOR EQUIPMENT: Consists of Motors, pumps, and breakers are used to repair large utility mains and replacement of plant equipment pieces.
- FACILITIES: Consists of Water Testing at Facilities and Water Recreation Odor control rehabilitation.



ADM-22 Wastewater Inflow and Infiltration

Location: Citywide **Status:** Ongoing

Investment Type: Physical Environment

Project Description: This project is an ongoing effort to reduce the amount of infiltration and inflow entering the sanitary sewer gravity collection system. Infiltration and Inflow is prevalent in the older sections of the City where the system was constructed with clay pipes and gravity sewers are located in swale areas

Strategic Goal: City Services and Amenities- Deliver Exceptional City Services and high-quality amenities

Estimated Project Start Date: 10/01/2024

Prior Funds Appropriated Through 9/30/2024: \$0

Funding Source	202	2025 Adopted		6 Forecasted	202	2027 Forecasted		2028 Forecasted		2029 Forecasted		2030 Forecasted	
Water and Sewer	\$	3,000,000	\$	3,000,000	\$	1,625,000	\$	1,625,000	\$	1,625,000	\$	1,625,000	
Grand Total	\$	3,000,000	\$	3,000,000	\$	1,625,000	\$	1,625,000	\$	1,625,000	\$	1,625,000	
Detailed Project Scope	202	5 Adopted	202	6 Forecasted	202	7 Forecasted	202	28 Forecasted	202	29 Forecasted	20	30 Forecasted	
Detailed Project Scope Planning I&I Action Plan	202 \$	25 Adopted 1,500,000	202 (6 Forecasted 1,500,000	202 \$	7 Forecasted 125,000	20 2	28 Forecasted 125,000	20 2	29 Forecasted 125,000	20	30 Forecasted 125,000	
•	202		202 6		202 \$		202 \$		\$		20 \$		





ADM-56 US 41 Conveyance

Location: North Cape Coral

Status: Ongoing

Investment Type: Physical Environment

Project Description: This project encompasses the building of a pipeline and pump station at the Southwest Aggregates Mine located in lower Charlotte County. The pipeline will border US 41 and eventually the water flow will enter the city at Gator Slough. This project was conceived during the drought of 2017 and a temporary pump station was set up in order to bolster the City's canals and irrigation systems in order to provide adequate fire suppression.

Strategic Goal: City Services and Amenities- Deliver Exceptional City Services and high-quality amenities

Estimated Project Start Date: 10/01/2024

Prior Funds Appropriated Through 9/30/2024: \$11,221,990

Funding Source	202	5 Adopted	2026 Fore	casted	2027	Forecasted .	202	8 Forecasted	2029	Forecasted	20	030 Forecasted
Water and Sewer	\$	40,000,000	\$	-	\$	-	\$	-	\$	-	\$	-
Grand Total	\$	40,000,000	\$		\$		\$		\$		\$	
Detailed Project Scope	202	5 Adopted	2026 Fore	casted	2027	Forecasted	202	8 Forecasted	2029	Forecasted	20	030 Forecasted
Construction	\$	40,000,000	\$	-	\$	-	\$	-	\$	-	\$	-
Grand Total	\$	40,000,000	\$		\$		\$		\$		\$	-



North WRF 8 MGD (Phase 1) Expandable to 17 MGD

Location: West of the North Reverse Osmosis Water Treatment Plant

Status: New

Investment Type: Physical Environment

Project Description: Design and construct Wastewater Rec Facility in north Cape Coral. The capacity expansion is required to maintain the expected level of service for the current residents of the northern portion of the City as well as provide capacity for the residents within the expanding UEP areas.

Strategic Goal: City Services and Amenities- Deliver Exceptional City Services and high-quality amenities

Estimated Project Start Date: 10/01/2023

Prior Funds Appropriated Through 9/30/2024: \$7,310,782

Funding Source	202	5 Adopted	2026 Forecasted	d	2027	' Forecasted	202	8 Forecasted	202	9 Forecasted	2030 Fore	casted
Water and Sewer	\$	17,689,218	\$	-	\$	225,000,000	\$	-	\$	-	\$	-
Grand Total	\$	17,689,218	\$		\$	225,000,000	\$		\$		\$	-
Detailed Project Scope	202	5 Adopted	2026 Forecasted	d	2027	['] Forecasted	202	B Forecasted	202	9 Forecasted	2030 Fore	casted
Planning	\$	14,500,000	\$	-	\$	-	\$	-	\$	-	\$	-
Schematic Design		1,550,000		-		-		-		-		-
Construction		1,639,218		-		225,000,000		-		-		-
Grand Total	\$	17,689,218	\$	-	\$	225,000,000	\$		\$		\$	-





NRO RO WTP Wellfield Expansion Phase II

Location: North Reverse Osmosis Water Treatment Plant

Status: Ongoing

Investment Type: Public Water Supply

Project Description: Install additional raw water Supply Wells needed to supply existing and expanded water treatment plant (WTP) capacities, rehabilitate or replace selected raw water Production Wells

based on technical evaluation.

Strategic Goal: Infrastructure-Invest in resilient infrastructure

Estimated Project Start Date: 10/01/2023

Prior Funds Appropriated Through 9/30/2024: \$4,450,000

Funding Source	202	25 Adopted	202	6 Forecasted	202	7 Forecasted	202	8 Forecasted	2029 Fc	precasted	2030 F	precasted
Water and Sewer	\$	10,200,000	\$	14,700,000	\$	14,700,000	\$	14,700,000		-		-
Grand Total	\$	10,200,000	\$	14,700,000	\$	14,700,000	\$	14,700,000	\$		\$	
Detailed Project Scope	202	25 Adopted	202	6 Forecasted	202	7 Forecasted	202	8 Forecasted	2029 Fc	precasted	2030 F	precasted
Construction	\$	10,200,000	\$	14,700,000	\$	14,700,000	\$	14,700,000	\$	-	\$	-
Grand Total	S	10.200.000	S	14.700.000	S	14.700.000	Ś	14.700.000	S		\$	



Supervisory Control and Data Acquisition System for Water and Sewer

Location: Everest and Southwest Water Rec Facilities

Status: New

Investment Type: Technology

Project Description: Software that delivers intuitive maps, trends, operator notes, and alarm management tools that drive informed business decisions. Replace radio networks and cellular compatible systems at all lift station networks.

Strategic Goal: City Services and Amenities- Deliver Exceptional City Services and high-quality amenities

Estimated Project Start Date: 10/01/2024

Prior Funds Appropriated Through 9/30/2024: \$0

Funding Source	202	5 Adopted	2026	Forecasted	2027	Forecasted	2028	3 Forecasted	202	Forecasted	2030 Fore	casted
Water and Sewer	\$	2,000,000	\$	2,000,000	\$	2,000,000	\$	2,000,000	\$	2,000,000	\$	-
Grand Total	\$	2,000,000	\$	2,000,000	\$	2,000,000	\$	2,000,000	\$	2,000,000	\$	-
Detailed Project Scope	202	5 Adopted	2026	Forecasted	2027	Forecasted	2028	B Forecasted	202	7 Forecasted	2030 Fore	casted
Detailed Project Scope Implementation	202	5 Adopted 2,000,000	202 6	2,000,000	2027	Forecasted 2,000,000	2028	3 Forecasted 2,000,000	202 '	2,000,000	2030 Fore	casted -





WRC-7 Rehab Master LS 200

Location: 3601 Del Prado Blvd. South

Status: Ongoing

Investment Type: Physical Environment

Project Description: To upgrade the current MPS 200 Pump station by rehabilitation and replacing equipment to keep the MPS in good operating condition. This includes upgrading concrete hatches and

piping on existing master pump stations.

Strategic Goal: Infrastructure-Invest in resilient infrastructure

Estimated Project Start Date: 10/01/2023

Prior Funds Appropriated Through 9/30/2024: \$7,033,973

Funding Source	202	Adopted	2026 Foreco	asted	2027 F	orecasted	2028	3 Forecasted	2029	Forecasted	2030 F	orecasted
Water and Sewer	\$	500,000	\$	-	\$	-	\$	-	\$	-	\$	-
Grand Total	\$	500,000	\$		\$		\$		\$		\$	
Detailed Project Scope	2025	Adopted	2026 Foreco	asted	2027 F	orecasted	2028	3 Forecasted	2029	Forecasted	2030 F	orecasted
Construction	\$	500,000	\$	-	\$	-	\$	-	\$	-	\$	-
Grand Total	\$	500,000	\$	-	\$		\$		\$	-	\$	



WRE - MPS-103 Relocation

Location: Del Prado Blvd. South and Miramar Street

Status: New

Investment Type: Physical Environment

Project Description: Construct new lift station on a new site to the NE of the existing station out of the median. Includes new wetwell, pumps, site development stationary diesel driven backup pump, odor

control and perimeter fencing.

Strategic Goal: Infrastructure-Invest in resilient infrastructure

Estimated Project Start Date: 10/01/2024

Prior Funds Appropriated Through 9/30/2024: \$0

Funding Source	202	5 Adopted	2026 Fore	casted	2027 Fc	recasted	2028	Forecasted	2029	Forecasted	2030 Fc	precasted
Water and Sewer	\$	2,000,000	\$	-	\$	-	\$	-	\$	-	\$	-
Grand Total	\$	2,000,000	\$		\$		\$		\$		\$	
Detailed Project Scope	202	5 Adopted	2026 Fore	casted	2027 Fc	recasted	2028	Forecasted	2029	Forecasted	2030 Fc	precasted
Construction	\$	2,000,000	\$	-	\$	-	\$	-	\$	-	\$	-
Grand Total	S	2,000,000	\$		ς	-	S	_	S	_	ς	_





WRE - MPS-401 Relocation

Location: 4224 Santa Barbara Blvd

Status: New

Investment Type: Physical Environment

Project Description: Construct new lift station on a new site to the west of the existing station out of the median. Includes new wetwell, pumps, site development, stationary diesel driven backup pump, odor

control and perimeter fencing.

Strategic Goal: Infrastructure-Invest in resilient infrastructure

Estimated Project Start Date: 10/01/2024

Prior Funds Appropriated Through 9/30/2024: \$0

Funding Source	2025	Adopted	202	6 Forecasted	2027 Fore	casted	2028 Forecaste	ed	2029 Fore	asted	2030 Foreca	sted
Water and Sewer	\$	450,000	\$	2,000,000	\$	-	\$	-	\$	-	\$	
Grand Total	\$	450,000	\$	2,000,000	\$		\$		\$		\$	+
Detailed Project Scope	2025	Adopted	202	6 Forecasted	2027 Fore	casted	2028 Forecaste	ed	2029 Fore	casted	2030 Foreca	sted
Schematic Design	\$	100,000	\$	-	\$	-	\$	-	\$	-	\$	
Final Design		300,000		-		-		-		-		
Constructions		-		2,000,000		-		-		-		
Direct Purchases		50,000		-		-		-		-		-
Grand Total	S	450 000	S	2 000 000	S		S	-	S		\$	



WRE-XX EWR Reuse Pump Station Replacement

Location: Everest Water Reclamation Facility

Status: Ongoing

Investment Type: Physical Environment

Project Description: Replace roof including new hatches that can be opened without requiring personnel roof access for pump and or motor replacement. Repair and/or construction of new pump foundations. Replace underground isolation valves for each pump. Repair building damage and replace off doors. Apply a new floor coating system in MCC, filter and pump rooms. Install new sound proofing to the interior of the pump room.

Strategic Goal: Infrastructure-Invest in resilient infrastructure

Estimated Project Start Date: 10/01/2023

Prior Funds Appropriated Through 9/30/2024: \$1,100,00

Funding Source	202	25 Adopted	2026 Forecaste	ed	2027 Forecasted	1	2028 Forecasted		2029 Forecasted	2030 Forecasted
Water and Sewer	\$	10,000,000	\$	-	\$	-	\$	-	\$ -	\$
Grand Total	\$	10,000,000	\$		\$		\$		\$ -	\$
Detailed Project Scope	202	25 Adopted	2026 Forecaste	ed	2027 Forecasted		2028 Forecasted		2029 Forecasted	2030 Forecasted
Final Design	\$	1,000,000								
Construction Mgmt	\$	500,000	\$	-	\$	-	\$	-	\$ -	\$
Construction		6,000,000		-		-		-	-	
Const. Construction		1,200,000		-		-		-	-	
Direct Purchases		1,300,000		-		-		-	-	
Grand Total	S	10.000.000	\$		S	2	\$		S -	S





North 6 Utilities Extension Project

Location: West of Syracuse Canal/Carousel Lake/Lochness Canal, South of Wilmington Pkwy/Jacaranda Pkwy, East of Andalusia Blvd and North of Diplomat Pkwy and Frontier Canal

Status: New

Construction

Grand Total

Investment Type: General Government

Project Description: Construction of potable water, sanitary gravity sewer, irrigation water, storm drain

replacement and road improvements.

Strategic Goal: Infrastructure-Invest in resilient infrastructure

19,596,166 \$

Cape Coral

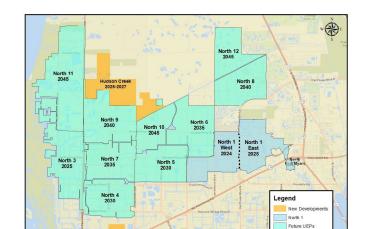
Estimated Project Start Date: 10/01/2024

Prior Funds Appropriated Through 9/30/2024: \$0.00

Funding Source	202	25 Adopted	2026 Forecasted	2	027 Forecasted	2028 Fo	recasted	2029 Forecasted	d	2030 Forecasted
Water and Sewer Assessment	\$	19,596,166	\$ -	\$	249,299,906	\$	-	\$	-	\$ -
5 Cent Gas Tax		-	-		19,889,296		-		-	-
Stormwater		-	-		14,387,391		-		-	-
Water and Sewer Fund		-	-		5,543,242		-		-	-
Grand Total	\$	19,596,166	\$ -	\$	289,119,835	\$		\$	-	\$ -
Detailed Project Scope	202	25 Adopted	2026 Forecasted	2	027 Forecasted	2028 Fo	recasted	2029 Forecasted	d	2030 Forecasted
Final Design	\$	19,596,166	\$ -	\$	-	\$	-	\$	-	\$ -

289,119,835

289,119,835



Utilities Asset Management Program Summary

Capital Equipment

Funding Source	Description	2025 Adopted	2026 Forecasted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted
Water & Sewer	Jack Hammer 308 CAT-UCD	\$ 29,046	\$ -	\$ -	\$ -	\$ -	\$ -
	Medium Excavator-UCD	128,750	-	-	-	-	-
	Neptune Collectors (2)	140,000	-	-	-	-	-
	Replace 3 - 4,000 gal Bleach Bulk Tanks	60,000	61,800	-	-	-	-
	Replace 4 Degasifier Blowers in Plant 2	50,000	51,500	-	-	-	-
	Large Plate Compactor	7,500	-	12,360	-	-	
	A/C Units RpI-CPS	20,000	30,000	-	20,000	-	-
	Replace Pump/Motor and Installation in Plant 2	100,000	103,000	-	-	130,000	-
	Generators-750KW	265,000	300,000	-	-	-	330,000
	Replacement R.A.S. Pumps (Pumps & Motors)	60,000	-	60,000	-	60,000	
	Replace Transfer Pump & Motor	100,000	-	150,000	-	200,000	-
	Replace Grit Equipment	50,000	-	50,000	-	60,000	-
	Replacement W.A.S. Pumps/ Motors	30,000	-	35,000	-	40,000	-
	Security & Cctv	10,000	-	15,000	-	15,000	-
	Chemical Pump Feed Equipment	40,000	-	40,000	-	-	40,000
	Replace Overhead Door & Opener	20,000	-	-	60,000	-	70,000
	Replacement Floating Mixer Motor	25,000	-	-	30,000	-	30,000
	A/C Units Rpl-Southwest WRF	10,000	-	-	-	70,000	70,000
	Replace Blower/ Motor	25,000	-	-	-	250,000	250,000
	Sludge Feed Pump	60,000	-	-	-	30,000	30,000
	Replace Pumps/Motors	50,000	50,000	-	-	100,000	350,000
	Replacement W.A.S. Pumps Equipment	35,000	-	40,000	-	45,000	50,000
	Replace Odor Control	00.000		10.000		40.000	40.000
	Recirculating Pump	20,000	-	40,000	-	40,000	60,000
	Replace Grit Pump Equipment	83,000	-	50,000	100,000	50,000	100,000
	Centrifuge Motor VFD	100,000	-	100,000	100,000	- 20,000	100,000
	Replace Chlorine Analyzers	10,000	-	10,000	10,000	20,000	20,000
	Replacement Floating Mixer	15,000	-	20,000	-	25,000	30,000
	Replace Submersible Pumps	20,000	-	20,000	-	30,000	30,000
	Replace Flow Meters Replace Chemical Pump	13,000	-	15,000	-	20,000	25,000
	Equipment	25,000	-	30,000	-	30,000	60,000
	Centrifuge Motor	30,000	-	30,000	-	35,000	40,000
	Replacement Mix Liquor Return Pump	30,000	-	35,000	-	40,000	40,000
	Security & Cctv	10,000	-	15,000	-	20,000	25,000
	Replace SwitchGear	350,000	175,000	350,000	175,000	-	200,000
	Replace Silent Check Valve	43,000	44,290	45,000	-	58,000	60,000



Capital Equipment

Funding Source	Description	2025 Adopted	2026 Forecasted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted
	Replace Switchgear	50,000	50,000		50,000	75,000	75,000
	Replace Bleach Tanks	79,000	-	60,000	50,000	30,000	75,000
	Replace Instrumentation Meters - Southwest	20,000	-	50,000	50,000	50,000	100,000
	Lift Station Control Panels	100,000	100,000	100,000	100,000	100,000	500,000
	Electrical Testing Equipment	20,000	10,000	25,000	25,000	55,000	35,000
	Flow Meters for Chemical System	13,000	13,390	15,000	17,000	20,000	25,000
	Backup generator/bypass pump	250,000	300,000	350,000	400,000	750,000	2,000,000
	A/C Units Rpl-Lift Stations	40,000	40,000	40,000	40,000	80,000	120,000
	A/C Units RpI-SO RO	234,000	54,000	85,000	101,000	110,000	115,000
	Motor Starters	75,000	75,000	75,000	75,000	75,000	75,000
	Replace 6" Ball Valve (1/yr)	11,500	11,845	12,000	14,000	16,000	20,000
	Replace Bleach Tanks (5 Double Wall Tanks) (CPS)	27,000	75,000	32,000	80,000	35,000	40,000
	Replace Chemical Pumps 3/yr	48,000	49,440	50,000	52,000	58,000	65,000
	Replace Composite Sampler Replace Magnetic Flowmeters	10,000	11,000	10,000	12,000	15,000	30,000
	(multiple sizes)	40,000	41,200	42,000	44,000	50,000	65,000
	Replace Odor Control Equipment	15,000	15,000	15,000	15,000	15,000	30,000
	Replace Switchgear/Power Panel	50,000	50,000	50,000	50,000	50,000	150,000
	SCADA Equipment	30,000	30,000	30,000	30,000	30,000	30,000
	Scada Replacement Parts	25,000	25,000	30,000	30,000	50,000	100,000
	Scada Server/ Plc Hardware Components	100,000	50,000	50,000	50,000	75,000	50,000
	Replace Valves/ Actuator Motor Combine Line	55,000	40,000	60,000	60,000	60,000	100,000
	Replace VFD	60,000	60,000	60,000	60,000	60,000	60,000
	Replace VFD's	50,000	50,000	50,000	50,000	50,000	75,000
	Replace VFD's (CPS)	25,000	25,000	25,000	25,000	25,000	35,000
	Replace VFD's Plant 1 & 2 Prod. Train	34,000	35,020	36,000	38,000	50,000	65,000
	Replace Well Motors 50 HP w/ motor leads	119,000	122,570	124,000	128,000	145,000	165,000
	Replace Well Pumps and Accessories	40,000	41,200	42,000	43,000	48,000	55,000
	Replace Well Pumps and Accessories	40,000	41,200	42,000	43,000	48,000	60,000
	RPL Electrical Circuit Breakers	135.000	80,000	135,000	80,000	185,000	250,000
	Replacement Pump/Motor-	133,000	00,000	155,000	00,000	100,000	230,000
	Combine Lines	125,000	70,000	125,000	70,000	125,000	150,000
	Replace Ultrasonic Flowmeters	45,000	46,350	47,000	48,000	52,000	65,000
	Replacement LIFT STATIONS Pumps	500,000	550,000	900,000	1,100,000	1,500,000	1,900,000
	Replacement Components for Multiple VFD's	35,000	36,050	37,000	38,000	60,000	75,000
	Wellfield VFD's 50 HP	69,000	71,070	73,000	77,000	94,000	117,000
	Asset # 21816 - Case Forklift	-	80,000	-	-	-	-
	Asset # 22796 - Hysler Forklift	-	40,000	-	-	-	-

City of Cape Coral, Florida FY 2025-2027 Adopted Budget

Capital Equipment

		2025	2026	2027	2028	2029	2030
Funding Source	Description	Adopted	Forecasted	Forecasted	Forecasted	Forecasted	Forecasted
	Asset # 23269 - Gorman	-	50,000	-	-	-	-
	A/C Units Rpl-Everest WRF	-	230,000	-	-	-	-
	Asset # 28108 - Bobcat	-	68,000	-	-	-	-
	Asset # 28277 - Bobcat E35	-	68,000	-	-	-	-
	Low Boy Trailer	-	130,000	-	-	-	-
	Replace 1 Spectrophotometer	-	19,570	-	-	24,000	-
	A/C Units Rpl-Bio Solids	-	10,000	-	-	20,000	-
	Plant Transmitter for Chlorine		7 (20			0.000	
	Analyzer	-	7,638	-	-	8,000	-
	New Air Compressor	-	15,000	-	-	20,000	
	Replace Valve /Actuator Motor & Controller	-	50,000	-	50,000	-	100,000
	Replacement Air Compressor & Dryer	-	51,250	-	51,250	-	65,000
	Replacement R.A.S. Pumps		E1 050		E1 050		40.000
	Equipment	-	51,250	-	51,250	-	60,000
	Replace Reuse Pump / Motor Replace Service Water Motor /	-	150,000	-	150,000	-	200,000
	Pump	-	35,000	-	35,000	-	50,000
	New Water Quality Instrumentation	-	20,000	-	20,000	-	30,000
	Replace Aeration Blower / Motor	-	50,000	-	50,000	-	60,000
	Replace Chemical Feed Equipment	_	20,000	_	20,000	_	60,000
	Replace Grinder Pumps	_	15,000	_	15,000	_	20,000
	Replace Instrumentation Meters - Everest	_	26,000	_	-	30,000	60,000
	Replacement of Overhead Door		20,000			50,000	00,000
	& Opener	-	10,000	-	-	20,000	20,000
	New CPS Chlorine Feed Pumps	-	10,000	14,000	14,000	20,000	30,000
	High Pressure Pump for SO RO 1 Trains	-	-	200,000	-	-	-
	Hydraulic Power Unit w/ Pump Head	_	_	52,872	_	_	_
	Replacement WAS Transfer			02,072			
	Pumps/Motors	-	-	50,000	-	50,000	-
	Replace Ball Valves	-	-	24,000	-	30,000	-
	Replace UPS & Batteries	-	-	40,000	-	-	60,000
	Rehab Adams Strainers all CPS	-	-	45,000	-	50,000	50,000
	Sludge Grinder Pumps	-	-	-	40,000	-	-
	Vertical Sump Pump	-	-	-	100,000	-	-
	Refresh IT Equipment	-	-	-	125,000	400,000	-
	Replace Bar Screen Equipment	-	-	-	35,000		100,000
	(4) Trailer Portable Generators	-	-	-	320,000	400,000	500,000
	Replace Conveyor Belt Equipment	-	-	-	25,000	30,000	30,000
	Underground Piercing/Boring Pneumatic Grundomat	-	-	-	_	17,000	-
	NRO-13 PLC Replace & Program	_	_	_	_	600,000	_
	Replace High Service Pump	_	_	_	_	200,000	_
	Woblace High service Lourib	-	-	-	-	200,000	-



Capital Equipment

Funding Source	Description	2025 Adopted	2026 Forecasted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted
	Air Compressor	-	-	-	-	-	40,000
	Waste Sludge Mixer	-	-	-	-	-	30,000
	UPS for SW Pine Island Tank	-	-	-	-	-	40,000
Grand Total		\$ 4,633,796	\$ 4,291,633	\$ 4,465,232	\$ 4,641,500	\$ 7,528,000	\$ 10,487,000

Facilities Maintenance

Funding Source	Description	ı	2025 Adopted	Fo	2026 recasted	F	2027 orecasted	Fo	2028 precasted	F	2029 orecasted	Fo	2030 precasted
Water & Sewer	Water Rec Lift Station Rehab	\$	3,750,000	\$	2,000,000	\$	2,000,000	\$	2,000,000	\$	-	\$	-
	Water Rec Odor Control Rehab		100,000		100,000		125,000		125,000		-		-
	Road Resurfacing		500,000		500,000		500,000		500,000		108,243		-
	Manhole Rehab		600,000		600,000		600,000		600,000		600,000		600,000
	Testing at Water Rec Facilities		250,000		250,000		250,000		250,000		250,000		250,000
Grand Total		\$	5,200,000	\$	3,450,000	\$	3,475,000	\$	3,475,000	\$	958,243	\$	850,000

Land Acquisition

Funding Source	Description	ļ	2025 Adopted	Fc	2026 precasted	F	2027 Forecasted	F	2028 orecasted	F	2029 Forecasted	Fo	2030 recasted
Water & Sewer	Easements	\$	200,000	\$	-	\$	-	\$	-	\$	-	\$	-
	Utilities Land Purchase (ADM-24)		500,000		500,000		500,000		500,000		500,000		500,000
Grand Total		\$	700,000	\$	500,000	\$	500,000	\$	500,000	\$	500,000	\$	500,000

Capital Fleet

Funding Source	Description	2025 Adopted	2026 Forecasted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted
Water & Sewer	Asset # 18610 - EXP Cargo	\$ 15,000	\$ -	\$	- \$ -	\$	- \$ -
	Asset # 21829 - Ford F250	50,000	-				
	Asset # 23418 - Sterling LT7500	135,000	-				
	Asset # 24270 - Toyota Forklift	50,000	-				
	Asset # 24786 - Freightliner M2	300,000	-				
	Asset # 24871 - Chrysler TC	40,000	-				
	Asset # 24916 - Ford F150	40,000	-				
	Asset # 24918 - Ford F150	40,000	-				
	Asset # 24994- Ford F150	40,000	-				
	Asset # 25045 - Ford F250	47,000	-				
	Asset # 25063 - Ford E250	47,000	-				
	Asset # 27564 - Ford F250	47,000	-				
	Asset # 27624 - Nissan Frontier	40,000	-				
	Asset # 27625 - Nissan Frontier	40,000	-				
	Asset # 27626 - Nissan Frontier	40,000	-				-
	Asset # 27818 - Ford F150	40,000	-				
	Asset # 28071 - Ford F150	40,000	-				
	Asset # 28107 - Bobcat	80,000	-				
	Asset # 28236 - Butler Trailer	20,000	-				
	Asset # 22796 - Forklift	63,000	-				



Capital Fleet

Funding Source	Description	2025 Adopted	2026 Forecasted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted
	Asset # 28108 - E26 Mini Excavator	80,000	-	-	-	-	-
	Asset #28456 - F250	47,000	-	-	-	-	-
	Asset # 28573 - MT55	95,000	-	-	-	-	-
	Asset # 28575 - MT55	95,000	-	-	-	-	
	Asset # 30408 - Explorer	45,000	-	-	-	-	-
	Forklift-WR	45,000	-	_	-	-	-
	Future Position Vehicles	510,494	-	_	-	-	
	Medium Dump Truck-UCD	120,000	-	_	-	-	
	Skyrack Telehandler-Forklift-WR	201,707	-	_	-	-	
	Asset # 28879 - F250	52,161	-	_	-		
	Asset # 27427 - Ford F150	-	41,000	-	-	-	
	Asset # 27615 - Ford F250	_	47,500	-	-	-	
	Asset # 24830 - Ford F750	-	220,000	_	-	-	
	Asset # 27628 - Nissan Frontier	_	40,500	-	-	-	
	Asset # 27633 - Ford F350	-	65,000	_	_	-	
	Asset # 27707 - Ford F150	_	41,000	_	_	_	
	Asset # 28072 - Ford F150	_	41,000	_	_	_	
	Asset # 28465 - Ford F150	_	41,000	_	_	_	
	Asset # 21816 - Forklift 4X4	_	95,000	_	_	_	
	Asset # 25044 - Ford F250	_	48,000	_	_	_	
	Asset # 23269 - T6A60S-F4L	_	54,000	_	_	_	
	Asset # 27514 - F150	_	41,000	_	_	_	
	Asset # 28380 - F150	_	41,000	_	_	_	
	Asset # 28572 - MT55	_	96,000	_	_	_	
	Asset # 28574 - MT55		96,000				
	Bobcat-WR	-	75,000	_	-	-	
		-		_	-	-	
	F550/Trailer/Skid Steer	-	201,240	-	-	-	•
	Semi Tractor and Trailer-WR	-	210,000	-	-	-	
	Tilt Trailer-WR	-	24,000	-	-	-	
	Forklift-UCD	-	125,000	-	-	-	
	Full Size Dump Truck-UCD	-	125,000	-	-	-	
	Asset # 27978 - John Deere Gator	-	-	16,500	-	-	
	Asset # 28069 - Ford F150	-	-	42,000	-	-	
	Asset # 28238 - Butler Trailer	-	-	21,000	-	-	
	Asset # 27535 - Dodge Caravan	-	-	44,000	-	-	
	Asset # 14556 - Generac Generator	_	_	53,000	_	_	
	Forklift-UCD	_	_	55,000	_	_	
	Asset # 22268 - Caterpillar			00,000			
	Generator	-	-	125,000	-	-	
	Asset # 27566 - Ford F250	-	-	49,000	-	-	
	Asset # 28472 - Bobcat	-	-	82,000	-	-	-
	Asset # 28475 - Ford F150	-	-	42,000	-	-	
	Asset # 28904 - MT55	-	-	98,000	-	-	-



Capital Fleet

Funding Source	Description	2025 Adopted	2026 Forecasted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted
	Asset # 28974 - MT55	-	-	98,000	-	-	-
	Asset # 14721 - Generac Generator	-	-	53,000	-	-	-
	Asset # 27703 - Ford Explorer	-	-	44,000	-	-	-
	Asset # 28564 - E26 Mini Excavator	-	-	84,000	-	-	-
	Asset # 28473 - E26 Mini Excavator	-	-	84,000	_	-	-
	Asset # 25984 - Manlift	-	-	30,000	-	-	-
	Asset # 27355 - Carryall 295	-	-	18,000	-	-	-
	Asset # 20152 - John Deere Excavator	-	-	310,000	-	-	-
	Asset # 26342 - Gorman Pump	-	-	55,000	_	-	
	Asset # 27839 - M2-106	-	-	150,000	_	-	-
	Asset # 28050 - Escape	-	-	42,000	-	-	-
	Asset # 28275 - F150	-	-	42,000	-	-	-
	Asset # 25360 - Baldor TS80	-	-	59,000	-	-	-
	Asset # 25982 - Manlift	-	-	-	35,000	-	-
	Asset # 27383 - 20 Ft Trailer	-	-	-	26,000	-	-
	Asset # 14553 - Generac				E2 000		
	Generator Asset # 27634 - F350	-	-	-	53,000	-	-
	Asset # 28046 - F150	-	-	-	58,000 43,000	-	-
	Asset # 28213 - F250	-	-	-	50,000	-	-
	Asset # 28263 - F150	-	-	_	43,000	-	-
	Asset # 28304 - F150	-	_	_	43,000	-	_
	Asset # 28339 - E35	_	_	_	85,000	_	_
	Asset # 25364 - Baldor TS80	_	_	_	60,000	_	_
	Asset # 27565 - Ford F250	_	_	_	50,000	_	_
	Asset # 27710 - Ford F150	_	_	_	43,000	-	_
	Asset # 14554 - Generac				,		
	Generator	-	-	-	53,000	-	-
	Asset # 28692 - E35	-	-	-	85,000	-	-
	Asset # 28381 - Ford F150	-	-	-	43,000	-	-
	Asset # 29027 - LT-1619-WL	-	-	-	23,000	-	-
	Asset # 24683 - Bobcat	-	-	-	90,000	-	-
	Asset # 28237 - Butler Trailer	-	-	-	22,000	-	-
	Asset # 28468 - Ford Transit	-	-	-	50,000	-	-
	Asset # 20387 - LBT Trailer	-	-	-	78,000	-	-
	Asset # 25310 - Chevy C5500	-	-	-	410,000	-	-
	Asset # 24829 - F750 w/crane	-	-	-	-	230,000	-
	Asset # 27635 - F350	-	-	-	-	60,000	-
	Asset # 25184 - Utility Trailer Asset # 28038 - F150	-	-	-	-	23,000 44,000	-
	Asset # 26024 - Forklift	-	-	-	-	50,000	-
	Asset # 28047 - Escape	-	-	-	-		-
	· ·	-	-	-	-	44,000	-
	Asset # 27245 - Carryall 295	-	-	-	-	20,000	-

City of Cape Coral, Florida FY 2025-2027 Adopted Budget



Capital Fleet

Funding Source	Description	2025 Adopted	2026 Forecasted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted
	Asset # 28079 - F150	-	-	-	-	44,000	-
	Asset # 24067 - T4A60S-F3L PUMP	-	-	-	-	55,000	-
	Asset # 28262 - F150	-	-	-	-	44,000	-
	Asset # 27356 - Carryall 295	-	-	-	-	18,000	-
	Asset # 28269 - Carryall 550	-	-	-	-	20,000	-
	Asset # 24068 - T4A60S-F3L PUMP	-	-	-	-	55,000	-
	Asset # 28300 - F250	-	-	-	-	55,000	-
	Asset # 24269 - Toyota Forklift	-	-	-	-	55,000	-
	Asset # 28371 - F150	-	-	-	-	44,000	-
	Asset # 28372 - F150	-	-	-	-	44,000	-
	Asset # 28457 - F250	-	-	-	-	55,000	-
	Asset # 28459 - F250	-	-	-	-	55,000	-
	Asset # 28462 - F250	-	-	-	-	55,000	-
	Asset # 28525 - Transit 250	-	-	-	-	55,000	-
	Asset # 28691 - E35	-	-	-	-	86,000	-
	Asset # 28839 - F150	-	-	-	-	44,000	-
	Asset # 28840 - F150	-	-	-	-	44,000	-
	Asset # 28996 - F150	-	-	-	-	44,000	-
	Asset # 29026 - LT-1619-WL	-	-	-	-	23,000	-
	Asset # 29028 - LT-1619-WL	-	-	-	-	23,185	-
	Asset # 29060 - ESCAPE	-	-	-	-	40,000	-
	Asset # 22210 - P185WDO-T4F	-	-	-	-	-	25,000
	Asset # 25938 - Gorman Pump	-	-	-	-	-	200,000
	Asset # 28212 - F550	-	-	-	-	-	90,000
	Asset # 28626 - F550	-	-	-	-	-	150,000
	Asset # 27447 - Caterpillar 308E	-	-	-	-	-	150,000
	Asset # 28832 - F150	-	-	-	-	-	45,000
	Asset # 28849 - F150	-	-	-	-	-	45,000
	Asset # 28856 - F150	-	-	-	-	-	45,000
	Asset # 28863 - F150	-	-	-	-	-	45,000
	Asset # 28871 - F350	-	-	-	-	-	80,000
	Asset # 28458 - F250	-	-	-	-	-	57,000
	Asset # 28041 - Explorer	-	-	-	-	-	55,000
	Asset # 26023 - JLG 20MVL	-	-	-	-	-	70,000
	Asset # 29335 - LT-1619-WL	-	-	-	-	-	25,000
	Asset # 29338 - LT-1619-WL	-	-	-	-	-	28,000
	Asset # 29339 - LT-1619-WL	-	-	-	-	-	28,000
	Asset # 29354 - F350	-	-	-	-	-	80,000
	Asset # 14555 - Generac Generator	-	-	-	-	-	60,000
	Asset # 27655 - F550	-	-	-	-	-	140,000
	Asset # 27750 - 250D	-	-	-	-	-	40,000
	Asset # 27963 - Light Tower	-	-	-	-	-	18,000



Capital Fleet

Funding Source	Description	2025 Adopted	2026 Forecasted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted
	Asset # 27964 - Light Tower		-	-		-	18,000
	Asset # 23425 - 580M		-	-		-	130,000
	Asset # 28570 - F150		-	-		-	45,000
	Asset # 28523 - Ford F150		-	-		-	45,000
	Asset # 28524 - Ford F150		-	-		-	45,000
	Asset # 28554 - Ford F150		-	-		-	45,000
Grand Total		\$ 2,505,3	362 \$ 1,768,2 ₄	40 \$ 1,696,500	\$ 1,443,000	\$ 1,429,185	\$ 1,804,000











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 was initially formally approved by the City Council.

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

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

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

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

Amortization: Process to pay off an obligation gradually by periodic payments of principal and interest.

Appropriation: A legal authorization granted by the legislative body to incur expenditures and obligations for a specific purpose. An appropriation is usually limited in amount, and as to the time when it may be expended.

Assessed Valuation: A valuation set upon real estate or other property by a government as a basis for levying taxes. Taxable valuation is calculated from an assessed valuation. In Florida, assessed value is required to approach 100% of market value.

Asset: A resource owned or controlled by the City, which has monetary value.

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

Audit: A formal examination and report of the amounts and disclosures in the City's financial statements. An audit involves performing procedures to assess the risks of material misstatement of the financial statements. The procedures also evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by managements, as well as the overall presentation of the financial statements.

Balanced Budget: A budget in which the amount available from taxation and other sources, including balances brought forward from prior fiscal years, equal the total appropriations for expenditures and reserves.

Benchmark: To determine the quality of products, services, and practices by measuring critical factors (i.e., how fast, how reliable a product or service is) and compare the results to those of comparable entities.

Bond: Written evidence of the issuer's obligation to repay a specified principal amount on a certain date (maturity date), together with interest at a stated rate, or according to a formula for determining that rate.

Bond Rating: The rating established by a rating company (Moody's, Standard and Poor's, Fitch) that assesses the City's financial stability, resources, and capacity to repay the financing issue by evaluating the organization's administrative



management, financial management, debt load and local economy.

Budget: A plan of financial operation embodying an estimate of proposed expenditures for a given period, and the proposed means of financing. Used without any modifier, the term usually indicates a financial plan for a single fiscal year. The term "budget" is used in two senses in practice. Sometimes it designates the financial plan presented to the appropriating body for adoption, and sometimes the plan finally approved by that body. It is usually necessary to specify whether the budget under consideration is proposed and tentative, or whether it has been approved by the appropriating body. The budget, once adopted, is the legal authorization to expend city funds during the fiscal year. The budget may be amended during the fiscal year by the governing body and/ or management, in accordance with procedures specified by law, charter, and/or administrative rules and regulations.

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

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

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

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

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

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

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

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

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

Department: A basic organizational unit of government that may be subdivided 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.

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.

Estimated: Because the final accounting adjustments have not been completed or approved, this amount reflects the actual plus/less any approximated adjustments to the end of year.

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" 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-ways or to provide a service. Examples are electricity and solid waste.

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

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

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 encompasses the conventions, rules, and procedures necessary to define accounting practices. They include not only broad guidelines of general application, but also detailed practices and procedures. The primary authoritative statement on the application of GAAP to state and local governments are GASB pronouncements. Every government should prepare and publish financial statements in conformity with GAAP.

Government Finance Officers Association (GFOA): GFOA is the professional association of state/provincial and local finance officers in the United States and Canada, and 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 may 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 for all or a portion of the costs of providing public services to the new development.

Indirect Costs: Costs associated but not directly attributable to, the providing of a product or service. These costs are usually incurred by a department in the support of other operating departments.

Infrastructure: Public domain fixed assets including roads, bridges, curbs, gutters, sidewalks, drainage systems, lighting systems and other items that have value only to the City.

Interest Income: Revenue associated with the City cash management activities of investing fund balances.

Interfund Transfers: Amounts transferred from one fund to another, primarily for work or services provided.

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

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

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

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

Liability: A debt or other legal obligation arising out of a transaction in the past which must be liquidated, renewed, or refunded at some future date.

Licenses and Permits: This category includes revenue raised for the purpose of recovering the costs associated with regulating business activity. Many of these fees are regulatory in nature in order to ensure compliance with the law.

Mandate: A requirement from a higher level of government that a lower government perform a task in a particular way or standard.

Measurement: A variety of methods used to assess the results achieved and improvements still required in a process or a system. Measurement gives the basis for continuous improvement by helping evaluate what is working and what is not working.

Mill: One thousandth of a dollar or \$1.00 of tax per \$1,000 assessed valuation.

Millage Rate: A rate expressed in thousandths. As used with ad valorem (property) taxes the rate expresses the dollars of tax per one thousand dollars of taxable value.

Mission Statement: A broad statement of purpose derived from an organization's and/or community's values and goals.

Modified Accrual Basis: The basis of accounting under which revenues are recognized when measurable and available to pay liabilities and expenditures are recognized when the liability is incurred. Exceptions to this rule include principal and interest on long term debt as well as expenditures related to compensated absences and claims and judgments which are recognized when due. All governmental funds are accounted for using the modified accrual basis of accounting.

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



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

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

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

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

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

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

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

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

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

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

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

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

Potable Water: Water that is safe to drink.

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

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

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

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

Quality: Excellence as defined by the customer.

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

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

Rolled-Back Rate: The operating millage rate required to raise the same ad valorem tax revenues as were levied in the prior year, exclusive of new construction, additions to structures, deletions and property added, i.e. annexations.

Rolling Stock: Wheeled vehicles in the City's fleet.

Self-Insurance Fund: Internal service funds used to centrally manage the City's insurance coverage for workers' compensation, property/liability, and health.

Service Level: Service(s) or product(s), which comprise actual (or expected, depending on whether one is describing a current or future



service level) output of a given program. Focus is on results not measures of workload.

Special Assessment: Another name for Non-Ad Valorem Assessment.

Special Assessment Bonds: Obligations payable from special assessment revenues or charges imposed against property in a particular locality because that property receives a special benefit by virtue of a public improvement, separate and apart from the general benefit accruing to the public at large.

Special Revenue Funds: Funds, exclusive of the General Fund and Capital Project Funds, which are separately administered because they are associated with a distinct function or purpose.

Statute: A written law enacted by a duly organized and constituted legislative body.

Strategic Plan: A document outlining long-term goals, critical issues, and action plans, which will increase the organization's effectiveness in attaining its mission, priorities, goals, and objectives. Strategic planning starts with examining the present, envisioning the future, choosing how to get there, and making it happen.

Supplemental Requests: Budget requests by Departments for new positions, new equipment, and/or program expansions.

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.

Tax Rate: The amount tax stated in terms of a unit of the tax base; for example, 5 mils equals 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.



Acronyms

ACRONYMS

ADA	Americans with Disabilities Act	EBDO	Economic and Business Development Office			
ALS	Advanced Life Support	EFT	Electronic Funds Transfer			
AMP AR	Asset Management Program Administrative Regulation	EMAP	Emergency Management Accreditation Program			
ARRA	American Recovery and Reinvestment	EMS	Emergency Medical Services			
DOD	Act Bracking Barriers to Business	EPA	Environmental Protection Agency			
B2B	Breaking Barriers to Business	ERU	Equivalent Residential Unit			
BIOC	Building Industry Oversight Committee	EV	Electric Vehicle			
BRC	Budget Review Committee	EVRG	Enhanced Value Recapture Grant			
BSR	Budget Stabilization Reserve	FAPPO	Florida Association of Public Procure-			
CAD	Computer Aided Dispatch	174110	ment Officials			
CAFR	Comprehensive Annual Financial Report	FDEP	Florida Department of Environmental Protection			
CALEA	Commission on Accreditation for Law Enforcement	FDLE	Florida Department of Law Enforce- ment			
CCCIA	Cape Coral Construction Industry Association	FDOT	Florida Department of Transportation			
CCFD	Cape Coral Fire Department	FEMA	Federal Emergency Management			
CCTC	Cape Coral Technical College		Agency			
CDBG	Community Development Block Grant	FGUA	Florida Governmental Utilities Association			
CDBG-DF	Community Development Block Grant	FS	Florida Statute			
	Disaster Recovery	FTE	Full Time Equivalent			
CERT	Community Emergency Response Team	FY	Fiscal Year			
CFEC	Capital Facility Expansion Charges	GAAP	Generally Accepted Accounting			
CIAC	Contribution in Aid of Construction		Principles			
CIP	Capital Improvement Plan	GAGAS	Generally Accepted Government Auditing Standards			
CIPP	Cured-in-place Pipe	GASB	Governmental Accounting Standards			
CPI	Consumer Price Index		Board			
CRA	Community Redevelopment Agency	GFOA	Government Finance Officers Association			
CTAC	City Transportation Advisory Committee	GIS	Geographic Information Systems			
CWSP	Comprehensive Update to Utilities	GO	General Obligation			
	Water Supply, Storage Disposal	GPS	Global Positioning System			
DCD	Programs Department of Community Develop	HR	Human Resources			
DCD	Department of Community Development	IBNR	Incurred But not Reported			
EAR	Evaluation and Appraisal Report	IT	Information Technology			



Appendices

Acronyms

JPA	Joint Participation Agreement	SBITA	Subscription Based IT Arrangements
LAP	Local Agency Program	SCADA	Supervisory Control and Data Acquisi-
LCEC	Lee County Electric Cooperative		tion
LS	Lift Stations	SHIP	State Housing Initiatives Program
MGD	Million Gallons per Day	SWAM	Southwest Aggregates Mine
MHz	Megahertz	SWFWMD	Southwest Florida Water Management District
MOU	Memorandum of Understanding	TDC	Tourist Development Council
MPO	Metropolitan Planning Organization	TIF	Tax Incremental Financing
MPS	Master Pump Stations	TRIM	Truth in Millage
NFPA	National Fire Protection Association	UEP	Utilities Extension Project
NPDES	National Pollutant Discharge Elimina-		•
	tion System	WCIND	West Coast Inland Navigation District
OPEB	Other Post-Employment Benefits	WICC	Water Independence for Cape Coral
PILOT	Payment in Lieu of Taxes	WRF	Water Reclamation Facility
RFP	Request for Proposals	WTP	Water Treatment Plant
RO	Reverse Osmosis	WUP	Water Use Permit
ROW	Right-Of-Way	WWTP	Wastewater Treatment Plan

Full Cost Allocation

A cost allocation plan (CAP) is an accounting report that documents the value of indirect costs provided by central services to operating departments. The primary goal of a CAP is to accurately attribute costs to the specific activities, departments, products, or projects that generate those costs. This helps in understanding the true cost of each activity or output, aiding in decision-making processes such as pricing, budgeting, and performance evaluation.

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.

For the City of Cape Coral's cost allocation purposes, its departments and divisions are categorized into two main groups: central services agencies and receiving agencies. Central service agencies are those units of government that provide centralized services to other governmental entities. These services benefit other government agencies and may extend to the general public, but the focus remains on functions that support other agencies in delivering their services, as outlined in the CAP. Receiving agencies, on the other hand, are units of government that primarily deliver services directly to the public without providing central services.

Determining direct costs is typically straightforward as they can be readily linked to a specific service. However, the same does not apply to indirect costs. Therefore, to ascertain the total cost of delivering a particular service, it is necessary to establish a method for apportioning indirect costs to direct cost programs.

Indirect costs are:

- 1. Incurred for a common or joint purpose benefiting more than one cost objective, and
- 2. Not readily assignable to the cost objectives specifically benefited, without effort disproportionate to the results achieved.

METHODOLOGY

The costs associated with providing central services are extracted from the city's financial records. Expenditures of central service agencies undergo review to ensure compliance with federal standards and to pinpoint expenditures that disproportionately benefit other agencies. These expenditures are then grouped into cost pools designated as functions.

Each central service agency is assigned one or more functions or activities. Common examples of such functions include accounting, purchasing, personnel administration, and building maintenance. Identifying



these activities within the city's units of government enables the utilization of various allocation bases to distribute the costs associated with providing each function accurately.

The city uses a complex sequential allocations software system to analyze and calculate the indirect costs based on the data entered and applied to the functions. This cost allocation method operates under the assumption that all indirect costs correlate proportionately with the direct costs of the program. However, this assumption may not always hold true, especially when certain support services derive benefits more closely tied to factors other than cost. For instance, if a program heavily relies on contracted services without direct City staffing involvement, distributing personnel costs to it might lead to an unfair cost allocation. To address this, the City's Cost Allocation Plan establishes distinct allocation bases for each major category of indirect costs. This ensures that indirect costs are distributed to each direct cost program equitably, conveniently, and consistently.

Indirect costs have been included in this allocation and details are provided in the tables to follow. Schedule A presents an overview of the main allocation methods utilized to distribute indirect costs to direct cost programs. 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 Central services:

City Attorney City Auditor City Clerk

City Council City Manager Financial Services

Human Resources Information Technology Services Property Management

Public Works Administration Risk Management

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





SCHEDULE A

Allocation Basis

Here we see the basis of indirect cost allocation used for each indirect cost agency.

Services Provided	Service Allocation Basis
City Council	Number of Council Agenda Items
City Attorney	Number of FTEs
City Auditor	Internal Audit Hours
City Manager	Number of FTEs
City Clerk	Number of FTEs
City Clerk – Records	Number of FTEs
Finance – Accounts Payable	Number of A/P Transactions
Finance – Administration	Number of FTEs
Finance – Accounting	Number of Accounting Transactions
Finance – Management/Budget	Budgeted Expenditures
Finance – Payroll	Number of FTEs
Finance – Procurement	Number of Purchase Orders Processed
Finance – Cashier	Number of Cashier Transactions Processed
Human Resources	Number of FTEs
Human Resources – Recruitment	Number of Personnel Requisitions
Human Resources – Retiree	Number of Refirees
Information Technology Services	Number of Devices
Energov	Number of Permits Processed
Public Works – Administration	Number of Public Works FTEs
Public Works – Real Estate	Number of Real Estate Transactions
Property Liability	Total Value of Assets
Property Management	Number of Labor Hours
Annual External Audit	Total Actual Expenditures

SUMMARY

The CAP helps make determining total program costs possible by establishing a reasonable method for identifying and allocating indirect costs to direct cost programs. Because of this, the CAP can be a valuable analytical tool for several situations, including establishing fees designed for full cost recovery, reimbursing support service costs provided by the General Fund to other funds, and recovering indirect costs associated with grant programs. Schedules B and C below are summaries of all indirect and direct costs in this plan.



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.

SCHEDULE B

Summary of Allocated Costs by Department

FY 2024 Central S Alloca		General Fund Portion	All Hazards	Building	CRA	Economic & Dev	Fire Operations	Gas Tax	Solid Waste	Stormwater	Water & Sewer	Yacht Basin	Charter School
Human Resources	\$ 14,741,480	\$ 9,788,107	\$ 5,689	\$ 623,790 \$	3,696	\$ -	\$ 2,214,302	\$ 948	\$ 3,696	\$ 444,319	\$ 1,642,133	\$ 14,800 \$	
Financial Services	11,347,957	5,232,095	22,276	176,404	9,702	-	453,910	7,448	53,311	406,772	4,977,253	8,786	
City Clerk	1,835,436	800,151	3,882	368,977	1,294	-	193,859	647	1,294	69,546	395,268	518	
City Manager	3,397,704	1,938,765	10,793	208,109	3,598	-	489,287	1,799	3,598	193,376	546,940	1,439	
Information Tech	12,169,664	7,963,477	55,464	1,059,952	-	-	1,085,145	-	23,770	444,825	1,537,031	-	
City Auditor	1,454,530	369,413	-	642,186	1,039	-	-	-	-	441,892	-	-	
City Council	1,384,830	1,105,972		18,905	2,363	-	59,080	4,726	7,090	33,085	151,245	2,363	
City Attorney	3,757,066	2,143,822	11,935	230,120	3,978	-	541,037	1,989	3,977	213,829	604,788	1,591	
Public Works	1,732,647	1,156,688	-	-	-	-	-	3,277	6,555	365,607	200,520	-	
Property Mgmt.	7,203,194	5,031,740	-	21,827	82,626	2,400	815,834	-	12,301	159,312	452,133	118,809	506,212
	\$ 59,024,508	\$ 35,530,230	\$ 110,039	\$ 3,350,270 \$	108,296	\$ 2,400	\$ 5,852,454	\$ 20,834	\$ 115,592	\$ 2,772,563	\$ 10,507,311	\$ 148,306 \$	506,212

Full Cost Allocation

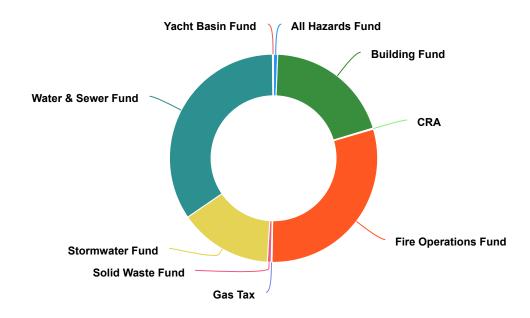
Central services provided by the General Fund are charged to Special Revenue, Internal Service and Enterprise Funds for reimbursement. Management determines which funds are charged for the centralized services. Below are the funds that reimburse the General Fund for the provided services.

SCHEDULE C

Central Service Reimbursement to the General Fund

Fund Name	FY 2023 Actual Allocation	FY 2024 Adopted Allocation	FY 2024 Estimated Allocation	FY 2025 Adopted Allocation	FY 2026 Forecast Allocation	FY 2027 Forecast Allocation
All Hazards Fund	\$ -\$	105,710\$	105,710 \$	110,039	113,340\$	116,740
Building Fund	2,106,300	2,494,687	2,494,669	3,328,443	3,428,296	3,531,145
CDBG Fund	55,654	52,178	-	-	-	-
CRA	212,688	170,686	120,680	25,670	26,440	27,233
Fire Operations Fund	114,368	4,127,747	4,127,737	5,036,620	5,187,719	5,343,351
Gas Tax	-	19,630	19,630	20,834	21,459	22,103
Solid Waste Fund	77,280	89,357	89,357	103,291	106,390	109,582
Stormwater Fund	1,176,548	1,720,584	1,720,584	2,446,857	2,520,263	2,595,871
Water & Sewer Fund	5,066,192	5,421,302	5,421,300	5,817,482	5,992,006	6,171,766
Yacht Basin Fund	48,524	36,528	36,528	28,408	29,260	30,138
Total Charge Back	\$ 8,857,554\$	14,238,409\$	14,136,195\$	16,917,644	\$ 17,425,173\$	17,947,929

Central Service Reimbursement to the General Fund





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 the Risk Management Fund

Fund Name	FY 2023 Actual Ilocation	FY 2024 Adopted Allocation	FY 2024 Estimated Allocation	FY 2025 Adopted Allocation	FY 2026 Forecast Allocation	FY 2027 Forecast Allocation
General Fund	\$ 1,380,136	1,701,616	\$ 1,701,616	\$ 1,968,874	\$ 2,027,940	\$ 2,088,778
Fleet Maint. Fund	1,648	-	-		-	-
Property Mgmt. Fund	935	-	-		-	_
Stormwater Fund	127,452	147,758	147,758	166,394	171,386	176,528
Water & Sewer Fund	3,294,981	3,767,857	3,767,857	4,237,696	4,364,827	4,495,772
Yacht Basin Fund	1,183	1,066	1,066	1,089	1,122	1,156
Total Charge Back	\$ 4,806,335	5,618,297	\$ 5,618,297	\$ 6,374,053	\$ 6,565,275	\$ 6,762,234

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 the Property Management Fund

	FY 2023 Actual	FY 2024 Adopted	FY 2024 Estimated	FY 2025 Adopted	FY 2026 Forecast	FY 2027 Forecast
Fund Name	Allocation	Allocation	Allocation	Allocation	Allocation	Allocation
All Hazards	\$ 1,926	56 \$	90	\$ -	\$ - 9	· -
Building Fund	34,138	41,160	65,765	21,827	22,482	23,156
Capital Improv Fund	31,584	-	-	-	-	-
Charter School Fund	-	-	-	506,212	521,398	537,040
CRA Fund	63,082	92,616	147,981	82,626	85,105	87,658
Economic & Dev. Fund	1,123	-	-	2,400	2,472	2,546
Fire Operations Fund	590,681	905,220	1,446,352	815,834	840,309	865,518
Fleet Maint. Fund	41,230	-	-	-	-	-
General Fund	3,320,963	4,332,626	6,932,805	5,031,741	5,182,693	5,338,174
Golf Course Fund ¹	52,267	-	-	-	-	-
Lot Mowing Fund ¹	25,668	-	-	-	-	-
Self-Insured Fund ¹	4,949	-	-	-	-	-
Solid Waste Fund	9,641	20,131	32,166	12,301	12,670	13,050
Stormwater Fund	98,804	96,564	154,289	159,312	164,091	169,014
Water & Sewer Fund	286,661	389,844	622,889	452,133	465,697	479,668
Yacht Basin Fund	52,267	63,030	100,709	118,809	122,373	126,044
Total Charge Back	\$ 4,614,984	5,941,247	9,503,046	\$ 7,203,195	\$ 7,419,290	7,641,868

¹These Funds are now included in the overall General Fund Reimbursement totals



Appendices

Full Cost Allocation

Exhibit A

Detailed Allocation Results - Indirect Costs

Central Services Pro	vided All	l Hazards	Building Code	CDBG/ SHIP/NSP	Charter School ³	CRA	Economic & Dev ²	Fire Operations	Gas Tax	General Fund ¹	Lot Mowing	Parks Impact	Public Safety Impact	Road Impact	Solid Waste	Stormwater	Water & Sewer	Yacht Basin	All Others
City Manager Administration	\$ 1,659,696 \$	5,272	\$ 101,656	\$ 879 5	\$ - \$	1,757	\$ 3,515	\$ 239,005	\$ 879 \$	846,868	\$ 2,636 \$	- :	- :	\$	- \$ 1,758	\$ 94,460	\$ 267,167	\$ 703	\$ 93,14
Office of Communications	1,738,008	5,521	106,453	920	-	1,840	3,681	250,282	920	886,827	2,760	-	-		1,840	98,916	279,773	736	97,53
City Council	1,384,830	-	18,905	14,179	-	2,363	11,816	59,080	4,726	810,575	4,726	7,090	-		7,090	33,085	151,245	2,363	257,58
City Auditor	1,454,530	-	642,186	-	-	1,039	-	-	-	369,413	-	-	-			441,892	-	-	
Finance Administration	1,038,426	3,299	63,603	550	-	1,100	2,199	149,539	550	529,862	1,649	-	-		1,100	59,101	167,159	440	58,27
Accounting	901,673	3,811	19,528	9,005	-	3,359	3,410	54,190	3,103	384,568	15,756	1,503	3,100	1,408	11,064	49,170	139,379	4,330	194,99
Accounts Payable	416,005	2,322	13,828	4,100	-	721	1,429	37,015	116	196,874	3,630	595	555	42	2,147	31,888	23,646	857	96,24
Cashier	719,329	2	28,440	2	-	18	992	563	-	4,803	15	540	1,601	547	475	2,156	219,509	54	459,610
Payroll	247,308	861	16,601	143	-	287	574	39,030	143	138,295	430	-	-		- 287	15,425	19,905	115	15,210
Budget	809,448	1,928	27,460	7,622	-	2,352	2,391	87,343	3,225	438,722	12,811	142	180	420	36,269	30,091	49,626	970	107,897
Procurement	841,715	10,053	6,944	622	-	1,866	1,866	86,230	311	306,573	3,213	-	1,451		1,969	52,547	120,333	933	246,80
Risk Mgmt	6,374,053	-	-	-	-	-	-	-	-	1,962,303	-	-	-			166,394	4,237,696	1,089	6,57
City Clerk Administration	1,173,886	3,729	71,900	622	-	1,243	2,486	169,046	622	598,981	1,864	-	-		1,243	66,811	188,965	497	65,878
Communications	48,061	153	2,944	25	-	51	102	6,921	25	24,523	76	-	-		- 51	2,735	7,737	20	2,697
Records Management	613,489	-	294,133	-	-	-	5,114	17,892	-	87,607	-	-	-		-	-	198,566	-	10,175
HR Administration	550,513	1,749	33,719	291	-	583	1,166	79,277	291	280,903	874	-	-		- 583	31,332	88,617	233	30,895
Comp & Classification	538,146	1,709	32,961	285	-	570	1,140	77,496	285	274,592	855	-	-		- 570	30,628	86,627	228	30,20
Employee Benefits	175,660	558	10,759	93	-	186	372	25,296	93	89,631	279	-	-		186	9,997	28,277	74	9,858
Employee Development	253,468	805	15,525	134	-	268	537	36,500	134	129,333	403	-	-		268	14,426	40,802	107	14,225
Employee/Labor Relations	273,170	868	16,732	145	-	289	578	39,338	145	139,386	434	-	-		289	15,547	43,973	116	15,330
Recruitment	790,773	-	64,773	-	-	1,799	4,498	46,781	-	433,621	900	-	-		1,799	5,398	132,245	-	98,959
City Attorney	3,757,066	11,935	230,120	1,989	-	3,978	7,956	541,037	1,989	1,917,062	5,967	-	-		3,978	213,829	604,788	1,591	210,845
ITS Administration	448,541	2,072	31,087	296	-	-	296	39,969	-	269,125	592	-	-		- 888	15,692	62,470	-	26,054
Business Application	2,774,059	12,817	192,262	1,831	-	-	1,831	247,193	-	1,664,435	3,662	-	-		5,493	97,046	386,354	-	161,133
GIS	706,930	3,266	48,995	467	-	-	467	62,995	-	424,158	933	-	-		1,400	24,731	98,457	-	41,063
Network Administration	2,324,074	10,740	161,073	1,533	-	-	1,533	207,096	-	1,394,445	3,070	-	-		4,602	81,304	323,683	-	134,997
Systems	4,443,910	19,030	513,443	2,719	-	-	2,719	382,489		2,499,264	5,437	-	-		8,156	168,968	598,407	-	243,278
Security	1,472,150	7,539	113,092	1,077	-	-	1,077	145,403	-	979,050	2,154	-	-		3,231	57,084	67,660	-	94,78
Retirement Costs	12,159,750	-	449,321		-	-	-	1,909,614		8,172,026	-	-	-			336,991	1,221,592	14,041	56,165
PW Administration	953,697	-			-		-	-	3,277	314,622	6,555	-	-		6,555	349,034	1,639	-	272,01
PW Real Estate	778,950	-	-	-		-	-	-	-	281,748	-	-	-			16,573	198,881	-	281,74
Facilities Mgmt Fund	7,203,194	-	21,827	-	506,212	82,626	2,400	815,834	-	4,010,617	-	-	-		12,301	159,312	452,133	118,809	1,021,12
	\$ 59,024,508 \$	110,039	\$ 3,350,270	\$ 49,529	506,212 \$	108,295	\$ 66,145	\$ 5,852,454	\$ 20,834 \$	30,860,812	\$ 81,681 \$	9,870	6,887	\$ 2,417	\$ 115,592	\$ 2,772,563	\$ 10,507,311	\$ 148,306	\$ \$ 4,455,291

¹General Fund includes totals from the Golf Course Fund, Alarm Fee Fund, Waterpark Fund, and Parks and Rec Program Fund

³The Charter School Maintenance Fund is only calculated to cost out the reimbursement to the Property Management Fund with the rest of their costs are under All Others



² All Economic & Development costs rolled into General Fund except for the reimbursement to the Property Management Fund

Exhibit B
FY 2023 Data for Allocation Basis

Service Allocation Basis		Public Works FTEs	Retirees	Accounting Transactions	Actual Expenditures	A/P Transactions	Purchase Orders	Cashier Transactions	Council Agenda Items	Real Estate Items	Internal Audit Hours	Files Images	Devices	Personnel Requisitions	Property Liability	Permits Reviewed	Work Orders	Budgeted Expenditures
General Fund	963	96	574	44,100	237,095,664	69,501	2,946	39,415	338	17	-	451,233	3 909	482 5	506,404,950	7,838	13,367	\$ 261,301,43
5 Cent Gas Tax Fund	-	-	-	132	501,235	21	2	-	1	-				-	-	-	-	960,75
6 Cent Gas Tax Fund	1	1	-	275	501,235	20	1	-	1	-				-	-	-	-	960,75
Road Impact Fee Fund	-	-	-	195	232,303	15	-	4,648	-	-					-	-	-	249,95
Park Impact Fee Fund	-	-	-	144	1,627,115	211	-	4,593	3	-	-				-	-	-	84,69
Police Impact Fee Fund	-	-	-	152	295,462	161	10	4,654	-	-	-			-	-	-	-	35,71
ALS Impact Fund	-	-	-	104	295,462	18	3	4,643	-	-	-			-	-	-	-	35,71
Fire Impact Fee Fund	-	-	-	156	295,462	18	1	4,300	-	-	-				-	-	-	35,71
Alarm Fee Fund	1	-	-	324	66,924	92	-	511	-		-			-	-	-	-	108,96
All Hazards Fund	6	-	-	505	1,121,228	824	97	18	-		-	1	1 7	-		-	-	1,149,02
Fire Operations	272	-	136	5,528	51,468,531	13,135	832	4,779	25			92,157	7 135	52	-	4,324	2,719	52,042,99
Lot Mowing Fund	3	2	-	2,133	3,664,585	1,288	31	130	2				- 2	2 1	-	-	-	7,633,13
Economic Development	4	-	-	455	934,769	507	18	8,427	5	-	-	26,343	3 1	5	-	-	8	1,424,82
Building Code Fund	116	-	32	2,240	13,216,181	4,907	67	241,574	8		1,236	1,514,981	105	72	-	63,690	73	16,362,11
CDBG Fund	1	-	-	913	1,277,814	892	3	9	6				- 1	-	-	-	-	4,541,82
HUD NSP Fund	-	-	-	37	-	-	-	6	-						-	-	-	
SHIP Fund	-	-	-	247	1,284,771	563	3	6	-						-	-	-	
CRA Fund	2	-	-	491	-	256	18	155	1		- 2			- 2	-	-	275	1,401,31
Waterpark Fund	-	-	-	18	-	14	-	-	4						-	-	-	
PR Program Fund	-	-	_	625	-	165	-	871	-	-					-	_	-	
Golf Course Fund	-	-	8	122	-	92	12	-	1	-	- 711				-	_	-	
Solid Waste Fund	2	2	-	630	21,227,020	762	19	4,036	3	-			- 3	2	-		41	21,610,43
W&S Fund	304	1	87	11,792	109,534,923	33,658	1,750	4,883,938	64	12	_	1,022,754	1 211	147	1,093,608,157	6,923	1,507	81,953,27
W&S Debt Fund	-	-	-	683	-	-	-	-	-							-	-	
W&S Reserve Fund	-	-	-	276	-	-	-	-	-							-	-	
W&S Cap Proj Fund	_	_	_	251	_	2,439	46	3	_							_	_	
Water Impact Fund	_	-	_	1,213	-	50		1,736	-								_	
Sewer Impact Fund	_	_	_	1,315	-	54	_	1,883	-					_		-	-	
Irrigation Impact Fund	_	_	_	1,220	-	71	3							_		-	-	
Water CIAC Fund	_	_	_	163	-	_	_	524						_		-	-	
Sewer CIAC Fund	_	_	_	163		-	-	1,031	_							_	_	
Irrigation CIAC Fund	_	_	_	123	_	14	2		_							-	_	
Stormwater Fund	108	107	24	6,409	16,753,154	11,316				1	851		- 53	6	42,940,755	6,951	531	17,929,78
Yacht Basin Fund	1	-	1	613	431,232										280,999		396	
Charter School Fund	-	_	_	-	-	-	_	-	_					_			1,687	2 700
All Other	104	83	_	24,973	18,072,412	32,433	2,369	3,901,796	108	17	_	14,043	3 87	110	1,695,819	1,129	3,404	19,461,68
	1,888	292		-	\$ 479,897,482	173,801	8,749	9,134,002							\$1,644,930,680			\$ 489,861,459

City of Cape Coral, Florida FY 2025-2027 Adopted Budget











ORDINANCE 60 - 24

AN ORDINANCE OF THE MAYOR AND CITY COUNCIL OF THE CITY OF CAPE CORAL, FLORIDA, ADOPTING THE CITY OF CAPE CORAL OPERATING BUDGET, REVENUES AND EXPENDITURES, AND CAPITAL BUDGET FOR THE FISCAL YEAR 2025 FOR THE CITY OF CAPE CORAL, FLORIDA; REPEALING ALL ORDINANCES IN CONFLICT WITH THIS ORDINANCE; PROVIDING FOR 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 2025.

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 12, 2024, at 5:05 P.M. and September 26, 2024, at 5:05 P.M. (rescheduled to October 2, 2024, in response to Hurricane Helene) 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 2025, as provided for in Attachment A, is hereby adopted. A copy of the budget is attached hereto and incorporated herein by reference.

If at any time during the fiscal year it appears probable that the revenues available will be insufficient to meet the amount appropriated, the City Council shall then take such further action as necessary to prevent or minimize any deficit and for that purpose it may by ordinance reduce one or more appropriations.

Any time during the fiscal year the City Manager or the City Council may transfer part or all of any unencumbered appropriation balance among programs within a department, office or agency and upon request by the City Manager, the City Council may by ordinance transfer part or all of any unencumbered appropriation balance from one department, office, or agency to another.

No appropriation for debt service may be reduced or transferred, and no appropriation may be reduced below any amount required by law to be appropriated or by more than the amount of the unencumbered balance thereof.

SECTION 5. To meet a public emergency affecting life, health, property or the public peace, the City Council may make emergency appropriations. Such emergency appropriations may be made by emergency ordinance in accordance with the provisions of the City of Cape Coral Charter, Section 4.19. To the extent that there are no available unappropriated revenues to meet such appropriations, the City Council may by such emergency ordinance authorize the issuance of emergency notes which may be renewed from time to time, but the emergency notes and renewals of any fiscal year shall be paid not later than the last day the fiscal year next succeeding that in which the emergency appropriation was made. The supplemental and emergency appropriations and reduction or transfer of appropriations authorized may be made effective immediately upon adoption.

If during the fiscal year the City Manager certifies or City Council determines that there are available for appropriation revenues in excess of those estimated in this budget, the City Council by ordinance may make supplemental appropriations for the year up to the amount of such excess after advertising as required by law.

SECTION 6. Every appropriation, except an appropriation for a capital expenditure or multi-year grant program, shall lapse at the close of the fiscal year to the extent that it has not been expended or encumbered. An appropriation for a capital expenditure or multi-year grant program shall continue in force until the purpose for which it was made has been accomplished or abandoned; the purpose of any such appropriation shall be deemed abandoned if three (3) years pass without any disbursement from or encumbrance of the appropriation.

City of Cape Coral, Florida FY 2025-2027 Adopted Budget



Ordinance

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 October 1, 2024.

ADOPTED BY THE COUNCIL OF THE CITY OF CAPE CORAL AT ITS SPECIAL SESSION

THIS 2nd DAY OF October, 2024.

VOTE OF MAYOR AND COUNCILMEMBERS

GUNTER OUGE STEINKE OUGE SHEPPARD OUGE HAYDEN OUGE CARR Welsh Long Cosden

aye aye aye

KIMBERLY BRUNS
CITY CLERK

APPROVED AS TO FORM:

ALEKSANDR BOKSNER CITY ATTORNEY

•rd/Budget-FY25 Operating 10/2/24

	2025 ADOPTED GET ORD 60-24
GENERAL FUND - 001	
REVENUES	
Fund Balance Brought Forward	\$ 17,632,357
Ad Valorem Taxes	148,209,313
Sales and Use Taxes	16,737,296
Licenses, Permits, Franchise Fees & Impact Fees	8,949,292
Charges for Service	6,915,888
Internal Service Charges	18,508,908
Intergovernmental	36,966,308
Fines and Forfeitures	606,585
Miscellaneous	2,483,432
Interfund Transfers	1,476,059
interioria fransicis	1,470,037
Total General Fund Revenues	\$ 258,485,438
EXPENDITURES .	
City Council	
Personnel Services	\$ 1,175,513
Operating	214,819
City Attorney	
Personnel Services	2,950,092
Operating	418,998
City Auditor	
Personnel Services	1,222,825
Operating	231,705
City Manager	
Personnel Services	2,605,460
Operating	893,289
City Clerk	
Personnel Services	1,806,787
Operating	241,922
Development Services	
Personnel Services	7,020,138
Operating	719,582
Capital Outlay	82,000
Financial Services	
Personnel Services	4,426,989
Operating	383,047
Human Resources	
Personnel Services	2,019,324
Operating	562,406
Capital Outlay	6,200
Information Technology Services	0,200
Personnel Services	4,958,790
Operating	7,210,874
Spording	7,210,074



		2025 ADOPTED GET ORD 60-24
Parks and Recreation		
Personnel Services		14,966,774
Operating		12,806,603
Capital Outlay		2,930,996
Transfers Out		13,394,191
Police		
Personnel Services		63,925,986
Operating		7,678,543
Capital Outlay		3,256,500
Public Works		
Personnel Services		10,389,844
Operating		9,419,496
Capital Outlay		994,253
Transfers Out		3,926,360
Government Services		
Expenditures		
Personnel Services		12,944,522
Operating		22,380,250
Capital Outlay		450,000
Transfers Out		39,870,360
Appropriations & Reserves General Fund	\$	258,485,438
SPECIAL REVENUE FUNDS ADDITIONAL FIVE CENT GAS TAX FUND - 105		
REVENUES		
	¢	0.770.072
Fund Balance Brought Forward Sales and Use Taxes	\$	2,772,073
sales and use raxes		4,700,549
Total Additional Five Cent Gas Tax Fund Revenues	\$	7,472,622
<u>EXPENDITURES</u>		
Operating	\$	6,042,622
Capital Outlay		400,000
Transfers Out		1,030,000
Appropriations & Reserves Additional Five Cent Gas Tax Fund	\$	7,472,622



		025 ADOPTED GET ORD 60-24
SIX CENT GAS TAX FUND - 106		
REVENUES Fund Ralance Prought Forward	\$	1 500 207
Fund Balance Brought Forward Sales & Use Taxes	Ф	1,528,326 6,482,213
Sales a SSS Taxes		0,102,210
Total Six Cent Gas Tax Fund Revenues	\$	8,010,539
<u>EXPENDITURES</u>		
Personnel Services	\$	471,286
Operating		6,174,695
Transfers Out		1,364,558
Appropriations & Reserves Six Cent Gas Tax Fund	\$	8,010,539
ROAD IMPACT FUND - 110		
<u>REVENUES</u>		
Licenses, Permits, Franchise Fees & Impact Fees	\$	11,792,150
Total Road Impact Fund Revenues	\$	11,792,150
<u>EXPENDITURES</u>		
Operating	\$	176,883
Transfers Out		5,658,384
Reserves		5,956,883
Appropriations & Reserves Road Impact Fee Fund	\$	11,792,150
PARK IMPACT FEE FUNDS - 112		
<u>REVENUES</u>		
Fund Balance Brought Forward	\$	1,617,122
Licenses, Permits, Franchise Fees & Impact Fees		3,273,640
Total Park Impact Fee Funds Revenues	\$	4,890,762
EXPENDITURES		
Operating	\$	49,105
Transfers Out		2,841,657
Reserves		2,000,000
Appropriations & Reserves Park Impact Fee Funds	\$	4,890,762



	025 ADOPTED SET ORD 60-24
POLICE PROTECTION IMPACT FEES - 113	
<u>REVENUES</u>	
Licenses, Permits, Franchise Fees & Impact Fees	\$ 1,828,621
Total Police Protection Impact Fee Fund Revenues	\$ 1,828,621
<u>EXPENDITURES</u>	
Operating	\$ 36,572
Capital Outlay	908,730
Reserves	883,319
Appropriations & Reserves Police Protection Impact Fee Fund	\$ 1,828,621
ALS IMPACT FEES -114	
<u>REVENUES</u>	
Licenses, Permits, Franchise Fees & Impact Fees	\$ 107,751
Total ALS Fund Revenues	\$ 107,751
<u>EXPENDITURES</u>	
Operating	\$ 1,617
Reserves	106,134
Appropriations & Reserves ALS Fund	\$ 107,751
FIRE IMPACT CAPITAL IMPROVEMENT FEE FUND - 115	
<u>REVENUES</u>	
Licenses, Permits, Franchise Fees & Impact Fees	\$ 1,762,583
Total Fire Impact Capital Improvement Fee Fund Revenues	\$ 1,762,583
<u>EXPENDITURES</u>	
Operating	\$ 27,439
Capital Outlay	389,500
Reserves	1,345,644
Appropriations & Reserves Fire Impact Capital Improvement Fee	\$ 1,762,583
Fund	 .,. ==,=00



	FY 2025 ADOPTED BUDGET ORD 60-24	
POLICE CONFISCATION - FEDERAL - 122		
REVENUES Fund Balance Brought Forward	\$	28,418
Total Police Confiscation-Federal Fund Revenues	\$	28,418
<u>EXPENDITURES</u>		
Operating	\$	28,418
Appropriations & Reserves Police Confiscation - Federal Fund	\$	28,418
CRIMINAL JUSTICE EDUCATION (Police Training) - 123 REVENUES		
Fund Balance Brought Forward Fines & Forfeitures	\$	5,758 21,000
Total Police Criminal Justice Education Fund Revenues	\$	26,758
EXPENDITURES Operating	\$	26,758
Appropriations & Reserves Criminal Justice Education Fund	\$	26,758
DO THE RIGHT THING - 125		
REVENUES Miscellaneous	\$	8,490
Total Do The Right Thing Fund Revenues	\$	8,490
<u>EXPENDITURES</u>		
Operating	\$	8,490
Appropriations & Reserves Do The Right Thing Fund	\$	8,490
ALL HAZARDS FUND - 130		
REVENUES		
Ad Valorem Taxes	\$	1,908,607
Total All Hazards Fund Revenues	\$	1,908,607
<u>EXPENDITURES</u>		
Personnel Services	\$	945,942
Operating		673,055
Capital Outlay		59,662
Reserves		229,948
Appropriations & Reserves All Hazards Fund	\$	1,908,607



	FY 2025 ADOPTED BUDGET ORD 60-24	
FIRE OPERATIONS FUND - 132	 	
<u>REVENUES</u>		
Sales and Use Taxes	\$ 1,622,614	
Intergovernmental	50,000	
Internal Service Charges	50,000	
Special Assessment	50,267,518	
Charges for Service	513,408	
Miscellaneous	195,924	
Interfund Transfers	21,772,562	
Total Fire Operations Fund Revenues	\$ 74,472,026	
<u>EXPENDITURES</u>		
Personnel Services	\$ 51,198,631	
Operating	14,421,800	
Capital Outlay	1,158,225	
Transfers Out	7,693,370	
Appropriations & Reserves Fire Operations Fund	\$ 74,472,026	
DEL PRADO PARKING LOT MAINTENANCE - 135 REVENUES		
Special Assessments	\$ 40,709	
Total Del Prado Mall Maintenance Fund Revenues	\$ 40,709	
<u>EXPENDITURES</u>		
Operating	\$ 40,709	
Appropriations & Reserves Del Prado Mall Maintenance Fund	\$ 40,709	



		FY 2025 ADOPTED BUDGET ORD 60-24	
LOT MOWING FUND - 136			
<u>REVENUES</u>			
Charges for Service	\$	4,994,813	
Total Lot Mowing Fund Revenues	\$	4,994,813	
<u>EXPENDITURES</u>			
Personnel Services	\$	309,777	
Operating		4,460,647	
Reserves		224,389	
Appropriations & Reserves Lot Mowing Fund	\$	4,994,813	
ECONOMIC AND BUSINESS DEVELOPMENT - 137 REVENUES			
	ď	000 711	
Fund Balance Brought Forward Sales & Use Taxes	\$	222,711 549,974	
Intergovernmental		129,792	
Total Economic and Business Development Fund Revenues	\$	902,477	
<u>EXPENDITURES</u>			
Personnel Services	\$	488,179	
Operating		414,298	
Appropriations & Reserves Economic and Business Development Fund	\$	902,477	
BUILDING CODE DIVISION FUND - 140			
REVENUES Fund Relance Prought Forward	ď	475/020	
Fund Balance Brought Forward	\$	4,756,938	
Licenses, Permits, Franchise Fees & Impact Fees		11,505,500	
Charges for Service		487,050	
Fines & Forfeitures		10,200	
Miscellaneous		750	
Total Building Code Division Revenues	\$	16,760,438	
<u>EXPENDITURES</u>			
Personnel Services	\$	11,601,608	
Operating		5,076,830	
Transfers Out		82,000	
Appropriations & Reserves Building Code Division Fund	\$	16,760,438	



	FY 2025 ADOPTED BUDGET ORD 60-24	
COMMUNITY DEVELOPMENT BLOCK GRANT FUND (CDBG) -141		
REVENUES Intergovernmental	\$	1,089,925
Total Community Development Block Grant Fund Revenues	\$	1,089,925
<u>EXPENDITURES</u>		
Personnel Services Operating	\$	178,461 911,464
Appropriations & Reserves Community Development Block Grant Fund	\$	1,089,925
LOCAL HOUSING ASSISTANCE PROGRAM TRUST FUND (S.H.I.P) -143		
REVENUES Intergovernmental	\$	1,616,742
Total Local Housing (S.H.I.P.) Fund Revenues	\$	1,616,742
EXPENDITURES		
Operating	\$	1,616,742
Appropriations & Reserves Local Housing Assistance Program Trust (S.H.I.P.)Fund	\$	1,616,742
HOME INVESTMENT PARTNERSHIPS PROGRAM FUND - 146		
REVENUES Intergovernmental	\$	363,089
Total HOME Investment Partnerships Program Fund Revenues	\$	363,089
EXPENDITURES Operating	\$	363,089
Appropriations & Reserves HOME Investments Partnerships Program Fund	\$	363,089



	FY 2025 ADOPTED BUDGET ORD 60-24	
COMMUNITY REDEVELOPMENT AGENCY (CRA) FUND - 150		
<u>REVENUES</u>		
Ad Valorem Taxes	\$	2,737,743
Miscellaneous		41,800
Interfund Transfers		3,865,862
Total CRA Fund Revenues	\$	6,645,405
<u>EXPENDITURES</u>		
Personnel Services	\$	387,313
Operating	·	1,838,624
Transfers Out		4,419,468
Appropriations & Reserves CRA Fund	\$	6,645,405
GOLF COURSE FUND - 172		
REVENUES		
Charges for Service	\$	3,082,211
Miscellaneous	Ψ	6,722
Interfund Transfers		335,144
Takal Calif Causa Fund Davagues	c	2 404 077
Total Golf Course Fund Revenues	\$	3,424,077
<u>EXPENDITURES</u>		
Operating	\$	2,663,325
Debt Service		760,752
Appropriations & Reserves Golf Course Fund	\$	3,424,077
LAKE KENNEDY RACQUET CENTER FUND - 173		
REVENUES		
Charges for Service	\$	1,941,080
Total Lake Kennedy Racquet Center Fund Revenues	\$	1,941,080
EVDENIDITI IDEC		
EXPENDITURES Operation	\$	1 0/4 071
Operating	φ	1,864,871
Reserves		76,209
Appropriations & Reserves Lake Kennedy Racquet Center Fund	\$	1,941,080



	FY 2025 ADOPTED BUDGET ORD 60-24	
SOLID WASTE MANAGEMENT FUND - 180		
REVENUES		
Public Service Tax	\$	23,870,537
Total Solid Waste Fund Revenues	\$	23,870,537
<u>EXPENDITURES</u>		
Personnel Services	\$	540,520
Operating		21,438,851
Capital Outlay		62,930
Reserves		1,828,236
Appropriations & Reserves Solid Waste Fund	\$	23,870,537
CHARTER SCHOOL MAINTENANCE FUND - 190 REVENUES		
Public Service Tax	\$	2,640,000
Miscellaneous		1,500,000
Total Charter School Maintenance Fund Revenues	\$	4,140,000
<u>EXPENDITURES</u>		
Operating	\$	952,625
Transfers Out		3,187,375
Appropriations & Reserves Charter School Maintenance Fund	\$	4,140,000
DEBT SERVICE FUND - 201		
REVENUES Ad Valorem Taxes	¢	E 00E 41E
Interfund Transfers	\$	5,085,415
interioria transfers		23,261,183
Total Debt Service Fund Revenues	\$	28,346,598
<u>EXPENDITURES</u>		
Operating	\$	900
Debt Service		28,345,698
Appropriations & Reserves Debt Service Fund	\$	28,346,598



	FY 2025 ADOPTED BUDGET ORD 60-24	
CAPITAL PROJECTS FUNDS TRANSPORTATION CAPITAL PROJECTS FUND - 301		_
REVENUES Intergovernmental	\$	899,160
Interfund Transfers	Ψ	4,956,360
Total Transportation Capital Project Fund Revenues	\$	5,855,520
EXPENDITURES Capital Outlay	\$	5,855,520
Appropriations & Reserves Transportation Capital Projects Fund	\$	5,855,520
P&R CAPITAL PROJECTS FUND - 305		
<u>REVENUES</u>		
Interfund Transfers	\$	18,911,737
Intergovernmental		29,904,200
Debt Proceeds		14,360,000
Total P&R Project Fund Revenues	\$	63,175,937
<u>EXPENDITURES</u>		
Capital Outlay	\$	63,175,937
Appropriations & Reserves P&R Capital Projects Fund	\$	63,175,937
FIRE CAPITAL PROJECT FUNDS - 310		
REVENUES	•	4.3.44.450
Interfund Transfers	\$	4,146,650
Debt Proceeds		16,607,986
Total Fire Capital Project Fund Revenues	\$	20,754,636
<u>EXPENDITURES</u>		
Capital Outlay	\$	20,754,636
Appropriations & Reserves Fire Capital Projects Fund	\$	20,754,636
BRIDGE CAPITAL PROJECT FUND - 314		
REVENUES Interfund Transfers	\$	2,000,000
monora mansion	Ψ	2,000,000
Total Bridge Capital Project Fund Revenues	\$	2,000,000
<u>EXPENDITURES</u>		
Operating	\$	2,000,000
Appropriations & Reserves Bridge Capital Project Fund	\$	2,000,000



		FY 2025 ADOPTED BUDGET ORD 60-24	
CRA CAPITAL PROJECT FUND - 315			
<u>REVENUES</u>			
Interfund Transfers	\$	2,934,245	
Total CRA Capital Project Fund Revenues	\$	2,934,245	
<u>EXPENDITURES</u>			
Capital Outlay	\$	2,934,245	
Appropriations & Reserves CRA Capital Projects Fund	\$	2,934,245	
ACADEMIC VILLAGE CAPITAL PROJECT FUND - 319			
REVENUES Interfund Transfers	\$	100,000	
Total Academic Village Capital Project Fund Revenues	\$	100,000	
EVOEVIDITUES			
<u>EXPENDITURES</u>			
Operating	\$	100,000	
Appropriations & Reserves Academic Village Capital Fund	\$	100,000	
COMPUTER SYSTEM CAPITAL PROJECT FUND - 320			
REVENUES			
Interfund Transfers	\$	2,323,742	
Total Computer System Capital Project Fund Revenues	\$	2,323,742	
EVOEVIDITUES			
<u>EXPENDITURES</u>	•	0.000.740	
Capital Outlay	\$	2,323,742	
Appropriations & Reserves Computer System Capital Projects Fund	\$	2,323,742	
GOVERNMENT SERVICES CAPITAL PROJECT FUND - 322			
<u>REVENUES</u>			
Interfund Transfers	\$	-	
Total Government Services Capital Project Fund Revenues	\$	-	
<u>EXPENDITURES</u>			
Personnel Services	\$	-	
Appropriations & Reserves Government Services Capital Project Fund	\$	-	
TOTAL			



	FY 2025 ADOPTED BUDGET ORD 60-24	
ENTERPRISE FUNDS		
WATER & SEWER UTILITY FUND - 400		
REVENUES		
Fund Balance Brought Forward	\$	10,982,696
Licenses, Permits, Franchise Fees & Impact Fees		7,600,246
Special Assessments		37,548,312
Charges for Service		124,441,359
Internal Service Charges		257,413
Fines & Forfeitures		729,848
Miscellaneous		204,928
Debt Proceeds		99,935,384
Interfund Transfers		55,697,883
inendia nansiers		33,677,003
Total Water & Sewer Utility Fund Revenues	\$	337,398,069
<u>EXPENDITURES</u>		
Personnel Services	\$	34,857,216
Operating		55,100,421
Capital Outlay		110,298,542
Debt Service		74,949,565
Transfers Out		54,846,775
Reserves		7,345,550
Appropriations & Reserves Water & Sewer Utility Fund	\$	337,398,069
STORMWATER UTILITY FUND - 440		
REVENUES		
Fund Balance Brought Forward	\$	7,844,592
Licenses, Permits, Franchise Fees & Impact Fees		10,000
Intergovernmental		10,824,120
Charges for Service		25,761,614
Fines & Forfeitures		50,000
Miscellaneous		187,500
Interfund Transfers		3,278,377
Total Stormwater Utility Fund Revenues	\$	47,956,203
EVDENIDITUDES		
EXPENDITURES Paragraph Saminas	¢	10.7/4.540
Personnel Services	\$	12,764,542
Operating Carried Outland		13,640,710
Capital Outlay		16,237,497
Debt Service		1,183,969
Transfers Out		4,129,485
Appropriations & Reserves Stormwater Utility Fund	\$	47,956,203



	FY 2025 ADOPTED BUDGET ORD 60-24	
YACHT BASIN FUND - 450		_
REVENUES		
Charges for Service	\$	307,000
Total Yacht Basin Fund Revenues	\$	307,000
<u>EXPENDITURES</u>		
Personnel Services	\$	15,012
Operating		212,405
Reserves		79,583
Appropriations & Reserves Yacht Basin Fund	\$	307,000
INTERNAL SERVICE FUNDS (ISF)		
RISK MANAGEMENT ISF - 502		
<u>REVENUES</u>		
Internal Service Charges	\$	11,149,511
Total Risk Management ISF Revenues	\$	11,149,511
<u>EXPENDITURES</u>		
Personnel Services	\$	588,027
Operating		10,430,630
Reserves		130,854
Appropriations & Reserves Risk Management ISF	\$	11,149,511
PROPERTY MANAGEMENT ISF - 511		
<u>REVENUES</u>		
Internal Service Charges	\$	9,002,947
Total Property Management ISF Revenues	\$	9,002,947
<u>EXPENDITURES</u>		
Personnel Services	\$	6,472,032
Operating		2,264,915
Capital Outlay		266,000
Appropriations & Reserves Property Management ISF	\$	9,002,947



	FY 2025 ADOPTED BUDGET ORD 60-24	
FLEET INTERNAL SERVICE - 516		
<u>REVENUES</u>		
Internal Service Charges	\$	6,706,960
Miscellaneous		187,504
Total Fleet ISF Revenues	\$	6,894,464
<u>EXPENDITURES</u>		
Personnel Services	\$	2,389,506
Operating		4,224,454
Capital Outlay		93,000
Debt Service		187,504
Appropriations & Reserves Fleet ISF	\$	6,894,464
HEALTH INSURANCE ISF - 526		
REVENUES	\$	43,028,975
Internal Service Charges Miscellaneous	Φ	1,800,000
Total Health Insurance ISF Revenues	\$	44,828,975
EXPENDITURES		
Personnel Services	\$	284,320
Operating	,	44,544,655
Appropriations & Reserves Health Insurance ISF	\$	44,828,975
CAPITAL IMPROVEMENT PROJECT MANAGEMENT (CIPM) ISF - 550		
<u>REVENUES</u>	_	
Internal Service Charges	\$	3,619,865
Total CIPM ISF Revenues	\$	3,619,865
<u>EXPENDITURES</u>		
Personnel Services	\$	2,997,411
Operating		495,146
Capital Outlay		127,308
Appropriations & Reserves CIPM ISF	\$	3,619,865



	FY 2025 ADOPTED BUDGET ORD 60-24	
CHARTER SCHOOL AUTHORITY OPERATING FUND		
REVENUES		
Intergovernmental	\$	33,597,040
Charges for Service		1,061,962
Miscellaneous		474,498
Transfers In		38,000
Total Charter School Operating Fund Revenues	\$	35,171,500
EVACUALITIES		
<u>EXPENDITURES</u>		00.044.400
Personnel Services	\$	23,046,632
Operating		7,582,576
Capital Outlay		586,376
Debt Service		1,551,264
Transfer Out		946,152
Reserves		1,458,500
Appropriations & Reserves Charter School Operating Fund	\$	35,171,500
TOTAL FY 2024 BUDGET	\$	1,058,403,269
TOTAL FY 2025 REVENUE BUDGET	\$	1,058,403,269
TOTAL FY 2025 EXPENDITURE BUDGET	\$	1,058,403,269

FUND TYPE SUMMARY		 FY 2025 ADOPTED BUDGET ORD 60-24	
General Fund		\$ 258,485,438	
Special Revenue		178,098,619	
Debt Service		28,346,598	
Capital Project		97,144,080	
Enterprise		385,661,272	
Internal Service		75,495,762	
Charter School		35,171,500	
Total		\$ 1,058,403,269	
		_	





