

**City of Cape Coral, Florida
Fiscal Years 2016-2018
Adopted
Operating Budget**



City Council

Budget Adopted By

**Marni L. Sawicki, Mayor
James D. Burch, District #1
John M. Carioscia Sr., District #2
Leonard Nesta Jr., District #3
Richard Leon, District #4
Rana M. Erbrick, District #5
Richard Williams, District #6
Derrick Donnell, Ed. D, District #7**

Current Sitting

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

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

John Szerlag, City Manager
Victoria Bateman, Financial Services Director

City of Cape Coral, Florida
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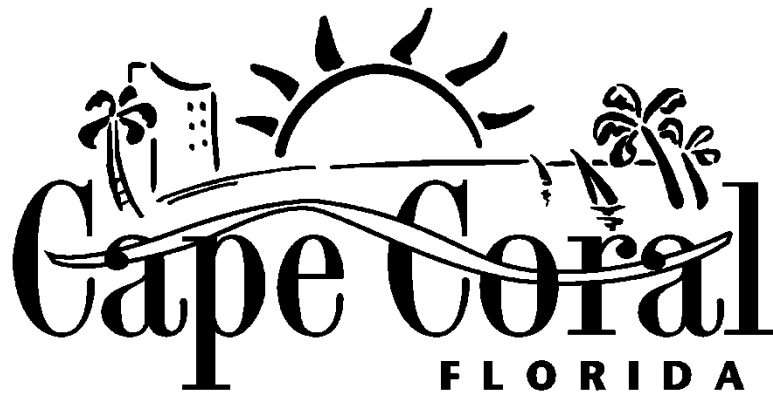


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INTRODUCTION

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THE CITY

The City of Cape Coral, incorporated in 1970, is located on the southwest coast of Florida, in Lee County. The City is approximately 125 miles south of Tampa, at the mouth of the Caloosahatchee River. The City is principally a residential, recreational and vacation community. Two bridges connect to central and south Fort Myers and one bridge to the north of the City connects it with Fort Myers, the county seat. This peninsular city lies between the scenic Caloosahatchee River, Charlotte Harbor and the Intracoastal Waterway.

Cape Coral is one of the nation's first master-planned communities. It is Florida's third largest city in land area, encompassing 120 square miles. The most populated city in Southwest Florida, Cape Coral has an estimated permanent population of 165,831 (City of Cape Coral Economic Development Office).

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

Strategically situated midway between Tampa and Miami, Cape Coral serves a major distribution role between the two cities. It has emerged as a secondary market for manufacturers who need to distribute goods throughout other parts of Florida, the southeastern United States and the world.

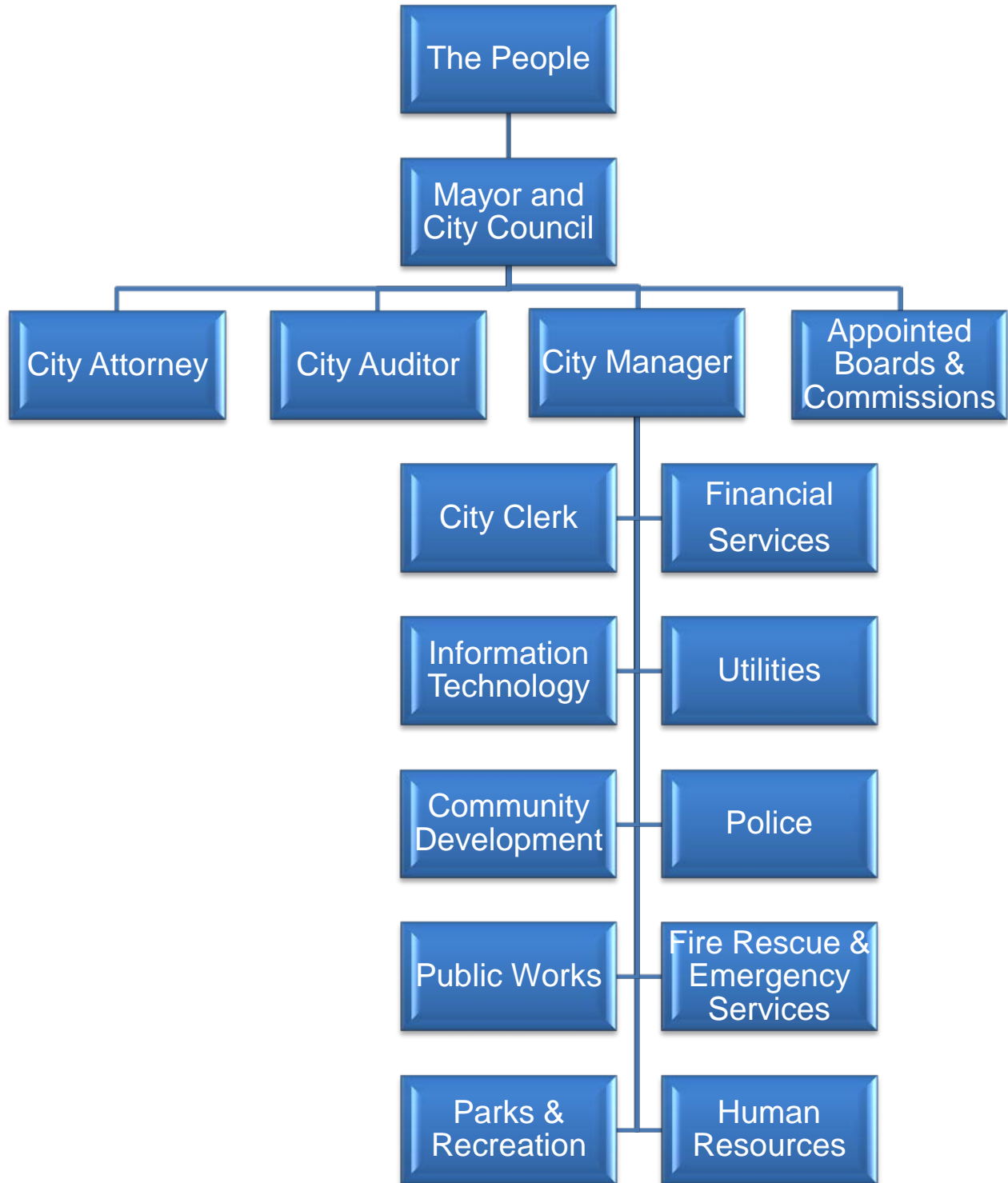
The City of Cape Coral operates under the Council-City Manager form of government. City Council members are elected at large from seven districts. The Mayor also is elected at large and is the eighth member of council. The Mayor presides over council meetings.

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

For additional information concerning the City, please refer to the Community Profile in the Appendix or visit our website at www.capecoral.net.



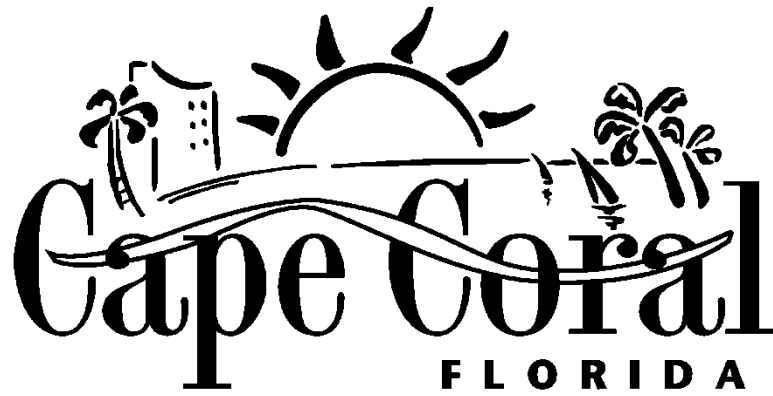
ORGANIZATIONAL CHART



BUDGET MESSAGE

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November 2015

Following the release of the City Manager's FY 2016-2018 Proposed Budget on July 15, 2015, the City Council held budget workshops as well as conducted the two required public hearings for the adoption of the budget. While the City Manager provided a three-year budget, only the first year (FY 2016) was adopted by City Council.

The City Manager's Proposed Budget for the General Fund was developed with the assumption vehicles and equipment purchases would be funded through short term debt. During the workshops, City Council voted to cash-fund these purchases. In order to preserve fund balance, the General Fund operating model was modified to use debt funding for certain upcoming construction projects to include the Fleet Maintenance Building, Fire Station #11, and the planned Public Safety Facility during fiscal years 2017 - 2021.

Another significant change came as a result of an alternative funding source for the FY 2015 road resurfacing program, the General Fund's allocation was reduced by \$2.7 million. This reduction allowed these funds to be carried forward into FY 2016 to support various City Council approved initiatives.

The tentative budget as approved at the first public hearing was subsequently adopted at the second and final public hearing on September 21. The following provides a summary of the changes by fund group between the City Manager's Proposed Budget and the Adopted Budget approved by City Council.

General Fund

The General fund was adopted in the amount of \$195,141,979 which was \$2,357,342 lower than the City Manager proposed budget at \$197,499,321.

Revenues:

- Short term borrowing plan was eliminated and debt proceeds of \$5,207,342 were removed from the budget.
- Balances forward were increased by \$2.7 million.
- Miscellaneous revenue of \$150,000 was added from the renewal of the Florida Blue Health contract to support the City's wellness program.

Expenditures:

- \$1,225,965 set aside for annual debt service for the planned short term borrowing was removed from the budget.
- \$4,700,000 transfer to the Public Works Capital Project fund for the Fleet Maintenance Building was removed from the budget for FY 2016 as the design is not yet completed.
- \$609,925 was added to the subsidy transfer to P&R Programs and Waterpark Funds as a result of the elimination of the short term borrowing.
- \$850,000 reserve for future projects was created.
- \$720,000 was allocated to fund replacement fire apparatus identified in the Fire Fleet Sustainability Plan.
- \$400,000 of additional funding for road resurfacing will be transferred to the Transportation Capital Project Fund increasing the General Fund's contribution from \$6.5 million to \$6.9 million
- \$250,000 was added to Economic Development Office for advertising and public relation activities.
- \$150,000 was set aside to fund a project manager for the Bimini Basin Project.

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- \$100,000 was added to Public Works Department for outsourced median maintenance.
- \$100,000 was added for the installation of additional street lighting.
- \$100,000 of additional funding for median improvements will be transferred to the Transportation Capital Project Fund increasing the General Fund's contribution from \$ 300,000 to \$400,000.
- \$30,000 was allocated to the Good Wheels program of Lee County.
- \$100,000 was approved for the Charter School Authority as a funding source for various capital maintenance needs of the Charter School System.
- \$55,000 was added to the City Council budget for an additional support position.
- \$670,518 transfer to the newly created Self Insured Health Insurance Fund was authorized.
- Undesignated reserves were reduced by \$716,820.
- \$150,000 was added for the City's wellness program.

Debt Service Fund

Annual debt service for the planned FY 2016 short term borrowing was eliminated when the funding plan was modified. The fund was decreased by \$1,225,965 from \$30,166,404 to \$28,940,439.

Capital Project Funds – Decreased Fund Group by \$4,204,000 from \$14,537,661 to \$10,333,661

- Transportation Capital Project Fund: Increased by \$500,000 for transfer in from General Fund for road resurfacing and median improvement. Decreased sidewalk projects by \$4,000 due to differences in actual grant amount.
- Public Works Capital Project Fund: Eliminated \$4,700,000 transfer from the General Fund for the construction of a Fleet Maintenance Building as project design is not yet complete.

Enterprise Funds – Charter Schools

- Increase in revenue and expenditures of \$303,314 based on budget approved by the Governing Board on August 12, 2014 for an adopted budget of \$27,544,294.

Internal Service Funds – Self Insured Health Insurance Funds

- Created an internal service fund for accounting for the revenues and expenditures associated with self insuring the City's health insurance program in the amount of \$13,776,908.

The following table illustrates the difference between the City Manager's Proposed Budget and the FY 2016 Adopted Budget by fund group.

Fund Group	City Manager's FY 2016 Proposed Budget		FY 2016 Adopted Budget	
General	\$	197,499,321	\$	195,141,979
Special Revenue		46,687,953		46,687,953
Debt Service		30,166,404		28,940,439
Capital Projects		14,537,661		10,333,661
Enterprise		309,679,509		309,982,823
Internal Service		24,506,181		39,133,089
Total	\$	623,077,029	\$	630,219,944

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

Additionally, the comparative tables throughout the document have been updated to reflect the FY 2015 final amended budget as contained within Ordinance 55-15 as approved on November 30, 2015.

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**CITY OF CAPE CORAL
MEMORANDUM**

TO: Honorable Mayor and City Council
FROM: John Szerlag, City Manager
DATE: July 15, 2015
SUBJECT: FY 2016-2018 Proposed Rolling Budget



Dear Mayor and City Council Members,

I am pleased to submit for your consideration the FY 2016-2018 Proposed Rolling Budget for the City of Cape Coral. Although City Council only will be adopting the budget for FY 2016, this three-year rolling budget format allows you to consider future financial impacts of policy-related decisions.

Council will notice a change in the presentation and format of the proposed budget as we are moving Cape Coral back on track to achieve the coveted *Distinguished Budget Presentation Award*. One of the benefits of this format is the information is presented in an easy-to-follow – albeit lengthy -- format that will illustrate the direction the City is going. The *Distinguished Budget Presentation Award* should be a primary objective of any municipality when preparing the annual operating budget. This award represents a significant achievement and reflects the commitment of the governing body and staff to meet the highest principles of governmental budgeting.

The FY 2016-2018 Proposed Rolling Budget is the first budget in several years that shows our citizens what a progressive, financially responsible city can do when the community is moving forward in a positive direction. This budget keeps the promise we made to our citizens two years ago when we basically said, “If you partner with us, this is what we will do.”

At that time, we were trundling down an unsustainable financial path. We were spending down fund balance, had a failing capital program and needed \$20 million in additional revenue each year to sustain our operations. To change direction, Cape Coral had to diversify its revenue sources and stop relying predominantly on property tax revenues to fund the general operations of government. We needed to become economically sustainable.

Through a combination of new revenues, best practices and pension savings, the additional cost to the average homeowner in Cape Coral to achieve this goal would be \$150 per year. The two new revenues were the public service tax and fire services assessment. We then promised to provide a 1 mil reduction in the property tax rate in conjunction with establishing the fire services assessment.

While we began moving forward in FY 2014, many plans had to be put on hold pending a decision from the Florida Supreme Court on the City’s methodology for its new fire services assessment. In May, the Florida Supreme Court released their opinion affirming the legality of

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our assessment. The decision brought an end to the lingering questions of “when,” “if” and “how” we would implement all the elements of the financial plan developed in FY 2014. The positive outcome at the Supreme Court enabled us to release the fire assessment funds collected the past two years and allocate these dollars toward specific priorities.

Public Safety was the first priority, followed by Infrastructure and Quality of Life needs. We are purchasing new police and fire vehicles and equipment. We restarted our stagnant road paving program and will be allocating \$6.5 million per year to local and major road resurfacing. We also repaid the reserves for fire service expenses, which helped maintain our financial policy on keeping our fund balance at a two-month minimum level.

With the Florida Supreme Court decision behind us, we now can make good on the 1 mil tax rate reduction we promised. City Council already provided a portion of the 1 mil rate reduction in FY 2014 – a .25 mil reduction. This budget includes the remaining .75 mil reduction, which will lower the City’s property tax rate to 6.9570. This is the first time since 2009 that the millage rate has been below 7 mils.

As a result of the combined efforts of City Council and City administration, our organization is in a much stronger position to deliver services to our community within a more stable financial environment. We have reduced our reliance on an unstable property tax system to fund our general operations. Ad valorem taxes now comprise 48 percent of our General Fund revenues as compared to 63 percent in FY 2013.

Our Organizational Infrastructure (employees) also received some much-needed attention this year. Extensive research was completed on a market analysis, total compensation comparison and a thorough review of the City’s job classification system. All of the information collected confirmed that City employees in Cape Coral had fallen far down the ladder in comparison to other similar cities on compensation. This past year, City Council provided pay increases to City employees for the first time in several years. These increases began what will be a multi-year process toward a more fair and equitable pay structure for Cape Coral employees.

In preparing for the FY 2016-2018 Proposed Rolling Budget, City Council and City staff conducted a joint strategic planning session to identify and prioritize our strategic goals. This year’s workshop was held in March. As a result of the workshop, City Council adopted the Strategic Plan FY 2015 – FY 2017 with the following Mission, Vision and Elements:

MISSION

The City of Cape Coral will provide its citizens with services in the most efficient and effective manner possible, while maintaining a sustainable, positive, safe, and caring community with a united spirit.

VISION

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

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

Element B: Enhance financial sustainability during all economic times.

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

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

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

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

Element G: Work toward efficient and cost-effective solutions to protect and conserve natural resources, while promoting environmental awareness and sustainability in the community.

Based on the results of our 2015 Citizen Survey, we are making progress on some of these strategic elements. The biennial survey was conducted by the National Research Center, an independent organization affiliated with the ICMA. Ratings for "overall quality of life" and "Cape Coral as a place to live" were the highest since 2005. On "quality of life," 74 percent gave "excellent" or "good" ratings while 81 percent gave the same high ratings for "Cape Coral as a place to live." "City image" had "excellent" or "good" ratings from 54 percent of the respondents.

There is a bright future ahead for Cape Coral as evidenced by our inclusion on many top 10 lists. Cape Coral was the only Florida city in the Bankrate.com list of *"Top 10 Best Cities to Retire."* The Cape Coral MSA was the No. 1 location on Manpower's *"Top Areas for Job Growth in 2015."* Cape Coral was No. 9 on the Nerdwallet.com list of *"Best Florida Cities to Invest in Real Estate."* RealtyTrac listed Cape Coral as the 4th best *"Bounce Back Market"* in the country.

We are seeing signs of optimism within our community. New, single-family home permits are at their highest level since 2007, and property values continue to increase. In fact, the Cape Coral MSA is the 6th fastest growing metro area in the country according to the U.S. Census.

Secretary of the Treasury Jacob Lew said, "The budget is not just a collection of numbers, but an expression of our values and aspirations." Our FY 2016-2018 Proposed Rolling Budget embodies this philosophy and addresses the main strategic elements identified by City Council and City staff. The proposed budget keeps our focus on the existing challenges we must address as well as the challenges ahead on our path toward a better future.

The total proposed budget for FY 2016 for all City funds is \$623,077,029. The General Fund represents \$197,499,321 and counts ad valorem taxes as one of the main revenue sources. Here are some major highlights of the proposed FY 2016 General Fund Budget. Additional budget information and highlights for all City funds can be found in Section 5.

- Millage Rate proposed at 6.9570 – a decrease of 0.75 mils, or 9.8%, from current year rate of 7.7070. This produces tax revenue of \$74.3 million. This is \$3.6 million less revenue than the rollback rate of 7.2985.
- Public Service Tax: Rate remains at 7% with estimated revenue of \$7.2 million.
- Fire Service Assessment: Cost Recovery of 64% (up from 38% in the current year) with estimated revenue of \$19.6 million.
- \$5.4 million annually for short-term borrowing for vehicles and equipment.
- \$100,000 annually to continue street light program enhancements for installation of new fixtures as well as the ongoing costs.

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- \$100,000 annually over the base tax increment funding to the Community Redevelopment Agency to support infrastructure improvement projects.
- Cash funding various capital projects:
 - \$6.5 million annually for local road resurfacing
 - \$4.7 million in FY 2016 for the construction of a Fleet maintenance facility
 - \$325,000 to complete the replacement of the Sign Shop
 - \$2.6 million for design and construction of Fire Station #11 in FY 2016 and 2017
 - \$2.2 million for design and construction of Fire Station #12 in FY 2018 and 2019
 - \$300,000 annually for median improvements
 - \$500,000 annually for an alley paving program
 - \$1.3 million annual average for capital maintenance of parks and general government facilities
- Adds 8 new full time positions. See position summary beginning in Section 5-27.

My recommendations for this budget have been crafted through a collaborative and participatory process with my department directors and management staff. Without diminishing the strides and achievements made to date, I must point out there continues to be worthy projects and staffing requests that remain unfunded. These unfunded needs can be found in Section 5-29.

Even though the General Fund represents only 32% of the total budget, it is the primary operating fund and the backbone of our organization. In many ways, the manner in how the General Fund operates will dictate the philosophy of our organization and how all other funds operate. The majority of our focus has been on the General Fund; however, we continue to work through challenges in other funds.

Our goal is to keep Cape Coral one of the most affordable cities in Florida in tandem with providing a good level of service. Based on FY 2013 financial data submitted to the state of Florida by municipalities (the latest numbers available), Cape Coral is 5th lowest in spending per capita within our 15-city regional planning area. The City of Cape Coral also ranked 9th in spending per capita among 10 comparable Florida cities with populations over 100,000.

Pursuit of Best Practices

The City has made significant progress these past two years. While we can be proud of what we have achieved as an organization – City Council and City administration in partnership – we do not intend to rest on these accomplishments. Entropy is a character trait that imbues most organizations. We must keep in mind economic sustainability is not a final destination that moves to the rearview mirror when it is reached. Economic sustainability is the path we must follow each year to ensure our financial future. Actor Bruce Willis said, “You can’t undo the past but you can certainly not repeat it.” We cannot forget from where we came, and we must not take our eyes off where we are heading.

As such, we will continue to evaluate our operations to make certain we are providing services to our citizens as efficiently and economically as possible. We must always tend to our operations with an eye toward using best practices to streamline our processes. As I have said in previous budget messages, our customers should expect and receive services delivered in a consistent manner that is fast, fair, and predictable. Department directors will continue to review their organizational structures and operations for opportunities for change that will result in improved service delivery. As appropriate, I will bring these changes forward for your review and/or approval.

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Conclusion

In closing, I would like to thank City staff for their commitment to Cape Coral and their efforts to make Cape Coral a great city in which to live. We all should be proud to have such a great group of employees as part of our organization.

I also would like to thank the many residents and organizations throughout the city that continue to support our efforts to move Cape Coral forward. Your words of encouragement mean a great deal to me and my staff.

And last, I would like to thank the Mayor and City Council members for their steadfast support and resolute decision-making these past two years. They have advanced their vision of a better Cape Coral by what they say and what they do every day as representatives of our city.

Sincerely,

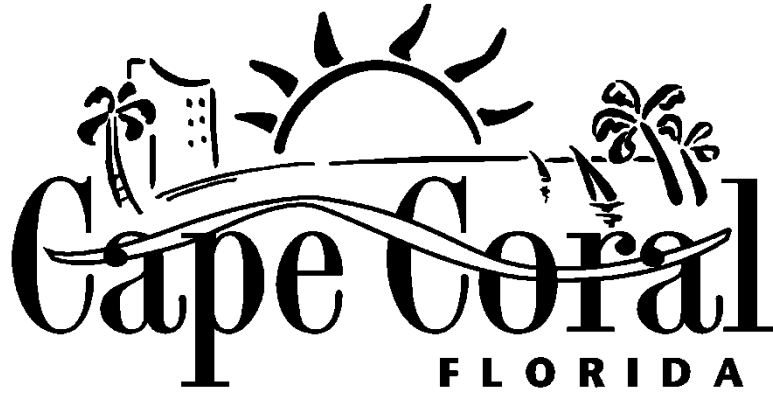
A handwritten signature in blue ink, appearing to read "John Szerlag". The signature is fluid and cursive, with a large initial "J" and a long, sweeping underline.

John Szerlag
City Manager

BUDGET OVERVIEW

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UNDERSTANDING THE BUDGET

The City of Cape Coral's budget is produced in conformance with guidelines developed for use by local governments and is intended to ensure proficiency in four major categories as follows:

- The budget must serve as a policy document for elected officials and administration to convey how the organization will operate, and what process will be used to adopt and amend the annual budget.
- The budget must serve as an operations guide to the departments that receive funding through the budget. That includes identifying the resources (dollars and staffing) to be provided and the objectives to be met.
- The budget must serve as a financial plan, divulging all sources of funding. The budget should show data for multiple years for comparison.
- The budget must serve as a communications device to convey essential information to the diverse groups who use budget information – elected officials, the public, the news media, bond rating agencies and investors. This purpose is served through a variety of devices: charts and tables, summary explanations, a glossary, assumptions, trends, etc.

Budget Message

The budget message provided by the City Manager is intended to communicate all of the key elements, issues and resolutions by using succinct topics followed up with detailed discussions. Upon completion of reading the message, the reader will have a grasp of the City's strategic priorities and goals, which are detailed in a separate section of the document.

Budget Overview

This section aids the reader in understanding the City's budget process of preparing, adopting, and amending the budget. This section provides the reader with an explanation of the timing of budget events and decision points as well as a budget calendar. The City's adopted financial policies which guide the daily management of operations are provided in this section of the budget document. Also included in this section are fund descriptions as well as department and fund relationships. The final portion of this section includes summary level information for authorized staffing and provides an overview of changes being included in the budget.

Strategic Planning

Strategic Planning is the foundation upon which our organization is able to build a culture of success. The Strategic Planning process requires us to ask about who we are, where we want to be, and how we intend to get there. This plan outlines our priority elements and indicators of success, which allow us to evaluate performance. It is also a critical component in the development of our budget planning process and departmental goals throughout our City.

Financial Highlights

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

Fund Group / Department Budget Information

These sections present the budget by fund, department and business unit. Department sections include an organizational chart of major functions, program descriptions, goals and objectives, and performance indicators focusing on specific results consistent with missions and goals.

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Asset Management Program

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

Debt Management & Structure

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

Appendices

This section provides a glossary of financial terms, statistical information, results of the Citizen's Survey, pay scales for employee groups, a breakdown of the General Fund by business units with associated revenues, and detailed budget schedules by fund.

BUDGET PROCESS

Preparation of the FY 2016-2018 Budget represents the culmination of a yearlong process that integrates financial planning, trend analysis, accounting enhancements, goals and objectives and strategic planning into service delivery. In so doing, the City of Cape Coral's budget continues its conformance with the four basic criteria established by the Government Finance Officers Association.

Policy Document

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

Operations Guide

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

Financial Plan

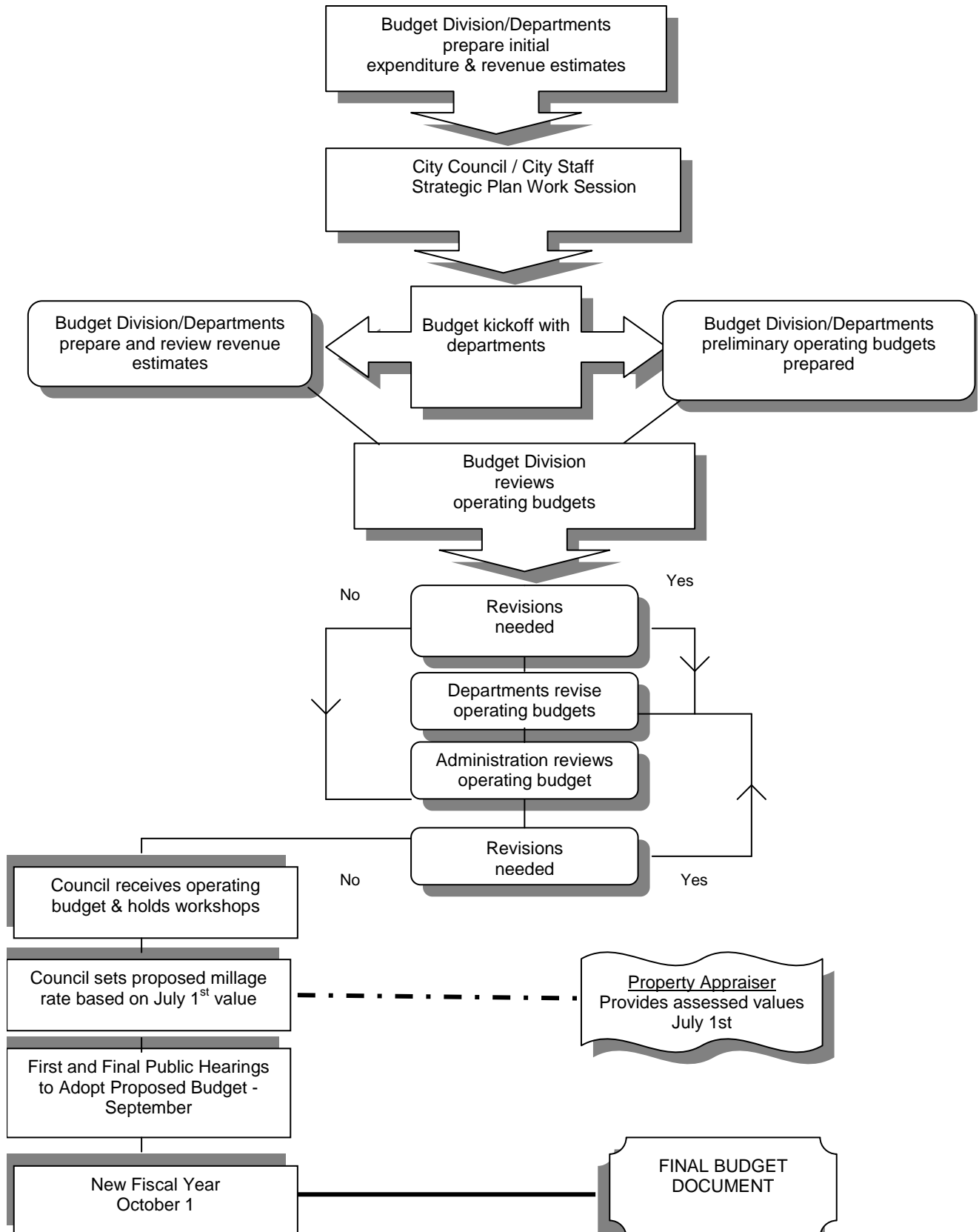
The budget presents the City's fiscal resources through a process of needs analysis, service delivery priorities and contingency planning. The document includes the current and long-term debt obligations, list of major projects (including an asset improvement plan) and the basis of budgeting for all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

Communications Device

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

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TYPICAL BUDGET PROCESS



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BUDGET CALENDAR

	FY 2015									FY 2016		
	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC
Strategic Plan Update			X									
Budget Packages and Policy Guidelines sent to Departments		X										
Department Preparation			X									
Budget Workshops, Final Review Development of City Manager's Proposed Budget				X	X	X	X					
City Manager's Proposed Budget Presented to City Council							X					
City Council Adopts Proposed Millage Rate							X					
Review of City Manager's Proposed Budget by Budget Review Committee							X	X				
City Council Workshops								X				
City Council conducts two public hearings on proposed budget and proposed millage									X			
City Council Adopts FY 2016 Budget									X			
Final Document Publication											X	
Research Financial Trends and Develop FY 2017 - 2022 Fiscal Forecast												X

BUDGET PREPARATION, ADOPTION, AND AMENDMENT

The budget process and the levy of ad valorem taxes are governed by the Florida Statutes Chapter 200 and City of Cape Coral Charter Article VII Chapter 7. The Statutes address the budget timetable from the point of initial presentation of a proposed budget and taxable value to the governing body. The timetable, public advertising requirements, and the two required public hearings to adopt the budget and to levy ad valorem taxes are statutory/chapter requirements. Additionally, State Comptroller Regulations dictate a uniform accounting structure, which must be embodied in the budget and financial reporting.

The final budget document reflects a continuation of the managerial focus on both the budget process and the document itself. An outline of Cape Coral's process is presented below.

January – April

Strategic Planning Session

Budget Division Updates Fiscal Forecasts

Budget Division Prepares and Distributes Budget Guidelines

Departments Update Asset Improvement Plan components and prepare operating budgets

May – June City Manager Review

City Manager reviews departmental requests and service level recommendations

Issues are discussed, resolved, and recommendations prepared for presentation to the City Council

Detailed analysis of budget is accomplished

Preliminary taxable value estimates provided by the Lee County Property Appraiser

July 1 – Assessment Data

Assessed values for ad valorem taxes are received from the Property Appraiser (elected official) for all taxing districts setting the legal adoption timetable.

July/August – Submittal of Proposed Budget and Establishment of Proposed Millage Rate

City Manager submits proposed operating budget late July

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

Late July/ Early August

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

August

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

Property Appraiser mails TRIM notices to all property owners.

September – Public Hearings

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

The second public hearing is held within fifteen days following the first public hearing. Advertisement in the newspaper is required three (3) to five (5) days before the second public hearing. The advertisement

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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.

October/November - 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

A six-year Asset Management Program is updated annually at the same time as annual budget preparation. Proposed funding sources are shown for each project. Revenue estimates for capital funding sources are projected for the six years of the program. A proposed update of the six-year Asset Improvement 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 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

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both measurable and available. "Measurable" means the amount of the transaction can be determined and "available" means collectible within the current period or soon enough thereafter to be used to pay current liabilities.

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

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FINANCIAL MANAGEMENT POLICIES

The following financial management policies were approved by City Council through Resolution 129-15 on October 26, 2015.

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

BUDGET MANAGEMENT

- BM #1 The annual budget shall be a balanced budget whereby the amount available from taxation and other sources, including balances, brought forward from prior fiscal years must equal the total appropriations for expenditures and reserves. Expenditures should be managed to create a positive cash balance (surplus) in each fund at the end of the fiscal year.
- BM #2 Revenue estimates for annual budget purposes should be conservative. In this light, General Fund revenues should be budgeted in the manner delineated below.
- A. Property taxes should be budgeted at 96% of the Property Appraiser's estimate as of July.
- B. State shared revenues should be budgeted at 95% of the State Department of Revenue estimate.
- C. Franchise fee revenue should be budgeted at 95% of the maximum estimate prepared by Financial Services Department.
- BM #3 Actual documented indirect costs in the General Fund associated with the operations of any other operating fund will be identified and accounted against the operations of those funds and be reimbursed to the General Fund.
- BM #4 The financial burden on the City's taxpayers must be minimized through systematic annual program reviews and evaluation aimed at improving the efficiency and effectiveness of City programs. As such, the annual budget will be based on a City-wide work program of goals, implemented by departmental goals and objectives.
- BM #5 The City will not fund ordinary municipal services with temporary or non-recurring revenue sources.
- BM #6 Annually the City's proposed and adopted budget shall include all spendable net assets from the prior fiscal year with the exception of capital project funds. The budget will disclose funds available in those capital project funds.

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

ECONOMIC RESOURCES

- ER #1 The City should diversify and expand its economic base in order to relieve the homeowner from the most significant share of the tax burden and to protect the community against economic downturns. This effort should include the attraction of new businesses, retaining existing businesses, enticement of new residents, and tourism.
- ER #2 The City should encourage economic development initiatives that provide growth in the tax base and employment for City residents as a first priority and in the County and region as a second priority.
- ER #3 The City will not commit itself to the full extent of its taxing authority.

OPERATING MANAGEMENT

- OM #1 The City shall maintain adequate protection from loss due to property damage or liabilities of the City. The City will continue to be self-insured for a maximum of \$350,000 for each worker's compensation claim, \$100,000 for each general liability claim, and \$100,000 for each property damage claim. The City shall purchase excess commercial insurance. The City shall maintain separate funds for worker's compensation and property/liability and ensure adequate resources are available to support the value of incurred but not reported (IBNR) claims.

Upon the completion of the annual performance review of each of the established funds, any excess contributions should be reimbursed to the operating funds on a proportional basis.

- OM #2 City management is responsible for recovery of revenues as planned for in the budget. Management shall maintain adequate billing and claiming processes in order to effectively manage their accounts receivable systems in conformance with the fiscal plan and sound business principles. In addition, random audits shall be conducted by the City Auditor to ensure that this process is accomplished.
- OM #3 City management shall routinely review rates and fees charged for services and activities provided by the City and upon which revenue estimates are based. As part of this review, actual costs of providing such services will be calculated and a recommendation provided to City Council regarding the charges and rates to be levied, taking into account the cost of service, subsidization from other sources, and the nature of the service within the City's goals.
- OM #4 The Director of Financial Services will develop and maintain written policies for the administration of such adjustments to service bills and payment plans for remittance of outstanding obligations as requested by customers, in compliance with existing ordinances and resolutions. Such policies will provide administrative

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authority to specific positions and parameters under which such authority should be exercised. Any exceptions to such policies must be approved, in writing, by the Financial Services Director or designee. (Administrative Policies are attached as Appendix A and approved by extension)

- OM #5 An allowance for uncollectible revenue will be determined at the end of each fiscal year. A percentage of the total write off value for the year will be booked to the appropriate fund. The percentage will be based on historical collection data provided by the Customer Billing Services Manager and the most current three (3) years accounts receivable aging reports.

Accounts that are deferred or are considered hardship will not be included in the allowance for uncollectible revenue total.

- OM #6 On a yearly basis, the City will write off all customer accounts that are deemed uncollectible. For purposes of this policy, uncollectible is defined as any account that is greater than or equal to 180 days delinquent from the date of the invoice. The write off amount will be removed from the allowance and the account receivables balances, thereby no longer impacting the City's financial reporting. All legal standing related to these accounts will remain in effect and collection efforts on these accounts will continue through the appropriate collection agency.

Accounts that are deferred or are considered hardship will not be included in the write off totals.

Any action to "write off " uncollectible accounts will be taken subordinate to and in compliance with outstanding bond resolutions or applicable ordinances.

DEBT AND TREASURY MANAGEMENT

- DTM #1 The City will issue and comply with a comprehensive debt management policy adopted under separate action of the City Council. Staff will present to the City Council, at least twice during the course of the fiscal year, a complete review of the City's debt position.

- DTM #2 The City should maintain a prudent cash management and investment program in order to meet daily cash requirements, increase the amount available for investment, and earn the maximum rate of return on invested funds commensurate with appropriate security. The investment policy of the City shall be in conformance with state law in order to ensure the protection of principal while ensuring the maximum return on investment and adopted under separate action of the City Council.

ACCOUNTS MANAGEMENT & FINANCIAL PLANNING

- AMFP #1 Accounting systems shall be maintained in order to facilitate financial reporting in conformance with Generally Accepted Accounting Principles (GAAP) of the United States as promulgated by Government Accounting Standards Board (GASB)

- AMFP #2 An annual financial audit shall be prepared in conformance with Florida state law, as promulgated by the State Auditor General and Generally Accepted

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Government Auditing Standards (GAGAS) as promulgated by the Comptroller General of the United States, and Government Accounting Standards Board (GASB).

- AMFP #3 Financial systems shall be maintained in a manner that provides for the timely monitoring of expenditures, revenues, performance and receivables/billing status on an ongoing basis.
- AMFP #4 Forecasting of revenues and expenditures for major funds shall be accomplished in conjunction with the development of the annual and projected future operating, capital, and AIP budgets in accordance with state and local laws and recommended practices of the National Advisory Council on State and Local Budgeting (NACSLB) and compiled in a summary management analysis report.
- AMFP #5 The City will annually review the Capital Improvements Element of the Comprehensive Plan to ensure that required fiscal resources will be available to provide the public facilities needed to support the adopted level of service standards.
- AMFP #6 The City will annually prepare a five-year asset improvements program. The asset improvements program will identify the source of funding for all projects. In order for the City Council to approve any capital improvement projects, it must be accompanied by a business plan including a cost benefit analysis that indicates the impact on rates or funding sources.
- AMFP #7 The City may annually seek the GFOA Certificate of Achievement for Excellence in Financial Reporting and Distinguished Budget Presentation Award.

FUND DESIGNATIONS

- FD #1 The City has designated the following fund types:
- A. *GENERAL FUND*
General Fund – used to account for the activities of the City including general government, public safety, public works, community development, parks and recreation, and transportation. The General Fund is the general operating fund of the City. It is used to account for all financial resources, except those required to be accounted for in another fund.
- B. *SPECIAL REVENUE FUNDS*
Special revenue funds are used to account for specific revenues that are restricted or committed to that fund's particular purpose; where a fund's revenues are not restricted, they are considered committed to the fund's particular purpose pursuant to the establishing resolution.
1. Gas Tax Fund – used to account for the Local Option (6¢) and New Local Option (5¢) Taxes which are used for construction of new roads, reconstruction or resurfacing of existing paved roads, and related items.

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2. Road Impact Fee Fund - used to account for the impact fees that are used to provide new roads.
3. Public Safety Impact Fee Fund – used to account for Police Protection, Advanced Life Support, and Fire & Rescue impact fees which are used for the purchase of capital improvements consisting of land, buildings, vehicles, and equipment for police protection services, advanced life support program and fire public safety facilities.
4. Park Recreational Facilities Impact Fee Fund - used to account for impact fees, which are used to provide recreational park facilities.
5. Do The Right Thing – this program is sponsored by the Police Department and rewards the youth population in the community for "doing the right thing". This fund was established to account for the program donations that are used to offset the operating expenses of the program to include prizes and rewards for the program recipients.
6. Police Confiscation-State Fund – used to account for monies received from the sale of confiscated items in nonfederal cases and used to purchase equipment for the Police Department. This also includes the Police Evidence Fund.
7. Police Confiscation-Federal Fund – used to account for monies received from federal confiscation cases and used to purchase equipment for the Police Department.
8. Criminal Justice Education Fund – used to account for monies received from the assessment of mandatory court costs and used for criminal justice education and training.
9. Alarm Fee Fund - used to account for fees and fines collected by the City in connection with initial installation and false alarms thereafter.
10. All Hazards Fund – used to account for monies collected by Lee County in the All Hazards Protection District for the funding of shelters, emergency preparedness, and hazardous material response programs.
11. Del Prado Mall Parking Lot Fund – used to account for collection of special assessments for the Del Prado Mall parking lot.
12. Lot Mowing Fund – used to account for the mowing of vacant unimproved property.
13. Building Fund – used to account for the activities of the building and permitting services of the Department of Community Development as related to the construction of buildings and related structures within the City of Cape Coral.
14. Community Redevelopment Agency (CRA) Fund – used to account for monies received from tax incremental revenue by certain taxing authorities in the community redevelopment area.

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15. City Centrum Business Park Fund — is used to account for monies collected from agencies that occupy the facilities.
16. Seawalls Fund – used to account for the collection of special assessments after the construction of seawalls.
17. Waterpark Fund – used to account for the operations of the City's Sun Splash Family Water Park and Aquatic Facility.
18. Parks and Recreation Fund — is used to account for the recreational programs for individuals of various ages, skill levels, interests, social needs, and economic capabilities, that collectively enhance the overall quality of life within the City.
19. Community Development Block Grant (CDBG) Fund – used to account for monies received from the U.S. Department of Housing and Urban Development for community development.
20. HUD Neighborhood Stabilization Fund – used to account for monies received from the U.S. Department of Housing and Urban Development to provide targeted emergency assistance to the City to acquire and redevelop foreclosed properties that might otherwise become sources of abandonment and blight within the community.
21. Local Housing Assistance Fund – used to account for monies received from the State Housing Initiatives Partnership (S.H.I.P.) Program to provide assistance to low and moderate income families for the purpose of obtaining affordable housing in the City.
22. Department of Energy Block Grant (DOEBG) Fund – used to account for various projects funded by the department of Energy with the purposes of implementing programs whose overall goals are to reduce energy consumption.
23. Residential Construction Mitigation Fund – grant from State to assist low moderate income households with hurricane hardening.

C. DEBT SERVICE FUND

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

D. CAPITAL IMPROVEMENT FUNDS

1. Transportation Capital Improvements Fund – used to account for road improvements and related items.
2. Parks Capital Improvements Fund - used to account for the acquisition of park land and improvements at various parks.
3. Other Capital Improvements Fund - used to account for other improvements and related items including disaster improvement funds.

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E. ENTERPRISE FUNDS

Enterprise funds are used to account for activity for which a fee is charged to external users for goods or services.

1. Water and Sewer Fund - used to account for the activities of the City's water and sewer utility programs, special assessment funds, and any related capital improvements.
2. Stormwater Fund - used to account for the activities of the City's stormwater drainage program in compliance with the Environmental Protection Agency, and local and state regulations. This includes any related capital improvements.
3. Yacht Basin Fund - used to account for the operations of the City's public marina and docks.
4. Golf Course Fund - used to account for the operations of the year-round municipal golf facility, which includes the clubhouse, greens, and restaurant operations.

F. INTERNAL SERVICE FUNDS

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

1. Workers Compensation Insurance Fund - used to account for self-insurance of workers compensation.
2. Property and Casualty Insurance Fund - used to account for the self-insurance liability.
3. Facilities Fund - used to account for the administration and maintenance of the City's facilities.
4. Fleet Fund – used to account for the administration and maintenance of the City's fleet.

G. PENSION TRUST FUNDS

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

H. AGENCY FUNDS

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

1. School Impact Fee Fund – used to account for the City's collection of school impact fees for the Lee county School Board at the time of building permit issuance.

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2. Solid Waste Fund - used to account for the City's collection of solid waste fees for the entity that performs the solid waste collection and disposal services for the City.
3. Police Athletic League Fund - used to account for the City's collection of fees for the City of Cape Coral Police Athletic League.

FUND BALANCE

FB #1 Reserve funds shall not be used to fund recurring expenditures. Fund balances should be maintained at fiscally sound levels in all funds. Such levels are delineated below.

A. General Fund: Minimum Amount *

1. Unassigned: 2 months operating expenditures

*Government Finance Officers Association (GFOA) recommends, at a minimum, that general-purpose governments, regardless of size, maintain unassigned fund balance in their general fund of no less than five to 15 percent of general fund operating revenues, or of no less than two to three months of regular general fund operating expenditures. Any excess reserves above the three months should prefund needs or pay down debt.

2. Committed/Reserved: Minimum Amount
 - a. Disaster: \$2,000,000 (The disaster reserves are to be used in emergency situations and as a match for Federal Emergency Management Agency (FEMA) funds)
 - b. Capital Equipment: \$1,500,000
 - c. Facilities Maintenance: \$ 500,000

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

B. Water & Sewer:

1. An operating reserve fund balance at least equal to 25% of the cost of operation and maintenance in the annual budget for the then current fiscal year.
2. Any surplus revenue in excess of this operating reserve minimum balance target is utilized to pay for all or a portion of the cost of capital projects.

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3. An annual transfer to the Renewal and Replacement Fund equal to 5% of the prior fiscal year's gross revenues (not cumulative).
4. After deposit, surplus Renewal and Replacement funds above the Renewal and Replacement Fund Requirement are available to fund capital projects and these funds are used for this purpose in each year.

C.	Stormwater:	Minimum Amount
	Renewal & Replacement	2 months expenditures

FB #2 The City will have a Fund Balance Policy as follows:

A. DEFINITIONS

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

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

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

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

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

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

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

RESERVATIONS OF FUND BALANCE - Reserves established by City Council (committed fund balance) or City management (assigned fund balance).

B. PURPOSE

The City hereby establishes and will maintain Fund Balance, as defined herein, in accordance with Governmental Accounting and Financial Standards Board Statement No. 54, Fund Balance Reporting and Governmental Fund Type Definitions. Fund Balance shall be composed of non-spendable, restricted, committed, assigned and unassigned amounts.

A Fund Balance Policy is adopted in order to secure and maintain investment - grade credit ratings, meet seasonal shortfalls in cash flow, and reduce susceptibility to emergency or unanticipated expenditures and/ or revenue shortfalls. Fund balance information is used to identify the available resources to repay long-term debt, reduce fees and charges, support on-going operations, add new governmental programs, expand existing ones, or enhance the financial position of the City, in accordance with policies established by the City Council.

This Fund Balance Policy establishes:

1. Fund balance policy for the general fund;
2. Reservations of fund balance for the general fund;
3. The method of budgeting the amount of estimated unrestricted fund balance (also known as estimated beginning fund balance) available for appropriation during the annual budget adoption process (prior to the actual, audited fund balance being known) and what actions may need to be taken if the actual fund balance is significantly different than the budgeted fund balance; and
4. The spending order of fund balances.

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C. FUND BALANCE POLICY (GENERAL FUND)

1. RESTRICTED FUND BALANCE

There is no restricted fund balance in the General Fund. Amounts that can be spent only for specific purposes stipulated by (a) external resource providers such as creditors (through debt covenants), grantors, contributors, or laws or regulations of other governments; or (b) imposed by law through constitutional provisions or enabling legislation will be budgeted and reported in special revenue funds, capital project funds or debt service funds.

2. COMMITTED FUND BALANCE

Commitment of fund balance may be made for such purposes including, but not limited to, a) major maintenance and repair projects; b) meeting future obligations resulting from a natural disaster; c) accumulating resources pursuant to stabilization arrangements; d) establishing reserves for disasters; and/ or e) for setting aside amounts for specific projects.

Commitment of fund balance may be made from time-to time by formal action of the City Council. Commitments may be changed or lifted only by the City Council taking the same formal action that imposed the constraint originally). The use (appropriation) of committed fund balances will be considered in conjunction with the annual budget adoption process or by budget amendment approved by City Council during the fiscal year.

3. ASSIGNED FUND BALANCE

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

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

4. NON-SPENDABLE FUND BALANCE

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

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5. MINIMUM LEVEL OF UNASSIGNED FUND BALANCE

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

If, after an annual audit, prior committed or assigned fund balance causes the unassigned fund balance to fall below 2 months of general fund operating expenditures, the City Manager will so advise City Council in order for the necessary action to be taken to restore the unassigned fund balance to 2 months of General Fund operating expenditures.

The City Manager will prepare and submit a plan for committed and/ or assigned fund balance reduction, expenditure reductions and/ or revenue increases to City Council. City shall take action necessary to restore the unassigned fund balance to acceptable levels within two years.

D. RESERVATIONS OF FUND BALANCE (GENERAL FUND)

1. COMMITTED FUND BALANCE

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

- a. Disaster Reserve - The disaster reserve fund balance is committed by the City Council as set forth in the annual budget (and any amendments thereto) to ensure the maintenance of services to the public during disaster situations such as, but not limited to, hurricanes.
- b. Equipment Reserve –The equipment reserve fund balance is committed by the City Council as set forth in the annual budget (and any amendments thereto) to ensure funds are available for unexpected and critical replacement and/ or repair of major assets. This reserve is not intended for routine repairs and maintenance cost for significant capital assets.
- c. Facilities Maintenance Reserve - The facilities reserve fund balance is committed by the City Council as set forth in the annual budget (and any amendments thereto) to ensure funds are available for unexpected and critical maintenance of major facilities. This reserve is not intended for routine maintenance costs for significant facilities.

2. ASSIGNED FUND BALANCE

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

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Assignment to Subsequent Year's Budget - 'In the subsequent year's budget fund balance reserve is assigned by City management as set forth in the annual budget (and any amendments thereto) to appropriate a portion of existing unassigned fund balance to eliminate a projected deficit in the subsequent year's budget in an amount no greater than the projected excess of expected expenditures over expected revenues. The amount currently allowed by financial policies is any amount of unassigned fund balance that is in excess of what would be the equivalent of two months of operating reserves.

E. BUDGETING

1. APPROPRIATION OF UNRESTRICTED FUND BALANCE

The actual amount of unrestricted fund balance (total of committed fund balance, assigned fund balance and unassigned fund balance) is not known until the completion of the annual audit which takes place between three to six months after the end of the fiscal year being audited. However, an estimate of unrestricted fund balance (also called estimated beginning fund balance) must be made during the annual budget adoption process July through September) which is prior to the end of the fiscal year, September 30th.

2. ESTIMATED FUND BALANCE

In order to achieve the most accurate estimate possible, the City Manager or designee shall project both Sources of Funds (revenues, prior years unrestricted fund balances carried forward and other financing sources) and Uses of Funds (operating and non-operating expenditures), including accruals, for each department in each governmental fund through September 30th of the then current fiscal year. The difference between the estimated actual sources of funds and estimated actual uses of funds is the calculated estimated beginning fund balance for the subsequent fiscal year. If planned for use in the subsequent fiscal year, committed and assigned fund balance may be included in the estimated beginning fund balance.

F. SPENDING ORDER OF FUND BALANCES

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

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G. ANNUAL REVIEW AND DETERMINATION OF FUND BALANCE POLICY

Compliance with the provisions of this policy shall be reviewed as a part of the annual budget adoption process, and the amounts of restricted, committed, assigned, non-spendable and the minimum level of unassigned fund balance shall be determined during this process.

H. ADDITIONAL INFORMATION, REQUIREMENTS/RESPONSIBILITIES

It will be the responsibility of the Financial Services Director to keep this policy current.

City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget
LONG RANGE FINANCIAL PLAN

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

The FY 2016-2018 Adopted Budget includes:

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

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

Actions & Status

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

Status: Adopted February 1991. The policies have been amended periodically with the most recent having been in October 2015.

2. Implement the strategic planning process whereby the City will make decisions about future outcomes, how outcomes are to be accomplished and how success is to be measured and evaluated.

Status: Updated Strategic Plan elements were adopted by City Council in March 2015.

3. Enhance the City's budgeting process through (a) refinement of results-oriented performance measures emanating from the strategic planning process; (b) review of the City's core level of services and decision packages above that level based on available revenues; (c) provisions for managers to have maximum flexibility to re-evaluate operations and propose adjustments to future staffing and service levels; and (d) review of cost center goals with plans to reduce general fund subsidies and redirecting revenues in excess of goals back into their respective programs.

Status: Reinstated publishing performance measures as part of the formal budget document. Continue with on-going annual review of core services and cost center goals of cost recovery through program fees.

Status: A stormwater cost recovery study was completed during FY 2015 by an outside consultant. Rate increases are included in the FY 2016 – 2018 budget.

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

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4. Continue multi-year forecasting of major funds.

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

Status: Minor funds are reviewed by internal staff.

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

Status: Programs are evaluated annually. Street sweeping, canal dredging, and peppertree removal were outsourced in FY 2011. Other outsourced services include grounds maintenance of all City facilities with the exception of athletic fields and the golf course.

6. Use citizen committee (Budget Review Committee-BRC) to review the City's annual budget.

Status: The committee meets on a regular basis and provides recommendations to the City Council.

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FUND DESCRIPTIONS

Governmental accounting systems should be organized and operated on a fund basis. Individual resources are allocated to, and accounted for, in separate accounting entities, identified as funds, based upon the purposes for which they are to be spent and the means by which spending activities are legally controlled. Governmental units should establish and maintain those funds as required by law and with sound financial administration. Individual funds are classified into three broad categories: Governmental, Proprietary, and Fiduciary.

GOVERNMENTAL FUND TYPES

Governmental Fund Types are subdivided into four sections: General Fund, Special Revenue Funds, Debt Service Funds, and Capital Projects Funds.

General Fund - Accounts for all financial resources, except those required to be accounted for in another fund. The General Fund of a government unit serves as the primary reporting vehicle for current government operations. The General Fund, by definition, accounts for all current financial resources not required by law or administrative action to be accounted for in another fund.

Special Revenue Funds - Account for the proceeds of specific revenue sources legally restricted to expenditures for specified purposes.

Debt Service Funds - Account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

Capital Projects Funds - Account for financial resources to be used for the acquisition or construction of major capital facilities, vehicles, or equipment.

PROPRIETARY FUND TYPES

Proprietary Fund Types are subdivided into two sections: Enterprise Funds and Internal Service Funds.

Enterprise Funds - Account for operations (a) that are financed and operated in a manner similar to private business enterprises--where the intent of the governing body is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or (b) where the governing body has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes.

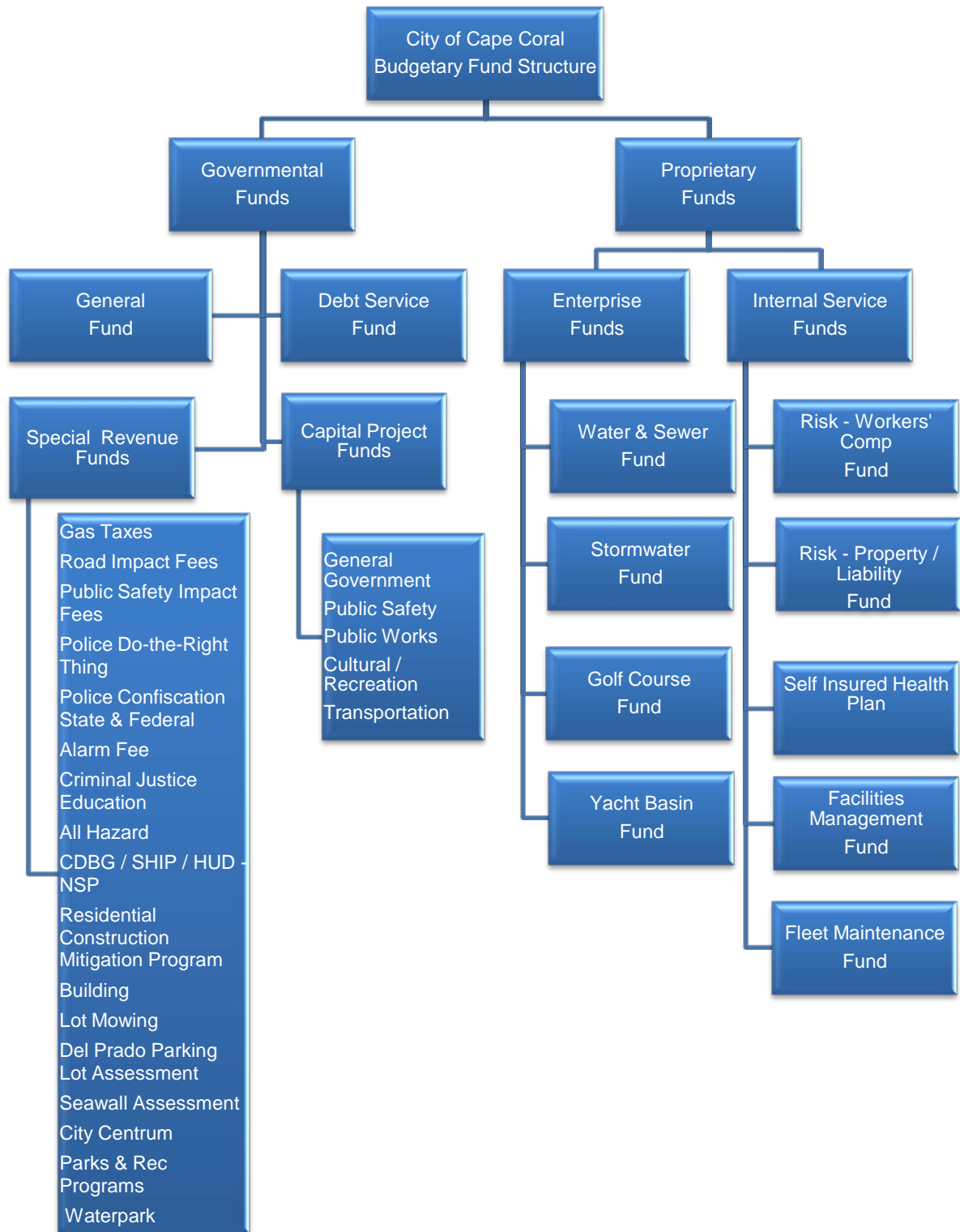
Internal Service Funds - Account for the financing of goods or services provided by one department or agency to other departments or agencies of the governmental unit, on a cost reimbursement basis.

FIDUCIARY FUND TYPES

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

City of Cape Coral, Florida
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Fund Structure

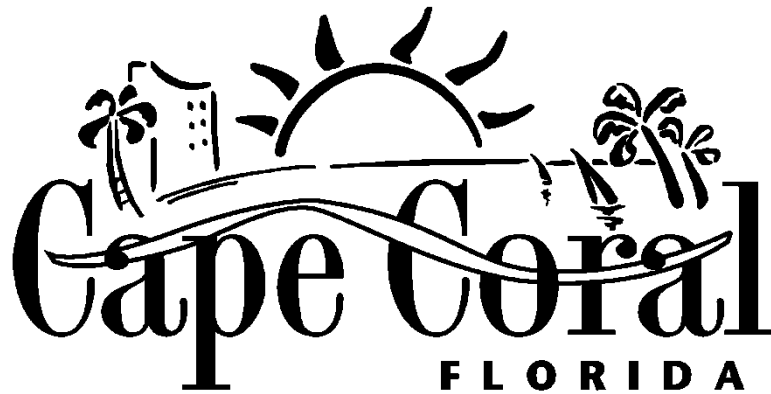


City of Cape Coral, Florida
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Department and Fund Relationships

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

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STRATEGIC PLANNING

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<i>Strategic Plan Resolution.....</i>	<i>4-4</i>
<i>Strategic Plan.....</i>	<i>4-5</i>

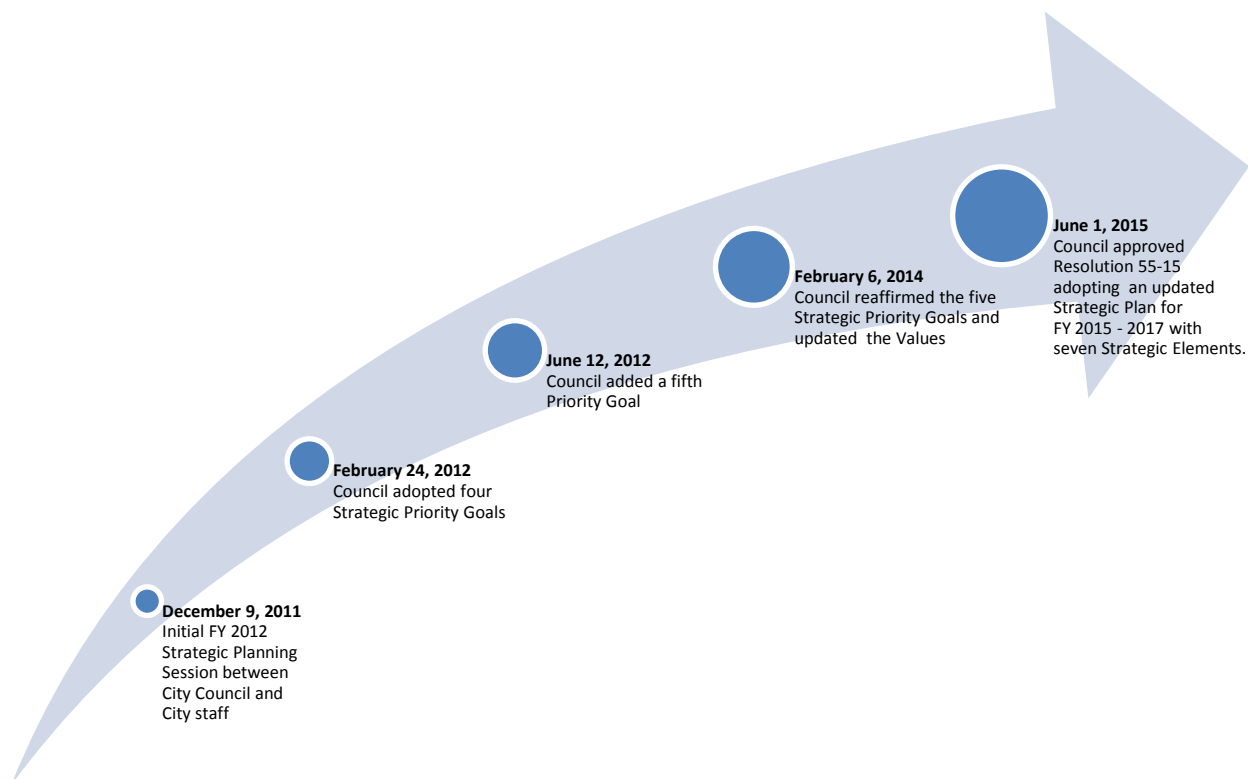
Strategic Plan Summary

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

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

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

On March 11, 2015, the Strategic Plan was updated and the Mission and Vision were enhanced. The Strategic Priority goals were renamed Strategic Plan Elements and a sixth Element was added. Following that workshop, a seventh Element was added. City Council approved Resolution 55-15 adopting the 2015 – 2017 Strategic Plan on June 1, 2015. The timeline below illustrates the most recent strategic planning process activity.



City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

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

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

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

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

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

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

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

**City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget**

RESOLUTION 55 - 15

A RESOLUTION OF THE CITY OF CAPE CORAL ADOPTING THE 2015-2017 STRATEGIC PLAN AND THE STRATEGIC PLAN PERFORMANCE MEASUREMENT MANUAL AS ATTACHED HERETO; PROVIDING AN EFFECTIVE DATE.

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

WHEREAS, on March 11, 2015, the City Council held a Strategic Planning Workshop Meeting and determined the strategic elements for inclusion in the City's 2015-2017 Strategic Plan, which applies to Fiscal Years 2015-2016, 2016-2017, and 2017-2018; and

WHEREAS, key performance indicators were identified to measure each of the strategic elements and the departments responsible for each performance indicator; and

WHEREAS, the City Council desires to adopt the 2015-2017 Strategic Plan and implement the performance measurement tool beginning in fiscal year 2016.

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

Section 1. The City Council hereby adopts the Strategic Plan Fiscal Years 2015-2017 and the Strategic Plan Fiscal Years 2015-2017 Performance Measurement Manual. A copy of the Strategic Plan is attached hereto as Exhibit A. A copy of the Performance Measurement Manual is attached hereto as Exhibit B.

Section 2. The Strategic Plan Fiscal Years 2015-2017 takes effect on October 1st, 2015.

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

ADOPTED BY THE CITY COUNCIL OF THE CITY OF CAPE CORAL AT ITS REGULAR COUNCIL SESSION THIS 15th DAY OF June, 2015.


MARNI L. SAWICKI, MAYOR

VOTE OF MAYOR AND COUNCILMEMBERS:

SAWICKI	<u>Aye</u>
BURCH	<u>Aye</u>
CARIOSCIA	<u>Aye</u>
NESTA	<u>Aye</u>
LEON	<u>Aye</u>
ERBRICK	<u>Aye</u>
WILLIAMS	<u>Aye</u>
DONNELL	<u>Aye</u>

ATTESTED TO AND FILED IN MY OFFICE THIS 15th DAY OF June, 2015.


for REBECCA VAN DEUTEKOM
CITY CLERK

APPROVED AS TO FORM:


DOLORES D. MENENDEZ
CITY ATTORNEY
res/Strategic Plan



STRATEGIC PLAN

Fiscal Years 2015-2017

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

CITY OF CAPE CORAL MISSION, VISION AND VALUES

MISSION

The City of Cape Coral will provide its citizens with services in the most efficient and effective manner possible, while maintaining a sustainable, positive, safe, and caring community with a united spirit.

VISION

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

VALUES

INTEGRITY

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

EMPATHY

We will be compassionate to others.

TEAMWORK

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

CUSTOMER SATISFACTION

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

QUALITY OF LIFE

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

FINANCIAL ACCOUNTABILITY

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

COMMUNICATION

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

Strategic Plan Elements and Initiatives

ELEMENT A: INCREASE ECONOMIC DEVELOPMENT AND REDEVELOPMENT IN THE CITY

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

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

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

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

Action Steps:

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

City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

Cape Coral Strategic Plan

**2015-
2017**

ELEMENT A: INCREASE ECONOMIC DEVELOPMENT AND REDEVELOPMENT IN THE CITY.							
Strategic Initiative A.1: Increase recruitment of new business to the City.							
Key Performance Indicator(s)	Dept	FY 2014 Actual	FY 2015 Target	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate	3 - 5 Yr Goal
1. Objective: Determine the feasibility of developing the P3 Athletic Training Complex and Athletic Suites							
Project determined feasible (Y/N)	P&R	TBD	TBD	TBD	TBD	TBD	TBD
2. Objective: Develop Club Square							
% Completion of Club Square project development cycle	City Manager EDO/ DCD	0%	0%	10%	30%	50%	50%
3. Objective: Increase the number of businesses, job creation and investment, thereby creating a more positive image, and stabilize the tax base of the City							
# of New construction & renovation projects	City Manager EDO	135	140	145	145	150	715
Dollar value of new projects	City Manager EDO	\$10,544,500	\$11,000,000	\$11,500,000	\$11,500,000	\$12,000,000	\$56,000,000
# of New jobs created	City Manager EDO	1,650	1,700	1,800	1,800	1,900	8,850
# of New businesses	City Manager EDO	1300	1400	1550	1700	1850	7800
Increase in commercial assessed values	City Manager EDO	\$8,918,183	\$10,701,820	\$12,842,184	\$15,410,620	\$18,492,744	\$66,365,500
# of Recruitment events	City Manager EDO	18	20	30	35	40	143
# of Incentives provided	City Manager EDO	1	1	4	6	8	20
Dollar value of incentives provided	City Manager EDO	\$29,000	\$50,000	\$200,000	\$350,000	\$500,000	\$1,129,000

**City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget**

Cape Coral Strategic Plan	2015- 2017
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ELEMENT A: INCREASE ECONOMIC DEVELOPMENT AND REDEVELOPMENT IN THE CITY.							
Strategic Initiative A.1: Increase recruitment of new business to the City.							
Key Performance Indicator(s)	Dept	FY 2014 Actual	FY 2015 Target	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate	3 - 5 Yr Goal
4. Continue to support City Council/Mayor for special projects such as community planning, land acquisition planning, public/private partnerships and master planning.							
Begin the following projects in FY 15 & complete in FY 16:	DCD Planning						
Community Visioning: % Complete	DCD Planning	N/A	5%	100%	N/A	N/A	N/A
Parks Master Plan: % Complete	DCD Planning	N/A	10%	100%	N/A	N/A	N/A
LUDR: Rewrite % Complete	DCD Planning	N/A	10%	100%	N/A	N/A	N/A
Seven Islands/NW Area: % Complete	DCD Planning	N/A	10%	100%	N/A	N/A	N/A
Hearing Examiner: % Complete	DCD Planning	N/A	0%	100%	100%	100%	100%
Bimini Basin: % of Visioning Complete	DCD Planning	N/A	90%	100%	N/A	N/A	N/A

Cape Coral Strategic Plan

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

Champion(s): City Manager, EDO, DCD

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

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

Action Steps:

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

**City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget**

Cape Coral Strategic Plan	2015- 2017
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ELEMENT A: INCREASE ECONOMIC DEVELOPMENT AND REDEVELOPMENT IN THE CITY.							
Strategic Initiative A.2: Increase retention and expansion of existing businesses in the City.							
Key Performance Indicator(s)	Dept	FY 2014 Actual	FY 2015 Target	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate	3 - 5 Yr Goal
1. Objective: Enhance redevelopment in the City by streamlining Land Development Regulations							
Rate of turn around for special exceptions, variances, deviation, appeals	DCD Planning	38.20	30.00	30.00	30.00	30.00	30.00
Time for initial review for PDP's (days)	DCD Planning	4.58	8	8	8	8	8
Customer wait time average at permit counter (minutes)	DCD Building	17	<15	<15	<15	<15	<15
Review time for misc. permits (days)	DCD Building	7	<7	<7	<7	<7	<7
Review time for residential permits (days)	DCD Building	10	<8	<8	<8	<8	<8
Review time for commercial permits (days)	DCD Building	10	<8/10	<8/10	<8/10	<8/10	<8/10
Completion of inspections on requested date	DCD Building	93%	<95%	<95%	<95%	<95%	95%
Proactive enforcement rate	DCD Code	72%	51%	53%	55%	57%	60%
Call response time for high priority calls (hours)	DCD Code	N/A	1	1	1	1	1
Call response time for standard calls (business days)	DCD Code	3	2	1	1	1	1
Time to accept application, review and comment (business days)	DCD Dev Svcs	6	7	<8	<8	<8	<8
Turnaround time for permits processed by Development Services (days)	DCD Dev Svcs	5	6	<6	<6	<6	<6

**City of Cape Coral, Florida
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Cape Coral Strategic Plan	2015- 2017
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	ELEMENT A: INCREASE ECONOMIC DEVELOPMENT AND REDEVELOPMENT IN THE CITY.							
	Strategic Initiative A.2: Increase retention and expansion of existing businesses in the City.							
	Key Performance Indicator(s)	Dept	FY 2014 Actual	FY 2015 Target	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate	3 - 5 Yr Goal
2.	Create a positive business climate where existing businesses know where to seek assistance							
	# of Renovation & expansion projects	City Manager EDO	120	130	130	135	135	650
	Dollar value of renovation & expansion projects	City Manager EDO	\$11,178,888	\$12,000,000	\$12,700,000	\$13,500,000	\$14,000,000	63,378,888
	# of Jobs created due to expansion	City Manager EDO	547	587	621	661	685	3,101
3.	Objective: Create a positive business climate where growing businesses can obtain support and program based assistance thereby increasing the local job base positively impacting the tax base							
	# of Organizational relationships established	City Manager EDO	31	35	40	43	47	47
	# of Business retention outreach visits	City Manager EDO	574	600	750	800	800	3,524

Cape Coral Strategic Plan

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ELEMENT B: ENHANCE FINANCIAL SUSTAINABILITY DURING ALL ECONOMIC TIMES

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

Champion(s): City Manager, FINANCE DEPARTMENT

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

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

Action Steps:

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

**City of Cape Coral, Florida
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Cape Coral Strategic Plan	2015- 2017
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	ELEMENT B: ENHANCE FINANCIAL SUSTAINABILITY DURING ALL ECONOMIC TIMES.							
	Strategic Initiative B.1: Develop a balanced multi-year budget which provides the City's core services, capital assets and infrastructure, maintains appropriate reserves and debt service levels, and protects the City's credit rating.							
	Key Performance Indicator(s)	Dept	FY 2014 Actual	FY 2015 Target	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate	3 - 5 Yr Goal
1.	Objective: Annually prepare and present a multi-year budget to Council for its consideration							
	Annual 3 year budget adopted	Finance	Yes	Yes	Yes	Yes	Yes	Yes
2.	Objective: Annually present a final year-end report							
	Issue City's annual CAFR with an unqualified auditor opinion and no material weaknesses identified	Finance	Yes	Yes	Yes	Yes	Yes	Yes
3.	Objective: Regularly meet with credit rating agencies (Moody's, Fitch, etc.), underwriters and financial advisor to inform them on the status of the City's finances and any changes in policy or future plans.							
	All credit ratings maintained or improved annually	Finance	Yes	Yes	Yes	Yes	Yes	Yes
4.	Objective: Update the City's financial policies; Amend the current Financial Policy Resolution as necessary and obtain Council approval to include new or revised sources/uses.							
	Operating reserves maintained at or above the 2 month operating regular non-reoccurring operating expenses.	Finance	Yes	Yes	Yes	Yes	Yes	Yes
5.	Objective: Implement action plan for all audit findings identified through our internal and external auditors							
	Meet the deadlines for completion of items identified in audit plan to address audit findings	Finance	Yes	Yes	Yes	Yes	Yes	Yes

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

Champion(s): City Manager, Finance Department

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

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

Action Steps:

- Maintain reliance and dependency on ad valorem tax receipts at or below 58% of annual general fund revenue sources excluding balances brought forward.
- Conduct LCEC and MEU Negotiations

ELEMENT B: ENHANCE FINANCIAL SUSTAINABILITY DURING ALL ECONOMIC TIMES.							
Strategic Initiative B.2: Diversify the City's finances in order to address the Council's priorities each fiscal							
Key Performance Indicator(s)	Dept	FY 2014 Actual	FY 2015 Target	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate	3 - 5 Yr Goal
Maintain reliance and dependency on ad valorem tax receipts at or below 58% of annual General Fund revenue sources excluding balances brought forward							
Ad Valorem receipts as percentage of total General Fund revenue sources excluding balances brought forward	Finance	53%	50%	50%	50%	50%	50%
Objective: Develop competing alternatives for municipalizing the City's electric utility versus extending the franchise agreement with LCEC.							
% Complete	City Manager	25%	50%	75%	100%	N/A	N/A

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

Initiative C.1: Continue the plan to expand utilities into all areas of Cape Coral and position the City to meet the future needs of the community at build-out

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

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

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

Action Steps:

- Continue to secure FDEP SRF project funding
- SW 6 & 7 Construction Completion
- Utilities Master Plan for North 1 and North 2
- North 2 Project Design and Assessment Completion
- North 2 Project Construction Completion
- North 1 Project Design and Assessment
- North 1 Project Construction
- Utilities Master Plan for North 3 through North 8 with focus on areas for proposed businesses

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ELEMENT C: INVEST IN COMMUNITY INFRASTRUCTURE INCLUDING UTILITIES EXPANSION IMPROVEMENTS TO ENHANCE THE CITY'S ABILITY TO MEET THE NEEDS OF ITS CURRENT AND FUTURE RESIDENTS AND BUSINESSES.								
Strategic Initiative C.1: Continue the plan to expand utilities into all areas of Cape Coral and position the City to meet the future needs of the community at build-out.								
	Key Performance Indicator(s)	Dept	FY 2014 Actual	FY 2015 Target	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate	3 - 5 Yr Goal
1.	Objective: Secure FDEP SRF Project Funding							
	% of Funds Secured	City Manager UEP	100%	N/A	50%	100%	N/A	100%
2.	Objective: Southwest 6 and 7 Project Construction Completion							
	Southwest 6&7 Project Construction % of completion	City Manager UEP	58%	100%	N/A	N/A	N/A	100%
3.	Objective: Utilities Master Plan for North 1 and North 2							
	Utilities Master Plan % of completion	City Manager UEP	N/A	100%	N/A	N/A	N/A	100%
4.	Objective: North 2 Project Design and Assessment completion							
	North 2 Project Design & Assessment % of completion	City Manager UEP	N/A	40%	100%	N/A	N/A	100%
5.	Objective: North 2 Project Construction Completion							
	North 2 Project Construction & Final Completion % of completion	City Manager UEP	N/A	N/A	30%	100%	N/A	100%
6.	Objective: North 1 Project Design							
	North 1 Project Design % of completion	City Manager UEP	N/A	N/A	20%	80%	100%	100%
7.	Objective: North 1 Project Construction							
	North 1 Project Construction % of completion	City Manager UEP	N/A	N/A	N/A	N/A	30%	30%
8.	Objective: Utilities Master Plan for North 3 through North 8							
	% of Completion	City Manager UEP	N/A	N/A	50%	100%	N/A	100%

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

Champion(s): Respective Departments, Financial Services Department

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

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

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

Champion: Utilities Department

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

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

Action Steps:

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

ELEMENT C: INVEST IN COMMUNITY INFRASTRUCTURE INCLUDING UTILITIES EXPANSION IMPROVEMENTS TO ENHANCE THE CITY'S ABILITY TO MEET THE NEEDS OF ITS CURRENT AND FUTURE RESIDENTS AND BUSINESSES.								
Strategic Initiative C.2.a: Develop a Utilities Capital Improvement Plan to support master planning events in conjunction with the annual Rate Sufficiency Analysis.								
	Key Performance Indicator(s)	Dept	FY 2014 Actual	FY 2015 Target	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate	3 - 5 Yr Goal
1.	Objective: Begin work on at least 80% of authorized capital projects within the fiscal year the project was funded							
	Percentage of capital projects started in the funded fiscal year	Utilities	31%	40%	50%	60%	70%	80%

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Initiative C.2b: Develop a master plan for an on-going Transportation Program. This includes determining a sustainable funding source related to this effort to maintain the City's existing transportation network.

Champion: Public Works Department

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

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

Action Steps:

- Prepare 5 year paving plan for local roads, major roads and 2015 Phase I and present to CATC and Council
- Prepare specifications and estimates for Phase I to Procurement
- Prepare specifications and estimates for remaining portion of 2015 paving to Procurement Phase II
- Phase I
- Bid Opening Phase II (Subject to FSA)
- Department Recommendation Phase II (Subject to FSA)
- Council Consideration/Award Contract Phase II (Subject to FSA)
- Issue Notice to Process Phase II (Subject to FSA)
- Implement annual paving plan for major and local roads
- Implement annual sidewalk plan
- Design and sign 90 miles of bike routes within the City
- Initiate and complete the City's Bicycle Pedestrian Master Plan
- Determine the feasibility of expanding LeeTran Routes in Cape Coral towards Burnt Store Road
- Maintain the level of services of the bridges over the Caloosahatchee River servicing Cape Coral (Cape Coral Bridge, Midpoint Bridge, US41)
- Expand and enhance Median Beautification

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ELEMENT C: INVEST IN COMMUNITY INFRASTRUCTURE INCLUDING UTILITIES EXPANSION IMPROVEMENTS TO ENHANCE THE CITY'S ABILITY TO MEET THE NEEDS OF ITS CURRENT AND FUTURE RESIDENTS AND BUSINESSES.								
Strategic Initiative C.2.b: Develop a master plan for an on-going Transportation Program. This includes determining a sustainable funding source related to this effort to maintain the City's existing transportation network.								
Key Performance Indicator(s)	Dept	FY 2014 Actual	FY 2015 Target	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate	3 - 5 Yr Goal	
1. Objective: Implement Annual Paving Plan for major and local roads								
Annual Paving Plan % of completion	Public Works	65%	100%	100%	100%	100%	100%	
2. Objective: Implement Annual Sidewalk Plan								
Annual Sidewalk Plan % of completion	Public Works	90%	95%	100%	100%	100%	100%	
3. Objective: Design and sign 90 miles of bike routes within the City								
% of Bike routes designed and signed	Public Works	95%	100%	0%	0%	0%	N/A	
4. Objective: Initiate and complete the City's Bicycle Pedestrian Master Plan								
Bicycle Pedestrian Master Plan % of completion	Public Works	N/A	10%	80%	100%	N/A	100%	
5. Objective: Determine the feasibility of expanding LeeTran Routes in Cape Coral								
Route Expansion determined feasible? (Y/N)	Public Works	N/A	N/A	N/A	N/A	N/A	N/A	
6. Objective: Maintain the level of service of the bridges over the Caloosahatchee River servicing Cape Coral								
Level of Service Rating E/D (1)	Public Works	C/A (2)	C/A	C/A	N/A	N/A	C/A	
(1)	E/D = Cape Coral Bridge Adopted Level of Service (LOS) "E" Midpoint Bridge Adopted Level of Service (LOS) "D"							
(2)	Per LCDOT AADT Counts							
7. Objective: Expand and enhance median beautification								
Miles of median beautified	Public Works	N/A	N/A	2.5 Mi	2.5 Mi	2.5 Mi	7.5 Mi	

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Initiative C.2c: Stormwater Master Plan

Champion: Public Works Department

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

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

Action Steps:

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

ELEMENT C: INVEST IN COMMUNITY INFRASTRUCTURE INCLUDING UTILITIES EXPANSION IMPROVEMENTS TO ENHANCE THE CITY'S ABILITY TO MEET THE NEEDS OF ITS CURRENT AND FUTURE RESIDENTS AND BUSINESSES.								
Strategic Initiative C.2.c: Stormwater Master Plan								
	Key Performance Indicator(s)	Dept	FY 2014 Actual	FY 2015 Target	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate	3 - 5 Yr Goal
1.	Objective: Update stormwater fee rate analysis							
	% of Update completed	Public Works	N/A	100%	N/A	N/A	N/A	N/A
2.	Objective: Complete the Stormwater Master Plan and establish list of capital projects							
	% Completed	Public Works	N/A	100%	N/A	N/A	N/A	N/A
3.	Objective: Determine if stormwater fees are cost effective for business owners and conduct an analysis with rate consultant							
	Fees are cost effective (Y/N)	Public Works	Y	Y	Y	Y	Y	Y

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Initiative C.2d: Parks Master Plan

Champion: Parks and Recreation Department

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

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

Action Steps:

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

ELEMENT C: INVEST IN COMMUNITY INFRASTRUCTURE INCLUDING UTILITIES EXPANSION IMPROVEMENTS TO ENHANCE THE CITY'S ABILITY TO MEET THE NEEDS OF ITS CURRENT AND FUTURE RESIDENTS AND BUSINESSES.								
Strategic Initiative C.2.d: Parks Master Plan								
	Key Performance Indicator(s)	Dept	FY 2014 Actual	FY 2015 Target	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate	3 - 5 Yr Goal
1.	Objective: Update Parks Master Plan							
	% Completed	P&R	NA	5%	100%	N/A	N/A	100%
	% of Parks Master Plan Implemented	P&R	NA	N/A	N/A	2%	2%	4%

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Initiative C.2e: Public Safety Facility Master Plan

Champion(s): Police Department, Fire Department

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

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

Action Steps:

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

ELEMENT C: INVEST IN COMMUNITY INFRASTRUCTURE INCLUDING UTILITIES EXPANSION IMPROVEMENTS TO ENHANCE THE CITY'S ABILITY TO MEET THE NEEDS OF ITS CURRENT AND FUTURE RESIDENTS AND BUSINESSES.								
Strategic Initiative C.2.e: Public Safety Facility Master Plan								
	Key Performance Indicator(s)	Dept	FY 2014 Actual	FY 2015 Target	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate	3 - 5 Yr Goal
1.	Objective: Develop a Facility Master Plan for the Fire Department							
	% of Plan completed	Fire	20%	40%	50%	75%	100%	100%
2.	Objective: Implement a Medical Priority Dispatch Plan to maximize the Cape Coral Fire Department's resources							
	% of Plan implemented	Fire	25%	50%	75%	100%	100%	100%
3.	Objective: Complete Public Safety Training Facility Master Plan							
	% of Plan completed	Police/ Fire	0%	20%	100%	N/A	N/A	N/A

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Initiative C.2f: Economic Development Master Plan

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

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

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

Action Steps:

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

ELEMENT C: INVEST IN COMMUNITY INFRASTRUCTURE INCLUDING UTILITIES EXPANSION IMPROVEMENTS TO ENHANCE THE CITY'S ABILITY TO MEET THE NEEDS OF ITS CURRENT AND FUTURE RESIDENTS AND BUSINESSES.								
Strategic Initiative C.2.f: Economic Development Master Plan								
Key Performance Indicator(s)	Dept	FY 2014 Actual	FY 2015 Target	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate	3 - 5 Yr Goal	
1. Objective: Create Economic Development Master Plan								
% Completed	City Manager EDO	0%	0%	60%	100%	100%	100%	
Develop target areas to attract key development: %	City Manager EDO / DCD	10%	25%	50%	60%	70%	70%	
2. Objective: Re-visit the plan annually to ensure work plans are achieving progress toward stated goals								
% of Plan Implemented	City Manager EDO	0%	0%	10%	25%	35%	35%	

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

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

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

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

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

Action Steps:

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

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	ELEMENT D: IMPROVE THE CITY'S IMAGE WITH THE PURPOSE OF BUILDING LASTING RELATIONSHIPS WITH OUR RESIDENTS AND VALUABLE PARTNERSHIPS WITH OTHER ORGANIZATIONS, AND CONTINUALLY PROVIDE A WELL-BALANCED AND POSITIVE WORKPLACE FOR OUR INTERNAL STAKEHOLDERS.							
	Strategic Initiative D.1: Emphasize the City's successes and positive attributes.							
	Key Performance Indicator(s)	Dept	FY 2014 Actual	FY 2015 Target	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate	3 - 5 Yr Goal
1.	Objective: Publish quarterly community newsletter and distribute to all residents and businesses highlighting City programs and accomplishments							
	# of Newsletters distributed to residents	City Mgr PIO	N/A	N/A	71,000/qtr	72,000/qtr	73,000/qtr	100%
	# of Newsletters distributed to businesses	City Mgr PIO	N/A	N/A	3,500/qtr	3,600/qtr	3,700/qtr	100%
2.	Objective: Use City's social media tools (specifically Facebook) to publicize successes							
	# of People reached via Facebook posts	City Mgr PIO	N/A	N/A	2,500/wk	2,500/wk	2,500/wk	80%
3.	Objective: Provide "good news" options to the media							
	# of "Good News" stories provided	City Mgr PIO	N/A	N/A	26/yr	26/yr	26/yr	100%
4.	Objective: Weekly press released highlighting areas of success or successful endeavors							
	# of press releases	City Mgr PIO	N/A	N/A	52/yr	52/yr	52/yr	100%

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

Champion(s): City Manager, City Council

Stakeholders: Citizens, Employees, Elected Officials, Media

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

Action Steps:

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

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ELEMENT D: IMPROVE THE CITY'S IMAGE WITH THE PURPOSE OF BUILDING LASTING RELATIONSHIPS WITH OUR RESIDENTS AND VALUABLE PARTNERSHIPS WITH OTHER ORGANIZATIONS, AND CONTINUALLY PROVIDE A WELL-BALANCED AND POSITIVE WORKPLACE FOR OUR INTERNAL STAKEHOLDERS.							
Strategic Initiative D.2: Provide an open government, accountability and transparency to increase public trust and understanding.							
Key Performance Indicator(s)	Dept	FY 2014 Actual	FY 2015 Target	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate	3 - 5 Yr Goal
1. Objective: Extend Electronic Permitting to encompass additional permit types							
% of Residential Permit Applications that are electronic	DCD / ITS	17.0%	33.0%	38%	43%	48%	<50%
% utilization of available electronic permit types	DCD / ITS	30.6%	60.3%	65%	68%	70%	70%
% of Permit types that were applied for that can be applied for electronically	DCD / ITS	8.9%	11.4%	18%	25%	30%	<35%
2. Objective: Implement Electronic Plan Review							
# Types available at end of period	DCD / ITS	0	12	12	18	20	<20
3. Objective: Implement CRW CivicTRAK for the one year trial period authorized by Council							
% of Implementation completed	ITS	N/A	100%	100%	100%	100%	100%
4. Objective: Migrate from SIRE Agenda Management to NovusAGENDA							
% of Migration completed	City Clerk / ITS	N/A	100%	N/A	N/A	N/A	N/A
5. Objective: Maintain Munetrix Municipal Benchmarking application							
% of Maintenance completed	Finance / ITS	N/A	100%	100%	100%	100%	100%
6. Objective: Digitize 270 boxes of residential/commercial permits, 60 boxes of plans, 90 boxes of miscellaneous permits and 922 rolled plans and blueprints that are currently stored offsite							
% of Permits, plans and blueprints digitized	City Clerk	N/A	100%	N/A	N/A	N/A	N/A

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ELEMENT D: IMPROVE THE CITY'S IMAGE WITH THE PURPOSE OF BUILDING LASTING RELATIONSHIPS WITH OUR RESIDENTS AND VALUABLE PARTNERSHIPS WITH OTHER ORGANIZATIONS, AND CONTINUALLY PROVIDE A WELL-BALANCED AND POSITIVE WORKPLACE FOR OUR INTERNAL STAKEHOLDERS.							
Strategic Initiative D.2: Provide an open government, accountability and transparency to increase public trust and understanding.							
Key Performance Indicator(s)	Dept	FY 2014 Actual	FY 2015 Target	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate	3 - 5 Yr Goal
7. Objective: Increase civic engagement and access to information							
# of Followers, likes & email opt-in's	P&R	FB P & R 1867-2697, 830 FB Sun Splash 11468-14785, 3317 FB Coral Oaks 615-765, 150 Constant Contact 11601-13949, 2348	Social Media-increase 15% email increase 10%	Social Media-increase 15% email increase 10%	Social Media-increase 15% email increase 10%	Social Media-increase 15% email increase 10%	Social Media-increase 15% email increase 10%
8. Objective: Use social media tools to provide information and access to the citizens (Facebook, Ustream)							
# of Likes	City Mgr PIO	N/A	N/A	4,000	4,500	5,000	100%
# Programs Broadcast via Ustream	City Mgr PIO	N/A	N/A	100/yr	100/yr	100/yr	100%
9. Objective: Conduct biennial Citizen Survey to seek input from the community							
% of Survey respondents who rated City services as <i>Good</i> or <i>Excellent</i> in most recent survey	City Mgr PIO	N/A	N/A	N/A	75%	N/A	100%
10. Objective: Use social media tools to engage citizens (e.g. chats)							
# of chats hosted	City Mgr PIO	N/A	N/A	4	4	4	100%
11. Objective: Provide online Q&A outlet for citizens							
# of inquiries answered on online support center	City Mgr PIO	N/A	N/A	500/yr	500/yr	500/yr	100%
12. Objective: Engage current and potential members of all volunteer boards							
Average applicants per number of open board positions	City Clerk	85%	90%	95%	100%	105%	110%

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

Champion(s): City Manager, All Departments

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

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

Action Steps:

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

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	Strategic Initiative D.3: Establish and maintain proactive partnerships with community, organizations and external governmental agencies.							
	Key Performance Indicator(s)	Dept	FY 2014 Actual	FY 2015 Target	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate	3 - 5 Yr Goal
1.	Objective: Determine the feasibility of negotiating inter-local agreement between Florida Governmental Utility Authority and/or Lee County and the City of Cape Coral for reclaimed water inter-connect and begin final engineering design and permitting							
	Project determined feasible (Y/N)	Utilities	Yes	Yes	Yes	Yes	Yes	Yes
2.	Objective: Continue to provide support for the Community Redevelopment Area Board							
	# of Tasks assigned	DCD Planning	8	3	2	2	2	2
	% of Tasks completed	DCD Planning	100%	100%	100%	100%	100%	100%
3.	Objective: Continue to provide support for the Regional Planning Council							
	# of Tasks assigned	DCD Planning	0	1	1	1	1	1
	% of Tasks completed	DCD Planning	0	10%	100%	100%	100%	100%
4.	Objective: Continue to maintain business relationships with the CCCIA along with the Chamber of Commerce, the Cape Coral Realtors Association and local business leaders.							
	% Increase/decrease in # of functions and committee meetings participated in	DCD Building	100%	100%	100%	100%	100%	100%
	% Increase/decrease in # of business relationships	DCD Building	100%	100%	100%	100%	100%	100%
5.	Objective: Continue our community outreach programs through community presentations, participation in community events and educational opportunities							
	% Increase/decrease in educational opportunities provided through community outreach	DCD Code	12%	25%	42%	58%	75%	100%

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Strategic Initiative D.3: Establish and maintain proactive partnerships with community, organizations and external governmental agencies.								
	Key Performance Indicator(s)	Dept	FY 2014 Actual	FY 2015 Target	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate	3 - 5 Yr Goal
6.	Objective: Continue speaking engagements with state associations, realtor associations, community groups and neighborhood associations							
	% Increase/decrease in scheduled engagements	City Manager	N/A	36 mtgs	2%	2%	2%	6%
	% Increase/decrease in scheduled engagements	City Manager UEP	N/A	80%	50%	80%	50%	80%
	% Increase/decrease in scheduled engagements	ITS	2 mtgs	0%	50%	0%	0%	50%
	% Increase/decrease in scheduled engagements	City Clerk	2 mtgs	50%	50%	100%	100%	150%
	% Increase/decrease in scheduled engagements	Police	22 mtgs	5%	10%	15%	20%	5% yearly
	% Increase/decrease in scheduled engagements	Fire	N/A	15.22%	32.61%	47.83%	60.87%	67.39%
	% Increase/decrease in scheduled engagements	Finance	N/A	78 mtgs	3%	3%	3%	3% yearly
	% Increase/decrease in scheduled engagements	HR	N/A	N/A	N/A	N/A	N/A	N/A
	% Increase/decrease in scheduled engagements	DCD	10%	20%	40%	60%	80%	100%
	% Increase/decrease in scheduled engagements	P&R	N/A	10%	12%	14%	15%	15%
	% Increase/decrease in scheduled engagements	Utilities	1 mtg	100%-2	50%-3	50%-4	0%-4	0%-4

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Strategic Initiative D.3: Establish and maintain proactive partnerships with community, organizations and external governmental agencies.							
Key Performance Indicator(s)	Dept	FY 2014 Actual	FY 2015 Target	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate	3 - 5 Yr Goal
7. Objective: Continue to partner with the "Take Pride in the Cape" volunteer program							
% Increase/decrease in # of volunteers	DCD Code	25%	50%	100%	300%	400%	500%
% of Violations abated as a result of voluntary compliance	DCD Code	96%	96%	96%	96%	96%	98%

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

Champion(s): City Manager, Human Resources

Stakeholders: City Staff, City Council

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

Action Steps:

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

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ELEMENT D: IMPROVE THE CITY'S IMAGE WITH THE PURPOSE OF BUILDING LASTING RELATIONSHIPS WITH OUR RESIDENTS AND VALUABLE PARTNERSHIPS WITH OTHER ORGANIZATIONS, AND CONTINUALLY PROVIDE A WELL-BALANCED AND POSITIVE WORKPLACE FOR OUR INTERNAL STAKEHOLDERS.								
Strategic Initiative D.4: Develop a culture of professionalism to retain and attract talented employees								
	Key Performance Indicator(s)	Dept	FY 2014 Actual	FY 2015 Target	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate	3 - 5 Yr Goal
1.	Objective: Enhance Employee Recognition Programs							
	Conduct meetings to review programs in place and discuss implementation of new programs (Y/N)	HR	N/A	Y	Y	Y	Y	Y
	% of Programs implemented from meetings	HR	N/A	>80%	>80%	>80%	>80%	>80%
2.	Objective: Development of employees to enhance skills, overall engagement, and internal networking. Strengthen internal relationships.							
	Develop committee to hold strategic review meetings to implement or renew programs (Y/N)	HR	N/A	Y	Y	Y	Y	Y
	% of Programs implemented or renewed	HR	100%	>80%	>80%	>80%	>80%	>80%
3.	Objective: Implement a Learning and Growth Management System							
	% implemented	HR	N/A	N/A	100%	N/A	N/A	N/A
4.	Objective: Retain and attract talented employees for the City							
	Days to fill position openings	HR	42	<43	<43	<43	<43	<43
	% of Applicants who meet minimum job qualifications	HR	58%	>50%	>50%	>50%	>50%	>50%

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

INITIATIVE E.1A: Public Safety Human Resource Development

Champion: Police Department

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

Desired Outcome: Enhance staffing levels by rebuilding specialized units that were thinned or eliminated due to position eliminations.

Action Steps:

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

	ELEMENT E: INCREASE QUALITY OF LIFE FOR OUR CITIZENS BY DELIVERING PROGRAMS AND SERVICES THAT FOSTER A SAFE COMMUNITY.							
	Strategic Initiative E.1.a: Public Safety Human Resource Development							
	Key Performance Indicator(s)	Dept	FY 2014 Actual	FY 2015 Target	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate	3 - 5 Yr Goal
1.	Objective: Evaluate options for increasing authorized staffing level to enhance service delivery by way of specialized units							
	% Completed	Police	83%	84.50%	90%	92%	95%	3-5%

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Initiative E.1b: Public Safety Capital Asset Plan

Champion: Fire Department

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

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

Action Steps:

- Implementation of a Fire Master Plan including capital investment

ELEMENT E: INCREASE QUALITY OF LIFE FOR OUR CITIZENS BY DELIVERING PROGRAMS AND SERVICES THAT FOSTER A SAFE COMMUNITY.							
Strategic Initiative E.1.b: Public Safety Capital Asset Plan							
Key Performance Indicator(s)	Dept	FY 2014 Actual	FY 2015 Target	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate	3 - 5 Yr Goal
1. Objective: Implementation of Fire Master Plan including capital investment							
% of Plan implemented	Fire	N/A	10%	20%	40%	60%	80%

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Initiative E.1c: Community/Police Collaboration

Champion: Police Department

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

Desired Outcome: Continuous improvement in community participation and engagement to enhance service delivery.

Action Steps:

- Evaluate effectiveness of a 3-1-1 Call Center
- Implement program for direct citizen to Chief communication through advertised "Town Hall" style meetings

ELEMENT E: INCREASE QUALITY OF LIFE FOR OUR CITIZENS BY DELIVERING PROGRAMS AND SERVICES THAT FOSTER A SAFE COMMUNITY.								
Strategic Initiative E.1.c: Community/Police Collaboration								
	Key Performance Indicator(s)	Dept	FY 2014 Actual	FY 2015 Target	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate	3 - 5 Yr Goal
1.	Objective: Implement program for direct citizen to Chief communication through advertised "Town Hall" style meetings							
	% of Program implemented	Police	0%	100%	100%	100%	100%	Maintain
2.	Objective: Evaluate effectiveness of a 3-1-1 Call Center							
	% Completed	Police/ ITS	0%	100%	N/A	N/A	N/A	N/A

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

Champion(s): Police Department, Fire Department

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

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

Action Steps:

- Maintain accreditation through the Commission on Accreditation for Law Enforcement Agencies (CALEA) and the Commission for Florida Law Enforcement Accreditation (CFA) (Police)
- Review results of Phase 1 with the City Manager and Council
- Upon Council approval, implement Phase II of Medical Priority Dispatch Plan
- Complete the First Department's Master Plan to include the addition of Fire Stations 11 and 12 to be constructed by 2020

	ELEMENT E: INCREASE QUALITY OF LIFE FOR OUR CITIZENS BY DELIVERING PROGRAMS AND SERVICES THAT FOSTER A SAFE COMMUNITY.							
Strategic Initiative E.2.a: Establish a good level of service based on industry standards.								
	Key Performance Indicator(s)	Dept	FY 2014 Actual	FY 2015 Target	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate	3 - 5 Yr Goal
1.	Objective: Maintain accreditation through the Commission on Accreditation for Law Enforcement Agencies (CALEA) and the Commission for Florida Law Enforcement Accreditation (CFA)							
	Accreditation maintained	Police	100%	100%	100%	100%	100%	Maintain

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

Champion: Fire Department

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

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

Action Steps:

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

ELEMENT E: INCREASE QUALITY OF LIFE FOR OUR CITIZENS BY DELIVERING PROGRAMS AND SERVICES THAT FOSTER A SAFE COMMUNITY.							
Strategic Initiative E.2.b: Maintain the community's Insurance Services Office (ISO) rating.							
Key Performance Indicator(s)	Dept	FY 2014 Actual	FY 2015 Target	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate	3 - 5 Yr Goal
1. Objective: Conduct an independent review of our PPC classification							
% of Review completed	Fire	0%	100%	100%	100%	100%	100%
2. Objective: Improve ISO rating							
ISO Rating	Fire	3	3	3	3	2	2

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

Champion(s): Fire Department

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

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

Action Steps:

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

ELEMENT E: INCREASE QUALITY OF LIFE FOR OUR CITIZENS BY DELIVERING PROGRAMS AND SERVICES THAT FOSTER A SAFE COMMUNITY.							
Strategic Initiative E.2.c: Increase the community's education and involvement in Public Safety Programs.							
Key Performance Indicator(s)	Dept	FY 2014 Actual	FY 2015 Target	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate	3 - 5 Yr Goal
Objective: Increase the number of CERT classes offered per year to four with a measured retention of 25 additional active CERT volunteers							
# of CERT classes offered	Fire	3	4	5	5	6	6
# of CERT volunteers added	Fire	75	100	125	150	200	200

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

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

Champion: Parks and Recreation Department

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

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

Action Steps:

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

ELEMENT F: ENHANCE THE QUALITY OF LIFE THROUGH ARTS AND CULTURE TO CREATE AND PROMOTE A VIBRANT, CULTURALLY DIVERSE COMMUNITY								
Strategic Initiative # F.1: Establish Cape Coral as a destination of Arts and culture for residents and visitors.								
	Key Performance Indicator(s)	Dept	FY 2014 Actual	FY 2015 Target	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate	3 - 5 Yr Goal
1.	Objective: Coordinate with private fine arts and cultural arts organizations to provide expanded cultural and fine art opportunities							
	# of Partnerships	P&R	37	37	40	40	48	48
2.	Objective: Explore grant opportunities to add artwork and sculptures to the City							
	# of grants identified/researched	P&R	2	6	8	10	10	10
	# of grants applied for	P&R	0	0	2	2	2	2

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

Champion: Parks and Recreation Department

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

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

Action Steps:

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

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	ELEMENT F: ENHANCE THE QUALITY OF LIFE THROUGH ARTS AND CULTURE TO CREATE AND PROMOTE A VIBRANT, CULTURALLY DIVERSE COMMUNITY							
	Strategic Initiative # F.2: Increase the Community's education and involvement in Cape Coral's cultural and recreational opportunities							
	Key Performance Indicator(s)	Dept	FY 2014 Actual	FY 2015 Target	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate	3 - 5 Yr Goal
1.	Objective: Upgrade and expand facilities within existing parks							
	% of Completion of AIP Projects	P&R	20%	35%^	100%	100%	100%	100%
2.	Objective: Continue to utilize Four Mile Cove Ecological Park, Sirenia Vista, and Rotary Park as centers for environmental education and recreational opportunities.							
	# of attendance at Four Mile Cove Ecological Preserve & Rotary Park Environmental Center	P&R	97,760	98,600	100,000	101,800	103,100	105,000
3.	Objective: Expand aquatic programs in aquatic centers							
	# of Attendance: Sun Splash & Yacht Club Pool	P&R	152,122	164,500	175,250	186,800	188,750	188,750
4.	Objective: Expand Youth programs							
	# of Participants	P&R	N/A	18,000	18,360	18,720	19,080	19,440
5.	Objective: Expand eco-tourism and environmental programs							
	# of Environmental Recreation programs offered	P&R	355	375	385	395	405	405
6.	Objective: Expand Special Needs programs							
	# of Participants	P&R	164	177	188	191	194	194

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

Champion: Parks and Recreation Department

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

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

Action Steps:

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

ELEMENT F: ENHANCE THE QUALITY OF LIFE THROUGH ARTS AND CULTURE TO CREATE AND PROMOTE A VIBRANT, CULTURALLY DIVERSE COMMUNITY								
Strategic Initiative # F.3: Provide a variety of experiences that are appealing, affordable, and accessible to all Cape Coral residents.								
	Key Performance Indicator(s)	Dept	FY 2014 Actual	FY 2015 Target	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate	3 - 5 Yr Goal
1.	Objective: Offer a diverse range of youth, adult, and senior recreational programming							
	# of Recreation programs offered	P&R	2,401	3,040	3,275	3,425	3,500	3,500
2.	Objective: Develop a festival gathering area within the City							
	% Completion of Festival Park property purchases	P&R/ Real Estate	78%	78%	83%	88%	100%	100%
3.	Objective: Continue special events, such as art/craft shows, festivals, block parties, concerts and other events							
	# of Special Events Conducted/Hosted/Sponsored	P&R	76	78	82	86	90	90
4.	Objective: Increase access to the City's freshwater and saltwater canal systems for boating and other recreational opportunities.							
	# of Public Access Ramps/Launches	P&R	14	14	15	16	17	17

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

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

Champion: Public Works Department, Facilities

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

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

Action Steps:

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

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	ELEMENT G: WORK TOWARD EFFICIENT AND COST-EFFECTIVE SOLUTIONS TO PROTECT AND CONSERVE NATURAL RESOURCES, WHILE PROMOTING ENVIRONMENTAL AWARENESS AND SUSTAINABILITY IN THE COMMUNITY.							
	Strategic Initiative G.1: Reduce overall energy consumption within the City of Cape Coral.							
	Key Performance Indicator(s)	Dept	FY 2014 Actual	FY 2015 Target	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate	3 - 5 Yr Goal
1.	Objective: Evaluate additional energy saving measures including as part of MEU/Franchise Renewal such as LED, Street Lighting, Solar Power, and Charging Stations							
	# of Measures Evaluated	Public Works	0	1	1	1	1	4

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

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

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

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

Action Steps:

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

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ELEMENT G: WORK TOWARD EFFICIENT AND COST-EFFECTIVE SOLUTIONS TO PROTECT AND CONSERVE NATURAL RESOURCES, WHILE PROMOTING ENVIRONMENTAL AWARENESS AND SUSTAINABILITY IN THE COMMUNITY.								
Strategic Initiative G.2: Work internally and with external associations to support healthy environments for Cape Coral's Wildlife.								
Key Performance Indicator(s)	Dept	FY 2014 Actual	FY 2015 Target	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate	3 - 5 Yr Goal	
1. Objective: Remain committed stewards of natural habitats and wildlife								
# of Natural Area Acres Maintained	P&R	809	809	809	809	809	809	
2. Objective: Monitoring Bald Eagle population in accordance with City ordinance; seek new volunteers to assist.								
# of cases monitored	DCD	10	6	11	11	11	11	
# of volunteers	DCD	8	9	10	10	10	10	
3. Objective: Work with Friends of Wildlife and CCCIA to achieve a balance to protect wildlife while still promoting growth.								
# of interactions with stakeholder groups	City Manager/ DCD	0	5	5	5	5	5	

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Initiative G.3: Sustain high water quality within the City of Cape Coral.

Champion: Public Works Department, Utilities Department

Stakeholders: City Staff, City Council, Residents

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

Action Steps:

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

ELEMENT G: WORK TOWARD EFFICIENT AND COST-EFFECTIVE SOLUTIONS TO PROTECT AND CONSERVE NATURAL RESOURCES, WHILE PROMOTING ENVIRONMENTAL AWARENESS AND SUSTAINABILITY IN THE COMMUNITY.								
Strategic Initiative G.3: Sustain high water quality within the City of Cape Coral.								
	Key Performance Indicator(s)	Dept	FY 2014 Actual	FY 2015 Target	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate	3 - 5 Yr Goal
1.	Objective: No water quality violations of State and Federal Maximum Contaminant Levels (MCL's) at the Point of Entry (POE) to the distribution system.							
	Southwest R.O. Plant number of POE Finished Water Quality Violations of MCL's	Utilities	0	0	0	0	0	0
	North R.O. Plant number of POE Finished Water Quality Violations of MCL's	Utilities	0	0	0	0	0	0
2.	Objective: Meet 90% of the 110 NPDES Activities							
	% of activities accomplished	Public Works	97%	98%	98%	99%	100%	100%
3.	Objective: Educate the public on FYN (Florida Yards and Neighborhoods) Principles							
	# of classroom participants	Public Works	171	180	185	190	195	184

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Initiative G.4: Engage Best Practices to utilize irrigation water in the most cost effective and efficient manner while still promoting growth.

Champion: Utilities Department

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

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

Action Steps:

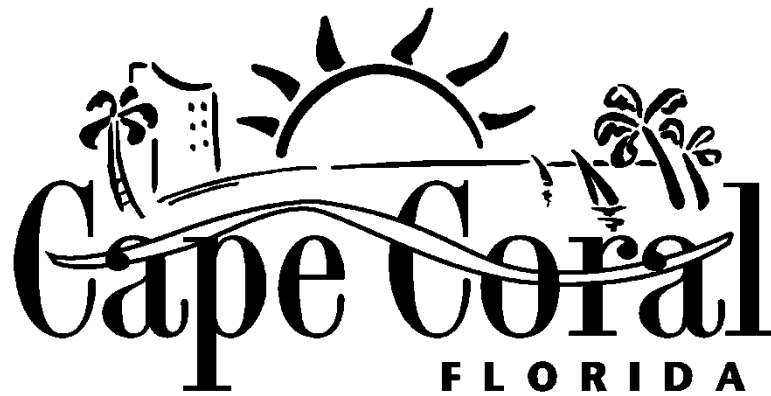
Work with stakeholders to identify best practices

	ELEMENT G: WORK TOWARD EFFICIENT AND COST-EFFECTIVE SOLUTIONS TO PROTECT AND CONSERVE NATURAL RESOURCES, WHILE PROMOTING ENVIRONMENTAL AWARENESS AND SUSTAINABILITY IN THE COMMUNITY.							
	Strategic Initiative G.4: Engage Best Practices to utilize irrigation water in the most cost effective and efficient manner while still promoting growth.							
	Key Performance Indicator(s)	Dept	FY 2014 Actual	FY 2015 Target	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate	3 - 5 Yr Goal
1.	Objective: Work with stakeholders to identify best practices							
	Best Practices Identified (Y/N)	Utilities	No	Yes	Yes	Yes	Yes	Yes
	% of Best Practices Implemented	Utilities	0%	5%	25%	50%	75%	100%

FINANCIAL HIGHLIGHTS

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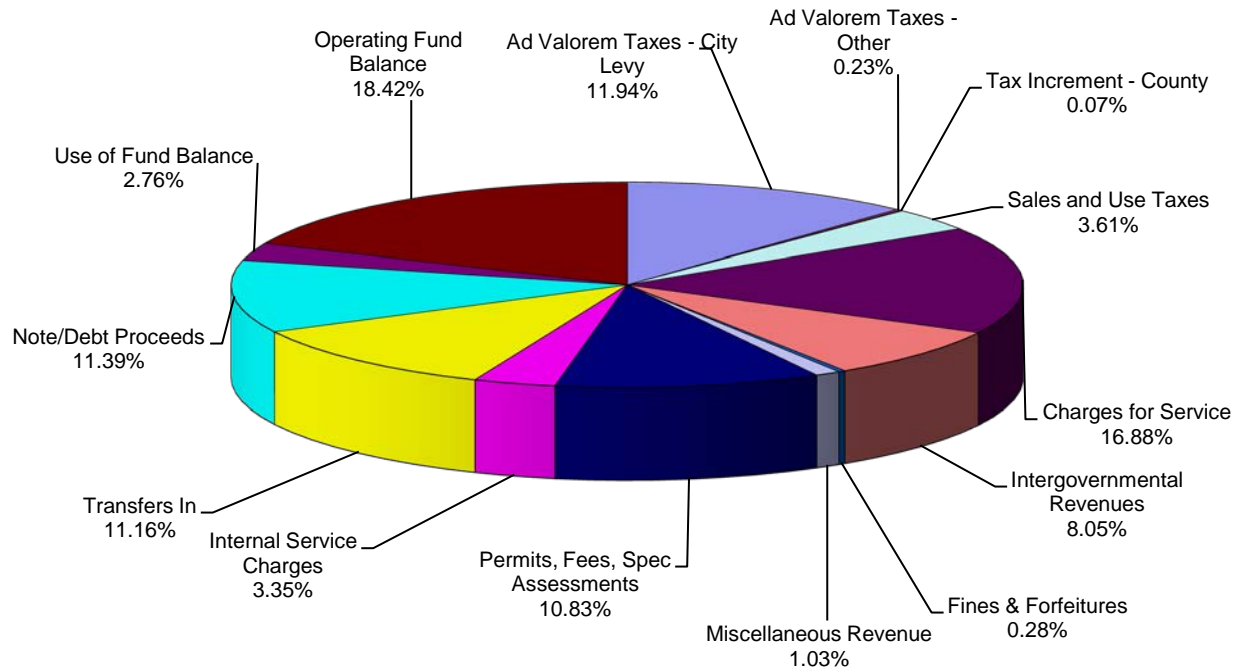
Budget Highlights and Summary Schedules

The table below provides a summary of the total budget for all funds for Fiscal Year 2015–2018. The FY 2016 Adopted Budget is \$629.4 million and includes \$195.1 million for General Fund expenditures and reserves and \$425.6 million for non-general fund operations. Asset Improvement Program expenditures account for approximately \$112.7 million in all funds and interfund transactions are \$65.4 million.

FUND TYPE SUMMARY	FY 2015 ADOPTED	FY 2015 AMENDED	FY 2016 ADOPTED	FY 2017 PROPOSED	FY 2018 PROPOSED
General Fund	\$ 170,906,563	\$ 188,535,208	\$ 195,141,979	\$ 192,225,233	\$ 193,620,918
Special Revenue	39,694,839	46,872,365	46,687,953	50,118,764	55,299,759
Debt Service	27,344,549	91,433,698	28,940,439	28,838,462	27,371,469
Capital Project	9,456,280	18,419,646	10,333,661	15,933,510	8,249,614
Enterprise	306,814,224	324,361,889	309,982,823	328,603,211	346,088,138
Internal Service	20,662,974	23,451,381	38,283,089	43,280,653	45,200,116
Total	\$ 574,879,429	\$ 693,074,187	\$ 629,369,944	\$ 658,999,833	\$ 675,830,014

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

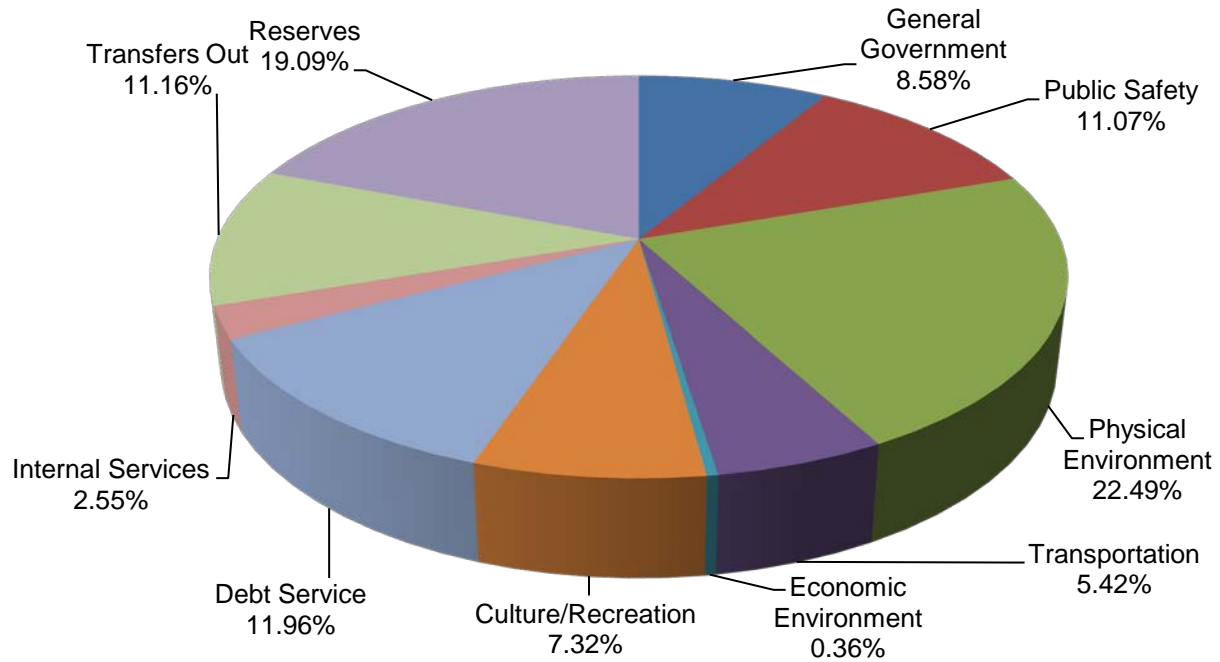
Sources – Where the Money Comes From
FY 2016 All Funds



City of Cape Coral, Florida
FY 2016 – 2018 Adopted Operating Budget

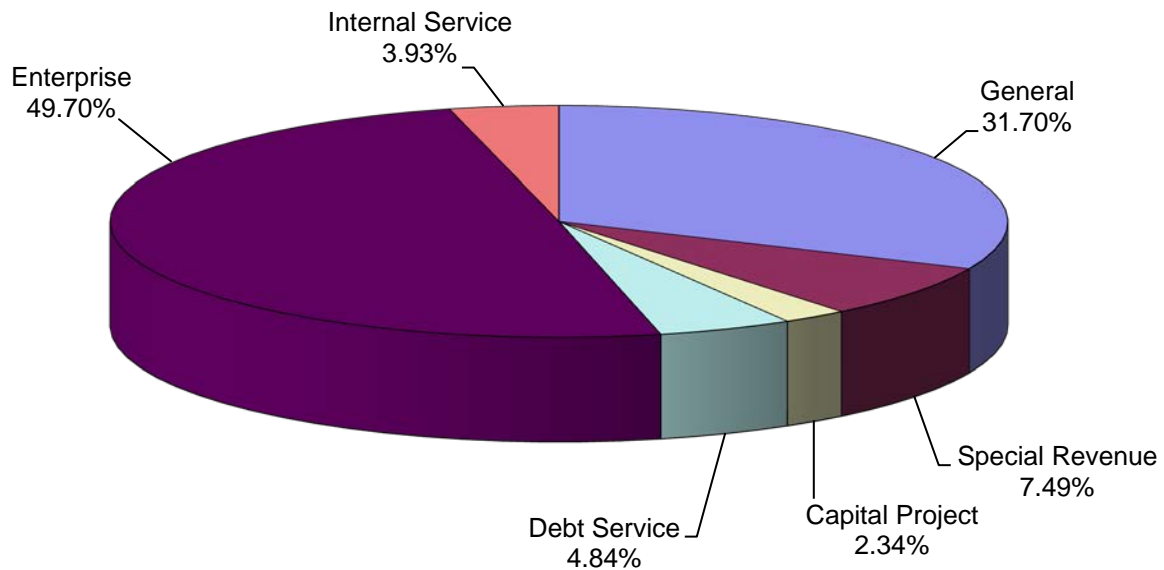
The various uses of the budgeted funds are summarized in the following table:

Uses – Where the Money Goes
FY 2016



Governmental accounting and budgeting utilizes fund types to account for activities. The chart below depicts the FY 2016 Adopted Budget by fund type:

Total Budget by Fund Type



City of Cape Coral, Florida
FY 2016 – 2018 Adopted Operating Budget

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

ALL FUNDS

Category - All Funds	FY 2015 ADOPTED	FY 2015 AMENDED	FY 2016 ADOPTED	FY 2017 PROPOSED	FY 2018 PROPOSED
Payroll & Related Benefits	\$ 150,470,737	\$ 151,377,365	\$ 164,552,263	\$ 171,428,880	\$ 180,214,697
Operating	80,095,301	88,091,615	99,568,424	102,584,995	106,645,706
Capital/Infrastructure	103,458,169	130,371,930	106,584,576	105,922,377	101,259,273
Debt Service	67,613,405	68,176,133	73,313,522	74,334,303	74,015,338
Other	-	59,492,200	-	-	-
Transfers Out	64,410,516	73,140,046	65,408,873	75,663,886	79,263,568
Reserves	108,831,301	122,424,898	119,942,286	129,065,392	134,431,432
Total	\$ 574,879,429	\$ 693,074,187	\$ 629,369,944	\$ 658,999,833	\$ 675,830,014

GENERAL FUND

Category - General Fund	FY 2015 ADOPTED	FY 2015 AMENDED	FY 2016 ADOPTED	FY 2017 PROPOSED	FY 2018 PROPOSED
Payroll & Related Benefits	\$ 89,452,726	\$ 90,041,210	\$ 97,047,162	\$ 101,431,483	\$ 107,740,559
Operating	27,667,677	29,437,154	30,286,310	31,150,958	31,487,427
Capital/Infrastructure	7,098,787	13,991,888	7,350,762	8,558,075	5,380,838
Debt Service	-	-	-	-	-
Transfers Out	18,504,894	18,423,254	24,211,242	22,266,669	22,298,206
Reserves	28,182,479	36,641,702	36,246,503	28,818,048	26,713,888
Total	\$ 170,906,563	\$ 188,535,208	\$ 195,141,979	\$ 192,225,233	\$ 193,620,918

General Fund	FY 2016 ADOPTED	FY 2016 ADOPTED	FY 2016 ADOPTED	FY 2017 PROPOSED	FY 2018 PROPOSED
Appropriations	\$ 142,724,084	\$ 151,893,506	\$ 158,895,476	\$ 163,407,185	\$ 166,907,030
Reserves:	28,182,479	36,641,702	36,246,503	28,818,048	26,713,888
Total	\$ 170,906,563	\$ 188,535,208	\$ 195,141,979	\$ 192,225,233	\$ 193,620,918

1 Month Operating	10,778,813	11,001,840	11,924,012	12,294,426	12,826,664
# Months of Reserves	2.61	3.33	3.04	2.34	2.08

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

Major Revenue Sources

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

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

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

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

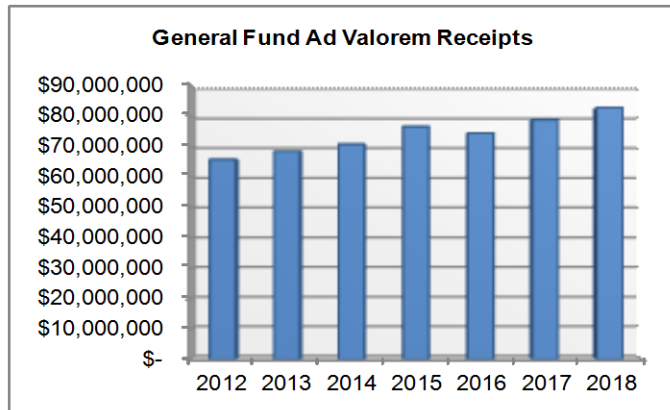
Ad Valorem Taxes (Property Taxes)

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.

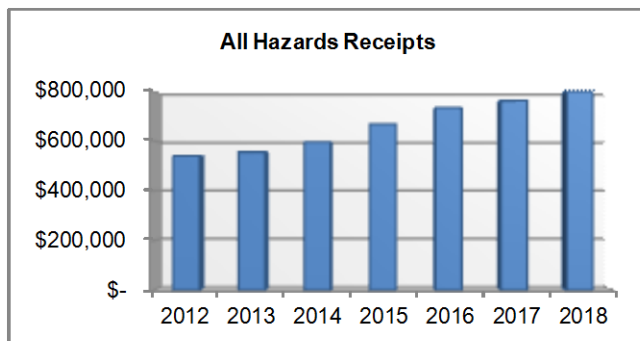
The FY 2016 City Manager’s Proposed Budget is based on the July 1 certified taxable value from the Lee County Property Appraiser and the millage rate decrease of 0.75 mills to 6.9570 from 7.7070. It is assumed that taxable property values will increase by 7.75% in FY 2017 and then dropping to 5% in FY 2017 and 2018 with the millage rate remaining at 6.9570. Millage rate and taxable assessed value history can be found on page 5-16.

**City of Cape Coral, Florida
FY 2016 – 2018 Adopted Operating Budget**



Fiscal Year	Amount
2012 Actual	\$ 65,698,746
2013 Actual	68,367,220
2014 Actual	70,734,362
2015 Budget	76,515,774
2016 Budget	74,339,445
2017 Proposed	78,799,812
2018 Proposed	82,739,802

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.



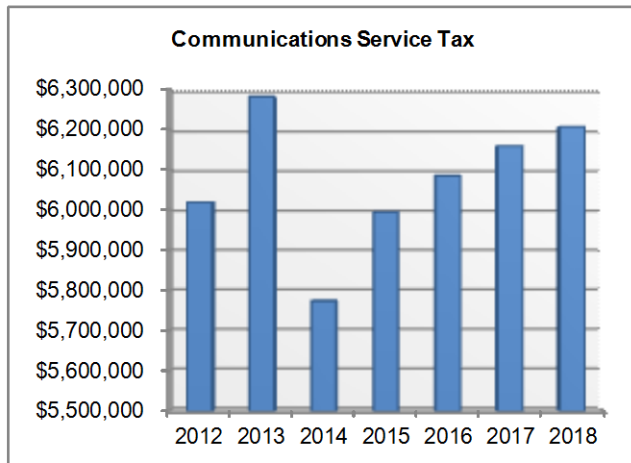
Fiscal Year	Amount
2012 Actual	\$ 539,293
2013 Actual	555,158
2014 Actual	594,769
2015 Budget	667,233
2016 Budget	732,796
2017 Proposed	761,228
2018 Proposed	799,290

Other Taxes

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

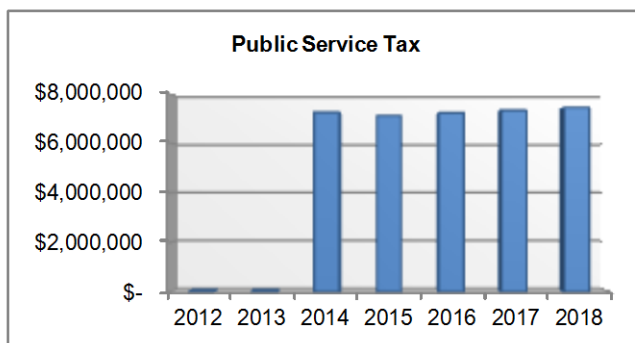
In FY 2001, the communications services tax replaced all local taxes on telephone and cable services. Beginning January 1, 2010, the rate was increased from 4.12% to 5.22%. The revenue is recorded in the General Fund, and in accordance with the financial policies, revenue is budgeted at 95% of anticipated receipts.

**City of Cape Coral, Florida
FY 2016 – 2018 Adopted Operating Budget**



Fiscal Year	Amount
2012 Actual	\$ 6,017,787
2013 Actual	6,280,373
2014 Actual	5,773,054
2015 Budget	5,994,367
2016 Budget	6,084,283
2017 Proposed	6,157,547
2018 Proposed	6,205,499

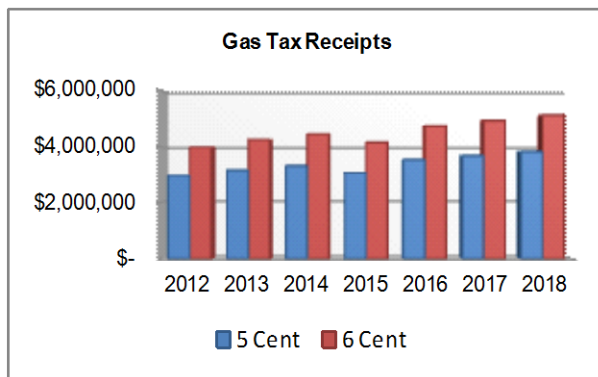
On April 29, 2013, City Council approved Ordinance 28-13, which authorized the implementation of the Public Service Tax on electric service. At the time of adoption of the tax, there was only one municipality in the State of Florida with a population of over 50,000 that did not have the tax. Although the tax can be levied up to a rate of 10%, City Council authorized a rate of 7%. The levy began on October 1, 2013. For residential customers, the first 500 kilowatts of usage has been exempted from the tax as allowable by Florida Statute 166.231. Assuming the “average” homeowner uses 1,200 kilowatts monthly, the resulting tax is approximately \$65 annually. Increases have been budgeted for FY 2016 – 2018 at 1.5% annually.



Fiscal Year	Amount
2012 Actual	\$ -
2013 Actual	-
2014 Actual	7,229,414
2015 Budget	7,105,000
2016 Budget	7,211,575
2017 Proposed	7,319,749
2018 Proposed	7,429,545

The gas taxes are collected on each gallon of gas sold within the county limits. The City's annual receipts are established upon a locally agreed upon distribution formula based on population and are recorded in Special Revenue Funds. The City's current allocation is 24.95% of the total distribution to Lee County entities and is scheduled to be adjusted for FY 2017. Gas taxes are earmarked to fund the construction of new roads and sidewalks, intersection improvements, and maintenance of the City's existing transportation network. Currently the gas tax funds are being used to supplement road impact fees for the outstanding gas tax bonds that were issued for the widening of Del Prado and Santa Barbara Boulevards.

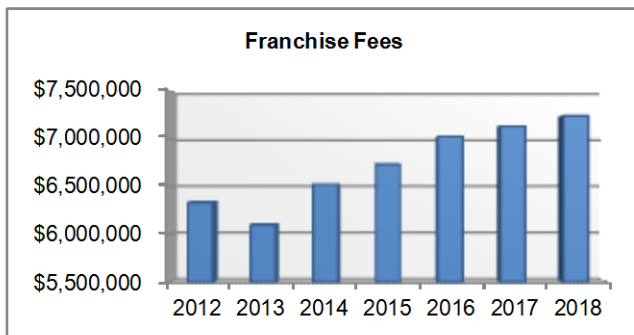
City of Cape Coral, Florida
FY 2016 – 2018 Adopted Operating Budget



Fiscal Year	5 Cent	6 Cent
2012 Actual	\$ 2,961,313	\$ 3,987,475
2013 Actual	3,165,907	4,248,133
2014 Actual	3,331,047	4,450,639
2015 Budget	3,073,923	4,151,985
2016 Budget	3,543,372	4,738,099
2017 Proposed	3,685,107	4,927,623
2018 Proposed	3,832,511	5,124,728

Franchise Fees

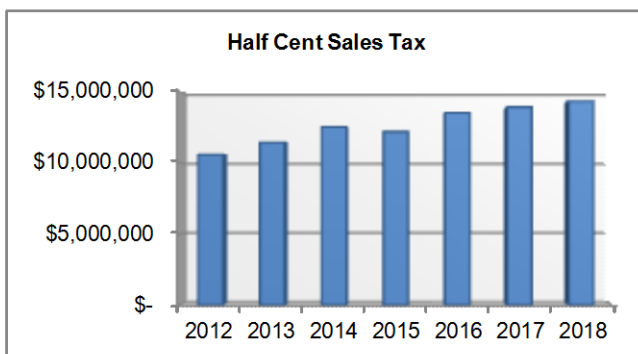
Franchise fees are levied on a corporation or individual by the local government in return for granting a privilege or permitting the use of public property subject to regulations. The City receives franchise fees for electricity, solid waste, and natural gas.



Fiscal Year	Amount
2012 Actual	\$ 6,333,908
2013 Actual	6,096,686
2014 Actual	6,520,354
2015 Budget	6,731,245
2016 Budget	7,018,937
2017 Proposed	7,124,979
2018 Proposed	7,232,748

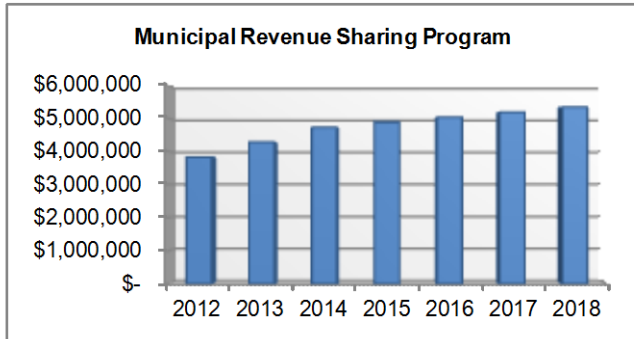
Intergovernmental Revenue

Included are revenues received from federal, state, and other local governmental sources in the form of shared revenues. The state shared revenues of the most importance to the City government are local government half-cent sales tax and municipal revenue sharing. State shared revenue represents 12.1% of the General Fund current revenue sources. The annual revenue is budgeted at 95% of the estimate released by the State Department of Revenue (DOR). The DOR has estimated an increase of 10.8% in annual receipts for the half-cent sales tax distribution and 4.3% increase for the municipal revenue sharing.



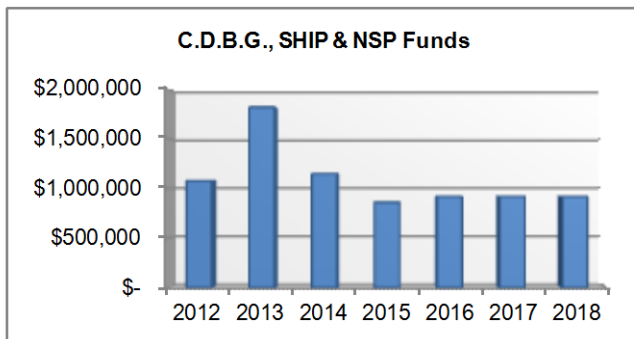
Fiscal Year	Amount
2012 Actual	\$ 10,571,010
2013 Actual	11,416,867
2014 Actual	12,505,015
2015 Budget	12,181,166
2016 Budget	13,494,991
2017 Proposed	13,899,841
2018 Proposed	14,316,836

**City of Cape Coral, Florida
FY 2016 – 2018 Adopted Operating Budget**



Fiscal Year	Amount
2012 Actual	\$ 3,821,991
2013 Actual	4,279,036
2014 Actual	4,723,010
2015 Budget	4,881,030
2016 Budget	5,027,461
2017 Proposed	5,178,285
2018 Proposed	5,333,700

Additionally, shared funds come from the Federal Community Development Block Grant (CDBG) Program, Neighborhood Stabilization Program (NSP), and State Housing Initiative Partnership (SHIP) and are recorded in Special Revenue Funds. While the annual allocation from the federal government for CDBG programs has stayed at a fairly consistent level, state funding (SHIP) was dramatically decreased beginning in FY 2010. The City has been allocated \$788,401 for the State's FY 2015–2016 Budget, which began July 1, 2015. These funds will be included in the FY 2015 Budget Amendment #2. The FY 2016 – 2018 Budgets do not include allocations for the SHIP program.

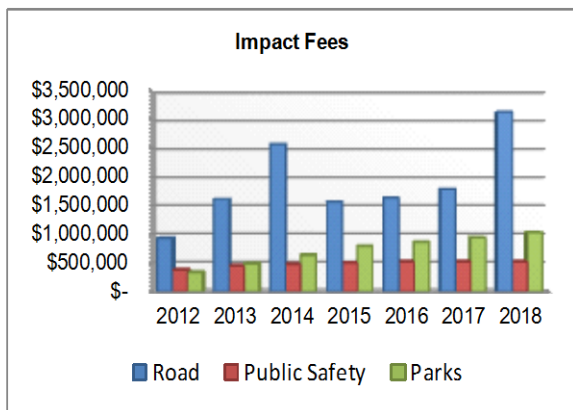


Fiscal Year	Amount
2012 Actual	\$ 1,075,433
2013 Actual	1,816,962
2014 Actual	1,147,757
2015 Budget	859,788
2016 Budget	917,441
2017 Proposed	917,441
2018 Proposed	917,441

Impact Fees

The City collects various impact fees when building permits are issued for new structures. Impact fees are paid by those who build new structures within the City. Fees are used for the cost of capital expenditures to support the expansion of roads, parks, water, irrigation, and wastewater facilities, as well as, police protection, fire safety, and advanced life support services. Revenue estimates are primarily based on a projection of the number of new construction permits for single-family residential units, which represent a majority of current activity. Single-family permits during the period of October 2014 – June 2015 are higher than in the same period of FY 2013 and FY 2014 by 109% and 60% respectively. Road impact fees have been budgeted at approximately 75% of the total estimate as a result of the use of impact fee credits.

City of Cape Coral, Florida
FY 2016 – 2018 Adopted Operating Budget



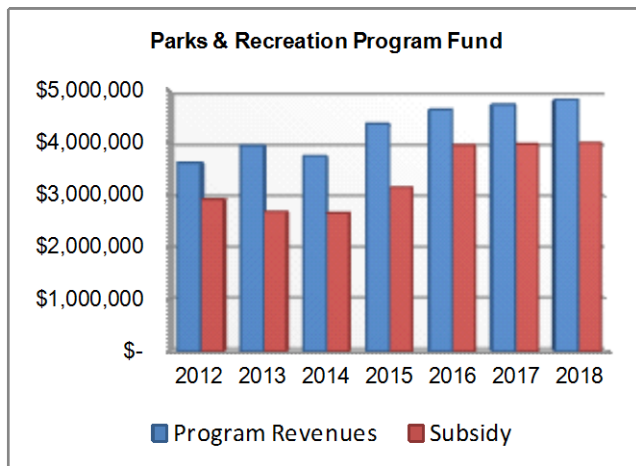
Fiscal Year	Road	Public Safety	Parks
2012 Actual	\$ 935,581	\$ 384,713	\$ 344,535
2013 Actual	1,616,363	453,907	489,485
2014 Actual	2,571,011	484,060	642,240
2015 Budget	1,569,400	506,233	797,300
2016 Budget	1,641,875	529,513	868,700
2017 Proposed	1,790,745	529,513	947,240
2018 Proposed	3,128,787	529,513	1,032,880

Charges for Service

These revenues include all charges for current services and are sometimes referred to as user fees. These fees are charged for activities such as zoning and development fees, cultural/recreational fees, public safety fees, water, irrigation and wastewater fees.

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

Programs and related fee schedules are reviewed on an annual basis. On average, program revenues recover approximately 56% of program expenditures.

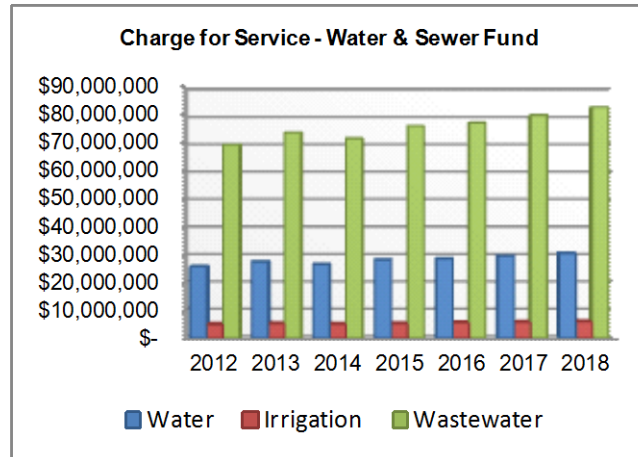


Fiscal Year	Program Revenues	Subsidy
2012 Actual	\$ 3,619,575	\$ 2,920,572
2013 Actual	3,951,784	2,682,278
2014 Actual	3,752,289	2,658,334
2015 Budget	4,366,942	3,150,587
2016 Budget	4,636,216	3,956,704
2017 Proposed	4,734,917	3,979,151
2018 Proposed	4,828,241	4,001,989

Does not include Waterpark

City of Cape Coral, Florida
FY 2016 – 2018 Adopted Operating Budget

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



Fiscal Year	Water	Irrigation	Wastewater	Total
2012 Actual	\$ 25,849,721	\$ 5,152,805	\$ 38,431,879	\$ 69,434,405
2013 Actual	27,504,420	5,390,182	40,867,446	73,762,048
2014 Actual	26,608,151	5,270,529	39,771,765	71,650,445
2015 Budget	28,289,419	5,505,034	42,303,550	76,098,003
2016 Budget	28,650,917	5,712,999	42,859,974	77,223,890
2017 Proposed	29,610,506	5,926,966	44,476,773	80,014,245
2018 Proposed	30,621,919	6,151,417	46,014,012	82,787,348

City of Cape Coral, Florida
FY 2016 – 2018 Adopted Operating Budget

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.

The City levies several special assessments. One is the Stormwater Annual Assessment, which is used to provide funds to maintain the current stormwater system, as well as design and construct system improvements that help prevent flooding and improve water quality. The assessment is billed using the equivalent residential unit (ERU). In FY 2006, the fee per ERU was increased to \$75. The City contracted with an outside consultant to perform a cost recovery study, which showed that a rate increase would be required each year to maintain the current level of service for the period of FY 2016 – FY 2020. The total increase was averaged to \$26, which would set the new annual rate at \$102 for the five-year period. The city manager opted for a tiered approach, and his FY 2016 – FY 2018 Proposed Rolling Budget is based on ERU rates of \$80, \$87 and \$111 respectively. As rates must be adopted on an annual basis, the adopted budget includes the first increase of \$5 per ERU to \$80 to be implemented in FY 2016.

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.

The City implemented a Fire Service Assessment (FSA), which is a special assessment for fire protection services. The assessment is based on a “readiness-to-serve” rather than “calls for service” methodology. The assessment was authorized for implementation in FY 2014. Due to the need for a bond validation, this assessment was not included on the tax bill but was billed in-house in February 2014. This billing followed the Final Judgment by the Twentieth Judicial Circuit of the State of Florida in December 2013 confirming the City’s authority to issue the bond, the legality and validity of the imposition of the special assessment. The judgment was appealed to the Florida Supreme Court by a small group of residents. In May 2015, the Florida Supreme Court upheld the City’s assessment methodology.

The adopted FY 2016 assessment was based on a cost recovery of 64%. The estimated revenue from the assessment is \$19.6 million and will continue to be billed on the annual tax bill.

Highlights of Other Major Funds

Water and Sewer Fund

The adopted budget has been prepared to support the continuing operations of the existing utility facilities to include the water reclamation plants, reverse osmosis plants, and the existing collection, distribution, and transmission lines. Revenue and expenditures have been budgeted in accordance with the rate sufficiency model. Full time equivalents in this fund will increase by 10 in FY 2016. Changes in staffing requirements are a key consideration in the rate sufficiency model as the customer base is being increased annually through the utility extension program.

Stormwater Fund

The primary revenue source for this fund is the stormwater utility fee that is charged on a per equivalent residential unit (ERU) basis. As discussed in the previous section, the City Manager's Proposed Budget includes a rate increase in each fiscal year. The proposed rate is \$80, \$87, and \$111 per ERU. The proposed rate increase is based on the outcome of the cost recovery study. The operating budgets in FY 2017 – 2018 will use funds which have previously been set aside for stormwater capital projects to support the cost of the drainage projects.

Parks & Recreation Program Fund

Non-enterprise recreational programs are budgeted in a special revenue fund has a total budget in FY 2016 budget of \$8.6 million. Each business unit is supported by a certain level of user fees. Program costs and projected revenues are evaluated annually to ensure the program costs are being recovered while maintaining fairly constant General Fund support. Program fees will cover approximately 56% of the program expenditures in the adopted budget with the remaining funding of 44% coming from interfund transfers. The subsidy is budgeted at \$3,956,704 from the General Fund and \$115,000 from the Yacht Basin Fund. The required subsidy is 26% higher than budgeted in FY 2015.

Waterpark Fund

The FY 2016 Adopted Budget is \$2.9 million with expenditures to support current operations. Annual debt service related to the speed slide attraction has been budgeted in the amount of \$174,096. Additionally, the fund is required to make an interfund transfer to the General Fund in the amount of \$318,609 for general administrative overhead costs. Operating revenues are not forecasted to cover the fund's expenditures and a general fund subsidy of \$528,515 will be required. A planned renovation to the tot spot attraction became funded in FY 2015. It is anticipated revenues will increase when the renovated attraction opens.

Road Impact Fee and Gas Tax Funds

No new major projects have been planned for FY 2016. Revenues will be used to support debt service of the Gas Tax Bonds and to support basic maintenance operations. An interfund transfer from the 6 Cent Gas Tax to the General Fund is budgeted in the amount of \$2.4 million and supports the transportation activities of the Public Works Department.

Park Impact Fee Funds

While land acquisition and park development had been a focus during the period of FY 2005-2008, all available funds are now being used to satisfy annual debt service of \$2.7 million. As revenue collected will not be adequate to cover the debt service, the General Fund will continue to support a portion of the debt obligation. However as a result of increased construction activity and increased revenue, the General Fund's coverage will decrease by approximately \$300,000 from \$2.2 million to \$1.9 million.

City of Cape Coral, Florida
FY 2016 – 2018 Adopted Operating Budget

Public Safety Impact Fee Funds

In June 2006, City Council approved Public Safety Impact Fees, which encompass distinct component parts for Fire, Police, and Advanced Life Support (ALS). Fire impact fees have supported the construction of new fire stations and the equipment necessary to outfit the stations. Fire impact fees will be used for annual debt service in FY 2016, which totals \$339,865 related to the construction of Fire Station #9. A police substation is being planned for North Cape Coral in FY 2019. Funds have been set aside in FY 2018 to design this facility.

Utility Capital Expansion Fee Funds

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

Building Fund

The Building Fund has an adopted budget of \$7.1 million and provides funding for 36.45 full-time equivalents. Due to an increase in permitting activity, no subsidy has been required by the General Fund since FY 2010. An interfund transfer is made to the General Fund for general administrative overhead costs in the amount of \$720,571.

Golf Course Fund

The Golf Course Fund has an adopted budget of \$2.8 million and provides funding for 32 full-time equivalents. The fund is charged an internal service charge from the General Fund for the general administrative overhead costs. The fee in FY 2016 is \$332,339. Revenues continue to cover basic and on-going operational costs but have not yet reached a level that allows for the funding of normal renewal and replacement of capital assets. In FY 2016, the General Fund has budgeted for a potential subsidy of \$305,053.

Yacht Basin Fund

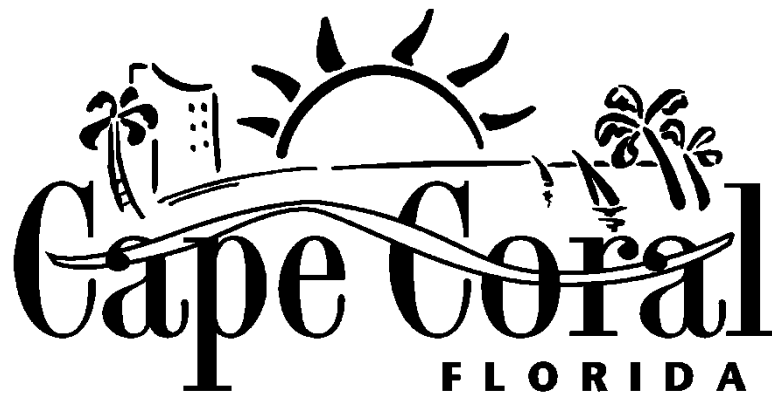
The Yacht Basin Fund has an adopted budget of \$1.3 million with approximately 46% of the sources of funds coming from fund balances. Lease payments from Ford's Boathouse are recorded in this fund. The fund is charged an internal service charge from the General Fund for the general administrative overhead costs. The fee in FY 2016 is \$77,570. FY 2016 planned expenditures include the use of fund balance in the amount of \$180,878 which will fund the \$115,000 interfund transfer to the P&R Program Fund. Additionally, \$100,000 will be transferred to the Transportation Capital Project Fund. The transfer will fund median landscaping improvements on Coronado Parkway south of Cape Coral Parkway to the Yacht Club.

Six-Year Asset Improvement Program

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

The identified funding requirement for the asset improvement program for the current year is \$112.2 million for all components. The plan identifies general fund expenditures of \$19.4 million. The General Fund capital replacement requirements as previously presented to City Council as part of the Burton Model also incorporates the needs of the P&R Programs and Waterpark Funds.

City of Cape Coral, Florida
FY 2016 – 2018 Adopted Operating Budget



**City of Cape Coral, Florida
FY 2016 – 2018 Adopted Operating Budget**

MILLAGE RATE HISTORY

Fiscal Year	General Operations	Debt Service	Total
2007	4.8787	0.0627	4.9414
2008	4.7698	0.0627	4.8325
2009	4.7698	0.0627	4.8325
2010	7.9702	0.0000	7.9702
2011	7.9702	0.0000	7.9702
2012	7.9570	0.0000	7.9570
2013	7.9570	0.0000	7.9570
2014	7.7070	0.0000	7.7070
2015	7.7070	0.0000	7.7070
2016 *	6.9570	0.0000	6.9570
2017 Proposed	6.9570	0.0000	6.9570
2018 Proposed	6.9570	0.0000	6.9570

* Rolled back rate for FY 2016 is 7.2985.

TAXABLE ASSESSED VALUE HISTORY

Fiscal Year	Taxable Assessed Value	New Construction	Percentage Change
2007	21,683,370,120	927,532,313	53.07%
2008	20,991,527,700	1,662,239,285	-3.19%
2009	15,696,642,250	971,086,761	-25.22%
2010	10,494,876,370	175,205,783	-33.14%
2011	8,888,383,376	70,456,330	-15.31%
2012	8,566,590,016	81,896,264	-3.62%
2013	8,903,395,043	89,178,363	3.93%
2014	9,520,558,825	109,735,614	6.93%
2015	10,329,777,472	114,639,280	8.50%
2016 Final	11,130,792,263	185,037,351	7.75%
2017 Projected	11,687,331,876	194,289,219	5.00%
2018 Projected	12,271,698,470	204,003,679	5.00%

SINGLE FAMILY HOMES - HOMESTEAD & NON-HOMESTEAD

Fiscal Year	Average Taxable Assessed Value	Change in Average Value	Percentage Change
2007	186,898	44,107	30.89%
2008	196,977	10,079	5.39%
2009	153,543	(43,434)	-22.05%
2010	101,405	(52,138)	-33.96%
2011	89,684	(11,721)	-11.56%
2012	93,057	3,373	3.76%
2013	96,942	3,885	4.18%
2014	104,867	7,925	8.18%
2015	113,257	8,389	8.00%
2016	Not Yet Available		

City of Cape Coral, Florida
FY 2016 – 2018 Adopted Operating Budget

CITY OF CAPE CORAL, FLORIDA							
FY 2016 ADOPTED BUDGET SUMMARY							
ESTIMATED REVENUES	GENERAL FUND	SPECIAL REVENUE	DEBT SERVICE	CAPITAL PROJECT	ENTERPRISE FUNDS	INTERNAL SERVICE	TOTAL ALL FUNDS
Taxes:							
Ad Valorem Taxes - City Levy @ 6.9570	\$ 74,339,445	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 74,339,445
Ad Valorem Taxes - County MSTU	706,454	732,796	-	-	-	-	1,439,250
Tax Increment - County	-	426,718	-	-	-	-	426,718
Sales and Use Taxes	14,220,858	8,281,471	-	-	-	-	22,502,329
Charges for Service	928,264	9,836,394	-	-	94,366,076	25,081	105,155,815
Intergovernmental Revenues	22,325,704	2,080,261	-	1,527,092	23,732,263	-	49,665,320
Fines & Forfeitures	846,750	102,055	-	-	825,144	-	1,773,949
Miscellaneous Revenue	1,119,650	349,356	3,709,730	-	1,349,291	375,750	6,903,777
Permits, Franchise, Impact Fees, Spec Assess	26,655,517	7,993,514	-	-	32,855,338	-	67,504,369
Internal Service Charges	4,520,946	-	-	-	583,944	28,483,681	33,588,571
TOTAL SOURCES	\$145,663,588	\$29,802,565	\$3,709,730	\$1,527,092	\$153,712,056	\$28,884,512	\$363,299,543
Transfers In	3,730,409	5,439,534	18,247,769	8,806,569	28,514,074	670,518	65,408,873
Note/Debt Proceeds	-	-	-	-	65,159,583	-	65,159,583
Fund Balance/Reserves/Net Assets	45,747,982	11,445,854	6,982,940	-	62,597,110	8,728,059	135,501,945
TOTAL REVENUES, TRANSFERS & BALANCES	\$ 195,141,979	\$ 46,687,953	\$ 28,940,439	\$ 10,333,661	\$ 309,982,823	\$ 38,283,089	\$ 629,369,944
EXPENDITURES							
General Government	\$ 54,442,889	\$ 302,427	\$ 3,980	\$ -	\$ -	\$ -	\$ 54,749,296
Public Safety	64,092,832	4,425,031	-	331,569	-	-	68,849,432
Physical Environment	-	3,607,118	-	325,000	131,520,207	-	135,452,325
Transportation	8,078,429	-	-	9,414,632	16,894,427	-	34,387,488
Economic Environment	869,449	1,614,829	-	-	-	-	2,484,278
Culture/Recreation	7,200,635	11,076,678	-	-	27,225,581	-	45,502,894
Debt Service	-	125,672	21,953,519	-	51,234,331	-	73,313,522
Internal Services	-	-	-	-	-	29,279,550	29,279,550
TOTAL EXPENDITURES	\$ 134,684,234	\$ 21,151,755	\$ 21,957,499	\$ 10,071,201	\$ 226,874,546	\$ 29,279,550	\$ 444,018,785
Transfers Out	24,211,242	12,409,683	-	262,460	28,525,488	-	65,408,873
Fund Balance/Reserves/Net Assets	36,246,503	13,126,515	6,982,940	-	54,582,789	9,003,539	119,942,286
TOTAL APPROPRIATED EXPENDITURES, TRANSFERS, RESERVES, & BALANCES	\$ 195,141,979	\$ 46,687,953	\$ 28,940,439	\$ 10,333,661	\$ 309,982,823	\$ 38,283,089	\$ 629,369,944

**City of Cape Coral, Florida
FY 2016 – 2018 Adopted Operating Budget**

INTER & INTRAFUND TRANSFERS: FY 2016 ADOPTED BUDGET

TRANSFER OUT	TRANSFERS IN									
	GENERAL FUND	SPECIAL REVENUE	DEBT SERVICE	CAPITAL PROJECT	Water and Sewer Operations (1)	Water and Sewer Capital Projects (2)	Golf Course Operations (3)	ENTERPRISE TOTAL (1+2+3)	Internal Service	TOTAL
Interfund Transfers:										
General Fund	\$ -	\$5,324,534 ²	\$ 9,454,568 ⁴	\$ 8,456,569 ⁹	\$ -	\$ -	\$ 305,053 ¹³	\$ 305,053 ¹⁴	\$ 670,518	\$ 24,211,242
Special Revenue	3,730,409 ¹	-	8,429,274 ⁵	250,000 ¹⁰	-	-	-	-	-	12,409,683
Capital Projects	-	-	262,460 ⁶	-	-	-	-	-	-	262,460
Water and Sewer	-	-	101,467 ⁷	-	-	-	-	-	-	101,467
Yacht Basin	-	115,000 ³	- ⁸	100,000	-	-	-	-	-	215,000
Internal Service	-	-	-	-	-	-	-	-	-	-
Intrafund Transfers:										
Water & Sewer Operations	-	-	-	-	-	16,369,023 ¹²	-	16,369,023	-	16,369,023
Water Impact & CFEC Fees	-	-	-	-	2,686,578 ¹¹	-	-	2,686,578	-	2,686,578
Sewer Impact & CFEC Fees	-	-	-	-	7,932,140 ¹¹	-	-	7,932,140	-	7,932,140
Irrigation Impact & CFEC Fees	-	-	-	-	1,221,280 ¹¹	-	-	1,221,280	-	1,221,280
Total	\$ 3,730,409	\$ 5,439,534	\$ 18,247,769	\$ 8,806,569	\$ 11,839,998	\$ 16,369,023	\$ 305,053	\$ 28,514,074	\$ 670,518	\$ 65,408,873

Interfund Transfers:

- 1 Special Revenue (Six Cent Gas Tax) transfer of \$2,411,786 to the general fund to support transportation activities performed by Public Works.
- Special Revenue (Road Impact Fees) transfer of \$100,000 to the general fund for reimbursement for administrative services.
- Special Revenue (Alarm Fees) transfer of \$7,500 to the general fund for reimbursement of expenses for false alarm responses.
- Special Revenue (All Hazards Fund) transfer of \$160,000 to the general fund for reimbursement of fire special pay for hazardous materials.
- Special Revenue (Building Fund) transfer of \$720,571 to the general fund for reimbursement of general administrative overhead costs.
- Special Revenue (Waterpark Fund) transfer of \$318,609 to the general fund for reimbursement of general administrative overhead costs.
- Special Revenue (Community Development Block Grant Fund) transfer of \$11,943 to the general fund for reimbursement of general administrative overhead costs.
- 2 General Fund transfer of \$815,242 to Special Revenue (Community Redevelopment Agency) for established Tax Increment Financing (TIF) funding and \$100,000 to support additional improvements.
- General Fund transfer of \$528,515 to Special Revenue (Waterpark) for budgetary established levels to support operations.
- General Fund transfer of \$3,956,704 to Special Revenue (P&R Programs) for budgetary established levels to support operations.
- General Fund transfer of \$24,073 to C.D.B.G. as additional support to the FY 2016 Year Program Plan Expenditures as recommended by CDBG Advisory Committee.
- 3 Yacht Basin transfer of \$115,000 to special revenue (Yacht Club Complex) to support program activities to include maintenance / capital needs.
- 4 General Fund transfer of \$9,454,568 to other governmental fund (Debt Service) for debt service payments . Detail by debt is found in Sections 8 & 13.
- 5 Special Revenue (Parks Recreational Facilities Impact Fee, Fire Capital Improvements Impact Fee, Building Fund, Five and Six Cent Gas Tax, and Road Impact Fees) transfer to Debt Service for debt service payments in the amount of \$8,429,274. CRA Fund to Debt Service in the amount of \$416,848 for proportional share of 2012 Special Obligation Bond for undergrounding electric lines in the CRA.
- 6 Capital Projects (Santa Barbara Widening which is complete) to Debt Service Fund for interest payment on State Infrastructure Bank Loan for Widening of SR 78 from Chiquita to Burnt Store.
- 7 Water and Sewer Fund transfer of \$101,467 to other governmental fund (Debt Service) for debt service payments - 2005 Capital Improvement Bonds.
- 8 Yacht Basin transfer of \$100,000 to Transportation Capital Project Fund for median improvements on Coronado Parkway south of Cape Coral Parkway to the Yacht Club.
- 9 General Fund transfer to Transportation Capital Project Fund with \$6,900,000 for local road resurfacing; \$500,000 for Alley Paving; and \$400,000 for Median Improvements. To Fire Capital Projects in the amount of \$331,569 for the design of Fire Station #11. To Public Works Capital Project Fund with \$325,000 to complete the sign shop replacement.
- 10 Special Revenue (Five Cent Gas Tax) transfer of \$150,000 to transportation capital improvements (Sidewalk Installation) for construction. \$100,000 from Six Cent Gas Tax for North 2 Non-Assessed work.
- 13 General Fund transfer of \$305,053 to Enterprise Fund (Golf Course) for budgetary established levels to support operations.
- 14 General Fund transfer of \$670,518 to Internal Service Fund (Self Insurance) for budgetary established levels to support operations.

Intrafund Transfers:

- 11 Utility impact and cfec funds transfer of \$11,839,998 to Water & Sewer Operations for annual debt service.
- 12 Water & Sewer Operations transfer of \$16,369,023 to Water & Sewer Capital Projects as contained within the Rate Sufficiency Study. Also listed in Sections 10 & 12.

City of Cape Coral, Florida
FY 2016 – 2018 Adopted Operating Budget

ALL FUNDS EXPENDITURES

Fund	FY 2014 Actual¹	FY 2015 Adopted Budget²	FY 2015 Amended Budget²	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
General Fund	\$ 123,308,971	\$ 170,906,563	\$ 188,535,208	\$ 195,141,979	\$ 192,225,233	\$ 193,620,918
Special Revenue Funds						
Additional Five Cent Gas Tax	3,284,413	3,123,923	3,123,817	3,593,372	3,735,107	3,882,511
Six Cent Gas Tax	2,860,855	5,997,760	6,619,792	6,705,906	8,101,302	9,374,608
Road Impact Fee	3,380,181	2,370,045	4,091,059	2,442,622	2,591,492	3,929,534
Police Protection Impact Fee	1,905	781,032	799,023	1,282,052	1,748,366	2,259,779
Advanced Life Support (ALS) Impact Fee	113	121,588	122,518	151,144	179,662	209,559
Do The Right Thing	12,805	12,000	19,621	12,000	12,000	12,000
Confiscation/State	60,435	129,925	144,855	184,161	110,923	71,873
Confiscation/Federal	23,453	526,331	528,843	481,964	384,594	305,346
Criminal Justice Education (Police Training)	9,584	28,491	26,896	21,149	22,000	23,000
Police Evidence Fund (not budgeted)	-	-	-	-	-	-
Seawall Assessments	29,268	243,325	246,936	249,717	11,828	-
Fire Capital Improvement Impact Fee	340,958	606,337	566,907	696,300	821,935	970,183
Park Recreational Facility Impact Fee	642,346	807,300	1,051,410	791,823	869,880	955,732
Community Redevelopment Agency (CRA) ³	545,619	2,387,751	2,605,667	2,787,690	3,223,644	3,905,935
City Centrum Business Park	48,560	115,730	110,475	64,911	12,849	-
All Hazards	386,515	1,684,683	1,871,969	1,861,643	1,897,598	2,025,391
Alarm Fee	100,474	134,754	142,606	149,415	150,118	152,654
Del Prado Mall Parking Lot Maintenance	117,370	193,996	210,925	214,920	217,172	122,523
Lot Mowing Program	3,095,113	5,008,614	5,159,572	5,360,084	5,238,651	4,921,835
Parks & Recreation Programs	6,480,402	8,037,262	8,230,520	8,592,920	8,714,068	8,830,230
HUD Neighborhood Stabilization (NSP) ⁴	938,278	-	524,580	-	-	-
Building Fund	3,285,733	3,920,249	4,969,937	7,139,213	8,257,265	9,548,202
Waterpark Fund	2,491,674	2,603,955	3,271,800	2,963,433	2,900,869	2,881,423
Community Development Block Grant (CDBG) ⁴	946,344	859,788	1,166,923	941,514	917,441	917,441
Residential Construction Mitigation Grant ⁴	-	-	233,000	-	-	-
Local Housing Assistance (SHIP) ⁴	424,357	-	1,032,714	-	-	-
Special Revenue	29,506,755	39,694,839	46,872,365	46,687,953	50,118,764	55,299,759
Debt Service Fund	46,365,630	27,344,549	91,433,698	28,940,439	28,838,462	27,371,469
Capital Projects Funds⁴						
Academic Village	3,695	-	167,535	-	-	-
Fire Station Construction	217,688	-	232,677	331,569	2,269,610	274,230
Charley Disaster Improvement	123,210	-	-	-	-	-
Parks Capital Projects	23,766	-	3,453,613	-	-	-
Transportation Capital Projects	6,000,735	8,681,280	12,284,001	9,677,092	8,963,900	7,975,384
Public Works Capital Projects	209,552	-	1,294,867	325,000	-	-
Fleet Maintenance Facility Construction	-	525,000	525,000	-	4,700,000	-
Computer System Replacement	94,780	250,000	461,953	-	-	-
Capital Projects Total	6,673,426	9,456,280	18,419,646	10,333,661	15,933,510	8,249,614

**City of Cape Coral, Florida
FY 2016 – 2018 Adopted Operating Budget**

ALL FUNDS EXPENDITURES continued

Fund	FY 2014 Actual¹	FY 2015 Adopted Budget²	FY 2015 Amended Budget²	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Enterprise Funds						
Water & Sewer	116,012,329	126,775,715	132,858,589	119,441,413	128,161,499	137,801,905
Water & Sewer Capital Projects ^{4,5}	5,310,785	15,751,071	24,052,856	16,369,023	15,173,168	22,189,987
Water & Sewer Utility Extension ^{4,6}	77,079,646	87,985,550	87,985,550	97,964,871	94,486,213	94,821,604
Water & Sewer Utility Impact, CIAC, CFEC	2,384,869	27,613,880	29,289,731	26,068,825	39,486,026	36,595,432
Stormwater Utility	11,680,886	16,518,880	17,540,232	15,927,099	17,334,431	20,747,709
Stormwater Utility Capital Projects ⁴	4,377,216	2,500,000	2,546,161	2,500,000	2,500,000	2,500,000
Yacht Basin	935,331	1,284,711	1,245,657	1,332,227	1,163,886	1,015,047
Golf Course	2,433,439	2,702,188	2,718,721	2,835,071	2,753,694	2,872,160
Charter School Authority ^{3,7}	23,010,509	25,682,229	26,124,392	27,544,294	27,544,294	27,544,294
Enterprise Total	243,225,010	306,814,224	324,361,889	309,982,823	328,603,211	346,088,138
Internal Service Fund						
Workers Compensation Insurance	3,058,424	9,080,660	9,008,196	10,179,396	10,699,521	11,160,173
Property Liability Insurance	2,786,923	4,558,652	5,459,118	5,465,902	5,105,776	4,737,005
Self Insurance	-	-	-	13,776,908	18,372,466	20,214,190
Facilities Management	3,681,671	3,664,550	4,311,289	4,250,912	4,649,442	4,624,064
Fleet Maintenance	3,506,192	3,359,112	4,672,778	4,609,971	4,453,448	4,464,684
Internal Service Fund Total	13,033,210	20,662,974	23,451,381	38,283,089	43,280,653	45,200,116
Total All Funds	\$ 462,113,002	\$ 574,879,429	\$ 693,074,187	\$ 629,369,944	\$ 658,999,833	\$ 675,830,014

Notes:

¹ FY 2014 Actual is presented on budgetary basis.

² FY 2015 Budget was adopted through Ordinance 33-14 and has been amended through Ordinance 13-15 and Ordinance 55-15.

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

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

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

⁶ Includes construction and special assessments for utility extension areas such as Pine Island Rd Water, Wastewater, and Irrigation Southwest Areas I-III Water, Wastewater, and Irrigation; Southeast 1, Southwest 4, Southwest 5 and North Central Loop Water, Wastewater, & Irrigation; Southwest 6/7 Construction was authorized in FY 2013. North 1 and North 2 are included in FY 2015 - 2018.

⁷ The Charter School System has not prepared a multi-year budget so FY 2016 is being used for FY 2017 and FY 2018.

City of Cape Coral, Florida
FY 2016 – 2018 Adopted Operating Budget

ALL FUNDS REVENUES

Fund	FY 2014 Actual¹	FY 2015 Adopted Budget²	FY 2015 Amended Budget²	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
General Fund	\$ 133,909,837	\$ 170,906,563	\$ 188,535,208	\$ 195,141,979	\$ 192,225,233	\$ 193,620,918
Special Revenue Funds						
Additional Five Cent Gas Tax	3,340,634	3,123,923	3,123,817	3,593,372	3,735,107	3,882,511
Six Cent Gas Tax	4,458,564	5,997,760	6,619,792	6,705,906	8,101,302	9,374,608
Road Impact Fee	3,380,024	2,370,045	4,091,059	2,442,622	2,591,492	3,929,534
Police Protection Impact Fee	379,563	781,032	799,023	1,282,052	1,748,366	2,259,779
Advanced Life Support (ALS) Impact Fee	22,705	121,588	122,518	151,144	179,662	209,559
Do The Right Thing	11,382	12,000	19,621	12,000	12,000	12,000
Confiscation/State	24,610	129,925	144,855	184,161	110,923	71,873
Confiscation/Federal	55,470	526,331	528,843	481,964	384,594	305,346
Criminal Justice Education (Police Training)	14,487	28,491	26,896	21,149	22,000	23,000
Police Evidence Fund (not budgeted)	23,123	-	-	-	-	-
Seawall Assessments	37,427	243,325	246,936	249,717	11,828	-
Fire Capital Improvement Impact Fee	367,372	606,337	566,907	696,300	821,935	970,183
Park Recreational Facility Impact Fee	642,326	807,300	1,051,410	791,823	869,880	955,732
Community Redevelopment Agency (CRA) ³	471,164	2,387,751	2,605,667	2,787,690	3,223,644	3,905,935
City Centrum Business Park	1,055	115,730	110,475	64,911	12,849	-
All Hazards	809,408	1,684,683	1,871,969	1,861,643	1,897,598	2,025,391
Alarm Fee	111,163	134,754	142,606	149,415	150,118	152,654
Del Prado Mall Parking Lot Maintenance	140,758	193,996	210,925	214,920	217,172	122,523
Lot Mowing Program	3,053,851	5,008,614	5,159,572	5,360,084	5,238,651	4,921,835
Parks & Recreation Programs	6,410,623	8,037,262	8,230,520	8,592,920	8,714,068	8,830,230
HUD Neighborhood Stabilization (NSP) ⁴	950,097	-	524,580	-	-	-
Building Fund	4,026,289	3,920,249	4,969,937	7,139,213	8,257,265	9,548,202
Waterpark Fund	2,503,037	2,603,955	3,271,800	2,963,433	2,900,869	2,881,423
Community Development Block Grant (CDBG) ⁴	875,246	859,788	1,166,923	941,514	917,441	917,441
Residential Construction Mitigation Grant ⁴	-	-	233,000	-	-	-
Local Housing Assistance (SHIP) ⁴	329,835	-	1,032,714	-	-	-
Special Revenue	32,440,213	39,694,839	46,872,365	46,687,953	50,118,764	55,299,759
Debt Service Fund	46,221,984	27,344,549	91,433,698	28,940,439	28,838,462	27,371,469
Capital Projects Funds⁴						
Academic Village	1,317	-	167,535	-	-	-
Fire Station Construction	2,251	-	232,677	331,569	2,269,610	274,230
Charley Disaster Improvement	608	-	-	-	-	-
Parks Capital Projects	38,583	-	3,453,613	-	-	-
Transportation Capital Projects	5,419,037	8,681,280	12,284,001	9,677,092	8,963,900	7,975,384
Public Works Capital Projects	6,635	-	1,294,867	325,000	-	-
Fleet Maintenance Facility Construction	-	525,000	525,000	-	4,700,000	-
Computer System Replacement	1,407	250,000	461,953	-	-	-
Capital Projects Total	5,469,838	9,456,280	18,419,646	10,333,661	15,933,510	8,249,614

City of Cape Coral, Florida
FY 2016 – 2018 Adopted Operating Budget

ALL FUNDS REVENUES continued

Fund	FY 2014 Actual¹	FY 2015 Adopted Budget²	FY 2015 Amended Budget²	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Enterprise Funds						
Water & Sewer	104,920,298	126,775,715	132,858,589	119,441,413	128,161,499	137,801,905
Water & Sewer Capital Projects ^{4,5}	17,282,792	15,751,071	24,052,856	16,369,023	15,173,168	22,189,987
Water & Sewer Utility Extension ^{4,6}	42,728,333	87,985,550	87,985,550	97,964,871	94,486,213	94,821,604
Water & Sewer Utility Impact, CIAC, CFEC	10,477,740	27,613,880	29,289,731	26,068,825	39,486,026	36,595,432
Stormwater Utility	12,446,711	16,518,880	17,540,232	15,927,099	17,334,431	20,747,709
Stormwater Utility Capital Projects ⁴	26,661	2,500,000	2,546,161	2,500,000	2,500,000	2,500,000
Yacht Basin	996,437	1,284,711	1,245,657	1,332,227	1,163,886	1,015,047
Golf Course	2,430,589	2,702,188	2,718,721	2,835,071	2,753,694	2,872,160
Charter School Authority ^{3,7}	22,870,273	25,682,229	26,124,392	27,544,294	27,544,294	27,544,294
Enterprise Total	214,179,834	306,814,224	324,361,889	309,982,823	328,603,211	346,088,138
Internal Service Fund						
Workers Compensation Insurance	3,423,021	9,080,660	9,008,196	10,179,396	10,699,521	11,160,173
Property Liability Insurance	3,721,734	4,558,652	5,459,118	5,465,902	5,105,776	4,737,005
Self Insurance	-	-	-	13,776,908	18,372,466	20,214,190
Facilities Management	3,687,199	3,664,550	4,311,289	4,250,912	4,649,442	4,624,064
Fleet Maintenance	3,578,328	3,359,112	4,672,778	4,609,971	4,453,448	4,464,684
Internal Service Fund Total	14,410,282	20,662,974	23,451,381	38,283,089	43,280,653	45,200,116
Total All Funds	\$ 446,631,988	\$ 574,879,429	\$ 693,074,187	\$ 629,369,944	\$ 658,999,833	\$ 675,830,014

Notes:

¹ FY 2014 Actual is presented on budgetary basis.

² FY 2015 Budget was adopted through Ordinance 33-14 and has been amended through Ordinance 13-15 and Ordinance 55-15.

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

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

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

⁶ Includes construction and special assessments for utility extension areas such as Pine Island Rd Water, Wastewater, and Irrigation Southwest Areas I-III Water, Wastewater, and Irrigation; Southeast 1, Southwest 4, Southwest 5 and North Central Loop Water, Wastewater, & Irrigation; Southwest 6/7 Construction was authorized in FY 2013. North 1 and North 2 are included in FY 2015 - 2018.

⁷ The Charter School System has not prepared a multi-year budget so FY 2016 is being used for FY 2017 and FY 2018.

City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget
Fund Balance Projections

	General	% Chg	Transportation Capital Improvements	% Chg	Community Redevelopment Agency	% Chg	Debt Service Fund	% Chg	Other Governmental Funds	% Chg
October 1, 2014 Fund Balance	<u>\$ 36,368,822</u>		<u>\$ 19,116,477</u>		<u>\$ 1,790,470</u>		<u>\$ 11,134,185</u>		<u>\$ 15,229,316</u>	
FY 2015 Amended Revenues	\$ 149,915,470		\$ 11,323,410		\$ 819,004		\$ 20,361,609		\$ 31,982,055	
FY 2015 Amended Budget Expenditures	<u>144,670,498</u>		<u>(11,323,410)</u>		<u>1,109,166</u>		<u>20,361,609</u>		<u>33,370,548</u>	
Net Gain (Loss) to Fund Balance	\$ 5,244,972		\$ -		\$ (290,162)		\$ -		\$ (1,388,493)	
September 30, 2015 Year End Balance (Projected)	<u>\$ 41,613,794</u>	14%	<u>\$ 19,116,477</u>	0%	<u>\$ 1,500,308</u>	-16%	<u>\$ 11,134,185</u>	0%	<u>\$ 13,840,823</u>	-9%
FY 2016 Proposed Budget Revenues	\$ 154,451,339		\$ 9,181,092		\$ 1,247,660		\$ 23,183,464		\$ 39,351,008	
FY 2016 Proposed Budget Expenditures	<u>161,385,998</u>		<u>9,181,092</u>		<u>1,102,106</u>		<u>23,183,464</u>		<u>37,815,901</u>	
Net Gain (Loss) to Fund Balance	\$ (6,934,659)		\$ -		\$ 145,554		\$ -		\$ 1,535,107	
September 30, 2016 Year End Balance (Projected)	<u>\$ 34,679,135</u>	-78%	<u>\$ 19,116,477</u>	108%	<u>\$ 1,645,862</u>	32%	<u>\$ 11,134,185</u>	-52%	<u>\$ 15,375,930</u>	-61%
FY 2017 Proposed Budget Revenues	\$ 164,083,399		\$ 8,963,900		\$ 1,538,060		\$ 24,997,576		\$ 37,714,799	
FY 2017 Proposed Budget Expenditures	<u>168,150,452</u>		<u>8,963,900</u>		<u>1,167,070</u>		<u>24,997,576</u>		<u>35,503,660</u>	
Net Gain (Loss) to Fund Balance	\$ (4,067,053)		\$ -		\$ 370,990		\$ -		\$ 2,211,139	
September 30, 2017 Year End Balance (Projected)	<u>\$ 30,612,082</u>	-81%	<u>\$ 19,116,477</u>	113%	<u>\$ 2,016,852</u>	31%	<u>\$ 11,134,185</u>	-55%	<u>\$ 17,587,069</u>	-53%
FY 2018 Proposed Budget Revenues	\$ 169,164,983		\$ 7,975,384		\$ 1,849,361		\$ 25,627,373		\$ 37,998,299	
FY 2018 Proposed Budget Expenditures	<u>170,862,286</u>		<u>7,975,384</u>		<u>788,660</u>		<u>25,627,373</u>		<u>33,814,665</u>	
Net Gain (Loss) to Fund Balance	\$ (1,697,303)		\$ -		\$ 1,060,701		\$ -		\$ 4,183,634	
September 30, 2018 Year End Balance (Projected)	<u>\$ 28,914,779</u>	-83%	<u>\$ 19,116,477</u>	140%	<u>\$ 3,077,553</u>	66%	<u>\$ 11,134,185</u>	-57%	<u>\$ 21,770,703</u>	-43%

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

Changes in Fund Balances - Governmental Funds

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

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

City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

Staffing Summary

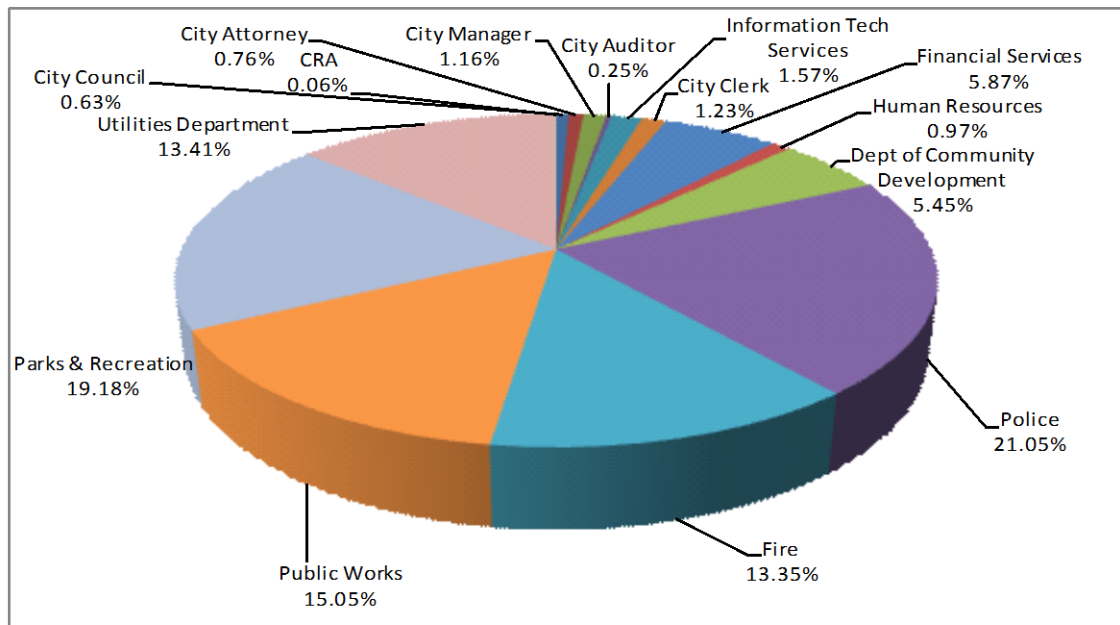
Fund/Department	FULL-TIME EQUIVALENTS					
	FUND LEVEL					
	FY 2014 Amended	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted	FY 2017 Proposed	FY 2018 Proposed
	Total	Total	Total	Total	Total	Total
General Fund:						
City Council	10.00	10.00	10.00	11.00	11.00	11.00
City Attorney	10.00	12.00	12.00	12.00	13.00	14.00
City Manager	9.50	10.50	10.50	11.50	11.50	11.50
City Auditor	4.00	4.00	5.00	5.00	5.00	5.00
Information Tech Services	24.00	25.00	25.00	25.00	25.00	25.00
City Clerk	18.50	19.50	20.00	20.00	20.00	20.00
Financial Services	34.00	35.00	36.00	37.00	37.00	37.00
Human Resources	15.40	15.40	15.40	15.40	15.40	15.40
Dept of Community Developme	51.25	52.25	54.25	54.50	54.50	54.50
Police	332.36	332.36	332.36	337.36	340.36	341.36
Fire	203.07	209.07	207.07	207.07	216.07	217.07
Public Works	66.00	68.00	67.00	68.00	70.00	72.00
Parks & Recreation	65.20	64.20	64.60	64.60	64.60	64.60
Total General Fund	843.28	857.28	859.18	868.43	883.43	888.43
Alarm Fee Fund	2.00	2.00	2.00	2.00	2.00	2.00
Parks & Recreation Programs	132.02	144.12	144.12	144.12	144.12	145.12
All Hazards	2.50	3.00	3.00	4.00	4.00	4.00
Lot Mowing Fund	3.50	3.50	3.50	3.50	3.50	3.50
CRA Fund	1.00	1.00	1.00	1.00	1.00	1.00
CDBG/SHIP/NSP Funds	1.75	1.75	1.75	1.50	1.50	1.50
Transportation Capital Projects	16.00	16.00	16.00	16.00	16.00	16.00
Water & Sewer Utility Fund	262.05	273.15	275.15	285.15	293.15	295.15
Stormwater Utility Fund	96.00	96.00	96.00	96.00	96.00	96.00
Yacht Basin Fund	2.55	2.55	2.55	2.55	2.55	2.55
Building Fund	29.00	32.50	36.45	36.45	36.45	36.45
Golf Course Fund	32.00	32.00	32.00	32.00	32.00	32.00
Waterpark Fund	61.67	61.67	61.67	61.67	61.67	61.67
Internal Service/HR	-	-	1.00	1.00	1.00	1.00
Internal Service/Facilities	34.50	35.50	35.50	37.50	39.50	41.50
Internal Service/Fleet	21.00	22.00	22.00	23.00	24.00	24.00
Workers' Comp & Property/Liab Fu	3.00	4.00	4.00	4.00	4.00	4.00
Total All Funds	1,543.82	1,588.02	1,596.87	1,619.87	1,645.87	1,655.87

City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

DEPARTMENTAL BASIS

Department	FY 2014 Amended Total	FY 2015 Adopted Total	FY 2015 Amended Total	FY 2016 Adopted Total	FY 2017 Proposed Total	FY 2018 Proposed Total
City Council	10.00	10.00	10.00	11.00	11.00	11.00
City Attorney	10.00	12.00	12.00	12.00	13.00	14.00
City Manager	17.50	18.50	18.50	19.50	19.50	19.50
City Auditor	4.00	4.00	5.00	5.00	5.00	5.00
Information Tech Services	24.00	25.00	25.00	25.00	25.00	25.00
City Clerk	18.50	19.50	20.00	20.00	20.00	20.00
Financial Services	86.25	93.25	96.25	97.25	97.25	97.25
Human Resources	15.40	15.40	16.40	16.40	16.40	16.40
Dept of Community Development	82.00	86.50	92.45	92.45	92.45	92.45
Police	334.36	334.36	334.36	339.36	342.36	343.36
Fire	205.57	212.07	210.07	211.07	220.07	221.07
Public Works	235.00	239.00	238.00	242.00	247.00	251.00
Parks & Recreation	293.44	304.54	304.94	304.94	304.94	305.94
Utilities Department	206.80	212.90	212.90	222.90	230.90	232.90
Subtotal City Departments	1,542.82	1,587.02	1,595.87	1,618.87	1,644.87	1,654.87
CRA	1.00	1.00	1.00	1.00	1.00	1.00
Total City	1,543.82	1,588.02	1,596.87	1,619.87	1,645.87	1,655.87

STAFFING BY DEPARTMENT



City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

STAFFING CHANGES

FUNDED POSITION SUMMARY

FY 2016	Fund	Dept	Position	FTE
General		Police	Reinstate Police Lt	1
General		Police	Reinstate Traffic Officer	3
General		Police	Reinstate Officer	1
General		City Manager	Reinstate Administrative Specialist I	1
General		City Council	Reinstate Administrative Support Staff Position	1
			Subtotal General Fund Operations Positions	7
General*		Finance	Contract Specialist	1
General*		Public Works	Reinstate Project Manager/Prof Engineer	1
			Subtotal General Fund CIP Positions	2
			TOTAL GENERAL FUND POSITIONS	9
All Hazards		Fire	Emergency Mgt Division Manager	1
IS Facilities		Public Works	Laborer	1
IS Facilities		Public Works	Project Manager	1
IS Fleet		Public Works	Reinstate Fuel Technician	1
Water & Sewer		Utilities	Project Manager I	1
Water & Sewer		Utilities	Code Compliance Officer - Admin	1
Water & Sewer		Utilities	Chief Engineering Inspector - UCD	1
Water & Sewer		Utilities	Laborer - UCD	2
Water & Sewer		Utilities	Equipment Operator I - UCD	1
Water & Sewer		Utilities	Equipment Operator II - UCD	1
Water & Sewer		Utilities	Field Service Representative II - UCD	2
Water & Sewer		Utilities	Reinstate Plant Electrician - WR	1
			TOTAL CHANGE	23

*Funding tied to and part of capital funding requirements.

FY 2017	Fund	Dept	Position	FTE
General		Police	Reinstate 2 Officers and 1 LT.	3
General		Public Works	Resinstate Equipment Op VII	2
General		City Attorney	Paralegal	1
			Subtotal General Fund Operations Positions	6
General*		Fire	Firefighters for New Station #11	9
			Subtotal General Fund CIP Positions	9
			TOTAL GENERAL FUND POSITIONS	15
IS Facilities		Public Works	Alarm Technician	1
IS Facilities		Public Works	Electrical Specialist	1
IS Fleet		Public Works	Reinstate Fleet Technician III	1
Water & Sewer		Utilities	Engineering Inspector I - Admin	1
Water & Sewer		Utilities	Laborer - UCD	2
Water & Sewer		Utilities	Equipment Operator I - UCD	1
Water & Sewer		Utilities	Equipment Operator II - UCD	1
Water & Sewer		Utilities	Laborer - WR	1
Water & Sewer		Utilities	Maintenance Mechanic - WR	1
Water & Sewer		Utilities	Reinstate Wastewater Oper C - WR	1
			TOTAL CHANGE	26

City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

*Funding tied to and part of capital funding requirements.

FUNDED POSITION SUMMARY

FY 2018	Fund	Dept	Position	FTE
General		Public Works	Equipment Operator II	1
General		Public Works	Equipment Operator I	1
General		City Attorney	Assistant City Attorney	1
General		Police	Deputy Chief of Police	1
General		Fire	Fire Training Lieutenant	1
TOTAL GENERAL FUND POSITIONS				5
Special Revenue		Parks & Rec	Environmental Recreation Supervisor	1
IS Facilities		Public Works	Customer Service Representative	1
IS Facilities		Public Works	Custodial Specialist	1
Water & Sewer		Utilities	Maintenance Mechanic - WR	1
Water & Sewer		Utilities	Lift Station Inspector - WR	1
TOTAL CHANGE				10

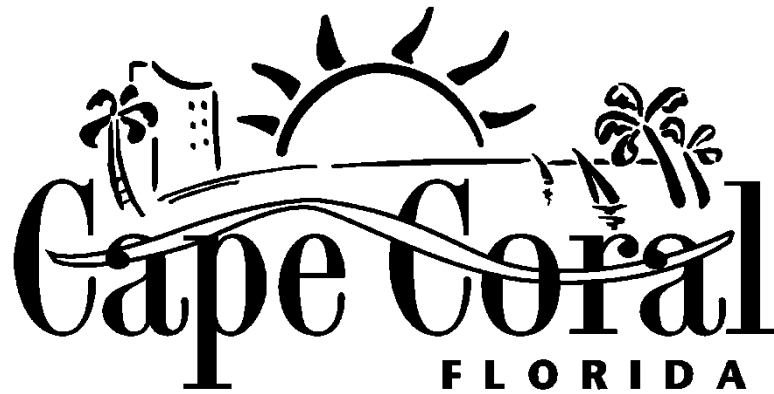
City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

UNFUNDED POSITION REQUESTS

Fiscal Year	Fund	Dept	Position Request
2016	General Fund	DCD	Add Planning Intern
2016	General Fund	DCD	Zoning Inspector
2016	General	Finance	Reinstate Accountant
2016	General	Finance	Reinstate Mgt/Budget Analyst as Asst Mgt/Budget Administrator
2016	General	Fire	Add Accounts Coordinator
2016	General	Fire	Reinstate Ten (10) Firefighter Positions
2016	General	Fire	Reinstate Fire Inspector
2016	General	Fire	Add Training Lieutenant
2016	General Fund	HR	Add Benefits Coordinator
2016	Enterprise -CG	Parks & Rec	New Position - Contract Grounds Maintenance II
2016	Special Revenue	Parks & Rec	Reinstate Position - Recreation Specialist I - Art Studio
2016	Special Revenue	Parks & Rec	New Position - Recreation Specialist II - Special Populations
2016	General	Parks & Rec	New Position - Grounds Keeper I - Parks Maintenance support Special Events
2016	Internal Service - Facilities	Public Works	Reinstate Position - Custodian
2016	Internal Service - Facilities	Public Works	Reinstate Position - Electrical Specialist
2016	Enterprise - SW	Public Works	New Position - Engineering Inspector I Planning & Permitting
Total Unfunded Positions: 20			
2017	General Fund	DCD	Reinstate Code Compliance Officer
2017	General Fund	DCD	Reinstate CSR I - Code
2017	General Fund	DCD	Reinstate Planner III
2017	General	Finance	New Accounts Payable Specialist III
2017	General	Finance	Reinstate Payroll Specialist III
2017	General	Fire	Add Training Lieutenant
2017	General Fund	Police	Add of 1 CSR position
2017	Lot Mow ing	Public Works	New Position Equipment Operator II
2017	Lot Mow ing	Public Works	New Position Equipment Operator I
2017	Lot Mow ing	Public Works	New Position Labor
2017	General	Public Works	New Position - Project Manager Design and Construction
Total Unfunded Positions: 11			
2018	General Fund	DCD	Reinstate Code Compliance Officer
2018	General Fund	DCD	Reinstate CSR I - Code
2018	General	Finance	Reinstate Contract Specialist
2018	General	Finance	Reinstate Grant Writer
2018	General	Fire	Reinstate Fire Inspector
2018	General	Fire	Add Public Education Specialist/PIO
2018	General Fund	Police	Reinstate 6 Police Officers
2018	General	Public Works	New Position Labor For Sidewalk Repair Crew
2018	General	Public Works	New Position Registered Surveyor I
2018	General	Public Works	New Position GIS/Survey Tech II
Total Unfunded Positions: 15			

TOTAL UNFUNDED FOR FY 2016 - 2018: 46 POSITIONS

City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget



City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

FULL COST ALLOCATION

A cost allocation plan (CAP) distributes central service overhead costs to operating departments. Central services are those administrative functions that mainly provide services to other governmental departments and not to the public. Examples include the Offices of the City Manager, City Attorney and City Auditor, as well as, Financial Services and Information Technology Services, etc. The allocated costs have been incorporated into the adopted budget for FY 2016 and the proposed budgets for FY 2017 – 2018.

**Cost Allocation Plans
Are Prepared for a Number of Reasons**

Principally, these include:

Claiming indirect costs associated with Federal programs.

Charging Enterprise Funds for services provided by the General Fund.

Determine the full costs of departments providing user fee related services to the public.

Obtaining management information related to how the agency carries out its programs.

As the above indicates, most agencies prepare CAP's to recover general fund dollars. This has become increasingly important in view of the limitations on taxes and the general need for additional local revenues. However, in the process of preparing a CAP, considerable valuable management information is also developed. In an effort to manage programs better, more agencies are utilizing this information.

Methodology

This cost allocation plan was prepared in accordance with Office of Management and Budget Circular A-87. Direct costs charged to programs have not been included as indirect costs.

Estimated budgeted City expenditures for FY 2016 were utilized for the allocation. The costs of the following services were allocated:

City Council	City Manager
City Attorney	City Auditor
City Clerk	Financial Services
Human Resources	Informational Technology Services

A basis of allocation for each of the departments listed above was established. As the plan is based on a proposed budget for the upcoming year and estimated activity, the plan is updated at fiscal year-end based on actual data and adjustments are made to the calculated allocation.

City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

Additionally, the General Fund receives reimbursement from other funds/agencies based on varying formulas as summarized below:

Charter School: The reimbursable costs are for the services supporting the system which includes one full time Accountant as well as accounting, purchasing, legal, recruitment and employee services. Beginning in FY 2011, the City is being reimbursed on a per pupil basis similar to the fee structure used by the Lee County School District.

Road Impact Fees: In accordance with Section 2-24.29 of the Code of Ordinances, an administrative charge of 3% of the road impact fees collected is charged by the General Fund.

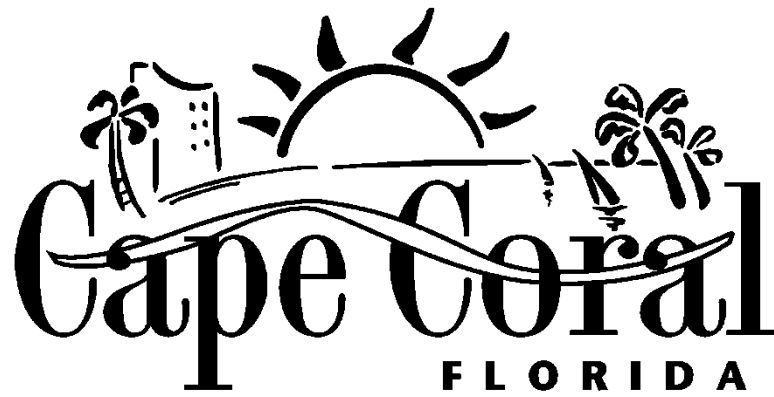
The following table summarizes the calculated charges through the full cost allocation of general administrative and overhead costs for FY 2014 - 2018.

Reimbursement to the General Fund FY 2014 - FY 2018

Fund Name	FY 2014 Estimated Allocation	FY 2014 Actual Allocation	FY 2015 Estimated Allocation	FY 2016 Estimated Allocation	FY 2017 Projected Allocation	FY 2018 Projected Allocation
Water & Sewer Fund	2,156,460	2,156,460	2,618,066	2,729,522	2,811,408	2,895,750
Stormwater Fund	1,173,709	1,173,709	1,033,512	1,126,155	1,159,940	1,194,738
Building Fund	572,442	572,442	675,151	720,571	742,189	764,455
Waterpark Fund	273,587	273,587	272,713	318,609	328,167	338,012
Golf Course Fund	322,407	322,407	299,310	332,339	342,309	352,578
Yacht Basin Fund	45,955	45,955	69,735	77,570	79,897	82,294
CDBG Fund	22,315	22,315	28,702	18,547	19,103	19,676
Total Charge Back for Central Service	4,566,875	4,566,875	4,997,189	5,323,314	5,483,013	5,647,503

Note: Differences are due to rounding.

City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget



City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

Summary of Allocated Costs by Function

Total General Fund Amount to Charge Back

\$5,323,314

Departments/Amounts to be Allocated		FY 2016 Basis of Allocation		Amount Allocated to Other Funds	General Fund Portion
Human Resources	\$6,952,655	Human Resources Allocation		\$1,784,577	\$5,168,078
Administration	\$423,082	# of FTE	1,611.47		
		% of Total FTE			
		Amount of Allocation		\$134,836	\$288,246
Employee Benefits	\$299,696	# of FTE	1,611.47		
		% of Total FTE			
		Amount of Allocation		\$95,513	\$204,183
Retiree Health Care Costs	\$5,535,734	# of Retirees	602.00		
		% of Total Retirees			
		Amount of Allocation		\$1,333,005	\$4,202,729
Compensation & Classification	\$189,452	# of FTE	1,611.47		
		% of Total FTE			
		Amount of Allocation		\$60,378	\$129,074
Employee Development	\$120,954	# of FTE	1,611.47		
		% of Total FTE			
		Amount of Allocation		\$38,548	\$82,406
Recruitment	\$290,447	# of FTE	1,611.47		
		% of Total FTE			
		Amount of Allocation		\$92,565	\$197,882
Employee/Labor Relations	\$93,290	# of FTE	1,611.47		
		% of Total FTE			
		Amount of Allocation		\$29,732	\$63,558
Financial Services	\$2,709,360	Financial Services Allocation		\$916,907	\$1,792,453
Administration	\$479,806	# of FTE	1,611.47		
		% of Total FTE			
		Amount of Allocation		\$152,914	\$326,892
Accounting & Debt Management	\$495,274	# of Accounting Transactions Processed	58,574.00		
		% of Total Accounting Transactions			
		Amount of Allocation		\$121,194	\$374,080
Treasury (Cashier)	\$24,154	# of Cashier Transactions Processed	4,286,385.00		
	\$217,387	# of Rec Trac Transactions Processed	290,484.00		
		% of Total Cashier/Rec Trac Transactions			
		Amount of Allocation		\$181,982	\$59,559
Payroll Services	\$207,898	# of FTE	1,611.47		
		% of Total FTE			
		Amount of Allocation		\$66,257	\$141,641
Accounts Payable	\$264,342	\$ Amount of A/P Transactions Processed	116,633,626.16		
		% of Total A/P Transactions			
		Amount of Allocation		\$50,463	\$213,879
Management/Budget	\$377,751	% of Budget Expenditures	238,349,963.00		
		% of Total Budget Expenditures			
		Amount of Allocation		\$101,011	\$276,740
Procurement	\$642,748	# of Purchase Orders Processed	4,357.00		
		% of Total Purchase Orders Processed			
		Amount of Allocation		\$243,087	\$399,661
City Clerk	\$846,299	City Clerk Allocation		\$345,646	\$500,653
Administration	\$454,790	# of FTE	1,611.47		
		% of Total FTE			
		Amount of Allocation		\$144,942	\$309,848
Communications	\$83,474	# of FTE	1,611.47		
		% of Total FTE			
		Amount of Allocation		\$26,603	\$56,871
Records Management	\$182,296	# of Files Imaged	445,803.00		
		% of Total Files Imaged			
		Amount of Allocation		\$144,980	\$37,316
Citizen's Action Center	\$125,739	# of Complaints/Inquiries	13,489.00		
		% of Total Complaints/Inquiries			
		Amount of Allocation		\$29,121	\$96,618

City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

Summary of Allocated Costs by Function

Total General Fund Amount to Charge Back

\$5,323,314

Departments/Amounts to be Allocated		FY 2015 Basis of Allocation		Amount Allocated to Other Funds	General Fund Portion
City Manager	\$1,241,399	City Manager Allocation		\$395,634	\$845,765
Administration	\$865,017	# of FTE	1,611.47		
		% of Total FTE			
		Amount of Allocation		\$275,681	\$589,336
Public Information	\$376,382	# of FTE	1,611.47		
		% of Total FTE			
		Amount of Allocation		\$119,953	\$256,429
ITS	\$5,126,899	ITS Allocation		\$814,431	\$4,312,468
Administration	\$245,866	# of Computers	998.00		
		% of Total # of Computers			
		Amount of Allocation		\$34,987	\$210,879
Business Applications	\$1,353,493	# of Computers	998.00		
		% of Total # of Computers			
		Amount of Allocation		\$192,602	\$1,160,891
Network Administration	\$3,218,122	# of Computers	998.00		
		% of Total # of Computers			
		Amount of Allocation		\$457,939	\$2,760,183
Telecommunications	\$0	# of Communication Devices	606.00		
		% of Total # of Communication Devices			
		Amount of Allocation		\$0	\$0
GIS	\$309,418	# of Mapping & Analysis Requests	204.00		
		% of Total # of Mapping & Analysis Requests			
		Amount of Allocation		\$128,904	\$180,514
City Auditor	\$674,735	# of Internal Audit Hours	4,850.50		
		% of Total Internal Audit Hours			
		Amount of Allocation		\$128,604	\$546,131
City Council	\$535,262	# of Council Agenda Items	380.00		
		% of Total Council Agenda Items			
		Amount of Allocation		\$46,514	\$488,748
City Attorney	\$1,313,842	# of FTE	1,611.47		
		% of Total FTE			
		Amount of Allocation		\$418,721	\$895,121
Department Overhead	\$2,044,635	% of Overhead Allocation Total Allotted For Each Fund			
		Amount of Allocation		\$760,932	\$1,283,703
Adjustment		FY 2014 True Up		(\$288,654)	
Total General Fund Allocations	\$21,445,086			\$5,323,314	\$15,833,118

Notes:

The amounts listed above are related to the total estimated cost of the function budgeted within the General Fund. The actual allocated amount varies by fund. For recreation funds (Waterpark, Golf Course and Yacht Basin), Rec Trac transactions were used as the basis of allocation with only 10% of the costs being allocated to these funds. Beginning in FY 2010, the Water & Sewer Fund began funding 1 cashier position directly; as such only the cost of the Cashier Supervisor and Accounting Assistant is being allocated to the fund. Only 28% of Records Management, in the City Clerk's Office, is allocated. All estimates preceded the adoption of the final budget and will vary from the final adopted amounts for budget, FTE, etc. A true-up will follow at year-end and will be applied to the FY 2018 estimated amounts. Differences are due to rounding.

City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

Summary of Allocated Costs by Fund

Departments/Amounts to be Allocated		FY 2015 Basis of Allocation	Water & Sewer	Stormwater	Building	Waterpark
Human Resources	\$6,952,655	Human Resources Allocation	\$1,004,762	\$286,503	\$315,412	\$54,268
Financial Services	\$2,709,360	Financial Services Allocation	\$592,465	\$134,166	\$30,140	\$70,052
City Clerk	\$846,299	City Clerk Allocation	\$149,499	\$42,768	\$120,706	\$20,616
City Manager	\$1,241,399	City Manager Allocation	\$219,728	\$73,987	\$26,566	\$47,546
ITS	\$5,126,899	ITS Allocation	\$418,532	\$190,051	\$138,404	\$28,905
City Auditor	\$674,735	City Auditor Allocation	\$128,604	\$0	\$0	\$0
City Council	\$535,262	City Council Allocation	\$26,763	\$8,457	\$0	\$0
City Attorney	\$1,313,842	City Attorney Allocation	\$232,550	\$78,305	\$28,116	\$50,320
Department Overhead	\$1,806,992	Amount of Allocation	\$0	\$471,430	\$98,159	\$79,828
Adjustment		FY 2014 True Up	(\$43,382)	(\$159,512)	(\$36,931)	(\$32,926)
Total General Fund Allocations	\$21,207,443		\$2,729,522	\$1,126,155	\$720,571	\$318,609

City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

Summary of Allocated Costs by Fund

Departments/Amounts to be Allocated		FY 2015 Basis of Allocation	Golf Course	Yacht Basin	CDBG	Allocation
Human Resources	\$6,952,655	Human Resources Allocation	\$101,822	\$20,535	\$1,275	\$1,784,577
Financial Services	\$2,709,360	Financial Services Allocation	\$61,703	\$21,441	\$6,940	\$916,907
City Clerk	\$846,299	City Clerk Allocation	\$10,711	\$861	\$484	\$345,646
City Manager	\$1,241,399	City Manager Allocation	\$24,704	\$1,986	\$1,117	\$395,634
ITS	\$5,126,899	ITS Allocation	\$19,270	\$9,635	\$9,635	\$814,431
City Auditor	\$674,735	City Auditor Allocation	\$0	\$0	\$0	\$128,604
City Council	\$535,262	City Council Allocation	\$7,065	\$0	\$4,229	\$46,514
City Attorney	\$1,313,842	City Attorney Allocation	\$26,145	\$2,102	\$1,182	\$418,721
Department Overhead	\$1,806,992	Amount of Allocation	\$94,937	\$13,683	\$2,895	\$760,932
Adjustment		FY 2014 True Up	(\$14,019)	\$7,327	(\$9,211)	(\$288,654)
Total General Fund Allocations	\$21,207,443		\$332,339	\$77,570	\$18,547	\$5,323,314

Note: Differences are due to rounding.

City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

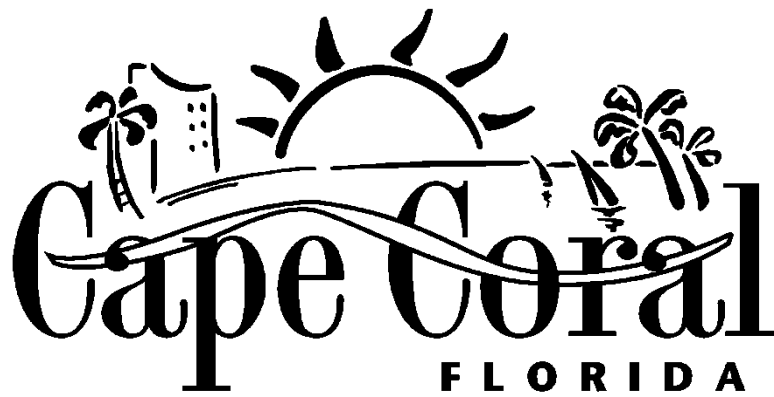
Departmental Overhead Allocations

Total Administrative Overhead Costs Allocated

\$760,932

Departments/Amounts to be Allocated			
Public Works Administrative Cost		\$1,063,172	
Stormwater Fund		% of Total Public Works FTE	44.34%
		Overhead Costs Allocated	\$471,430
Parks & Recreation Administrative Cost		\$722,820	
Waterpark Fund		% of Total Parks & Recreation Budget	11.04%
		Overhead Costs Allocated	\$79,828
Golf Course Fund		% of Total Parks & Recreation Budget	13.13%
		Overhead Costs Allocated	\$94,937
Yacht Basin Fund		% of Total Parks & Recreation Budget	1.89%
		Overhead Costs Allocated	\$13,683
DCD Administrative Cost		\$258,643	
Building Fund		% of Total DCD Budget	37.95%
		Overhead Costs Allocated	\$98,159
CDBG Fund		Limitation	10.00%
		% of Total DCD Budget	11.19%
		Overhead Costs Allocated	\$2,895
Total Administrative Cost to be Allocated		\$2,044,635	
Total Overhead Costs Allocated			\$760,932

City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget



City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

General Fund Overhead Allocation to Water & Sewer Fund

Total General Fund Amount to Charge Back

\$2,729,522

Departments/Amounts to be Allocated		FY 2016 Basis of Allocation		W&S Fund
Human Resources	\$6,952,655	Human Resources Allocation		\$1,004,762
Administration	\$423,082	# of FTE % of Total FTE Amount of Allocation	1,611.47 285.15 17.70%	\$74,886
Employee Benefits	\$299,696	# of FTE % of Total FTE Amount of Allocation	1,611.47 285.15 17.70%	\$53,046
Retiree Health Care Costs	\$5,535,734	# of Retirees % of Total Retirees Amount of Allocation	602.00 82.00 13.62%	\$753,967
Compensation & Classification	\$189,452	# of FTE % of Total FTE Amount of Allocation	1,611.47 285.15 17.70%	\$33,533
Employee Development	\$120,954	# of FTE % of Total FTE Amount of Allocation	1,611.47 285.15 17.70%	\$21,409
Recruitment	\$290,447	# of FTE % of Total FTE Amount of Allocation	1,611.47 285.15 17.70%	\$51,409
Employee/Labor Relations	\$93,290	# of FTE % of Total FTE Amount of Allocation	1,611.47 285.15 17.70%	\$16,512
Financial Services	\$2,685,206	Financial Services Allocation		\$592,465
Administration	\$479,806	# of FTE % of Total FTE Amount of Allocation	1,611.47 285.15 17.70%	\$84,926
Accounting & Debt Management	\$495,274	# of Accounting Transactions Processed % of Total Accounting Transactions Amount of Allocation	58,574.00 6498.00 11.09%	\$54,926
Treasury (Cashier)	\$217,387	# of Cashier Transactions Processed % of Total Cashier Transactions Amount of Allocation	4,286,385.00 3,189,163.00 74.40%	\$161,736
Payroll Services	\$207,898	# of FTE % of Total FTE Amount of Allocation	1,611.47 285.15 17.70%	\$36,798
Accounts Payable	\$264,342	\$ Amount of A/P Transactions Processed % of Total A/P Transactions Amount of Allocation	116,633,626.16 15,073,229.24 12.92%	\$34,153
Management/Budget	\$377,751	% of Budget Expenditures % of Total Budget Expenditures Amount of Allocation	238,349,963.00 42,161,287.00 17.69%	\$66,824
Procurement	\$642,748	# of Purchase Orders Processed % of Total Purchase Orders Processed Amount of Allocation	4,357.00 1,038.00 23.82%	\$153,103
City Clerk	\$846,299	City Clerk Allocation		\$149,499
Administration	\$454,790	# of FTE % of Total FTE Amount of Allocation	1,611.47 285.15 17.70%	\$80,498
Communications	\$83,474	# of FTE % of Total FTE Amount of Allocation	1,611.47 285.15 17.70%	\$14,775
Records Management	\$182,296	# of Files Imaged % of Total Files Imaged Amount of Allocation	445,803.00 90,464.00 20.29%	\$36,988
Citizen's Action Center	\$125,739	# of Complaints/Inquiries % of Total Complaints/Inquiries Amount of Allocation	13,489.00 1,850.00 13.71%	\$17,239

City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

General Fund Overhead Allocation to Water & Sewer Fund

Total General Fund Amount to Charge Back

\$2,729,522

Departments/Amounts to be Allocated		FY 2016 Basis of Allocation		W&S Fund
City Manager	\$1,241,399	City Manager Allocation		\$219,728
Administration	\$865,017	# of FTE	1,611.47	285.15
		% of Total FTE		17.70%
		Amount of Allocation		\$153,108
Public Information	\$376,382	# of FTE	1,611.47	285.15
		% of Total FTE		17.70%
		Amount of Allocation		\$66,620
Information Technology Services	\$5,126,899	Information Technology Services Allocation		\$418,532
Administration	\$245,866	# of Computers	998.00	66.00
		% of Total # of Computers		6.61%
		Amount of Allocation		\$16,252
Business Applications	\$1,353,493	# of Computers	998.00	66.00
		% of Total # of Computers		6.61%
		Amount of Allocation		\$89,466
Network Administration	\$3,218,122	# of Computers	998.00	66.00
		% of Total # of Computers		6.61%
		Amount of Allocation		\$212,718
Telecommunications	\$0	# of Communication Devices	606.00	157.00
		% of Total # of Communication Devices		25.91%
		Amount of Allocation		\$0
GIS	\$309,418	# of Mapping & Analysis Requests	204.00	66.00
		% of Total # of Mapping & Analysis Requests		32.35%
		Amount of Allocation		\$100,097
City Auditor	\$674,735	# of Internal Audit Hours	4,850.50	924.50
		% of Total Internal Audit Hours		19.06%
		Amount of Allocation		\$128,604
City Council	\$535,262	# of Council Agenda Items	380.00	19.00
		% of Total Council Agenda Items		5.00%
		Amount of Allocation		\$26,763
City Attorney	\$1,313,842	# of FTE	1,611.47	285.15
		% of Total FTE		17.70%
		Amount of Allocation		\$232,550
Adjustment		FY 2014 True Up		(\$43,382)
Total General Fund Allocations	\$19,376,297			\$2,729,522

Note: Differences are due to rounding.

City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

General Fund Overhead Allocation to Stormwater Fund

Total General Fund Amount to Charge Back

\$1,126,155

Departments/Amounts to be Allocated		FY 2016 Basis of Allocation		Stormwater Fund
Human Resources	\$6,952,655	Human Resources Allocation		\$286,503
Administration	\$423,082	# of FTE	1,611.47	96.00
		% of Total FTE		5.96%
		Amount of Allocation		\$25,216
Employee Benefits	\$299,696	# of FTE	1,611.47	96.00
		% of Total FTE		5.96%
		Amount of Allocation		\$17,862
Retiree Health Care Costs	\$5,535,734	# of Retirees	602.00	22.00
		% of Total Retirees		3.65%
		Amount of Allocation		\$202,054
Compensation & Classification	\$189,452	# of FTE	1,611.47	96.00
		% of Total FTE		5.96%
		Amount of Allocation		\$11,291
Employee Development	\$120,954	# of FTE	1,611.47	96.00
		% of Total FTE		5.96%
		Amount of Allocation		\$7,209
Recruitment	\$290,447	# of FTE	1,611.47	96.00
		% of Total FTE		5.96%
		Amount of Allocation		\$17,311
Employee/Labor Relations	\$93,290	# of FTE	1,611.47	96.00
		% of Total FTE		5.96%
		Amount of Allocation		\$5,560
Financial Services	\$2,685,206	Financial Services Allocation		\$134,166
Administration	\$479,806	# of FTE	1,611.47	96.00
		% of Total FTE		5.96%
		Amount of Allocation		\$28,596
Accounting & Debt Management	\$495,274	# of Accounting Transactions Processed	58,574.00	3826.00
		% of Total Accounting Transactions		6.53%
		Amount of Allocation		\$32,341
Treasury (Cashier)	\$217,387	# of Cashier Transactions Processed	4,286,385.00	2,305.00
		% of Total Cashier Transactions		0.05%
		Amount of Allocation		\$109
Payroll Services	\$207,898	# of FTE	1,611.47	96.00
		% of Total FTE		5.96%
		Amount of Allocation		\$12,391
Accounts Payable	\$264,342	\$ Amount of A/P Transactions Processed	116,633,626.16	4,382,299.02
		% of Total A/P Transactions		3.76%
		Amount of Allocation		\$9,939
Management/Budget	\$377,751	% of Budget Expenditures	238,349,963.00	12,426,145.00
		% of Total Budget Expenditures		5.21%
		Amount of Allocation		\$19,681
Procurement	\$642,748	# of Purchase Orders Processed	4,357.00	211.00
		% of Total Purchase Orders Processed		4.84%
		Amount of Allocation		\$31,109
City Clerk	\$846,299	City Clerk Allocation		\$42,768
Administration	\$454,790	# of FTE	1,611.47	96.00
		% of Total FTE		5.96%
		Amount of Allocation		\$27,105
Communications	\$83,474	# of FTE	1,611.47	96.00
		% of Total FTE		5.96%
		Amount of Allocation		\$4,975
Records Management	\$182,296	# of Files Imaged	445,803.00	0.00
		% of Total Files Imaged		0.00%
		Amount of Allocation		\$0
Citizen's Action Center	\$125,739	# of Complaints/Inquiries	13,489.00	1,146.00
		% of Total Complaints/Inquiries		8.50%
		Amount of Allocation		\$10,688

City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

General Fund Overhead Allocation to Stormwater Fund

Total General Fund Amount to Charge Back

\$1,126,155

Departments/Amounts to be Allocated		FY 2016 Basis of Allocation		Stormwater Fund
City Manager	\$1,241,399	City Manager Allocation		\$73,987
Administration	\$865,017	# of FTE	1,611.47	96.00
		% of Total FTE		5.96%
		Amount of Allocation		\$51,555
Public Information	\$376,382	# of FTE	1,611.47	96.00
		% of Total FTE		5.96%
		Amount of Allocation		\$22,432
Information Technology Services	\$5,126,899	Information Technology Services Allocation		\$190,051
Administration	\$245,866	# of Computers	998.00	34.00
		% of Total # of Computers		3.41%
		Amount of Allocation		\$8,384
Business Applications	\$1,353,493	# of Computers	998.00	34.00
		% of Total # of Computers		3.41%
		Amount of Allocation		\$46,154
Network Administration	\$3,218,122	# of Computers	998.00	34.00
		% of Total # of Computers		3.41%
		Amount of Allocation		\$109,738
Telecommunications	\$0	# of Communication Devices	606.00	33.00
		% of Total # of Communication Devices		5.45%
		Amount of Allocation		\$0
GIS	\$309,418	# of Mapping & Analysis Requests	204.00	17.00
		% of Total # of Mapping & Analysis Requests		8.33%
		Amount of Allocation		\$25,775
City Auditor	\$674,735	# of Internal Audit Hours	4,850.50	0.00
		% of Total Internal Audit Hours		0.00%
		Amount of Allocation		\$0
City Council	\$535,262	# of Council Agenda Items	380.00	6.00
		% of Total Council Agenda Items		1.58%
		Amount of Allocation		\$8,457
City Attorney	\$1,313,842	# of FTE	1,611.47	96.00
		% of Total FTE		5.96%
		Amount of Allocation		\$78,305
Public Works Department Overhead	1,063,172	Please refer to Departmental Overhead Allocations		
		% of Public Works Full Time Employees		44.34%
		Amount of Allocation		\$471,430
Adjustment		FY 2014 True Up		(\$159,512)
Total General Fund Allocations	\$19,376,297			\$1,126,155

Note: Differences are due to rounding.

City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

General Fund Overhead Allocation to Building Fund

Total General Fund Amount to Charge Back

\$720,571

Departments/Amounts to be Allocated		FY 2016 Basis of Allocation		Building Fund
Human Resources	\$6,952,655	Human Resources Allocation		\$315,412
Administration	\$423,082	# of FTE	1,611.47	34.45
		% of Total FTE		2.14%
		Amount of Allocation		\$9,054
Employee Benefits	\$299,696	# of FTE	1,611.47	34.45
		% of Total FTE		2.14%
		Amount of Allocation		\$6,413
Retiree Health Care Costs	\$5,535,734	# of Retirees	602.00	31.00
		% of Total Retirees		5.15%
		Amount of Allocation		\$285,090
Compensation & Classification	\$189,452	# of FTE	1,611.47	34.45
		% of Total FTE		2.14%
		Amount of Allocation		\$4,054
Employee Development	\$120,954	# of FTE	1,611.47	34.45
		% of Total FTE		2.14%
		Amount of Allocation		\$2,588
Recruitment	\$290,447	# of FTE	1,611.47	34.45
		% of Total FTE		2.14%
		Amount of Allocation		\$6,216
Employee/Labor Relations	\$93,290	# of FTE	1,611.47	34.45
		% of Total FTE		2.14%
		Amount of Allocation		\$1,996
Financial Services	\$2,685,206	Financial Services Allocation		\$30,140
Administration	\$479,806	# of FTE	1,611.47	34.45
		% of Total FTE		2.14%
		Amount of Allocation		\$10,268
Accounting & Debt Management	\$495,274	# of Accounting Transactions Processed	58,574.00	725.00
		% of Total Accounting Transactions		1.24%
		Amount of Allocation		\$6,141
Treasury (Cashier)	\$217,387	# of Cashier Transactions Processed	4,286,385.00	56,718.00
		% of Total Cashier Transactions		1.32%
		Amount of Allocation		\$2,870
Payroll Services	\$207,898	# of FTE	1,611.47	34.45
		% of Total FTE		2.14%
		Amount of Allocation		\$4,449
Accounts Payable	\$264,342	\$ Amount of A/P Transactions Processed	116,633,626.16	154,688.65
		% of Total A/P Transactions		0.13%
		Amount of Allocation		\$344
Management/Budget	\$377,751	% of Budget Expenditures	238,349,963.00	2,684,713.00
		% of Total Budget Expenditures		1.13%
		Amount of Allocation		\$4,269
Procurement	\$642,748	# of Purchase Orders Processed	4,357.00	12.00
		% of Total Purchase Orders Processed		0.28%
		Amount of Allocation		\$1,800
City Clerk	\$846,299	City Clerk Allocation		\$120,706
Administration	\$454,790	# of FTE	1,611.47	34.45
		% of Total FTE		2.14%
		Amount of Allocation		\$9,733
Communications	\$83,474	# of FTE	1,611.47	34.45
		% of Total FTE		2.14%
		Amount of Allocation		\$1,786
Records Management	\$182,296	# of Files Imaged	445,803.00	264,094.00
		% of Total Files Imaged		59.24%
		Amount of Allocation		\$107,992
Citizen's Action Center	\$125,739	# of Complaints/Inquiries	13,489.00	128.00
		% of Total Complaints/Inquiries		0.95%
		Amount of Allocation		\$1,195

**City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget**

General Fund Overhead Allocation to Building Fund

Total General Fund Amount to Charge Back

\$720,571

Departments/Amounts to be Allocated		FY 2016 Basis of Allocation		Building Fund
City Manager	\$1,241,399	City Manager Allocation		\$26,566
Administration	\$865,017	# of FTE	1,611.47	34.45
		% of Total FTE		2.14%
		Amount of Allocation		\$18,511
Public Information	\$376,382	# of FTE	1,611.47	34.45
		% of Total FTE		2.14%
		Amount of Allocation		\$8,055
Information Technology Services	\$5,126,899	Information Technology Services Allocation		\$138,404
Administration	\$245,866	# of Computers	998.00	28.00
		% of Total # of Computers		2.81%
		Amount of Allocation		\$6,909
Business Applications	\$1,353,493	# of Computers	998.00	28.00
		% of Total # of Computers		2.81%
		Amount of Allocation		\$38,033
Network Administration	\$3,218,122	# of Computers	998.00	28.00
		% of Total # of Computers		2.81%
		Amount of Allocation		\$90,429
Telecommunications	\$0	# of Communication Devices	606.00	31.00
		% of Total # of Communication Devices		5.12%
		Amount of Allocation		\$0
GIS	\$309,418	# of Mapping & Analysis Requests	204.00	2.00
		% of Total # of Mapping & Analysis Requests		0.98%
		Amount of Allocation		\$3,032
City Auditor	\$674,735	# of Internal Audit Hours	4,850.50	0.00
		% of Total Internal Audit Hours		0.00%
		Amount of Allocation		\$0
City Council	\$535,262	# of Council Agenda Items	380.00	0.00
		% of Total Council Agenda Items		0.00%
		Amount of Allocation		\$0
City Attorney	\$1,313,842	# of FTE	1,611.47	34.45
		% of Total FTE		2.14%
		Amount of Allocation		\$28,116
DCD Department Overhead		Please refer to Departmental Overhead Allocations		
		% of Total DCD Budget		37.95%
		Amount of Allocation		\$98,159
Adjustment		FY 2014 True Up		(\$36,931)
Total General Fund Allocations	\$19,376,297			\$720,571

Note: Differences are due to rounding.

**City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget**

General Fund Overhead Allocation to Waterpark Fund

Total General Fund Amount to Charge Back

\$318,609

Departments/Amounts to be Allocated		FY 2016 Basis of Allocation		Waterpark Fund
Human Resources	\$6,952,655	Human Resources Allocation		\$54,268
Administration	\$423,082	# of FTE	1,611.47	61.67
		% of Total FTE		3.83%
		Amount of Allocation		\$16,204
Employee Benefits	\$299,696	# of FTE	1,611.47	61.67
		% of Total FTE		3.83%
		Amount of Allocation		\$11,478
Retiree Health Care Costs	\$5,535,734	# of Retirees	602.00	0.00
		% of Total Retirees		0.00%
		Amount of Allocation		\$0
Compensation & Classification	\$189,452	# of FTE	1,611.47	61.67
		% of Total FTE		3.83%
		Amount of Allocation		\$7,256
Employee Development	\$120,954	# of FTE	1,611.47	61.67
		% of Total FTE		3.83%
		Amount of Allocation		\$4,633
Recruitment	\$290,447	# of FTE	1,611.47	61.67
		% of Total FTE		3.83%
		Amount of Allocation		\$11,124
Employee/Labor Relations	\$93,290	# of FTE	1,611.47	61.67
		% of Total FTE		3.83%
		Amount of Allocation		\$3,573
Financial Services	\$2,491,973	Financial Services Allocation		\$70,052
Administration	\$479,806	# of FTE	1,611.47	61.67
		% of Total FTE		3.83%
		Amount of Allocation		\$18,377
Accounting & Debt Management	\$495,274	# of Accounting Transactions Processed	58,574.00	1105.00
		% of Total Accounting Transactions		1.89%
		Amount of Allocation		\$9,361
Treasury (Cashier)	\$24,154	# of Rec Trac Transactions Processed	290,484.00	129,330.00
		% of Total Rec Trac Transactions		44.52%
		Amount of Allocation		\$10,753
Payroll Services	\$207,898	# of FTE	1,611.47	61.67
		% of Total FTE		3.83%
		Amount of Allocation		\$7,962
Accounts Payable	\$264,342	\$ Amount of A/P Transactions Processed	116,633,626.16	642,939.68
		% of Total A/P Transactions		0.55%
		Amount of Allocation		\$1,454
Management/Budget	\$377,751	% of Budget Expenditures	238,349,963.00	2,044,371.00
		% of Total Budget Expenditures		0.86%
		Amount of Allocation		\$3,249
Procurement	\$642,748	# of Purchase Orders Processed	4,357.00	128.00
		% of Total Purchase Orders Processed		2.94%
		Amount of Allocation		\$18,897
City Clerk	\$846,299	City Clerk Allocation		\$20,616
Administration	\$454,790	# of FTE	1,611.47	61.67
		% of Total FTE		3.83%
		Amount of Allocation		\$17,418
Communications	\$83,474	# of FTE	1,611.47	61.67
		% of Total FTE		3.83%
		Amount of Allocation		\$3,197
Records Management	\$182,296	# of Files Imaged	445,803.00	0.00
		% of Total Files Imaged		0.00%
		Amount of Allocation		\$0
Citizen's Action Center	\$125,739	# of Complaints/Inquiries	13,489.00	0.00
		% of Total Complaints/Inquiries		0.00%
		Amount of Allocation		\$0

City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

General Fund Overhead Allocation to Waterpark Fund

Total General Fund Amount to Charge Back

\$318,609

Departments/Amounts to be Allocated		FY 2016 Basis of Allocation		Waterpark Fund
City Manager	\$1,241,399	City Manager Allocation		\$47,546
Administration	\$865,017	# of FTE	1,611.47	61.67
		% of Total FTE		3.83%
		Amount of Allocation		\$33,130
Public Information	\$376,382	# of FTE	1,611.47	61.67
		% of Total FTE		3.83%
		Amount of Allocation		\$14,415
Information Technology Services	\$5,126,899	Information Technology Services Allocation		\$28,905
Administration	\$245,866	# of Computers	998.00	6.00
		% of Total # of Computers		0.60%
		Amount of Allocation		\$1,475
Business Applications	\$1,353,493	# of Computers	998.00	6.00
		% of Total # of Computers		0.60%
		Amount of Allocation		\$8,121
Network Administration	\$3,218,122	# of Computers	998.00	6.00
		% of Total # of Computers		0.60%
		Amount of Allocation		\$19,309
Telecommunications	\$0	# of Communication Devices	606.00	8.00
		% of Total # of Communication Devices		1.32%
		Amount of Allocation		\$0
GIS	\$309,418	# of Mapping & Analysis Requests	204.00	0.00
		% of Total # of Mapping & Analysis Requests		0.00%
		Amount of Allocation		\$0
City Auditor	\$674,735	# of Internal Audit Hours	4,850.50	0.00
		% of Total Internal Audit Hours		0.00%
		Amount of Allocation		\$0
City Council	\$535,262	# of Council Agenda Items	380.00	0.00
		% of Total Council Agenda Items		0.00%
		Amount of Allocation		\$0
City Attorney	\$1,313,842	# of FTE	1,611.47	61.67
		% of Total FTE		3.83%
		Amount of Allocation		\$50,320
Parks & Recreation Department Overhead		Please refer to Departmental Overhead Allocations		
		% of Total P&R Budget		11.04%
		Amount of Allocation		\$79,828
Adjustment				
		FY 2014 True Up		(\$32,926)
Total General Fund Allocations	\$19,183,064			\$318,609

Note: Differences are due to rounding.

City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

General Fund Overhead Allocation to Golf Course Fund

Total General Fund Amount to Charge Back

\$332,339

Departments/Amounts to be Allocated		FY 2016 Basis of Allocation		Golf Course Fund
Human Resources	\$6,952,655	Human Resources Allocation		\$101,822
Administration	\$423,082	# of FTE	1,611.47	32.00
		% of Total FTE		1.99%
		Amount of Allocation		\$8,419
Employee Benefits	\$299,696	# of FTE	1,611.47	32.00
		% of Total FTE		1.99%
		Amount of Allocation		\$5,964
Retiree Health Care Costs	\$5,535,734	# of Retirees	602.00	8.00
		% of Total Retirees		1.33%
		Amount of Allocation		\$73,625
Compensation & Classification	\$189,452	# of FTE	1,611.47	32.00
		% of Total FTE		1.99%
		Amount of Allocation		\$3,770
Employee Development	\$120,954	# of FTE	1,611.47	32.00
		% of Total FTE		1.99%
		Amount of Allocation		\$2,407
Recruitment	\$290,447	# of FTE	1,611.47	32.00
		% of Total FTE		1.99%
		Amount of Allocation		\$5,780
Employee/Labor Relations	\$93,290	# of FTE	1,611.47	32.00
		% of Total FTE		1.99%
		Amount of Allocation		\$1,856
Financial Services	\$2,491,973	Financial Services Allocation		\$61,703
Administration	\$479,806	# of FTE	1,611.47	32.00
		% of Total FTE		1.99%
		Amount of Allocation		\$9,548
Accounting & Debt Management	\$495,274	# of Accounting Transactions Processed	58,574.00	1271.00
		% of Total Accounting Transactions		2.17%
		Amount of Allocation		\$10,747
Treasury (Cashier)	\$24,154	# of Rec Trac Transactions Processed	290,484.00	77,220.00
		% of Total Rec Trac Transactions		26.58%
		Amount of Allocation		\$6,420
Payroll Services	\$207,898	# of FTE	1,611.47	32.00
		% of Total FTE		1.99%
		Amount of Allocation		\$4,137
Accounts Payable	\$264,342	\$ Amount of A/P Transactions Processed	116,633,626.16	714,895.87
		% of Total A/P Transactions		0.61%
		Amount of Allocation		\$1,612
Management/Budget	\$377,751	% of Budget Expenditures	238,349,963.00	2,540,417.00
		% of Total Budget Expenditures		1.07%
		Amount of Allocation		\$4,042
Procurement	\$642,748	# of Purchase Orders Processed	4,357.00	171.00
		% of Total Purchase Orders Processed		3.92%
		Amount of Allocation		\$25,196
City Clerk	\$846,299	City Clerk Allocation		\$10,711
Administration	\$454,790	# of FTE	1,611.47	32.00
		% of Total FTE		1.99%
		Amount of Allocation		\$9,050
Communications	\$83,474	# of FTE	1,611.47	32.00
		% of Total FTE		1.99%
		Amount of Allocation		\$1,661
Records Management	\$182,296	# of Files Imaged	445,803.00	0.00
		% of Total Files Imaged		0.00%
		Amount of Allocation		\$0
Citizen's Action Center	\$125,739	# of Complaints/Inquiries	13,489.00	0.00
		% of Total Complaints/Inquiries		0.00%
		Amount of Allocation		\$0

City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

General Fund Overhead Allocation to Golf Course Fund

Total General Fund Amount to Charge Back

\$332,339

Departments/Amounts to be Allocated		FY 2016 Basis of Allocation		Golf Course Fund
City Manager	\$1,241,399	City Manager Allocation		\$24,704
		# of FTE	1,611.47	32.00
Administration	\$865,017	% of Total FTE		1.99%
		Amount of Allocation		\$17,214
Public Information	\$376,382	# of FTE	1,611.47	32.00
		% of Total FTE		1.99%
		Amount of Allocation		\$7,490
Information Technology Services	\$5,126,899	Information Technology Services Allocation		\$19,270
		# of Computers	998.00	4.00
Administration	\$245,866	% of Total # of Computers		0.40%
		Amount of Allocation		\$983
Business Applications	\$1,353,493	# of Computers	998.00	4.00
		% of Total # of Computers		0.40%
		Amount of Allocation		\$5,414
Network Administration	\$3,218,122	# of Computers	998.00	4.00
		% of Total # of Computers		0.40%
		Amount of Allocation		\$12,872
Telecommunications	\$0	# of Communication Devices	606.00	7.00
		% of Total # of Communication Devices		1.16%
		Amount of Allocation		\$0
GIS	\$309,418	# of Mapping & Analysis Requests	204.00	0.00
		% of Total # of Mapping & Analysis Requests		0.00%
		Amount of Allocation		\$0
City Auditor	\$674,735	# of Internal Audit Hours	4,850.50	0.00
		% of Total Internal Audit Hours		0.00%
		Amount of Allocation		\$0
City Council	\$535,262	# of Council Agenda Items	380.00	5.00
		% of Total Council Agenda Items		1.32%
		Amount of Allocation		\$7,065
City Attorney	\$1,313,842	# of FTE	1,611.47	32.00
		% of Total FTE		1.99%
		Amount of Allocation		\$26,145
Parks & Recreation Department Overhead		Please refer to Departmental Overhead Allocations		
		% of Total P&R Budget		13.13%
		Amount of Allocation		\$94,937
Adjustment				
		FY 2014 True Up		(\$14,019)
Total General Fund Allocations	\$19,183,064			\$332,339

Note: Differences are due to rounding.

City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

General Fund Overhead Allocation to Yacht Basin Fund

Total General Fund Amount to Charge Back

\$77,570

Departments/Amounts to be Allocated		FY 2016 Basis of Allocation		Yacht Basin Fund
Human Resources	\$6,952,655	Human Resources Allocation		\$20,535
Administration	\$423,082	# of FTE	1,611.47	2.55
		% of Total FTE		0.16%
		Amount of Allocation		\$677
Employee Benefits	\$299,696	# of FTE	1,611.47	2.55
		% of Total FTE		0.16%
		Amount of Allocation		\$480
Retiree Health Care Costs	\$5,535,734	# of Retirees	602.00	2.00
		% of Total Retirees		0.33%
		Amount of Allocation		\$18,268
Compensation & Classification	\$189,452	# of FTE	1,611.47	2.55
		% of Total FTE		0.16%
		Amount of Allocation		\$303
Employee Development	\$120,954	# of FTE	1,611.47	2.55
		% of Total FTE		0.16%
		Amount of Allocation		\$194
Recruitment	\$290,447	# of FTE	1,611.47	2.55
		% of Total FTE		0.16%
		Amount of Allocation		\$465
Employee/Labor Relations	\$93,290	# of FTE	1,611.47	2.55
		% of Total FTE		0.16%
		Amount of Allocation		\$149
Financial Services	\$2,491,973	Financial Services Allocation		\$21,441
Administration	\$479,806	# of FTE	1,611.47	2.55
		% of Total FTE		0.16%
		Amount of Allocation		\$768
Accounting & Debt Management	\$495,274	# of Accounting Transactions Processed	58,574.00	516.00
		% of Total Accounting Transactions		0.88%
		Amount of Allocation		\$4,358
Treasury (Cashier)	\$24,154	# of Rec Trac Transactions Processed	290,484.00	1,125.00
		% of Total Rec Trac Transactions		0.39%
		Amount of Allocation		\$94
Payroll Services	\$207,898	# of FTE	1,611.47	2.55
		% of Total FTE		0.16%
		Amount of Allocation		\$333
Accounts Payable	\$264,342	\$ Amount of A/P Transactions Processed	116,633,626.16	684,156.98
		% of Total A/P Transactions		0.59%
		Amount of Allocation		\$1,560
Management/Budget	\$377,751	% of Budget Expenditures	238,349,963.00	936,882.00
		% of Total Budget Expenditures		0.39%
		Amount of Allocation		\$1,473
Procurement	\$642,748	# of Purchase Orders Processed	4,357.00	87.00
		% of Total Purchase Orders Processed		2.00%
		Amount of Allocation		\$12,855
City Clerk	\$846,299	City Clerk Allocation		\$861
Administration	\$454,790	# of FTE	1,611.47	2.55
		% of Total FTE		0.16%
		Amount of Allocation		\$728
Communications	\$83,474	# of FTE	1,611.47	2.55
		% of Total FTE		0.16%
		Amount of Allocation		\$134
Records Management	\$182,296	# of Files Imaged	445,803.00	0.00
		% of Total Files Imaged		0.00%
		Amount of Allocation		\$0
Citizen's Action Center	\$125,739	# of Complaints/Inquiries	13,489.00	0.00
		% of Total Complaints/Inquiries		0.00%
		Amount of Allocation		\$0

City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

General Fund Overhead Allocation to Yacht Basin Fund

Total General Fund Amount to Charge Back

\$77,570

Departments/Amounts to be Allocated		FY 2016 Basis of Allocation		Yacht Basin Fund
City Manager	\$1,241,399	City Manager Allocation		\$1,986
Administration	\$865,017	# of FTE	1,611.47	2.55
		% of Total FTE		0.16%
		Amount of Allocation		\$1,384
Public Information	\$376,382	# of FTE	1,611.47	2.55
		% of Total FTE		0.16%
		Amount of Allocation		\$602
Information Technology Services	\$5,126,899	Information Technology Services Allocation		\$9,635
Administration	\$245,866	# of Computers	998.00	2.00
		% of Total # of Computers		0.20%
		Amount of Allocation		\$492
Business Applications	\$1,353,493	# of Computers	998.00	2.00
		% of Total # of Computers		0.20%
		Amount of Allocation		\$2,707
Network Administration	\$3,218,122	# of Computers	998.00	2.00
		% of Total # of Computers		0.20%
		Amount of Allocation		\$6,436
Telecommunications	\$0	# of Communication Devices	606.00	4.00
		% of Total # of Communication Devices		0.66%
		Amount of Allocation		\$0
GIS	\$309,418	# of Mapping & Analysis Requests	204.00	0.00
		% of Total # of Mapping & Analysis Requests		0.00%
		Amount of Allocation		\$0
City Auditor	\$674,735	# of Internal Audit Hours	4,850.50	0.00
		% of Total Internal Audit Hours		0.00%
		Amount of Allocation		\$0
City Council	\$535,262	# of Council Agenda Items	380.00	0.00
		% of Total Council Agenda Items		0.00%
		Amount of Allocation		\$0
City Attorney	\$1,313,842	# of FTE	1,611.47	2.55
		% of Total FTE		0.16%
		Amount of Allocation		\$2,102
Parks & Recreation Department Overhead		Please refer to Departmental Overhead Allocations		
		% of Total P&R Budget		1.89%
		Amount of Allocation		\$13,683
Adjustment		FY 2014 True Up		\$7,327
Total General Fund Allocations	\$19,183,064			\$77,570

Note: Differences are due to rounding.

City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

General Fund Overhead Allocation to CDBG Fund

Total General Fund Amount to Charge Back

\$18,547

Departments/Amounts to be Allocated		FY 2016 Basis of Allocation		CDBG Fund
Human Resources	\$6,952,655	Human Resources Allocation		\$1,275
Administration	\$423,082	# of FTE	1,611.47	1.50
		% of Total FTE		0.09%
		Amount of Allocation		\$381
Employee Benefits	\$299,696	# of FTE	1,611.47	1.50
		% of Total FTE		0.09%
		Amount of Allocation		\$270
Retiree Health Care Costs	\$5,535,734	# of Retirees	602.00	0.00
		% of Total Retirees		0.00%
		Amount of Allocation		\$0
Compensation & Classification	\$189,452	# of FTE	1,611.47	1.50
		% of Total FTE		0.09%
		Amount of Allocation		\$171
Employee Development	\$120,954	# of FTE	1,611.47	1.50
		% of Total FTE		0.09%
		Amount of Allocation		\$109
Recruitment	\$290,447	# of FTE	1,611.47	1.50
		% of Total FTE		0.09%
		Amount of Allocation		\$261
Employee/Labor Relations	\$93,290	# of FTE	1,611.47	1.50
		% of Total FTE		0.09%
		Amount of Allocation		\$84
Financial Services	\$2,685,206	Financial Services Allocation		\$6,940
Administration	\$479,806	# of FTE	1,611.47	1.50
		% of Total FTE		0.09%
		Amount of Allocation		\$432
Accounting & Debt Management	\$495,274	# of Accounting Transactions Processed	58,574.00	390.00
		% of Total Accounting Transactions		0.67%
		Amount of Allocation		\$3,318
Treasury (Cashier)	\$217,387	# of Cashier Transactions Processed	4,286,385.00	19.00
		% of Total Cashier Transactions		0.00%
		Amount of Allocation		\$0
Payroll Services	\$207,898	# of FTE	1,611.47	1.50
		% of Total FTE		0.09%
		Amount of Allocation		\$187
Accounts Payable	\$264,342	\$ Amount of A/P Transactions Processed	116,633,626.16	623,194.39
		% of Total A/P Transactions		0.53%
		Amount of Allocation		\$1,401
Management/Budget	\$377,751	% of Budget Expenditures	238,349,963.00	938,907.00
		% of Total Budget Expenditures		0.39%
		Amount of Allocation		\$1,473
Procurement	\$642,748	# of Purchase Orders Processed	4,357.00	1.00
		% of Total Purchase Orders Processed		0.02%
		Amount of Allocation		\$129
City Clerk	\$846,299	City Clerk Allocation		\$484
Administration	\$454,790	# of FTE	1,611.47	1.50
		% of Total FTE		0.09%
		Amount of Allocation		\$409
Communications	\$83,474	# of FTE	1,611.47	1.50
		% of Total FTE		0.09%
		Amount of Allocation		\$75
Records Management	\$182,296	# of Files Imaged	445,803.00	0.00
		% of Total Files Imaged		0.00%
		Amount of Allocation		\$0
Citizen's Action Center	\$125,739	# of Complaints/Inquiries	13,489.00	0.00
		% of Total Complaints/Inquiries		0.00%
		Amount of Allocation		\$0

**City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget**

General Fund Overhead Allocation to CDBG Fund

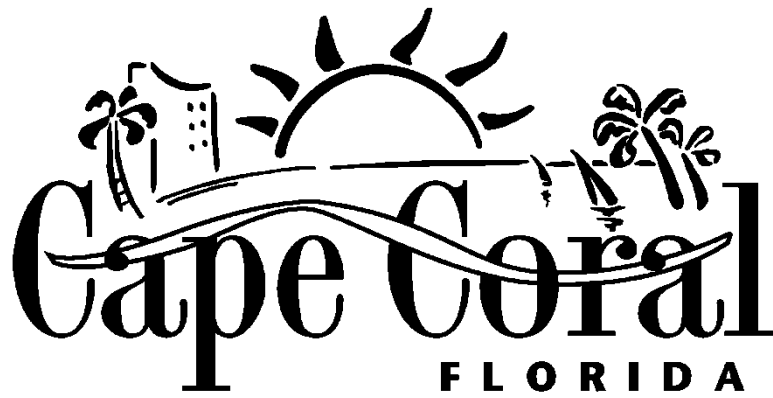
Total General Fund Amount to Charge Back

\$18,547

Departments/Amounts to be Allocated		FY 2016 Basis of Allocation		CDBG Fund
City Manager	\$1,241,399	City Manager Allocation		\$1,117
Administration	\$865,017	# of FTE	1,611.47	1.50
		% of Total FTE		0.09%
		Amount of Allocation		\$779
Public Information	\$376,382	# of FTE	1,611.47	1.50
		% of Total FTE		0.09%
		Amount of Allocation		\$339
Information Technology Services	\$5,126,899	Information Technology Services Allocation		\$9,635
Administration	\$245,866	# of Computers	998.00	2.00
		% of Total # of Computers		0.20%
		Amount of Allocation		\$492
Business Applications	\$1,353,493	# of Computers	998.00	2.00
		% of Total # of Computers		0.20%
		Amount of Allocation		\$2,707
Network Administration	\$3,218,122	# of Computers	998.00	2.00
		% of Total # of Computers		0.20%
		Amount of Allocation		\$6,436
Telecommunications	\$0	# of Communication Devices	606.00	2.00
		% of Total # of Communication Devices		0.33%
		Amount of Allocation		\$0
GIS	\$309,418	# of Mapping & Analysis Requests	204.00	0.00
		% of Total # of Mapping & Analysis Requests		0.00%
		Amount of Allocation		\$0
City Auditor	\$674,735	# of Internal Audit Hours	4,850.50	0.00
		% of Total Internal Audit Hours		0.00%
		Amount of Allocation		\$0
City Council	\$535,262	# of Council Agenda Items	380.00	3.00
		% of Total Council Agenda Items		0.79%
		Amount of Allocation		\$4,229
City Attorney	\$1,313,842	# of FTE	1,611.47	1.50
		% of Total FTE		0.09%
		Amount of Allocation		\$1,182
DCD Department Overhead		Please refer to Departmental Overhead Allocations		
		% of Total DCD Budget		11.19%
		Amount of Allocation		\$2,895
Adjustment		FY 2014 True Up		(\$9,211)
Total General Fund Allocations	\$19,376,297			\$18,547

Note: Differences are due to rounding.

City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget



City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

GENERAL FUND BUDGET SCHEDULES

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City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

SUMMARY OF GENERAL FUND REVENUES BY CATEGORY

	FY 2014 Actual Revenue	FY 2015 Adopted Budget	2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Use of Fund Balance	\$ -	\$ -	\$ 1,120,818	\$ 10,251,479	\$ 11,253,192	\$ 6,648,897
Operating Fund Balance	-	23,937,813	30,311,440	35,496,503	24,273,311	22,169,151
Estimated Revenue						
Ad Valorem Taxes	70,734,362	76,515,774	76,515,774	74,339,445	78,799,812	82,739,802
MSTU-Burnt Store	716,967	679,273	679,273	706,454	706,454	706,454
Franchise Fees	6,520,354	6,731,245	6,731,245	7,018,937	7,124,979	7,232,748
Communications Service Tax	5,773,054	5,994,367	5,994,367	6,084,283	6,157,547	6,205,499
Public Service Tax	7,229,414	7,105,000	7,105,000	7,211,575	7,319,749	7,429,545
Local Business Tax	769,430	898,000	898,000	925,000	940,000	955,000
Licenses and Permits	26,511	31,200	31,200	32,150	32,450	33,150
Fire Service Assessment	9,928,725	11,695,680	13,725,516	19,604,430	21,505,015	23,877,337
Intergovernmental-Federal Grants	218,888	-	204,549	-	-	-
Intergovernmental-Federal Shared Revenue:	-	-	-	-	-	-
Intergovernmental-State Grants	-	-	85,212	-	-	-
Intergovernmental-State Shared Revenues	20,018,067	19,784,726	19,784,726	21,307,559	21,867,783	22,444,743
Intergovernmental-Local Grants	250,077	339,565	365,049	363,145	363,145	363,145
Intergovernmental-Local Shared Revenues	616,723	655,000	655,000	655,000	666,500	677,950
Charges for Service-General Government	732,822	702,550	702,550	618,300	605,030	601,770
Charges for Service-Public Safety	623,607	204,815	634,132	169,735	175,827	181,900
Charges for Service-Physical Environment	109,747	25,000	25,000	50,000	45,000	40,000
Charges for Service-Parks & Recreation	140,753	33,315	33,315	51,325	51,525	52,340
Charges for Service-Other	7,640	36,109	36,109	38,904	38,904	38,904
Internal Service Charges	3,975,421	4,320,623	4,320,623	4,520,946	4,653,149	4,789,123
Fines and Forfeits	632,072	847,950	847,950	846,750	855,750	861,300
Miscellaneous-Interest	246,807	335,000	335,000	294,500	294,500	330,000
Miscellaneous-Rents & Royalties	322,252	411,200	411,200	394,200	399,573	399,500
Miscellaneous-Disposition of Fixed Assets	178,820	10,000	297,155	-	-	-
Miscellaneous-Sale of Surplus Materials	10,232	15,000	15,000	15,000	15,225	15,200
Miscellaneous-Donations	31,920	-	7,025	-	-	-
Miscellaneous-Other	629,674	265,500	1,738,191	415,950	369,800	346,550
Other Sources-Interfund Transfer	3,465,498	3,408,345	3,442,491	3,730,409	3,741,013	4,480,910
Note/Debt Proceeds	-	5,923,513	11,482,298	-	-	-
Total Sources	\$ 133,909,837	\$ 170,906,563	\$ 188,535,208	\$ 195,141,979	\$ 192,255,233	\$ 193,620,918

City of Cape Coral, Florida FY 2016 - 2018 Adopted Operating Budget

Notes:

Use of Fund Balance: Represents the portion of balances being brought forward to support planned expenditures.

Operating Fund Balance : Represents the portion of balances being brought forward that is not applied toward planned expenditures and becomes part of "Reserves" within the "Uses of Funds" section of the budget.

Ad Valorem Taxes: FY 2016 estimated receipts calculated on 96% of levy based on July 1 certified value and rate of 6.9570. Projected taxable value increases in FY 2017 and 2018 of 5% with millage rate remaining at 6.9570.

Franchise Fees: Franchise fees are collected on Electric Service, Solid Waste Collection Service, and Natural Gas.

Communications Tax and State Shared Revenue: Budgeted in accordance with projections provided by the State of Florida Office of Economic & Demographic Research at 95% of estimated receipts.

Grants: Grant funding is not budgeted until awarded. Local funding is in place for median maintenance of County roads in the amount \$79,565.

WCIND funding of \$159,000 has been included for Police marine services, \$99,580 from Lee County TDC for maintenance of the Yacht Club Beach , Four Mile Cove Ecological Park, and Sirenia Vista Park. An additional \$25,000 is allocated for channel marker maintenance.

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

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

Fines & Forfeits: Revenue estimates are based on year-to-date receipts.

Interfund Transfer: Includes reimbursement from Gas Taxes for transportation maintenance functions such as median mowing, road shoulder maintenance, bridge maintenance, traffic operations, etc. Also included are the full cost allocation reimbursements from the special revenue funds (Waterpark and Building Funds).

Debt Proceeds : Short term (5 years) borrowing for the funding of capital vehicle and equipment needs. Related annual debt service budgeted in Government Services.

City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

SUMMARY OF GENERAL FUND EXPENDITURES BY DEPARTMENT

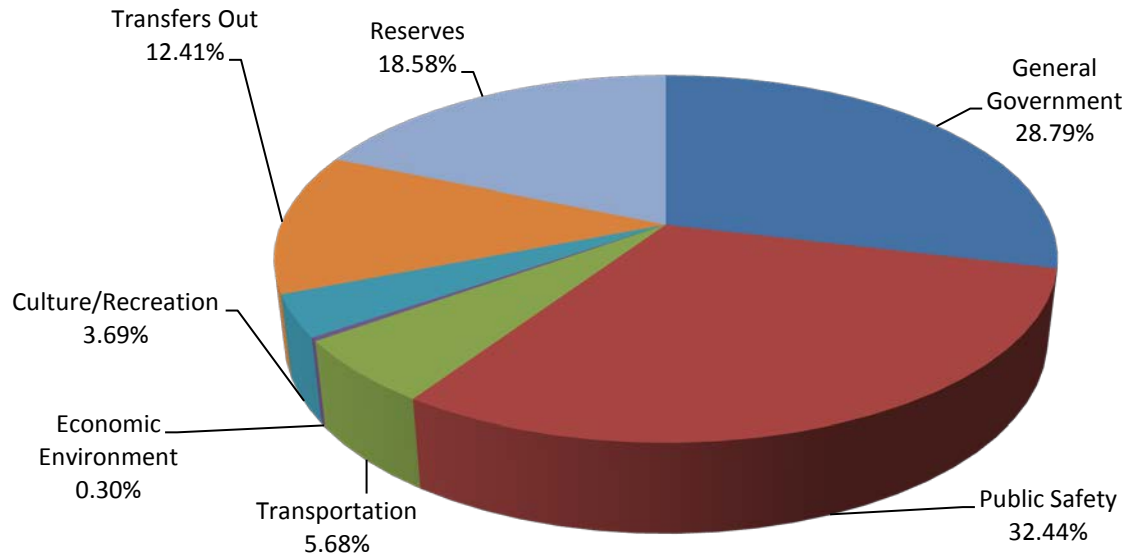
Department	FY 2014 Actual Expenditures	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
City Council	\$ 438,616	\$ 503,764	\$ 503,764	\$ 589,239	\$ 606,120	\$ 632,762
City Attorney	956,467	1,208,601	1,208,601	1,301,523	1,419,755	1,590,020
City Manager	1,352,818	1,747,827	1,630,991	2,103,594	1,954,246	1,956,849
City Auditor	503,862	600,209	662,428	668,521	691,697	750,217
Information Technology Services	3,712,700	5,846,141	6,738,312	5,881,264	6,705,575	6,558,266
City Clerk	1,099,971	1,212,010	1,218,010	1,313,141	1,366,059	1,453,610
Financial Services	2,288,893	2,684,541	2,612,040	3,062,803	3,200,921	3,357,906
Human Resources	1,168,514	1,322,258	1,388,088	1,404,664	1,482,315	1,553,019
Community Development	3,591,991	3,983,325	3,978,165	4,465,247	4,644,634	4,846,725
Police	29,609,423	30,629,800	32,258,718	33,398,212	35,259,811	36,979,769
Fire	24,867,209	24,663,373	26,107,789	26,229,373	28,732,497	29,724,059
Public Works	6,112,171	7,165,361	7,095,371	8,078,429	8,513,064	8,848,008
Parks & Recreation	8,397,673	10,551,691	11,461,888	11,990,907	11,819,791	12,277,426
Government Services	39,208,664	50,605,183	55,029,341	58,408,559	57,010,700	56,378,394
Subtotal Expenditures	123,308,971	142,724,084	151,893,506	158,895,476	163,407,185	166,907,030
Reserves	-	28,182,479	36,641,702	36,246,503	28,818,048	26,713,888
Total	\$ 123,308,971	\$ 170,906,563	\$ 188,535,208	\$ 195,141,979	\$ 192,225,233	\$ 193,620,918

Notes:

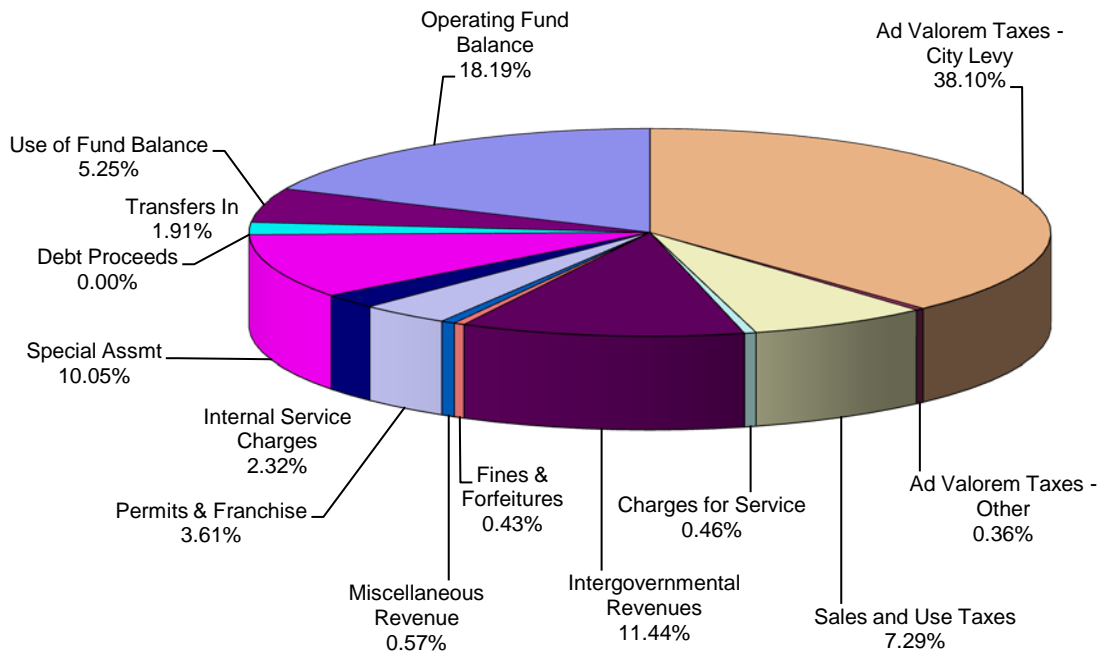
- 29 additional full-time equivalents are being proposed for FY 2016- 2018. FY 2016 - 8 FTE's, FY 2017 - 15 FTE's and FY 2018 - 5 FTE's.
2 City Attorney Office Positions; 14 positions needed for the execution of the CIP Program; 12 positions for daily operations. 0.25 of an fte is being shifted to General Fund from CDBG/Ship in the Planning Division of DCD.
- Cost escalations are in accordance with Burton's General Fund Model.
- Retiree Costs: Beginning in FY 2014, rather than budgeting the Unfunded Actuarial Accrued Liability (UAAL) at the department level, the cost is being calculated at the fund level. The General Fund's required contributions are budgeted under Government Services.
- Debt Service: The General Fund will have responsibility for a portion of the annual debt service for the 2006 Special Obligation Bonds as projected. Park Impact Fee Revenue will be inadequate.
- Capital Requirements: The requirements for capital investment were included in the Burton Model.
New and Replacement Fleet rolling stock items are no longer being budgeted at the department/division level but rather at a fund level. The Fleet Manager and Public Works Director will manage all replacement purchases.
- Transfers Out: In support of the reinstated local road resurfacing program, the General Fund will transfer \$6,500,000 in fiscal years FY 2016 - 2018 to the Transportation Capital Project Fund. A transfer of \$325,000 is proposed in FY 2016 to the Public Works Capital Project Fund for funding the Sign Shop. Transfers are planned to Fire Capital Project Fund for the design of Fire Station #11 in FY 2016 for \$331,539.
Construction will follow in FY 2017 funded by a transfer of \$2,2629,610. Design of Fire Station #12 is planned for FY 2018 in the amount of \$274,230.
The proposed budget also includes a transfer of \$300,000 to reinstate the median landscaping program and \$500,000 for alley paving.

**City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget**

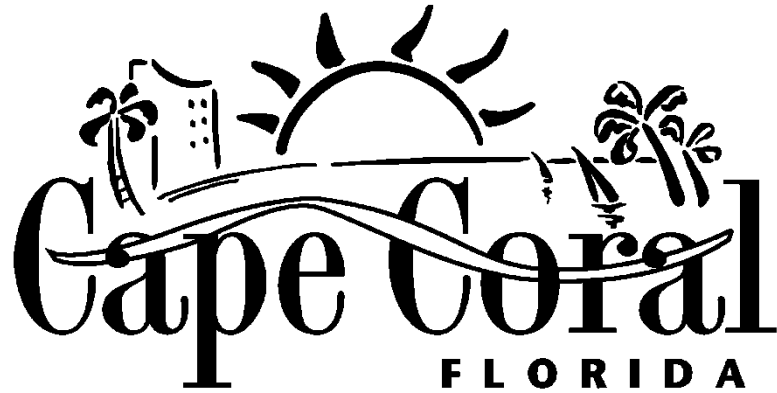
FY 2016 General Fund Expenditures by Major Program Area



FY 2016 General Fund Revenue Sources by Classification



City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget



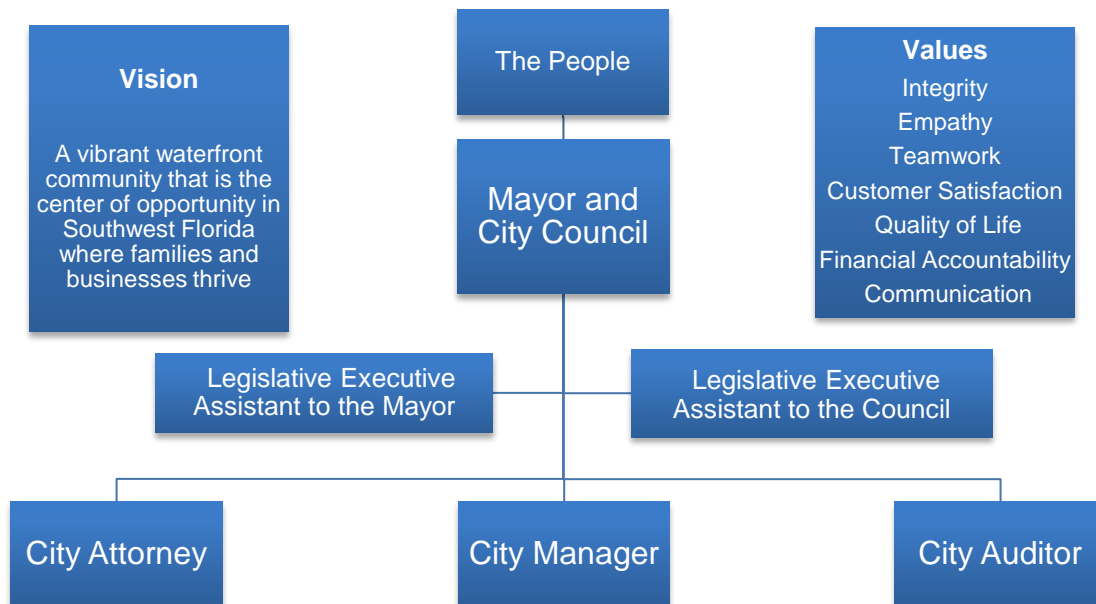
City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

City Council

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

Mission

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

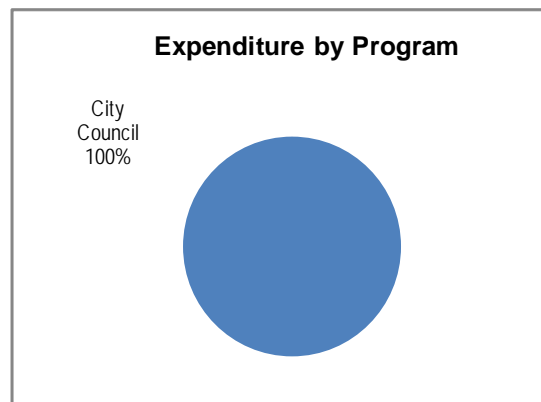
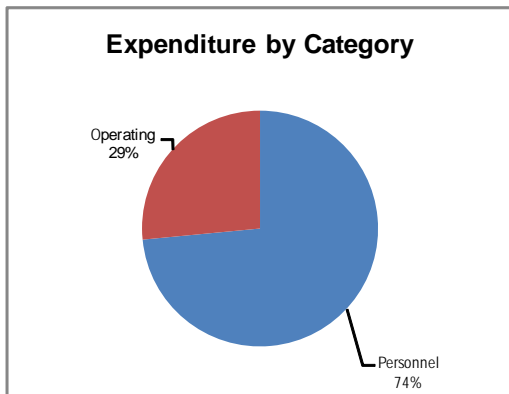


City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

Operating Expenditures

	FY 2014 Actual Expenditures	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Expenditure by Category						
Personnel	\$ 327,756	\$ 359,090	\$ 359,090	\$ 433,122	\$ 455,917	\$ 477,955
Operating	110,860	144,674	144,674	156,117	150,203	154,807
Capital Outlay	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total	\$ 438,616	\$ 503,764	\$ 503,764	\$ 589,239	\$ 606,120	\$ 632,762

	FY 2014 Actual Expenditures	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Expenditure by Program						
City Council	\$ 438,616	\$ 503,764	\$ 503,764	\$ 589,239	\$ 606,120	\$ 632,762
Total	\$ 438,616	\$ 503,764	\$ 503,764	\$ 589,239	\$ 606,120	\$ 632,762



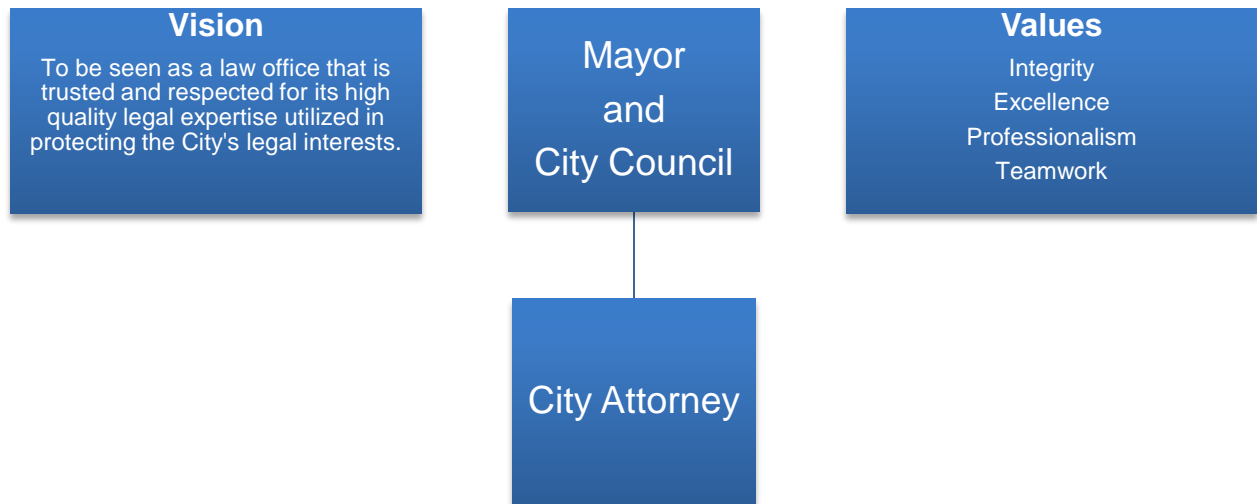
City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

City Attorney

The City Attorney is appointed by the City Council and serves as legal advisor to the City Council, the City Manager and all departments, boards, commissions and agencies of the City. The City Attorney initiates or defends civil suits, actions and legal proceedings on behalf of the City Council. The City Attorney advises at all regular and special meetings of the City Council and provides legal representation to other boards and commissions as directed by Council. The City Attorney is responsible for preparing and reviewing ordinances, resolutions, contracts and other legal instruments pertaining to the City, and for rendering legal opinions requested by the City Council and the City Manager relating to City projects and other governmental matters.

Mission

The mission of the City Attorney's office is to efficiently provide quality legal services to the Mayor and City Council, City Manager, City Departments and City Agencies so as to facilitate the achievement of essential governmental goals and objectives.



City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

Department Function

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

- **FY15 Accomplishments**

- Represented City Council and the CRA in the adoption of the CRA Redevelopment Plan and the implementation of an advisory board.
- Developed regulations for implementation of extended hours for serving alcohol in the CRA.
- Represented the City in union negotiations resulting in contract ratification.
- Advised on creating a Mid-Cape CRA and wrote Resolution of Necessity.
- Wrote resolutions for all administrative matters brought before City Council in order to formalize and memorialize all actions taken by Council, including but not limited to procurement items, personnel actions, contracts and agreements.
- Represented the City in Tallahassee during legislative session concerning responsibility of payment for relocation of utilities.
- Successfully litigated lawsuits against LCEC and Embarq for payment of the cost of relocation of power lines during road projects. The City prevailed and received \$2,720,000 from LCEC and \$750,000 from Embarq.
- Amended Sections 3.16 and 4.2 of the Land Use regulations to be consistent with the Comprehensive Plan.

- **FY16 Goals & Priorities**

- Implement case management software program and input all new matters along with at least 50% of existing matters.
- Implement e-discovery software system and educate all departments on legal holds and discovery practices.
- Create a city-wide process for implementation of legal holds and related production of documents.
- Continued high quality of legal representation to the City Council, City Manager, and departments.
- Provide comprehensive legal services in the amendments of the Land Use and Development Regulations in updating the criteria for variances and deviations for an administrative hearing option.
- Research changes in the law and write amendments to the sign ordinance with input and direction from DCD.
- Provide extensive legal review of the rewrite of the Land Use and Development Regulations being drafted by a consultant.

City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

	FY 2014 Actual Expenditures	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Expenditure by Category						
Personnel	\$ 898,702	\$ 1,108,269	\$ 1,108,269	\$ 1,184,507	\$ 1,312,803	\$ 1,481,423
Operating	57,765	68,332	68,332	87,016	106,952	108,597
Capital Outlay ¹	-	32,000	32,000	30,000	-	-
Debt Service	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total	\$ 956,467	\$ 1,208,601	\$ 1,208,601	\$ 1,301,523	\$ 1,419,755	\$ 1,590,020

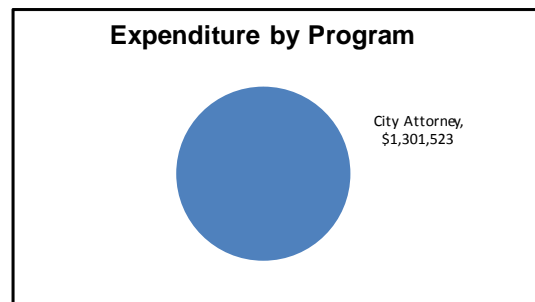
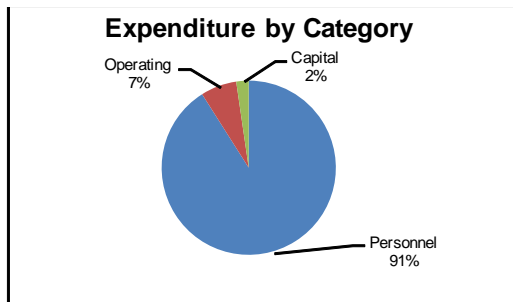
	FY 2014 Actual Expenditures	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Expenditure by Program						
Administration	\$ 956,467	\$ 1,208,601	\$ 1,208,601	\$ 1,301,523	\$ 1,419,755	\$ 1,590,020
Total	\$ 956,467	\$ 1,208,601	\$ 1,208,601	\$ 1,301,523	\$ 1,419,755	\$ 1,590,020

¹ Assistant City Attorney and Administrative Clerk added in FY2015

² Paralegal I added in FY2017

³ Assistant City Attorney added in FY2018

FY 2016 Proposed Budget



Performance Measures [Strategic Plan Element B]

Perspective: Financial							
Goal: Develop a balanced multi-year budget.							
Objective(s): Meet Budget Targets							
Measurement Type	Key Performance Indicator(s)	FY 2014 Actual	FY 2015 Target	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate	3 - 5 Yr Goal
Output	Expenditures	\$ 956,467	\$1,208,601	\$1,301,523	\$1,419,755	\$1,590,020	5%
Efficiency	% of Budget Utilized	99.65%	100.00%	100.00%	100.00%	100.00%	100.00%
Outcome	% Increase/ (Decrease) from prior year	4.28%	0.35%	0.00%	0.00%	0.00%	0.00%

City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

Perspective: Client							
Goal: Provide response timeframes for documents or issues considered routine/Transactional							
Objective: Meet response times for documents or issues considered routine/Transactional							
Measurement Type	Key Performance Indicator(s)	FY 2014 Actual	FY 2015 Target	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate	3-5 Yr. Goal
Output	# of matters requested	n/a	n/a	500	500	500	500
Efficiency	# of matters completed within specified timeframe	n/a	n/a	425	450	450	450
Outcome	% target response time met	n/a	n/a	85%	90%	90%	90%

Perspective: Client							
Goal: Provide litigation process for all departments/litigation							
Objective: Manage formal litigation holds throughout all departments/litigation							
Measurement Type	Key Performance Indicator(s)	FY 2014 Actual	FY 2015 Target	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate	3-5 Yr. Goal
Output	# of litigation holds per year	n/a	n/a	5	10	10	10
Efficiency	# of departments complied with retention of documents	n/a	n/a	10	10	10	10
Outcome	% compliance with litigation hold process	n/a	n/a	100%	100%	100%	100%

Perspective: Client							
Goal: Support the learning and growth of employees							
Objective: Provide yearly evaluation of employees							
Measurement Type	Key Performance Indicator(s)	FY 2014 Actual	FY 2015 Target	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate	3-5 Yr. Goal
Output	# completed	n/a	100%	100%	100%	100%	100%
Efficiency	% of timely completions	n/a	100%	100%	100%	100%	100%
Outcome	% complete	n/a	100%	100%	100%	100%	100%

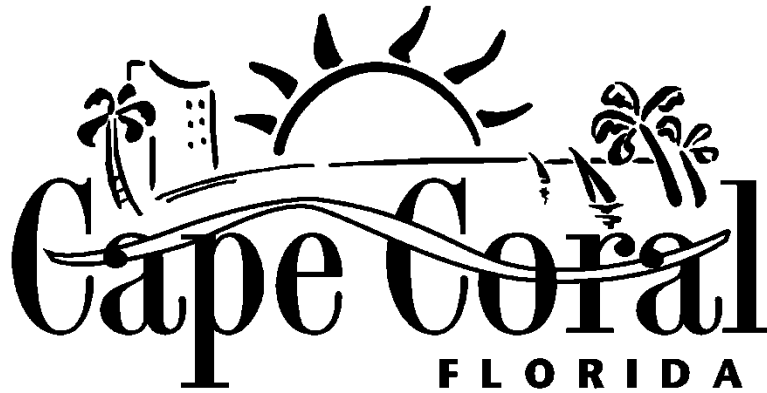
City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

Perspective: Internal							
Goal: Optimize use of technological resources							
Objective: Track and report measures in case management system							
Measurement Type	Key Performance Indicator(s)	FY 2014 Actual	FY 2015 Target	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate	3-5 Yr. Goal
Output	# of case matters/transactional and litigation	n/a	n/a	700	700	700	700
Efficiency	# of matters input into case management system	n/a	n/a	560	630	700	665
Outcome	% efficiency of matters tracked for performance measures	n/a	n/a	80%	90%	100%	95%

Perspective: Learning and Growth							
Goal: Provide appropriate training opportunities for employees							
Objective: Meet mandatory CLE requirements for attorneys and paralegals							
Measurement Type	Key Performance Indicator(s)	FY 2014 Actual	FY 2015 Target	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate	3-5 Yr. Goal
Output	# of employees requiring CLE credits	6	7	8	8	8	8
Efficiency	# of employees met proportionate share of credits for reporting period	4	6	7	8	8	8
Outcome	% of employees maintaining CLE credits	66%	86%	88%	100%	100%	100%

Perspective: Learning and Growth							
Goal: Increase employee effectiveness through training							
Objective: Provide at least one training opportunity for each non-CLE employee yearly							
Measurement Type	Key Performance Indicator(s)	FY 2014 Actual	FY 2015 Target	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate	3-5 Yr. Goal
Output	# of employees	4	4	5	5	5	5
Efficiency	# of employees attended a training session	2	2	3	5	5	5
Outcome	% of employees attending yearly training	50%	50%	60%	100%	100%	100%

City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget



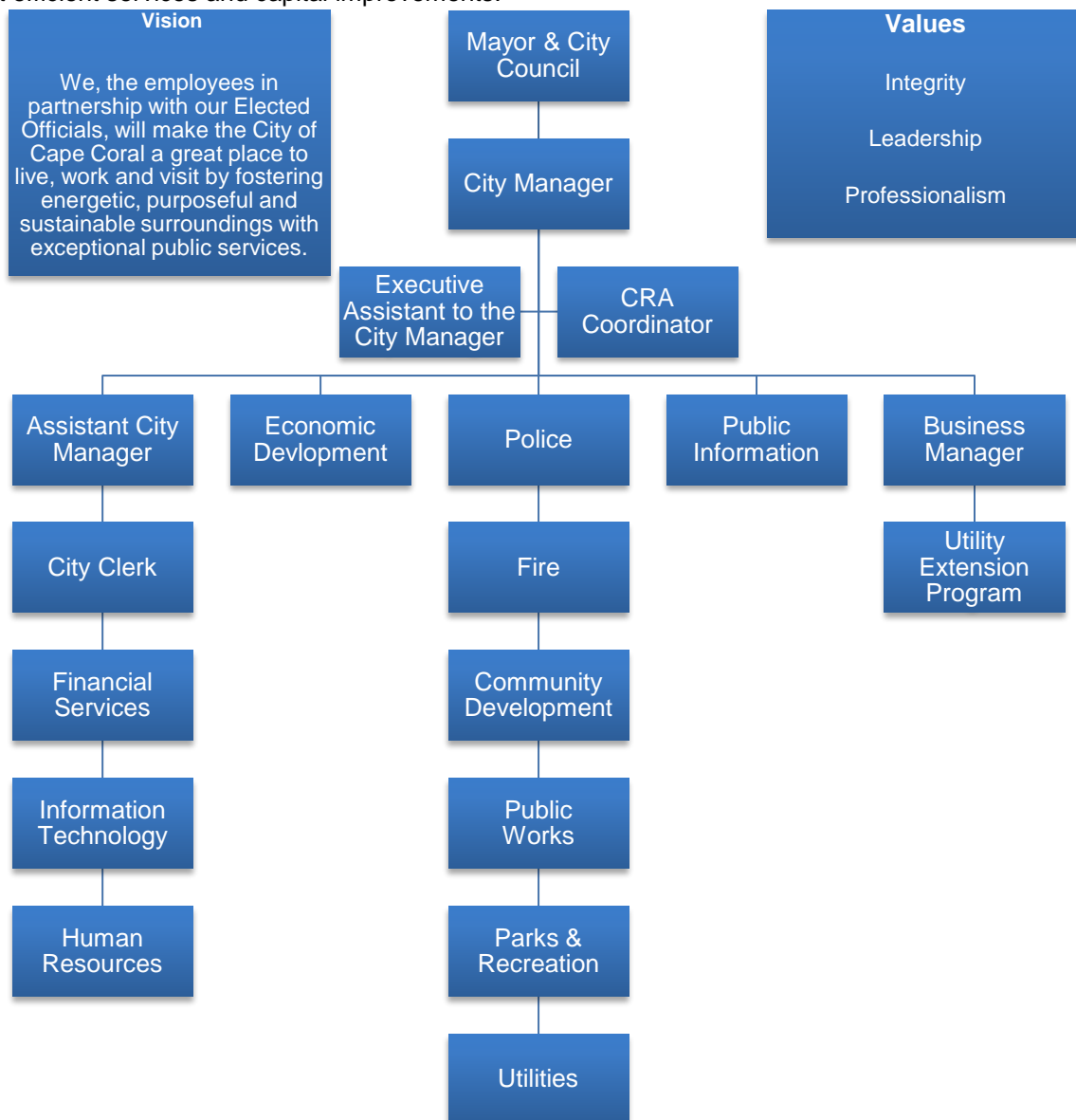
City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

City Manager

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

Mission

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



City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

Department Functions

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

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

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

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

CITY MANAGER'S OFFICE – 2015 Accomplishments

- ✓ Updated the 3-year Rolling Budget Plan
- ✓ Achieved Revenue Diversification with validation of Fire Service Assessment
- ✓ Completed Southwest 6 & 7 UEP
- ✓ Begin Design Work in North 2
- ✓ Updated Capital Equipment/Improvement Plan
- ✓ Implemented Streetlight Program

CITY MANAGER'S OFFICE – FY 2016-2018 Goals & Priorities

- ✓ Present Options for Provision of Electric Services (LCEC contract expires 2016)
- ✓ Establish Pay Compensation Plan for All Employees at 75th Percentile and Implement Performance Review Process
- ✓ Complete Master Plans for Bimini Basin & Seven Islands in Northwest Cape
- ✓ Continue Implementing Selected Zucker Recommendations
- ✓ Update Parks Master Plan
- ✓ Conduct Community Visioning Process
- ✓ Begin Construction of North 2

City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

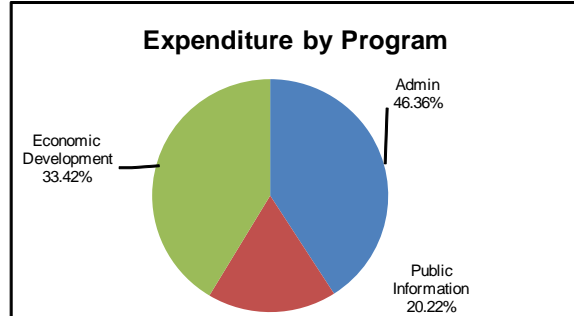
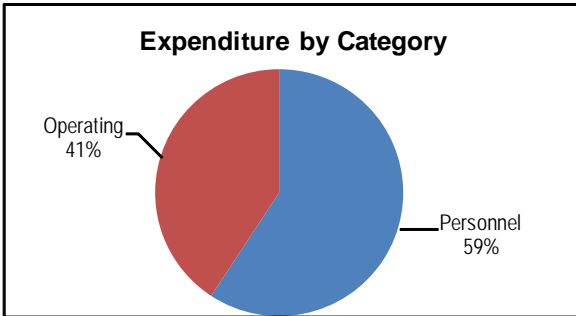
Operating Budget

Expenditure by Category	FY 2014 Actual Expenditures	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Personnel	\$ 897,412	\$ 1,174,476	\$ 1,044,476	\$ 1,246,295	\$ 1,303,292	\$ 1,364,732
Operating	455,406	573,351	586,515	857,299	650,954	592,117
Capital Outlay	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total	\$ 1,352,818	\$ 1,747,827	\$ 1,630,991	\$ 2,103,594	\$ 1,954,246	\$ 1,956,849

Expenditure by Program	FY 2014 Actual Expenditures	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Administration ¹	\$ 573,431	\$ 785,931	\$ 727,395	\$ 859,321	\$ 925,275	\$ 895,817
Public Information	321,835	358,722	303,722	374,824	387,821	399,959
Economic Development ²	457,552	603,174	599,874	869,449	641,150	661,073
Total	\$ 1,352,818	\$ 1,747,827	\$ 1,630,991	\$ 2,103,594	\$ 1,954,246	\$ 1,956,849

¹ An Administrative Specialist I is being added in FY 2016.

² A Business Recruitment/Retention Specialist was added in FY 2015.



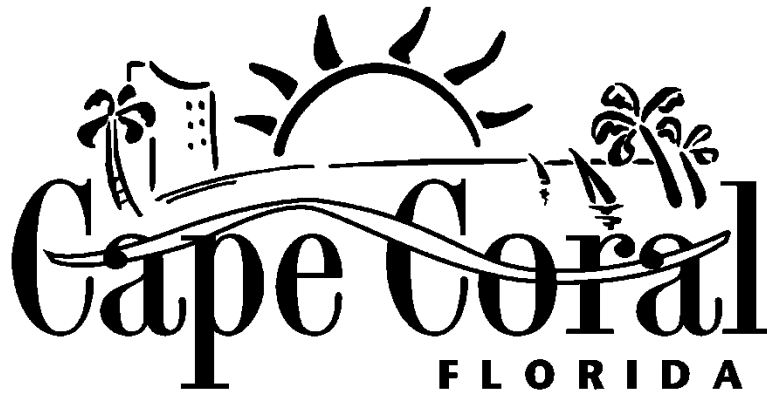
City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

Performance Measures [Strategic Plan Elements A - G]							
Perspective: Financial							
Goal: Develop a balanced multi-year budget.							
Objective: Meet budget targets							
Measurement Type	Key Performance Indicator(s)	FY 2014 Actual	FY 2015 Target	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate	3 - 5 Yr Goal
Output	Expenditures	\$1,352,818	\$1,504,613	\$2,103,594	\$1,954,246	\$1,956,849	5%
Efficiency	% of Budget utilized	86%	92%	100%	100%	100%	100%
Outcome	% Increase/ (Decrease) from prior year	-1%	6%	8%	0%	0%	0%
Perspective: Customer							
Goal: Increase Quality of Life							
Objective: To make Cape Coral a community livable, attractive and a place where people want to be							
Measurement Type	Key Performance Indicator(s)	FY 2014 Actual	FY 2015 Target	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate	3 - 5 Yr Goal
Outcome	% of residents who rated City services as <i>Good</i> or <i>Excellent</i> in most recent survey	N/A	N/A	N/A	75%	N/A	100%
Perspective: Internal							
Goal: To provide an interactive civic and public information program to provide an opportunity for residents to learn more about their City government and the services delivered							
Objective: Increase participation in the Citizens Academy Program							
Measurement Type	Key Performance Indicator(s)	FY 2014 Actual	FY 2015 Target	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate	3 - 5 Yr Goal
Outcome	# of participants	Program not scheduled	30	35	40	45	50

City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

Perspective: Learning & Growth							
Goal: Support the learning and growth of department employees							
Objective: Complete all annual performance evaluations							
Measurement Type	Key Performance Indicator(s)	FY 2014 Actual	FY 2015 Target	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate	3 - 5 Yr Goal
Output	# Completed	100%	100%	100%	100%	100%	100%
Efficiency	% of Timely completions	100%	100%	100%	100%	100%	100%
Outcome *	% Complete	100%	100%	100%	100%	100%	100%
	* Percent complete by fiscal year end						

City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget



**City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget**

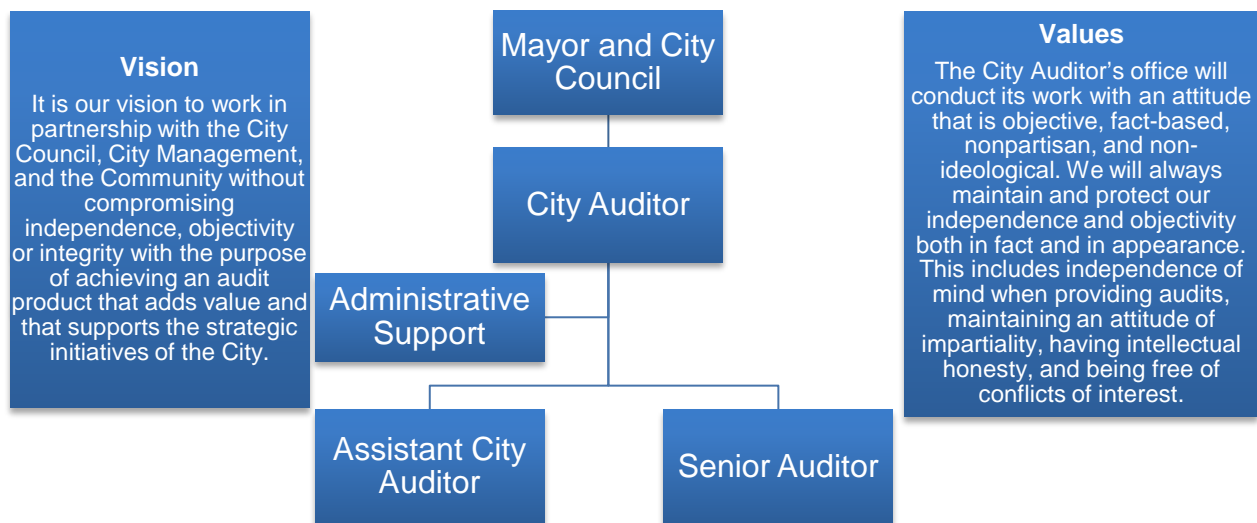
City Auditor

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

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

Mission

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



City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

Department Function

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

FY 2016 – 2018 Goals and Priorities

- Utilize the City's Strategic Plan along with our City Wide Risk Assessment to allocate audit office resources.
- Shift the focus of office resources from non-audit consulting services towards more in-depth performance audit services.
- Champion the awareness and use of good governance and internal control frameworks within the City.
- Ensure the successful selection of an external financial auditor in compliance with Florida Statute 218.
- Maintain a quality control process to provide assurance that all office work product is in compliance with Generally Accepted Government Auditing Standards (GAGAS).
- Pass a Peer Review with full compliance in FY2017 and support the Peer Review process by participating in peer reviews for other cities.
- Require staff to complete a minimum of 40 hours of continuing education annually as required by the GAGAS standards.

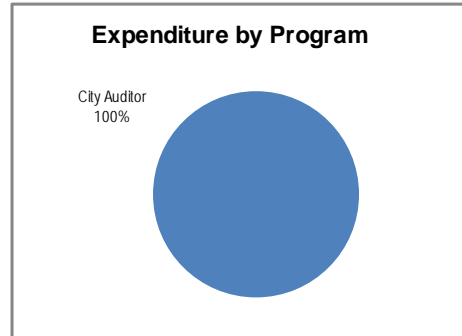
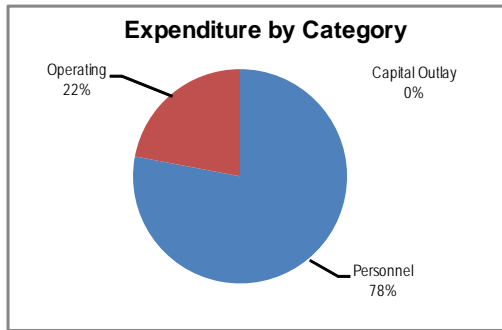
City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

Operating Budget

	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted	FY 2017 Proposed	FY 2018 Proposed
Expenditure by Category	Expenditures	Budget	Budget	Budget	Budget	Budget
Personnel ¹	\$ 383,982	\$ 381,118	\$ 437,307	\$ 521,340	\$ 545,485	\$ 571,838
Operating	119,880	219,091	225,121	147,181	146,212	143,379
Capital Outlay	-	-	-	-	-	35,000
Debt Service	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total	\$ 503,862	\$ 600,209	\$ 662,428	\$ 668,521	\$ 691,697	\$ 750,217

	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted	FY 2017 Proposed	FY 2018 Proposed
Expenditure by Program	Expenditures	Budget	Budget	Budget	Budget	Budget
Administration	\$ 503,862	\$ 600,209	\$ 662,428	\$ 668,521	\$ 691,697	\$ 750,217
Total	\$ 503,862	\$ 600,209	\$ 662,428	\$ 668,521	\$ 691,697	\$ 750,217

¹ FY 2015 City Council approved an addition Assistant City Auditor



Performance Measures [Strategic Plan Element B]

Perspective: Financial							
Goal: Develop a balanced multi-year budget.							
Objective(s): Meet Budget Targets							
Measurement Type	Key Performance Indicator(s)	FY 2014 Actual	FY 2015 Target	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate	3 - 5 Yr Goal
Output	Adopted Budget with Transfers & Carry-over	\$ 599,106	\$ 662,428	\$ 674,735	\$ 700,063	\$ 757,464	
Efficiency	Actual Spending	\$ 548,768	\$ 662,428	\$ 668,521	\$ 691,697	\$ 750,217	
	Total % Budget Utilized	91.60%	100.00%	99.08%	98.80%	99.04%	
Outcome	Under/(over)	\$ 50,338	\$ -	\$ 6,214	\$ 8,366	\$ 7,247	\$ -

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

Perspective: Customer							
Goal: Achieve and maintain professional peer review certification as required by yellow book every three							
Objective(s): Ensure that department performance is aligned with Generally Accepted Government Auditing Standards.							
Measurement Type	Key Performance Indicator(s)	FY 2014 Actual	FY 2015 Target	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate	3 - 5 Yr Goal
Output	Perform an annual self assessment re quality control.	Done	Pending	Pending	Pending	Pending	Pending
Efficiency	150 man-hours allocated to self assessment process. / Every three years \$5000 budgeted for cost of Peer Review.	778 man-hours	150 man-hours	150 man-hours	500 man-hours	150 man-hours	150 man-hours
Service Quality	Peer reviewers will report no findings and/or recommendations for improvement.	3	N/A	N/A	0 (Pending)	N/A	N/A
Outcome	A pass rating from outside peer reviewers every 3 years	Pass	N/A	N/A	Pass (Pending)	N/A	N/A
Perspective: Internal							
Goal: Of the Auditor Staff (1 City Auditor, 2 Assistant City Auditors) available man-hours, at least 80% are spent on direct audit related projects. Administrative hours are to be limited to no more than 20%							
Objective(s): Staffing resources are managed and directed towards achieving department objectives							
Measurement Type	Key Performance Indicator(s)	FY 2014 Actual	FY 2015 Target	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate	3 - 5 Yr Goal
Output	Hours on Audits and Projects	4,337	4,000				
	Hours on Administration	585	996				
	Total Available Hours	4,922	4,996				
Efficiency	% of Hours on Audits and Projects	88%	80%	80%	80%	80%	80%
	% of Hours on Administration	12%	20%	20%	20%	20%	20%
	Total Percent of Hours	100%	100%	100%	100%	100%	100%
Outcome	Goal was 80% or Greater (Y or N)	Yes	Yes	Yes	Yes	Yes	
	Goal was 20% or less (Y or N)	Yes	Yes	Yes	Yes	Yes	

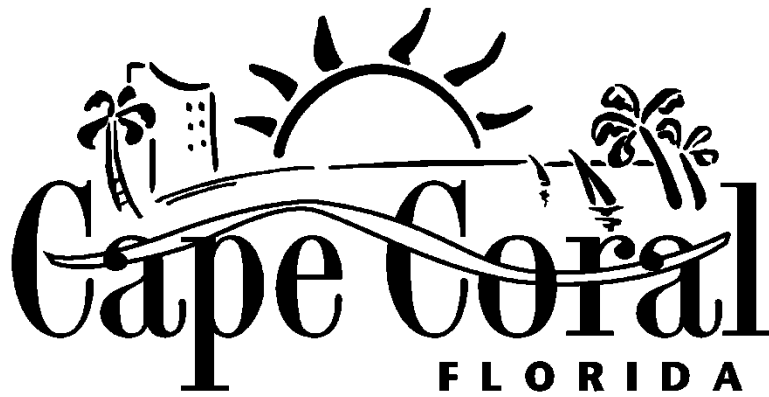
City of Cape Coral, Florida
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Perspective: Internal							
Goal: Achieve completion of engagement projects equal to 75% of the annual planned number of projects as defined by the Approved Audit Plan.							
Objective(s): To ensure manpower resources are used effectively.							
Measurement Type	Key Performance Indicator(s)	FY 2014 Actual	FY 2015 Target	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate	3 - 5 Yr Goal
Output	# of Audit Engagements Completed	14	15	17	17	17	17
Efficiency	# of Approved Audit Plan Projects	19	20	20	20	20	20
	# Added to approved Audit Plan Projects	6	2	1	1	1	1
	Total Planned & Added Projects	25	22	21	21	21	21
Outcome	Goal is to complete projects equal to 75% of the Approved Audit	74%	75%	85%	85%	85%	85%
	Was goal of 75% or greater achieved. (Y or N)	N	Y	Y	Y	Y	Y

Performance Measures [Strategic Plan Element B]

Perspective: Learning & Growth							
Goal: Support the learning and growth of department employees							
Objective: Complete all annual performance evaluations							
Measurement Type	Key Performance Indicator(s)	FY 2014 Actual	FY 2015 Target	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate	3 - 5 Yr Goal
Output	# Completed	100%	100%	100%	100%	100%	100%
Efficiency	% of Timely completions	100%	100%	100%	100%	100%	100%
Outcome *	% Complete	100%	100%	100%	100%	100%	100%
* Percent complete by fiscal year end							

City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget



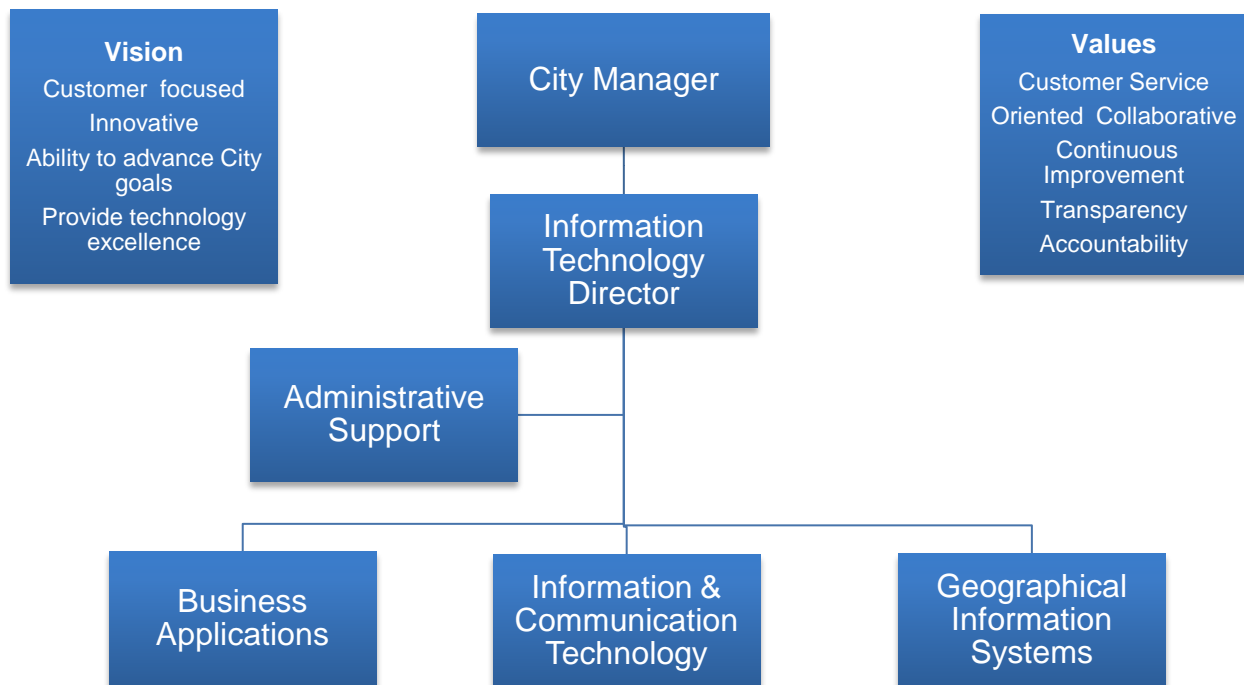
**City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget**

Information Technology Services

The Information Technology Services Department (ITS) is responsible for delivering value providing information technology supporting the business needs of the organization. ITS consists of three divisions: Business Applications, Information & Communications Technology and Geographical Information Systems (GIS).

Mission

The Information Technology Services Department seeks to deliver innovative and high value added information technology solutions to provide City staff, citizens and the business community with needed information and services in the most timely and efficient manner possible.



City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

Department Function

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

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

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

FY 2015 Projected Accomplishments:

Business Applications & GIS

Electronic Permitting:

- Support Community Development in expanding permit types available for electronic application via CRW Trakit
- Support Community Development in expanding electronic permit review including use of BlueBeam Revu

Migrate from Sire Agenda Management to Cloud based NovusAgenda

Migrate from Sire Document Management (DMS) to Hyland OnBase Enterprise Content Management (ECM)

Implement ArcTools software for archiving Oracle/JD Edwards financial data

Implement Oracle/JD Edwards Tools version 9.1 capabilities

Develop custom GIS related applications to improve productivity:

- Automated Boil Water Notice capability
- Utility Valve & Hydrant Inspection application

Develop custom web/workflow related solutions to improve productivity:

- Online Start-Service request capability for Utility customers
- Implement various enhancements to the Denovo Utiligy system including implementation of the Land record module
- Upgrade to version 3 of the special assessments D-Fast system
- Deactivate the legacy H.T.E. system for historical data queries by implementing an extract database for reporting purposes
- Issue RFP to replace the Active Network Point-of-Sale system and select the replacement vendor

Network Infrastructure

Implement a critical server & storage upgrade to replace 7 + year old infrastructure

- Develop the Microsoft contract to migrate email and intranet to the Cloud based Office 365 in FY 2016
- Implement various network segmentation projects

City of Cape Coral, Florida
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- Complete the migration to VoIP telephony

Deactivate the Following:

- NEC PBX
- IBM Mainframe
- IBM SAN
- IBM Fibre Systems
- Internal Blade Systems

Test back up & recovery for all key systems

- Consolidate CH Data Center into EOC & PD – reducing OPEX costs and adding ITS Conference Center

Expanded Public WiFi to Fire Station 8, EOC

FY 2016 - 2018 Proposed Goals and Priorities:

Business Applications & GIS

Electronic Permitting (FY 2016 -2018):

- Support Community Development in expanding permit types available for electronic application via CRW Trakit
- Support Community Development in expanding electronic permit review including use of BlueBeam Revu

Implement the Cloud based Point-of-Sale system selected in FY 2015 (FY 2016)

Implement the Legal Case Management system selected by the City Attorney's Office (FY 2016)

Implement the Learning Management system selected by Human Resources (FY 2016)

Upgrade to the current version of the Oracle/JD Edwards ERP (FY 2017)

Migrate to the CRW Trakit 9 product for community services (FY 2018)

Develop custom GIS related applications to improve productivity (FY 2016 – 2018)

Develop custom web/workflow related solutions to improve productivity (FY 2016 – 2018)

Develop & implement various mobile applications and/or mobile web capabilities to enhance interaction with the City for residents and obtain productivity improvements for employees (FY 2016 – 2018)

Network Infrastructure

Add CRW and Kronos to the Data replication infrastructure (FY 2016)

Update the Data back-up system (FY 2016)

Migrate additional applications to the Gainesville fail-over site (FY 2016 – 2018)

Upgrade Data Center switches, routers, firewall equipment (FY 2016 – 2017)

Increase Mobility, Public Wi-Fi and External Hosting solutions (FY2016 – 2018)

Expand Network Segmentation to Public Safety and Charter Schools (FY2016 – 2018)

Implement Data Governance Solutions for Internal Network (FY2016 – 2018)

City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

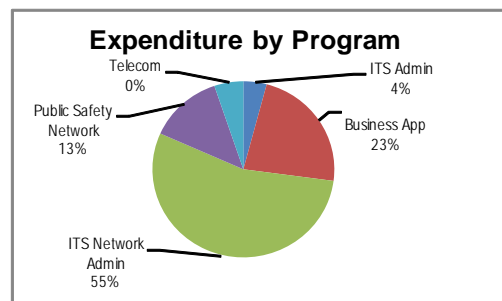
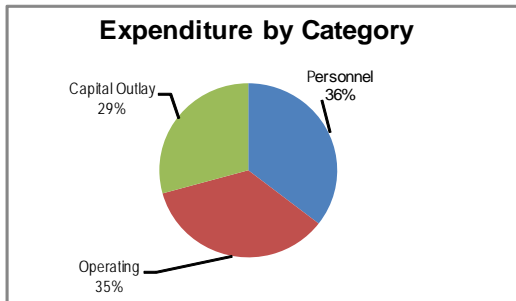
Operating Budget

	FY 2014 Actual	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Expenditure by Category	Expenditures	Budget	Budget	Budget	Budget	Budget
Personnel ¹	\$ 1,872,323	\$ 2,064,956	\$ 2,044,956	\$ 2,260,416	\$ 2,378,897	\$ 2,509,838
Operating	1,764,737	2,043,175	2,045,193	2,280,848	2,364,173	2,435,128
Capital Outlay	75,640	1,738,010	2,648,163	1,340,000	1,962,505	1,613,300
Debt Service	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total	\$ 3,712,700	\$ 5,846,141	\$ 6,738,312	\$ 5,881,264	\$ 6,705,575	\$ 6,558,266

	FY 2014 Actual	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Expenditure by Program	Expenditures	Budget	Budget	Budget	Budget	Budget
ITS Administration	\$ 222,925	\$ 225,890	\$ 225,890	\$ 245,003	\$ 265,296	\$ 277,939
Business Applications ²	1,009,251	1,594,673	1,647,129	1,347,022	1,959,408	1,597,533
ITS Network Admin	1,808,531	2,958,070	3,585,102	3,207,200	3,220,317	3,586,954
Public Safety Network	298,125	424,273	551,193	774,738	980,110	798,963
GIS	223,447	316,145	327,090	307,301	280,444	296,877
Telecommunications ²	192,658	327,090	367,645	-	-	-
Special Projects	(42,237)	-	34,263	-	-	-
Total	\$ 3,712,700	\$ 5,846,141	\$ 6,738,312	\$ 5,881,264	\$ 6,705,575	\$ 6,558,266

¹ FY 2015 added Associate Network Security Specialist

² FY 2016 Telecommunications merged with ITS Network Administration



Performance Measures [Strategic Plan Element B]

Perspective: Financial							
Goal: Develop a balanced multi-year budget.							
Objective(s): Meet budget targets (General Fund excluding grants)							
Measurement Type	Key Performance Indicator(s)	FY 2014 Actual	FY 2015 Target	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate	3 - 5 Yr Goal
Output	Expenditures	\$3,806,073	\$5,947,422	\$5,881,264	\$6,705,575	\$6,558,226	
Efficiency	% of Budget utilized	97.47%	100.00%	100.00%	100.00%	100.00%	100.00%
Outcome	% Increase / (Decrease) from prior year						

City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

Performance Measures [Strategic Plan Element D]

Perspective: Internal							
Goal: To meet Service Level targets in responding to Requests for Service (Tickets)							
Objective(s): Meet SLA targets 90% of time (i.e. breached % <= 10%)							
Measurement Type	Key Performance Indicator(s)	FY 2014 Actual	FY 2015 Target	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate	3 - 5 Yr Goal
Service Quality	Percentage Tickets - Resolution Time Breached	6.6%					<= 10%

Performance Measures [Strategic Plan Element D]

Perspective: Customer							
Goal: Derive maximum value from investment in business application systems. Ensure software is properly maintained. Understand departmental business process flows & seek opportunities to streamline operations & add value via technology. Provide Project Management & User Training as required. Meet Service Level Agreement objectives.							
Objective(s): Provide effective IT support							
Measurement Type	Key Performance Indicator(s)	FY 2014 Actual	FY 2015 Target	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate	3 - 5 Yr Goal
Service Quality	% Users rating level of service as Satisfied to Excellent	95%	96%	96%	96%	96%	96%

Performance Measures [Strategic Plan Element D]

Perspective: Customer							
Goal: Build and support an IT infrastructure supporting the City's needs. Encompasses the Network infrastructure including Telecommunications and the Public Safety infrastructure. Seek opportunities to introduce value adding technology providing significant return on investment.							
Objective(s): Provide effective IT Support							
Measurement Type	Key Performance Indicator(s)	FY 2014 Actual	FY 2015 Target	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate	3 - 5 Yr Goal
Service Quality	% Users rating level of service as Satisfied to Excellent	96.5%	96.0%	96.0%	96.0%	96.0%	95.0%
Outcome	Service (Network/Application) availability %	98%	98%	98%	98%	98%	98%

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

Perspective: Customer							
Goal: To provide effective overall coordination to the City Enterprise GIS program. To provide effective support for the ESRI ArcGIS package. To seek new opportunities for providing additional value to City departments via deployment of GIS technology. To provide relevant GIS based analysis to support City projects.							
Objective(s): Provide effective GIS support							
Measurement Type	Key Performance Indicator(s)	FY 2014 Actual	FY 2015 Target	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate	3 - 5 Yr Goal
Service Quality	% Users rating level of service as Satisfied to Excellent	100%	96%	96%	96%	96%	96%

Performance Measures [Strategic Plan Element D]

Perspective: Learning & Growth							
Goal: Support the learning and growth of department employees							
Objective: Complete all annual performance evaluations							
Measurement Type	Key Performance Indicator(s)	FY 2014 Actual	FY 2015 Target	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate	3 - 5 Yr Goal
Output	# Completed	100%	100%	100%	100%	100%	100%
Efficiency	% of Timely completions	100%	100%	100%	100%	100%	100%
Outcome *	% Complete	100%	100%	100%	100%	100%	100%
* Percent complete by fiscal year end							

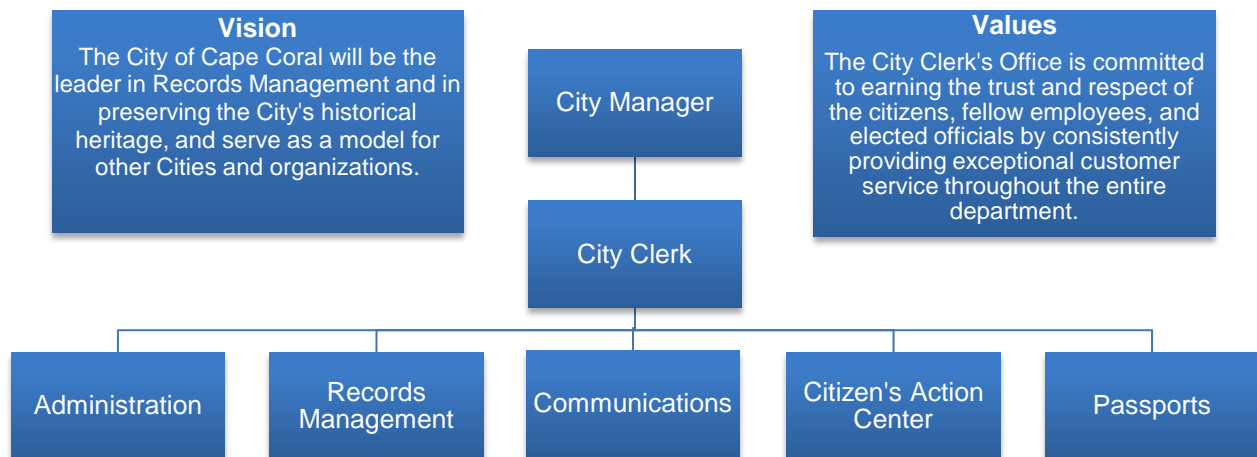
City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

City Clerk

The City Clerk's Office is the gateway to the City Council and all other City departments. The City Clerk is the official record keeper for the City of Cape Coral, responsible for maintaining and preserving the entire recorded history of the city government. Included in this history are minutes of Council meetings and official records of their decisions, as well as, communicating those decisions. The City Clerk ensures citizens have the opportunity to be heard by Council and staff. The City Clerk's Office is comprised of five functions – Administration, Citizens' Action Center, Passports, Records and Communications.

Mission

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



City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

Department Functions

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

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

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

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

2015 Accomplishments

- The City Clerk's Office utilizes the latest in mobile technology to enhance communication and achieve savings.
- Record requests are now managed through cloud-based request tracking software, eliminating the need for storage on the City's servers and providing a variety of report functions to better manage the requests and customer convenience.
- Completed the conversion of our Electronic Document Management System (EDMS) from SIRE to Hyland's OnBase system to better manage the City's electronic documents.
- Digitized and uploaded approximately 135,000 sleeves of microfilm containing 30 years of construction history and 769 rolls of commercial blueprints to PDF format into our electronic document management system.
- Implemented an Agenda Management System to replace SIRE's AgendaPlus for the production of meeting agendas, minutes, and action summaries to allow utilization of one program to record and produce the minutes and action summary for each meeting.
- Completed the switchboard automation in conjunction with installation of the new phone system within City Hall.
- The City Clerk's Office consistently receives 98-100% customer satisfaction each year covering all areas within the department. Citizens indicated that the City Clerk's Office staff is efficient, prompt, courteous, professional, and knowledgeable.

FY 2016-2018 Goals & Priorities

- Complete a citywide Records Inventory throughout all departments by engaging the records liaisons in every department to accurately identify and log all documents located in their respective departments. At the conclusion of the inventory, the City Clerk's Office will coordinate the proper destruction of documents per State law.
- Digitize 270 boxes of residential/commercial permits, 60 boxes of plans, 90 boxes of miscellaneous permits and 922 rolled plans and blueprints that are currently stored offsite. (*Strategic Initiative 4.2, Action Step 3*)
- Digitize all remaining rolls of microfilm containing historical documents (including microfilm currently stored with the Florida Department of State).
- Complete a five-year plan for each division within the department.
- Continue to provide full-service assistance to City Council, Boards, Commissions, and Committees.

City of Cape Coral, Florida
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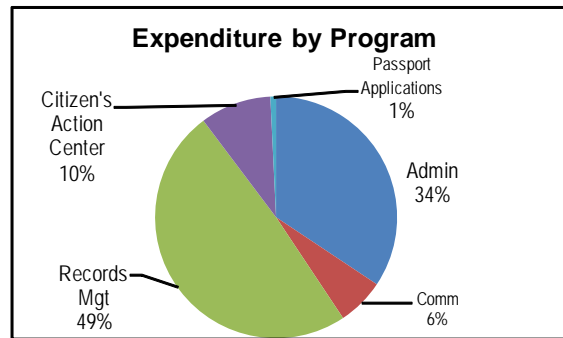
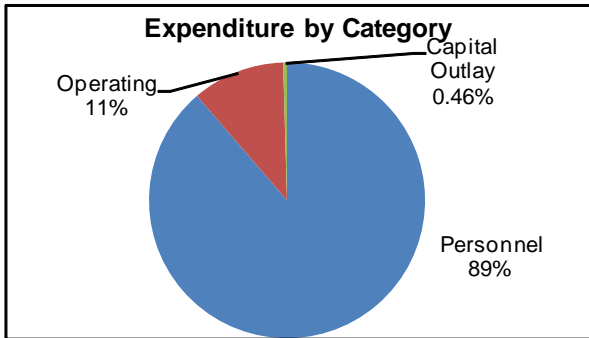
- Continue to provide citizens with a central contact point for inquiries, concerns, and issues.
- Continue to provide citizens with a central information center to obtain copies of City records.
- Adhere to the City's Strategic Plan by identify opportunities to enhance services, foster exceptional customer service, and diversify revenues.

City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

Operating Budget

	FY 2014 Actual Expenditures	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Expenditure by Category						
Personnel	\$ 990,587	\$ 1,069,150	\$ 1,064,111	\$ 1,164,496	\$ 1,214,988	\$ 1,269,883
Operating	109,384	128,260	133,299	142,645	151,071	169,127
Capital Outlay	-	14,600	20,600	6,000	-	14,600
Debt Service	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total	\$ 1,099,971	\$ 1,212,010	\$ 1,218,010	\$ 1,313,141	\$ 1,366,059	\$ 1,453,610

	FY 2014 Actual Expenditures	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Expenditure by Program						
Administration	\$ 390,994	\$ 411,995	\$ 411,995	\$ 451,088	\$ 470,749	\$ 499,284
Communications	62,946	76,149	73,005	82,917	85,458	87,904
Records Management	536,896	596,809	615,900	644,492	669,441	718,317
Citizen's Action Center	96,115	117,828	103,687	124,631	129,668	136,673
Passport Applications	13,020	9,229	13,423	10,013	10,743	11,432
Total	\$ 1,099,971	\$ 1,212,010	\$ 1,218,010	\$ 1,313,141	\$ 1,366,059	\$ 1,453,610



Performance Measures [Strategic Plan Element D]

Perspective: Financial

Goal: Develop a balanced multi-year budget.

Objective: Meet budget targets

Measurement Type	Key Performance Indicator(s)	FY 2014 Actual	FY 2015 Target	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate	3 - 5 Yr Goal
Output	Revenue	\$109,873	\$121,094	\$107,500	\$108,500	\$109,500	1%
	Expenditures	\$1,099,971	\$1,152,553	\$1,313,141	\$1,366,059	\$1,453,610	5%
Efficiency	% of Budget utilized	99%	95%	100%	100%	100%	100%
Outcome	% Increase/ (Decrease) from prior year	-1%	-4%	5%	0%	0%	0%

City of Cape Coral, Florida
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Perspective: Customer							
Goal: Provide exceptional customer service to internal and external customers							
Objective: Achieve customer satisfaction ratings of at least 95% throughout the department (out of 100%).							
Measurement Type	Key Performance Indicator(s)	FY 2014 Actual	FY 2015 Target	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate	3 - 5 Yr Goal
Output	Customer satisfaction rating for record requests - # of Records Requests	6,707	6,300	6,841	7,116	7,258	7,300
Efficiency	Avg. RR Daily	25	26	26	27	28	29
Outcome	% Case Rating above 95% approval.	98%	95%	95%	96%	97%	98%
Perspective: Customer							
Goal: Provide exceptional customer service to internal and external customers							
Objective: Complete 85% of record requests for documents readily available within 48 hours.							
Measurement Type	Key Performance Indicator(s)	FY 2014 Actual	FY 2015 Target	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate	3 - 5 Yr Goal
Output	Customer satisfaction rating for record requests - # of Records Requests Completed	6,707	6,300	6,841	7,116	7,258	7,300
Efficiency	Avg. RR Daily	25	26	26	27	28	29
Outcome	% of Requests completed within 48 hrs.	80%	85%	86%	87%	88%	89%

City of Cape Coral, Florida
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Perspective: Customer							
Goal: Be responsive to customer needs by answering calls in a timely manner							
Objective: Reduce the number of abandoned calls in the Citizen's Action Center by 5%							
Measurement Type	Key Performance Indicator(s)	FY 2014 Actual	FY 2015 Target	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate	3 - 5 Yr Goal
Output	# of calls answered	22,285	23,000	23,500	24,000	24,500	25,000
Efficiency	Avg. number of calls taken each day	85	87	89	91	93	95
Outcome	Percentage of abandoned calls	4%	<3%	<2.5%	<2.0%	<1.5%	<1%
Perspective: Internal							
Goal: Ensure that all digitized records fully meet statutory requirements							
Objective: To ensure that all Quality Control Errors for scanned documents are identified and corrected.							
Measurement Type	Key Performance Indicator(s)	FY 2014 Actual	FY 2015 Target	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate	3 - 5 Yr Goal
Output	# of Pages Scanned	237,600	395,000	450,000	500,000	550,000	550,000
Efficiency	# of QC Errors	153	<50	<50	<50	<40	<30
Outcome	% Error Rate	0.0018	<1%	<1%	<1%	<1%	<1%
	# of Critical Errors	n/a	0	0	0	0	0
Perspective: Learning & Growth							
Goal: To increase employee effectiveness by providing quality training opportunities							
Objective: To provide at least one professional development training for each employee annually.							
Measurement Type	Key Performance Indicator(s)	FY 2014 Actual	FY 2015 Target	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate	3 - 5 Yr Goal
Output	# of employees	18	18	18	18	18	18
Efficiency	Total trainings attended per employee	0.67	0.5	1	1	1	1
Outcome	Number of Total employee training sessions	12	9	18	18	18	18

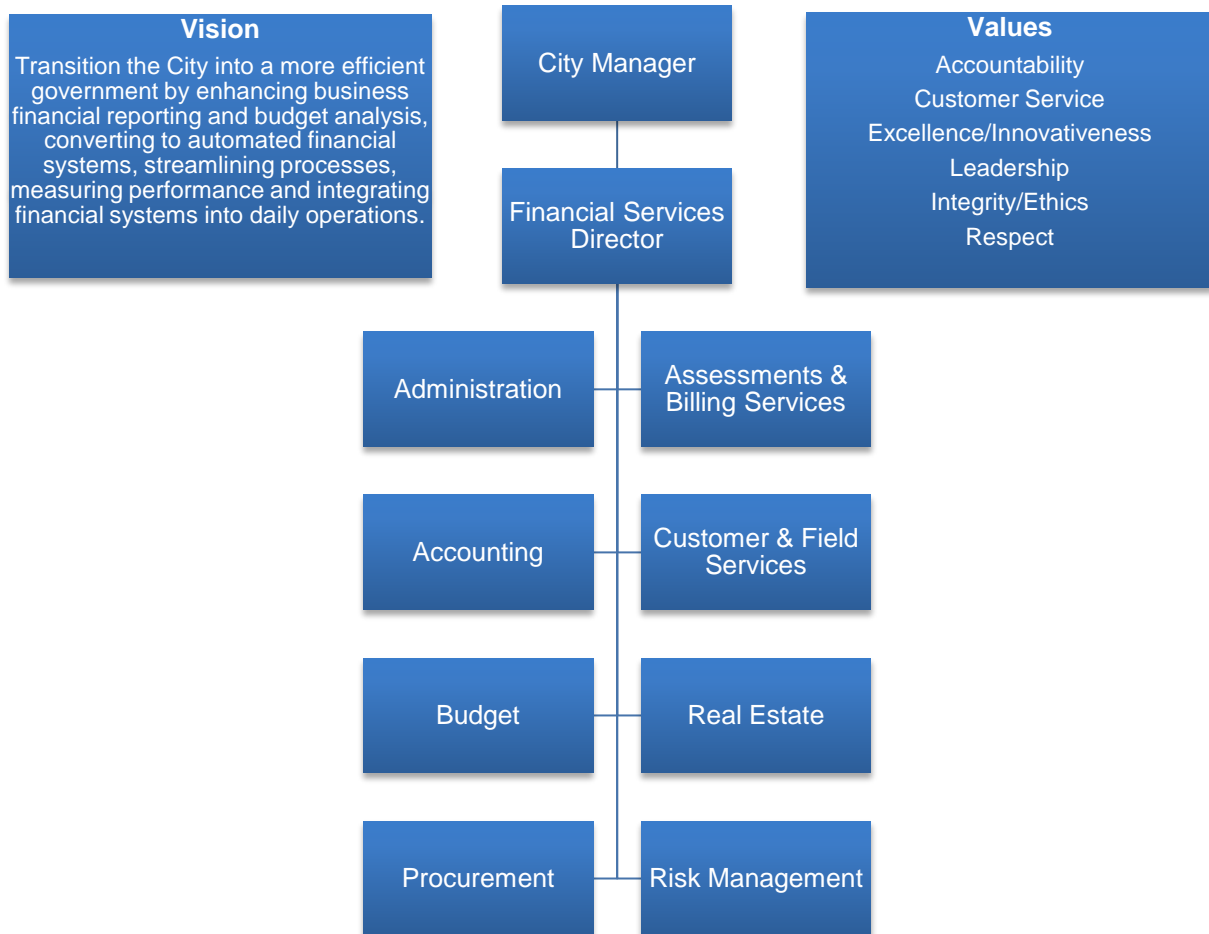
City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

Financial Services Department

The Financial Services Department is responsible for the overall financial management of the City to include centralized accounting, financial reporting, budgeting and procurement services. The Department also oversees treasury and debt management, payroll administration, fixed asset reporting, assessments and billing services, customer and field services, real estate and risk management.

Mission

To provide timely, accurate, relevant and accessible financial data, services, analysis and guidance to our customers and to promote confidence in these products as sound foundations for effective management of City resources.



City of Cape Coral, Florida
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Department Functions

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

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

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

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

The Office of 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.

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

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

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

FY 2015 Accomplishments

- Issued FY 2014 CAFR by required deadline and submit to the Government Finance Officers Association (GFOA) for the Certificate of Achievement for Excellence in Financial Reporting on 3/31/2015.
- Completed hiring of vacant positions in core financial functional areas of accounting, budget, and debt/treasury. Ongoing hiring taking place in the Customer Service area.
- Closed on the refunding of 2006 Special Obligation bonds in May 2015 and anticipate closing on refunding of 2006 Water & Sewer Refunding revenue bonds in June 2015.
- Have continued to demonstrate sound financial management through the reviews by rating agencies in November 2014 and April 2015. Additional rating review anticipated for June 2015.
- Periodic financial reporting of budget to actual of major funds was restarted in March 2015.
- Ordinance changes to Chapter 19 presented to City Council in June 2015 Propose and implement policy changes which are accepted by Council to Ordinance 19.
- Transitioned to new Investment Advisor in October 2014.
- Completed reorganization of Customer Billing Services into two separate divisions.

City of Cape Coral, Florida
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- Completed implementation of D-FAST 3 for special assessment billing (May 2015).
- Completed training and development for Managers and Supervisors in reference to procurement policy, RFP development, and contract administration (anticipated completion May 2015).
- Reviewed and analyzed citywide vendors for short and long term strategic plans (anticipated completion July 2015).
- Finalized and update to Purchasing Administrative Regulation and propose changes to the Ordinance. (anticipated completion June 2015)
- Reformatted the FY 2016 budget document and provided additional relevant information for readers that included the required information and formats that met the criteria for submission to the Government Finance Officers Association Distinguished Budget Presentation Award Program.
- Participated in multi-departmental team evaluating Electric Franchise agreement providing data, information, and recommendations relating to financial matters.
- Participated in multi-departmental teams for the evaluation of bargaining agreements and compensation matters.
- Developed and issued RFP requirements to replace Active Gov cashiering / point of sale system (May 2015).
- Obtained policy decision to place legacy assessments onto the tax bill (July 2015).
- Developed a monthly status report for those in light duty/non working status to keep Director's informed on the status of staff.

FY 2016 – 2018 Goals & Priorities

- Submit annual CAFRs to GFOA for Certificate of Achievement for Excellence in Financial Reporting.
- Submit annual operating budget to GFOA for the Distinguished Budget Award.
- Increase training provided to departments on various processes: budget preparation, accounts payable invoice processing, timekeeping, and procurement.
- Update the annual Revenue Manual for the budgeting process.
- Develop the staff to improve internal succession planning to avoid interruption of the work requirements of functional process and related roles.
- Implement electronic workflow for Field Service Reps.
- Implement electronic workflow for online services for utility customers including new online application process.
- Implement electronic signature pads at utility counter – store customer signatures digitally.
- Organize at least two safety trainings per month.
- Visit and inspect at least 50% of all City facilities on an annual basis from a safety perspective.
- Automate, to the extent possible, financial reports for periodic monitoring reports as well as the preparation of annual financial statements and state reports.

City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

Operating Budget

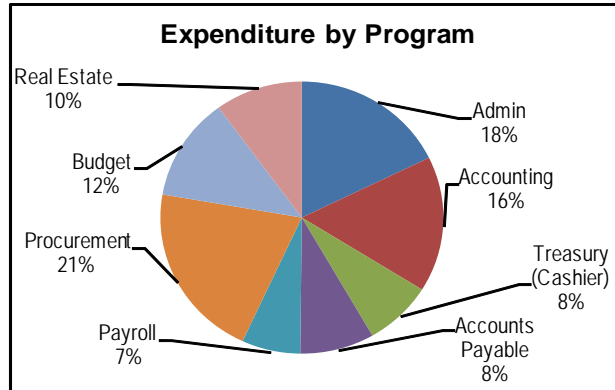
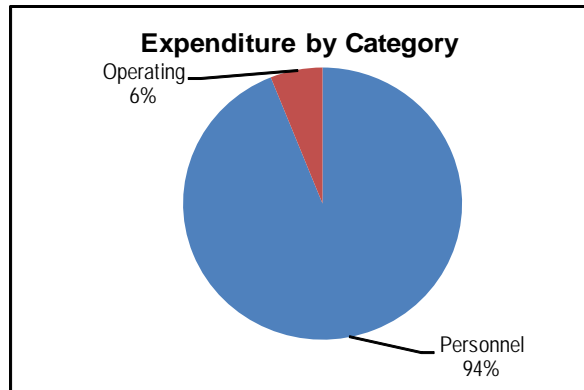
Expenditure by Category	FY 2014 Actual Expenditures	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Personnel	\$ 2,163,768	\$ 2,486,177	\$ 2,406,197	\$ 2,878,255	\$ 3,002,148	\$ 3,146,584
Operating	125,125	198,364	205,843	184,548	198,773	211,322
Capital Outlay	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total	\$ 2,288,893	\$ 2,684,541	\$ 2,612,040	\$ 3,062,803	\$ 3,200,921	\$ 3,357,906

Expenditure by Program	FY 2014 Actual Expenditures	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Administration ¹	\$ 245,872	\$ 422,991	\$ 422,991	\$ 545,145	\$ 570,321	\$ 594,901
Accounting	355,287	440,910	443,409	490,641	507,647	535,642
Treasury (Cashier)	222,101	230,158	230,158	239,652	252,895	263,301
Accounts Payable	232,982	235,900	235,900	261,657	273,968	290,359
Payroll	191,413	195,829	195,829	206,344	216,147	229,677
Procurement ²	458,634	525,284	495,284	636,572	666,625	698,957
Budget	309,214	358,094	313,094	374,577	391,244	408,255
Real Estate	273,391	275,375	275,375	308,215	322,074	336,814
Total	\$ 2,288,893	\$ 2,684,541	\$ 2,612,040	\$ 3,062,803	\$ 3,200,921	\$ 3,357,906

¹ The Assistant Financial Services Director, retitled Deputy Financial Services Director, was moved from Accounting to Administration in FY 2015.

An Administrative Secretary was moved from Procurement to Administration in FY 2014.

² 2 Contract Specialists added in Procurement - 1 for FY 2015 & 1 for FY 2016.



City of Cape Coral, Florida
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Performance Measures [Strategic Plan Element B]							
Perspective: Financial							
Goal: Develop a balanced multi-year budget.							
Objective: Meet budget targets							
Measurement Type	Key Performance Indicator(s)	FY 2014 Actual	FY 2015 Target	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate	3 - 5 Yr Goal
Output	Expenditures	\$2,288,893	\$2,467,841	\$3,062,803	\$3,200,921	\$3,357,906	5%
Efficiency	% of Budget utilized	96%	94%	100%	100%	100%	100%
Outcome	% Increase/ (Decrease) from prior year	-3%	-1%	6%	0%	0%	0%
Perspective: Customer							
Goal: Acquire and manage real estate for the highest public use and benefit.							
Objective: Acquire interests in Real Property for City Projects (Easements or Fee Simple)							
Measurement Type	Key Performance Indicator(s)	FY 2014 Actual	FY 2015 Target	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate	3 - 5 Yr Goal
Output	Total # of properties acquired for City Projects (includes fee simple & easements)	17	50	60	60	60	250
Efficiency	Minimalize property acquisitions through eminent domain (goal is <30%)	6%	15%	15%	20%	20%	<30%
Service Quality	Percentage of properties closed within contractual timeframe	100%	100%	100%	100%	100%	95%
Outcome	Percentage of contracted properties purchased at or below the appraised value	94%	90%	90%	85%	85%	80%

City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

Perspective: Customer							
Goal: Provide timely, pertinent, and useful financial information and recommendations to stakeholders.							
Objective: Gain efficiencies through training and improving resources.							
Measurement Type	Key Performance Indicator(s)	FY 2014 Actual	FY 2015 Target	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate	3 - 5 Yr Goal
Output	Number of formal training hours provided to departments to increase communication of budgeting procedures	0	0	5	10	15	20 hours
Efficiency	To decrease # of days from month end for providing the	14	14	12	11	10	10
Service Quality	Develop and perform a customer satisfaction	0	0	1	2	2	2
Outcome	Exceed expectation on customer satisfaction	0	0	Score TBD	Score TBD	Score TBD	Score TBD

City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

Perspective: Customer							
Goal: To provide superior levels off customer service for water/sewer/irrigation customers of the City of Cape Coral.							
Objective: Provide timely, efficient and professional customer service by telephone, in-person, and through all channels.							
Measurement Type	Key Performance Indicator(s)	FY 2014 Actual	FY 2015 Target	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate	3 - 5 Yr Goal
Output	# of Field Service Work Orders	52,315	45,000	50,000	55,000	60,000	60,000
Efficiency	Speed-to-Answer (minutes)	3:43	5:00	4:30	4:30	4:15	4:15
Service Quality	% Users rating service as Above Average to Excellent	N/A	80%	85%	85%	85%	85%
Outcome	Field Service work orders completed within 1 working day of issue.	N/A	80%	80%	80%	80%	80%

City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

Perspective: Customer							
Goal: To provide complete and accurate property payoff requests to customers, realtors, title companies within 1 business day, meet service level agreement of 97%							
Objective: Provide completed payoffs within one business day - Meet SLA 97%							
Measurement Type	Key Performance Indicator(s)	FY 2014 Actual	FY 2015 Target	FY 2016 Target	FY 2017 Estimate	FY 2018 Estimate	3 - 5 Yr Goal
Output	# Payoffs received	19,643	19,200	19,200	19,200	19,200	19,200
Efficiency	# Payoffs processed within one business day	N/A	18,624	18,624	18,624	18,624	18,624
Outcome	% SLA Achieved	N/A	97%	97%	97%	97%	97%
Goal: Process tax billed assessment refunds within 60 days of tax roll transmission to the Tax Collector							
Objective: Provide tax billed assessment refunds within 60 days of tax rolls transmission to Tax Collector- Meet SLA 95%							
Measurement Type	Key Performance Indicator(s)	FY 2014 Actual	FY 2015 Target	FY 2016 Target	FY 2017 Estimate	FY 2018 Estimate	3 - 5 Yr Goal
Output	# of Refunds processed	46	116	122	128	135	149
Efficiency	# of refunds processed within 60 days	0	110	116	122	128	142
Outcome	% SLA Achieved	0%	95%	95%	95%	95%	95%

City of Cape Coral, Florida
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Perspective: Customer							
Goal: To provide purchasing services to ensure procurement of specified goods at the best possible combination of price, quality and timeliness consistent with prevailing economic conditions while maintaining fair and equitable processes.							
Objective: To increase the percentage of contracts executed prior to expiration							
Measurement Type	Key Performance Indicator(s)	FY 2014 Actual	FY 2015 Target	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate	3 - 5 Yr Goal
Output	# of Contracts	161	180	200	250	250	250
Efficiency	Average # of contracts managed per Contract Specialist/Buyer	35	40	40	40	40	40
Outcome	% of Contracts executed prior to expiration	95%	99%	100%	100%	100%	100%
	% of Vendor Protests	0%	0%	0%	0%	0%	0%
Perspective: Internal							
Goal: To meet service level issuance of purchase orders							
Objective: To achieve an average turnaround time of one week							
Measurement Type	Key Performance Indicator(s)	FY 2014 Actual	FY 2015 Target	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate	3 - 5 Yr Goal
Output	# of Purchase Orders	5,117	5,500	5,000	5,000	5,000	5,000
Efficiency	Procurement Cycle time from the beginning of a process to the time a contract is executed	N/A	N/A	N/A	N/A	N/A	N/A
Outcome	% of Purchase orders processed within one week	98%	99%	100%	100%	100%	100%

City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

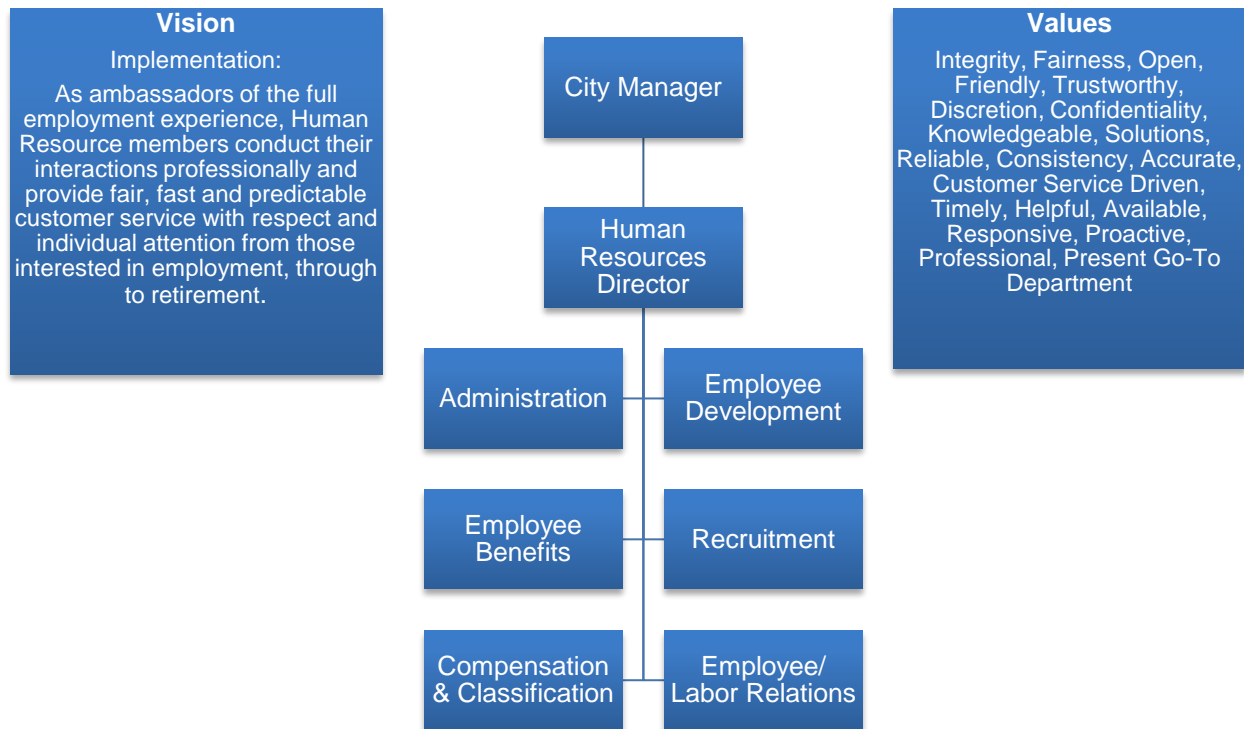
Perspective: Internal							
Goal: Oversee the development and implementation of the 3-year rolling annual operating budget and 6-Year Asset Improvement Plan.							
Objective: Maintain financial stability by managing the budget according to Best Practices.							
Measurement Type	Key Performance Indicator(s)	FY 2014 Actual	FY 2015 Target	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate	3 - 5 Yr Goal
Output	Annual Operating Budget	1	1	1	1	1	1
Efficiency	Cost of Budget Services Per Capita	\$1.89	\$1.69	\$2.22	\$2.28	\$2.34	\$2.34
Service Quality	Awarded points for GFOA Distinguished Budget Award (372 max)	0	0	300	310	330	350
Outcome	Manage General Fund Current Expense To Revenue Ratio	92%	90%	99.53%	97.29%	97.35%	97%
Perspective: Learning & Growth							
Goal: Achieve a higher level of performance							
Objective: Provide transparency and reliability in financial reporting.							
Measurement Type	Key Performance Indicator(s)	FY 2014 Actual	FY 2015 Target	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate	3 - 5 Yr Goal
Output	Training hours on reporting software	0	72	100	100	90	80
Efficiency	Increase # of automated reports utilized	0	0	1	5	7	10
Service Quality	Develop and perform a customer satisfaction survey	0	0	1	2	2	2
Outcome	Develop and provide effective analytical summaries for all levels of management and each department.	0	0	0	50%	70%	100% of Dept's

City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget
Human Resources Department

HR identifies and articulates strategic human resource management solutions, provides skilled advice and counsel, identifies and implements best practices, and recognizes individual and organization success.

Mission

To drive the City of Cape Coral's growth and sustainability through providing total compensation, development and talent strategies, compliance to employment legal matters, and strengthening of working relationships through Interest Based Bargaining and team work with labor representation.



City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

Human Resources and Labor Relations

Recruitment and Development Vision:

Assist to fill positions with the most qualified personnel by identifying workforce needs, ensuring efficient and best practice recruitment and internal processes. Identify and develop workforce talents and strengths to support the success of engaged employees who will drive the City of Cape Coral forward.

Benefits and Compensation Vision:

To attract and retain a top talent base by providing competitive total compensation with strategic benefits, wellness and compensation packages that support the City's employees throughout their employment and retirement experiences.

Employee and Labor Relations Vision:

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

Overall Compliance:

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

FY 2015 Accomplishments

- Pay parity continued to strategic plan in place
 - ✓ Total comp info – comparables gathered by May 4
- Police Department finalized
- General and Fire negotiations - beginning to implementation
- Strategic Planning
 - ✓ Benefit packages throughout the City
 - ✓ Labor management benefit committee to review benefit strategies for January, 2016
 - ✓ Succession and workforce planning
- HR Metrics in place
- BrandHR
 - ✓ Includes feedback communication with customers
- Benefit communications available to all City employees
- Full cycle recruitment in place and social media and other sources best utilized
- Performance Review revitalization, centralized
- Process Efficiency
 - ✓ Rewrite or readdress ordinance, AR's, electronic workflow leveraged, etc.
- Software Leveraged
 - ✓ Bentek / Kronos

FY 2016-2018 Goals and Priorities

- Recruitment - Application Software Upgrade or Transition to Newer Program
- Learning Management Division revitalized
 - ✓ Includes Learning Management Software implemented and training of City staff
- Implementation and continuation of Benefits Self Insured program
- Pay parity continued in accordance to implementation and planning
- Continue Benefit package reviews throughout the City
- Continue succession and workforce planning
- Labor Relations:
 - ✓ Police negotiations open October 2016
 - ✓ Maintain any possible contract openings

City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

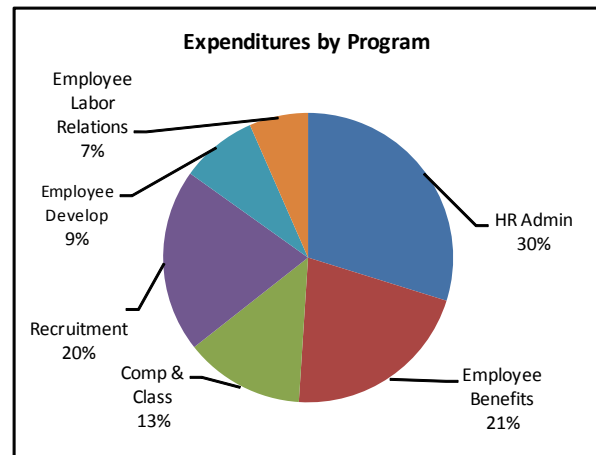
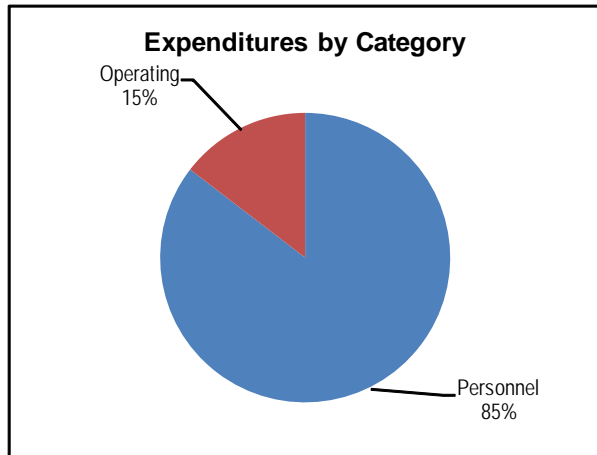
Operating Budget

Expenditure Category	FY 2014 Actual Expenditures	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Personnel ¹	\$ 1,011,302	\$ 1,110,343	\$ 1,110,343	\$ 1,199,772	\$ 1,249,307	\$ 1,312,615
Operating ²	156,463	206,279	272,109	204,892	233,008	240,404
Capital Outlay	749	5,636	5,636	-	-	-
Debt Service	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total	\$ 1,168,514	\$ 1,322,258	\$ 1,388,088	\$ 1,404,664	\$ 1,482,315	\$ 1,553,019

Expenditure by Program	FY 2014 Actual Expenditures	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
HR Administration	420,970	388,444	397,630	418,844	430,334	448,082
Employee Benefits	256,278	272,967	266,292	297,942	314,911	329,109
Comp & Classification	164,942	196,283	260,938	187,619	194,285	203,722
Recruitment	242,624	287,602	287,602	287,794	317,988	329,310
Employee Development	1,078	92,971	91,971	120,189	128,347	141,797
Employee/Labor Relations	82,622	83,991	83,655	92,276	96,450	100,999
Total	\$ 1,168,514	\$ 1,322,258	\$ 1,388,088	\$ 1,404,664	\$ 1,482,315	\$ 1,553,019

¹ A Compensation Generalist I was eliminated and a Training & Development Specialist was added in FY 2015.

² Increases in Operating expenditures in FY 2015 include funds to restart an in-house training program as well as support from outside firm for classification/compensation activities.



City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

Performance Measures [Strategic Plan Element D]							
Perspective: Financial							
Goal: Develop a balanced multi-year budget.							
Objective: Meet budget targets							
Measurement Type	Key Performance Indicator(s)	FY 2014 Actual	FY 2015 Target	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate	3 - 5 Yr Goal
Output	Expenditures	\$1,168,514	\$1,328,245	\$1,404,664	\$1,482,315	\$1,553,019	5%
Efficiency	% of Budget utilized	98%	96%	100%	100%	100%	100%
Outcome	% Increase/ (Decrease) from prior year	1%	-3%	4%	0%	0%	0%
Perspective: Customer							
Goal: Business needs are met for filling Full Time positions							
Objective: Fill positions in a timely manner							
Measurement Type	Key Performance Indicator(s)	FY 2014 Actual	FY 2015 Target	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate	3 - 5 Yr Goal
Output	Manager assessment period	NA	21	21	21	21	21
	H/R evaluation time period	NA	22	22	22	22	22
Efficiency	Days to fill recruiting	42	<43	<43	<43	<43	<43
Service Quality	# of Qualified applicants referred to mgr	NA	> or = 4	> or = 4	> or = 4	> or = 4	> or = 4
Outcome	% of positions filled at or under target	NA	80%	80%	80%	80%	80%

City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

Perspective: Internal							
Goal: Implement tracking for retention of employees.							
Objective: Track voluntary and involuntary terminations pre 10/01/2003							
Measurement Type	Key Performance Indicator(s)	FY 2014 Actual	FY 2015 Target	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate	3 - 5 Yr Goal
Output	# of Voluntary terminations	N/A	TBD	TBD	TBD	TBD	TBD
	# of Involuntary terminations	N/A	TBD	TBD	TBD	TBD	TBD
Efficiency	Turnover rate for voluntary terminations	N/A	TBD	TBD	TBD	TBD	TBD
	Turnover rate for involuntary terminations	N/A	TBD	TBD	TBD	TBD	TBD
Service Quality	Develop a qualitative analysis to track reasons for departure. % Complete	N/A	20%	100%	100%	100%	100%
Outcome	Determine acceptable % of voluntary departures for Cape Coral	N/A	TBD	TBD	TBD	TBD	TBD

City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

Perspective: Internal							
Goal: Implement tracking for retention of employees.							
Objective: Track voluntary and involuntary terminations post 10/01/2003							
Measurement Type	Key Performance Indicator(s)	FY 2014 Actual	FY 2015 Target	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate	3 - 5 Yr Goal
Output	# of Voluntary terminations	N/A	TBD	TBD	TBD	TBD	TBD
	# of Involuntary terminations	N/A	TBD	TBD	TBD	TBD	TBD
Efficiency	Turnover rate for voluntary terminations	N/A	TBD	TBD	TBD	TBD	TBD
	Turnover rate for involuntary terminations	N/A	TBD	TBD	TBD	TBD	TBD
Service Quality	Develop a qualitative analysis to track reasons for departure. % Complete	N/A	20%	100%	100%	100%	100%
Outcome	Determine acceptable % of voluntary departures for Cape Coral	N/A	TBD	TBD	TBD	TBD	TBD
Perspective: Learning & Growth							
Goal: Support the learning and growth of department employees							
Objective: Complete all annual performance evaluations							
Measurement Type	Key Performance Indicator(s)	FY 2014 Actual	FY 2015 Target	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate	3 - 5 Yr Goal
Output	# Completed	100%	100%	100%	100%	100%	100%
Efficiency	% of Timely completions	100%	100%	100%	100%	100%	100%
Outcome *	% Complete	100%	100%	100%	100%	100%	100%
* Percent complete by fiscal year end							

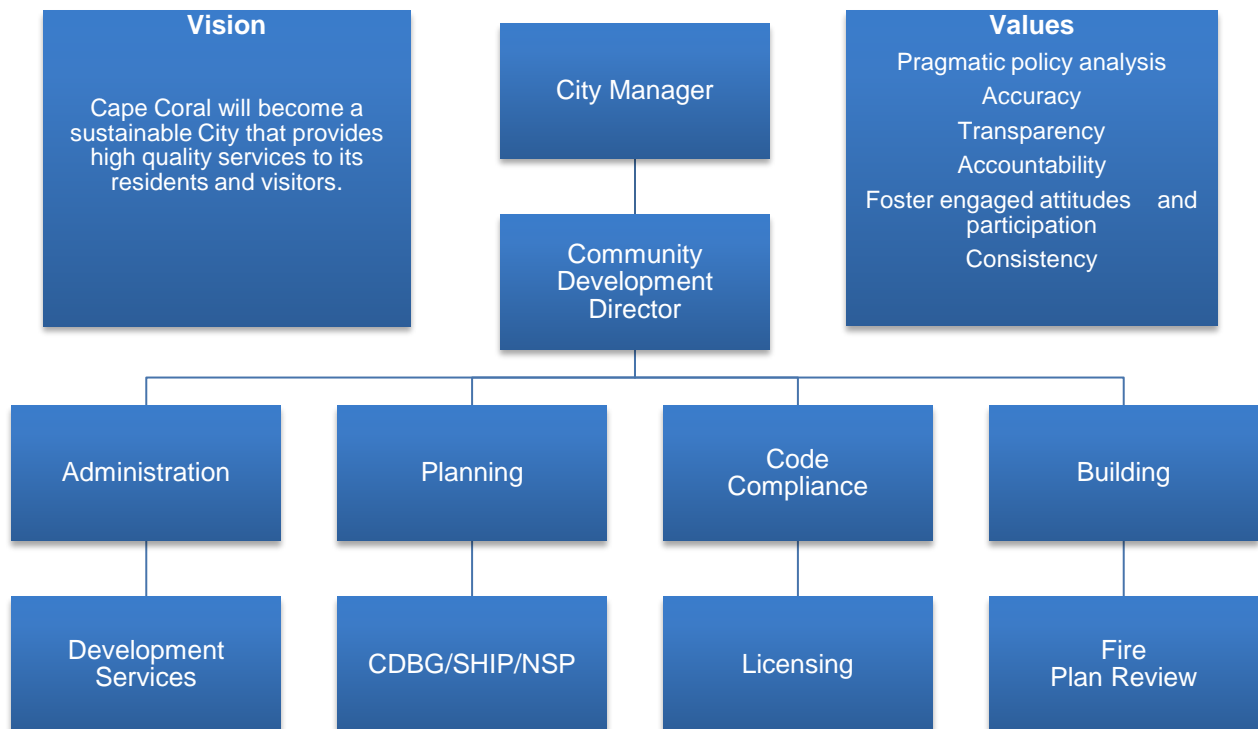
City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

Department of Community Development

The Community Development Department provides a comprehensive range of services to the public and the development community including, but not limited to, review of development proposals; building permits; changes to the City's Comprehensive Plan and redevelopment plans; and compliance with City ordinances. Staff support is provided to the City Council, the Planning and Zoning Commission, the Community Redevelopment Agency, the Construction Regulation Board, and other advisory boards, and City departments.

Mission

The mission of the Department of Community Development is to provide courteous, consistent, dependable and trustworthy public service pertaining to the various functions of the Department in an effort to foster positive, orderly development and redevelopment of the City's land assets.



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

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

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

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

FY 2015 Accomplishments

- Streamlined the development review process by moving site development plan review back to DCD and created a Development Services Group.
- Expanded Development Services Group to include site development inspection services, horticulture plan reviews, and inspections.
- Created a Development Services Group web page and updated applications and guidelines.
- Introduced the electronic (eTRAKiT) submission process for commercial and residential Site Development Plan (SDP) applications in December 2014. To date approximately 25% of the applications have been submitted and reviewed electronically.
- Introduced the option for eTRAKiT submission of applications for miscellaneous site development permits.
- Adopted updated code interpretations with regard to: landscape requirements along roads, landscape requirements leading to excess deviations, and redevelopment and site expansion requirements.
- Changed man-power allocation of code officers to more evenly distribute work load and to enhance enforcement efforts throughout the City.
- New methods of tracking code officer activity were established to enhance performance measures and monthly reports were generated.
- Maintained participation in the 20th Judicial "Task Force for Unlicensed Contractors" as a cohesive unit for southwest Florida to address the continuing effects of unlicensed contractor activity.
- Initiated "code sweeps" as a method of proactive enforcement and increased proactive work above 55% of all calls.
- Provided the opportunity for each City recreation facility focused on the elderly, to receive presentations about contractor scams.

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- Code Compliance Division response time was reduced to 48 hours from 72 hours.
- Collected over \$136,250.00 in liens from October 1, 2014 to March 30, 2015.
- Completion of the Analysis of Impediments to Fair Housing Choice Plan in conjunction with Lee County and the City of Fort Myers.
- The five Year Consolidated Plan outlining goals and objectives for the City's US Department of Housing and Urban Development programs are underway and completion is anticipated by fiscal year end.
- On target to meet expenditure and reporting requirements for housing grant programs managed by the Planning Division.
- Completed amendments to the Land Use and Development Regulations (LUDR) Sections 3.16 and 4.2 to be consistent with updates and changes in the Comprehensive Plan.
- Anticipated completion of Comprehensive Plan text amendments to be consistent with State law(s) as outlined in the EAR notification letter.
- Completed updates to the LUDR to reflect the use of a Hearing Examiner; Contract with selected Hearing Examiner will be executed by fiscal year end.
- Review committee has selected a consultant to perform the LUDR rewrite and a contract is anticipated by fiscal year end.
- Anticipated completion of the bi-annual updating of the Build-Out Analysis planning document to provide City Council/Mayor with current and timely planning information.
- The Planning Division established a level of service (LOS) for several public hearing cases, such as Special Exceptions, Variances, and Deviations.
- The Building Division has exceeded 30% of available permits online with 61% of all permit types available online applied for electronically.
- The Building Division continues to be active in all industry partnerships, providing support and technical services.
- Internal communication was enhanced by increasing the frequency of meetings with Division Managers, Supervisors, and within sections.

FY 2016 – FY 2018 Goals & Priorities

Administration

- Cost allocation study, as recommended in the Zucker report, to assure all Departments are receiving funds that cover their costs in reviewing development applications. Engagement letter being developed with assistance from the City Auditor.
- Complete the LUDR rewrite to eliminate Euclidean zoning model to be replaced with form based or hybrid model.

Building Division

- Permitting: Continue to complete our online permitting with a goal of 30% of all permits applied for online.
 - With more online permits, maintain an average wait time for counter applicants of 10 minutes.
- Plan Review: All reviewed miscellaneous permits processed in four days or less.
 - Residential: New construction and addition remodels completed in 8 days or less.
 - Commercial: All commercial permits through the completed review in 8 days or less.
- Inspections: Have 95% of all inspections completed on schedule.

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- Continued Education & Training to insure consistency with inspection results.
- Maintain 12 to 15 inspections per day per inspector to minimize errors and maintain efficiency.
- Industry Partnership:
 - Continue to maintain an active partnership with the CCCIA along with the Chamber of Commerce, the Cape Coral Realtors Association, and local business leaders.

Code Compliance Division

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

Development Services

- Continue to work towards consolidating utility plan reviews into a single review.
 - Explore potential to move function to DS, [Zucker recommendation #196](#)
- Continue to assist Utility Department with the development of new utility standards for commercial and residential development.
- Continue to assist Public Works Department with update to the Engineering Design Standards.
- Assist with LUDR update, as applicable, to commercial and residential development projects.
- In conjunction with the LUDR update, clarify/establish plat review approval process for staff and applicants.
- Update and maintain Development Services Group website pages and ePermitting function, as needed.
- Clarify the City website link for “I Want To”/“Apply For” as it relates to the Development Services Group permit applications.

City of Cape Coral, Florida
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- Develop an online scheduling function for available Advisory Meeting time slots.
- Expand e-Permitting for other development services permits.
- Evaluate current fee allocations and adjust as necessary.

Planning Division

- Implementation of the inaugural year of the Residential Retrofit Grant Program, offering assistance to 18 qualified residents for wind mitigation improvements to their homes, by May 2016.
- Amend the Land Use and Development Regulations (LUDR) to be consistent, as needed, with updates and changes in the Comprehensive Plan.
- Amend the LUDR to update the criteria for variances and deviations to allow for more administrative options and improved quantitative analysis to reduce the number of public hearings.
- In conjunction with the Community Rating Service (CRS) verification visit, continue to work and coordinate with other departments to achieve a CRS classification of "Class 4" to provide additional financial benefit to flood insurance rate payers within the City of Cape Coral.
- Update and finalize the Zemel agreement to be consistent with current conditions.
- Continue to support City Council/Mayor for special projects, such as community planning, land acquisition planning (Thiemann property purchase in 2013), Bimini Basin, public/private partnerships (such as the Kayak Club) and the "7-Islands" master planning.
- Continue to provide support for the Community Redevelopment Area Board and Advisory Board on City planning functions.
- Monitor risk management mapping related to the Federal Emergency Management Agency's effort to update the flood insurance rate maps (FIRM) so City interests are effectively represented.
- Continue to provide assistance to the Economic Development Office for City planning topics and customer service improvements.
- Continue to improve level of service (LOS) for customers, including establishing completion targets for all public hearing applications.
- Update the sign ordinance, as necessary, to be consistent with current market materials and methods.
- Continue to add more public hearing applications and permits to "online permitting" to provide more methods of convenience to the public and development community.
- Continue speaking engagements with realtor associations, developers, community groups, and neighborhood associations.
- Continue to provide environment assistance by reviewing development applications, coordination with State and Federal permitting agencies, and offering training programs, as needed, to the local development community on listed species within Cape Coral.
- Continue implementation and monitoring of the City-wide Incidental Take Permit and Habitat Conservation Plan for the Florida scrub jay.

City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

Operating Budget

Expenditure Category	FY 2014 Actual Expenditures	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Personnel ¹	\$ 3,234,174	\$ 3,440,667	\$ 3,511,500	\$ 3,878,668	\$ 4,042,878	\$ 4,238,299
Operating ²	357,817	525,158	449,165	578,079	601,756	608,426
Capital Outlay	-	17,500	17,500	8,500	-	-
Debt Service	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total	\$ 3,591,991	\$ 3,983,325	\$ 3,978,165	\$ 4,465,247	\$ 4,644,634	\$ 4,846,725

Expenditure by Program	FY 2014 Actual Expenditures	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Administration	\$ 231,226	\$ 248,730	\$ 293,265	\$ 349,419	\$ 360,733	\$ 370,092
Development Services ³	198,252	352,725	352,725	351,607	365,556	382,161
Planning	848,578	1,023,738	865,197	1,019,405	1,058,220	1,101,208
Code Compliance	2,153,181	2,189,007	2,138,153	2,381,155	2,487,467	2,596,957
Licensing	160,755	169,125	169,179	185,400	186,644	201,928
Fire Plan Review ⁴	-	-	159,646	178,261	186,014	194,379
Total	\$ 3,591,991	\$ 3,983,325	\$ 3,978,165	\$ 4,465,247	\$ 4,644,634	\$ 4,846,725

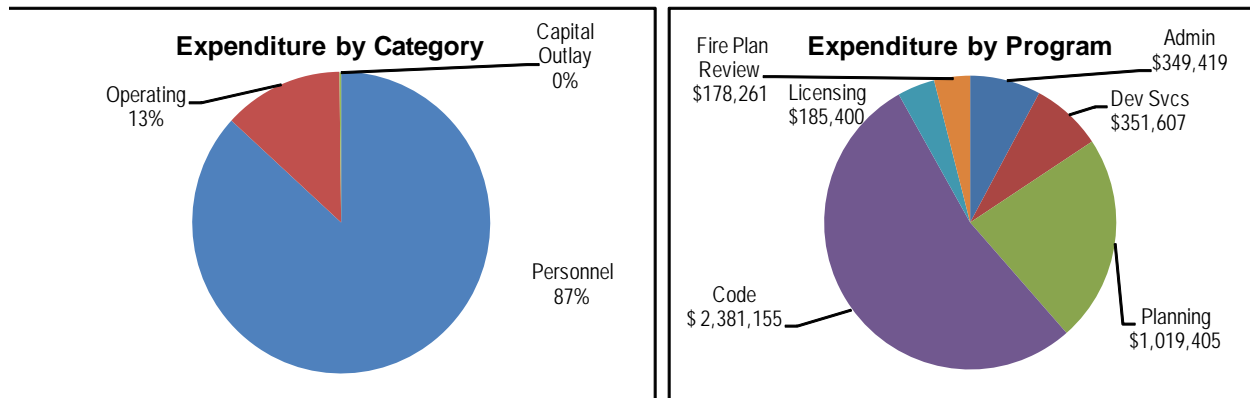
¹ Funding for the Community Development Director is included beginning with the FY 2014 budget.

² A Special Magistrate/Hearing Examiner for development issues has been added based on Zucker recommendations.

³ Development Services moved back to Community Development from Public Works Transportation Division mid FY 2014. The Horticulturist moved from Code Compliance to Development Services in FY 2014. An Engineering Inspector was added in FY 2015.

⁴ Fire Plan Review moved to Community Development in mid FY 2015.

Other related funds can be found under the Special Revenue section: Building, Community Development Block Grant (CDBG), Local Housing Assistance (SHIP), CDBG Revolving Loan Fund and HUD Neighborhood Stabilization.



City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

Performance Measures [Strategic Plan Element A]							
Perspective: Financial							
Goal: Develop a balanced multi-year budget.							
Objective: Meet budget targets							
Measurement Type	Key Performance Indicator(s)	FY 2014 Actual	FY 2015 Target	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate	3 - 5 Yr Goal
Output	Revenue (General Fund)	\$1,568,283	\$2,200,633	\$1,656,250	\$1,653,850	\$1,660,850	1%
	Expenditures (General Fund)	\$3,591,991	\$3,630,381	\$4,465,247	\$4,644,634	\$4,846,725	5%
Efficiency	% of Budget utilized	99%	91%	100%	100%	100%	100%
Outcome	% Increase/ (Decrease) from prior year	-1%	-8%	9%	0%	0%	0%
Perspective: Customer							
Goal: To increase the # of construction site inspections for unlicensed contractors.							
Objective: Identify and cite construction workers operating without a license.							
Measurement Type	Key Performance Indicator(s)	FY 2014 Actual	FY 2015 Target	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate	3 - 5 Yr Goal
Output	# of Unlicensed contractor cases	1,156	1,000	1,000	1,000	1,000	3,000
Efficiency	# of Complaints handled per licensing investigator	1,156	1,000	500	500	500	1,500
Outcome	# of Unlicensed contractors identified/cited	81	70	35	30	25	90

City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

Perspective: Internal							
Goal: To Increase community partnerships and volunteer program within the Code Compliance							
Objective: To recruit and utilize volunteers within the Code Compliance Division.							
Measurement Type	Key Performance Indicator(s)	FY 2014 Actual	FY 2015 Target	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate	3 - 5 Yr Goal
Output	Community meetings attended	n/a	n/a	6	8	10	24
Efficiency	# of Volunteers recruited	n/a	n/a	2	3	4	9
Outcome	# of Volunteer hours utilized	n/a	n/a	200	300	400	900
Goal: To process subrecipient invoices in a timely manner.							
Objective: To process invoices for subrecipients within 14 days or less.							
Measurement Type	Key Performance Indicator(s)	FY 2014 Actual	FY 2015 Target	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate	3 - 5 Yr Goal
Output	# of Invoices received from subrecipients	n/a	118	98	88	88	274
Efficiency	Total # of invoices	n/a	106	98	88	88	274
Outcome	% of Invoices processed within 14 days or less	n/a	90%	90%	90%	90%	90%
Goal: Ensure program compliance and timely processing of grants revenue funds for CDBG/SHIP/NSP							
Objective: To ensure the grant revenue is properly processed/budgeted throughout the fiscal year.							
Measurement Type	Key Performance Indicator(s)	FY 2014 Actual	FY 2015 Target	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate	3 - 5 Yr Goal
Output	# of Revenue transactions received	n/a	15	12	10	10	32
Efficiency	# of Revenue transactions processed	n/a	15	12	10	10	32
Outcome	% of Revenue transactions processed within 7 days	n/a	100%	100%	100%	100%	100%

**City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget**

Police Department

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

Mission

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



City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

Department Functions

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

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

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

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

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

FY2015 Accomplishments

- Maintained the second safest City in Florida with a population over 150,000
- Reinstated Bicycle Officer Program & bicycle/pedestrian safety enforcement operations
- Implemented Body Worn Camera Program
- Increased social media and community engagement programs
- Implemented electronic traffic crash reporting program creating a direct portal for transmitting all crash reports to the State of Florida's database
- Enhanced officer hiring process in coordination with local Police Academy
- Increased number of training courses hosted locally to reduce training travel costs

FY2016 - FY2018 Goals & Priorities

- Become the safest City in Florida with a population over 150,000
- Ensure the safe movement of people and vehicles by reducing the number of serious injury/fatal traffic crashes
- Reduce emergency response times by patrol officers
- Increase case clearance rates for property and violent crimes
- Increase efficiencies in the receipt and dispatch of emergency calls for service
- Maintain compliance with all applicable accreditation standards through the Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA) and the State of Florida Commission for Florida Accreditation (CFA)
- Completion of a firearms training range (Phase 1) of the planned public safety training facility
- Full deployment (Approx. 180 Units) of Body Worn Cameras
- Increase personnel training hours for internal and external training to stay current with technology and future trends

City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

Operating Budget

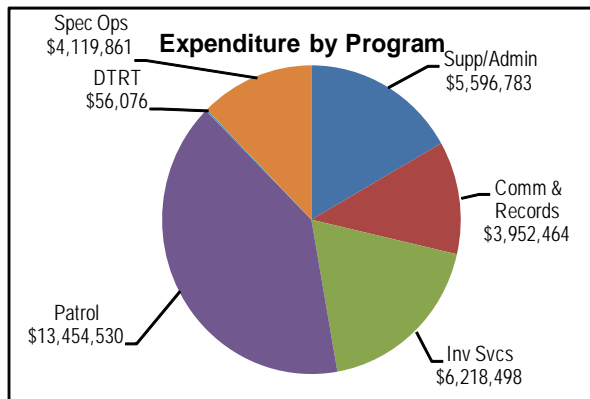
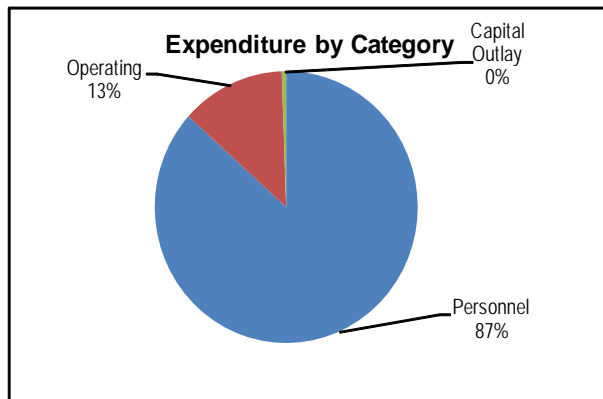
Expenditure by Category	FY 2014 Actual Expenditures	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Personnel ¹	\$ 25,794,292	\$ 26,713,221	\$ 27,227,750	\$ 28,938,582	\$ 30,633,476	\$ 32,295,198
Operating	3,747,297	3,790,579	4,534,766	4,276,130	4,440,335	4,532,571
Capital Outlay	67,834	126,000	496,202	183,500	186,000	152,000
Debt Service	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total	\$ 29,609,423	\$ 30,629,800	\$ 32,258,718	\$ 33,398,212	\$ 35,259,811	\$ 36,979,769

Expenditure by Program	FY 2014 Actual Expenditures	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Support Administration	\$ 4,627,683	\$ 4,965,530	\$ 5,680,466	\$ 5,596,783	\$ 5,818,292	\$ 6,200,424
Communications & Records	3,529,256	3,772,396	3,772,396	3,952,464	4,101,257	4,309,221
Investigative Services	5,295,880	5,838,941	5,856,441	6,218,498	6,589,023	6,865,009
Field Services/Patrol Bureau	12,826,449	12,541,625	12,960,745	13,454,530	14,451,497	15,106,460
Do The Right Thing	53,127	52,271	52,271	56,076	58,690	61,535
Special Operations	3,164,891	3,459,037	3,745,646	4,119,861	4,241,052	4,437,120
US DOJ BX 2013 (Grant)	19,096	-	-	-	-	-
US DOJ BX 2014 (Grant)	-	-	18,728	-	-	-
US DOJ JAGC 2014 (Grant)	-	-	43,333	-	-	-
US DOJ JAGC-Lee (Grant)	-	-	13,480	-	-	-
VOCA 2013-2014 (Grant)	93,041	-	-	-	-	-
DOT High Visibility Bicycle (Grant)	-	-	40,212	-	-	-
FDOT Impaired Driving Enf (Grant)	-	-	45,000	-	-	-
DHSMV SaDip 2014	-	-	30,000	-	-	-
Total	\$ 29,609,423	\$ 30,629,800	\$ 32,258,718	\$ 33,398,212	\$ 35,259,811	\$ 36,979,769

Total	\$ 29,609,423	\$ 30,629,800	\$ 32,258,718	\$ 33,398,212	\$ 35,259,811	\$ 36,979,769
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¹ In FY 2012, the Park Ranger program was transferred from Parks & Rec to include 2 full time rangers but were moved back to Parks & Rec mid year FY 2014. In FY 2016, 1 Officer is being added to Patrol and 1 Lieutenant and 3 Traffic Officers are being added to Special Operations. In FY 2017, 2 Officers and 1 Lieutenant are being added to Patrol. In FY 2018, a Deputy Chief is being added.

Other related funds can be found under the Special Revenue section: Alarm Fee, Do the Right Thing, Police Protection Impact Fee, Police Confiscation State/Federal.



City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

Performance Measures [Strategic Element E]							
Perspective: Financial							
Goal: Develop a balanced multi-year budget.							
Objective: Meet budget targets (General Fund excluding grants).							
Measurement Type	Key Performance Indicator(s)	FY 2014 Actual	FY 2015 Target	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate	3 - 5 Yr Goal
Output	Revenue	\$642,586	\$731,044	\$384,500	\$388,000	\$388,000	1%
	Expenditures	\$29,497,286	\$31,755,098	\$33,398,212	\$35,259,811	\$36,979,769	5%
Efficiency	% of Budget utilized	98%	99%	100%	100%	100%	100%
Outcome	% Increase/ (Decrease) from prior year	-1%	1%	1%	0%	0%	0%

Perspective: Customer							
Goal: To enhance community partnerships.							
Objective: To increase social media and community oriented programs by five percent.							
Measurement Type	Key Performance Indicator(s)	FY 2014 Actual	FY 2015 Target	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate	3 - 5 Yr Goal
Output	Total number of hours spent on social media interaction	1000	1,050	1,102	1,157	1,215	5%
	Total number of community oriented programs	22	23.1	24.2	25.4	26.6	5%
Efficiency	Number of hours per day spent engaging social media audience	4 hrs	4 hrs	4 hrs	4 hrs	4 hrs	4 hrs
Outcome	Total number of engaged social media participants	10,500	11,025	11,576	12,155	12,762	5%

City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

Perspective: Customer							
Goal: To increase the security and safety of our citizens through a rapid response to emergency calls for service by patrol personnel.							
Objective: To reduce patrol officer emergency response times by five percent initially, then maintain/re-evaluate.							
Measurement Type	Key Performance Indicator(s)	FY 2014 Actual	FY 2015 Target	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate	3 - 5 Yr Goal
Output	Priority one citizen's requests for service	1,792	1,828	1,864	1,902	1,940	2% yearly
Efficiency	Number of priority one calls per district:						
	South	683	697	710	725	739	2%
	Central	608	620	632	645	658	2%
	North	501	511	521	532	542	2%
	Minimum staffing requirements (per district)	5	5	5	5	5	5
Outcome	Average response time for priority one calls measured from time of dispatch to arrival	4:26	4:05	4:05	4:05	4:05	Maintain/ Re-evaluate
Goal: To reduce crime and victimization through the continued utilization of the Community Oriented Policing Strategic Tracking Analysis Reporting COPSTAR model.							
Objective: To assist in obtaining an average UCR index of 2175.							
Measurement Type	Key Performance Indicator(s)	FY 2014 Actual	FY 2015 Target	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate	3 - 5 Yr Goal
Output	Citizen's requests for service	90,941	91,850	92,768	93,696	94,633	1% yearly
	Self-initiated incidents	89,465	90,359	91,263	92,175	93,097	1% yearly
Efficiency	Number of COPSTAR and Focus meetings annually	36	36	36	36	36	36
	Number of problem solving initiatives by District Captains	12	12	12	12	12	12
Outcome	UCR Index Rate	2,203	2,175	2,175	2,175	2,175	Maintain

City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

Perspective: Customer							
Goal: Ensure the safe movement of people and vehicles.							
Objective: To reduce the number of serious injury/fatal traffic crashes in the City by ten percent initially then							
Measurement Type	Key Performance Indicator(s)	FY 2014 Actual	FY 2015 Target	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate	3 - 5 Yr Goal
Output	Number of Uniform Traffic Citations issued by Special Operations Personnel	2,955	30,141	30,743	31,358	31,985	2% yearly
	Number of Uniform Traffic Citations issued overall	8,774	8,949	9,128	9,311	9,497	2% yearly
	Number of Selective Enforcement Initiatives by Special Operations Personnel	2,900	2,958	3,017	3,077	3,139	2% yearly
Efficiency	Time Committed to Selective Traffic Initiatives (Hours)	286 hrs	291	297	303	309	2% yearly
Outcome	Overall number of serious injury/fatal traffic crashes	36	32.4	32.4	32.4	32.4	10% initially then maintain/re-evaluate

City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

Perspective: Internal							
Goal: To increase the security and safety of our citizens through the rapid receipt and dispatch of Police, Fire and Rescue emergency calls.							
Objective: To answer 95 percent of 911 emergency calls within 10 seconds and dispatch all emergency calls within 60 seconds, then maintain yearly.							
Measurement Type	Key Performance Indicator(s)	FY 2014 Actual	FY 2015 Target	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate	3 - 5 Yr Goal
Output	Calls received on non-emergency lines	271,649	279,798	288,192	296,838	305,743	3%
	Calls received on emergency lines	69,430	71,513	73,658	75,778	78,051	3%
	Incidents handled	204,771	210,914	217,241	223,758	230,471	3%
Efficiency	Number of calls per call taker	19,404	19,986	20,586	21,204	21,840	3%
	Number of calls dispatched per TC	4,249	4,376	4,507	4,642	4,781	3%
Outcome	Percentage of 911 calls answered within 10 seconds	83%	95%	95%	95%	95%	Maintain
	Percentage of emergency calls dispatched within 60 seconds	79%	95%	95%	95%	95%	Maintain

City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

Perspective: Learning & Growth							
Goal: To increase employee development through current and future training needs.							
Objective: To increase personnel training hours by five percent initially, then maintain/re-evaluate.							
Measurement Type	Key Performance Indicator(s)	FY 2014 Actual	FY 2015 Target	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate	3 - 5 Yr Goal
Output	Total hours of internal training	35,436	37,208	37,208	37,208	37,208	Initially 5% then maintain/re-evaluate
	Total hours of external training	20,990	22,039	22,039	22,039	22,039	Initially 5% then maintain/re-evaluate
Efficiency	Average amount of training hours per officer	282	296	296	296	296	Initially 5% then maintain/re-evaluate
Outcome	Number of total training hours	56,426	59,247	59,247	59,247	59,247	Initially 5% then maintain/re-evaluate

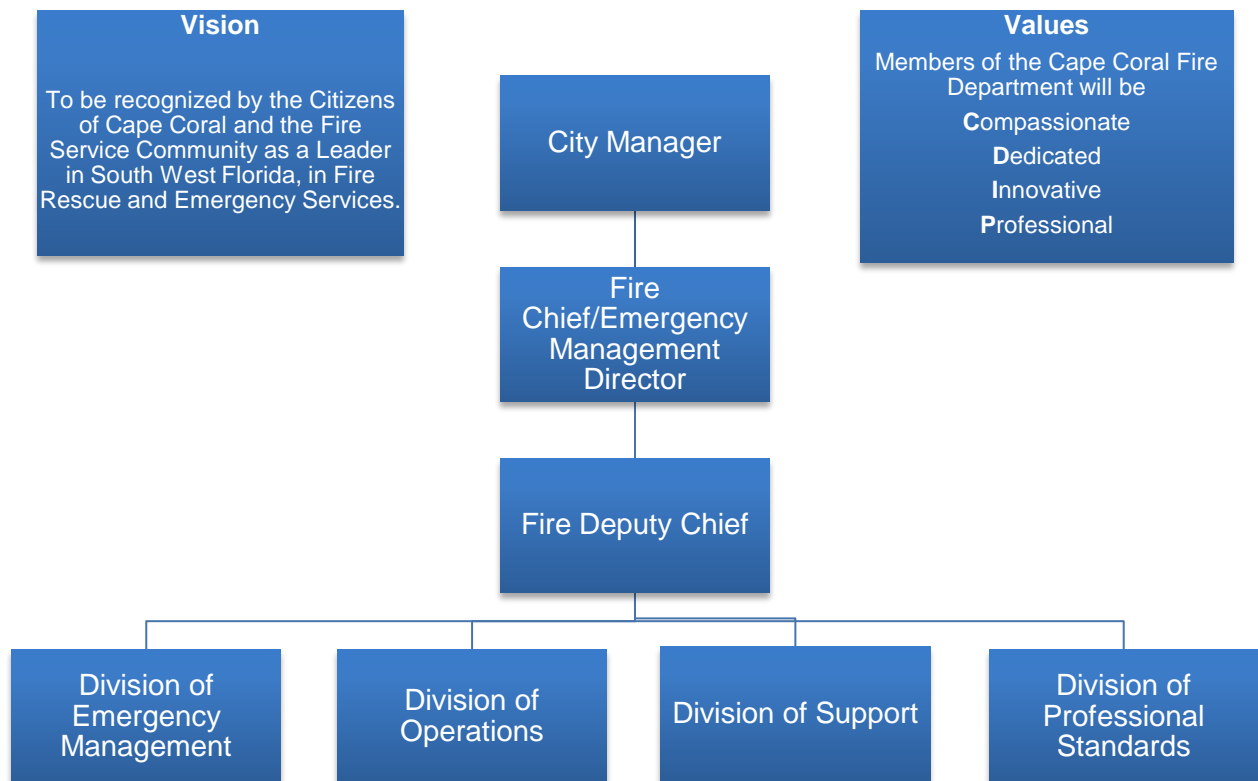
City of Cape Coral, Florida
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Fire Department

The Fire Department is responsible for fire protection, prevention and suppression of fires, and a systematic fire prevention and education program. The Department currently maintains ten fire stations.

Mission

The Men and Women of the Cape Coral Fire Department are dedicated to the preservation of life and property through a commitment to excellence of service delivery, with pride, integrity and self-sacrifice.



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Department Functions

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

Operations: The Division of Operations is the primary division of the department with 175 members, including the ranks of Firefighter, Engineer, Lieutenant, Battalion Chief and is lead by a Division Chief. The division operates 10 fire stations and 17 apparatus, divided into two battalions. Crews are divided into three shifts, working 24/48 hour rotations.

Support Services: The Division of Support Services is responsible for managing and maintaining the physical resources of the department, to include all vehicles, apparatus, equipment, operating supplies and fire stations.

Professional Standards: The Division of Professional Standards has oversight in ensuring the highest level of emergency service for the City of Cape Coral. This includes training and education, state and professional licensing compliance, quality assurance/improvement, hiring/promotions and professional development.

FY 2015 Completed/Projected Accomplishments

- Participated in active shooter training
- Developed Lieutenant orientation
- Completed Insurance Services Office (ISO) preparation
- Completed the National Fire Academy- Training Program Management
- Created the Professional Development Manual
- Developed an Annual Training Plan
- Developed the Peer Fitness Program
- Developed the Training Facility concept
- Conducted Ebola preparedness training and monitoring
- Completed credentialing of five personnel
- Three members are currently attending paramedic school, and three members completed paramedic school
- Attended professional development seminars
- Completed trial of priority medical dispatch, City-wide expected July 2015
- Made preparations for an additional ALS unit
- Taught cardiopulmonary resuscitation (CPR) to hundreds of resident and City employees
- Completed Paramedic III (P3) testing
- All personnel recertified their EMS license with the State of Florida
- Recertified the advanced cardiac life support (ACLS) and CPR certifications of over 65 personnel
- The Training Division was able to improve ISO Compliance
- Set up ISO Tracker in Target Solutions for all members
- Created the Training Divisions very first, three year Strategic Plan
- Conducted a 40 hour Acting Lieutenant Proficiency class
- Completed New Hire Testing

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- Conducted 6 week orientation for group of New Hires
- Completed emergency vehicles operator course (EVOC) Training for entire department
- Completed 8-hour hazardous materials (Hazmat) Refresher
- New Brush 5 Training
- Conducted National Fire Protection Association (NFPA) 1410 Drill on Court yard lay for the entire Department
- Began creating a Professional Development Manual
- Began development of an Annual Training Plan
- Developed the frame work to join Urban Search and Rescue (USAR) Task Force Team-6.
- The hazmat building was inventoried maintain control of assets.
- Began the process for purchasing a new hazmat trailer.
- Assisted with large decontamination training at Cape Coral Hospital.
- Worked on West Coast Inland Navigation District (WCIND) grant for a 225 motor marine 2 and 2 portable fire pumps.
- Worked with Army reserves in a major training exercise at Crystal Lake.
- Developed Marine Emergency Response Team district maps.
- Graduated nearly 100 new Community Emergency Response Team (CERT) Members
- Conducted Incident Command System (ICS) training and Disaster Animal Response training for CERT members
- Coordinated CERT support activities for various events across the City
- Became a National Weather Service (NWS) Certified StormReady Community
- Conducted annual NWS Skywarn Storm Spotter Training
- Conducted two (2) Wind Mitigation Workshops
- Conducted numerous public outreach presentations for the community
- Currently preparing for the annual Hurricane Seminar and Hurricane Kick-off Meetings
- Participated in the Lee County Emergency Shelter Exercise at Island Coast High School
- Participated in Florida Division of Emergency Management's Severe Weather Awareness Week at Gulf Elementary School
- Conducted four (4) ICS 300 & ICS 400 trainings and a CERT Train-the-Trainer Course
- Transitioned to a new emergency alert notification platform known as Ping4Alerts (Cape Police Initiative)
- Updated EOC Activation Organizational Chart
- Developed EOC Activation Manual and updated Hurricane Operations Guide (HOG)
- Developed the first Emergency Management Strategic Plan
- Developed CERT Strategic Plan and CERT Standard Operating Guide (SOG)
- Developed a Roles and Responsibilities Matrix
- Developed ICS Forms Templates for emergency notifications and activations
- Conducted annual ARM360 Damage Assessment Training
- Implemented an Incident Management Tool – CommandPro
- CERT Member volunteers logged (FY13/FY14) nearly 4,100 hours, resulting in approximate economic value to the City of more than \$90,000
- Initiated cost saving measures by ending service contracts of nearly \$60,000 annually
- Assisted with applying for the Residential Construction Mitigation Program (RCMP) Grant (\$233,000)
- Emergency Management was awarded FEMA Integrated Emergency Management Course (IEMC) (approx. \$200,000); will be conducted in August 2015
- Conducted the 2015 Ceremony of Recognition for the Fire Department.
- Facilitated the Swiss Fire Fighter Job Swap Program.
- Facilitate the German T.V. production program

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- Working on the Electronic Committee Task Force (city-wide).
- Working on the Fire Department's Strategic Plan.
- Working on the Acting Battalion Chiefs and Battalion Chiefs receiving their certification as a North Strike Team Leader.
- Conducted the Annual Citizen's Academy Class.
- Providing ongoing support and participation with the Ida Baker Fire Fighter recruitment program.
- Participated in the Lee County Co-op training.
- Representation of the Fire Department at Civic Events.
- Reinstated the Honor Guard Program.
- ISO completion/completed ISO review and maintained the City's ISO rating of a class 3.
- Audit implementation.
- Completed the construction of the apparatus bay at Station 10.
- Established replacement methodologies for Apparatus, Tools, and Equipment
- ISO: Purchased equipment and equipped all apparatus for the newest ISO standard for the November inspection.
- Completed annual hose and nozzle testing.
- Developed specifications for and ordered two front-line replacement engines.
- Organized Hurst equipment maintenance and recertification.
- Performed an audit of all small equipment in the department.
- Updated the IntelliTrack bar-coding system to more efficiently keep track of department inventory.
- Installed security cameras by the side door and the back door to increase quality control measures.
- We limited access to the warehouse area to a small amount of personnel. This helps to maintain quality control of our inventory.
- Established the "Fleet Action Register" on share point
- Implemented the Fleet Invoice process
- Implemented the use of TruFuel in all the departments 2 cycle equipment
- Upgraded inventory procedures for all furniture and appliances.
- Instituted procedures for station repairs and requests
- Put in place an asset improvement plan (AIP) for long range purchase of appliance and furniture
- Completed station inspections for improvements and repairs
- All target hazards have been identified (154) and inspected within 12 months.
- Entering all inspections into Trakit for reporting purposes.
- All hard inspection forms have been converted to computer forms.
- Developed weekly, monthly, and yearly reports to monitor progress.
- An inspection quality control system has been put in place; all inspectors are checked twice a year.
- All yearly school inspections were completed by November 2014.
- Guideline books were created for "How to do inspections" for new inspectors.
- Completed all ISO required tasks for submittal.
- Completed 1883 annual fire inspections and 1131 re-inspections.
- Completed 555 Certificate of Use and 69 re-inspections.
- Completed 1344 construction inspections.
- Completed 125 Night inspections.
- Bureau of Life Safety investigated 38 structure, 11 vehicle, 4 wild land, and 4 miscellaneous fires as of March 2015.

City of Cape Coral, Florida
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- Hired a new Public Education Specialist/PIO
- Provided toys donated by members of the community to 187 children in 72 families during the annual holiday toy drive
- Increased Facebook likes by 1500
- Continued to engage and educate the community with station tours and school programs
- Welcomed 328 visitors to the 10 fire stations during the Department's annual Open House
- Attended community festival events such as KidFest to promote the Department and public safety programs
- Participated in Swiss television show, *Job Swap*, and was featured on German television show *Achtung Kontrolle*

FY 2016-2018 Goals and Priorities

Emergency Management

- Continue to Increase Emergency Management's Role within the City
- Seek additional funding from grant opportunities
- Maintain Oversight of Damage Assessment Program
- StormReady Re-Certification
- Develop EM Exercise Program
- Develop Training Program
- Enhance CERT Program
- Enhance Ping4Alerts Training and Awareness.
- Develop and Enhance Planning Documents.
- Developed the Emergency Operations Plan (EOP) with Recovery Annex.
- Developed the Disaster Debris Management Plan.
- Developed the Continuity of Operations (COOP) and Continuity of Government Plan (COG).
- Update the Emergency Operations Center (EOC) electronics and software.
- Explore Internship Opportunities with Local Institutions of Higher Learning.
- Initiate the Emergency Management Accreditation Process (EMAP)

Life Safety

- Inspect all identified target hazards within the City annually.
- Inspect all commercial property annually.
- Build a workable web site for the citizen to use.
- Adopt the 5th Edition of the Florida Fire Prevention Code (FFPC).
- Amend the City Ordinance to reflect the FFPC.
- Create a customer survey card for inspections.
- Create a succession plan for the Fire Marshal position.
- Change all hard copy paperwork into electronic forms.
- Add two inspectors to accomplish the 12 month inspection goal.

Operations

- Arrive on Scene within 5 minutes of Dispatch, 60% of the time.
- Have a dedicated Accountability/Safety Officer.
- Reduce Overtime.
- Support the Honor Guard.

City of Cape Coral, Florida
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- Acquire a Drone that would be utilized during Brush Fires, Large Structure Fires, and Search and Rescue.

Professional Standards

- Develop annual training plan.
- Plan and construct the Training Facility.
- Develop Training Policies.
- Implement hiring/promotional testing.
- Develop a Division inventory system.
- Develop a Professional Development Manual.
- Improve Quality Assurance processes.

PIO/Public Ed

- Enhance Community Outreach
- Update Public Safety Programs
- Improve External Communications
- Improve Internal Communications
- Increase Grant Opportunities
- Grow Public Information/Public Education Areas

Support

- Develop a preventative maintenance cycle as per NFPA 1911. Managed repairs and oversight of deferred repairs. Proactive part ordering or stocking of common items. Develop a database to include all ISO required testing.
- Support Services - Develop and implement a sound and fluid data base through IntelliTrac.
- Place all annual required testing in calendar.
- Update all master inventory data bases to ensure all information is transparent for budget.
- Work with Ad Hoc committee to discuss and field trial of all tools and equipment for standardization.
- Evaluate all Fire Department facilities and develop a master plan for repairs, maintenance and replacement.

City of Cape Coral, Florida
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Operating Budget

Expenditure by Category	FY 2014 Actual Expenditures	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Personnel ^{1,2}	\$ 21,715,650	\$ 21,161,312	\$ 21,529,945	\$ 22,386,130	\$ 23,354,381	\$ 25,659,992
Operating ²	2,904,700	3,211,653	4,013,803	3,214,286	3,658,113	3,897,614
Capital Outlay ²	246,859	290,408	564,041	628,957	1,720,003	166,453
Debt Service	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total	\$ 24,867,209	\$ 24,663,373	\$ 26,107,789	\$ 26,229,373	\$ 28,732,497	\$ 29,724,059

Expenditure by Program	FY 2014 Actual Expenditures	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Administration	\$ 267,121	\$ 566,603	\$ 570,057	\$ 631,089	\$ 683,504	\$ 660,301
EOC Operations	140,594	138,319	139,182	161,876	169,552	177,541
Grants	-	-	-	-	-	-
Support Services	1,563,530	1,776,625	1,893,567	1,184,842	1,201,866	1,328,281
Special Ops	43,491	61,355	66,291	191,750	243,758	211,215
Fire Training	24,121	31,415	35,171	194,411	202,065	372,176
Emergency Medical Ser	148,503	301,245	320,810	524,026	397,501	406,845
Life Safety	805,914	905,410	890,075	814,506	860,482	899,203
Fire Plan Review	144,780	160,896	-	-	-	-
Professional Standards	-	-	-	226,527	254,407	269,978
Operations	21,720,856	20,712,205	22,180,050	22,205,354	24,620,975	25,295,412
Public Education	8,299	9,300	12,586	94,992	98,387	103,107
Total	\$ 24,867,209	\$ 24,663,373	\$ 26,107,789	\$ 26,229,373	\$ 28,732,497	\$ 29,724,059

¹ FY 2015 provides funding to reinstate Deputy Fire Chief, Division Manager, Admin Specialist I and 3 FireFighters for Station 10.

FY 2015 Adopted includes Fire Plan Review , transferd in w hole to DCD in 2015 Amended

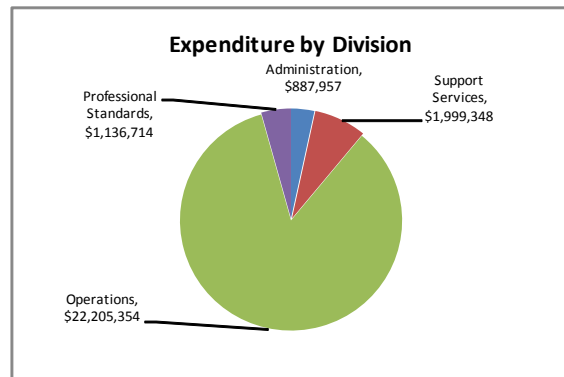
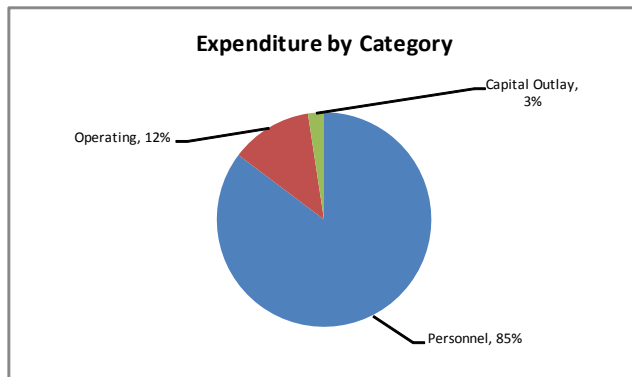
² FY 2017 provides funding for 9 new firefighter positions to staff Fire Station #11 in 3rd quarter w hich is funded to be designed and constructed in FY 2016 -2017, to include associated capital and operating expenses.

³ FY 2016 reflects departmental reorganization to include development of Professional Standards Division.

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

Other related funds can be found under the Special Revenue section: Advanced Life Support Impact Fee,

Fire, Rescue and Emergency Capital Improvement Impact Fee, and All Hazards.



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Performance Measures

Perspective: Financial							
Goal: Develop a balanced multi-year budget.							
Objective: Meet budget targets.							
Measurement Type	Key Performance Indicator(s)	FY 2014 Actual	FY 2015 Target	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate	3 - 5 Yr Goal
Output	Revenue	\$10,921,591	\$14,628,733	\$20,511,619	\$22,419,296	\$24,798,691	127%
	Expenditures	\$24,722,429	\$24,663,373	\$26,229,373	\$28,732,497	\$29,724,059	20%
Efficiency	% of Budget utilized	100.02%	100.00%	100.00%	100.00%	100.00%	100%
Outcome	% Increase / (Decrease) from prior year	-16.38%	-0.02%	0.00%	0.00%	0.00%	0%

Performance Measures Strategic Element E

Perspective: Internal							
Goal: Enhance its overall response time and fire safety to establish a high level of service.							
Objective(s): Respond to 60% of calls for service in 5 minutes or less							
Measurement Type	Key Performance Indicator(s)	FY 2014 Actual	FY 2015 Target	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate	3 - 5 Yr Goal
Output	Improve response ratio between percentage increase and response units	0.48	0.53	0.55	0.53	0.51	0.38
Efficiency	Number of response units	16	17	17	18	18	19
Service Quality	Ratings based on (1)Poor, (2)Below Average, (3)Average, (4)Above Average, and (5)Excellent	None	4	5	5	5	5
Outcome	Improve Annual Response Time %	33.2%	32.0%	31.0%	34.0%	35.0%	50.0%

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Performance Measures

Perspective: Customer							
Goal: Increase the community's education and involvement in Public Safety Programs.							
Objective: To increase information provided through social media							
Measurement Type	Key Performance Indicator(s)	FY 2014 Actual	FY 2015 Target	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate	3 - 5 Yr Goal
Output	Total number of media releases and campaigns	25	40	45	50	55	60
Efficiency	5% Annual Reduction of Administrative Direct Labor (DL) hours	300	278	265	252	240	200
Service Quality	Ratings based on (1)Poor, (2)Below Average, (3)Average, (4)Above Average, and (5)Excellent	None	4	5	5	5	5
Outcome	5% Annual Increase of followers on social media outlets	3500	3675	3860	4050	4250	4500

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Perspective: Customer							
Goal: Increase the community's education and involvement in Public Safety Programs.							
Objective: Increase participation in community orientated public education programs							
Measurement Type	Key Performance Indicator(s)	FY 2014 Actual	FY 2015 Target	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate	3 - 5 Yr Goal
Output	Total hosted community oriented programs	80	104	109	115	120	126
Efficiency	5% Annual Reduction of Administrative Direct Labor (DL) hours	300	278	265	252	240	229
Service Quality	Ratings based on (1)Poor, (2)Below Average, (3)Average, (4)Above Average, and (5)Excellent	None	4	4	5	5	5
Outcome	5% Annual Increase of student and citizen contacts	1,000	1,200	1,260	1,323	1,389	1,459

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Performance Measures

Perspective: Learning & Growth (Firefighters)							
Goal: To increase employee development through training.							
Objective: To increase personnel firefighter training hours by five (5) percent, while decreasing administrative direct labor (DL) hours by five (5) percent annually.							
Measurement Type	Key Performance Indicator(s)	FY 2014 Actual	FY 2015 Target	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate	3 - 5 Yr Goal
Output	Ratio of training hours to Administrative Direct Labor (DL) Hours	6.04%	5.48%	4.97%	4.50%	4.09%	4%
Efficiency	Number of DL hours to administer program	1,500	1,429	1,361	1,296	1,234	5% decrease per year
Service Quality	Ratings based on (1)Poor, (2)Below Average, (3)Average, (4)Above Average, and (5)Excellent	2	3	3	4	4	4
Outcome	Total hours of Firefighter training	24,847.27	26,089.63	27,394.12	28,763.82	30,202.01	5% increase per year

Objective: To increase personnel Engineer training hours by five (5) percent, while decreasing administrative direct labor (DL) hours by five (5) percent annually.							
Measurement Type	Key Performance Indicator(s)	FY 2014 Actual	FY 2015 Target	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate	3 - 5 Yr Goal
Output	Ratio of training hours to DL	8.78%	7.97%	7.23%	6.55%	5.94%	6%
Efficiency	Number of DL hours to administer program	1,000	952.38	907.03	863.84	822.70	5% decrease per year
Service Quality	Ratings based on (1)Poor, (2)Below Average, (3)Average, (4)Above Average, and (5)Excellent	2	3	3	4	4	4
Outcome	Total hours of Engineer training	11,385.24	11,954.50	12,552.23	13,179.84	13,838.83	5% increase per year

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Objective: To increase personnel training Officer hours by five (5) percent, while decreasing administrative direct labor (DL) hours by five (5) percent annually.							
Measurement Type	Key Performance Indicator(s)	FY 2014 Actual	FY 2015 Target	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate	3 - 5 Yr Goal
Output	Ratio of training hours to DL	4.09%	3.71%	3.37%	3.06%	2.77%	3%
Efficiency	Number of DL hours to administer program	500	476	454	432	411	5% decrease per year
Service Quality	Ratings based on (1)Poor, (2)Below Average, (3)Average, (4)Above Average, and (5)Excellent	2	3	3	3	4	4
Outcome	Total hours of Officer training	12,211.33	12,821.90	13,462.99	14,136.14	14,842.95	5% increase per year

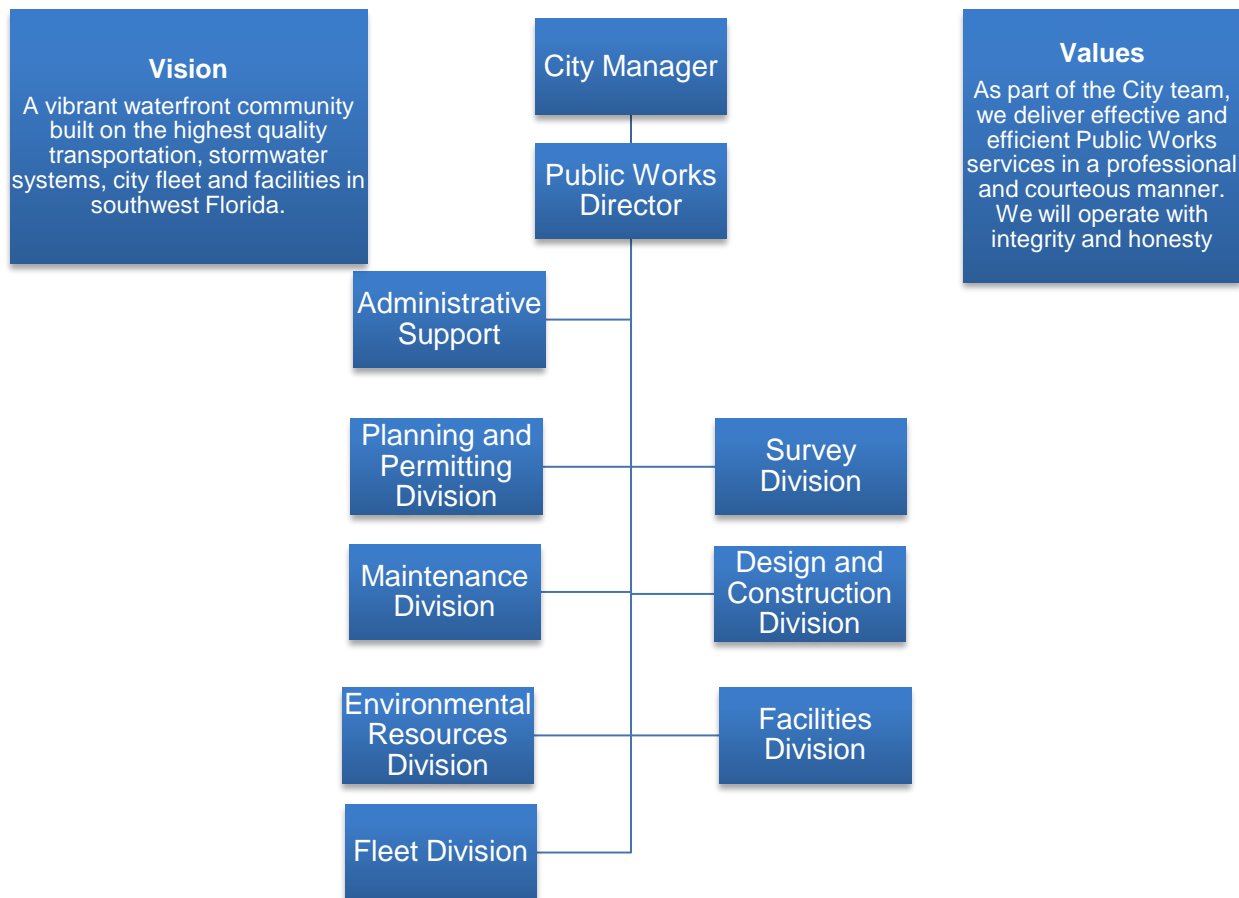
City of Cape Coral, Florida
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Public Works Department

The Public Works Department is a diverse group of divisions that are primarily responsible for construction and maintenance of transportation and stormwater facilities, and engineering support for Cape Coral's infrastructure (roads, canals, and stormwater systems, etc), as well as Facilities Management and the Fleet Maintenance.

Mission

Serve the citizens as a proactive skilled team using the best available methods to plan, design, construct and maintain the City's stormwater system, transportation network, facilities buildings and fleet.



City of Cape Coral, Florida
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Department Function

Planning and Permitting: Provides supervision and direction to support the long range planning efforts and the issuance of permits within the Public Works Department. Oversees the Geographic Information System (GIS) that is part of the Public Works Department.

Environmental Resources: Monitors the terrestrial and aquatic environments; provides environmental guidance for sustainable and responsible development through cooperative education, habitat enhancement and other interdependent people/nature processes.

Survey: Provides professional surveying services for the City of Cape Coral in support of engineering projects within the public rights of way (ROW), and City owned properties.

Design and Construction: Prepares the necessary plans and specifications for Transportation and Drainage Capital Projects and then implements the construction of the improvements. The Capital Projects are identified by the Planning and Permitting Division, as well as other divisions, and using the information obtained by Survey and in coordination with the Environmental Resources Division, prepares the necessary construction plans. Project management and inspection services are provided during the construction of the improvements, whether by Maintenance staff or outside contractors.

Maintenance: Provides administrative support. Responsible for stormwater management maintenance to include catch basin repair, street sweeping, swale reconstruction, and drainpipe replacement and improvements. It also provides the maintenance of medians, road shoulders, bridge repairs, pothole repairs, and removal of exotic plants, new sidewalk construction and repair.

Facilities: The Division prepares preventive maintenance programs that insure high serviceability of building infrastructures, provide contract administration and project management for City building rehabilitation or replacement and provides new electrical install and maintenance for buildings and street/park decorator lights

Fleet: Monitors all phases of fleet operations. Maintains all inventory of City vehicles, heavy equipment and rolling stock. Provide specifications and is the lead in the acquisition and disposition of equipment. Maintains and controls the City's fueling operations

City of Cape Coral, Florida
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FY2015 Accomplishments

- Completed stormwater master plan for the City
- Resurrected a street lighting program with focus on school bus stop locations (\$100,000)
- Completed dredging the Vernon canal
- Completed the Chiquita Boulevard (Cape Coral Parkway-Gleason Parkway), Oasis Boulevard, and Cape Coral Parkway (Agualinda Boulevard-Sands Boulevard) sidewalk projects
- Completion of the Rosen Harbor Master Building
- Facilities drafted a design for a manatee observation deck at Sirenia Vista Park
- Installation of new walkways and observation pads at Sirenia Vista Park
- Cape Coral Parkway streetlight replacement with LED fixtures
- Back up electric generator power for City Hall Fuel station
- Completed remodel of multi-sport concession and remodel building
- Fire Station #10 apparatus bay addition
- Completed interior remodel of Chester Street Resource Center
- Installation of 50+ additional swipe card readers at various City facilities
- Continued upgrade and adjustment settings of A/C equipment for energy savings
- Complete electric signals and open on incoming tasks for Chiquita Lock
- Facilities assumed overall A/C maintenance at Water Reclamation and R/O plant previously done by others
- Survey added 500+ TBM's (Benchmarks) to existing Public Network
- Updated stormwater fee rate analysis
- Fleet established a short term rate based vehicle baner program
- Improved fleet asset disposal program
- Performed a bottom up Fleet Inventory review and vehicle underutilization study (95% complete at Fiscal Year End)

FY2016-2018 Goals and Priorities

- Update the 5 year local road and major road paving program and implement, as outlined
- Evaluate and reprioritize the dredging program and implement, as outlined
- Design and construct stormwater/water quality projects as identified in work program
- Continue implementing street lighting program
- Implement median landscaping upgrade plan (pending funding)
- Implement Alley Paving (pending funding)
- Continue design and grant approval process for sidewalk program
- Perform NPDES permit required stormwater maintenance activities
- Perform swale grading, storm pipe, and road shoulder improvements/inspections in support of the paving program
- Complete the Cape Coral Hospital, Sands Boulevard, Chiquita Boulevard, S.W. 20th Avenue, S.E. 8th Street, Tropicana Parkway, Wildwood Parkway, Palm Tree Boulevard, El Dorado Parkway, Skyline Boulevard, and Pelican schools sidewalk grant projects
- Complete construction of replacement Sign Shop Building and demolition of old
- Complete construction of Fire Station #11
- Complete construction of replacement Fleet Facility
- Complete design of Fire Station #12
- Complete design of Fire training facility
- Complete eradication program for pepper trees south of Pine Island Road

City of Cape Coral, Florida
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- Complete restoration of Yacht Club bathhouse
- Continue ongoing energy efficiency improvements, Led lighting, higher SEER a/c units, etc.
- Complete Sirenia Vista Observation Deck
- Complete City's Bicycle Pedestrian Master Plan funded by FOOT
- Establish meaningful and achievable benchmarks in Fleet
- Increase City use of Florida Yards and Neighborhood principles
- Implement at least one proposed Best Management Practice (BMP) from Stormwater Management Plan

City of Cape Coral, Florida
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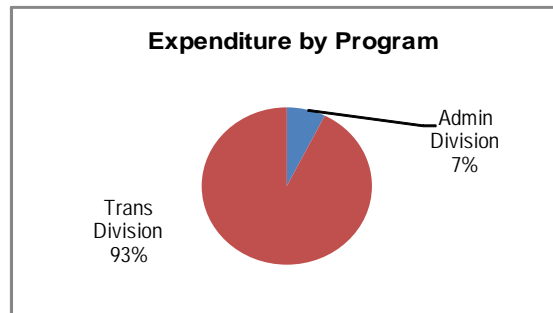
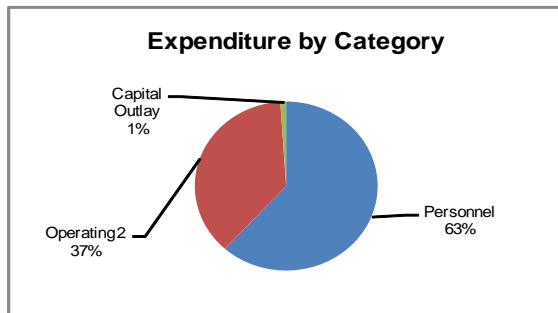
Operating Budget

	FY 2014 Actual Expenditures	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Expenditure by Category						
Personnel ¹	\$ 3,770,327	\$ 4,513,917	\$ 4,323,917	\$ 4,985,953	\$ 5,366,929	\$ 5,745,798
Operating ²	2,160,597	2,651,444	2,700,846	3,008,468	3,050,183	3,050,071
Capital Outlay	181,247	-	70,608	84,008	95,952	52,139
Debt Service	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total	\$ 6,112,171	\$ 7,165,361	\$ 7,095,371	\$ 8,078,429	\$ 8,513,064	\$ 8,848,008

	FY 2014 Actual Expenditures	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Expenditure by Program						
Administration Division	\$ 387,305	\$ 551,465	\$ 551,665	\$ 593,432	\$ 629,029	\$ 656,749
Transportation Division	5,724,866	6,613,896	6,543,706	7,484,997	7,884,035	8,191,259
Total	\$ 6,112,171	\$ 7,165,361	\$ 7,095,371	\$ 8,078,429	\$ 8,513,064	\$ 8,848,008

¹ FY 2015 Reinstated Business Manager (1/2 funded by Stormwater) and Project Manager/Professional Engineer for support of CIP Projects. FY 2016 additional Project Manager/Professional Manager reinstated. FY 2017 reinstates two Equipment Operators for infrastructure maintenance.

² WCIND Grant transferred from Public Works to Parks & Recreation mid FY 2015



Performance Measures [Strategic Plan Element B]

Performance Measures

Perspective: Financial

Goal: Develop a balanced multi-year budget.

Objective(s): Meet budget targets (General Fund)

Measurement Type	Key Performance Indicator(s)	FY 2014 Actual	FY 2015 Target	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate	3 - 5 Yr Goal
Output	Revenue						
	Expenditures	\$6,112,268	\$7,349,823	\$7,978,429	\$8,513,064	\$8,848,008	
Efficiency	% of Budget utilized	89.85%	100.00%	100.00%	100.00%	100.00%	
Outcome	% Increase / (Decrease) from prior year		11.30%	0.00%	0.00%	0.00%	

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Performance Measures [Strategic Plan Element C]

Performance Measures: Roadway Resurfacing

Perspective: Residents and internal

Goal: To provide sound infrastructure and quality roads to the users of Cape Coral's roadway network within the optimal time frame to maintain the road surface at the lowest life cycle cost.

Objective(s): Resurfacing of Local and Major Roads

Measurement Type	Key Performance Indicator(s)	FY 2014 Actual	FY 2015 Target	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate	3 - 5 Yr Goal
Output	Local Road Resurfacing (Lane Miles)	121.0	106.0	122.0	60.0	56.0	
	Major Road Resurfacing (Lane Miles)	0.0	68.5	34.7	33.9	36.1	
Efficiency	Local Road Average Cost per Lane Mile	\$33,000.00	\$45,800.00	\$35,000.00	\$35,000.00	\$35,000.00	
	Major Road Average Cost per Lane Mile	N/A	\$71,780.00	\$65,000.00	\$65,000.00	\$65,000.00	
Outcome	Local Road City-wide Total (Lane Miles)	2430.0	2430.0	2430.0	2430.0	2430.0	
	Local Roads Paved more than 20 years ago (Lane Miles)	692.0	586.0	464.0	404.0	348.0	
	% Local Roads paved more than 20 years ago (Lane Miles)	28.5%	24.1%	19.1%	16.6%	14.3%	
	Major Road City-wide Total (Lane Miles)	721.0	721.0	721.0	721.0	721.0	
	Major Roads OCI <75 (Lane Miles)	282.0	213.5	178.8	144.9	108.8	
	% Major Roads OCI <75 (Lane Miles)	39.1%	29.6%	24.8%	20.1%	15.1%	
	% City Roads Improved within last 5 years	3.8%	9.4%	14.4%	17.3%	20.3%	

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Performance Measures [Strategic Plan Element C]

Performance Measures: Swale Program

Perspective: Customer and internal

Goal: To provide citizens with proper swale elevations in order to maintain a flood free environment; and to reduce pollutants and silt from entering canals.

Objective(s): Keep swale complaint backlog under 120 days

Measurement Type	Key Performance Indicator(s)	FY 2014 Actual	FY 2015 Target	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate	3 - 5 Yr Goal
Output	Number of swale grading requests received (in house and from Action Center)	293	261	252	239	226	Less than 213
	Number of swales regraded	457	389	400	400	400	400
	Square feet of swale regrading performed	1,541,520	1,142,933	1,600,000	1,600,000	1,600,000	1,600,000
	Number of swale grading crews	5	5	5	5	5	5
Efficiency	Square feet of swale regrading performed per crew	308,304	228,598	320,000	320,000	320,000	320,000
Service Quality	Percent of projects receiving a positive score through the Survey Monkey system	N/A	100%	100%	100%	100%	100%
Outcome	Average response time in days	106	63	60	55	50	Less than 50

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Performance Measures [Strategic Plan Element C]

Performance Measures: Potholes

Perspective: Customer and internal

Goal: To provide citizens with safe roadways to travel upon, devoid of any major potholes

Objective(s): Respond to citizen pothole complaints within three business days

Measurement Type	Key Performance Indicator(s)	FY 2014 Actual	FY 2015 Target	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate	3 - 5 Yr Goal
Output	Number of pothole requests received	12,524	12,634	11,000	10,000	9,000	Less than 9,000
	Total tons of asphalt used	688	634	650	590	531	Less than 531
Efficiency	Percent of requests filled	100%	100%	100%	100%	100%	100%
Service Quality	Percent of potholes having to be refilled	0%	0%	0%	0%	0%	0%
Outcome	Number of business days to respond	Fewer than 3	Fewer than 3	Fewer than 3	Fewer than 3	Fewer than 3	Fewer than 3

Performance Measures [Strategic Plan Element D]

Perspective: Learning & Growth

Goal: Support the learning and growth of department employees

Objective: Complete all annual performance evaluations

Measurement Type	Key Performance Indicator(s)	FY 2014 Actual	FY 2015 Target	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate	3 - 5 Yr Goal
Output	# Completed	100%	100%	100%	100%	100%	100%
Efficiency	% of Timely completions	100%	100%	100%	100%	100%	100%
Outcome *	% Complete	100%	100%	100%	100%	100%	100%
* Percent complete by fiscal year end							

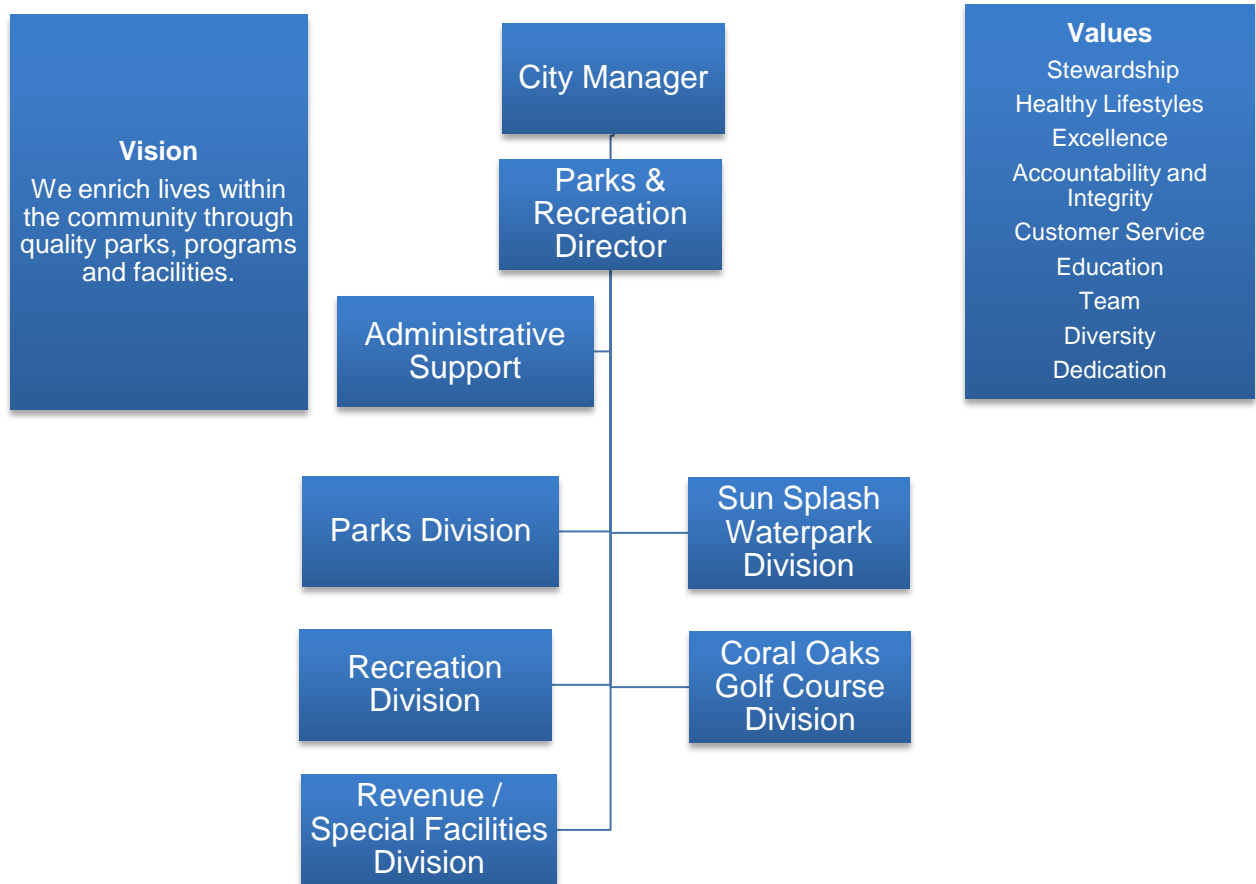
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Parks & Recreation Department

In addition to Administration, the Department is organized into three primary divisions: Parks, Recreation & Social Services, and Revenue & Special Facilities. The Parks Division maintains the athletic fields and parks throughout the City. The Recreation & Social Services Division operates instructional, cultural, and leisure programs and activities for all ages. Revenue & Special Facilities offers programs for individuals with developmental and physical handicaps, environmental education, athletic programs, and community wide special events. Coral Oaks Golf Course and the Yacht Basin operate as enterprise funds and Sun Splash Waterpark is a special revenue fund.

Mission

The mission of the Cape Coral Parks & Recreation Department is to provide premier parks and programs for individuals of various ages, skill levels, interests, social needs and economic capabilities that collectively enhance the overall quality of life within the City of Cape Coral.



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Department Functions

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

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

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

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

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

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

FY 2015 Accomplishments and Proposed Accomplishments

- Collaborated with Lee County to promote and improve the Master Gardener Program, which provides environmental-based summer camp opportunities for children, as well as green and environmental resource education for adults through special programming;
- Secured over \$85,000 from Special Populations' fundraisers and grants that helped to fund the Project Independence kitchen renovation, butterfly house and garden area picnic tables, and a new cash register and software at Pops Café to increase efficiency;
- Performed over 750 background checks on all User Priority Groups (coaches and volunteers in youth sports) to insure safety of our youth sport participants;
- Certified as Tree City USA for 2015 (accomplished annually since 1992);
- Received \$74,000 in TDC (Tourist Development Council) grants for park maintenance at the Yacht Club and Eco Park;
- Received \$250,000 in TDC grants for the development of an observation boardwalk at Sirenia Vista Park as well as \$8,000 for park maintenance;
- Developed a Sirenia Vista Park tri-fold brochure showcasing manatees and in the process of installing manatee viewing cameras that will feed to the City website;
- Added additional Star Babies swim classes at Sun Splash Family Waterpark to help teach infants a comfort level around the water and aid with drowning prevention efforts;
- Achieved a record number of applicants and players for the 2014 City Championship Golf Tournament;
- Prepared a contract wage salary data analysis to provide a recommended fair salary range for all contact employees within the department;
- Finalized the New Freedom Grant from the State of Florida, which decreased capital expenditures by \$72,000 and provided the city with a handicap-accessible mini-bus for the Cape Coral Mini-Bus Service;
- Acquired \$16,994 in grant funds from CDBG (Community Development Block Grant) for the Cape Coral Mini-Bus Service fee assistance program;
- Expanded transportation services to include transport to the visually impaired library;

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- Completed Lake Kennedy Park lighting project to ensure public safety and improve aesthetics of the facilities located on site.
- With public and private partnerships, created seven dedicated bike routes with distinctive signage, informational maps and kiosks highlighting landmarks, facilities and recreational activities

FY 2016-2018 Goals and Priorities

- Complete and implement City Wide Park Master Plan;
- Continue to foster partnerships within the community that reflect departmental values and promote Cape Coral as a premier environmental, cultural, and athletic destination;
- Establish Community Garden program in Cape Coral;
- Provide green and environmental resource education through special programming to adults and summer camp youth;
- Promote partnerships, sponsorships and agency support for the Special Events Division to be able to offer a multiple and varied event platform to residents of all interests, as well as economic and sociological backgrounds;
- Continue to partner with the Guardian Angels for Special Populations and other community organizations which promote independence for persons with intellectual/developmental/physical disabilities through education, exposure, experience and encouragement in a safe, caring environment;
- Continue to promote the purchase of an annual boat trailer parking permit to residents and increase canoe/kayak access throughout the City's boating system;
- Continue to offer job training opportunities, professional development and continuing education for staff;
- Ensure customer retention and recruitment at Coral Oaks Golf Course by re-grassing putting surfaces, improving the agronomic plan for maintenance, maintaining quality turf health and course conditions, and maintaining competitive fee structures;
- Continue to evaluate opportunities at Coral Oaks Golf Course that will result in greater facility utilization; Develop a plan to renovate the existing clubhouse for multi-purpose use including outdoor concerts, movies in the park, banquets, parties, as well as practice range renovations and the addition of a comfort station to secure the range machine and provide customers a place to enjoy food and beverages;
- Maintain PGA Growth of the Game opportunities including the Cape Coral Junior Golf Association Summer Program, Youth Crime Intervention Saturday Free Kids Clinic, Middle School and High School Junior Golf Programs, plus expand the First Tee Program;
- Continue to recruit tournament golf outings;
- Sun Splash Family Waterpark to send out a Request for Proposal to build a new Tot Spot with anticipated project cost of \$550,000;
- Maintain 5 Star rating with Star Fish Aquatics at Sun Splash Family Waterpark;
- Maintain a 95% customer satisfaction rating on surveys throughout the department;
- Maintain or reduce the budgeted subsidy for all Parks and Recreation divisions;
- Promote healthy lifestyle choices and environmental awareness among our youth by offering summer camps that encompass those elements;
- Maintain 100% compliance inspections with DCF and VPK attendance audits;
- Research grant opportunities to acquire funds that will help to further expand/improve programs to increase/maintain service level;
- Hire a full time Recreation Specialist I for the Arts Studio.

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Operating Budget

	FY 2014 Actual Expenditures	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Expenditure by Category						
Personnel ¹	\$ 3,315,081	\$ 3,489,407	\$ 3,492,726	\$ 3,727,243	\$ 3,898,111	\$ 4,064,640
Operating	1,912,500	1,995,538	2,032,946	2,062,192	2,125,852	2,278,267
Capital Outlay	80,921	1,173,239	1,480,239	1,411,200	1,217,590	1,281,725
Transfers Out	3,089,171	3,893,507	4,455,977	4,790,272	4,578,238	4,652,794
Total	\$ 8,397,673	\$ 10,551,691	\$ 11,461,888	\$ 11,990,907	\$ 11,819,791	\$ 12,277,426

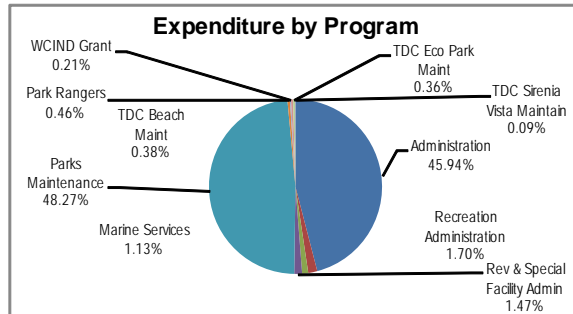
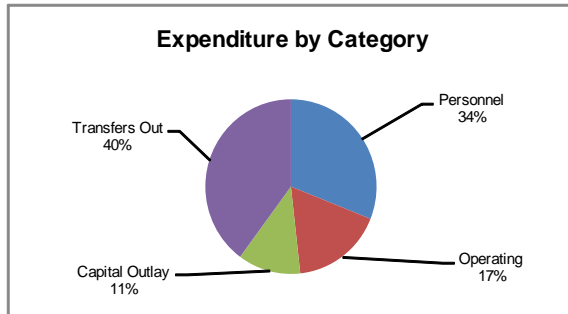
	FY 2014 Actual Expenditures	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Expenditure by Program						
Administration	\$ 3,682,402	\$ 4,556,411	\$ 5,116,200	\$ 5,508,394	\$ 5,328,024	\$ 5,435,836
Recreation Administration	184,684	184,142	186,823	203,336	212,314	220,724
Marine Services	110,054	130,947	130,947	135,628	148,808	150,924
Rev & Special Facility Admin	166,943	167,821	167,821	176,608	184,676	193,436
Parks Maintenance	4,135,694	5,385,192	5,700,319	5,787,447	5,764,123	6,092,103
Park Rangers ¹	56,125	51,178	52,778	54,914	57,266	59,823
WCIND Grant ²	-	-	25,000	25,000	25,000	25,000
TDC Beach Maint	25,389	38,000	37,000	45,497	45,497	45,497
TDC Eco Park Maint	36,383	38,000	37,000	43,592	43,592	43,592
TDC Sirenia Vista Maintain	-	-	8,000	10,491	10,491	10,491
Total	\$ 8,397,673	\$ 10,551,691	\$ 11,461,888	\$ 11,990,907	\$ 11,819,791	\$ 12,277,426

Notes:

¹ Two Park Rangers transferred back into Parks & Recreation mid FY 2014 from the Police Department

FY 2015 One Park Ranger transferred to Special Revenue Parking Program

² WCIND Grant transferred from Public Works to Parks & Recreation mid FY 2015



Performance Measures [Strategic Plan Element B]

Perspective: Financial

Goal: Develop a balanced multi-year budget

Objective(s)							
Measurement Type	Key Performance Indicator(s)	FY 2014 Actual	FY 2015 Target	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate	3 - 5 Yr Goal
Output	Expenditures	\$ 8,397,673	\$10,555,388	\$11,380,982	\$11,305,541	\$12,035,426	
Efficiency	% of Budget utilized	99%	100%	100%	100%	100%	
Outcome	% Increase / (Decrease) from prior year		1%	0%	0%	0%	

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Performance Measures [Strategic Plan Element D]

Perspective: Customer							
Goal: Increase, establish and maintain partnerships with the community and local organizations							
Objective(s): Increase symbiotic partnerships within the community							
Measurement Type	Key Performance Indicator(s)	FY 2014 Actual	FY 2015 Target	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate	3 - 5 Yr Goal
Output	Number of partnerships	3,024	3099	3176	3255	3336	Increase 2.5% annually
Efficiency	Donations	\$76,959	\$78,883	\$80,855	\$82,876	\$84,947	
Service Quality	Number of programs/events affected or	61	62	63	64	65	
Outcome	Average savings per	\$1,261	\$1,272	\$1,283	\$1,295	\$1,307	

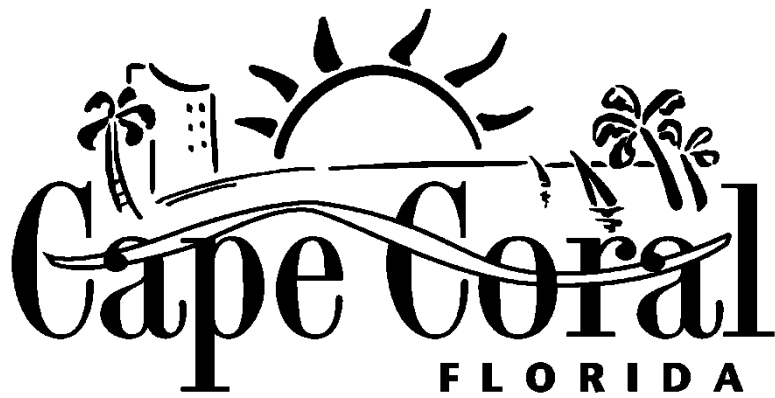
Performance Measures [Strategic Plan Element F]

Perspective: Internal							
Goal: Increase volunteer hours on behalf of departmental activities							
Objective(s): Increase volunteer hours for all divisions within the department							
Measurement Type	Key Performance Indicator(s)	FY 2014 Actual	FY 2015 Target	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate	3 - 5 Yr Goal
Output	Number of volunteers	9,126	9,582	10,061	10,564	10,828	Increase 5% annually
Efficiency	Number of volunteer hours	156,319	164,134	172,340	180,957	190,004	
Service Quality	FTE Equivalency	75.16	78.91	82.86	87	91.35	
Outcome	Dollar value of volunteers	\$ 3,378,053	\$3,546,936	\$ 3,724,267	\$ 3,910,480	\$ 4,105,986	
2013 Hourly Value \$21.24	2014 Hourly Value \$21.61 Per independentsector.org						

Performance Measures [Strategic Plan Element D]

Perspective: Learning & Growth							
Goal: Support the learning and growth of department employees							
Objective: Complete all annual performance evaluations							
Measurement Type	Key Performance Indicator(s)	FY 2014 Actual	FY 2015 Target	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate	3 - 5 Yr Goal
Output	# Completed	100%	100%	100%	100%	100%	100%
Efficiency	% of Timely completions	100%	100%	100%	100%	100%	100%
Outcome *	% Complete	100%	100%	100%	100%	100%	100%
* Percent complete by fiscal year end							

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Government Services

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

Expenditure Category	FY 2014 Actual Expenditures	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Personnel	\$16,307,802	\$20,380,623	\$20,380,623	\$22,242,383	\$22,672,871	\$23,601,764
Operating	11,108,242	11,911,779	12,024,542	13,086,609	13,273,373	13,065,597
Capital Outlay ¹	25,813	3,701,394	8,656,899	3,658,597	3,376,025	2,065,621
Debt Service	-	-	-	-	-	-
Transfers Out	11,766,807	14,611,387	13,967,277	19,420,970	17,688,431	17,645,412
Subtotal Expenditures	39,208,664	50,605,183	55,029,341	58,408,559	57,010,700	56,378,394
Reserves	-	28,182,479	36,641,702	36,246,503	28,818,048	26,713,888
Total	\$39,208,664	\$78,787,662	\$91,671,043	\$94,655,062	\$85,828,748	\$83,092,282

Program	FY 2014 Actual Expenditures	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Donations						
July 4th ²	-	20,000	20,000	-	-	-
Cape Coral Historical Soc	39,000	39,500	39,500	40,000	42,500	45,000
Good Weels	-	-	-	30,000	-	-
Bike/Pedestrian Paths	43,465	-	42,150	-	-	-
Public Private Partnership	-	-	25,000	-	-	-
Assessment Stormw ater Fees	373,845	373,845	373,845	374,738	374,738	374,738
Assessment Lot Mow & Utility ³	1,297,372	835,158	835,158	509,240	990,230	990,230
General Fund Transfers						
On-Behalf Pension Pymts	2,560,207	2,527,330	2,527,330	2,560,207	2,560,207	2,560,207
To Transportation Cap-Alleys ⁴	-	-	-	500,000	510,000	520,000
To Transportation Cap-Medians ⁵	-	-	-	400,000	306,000	312,000
To PW Capital-Sign Shop ⁶	-	-	-	325,000	-	-
To CDBG ⁷	-	-	-	24,073	-	-
To CRA (Tax Increment) ⁸	297,855	563,621	563,621	815,242	997,127	1,192,104
To Computer ERP Systems	-	7,500	7,500	-	-	-
To Trans Cap -Road Resurf ⁹	4,210,839	5,747,036	5,347,036	6,900,000	6,500,000	6,500,000
To Fire Cap-FS #11/12 Const ¹⁰	-	-	-	331,569	-	274,230
To PW Cap-Fleet Bldg Cons	-	525,000	525,000	-	-	-
To Self-Insurance Health	-	-	-	670,518	-	-
Charter School Charges ¹¹						
Full Time Accountant	57,735	58,022	58,022	62,904	65,863	69,080
Other City Costs	60,300	155,700	40,958	118,000	19,030	20,250
Charter School Buses	-	-	400,000	-	-	-
Retiree Cost						
Annual Costs - OPEB ¹²	5,035,558	4,688,506	4,688,506	5,535,734	6,151,459	6,874,363
UAAL General Pension	4,674,541	5,157,706	5,157,706	5,846,064	5,916,912	6,119,684
UAAL Police Pension	2,947,735	4,523,225	4,523,225	4,248,877	4,046,931	4,046,931
UAAL Fire Pension	3,592,231	5,953,164	5,953,164	6,548,804	6,491,706	6,491,706
Outside Contracts						
North Ft Myers Fire Dist ¹³	-	1,250	1,250	-	-	-
Community Theatre & Bldg	35,000	35,000	35,000	35,000	35,000	35,000
Animal Control ¹⁴	740,834	740,830	740,830	729,525	785,894	823,939

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Program	FY 2014 Actual Expenditures	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Debt Service						
2005 Capital Imprmt Bonds ¹⁵	1,561,566	1,567,377	-	960,857	962,340	961,854
2002 Sp Obl- Golf Course	-	-	-	-	-	-
2006 Land-Park Impact Fees ¹⁶	2,314,136	2,173,618	1,929,508	512,332	-	-
2008 Bonds Police HQ	2,456,338	2,470,514	2,470,514	2,471,932	2,470,232	2,470,414
2012 Bonds Fire St 3 & 4	461,625	462,636	462,636	462,640	462,641	462,643
2014 Cap Imprvmt Bonds ¹⁵	25,012	-	1,567,377	602,742	605,295	602,898
2012 Equipment Lease ¹⁷	439,437	440,000	440,000	440,000	440,000	-
2015 Fire Service Assess ¹⁸	-	-	-	350,000	350,000	350,000
2015 Equipment Lease ¹⁹	-	654,085	654,085	-	-	-
2015 Special Obligation Note ¹⁹	-	-	-	2,204,065	2,634,796	2,549,269
2015 Equip Note Aug 2015 ²⁰	-	-	-	1,450,000	1,450,000	1,450,000
Street Light Pow er ²²	2,531,963	2,772,400	2,772,400	2,999,728	3,001,705	3,103,735
Property/Liability Insurance ²³	1,000,215	930,098	930,098	884,857	902,554	920,605
Miscellaneous:						
Billing Service Fees	29,247	60,000	60,000	48,000	50,000	52,000
Nicholas Annex Util & Maint	6,503	8,290	8,390	7,663	7,806	7,952
Election Costs	-	166,400	166,400	173,056	178,000	180,000
Prod Rm Equip	9,380	10,000	10,000	10,000	10,000	10,000
Grant Softw are & FBC Memb	2,000	2,040	2,040	2,500	2,750	3,000
Other	43,860	19,540	14,440	17,580	17,500	18,050
Fleet Charges	-	963,312	191,731	1,404,329	1,131,001	1,124,445
City Hall Maint & Facility Chgs	1,125,813	1,089,717	754,729	2,083,765	2,399,704	2,145,192
Legal Fees	241,253	102,615	104,759	104,667	106,000	110,000
Actuarial Services	16,625	-	-	-	-	-
Outside Consulting Firms	263,906	100,000	109,495	260,000	115,000	122,500
Lobbyist-State & Federal	45,000	150,000	150,000	150,000	150,000	150,000
Daybreak Settlement	50,000	-	-	-	-	-
Land Purchase	25,813	-	55,416	-	-	-
Health Insurance Profit Share/M	385,728	-	377,418	-	-	-
Community Visioning ²⁴	-	100,000	100,000	-	-	-
Parks Master Plan Update ²⁴	-	140,000	140,000	-	-	-
DCD Fee Recovery Study ²⁴	-	25,000	25,000	-	-	-
LDR Update/Rew rite ²⁴	-	200,000	200,000	-	-	-
Bimini Basin ²⁴	-	-	75,000	-	-	-
7 Islands Master Plan ²⁴	-	150,000	106,715	-	-	-
Employee Walkin Clinic	12,300	15,000	15,000	15,000	15,000	15,000
BCBS Wellness Program	100,868	-	625,148	150,000	100,000	75,000
Electric Franchise Agreement	-	-	48,000	200,000	100,000	-
Scrub Jay Habitat Mitigation	93,005	151,754	239,758	151,754	151,754	151,754
Matlacha Property Lease	554	27,000	27,000	27,000	27,000	27,000
Fleet /Rolling Stock Replace ²⁵	-	3,603,994	7,913,833	3,603,597	3,352,602	2,065,621
Nicholas Annex Exterior Impr	-	-	-	30,000	23,423	-
Capital Maintenance Projects ²¹	-	-	280,250	-	-	-
Cape Coral Pw ky Light Retrofits	-	80,000	80,000	-	-	-
Reseal City Hall Parking Lot	-	15,000	15,000	15,000	-	-
Fuel System EOC Generator Rep	-	-	-	10,000	-	-
Chester St Res Ctr Electric Panel	-	1,300	1,300	-	-	-
Electric Improvement Club Square	-	1,100	1,100	-	-	-
Subtotal Expenditures	39,208,664	50,605,183	55,029,341	58,408,559	57,010,700	56,378,394
Reserves						
Designated: Disaster & Other ²⁶	-	3,000,000	12,928,725	5,394,737	4,544,737	4,544,737
Undesignated	-	25,182,479	23,712,977	30,851,766	24,273,311	22,169,151
Total	\$ 39,208,664	\$ 78,787,662	\$ 91,671,043	\$ 94,655,062	\$ 85,828,748	\$ 83,092,282

City of Cape Coral, Florida
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Government Services Notes:

¹ Increases in capital funding is a result of removing rolling stock equipment from the department level. The Fleet Manager has the responsibility of replacing assets within the funding availability. The Fleet Manager is responsible for maintaining equipment listings.

² The July 4th Red, White & Boom Event is now a City event and related expenses are contained within the P&R Program Fund.

³ Assessments Lot Mowing & Utility - FY 2017 includes an estimate for North 2 Assessments based on the amortization option.

⁴ To Transportation Capital Project-Alleys for Alley repaving project to complete gaps in alleyways on Del Prado Blvd and CRA area.

⁵ To Transportation Capital Project - Medians. Reinstatement of median landscaping program.

⁶ To PW Capital-Sign Shop - Additional funding in order to complete the project.

⁷ To CDBG - To provide additional funding to the FY 2016 funding plan as recommended by CDBG Citizens Advisory Board.

⁸ CRA Transfer includes tax increment and an additional \$100,000 annually in FY 2016 - 2018 to support additional improvements.

⁹ To Transportation Capital - Road Resurfacing. FY 2015 Local Road Resurfacing program funded at \$6.5 million with slightly less than \$800,000 coming from a settlement payment from Embark. Those funds were already in the Transportation Capital Project

¹⁰ To Fire Station #11 / 12 Construction. Design begins for Station #11 in FY 2016 followed by construction in FY 2018.

¹¹ The City is fully reimbursed for the cost incurred on the behalf of the Charter School Authority. The Charter School is unable to issue debt, as such, debt funding was secured by the City for the Charter School buses. Annual debt service is paid by the Charter School Authority.

¹² Annual Cost - OPEB. Other post employment benefits (OPEB) include payment of health and life insurance premiums for retirees in accordance with eligibility under City ordinances. The City is only funding the annual pay-as-you amounts.

¹³ North Fort Myers Fire District. An interlocal agreement existed for providing service to the Judd Creek area which was annexed into the City in 2004. The interlocal agreement expires at the end of FY 2015 and is not being renewed.

¹⁴ Animal Control Services - An interlocal agreement exists with Lee County for providing animal control services. Annual funding is adjusted in accordance with a formally approved formula.

¹⁵ 2005 Capital Improvement Bonds. During FY 2014 there was a partial refunding of outstanding bonds. The FY 2015 budget was created with all debt having been refunded. Annual debt service for refunded bonds is identified as 2014 Cap Improvement Bonds.

¹⁶ 2006 Special Obligation Bonds. These bonds were issued for the purpose of buying land primarily for parks purposes and right-of-way for the widening of Del Prado and Santa Barbara Blvds. Funding has been established at 28.27% for Road Impact Fees and 71.73% for Park Impact Fees. The gas taxes provide additional funds if road impact fees are insufficient to cover annual debt service. The General Fund covers any shortfalls experienced by Park Impact Fees.

¹⁷ 2012 Equipment Lease. The last payment will be made in FY 2017.

¹⁸ 2015 Fire Service Assessment. In the final quarter of fiscal year 2015, \$1.5 million debt will be issued through a bank loan. Term will be 5 years and \$350,000 has been estimated for budgeting purposes for the annual debt service.

¹⁹ 2015 Special Obligation Note. This note resulted from the refunding of the 2006 Special Obligation Bonds as discussed in note 16. Also included in the note was "new money" for the Charter School buses discussed in note 11 as well as \$4.4 million for other general fund vehicles and equipment.

²⁰ 2015 Equipment Note Aug 2015. This note will be for the purchase of FY 2014 equipment that was deferred until after the Florida Supreme Court ruling on the Fire Service Assessment methodology as well as the balance of the FY 2015 that was not funded through the 2015 Special Obligation Note.

²¹ FY 2014 Capital Maintenance Projects (Big Johns Parking Lot Lighting Improvements, Chester Street a/c units, Mods to Police Building to eliminate CO from Generator, Nicholas Annex Exterior Improvements, Cultural Park Theatre a/c replacement, City Hall copper water line replacement)

²² The street light program was reinstated with the FY 2015 budget. \$100,000 is being added annually through 2018 for the installation of additional lights as well as the related recurring power costs. Permanent school bus stop locations are the highest priority locations.

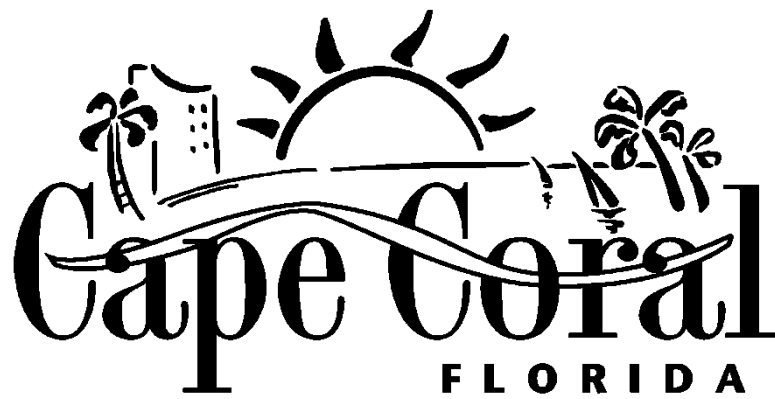
²³ Property/Liability Insurance-This is an interfund service charge to the internal service fund. Allocation is based on estimated expenditures of the internal service fund with apportionment based on the value of the City's assets. The General Fund is responsible for the allocation related to the City's governmental assets.

²⁴ These are one time non-recurring studies/activities that will position the City for future initiatives.

²⁵ The City is moving to a centralized Fleet system. With adoption of the FY 2015 budget, funds were removed from the individual departments to a single business unit at the fund level.

²⁶ This category includes designated reserves identified within the financial policies plus \$544,737 for Economic Development.

City of Cape Coral, Florida
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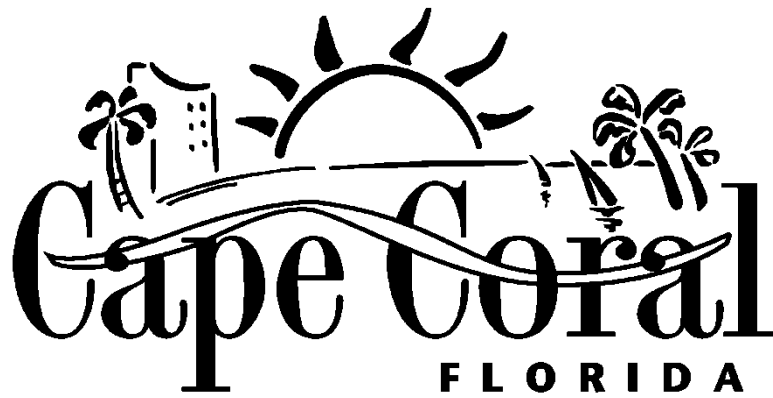


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SPECIAL REVENUE FUNDS

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Additional Five-Cent Gas Tax

Additional Five Cent Gas Tax is used to account for the Local Option Gas Tax, which is used for construction of new roads or the reconstruction or resurfacing of existing paved roads.

Revenue Category	FY 2014 Actual Revenue	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Fund Balance	-	50,000	49,894	50,000	50,000	50,000
Estimated Revenue:						
Sales, Use & Fuel Taxes	3,331,047	3,073,923	3,073,923	3,543,372	3,685,107	3,832,511
Intergovernmental	-	-	-	-	-	-
Miscellaneous	9,587	-	-	-	-	-
Interfund Transfers	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-
TOTAL SOURCES	\$ 3,340,634	\$ 3,123,923	\$ 3,123,817	\$ 3,593,372	\$ 3,735,107	\$ 3,882,511

Expenditure Category	FY 2014 Actual Expenditures	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Appropriations						
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other & Transfers Out	3,284,413	2,788,662	3,032,914	3,543,372	3,685,107	3,167,850
Reserves	-	335,261	90,903	50,000	50,000	714,661
TOTAL USES	\$ 3,284,413	\$ 3,123,923	\$ 3,123,817	\$ 3,593,372	\$ 3,735,107	\$ 3,882,511

Program	FY 2014 Actual Expenditures	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Transfers Out						
To General Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
To Capital Projects ¹	105,000	110,250	110,250	150,000	150,000	150,000
Gas Tax Rev Bonds	3,179,413	2,678,412	2,922,664	3,393,372	3,535,107	3,017,850
Reserves	-	335,261	90,903	50,000	50,000	714,661
TOTAL USES	\$ 3,284,413	\$ 3,123,923	\$ 3,123,817	\$ 3,593,372	\$ 3,735,107	\$ 3,882,511

Notes:

¹ To Transportation Capital Projects Fund for non-grant related sidewalk construction.

City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

Six-Cent Gas Tax

Six Cent Gas Tax Fund is used to account for the Local Option Gas Tax which is used for road improvements and related items.

Revenue Category	FY 2014 Actual Revenue	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Use of Fund Balance	\$ -	\$ 500,000	\$ 500,000	\$ -	\$ -	\$ -
Operating Fund Balance	-	1,345,775	1,967,807	1,967,807	3,173,679	4,249,880
Estimated Revenue:						
Sales, Use & Fuel Taxes	4,450,639	4,151,985	4,151,985	4,738,099	4,927,623	5,124,728
Charges for Services	-	-	-	-	-	-
Miscellaneous	7,925	-	-	-	-	-
Federal Grant	-	-	-	-	-	-
Interfund Transfers	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-
TOTAL SOURCES	\$ 4,458,564	\$ 5,997,760	\$ 6,619,792	\$ 6,705,906	\$ 8,101,302	\$ 9,374,608

Expenditure Category	FY 2014 Actual Expenditures	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Appropriations						
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other & Transfers Out	2,860,855	4,651,985	2,730,468	3,532,227	3,851,422	3,039,000
Reserves	-	1,345,775	3,889,324	3,173,679	4,249,880	6,335,608
TOTAL USES	\$ 2,860,855	\$ 5,997,760	\$ 6,619,792	\$ 6,705,906	\$ 8,101,302	\$ 9,374,608

Program	FY 2014 Actual Expenditures	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Transfers Out:						
To Road Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
To General Fund	2,332,563	2,230,468	2,230,468	2,411,786	2,351,214	3,039,000
To Capital Projects ¹	-	500,000	500,000	100,000	700,000	-
Operating Prog Costs	-	-	-	-	-	-
Gas Tax Rev Bonds	528,292	1,921,517	1,921,517	1,020,441	800,208	-
Reserves	-	1,345,775	1,967,807	3,173,679	4,249,880	6,335,608
TOTAL USES	\$ 2,860,855	\$ 5,997,760	\$ 6,619,792	\$ 6,705,906	\$ 8,101,302	\$ 9,374,608

Notes:

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

City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

Road Impact Fee

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

Revenue Category	FY 2014 Actual Revenue	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Fund Balance	-	50,000	49,894	50,000	50,000	50,000
Estimated Revenue:						
Intergovernmental	755,556	743,343	743,343	743,343	743,343	743,343
Miscellaneous	53,457	7,302	7,302	7,404	7,404	7,404
Impact Fees	2,571,011	1,569,400	3,290,520	1,641,875	1,790,745	3,128,787
Interfund Transfers	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-
TOTAL SOURCES	\$ 3,380,024	\$ 2,370,045	\$ 4,091,059	\$ 2,442,622	\$ 2,591,492	\$ 3,929,534

Expenditure Category	FY 2014 Actual Expenditures	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Appropriations						
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	8,200	-	15,709	-	-	-
Capital Outlay	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other & Transfers Out	3,371,981	2,320,045	4,025,456	2,392,622	2,541,492	3,879,534
Reserves	-	50,000	49,894	50,000	50,000	50,000
TOTAL USES	\$ 3,380,181	\$ 2,370,045	\$ 4,091,059	\$ 2,442,622	\$ 2,591,492	\$ 3,929,534

Program	FY 2014 Actual Expenditures	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Transfers Out to:						
Capital Projects	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
To General Fund	77,130	70,570	98,716	100,000	120,000	140,000
To Internal Loan (Bond Res)	-	-	-	-	-	-
Misc Operating Expenses	8,200	-	15,709	-	-	-
2006 Special Obligation Bonds	1,083,920	1,086,104	-	-	-	-
2015 Special Obligation Bonds	-	-	1,086,104	996,986	994,781	994,838
Gas Tax Rev Bonds	2,210,931	1,163,371	2,840,636	1,295,636	1,426,711	2,744,696
Reserves	-	50,000	49,894	50,000	50,000	50,000
TOTAL USES	\$ 3,380,181	\$ 2,370,045	\$ 4,091,059	\$ 2,442,622	\$ 2,591,492	\$ 3,929,534

City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

Police Protection Impact Fee

Police Protection Impact Fee Fund is used to account for impact fees, which are used for the purchase of capital improvements consisting of land, buildings, vehicles and equipment for police protection services.

Revenue Category	FY 2014 Actual Revenue	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Use Of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Fund Balance	-	386,638	404,629	848,837	1,273,392	1,738,871
Estimated Revenue:						
Charges for Services	-	-	-	-	-	-
Miscellaneous	573	500	500	200	200	200
Misc-Impact Fees	378,990	393,894	393,894	433,015	474,774	520,708
Interfund Transfers	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-
TOTAL SOURCES	\$ 379,563	\$ 781,032	\$ 799,023	\$ 1,282,052	\$ 1,748,366	\$ 2,259,779

Expenditure Category	FY 2014 Actual Expenditures	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Appropriations						
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	1,905	1,400	4,400	8,660	9,495	10,415
Capital Outlay	-	-	-	-	-	88,179
Debt Service	-	-	-	-	-	-
Other & Transfers Out	-	-	-	-	-	-
Reserves ¹	-	779,632	794,623	1,273,392	1,738,871	2,161,185
TOTAL USES	\$ 1,905	\$ 781,032	\$ 799,023	\$ 1,282,052	\$ 1,748,366	\$ 2,259,779

Program	FY 2014 Actual Expenditures	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Police Impact	\$ 1,905	\$ 781,032	\$ 799,023	\$ 1,282,052	\$ 1,748,366	\$ 2,259,779
TOTAL USES	\$ 1,905	\$ 781,032	\$ 799,023	\$ 1,282,052	\$ 1,748,366	\$ 2,259,779

Notes:

¹ Funds will be held in reserve until such time as an eligible project has been approved such as creation of a sub-station, driving range, firing range, and/or training facility.

City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

Advanced Life Support Impact Fee

Advanced Life Support (ALS) Impact Fee Fund is used to account for impact fees, which are used for the purchase of capital improvements consisting of land, buildings, vehicles and equipment for Advanced Life Support Program.

Revenue Category	FY 2014 Actual Revenue	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Fund Balance	-	97,007	97,937	124,434	150,613	179,084
Estimated Revenue:						
Charges for Services	-	-	-	-	-	-
Miscellaneous	372	120	120	140	160	180
Misc-Impact Fees	22,333	24,461	24,461	26,570	28,889	30,295
Interfund Transfers	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-
TOTAL SOURCES	\$ 22,705	\$ 121,588	\$ 122,518	\$ 151,144	\$ 179,662	\$ 209,559

Expenditure Category	FY 2014 Actual Expenditures	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Appropriations						
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	113	489	489	531	578	606
Capital Outlay	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other & Transfer Out	-	-	-	-	-	-
Reserves ¹	-	121,099	122,029	150,613	179,084	208,953
TOTAL USES	\$ 113	\$ 121,588	\$ 122,518	\$ 151,144	\$ 179,662	\$ 209,559

Program	FY 2014 Actual Expenditures	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Advanced Life Support Imp	\$ 113	\$ 121,588	\$ 122,518	\$ 151,144	\$ 179,662	\$ 209,559
TOTAL USES	\$ 113	\$ 121,588	\$ 122,518	\$ 151,144	\$ 179,662	\$ 209,559

Notes:

¹ Funds will be held in reserve until an eligible expenditure has been approved. An example might be the equipment required to establish an ALS program at one of the five existing fire stations that are not considered an ALS station.

**City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget**

Do the Right Thing

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

Revenue Category	FY 2014 Actual Revenue	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Use of Fund Balance	\$ -	\$ 5,607	\$ 13,228	\$ 4,000	\$ 4,000	\$ 4,000
Operating Fund Balance	-	-	-	-	-	-
Estimated Revenue:						
Charges for Services	-	-	-	-	-	-
Intergovernmental Rev	-	-	-	-	-	-
Miscellaneous	11,382	6,393	6,393	8,000	8,000	8,000
Interfund Transfers	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-
TOTAL SOURCES	\$ 11,382	\$ 12,000	\$ 19,621	\$ 12,000	\$ 12,000	\$ 12,000

Expenditure Category	FY 2014 Actual Expenditures	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Appropriations						
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	12,805	12,000	19,621	12,000	12,000	12,000
Capital Outlay	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other & Transfers Out	-	-	-	-	-	-
Reserves	-	-	-	-	-	-
TOTAL USES	\$ 12,805	\$ 12,000	\$ 19,621	\$ 12,000	\$ 12,000	\$ 12,000

Program	FY 2014 Actual Expenditures	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Do the Right Thing	\$ 12,805	\$ 12,000	\$ 19,621	\$ 12,000	\$ 12,000	\$ 12,000
TOTAL USES	\$ 12,805	\$ 12,000	\$ 19,621	\$ 12,000	\$ 12,000	\$ 12,000

City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

Police Confiscation/State

Police Confiscation-State Fund is used to account for monies received from the sale of confiscated items in non-federal cases and used to purchase equipment for the Police Department.

Revenue Category	FY 2014 Actual Revenue	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Use of Fund Balance	\$ -	\$ 59,800	\$ 59,800	\$ 73,238	\$ 39,050	\$ 39,050
Operating Fund Balance	-	69,925	84,855	110,823	71,773	32,723
Estimated Revenue:						
Fines & Forfeits	1,000	-	-	-	-	-
Miscellaneous	669	200	200	100	100	100
Interfund Transfers ¹	22,941	-	-	-	-	-
Other Sources	-	-	-	-	-	-
TOTAL SOURCES	\$ 24,610	\$ 129,925	\$ 144,855	\$ 184,161	\$ 110,923	\$ 71,873

Expenditure Category	FY 2014 Actual Expenditures	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Appropriations						
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	60,435	60,000	60,000	73,338	39,150	39,150
Capital Outlay	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other & Transfers Out	-	-	-	-	-	-
Reserves	-	69,925	84,855	110,823	71,773	32,723
TOTAL USES	\$ 60,435	\$ 129,925	\$ 144,855	\$ 184,161	\$ 110,923	\$ 71,873

Program	FY 2014 Actual Expenditures	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Confiscation	\$ 60,435	\$ 129,925	\$ 144,855	\$ 184,161	\$ 110,923	\$ 71,873
TOTAL USES	\$ 60,435	\$ 129,925	\$ 144,855	\$ 184,161	\$ 110,923	\$ 71,873

Notes:

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

City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

Police Confiscation/Federal

Police Confiscation-Federal Fund is used to account for monies received from federal confiscation cases and used to purchase equipment for the Police Department.

Revenue Category	FY 2014 Actual Revenue	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Use of Fund Balance	\$ -	\$ 118,320	\$ 118,320	\$ 97,370	\$ 79,248	\$ 80,135
Operating Fund Balance	-	406,811	409,323	384,294	305,046	224,911
Estimated Revenue:						
Miscellaneous	55,470	1,200	1,200	300	300	300
Interfund Transfers	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-
TOTAL SOURCES	\$ 55,470	\$ 526,331	\$ 528,843	\$ 481,964	\$ 384,594	\$ 305,346

Expenditure Category	FY 2014 Actual Expenditures	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Appropriations						
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	23,453	119,520	119,520	97,670	79,548	80,435
Capital Outlay	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other & Transfers Out	-	-	-	-	-	-
Reserves	-	406,811	409,323	384,294	305,046	224,911
TOTAL USES	\$ 23,453	\$ 526,331	\$ 528,843	\$ 481,964	\$ 384,594	\$ 305,346

Program	FY 2014 Actual Expenditures	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Confiscation	\$ 23,453	\$ 526,331	\$ 528,843	\$ 481,964	\$ 384,594	\$ 305,346
TOTAL USES	\$ 23,453	\$ 526,331	\$ 528,843	\$ 481,964	\$ 384,594	\$ 305,346

City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

Seawall Assessments

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

Revenue Category	FY 2014 Actual Revenue	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Use of Fund Balance	\$ -	\$ 254	\$ 254	\$ -	\$ 10,428	\$ -
Operating Fund Balance	-	210,341	213,952	216,987	-	-
Estimated Revenue:						
Charges for Services	2,753	-	-	-	-	-
Miscellaneous Revenue	5,934	-	-	-	-	-
Misc-Spec Assessment	26,617	31,330	31,330	31,330	-	-
Fines & Forfeits	2,123	1,400	1,400	1,400	1,400	-
Other Sources	-	-	-	-	-	-
TOTAL SOURCES	\$ 37,427	\$ 243,325	\$ 246,936	\$ 249,717	\$ 11,828	\$ -

Expenditure Category	FY 2014 Actual Expenditures	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Appropriations						
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating ¹	47	2,800	2,800	212,315	11,828	-
Capital Outlay	-	-	-	-	-	-
Debt Service ²	29,221	30,184	30,184	26,974	-	-
Other & Transfers Out	-	-	-	-	-	-
Reserves	-	210,341	213,952	10,428	-	-
TOTAL USES	\$ 29,268	\$ 243,325	\$ 246,936	\$ 249,717	\$ 11,828	\$ -

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

Program	FY 2014 Actual Expenditures	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Seaw all Assmnt 7A-A3	\$ 21	\$ 205,965	\$ 207,990	\$ 210,815	\$ 1,400	\$ -
Seaw all Assmt 7B	3,559	37,360	38,946	38,902	10,428	-
TOTAL USES	\$ 3,580	\$ 243,325	\$ 246,936	\$ 249,717	\$ 11,828	\$ -

Notes:

¹ Assessment Refunds are planned for Assessment Phases 7A-A3 during FY 2016.

The final assessment billing for Phase B will be in FY 2016 followed by a refunding in FY 2017.

² Debt service payments are on a budgetary basis and includes principal repayment of \$25,688 to the General Fund which funded the initial cost of the construction project.

City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

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

Community Development Block Grant (CDBG) is used to account for monies received from the U.S. Department of Housing and Urban Development for community redevelopment.

Revenue Category	FY 2014 Actual Revenue	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Fund Balance	-	-	-	-	-	-
Estimated Revenue:						
Federal Grants	697,756	859,788	859,788	917,441	917,441	917,441
Interfund Transfers ¹	-	-	-	24,073	-	-
Miscellaneous	177,490	-	307,135	-	-	-
Other Sources	-	-	-	-	-	-
TOTAL SOURCES	\$ 875,246	\$ 859,788	\$ 1,166,923	\$ 941,514	\$ 917,441	\$ 917,441

Expenditure Category	FY 2014 Actual Expenditures	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Appropriations						
Personnel	\$ 68,547	\$ 63,386	\$ 53,813	\$ 77,408	\$ 80,931	\$ 84,620
Operating	870,360	784,459	1,101,167	852,163	824,567	820,878
Capital Outlay	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other & Transfers Out	7,438	11,943	11,943	11,943	11,943	11,943
Reserves	-	-	-	-	-	-
TOTAL USES	\$ 946,344	\$ 859,788	\$ 1,166,923	\$ 941,514	\$ 917,441	\$ 917,441

Program	FY 2014 Actual Expenditures	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
2009 CDBG	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2011 CDBG	-	-	-	-	-	-
2012 CDBG	-	-	-	-	-	-
2013 CDBG	397,624	-	(21,000)	-	-	-
2014 CDBG	548,159	-	(69,000)	-	-	-
2015 CDBG	561	859,788	1,256,923	-	-	-
2016 CDBG	-	-	-	941,514	-	-
2017 CDBG	-	-	-	-	917,441	-
2018 CDBG	-	-	-	-	-	917,441
TOTAL USES	\$ 946,344	\$ 859,788	\$ 1,166,923	\$ 941,514	\$ 917,441	\$ 917,441

Notes:

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

City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

Fire Rescue and Emergency Capital Improvement Impact Fee

Fire Impact Fee Fund is used to account for impact fees, which are used to provide additional fire public safety facilities.

Revenue Category	FY 2014 Actual Revenue	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Fund Balance		205,597	166,167	260,591	347,743	472,618
Estimated Revenue:						
Miscellaneous Revenue	515	617	617	1,088	1,624	1,998
Misc-Impact Fees	366,857	400,123	400,123	434,621	472,568	495,567
Interfund Transfers	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-
TOTAL SOURCES	\$ 367,372	\$ 606,337	\$ 566,907	\$ 696,300	\$ 821,935	\$ 970,183

Expenditure Category	FY 2014 Actual Expenditures	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Appropriations						
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	1,839	8,002	8,002	8,692	9,451	9,911
Capital Outlay	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other & Transfers Out	339,119	339,862	339,862	339,865	339,866	339,867
Reserves		258,473	219,043	347,743	472,618	620,405
TOTAL USES	\$ 340,958	\$ 606,337	\$ 566,907	\$ 696,300	\$ 821,935	\$ 970,183

Program	FY 2014 Actual Expenditures	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Fire Impact Fee	\$ 340,958	\$ 606,337	\$ 566,907	\$ 696,300	\$ 821,935	\$ 970,183
TOTAL USES	\$ 340,958	\$ 606,337	\$ 566,907	\$ 696,300	\$ 821,935	\$ 970,183

Funds are currently being used to pay debt service for Fire Station #9.

City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

Park Recreational Facilities Impact Fee

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

Revenue Category	FY 2014 Actual Revenue	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Fund Balance	-	10,000	10,000	10,000	10,000	10,000
Estimated Revenue:						
Misc-Impact Fees	642,240	797,300	1,041,410	781,823	859,880	945,732
Miscellaneous	86	-	-	-	-	-
Charges for Services	-	-	-	-	-	-
Interfund Transfers	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-
TOTAL SOURCES	\$ 642,326	\$ 807,300	\$ 1,051,410	\$ 791,823	\$ 869,880	\$ 955,732

Expenditure Category	FY 2014 Actual Expenditures	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Appropriations						
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	3,513	11,960	11,960	13,031	14,209	15,494
Capital Outlay	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other & Transfers Out	638,833	785,340	1,029,450	768,792	845,671	930,238
Reserves	-	10,000	10,000	10,000	10,000	10,000
TOTAL USES	\$ 642,346	\$ 807,300	\$ 1,051,410	\$ 791,823	\$ 869,880	\$ 955,732

Program	FY 2014 Actual Expenditures	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Park Impact Fee	\$ 642,346	\$ 807,300	\$ 1,051,410	\$ 791,823	\$ 869,880	\$ 955,732
Non Program	-	-	-	-	-	-
TOTAL USES	\$ 642,346	\$ 807,300	\$ 1,051,410	\$ 791,823	\$ 869,880	\$ 955,732

Funds are currently being used to support annual debt service related to the 2006 Special Obligation Revenue Bond and related 2015 Refunding Bonds issued for the purchase of parkland as well as the 2012 Special Obligation Note for park facilities. As impact fee revenue is insufficient to cover all debt service obligations, the General Fund has budgeted the following in FY 2016 - 2018 to cover the debt obligations: \$1,964,044, \$1,881,571, and \$1,797,148.

**City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget**

Community Redevelopment Agency (CRA)

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

Revenue Category	FY 2014 Actual Revenue	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Use of Fund Balance	\$ -	\$ 213,395	\$ 335,279	\$ -	\$ -	\$ -
Operating Fund Balance	-	1,355,352	1,451,384	1,540,030	1,685,584	2,056,574
Estimated Revenue:						
Ad Valorem Taxes	160,409	249,683	249,683	426,718	535,233	651,557
Charges for Services	-	-	-	-	-	-
Miscellaneous	12,900	5,700	5,700	5,700	5,700	5,700
Interfund Transfer	297,855	563,621	563,621	815,242	997,127	1,192,104
Other Sources	-	-	-	-	-	-
TOTAL SOURCES	\$ 471,164	\$ 2,387,751	\$ 2,605,667	\$ 2,787,690	\$ 3,223,644	\$ 3,905,935

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

Expenditure Category	FY 2014 Actual Expenditures	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Appropriations						
Personnel	\$ 82,691	\$ 78,668	\$ 78,668	\$ 80,807	\$ 84,818	\$ 88,407
Operating	88,751	291,759	291,759	194,451	183,405	183,405
Capital Outlay	28,116	200,000	321,884	410,000	482,000	100,000
Debt Service	-	-	-	-	-	-
Other & Transfers Out	346,061	416,855	416,855	416,848	416,847	416,848
Reserves	-	1,400,469	1,496,501	1,685,584	2,056,574	3,117,275
TOTAL USES	\$ 545,619	\$ 2,387,751	\$ 2,605,667	\$ 2,787,690	\$ 3,223,644	\$ 3,905,935

Program	FY 2014 Actual Expenditures	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
CRA Management	\$ 199,557	\$ 1,970,896	\$ 2,188,812	\$ 2,370,842	\$ 2,806,797	\$ 3,489,087
Alley Improvements	-	-	-	-	-	-
LCEC Undergrounding	346,061	416,855	416,855	416,848	416,847	416,848
TOTAL USES	\$ 545,619	\$ 2,387,751	\$ 2,605,667	\$ 2,787,690	\$ 3,223,644	\$ 3,905,935

Beginning with FY 2012, the Transfer Out is to the Debt Service Fund for the CRA's proportional share of the debt service for the 2012 Special Obligation Bonds and is related to the cost of undergrounding electric lines in the CRA.

The City Manager serves as the Executive Director and the City Council as the CRA Board of Commissioners. One full time position is funded by the CRA. The balance of support is provided by City staff.

In FY 2016-2018, the General Fund will transfer \$100,000 annually to provide support for additional capital improvement projects with the balance being the tax increment.

City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

City Centrum Business Park

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

Revenue Category	FY 2014 Actual Revenue	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Use of Fund Balance	\$ -	\$ 51,278	\$ 51,278	\$ 52,062	\$ 12,849	\$ -
Operating Fund Balance	-	64,452	59,197	12,849	-	-
Estimated Revenue:						
Misc-Rent and Royalties	-	-	-	-	-	-
Misc-Other Revenues	1,055	-	-	-	-	-
Interfund Transfers	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-
TOTAL SOURCES	\$ 1,055	\$ 115,730	\$ 110,475	\$ 64,911	\$ 12,849	\$ -

Expenditure Category	FY 2014 Actual Expenditures	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Appropriations						
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	48,560	51,278	51,278	52,062	12,849	-
Capital Outlay	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other & Transfers Out	-	-	-	-	-	-
Reserves	-	64,452	59,197	12,849	-	-
TOTAL USES	\$ 48,560	\$ 115,730	\$ 110,475	\$ 64,911	\$ 12,849	\$ -

Program	FY 2014 Actual Expenditures	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
City Centrum Business Pk	\$ 48,560	\$ 115,730	\$ 110,475	\$ 64,911	\$ 12,849	\$ -
TOTAL USES	\$ 48,560	\$ 115,730	\$ 110,475	\$ 64,911	\$ 12,849	\$ -

Notes:

It is anticipated that City Centrum Business Park will be phased out by FY 2018.

City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

All Hazards

All Hazards Fund is used to account for monies collected by Lee County in the All Hazards Protection District for the funding of shelters, emergency preparedness, and hazardous material response programs.

Revenue Category	FY 2014 Actual Revenue	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Use of Fund Balance	\$ -	\$ 111,040	\$ 111,040		\$ -	\$ -
Operating Fund Balance	-	906,410	1,093,696	1,128,847	1,136,370	1,226,101
Estimated Revenue:						
Ad Valorem Taxes	594,769	667,233	667,233	732,796	761,228	799,290
Intergovernmental	-	-	-	-	-	-
Miscellaneous	2,883	-	-	-	-	-
Interfund Transfers	211,756	-	-	-	-	-
Other Sources	-	-	-	-	-	-
TOTAL SOURCES	\$ 809,408	\$ 1,684,683	\$ 1,871,969	\$ 1,861,643	\$1,897,598	\$2,025,391

Expenditure Category	FY 2014 Actual Expenditures	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Appropriations						
Personnel	\$ 179,122	\$ 228,581	\$ 228,581	\$ 399,127	\$ 415,695	\$ 433,133
Operating	47,393	59,692	242,189	93,520	75,802	76,170
Capital Outlay		350,000	323,184	72,626	-	-
Debt Service	-	-	-	-	-	-
Other & Transfers Out	160,000	140,000	140,000	160,000	180,000	180,000
Reserves	-	906,410	938,015	1,136,370	1,226,101	1,336,088
TOTAL USES	\$ 386,515	\$ 1,684,683	\$ 1,871,969	\$ 1,861,643	\$1,897,598	\$2,025,391

Program	FY 2014 Actual Expenditures	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
All Hazards	\$ 386,515	\$ 1,684,683	\$ 1,871,969	\$ 1,861,643	\$1,897,598	\$2,025,391
TOTAL USES	\$ 386,515	\$ 1,684,683	\$ 1,871,969	\$ 1,861,643	\$1,897,598	\$2,025,391

Notes:

Through an interlocal agreement, the City has elected to participate in the All Hazards Protection District. The tax levy is made the Lee County Board of County Commissioners. The tax rate is 0.0693 mills per \$1,000 of taxable value. 100% of net revenues from Cape Coral properties are returned to the City. Capital Outlay includes technology and building improvements to the original part of the EOC building. 1 Additional FTE has been authorized in FY 2016.

City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

Alarm Fee

The Alarm Fee Fund is used to account for fees and fines collected by the City in connection with initial installation and false alarms thereafter.

Revenue Category	FY 2014 Actual Revenue	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Use of Fund Balance	\$ -	\$ 3,143	\$ 3,143	\$ 6,215	\$ 5,186	\$ 3,312
Operating Fund Balance	-	3,811	11,663	10,647	5,461	1,834
Estimated Revenue:						
Charges for Services	111,015	127,600	127,600	132,353	139,271	147,308
Intergovernmental	-	-	-	-	-	-
Miscellaneous	148	200	200	200	200	200
Interfund Transfers	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-
TOTAL SOURCES	\$ 111,163	\$ 134,754	\$ 142,606	\$ 149,415	\$ 150,118	\$ 152,654

Expenditure Category	FY 2014 Actual Expenditures	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Appropriations						
Personnel	\$ 79,138	\$ 106,715	\$ 106,715	\$ 114,908	\$ 120,387	\$ 126,132
Operating	13,835	16,728	16,728	16,360	16,770	17,188
Capital Outlay	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other & Transfers Out	7,500	7,500	7,500	7,500	7,500	7,500
Reserves	-	3,811	11,663	10,647	5,461	1,834
TOTAL USES	\$ 100,474	\$ 134,754	\$ 142,606	\$ 149,415	\$ 150,118	\$ 152,654

Program	FY 2014 Actual Expenditures	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Alarm Fee	\$ 100,474	\$ 134,754	\$ 142,606	\$ 149,415	\$ 150,118	\$ 152,654
TOTAL USES	\$ 100,474	\$ 134,754	\$ 142,606	\$ 149,415	\$ 150,118	\$ 152,654

City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

Criminal Justice Education Fund

The Criminal Justice Education Fund is used to account for fines collected by the City in connection with citations issued by the Police Department. The \$2 fee per ticket is to be used for training purposes.

Revenue Category	FY 2014 Actual Revenues	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Use of Fund Balance	\$ -	\$ 13,491	\$ 11,896	\$ 5,149	\$ 5,000	\$ 5,000
Operating Fund Balance	-	-	-	-	-	-
Estimated Revenue:						
Fines & Forfeits	14,463	15,000	15,000	16,000	17,000	18,000
Miscellaneous	24	-	-	-	-	-
Other Sources	-	-	-	-	-	-
TOTAL SOURCES	\$ 14,487	\$ 28,491	\$ 26,896	\$ 21,149	\$ 22,000	\$ 23,000

Expenditure Category	FY 2014 Actual Expenditures	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Appropriations						
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	9,584	28,491	26,896	21,149	22,000	23,000
Capital Outlay	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other & Transfers Out	-	-	-	-	-	-
Reserves	-	-	-	-	-	-
TOTAL USES	\$ 9,584	\$ 28,491	\$ 26,896	\$ 21,149	\$ 22,000	\$ 23,000

Program	FY 2014 Actual Expenditures	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Criminal Justice Education	\$ 9,584	\$ 28,491	\$ 26,896	\$ 21,149	\$ 22,000	\$ 23,000
TOTAL USES	\$ 9,584	\$ 28,491	\$ 26,896	\$ 21,149	\$ 22,000	\$ 23,000

City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

Del Prado Mall Parking Lot

The Del Prado Mall Parking Lot Fund is used to account for assessment fees collected by the City in connection with the maintenance of a city owned parking lot.

Revenue Category	FY 2014 Actual Revenue	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Fund Balance	-	51,996	68,925	75,920	78,172	80,523
Estimated Revenue:						
Fines & Forfeits	458	-	-	-	-	-
Misc-Spec Assessment ¹	122,592	122,000	122,000	122,000	122,000	37,000
Miscellaneous	17,708	20,000	20,000	17,000	17,000	5,000
Interfund Transfers	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-
TOTAL SOURCES	\$ 140,758	\$ 193,996	\$ 210,925	\$ 214,920	\$ 217,172	\$ 122,523

Expenditure Category	FY 2014 Actual Expenditures	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Appropriations						
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	18,564	35,115	35,115	38,050	38,010	38,010
Capital Outlay	-	-	-	-	-	-
Debt Service ²	98,806	98,753	98,753	98,698	98,639	-
Other & Transfers Out	-	-	-	-	-	-
Reserves	-	60,128	77,057	78,172	80,523	84,513
TOTAL USES	\$ 117,370	\$ 193,996	\$ 210,925	\$ 214,920	\$ 217,172	\$ 122,523

Program	FY 2014 Actual Expenditures	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Del Prado Mall Parking Lot	\$ 117,370	\$ 193,996	\$ 210,925	\$ 214,920	\$ 217,172	\$ 122,523
TOTAL USES	\$ 117,370	\$ 193,996	\$ 210,925	\$ 214,920	\$ 217,172	\$ 122,523

Notes:

¹ FY 2017 will be the final assessment billing for the capital component as the repayment of the construction funding advance from the General Fund will have been satisfied.

² FY 2014 actual is reflected on a budgetary basis to include the principal repayment to the General Fund.

City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

Lot Mowing

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

Revenue Category	FY 2014 Actual Revenues	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Use of Fund Balance	\$ -	\$ 600,000	\$ 1,209,471	\$ 300,000	\$ 300,000	\$ 300,000
Operating Fund Balance	-	1,189,750	731,237	1,752,966	1,452,966	1,152,966
Estimated Revenue:						
Charges for Services	2,974,925	3,167,864	3,167,864	3,256,118	3,434,685	3,417,869
Fines & Forfeits	41,335	51,000	51,000	51,000	51,000	51,000
Miscellaneous	37,591	-	-	-	-	-
Interfund Transfers	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-
TOTAL SOURCES	\$ 3,053,851	\$ 5,008,614	\$ 5,159,572	\$ 5,360,084	\$ 5,238,651	\$ 4,921,835

Expenditure Category	FY 2014 Actual Expenditure	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Appropriations						
Personnel	\$ 349,991	\$ 349,187	\$ 349,187	\$ 367,194	\$ 383,293	\$ 400,770
Operating	2,745,122	3,469,677	4,079,148	3,239,924	3,402,392	3,341,921
Capital Outlay	-	26,000	26,000	-	-	26,178
Debt Service	-	-	-	-	-	-
Other & Transfers Out	-	-	-	-	-	-
Reserves	-	1,163,750	705,237	1,752,966	1,452,966	1,152,966
TOTAL USES	\$ 3,095,113	\$ 5,008,614	\$ 5,159,572	\$ 5,360,084	\$ 5,238,651	\$ 4,921,835

Program	FY 2014 Actual Expenditure	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Peppertree Program	\$ 813,743	\$ 1,122,422	\$ 1,122,422	\$ 824,300	\$ 825,491	\$ 826,733
Contracted Mow ing	1,952,496	3,521,311	3,672,269	4,225,484	4,087,734	3,730,077
Fin. Lot Mow ing Billing	92,234	96,219	96,219	87,891	91,922	95,412
PW Inspection Services	236,640	242,662	242,662	222,409	233,504	243,435
Fleet Replacement	-	26,000	26,000	-	-	26,178
TOTAL USES	\$ 3,095,113	\$ 5,008,614	\$ 5,159,572	\$ 5,360,084	\$ 5,238,651	\$ 4,921,835

Notes:

Beginning 2010, the City's lot mow ing program w as assessed on the tax bill. The program is divided into four districts and the calculation of the annual billing is based on the individual district's costs. Beginning 2013, PW Inspection Services w ere moved to a separate business unit. FY 2015-2018 utilizes fund balance to expand peppertree program.

City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

Local Housing Assistance (S.H.I.P.)

Local Housing Assistance Fund is used to account for monies received from the State to provide assistance to low and moderate income families for the purpose of obtaining affordable housing in the City.

Revenue Category	FY 2014 Actual Revenues	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Fund Balance	-	-	-	-	-	-
Estimated Revenue:						
State Shared Revenues	205,126	-	834,987	-	-	-
Miscellaneous	124,709	-	197,727	-	-	-
Other Sources	-	-	-	-	-	-
TOTAL SOURCES	\$ 329,835	\$ -	\$ 1,032,714	\$ -	\$ -	\$ -

Expenditure Category	FY 2014 Actual Expenditures	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Appropriations						
Personnel	\$ 11,221	\$ -	\$ 63,493	\$ -	\$ -	\$ -
Operating	413,137	-	963,221	-	-	-
Capital Outlay	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other & Transfers Out	-	-	6,000	-	-	-
Reserves	-	-	-	-	-	-
TOTAL USES	\$ 424,357	\$ -	\$ 1,032,714	\$ -	\$ -	\$ -

Program	FY 2014 Actual Expenditures	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
2009 SHIP	\$ 512	\$ -	\$ -	\$ -	\$ -	\$ -
2010 SHIP	-	-	-	-	-	-
2011 SHIP	-	-	-	-	-	-
2012 SHIP	330,812	-	-	-	-	-
2013 SHIP	-	-	-	-	-	-
2014 SHIP	91,196	-	50,600	-	-	-
2015 SHIP	1,838	-	193,713	-	-	-
2016 SHIP	-	-	788,401	-	-	-
TOTAL USES	\$ 424,357	\$ -	\$ 1,032,714	\$ -	\$ -	\$ -

Notes:

The City was allocated \$740,341 for the State's FY 2014-2015 Budget which began July 1, 2014. These funds were included in FY 2014 Budget Amendment #2. Similarly on July 1, 2015, the City has been allocated for the State's FY 2015 - 2016 Plan in the amount of \$788,401. This allocation has been included in the City's budget amendment #2. As funding has not been guaranteed annually, none is being included for FY 2016, 2017, or 2018.

City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

Residential Construction Mitigation Program Grant Fund

This fund is used to account for residential wind mitigation retrofit improvements funded by the State of Florida, Division of Emergency Management.

Revenue Category	FY 2014 Actual Revenues	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Fund Balance	-	-	-	-	-	-
Estimated Revenue:						
Charges for Services	-	-	-	-	-	-
Intergovernmental	-	-	233,000	-	-	-
Miscellaneous	-	-	-	-	-	-
Interfund Transfers	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-
TOTAL SOURCES	\$ -	\$ -	\$ 233,000	\$ -	\$ -	\$ -

Expenditure Category	FY 2014 Actual Expenditures	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Appropriations						
Personnel	\$ -	\$ -	\$ 16,310	\$ -	\$ -	\$ -
Operating	-	-	216,690	-	-	-
Capital Outlay	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other & Transfers Out	-	-	-	-	-	-
Reserves	-	-	-	-	-	-
TOTAL USES	\$ -	\$ -	\$ 233,000	\$ -	\$ -	\$ -

Program	FY 2014 Actual Expenditures	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Res Const Mit Pgm Grant	\$ -	\$ -	\$ 233,000	\$ -	\$ -	\$ -
TOTAL USES	\$ -	\$ -	\$ 233,000	\$ -	\$ -	\$ -

City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

Building

The fund is used to account for the activities of the Building and Permitting Services of the Department of Community Development as related to the construction of buildings and related structures within the City of Cape Coral.

Revenue Category	FY 2014 Actual Revenue	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Fund Balance	-	350,000	1,206,233	2,362,788	2,888,955	3,768,747
Estimated Revenue:						
Building Permits	3,806,387	3,334,225	3,527,680	4,522,280	4,974,505	5,471,960
Charges for Services	182,665	197,524	197,524	219,215	241,130	265,250
Fines and Forfeits	32,501	32,435	32,435	32,855	36,140	39,755
Misc-Interest Earnings	4,127	1,240	1,240	1,975	116,435	2,390
Misc-Other	609	4,825	4,825	100	100	100
Interfund Transfers	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-
TOTAL SOURCES	\$ 4,026,289	\$ 3,920,249	\$ 4,969,937	\$ 7,139,213	\$ 8,257,265	\$ 9,548,202

Expenditure by Category	FY 2014 Actual Expenditures	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Appropriations						
Personnel ¹	\$ 2,473,574	\$ 2,584,444	\$ 2,766,066	\$ 3,220,947	\$ 3,373,444	\$ 3,503,898
Operating	211,139	221,435	268,710	285,503	291,244	296,210
Capital Outlay	-	77,920	77,920	-	58,344	40,842
Debt Service	-	-	-	-	-	-
Other & Transfers Out ²	601,020	698,426	698,426	743,808	765,486	787,710
Reserves	-	338,024	1,158,815	2,888,955	3,768,747	4,919,542
TOTAL USES	\$ 3,285,733	\$ 3,920,249	\$ 4,969,937	\$ 7,139,213	\$ 8,257,265	\$ 9,548,202

Expenditure Program	FY 2014 Actual Expenditures	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Building	\$ 3,285,733	\$ 3,920,249	\$ 4,969,937	\$ 7,139,213	\$ 8,257,265	\$ 9,548,202
TOTAL USES	\$ 3,285,733	\$ 3,920,249	\$ 4,969,937	\$ 7,139,213	\$ 8,257,265	\$ 9,548,202

¹ In FY 2015, 4 part-time contract positions were added for 3.50 ftes. FY 2015 mid-year, 0.175 CT FTE were shifted towards the addition of 1 Full-time Building Inspector approved by Council. Also being added in mid FY 2015 are 1 CSR I, 2 Building Inspectors and 1 Plans Examiner.

² Interfund transfers include a payment to the General Fund for general administrative overhead costs incurred on the behalf of the Building Fund activities in the amount of \$720,571, \$742,189, and \$764,455 for FY 2016-2018 respectively.

City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

HUD Neighborhood Stabilization

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

NSP is a component of the Community Development Block Grant (CDBG). The CDBG regulatory structure is the platform used to implement NSP and the HOME program provides a safe harbor for NSP affordability requirements.

NSP funds may be used for activities, which include, but are not limited to:

- Establish financing mechanisms for purchase and redevelopment of foreclosed homes and residential properties
- Purchase and rehabilitate homes and residential properties abandoned or foreclosed
- Establish land banks for foreclosed homes
- Demolish blighted structures
- Redevelop demolished or vacant properties.

Revenue Category	FY 2014 Actual Revenues	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Fund Balance	-	-	-	-	-	-
Estimated Revenue:						
Federal Grant	450,001	-	-	-	-	-
Miscellaneous	500,096	-	524,580	-	-	-
TOTAL SOURCES	\$ 950,097	\$ -	\$ 524,580	\$ -	\$ -	\$ -

Expenditure Category	FY 2014 Actual Expenditures	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Appropriations						
Personnel	\$ 69,983	\$ -	\$ 52,458	\$ -	\$ -	\$ -
Operating	853,418	-	472,122	-	-	-
Capital Outlay	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other & Transfers Out	14,877	-	-	-	-	-
Reserves	-	-	-	-	-	-
TOTAL USES	\$ 938,278	\$ -	\$ 524,580	\$ -	\$ -	\$ -

Program	FY 2014 Actual Expenditures	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
NSP 2008-2009	\$ 375,349	\$ -	\$ 411,150	\$ -	\$ -	\$ -
NSP 2010-2011	562,929	-	113,430	-	-	-
TOTAL USES	\$ 938,278	\$ -	\$ 524,580	\$ -	\$ -	\$ -

City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

Parks & Recreation Programs

Parks & Recreation Programs are used to account for the recreational programs for individuals of various ages, skill levels, interests, social needs, and economic capabilities that collectively enhance the overall quality of life within the City.

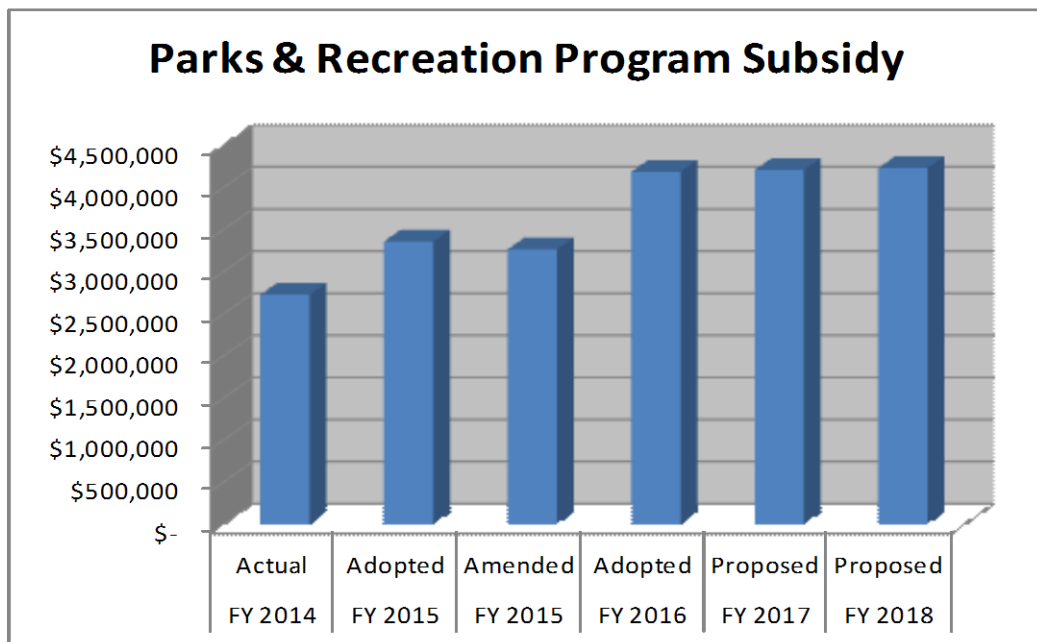
	FY 2014 Actual Revenue	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Revenue by Category						
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Fund Balance	-	-	30,681	-	-	-
Estimated Revenue:						
Grants-Intergovmntl-Federal	187,008	207,945	207,945	214,844	214,844	214,844
Grants-Intergovmntl-State	187,693	207,638	207,638	199,633	201,133	201,633
Grants-Intergovmntl-Local	-	5,000	5,000	5,000	5,000	5,000
Charges for Service	3,136,936	3,649,118	3,650,425	3,803,866	3,893,811	3,958,841
Fines and Forfeits	(151)	775	775	800	800	800
Miscellaneous	54,368	12,644	18,944	5,244	4,575	25,468
Misc-Contribution/Donation	186,435	130,534	130,534	291,829	299,754	306,655
Interfund Transfers	2,658,334	3,359,367	3,265,587	4,071,704	4,094,151	4,116,989
Other Sources-Debt Proceed	-	464,241	712,991	-	-	-
TOTAL SOURCES	\$ 6,410,623	\$ 8,037,262	\$ 8,230,520	\$ 8,592,920	\$ 8,714,068	\$ 8,830,230
	FY 2014 Actual	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Expenditure by Category	Expenditures	Budget	Budget	Budget	Budget	Budget
Personnel ¹	\$ 4,233,059	\$ 4,750,089	\$ 4,745,889	\$ 5,218,420	\$ 5,345,102	\$ 5,539,918
Operating	2,247,343	2,822,932	2,752,089	2,879,575	2,965,716	3,048,312
Capital Outlay	-	464,241	701,861	494,925	403,250	242,000
Debt Service	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-
Reserves	-	-	30,681	-	-	-
TOTAL USES	\$ 6,480,402	\$ 8,037,262	\$ 8,230,520	\$ 8,592,920	\$ 8,714,068	\$ 8,830,230
	FY 2014 Actual	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Expenditure by Program	Expenditures	Budget	Budget	Budget	Budget	Budget
Admin P&R	\$ 470,568	\$ 501,784	\$ 532,465	\$ 519,055	\$ 523,732	\$ 541,439
Aquatics	386,101	453,639	480,139	475,857	594,103	480,704
Art Studio	313,684	448,240	462,240	417,794	495,390	437,224
Athletics	542,118	571,330	543,830	607,416	627,202	642,043
Community Supported Event	59,407	71,600	71,600	71,600	71,600	71,600
Environmental Recreation	248,044	308,241	332,298	337,730	310,840	375,136
Four Freedoms	438,055	645,267	613,837	634,617	562,949	580,973
Lake Kennedy	313,625	343,022	353,022	345,273	358,140	369,936
Parking Program	-	201,945	175,695	171,248	173,252	176,384
Pops Café	149,774	158,751	177,321	173,864	179,201	184,231
Rotino Senior Center	287,993	385,757	379,257	381,416	390,574	400,270
Skate Park	131,068	201,692	235,894	273,217	269,984	291,490
Special Events	667,452	689,794	689,794	863,118	921,441	966,432
Special Population	860,253	958,803	950,233	1,055,848	1,080,061	1,101,168
Transportation	228,179	190,633	190,633	224,603	255,249	295,836
Yacht Club	418,529	568,593	578,493	575,629	563,856	556,849
Youth Center	447,731	579,706	570,004	632,043	561,662	572,356
Youth ChristaM	64,268	76,683	76,683	77,325	79,543	81,265
Youth Oasis	101,734	127,628	127,628	116,108	118,542	121,346
Youth Services	351,818	462,154	462,154	542,159	546,747	553,548
P&R Fleet Replacement	-	92,000	227,300	97,000	30,000	30,000
TOTAL USES	\$ 6,480,402	\$ 8,037,262	\$ 8,230,520	\$ 8,592,920	\$ 8,714,068	\$ 8,830,230

¹ FY 2015 12.1 FTEs added to include transfer of 1 full time Park Ranger from the General Fund; reinstatement of 3.6 FTE Park Rangers and 7.5 FTEs for Youth Services/Youth Center in decreased child/teacher ratios.

**City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget**

**Parks & Recreation
Subsidy by Program**

Program	FY 2014 Actual Revenue	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Administration	\$ 425,215	\$ 34,524	\$ (214,226)	\$ 631,011	\$ 636,432	\$ 633,246
Aquatics	246,867	323,496	349,996	333,793	449,095	335,071
Art Studio	166,210	228,313	242,313	204,057	278,797	202,697
Athletics	97,007	68,830	41,330	105,916	111,021	137,603
Comm Supp Events	57,147	70,200	70,200	69,680	69,560	69,440
Environmental Rec	157,785	222,421	245,171	249,356	219,824	277,836
Four Freedoms	213,846	376,849	345,419	367,493	295,825	313,849
Lake Kennedy	189,869	190,492	200,492	191,493	203,200	212,236
Parking Program	-	104,025	77,775	71,368	53,396	52,934
Pops Café	8,592	4,967	23,537	15,580	8,287	12,099
Rotino Sr. Center	171,645	264,354	257,854	262,146	269,839	278,029
Skate Park	67,050	108,988	143,190	177,759	174,226	194,582
Special Events	215,560	175,249	175,249	168,238	199,571	208,841
Special Populations	316,452	365,397	356,827	422,220	446,433	467,540
Transportation	128,031	104,458	104,458	123,803	152,449	191,586
Yacht Club	216,634	350,256	360,156	354,910	340,583	331,266
Youth Center	114,495	246,085	236,383	286,170	214,789	222,383
Youth ChristaM	(14,024)	(967)	(967)	(2,385)	(2,317)	(2,595)
Youth Oasis	(5,078)	(4,572)	(4,572)	(7,737)	(5,403)	(2,899)
Youth Services	(45,188)	34,002	34,002	64,833	63,544	66,245
P&R Programs FleetReplace	-	92,000	221,000	97,000	30,000	30,000
Total Subsidy:	\$ 2,728,114	\$ 3,359,367	\$ 3,265,587	\$ 4,186,704	\$ 4,209,151	\$ 4,231,989



Notes:

FY 2014-2018 Admin Budget includes UAAL General Retirement associated with all Program Areas.

FY 2014-2018 Admin Budget does not include transfer in of \$115,000 each year from Yacht Basin

FY 2015 Admin Budget includes Debt Proceeds of \$712,991 to fund Capital Outlay

FY 2016-2018 Capital Outlay is funded through General Fund Subsidy

City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

Waterpark

Sun Splash Family Waterpark is a combination of pools and water slides that provide a wide variety of water related participatory recreation activities. This aquatic center and leisure complex is designed with family in mind and gives individuals, groups, and organizations a place to gather with catering services. Sun Splash offers community programs such as swimming lessons, water safety training, specialized youth activity programming as well as many seasonal special events.

Revenue by Category	FY 2014 Actual Revenue	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Use of Fund Balance	\$ -	\$ -	\$ 11,595	\$ -	\$ -	\$ -
Operating Fund Balance	-	-	-	-	-	-
Estimated Revenue:						
Intergovernmental	-	-	-	-	-	-
Charges for Service	2,176,016	2,143,116	2,143,116	2,424,842	2,433,625	2,462,463
Miscellaneous	13,284	11,970	11,970	10,076	10,076	10,076
Misc-Contribution/Donation	-	-	-	-	-	-
Interfund Transfers	313,737	413,869	1,070,119	528,515	457,168	408,884
Debt Proceeds	-	35,000	35,000	-	-	-
TOTAL SOURCES	\$ 2,503,037	\$ 2,603,955	\$ 3,271,800	\$ 2,963,433	\$ 2,900,869	\$ 2,881,423

Expenditure by Category	FY 2014 Actual Expenditures	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Personnel	\$ 1,049,187	\$ 1,174,675	\$ 1,174,675	\$ 1,277,120	\$ 1,296,397	\$ 1,316,226
Operating	995,184	947,471	957,471	1,037,107	956,207	962,086
Capital Outlay	-	35,000	681,250	156,500	146,000	91,000
Debt Service	-	-	-	-	-	-
Other	-	-	-	-	-	-
Transfers Out ¹	447,302	446,809	446,809	492,706	502,265	512,111
Reserves	-	-	11,595	-	-	-
TOTAL USES	\$ 2,491,674	\$ 2,603,955	\$ 3,271,800	\$ 2,963,433	\$ 2,900,869	\$ 2,881,423

Program	FY 2014 Actual Expenditures	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Waterpark	\$ 1,595,285	\$ 1,590,931	\$ 1,578,076	\$ 1,878,059	\$ 1,778,100	\$ 1,788,654
Aquatic Maintenance	53,012	54,234	54,234	72,091	72,091	72,091
Food & Beverage	283,160	311,420	335,870	332,213	337,083	337,083
Cashiers	94,433	121,319	121,319	112,755	114,755	114,755
Group Sales	15,692	28,682	28,682	29,411	29,411	29,411
Lifeguards	343,697	384,388	384,388	421,619	421,619	421,619
Sales Clerks	106,396	112,981	112,981	117,285	117,810	117,810
Waterpark Improvements ²	-	-	656,250	-	-	-
Waterpark Fleet Replacement	-	-	-	-	30,000	-
TOTAL USES	\$ 2,491,674	\$ 2,603,955	\$ 3,271,800	\$ 2,963,433	\$ 2,900,869	\$ 2,881,423

Notes:

¹ Transfers Out:

Annual Debt Service payment to Debt Service Fund

Payment to the General Fund for general administrative overhead costs incurred on the behalf of the waterpark activities in the amount of \$273,587, \$272,713, \$318,609, \$328,167, \$338,012 for FY 2014 - 2018 respectively.

² Waterpark Improvements FY 2015 allocated for the TotSpot

**City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget**

Performance Measures [Strategic Plan Element B]

Perspective: Financial							
Goal: Develop a balanced multi-year budget							
Objective(s): Meet budget targets							
Measurement Type	Key Performance Indicator(s)	FY 2014 Actual	FY 2015 Target	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate	3 - 5 Yr Goal
Output	Expenditures	\$2,491,674	\$2,603,955	\$2,963,433	\$2,900,869	\$2,881,423	
Efficiency	% of Budget utilized	91%	100%	100%	100%	100%	
Outcome	% Increase / (Decrease) from prior year		10%	0%	0%	0%	

Performance Measures [Strategic Plan Element D]

Perspective: Customer							
Goal: Increase, establish and maintain partnerships with the community and local organizations							
Objective(s): Increase symbiotic partnerships within the community							
Measurement Type	Key Performance Indicator(s)	FY 2014 Actual	FY 2015 Target	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate	3 - 5 Yr Goal
Output	Number of partnerships	19	20	21	22	23	increase 1 per year
Output	Donations	\$7,054	\$7,406	\$7,776	\$8,164	\$8,572	increase 5% per year
Efficiency	Average savings per program via partnerships						
Service Quality	Number of programs/events affected or enhanced						
Outcome	Percentage increase in partnerships	1%	1%	1%	1%	1%	1%

City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

Performance Measures [Strategic Plan Element D]

Perspective: Customer Attendance							
Goal: Increase Attendance							
Objective(s): Increase attendance to generate postive cash flow							
Measurement Type	Key Performance Indicator(s)	FY 2014 Actual	FY 2015 Target	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate	3 - 5 Yr Goal
Output	Attendance	113,348	117,882	122,597	127,500	132,600	Increase 4% annually (assuming 122 days open)
Output	Revenue generation based on attendance (ticket sales only)	\$1,316,787	\$1,368,610	\$1,423,351	\$1,480,275	\$1,539,486	
Output	Maintain same amount of days open not to increase cost	122	122	122	122	122	122
Efficiency	Average revenue from admissions per operating day	\$ 11.62	\$ 11.61	\$ 11.61	\$ 11.61	\$ 11.61	
Service Quality	Survey Maintain 96% overall rating						
Outcome	Percentage increase in attendance		4%	4%	4%	4%	

Perspective: Survey of guests							
Goal: Increase customer satisfaction							
Objective(s): Maintain Customer Satifiction at or above 96%							
Measurement Type	Key Performance Indicator(s)	FY 2014 Actual	FY 2015 Target	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate	3 - 5 Yr Goal
Output	actual number of	146	152	160	166	172	Survey birthday parties, groups and random guests.
Efficiency	# of timely completed	100%	100%	100%	100%	100%	
Service Quality	Maintain 96% rating	100%	100%	100%	100%	100%	
Outcome	Customer Satisfication percentage	100%	100%	100%	100%	100%	

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DEBT SERVICE FUND

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**City of Cape Coral, Florida
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Governmental Debt

- **2005 Capital Improvement & Refunding Bonds** – Financed the cost of acquisition, construction and equipping of fire station 9 and the reconfiguration and renovation of Pelican Soccer Complex.
- **2006 Special Obligation Revenue Bonds** – Issued to finance the cost of acquisition of various land within the City. Primarily parkland and right-of-way for the widening of Del Prado and Santa Barbara Boulevards. A majority of the bonds were refunding in 2015.
- **2007 Special Obligation Revenue Bonds (Charter School)** – Issued to finance the cost of acquisition, construction and equipping of the City's two elementary and one middle schools. Annual debt service is paid by the Charter School Authority.
- **2008 Capital Improvement Revenue Bonds** - Issued to finance and refinance the cost of acquisition, construction and equipping of a new police headquarters facility.
- **2009, 2010, & 2014 Gas Tax Revenue Bonds** - Issued to finance and refinance the cost of acquisition, construction, and reconstruction of transportation improvements to include the widening of Del Prado and Santa Barbara Boulevards.
- **2011 Special Obligation Revenue Bonds (Charter Schools)** - Issued to finance and refinance the cost of acquisition, construction, and equipping of various capital improvements to the Oasis Campus to include the construction of a high school. Annual debt service is paid by the Charter School Authority.
- **2012 Special Obligation Bonds** - Refunded the outstanding Series 2009 Special Obligation Revenue Notes as well as commercial paper obligations issued to finance and refinance the acquisition, construction and equipping of various capital improvements with the City. The CRA pays a portion of the annual debt service related to the undergrounding of electric lines.
- **2014 Capital Improvement Refunding Revenue Bonds** – Issued to refund a portion of the City's outstanding Capital Improvement Revenue Bonds, Series 2005 in order to reduce total debt service.
- **2015 Special Obligation Refunding Bonds** – Parks Capital Projects Fund is used to account for the acquisition of parkland and improvements at various parks.
- **2012 Capital Lease (City)** – Issued to finance the acquisition of various police and fire vehicles, and information technology equipment.
- **2012 Capital Lease (Charter School)** – Issued to finance the acquisition of school buses for the City's Charter School. Annual debt service is paid by the Charter School Authority.
- **State Infrastructure Bank Loan** – Issued for the purpose of funding a capital improvement project which consisted of the construction of two additional travel lanes for State Road 78 from Chiquita Boulevard to Burnt Store Road capital improvement project. The principal will be repaid from the Federal Surface Transportation Program Urban Funds allocated through Lee County Metropolitan Planning Organization (MPO). The City is responsible for the interest only on this loan per the loan agreement.
- **2015 Fire Protection Assessment Revenue Note** – Issued to finance acquisition of fire apparatus and equipment. Annual debt service is paid by the Fire Protection Assessment
- **2015 Special Obligation Revenue Note** – Issued to finance acquisition of capital equipment and refunding remaining 2005 Capital Improvement & Refunding Bonds.

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

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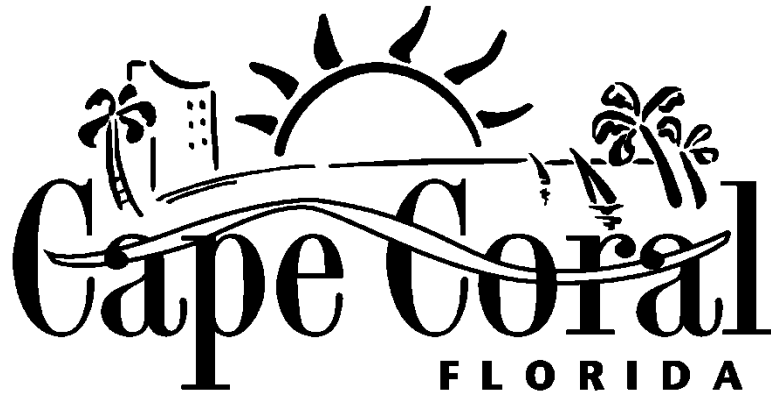
Debt Service Fund

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

Revenue Category	FY 2014 Actual Revenue	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Use of Fund Balance	\$ -	\$ -	\$ 117,255	\$ -	\$ -	\$ -
Operating Fund Balance	-	6,982,940	11,016,011	6,982,940	6,982,940	6,072,720
Estimated Revenue:						
Ad Valorem Taxes	-	-	-	-	-	-
Fines and Forfeits	-	-	-	-	-	-
Miscellaneous	3,486,794	3,640,882	3,640,882	3,709,730	3,707,694	3,708,437
Interfund Transfers	16,002,190	16,720,727	17,741,991	18,247,769	18,147,828	17,590,312
Debt Proceeds	26,733,000	-	58,917,559	-	-	-
Other Sources	-	-	-	-	-	-
TOTAL SOURCES	\$46,221,984	\$27,344,549	\$91,433,698	\$28,940,439	\$28,838,462	\$27,371,469
Expenditure Category	FY 2014 Actual Expenditures	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Appropriations						
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	2,882	-	1,150	3,980	3,480	3,480
Capital Outlay	-	-	-	-	-	-
Debt Service	19,738,978	20,361,609	20,924,337	21,953,519	21,852,042	21,295,269
Other & Transfers Out	26,623,770	-	59,492,200	-	-	-
Reserves	-	6,982,940	11,016,011	6,982,940	6,982,940	6,072,720
TOTAL USES	\$46,365,630	\$27,344,549	\$91,433,698	\$28,940,439	\$28,838,462	\$27,371,469
Program	FY 2014 Actual Expenditures	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
2005 Capital Imprv Ref	\$ 1,689,273	\$ -	\$ -	\$ 1,037,990	\$ 1,039,593	\$ 1,039,069
2006 Special Obl-Land	3,840,308	3,841,898	3,841,898	1,503,300	-	-
2006 Spec Obl-Land Res	-	3,877,043	3,877,043	3,877,043	3,877,043	3,877,043
2007 Charter Schools	2,172,368	2,717,460	2,717,460	2,718,086	2,718,286	2,173,594
2007 Charter School Res	-	2,195,677	2,195,677	2,195,677	2,195,677	2,195,677
2008 Spec Obl - PD HQ	2,471,260	2,470,514	2,470,514	2,471,932	2,470,232	2,470,414
2009 Gas Tax	2,347,813	-	-	-	-	-
2010 Gas Tax	3,153,258	3,152,702	7,185,650	3,100,681	3,153,482	3,154,282
2011 Charter School	1,280,613	1,601,942	1,602,056	1,602,317	1,600,504	1,282,156
2012 Spec Obligation	1,596,624	1,596,613	1,596,613	1,596,616	1,596,618	1,596,623
2012 City Lease	4,400,000	440,000	440,000	440,000	440,000	-
2012 Charter Lease-Bus	185,360	231,700	231,709	231,700	231,700	185,361
State Infrs Bank Loan	-	263,346	380,601	262,460	114,207	-
2014 Gas Tax Refund	21,860,502	2,610,598	2,610,598	2,608,768	2,608,544	2,608,264
2014 Capital Improve Refund	5,328,251	1,690,971	1,690,971	650,813	653,570	650,981
2015 Special Oblig Refund	-	-	52,168,165	2,843,056	4,339,006	4,338,005
2015 Special Oblig Rev	-	-	7,770,658	-	-	-
2015 Fire Assessment Debt ¹	-	-	-	350,000	350,000	350,000
2015 Equipment Note ¹	-	654,085	654,085	1,450,000	1,450,000	1,450,000
TOTAL USES	\$50,325,630	\$27,344,549	\$91,433,698	\$28,940,439	\$28,838,462	\$27,371,469

1. Issuance of debt planned for August 2015. Annual debt service has been estimated.

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CAPITAL PROJECTS FUNDS

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Capital Projects

- **Academic Village** – Academic Village Fund is used to account for the design and permitting of the Academic Village site which was purchased with the intent of constructing institutions of higher education, a high school, library, and a recreational complex. Currently, costs being incurred are related to environmental mitigation and the site permit.
- **Charlie Disaster Fund** – Charlie Disaster Fund is used to account for the clean-up of Hurricane Charlie.
- **Computer (ERP) System** – Computer System Replacement Fund is used to account for the costs associated with replacing the City's financial operating software and related applications. FY 2015 is related to the Cashier System.
- **Fire Station Construction**- Fire Stations Fund is used to account for the design and construction of new and replacement Fire Stations as well as the expansion of the Emergency Operations Center.
- **Santa Barbara Widening** - Santa Barbara Widening Fund is used to account for roadway improvements and access on Santa Barbara Boulevard from SR 78 to Cape Coral Parkway.
- **Del Prado Widening** - Del Prado Widening Fund is used to account for the roadway improvements of Del Prado Boulevard from State Road 78 to Kismet Parkway.
- **Road Resurfacing** – Road Resurfacing Fund is used to account for the roadway repaving throughout the City.
- **Non-Assessed Utility** – Non-Assessed Utility Fund is used to account for the restoration and repaving of roadways in coordination of the Utility Expansion Project.
- **Transportation Capital** – Transportation Capital Fund is used to account for improvements to various roadways including Median Landscaping, Sidewalks, Alleyway Resurfacing and miscellaneous road resurfacing.
- **Public Works Capital** – Public Works Capital Fund is used to account for various capital improvements including the Everest Complex perimeter wall, Sign/Stripping Building, Chiquita Lock Repairs, and North Spreader Waterway.
- **Fleet Maintenance Facility Construction** – Fleet Maintenance Facility Construction Fund is used to account for the design and construction of facilities.
- **Parks Capital Project** – Parks Capital Projects Fund is used to account for the acquisition of parkland and improvements at various parks.

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

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Capital Projects

Revenue Category	FY 2014 Actual Expenditures	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Balances Forward	\$ -	\$ -	\$ 6,723,180	\$ -	\$ -	\$ -
Estimated Revenue:						
Intergovernmental Revenues	271,953	2,323,994	2,239,980	1,527,092	797,900	493,384
Miscellaneous Revenues	882,046	-	3,332,609	-	-	-
Interfund Transfers	4,315,839	7,132,286	6,123,877	8,806,569	8,166,000	7,756,230
Debt Proceeds	-	-	-	-	6,969,610	-
TOTAL SOURCES	\$ 5,469,838	\$ 9,456,280	\$ 18,419,646	\$ 10,333,661	\$ 15,933,510	\$ 8,249,614
Expenditure Category	FY 2014 Actual Expenditures	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Appropriations						
Personnel	\$ -	\$ 924,776	\$ 924,776	\$ 972,802	\$ 1,013,451	\$ 1,059,554
Operating ¹	130,071	(814,526)	(802,026)	(822,802)	(863,451)	(909,554)
Capital Outlay	6,214,343	9,082,684	17,012,286	9,921,201	15,669,303	8,099,614
Debt Service	-	-	-	-	-	-
Transfers	329,012	263,346	1,284,610	262,460	114,207	-
TOTAL USES	\$ 6,673,426	\$ 9,456,280	\$ 18,419,646	\$ 10,333,661	\$ 15,933,510	\$ 8,249,614
Program	FY 2014 Actual Expenditures	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Government Service						
Academic Village	\$ 3,695	\$ -	\$ 167,535	\$ -	\$ -	\$ -
Charley Disaster	123,210	-	-	-	-	-
Computer System	94,780	250,000	461,953	-	-	-
Public Safety						
Fire Station Construct ²	217,688	-	232,677	331,569	2,269,610	274,230
Public Works						
Transportation Funds						
Santa Barbara Widening	140,681	-	-	-	-	-
Del Prado Widening	599,579	-	-	-	-	-
Road Resurfacing ³	4,004,092	5,747,036	8,067,036	6,900,000	6,500,000	6,500,000
Sidewalks ⁴	865,937	2,434,244	2,154,430	1,677,092	947,900	643,384
Transportation ⁵	313,803	-	1,562,535	1,000,000	816,000	832,000
Non-Assessed Utility ⁶	76,643	500,000	500,000	100,000	700,000	-
Public Works Capital ⁷	209,552	-	1,294,867	325,000	-	-
Fleet Maint Facility Constr ⁸	-	525,000	525,000	-	4,700,000	-
Cultural/Recreation						
Parks & Recreation	23,766	-	3,453,613	-	-	-
TOTAL USES	\$ 6,673,426	\$ 9,456,280	\$ 18,419,646	\$ 10,333,661	\$ 15,933,510	\$ 8,249,614

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

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

² Fire Station Construction is funded by General Fund transfer. Design and construction of Fire Station #11 planned for FY 2016 and FY 2017. Design of Fire Station #12 is planned for FY 2018.

³ Road Resurfacing is funding by a General Fund transfer.

⁴ Sidewalks are primarily funded by grant funds with \$150,000 being funded by Five Cent Gas Tax.

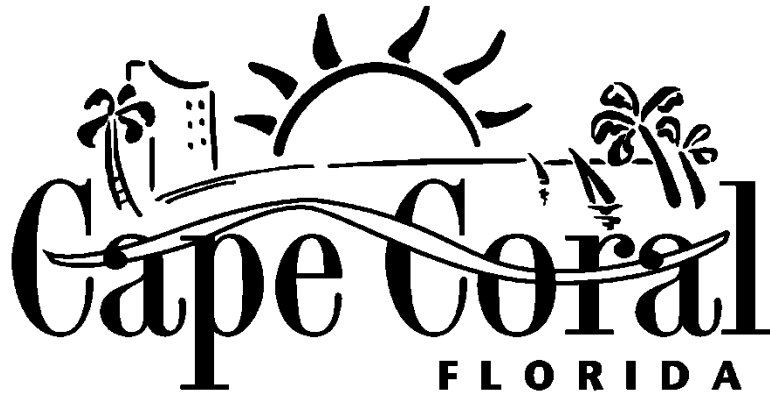
⁵ The General Fund is transferring \$500,000 for alley paving, \$300,000 for median landscaping and \$100,000 is being transferred from the Yacht Basin. Yacht Basin funding is for median landscaping on Coronado Parkway south of Cape Coral Parkway to the Yacht Club.

⁶ Funding will support non-assessed transportation work in North 1-2 utility extension areas and funded by 6 Cent Gas Tax.

⁷ FY 2016 funding in Public Works Capital is to complete the replacement of the sign shop, funded by General Fund transfer.

⁸ The Fleet Maintenance Facility Construction is being funded by a General Fund transfer.

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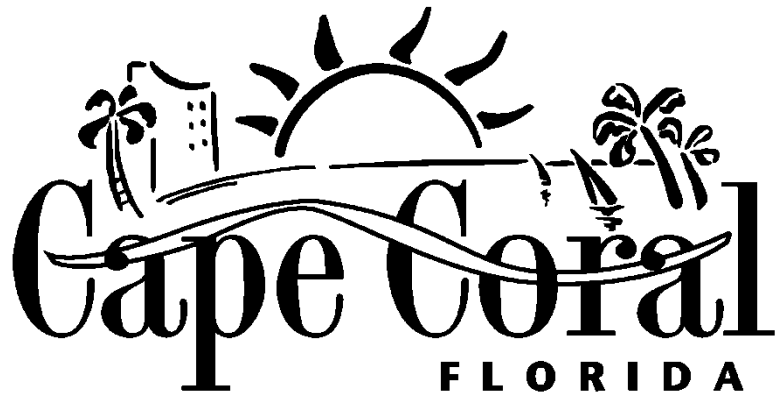
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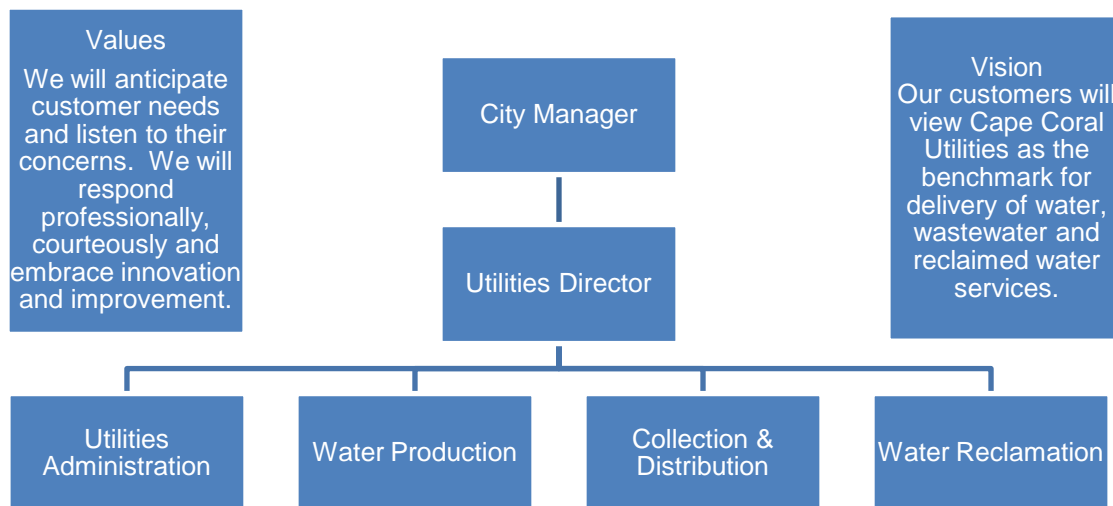


Utilities

The Utilities Department provides potable water supply, irrigation water supply, and collection, treatment and disposal of sanitary sewage for the residents of Cape Coral. The City owns and operates a system of raw water supply wells, raw water transmission mains, two potable water treatment facilities, potable water storage and pumping facilities, potable water distribution system, sanitary sewage collection system, two wastewater treatment and water reclamation facilities, reclaimed water storage and pumping facilities, canal withdrawal and pumping facilities for supplemental irrigation water supply, irrigation water distribution system, as well as, backup disposal facilities for excess reclaimed water during wet weather. The department is organized into four divisions: Administration, Water Production, Collection and Distribution and Water Reclamation.

Mission

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



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Department Functions

Administration

Administration is responsible for overall utility operations and utility project management and is responsible for developing long range plans and implementing those plans through appropriate utility construction projects. Additional responsibilities include permitting, ordinances, grants and development of projects in coordination with agencies such as South Florida Water Management, US Geologic Survey, Department of Environmental Protection, and other State and Federal agencies to ensure all regulatory points and requirements are fully met. Administration also interacts and works with other Utility systems, trade organizations and local community groups.

Water Production

Utilities Water Production is responsible for producing water that meets or exceeds all Safe Drinking Water Act standards and permit requirements as established by the Environmental Protection Agency (EPA) and the Florida Department of Environmental Protection (FDEP). This Division is currently responsible for operating and maintaining the recently expanded 18.0 MGD Southwest Reverse Osmosis (RO) Water Treatment Plant, 33 raw water wells, and two off-site storage tanks with re-pump facilities, the new 12 MGD North Cape Coral RO Water Treatment Plant and 24 associated raw water wells.

Collection and Distribution

Collection and Distribution is broken down into three sections, water, sewer and irrigation. This Division is responsible for the operation and maintenance of over 2400 miles of water, sewer, and irrigation piping in conformance to regulatory standards along with appurtenances such as services, meters, valves, fire hydrants, and manholes which are spread throughout the City. UCD repairs service leaks and major line breaks including restoration, performs new meter installation and meter change-outs, existing and new line inspections and utility locates.

Water Reclamation

Water Reclamation is responsible for processing wastewater so that after treatment it meets and/or exceeds all standards and different permit requirements as established by the EPA and the FDEP for river discharge, deep injection and/or reuse water for the City's irrigation system. The Division operates and maintains the 13.4 MGD Everest Water Reclamation Facility; the 15.1 MGD Southwest Water Reclamation Facility, and 277 wastewater pump lift stations throughout the City and 5 freshwater canal pump stations to supplement the irrigation system.

FY 2015 Accomplishments

- Continue implementing best management practices and continue efforts that promote utility rate affordability and value.
- Recommend and implement revisions to City Ordinance-Chapter 19.
- Complete the HSQ software and server upgrade at the Everest WRF.
- Complete the North SCADA System Optimization Project.
- Complete construction of the Hancock Creek water main extension project.
- Begin installation of the centrifuges for the Southwest WRF.
- Begin engineering design and permitting for construction of a new deep injection well at the Southwest RO and WRF facilities.
- Begin engineering design and permitting for the Phase I Palm Tree Pump Station improvements.
- Complete Galvanized pipe replacement program section 3A engineering design and permitting for construction bids.
- Complete South RO landscaping project.
- Complete Everest WRF landscaping project.
- Complete engineering design and permitting and qualify contractors for duplex and master pump stations that include WRF Plant Lift Stations; SW#1, #214 and Master Pump Station #200 Rehab Project.
- Complete design for the Southwest RO Warehouse Project.

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- Select a design-build firm for demolition of existing operations building and construction of a new Southwest WRF Operations building.
- Select vendor to install new Water meter test bench equipment.
- Complete current Manhole Rehabilitation project per the budget.
- Rehab two Sodium Hypochlorite Storage Rooms at Canal Pump Stations by coating with an industrial chemical resistant material to prevent damage to concrete from occasional bleach leaks and reduce hazards from broken or deteriorated concrete flooring. Rehab also includes recoating structures which support the chemical feed bleach pumps.
- Design awning structure for portable generators at the Southwest WRF.
- Begin radio read water meter change out replacement program.
- Complete engineering design for the Southwest RO Plant 1 structural improvements.
- Complete engineering analysis for Southwest RO Odor Control Improvements.
- Begin design and permitting for Weir Improvements.
- Complete Weir #11 Control Panel Relocation.
- Complete specifications for an RFQ to update the Hydrogeologic Model for Cape Coral.
- Close-out MWH work authorizations from the Program Manager at risk contract.
- Begin engineering design for the Auxiliary Power Project at the Van Loon re-pump station.
- Recoat 30,000 gallon Acid Bulk Tank at North RO and decommission the two temporary plastic tanks.
- Initiate Southwest WRF SCADA System Optimization Project.
- Continue the Sanitary Sewer Cured in Place Pipe Lining Project.
- Begin Phase I for multi-year Potable Watermain Extension to provide additional fire-protection to Multi-family/Commercial Structures Project.
- Complete engineering for Southeast 34th Street Potable Watermain Upgrade Project.
- Begin construction for underground Utility Casings for Future UEP Utility Main Road Crossings Joint Participation Agreement (JPA) with Lee County DOT's Burnt Store Widening Project.
- Southwest WRF 42-inch Force Main Interconnect Improvements. Complete engineering and permitting.
- North 2 Canal Pump Station Basis of Design Report (BODR) for obtaining FDEP Permit Variance. Complete Basis of Design Report.
- Begin Surface Water Storage Feasibility Study for Irrigation Water Supply.
- Continued rehabilitation of multiple existing lift stations and continued infiltration and inflow program (I&I). In FY 14 and 15, Seven (7) Lift Stations were rehabbed with one more rehab to be completed by end of fiscal year.
- Complete design and go out to bid for new instrumentation/analyzer building at the Everest Parkway WRF by end of FY15.
- Install reuse server capable of creating dynamic reports for multiple users. Purchased Telog Enterprise software to install on new powerful server to create Reuse data that can be utilized by different user groups for reuse reporting, dynamic modeling, environmental and stormwater data.
- Provide increased training to improve knowledge of staff including but not limited to supervisory training, industry trade shows, continuing education units and specific job classification related training.
- Complete new Boil Water Notification Program.

FY 2016 Goals

- Complete design for the North RO Perimeter Wall project as required by the PDP.
- Complete design for the North RO Plant Landscaping as required by the PDP.
- Begin construction on a new deep injection well at the Southwest RO and WRF facilities.
- Begin design Southwest RO Control Systems Upgrade project.
- Begin work on the SW RO Plant Well Communication/Control retrofit project.
- Construction of the Southwest RO Plant Maintenance Warehouse.
- Begin work on the Southwest RO Plant Odor Control Improvements.
- Begin work on the Southwest RO Plant 1 structural improvements.
- Complete the engineering design and permitting for the Phase I Palm Tree Pump Station

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improvements.

- Complete the Auxiliary Power and Control project at the Van Loon re-pump station.
- Select an engineering firm to update the Hydrogeologic ground water model.
- Selection of an engineer for North RO Deep Injection Well design and permitting.
- Begin design on the Southwest RO Plant Control System Retrofit.
- Introduce a fats, oil, grease program/ordinance.
- Continued rehabilitation of multiple existing lift stations and continued infiltration and inflow program (I&I).
- In FY 16, multiple rehabs are scheduled including the largest Master Station in the City which has six (6) 88 horsepower pumps.
- Increase the number of lift station rehabs per year to ten in order to target rehabbing one station per every 30 years. In-house rehab work and increased competitive pricing will be considered to reduce costs while increasing the quantity of rehabs.
- Complete installation of all 3 centrifuges for Bio-solids.
- Initiate Construction of Operations Building at the Southwest Water Reclamation Facility. Move the upgraded SCADA system for the Facility from trailer to new building once completed.
- Improve internal IT Policies, governance and procedures in Utilities with primary focus on disaster recovery and troubleshooting procedures.
- Complete construction of new instrumentation/analyzer building at the Everest Parkway WRF by end of FY16.
- Work with Finance and Human Resources to allow funding for succession planning of numerous positions that will be retiring that need to be filled with competent replacements. Certain positions should be filled prior to incumbent leaving so the replacement can work with incumbent side by side to create a smoother transition.
- Utilize purchased Telog Enterprise software on server to create/modify customized report "Dashboards" that can be utilized by different user groups for reporting, dynamic modeling, environmental and stormwater data.
- Optimize asset management software to create accurate asset inventory and verify proper maintenance is being performed.
- Rehab coating of concrete for North Chlorine Contact Chambers 1 and 2 at the Everest Parkway WRF.
- End Rexel spare parts agreements for Allen-Bradley equipment and purchase the equipment at reduced cost.
- Go out to bid and initiate construction of second dual use Deep injection Well for SW RO/WRF.
- Utilize Neptune water meter software to realize enhanced customer service online access, improved leak detection and meter tampering capabilities.
- Complete construction of awning structure for portable generators at the Southwest WRF.
- Continue the Sanitary Sewer Cured in Place Pipe Lining Project.
- Continue potable watermain extensions to provide additional fire-protection to multi-family/commercial structures.
- Continue Manhole Rehabilitation project per the budget.
- Expand large water meter rebuild, testing and replacement program.
- Continue training to improve knowledge of staff including but not limited to supervisory training, industry trade shows, continuing education units and specific job classification related training.

FY 2017 Goals

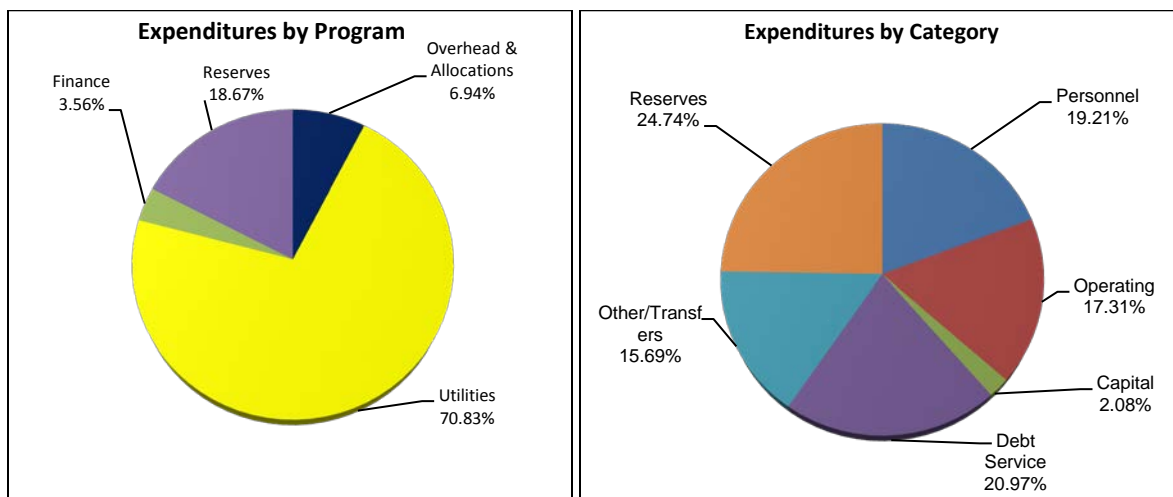
- Construct 5 Million Gallon reuse storage tank with re-pump and disinfection injection capability to improve system reliability and increase storage.

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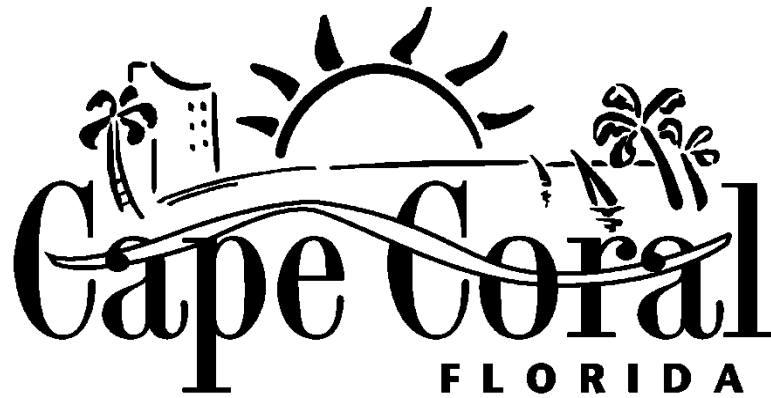
- Continued rehabilitation of multiple existing lift stations and continued infiltration and inflow program (I&I).
- Rehab coating of concrete for Old Chlorine Contact Chambers at the Southwest WRF.
- Complete Construction of Operations Building at the Southwest Water Reclamation Facility.
- Complete construction of second dual use Deep injection Well for SW RO/WRF. Required by Consent Order from DEP to be completed by December 2017.
- Initiate feasibility study for Bio-solids to consider most cost effective method for disposal. (i.e. status quo with landfill or alternate methods like composting)
- Continue Sanitary Sewer Cured in Place Pipe Lining Project.
- Continue potable watermain extensions to provide additional fire-protection to multi-family/commercial structures.
- Continue Manhole Rehabilitation project per the budget.
- Complete budgeted lift station rehabs.
- Continue training to improve knowledge of staff including but not limited to supervisory training, industry trade shows, continuing education units and specific job classification related training.

FY 2018 Goals

- Continue Sanitary Sewer Cured in Place Pipe Lining Project.
- Continue potable watermain extensions to provide additional fire-protection to multi-family/commercial structures.
- Continue Manhole Rehabilitation project per the budget.
- Continued rehabilitation of multiple existing lift stations and continued Infiltration and Inflow Program (I&I).
- Complete budgeted lift station rehabs.
- Continue training to improve knowledge of staff including but not limited to supervisory training, industry trade shows, continuing education units and specific job classification related training.



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Water & Sewer Operations

Revenue Category	FY 2014 Actual Revenue	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Use of Fund Balance	\$ -		\$ 1,270,542	\$ 6,302,688	\$ -	\$ 312,475
Operating Fund Balance	-	31,665,035	35,916,975	20,812,231	20,812,231	30,632,380
Internal Service	132,262	564,519	564,519	583,944	609,840	631,891
Licenses and Permits	-	-	-			
Intergovernmental	15,070	-	-	790,135		
Charges for Services	72,032,745	76,611,613	76,611,613	77,742,576	80,538,056	83,329,181
Fines & Forfeits	662,380	773,574	773,574	773,574	773,574	773,574
Miscellaneous	976,997	335,015	895,407	596,267	682,286	836,173
Other & Transfers In	31,100,844	16,825,959	16,825,959	11,839,998	24,745,512	21,286,231
TOTAL SOURCES	\$ 104,920,298	\$ 126,775,715	\$ 132,858,589	\$ 119,441,413	\$ 128,161,499	\$ 137,801,905

Expenditure Category	FY 2014 Actual Expenditures	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Appropriations						
Personnel ¹	\$ 17,965,794	\$ 21,733,146	\$ 21,733,146	\$ 24,931,260	\$ 26,246,747	\$ 27,537,400
Operating ²	18,174,655	21,951,700	22,900,549	23,228,952	23,083,734	24,814,685
Capital	2,892,458	3,182,863	4,491,096	4,316,639	3,000,560	2,974,658
Debt Service	30,967,834	30,654,595	30,654,595	29,779,651	29,780,960	29,782,016
Other & Transfers Out	46,011,588	16,093,890	23,605,540	16,470,490	15,274,899	22,291,530
Reserves	-	33,159,521	29,473,663	20,714,421	30,774,599	30,401,616
TOTAL USES	\$ 116,012,329	\$ 126,775,715	\$ 132,858,589	\$ 119,441,413	\$ 128,161,499	\$ 137,801,905

Program	FY 2014 Actual Expenditures	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Overhead & Allocations ³	\$ 7,394,576	\$ 8,162,804	\$ 8,396,994	\$ 9,040,501	\$ 9,204,078	\$ 9,474,120
Utilities Department ^{4,6}	105,597,659	81,591,955	91,050,509	85,466,251	83,776,833	93,340,911
Financial Services ⁵	3,020,094	3,861,435	3,937,423	4,220,240	4,405,989	4,585,258
Reserves	-	33,159,521	29,473,663	20,714,421	30,774,599	30,401,616
TOTAL USES	\$ 116,012,329	\$ 126,775,715	\$ 132,858,589	\$ 119,441,413	\$ 128,161,499	\$ 137,801,905

Utilities Divisions	FY 2014 Actual Expenditures	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Utilities Administration	\$ 47,716,969	\$ 18,261,282	\$ 26,020,906	\$ 19,301,738	\$ 17,656,107	\$ 24,721,986
Water Production	7,152,486	8,404,790	8,672,910	9,178,377	9,178,196	10,023,651
Collection & Distribution	7,285,880	9,209,645	9,311,227	10,232,291	9,837,879	10,746,651
Water Reclamation	11,824,291	13,129,811	13,953,447	13,551,448	14,767,946	15,570,256
Operations Debt Service	30,969,018	30,654,595	30,654,595	29,779,651	29,780,960	29,782,016
UEP Administration	649,015	1,159,849	1,185,861	1,188,275	1,175,413	1,267,851
Utilities Fleet Replacement ⁶	-	771,983	1,251,563	2,234,471	1,380,332	1,228,500
TOTAL USES	\$ 105,597,659	\$ 81,591,955	\$ 91,050,509	\$ 85,466,251	\$ 83,776,833	\$ 93,340,911

Notes: FY 2014 Expenditures are on a budgetary basis.

¹ Personnel does not reflect OPEB of \$2,444,503 as this is a non-cash accounting entry.

² Operating costs do not include Depreciation of \$6,025,181 as this is a non-cash accounting entry.

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

⁴ Utilities Department includes Utilities Admin, Water Production, Water Reclamation, Collection/Distribution Maintenance and the UEP. Debt service payments and Utilities Fleet Replacement are included in this total.

⁵ Financial Services includes accounting, billing, procurement and customer service operations.

⁶ Utilities Fleet Replacement includes new and replacement Rolling Stock, Heavy Equipment and Vehicles.

**City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget**

Water & Sewer Capital Project Fund

Revenue Category	FY 2014 Actual Revenue	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Fund Balance	-	-	-	-	-	-
Estimated Revenue:						
Intergovernmental	-	-	790,135	-	-	-
Miscellaneous	66,533	-	-	-	-	-
Other Sources	17,216,259	15,751,071	23,262,721	16,369,023	15,173,168	22,189,987
TOTAL SOURCES	\$ 17,282,792	\$ 15,751,071	\$ 24,052,856	\$ 16,369,023	\$ 15,173,168	\$ 22,189,987

Expenditure Category	FY 2014 Actual Expenditures	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Appropriations						
Personnel ¹	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating ²	227,091	-	14,015	-	-	-
Capital ^{1,3}	5,068,330	15,751,071	24,038,841	16,369,023	15,173,168	22,189,987
Debt Service ⁴	-	-	-	-	-	-
Other & Transfers Out	15,363	-	-	-	-	-
Reserves	-	-	-	-	-	-
TOTAL USES	\$ 5,310,784	\$ 15,751,071	\$ 24,052,856	\$ 16,369,023	\$ 15,173,168	\$ 22,189,987

Program⁵	FY 2014 Actual Expenditures	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Utility Administration	30,706	-	-	-	-	-
North Cape Government Complex	-	-	-	-	-	-
North RO Facility - MWH	154,879	-	14,015	-	-	-
Everest Expansion	-	-	-	-	-	-
North Wastewater Facility	-	-	-	-	-	-
SW RO Wellsite & Expansion	(8,423)	-	-	-	-	-
SW WR Facility Expansion - MWH	7,381	-	(137,823)	-	-	-
Palm Tree BI Phase 1	-	1,700,000	-	1,700,000	-	-
Galvanized Pipe Service Replace 1A	1,738,096	-	-	-	-	-
North Wellsites for North RO Plant	-	-	-	-	-	-
Biosolids Facility -SWWRF MWH	-	-	(150,000)	-	-	-
Adm SW 6/7 Non Assd Util	41,569	-	-	-	-	-
Rehab of Well 324	695	-	-	-	-	-
UCD Admin Building	7,792	-	-	-	-	500,000
Forcemain Interconnect Veterans	-	-	-	100,000	500,000	1,000,000
Everest Perimeter Wall	32,423	-	-	-	-	-
Weir 4 Construction	48,223	1,000,000	1,500,000	-	-	-
Fire Sprinkler Conver FY14	117,364	-	-	-	-	-
Weir 16 & 17 Construction	-	50,000	50,000	1,450,000	-	-
Reuse River Crossing	7,869	900,000	900,000	-	3,250,000	4,250,000
Potable Wtr Infrastruct Repl FY14	50,276	-	-	-	-	-

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City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

Program⁵	FY 2014 Actual Expenditures	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Reuse Main Extension (FGUA)	-	-	1,100,000	-	-	-
Everest Landscaping	15,603	-	-	-	-	-
Plant LS Rehabs FY13	396,749	-	-	-	-	-
Infiltration/Inflow (I&I) FY14	800,339	750,000	(84,725)	-	-	-
SW Biosolids Centrifuge	77,498	-	468,074	-	-	-
Lake Kennedy Irr Pump Stat	-	-	(3,100,000)	-	-	-
Manhole Rehabilitation FY14	165,299	200,000	200,000	-	-	-
Everest Plant LS Rehab FY12	869,005	-	-	-	-	-
Everest Plant LS Rehab FY13	5,674	-	-	-	-	-
SW Operations Building	816	-	700,000	-	1,000,000	-
SW Plant LS Rehabs FY13	4,458	-	-	-	-	-
Modify N Control System	-	-	6,847	-	-	-
Plant 1 Raw Wtr Fiber Pipe R	557,557	-	-	-	-	-
Replace Membranes-Plant 2	-	-	-	-	-	-
Plant 1 Bid Structure Upg	27,122	-	250,000	250,000	-	-
Retro SWRO Well Field C/C	34,764	250,000	250,000	-	-	-
SWRO Control System Upg	-	-	(6,847)	250,000	250,000	-
Underground Well Feeds	8,930	45,071	45,071	46,423	47,816	-
SWRO Deep Injection Well	3,000	2,500,000	3,500,000	-	-	-
Bar Screen SWWRF MWH Warranty	56,094	-	-	-	-	-
Upgrade Security N/S PS	-	100,000	-	-	-	-
Wharehouse & Storage Building	-	750,000	750,000	-	-	-
SWRO Lightning & Grounding	15,535	-	-	-	-	-
North RO Deep Injection Well	-	-	-	1,500,000	400,000	5,000,000
North RO Perimeter Wall	-	850,000	850,000	-	-	-
WSCP North RO Landscaping	-	-	300,000	-	-	-
AuxPower Van Loon PS & S	15,813	-	680,000	-	-	-
Distribution System Autom	-	950,000	370,000	-	240,000	-
Rehab/Replace Raw Water Wells	-	-	-	-	800,000	800,000
Lift Station Rehabs FY14	1,715	-	-	-	-	-
Lift Station Rehabs FY16	-	1,166,000	-	1,487,600	-	-
Lift Station Rehabs FY17	-	-	-	-	1,790,352	-
CBS Building for Analyzer	-	300,000	300,000	-	-	-
Infiltration/Inflow (I&I) FY15	-	-	584,725	-	-	-
42" Forecmain Interconnect	-	1,500,000	500,000	2,000,000	-	-
South RO Landscaping	-	-	(20,216)	-	-	-
Unspecified Projects	-	-	259,024	-	-	-
Aquifer Storage & Recovery FY14	-	-	-	-	-	-
Palm Tree Phase III	-	1,000,000	-	-	-	-
SRO Odor Control Modification	19,634	-	-	-	-	-
NRO1 Bulk Diesel Storage	3,780	-	-	-	-	-
Land Purchases	2,550	840,000	840,000	1,765,000	930,000	380,000
WRSR-1 Chlorine Chamber Coating	-	-	-	-	125,000	-
IRRIG-3 Weir Improvements	-	-	-	-	100,000	1,500,000
WRC-1 LS Rehab FY18	-	-	-	-	-	2,114,987
SRO-1 Pit 2 Feed Wtr/Blend Ugd	-	-	-	-	1,340,000	-
IRR-2 SE 10MG Stor Tank & Pump	-	-	-	-	-	100,000
IRR-3 SW 5MG Stor Tank & Pump	-	-	6,800,000	1,000,000	-	-
UCD-& MARS Test Bench	-	-	100,000	-	-	-

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City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

Program⁵	FY 2014 Actual Expenditures	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
WRE-2 Reseal North CI Chamber	-	-	-	120,000	-	-
WRC-5 LS Odor Control Rehab	-	-	64,000	75,000	75,000	75,000
ADM-1 Smoke Testing I&I	-	-	50,000	50,000	50,000	50,000
IRR-7 Reuse Sys Improve FY15	-	-	62,540	-	-	-
WRC_6 Port Generator Awning	-	-	157,500	-	-	-
ADM-3 Galvanized Pipe Rpl 3A	-	100,000	1,800,000	-	-	-
ADM-4 Galvanized Pipe Rpl 3B	-	-	-	1,650,000	-	-
ADM-5 Galvanized Pipe Rpl 2A	-	-	-	-	1,700,000	-
ADM-6 Galvanized Pipe Rpl 2B	-	-	-	-	-	1,350,000
ADM-7 Fire Sprinkler ConvFY15	-	500,000	500,000	-	-	-
ADM-8 Fire Sprinkler ConvFY16	-	-	-	500,000	-	-
ADM-9 Fire Sprinkler ConvFY17	-	-	-	-	500,000	-
ADM-11 Fire Sprinkler ConvFY19	-	-	-	-	-	500,000
ADM-12 Potable Wtr Infr FY15	-	300,000	100,000	-	-	-
ADM-13 Potable Wtr Inf FY16	-	-	-	100,000	-	-
ADM-14 Potable Wtr Infr FY17	-	-	-	-	100,000	-
ADM-15 Potable Wtr Infr FY18	-	-	-	-	-	300,000
ADM-49 ASR/IRR Supply FY15	-	-	1,331,926	-	-	-
UCD-2 Manhole Rehab FY16	-	-	-	500,000	-	-
UCD-3 Manhole Rehab FY17	-	-	-	-	500,000	-
UCD-4 Manhole Rehab FY18	-	-	-	-	-	500,000
ADM-54 Burnt St Widg-Casings	-	-	1,200,000	-	-	-
ADM-19 I&I FY16	-	-	-	500,000	-	-
ADM-20 I&I FY17	-	-	-	-	500,000	-
ADM-21 I&I FY18	-	-	-	-	-	500,000
SRO-2 Plt 2 Bldg Replacement	-	-	-	-	-	500,000
WRB-1 Compost Process Facility	-	-	-	-	-	100,000
NRO-3 Reconst Van Loon PS Bldg	-	-	-	-	-	250,000
ADM-26 ASR/IRR Supply FY16	-	-	-	100,000	-	-
ADM-27 ASR/IRR Supply FY17	-	-	-	-	100,000	-
ADM-28 ASR/IRR Supply FY18	-	-	-	-	-	100,000
ADM-30 Irr to PW (F/H) FY15	-	-	20,000	-	-	-
ADM-31 Irr to PW (F/H) FY16	-	-	-	500,000	-	-
ADM-32 Irr to PW (F/H) FY17	-	-	-	-	500,000	-
ADM-33 Irr to PW (F/H) FY18	-	-	-	-	-	500,000
IRR-8 Sys Improve FY16	-	-	-	350,000	-	-
IRR-9 Sys Improve FY17	-	-	-	-	350,000	-
IRR-10 Sys Improve FY18	-	-	-	-	-	350,000
IRR-13 Palm Tree Phase II	-	-	-	-	-	1,400,000
WRSW-22 Repave S Entrance SWRF	-	-	-	-	-	15,000
IRR-4 NaClO Storage Rooms	-	-	27,460	25,000	25,000	25,000
WRSW-3 Replace Gate & Actr	-	-	-	-	-	30,000
WRC-7 Rehab Master LS 200	-	-	921,285	-	-	-
NRO-2 Containment Pits	-	-	-	350,000	-	-
TOTAL USES	\$ 5,310,785	\$ 15,751,071	\$ 24,052,856	\$ 16,369,023	\$ 15,173,168	\$ 22,189,987

Notes: FY 2014 Expenditures are on a budgetary basis.

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

² Operating costs do not include Depreciation of \$14,725,150 as these are non-cash accounting entries.

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

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

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

City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

Water & Sewer Utility Extension Capital Projects

Revenue Category	FY 2014 Actual Revenue	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Fund Balance	-	8,996,726	8,996,726	14,293,608	14,293,608	14,293,608
Estimated Revenue:						
Permits, Assessments	19,558,211	16,329,241	16,329,241	21,011,680	22,159,662	22,495,053
Fines & Forfeits	128,128	-	-	-	-	-
Miscellaneous	5,946,274	-	-	-	-	-
Other/Transfer In	17,038,028	-	-	-	-	-
Debt Proceeds	-	62,659,583	62,659,583	62,659,583	58,032,943	58,032,943
Charges for Service	57,692	-	-	-	-	-
TOTAL SOURCES	\$ 42,728,333	\$ 87,985,550	\$ 87,985,550	\$ 97,964,871	\$94,486,213	\$ 94,821,604

Expenditure Category	FY 2014 Actual Expenditures	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Appropriations						
Payroll	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating ¹	64,701	-	-	-	-	-
Capital ²	43,363,333	62,659,583	62,659,583	62,659,583	58,032,943	58,032,943
Debt Service ³	15,908,126	16,329,241	16,329,241	21,011,680	22,159,662	22,495,053
Other	(641)	-	-	-	-	-
Transfers Out	17,744,127	-	-	-	-	-
Reserves	-	8,996,726	8,996,726	14,293,608	14,293,608	14,293,608
TOTAL USES	\$ 77,079,646	\$ 87,985,550	\$ 87,985,550	\$ 97,964,871	\$94,486,213	\$ 94,821,604

Program	FY 2014 Actual Expenditures	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Southeast 1	\$ 3,913,164	\$ -	\$ -	\$ -	\$ -	\$ -
Surfside	622,206	-	-	-	-	-
Blue & Green Water	24,805	-	-	-	-	-
North Loop Water Assessment	12	-	-	-	-	-
South west Area I	2,578,591	-	-	-	-	-
South west Area II	4,069,704	-	-	-	-	-
South west Area III	3,739,268	-	-	-	-	-
South west Area IV	9,710,692	-	-	-	-	-
South west Area V	6,296,044	-	-	-	-	-
South west Area VI/VII	18,050	-	-	-	-	-
Stripes Green Wastewater	11,134	-	-	-	-	-
Orange Wastewater	38,183	-	-	-	-	-
Pine Island Area	1,034,945	-	-	-	-	-
North Central Loop Area	95,135	-	-	-	-	-
SRF Drinking Water 360103 SW6/7	725,386	-	-	-	-	-
SRF Clean Water 360100	206,572	-	-	-	-	-
SW6/7 Water Distribution	5,438,438	-	-	-	-	-
SW6/7 WW Collection Construct	14,208,930	-	-	-	-	-
SW6/7 Irrig Distrib Construct	4,685,988	-	-	-	-	-
SW6/7 Water Trans Construct	168,869	-	-	-	-	-
SW6/7 WW Trans Construct	3,200,909	-	-	-	-	-
SW6/7 Irrig Trans Construct	2,294,959	-	-	-	-	-
SW 6/7 All Svc C/D/T Constr	13,344,488	-	-	-	-	-
SW6/7 MPS 540 Construct	632,326	-	-	-	-	-
N1 All Services CDT Construct	-	5,637,862	5,637,862	5,637,862	50,740,757	50,740,757
N2 All Services CDT Construct	20,848	57,021,721	57,021,721	57,021,721	-	-
N3 All Services Predesign	-	-	-	-	7,292,186	7,292,186
Utility Ext Special Assessment	-	25,325,967	25,325,967	35,305,288	36,453,270	36,788,661
TOTAL USES	\$ 77,079,646	\$ 87,985,550	\$ 87,985,550	\$ 97,964,871	\$94,486,213	\$ 94,821,604

Notes: FY 2014 Expenditures are on a budgetary basis.

¹ FY 2014 Operating does not include Depreciation of \$11,694,029 as this is a non-cash accounting entry.

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

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

City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

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

Revenue Category	FY 2014 Actual Revenue	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Use of Fund Balance	\$ -	\$ 8,387	\$ 8,387	\$ 14,750	\$ 15,950	\$ 17,150
Operating Fund Balance	-	10,348,245	12,024,096	13,746,390	14,198,777	14,708,164
Estimated Revenue:	-	-	-	-	-	-
Special Assessment	5,672,722	-	-	-	-	-
Charges for Service	289,887	-	-	-	-	-
Fines & Forfeits	83,115	-	-	-	-	-
Permits, Impacts	3,609,533	16,999,919	16,999,919	11,839,998	24,745,512	21,286,231
Miscellaneous	190,157	-	-	-	-	-
Misc Other Sources ¹	-	257,329	257,329	467,687	525,787	583,887
Transfer In	632,326	-	-	-	-	-
TOTAL SOURCES	\$ 10,477,740	\$ 27,613,880	\$ 29,289,731	\$ 26,068,825	\$ 39,486,026	\$ 36,595,432

Expenditure Category	FY 2014 Actual Expenditures	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Appropriations						
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating ²	31,149	13,550	13,550	14,750	15,950	17,150
Capital	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other & Transfers Out ³	2,353,720	16,825,959	16,825,959	11,839,998	24,745,512	21,286,231
Reserves	-	10,774,371	12,450,222	14,214,077	14,724,564	15,292,051
TOTAL USES	\$ 2,384,869	\$ 27,613,880	\$ 29,289,731	\$ 26,068,825	\$ 39,486,026	\$ 36,595,432

Program	FY 2014 Actual Expenditures	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Water Impact & CFEC Fees	\$ 895,597	\$ 3,873,248	\$ 4,162,335	\$ 3,496,930	\$ 6,395,618	\$ 5,618,694
Sewer Impact & CFEC Fees	1,361,960	11,857,070	12,249,562	8,446,006	17,008,248	14,718,613
Sewer Impact Fees Dist2	758	645,358	783,885	1,084,739	1,084,239	1,083,639
Irrigation Impact & CFEC Fees	125,146	2,245,050	2,365,992	2,123,493	3,556,877	3,152,355
Water CIAC Fees	600	3,731,855	4,067,111	4,449,462	4,594,356	4,755,250
Sewer CIAC Fees	665	4,795,679	5,190,724	5,882,603	6,174,916	6,269,296
Irrigation CIAC Fees	143	465,620	470,122	585,592	671,772	997,585
TOTAL USES	\$ 2,384,869	\$ 27,613,880	\$ 29,289,731	\$ 26,068,825	\$ 39,486,026	\$ 36,595,432

Notes: FY 2014 Expenditures are on a budgetary basis.

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

² Operating costs do not include Depreciation of \$34,969 as this is a non-cash accounting entry.

³ Other uses includes transfers out to various utility capital expansion funds and water & sewer operations to cover the cost of debt service; for financial reporting these transactions would be eliminated.

**City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget**

Department Performance Measures

Perspective: Learning and Growth							
Goal: Implement effective employee development.							
Objective: Training Hours per Employee (hours)							
Measurement Type	Key Performance Indicator(s)	FY 2014 Actual	FY 2015 Target	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate	3 - 5 Yr Goal
Output	Total annual hours	TBD	4,240	4,664	5,088	5,724	6,148
Efficiency	Average amount of training hours per employee	TBD	20	22	24	27	29
Outcome	Number of total training hours	TBD	4,240	4,664	5,088	5,724	6,148
Perspective: Internal							
Goal: Provide good levels of service to customer accounts.							
Objective: Increase levels of service to individual accounts.							
Measurement Type	Key Performance Indicator(s)	FY 2014 Actual	FY 2015 Target	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate	3 - 5 Yr Goal
Output	# Employees	TBD	TBD	TBD	TBD	TBD	TBD
Efficiency	# Accounts	TBD	TBD	TBD	TBD	TBD	TBD
Service Quality	# Accts/Employee	490	485	485	480	475	475
Outcome	Survey Response	TBD	TBD	TBD	TBD	TBD	TBD
Perspective: Learning & Growth							
Goal: Decrease employee turnover rates.							
Objective: Develop and implement effective position evaluation to increase retention.							
Measurement Type	Key Performance Indicator(s)	FY 2014 Actual	FY 2015 Target	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate	3 - 5 Yr Goal
Output	Voluntary Terminations - Retirees	TBD	TBD	TBD	TBD	TBD	TBD
Efficiency	Turnover	6.3%	6.0%	5.5%	5.3%	5.0%	5.0%
Outcome	New Hires	TBD	TBD	TBD	TBD	TBD	TBD
Perspective: Learning and Growth							
Goal: Maintain institutional knowledge among workforce.							
Objective: Develop and implement succession planning efforts.							
Measurement Type	Key Performance Indicator(s)	FY 2014 Actual	FY 2015 Target	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate	3 - 5 Yr Goal
Output	Employee Retirements	TBD	TBD	TBD	TBD	TBD	TBD
Efficiency	Hours OOT	TBD	TBD	TBD	TBD	TBD	TBD
Outcome	Internal Promotions	39	18	25	20	20	15

**City of Cape Coral, Florida
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Water Production Division Performance Measures

Perspective: Internal							
Goal: Provide an uninterrupted supply of safe potable water for the consumer at a reasonable production cost.							
Objective: Maintain and promote increased efficiencies across industry recognized benchmarks.							
Measurement Type	Key Performance Indicator(s)	FY 2014 Actual	FY 2015 Target	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate	3 - 5 Yr Goal
Output	<u>Average Daily</u> Amount of Potable Water Pumped to system in Millions of Gallons per Day (MGD)	9.634	9.860	10.353	10.596	11.020	12.000
	<u>Maximum Day</u> Amount of Potable Water Pumped to system in Millions of Gallons per Day (MGD)	11.068	11.832	12.424	12.715	13.224	14.400
Efficiency	<u>Percent of Unaccounted for System Water Losses</u>	10.25%	< 10.00%	10.00%	10.00%	10.00%	<10.00%
	<u>Cost per 1,000 Gallons Produced</u>	\$ 1.59	\$ 1.64	\$ 1.69	\$ 1.74	\$ 1.79	< \$1.80
Outcome	<u>Southwest R.O. Plant</u> number of POE Finished Water Quality Violations of MCL's	0	0	0	0	0	0
	<u>North R.O. Plant</u> number of POE Finished Water Quality Violations of MCL's	0	0	0	0	0	0

City of Cape Coral, Florida
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Water Reclamation Division Performance Measures

Perspective: Internal								
Goal: Provide safe and effectively water reclamation services for the consumer at a reasonable production cost.								
Objective: Maintain and promote increased efficiencies across industry recognized benchmarks.								
Measurement Type	Key Performance Indicator(s)	FY 2014 Actual	FY 2015 Projected	FY 2016 Estimated	FY 2017 Estimated	FY 2018 Estimated	5 Year Estimated Yearly Avg. or Benchmark	
		Avg. or Total	Avg. or Total	Avg. or Total	Avg. or Total	Avg. or Total	Avg. or Total	Benchmark
Output	<u>Average</u> amount of Wastewater treated daily in Millions of Gallons per Day (MGD)	12.33	12.70	14.55*	14.99	17.27**	14.37	N/A
Efficiency	<u>Total</u> of SSO's Per Fiscal Year caused by Lift Station failures	2	0	0	0	0	< 1	< 5
Efficiency	<u>Average</u> Cost per 1,000 Gallons Produced	\$1.26	\$1.30	\$1.34	\$1.38	\$1.42	\$1.34	< \$1.80
Efficiency	<u>Average</u> Percentage Reuse (%)	99.79%	99.80%	99.80%	99.80%	99.80%	99.80%	> 99.00%
Efficiency	<u>Average</u> amount of CBOD removed per day in %	98.63%	>98.00%	>98.00%	>98.00%	>98.00%	>98.13%	> 95.00%
Efficiency	<u>Average</u> amount of TSS removed per day in %	99.36%	> 99.00%	> 99.00%	> 99.00%	> 99.00%	> 99.07%	> 95.00%
Outcome	Southwest WRF <u>Total</u> permit violations in fiscal year	0	0	0	0	0	0	<1
	Everest WRF <u>Total</u> permit violations in fiscal year	0	0	0	0	0	0	<1

* additional flow estimated from UEP (Utility Extension Project) 6 & 7

** additional flow estimated from UEP North 2

City of Cape Coral, Florida
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UCD/CBS Performance Measure

Perspective: Customer							
Goal: Provide for effective water and sewer collection and distribution services for the consumer at reasonable production cost.							
Objective: Coordinate meter read conversion across Utility to reduce unaccounted water losses and reduce meter read fees.							
Measurement Type	Key Performance Indicator(s)	FY 2014 Actual	FY 2015 Target	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate	3-5 Yr Goal
Output	Replace manual read meters with radio read meters.	852	840	6,000	6,000	6,000	18,840
Efficiency	Decrease meter reading cost per month.	238	235	1,680	1,680	1,680	5,275
Outcome	100% radio meter reading.	66%	70%	80%	90%	100%	100%

W&S Performance Measures

Perspective: Financial							
Goal: Develop a balanced multi-year budget.							
Objective: Effectively manage financial resources to established plan across Utility.							
Measurement Type	Key Performance Indicator(s)	FY 2014 Actual	FY 2015 Target	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate	3 - 5 Yr Goal
Output	W&S Revenues	(104,920,298)	(132,381,244)	(119,441,413)	(128,161,499)	(137,801,905)	\$0 Rate Increase
	Utilities Expenditures*	116,012,329	132,381,244	119,441,413	128,161,499	137,801,905	\$0 Rate Increase
Efficiency	% Utilized	110.57%	100.00%	100.00%	100.00%	100.00%	100.00%
Outcome	% Increase or (Decrease) from prior year	14.11%	-9.56%	0.00%	0.00%	0.00%	\$0 Rate Increase

City of Cape Coral, Florida
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Stormwater Operations

In 1990, City Council passed Ordinance #18-90 creating a Stormwater Utility Program in order to meet City stormwater management goals and responsibilities in compliance with Environmental Protection Agency and State regulations.

Revenue Category	FY 2014 Actual Revenue	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Use of Fund Balance	\$ -	\$ 1,590,204	\$ 3,590,260	\$ 2,803,606	\$ 3,054,397	\$ 3,115,951
Operating Fund Balance	-	2,649,406	1,360,249	-	-	-
Estimated Revenue:						
Licenses and Permits	3,297	3,660	3,660	3,660	3,660	3,660
Intergovernmental	-	-	-	-	-	-
Charges for Services	12,263,566	12,121,340	12,121,340	12,961,563	14,112,848	17,464,572
Fines & Forfeits	38,661	51,570	51,570	51,570	54,664	54,664
Miscellaneous	135,784	102,700	413,153	106,700	108,862	108,862
Interfund Transfers	5,402	-	-	-	-	-
Other Sources	-	-	-	-	-	-
TOTAL SOURCES	\$ 12,446,711	\$ 16,518,880	\$ 17,540,232	\$ 15,927,099	\$ 17,334,431	\$ 20,747,709

Use of fund balance in FY 2017 will be from a transfer from existing stormwater capital project funds.

Expenditure Category	FY 2014 Actual Expenditures	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Appropriations						
Personnel ¹	\$ 6,302,193	\$ 7,185,287	\$ 7,185,287	\$ 7,520,527	\$ 7,844,510	\$ 8,205,947
Operating ²	5,231,467	5,358,970	6,297,064	5,673,900	5,834,776	5,942,213
Capital Outlay ³	143,804	1,186,194	2,558,609	1,200,000	1,200,000	1,200,000
Debt Service ⁴	-	139,023	139,023	443,000	443,000	443,000
Other & Transfers Out ⁵	3,422	-	-	-	-	-
Reserves	-	2,649,406	1,360,249	1,089,672	2,012,145	4,956,549
TOTAL USES	\$ 11,680,886	\$ 16,518,880	\$ 17,540,232	\$ 15,927,099	\$ 17,334,431	\$ 20,747,709

Program	FY 2014 Actual Expenditures	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
PW Administration ⁶	\$ 1,249,362	\$ 1,092,361	\$ 1,092,361	\$ 1,193,389	\$ 1,228,521	\$ 1,264,667
Stormwater Operations ⁷	8,900,454	12,718,275	13,425,804	11,953,593	13,236,730	16,561,008
Surface Water Mgmt ⁸	332,452	332,184	332,184	350,551	377,885	384,145
Environmental Division ⁹	1,091,044	1,179,523	1,179,523	1,237,957	1,288,183	1,282,136
Financial Services ¹⁰	107,574	124,981	128,351	130,482	134,788	139,453
Stormwater Fleet Replacement ¹¹	-	1,071,556	1,382,009	1,061,127	1,068,324	1,116,300
TOTAL USES	\$ 11,680,886	\$ 16,518,880	\$ 17,540,232	\$ 15,927,099	\$ 17,334,431	\$ 20,747,709

Notes:

¹ Personnel FY 2014 costs do not include "OPEB" at \$538,968 as this is a non-cash accounting entry.

² Operating FY 2014 costs do not include "Depreciation" of \$892,485 as this is a non-cash accounting entry.

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

⁴ Debt service includes principal costs which are recorded on the balance sheet for financial reporting purposes. Related to non-assessed drainage improvements in SW 6/7 funded by the SRF loan.

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

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

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

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

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

¹⁰ Financial Services includes accounting and billing costs.

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

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Stormwater Capital Projects

Revenue Category	FY 2014 Actual Revenue	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Balances Forward	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Estimated Revenue:						
Intergovernmental	-	-	-	-	-	-
Miscellaneous	26,661	-	46,161	-	-	-
Interfund Transfer	-	-	-	-	-	-
Other Sources	-	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000
TOTAL SOURCES	\$ 26,661	\$ 2,500,000	\$ 2,546,161	\$ 2,500,000	\$ 2,500,000	\$ 2,500,000

Expenditure Category	FY 2014 Actual Expenditures	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Appropriations						
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating ¹	227,165	-	-	-	-	-
Capital Outlay ²	4,150,051	2,500,000	2,546,161	2,500,000	2,500,000	2,500,000
Debt Service	-	-	-	-	-	-
Other	-	-	-	-	-	-
Reserves	-	-	-	-	-	-
TOTAL USES	\$ 4,377,216	\$ 2,500,000	\$ 2,546,161	\$ 2,500,000	\$ 2,500,000	\$ 2,500,000

Program	FY 2014 Actual Revenue	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
SWR CPF-DP Improvements	\$ 832,824	\$ -	\$ 1,492,244	\$ -	\$ -	\$ -
SWR CPF-CRA DP Imprvmnts	1,137,579	-	-	-	-	-
Env. Resources -Building	197,237	-	401,616	-	-	-
SW6/7 DP Improvements	2,209,576	-	(1,893,358)	-	-	-
NW Drainage Improvements	-	-	45,659	-	-	-
SWR CPF-NA N1 DP Improvermer	-	-	-	-	2,500,000	2,500,000
SWR CPF-NA N2 DP Improvermer	-	2,500,000	2,500,000	2,500,000	-	-
TOTAL USES	\$ 4,377,216	\$ 2,500,000	\$ 2,546,161	\$ 2,500,000	\$ 2,500,000	\$ 2,500,000

Notes: FY 2014 Expenditures are on a budgetary basis:

¹ Operating costs do not include "Depreciation" at \$639,430 as this is a non-cash accounting entry.

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

Capital improvements will be accomplished with existing funds in the Capital Project.

Capital outlay in FY 2015-2018 is to support non-assessed stormwater work in the North 1 and 2 utility extension areas and is anticipated to be funded by State Revolving Loan Funds.

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Yacht Basin

The Yacht Basin is responsible for providing wet slip storage for deep-water recreational boats and provides regular access from the freshwater canals to saltwater canals and the Gulf of Mexico. The basin offers over 99 slips for monthly and transient dockage.

Revenue by Category	FY 2014 Actual Revenue	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Use of Fund Balance	\$ -	\$ 357,061	\$ 535,596	\$ 611,022	\$ 459,734	\$ 299,137
Operating Fund Balance	-	583,450	362,761	180,878	163,825	175,104
Estimated Revenue:						
Charges for Service	990,440	343,000	343,000	539,127	539,127	539,127
Fines & Forfeits	70	-	-	-	-	-
Miscellaneous	5,928	1,200	4,300	1,200	1,200	1,679
Misc-Contributions/Donation	-	-	-	-	-	-
Interfund Transfers	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-
TOTAL SOURCES	\$ 996,437	\$ 1,284,711	\$ 1,245,657	\$ 1,332,227	\$ 1,163,886	\$ 1,015,047

Expenditure by Category	FY 2014 Actual Expenditures	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Personnel ¹	\$ 148,469	\$ 142,476	\$ 142,476	\$ 155,017	\$ 159,595	\$ 164,849
Operating ²	769,012	228,785	235,807	234,188	237,557	244,061
Capital Outlay ³	17,850	215,000	244,886	25,000	-	-
Debt Service	-	-	-	-	-	-
Other	-	-	-	-	-	-
Transfers Out ⁴	-	115,000	115,000	215,000	115,000	115,000
Reserves	-	583,450	507,488	703,022	651,734	491,137
TOTAL USES	\$ 935,331	\$ 1,284,711	\$ 1,245,657	\$ 1,332,227	\$ 1,163,886	\$ 1,015,047

Expenditure by Program	FY 2014 Actual Expenditures	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Yacht Basin	\$ 925,691	\$ 1,224,161	\$ 1,160,921	\$ 1,275,427	\$ 1,132,171	\$ 983,233
Rosen Park	9,640	60,550	60,550	31,800	31,715	31,814
Yacht Basin Fleet Replacement	-	-	24,186	25,000	-	-
TOTAL USES	\$ 935,331	\$ 1,284,711	\$ 1,245,657	\$ 1,332,227	\$ 1,163,886	\$ 1,015,047

Notes: FY 2014 Expenditures are on a budgetary basis:

¹Personnel costs do not include "OPEB" recorded at \$51,859 as this is a non-cash accounting entry.

²Operating costs do not include "Depreciation" recorded at \$19,401 as this is a non-cash accounting entry.

Operating also includes an interfund service payment to the General Fund in the amounts of \$77,995, \$80,331 and \$82,736 for FY 2016 - 2018 respectively.

³ Capital Outlay in FY 2015 includes the repaving/resurfacing of roadways/parking areas within the Yacht Club Complex. 2018 \$115,000 for P&R Program Fund has been included to support the activities of the facilities at the Yacht Basin Complex.

**City of Cape Coral, Florida
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Yacht Basin

Performance Measures [Strategic Plan Element B]

Perspective: Financial							
Goal: Develop a balanced multi-year budget							
Objective(s): Meet budget targets							
Measurement Type	Key Performance Indicator(s)	FY 2014 Actual	FY 2015 Target	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate	3 - 5 Yr Goal
Output	Expenditures	\$ 935,331	\$ 713,983	\$ 629,205	\$ 512,152	\$ 523,910	
Efficiency	% of Budget utilized	95%	100%	100%	100%	100%	
Outcome	% Increase / (Decrease) from prior year		5%	0%	0%	0%	

Performance Measures [Strategic Plan Element D]

Perspective: Customer							
Goal: Provide a premier venue that is affordable for both residents and visitors as well as economically							
Objective(s): Maintain 100% of Slips rented							
Measurement Type	Key Performance Indicator(s)	FY 2014 Actual	FY 2015 Target	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate	3 - 5 Yr Goal
Output	Total Number of Slips	89	89	89	89	89	89
Efficiency	Percentage of Slips rented	76%	100%	100%	100%	100%	100%
Service Quality	Survey Percentage of Good to Excellent	96%	100%	100%	100%	100%	100%
Outcome	Percentage of Slips rented	76%	100%	100%	100%	100%	100%

Performance Measures [Strategic Plan Element D]

Perspective: Internal							
Goal: Provide excellent customer service measurable through survey							
Objective(s): Maintain 95% efficiency							
Measurement Type	Key Performance Indicator(s)	FY 2014 Actual	FY 2015 Target	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate	3 - 5 Yr Goal
Output	No surveys taken	40	50	50	50	50	50
Efficiency	staff hrs used	8	10	10	10	10	10
Outcome	Increaseservice level efficiency rating 3 %	96%	100%	100%	100%	100%	increase efficiency rating 3 %

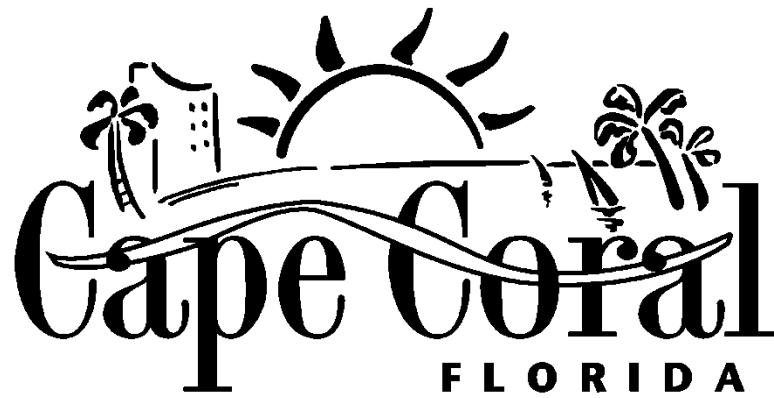
City of Cape Coral, Florida
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Performance Measures [Strategic Plan Element D]

Perspective: Learning & Growth							
Goal: To increase employee development through current and future training needs.							
Objective(s): To increase personnel training hours by three percent							
Measurement Type	Key Performance Indicator(s)	FY 2014 Actual	FY 2015 Target	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate	3 - 5 Yr Goal
Output	Total hours of internal training	20	50	55	60	65	65 Annual
	Total hours of external training	0	0	25	0	25	25 hours Bi-Annually
Efficiency	Average amount of training hours per staff member	5	5	5	5	5	5 Each
Outcome	Number of total training hours	20	50	80	60	90	85

Perspective: Learning & Growth							
Goal: Support the learning and growth of department employees							
Objective: Complete all annual performance evaluations							
Measurement Type	Key Performance Indicator(s)	FY 2014 Actual	FY 2015 Target	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate	3 - 5 Yr Goal
Output	# Completed	100%	100%	100%	100%	100%	100%
Efficiency	% of Timely completions	100%	100%	100%	100%	100%	100%
Outcome *	% Complete	100%	100%	100%	100%	100%	100%
* Percent complete by fiscal year end							

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Golf Course

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

Revenue by Category	FY 2014 Actual Revenue	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Use of Fund Balance	\$ -	\$ -	\$ 10,933	\$ -	\$ -	\$ -
Operating Fund Balance	-	-	-	-	-	-
Estimated Revenue:						
Charges for Service	2,224,689	2,466,414	2,466,414	2,529,510	2,611,254	2,598,718
Fines & Forfeits	194	-	-	-	-	-
Miscellaneous	1,138	503	6,103	508	521	521
Misc-Contributions/Donations	87,468	-	-	-	-	-
Interfund Transfers	117,100	235,271	235,271	305,053	141,919	272,921
Other Sources	-	-	-	-	-	-
TOTAL SOURCES	\$ 2,430,589	\$ 2,702,188	\$ 2,718,721	\$ 2,835,071	\$ 2,753,694	\$ 2,872,160

Expenditure by Category	FY 2014 Actual Expenditures	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Personnel ¹	\$ 1,254,149	\$ 1,388,074	\$ 1,388,074	\$ 1,514,315	\$ 1,560,289	\$ 1,585,825
Operating ²	1,179,240	1,118,288	1,113,077	1,184,022	1,187,671	1,218,301
Capital ³	-	195,826	206,637	136,734	5,734	68,034
Debt Service	-	-	-	-	-	-
Other	50	-	-	-	-	-
Transfers Out	-	-	-	-	-	-
Reserves	-	-	10,933	-	-	-
TOTAL USES	\$ 2,433,439	\$ 2,702,188	\$ 2,718,721	\$ 2,835,071	\$ 2,753,694	\$ 2,872,160

Expenditure by Program	FY 2014 Actual Expenditures	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Greens	\$ 983,103	\$ 1,250,280	\$ 1,068,304	\$ 1,148,018	\$ 1,181,558	\$ 1,224,889
Clubhouse	1,169,707	1,163,321	1,170,405	1,336,195	1,265,102	1,295,180
Restaurant	280,629	288,587	288,587	350,858	307,034	352,091
Fleet Replacement	-	-	191,425	-	-	-
TOTAL USES	\$ 2,433,439	\$ 2,702,188	\$ 2,718,721	\$ 2,835,071	\$ 2,753,694	\$ 2,872,160

Notes: FY 2014 Expenditures are on a budgetary basis:

¹Personnel costs do not include "OPEB" recorded at \$170,716 as this is a non-cash accounting entry.

²Operating costs do not include "Depreciation" recorded at \$107,027 as this is a non-cash accounting entry.

Operating costs also include an interfund service payment to the General Fund in the amount of 314,075, \$323,440 and \$323,440 for FY 2016 - 2018 respectively.

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

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Coral Oaks Golf Course

Performance Measures [Strategic Plan Element B]

Perspective: Financial							
Goal: Develop a balanced multi-year budget							
Objective(s): Meet budget targets							
Measurement Type	Key Performance Indicator(s)	FY 2014 Actual	FY 2015 Target	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate	3 - 5 Yr Goal
Output	Expenditures	\$2,433,439	\$2,718,721	\$2,835,071	\$2,753,694	\$2,872,160	
Efficiency	% of Budget utilized	97%	100%	100%	100%	100%	
Outcome	% Increase / (Decrease) from prior year		3%	0%	0%	0%	

Performance Measures [Strategic Plan Element D]

Perspective: Customer							
Goal: Increase, establish and maintain partnerships with the community and local organizations							
Objective(s): Increase symbiotic partnerships within the community							
Measurement Type	Key Performance Indicator(s)	FY 2014 Actual	FY 2015 Target	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate	3 - 5 Yr Goal
Output	Number of partnerships	25	28	30	31	32	
Output	Donations	\$10,900	\$16,500	\$17,000	\$17,500	\$18,000	
Efficiency	Added Revenue to Tournament Stream	\$10,900	\$16,500	\$17,000	\$17,500	\$18,000	
Service Quality	Number of programs/events affected or enhanced	3	3	4	4	5	
Outcome	Percentage increase in Partnerships		12%	7%	3%	3%	

Perspective: Revenue Per Round							
Goal: Revenue and Round Growth							
Objective(s): Player and Revenue Growth							
Measurement Type	Key Performance Indicator(s)	FY 2014 Actual	FY 2015 Target	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate	3 - 5 Yr Goal
Output	Total Rounds	58,736.00	59,323.36	59,916.23	60,515.16	61,120.15	1%
	Total Revenue	\$2,231,246	\$2,466,917	\$2,530,018	\$2,611,775	\$2,599,239	Balanced Budget
Efficiency	Revenue per round	\$ 37.99	\$ 41.58	\$ 42.23	\$ 43.16	\$ 42.53	Balanced Budget
Outcome	Percentage increase in rounds		1%	1%	1%	1%	
Outcome	Percentage increase in Revenue		11%	3%	3%	0%	

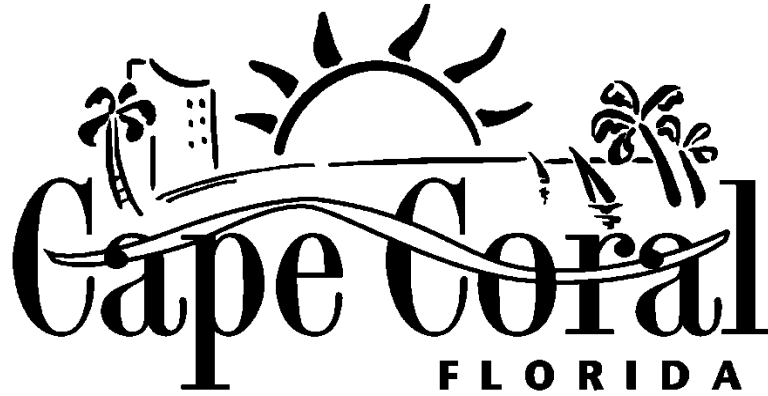
City of Cape Coral, Florida
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Performance Measures [Strategic Plan Element D]

Perspective: Internal							
Goal: Increase volunteer hours on behalf of departmental activities							
Objective(s): Maximize Volunteer hours							
Measurement Type	Key Performance Indicator(s)	FY 2014 Actual	FY 2015 Target	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate	3 - 5 Yr Goal
Output	Number of Volunteers	16	16	16	16	16	
Output	Number of Volunteer hours	3,450	3500	3,552	3,615	3,660	1.5% increase in volunteer hours each year
Efficiency	Ratio of volunteer hours to total number of hours available	6%	5%	3%	1%	0%	Total hours available 3,660
Service Quality	Satisfaction Survey - service quality volunteer						
Outcome	Percentage of volunteer hours	94%	95%	97%	99%	100%	Total hours available 3,660
2013 Hourly Value \$21.24 2014 Hourly Value Per independent Seasonal Volunteers range from 10 to 16 annually							

Perspective: Learning & Growth							
Goal: Support the learning and growth of department employees							
Objective: Complete all annual performance evaluations							
Measurement Type	Key Performance Indicator(s)	FY 2014 Actual	FY 2015 Target	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate	3 - 5 Yr Goal
Output	# Completed	100%	100%	100%	100%	100%	100%
Efficiency	% of Timely completions	100%	100%	100%	100%	100%	100%
Outcome *	% Complete	100%	100%	100%	100%	100%	100%
* Percent complete by fiscal year end							

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Charter School Authority

The Charter School Fund is used to account for the operations of the City of Cape Coral Charter School Authority as agreed to in a contract with the Lee County School District to establish a charter school system.

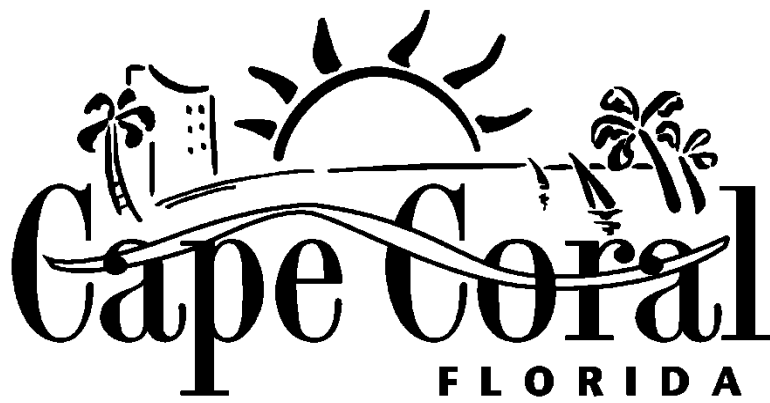
Revenue Category	FY 2014 Actual Revenue	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Use of Fund Balance	\$ -	\$ -	\$ -	\$ 263,948	\$ 263,948	\$ 263,948
Operating Fund Balance	-	2,806,130	2,806,130	3,567,989	3,567,989	3,567,989
Estimated Revenue:						
Intergovernmental	20,599,071	20,814,221	21,262,155	21,894,389	21,894,389	21,894,389
Capital Outlay	1,434,050	1,123,174	1,067,821	1,047,739	1,047,739	1,047,739
Charges for Serv	596,881	569,168	590,309	593,300	593,300	593,300
Miscellaneous	240,270	369,536	397,977	214,929	214,929	214,929
TOTAL SOURCES	\$ 22,870,272	\$ 25,682,229	\$ 26,124,392	\$ 27,582,294	\$ 27,582,294	\$ 27,582,294

Expenditure Category	FY 2014 Actual Expenditures	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Appropriations						
Personnel	\$ 15,425,860	\$ 15,513,590	\$ 15,531,874	\$ 16,220,033	\$ 16,220,033	\$ 16,220,033
Operating	7,479,814	7,424,209	7,565,031	7,688,272	7,688,272	7,688,272
Capital Outlay	104,835	31,000	27,000	68,000	68,000	68,000
Other Expenses	-	-	-	-	-	-
Reserves	-	2,713,430	3,000,487	3,567,989	3,567,989	3,567,989
TOTAL USES	\$ 23,010,509	\$ 25,682,229	\$ 26,124,392	\$ 27,544,294	\$ 27,544,294	\$ 27,544,294

Program	FY 2014 Actual Expenditures	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Basic Instruction	\$ 11,516,048	\$ 11,444,896	\$ 11,587,317	\$ 11,860,989	\$ 11,860,989	\$ 11,860,989
Exceptional	319,996	348,669	350,224	331,114	331,114	331,114
Guidance Services	305,028	297,726	298,913	304,589	304,589	304,589
Health Services	91,280	98,659	99,601	104,661	104,661	104,661
Other Pupil Services	150,213	159,809	123,571	167,441	167,441	167,441
Instructional Media Serv	193,341	171,145	175,423	196,257	196,257	196,257
Instr Staff Training Svcs	33,207	32,000	31,313	36,613	36,613	36,613
Board	48,849	48,733	58,304	54,143	54,143	54,143
General Administration	394,945	433,216	433,055	543,051	543,051	543,051
School Administration	1,700,655	1,642,623	1,662,782	1,879,377	1,879,377	1,879,377
Facilities Acq & Constr	-	-	-	30,000	30,000	30,000
Fiscal Services	307,446	323,865	311,188	367,632	367,632	367,632
Food Services	978,163	1,023,999	982,276	1,007,896	1,007,896	1,007,896
Data Processing Service	331,738	281,528	290,835	324,939	324,939	324,939
Pupil Transportation Serv	1,098,630	1,102,489	1,107,966	1,109,066	1,109,066	1,109,066
Operation of Plant	5,340,077	5,341,962	5,229,225	5,201,608	5,201,608	5,201,608
Maintenance of Plant	200,893	217,480	381,912	456,929	456,929	456,929
Debt	-	-	-	-	-	-
Reserves	-	2,713,430	3,000,487	3,567,989	3,567,989	3,567,989
TOTAL USES	\$ 23,010,509	\$ 25,682,229	\$ 26,124,392	\$ 27,544,294	\$ 27,544,294	\$ 27,544,294

The Charter School System is a component unit of the City of Cape Coral. The budget is approved by the Governing Board. The Charter School has not adopted a multi-year budget. The FY 2016 Adopted Budget is being used to populate the FY 2017 and 2018 Proposed Budget columns. FY 2015 Budget was amended by the Governing Board on March 9, 2015. Additional information can also be found on the City's and Charter School websites.

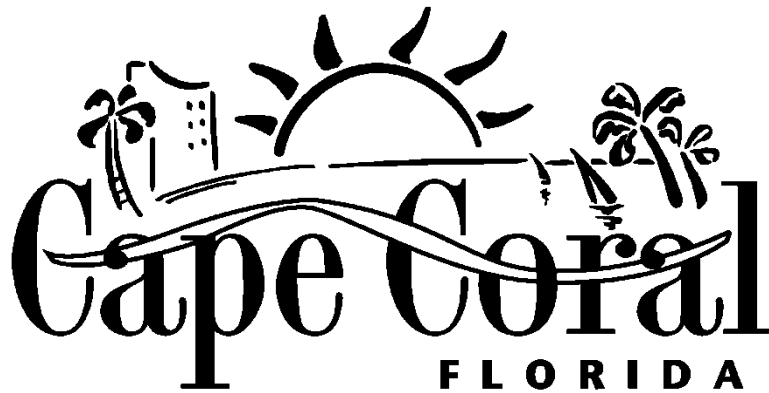
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INTERNAL SERVICE FUNDS

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Workers Compensation Insurance Fund

The Internal Service Fund of Workers' Compensation Insurance is to account for the self-insurance of workers compensation. The primary source of funding for cost recovery is through bi-weekly payroll contributions of the individual operating funds.

Revenue Category	FY 2014 Actual Revenue	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Use of Fund Balance	\$ -	\$ 254,612	\$ 255,862	\$ -	\$ -	\$ -
Operating Fund Balance	-	5,963,868	5,890,154	6,613,620	6,921,757	7,171,978
Estimated Revenue:						
Charges for Services	2,999,434	2,862,180	2,862,180	3,565,776	3,777,764	3,988,195
Interest	25,944	-	-	-	-	-
Interfund Transfers	-	-	-	-	-	-
Other	397,642	-	-	-	-	-
TOTAL SOURCES	\$ 3,423,021	\$ 9,080,660	\$ 9,008,196	\$ 10,179,396	\$ 10,699,521	\$ 11,160,173

Expenditure Category	FY 2014 Actual Expenditures	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Appropriations						
Personnel ¹	\$ 187,087	\$ 228,723	\$ 228,473	\$ 243,487	\$ 253,569	\$ 265,224
Operating ²	2,871,337	2,863,069	2,861,022	2,989,152	3,273,974	3,285,506
Capital	-	25,000	28,547	25,000	-	-
Debt Service	-	-	-	-	-	-
Other	-	-	-	-	-	-
Reserves	-	5,963,868	5,890,154	6,921,757	7,171,978	7,609,443
TOTAL USES	\$ 3,058,424	\$ 9,080,660	\$ 9,008,196	\$ 10,179,396	\$ 10,699,521	\$ 11,160,173

1. Risk Manager is charged 100% to Workers' Comp Fund. Claims Examiner is charged to Property/Liability Fund. Risk Generalist and Safety Officer (Added in FY 2015) are split equally at 50% each between Workers Comp and Property Liability Funds. FY 2014 Actual does not include OPEB costs of \$13,091 as this is a non-cash accounting entry.
2. FY 2014 Actual Operating does not include Depreciation of \$919 as this is a non-cash accounting entry.

Program	FY 2014 Actual Expenditures	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Workers' Comp Ins	3,058,424	9,080,660	9,008,196	10,179,396	10,699,521	11,160,173
TOTAL USES	\$ 3,058,424	\$ 9,080,660	\$ 9,008,196	\$ 10,179,396	\$ 10,699,521	\$ 11,160,173

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Property/Liability Insurance Fund

The Internal Service Fund of Property Liability Insurance is to account for the self-insurance liability. The primary source of funding is through an annual allocation to operating funds based on the recorded value of capital assets.

Revenue Category	FY 2014 Actual Revenue	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Use of Fund Balance	\$ -	\$ -	\$ -	\$ 440,933	\$ 437,140	\$ 288,376
Operating Fund Balance	-	1,165,858	1,989,601	1,673,506	1,250,143	961,767
Estimated Revenue:						
Charges for Services	3,641,413	3,392,794	3,392,794	3,351,463	3,418,493	3,486,862
Interest	1,018	-	-	-	-	-
Interfund Transfers	-	-	-	-	-	-
Other	79,304	-	76,723	-	-	-
TOTAL SOURCES	\$ 3,721,734	\$ 4,558,652	\$ 5,459,118	\$ 5,465,902	\$ 5,105,776	\$ 4,737,005

Expenditure Category	FY 2014 Actual Expenditures	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Appropriations						
Personnel ¹	\$ 122,916	\$ 174,843	\$ 174,843	\$ 196,933	\$ 205,054	\$ 214,445
Operating ²	2,654,007	3,063,060	3,063,060	3,595,463	3,650,579	3,560,793
Capital	-	20,000	20,000	-	-	-
Debt Service	-	-	-	-	-	-
Other	10,000	-	-	-	-	-
Reserves	-	1,300,749	2,201,215	1,673,506	1,250,143	961,767
TOTAL USES	\$ 2,786,923	\$ 4,558,652	\$ 5,459,118	\$ 5,465,902	\$ 5,105,776	\$ 4,737,005

1. Risk Manager is charged 100% to Workers' Comp Fund. Claims Examiner is charged to Property/Liability Fund. Risk Generalist and Safety Officer (Added in FY 2015) are split equally at 50% each between Workers Comp and Property Liability Funds. Personnel actual costs in FY 2014 do not include OPEB in the amount of \$44,111 as this is a non-cash accounting entry.
2. Operating costs for FY 2014 do not include Depreciation in the amount of \$3,907 as this is a non-cash accounting entry.

Program	FY 2014 Actual Expenditures	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Property/Liab. Ins	2,786,923	4,558,652	5,459,118	5,465,902	5,105,776	4,737,005
TOTAL USES	\$ 2,786,923	\$ 4,558,652	\$ 5,459,118	\$ 5,465,902	\$ 5,105,776	\$ 4,737,005

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Self-Insured Health Plan Fund

The Internal Service Fund of Self-Insured Health Plan is to account for the self-insurance of medical insurance. The primary source of funding for cost recovery is through bi-weekly payroll contributions of the individual operating funds.

Revenue Category	FY 2014 Actual Revenue	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Fund Balance	-	-	-	-	1,258,276	3,100,000
Estimated Revenue:						
Charges for Services	-	-	-	12,730,640	16,974,190	16,974,190
Interest	-	-	-	-	-	-
Interfund Transfers	-	-	-	670,518	-	-
Other	-	-	-	375,750	140,000	140,000
TOTAL SOURCES	\$ -	\$ -	\$ -	\$ 13,776,908	\$ 18,372,466	\$ 20,214,190

Expenditure Category	FY 2014 Actual Expenditures	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Appropriations						
Personnel	\$ -	\$ -	\$ -	\$ 81,767	\$ 85,856	\$ 89,669
Operating	-	-	-	13,286,865	15,186,610	17,024,521
Capital	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other	-	-	-	-	-	-
Reserves	-	-	-	408,276	3,100,000	3,100,000
TOTAL USES	\$ -	\$ -	\$ -	\$ 13,776,908	\$ 18,372,466	\$ 20,214,190

Program	FY 2014 Actual Expenditures	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Self-Insured Health Plan	-	-	-	13,776,908	18,372,466	20,214,190
TOTAL USES	\$ -	\$ -	\$ -	\$ 13,776,908	\$ 18,372,466	\$ 20,214,190

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Facilities Management Fund

The Internal Service Fund of Facilities Management provides project management, facilities management and contract management services for a broad spectrum of municipal capital improvement and maintenance projects. Cost recovery is through a work order system with a related general administrative overhead cost allocation.

Revenue Category	FY 2014 Actual Revenue	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Fund Balance	-	-	242,231	-	-	-
Estimated Revenue:						
Charges for Services	3,661,250	3,664,550	4,049,985	4,250,912	4,649,442	4,624,064
Miscellaneous	25,949	-	19,073	-	-	-
Interfund Transfers	-	-	-	-	-	-
Other	-	-	-	-	-	-
TOTAL SOURCES	\$ 3,687,199	\$ 3,664,550	\$ 4,311,289	\$ 4,250,912	\$ 4,649,442	\$ 4,624,064

Expenditure Category	FY 2014 Actual Expenditures	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Appropriations						
Personnel ¹	\$ 2,732,776	\$ 2,755,844	\$ 2,755,844	\$ 3,046,101	\$ 3,301,889	\$ 3,534,144
Operating ²	916,942	788,706	1,174,141	1,006,811	1,014,553	1,038,920
Capital	31,953	120,000	151,880	198,000	333,000	51,000
Debt Service	-	-	-	-	-	-
Other	-	-	-	-	-	-
Reserves	-	-	229,424	-	-	-
TOTAL USES	\$ 3,681,671	\$ 3,664,550	\$ 4,311,289	\$ 4,250,912	\$ 4,649,442	\$ 4,624,064

Program	FY 2014 Actual Expenditures	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Facilities Admin	\$ 1,161,134	\$ 938,309	\$ 1,167,733	\$ 1,126,252	\$ 1,104,537	\$ 1,188,117
Facilities Maintenance	1,876,442	1,918,202	2,303,637	2,144,865	2,371,993	2,465,513
Facilities Custodial Svcs	468,026	462,667	462,667	496,697	513,360	580,466
Facilities Project Admin	176,069	225,372	225,372	315,098	326,552	338,968
Facilities Capital Outlay	-	120,000	151,880	168,000	333,000	51,000
TOTAL USES	\$ 3,681,671	\$ 3,664,550	\$ 4,311,289	\$ 4,250,912	\$ 4,649,442	\$ 4,624,064

Notes:

¹ Personnel

FY 2015 1 Laborer new

FY 2016 1 Laborer new , 1 Project Manager new

FY 2017 1 Alarm Technician new , 1 Electricial Specialist new

FY2018 1 Customer Service Representative new , 1 Custodial Specialist new

Personnel does not reflect OPEB of \$182,645 as this is a non-cash accounting entry.

² Operating costs do not include Depreciation of \$33,941 as this is a non-cash accounting entry.

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Fleet Maintenance Fund

The Internal Service Fund of Fleet Maintenance is responsible for the maintenance of the City Fleet, the City's equipment repair facilities and the City's fueling operations, ensuring that sufficient resources are available to maintain equipment at a satisfactory level of operating efficiency. Cost recovery is through a work order system with a related general administrative overhead cost allocation.

Revenue Category	FY 2014 Actual Revenue	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Fund Balance	-	-	270,917	-	-	-
Estimated Revenue:						
Charges for Services	3,518,843	3,359,112	4,401,861	4,609,971	4,453,448	4,464,684
Miscellaneous	59,485	-	-	-	-	-
Interfund Transfers	-	-	-	-	-	-
Other	-	-	-	-	-	-
TOTAL SOURCES	\$ 3,578,328	\$ 3,359,112	\$ 4,672,778	\$ 4,609,971	\$ 4,453,448	\$ 4,464,684

Expenditure Category	FY 2014 Actual Expenditures	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Appropriations						
Personnel ¹	\$ 1,429,174	\$ 1,635,507	\$ 1,635,507	\$ 1,866,928	\$ 2,006,337	\$ 2,103,944
Operating ²	2,037,821	1,486,605	2,503,937	2,062,460	2,155,111	2,254,740
Capital	39,197	237,000	262,417	680,583	292,000	106,000
Debt Service	-	-	-	-	-	-
Other ³	-	-	-	-	-	-
Reserves	-	-	270,917	-	-	-
TOTAL USES	\$ 3,506,192	\$ 3,359,112	\$ 4,672,778	\$ 4,609,971	\$ 4,453,448	\$ 4,464,684

Program	FY 2014 Actual Expenditures	FY 2015 Adopted Budget	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Fleet Administration	\$ 669,205	\$ 685,066	\$ 955,983	\$ 810,581	\$ 826,898	\$ 858,557
Fleet Maintenance	2,836,987	2,569,046	3,586,378	3,381,807	3,491,550	3,516,127
Fleet Capital Outlay		105,000	130,417	417,583	135,000	90,000
TOTAL USES	\$ 3,506,192	\$ 3,359,112	\$ 4,672,778	\$ 4,609,971	\$ 4,453,448	\$ 4,464,684

Notes:

¹ Personnel

FY 2015 Fleet Technician III reinstated

FY 2016 Fuel Technician reinstated

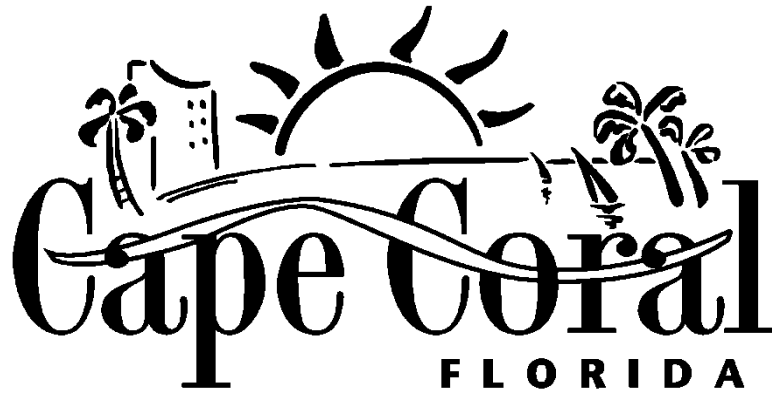
FY 2017 Fleet Technician III reinstated

Personnel does not reflect OPEB of \$187,955 as this is a non-cash accounting entry.

² Operating costs do not include Depreciation of \$129,287 as this is a non-cash accounting entry.

³ The loss on the sale of a fixed asset in the amount of \$6,197 was excluded.

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ASSET MANAGEMENT PROGRAM

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Asset Management Program

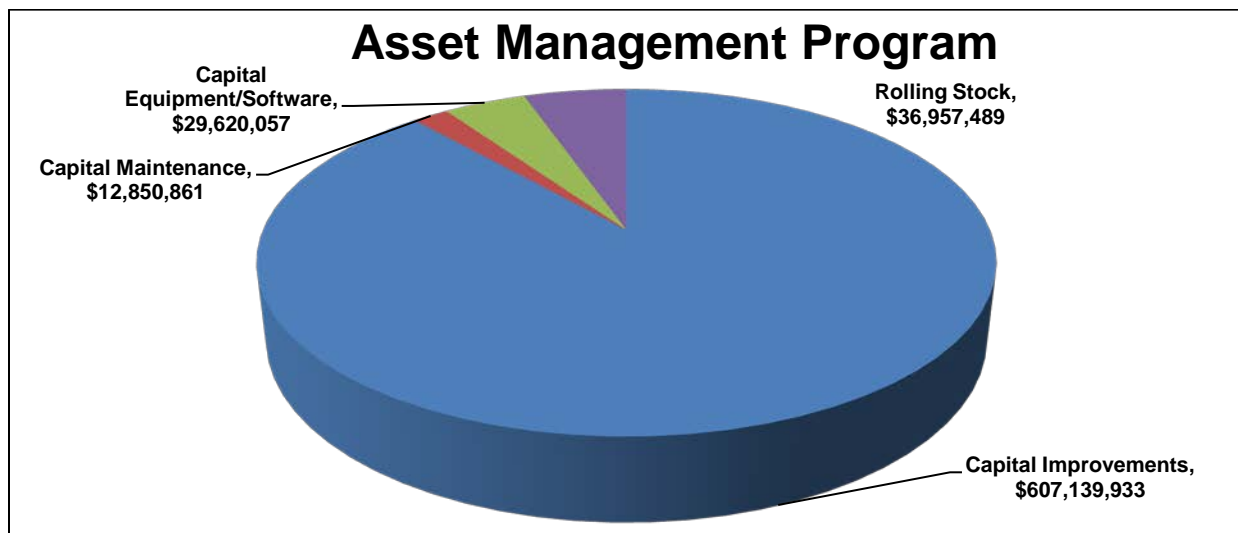
The City of Cape Coral Asset Management Program is a comprehensive program including a summary of assets owned by the City coupled with the condition and future plans for those assets. The Asset Management Program's budgetary process encompasses the integration of revenues and expenditures along with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

The goals and objectives of the Program are:

- To increase efficiency of City operations by maintaining assets in acceptable condition.
- To 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.
- To identify assets no longer needed by the City and assess the salvage/recoverable value of these assets, if any.
- To reduce utility and maintenance costs by identifying improvements that will result in annual cost savings.
- To suggest a long-term plan for each asset.
- To identify a plan for the proposed maintenance and replacement of existing assets and acquisition of new assets which is based on a reasonable expectation of what the City can afford.
- To be an on-going tool for annual asset tracking, to update the asset inventory and re-assess long-term plans.

The funding requirements of the Asset Management Program for FY 2016-2021 are summarized below:

Capital Improvements	\$607,139,933
Capital Maintenance	12,850,861
Capital Equipment/Software	29,620,057
Rolling Stock	<u>36,957,489</u>
Total	\$686,568,373



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.
- Design and construction of Fire Stations #11 and #12 and relocation and modernization of Fire Station #2.

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- Design and construction of the Police North Sub Station.
- Design and construction of the Public Safety Training Facility.
- Construction of sidewalks along major transportation corridors.
- Resurfacing and strategic improvements to existing roadways.
- Stormwater improvements.
- Enhanced median landscaping.
- Increased streetlighting.
- 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.

Capital Improvement Plan (CIP) Selection Process

In general, submissions for the CIP are prepared by individual departments. Replacement capital vehicles and rolling stock are scheduled for funding and replacement by the Fleet division and integrated into the overall Asset Management Plan. Requests for new vehicles and new and replacement equipment are submitted by the individual departments for integration into the Asset Management Plan. Replacement technology (hardware, software and recurring maintenance) is scheduled for funding and replacement by Information Technology Services. All requests for new technology must be evaluated and approved by ITS for compatibility with current information systems. Non-Utility related projects are reviewed by the Facilities Management division for thoroughness and accuracy of costs. The Capital Project 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 CIP is updated annually to accommodate changes based on the community's needs, changes in the availability and cost of funds, and to extend the program plan by one year to replace the prior budget year completed. The CIP process begins in early December with an evaluation of the capital budgeting process to determine necessary changes to improve the budgeting process. Submissions from City departments are aggregated by the budget division for sequential review by the Finance Director, City Manager, Citizen's Budget Review Committee, and City Council. Projects related to the Utilities Department are evaluated in a similar manner, but are also submitted to the City's rate consultant to determine the potential impact of the proposed projects on water and sewer rates.

Unfunded Improvements

The identified but unfunded improvement projects total \$391,278,978 and include additional transportation projects, enhanced street lighting, and the development and renovation of various Parks and Recreation properties.

Elements of the Program

The Asset Management Program integrates the Capital Improvements Program, Capital Equipment Program, Fleet/Rolling Stock Program and significant maintenance projects. The program identifies and combines the funding required for these elements into an overall financial management plan. Pursuant to City Charter Section 7.05, the City Manager must prepare and submit annually to Council a five-year program. The Council, by resolution, adopts the program with or without amendments after public hearings and 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.

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PROGRAM CALENDAR

January-February	Departments prepare and submit program elements to Financial Services
February-June	Program integrated into annual budget preparation and reviewed by staff
July	Program presented to City Council Program revised and adopted in accordance with public hearing review

Definitions

The terms delineated below are used to distinguish types of assets.

Capital Improvement – New construction, acquisition of assets and one-time projects which have a value greater than \$50,000 and an expected life longer than one year and are not vehicles or equipment. The projects also extend the useful life, increase the asset value or increase the asset's capacity.

Equipment – Assets used in an operation or activity with a cost greater than \$5,000, an expected life longer than one year, and are not rolling stock. Also included in this list are assets generally related to electronic data processing, including but not limited to laptop computers, certain software, printers, modems, and related accessories.

Fleet/Rolling Stock – Assets which can generally be described as licensed or unlicensed rolling stock that have an expected life greater than one year and a cost greater than \$5,000.

On-going Maintenance – Regular maintenance performed on at least an annual basis that should be included in departmental operating budgets.

Limitations of the Program

The Program includes projected asset replacement, acquisition and maintenance expenses related to City assets for the period from FY 2016–2021. The Program addresses projected asset needs while still operating within projected financial constraints. City staff makes every effort to develop reasonable, educated estimates to prioritize asset expenditures.

The City's Fleet/Rolling Stock program for years 2016–2021 is based primarily on the replacement costs of existing assets. The limited funding for both new and replacement vehicles has necessitated that staff focus on maintaining the essential elements of the existing fleet first and expansion second. To this end, the Fleet Manager reviews the life expectancy criteria against the actual maintenance record of each vehicle scheduled for replacement (see attached chart). Where indicated, some exceptions are approved and vehicles can be kept in service subject to ongoing review.

The on-going maintenance referenced in the Program consists of a description of the general types of items accounted for as maintenance expenses associated with individual assets. In most cases, departments that manage the assets include maintenance expenses for several assets in one line item in their annual budget. City staff attempts to itemize utility and maintenance costs by asset on the individual data pages to be maintained by the City which are included in the Program.

The national and local economies continue to exercise significant impact upon a local government's funding capabilities. The aforementioned projects are important to the continued growth and success of the City and need to proceed. In the event of unanticipated deterioration of the economy, the City is prepared to adjust the scheduling of projects within the five-year program in recognition of those changing financial realities.

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

Each element contains one or more goals. In order to achieve said goal, the City has adopted a series of short-term goals called objectives. These objectives are met by the implementation of policies – measurable and specific programs that are in essence the building blocks of the plan. Together, the goals, objectives and policies form a strategy that will move the City forward through the Twenty-first Century. Rule 9J-5.005(7) requires that the City establish procedures to monitor, evaluate, and update its Comprehensive Plan in the preparation of its five-year Evaluation and Appraisal Reports. This requirement is in addition to the annual procedures established in the Comprehensive Plan's Capital Improvements Element. The FY 2016 – 2021 Capital Improvements Program is in compliance with the proposed amendments to the City's Capital Improvements Element of the Comprehensive Plan.

Community Issues

The Capital Improvements Program is impacted by a number of community issues that have a direct relationship to the sustainability of the community and the quality of life in our City. Some of the issues that have the most significant impact on the Program are the need to provide utility services, public safety, upgrades to transportation infrastructure, parks and recreational opportunities, and stormwater management.

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Utility Service - The Capital Program includes approximately \$124.4 million for the design and construction of utility improvements and \$403.7 million in the extension of Utility services, \$5.6 million for rolling stock, and \$12.0 million for equipment, in addition to ongoing maintenance across the system.

Public Safety – In order to provide the community with adequate services in the area of public safety, the police and fire departments must upgrade and expand facilities, technology and vehicles. As the community grows, public safety facilities must be added and/or renovated as well as upgrading equipment to include computer and communication systems to keep up with changing technology. Over the next six years, \$20.2 million will be utilized for the design and construction of public safety facilities, \$15.0 million for the purchase of rolling stock and \$4.1 million in equipment to enable the public safety departments to provide a high level of service to the community.

Transportation Infrastructure – The transportation infrastructure consists of over 3,000 lane miles of paved streets. Roadways are repaired through an on-going local road re-surfacing program. Additionally, roadway modifications are made based on changing traffic patterns to include new or widened streets as well as sidewalks and bike lanes. Included in this Program is \$53.1 million for essential capital projects.

Parks and Recreational Opportunities – The City owns and operates a municipal golf course, a waterpark, a swimming pool, a yacht basin, two senior centers, an arts studio, a special populations facility, tennis and racquetball facilities, a beach, thirty-four developed parks and twenty-four undeveloped parks. This program identifies \$72.9 million in unfunded capital projects, \$2.7 million for equipment, \$3.3 million for rolling stock and \$6.3 million for on-going maintenance.

Stormwater Management - Effective management of the City's drainage system and compliance with stormwater quality regulations will require an investment of approximately \$15.0 million over the next six years.

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Impact on Operating Budget and Debt Service

The relationship between the Capital Improvements Program and the annual operating budget/debt service obligations is often misunderstood. The Capital Program has two direct impacts on the operating budget. The primary impact is reflected in the various debt service accounts.

Assuming an average interest rate of 4.0% and \$1 million of bonds issued, the following table delineates debt service costs.

<u>YEAR</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
1	\$50,000	\$40,000	\$90,000
2	50,000	38,000	88,000
3	50,000	36,000	86,000
4	50,000	34,000	84,000
5	50,000	32,000	82,000
6	50,000	30,000	80,000
7	50,000	28,000	78,000
8	50,000	26,000	76,000
9	50,000	24,000	74,000
10	50,000	22,000	72,000
11	50,000	20,000	70,000
12	50,000	18,000	68,000
13	50,000	16,000	66,000
14	50,000	14,000	64,000
15	50,000	12,000	62,000
16	50,000	10,000	60,000
17	50,000	8,000	58,000
18	50,000	6,000	56,000
19	50,000	4,000	54,000
20	<u>50,000</u>	<u>2,000</u>	<u>52,000</u>
TOTAL	\$1,000,000	\$420,000	\$1,420,000

**City of Cape Coral, Florida
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Vehicle/ Equipment Life Expectancy Chart

Car	10 years/100,000* miles
Police Patrol	7 years / 75,000 miles
Pick up (Gas)	10 years / 100,000* miles
Van (Gas)	10 years / 100,000* miles
Truck (Light/Gas) in excess of 1 ton GVWR, F450 or F550 equivalent	10 years / 100,000 miles
Truck (Medium/Diesel) F450-F800, equivalent	12 years / 140,000 miles
Truck (Heavy/Diesel) F-80000-90000, equivalent	12 years / 200,000 miles
Construction Equipment	10 years / 6,000 hours
Farm Tractor	10 years and/or 6,000 hours
Trailers	12 years (all trailers)
Mowers	5 years
Miscellaneous Equipment	5 years
Truck (Fire/Brush)	10 years
Truck (Fire/Custom Pumper)	15 years Front Line/5 years Reserve
Truck (Fire/Aerial Ladder-Platform)	15 years Front Line/5 Years Reserve

*Use drop dead age of 12 years or 120,000 miles
(Vehicles w/less than 100,000 miles but >= 12 years – Replace)
(Vehicles w/less than 10 years but >= 120,000 miles – Replace)

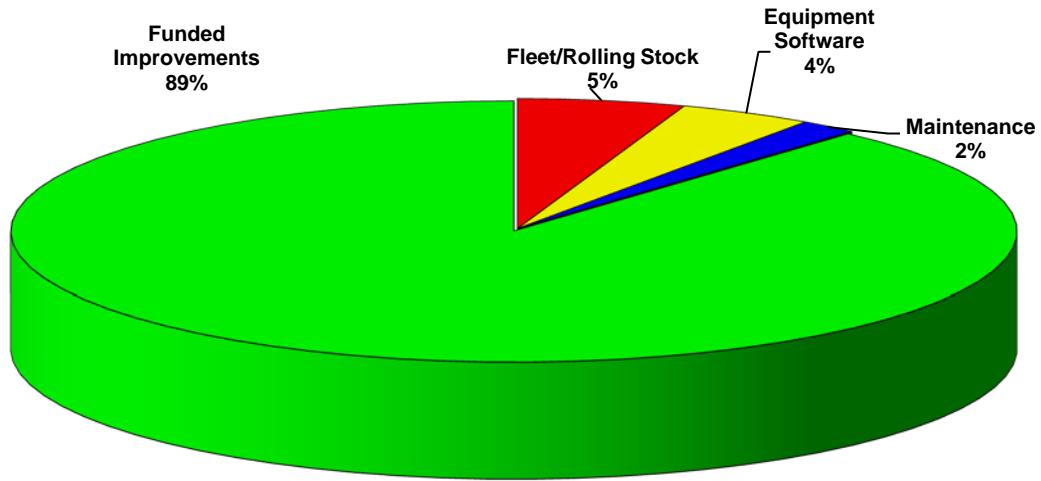
*May require input from Fleet eff. 12.16.14

City of Cape Coral, Florida
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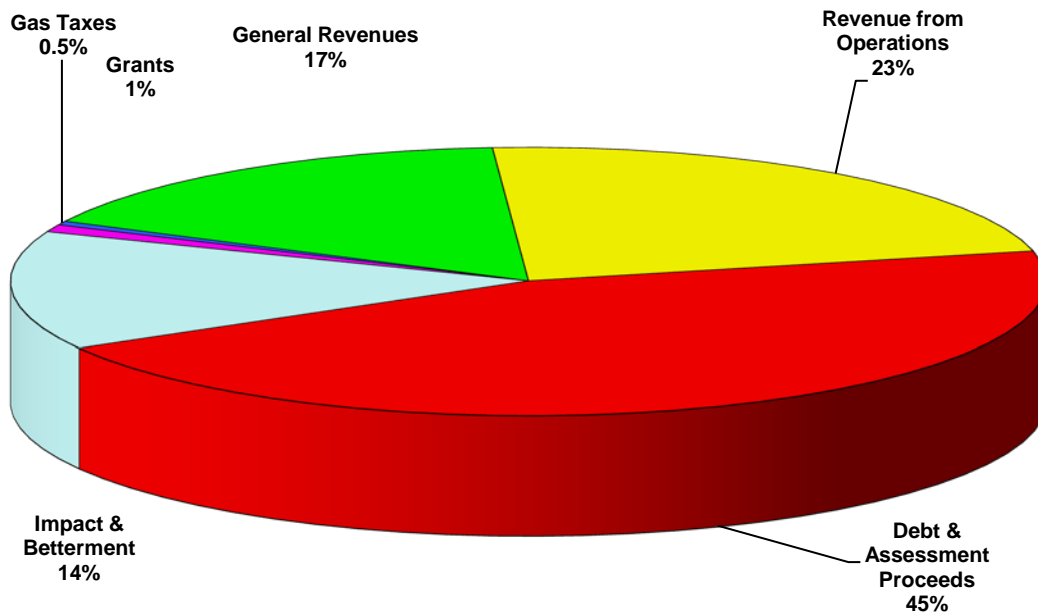
ASSET MANAGEMENT PROGRAM

FY 2016– FY 2021

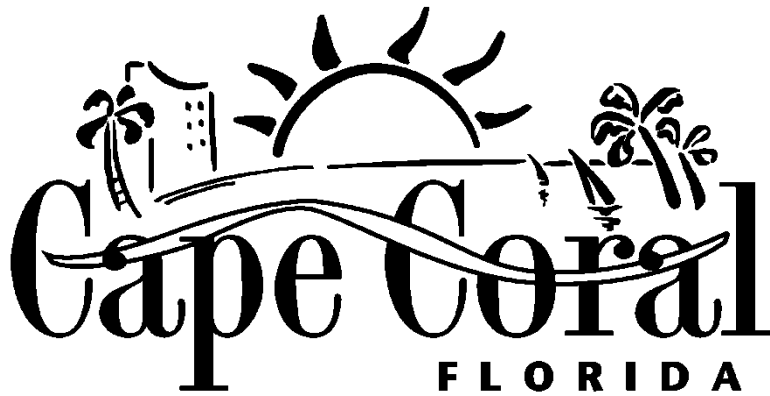
Expenditures by Program Area



Expenditures by Funding Source



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City of Cape Coral, Florida
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Asset Management Program Tables

PROGRAM ELEMENTS	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	TOTAL
Public Building	656,569	6,969,610	362,409	4,899,970	10,111,765	2,269,610	25,269,933
Transportation	10,897,683	8,817,451	8,153,012	9,691,878	8,366,276	7,742,746	53,669,046
Utility Extension	65,259,583	61,232,943	60,532,943	75,271,475	74,471,475	66,949,239	403,717,658
Utilities	16,369,023	15,173,168	22,189,987	25,437,442	23,064,709	22,249,000	124,483,329
Total Capital Improvement Program	\$ 93,182,858	\$ 92,193,172	\$ 91,238,351	\$ 115,300,765	\$ 116,014,225	\$ 99,210,595	\$ 607,139,966
Fleet/Rolling Stock Program	7,670,904	6,432,633	4,725,764	5,256,188	6,990,000	5,882,000	36,957,489
Capital Equipment/Software Program	5,214,345	6,185,705	4,389,884	4,860,950	4,425,081	4,544,092	29,620,057
Capital Maintenance Program	2,759,493	2,343,108	2,266,309	2,801,222	1,666,178	1,014,551	12,850,861
TOTAL EXPENDITURES	\$ 108,827,600	\$ 107,154,618	\$ 102,620,308	\$ 128,219,125	\$ 129,095,484	\$ 110,651,238	\$ 686,568,373

SUMMARY OF REQUIRED REVENUES	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	TOTAL
All Hazards	\$ 72,626	\$ -	\$ -	\$ -	\$ 15,000	\$ -	\$ 87,626
Building Fees	-	58,344	40,842	107,210	60,000	24,000	290,396
Capital Facility Expansion Charge	16,499,003	13,012,589	13,012,589	18,928,150	18,928,150	16,510,769	96,891,250
Federal, State, Local Grants	2,271,920	797,900	493,384	1,874,868	646,565	-	6,084,637
Five Cent Gas Tax	115,763	121,551	127,628	134,010	140,711	147,746	787,409
General Fund	16,049,793	22,907,145	13,521,551	19,340,465	25,026,058	16,132,585	112,977,597
Golf Course Revenues	136,734	5,734	68,034	37,734	220,000	468,500	936,736
IS Facilities Fund	198,000	333,000	51,000	-	190,000	210,000	982,000
IS Fleet Fund	680,583	292,000	106,000	66,000	100,000	-	1,244,583
Lot Mowing Fees	-	-	26,178	-	30,000	-	56,178
P&R Programs	494,925	403,250	242,000	649,500	460,000	223,000	2,472,675
Police Impact Fees	-	-	88,179	965,950	-	-	1,054,129
Risk Fund	25,000	-	-	-	-	-	25,000
Six Cent Gas Tax	100,000	700,000	-	800,000	-	800,000	2,400,000
Stormwater Revenues	3,700,000	3,700,000	3,700,000	2,767,392	3,242,500	2,995,191	20,105,083
Tax Increment Funding	735,000	847,000	215,000	470,000	230,000	230,000	2,727,000
Utility Special Assessment	46,160,580	45,020,354	45,020,354	53,043,325	53,043,325	47,138,470	289,426,408
Water/Sewer Fees	21,306,173	18,809,751	25,816,569	28,921,521	26,553,176	25,730,977	147,138,166
Waterpark Revenues	156,500	146,000	91,000	113,000	30,000	40,000	576,500
Yacht Basin Revenues	125,000	-	-	-	180,000	-	305,000
TOTAL	\$ 108,827,600	\$ 107,154,618	\$ 102,620,308	\$ 128,219,125	\$ 129,095,484	\$ 110,651,238	\$ 686,568,373

City of Cape Coral, Florida
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CAPITAL IMPROVEMENT PROGRAM FY2016-FY2021

The budget process includes a review of all departmental requests for capital improvement projects. Those projects with value to the community are ultimately designated as funded capital improvement projects, funded recurring capital improvement projects, or identified but unfunded capital improvement projects.

FUNDED CAPITAL PROJECTS									
PROJECT #	COMMON DESCRIPTION	FUNDING SOURCE	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	TOTAL
1	North Area 2 UEP Coll & Dist	Utility Special Assessment	\$ 41,755,141	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 41,755,141
2	North Area 3 UEP Coll & Dist	Utility Special Assessment	-	5,371,407	5,371,407	48,342,670	48,342,670	-	107,428,154
3	North Area 4 UEP Coll & Dist	Utility Special Assessment	-	-	-	4,700,655	4,700,655	42,305,896	51,707,206
4	North Area 5 UEP Coll & Dist	Utility Special Assessment	-	-	-	-	-	4,832,574	4,832,574
5	North Area 1 UEP Coll & Dist	Utility Special Assessment	4,405,439	39,648,947	39,648,947	-	-	-	83,703,333
6	North Area 2 UEP Transmission	Capital Facility Expansion Charge	15,266,580	-	-	-	-	-	15,266,580
7	North Area 3 UEP Transmission	Capital Facility Expansion Charge	-	1,920,779	1,920,779	17,287,004	17,287,004	-	38,415,566
8	North Area 4 UEP Transmission	Capital Facility Expansion Charge	-	-	-	1,641,146	1,641,146	14,770,318	18,052,610
9	North Area 5 UEP Transmission	Capital Facility Expansion Charge	-	-	-	-	-	1,740,451	1,740,451
10	North Area 1 UEP Transmission	Capital Facility Expansion Charge	1,232,423	11,091,810	11,091,810	-	-	-	23,416,043
11	Administration Building	Water/Sewer User Fees	-	-	500,000	4,000,000	3,000,000	-	7,500,000
12	42" Forcemain Intercon	Water/Sewer User Fees	2,000,000	-	-	-	-	-	2,000,000
13	ASR/IRR Supply	Water/Sewer User Fees	100,000	100,000	100,000	100,000	100,000	3,000,000	3,500,000
14	Compost Process Facility	Water/Sewer User Fees	-	-	100,000	900,000	1,700,000	-	2,700,000
15	Control System Upgrade	Water/Sewer User Fees	250,000	250,000	-	-	-	-	500,000
16	Deep Injection Well IW1	Water/Sewer User Fees	1,500,000	400,000	5,000,000	-	-	-	6,900,000
17	Distribtn Sys Automate	Water/Sewer User Fees	-	240,000	-	-	-	-	240,000
18	Forcemain I/C Veterans	Water/Sewer User Fees	100,000	500,000	1,000,000	-	-	-	1,600,000
19	Galvanized Pipe Rpl	Water/Sewer User Fees	1,650,000	1,700,000	1,350,000	-	-	-	4,700,000
20	Irr to PW (F/H)	Water/Sewer User Fees	500,000	500,000	500,000	500,000	500,000	1,000,000	3,500,000
21	Land Purchases	Water/Sewer User Fees	1,765,000	930,000	380,000	50,000	-	-	3,125,000
22	NE 10MG Stor Tank & Pump	Water/Sewer User Fees	-	-	100,000	5,950,000	5,950,000	-	12,000,000
23	Operations Building	Water/Sewer User Fees	-	1,000,000	-	-	-	-	1,000,000
24	Palm Tree Bl Phase	Water/Sewer User Fees	1,700,000	-	1,400,000	-	-	-	3,100,000
25	Plant 1 Structural Upgrd	Water/Sewer User Fees	250,000	-	-	-	-	-	250,000
26	Plt 2 Bldg Replacement	Water/Sewer User Fees	-	-	500,000	3,000,000	4,000,000	4,000,000	11,500,000
27	Reconst Van Loon PS Bldg	Water/Sewer User Fees	-	-	250,000	250,000	250,000	-	750,000
28	Rehab/Rpl Raw Wtr Well	Water/Sewer User Fees	-	800,000	800,000	1,600,000	1,600,000	1,600,000	6,400,000
29	Replace Membranes	Water/Sewer User Fees	-	-	-	-	-	1,500,000	1,500,000
30	Reuse River Crossing	Water/Sewer User Fees	-	3,250,000	4,250,000	2,500,000	-	-	10,000,000
31	Reuse Sys Improve	Water/Sewer User Fees	350,000	350,000	350,000	350,000	350,000	350,000	2,100,000
32	SW 5MG Stor Tank & Pump	Water/Sewer User Fees	1,000,000	-	-	-	-	-	1,000,000
33	Underground Well Feeds	Water/Sewer User Fees	46,423	47,816	-	-	-	-	94,239
34	Future Projects - Irrigation	Water/Sewer User Fees	-	-	-	-	-	3,125,000	3,125,000
35	Future Projects - Sewer	Water/Sewer User Fees	-	-	-	-	-	2,955,000	2,955,000
36	Future Projects - Water	Water/Sewer User Fees	-	-	-	-	-	1,000,000	1,000,000
37	Weir Improvements	Water/Sewer User Fees	-	100,000	1,500,000	1,500,000	1,500,000	-	4,600,000
38	Weir# 16 & 17 Const	Water/Sewer User Fees	1,450,000	-	-	-	-	-	1,450,000
39	Fire Station #11	General Fund	331,569	2,269,610	-	-	-	-	2,601,179
40	Fire Station #12	General Fund	-	-	274,230	2,361,020	-	-	2,635,250
41	Fire Station #2	General Fund	-	-	-	-	261,765	2,269,610	2,531,375
42	Fire Training/Support Facility	General Fund	-	-	-	-	2,500,000	-	2,500,000
43	North Sub Station	Police Impact Fees	-	-	-	-	88,179	965,950	1,054,129
44	Public Safety Training Facility	General Fund	-	-	-	1,573,000	7,350,000	-	8,923,000
45	Sign Shop Building	General Fund	325,000	-	-	-	-	-	325,000
46	Median Landscaping	Program Revenues	100,000	-	-	-	-	-	100,000
47	Fleet Maintenance Facility	General Fund	-	4,700,000	-	-	-	-	4,700,000
48	North Area 1 Stormwater	Stormwater Revenues	-	2,500,000	2,500,000	-	-	-	5,000,000
49	North Area 2 Stormwater	Stormwater Revenues	2,500,000	-	-	-	-	-	2,500,000
50	North Area 3 Stormwater	Stormwater Revenues	-	-	-	2,500,000	2,500,000	-	5,000,000
51	North Area 4 Stormwater	Stormwater Revenues	-	-	-	-	-	2,500,000	2,500,000
52	North Area 1 Transportation	Six Cent Gas Tax	-	700,000	-	-	-	-	700,000
53	North Area 2 Transportation	Six Cent Gas Tax	100,000	-	-	-	-	-	100,000
54	North Area 3 Transportation	Six Cent Gas Tax	-	-	-	800,000	-	-	800,000
55	North Area 4 Transportation	Six Cent Gas Tax	-	-	-	-	-	800,000	800,000
56	Alley Paving	General Fund	500,000	510,000	520,000	530,000	540,000	550,000	3,150,000
57	Landscaping	General Fund	400,000	306,000	312,000	318,000	324,000	330,000	1,990,000
58	Road Resurfacing	General Fund	6,900,000	6,500,000	6,500,000	6,500,000	6,500,000	6,500,000	39,400,000
59	Streetlighting	General Fund	200,000	100,000	100,000	100,000	100,000	100,000	700,000
60	Sidewalks CPF	Five Cent Gas Tax	115,763	121,551	127,628	134,010	140,711	147,746	787,409
61	Sidewalks CPF - TEA	Federal, State, Local Grant	2,271,920	797,900	493,384	1,874,868	646,565	-	6,084,637
62	CRA District Enhancements	Tax Increment Funding	410,000	482,000	100,000	235,000	115,000	115,000	1,457,000
TOTAL			\$ 89,475,258	\$ 87,187,820	\$ 87,040,185	\$ 109,597,373	\$ 111,987,695	\$ 96,457,545	\$ 581,745,876

Order number does not represent a priority ranking.

City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

FUNDED CAPITAL IMPROVEMENTS

TYPE	DESCRIPTION	FY16-21 TOTAL
Utility Extension	North Area 2 Utility Extension Program Transmission	\$ 15,266,580
Project Name	North Area 2 UEP Transmission	
Description	The City's utilities provide a reliable source of drinking water and wastewater services to the property owners in the area. The City completed the construction of a new water treatment facility in the North Cape with the expectation that utilities extension projects would continue in a sequenced fashion throughout the remainder of the areas of the City without utilities.	
Operating Impact	Department has incorporated related operating costs of Utility expansion into operating budget ERUs are anticipated to generate \$112.59 per month based on the average household bill at 5,000 gallons of consumption or \$1,351.08 annually. With the estimated number of 2,594 base ERUs in North 2, there is \$3,504,701.52 in revenues expected annually and a potential of \$10,306,038.24 annually when all 7,628 ERUs are developed (using the current rate structure).	
Utility Extension	North Area 1 Utility Extension Program Transmission	\$ 23,416,043
Project Name	North Area 1 UEP Transmission	
Description	The City's utilities provide a reliable source of drinking water and wastewater services to the property owners in the area. The City completed the construction of a new water treatment facility in the North Cape with the expectation that utilities extension projects would continue in a sequenced fashion throughout the remainder of the areas of the City without utilities.	
Operating Impact	Department has incorporated related operating costs of Utility expansion into operating budget ERUs are anticipated to generate \$112.59 per month based on the average household bill at 5,000 gallons of consumption or \$1,351.08 annually. With the estimated number of 2,415 base ERUs in North 1, there is \$3,262,858.20 in revenues expected annually and a potential of \$9,323,803.08 annually when all 6,901 ERUs are developed (using the current rate structure).	
Utility Extension	North Area 3 Utility Extension Program	\$ 38,415,566
Project Name	North Area 3 UEP Transmission	
Description	The City's utilities provide a reliable source of drinking water and wastewater services to the property owners in the area. The City completed the construction of a new water treatment facility in the North Cape with the expectation that utilities extension projects would continue in a sequenced fashion throughout the remainder of the areas of the City without utilities.	
Operating Impact	Department has incorporated related operating costs of Utility expansion into operating budget ERUs are anticipated to generate \$36.82 per month based on the average household bill at 5,000 gallons of consumption or \$441.84 annually to exclude irrigation and sewer. With the estimated number of 2,146 base ERUs in North 3, there is \$948,188.64 in revenues expected annually and a potential of \$3,512,186.16 annually when all 7,949 ERUs are developed (using the current rate structure).	

City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

FUNDED CAPITAL IMPROVEMENTS

TYPE	DESCRIPTION	FY16-21 TOTAL
Utility Extension	North Area 4 Utility Extension Program Transmission	\$ 18,052,610
Project Name	North Area 4 UEP Transmission	
Description	The City's utilities provide a reliable source of drinking water and wastewater services to the property owners in the area. The City completed the construction of a new water treatment facility in the North Cape with the expectation that utilities extension projects would continue in a sequenced fashion throughout the remainder of the areas of the City without utilities.	
Operating Impact	Department has incorporated related operating costs of Utility expansion into operating budget ERUs are anticipated to generate \$36.82 per month based on the average household bill at 5,000 gallons of consumption or \$441.84 annually to exclude irrigation and sewer. With the estimated number of 2,329 base ERUs in North 4, there is \$1,029,045.36 in revenues expected annually and a potential of \$3,118,064.88 annually when all 7,057 ERUs are developed (using the current rate structure).	
Utility Extension	North Area 5 Utility Extension Program Transmission	\$ 1,740,451
Project Name	North Area 5 UEP Transmission	
Description	The City's utilities provide a reliable source of drinking water and wastewater services to the property owners in the area. The City completed the construction of a new water treatment facility in the North Cape with the expectation that utilities extension projects would continue in a sequenced fashion throughout the remainder of the areas of the City without utilities.	
Operating Impact	Department has incorporated related operating costs of Utility expansion into operating budget ERUs are anticipated to generate \$36.82 per month based on the average household bill at 5,000 gallons of consumption or \$441.84 annually to exclude irrigation and sewer. With the estimated number of 2,398 base ERUs in North 5, there is \$1,059,532.32 in revenues expected annually and a potential of \$3,210,409.44 annually when all 7,266 ERUs are developed (using the current rate structure).	
Utility Extension	North Area 2 Utility Extension Program Collection & Distribution	\$ 41,755,141
Project Name	North Area 2 UEP Collection & Distribution	
Description	The City's utilities provide a reliable source of drinking water and wastewater services to the property owners in the area. The City completed the construction of a new water treatment facility in the North Cape with the expectation that utilities extension projects would continue in a sequenced fashion throughout the remainder of the areas of the City without utilities.	
Operating Impact	Department has incorporated related operating costs of Utility expansion into operating budget ERUs are anticipated to generate \$112.59 per month based on the average household bill at 5,000 gallons of consumption or \$1,351.08 annually. With the estimated number of 2,594 base ERUs in North 2, there is \$3,504,701.52 in revenues expected annually and a potential of \$10,306,038.24 annually when all 7,628 ERUs are developed (using the current rate structure).	

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FUNDED CAPITAL IMPROVEMENTS

TYPE	DESCRIPTION	FY16-21 TOTAL
Utility Extension	North Area 1 Utility Extension Program Collection & Distribution	\$ 83,703,333
Project Name	North Area 1 UEP Collection & Distribution	
Description	The City's utilities provide a reliable source of drinking water and wastewater services to the property owners in the area. The City completed the construction of a new water treatment facility in the North Cape with the expectation that utilities extension projects would continue in a sequenced fashion throughout the remainder of the areas of the City without utilities.	
Operating Impact	Department has incorporated related operating costs of Utility expansion into operating budget ERUs are anticipated to generate \$112.59 per month based on the average household bill at 5,000 gallons of consumption or \$1,351.08 annually. With the estimated number of 2,415 base ERUs in North 1, there is \$3,262,858.20 in revenues expected annually and a potential of \$9,323,803.08 annually when all 6,901 ERUs are developed (using the current rate structure).	
Utility Extension	North Area 3 Utility Extension Program Collection & Distribution	\$ 107,428,154
Project Name	North Area 3 UEP Collection & Distribution	
Description	The City's utilities provide a reliable source of drinking water and wastewater services to the property owners in the area. The City completed the construction of a new water treatment facility in the North Cape with the expectation that utilities extension projects would continue in a sequenced fashion throughout the remainder of the areas of the City without utilities.	
Operating Impact	Department has incorporated related operating costs of Utility expansion into operating budget ERUs are anticipated to generate \$36.82 per month based on the average household bill at 5,000 gallons of consumption or \$441.84 annually to exclude irrigation and sewer. With the estimated number of 2,146 base ERUs in North 3, there is \$948,188.64 in revenues expected annually and a potential of \$3,512,186.16 annually when all 7,949 ERUs are developed (using the current rate structure).	
Utility Extension	North Area 4 Utility Extension Program Collection & Distribution	\$ 51,707,206
Project Name	North Area 4 UEP Collection & Distribution	
Description	The City's utilities provide a reliable source of drinking water and wastewater services to the property owners in the area. The City completed the construction of a new water treatment facility in the North Cape with the expectation that utilities extension projects would continue in a sequenced fashion throughout the remainder of the areas of the City without utilities.	
Operating Impact	Department has incorporated related operating costs of Utility expansion into operating budget ERUs are anticipated to generate \$36.82 per month based on the average household bill at 5,000 gallons of consumption or \$441.84 annually to exclude irrigation and sewer. With the estimated number of 2,329 base ERUs in North 4, there is \$1,029,045.36 in revenues expected annually and a potential of \$3,118,064.88 annually when all 7,057 ERUs are developed (using the current rate structure).	

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FUNDED CAPITAL IMPROVEMENTS

TYPE	DESCRIPTION	FY16-21 TOTAL
Utility Extension	North Area 5 Utility Extension Program Collection & Distribution	\$ 4,832,574
Project Name	North Area 5 UEP Collection & Distribution	
Description	The City's utilities provide a reliable source of drinking water and wastewater services to the property owners in the area. The City completed the construction of a new water treatment facility in the North Cape with the expectation that utilities extension projects would continue in a sequenced fashion throughout the remainder of the areas of the City without utilities.	
Operating Impact	Department has incorporated related operating costs of Utility expansion into operating budget. ERUs are anticipated to generate \$36.82 per month based on the average household bill at 5,000 gallons of consumption or \$441.84 annually to exclude irrigation and sewer. With the estimated number of 2,398 base ERUs in North 5, there is \$1,059,532.32 in revenues expected annually and a potential of \$3,210,409.44 annually when all 7,266 ERUs are developed (using the current rate structure).	
Utility Extension	North Area 1 Stormwater	\$ 5,000,000
Project Name	North 1, 2, 3, and 4 UEP	
Description	Replace the old pipes and catch basins as part of the UEP projects.	
Operating Impact	Department has indicated that completion of this project would not increase annual operating costs	
Utility Extension	North Area 2 Stormwater	\$ 2,500,000
Project Name	North 1, 2, 3, and 4 UEP	
Description	Replace the old pipes and catch basins as part of the UEP projects.	
Operating Impact	Department has indicated that completion of this project would not increase annual operating costs	
Utility Extension	North Area 3 Stormwater	\$ 5,000,000
Project Name	North 1, 2, 3, and 4 UEP	
Description	Replace the old pipes and catch basins as part of the UEP projects.	
Operating Impact	Department has indicated that completion of this project would not increase annual operating costs	
Utility Extension	North Area 1 Transportation	\$ 700,000
Project Name	North 1, 2, 3, and 4 UEP	
Description	Road repaving and widening as part of the UEP projects.	
Operating Impact	Department has indicated that completion of this project would not increase annual operating costs	
Utility Extension	North Area 2 Transportation	\$ 100,000
Project Name	North 1, 2, 3, and 4 UEP	
Description	Road repaving and widening as part of the UEP projects.	
Operating Impact	Department has indicated that completion of this project would not increase annual operating costs	

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FUNDED CAPITAL IMPROVEMENTS

TYPE	DESCRIPTION	FY16-21 TOTAL
Utility Extension	North Area 3 Transportation	\$ 800,000
Project Name	North 1, 2, 3, and 4 UEP	
Description	Road repaving and widening as part of the UEP projects.	
Operating Impact	Department has indicated that completion of this project would not increase annual operating costs	
Utility Extension	North Area 4 Transportation	\$ 800,000
Project Name	North 1, 2, 3, and 4 UEP	
Description	Road repaving and widening as part of the UEP projects.	
Operating Impact	Department has indicated that completion of this project would not increase annual operating costs	
Utility Extension	North Area 4 Stormwater	\$ 2,500,000
Project Name	North 1, 2, 3, and 4 UEP	
Description	Replace the old pipes and catch basins as part of the UEP projects.	
Operating Impact	Department has indicated that completion of this project would not increase annual operating costs	
Utilities	Administration Building	\$ 7,500,000
Project Name	UCD-1 Administration Building	
Description	To have a building built that is up to code and standards and that will have enough room to accommodate staff, current building is inadequate and doesn't meet hurricane code.	
Operating Impact	Department has indicated that completion of this project would not increase annual operating costs	
Utilities	42" Forcemain Interconnect	\$ 2,000,000
Project Name	ADM-43 42" Forcemain Intercon	
Description	Construct forcemain interconnect between Everest Water Reclamation Facility and SW Water Reclamation Facility; master station will use forcemain on very limited interim basis. Provide wastewater capacity for future customers and ability to transfer flows between Water Reclamation Facilities to maintain and enhance shutdown, emergency and maintenance capabilities. This will also allow the transfer flows from the North to the South Water Reclamation Facilities. This will use available capacity and postpone the construction of the North Water Reclamation Facility.	
Operating Impact	Department has indicated that completion of this project would not increase annual operating costs	

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FUNDED CAPITAL IMPROVEMENTS

TYPE	DESCRIPTION	FY16-21 TOTAL
Utilities	Aquifer Storage & Recovery/Irrigation Supply	\$ 3,500,000
Project Name	ADM-26 ASR/IRR Supply FY16	
Description	Construction of above ground pumping facilities for completed well; design and construction of new ASR wells to provide additional water for irrigation supply. With the City's current demand and growth additional irrigation water is needed. ASR wells will provide additional irrigation storage.	
Operating Impact	Department has indicated that completion of this project would not increase annual operating costs	
Utilities	Composting Process Facility	\$ 2,700,000
Project Name	WRB-1 Composting Process Facility	
Description	To convert current Bio-Solids processing facility to a compost facility as a solution to the City's current bio-solids and yard waste hauling obligations with Lee County Solid Waste. This project would treat waste activated sludge using the CleanB-AC system to a product that can be mixed with the City's yard waste collection to create compost material. The compost can be applied to all city parks, medians, and other landscaping done by City crews. The compost also has a market value to golf courses and other private entities. A compost facility will also reduce hauling significantly, the greatest cost associated with the City's Bio-Solids facility. The Bio-Solids facility would reduce energy costs with the CleanB-AC system by allowing the City to decommission the existing aerated sludge holding tanks including eliminating the need for the blower system that runs 24 hours per day. The system can be housed initially under an existing windrow area to allow for the composting process to complete.	
Operating Impact	Department has indicated that completion of this project would not increase annual operating costs	
Utilities	Control System Upgrade	\$ 500,000
Project Name	Control System Upgrade	
Description	Upgrade obsolete system to comply with most current software/hardware configurations. System in place is outdated and parts are obsolete and becoming unobtainable. Bring Southwest plant system/equipment up to date to match existing North Plant control system.	
Operating Impact	Department has indicated that completion of this project would not increase annual operating costs	
Utilities	Deep Injection Well Injection Well 1	\$ 6,900,000
Project Name	NRO-5 Deep Injection Well IW1	
Description	Supply backup for current injection well for use when running MIT(Mechanical Integrity Testing). Emergency backup in the event of failure of current UIC IW-1. When performing MIT and in the event of failure of IW-2 the North RO Plant will be able to dispose of concentrate and be able to produce potable water to customers.	
Operating Impact	Department has indicated that completion of this project would not increase annual operating costs	

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FUNDED CAPITAL IMPROVEMENTS

TYPE	DESCRIPTION	FY16-21 TOTAL
Utilities	Distribution System Automation	\$ 240,000
Project Name	NRO-9 Distribtn Sys Automate	
Description	To entirely automate the city's potable water distribution system. Due to the large and growing size and complexities of the distribution system, an automated system would help to provide more consistently stable pressures throughout city. Also, the system will help to optimize how much water is pulled from each plant and the two pump stations and more quickly respond to pressure drops due to main breaks.	
Operating Impact	Department has indicated that completion of this project would not increase annual operating costs	
Utilities	Forcemain Interconnect Veterans	\$ 1,600,000
Project Name	ADM-47 Forcemain I/C Veterans	
Description	Construct forcemain interconnect between Everest Water Reclamation Facility and SW Water Reclamation Facility; master station will use forcemain on very limited interim basis. Provide wastewater capacity for future customers and ability to transfer flows between Water Reclamation Facilities to maintain and enhance shutdown, emergency and maintenance capabilities. This will also allow the transfer flows from the North to the South Water Reclamation Facilities. This will use available capacity and postpone the construction of the North Water Reclamation Facility.	
Operating Impact	Department has indicated that completion of this project would not increase annual operating costs	
Utilities	Galvanized Pipe Replacement	\$ 4,700,000
Project Name	ADM-5 Galvanized Pipe Rpl	
Description	Replace existing 2" galvanized pipe in the designated project area. The 2" galvanized pipe water lines, installed approximately 40-50 years ago, have become corroded both internally and externally causing numerous leaks and delivery problems. In some cases the internal corrosion has virtually blocked the pipe opening thereby reducing flow and pressure to a fraction of that normally required for household use. Replacing the 2" galvanized pipe will improve service delivery, reduce the number of leaks, reduce maintenance cost & reduce unaccounted for water loss.	
Operating Impact	Department has indicated that completion of this project would not increase annual operating costs	
Utilities	Irrigation to Potable Water (Fire Hydrants)	\$ 3,500,000
Project Name	ADM-32 Irr to PW (F/H)	
Description	Replace irrigation FH (Purple) with Potable water FH. The City Currently has approximately 846 reuse Fire Hydrants, the reuse system does not have the redundancy of a potable water system and during a drought season the reuse system is negatively effected by this	
Operating Impact	Department has indicated that completion of this project would not increase annual operating costs	

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FUNDED CAPITAL IMPROVEMENTS

TYPE	DESCRIPTION	FY16-21 TOTAL
Utilities	Land Purchases	\$ 3,125,000
Project Name	ADM-24 Land Purchases	
Description	To obtain land for additional resources needed by expanding utilities. Land would be purchased for lift station relocations, reuse storage tanks, etc.	
Operating Impact	Department has indicated that completion of this project would not increase annual operating costs	
Utilities	NE 10MG Storage Tank & Pump	\$ 12,000,000
Project Name	IRR-2 NE 10MG Stor Tank & Pump	
Description	This receiving and storage tank, with high pressure pumps, will be an integral part of the Fort Myers interconnect and meeting UEP irrigation demands and pressure.	
Operating Impact	Department has indicated that completion of this project would not increase annual operating costs	
Utilities	Operations Building	\$ 1,000,000
Project Name	WRSW-4 Operations Building	
Description	Projects represents the replacement of the SW WRF Operations Building. Approximately 2007 a structural analysis was conducted of the subject building. Significant deficiencies exists that replacement is comparable to refurbishment cost. This was planned as a phased project. Design completed 2008 ready for construction. Phase I - the SCADA control center was moved to a temporary trailer - Completed 2008. Phase II - Demo Old Building, construct New building. Phase III Relocate control center into new building.	
Operating Impact	Department has indicated that completion of this project would not increase annual operating costs	
Utilities	Palm Tree Boulevard Phase 1	\$ 3,100,000
Project Name	ADM-36 Palm Tree BI Phase 1	
Description	Construction of potable water transmission main from Cape Coral Parkway to Palm Tree Pump Station. Currently the Palm Tree Storage Tank and Pumping Station receives water from the Southwest RO Plant through a water main that is also needed to supply water from the reservoir to the community. The tank cannot receive water and provide water simultaneously. As a result the tank and pump station are underutilized. This limits the tanks ability to provide water to the surrounding community and in the event of an emergency. The newly constructed portion of the 20" water main will be used for filling the tank only and the existing water main will be used for supplying water to the community. Thus filling the tank with water and supplying the community with water can happen simultaneously. This will increase the tanks utilization which will improve water quality and system pressures in the area as well as make more water supply available in the event of an emergency.	
Operating Impact	Department has indicated that completion of this project would not increase annual operating costs	

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FUNDED CAPITAL IMPROVEMENTS

TYPE	DESCRIPTION	FY16-21 TOTAL
Utilities	Plant 1 Structural Upgrade	\$ 250,000
Project Name	SRO-4 Plant 1 Structural Upgrd	
Description	Upgrade the Plant 1 building structure to meet current wind code requirements and add a new common masonry wall between Plant 1 and Plant 2. Existing building for P-1 was built in 1976. Although the concrete building is in good condition, it has many structural deficiencies that could result in a potential structural failure in high wind conditions. As it stands, the building does not meet current wind code requirements and due to its age is overdue for upgrades.	
Operating Impact	Department has indicated that completion of this project would not increase annual operating costs	
Utilities	Plant 2 Building Replacement	\$ 11,500,000
Project Name	SRO-2 Plt 2 Bldg Replacement	
Description	Replace the existing Plant 2 metal building that is deteriorating and does not meet current wind code requirements with a new concrete building. Also, install a new metal roof, traveling bridge crane, drop ceiling, and lighting. Existing building for P-2 is 27 years old. Only one of four walls is concrete block. This is in good condition. The other three walls are metal and are deteriorating, rusting, and in very poor condition. Expansion of Plant equipment limits usefulness of current fixed rail system. Fixed rail system did not pass safety inspection. Drop ceiling is needed to replace water damaged insulation that was removed.	
Operating Impact	Department has indicated that completion of this project would not increase annual operating costs	
Utilities	Reconstruct Van Loon Pump Station Building	\$ 750,000
Project Name	NRO-3 Reconst Van Loon PS Bldg	
Description	To construct a new building which will meet current and future needs as well as meet City's Codes. Existing building was constructed in 1979 and no longer meets the needs of the current and future demands for potable water. This pump station is critical to supply potable water during normal and emergency situations.	
Operating Impact	Department has indicated that completion of this project would not increase annual operating costs	
Utilities	Rehabilitate/Replace Raw Water Well	\$ 6,400,000
Project Name	NSRO-2 Rehab/Replace Raw Wtr Well	
Description	Relocate/Rehabilitate existing poor water quality wells. In order to maintain capacity, an adequate source water is needed to prevent higher electrical, chemical and labor costs associated with the treatment process.	
Operating Impact	Department has indicated that completion of this project would not increase annual operating costs	

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FUNDED CAPITAL IMPROVEMENTS

TYPE	DESCRIPTION	FY16-21 TOTAL
Utilities	Replace Membranes	\$ 1,500,000
Project Name	NSRO-3 Membrane Replacement	
Description	Replace all reverse osmosis membrane elements at the North RO Plant. Membrane elements have a limited useful life span (usually 5-7 years). With innovative cleaning techniques, staff has been able to extend the membrane life to a total 10-12 years. At this point the elements need to be replaced to ensure optimum water quality and efficiency. As the membranes age the pressure required increases. This requires higher energy needs by the motor and results in higher electrical usage.	
Operating Impact	Department has indicated that completion of this project would not increase annual operating costs	
Utilities	Reuse River Crossing	\$ 10,000,000
Project Name	IRR-17 Reuse River Crossing	
Description	Construct a reuse water transmission main across the Caloosahatchee River connecting the City of Fort Myers effluent system to the City of Cape Coral's Reuse System. This interconnect will provide the opportunity to receive 9.0 MGD and ultimately 12.0 MGD to enhance the City's reuse system.	
Operating Impact	Department has indicated that completion of this project would not increase annual operating costs	
Utilities	Reuse Systems Improvements	\$ 2,100,000
Project Name	Reuse Sys Improve	
Description	Information is needed to calibrate the hydraulic model and provide reuse diurnal curves of actual usage of the reuse system. This will support the Drought study, operational requirements of the reuse dashboard. This will provide ongoing critical information of the City's Reuse System.	
Operating Impact	Department has indicated that completion of this project would not increase annual operating costs	
Utilities	SW 5MG Storage Tank & Pump	\$ 1,000,000
Project Name	IRR-3 SW 5MG Stor Tank & Pump	
Description		
Operating Impact	Department has indicated that completion of this project would not increase annual operating costs	
Utilities	Underground Well Feeds	\$ 94,239
Project Name	SRO-7 Underground Well Feeds	
Description	Have all south production well power supplies converted from overhead to underground. Prevent electrical service interruption during a storm event. Personnel safety during submersible pump removal and installation	
Operating Impact	Department has indicated that completion of this project would not increase annual operating costs	

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FUNDED CAPITAL IMPROVEMENTS

TYPE	DESCRIPTION	FY16-21 TOTAL
Utilities	Future Projects - Irrigation	\$ 3,125,000
Project Name		
Description	Anticipated but undesignated capital projects.	
Operating Impact	Department has indicated that completion of this project would not increase annual operating costs	
Utilities	Future Projects - Sewer	\$ 2,955,000
Project Name		
Description	Anticipated but undesignated capital projects.	
Operating Impact	Department has indicated that completion of this project would not increase annual operating costs	
Utilities	Future Projects - Water	\$ 1,000,000
Project Name		
Description	Anticipated but undesignated capital projects.	
Operating Impact	Department has indicated that completion of this project would not increase annual operating costs	
Utilities	Weir Improvements	\$ 4,600,000
Project Name	IRR-1 Weir Improvements	
Description	Construct new weirs and a canal transfer pump station, design as needed. As the Utility Irrigation System expands additional capacity is required to provide irrigation water to new customer and help maintain system pressure. Also during low rainy seasons the added basins will provide much needed capacity.	
Operating Impact	Department has indicated that completion of this project would not increase annual operating costs	
Utilities	Weir# 16 & #17 Construction	\$ 1,450,000
Project Name	Weir #16 & #17 Construction	
Description	Construct new weirs and a canal transfer pump station, design as been completed. As the Utility Irrigation System expands additional capacity is required to provide irrigation water to new customer and help maintain system pressure. Also during low rainy seasons the added basins will provide much needed capacity.	
Operating Impact	Department has indicated that completion of this project would not increase annual operating costs	
Transportation	Sidewalks Capital Projects Fund	\$ 787,409
Project Name	Sidewalks	
Description	Promote multimodal transportation system.	
Operating Impact	Department has indicated that completion of this project would not increase annual operating costs	

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FUNDED CAPITAL IMPROVEMENTS

TYPE	DESCRIPTION	FY16-21 TOTAL
Transportation	Road Resurfacing	\$ 39,400,000
Project Name	Road Resurfacing	
Description	Repave local and major roads throughout Cape Coral to extend their serviceability.	
Operating Impact	Department has indicated that completion of this project would not increase annual operating costs	
Transportation	Sidewalks Capital Projects Fund - Transportation Efficiency Act	\$ 6,084,637
Project Name	Sidewalks	
Description	Promote multimodal transportation system.	
Operating Impact	Department has indicated that completion of this project would not increase annual operating costs	
Transportation	Landscaping	\$ 1,990,000
Project Name	Median Landscaping	
Description	Provide median landscaping on existing or future curbed medians	
Operating Impact	Department has indicated that completion of this project would not increase annual operating costs	
Transportation	Alley Paving	\$ 3,150,000
Project Name	Alley Paving	
Description	Resurface existing alleys, fill in gaps between paved alleys and provide for regular schedule of resurfacing	
Operating Impact	Department has indicated that completion of this project would not increase annual operating costs	
Public Building	Fleet Maintenance Facility	\$ 4,700,000
Project Name	Fleet Maintenance Facility	
Description	Fleet repair facility.	
Operating Impact	Department has indicated that completion of this project would not increase annual operating costs	
Public Building	Sign Shop Maintenance	\$ 325,000
Project Name	Sign Shop Maintenance	
Description	Construct/Renovate sign shop.	
Operating Impact	Department has indicated that completion of this project would not increase annual operating costs	
Transportation	Median Landscaping	\$ 100,000
Project Name	Median Landscaping Cape Coral Parkway to Yacht Club	
Description	Provide median landscaping on existing or future curbed medians along Coronado from Cape Coral Parkway to the Yacht Club.	
Operating Impact	Department has indicated that completion of this project would not increase annual operating costs	

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FUNDED CAPITAL IMPROVEMENTS

TYPE	DESCRIPTION	FY16-21 TOTAL
Transportation	Streetlighting	\$ 700,000
Project Name	Roadway Lighting	
Description	Enhance safe roadway environment during nighttime driving	
Operating Impact	Department has indicated that completion of this project would not increase annual operating costs	
Public Building	Fire Station #11	\$ 2,601,179
Project Name	Fire Station #11	
Description	To reach response times of 5 minutes or less 90% of the time. Current response times of 5 minutes or less are reached 34.3% of the time. Cape Coral Fire Department has set a performance level for response times of 5 minutes or less 60% of the time. Construction will provide decreased response times which will provide safe efficient Fire Department operations and improve survivability and quality of life to the community. Develop site plan, final design, and accomplish construction of a new fire station based upon the Neighborhood Fire Station concept date February 12, 2014. Coordinate site design with development of new Burnt Store Road current phase and later expanded planning to provide fast / safe emergency driveway egress onto north bound and south bound Burnt Store Road. The facility will be located on SW corner of Burnt Store Road and NW 11th Street, Block 4199A. The facility will include 2 apparatus bays and accommodations for 5 plus 1 officer. An emergency signal is required on Burnt Store Road for fast, safe emergency response. Scope and preliminary cost estimates based upon the Neighborhood Fire Station Conceptual Floor Plan, dated February 12, 2014 and the Conceptual Site Plan, dated January 23, 2015. This building design will be re-used for fire stations 12 and 2 planned for later years. Cost for an emergency signal is estimated at \$250,000 based on proposals received for an earlier project. Site is two (2) parcels of approximately 2.9 acres (Tract A at 121,968 sq ft and Lot 21 at 5,000 sq ft), acquired at the April 2012 foreclosure auction and paid for by the Stormwater Fund (the SW fund will need to be reimbursed by FD based on appraised value).	
Operating Impact	Department has indicated that completion of this project would increase annual operating costs	
Operating Impact \$	Estimated Impact at \$4,429,737 for FY16-FY21 Period	

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TYPE	DESCRIPTION	FY16-21 TOTAL
Public Building	Fire Station #12	\$ 2,635,250
Project Name	Fire Station #12	
Description	To reach response times of 5 minutes or less 90% of the time. Current response times of 5 minutes or less are reached 34.3% of the time. Cape Coral Fire Department has set a performance level for response times of 5 minutes or less 60% of the time. Construction will provide decreased response times which will provide safe efficient Fire Department operations and improve survivability and quality of life to the community.	
Operating Impact	Department has indicated that completion of this project would increase annual operating costs	
Operating Impact \$	Estimated Impact at \$5,632,890 for FY16-FY21 Period	
Public Building	Fire Station #2	\$ 2,531,375
Project Name	Fire Station #2	
Description	Replace an aging Station which was built 1974 on City Owned property. Reduce rising maintenance and repair cost. Provided faster and more efficient response times. Increasing survivability and property dollar loss. To reach a Cape Coral Fire Department Internal goal of meeting calls for service within 5 minutes 60 percent of the time.	
Operating Impact	Department has indicated that completion of this project would not increase annual operating costs	
Public Building	Fire Training/Support Facility	\$ 2,500,000
Project Name	Fire Training/Support Facility	
Description	To establish/create a city training facility for the purpose of conducting mandatory and additional rigorous high liability law enforcement and emergency/fire training. To provide efficient and better high liability training for Fire and Police personnel to include but not limited to: SWAT, K-9, Firearms, Control Management, Tactical Driving, First Aid/CPR, Waterborne Operations, Fire Suppression and Containment, Emergency Medical Care, HAZMAT, Vehicle Extraction, and provide additional storage of emergency vehicles and equipment. Accomplish all design work associated with developing a Public Safety Training Facility. The first phase of the project would be to design and construct a gun range to include a 25-yard, 50-yard, and 100-yard open air firing range with 40 covered lanes, classroom building with associated parking. The building would have a large classroom, workshop, ammunition storage, range master office, and break area. Within strategic plan to provide a public safety training facility on city owned property.	
Operating Impact	Department has indicated that completion of this project would not increase annual operating costs	

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FUNDED CAPITAL IMPROVEMENTS

TYPE	DESCRIPTION	FY16-21 TOTAL
Public Building	Public Safety Training Facility	\$ 8,923,000
Project Name	Public Safety Training Facility	
Description	<p>To establish/create a city training facility for the purpose of conducting mandatory and additional rigorous high liability law enforcement and emergency/fire training. To provide efficient and better high liability training for Fire and Police personnel to include but not limited to: SWAT, K-9, Firearms, Control Management, Tactical Driving, First Aid/CPR, Waterborne Operations, Fire Suppression and Containment, Emergency Medical Care, HAZMAT, Vehicle Extraction, and provide additional storage of emergency vehicles and equipment. Accomplish all design work associated with developing a Public Safety Training Facility. The first phase of the project would be to design and construct a gun range to include a 25-yard, 50-yard, and 100-yard open air firing range with 40 covered lanes, classroom building with associated parking. The building would have a large classroom, workshop, ammunition storage, range master office, and break area. Within strategic plan to provide a public safety training facility on city owned property.</p>	
Operating Impact	<p>Department has indicated that completion of this project would not increase annual operating costs</p>	
Public Building	North Sub Station	\$ 1,054,129
Project Name	North Sub Station	
Description	<p>To build/establish a police sub station in the north district. To maintain current levels of police service for Cape Coral citizens living in the northern section of the city as anticipated growth continues. Develop plans, final design, and construct a 3,500 sq. ft. CCPD North Sub Station located at 1020 Kismet Pkwy. West adjacent to the north City water plant. The north sub station will be accessible to the public to file and retrieve police reports, will provide a meeting place for police north district units, and provide storage for police related equipment for quicker access. The property consists of 4.75 acres of city owned land.</p>	
Operating Impact	<p>Department has indicated that completion of this project would not increase annual operating costs</p>	
Transportation	CRA District Enhancements	\$ 1,457,000
Project Name	CRA District Enhancements	
Description	<p>Enhance safe roadway environment during nighttime driving with streetway and decorative lighting. Enhance parking at Big John's lot and implement beautification efforts through streetscape, median and Club Square improvements.</p>	
Operating Impact	<p>Department has indicated that completion of this project would not increase annual operating costs</p>	
TOTAL		<u>\$ 581,745,876</u>

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FUNDED RECURRING CAPITAL IMPROVEMENTS

Project #	Common Description	FUNDING SOURCE	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY16-21 TOTAL
1	LS Odor Control Rehab	Water/Sewer Fees	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 450,000
2	Chlorine Chamber Coatg	Water/Sewer Fees	-	125,000	-	-	-	-	125,000
3	Clar/Laundry Trough	Water/Sewer Fees	-	-	-	210,000	165,000	-	375,000
4	Containment Pits	Water/Sewer Fees	350,000	-	-	-	-	-	350,000
5	Fire Sprinkler Conv	Water/Sewer Fees	500,000	500,000	500,000	500,000	-	-	2,000,000
6	Infiltr & Inflow	Water/Sewer Fees	500,000	500,000	500,000	500,000	500,000	500,000	3,000,000
7	Lift Station Rehab	Water/Sewer Fees	1,487,600	1,790,352	2,114,987	2,452,442	2,524,709	2,594,000	12,964,090
8	Manhole Rehab	Water/Sewer Fees	500,000	500,000	500,000	500,000	500,000	500,000	3,000,000
9	NaClO Storage Rooms	Water/Sewer Fees	25,000	25,000	25,000	-	-	-	75,000
10	Plt 2 Feed Wtr/Blend Line Ugd	Water/Sewer Fees	-	1,340,000	-	-	-	-	1,340,000
11	Potable Wtr Infrastructure	Water/Sewer Fees	100,000	100,000	300,000	300,000	300,000	-	1,100,000
12	Repave South Entrance	Water/Sewer Fees	-	-	15,000	-	-	-	15,000
13	Replace Gate & Actr	Water/Sewer Fees	-	-	30,000	-	-	-	30,000
14	Reseal North CI Chamber	Water/Sewer Fees	120,000	-	-	-	-	-	120,000
15	Rpl Utility Mains MCC-1	Water/Sewer Fees	-	-	-	150,000	-	-	150,000
16	Smoke Testing I&I	Water/Sewer Fees	50,000	50,000	50,000	50,000	50,000	50,000	300,000
TOTAL			\$ 3,707,600	\$ 5,005,352	\$ 4,109,987	\$ 4,737,442	\$ 4,114,709	\$ 3,719,000	\$ 25,394,090

FUNDED CAPITAL AND RECURRING IMPROVEMENT PROJECT PROGRAM FY2016-FY2021

SUMMARY OF REQUIRED REVENUES

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	TOTAL
Capital Facility Expansion Charge	16,499,003	13,012,589	13,012,589	18,928,150	18,928,150	16,510,769	96,891,250
Five Cent Gas Tax	115,763	121,551	127,628	134,010	140,711	147,746	787,409
General Fund	8,656,569	14,385,610	7,706,230	11,382,020	17,575,765	9,749,610	69,455,804
Six Cent Gas Tax	100,000	700,000	-	800,000	-	800,000	2,400,000
Stormwater Revenues	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	15,000,000
Utility Special Assessment	46,160,580	45,020,354	45,020,354	53,043,325	53,043,325	47,138,470	289,426,408
Police Impact Fees	-	-	88,179	965,950	-	-	1,054,129
Water/Sewer Fees	16,369,023	15,173,168	22,189,987	25,437,442	23,064,709	22,249,000	124,483,329
Federal, State, Local Grants	2,271,920	797,900	493,384	1,874,868	646,565	-	6,084,637
Tax Increment Funding	410,000	482,000	100,000	235,000	115,000	115,000	1,457,000
Yacht Basin Revenues	100,000	-	-	-	-	-	100,000
TOTAL	\$ 93,182,858	\$ 92,193,172	\$ 91,238,351	\$ 115,300,765	\$ 116,014,225	\$ 99,210,595	\$ 607,139,966

SUMMARY BY FUNCTIONAL AREA

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	TOTAL
Public Building	656,569	6,969,610	362,409	4,899,970	10,111,765	2,269,610	25,269,933
Transportation	10,897,683	8,817,451	8,153,012	9,691,878	8,366,276	7,742,746	53,669,046
Utility Extension	65,259,583	61,232,943	60,532,943	75,271,475	74,471,475	66,949,239	403,717,658
Utilities	16,369,023	15,173,168	22,189,987	25,437,442	23,064,709	22,249,000	124,483,329
TOTAL	\$ 93,182,858	\$ 92,193,172	\$ 91,238,351	\$ 115,300,765	\$ 116,014,225	\$ 99,210,595	\$ 607,139,966

City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

Identified/Unfunded Capital Improvement Projects

PROJECT #	DEPARTMENT	DESCRIPTION	FUNDING SOURCE	ESTIMATED COST
1	Parks & Rec	Boat Access Park Development	Park Impact Fees	\$ 2,000,000
2	Parks & Rec	Cart Paths Renovation	Golf Course Revenues	120,000
3	Parks & Rec	Driving and Practice Green Renovation	Golf Course Revenues	85,000
4	Parks & Rec	Eco Park Kayak/Nature Center	General Fund	2,500,000
5	Parks & Rec	Expansion of Clubhouse w/ outside covered deck	Golf Course Revenues	150,000
6	Parks & Rec	Festival Park Development	Park Impact Fees	7,000,000
7	Parks & Rec	Four Freedoms - Water Enhancement	Program Revenues	65,000
8	Parks & Rec	Freshwater Boat Access	General Fund	75,000
9	Parks & Rec	Greens Renovation - Regrassing	Golf Course Revenues	500,000
10	Parks & Rec	Horton Park - Small Fish Pier	General Fund	150,000
11	Parks & Rec	Irrigation System - Replacement	Golf Course Revenues	998,000
12	Parks & Rec	Jaycee Park - Replace Australian Pine on Shoreline	General Fund	90,000
13	Parks & Rec	Lake Meade - NE Community Park	Park Impact Fees	10,000,000
14	Parks & Rec	Lake Saratoga Park Kayak rental/launch	General Fund	200,000
15	Parks & Rec	Land Acquisition - Various Parks	Park Impact Fees	4,000,000
16	Parks & Rec	Lost Pond Loop	General Fund	500,000
17	Parks & Rec	Major Park - Yellow Fever Creek	Park Impact Fees	4,100,000
18	Parks & Rec	Neighborhood Park #10 Devlpmnt Adult	Park Impact Fees	5,000,000
19	Parks & Rec	Neighborhood Park #2 Development	Park Impact Fees	4,000,000
20	Parks & Rec	Neighborhood Park #3 Dvlpmnt. - Football	Park Impact Fees	4,000,000
21	Parks & Rec	Neighborhood Park #6 Development Sand Blvd.	Park Impact Fees	3,000,000
22	Parks & Rec	Neighborhood Park #8 Development	Park Impact Fees	4,000,000
23	Parks & Rec	Neighborhood Park #9 - Youth Baseball/Softball Devlpmnt.	Park Impact Fees	5,000,000
24	Parks & Rec	New Park - Neighborhood Park #7 Development	Park Impact Fees	4,000,000
25	Parks & Rec	Nursery - Parks Maintenance Bldg. - Relocation Operations	General Fund	500,000
26	Parks & Rec	Rotary Nature Center/add more office space	General Fund	150,000
27	Parks & Rec	Rotary Park Board walk from Rotary to Glover	General Fund	250,000
28	Parks & Rec	Rotary Park Observation Tower Replace	Program Revenues	90,000
29	Parks & Rec	Serenia Vista Kayak Rental Center	General Fund	150,000
30	Parks & Rec	Serenia Vista manatee education center	General Fund	300,000
31	Parks & Rec	Sirennna Vista Park education center/bdwbk	Park Impact Fees	450,000
32	Parks & Rec	Southwest Community Park Development	Park Impact Fees	7,000,000
33	Parks & Rec	Waterpark Interactive Water Playground	Waterpark Revenues	1,000,000
34	Parks & Rec	Waterpark Parking Lot Expansion	Waterpark Revenues	500,000
35	Parks & Rec	Yacht Club Pool Gatehouse/Restrooms Renovations	Program Revenues	900,000
36	Parks & Rec	Yellow Fever Creek parking lot per master plan	General Fund	150,000
37	Public Works	Access management & circulation improvements	Five Cent Gas Tax	3,750,000
38	Public Works	Access management & circulation improvements	Transportation Capital Proj	1,200,000
39	Public Works	Andalusia/Cultural Connection	Road Impact Fees	17,000,000
40	Public Works	Chiquita Blvd. Ph. I (Veterans - SR 78)	Road Impact Fees	35,000,000
41	Public Works	Chiquita Blvd. Ph. II (Veterans - CCPW)	Road Impact Fees	35,000,000
42	Public Works	Chiquita Lock	Unknown	13,000,000
43	Public Works	Downtown Circulation	Five Cent Gas Tax	37,541,500
44	Public Works	Downtown Circulation	Transportation Capital Proj	250,000
45	Public Works	Drainage Projects	Stormwater Capital Proj Funds	8,976,564
46	Public Works	Intersection/roadway lighting	Five Cent Gas Tax	75,000
47	Public Works	Intersection/Roadway Lighting	Transportation Capital Proj	450,000
48	Public Works	Median curbing projects	Five Cent Gas Tax	1,000,000
49	Public Works	Median curbing with local match	Five Cent Gas Tax	60,000
50	Public Works	NCGC Sign Shop & Future Signal Maint.	General Fund	900,000
51	Public Works	North Cape East/West Arterial Phase I	Road Impact Fees	85,000,000
52	Public Works	Skyline Blvd C/C Pkwy to SR 78	Road Impact Fees	40,000,000
53	Public Works	SR-78 Parallel Access Road	Five Cent Gas Tax	18,000,000
54	Public Works	Street Programs	Six Cent Gas Tax	19,752,914
55	Public Works	Traffic Control Devices/Intersection Impr	Five Cent Gas Tax	1,350,000

TOTAL

\$ 391,278,978

Project # listing does not represent a priority order

City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

Department Requested Capital Equipment/Software

CAPITAL EQUIPMENT/SOFTWARE PROGRAM FY2016-FY2021

SUMMARY OF REQUIRED REVENUES

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	TOTAL
All Hazards Fund	\$ 33,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 33,500
General Fund	2,323,745	4,102,067	2,371,492	2,665,954	2,153,043	1,908,975	15,525,276
Golf Course Revenues	20,734	5,734	19,534	21,234	-	8,500	75,736
IS Fleet Fund	263,000	157,000	16,000	66,000	-	-	502,000
Stormwater Revenues	138,873	131,676	83,700	10,905	12,500	25,191	402,845
Waterpark Revenues	115,000	81,000	31,000	28,000	15,000	15,000	285,000
Water/Sewer Fees	2,082,168	1,620,228	1,746,158	1,988,857	2,110,539	2,516,426	12,064,375
P&R Programs	237,325	88,000	122,000	80,000	134,000	70,000	731,325
TOTAL	\$5,214,345	\$6,185,705	\$4,389,884	\$4,860,950	\$4,425,081	\$4,544,092	\$29,620,057

SUMMARY BY DEPARTMENT

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	TOTAL
City Attorney	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 30,000
City Auditor	-	-	35,000	-	-	-	35,000
City Clerk	6,000	-	14,600	17,000	14,600	-	52,200
DCD	8,500	-	-	-	-	-	8,500
Fire	455,897	1,423,110	166,453	124,226	129,581	147,975	2,447,242
Human Resources	-	-	-	-	6,200	-	6,200
ITS	1,340,000	1,962,505	1,613,300	1,416,000	1,612,500	1,460,000	9,404,305
Parks & Recreation	622,399	609,234	510,534	601,234	254,000	93,500	2,690,901
Police	183,500	186,000	152,000	607,400	265,000	270,000	1,663,900
Public Works	485,881	384,628	151,839	106,233	32,662	56,191	1,217,434
Utilities	2,082,168	1,620,228	1,746,158	1,988,857	2,110,539	2,516,426	12,064,375
TOTAL	\$5,214,345	\$6,185,705	\$4,389,884	\$4,860,950	\$4,425,081	\$4,544,092	\$29,620,057

Detailed schedule can be found in Appendix Section G.

City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

Department Requested Capital Maintenance

CAPITAL MAINTENANCE PROGRAM FY2016-FY2021

SUMMARY OF REQUIRED REVENUES

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	TOTAL
General Fund	\$ 1,465,882	\$ 1,021,835	\$ 1,300,885	\$ 1,345,000	\$ 280,250	\$ 83,500	\$ 5,497,352
Golf Course Revenues	116,000	-	48,500	16,500	190,000	15,000	386,000
IS Facilities Fund	30,000	-	-	-	45,000	-	75,000
Tax Increment Funding	325,000	365,000	115,000	235,000	115,000	115,000	1,270,000
Waterpark Revenues	41,500	35,000	60,000	85,000	15,000	25,000	261,500
Yacht Basin Revenues	-	-	-	-	150,000	-	150,000
P&R Programs	160,600	285,250	90,000	451,500	186,000	74,000	1,247,350
Water/Sewer Fees	620,511	636,023	651,924	668,222	684,928	702,051	3,963,659
TOTAL	\$ 2,759,493	\$ 2,343,108	\$ 2,266,309	\$ 2,801,222	\$ 1,666,178	\$ 1,014,551	\$ 12,850,861

SUMMARY BY DEPARTMENT

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	TOTAL
Community Redevelopment	\$ 325,000	\$ 365,000	\$ 115,000	\$ 235,000	\$ 115,000	\$ 115,000	\$ 1,270,000
Fire	249,022	215,322	347,428	10,600	162,000	11,000	995,372
Governmental Services	55,000	23,423	9,732	36,900	78,250	-	203,305
Parks & Recreation	1,479,960	1,103,340	1,142,225	1,850,500	581,000	186,500	6,343,525
Public Works	30,000	-	-	-	45,000	-	75,000
Utilities	620,511	636,023	651,924	668,222	684,928	702,051	3,963,659
TOTAL	\$ 2,759,493	\$ 2,343,108	\$ 2,266,309	\$ 2,801,222	\$ 1,666,178	\$ 1,014,551	\$ 12,850,861

Detailed schedule can be found in Appendix Section G.

City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

Fleet/Rolling Stock

FLEET ROLLING STOCK PROGRAM FY2016-FY2021

SUMMARY BY DEPARTMENT

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	TOTAL
City Clerk	\$ -	\$ 25,000	\$ -	\$ -	\$ -		\$ 25,000
City Manager	-	-	30,000	-	35,000	-	65,000
DCD	92,610	155,584	102,105	364,514	175,000	232,000	1,121,813
Finance	25,000	-	-	-	24,000	-	49,000
Fire	1,386,248	1,020,784	433,359	2,064,500	1,870,000	1,629,000	8,403,891
ITS	-	-	19,000	-	40,000	-	59,000
Parks & Recreation	558,000	507,500	277,000	332,000	753,000	877,500	3,305,000
Police	1,402,078	1,262,397	920,523	748,000	1,300,000	1,759,000	7,391,998
Public Works	1,972,497	2,081,036	1,715,277	920,174	2,100,000	1,121,000	9,909,984
Utilities	2,234,471	1,380,332	1,228,500	827,000	693,000	263,500	6,626,803
TOTAL	\$ 7,670,904	\$ 6,432,633	\$ 4,725,764	\$ 5,256,188	\$ 6,990,000	\$ 5,882,000	\$36,957,489

TYPE/FUND

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	TOTAL
Additional							
General Fund	\$ 245,000	\$ 891,000	\$ 41,000	\$ 895,000	\$ -	\$ -	\$ 2,072,000
IS Facilities Fund	27,000	27,000	-	-	-	-	54,000
All Hazards	39,126	-	-	-	-	-	39,126
Water/Sewer Fees	393,000	305,000	123,625	60,000	118,000	-	999,625
Subtotal	\$ 704,126	\$ 1,223,000	\$ 164,625	\$ 955,000	\$ 118,000	\$ -	3,164,751
							-
Replacement							
Building Fees	\$ -	\$ 58,344	\$ 40,842	\$ 107,210	\$ 60,000	\$ 24,000	290,396
General Fund	3,358,597	2,506,633	2,101,944	3,052,491	5,017,000	4,390,500	20,427,165
Golf Course Revenues	-	-	-	-	30,000	445,000	475,000
IS Facilities Fund	141,000	306,000	51,000	-	145,000	210,000	853,000
IS Fleet Fund	417,583	135,000	90,000	-	100,000	-	742,583
Lot Mowing Fees	-	-	26,178	-	30,000	-	56,178
Risk Fund	25,000	-	-	-	-	-	25,000
Stormwater Revenues	1,061,127	1,068,324	1,116,300	256,487	730,000	470,000	4,702,238
Waterpark Revenues	-	30,000	-	-	-	-	30,000
Yacht Basin Revenues	25,000	-	-	-	30,000	-	55,000
All Hazards	-	-	-	-	15,000	-	15,000
P&R Programs	97,000	30,000	30,000	118,000	140,000	79,000	494,000
Water/Sewer Fees	1,841,471	1,075,332	1,104,875	767,000	575,000	263,500	5,627,178
Subtotal	\$ 6,966,778	\$ 5,209,633	\$ 4,561,139	\$ 4,301,188	\$ 6,872,000	\$ 5,882,000	33,792,738
TOTAL	\$ 7,670,904	\$ 6,432,633	\$ 4,725,764	\$ 5,256,188	\$ 6,990,000	\$ 5,882,000	\$36,957,489

City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

PROJECT #	DEPARTMENT	DESCRIPTION	FUNDING SOURCE	ESTIMATED COST
1	Parks & Rec	Boat Access Park Development	Park Impact Fees	\$ 2,000,000
2	Parks & Rec	Cart Paths Renovation	Golf Course Revenues	120,000
3	Parks & Rec	Driving and Practice Green Renovation	Golf Course Revenues	85,000
4	Parks & Rec	Eco Park Kayak/Nature Center	General Fund	2,500,000
5	Parks & Rec	Expansion of Clubhouse w/ outside covered deck	Golf Course Revenues	150,000
6	Parks & Rec	Festival Park Development	Park Impact Fees	7,000,000
7	Parks & Rec	Four Freedoms - Water Enhancement	Program Revenues	65,000
8	Parks & Rec	Freshwater Boat Access	General Fund	75,000
9	Parks & Rec	Greens Renovation - Regrassing	Golf Course Revenues	500,000
10	Parks & Rec	Horton Park - Small Fish Pier	General Fund	150,000
11	Parks & Rec	Irrigation System - Replacement	Golf Course Revenues	998,000
12	Parks & Rec	Jaycee Park - Replace Australian Pine on Shoreline	General Fund	90,000
13	Parks & Rec	Lake Meade - NE Community Park	Park Impact Fees	10,000,000
14	Parks & Rec	Lake Saratoga Park Kayak rental/launch	General Fund	200,000
15	Parks & Rec	Land Acquisition - Various Parks	Park Impact Fees	4,000,000
16	Parks & Rec	Lost Pond Loop	General Fund	500,000
17	Parks & Rec	Major Park - Yellow Fever Creek	Park Impact Fees	4,100,000
18	Parks & Rec	Neighborhood Park #10 Dvlpmnt Adult	Park Impact Fees	5,000,000
19	Parks & Rec	Neighborhood Park #2 Development	Park Impact Fees	4,000,000
20	Parks & Rec	Neighborhood Park #3 Dvlpmnt - Football	Park Impact Fees	4,000,000
21	Parks & Rec	Neighborhood Park #6 Development Sand Blvd.	Park Impact Fees	3,000,000
22	Parks & Rec	Neighborhood Park #8 Development	Park Impact Fees	4,000,000
23	Parks & Rec	Neighborhood Park #9 - Youth Baseball/Softball Dvlpmnt.	Park Impact Fees	5,000,000
24	Parks & Rec	New Park - Neighborhood Park #7 Development	Park Impact Fees	4,000,000
25	Parks & Rec	Nursery - Parks Maintenance Bldg. - Relocation Operations	General Fund	500,000
26	Parks & Rec	Rotary Nature Center/add more office space	General Fund	150,000
27	Parks & Rec	Rotary Park Board walk from Rotary to Glover	General Fund	250,000
28	Parks & Rec	Rotary Park Observation Tower Replace	Program Revenues	90,000
29	Parks & Rec	Serenia Vista Kayak Rental Center	General Fund	150,000
30	Parks & Rec	Serenia Vista manatee education center	General Fund	300,000
31	Parks & Rec	Sirena Vista Park education center/bdwb	Park Impact Fees	450,000
32	Parks & Rec	Southwest Community Park Development	Park Impact Fees	7,000,000
33	Parks & Rec	Waterpark Interactive Water Playground	Waterpark Revenues	1,000,000
34	Parks & Rec	Waterpark Parking Lot Expansion	Waterpark Revenues	500,000
35	Parks & Rec	Yacht Club Pool Gatehouse/Restrooms Renovations	Program Revenues	900,000
36	Parks & Rec	Yellow Fever Creek parking lot per master plan	General Fund	150,000
37	Public Works	Access management & circulation improvements	Five Cent Gas Tax	3,750,000
38	Public Works	Access management & circulation improvements	Transportation Capital Proj	1,200,000
39	Public Works	Andalusia/Cultural Connection	Road Impact Fees	17,000,000
40	Public Works	Chiquita Blvd. Ph. I (Veterans - SR 78)	Road Impact Fees	35,000,000
41	Public Works	Chiquita Blvd. Ph. II (Veterans - CCPW)	Road Impact Fees	35,000,000
42	Public Works	Chiquita Lock	Unknown	13,000,000
43	Public Works	Downtown Circulation	Five Cent Gas Tax	37,541,500
44	Public Works	Downtown Circulation	Transportation Capital Proj	250,000
45	Public Works	Drainage Projects	Stormwater Capital Proj Funds	8,976,564
46	Public Works	Intersection/roadway lighting	Five Cent Gas Tax	75,000
47	Public Works	Intersection/Roadway Lighting	Transportation Capital Proj	450,000
48	Public Works	Median curbing projects	Five Cent Gas Tax	1,000,000
49	Public Works	Median curbing with local match	Five Cent Gas Tax	60,000
50	Public Works	NCGC Sign Shop & Future Signal Maint.	General Fund	900,000
51	Public Works	North Cape East/West Arterial Phase I	Road Impact Fees	85,000,000
52	Public Works	Skyline Blvd C/C Pkwy to SR 78	Road Impact Fees	40,000,000
53	Public Works	SR-78 Parallel Access Road	Five Cent Gas Tax	18,000,000
54	Public Works	Street Programs	Six Cent Gas Tax	19,752,914
55	Public Works	Traffic Control Devices/Intersection Impr	Five Cent Gas Tax	1,350,000

TOTAL

\$ 391,278,978

Project # listing does not represent a priority order

Department Requested Capital Equipment/Software

City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

CAPITAL EQUIPMENT/SOFTWARE PROGRAM FY2016-FY2021

SUMMARY OF REQUIRED REVENUES

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	TOTAL
All Hazards Fund	\$ 33,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 33,500
General Fund	2,323,745	4,102,067	2,371,492	2,665,954	2,153,043	1,908,975	15,525,276
Golf Course Revenues	20,734	5,734	19,534	21,234	-	8,500	75,736
IS Fleet Fund	263,000	157,000	16,000	66,000	-	-	502,000
Stormwater Revenues	138,873	131,676	83,700	10,905	12,500	25,191	402,845
Waterpark Revenues	115,000	81,000	31,000	28,000	15,000	15,000	285,000
Water/Sewer Fees	2,082,168	1,620,228	1,746,158	1,988,857	2,110,539	2,516,426	12,064,375
P&R Programs	237,325	88,000	122,000	80,000	134,000	70,000	731,325
TOTAL	\$5,214,345	\$6,185,705	\$4,389,884	\$4,860,950	\$4,425,081	\$4,544,092	\$29,620,057

SUMMARY BY DEPARTMENT

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	TOTAL
City Attorney	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 30,000
City Auditor	-	-	35,000	-	-	-	35,000
City Clerk	6,000	-	14,600	17,000	14,600	-	52,200
DCD	8,500	-	-	-	-	-	8,500
Fire	455,897	1,423,110	166,453	124,226	129,581	147,975	2,447,242
Human Resources	-	-	-	-	6,200	-	6,200
ITS	1,340,000	1,962,505	1,613,300	1,416,000	1,612,500	1,460,000	9,404,305
Parks & Recreation	622,399	609,234	510,534	601,234	254,000	93,500	2,690,901
Police	183,500	186,000	152,000	607,400	265,000	270,000	1,663,900
Public Works	485,881	384,628	151,839	106,233	32,662	56,191	1,217,434
Utilities	2,082,168	1,620,228	1,746,158	1,988,857	2,110,539	2,516,426	12,064,375
TOTAL	\$5,214,345	\$6,185,705	\$4,389,884	\$4,860,950	\$4,425,081	\$4,544,092	\$29,620,057

Detailed schedule can be found in Appendix Section G.

City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

Department Requested Capital Maintenance

CAPITAL MAINTENANCE PROGRAM FY2016-FY2021

SUMMARY OF REQUIRED REVENUES

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	TOTAL
General Fund	\$ 1,465,882	\$ 1,021,835	\$ 1,300,885	\$ 1,345,000	\$ 280,250	\$ 83,500	\$ 5,497,352
Golf Course Revenues	116,000	-	48,500	16,500	190,000	15,000	386,000
IS Facilities Fund	30,000	-	-	-	45,000	-	75,000
Tax Increment Funding	325,000	365,000	115,000	235,000	115,000	115,000	1,270,000
Waterpark Revenues	41,500	35,000	60,000	85,000	15,000	25,000	261,500
Yacht Basin Revenues	-	-	-	-	150,000	-	150,000
P&R Programs	160,600	285,250	90,000	451,500	186,000	74,000	1,247,350
Water/Sewer Fees	620,511	636,023	651,924	668,222	684,928	702,051	3,963,659
TOTAL	\$ 2,759,493	\$ 2,343,108	\$ 2,266,309	\$ 2,801,222	\$ 1,666,178	\$ 1,014,551	\$ 12,850,861

SUMMARY BY DEPARTMENT

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	TOTAL
Community Redevelopment	\$ 325,000	\$ 365,000	\$ 115,000	\$ 235,000	\$ 115,000	\$ 115,000	\$ 1,270,000
Fire	249,022	215,322	347,428	10,600	162,000	11,000	995,372
Governmental Services	55,000	23,423	9,732	36,900	78,250	-	203,305
Parks & Recreation	1,479,960	1,103,340	1,142,225	1,850,500	581,000	186,500	6,343,525
Public Works	30,000	-	-	-	45,000	-	75,000
Utilities	620,511	636,023	651,924	668,222	684,928	702,051	3,963,659
TOTAL	\$ 2,759,493	\$ 2,343,108	\$ 2,266,309	\$ 2,801,222	\$ 1,666,178	\$ 1,014,551	\$ 12,850,861

Detailed schedule can be found in Appendix Section G.

City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

Fleet/Rolling Stock

FLEET ROLLING STOCK PROGRAM FY2016-FY2021

SUMMARY BY DEPARTMENT

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	TOTAL
City Clerk	\$ -	\$ 25,000	\$ -	\$ -	\$ -		\$ 25,000
City Manager	-	-	30,000	-	35,000	-	65,000
DCD	92,610	155,584	102,105	364,514	175,000	232,000	1,121,813
Finance	25,000	-	-	-	24,000	-	49,000
Fire	1,386,248	1,020,784	433,359	2,064,500	1,870,000	1,629,000	8,403,891
ITS	-	-	19,000	-	40,000	-	59,000
Parks & Recreation	558,000	507,500	277,000	332,000	753,000	877,500	3,305,000
Police	1,402,078	1,262,397	920,523	748,000	1,300,000	1,759,000	7,391,998
Public Works	1,972,497	2,081,036	1,715,277	920,174	2,100,000	1,121,000	9,909,984
Utilities	2,234,471	1,380,332	1,228,500	827,000	693,000	263,500	6,626,803
TOTAL	\$ 7,670,904	\$ 6,432,633	\$ 4,725,764	\$ 5,256,188	\$ 6,990,000	\$ 5,882,000	\$36,957,489

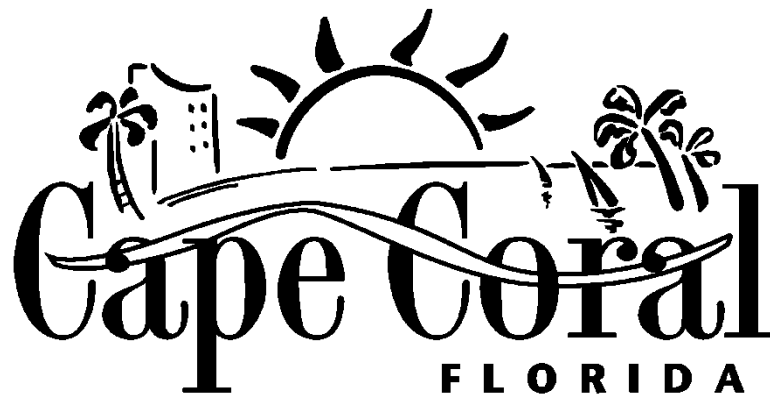
TYPE/FUND

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	TOTAL
Additional							
General Fund	\$ 245,000	\$ 891,000	\$ 41,000	\$ 895,000	\$ -	\$ -	\$ 2,072,000
IS Facilities Fund	27,000	27,000	-	-	-	-	54,000
All Hazards	39,126	-	-	-	-	-	39,126
Water/Sewer Fees	393,000	305,000	123,625	60,000	118,000	-	999,625
Subtotal	\$ 704,126	\$ 1,223,000	\$ 164,625	\$ 955,000	\$ 118,000	\$ -	3,164,751
							-
Replacement							
Building Fees	\$ -	\$ 58,344	\$ 40,842	\$ 107,210	\$ 60,000	\$ 24,000	290,396
General Fund	3,358,597	2,506,633	2,101,944	3,052,491	5,017,000	4,390,500	20,427,165
Golf Course Revenues	-	-	-	-	30,000	445,000	475,000
IS Facilities Fund	141,000	306,000	51,000	-	145,000	210,000	853,000
IS Fleet Fund	417,583	135,000	90,000	-	100,000	-	742,583
Lot Mowing Fees	-	-	26,178	-	30,000	-	56,178
Risk Fund	25,000	-	-	-	-	-	25,000
Stormwater Revenues	1,061,127	1,068,324	1,116,300	256,487	730,000	470,000	4,702,238
Waterpark Revenues	-	30,000	-	-	-	-	30,000
Yacht Basin Revenues	25,000	-	-	-	30,000	-	55,000
All Hazards	-	-	-	-	15,000	-	15,000
P&R Programs	97,000	30,000	30,000	118,000	140,000	79,000	494,000
Water/Sewer Fees	1,841,471	1,075,332	1,104,875	767,000	575,000	263,500	5,627,178
Subtotal	\$ 6,966,778	\$ 5,209,633	\$ 4,561,139	\$ 4,301,188	\$ 6,872,000	\$ 5,882,000	33,792,738
							-
TOTAL	\$ 7,670,904	\$ 6,432,633	\$ 4,725,764	\$ 5,256,188	\$ 6,990,000	\$ 5,882,000	\$36,957,489

DEBT MANAGEMENT PROGRAM

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City of Cape Coral, Florida
FY 2016 – 2018 Adopted Operating Budget



Debt Management

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

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

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

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

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

Debt Per Capita

Direct debt is defined as a government unit's gross debt less the enterprise system's self-supporting debt. The City will strive to maintain Direct Debt per Capita at or below the standard municipal rating agency median for cities of comparable size. In any case, the amount should not exceed 135% of such median. The Direct Debt per Capita shall be calculated by dividing the Governmental Direct Debt by the most current population within the City. Our Direct Debt per Capita is estimated at \$1,034 for the fiscal year ending September 30, 2014.

Rating agency median	2,141
135% of rating agency median	2,890
City of Cape Coral estimated population at September 30, 2014	160,831
Direct debt	\$ 166,348,798
Direct debt per capita	\$ 1,034

City of Cape Coral, Florida
FY 2016 – 2018 Adopted Operating Budget

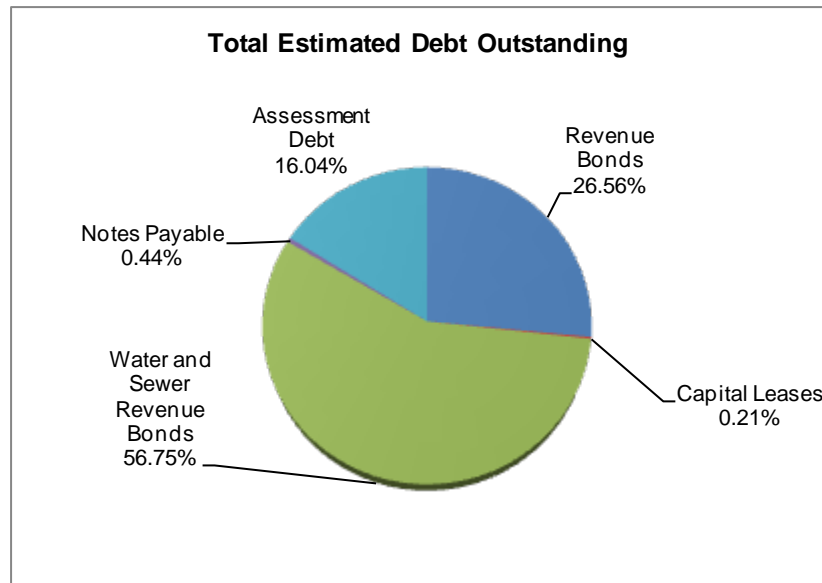
Debt Administration

As of September 30, 2014, the City had total outstanding debt of \$833,768,852. The following is a summary of the debt by type.

Category	Outstanding 9/30/2014	Percentage of Total
Governmental Fund Debt	\$ 215,508,997	25.85%
Enterprise - Water & Sewer Debt	618,259,855	74.15%
	<u>\$ 833,768,852</u>	<u>100.00%</u>

Total Estimated Debt Outstanding

	9/30/2014
Governmental	
Revenue Bonds	\$ 213,352,350
Capital Leases	2,256,647
Total Governmental Debt	<u>\$ 215,608,997</u>
Enterprise	
Water and Sewer Revenue Bonds	\$ 451,070,000
Notes Payable	35,859,855
Assessment Debt	131,330,000
Total Enterprise Debt	<u>\$ 618,259,855</u>
Total Estimated Debt Outstanding	<u><u>\$ 833,868,852</u></u>



Proposed New Debt

In the fourth quarter of FY 2015, the City will be issuing the following governmental debt:

1. 2015 Fire Assessment Note for \$1.5 million for the purpose of purchasing fire apparatus and equipment. The adopted budget provides \$350,000 for annual debt service.

City of Cape Coral, Florida
FY 2016 – 2018 Adopted Operating Budget

2. 2015 Special Obligation Revenue Note not-to-exceed \$7 million for the purpose of purchasing vehicles and equipment. The adopted budget provided \$1.45 million for annual debt service.
3. Refunding of Special Obligation Revenue Bonds, Series 2005 in the amount of \$7.5 million for the purpose of achieving interest rate savings for overall lower debt service costs. To be most conservative, the adopted budget provides for annual debt service at the current levels.

In September 2013, City Council approved a loan agreement with the State of Florida. The State Revolving Fund Loan is for the purpose of extending water, sewer, and irrigation collection and transmission lines in the area known as Southwest 6 & 7. This loan was approved by City Council in September 2013. Debt service schedules will not be established until final project close out which is expected in late 2015. The adopted budget provides \$6.5 million for annual debt service.

It is anticipated the City will seek another State Revolving Fund Loan for utility improvements in the next planned area known as North 2. No annual debt service has been included in the budget.

The General Fund financial model has been developed utilizing short-term borrowing to finance vehicles and equipment. The annual budgets for FY 2016 – 2018 have been proposed utilizing this funding mechanism. The adopted budget includes annual debt service for each note to be issued in the amount of \$1.25 million, \$1.9 million, and \$1.2 million.

City of Cape Coral, Florida
FY 2016 – 2018 Adopted Operating Budget

	Original Issue Amount	Principal Outstanding 9/30/2015	FY 2016 Principal	FY 2016 Interest	FY 2016 Requirement
Governmental					
Revenue Bonds					
2005 Special Obligation Revenue	\$ 14,835,000	\$ 7,600,001	\$ 710,001	\$ 327,489	\$ 1,037,490
2006 Special Obligation Revenue*	60,000,000	1,445,000	1,444,999	57,800	1,502,799
2007 Special Obligation Revenue	35,380,000	30,325,000	870,000	1,303,594	2,173,594
2008 Capital Improvement Revenue	28,200,000	25,960,000	1,000,000	1,471,932	2,471,932
2010 Gas Tax Revenue	40,000,000	36,805,000	705,000	2,394,701	3,099,701
2011 Special Obligation Revenue	17,690,000	16,700,000	350,000	930,929	1,280,929
2012 Special Obligation Revenue	17,669,950	12,768,530	1,286,340	310,276	1,596,616
2014 Gas Tax Revenue Bond	21,433,000	18,944,000	2,192,000	416,768	2,608,768
2014 Capital Improvement&Refund Revenue	5,300,000	5,230,001	530,000	120,813	650,813
2015 Special Obligation Revenue	51,790,000	51,550,000	635,000	2,208,056	2,843,056
Capital Leases					
2012 Lease - City	2,315,707	863,948	428,785	11,215	440,000
2012 Lease - Charter School Bus	1,342,755	800,335	172,712	12,648	185,360
2015 Lease					
State Infrastructure Bank Loan Note	8,806,887	-	-	262,460	262,460
Total Governmental Debt	\$ 304,763,299	\$ 208,991,815	\$ 10,324,837	\$ 9,828,681	\$ 20,153,518
Enterprise					
Revenue Bonds					
2006 Water & Sewer Revenue Refunding	\$ 171,450,000	\$ 166,095,000	\$ 2,865,001	\$ 8,041,173	\$ 10,906,174
2011 Water & Sewer Revenue Refunding	175,000,000	168,145,000	1,960,000	8,224,788	10,184,788
2011A Water & Sewer Revenue Refunding	106,560,000	102,355,000	1,510,000	5,014,000	6,524,000
2013 Water & Sewer Revenue Refunding	14,075,000	6,355,000	2,090,000	88,336	2,178,336
Notes - State Revolving Fund Loans					
State Revolving Fund Loan #7516P	13,856,923	1,451,383	129,528	40,883	170,411
State Revolving Fund Loan #7516L-01	7,224,652	347,624	39,161	9,901	49,062
State Revolving Fund Loan #7516L-02	35,848,122	1,616,802	149,928	46,282	196,210
State Revolving Fund Loan SW 6/7	31,622,916	31,622,916	4,043,192	2,207,513	6,250,705
Special Assessment Bonds					
2002 Water Improvement Assessment (SW3)	8,295,000	2,175,000	230,000	97,284	327,284
2005 Wastewater & Irrigation Water Refunding Assessment	53,285,000	15,605,000	2,250,003	628,754	2,878,757
2005 Utility Improvement Assessment Bond (SW 2 Area)	16,795,000	15,545,000	1,295,002	631,498	1,926,500
2006 Utility Improvement Assessment (SE 1 Area)	30,870,000	15,895,001	1,180,001	645,640	1,825,641
2007 Utility Improvement Assessment (SW 4 Area)	67,955,000	45,350,000	2,760,001	1,869,960	4,629,961
2007 Utility Improvement Assessment(SW 5 & Surfside Areas)	57,855,000	30,590,002	1,805,004	1,381,498	3,186,502
Total Enterprise Debt	\$ 790,692,613	\$ 603,148,728	\$ 22,306,821	\$ 28,927,510	\$ 51,234,331
Total Debt	\$ 1,095,455,912	\$ 812,140,544	\$ 32,631,658	\$ 38,756,191	\$ 71,387,849

* 2006 Special Obligation Bonds refunded in FY 2015 as 2015 Special Obligation Refunding Bonds.

Additional Note: Proposed new debt is not included in this schedule.

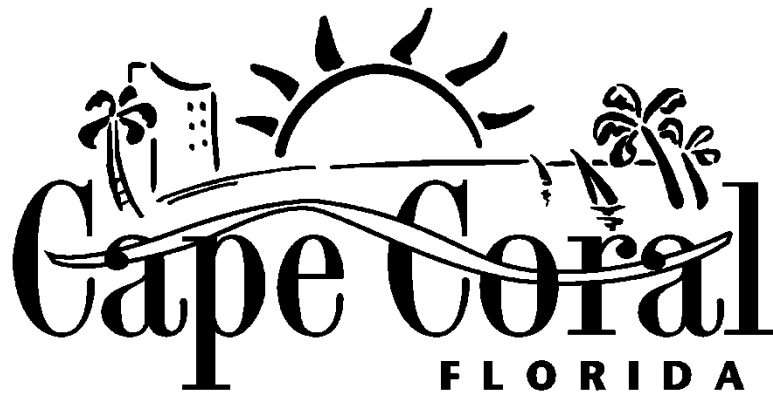
City of Cape Coral, Florida
FY 2016 – 2018 Adopted Operating Budget

	FY 2017 Principal	FY 2017 Interest	FY 2017 Requirement	FY 2018 Principal	FY 2018 Interest	FY 2018 Requirement	FY 2019 - 2042 Requirement
Governmental							
Revenue Bonds							
2005 Special Obligation Revenue	\$ 740,001	\$ 299,092	\$ 1,039,093	\$ 770,001	\$ 268,568	\$ 1,038,569	\$ 6,245,082
2006 Special Obligation Revenue*	-	-	-	-	-	-	-
2007 Special Obligation Revenue	905,000	1,268,794	2,173,794	940,000	1,232,594	2,172,594	41,298,894
2008 Capital Improvement Revenue	1,055,000	1,415,232	2,470,232	1,115,000	1,355,414	2,470,414	31,598,063
2010 Gas Tax Revenue	730,000	2,422,502	3,152,502	760,000	2,393,302	3,153,302	49,044,063
2011 Special Obligation Revenue	360,000	919,116	1,279,116	375,000	906,156	1,281,156	12,536,958
2012 Special Obligation Revenue	1,317,600	279,018	1,596,618	1,349,621	247,002	1,596,623	9,579,678
2014 Gas Tax Revenue Bond	2,240,000	368,544	2,608,544	2,289,000	319,264	2,608,264	13,041,422
2014 Capital Improvement&Refunding Revenue	545,000	108,570	653,570	555,000	95,981	650,981	3,896,836
2015 Special Obligation Revenue	2,150,001	2,189,006	4,339,007	635,000	2,235,001	2,103,007	44,205,000
Capital Leases							
2012 Lease - City	435,163	4,837	440,000	-	-	-	-
2012 Lease - Charter School Bus	175,609	9,751	185,360	178,554	6,807	185,361	278,040
State Infrastructure Bank Loan Note	-	114,207	114,207	-	-	-	-
Total Governmental Debt	\$ 10,653,374	\$ 9,398,669	\$ 20,052,043	\$ 8,967,176	\$ 9,060,089	\$ 17,260,271	\$ 211,724,036
Enterprise							
Revenue Bonds							
2006 Water & Sewer Revenue Refunding	\$ 3,005,002	\$ 7,903,548	\$ 10,908,550	\$ 3,150,002	\$ 7,764,548	\$ 10,914,550	\$ 239,582,458
2011 Water & Sewer Revenue Refunding	2,060,000	8,126,788	10,186,788	2,115,000	8,064,988	10,179,988	310,965,601
2011A Water & Sewer Revenue Refunding	1,565,000	4,953,600	6,518,600	1,645,000	4,878,600	6,523,600	180,041,100
2013 Water & Sewer Revenue Refunding	2,120,000	59,284	2,179,284	2,145,000	29,816	2,174,816	-
Notes - State Revolving Fund Loans							
State Revolving Fund Loan #7516P	133,656	36,756	170,412	137,919	32,505	170,424	5,258,831
State Revolving Fund Loan #7516L-01	40,317	8,745	49,062	41,506	7,556	49,062	1,047,077
State Revolving Fund Loan #7516L-02	154,352	41,857	196,209	158,909	37,302	196,211	7,156,448
State Revolving Fund Loan SW 6/7	4,043,192	2,207,513	6,250,705	4,043,192	2,207,513	6,250,705	31,251,082
Special Assessment Bonds							
2002 Water Improvement Assessment (SW3)	240,000	87,854	327,854	250,000	77,654	327,654	1,664,263
2005 Wastewater & Irrigation Water Refunding Assessment	2,335,002	544,376	2,879,378	2,415,003	459,974	2,874,977	9,412,230
2005 Utility Improvement Assessment Bond (SW 2 Area)	1,350,001	582,286	1,932,287	1,410,002	528,286	1,938,288	13,454,889
2006 Utility Improvement Assessment (SE 1 Area)	1,225,002	600,800	1,825,802	1,275,002	553,330	1,828,332	14,598,683
2007 Utility Improvement Assessment (SW 4 Area)	2,875,001	1,750,008	4,625,009	3,015,001	1,619,708	4,634,709	41,619,170
2007 Utility Improvement Assessment(SW 5 & Surfside Areas)	1,865,002	1,309,298	3,174,300	1,945,004	1,232,368	3,177,372	31,810,675
Total Enterprise Debt	\$ 23,011,527	\$ 28,212,713	\$ 51,224,240	\$ 23,746,540	\$ 27,494,148	\$ 51,240,688	\$ 887,862,507
Total Debt	\$ 33,664,901	\$ 37,611,382	\$ 71,276,283	\$ 32,713,716	\$ 36,554,237	\$ 68,500,959	\$ 1,099,586,543

* 2006 Special Obligation Bonds refunded in FY 2015 as 2015 Special Obligation Refunding Bonds.

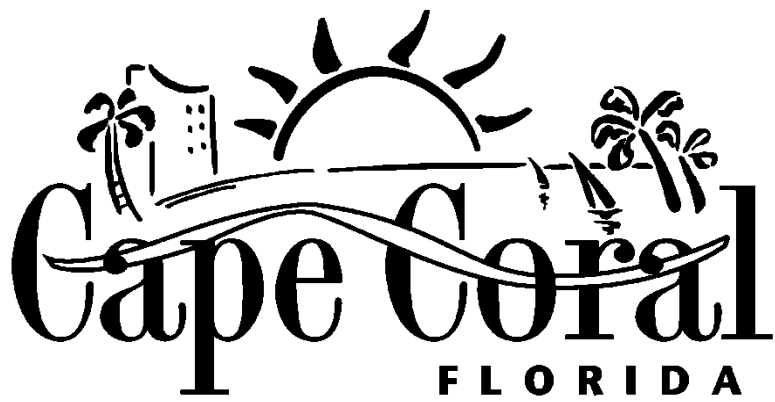
Additional Note: Proposed new debt is not included in this schedule.

City of Cape Coral, Florida
FY 2016 – 2018 Adopted Operating Budget



APPENDICES

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<i>Financial Terms.....</i>	<i>Section 14-A1</i>
<i>Statistical Section.....</i>	<i>Section 14-B1</i>
<i>Citizen's Survey</i>	<i>Section 14-C1</i>
<i>Pay Scales</i>	<i>Section 14-D1</i>
<i>Detailed Asset Improvement Schedules</i>	<i>Section 14-E1</i>
<i>Capital Equipment/Software Program Plan.....</i>	<i>14-E2</i>
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<i>Ordinance 46-15</i>	<i>14-F3</i>
<i>Ordinance 47-15</i>	<i>14-F5</i>



Financial Terms

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

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

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

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

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

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

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

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

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

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

Appropriation: A legal authorization granted by the legislative body to incur expenditures and obligations for a specific purpose. An appropriation is usually limited in amount, and as to the time when it may be expended.

Assessed Valuation: A valuations set upon real estate or other property by a government as a basis for levying taxes. Taxable valuation is calculated from an assessed valuation. In Florida, assessed value is required to approach 100% of market value.

Balanced Budget: A budget in which the amount available from taxation and other sources, including balances brought forward from prior fiscal years, equal the total appropriations for expenditures and reserves.

City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

Benchmark: To determine the quality of products, services and practices by measuring critical factors (i.e., how fast, how reliable a product or service is) and compare the results to those of comparable entities.

Bond: Written evidence of the issuer's obligation to repay a specified principal amount on a certain date (maturity date), together with interest at a stated rate, or according to a formula for determining that rate.

Bond Rating: The rating established by a rating company (Moody's, Standard and Poor's, Fitch) that assesses the City's financial stability, resources and capacity to repay the financing issue by evaluating the organization's administrative management, financial management, debt load and local economy.

Budget: A plan of financial operation embodying an estimate of proposed expenditures for a given period, and the proposed means of financing. Used without any modifier, the term usually indicates a financial plan for a single fiscal year. The term "budget" is used in two senses in practice. Sometimes it designates the financial plan presented to the appropriating body for adoption, and sometimes the plan finally approved by that body. It is usually necessary to specify whether the budget under consideration is proposed and tentative, or whether it has been approved by the appropriating body. The budget, once adopted, is the legal authorization to expend city funds during the fiscal year. The budget may be amended during the fiscal year by the governing body and/or management, in accordance with procedures specified by law, charter, and/or administrative rules and regulations.

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

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

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

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

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

Capitalized Interest: When interest cost is added to the cost of an asset and expensed over the useful life of an asset.

Charges for Service: This revenue results from user fees for various City services. Golf course fees, fees for planning and zoning services, and charges for utility service are examples.

Charter School: A school receiving public money but operates independently of the established public school system.

City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Encumbrance: Purchase orders, contracts, salaries or other commitments which are chargeable to an appropriation and for which a part of the appropriation is obligated. They cease to be encumbrances when the obligations are paid or otherwise liquidated.

Enterprise Fund: A fund used to account for operations that are financed and operated in a manner similar to private business enterprises, wherein the stated intent is that the costs (including depreciation) of providing goods and services be financed from revenues recovered primarily through user fees.

Escrow: Money or property held in the custody of a third party that is returned only after the fulfillment of specific conditions.

Expenditures: Decreases in net financial resources. Expenditures include current operating expenses, which require the current or future use of net current assets, debt service, and capital outlays.

Financial Management Policies: A comprehensive set of financial management policies that are necessary to strengthen the city's financial condition and bond ratings. These policies, which are based on widely accepted credit industry measures and standards, are applied to the ongoing management of the City's finances.

Fines and Forfeitures: Consists of a variety of fees, fines and forfeitures collected by the State Court System, including bail forfeitures, garnishments, legal defenders recoupment and juror/witness fees.

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

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

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

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

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

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

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

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

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

Government Accounting Standards Board (GASB): The independent organization that establishes and improves standards of accounting and financial reporting for U.S. state and local governments.

General Fund: This fund is used to account for all financial transactions applicable to the general operations of the city. Revenues are derived principally from property taxes, state shared revenues, franchise fees, fines, licenses and permits, and grants. This fund accounts for the general operating expenditures of the City including police and fire protection, engineering/public works, parks and recreation, planning and development, and general administration.

Generally Accepted Accounting Principles (GAAP): Uniform minimum standards and guidelines for financial accounting and reporting that govern the form and content of the basic financial statements of an entity. GAAP encompass the conventions, rules, and procedures necessary to define accounting practices. They include not only broad guidelines of general application, but also detailed practices and procedures. The primary authoritative statement on the application of GAAP to state and local governments are GASB pronouncements. Every government should prepare and publish financial statements in conformity with GAAP.

General Obligation Bonds: Bonds, which are secured by the full faith and credit of the issuer. General obligation bonds issued by local units of government are secured by a pledge of the issuer's ad valorem taxing power. Such bonds constitute debts of the issuer and require voter approval prior to issuance in the State of Florida.

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

Homestead Exemption: Pursuant to the Florida State Constitution, when someone owns property and makes it his or her permanent residence or the permanent residence of his or her dependent, the

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property owner maybe be eligible to receive a homestead exemption up to \$50,000. The first \$25,000 applies to all property taxes, including school district taxes. The additional exemption up to \$25,000 applies to the assessed value between \$50,000 and \$75,000 and only to non-school taxes.

Impact Fee: A fee imposed on new development to for all or a portion of the costs of providing public services to the new development.

Indirect Costs: Costs associated but not directly attributable to, the providing of a product or service. These costs are usually incurred by a department in the support of other operating departments.

Infrastructure: Public domain fixed assets including roads, bridges, curbs, gutters, sidewalks, drainage systems, lighting systems and other items that have value only to the City.

Interest Income: Revenue associated with the City cash management activities of investing fund balances.

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

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

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

Legally Adopted Budget: The total of the budgets of each City fund including budgeted transactions between funds.

Licenses and Permits: This category includes revenue raised for the purpose of recovering the costs associated with regulating business activity. Many of these fees are regulatory in nature in order to ensure compliance with the law.

Mandate: A requirement from a higher level of government that a lower government perform a task in a particular way or standard.

Measurement: A variety of methods used to assess the results achieved and improvements still required in a process or a system. Measurement gives the basis for continuous improvement by helping evaluate what is working and what is not working.

Mil: One thousandth of a dollar or \$1.00 of tax per \$1,000 assessed valuation.

Millage Rate: A rate expressed in thousandths. As used with ad valorem (property) taxes the rate expresses the dollars of tax per one thousand dollars of taxable value.

Mission Statement: A broad statement of purpose derived from an organization's and/or community's values and goals.

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Modified Accrual Basis: The basis of accounting under which revenues are recognized when measurable and available to pay liabilities and expenditures are recognized when the liability is incurred. Exceptions to this rule include principal and interest on long term debt as well as expenditures related to compensated absences and claims and judgments which are recognized when due. All governmental funds are accounted for using the modified accrual basis of accounting.

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

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

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

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

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

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

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

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

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

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

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

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

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

Potable Water: Water that is safe to drink.

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

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

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

Quality: Excellence as defined by the customer.

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

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

Rolled-Back Rate: The operating millage rate required to raise the same ad valorem tax revenues as were levied in the prior year, exclusive of new construction, additions to structures, deletions and property added, i.e. annexations.

Rolling Stock: Wheeled vehicles in the City's fleet.

Self Insurance Fund: Internal service funds used to centrally manage the City's insurance coverage for workers' compensation, property/liability and health.

Service Level: Service(s) or product(s), which comprise actual (or expected, depending on whether one is describing a current or future service level) output of a given program. Focus is on results not measures of workload.

Special Assessment: Another name for Non-Ad Valorem Assessment.

Special Assessment Bonds: Obligations payable from special assessment revenues or charges imposed against property in a particular locality because that property receives a special benefit by virtue of a public improvement, separate and apart from the general benefit accruing to the public at large.

Special Revenue Funds: Funds, exclusive of the General Fund and capital funds, which are separately administered because they are associated with a distinct function or purpose.

Statute: A written law enacted by a duly organized and constituted legislative body.

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Strategic Plan: A document outlining long-term goals, critical issues and action plans, which will increase the organization's effectiveness in attaining its mission, priorities, goals and objectives. Strategic planning starts with examining the present, envisioning the future, choosing how to get there, and making it happen.

Supplemental Requests: Budget requests by Departments for new positions, new equipment, and/or program expansions.

Taxes: Compulsory charges levied by a government for the purpose of financing services performed for the common benefit. This term does not include specific charges made against particular persons or property for current or permanent benefits, such as special assessments. Neither does the term include charges for services rendered only to those paying such charges as, for example, sewer service charges.

Tax Rate: The amount tax stated in terms of a unit of the tax base; for example, 5 mills equal 5 dollars per thousand of taxable value.

Taxable Valuation: The value used for computing the ad valorem taxes levied against property. The taxable value is the assessed value less any exemptions allowed by law. The most common exemption is the \$50,000 homestead exemption. There are also exemptions for disability, government-owned, and non-profit-owned property.

Transfers In/Out: Amounts transferred from one fund to another to assist in financing the services of the recipient fund. Transfers do not constitute revenues or expenditures of the governmental unit, but only of the individual funds.

TRIM Notice: A tentative tax notice sent to all property owners in August, to provide information reflecting tentatively adopted millage rates.

Truth in Millage: The Florida Truth in Millage Act (TRIM) serves to formalize the property tax levying process by requiring a specific method of tax rate calculation, form of notice, public hearing requirements and advertising specifications prior to the adoption of a budget tax rate. The intent of TRIM is to inform taxpayers that their property taxes are changing (up or down), the cause (a change in the assessed value of their property and/or an increase in the proposed spending level) and how the proposed new tax rate compares to the rate that would generate the same property tax dollars as the current year (the "rolled-back" rate).

Unappropriated: Not obligated for a specific purposes, undesignated.

Undesignated: Without a specific purpose.

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

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

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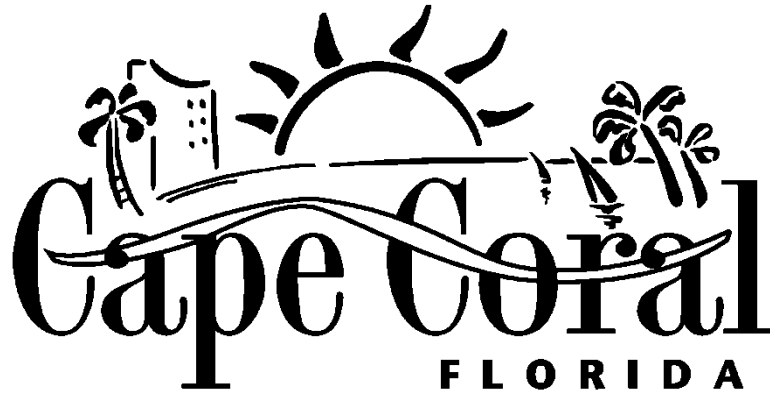
Acronyms

ADA	Americans with Disabilities Act
ALS	Advanced Life Support
AMP	Asset Management Program
ARRA	American Recovery and Reinvestment Act
BIOC	Building Industry Oversight Committee
BLS	Basic Life Support
BRC	Budget Review Committee
CAD	Computer Aided Dispatch
CAFR	Comprehensive Annual Financial Report
CFEC	Capital Facility Expansion Charges
CIAC	Contribution in Aid of Construction
CDBG	Community Development Block Grant
CERT	Community Emergency Response Team
CIP	Capital Improvement Plan
CPI	Consumer Price Index
CRA	Community Redevelopment Agency
DCD	Department of Community Development
EAR	Evaluation and Appraisal Report
EFT	Electronic Funds Transfer
EMS	Emergency Medical Services
EPA	Environmental Protection Agency
ERU	Equivalent Residential Unit
FAPPO	Florida Association of Public Procurement Officials
FDEP	Florida Department of Environmental Protection
FDLE	Florida Department of Law Enforcement
FDOT	Florida Department of Transportation
FEMA	Federal Emergency Management Agency
FS	Florida Statute
FTE	Full Time Equivalent
FY	Fiscal Year
GAAP	Generally Accepted Accounting Principles
GASB	Governmental Accounting Standards Board
GFOA	Government Finance Officers Association
GIS	Geographic Information Systems
HR	Human Resources
IT	Information Technology
JPA	Joint Participation Agreement
LAP	Local Agency Program
MGD	Million Gallons per Day
MHz	Megahertz
MPO	Metropolitan Planning Organization
NFPA	National Fire Protection Association
NPDES	National Pollutant Discharge Elimination System
PILOT	Payment in Lieu of Taxes
RO	Reverse Osmosis

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ROW	Right-Of-Way
SCADA	Supervisory Control and Data Acquisition
SWFWMD	Southwest Florida Water Management District
TDC	Tourist Development Council
TIF	Tax Incremental Financing
TRIM	Truth in Millage
UEP	Utilities Extension Project
WCIND	West Coast Inland Navigation District
WTP	Water Treatment Plant
WWTP	Wastewater Treatment Plant

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Statistical Section

Geography and Community Profile

Cape Coral's existence began about 60 years ago by two land speculators, brothers Leonard and Jack Rosen, who believed that the property's location on the Gulf Coast provided abundant sunshine and almost endless opportunities for waterfront living. The city is a large peninsula bordered by the Caloosahatchee River on the east and Matlacha Pass on the west. It is located between Sarasota and Marco Island.

The Rosen brothers purchased the property, platted the community and created more than 400 miles of canals. The largest concentration of earth moving equipment in Florida history was brought in to excavate canals and prepare home sites, commercial areas, and industrial districts. The brothers began a massive marketing campaign that resulted in the sale of nearly all of the 350,000 residential building sites, the majority to people living in other states.

In the ceaseless promotion of Cape Coral, the Rosen brothers, along with other land developers, helped to introduce millions of people to the benefits of living in Florida. By selling home sites on installment, the price of waterfront real estate was placed within the reach of even blue-collar Americans. At one point in the 1960's, the Rosen's were spending more money on promoting Florida than the State of Florida.

Since incorporating in August 1970, Cape Coral's population has experienced rapid growth. With nearly 170,000 residents, Cape Coral's population is anticipated to grow at an annual rate of 1.44 percent through 2020. At build out, the Cape Coral population is estimated to be more than 400,000.

Cape Coral is the state's third largest city by land mass - 120 square miles. The city features thousands of waterfront residential properties on canals, including many with direct, saltwater access to the Gulf of Mexico and Charlotte Harbor. The supply and affordability of these waterfront sites makes Cape Coral one of the most attractive communities on the Gulf Coast.

Seasonal Normal Temperatures

Winter (Dec-Feb) 56-77° F

Spring (Mar-May) 59-89° F

Summer (Jun-Aug) 73-92° F

Autumn (Sep-Nov) 62-90° F

Source: Southeast Regional Climate Center



Date of Incorporation

August 1970

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Form of Government

The City of Cape Coral operates under the Council-City Manager form of government. City Council members are nonpartisan and elected at large from seven districts. The mayor is also nonpartisan and elected at large. The Mayor serves as the eighth member of council and presides over council meetings. The City Council enacts ordinances and resolutions, adopts the budget, comprehensive plan and land-use regulations. The Council appoints the City Manager, City Auditor and City Attorney, as well as the members of all boards and commissions. The City Manager hires all department directors and oversees the day-to-day operations of the city.

Assessed Taxable Property Valuation

2015 Tax Year/2016 Fiscal Year	
July Certified	\$ 11,130,792,263
October Final	\$ 11,120,507,186
Adopted Budget	\$ 629,369,944

Property Tax Millage Rate:

FY2016 General Operating	6.9570
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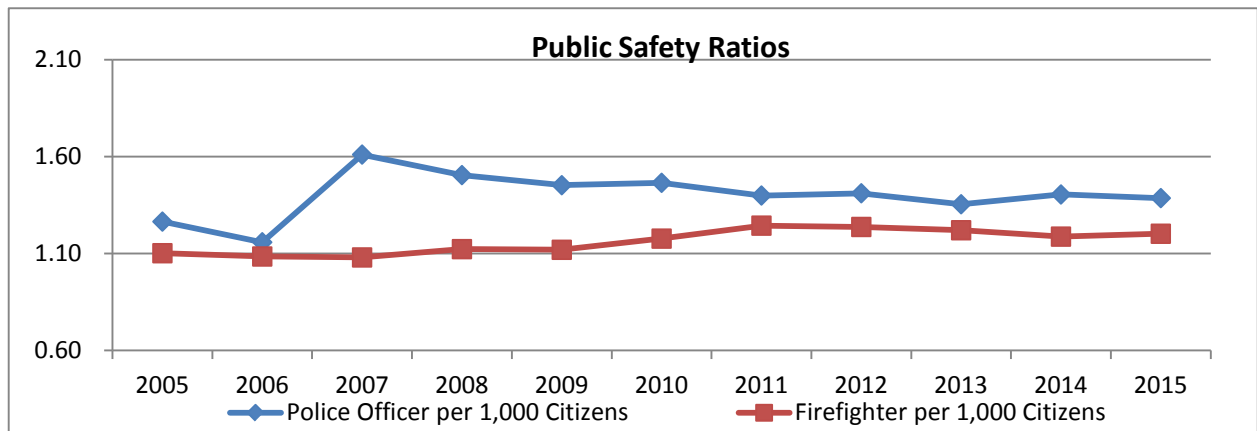
Public Safety

The Cape Coral Police Department is comprised of a number of units-Patrol, Investigations, Traffic, K9, Aviation, Marine, and others to serve the varied needs of our community.

Police Uniform Strength	226
Number of calls dispatched	261,436
Police Officer per 1,000 Citizens	1.405

The Cape Coral Fire Department consists of the Operations, Administration, Professional Standards and Life Safety Divisions.

Fire Uniform Strength	191
Calls for service	19,672
Fire Inspections	5,599
Number of Fire Stations	10
Firefighter per 1,000 Citizens	1.187



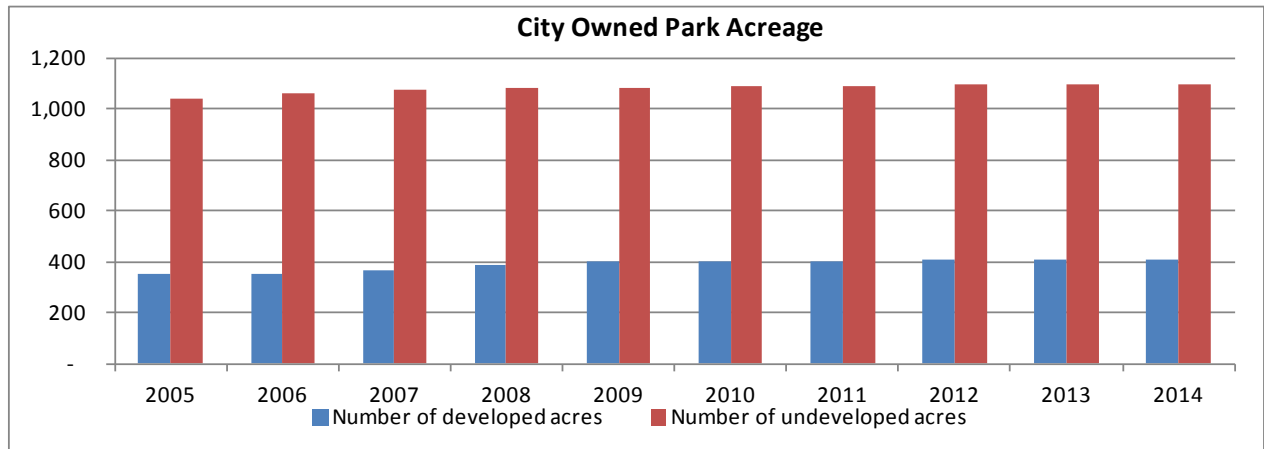
2014 CAFR City of Cape Coral, Population, Police/Firefighter, 2015 ESRI Forecast

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Parks & Recreation

The Department is made up of five (5) Divisions: Administration, Coral Oaks Golf Course, Parks, Recreation & Social Services, and Revenue & Special Facilities. The department operates two enterprise funds and one special revenue fund: Coral Oaks Golf Course, the Cape Coral (Godman) Yacht Basin and Sun Splash Family Waterpark, respectively.

Number of developed parks	34
Number of undeveloped parks	24
Number of developed acres	409
Number of undeveloped acres	1,095
City owned boat launches, lifts and locks	22
City owned golf courses	1
Rounds played	58,735
City owned waterpark	1
Admissions	113,358
Cultural Park Theater (seats)	187
City owned yacht basin	1
Number of slips	112
Senior Activity Centers	2
Senior center memberships	707
Mini-bus Transportation (total miles)	115,000



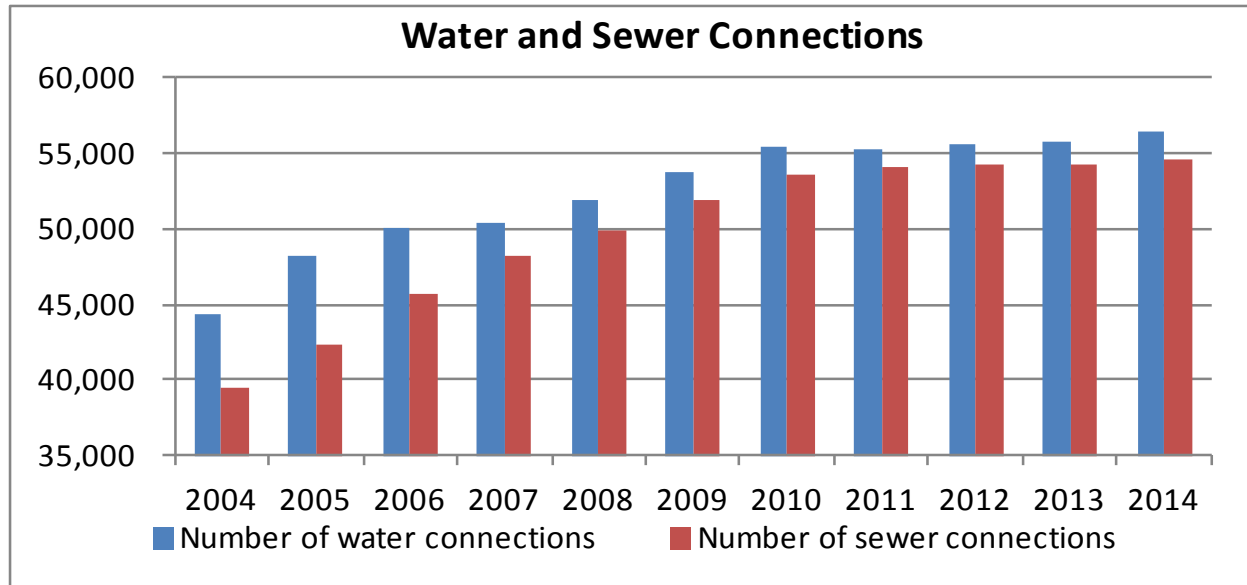
Source: 2014 CAFR City of Cape Coral, Parks and Recreation

Water and Sewer

The Utilities Department consists of the Water Production, Water Reclamation, Collection and Distribution and Administration divisions.

Number of water meters	56,522
Number of sewer connections	54,678
Miles of water distribution	856
Finished water pumped to system	3,516 million gallons
Dry tons of bio-solids generated	1,789

**City of Cape Coral, Florida
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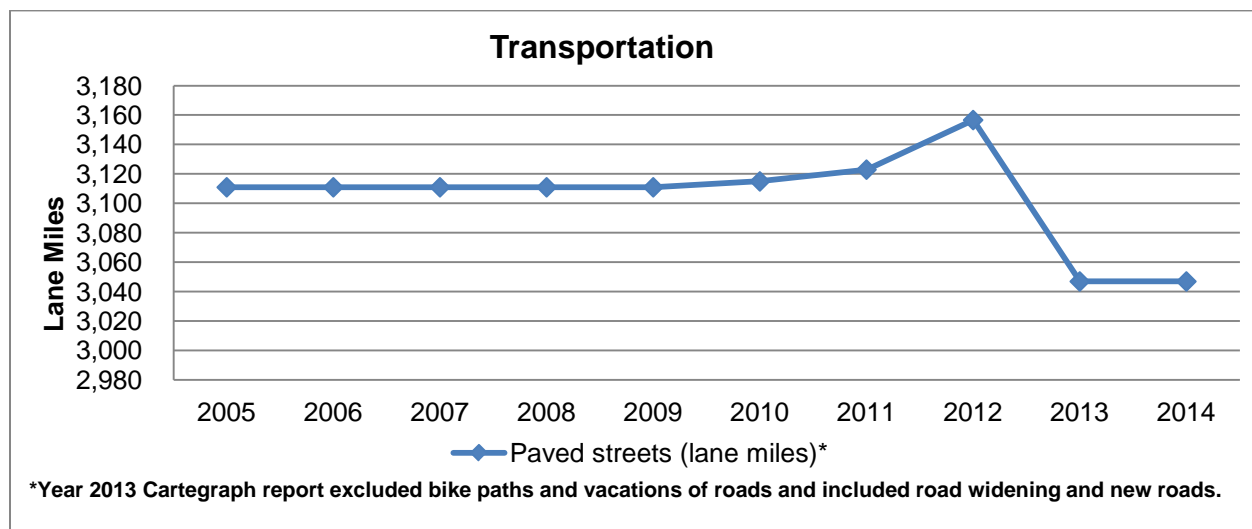


Source: 2014 CAFR City of Cape Coral, Water and Sewer

Public Works

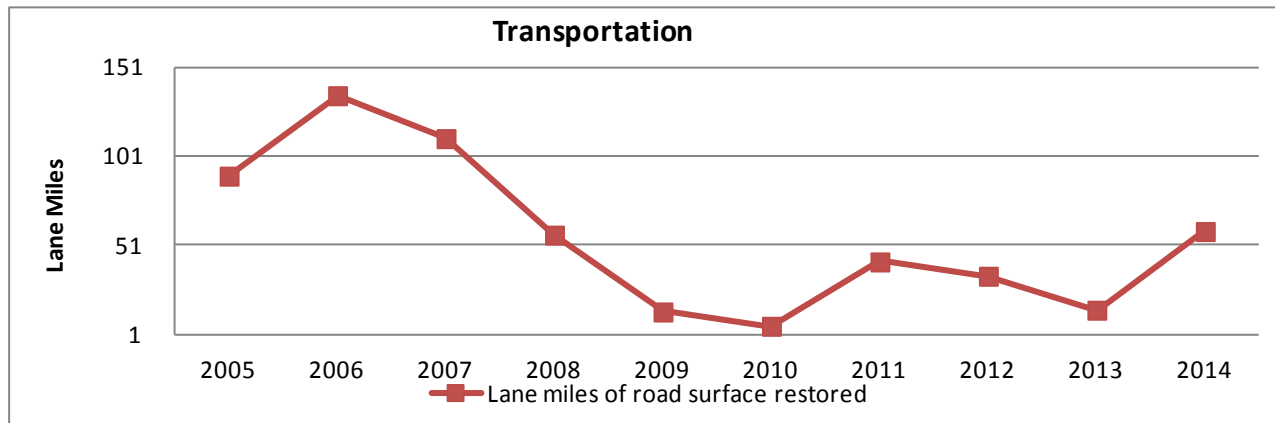
The Public Works Department is primarily responsible for construction, maintenance, operations, testing, and engineering/scientific guidance/support for Cape Coral's infrastructure (to include: planning, design, roads, canals, stormwater systems, city buildings, fleet, etc.).

Stormwater drainage pipes (miles)	517
Swales (miles)	3,363
Catch basins	22,894
Paved streets	3,047
Sidewalks (miles)	202
Paved alleys (miles)	12



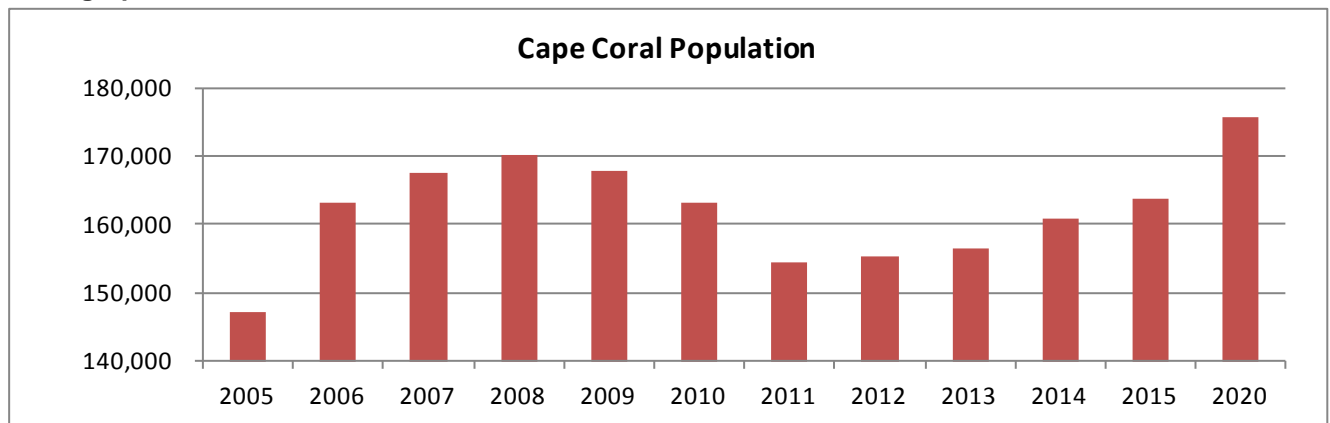
Source: 2014 CAFR City of Cape Coral, Transportation

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Source: 2014 CAFR City of Cape Coral, Transportation

Demographics



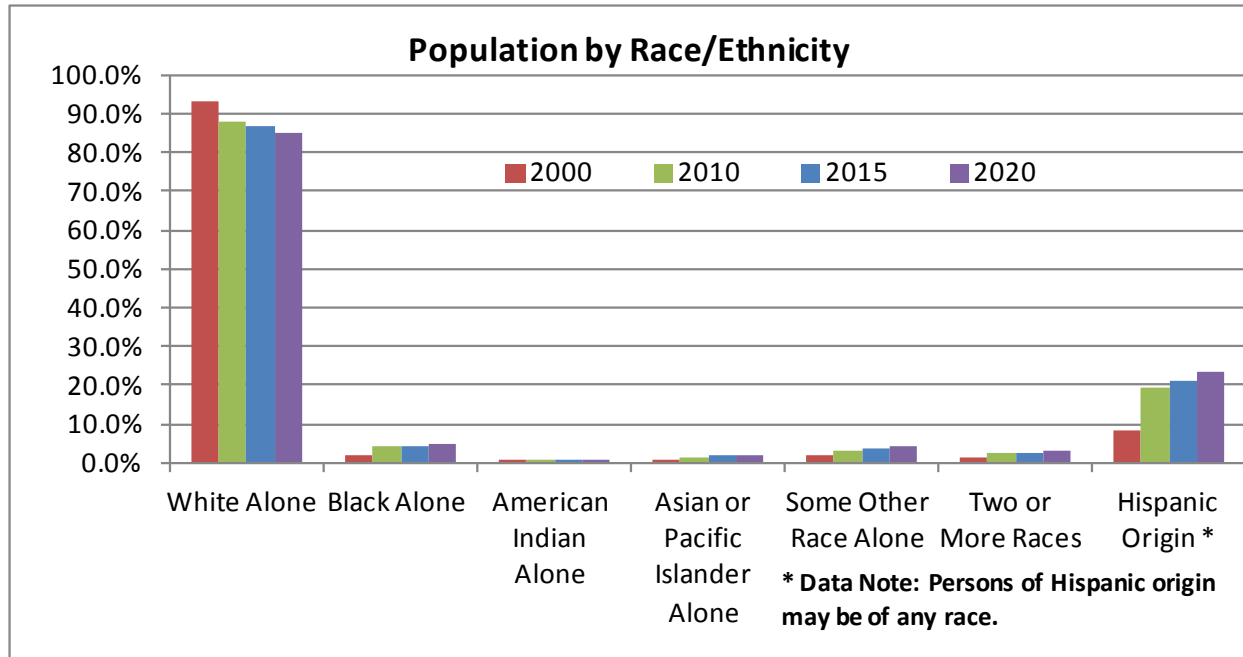
Source: 2014 CAFR per Cape Coral EDO and ESRI Forecast FY15 and FY20

Fast Fact - Cape Coral recorded the third highest population growth rate in the decade, according to the U.S. Census Bureau (CNN Money, May 2013)

In 2008, immediately prior to the extended period of economic decline, Cape Coral's population peaked at an estimated 170,074. The area population is currently rebounding and is forecasted to increase to 175,709 by 2020. By 2020, the gender profile for Cape Coral will be 51.1% female and 48.9% male. The median age is anticipated to increase from 44.5 years of age in 2015 to 44.8 years of age by 2020. By 2020, 51.4% of the population will be between the ages of 25 and 64 with 26.4% under the age of 24 and 22.2% over the age of 64.

Source: Cape Coral EDO and ESRI Forecast FY15 and FY20

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Source: 2000 Census Population & Housing, 2010 Census, EDO/ESRI Data 2015 & 2020

Due to population and job growth, Cape Coral's median income increased from \$43,523 in 2000 to today's median of \$51,368. Cape Coral has a nationally recognized suite of Florida workforce development programs and its mixed population of young and mature (45-60 year olds) residents provides a pool of both experienced and educated workers for the economy.

Per Capita Income

2000	\$21,021
2010	\$26,031
2015	\$25,598
2020	\$28,932

Source: 2000 Census Population & Housing, 2010 Census, EDO/ESRI Data 2015 & 2020

Median Household Income

2000	\$43,523
2010	\$55,989
2015	\$51,368
2020	\$57,513

Source: 2000 Census Population & Housing, 2010 Census, EDO/ESRI Data 2015 & 2020

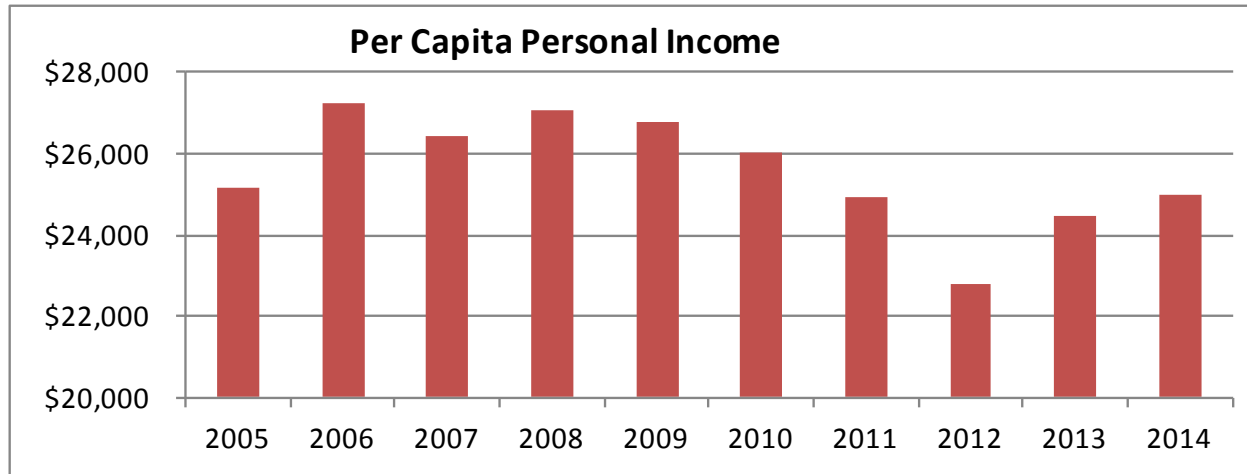
Median Home Value

2000	\$106,471
2010	\$135,665
2015	\$158,382
2020	\$205,198

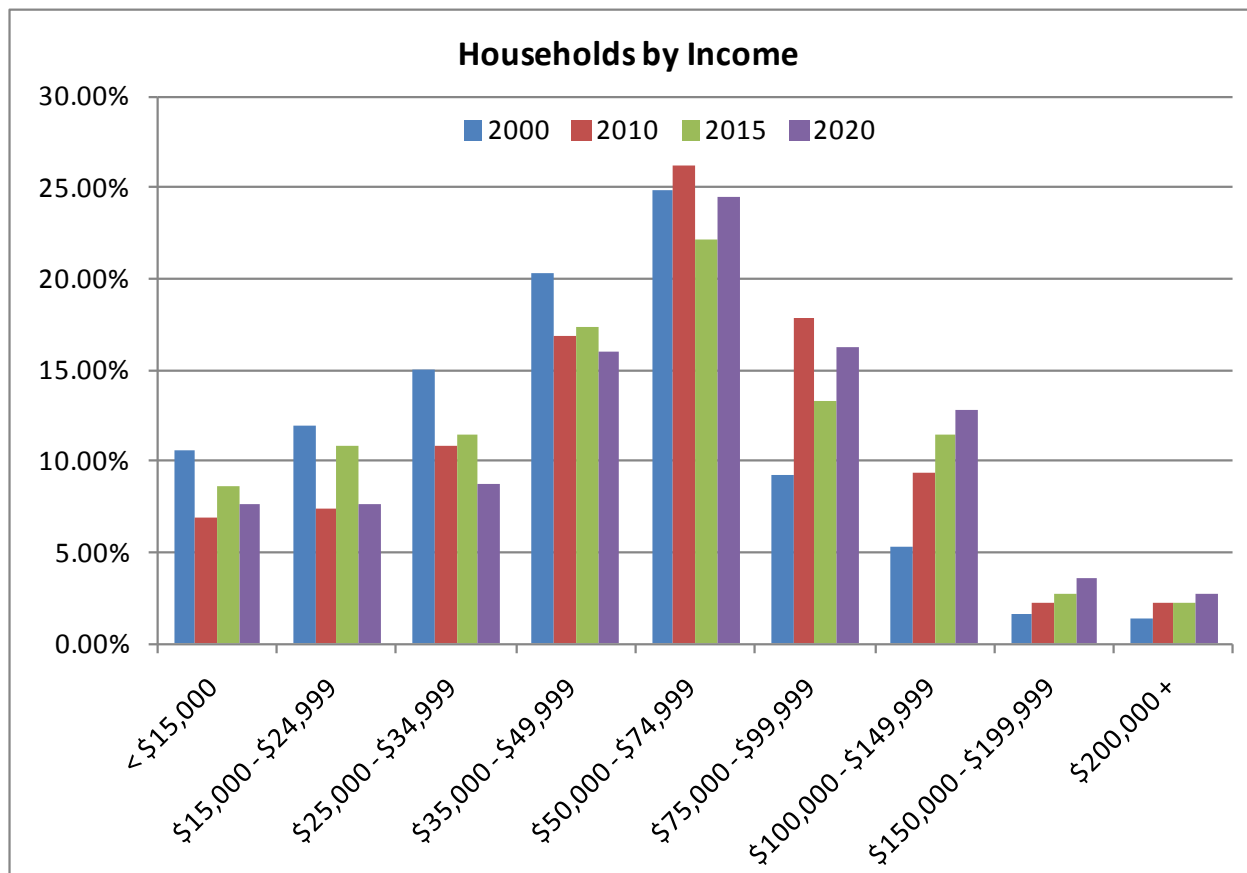
Source: 2000 Census Population & Housing, 2010 Census, EDO/ESRI Data 2015 & 2020

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Fast Fact - The American Chamber of Commerce Research Association's 2012 Cost of Living Index scored the Cape Coral-Fort Myers metropolitan area as having the third best cost-of-living score in the nation.



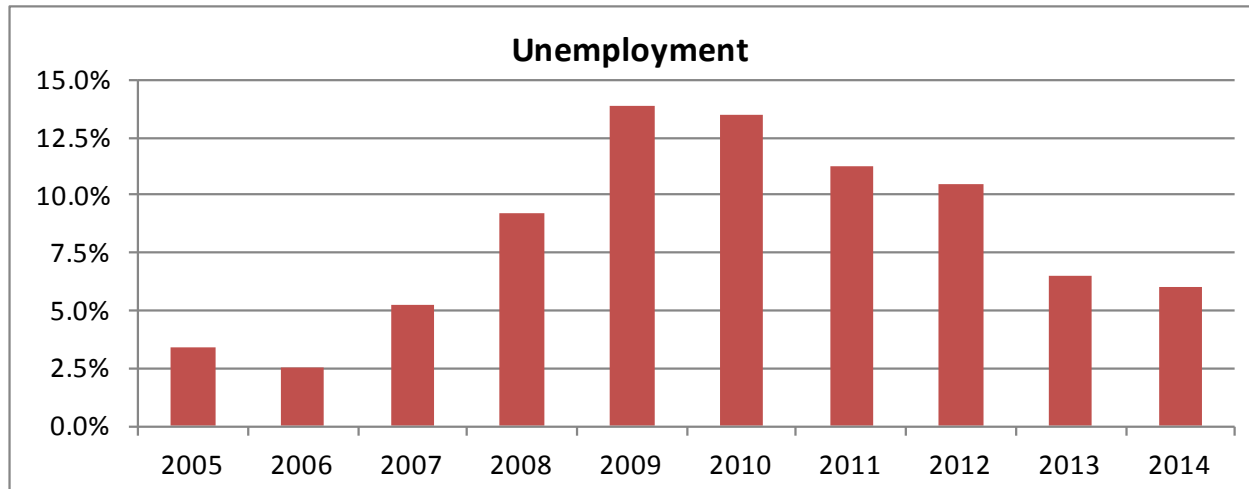
Source: 2014 CAFR; Lee County Economic Development, per capita income is for entire Lee County as City of Cape Coral was not available.



Source: 2000 Census Population & Housing, 2010 Census, EDO/ESRI Data 2015 & 2020

**City of Cape Coral, Florida
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Fast Fact - Cape Coral ranked as the No. 2 “Best City in the Nation for Jobs” (Forbes 2013).



Source: 2014 CAFR per Department of Labor, Bureau of Labor Statistics

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

Fast Fact - According to a Forbes survey, the percentage of residents who moved into the 100 most populous metropolitan areas were attracted by the presence of quality higher education, and Cape Coral ranked No. 7 in the U.S.

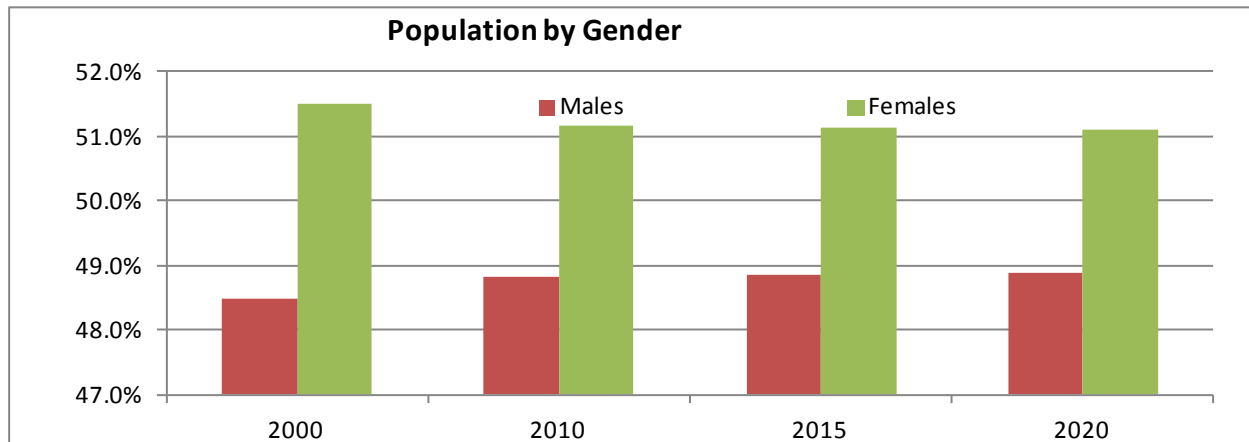
Almost 60% of the Cape Coral workforce is employed in largely white-collar occupations, such as management, professional, sales and administrative support. The retail and service industries are Cape Coral's top employers.

Median Age

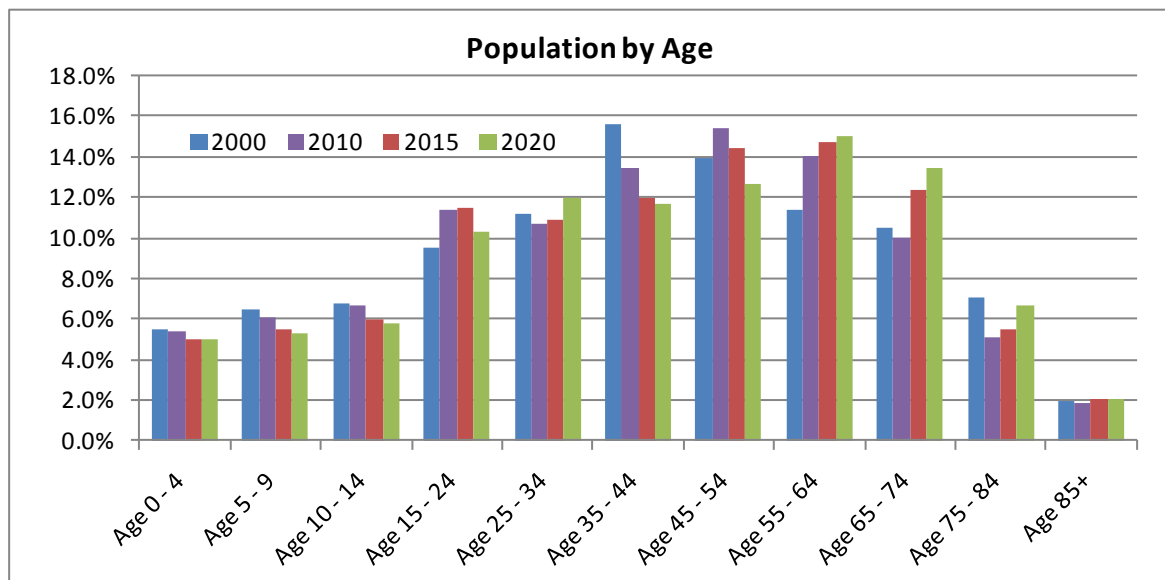
2000	41.7
2010	42.4
2015	44.4
2020	44.8

Source: 2000 Census Population & Housing, EDO/ESRI Data 2010, 2015 & 2020

**City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget**



Source: 2000 Census Population & Housing, EDO/ESRI Data 2010, 2015 & 2020

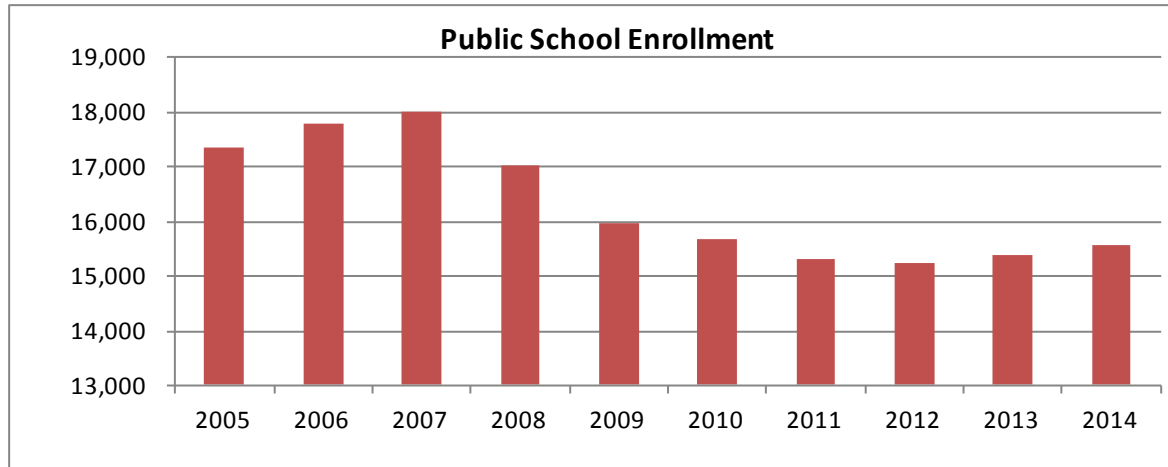


Source: 2000 Census Population & Housing, EDO/ESRI Data 2010, 2015 & 2020

Southwest Florida is well-served by 10 colleges and a state university, and has an array of choices for K-12 education in public, private and charter schools.

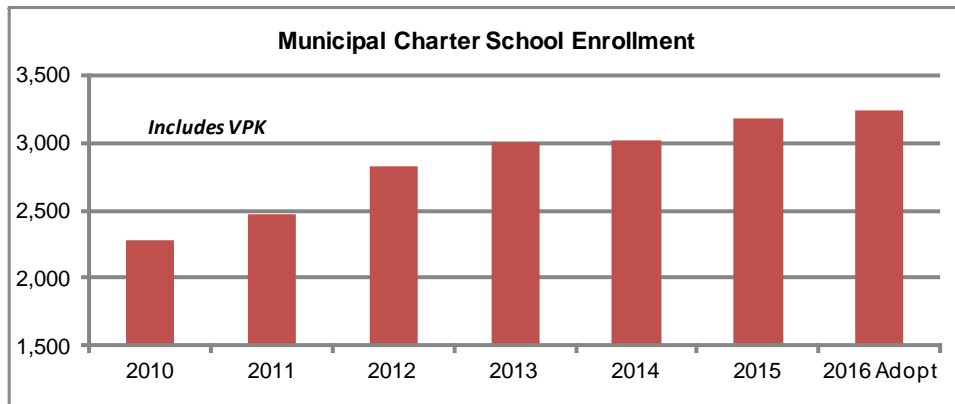
Growth momentum in Cape Coral is sustained by continuously expanding public and private school systems with high performance standards. Public schools are operated by the Lee County School District, which is the ninth-largest district in the state. It operates eight elementary, six middle and four high schools in Cape Coral.

**City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget**



Source: 2014 CAFR per School District of Lee County (Excludes Charter Schools)

The City of Cape Coral has created a municipal charter school system that is governed by the Cape Coral Charter School Authority. It provides a challenging curriculum in a small classroom environment. Students can begin with a voluntary pre-K and carry their educational pursuits all the way through to Oasis High School. The four charter schools provide a seamless opportunity for nurturing students during their pre-college years. Because the system is public, there is no tuition. The municipal charter schools are available exclusively to children who live in Cape Coral.



Source: Cape Coral Charter School FY15-16 Proposed Budget www.capecharterschools.org

Cape Coral is also home to the Cape Coral Institute of Technology (Cape Coral Tech), a post-secondary educational institution operated by the School District of Lee County. It provides training in medical, computer and food-science fields and supplies a constant stream of qualified workers with curricula designed to offer maximum training in a minimum amount of time.

City of Cape Coral, Florida
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The region's largest higher education facility is Florida Gulf Coast University (FGCU) located in Fort Myers. Now known nationally as "Dunk City," FGCU is one of Florida's youngest state universities, but has exceeded annual enrollment rates of 10,000-plus students since opening in 1997. FGCU is located only 20 miles from Cape Coral and offers undergraduate, graduate and doctorate degrees. The nationally recognized Lutgert College of Business' Center for Leadership and Innovation provides the region's premier executive and technology education programs for middle and upper managers in the private and public sectors. FGCU partnered with Cape Coral to offer a Small Business Development Center office in the city and has established a Cape Coral satellite facility, which provides free and confidential business assistance.

Florida SouthWestern State College, with four campuses in the region, offers associate and bachelor's degrees, plus technical training in fields such as allied health, computer networking and programming, business administration, paralegal, criminal justice and fire science.

Land Use

Cape Coral is Florida's third largest city by land mass at 120 square miles and currently only at 45% of build-out. With 6,500 businesses, the city's year-round population of 165,000 swells to 185,000 during the winter months with seasonal residents, tourists and European visitors. Despite being hard-hit during the economic recession, Cape Coral experienced the largest amount of growth throughout the last decade.

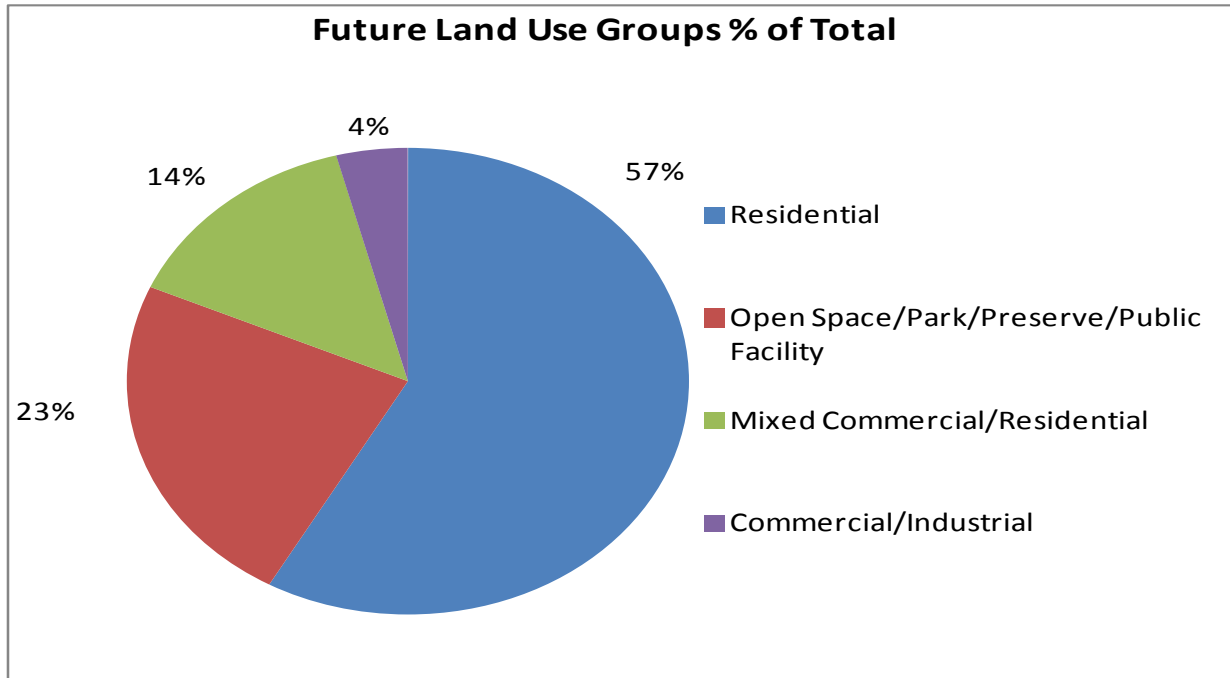
The city offers more than six distinct investment areas that include two industrial parks and two Foreign Trade Zones for a total of 3,844 acres for commercial/industrial development. Commercial properties are available for competitive, low-cost leasing. Cape Coral has approximately 65 square miles of unimproved commercial and residential land within its total 120 square miles.

Residents of Cape Coral enjoy living in a widely renowned locale with plenty of educational, cultural and recreational opportunities. The American Chamber of Commerce Research Association's 2012 Cost of Living Index scored the Cape Coral-Fort Myers metropolitan area as having the third, best cost of living rate in the nation. At build-out, the Cape's population is estimated to be more than 400,000.

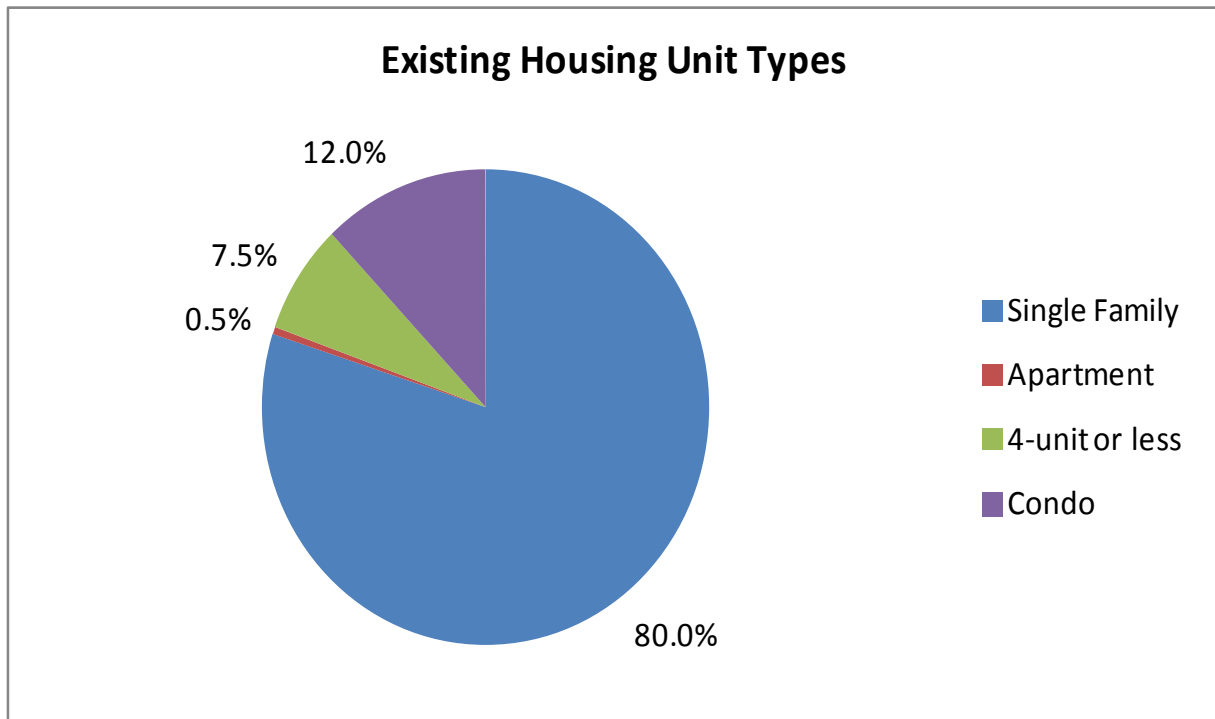
	Number of Parcels	% by Parcel Count	% by Land Area
Improved Parcels	69,833	54%	35%
Unimproved Parcels	59,421	46%	65%
Total	129,254	100%	100%

Source: Cape Coral Department of Community Development, Planning & Growth Management, 2015

City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

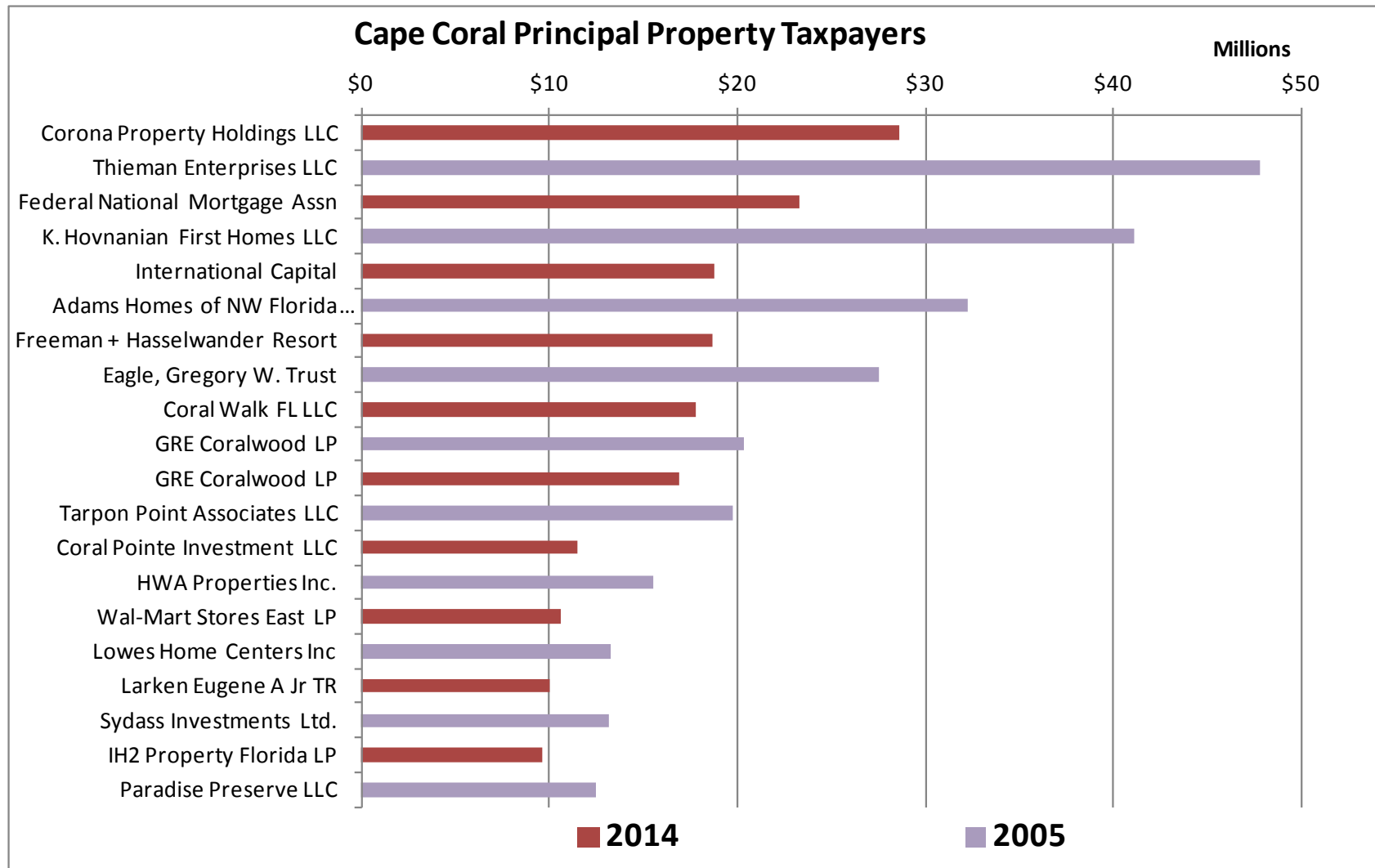


Source: Cape Coral Department of Community Development, Planning & Growth Management, 2015



Source: Cape Coral Department of Community Development, Planning & Growth Management, 2015

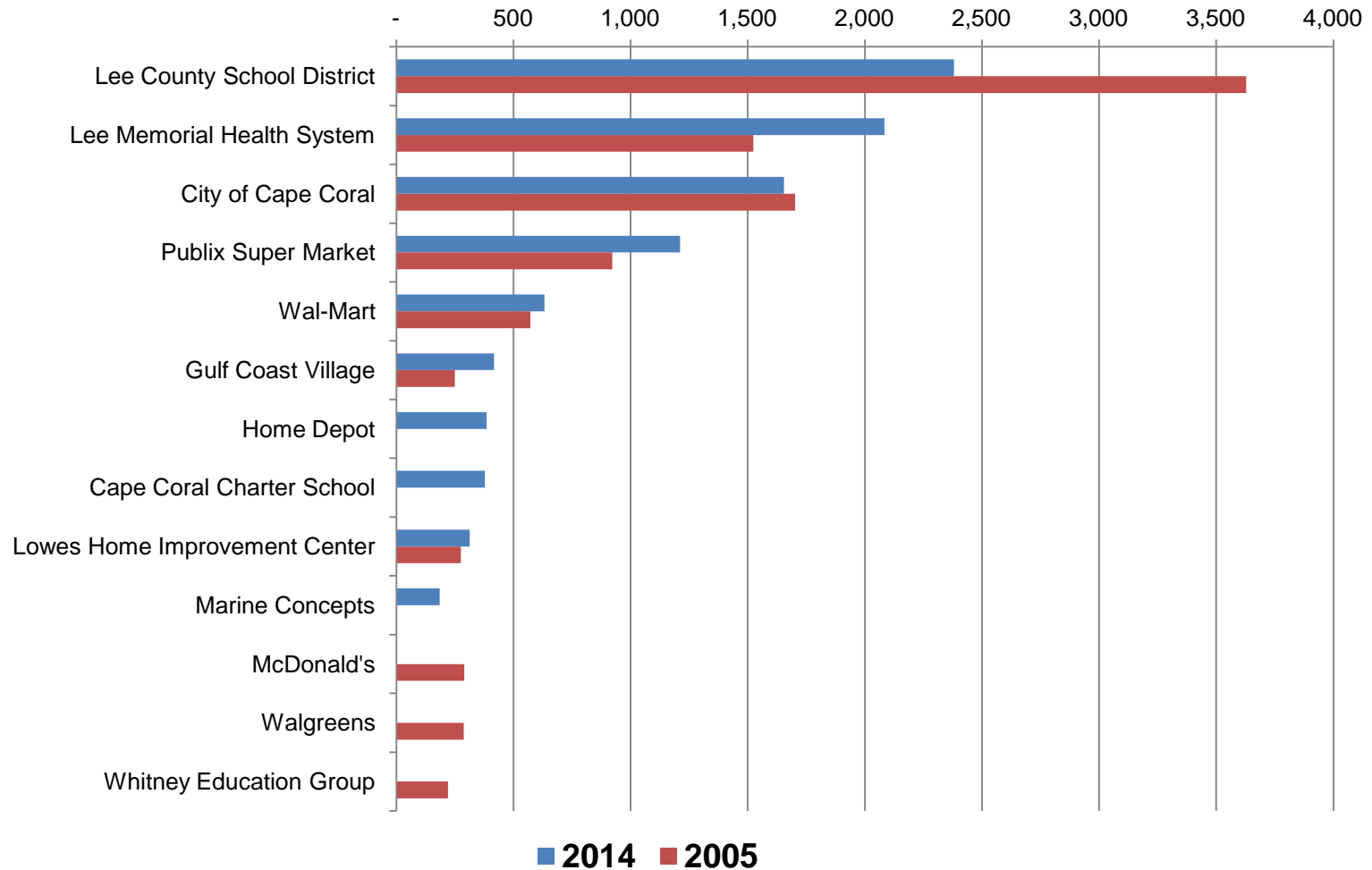
**City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget**



Source: Lee County Property Appraiser, 2014 CAFR City of Cape Coral

City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

Cape Coral Principal Employers

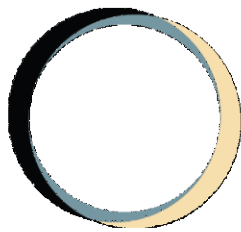


Source: City of Cape Coral, Economic Development Office, 2014 CAFR City of Cape Coral

City of Cape Coral, Florida
FY 2016 – 2018 Adopted Operating Budget



THE NCSTM
The National Citizen SurveyTM



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The National Citizen Survey™
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The NCS™ is presented by NRC in collaboration with ICMA.

NRC is a proud member of the AAPOR Transparency Initiative, providing clear disclosure of our sound and ethical survey research practices.

ABOUT

The National Citizen Survey™ (The NCS) report is about the “livability” of Cape Coral. The phrase “livable community” is used here to evoke a place that is not simply habitable, but that is desirable. It is not only where people do live, but where they want to live.

Great communities are partnerships of the government, private sector, community-based organizations and residents, all geographically connected. The NCS captures residents’ opinions within the three pillars of a community (Community Characteristics, Governance and Participation) across eight central facets of community (Safety, Mobility, Natural Environment, Built Environment, Economy, Recreation and Wellness, Education and Enrichment and Community Engagement).

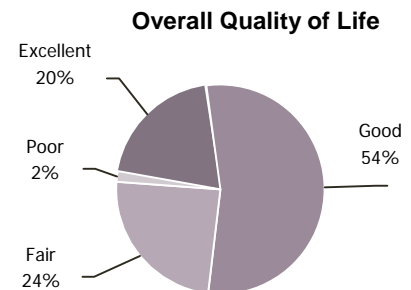
The Community Livability Report provides the opinions of a representative sample of 325 residents of the City of Cape Coral. The margin of error around any reported percentage is 5% for the entire sample. The full description of methods used to garner these opinions can be found in the *Technical Appendices* provided under separate cover.



QUALITY OF LIFE IN CAPE CORAL

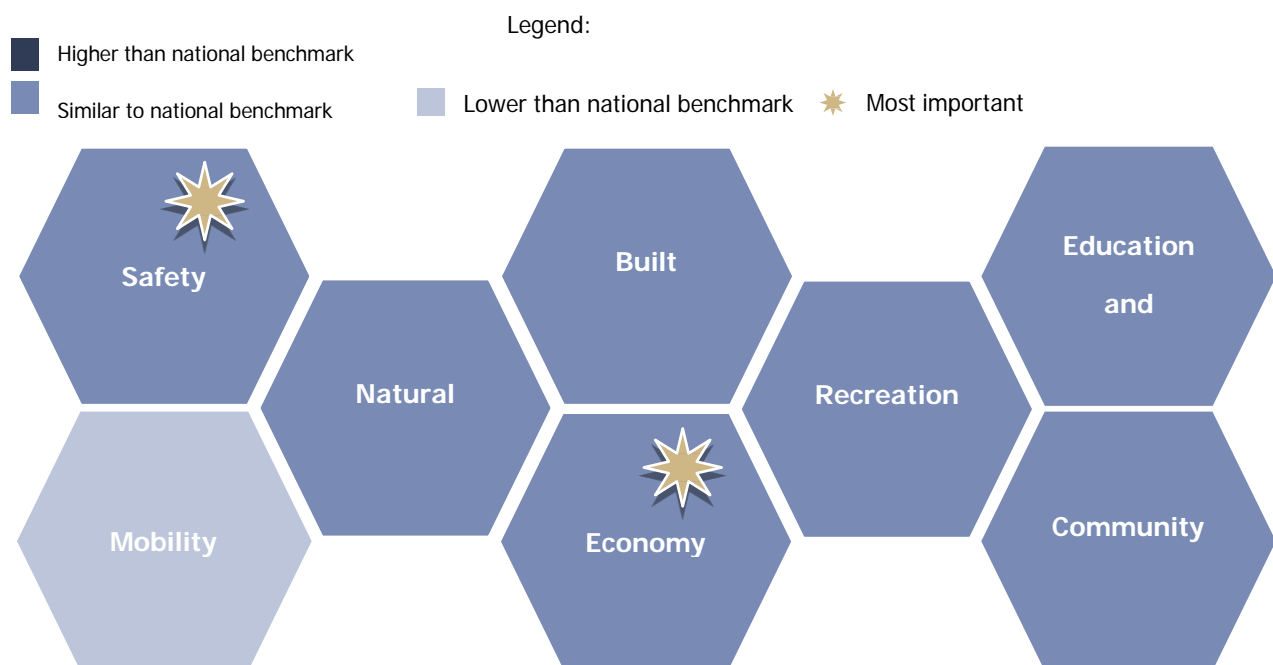
A majority of residents rated the quality of life in Cape Coral as excellent or good. This rating was similar to the national benchmark (see Appendix B of the *Technical Appendices* provided under separate cover).

Shown below are the eight facets of community. The color of each community facet summarizes how residents rated it across the three sections of the survey that represent the pillars of a community – Community Characteristics, Governance and Participation. When most ratings across the three pillars were higher than the benchmark, the color for that facet is the darkest shade; when most ratings were lower than the benchmark, the color is the lightest shade. A mix of ratings (higher and lower than the benchmark) results in a color between the extremes.



In addition to a summary of ratings, the image below includes one or more stars to indicate which community facets were the most important focus areas for the community. Residents identified Safety and Economy as priorities for the Cape Coral community in the coming two years. Ratings for these facets as well as all others except Mobility were positive and similar to other communities. This overview of the key aspects of community quality provides a quick summary of where residents see exceptionally strong performance and where performance offers the greatest opportunity for improvement. Linking quality to importance offers community members and leaders a view into the characteristics of the community that matter most and that seem to be working best.

Details that support these findings are contained in the remainder of this Livability Report, starting with the ratings for Community Characteristics, Governance and Participation and ending with results for Cape Coral's unique questions.



COMMUNITY CHARACTERISTICS

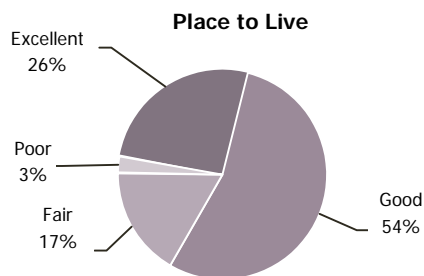
WHAT MAKES A COMMUNITY LIVABLE, ATTRACTIVE AND A PLACE WHERE PEOPLE WANT TO BE?

Overall quality of community life represents the natural ambience, services and amenities that make for an attractive community. How residents rate their overall quality of life is an indicator of the overall health of a community. In the case of Cape Coral, 81% rated the City as an excellent or good place to live. Respondents' ratings of Cape Coral as a place to live were similar to ratings in other communities across the nation.

In addition to rating the City as a place to live, respondents rated several aspects of community quality including Cape Coral as a place to raise children and to retire, their neighborhood as a place to live, the overall image or reputation of Cape Coral and its overall appearance. A majority rated all aspects as excellent or good, and these ratings tended to be similar to the benchmark, ratings for the overall image of Cape Coral were lower than in comparison communities. About four in five respondents rated their neighborhoods and Cape Coral as a place to retire as excellent or good.

Delving deeper into Community Characteristics, survey respondents rated over 40 features of the community within the eight facets of Community Livability. At least four in five residents gave positive ratings to aspects of Safety; these ratings were all similar to the national benchmarks. Mobility ratings were mixed and ranged from 22% (travel by public transportation) to 59% (overall ease of travel) excellent or good. Of the eight aspects of Mobility; four were lower than the national benchmarks and four were similar. All aspects of Cape Coral's Natural Environment were rated as excellent or good by at least 7 in 10 respondents and were similar to ratings in comparison communities. Ratings for aspects of Built Environment and Community Engagement tended to be

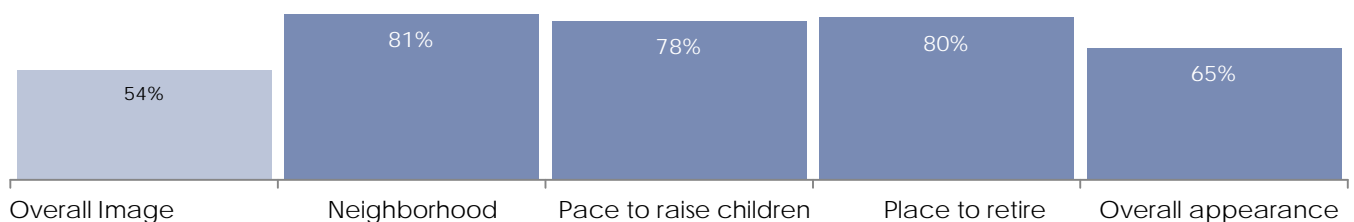
rated positively by a majority of residents and all were similar to the national benchmarks. Economy ratings were mixed; employment opportunities received the lowest ratings (26% excellent or good) but it was similar to the national benchmark and improved from Cape Coral's 2013 survey (for detailed information on trends, please see the *Trends over Time* report under separate cover).



Percent rating positively (e.g., excellent/good)

Comparison to national benchmark

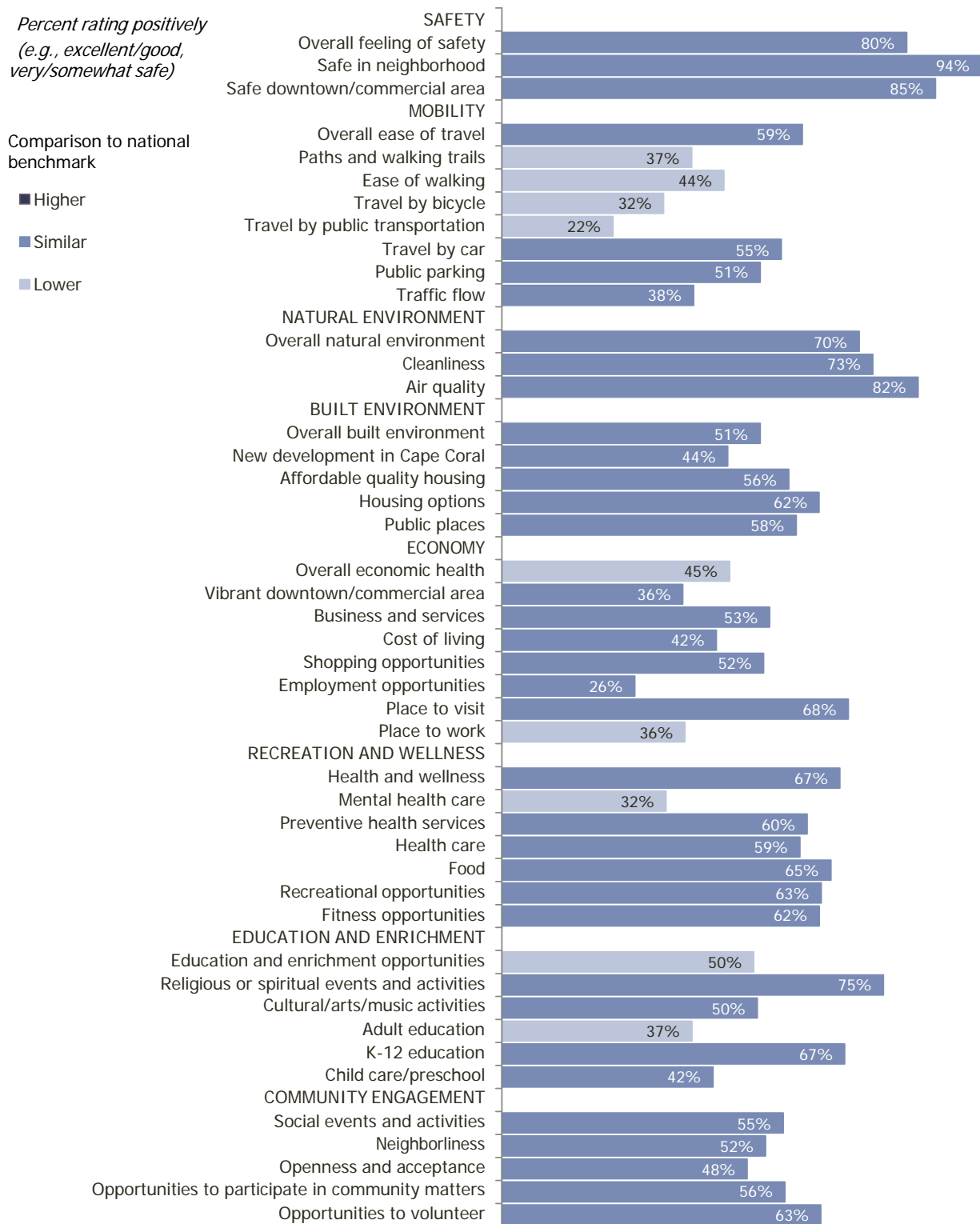
■ Higher ■ Similar ■ Lower



City of Cape Coral, Florida
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The National Citizen Survey™

Figure 1: Aspects of Community Characteristics



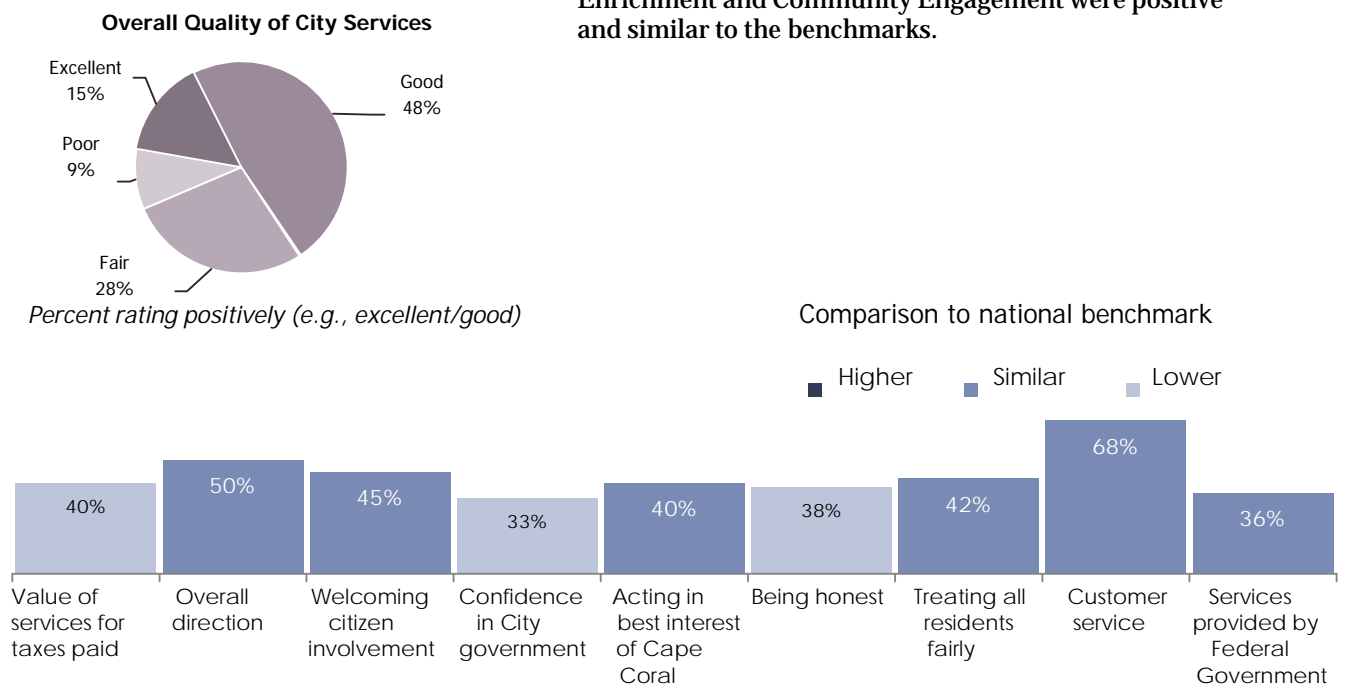
GOVERNANCE

How well does the government of Cape Coral meet the needs and expectations of its residents?

The overall quality of the services provided by Cape Coral as well as the manner in which these services are provided are a key component of how residents rate their quality of life. About two-thirds of residents in Cape Coral gave excellent or good ratings to the overall quality of City services while about one-third gave excellent or good ratings to the overall quality of services provided by the Federal Government; both of these ratings were similar to ratings in communities across the nation.

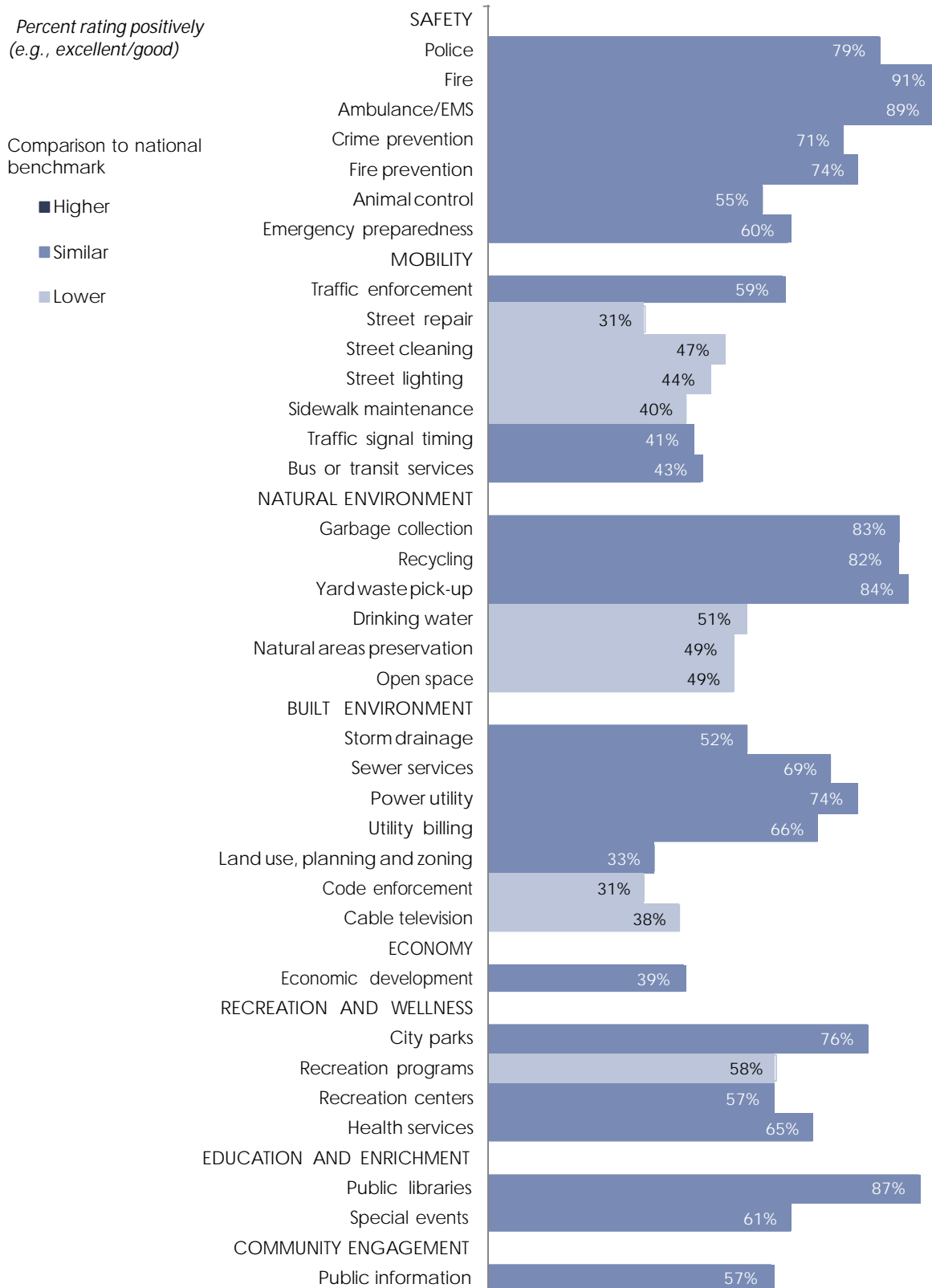
Survey respondents also rated various aspects of Cape Coral's leadership and governance. Customer service from City employees received the highest ratings (68% excellent or good) and was similar to the national benchmark, confidence in City government received the lowest ratings (33%) and was lower than the benchmark. Ratings for being honest and value of services for taxes paid were also lower than the benchmarks; while ratings for the overall direction, welcoming citizen involvement, acting in the best interest of Cape Coral and treating all residents fairly were similar to ratings seen in other communities.

Respondents evaluated over 30 individual services and amenities available in Cape Coral. Most aspects of Governance received positive ratings from a majority of residents and were similar to the national benchmarks. All aspects of Safety received high ratings, ranging from 55% (animal control) to 91% excellent or good (fire services). Most aspects of Mobility were lower than the national benchmarks and received positive ratings from less than half of the survey respondents. All aspects of Education and Enrichment and Community Engagement were positive and similar to the benchmarks.



City of Cape Coral, Florida
FY 2016 – 2018 Adopted Operating Budget

Figure 2: Aspects of Governance

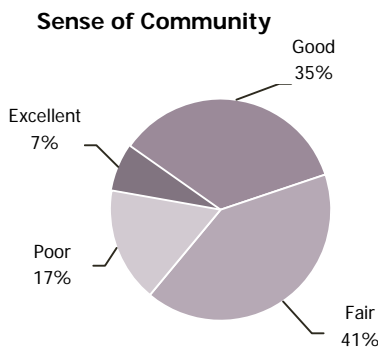


PARTICIPATION

Are the residents of Cape Coral connected to the community and each other?

An engaged community harnesses its most valuable resource, its residents. The connections and trust among residents, government, businesses and other organizations help to create a sense of community; a shared sense of membership, belonging and history. About 4 in 10 gave positive ratings to the sense of community in Cape Coral, this rating was lower than the national benchmark and decreased from 2013 to 2015. More than four in five respondents indicated that they were likely to recommend living in Cape Coral and plan to remain in Cape Coral for the next five years. About half of the respondents had contacted a Cape Coral employee in the last 12 months.

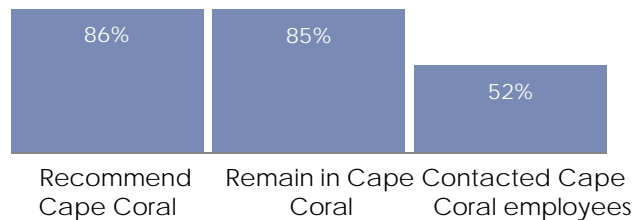
The survey included over 30 activities and behaviors for which respondents indicated how often they participated in or performed each, if at all. More Cape Coral residents reported that they had stocked supplies for an emergency, recycled at home and thought the economy would have a positive impact on their income than residents in comparison communities. More Cape Coral residents were optimistic about the economy in 2015 than in 2013. Fewer Cape Coral residents than residents in other communities reported that they had used public transportation or carpooled, worked in Cape Coral or used Cape Coral libraries. Rates of Participation within Recreation and Wellness and Community Engagement were all similar to rates in comparison communities.



Percent rating positively
(e.g., very/somewhat likely, yes)

Comparison to national benchmark

■ Higher ■ Similar ■ Lower

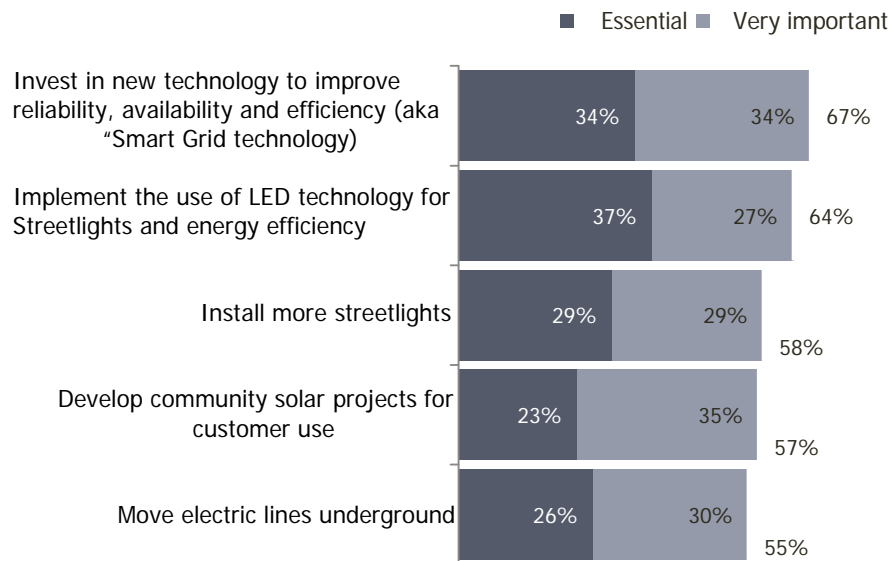


SPECIAL TOPICS

The City of Cape Coral included four questions of special interest on The NCS. The first question asked residents to rate the importance of potential electric service enhancements. While all options were rated as essential or very important by 55% or more of respondents, investing in new technology and implementing the use of LED technology were rated as important by the highest percentage of residents.

Figure 4: Importance of Electric Service Enhancements

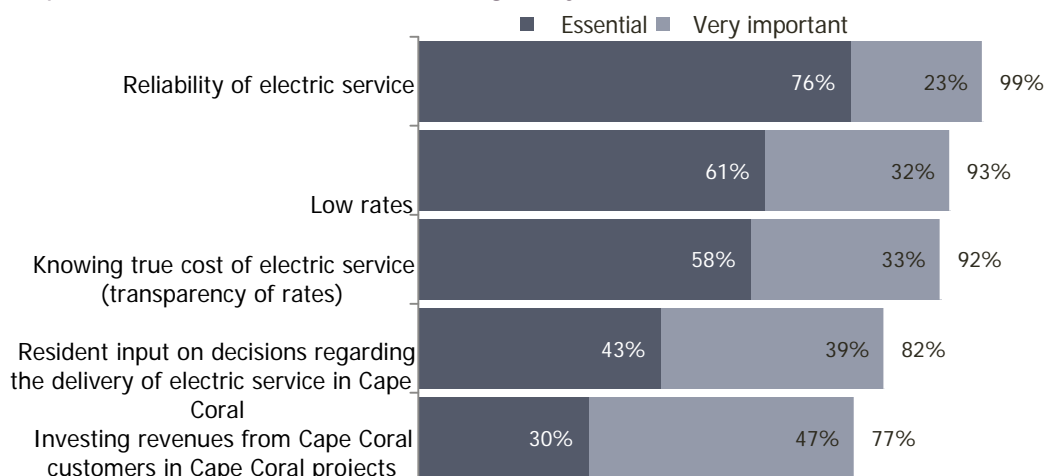
Please indicate how important, if at all, the following electric service enhancements are to you (if they would not change electric rates):



The next question asked about the importance of different aspects of electric service, 77% or more rated all aspects as important, with reliability, low rates and transparency of rates being rated as important by almost all respondents.

Figure 5: Importance of Aspects of Electric Service

Please indicate how important, if at all, each of the following is to your electric service:



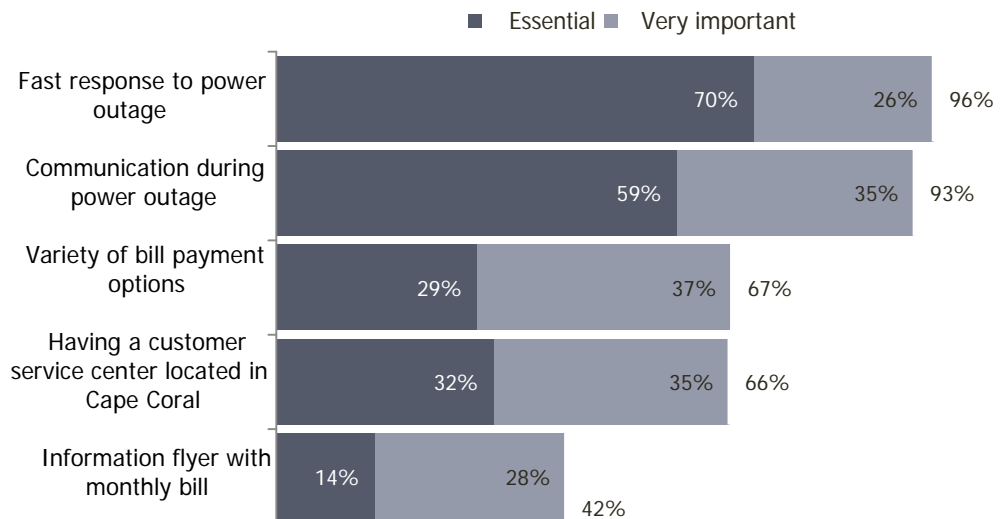
The National Citizen Survey™

City of Cape Coral, Florida
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The third question asked residents to rate the importance of different aspects of customer service provided by the electric service. Almost all respondents rated fast response to power outage and communication during power outage as important. Less than half thought the information flyer with monthly bill was essential or very important.

Figure 6: Importance of Electric Service Customer Service

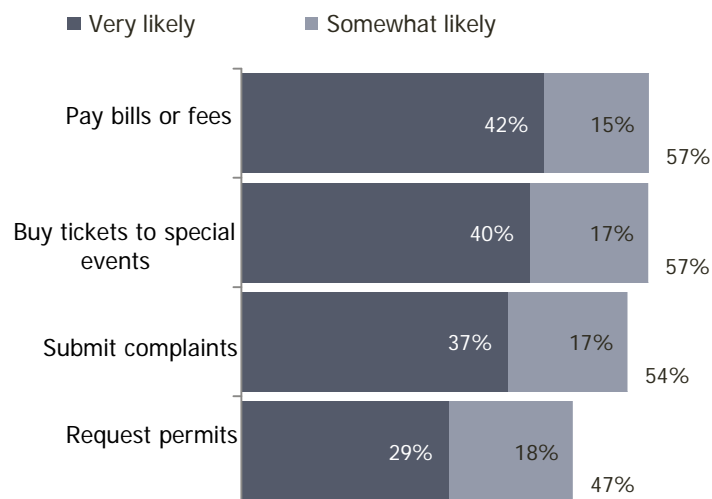
Please indicate how important, if at all, each of the following aspects of customer service provided by the electric service is to you:



The final question asked residents to indicate how likely they would be to use a smart phone to conduct business with the City of Cape Coral. About 57% indicated that they were likely to pay bills or fees or buy tickets to special events with smart phones; slightly fewer indicated they were likely to use their smart phones to submit complaints.

Figure 7: Likelihood of Using a Smart Phone to Conduct Business with the City of Cape Coral

How likely, if at all, would you be to use a smart phone to conduct the following types of business with the City of Cape Coral?



The National Citizen Survey™

CONCLUSIONS

LIFE IS GOOD IN CAPE CORAL.

Most residents gave positive ratings for their overall quality of life and for Cape Coral as a place to raise children. About four in five respondents gave excellent or good ratings to Cape Coral as a place to live, to retire and to their neighborhoods. These ratings remained stable from 2013 to 2015 and were similar to national benchmark comparisons. Most residents (63%) are pleased with the overall quality of City services. About 85% of residents plan on remaining in Cape Coral and would recommend Cape Coral to others.

ECONOMY IS IMPORTANT TO RESIDENTS.

Respondents indicated that the Economy should be a top focus area over the next two years. Overall, Economy ratings were similar to the national benchmark; however ratings for Cape Coral as a place to work and overall economic health were lower than in other communities. Fewer Cape Coral residents reported working in the city than residents in comparison communities. Most aspects of Economy remained stable from 2013 to 2015; however, ratings for employment opportunities improved as did ratings for personal economic future. Further, more residents in Cape Coral than elsewhere think the economy will have a positive impact on their income.

SAFETY IS A TOP PRIORITY TO CAPE CORAL RESIDENTS.

Safety was also identified as one of the facets most important to residents, and, overall, Cape Coral performed solidly within this facet. About 85% of respondents felt safe downtown and almost all felt safe in their neighborhoods. All Safety services, including police, fire, ambulance and emergency preparedness were rated positively by a majority of respondents. Most respondents had neither been the victim of a crime nor needed to report a crime. A higher percentage of Cape Coral residents reported that they had stocked supplies for an emergency than residents in comparison communities. Safety ratings remained stable from 2013 to 2015.

City of Cape Coral, Florida
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Pay Scales
DIRECTOR PAY PLAN

Effective 10/01/2015

Grade	Range Minimum	Range Midpoint	Range Maximum
Director 29	\$ 47.60	\$ 63.07	\$ 78.53
Assistant City Manager 30	\$ 53.51	\$ 70.90	\$ 88.29

ENGINEERING PAY PLAN

Effective 10/01/2015

Grade	Range Minimum	Range Midpoint	Range Maximum
Engineer 1	\$ 24.50	\$ 30.63	\$ 36.75
Engineer 2	\$ 26.95	\$ 33.69	\$ 40.42
Engineer 3	\$ 29.91	\$ 37.39	\$ 44.87
Engineer 4	\$ 33.20	\$ 41.50	\$ 49.80
Engineer 5	\$ 36.85	\$ 46.07	\$ 55.28

INFORMATION TECHNOLOGY PAY PLAN

Effective 10/01/2015

Grade	Range Minimum	Range Midpoint	Range Maximum
IT01	\$ 23.53	\$ 30.00	\$ 36.47
IT02	\$ 24.71	\$ 31.50	\$ 38.29
IT03	\$ 25.94	\$ 33.08	\$ 40.21
IT04	\$ 27.24	\$ 34.73	\$ 42.22
IT05	\$ 28.60	\$ 36.47	\$ 44.33
IT06	\$ 30.03	\$ 38.29	\$ 46.54
IT07	\$ 31.82	\$ 40.58	\$ 49.34
IT08	\$ 34.06	\$ 43.43	\$ 52.79
IT09	\$ 36.44	\$ 46.47	\$ 56.49
IT10	\$ 39.36	\$ 50.18	\$ 61.00

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NON-BARGAINING PAY PLAN

Effective 10/01/2015

Grade	Range Minimum	Range Midpoint	Range Maximum
NB100	\$ 14.35	\$ 18.66	\$ 22.96
NB101	\$ 15.07	\$ 19.59	\$ 24.11
NB102	\$ 15.82	\$ 20.57	\$ 25.32
NB103	\$ 16.62	\$ 21.60	\$ 26.58
NB104	\$ 17.45	\$ 22.68	\$ 27.91
NB105	\$ 18.32	\$ 23.82	\$ 29.31
NB106	\$ 19.24	\$ 25.01	\$ 30.77
NB107	\$ 20.20	\$ 26.26	\$ 32.31
NB108	\$ 21.21	\$ 27.57	\$ 33.93
NB109	\$ 22.27	\$ 28.95	\$ 35.63
NB110	\$ 23.38	\$ 30.40	\$ 37.41
NB111	\$ 24.55	\$ 31.92	\$ 39.28
NB112	\$ 25.78	\$ 33.51	\$ 41.24
NB113	\$ 27.07	\$ 35.19	\$ 43.30
NB114	\$ 28.42	\$ 36.95	\$ 45.47
NB115	\$ 29.84	\$ 38.79	\$ 47.74
NB116	\$ 31.33	\$ 40.73	\$ 50.13
NB117	\$ 33.21	\$ 43.18	\$ 53.14
NB118	\$ 35.20	\$ 45.77	\$ 56.33
NB119	\$ 37.67	\$ 48.97	\$ 60.27
NB120	\$ 40.68	\$ 52.89	\$ 65.09
NB121	\$ 44.34	\$ 57.65	\$ 70.95

City of Cape Coral, Florida
FY 2016 – 2018 Adopted Operating Budget

CITY ATTORNEY'S STAFF PAY PLAN

Effective 10/01/2015

	Range Minimum	Range Midpoint	Range Maximum
Administrative Clerk	\$ 17.44	\$ 22.68	\$ 27.91
Legal Secretary	\$ 19.19	\$ 24.95	\$ 30.70
Legal /Admin Assistant to the City Attorney	\$ 21.30	\$ 27.69	\$ 34.08
Paralegal I	\$ 22.13	\$ 28.77	\$ 35.41
Paralegal II	\$ 23.90	\$ 31.07	\$ 38.24
Senior Paralegal	\$ 25.82	\$ 33.56	\$ 41.30
Assistant City Attorney I	\$ 33.24	\$ 44.21	\$ 55.18
Assistant City Attorney II	\$ 36.20	\$ 48.15	\$ 60.09
Assistant City Attorney III	\$ 46.21	\$ 61.58	\$ 76.94
City Attorney	Negotiable per Contract		

City of Cape Coral, Florida
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POLICE UNION PAY PLANS

Effective 10/1/2014

	Hourly Pay Rate		
Step	Officers	Sergeants	Lieutenants
1	\$ 21.49	\$ 32.04	\$ 38.02
2	\$ 22.86	\$ 33.73	\$ 39.91
3	\$ 23.95	\$ 35.45	\$ 41.89
4	\$ 25.14	\$ 37.11	\$ 43.64
5	\$ 26.34	\$ 38.60	\$ 44.96
6	\$ 27.54	\$ 40.10	\$ 46.26
7	\$ 28.75		
8	\$ 29.87		
9	\$ 31.13		
10	\$ 32.19		
11	\$ 33.29		

**City of Cape Coral, Florida
FY 2016 – 2018 Adopted Operating Budget**

FIRE UNION PAY PLANS

Effective 10/1/2014

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

	Hourly Pay Rate		
Step	Fire Fighter	Fire Engineer / Driver	Fire Lieutenant
1	\$ 19.60	\$ 21.89	\$ 26.63
2	\$ 20.29	\$ 22.92	\$ 27.88
3	\$ 20.90	\$ 24.00	\$ 29.19
4	\$ 21.55	\$ 25.13	\$ 30.57
5	\$ 22.30	\$ 26.32	\$ 32.02
6	\$ 23.11	\$ 27.55	\$ 33.53
7	\$ 23.84	\$ 28.84	
8	\$ 24.58	\$ 30.16	
9	\$ 25.18		
10	\$ 26.06		
11	\$ 27.08		

Forty (40) Hour Work Week Non-Shift Employees:

Hourly Pay Rate		
Step	Fire Lieutenant	Inspector
1	\$ 31.95	\$ 28.29
2	\$ 33.46	\$ 29.71
3	\$ 35.04	\$ 31.20
4	\$ 36.69	\$ 32.60
5	\$ 38.42	\$ 34.24
6	\$ 40.23	\$ 35.36
7		\$ 37.79

**City of Cape Coral, Florida
FY 2016 – 2018 Adopted Operating Budget**

Supervisory Employees (Battalion Chief and Fire Marshal):

Step	Hourly Pay Rate	
	Supervisory Shift	Supervisory Non-Shift
1	\$ 26.39	\$ 31.68
2	\$ 27.39	\$ 32.87
3	\$ 28.38	\$ 34.05
4	\$ 29.37	\$ 35.25
5	\$ 30.25	\$ 36.31
6	\$ 31.15	\$ 37.36
7	\$ 32.03	\$ 38.43
8	\$ 32.91	\$ 39.49
9	\$ 33.79	\$ 40.55
10	\$ 34.67	\$ 41.61
11	\$ 35.34	\$ 42.40
12	\$ 36.00	\$ 43.20
13	\$ 36.44	\$ 43.72
14	\$ 36.88	\$ 44.26
15	\$ 37.32	\$ 44.79
16	\$ 37.76	\$ 45.33
17	\$ 38.21	\$ 45.85
18	\$ 38.65	\$ 46.38

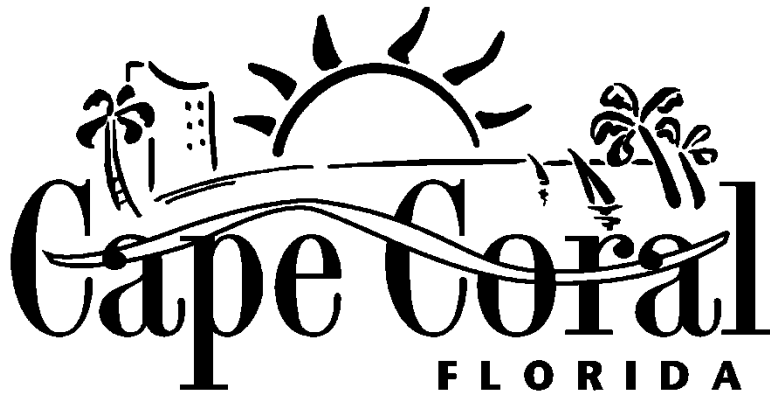
City of Cape Coral, Florida
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GENERAL UNION PAY PLAN

Effective 2/14/2015

Grade	Range Minimum	Range Midpoint	Range Maximum
4	\$ 11.40	\$ 14.62	\$ 17.83
5	\$ 12.08	\$ 15.48	\$ 18.87
6	\$ 12.79	\$ 16.40	\$ 20.01
7	\$ 13.50	\$ 17.31	\$ 21.12
8	\$ 14.22	\$ 18.24	\$ 22.26
9	\$ 14.61	\$ 18.73	\$ 22.85
10	\$ 15.31	\$ 19.63	\$ 23.95
11	\$ 16.01	\$ 20.53	\$ 25.04
12	\$ 16.70	\$ 21.41	\$ 26.11
13	\$ 17.02	\$ 21.84	\$ 26.65
14	\$ 17.69	\$ 22.68	\$ 27.66
15	\$ 18.60	\$ 23.85	\$ 29.09
16	\$ 20.07	\$ 25.73	\$ 31.39
17	\$ 21.00	\$ 26.95	\$ 32.89
18	\$ 22.30	\$ 28.61	\$ 34.91
19	\$ 23.65	\$ 30.33	\$ 37.00
20	\$ 24.97	\$ 32.02	\$ 39.06
21	\$ 25.78	\$ 33.06	\$ 40.34
22	\$ 27.08	\$ 34.73	\$ 42.37
23	\$ 28.41	\$ 36.43	\$ 44.45
24	\$ 29.68	\$ 38.06	\$ 46.43
25	\$ 31.05	\$ 39.83	\$ 48.60
26	\$ 33.59	\$ 43.08	\$ 52.57
27	\$ 36.14	\$ 46.35	\$ 56.55
28	\$ 39.01	\$ 50.02	\$ 61.03
29	\$ 42.14	\$ 54.04	\$ 65.93
30	\$ 45.49	\$ 58.33	\$ 71.16

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DETAILED ASSET MANAGEMENT SCHEDULES

<i>Detail Asset Management Schedules</i>	<i>Section 14-E1</i>
<i>Capital Equipment/Software Program Plan.....</i>	<i>14-E2</i>
<i>Capital Maintenance Program Plan.....</i>	<i>14-E12</i>

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CAPITAL EQUIPMENT/SOFTWARE PROGRAM FY2016-FY2021

SUMMARY OF REQUIRED REVENUES

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	TOTAL
All Hazards	\$ 33,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 33,500
General Fund	2,323,745	4,102,067	2,371,492	2,665,954	2,153,043	1,908,975	15,525,276
Golf Course Revenues	20,734	5,734	19,534	21,234	-	8,500	75,736
IS Fleet Fund	263,000	157,000	16,000	66,000	-	-	502,000
Stormwater Revenues	138,873	131,676	83,700	10,905	12,500	25,191	402,845
Waterpark Revenues	115,000	81,000	31,000	28,000	15,000	15,000	285,000
Water/Sewer Fees	2,082,168	1,620,228	1,746,158	1,988,857	2,110,539	2,516,426	12,064,375
P&R Programs	237,325	88,000	122,000	80,000	134,000	70,000	731,325
TOTAL	\$5,214,345	\$6,185,705	\$4,389,884	\$4,860,950	\$4,425,081	\$4,544,092	\$29,620,057

SUMMARY BY DEPARTMENT

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	TOTAL
City Attorney	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 30,000
City Auditor	-	-	35,000	-	-	-	35,000
City Clerk	6,000	-	14,600	17,000	14,600	-	52,200
DCD	8,500	-	-	-	-	-	8,500
Fire	455,897	1,423,110	166,453	124,226	129,581	147,975	2,447,242
Human Resources	-	-	-	-	6,200	-	6,200
ITS	1,340,000	1,962,505	1,613,300	1,416,000	1,612,500	1,460,000	9,404,305
Parks & Recreation	622,399	609,234	510,534	601,234	254,000	93,500	2,690,901
Police	183,500	186,000	152,000	607,400	265,000	270,000	1,663,900
Public Works	485,881	384,628	151,839	106,233	32,662	56,191	1,217,434
Utilities	2,082,168	1,620,228	1,746,158	1,988,857	2,110,539	2,516,426	12,064,375
TOTAL	\$5,214,345	\$6,185,705	\$4,389,884	\$4,860,950	\$4,425,081	\$4,544,092	\$29,620,057

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Capital Equipment/Software Program Plan

EQUIPMENT PROGRAM

DEPARTMENT	ASSET* YEAR* MAKE* MODEL	FUNDING SOURCE	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
City Attorney	Legal Hold E-Discovery Software	General Fund	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -
City Auditor	Auditing Software	General Fund	-	-	35,000	-	-	-
ITS	Recruitment Software HR	General Fund	-	25,000	-	-	-	-
ITS	CRW Enhancements	General Fund	15,000	20,000	25,000	25,000	25,000	-
ITS	D-Fast3 - Provision for customization	General Fund	-	5,000	5,000	5,000	5,000	5,000
ITS	Faster Fleet Tanks Module	General Fund	-	-	15,000	-	-	-
ITS	CRW TrakiT 9 Implementation	General Fund	-	-	50,000	-	-	-
ITS	JDE Upgrades 9.0 to 9.1 **	General Fund	-	540,000	-	-	-	-
ITS	Kronos IVR Upgrade	General Fund	30,000	-	20,000	-	20,000	-
ITS	Kronos Records Retention Manager *****	General Fund	-	26,505	-	-	-	-
ITS	Kronos WFC: Future upgrades	General Fund	-	-	60,000	-	60,000	-
ITS	Provision for Hyland OnBase Customization	General Fund	5,000	5,000	5,000	5,000	7,500	-
ITS	Provision for new software modules for Faster, FootPrints	General Fund	-	-	70,000	-	70,000	-
ITS	Upgrade Kronos WFC from version 6.2 to 7.0	General Fund	15,000	-	-	-	-	-
ITS	Backup System Upgrade - Media Server(s)	General Fund	-	-	300,000	-	-	250,000
ITS	Server & Virtualization Upgrade	General Fund	150,000	150,000	-	45,000	-	200,000
ITS	Switches & Routers Upgrade	General Fund	100,000	100,000	65,000	150,000	75,000	45,000
ITS	Upgrade Network Security Systems	General Fund	50,000	-	50,000	-	-	250,000
ITS	Data Recovery & Backup	General Fund	-	45,000	-	-	300,000	-
ITS	Server Upgrade (DR Sites)	General Fund	100,000	-	120,000	-	45,000	-
ITS	Network Blades	General Fund	100,000	50,000	-	65,000	-	45,000
ITS	ESX Server Upgrade	General Fund	150,000	-	50,000	-	50,000	-
ITS	Routers Upgrade	General Fund	50,000	-	50,000	150,000	-	-
ITS	Security Log Appliance - SPAM/Anti-Virus	General Fund	75,000	-	25,000	-	100,000	45,000
ITS	Access & Monitoring Systems Upgrade - Cameras; Video Storage	General Fund	-	100,000	-	-	50,000	-
ITS	IPS - Intrusion Prevention Systems Upgrade	General Fund	-	50,000	-	45,000	-	45,000
ITS	UPS Upgrade - City Hall (Data Center Power)	General Fund	-	25,000	25,000	35,000	-	45,000
ITS	WiFi Systems Upgrade	General Fund	-	50,000	-	25,000	-	45,000
ITS	Inspectors	General Fund	25,000	11,000	11,000	11,000	45,000	15,000
ITS	Laptop Replacements	General Fund	-	35,000	35,000	12,000	25,000	-
ITS	Firewall Upgrade	General Fund	-	50,000	-	-	45,000	-
ITS	Miscellaneous Equipment Replacement -Emer Basis	General Fund	10,000	25,000	10,000	25,000	25,000	-
ITS	Environmental Systems - AC & Humidity	General Fund	-	-	45,000	-	-	45,000
ITS	Identity Management Systems - FASTPASS	General Fund	20,000	-	10,000	-	-	45,000
ITS	Printer Replacement	General Fund	-	10,000	15,000	15,000	15,000	15,000
ITS	Fire Suppression Systems	General Fund	-	-	45,000	-	-	-
ITS	VOIP Infrastructure	General Fund	15,000	15,000	15,000	200,000	25,000	25,000
ITS	Cable Plant Infrastructure	General Fund	20,000	50,000	20,000	20,000	50,000	25,000
ITS	Business Continuity Software ***	General Fund	-	-	120,000	-	-	-
ITS	Police Toughbooks	General Fund	100,000	187,000	200,000	200,000	200,000	-
ITS	Server Upgrade	General Fund	200,000	45,000	45,000	45,000	150,000	75,000
ITS	Access & Monitoring Systems Upgrade - Cameras; Video Storage	General Fund	-	100,000	-	45,000	-	150,000
ITS	UPS Upgrade-Data Center	General Fund	-	100,000	45,000	-	150,000	-
ITS	Fire Toughbooks	General Fund	75,000	48,000	48,000	48,000	25,000	65,000
ITS	Cooling System Upgrade	General Fund	-	50,000	-	-	50,000	-
ITS	WiFi Systems Upgrade	General Fund	-	15,000	-	50,000	-	25,000
ITS	Fire Suppression Systems-EOC	General Fund	-	20,000	14,300	20,000	-	-
City Clerk	Blueprint Scanner(s) 26318/25248	General Fund	-	-	14,600	-	14,600	-
City Clerk	WorkGroup Scanner(s) 26394,26933	General Fund	6,000	-	-	6,000	-	-
City Clerk	Digital Microfilm Machine 22764	General Fund	-	-	-	11,000	-	-
Police	Firearms Simulator-Training (New)	General Fund	-	-	-	-	56,000	-

City of Cape Coral, Florida
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Capital Equipment/Software Program Plan (Continued)

DEPARTMENT	ASSET*YEAR*MAKE*MODEL	FUNDING SOURCE	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Police	Polygraph Equipment (Replacement)	General Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000
Police	Shredder (Replacement) - Records	General Fund	-	-	-	9,000	-	-
Police	Shredder (Replacement) - Comm Ctr.	General Fund	-	-	-	-	9,000	-
Police	360 Degree DSD System	General Fund	-	-	-	-	-	70,000
Police	DSC4 Forensic Light Source & Camera (Replacement)	General Fund	-	-	-	-	50,000	-
Police	Rapid DNA Equipment (New)	General Fund	-	40,000	-	-	-	-
Police	AFIT (AFIX) Retro (New)	General Fund	-	-	-	30,000	-	-
Police	FRED-Forensic Recovery Unit (Replacement)	General Fund	-	-	-	-	-	30,000
Police	Fingerprint Machine (Replacement)	General Fund	-	-	-	-	-	30,000
Police	Forensics-Alternate Light Source (ALS)(Replacement)	General Fund	-	-	18,000	-	-	-
Police	Fume Hood (Replacement)	General Fund	-	-	-	12,000	-	-
Police	Polygraph Equipment (Replacement)	General Fund	-	-	-	-	10,000	-
Police	Crime Lite (New)	General Fund	9,500	-	-	-	-	-
Police	Shoe Print Comparison Equip. (New)	General Fund	-	-	-	-	5,000	-
Police	License Plate Readers (Replacement) & Reader & Server in FY 2021	General Fund	-	22,000	-	22,000	-	40,000
Police	Police Segways - Model I2 (2 new & 2 replacements)	General Fund	-	-	-	-	30,000	-
Police	In-Car Video Cameras (Replacement)	General Fund	55,000	55,000	55,000	84,000	75,000	75,000
Police	Fixed Wing w/FLIR System - Aviation (New)	General Fund	-	-	-	375,000	-	-
Police	Marine Law Enforcement Boats (Replacement)	General Fund	110,000	60,000	70,000	-	-	-
Police	Police K-9's (Replacement)	General Fund	9,000	9,000	9,000	9,000	10,000	15,000
Police	Personal Watercraft-2 (Replacement)	General Fund	-	-	-	34,000	-	-
Police	SWAT Communication (Replacement)	General Fund	-	-	-	32,400	-	-
Police	Electronic Message Boards (Replacement)	General Fund	-	-	-	-	13,000	-
Police	Sniper Optics-1 (Replacement)	General Fund	-	-	-	-	7,000	-
Fire	Repl/Outboard motors M-1 #22110	General Fund	20,000	-	-	-	-	-
Fire	Repl/Outboard motors M-1 #22111	General Fund	20,000	-	-	-	-	-
Fire	Repl/Outboard motor M-2 (ID #22112)	General Fund	15,000	-	-	-	-	-
Fire	Repl/Outboard motors M-7 #24612	General Fund	-	40,000	-	-	-	-
Fire	Physio Control (2-FY2014 & 4-FY2015)	General Fund	180,000	-	-	-	-	-
Fire	Air Packs(119) Air Bottles (220), Masks (250)	General Fund	-	1,200,000	-	-	-	-
Fire	Hydraulic Rescue	General Fund	88,050	61,491	63,335	66,500	32,397	66,414
Fire	Thermal imaging camera - (5 yr. exp. Life)	General Fund	33,998	34,848	35,719	36,612	36,634	25,033
Fire	Breathing Air Compressor for HP System	General Fund	35,578	36,468	37,379	-	44,650	45,766
Fire	Gear Washer/Extractor	General Fund	9,271	9,503	9,740	9,984	10,500	10,762
Fire	Replace 5 Ton Pkg Unit	General Fund	-	6,120	-	-	-	-
Fire	Replace 2 - 2.5 Ton Air Handlers - Bathrooms/Offices Training Room	General Fund	-	6,630	-	-	-	-
Fire	Replace 3 Ton Air Handler	General Fund	4,500	-	-	-	-	-
Fire	Replace 3 Ton Air Handler	General Fund	-	5,100	-	-	-	-
Fire	Replace 3 Ton Air Handler - Fire Station	General Fund	-	4,080	-	-	-	-
Fire	Replace 3 Ton Air Handler - Officers Bedrooms	General Fund	-	-	4,680	-	-	-
Fire	Replace 4 Ton Air Handler	General Fund	5,000	-	-	-	-	-
Fire	Replace 4 Ton Air Handler	General Fund	-	5,100	-	-	-	-
Fire	Replace 4 Ton Air Handler	General Fund	-	-	-	-	5,400	-
Fire	Replace 4 Ton Air Handler	General Fund	5,500	-	-	-	-	-
Fire	Replace 4 Ton Air Handler - Downstairs	General Fund	-	-	5,200	-	-	-
Fire	Replace 4 Ton Air Handler - Fire Station	General Fund	5,500	-	-	-	-	-
Fire	Replace 5 Ton Air Handler	General Fund	-	-	-	5,300	-	-
Fire	Replace 5 Ton Air Handler	General Fund	-	6,120	-	-	-	-
Fire	Replace 5 Ton Air Handler - Upstairs	General Fund	-	-	-	5,830	-	-
Fire	Replace 7.5 Ton Air Handler - Training Room	General Fund	-	7,650	-	-	-	-
Fire	Replace 7.5 Ton Air Handler - Upstairs Bedrooms	General Fund	-	-	10,400	-	-	-

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Capital Equipment/Software Program Plan (Continued)

DEPARTMENT	ASSET*YEAR*MAKE*MODEL	FUNDING SOURCE	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Human Resources	Heavy Duty Scanner Replacement (#24516) Admin.	General Fund	\$ -	\$ -	\$ -	\$ -	\$ 6,200	\$ -
DCD	HP DesignJet T1300 Plotter	General Fund	8,500	-	-	-	-	-
Public Works	Replace 1999 Grinder/Planer #16569	General Fund	-	-	-	-	5,162	-
Public Works	Replace plotter	General Fund	10,000	-	-	-	-	-
Public Works	Replace scanner	General Fund	7,500	-	-	-	-	-
Public Works	Repair 2012 GPS Base Station	General Fund	-	5,000	5,000	5,000	5,000	5,000
Public Works	Repair 2012 Total Stations	General Fund	-	5,000	5,000	5,000	5,000	5,000
Public Works	Repair 2012 GPS Rovers	General Fund	-	5,000	5,000	5,000	5,000	5,000
Public Works	New Unmanned Hydrographic/Bathymetric Boat	General Fund	24,500	-	-	-	-	-
Public Works	Replace 2006 hp color printer #22353	General Fund	7,725	-	-	-	-	-
Public Works	Replace 2006 Panasonic Toughbook laptop field crews-survey	General Fund	6,000	-	-	-	-	-
Public Works	New Computer for future FTE	General Fund	-	5,000	-	-	-	-
Public Works	New Computer for future FTE	General Fund	-	5,000	-	-	-	-
Public Works	Replace Thermo Applicator #24494	General Fund	-	35,481	-	-	-	-
Public Works	Replace Walk Behind Thermo Machine #25317	General Fund	-	-	30,622	-	-	-
Public Works	# 24422 * 2007 * FW * MANUAL AUGER *	General Fund	-	29,003	-	-	-	-
Public Works	Replace Sign Shop Plotter #19947	General Fund	-	-	-	14,328	-	-
Public Works	Replace Bitminus Machine #25432	General Fund	-	-	6,517	-	-	7,000
Public Works	Replace 1990 PM Eraser/Grinder #11440	General Fund	-	-	-	-	-	9,000
Public Works	Replace Walk Behind Paint Sprayer #24346	General Fund	-	6,468	-	-	-	-
Public Works	Replace Traffic Tech Laptop #21255	General Fund	6,294	-	-	-	-	-
Public Works	Replace Traffic Tech Laptops #22500	General Fund	5,462	-	-	-	-	-
Public Works	Replace Traffic Tech Laptops #22501	General Fund	5,462	-	-	-	-	-
Public Works	Replace Traffic Tech Laptops #23573	General Fund	5,065	-	-	-	-	-
Public Works	Replace GIS Laptop #21025	General Fund	6,000	-	-	-	-	-
Parks & Recreation	Playground Equipment Replacement	General Fund	-	80,000	90,000	-	80,000	-
Parks & Recreation	Playground Equipment and Tiles Replmt-Yacht Club Bch	General Fund	-	-	118,000	-	-	-
Parks & Recreation	Playground Equipment Replace - Multi Sports	General Fund	-	-	-	101,000	-	-
Parks & Recreation	Playground Equipment Replace - Veterans	General Fund	-	95,000	-	-	-	-
Parks & Recreation	Playground Equipment Replace - Jaycee	General Fund	-	93,000	-	-	-	-
Parks & Recreation	Playground Equipment Surface Replacement - Four Freedoms	General Fund	-	-	90,000	-	-	-
Parks & Recreation	Playground Equipment Replace - Giuffrida	General Fund	-	-	-	90,000	-	-
Parks & Recreation	Playground Equipment Replace - Storm Complex	General Fund	-	-	-	86,000	-	-
Parks & Recreation	Playground Equipment Replacement	General Fund	-	-	-	80,000	-	-
Parks & Recreation	Playground Equipment Replace - Four Freedoms	General Fund	65,000	-	-	-	-	-
Parks & Recreation	Playground Equipment Replace - BMX	General Fund	63,000	-	-	-	-	-
Parks & Recreation	Playground Equipment Replace - Saratoga	General Fund	-	61,000	-	-	-	-
Parks & Recreation	Playground Equipment Replace - Caloosa	General Fund	-	-	-	55,000	-	-
Parks & Recreation	Playground Equipment Replace - Verdow	General Fund	50,000	-	-	-	-	-
Parks & Recreation	Playground Equipment Replacement - Yacht Club Pool	General Fund	-	50,000	-	-	-	-
Parks & Recreation	Security Cameras - New (Athletic fields)	General Fund	25,000	25,000	-	-	-	-
Parks & Recreation	Dethacher (New)	General Fund	-	-	-	30,000	-	-
Parks & Recreation	# New * NA * NA * NEW DETHACHER *	General Fund	-	-	-	30,000	-	-
Parks & Recreation	Misc. Small Equip. Replacements	General Fund	8,000	8,000	10,000	-	-	-
Parks & Recreation	Irrigation Parts Replace BMX	General Fund	-	-	20,000	-	-	-
Parks & Recreation	Yacht Club Boat Trailer Parking Device Replacement	General Fund	15,000	-	-	-	-	-
Parks & Recreation	Playground Equipment Replace - Lake Kennedy	General Fund	-	12,500	-	-	-	-
Parks & Recreation	Ice Machine Replacements (Multi)	General Fund	-	10,000	-	-	-	-
Parks & Recreation	Multi Sports - Maint Bldg. Ice Machine replace	General Fund	-	-	10,000	-	-	-
Parks & Recreation	Picnic Tables	General Fund	-	-	-	-	10,000	-
Parks & Recreation	Park Bench Replacements	General Fund	-	-	-	-	10,000	-

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Capital Equipment/Software Program Plan (Continued)

DEPARTMENT	ASSET*YEAR*MAKE*MODEL	FUNDING SOURCE	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Parks & Recreation	Pelican Baseball Ice Machine Replacement 600lb.	General Fund	\$ 5,340	-	\$ -	\$ -	\$ -	\$ -
Parks & Recreation	LK-Replace 4 Ton AH + Condenser	General Fund	6,000	-	-	-	-	-
Parks & Recreation	Pelican Baseball 3.5 Ton Air Handler Replacement	General Fund	5,000	-	-	-	-	-
Parks & Recreation	Sod Cutter #23553 (2007)	General Fund	7,000	-	-	-	-	-
Parks & Recreation	Yorkrake #24424 (2007)	General Fund	-	-	-	-	5,000	-
ITS	Server Infrastructure	General Fund	35,000	-	-	175,000	-	-
ITS	Replace Freeance	General Fund	-	10,000	-	-	-	-
Fire	VTC w/ 2 Icon600 Units	All Hazards Fund	33,500	-	-	-	-	-
Parks & Recreation	* Pool Motor & Pump Replacement	Waterpark Revenues	15,000	15,000	15,000	15,000	15,000	15,000
Parks & Recreation	Tot Spot Floatables	Waterpark Revenues	-	27,000	-	-	-	-
Parks & Recreation	Pizza Oven Replacement	Waterpark Revenues	25,000	-	-	-	-	-
Parks & Recreation	Funbrellas	Waterpark Revenues	8,000	-	-	8,000	-	-
Parks & Recreation	Variable Frequency Drive	Waterpark Revenues	16,000	-	-	-	-	-
Parks & Recreation	Filter Media Replacement	Waterpark Revenues	-	15,000	-	-	-	-
Parks & Recreation	Removal and installation of new Hood System	Waterpark Revenues	15,000	-	-	-	-	-
Parks & Recreation	Transformer Replacement	Waterpark Revenues	6,000	-	6,000	-	-	-
Parks & Recreation	Electrical Switching Panels	Waterpark Revenues	5,000	-	-	5,000	-	-
Parks & Recreation	Kitchen Mats Grease Resistant	Waterpark Revenues	8,000	-	-	-	-	-
Parks & Recreation	Oven Replacement	Waterpark Revenues	-	6,000	-	-	-	-
Parks & Recreation	Pool Filter Replacement (speed slide)	Waterpark Revenues	-	6,000	-	-	-	-
Parks & Recreation	Pool Pump Impellers	Waterpark Revenues	-	6,000	-	-	-	-
Parks & Recreation	Utility Car Replacement	Waterpark Revenues	-	6,000	-	-	-	-
Parks & Recreation	Stormwater Liftstation Motor/Pump	Waterpark Revenues	-	-	5,000	-	-	-
Parks & Recreation	Hood for Kitchen	Waterpark Revenues	5,000	-	-	-	-	-
Parks & Recreation	A/C Replacement (Ice Cream Shop)	Waterpark Revenues	7,000	-	-	-	-	-
Parks & Recreation	Air Conditioning Replacement	Waterpark Revenues	5,000	-	5,000	-	-	-
Parks & Recreation	10 Ton Package Unit	P&R Programs	10,000	-	-	-	-	-
Parks & Recreation	5 Ton Air Handler & Conditioner	P&R Programs	7,000	-	-	-	-	-
Parks & Recreation	5 Ton Air Handler & Conditioner	P&R Programs	-	7,000	-	-	-	-
Parks & Recreation	Replace Fresh Air Make Up Unit/3 Ton package unit	P&R Programs	6,000	-	-	-	-	-
Parks & Recreation	Convection Oven-double	P&R Programs	6,325	-	-	-	-	-
Parks & Recreation	Upright Refrigerator (3 door) Replacement	P&R Programs	6,000	-	-	-	-	-
Parks & Recreation	New Movie screen & Projector	P&R Programs	-	-	16,000	-	-	-
Parks & Recreation	All Purpose Deck and Z Stands Drum Riser	P&R Programs	-	9,000	-	-	-	5,000
Parks & Recreation	Hydraulic Replacement on Stage	P&R Programs	-	-	8,000	5,000	-	-
Parks & Recreation	Replace 20x30 Tent	P&R Programs	-	-	8,000	-	-	-
Parks & Recreation	Stage Back Drop, Front Skirt and Sidewalls	P&R Programs	-	-	6,000	-	-	-
Parks & Recreation	All Purpose Deck and Z Stands Drum Riser	P&R Programs	-	-	-	-	-	5,000
Parks & Recreation	Replace Distribution boxes/electric panel	P&R Programs	-	-	5,000	-	-	-
Parks & Recreation	Box Trussing	P&R Programs	-	5,000	-	-	-	-
Parks & Recreation	Electric Cable Ramp	P&R Programs	5,000	-	-	-	-	-
Parks & Recreation	Replace 125KW Generator	P&R Programs	-	-	-	30,000	-	-
Parks & Recreation	Replace 70KW Generator	P&R Programs	-	-	-	-	25,000	-
Parks & Recreation	Replace Event trailer	P&R Programs	-	-	-	-	16,000	-
Parks & Recreation	Lake Kennedy Ice Machine Replacement	P&R Programs	-	3,000	-	-	-	-
Parks & Recreation	Floor Scrubber Replacement	P&R Programs	7,000	-	-	-	-	-
Parks & Recreation	A/C Replacement- Main Building 10 TON	P&R Programs	30,000	-	-	-	-	-
Parks & Recreation	Replace 2 -5 Ton AH & Condensing Units - Daycare	P&R Programs	12,000	-	-	-	-	-
Parks & Recreation	Replace Funbrella, Canvas & Pole, #128948 (1 of 2) ORIG Line	P&R Programs	-	14,000	14,000	-	-	-
Parks & Recreation	Replace pool pump motor 15HP, 3 phase	P&R Programs	-	-	-	-	-	15,000
Parks & Recreation	Replace pool blankets	P&R Programs	-	-	-	-	14,500	-

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Capital Equipment/Software Program Plan (Continued)

DEPARTMENT	ASSET*YEAR*MAKE*MODEL	FUNDING SOURCE	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Parks & Recreation	Replace pool pump motor 15HP, 3 phase Orig line	P&R Programs	\$ -	\$ -	\$ -	\$ -	\$ 8,000	\$ -
Parks & Recreation	Replace kitchen Range	P&R Programs	-	-	-	-	5,000	-
Parks & Recreation	Replace Mini Split	P&R Programs	10,000	-	-	-	-	-
Parks & Recreation	Audio Visual Equipment	P&R Programs	5,000	5,000	5,000	5,000	5,000	5,000
Parks & Recreation	Electronic/Game Equipment Replacement	P&R Programs	5,000	5,000	5,000	-	5,500	-
Parks & Recreation	Public Playground (Ages 3-5)	P&R Programs	15,000	-	-	-	-	-
Parks & Recreation	Replace five - 10 Ton Package units	P&R Programs	50,000	-	-	-	-	-
Parks & Recreation	Replace one 12.5 Ton Package units	P&R Programs	13,000	-	-	-	-	-
Parks & Recreation	Skate Ramp Additions	P&R Programs	15,000	20,000	20,000	20,000	20,000	20,000
Parks & Recreation	Replacement/Repair of Equipment	P&R Programs	10,000	20,000	20,000	20,000	20,000	20,000
Parks & Recreation	Skate Park Reconfiguration	P&R Programs	15,000	-	15,000	-	15,000	-
Parks & Recreation	Replace 2 - 3 Ton Package units	P&R Programs	10,000	-	-	-	-	-
Utilities	Project Planning Software	Water/Sewer Fees	20,000	-	-	-	-	-
Utilities	Replace VFD's Plant 1 & 2 Prod. Train (2/yr)	Water/Sewer Fees	53,582	54,921	56,294	57,702	59,144	60,623
Utilities	Replace Well Motors 50 HP w/motor leads (approx 5/yr)	Water/Sewer Fees	23,100	23,800	49,025	50,496	51,758	53,052
Utilities	Replace 1 High Pressure Pump for Plant 1	Water/Sewer Fees	-	-	-	-	200,000	-
Utilities	Wellfield VFD's 50 HP	Water/Sewer Fees	25,909	27,204	28,020	28,860	29,582	30,322
Utilities	Replace Well Pumps and Accessories(2/yr)	Water/Sewer Fees	28,625	-	30,375	-	31,914	32,712
Utilities	Replace Degas Blowers with Aluminum Blowers	Water/Sewer Fees	-	-	75,289	-	-	-
Utilities	Security Equipment Replacements	Water/Sewer Fees	-	-	-	-	-	60,000
Utilities	Plant Transmitter for FLOW-Ultrasonic (1/yr)	Water/Sewer Fees	-	6,000	-	11,735	12,028	12,329
Utilities	Replace Worchester 6" Ball Valve (1/yr)	Water/Sewer Fees	-	8,803	-	9,683	9,925	10,173
Utilities	Plant Transmitter for CHLORINE Analyzer	Water/Sewer Fees	5,805	-	6,399	6,719	6,887	7,059
Utilities	Replace Total Concentrate Flowmeter	Water/Sewer Fees	-	-	25,000	-	-	-
Utilities	Replace 3 - 4,000 gal Bleach Tanks	Water/Sewer Fees	-	-	-	24,200	-	-
Utilities	Replace Plant #1 Ultrasonic Meters (2)	Water/Sewer Fees	-	-	-	10,000	10,250	-
Utilities	Replace Plant 2 Magmeter-Raw	Water/Sewer Fees	-	-	-	-	-	20,000
Utilities	Replace Plant 1 Magmeter-Concentrate	Water/Sewer Fees	-	-	-	-	-	18,000
Utilities	Replace 2 Air Compressors P1	Water/Sewer Fees	-	-	12,000	-	-	-
Utilities	Replace 2 Air Compressors P2	Water/Sewer Fees	-	-	12,000	-	-	-
Utilities	New* Tow behind Arrowboard (2)	Water/Sewer Fees	12,000	-	-	-	-	-
Utilities	Replace Plant #1 8" Sonic Meter	Water/Sewer Fees	5,000	-	-	-	5,519	-
Utilities	Plant Flowmeter for Scale Inhibitor	Water/Sewer Fees	-	5,000	-	-	5,384	-
Utilities	Replace Plant 2 Magmeter-Blend	Water/Sewer Fees	-	-	-	-	-	10,000
Utilities	Replace Plant 2 Magmeter (Product)	Water/Sewer Fees	-	-	9,000	-	-	-
Utilities	# New * NA * NA * NEW MAINTENANCE CART *	Water/Sewer Fees	-	-	8,625	-	-	-
Utilities	Replace Paint Storage Locker	Water/Sewer Fees	-	-	-	-	7,000	-
Utilities	New Rosemount Handheld Calibrator Model 3051	Water/Sewer Fees	-	-	-	6,300	-	-
Utilities	Replace 1 Spectrophotometer	Water/Sewer Fees	-	-	6,200	-	-	-
Utilities	Replace Plant 1 Magmeters (Concentrate)	Water/Sewer Fees	-	-	6,000	-	-	-
Utilities	Replace Plant 2 Magmeter (Concentrate)	Water/Sewer Fees	-	-	6,000	-	-	-
Utilities	Replacement Components for Multiple VFD's	Water/Sewer Fees	53,582	54,921	56,294	57,702	59,144	60,623
Utilities	Buss Duct Replacements	Water/Sewer Fees	300,000	-	-	-	-	-
Utilities	Replace Well Motors 50 HP w/motor leads (approx 5/yr)	Water/Sewer Fees	23,100	23,800	49,025	50,496	51,758	53,052
Utilities	Replace Well Pumps and Accessories (3/yr)	Water/Sewer Fees	28,625	29,475	30,375	31,286	32,068	32,870
Utilities	Wellfield VFD's 50 HP	Water/Sewer Fees	25,909	27,204	28,020	28,860	29,582	30,322
Utilities	Replace Chemical Pumps 3/yr	Water/Sewer Fees	-	-	39,881	40,679	41,696	42,738
Utilities	New SS Silent Check Valve on High Pressure Pump Distr. System	Water/Sewer Fees	36,400	-	37,856	-	-	40,695
Utilities	JLG Articulating Lift	Water/Sewer Fees	110,000	-	-	-	-	-
Utilities	Radio (SCADA) Supervisory Control & Data Acquisition	Water/Sewer Fees	-	-	80,000	-	-	-
Utilities	Security Equipment Replacements	Water/Sewer Fees	-	-	-	-	-	60,000

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DEPARTMENT	ASSET*YEAR*MAKE*MODEL	FUNDING SOURCE	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Utilities	Replace Ball Valves	Water/Sewer Fees	\$ -	\$ 17,600	\$ -	\$ 18,304	\$ 18,762	\$ -
Utilities	Vertical Sump Pump	Water/Sewer Fees	-	-	-	-	50,000	-
Utilities	# Replace * NA * Replace 4' Diesel Pump (Portable/Maint) * NA *	Water/Sewer Fees	-	-	-	40,000	-	-
Utilities	Flow Meters for Chemical System	Water/Sewer Fees	-	-	6,000	10,335	10,593	10,858
Utilities	Replace Bleach Tanks	Water/Sewer Fees	-	-	30,000	-	-	-
Utilities	Replace 2 Air Compressors	Water/Sewer Fees	-	-	26,000	-	-	-
Utilities	Calibrator and Verification Equipment	Water/Sewer Fees	10,000	-	-	-	11,000	-
Utilities	Replace 1 Spectrophotometer	Water/Sewer Fees	-	-	6,480	-	-	-
Utilities	"NEW" InsertValve Installation Equipment (Valves 4", 6", 8", 10, 12")	Water/Sewer Fees	180,653	-	-	-	-	-
Utilities	"NEW" Envirosight RowerX SAT Pipeline Inspection System	Water/Sewer Fees	146,378	-	-	-	-	-
Utilities	Replace (2) 3.5ton AC units, 7.5 air handler & duct work Admn Bldg	Water/Sewer Fees	-	-	-	-	20,000	-
Utilities	"NEW" Radiodetection RD1000 GPR	Water/Sewer Fees	-	-	-	-	17,387	-
Utilities	Replace 3.5 ton condensing unit & air handler in Admin Bldg	Water/Sewer Fees	-	-	-	-	5,657	-
Utilities	# Replace * NA * Replace 4' Diesel Pump (Portable/Maint) * NA *	Water/Sewer Fees	-	-	-	40,000	40,000	-
Utilities	Replacement Pumps	Water/Sewer Fees	220,000	311,000	260,000	275,000	285,000	300,000
Utilities	New SCADA System Up-Grades	Water/Sewer Fees	100,000	-	100,000	125,000	-	150,000
Utilities	# New * NA * New Portable Generators 100 KW * NA *	Water/Sewer Fees	55,000	-	175,000	125,000	-	-
Utilities	#New Portable Generator 100KW	Water/Sewer Fees	-	-	-	-	-	150,000
Utilities	# New * NA * New 4' Diesel Pump (Portable/Maint) * NA *	Water/Sewer Fees	36,000	-	38,000	-	-	-
Utilities	# New * NA * New 4" Portable Silent Run Diesel Pump * NA *	Water/Sewer Fees	-	-	-	-	67,000	-
Utilities	HDPE Fusing Equip	Water/Sewer Fees	-	-	-	-	-	45,000
Utilities	# New * NA * New Portable Pump 6" Diesel * NA *	Water/Sewer Fees	-	-	-	44,000	-	-
Utilities	Replacement Bar screen Equipment	Water/Sewer Fees	-	215,000	-	-	-	-
Utilities	Replace Aeration Blower & Motor	Water/Sewer Fees	-	-	-	-	-	200,000
Utilities	Replacement R.A.S. Pumps (Pumps & Motors)	Water/Sewer Fees	-	60,000	-	-	60,000	60,000
Utilities	Replace Grit Equipment	Water/Sewer Fees	60,000	-	-	60,000	-	60,000
Utilities	Replace Transfer Pump & Motor	Water/Sewer Fees	-	60,000	-	60,000	-	60,000
Utilities	Replace VFD	Water/Sewer Fees	-	50,000	-	-	60,000	60,000
Utilities	SCADA Upgrades	Water/Sewer Fees	25,000	25,000	25,000	25,000	25,000	25,000
Utilities	Replace Reuse Pump & Motor	Water/Sewer Fees	-	120,000	-	-	-	-
Utilities	Replace Flygt Pumps (Scum, AB Filter & Liftstations)	Water/Sewer Fees	20,000	-	20,000	22,500	22,500	22,500
Utilities	Server/Computer Hardware	Water/Sewer Fees	-	-	50,000	-	50,000	-
Utilities	Replacement WAS Transfer Pumps	Water/Sewer Fees	-	-	50,000	-	-	50,000
Utilities	Replace Bleach Tanks	Water/Sewer Fees	-	-	-	100,000	-	-
Utilities	Replacement Mix Liquor Return pump	Water/Sewer Fees	30,000	-	-	30,000	-	30,000
Utilities	Replace Chemical Feed Pumps	Water/Sewer Fees	-	18,000	-	-	25,000	18,000
Utilities	Replacement W.A.S. Pumps	Water/Sewer Fees	-	-	30,000	-	-	30,000
Utilities	Electric Pump for Basin Draining-4"or 6"	Water/Sewer Fees	55,000	-	-	-	-	-
Utilities	Purchase PLC Components	Water/Sewer Fees	22,500	-	-	-	-	22,500
Utilities	Replace Valve Actuator Motor	Water/Sewer Fees	15,000	-	15,000	-	15,000	-
Utilities	Replace SC200 Multi-Meter	Water/Sewer Fees	-	14,000	-	14,000	-	16,000
Utilities	Replace Odor Control Recirculating Pump	Water/Sewer Fees	-	13,000	-	15,000	-	15,000
Utilities	Replacement Floating Mixer Pump	Water/Sewer Fees	30,000	-	-	-	-	-
Utilities	Replace Service Water Pump	Water/Sewer Fees	-	-	-	30,000	-	-
Utilities	Replace Service Water Motor	Water/Sewer Fees	-	10,000	-	-	-	15,000
Utilities	Replace Odor Control Fan & Motors	Water/Sewer Fees	-	-	7,000	-	8,000	8,000
Utilities	Replace Turbidity Meter	Water/Sewer Fees	10,000	-	-	-	10,000	-
Utilities	Replacement of Overhead Door & Opener	Water/Sewer Fees	10,000	-	-	10,000	-	-
Utilities	Replace Composite Sampler	Water/Sewer Fees	-	8,000	-	-	10,000	-
Utilities	Replace Free Chlorine Analyzers	Water/Sewer Fees	8,000	-	-	9,000	-	-
Utilities	Replacement Floating Mixer Motor	Water/Sewer Fees	-	-	-	-	15,000	-

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DEPARTMENT	ASSET*YEAR*MAKE*MODEL	FUNDING SOURCE	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Utilities	Replace Orp Receivers	Water/Sewer Fees	\$ -	\$ -	\$ -	\$ -	\$ 14,000	\$ -
Utilities	New Auger	Water/Sewer Fees	13,000	-	-	-	-	-
Utilities	Replace CL2 Recirculating Pump	Water/Sewer Fees	-	-	11,000	-	-	-
Utilities	New ventless server room A/C -Acct#662301	Water/Sewer Fees	8,000	-	-	-	-	-
Utilities	Replace 80 ton A/C EWRF Operations Bldg-Acct #662301	Water/Sewer Fees	-	-	-	-	-	100,000
Utilities	Replace Reuse Pump & Motor	Water/Sewer Fees	-	45,000	-	-	100,000	-
Utilities	Replace Transfer Pump & Motor	Water/Sewer Fees	-	40,000	-	-	105,000	-
Utilities	Replace VFD's	Water/Sewer Fees	-	-	75,000	-	-	50,000
Utilities	Replacement R.A.S. Pumps	Water/Sewer Fees	-	60,000	-	50,000	-	-
Utilities	New Launder Trough Covers for Clarifiers	Water/Sewer Fees	-	-	-	100,000	-	-
Utilities	Replace Jockey Pump & Motor	Water/Sewer Fees	-	25,000	-	-	-	50,000
Utilities	Replace Flygt Pumps (Scum, AB Filter & Liftstations)	Water/Sewer Fees	-	25,000	-	25,000	-	25,000
Utilities	Replace 450HP Turbalex Blower Motor	Water/Sewer Fees	-	-	-	-	75,000	-
Utilities	# New * NA * New Skidsteer * NA *	Water/Sewer Fees	75,000	-	-	-	-	-
Utilities	Replacement Mix Liquor Return pump	Water/Sewer Fees	-	35,000	-	35,000	-	-
Utilities	Replacement W.A.S. Pumps	Water/Sewer Fees	-	-	30,000	-	-	35,000
Utilities	Replacement Air Compressor & Drier	Water/Sewer Fees	-	-	-	-	50,000	-
Utilities	Server/Computer Upgrade (Non PLC)	Water/Sewer Fees	-	-	50,000	-	-	-
Utilities	Replace Bleach Tanks	Water/Sewer Fees	-	-	-	50,000	-	-
Utilities	Replace Valve Actuator Motor & Controller	Water/Sewer Fees	15,000	-	15,000	-	16,000	-
Utilities	New Small Portable Manlift -	Water/Sewer Fees	-	-	-	44,000	-	-
Utilities	Replace Chemical Feed Pumps	Water/Sewer Fees	-	15,000	-	25,000	-	-
Utilities	Replace MLR 24" Checkvalve	Water/Sewer Fees	15,000	-	-	-	-	20,000
Utilities	Replace Odor Control Fan & Motors	Water/Sewer Fees	-	-	15,000	-	17,000	-
Utilities	Replace Overhead Door & Opener	Water/Sewer Fees	-	10,000	-	-	15,000	-
Utilities	Replace Odor Control Recirculating Pump	Water/Sewer Fees	-	-	10,000	-	-	15,000
Utilities	Replace Composite Sampler	Water/Sewer Fees	-	7,500	-	8,000	-	8,000
Utilities	Replace CL2 Recirculating Pump	Water/Sewer Fees	10,000	-	-	10,000	-	-
Utilities	Replace Turbidity Meter	Water/Sewer Fees	10,000	-	-	10,000	-	-
Utilities	Replace Grit Pump	Water/Sewer Fees	-	-	-	20,000	-	-
Utilities	New Mechanical Seals	Water/Sewer Fees	-	-	-	15,000	-	-
Utilities	Replacement Floating Mixer	Water/Sewer Fees	-	-	-	15,000	-	-
Utilities	Replace Step Screen Motor/Gearbox	Water/Sewer Fees	-	-	-	-	15,000	-
Utilities	Replace SC200 Multi-Meter-Moved to S/E	Water/Sewer Fees	-	-	-	6,000	-	-
Utilities	Replace Reuse Pump Check Valve	Water/Sewer Fees	-	6,000	-	-	-	-
Utilities	Centrifuge Motor	Water/Sewer Fees	-	-	-	-	35,000	-
Utilities	Sludge Grinder Pumps	Water/Sewer Fees	-	30,000	-	-	-	-
Utilities	Centrifuge Motor VFD	Water/Sewer Fees	-	-	-	-	25,000	-
Utilities	New Waste Transfer VFD's	Water/Sewer Fees	-	-	-	-	-	10,000
Utilities	Chemical Pump	Water/Sewer Fees	-	-	-	-	10,000	-
Utilities	Canal Transfer Pumps	Water/Sewer Fees	-	70,000	-	-	75,000	-
Utilities	Replace VFD's (CPS)	Water/Sewer Fees	21,000	22,000	-	25,000	25,000	24,000
Utilities	Replace Magmeters CPS	Water/Sewer Fees	60,000	35,000	-	-	-	-
Utilities	REHAB Adams Strainers all CPS	Water/Sewer Fees	45,000	-	-	-	-	45,000
Utilities	Replacement Pump CPS #5	Water/Sewer Fees	-	-	-	-	-	70,000
Utilities	Replacement Pump CPS #8	Water/Sewer Fees	-	-	-	-	-	70,000
Utilities	Replace Bleach Tanks (5 Double Wall Tanks) (CPS)	Water/Sewer Fees	-	12,000	13,000	14,000	30,000	-
Utilities	New Solar RTU Weir Telemetry (CPS)	Water/Sewer Fees	25,000	-	25,000	-	-	-
Utilities	Replace Grinder Pumps CPS#5	Water/Sewer Fees	-	-	12,000	12,000	12,000	-
Utilities	New SCADA RTU Upgrade (CPS)	Water/Sewer Fees	-	-	-	35,000	-	-
Utilities	New CPS Chlorine Feed Pumps	Water/Sewer Fees	-	-	-	12,000	12,000	-

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DEPARTMENT	ASSET*YEAR*MAKE*MODEL	FUNDING SOURCE	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Utilities	Canal Station RTU	Water/Sewer Fees	\$ -	\$ -	\$ -	\$ 10,000	\$ 10,000	\$ -
Utilities	Replace Flow Meter (CPS) Ultrasonic/Storage Tanks	Water/Sewer Fees	-	-	-	-	-	12,000
Public Works	Replace 42" Printer Plotter #26138	Stormwater Revenues	8,245	-	-	-	-	-
Public Works	Replace Panasonic laptop #22910	Stormwater Revenues	-	5,074	-	-	-	-
Public Works	Replace HydroLab MS5 & Survey #26437	Stormwater Revenues	-	12,000	-	-	-	-
Public Works	Replace NEI Trimble GEO Explorer Survey System	Stormwater Revenues	-	-	6,500	-	-	-
Public Works	Replace Ion Chromatograph ISC #25936	Stormwater Revenues	-	38,000	-	-	-	-
Public Works	Replace Total Organic Carbon (TOC) #21947	Stormwater Revenues	27,500	-	-	-	-	-
Public Works	Replace BOD Assay Unit #24573	Stormwater Revenues	20,000	-	-	-	-	-
Public Works	Replace BOD incubators #17806	Stormwater Revenues	10,000	-	-	-	-	-
Public Works	Replace #26343 BOD Incubator	Stormwater Revenues	10,000	-	-	-	-	-
Public Works	Purchase Sterilizer/Autoclave	Stormwater Revenues	-	-	10,000	-	-	-
Public Works	Replace #26349 Sterilizer/Autoclave	Stormwater Revenues	-	10,000	-	-	-	-
Public Works	Replace #26481 Fluorometer	Stormwater Revenues	-	10,000	-	-	-	-
Public Works	Replace Balance	Stormwater Revenues	-	-	-	-	-	10,000
Public Works	Replace Scale AX204 # 19331	Stormwater Revenues	-	-	-	-	7,500	-
Public Works	Replace Muffle Furnace #26011	Stormwater Revenues	-	-	-	-	5,000	-
Public Works	Replace #21784 Muffle Furnace	Stormwater Revenues	5,000	-	-	-	-	-
Public Works	Replace Easy Block Digester #21203	Stormwater Revenues	-	5,000	-	-	-	-
Public Works	Replace Easy Block Digester #25434	Stormwater Revenues	-	5,000	-	-	-	-
Public Works	Replace # 23186 Circulating Water Bath	Stormwater Revenues	-	-	-	5,000	-	-
Public Works	Replace #26359 Recirculating Water Bath	Stormwater Revenues	-	-	5,000	-	-	-
Public Works	Replace 07 Portable Air compressor #24452	Stormwater Revenues	-	15,690	-	-	-	-
Public Works	Replace 4x4 Infrared Heater #22977	Stormwater Revenues	-	-	6,609	-	-	-
Public Works	Replace Laptop #22279	Stormwater Revenues	6,109	-	-	-	-	-
Public Works	Replace Tamper #26339	Stormwater Revenues	5,882	-	-	-	-	-
Public Works	Replace Tamper #26338	Stormwater Revenues	5,882	-	-	-	-	-
Public Works	Replace Tamper #26337	Stormwater Revenues	5,882	-	-	-	-	-
Public Works	Replace Panasonic laptop #21266	Stormwater Revenues	6,483	-	-	-	-	-
Public Works	Replace Panasonic laptop #22907	Stormwater Revenues	-	5,074	-	-	-	-
Public Works	Replace Panasonic laptop #22908	Stormwater Revenues	-	5,074	-	-	-	-
Public Works	Replace Panasonic laptop #22909	Stormwater Revenues	-	5,074	-	-	-	-
Public Works	# 18151-22180 * NA * Replace 60" Ditch Bucket on #18151 - #22180 * NA *	Stormwater Revenues	-	-	9,390	-	-	-
Public Works	Replace Dredge 5012 #24329	Stormwater Revenues	-	-	-	-	-	-
Public Works	Replace Bender Piranha #15434	Stormwater Revenues	-	-	-	-	-	-
Public Works	Replace 06 Air Compressor #23570	Stormwater Revenues	-	15,690	-	-	-	-
Public Works	Replace Pipe Threading Machine #22181	Stormwater Revenues	6,582	-	-	-	-	7,630
Public Works	Replace Mig welder #24324	Stormwater Revenues	6,523	-	-	-	-	7,561
Public Works	Replace 10X16 Miter band saw #22088	Stormwater Revenues	-	-	6,124	-	-	-
Public Works	Replace Air compressor #24485	Stormwater Revenues	-	-	-	5,905	-	-
Public Works	Replace Attachment #21182	Stormwater Revenues	8,676	-	-	-	-	-
Public Works	Replace Pontoon Boat #24685	Stormwater Revenues	-	-	30,489	-	-	-
Public Works	Replace 17' Alum boat w/motor #22838	Stormwater Revenues	-	-	9,588	-	-	-
Public Works	Replace Laptop #22278	Stormwater Revenues	6,109	-	-	-	-	-
Parks & Recreation	Versa Vac - NEW EQPT	Golf Course Revenues	5,734	5,734	5,734	-	-	-
Parks & Recreation	Electric Range Ball Dis.#20102 (2003)	Golf Course Revenues	-	-	6,000	-	-	-
Parks & Recreation	Versa Vac - NEW EQPT	Golf Course Revenues	-	-	-	5,734	-	-
Parks & Recreation	Sand Pro 3040 / Bunker Rake (2009)	Golf Course Revenues	-	-	-	15,500	-	-
Parks & Recreation	Tow Behind Aerifier / Fairway Rough Aerifier ***NEW**	Golf Course Revenues	15,000	-	-	-	-	-
Parks & Recreation	Stove grid, 4 burn & 2 ovens #17564 (2000)	Golf Course Revenues	-	-	-	-	-	8,500
Parks & Recreation	Walk In Cooler # 20304 (2003)	Golf Course Revenues	-	-	7,800	-	-	-

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DEPARTMENT	ASSET*YEAR*MAKE*MODEL	FUNDING SOURCE	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Public Works	Replace Oil Storage System	IS Fleet Fund	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -
Public Works	New portable 20 ton lift (6)	IS Fleet Fund	-	150,000	-	-	-	-
Public Works	New Front End Alignment Rack & Machine	IS Fleet Fund	80,000	-	-	-	-	-
Public Works	Replace Lift HT Bay #24455	IS Fleet Fund	-	-	-	30,000	-	-
Public Works	Replace office furniture	IS Fleet Fund	-	-	-	20,000	-	-
Public Works	Replace Lift CB (3of4) #17491	IS Fleet Fund	16,000	-	-	-	-	-
Public Works	Replace Lift HE #17779	IS Fleet Fund	-	-	16,000	-	-	-
Public Works	Replace Lift CB (4of4) #24348	IS Fleet Fund	-	-	-	16,000	-	-
Public Works	Replace air compressor #18600	IS Fleet Fund	10,000	-	-	-	-	-
Public Works	Replace Tig welder #21367	IS Fleet Fund	7,000	-	-	-	-	-
Public Works	Replace Lift SE (1of2) #17821	IS Fleet Fund	-	7,000	-	-	-	-
TOTAL			\$5,214,345	\$6,185,705	\$4,389,884	\$4,860,950	\$4,425,081	\$4,544,092

City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

CAPITAL MAINTENANCE PROGRAM FY2016-FY2021

SUMMARY OF REQUIRED REVENUES

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	TOTAL
General Fund	\$ 1,465,882	\$ 1,021,835	\$ 1,300,885	\$ 1,345,000	\$ 280,250	\$ 83,500	\$ 5,497,352
Golf Course Revenues	116,000	-	48,500	16,500	190,000	15,000	386,000
IS Facilities Fund	30,000	-	-	-	45,000	-	75,000
Tax Increment Funding	325,000	365,000	115,000	235,000	115,000	115,000	1,270,000
Waterpark Revenues	41,500	35,000	60,000	85,000	15,000	25,000	261,500
Yacht Basin Revenues	-	-	-	-	150,000	-	150,000
P&R Programs	160,600	285,250	90,000	451,500	186,000	74,000	1,247,350
Water/Sewer Fees	620,511	636,023	651,924	668,222	684,928	702,051	3,963,659
TOTAL	\$ 2,759,493	\$ 2,343,108	\$ 2,266,309	\$ 2,801,222	\$1,666,178	\$1,014,551	\$12,850,861

SUMMARY BY DEPARTMENT

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	TOTAL
Community Redevelopment	\$ 325,000	\$ 365,000	\$ 115,000	\$ 235,000	\$ 115,000	\$ 115,000	\$ 1,270,000
Fire	249,022	215,322	347,428	10,600	162,000	11,000	995,372
Governmental Services	55,000	23,423	9,732	36,900	78,250	-	203,305
Parks & Recreation	1,479,960	1,103,340	1,142,225	1,850,500	581,000	186,500	6,343,525
Public Works	30,000	-	-	-	45,000	-	75,000
Utilities	620,511	636,023	651,924	668,222	684,928	702,051	3,963,659
TOTAL	\$ 2,759,493	\$ 2,343,108	\$ 2,266,309	\$ 2,801,222	\$1,666,178	\$1,014,551	\$12,850,861

City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

Capital Maintenance Program Plan

CAPITAL MAINTENANCE PROGRAM

DEPARTMENT	DESCRIPTION	FUNDING SOURCE	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY16-21 Total
Fire	Replace fuel monitoring system for generator w/Veeter Root	General Fund	\$ 8,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8,000
Fire	Bay Floor Paint, Sealing & Striping	General Fund	5,000	-	-	-	-	-	5,000
Fire	Bay Floor Paint, Sealing & Striping	General Fund	-	5,100	-	-	-	-	5,100
Fire	Bay Floor Paint, Sealing & Striping	General Fund	-	5,100	-	-	-	-	5,100
Fire	Bay Floor Paint, Sealing & Striping	General Fund	-	-	-	5,300	-	-	5,300
Fire	Lanai & Window screens repaired/replaced	General Fund	2,000	-	-	-	-	-	2,000
Fire	Lanai & Window screens repaired/replaced	General Fund	-	2,040	-	-	-	-	2,040
Fire	Paint Exterior	General Fund	-	-	-	5,300	-	-	5,300
Fire	Paint Exterior	General Fund	6,000	-	-	-	-	-	6,000
Fire	Paint Exterior	General Fund	-	6,120	-	-	-	-	6,120
Fire	Paint Exterior	General Fund	-	6,120	-	-	-	-	6,120
Fire	Paint Exterior	General Fund	-	6,120	-	-	-	-	6,120
Fire	Paint Exterior	General Fund	-	-	6,240	-	-	-	6,240
Fire	Paint Exterior	General Fund	-	-	-	-	-	6,600	6,600
Fire	Parking lot sealed and painted	General Fund	-	3,060	-	-	-	-	3,060
Fire	Parking lot sealed and painted	General Fund	-	-	3,120	-	-	-	3,120
Fire	Parking lot sealed and painted	General Fund	6,000	-	-	-	-	-	6,000
Fire	Parking lot sealed and painted	General Fund	-	6,120	-	-	-	-	6,120
Fire	Parking lot sealed and painted	General Fund	4,000	-	-	-	-	4,400	8,400
Fire	Purchase and install 500 Gal Fuel Tank for Generator	General Fund	6,000	-	-	-	-	-	6,000
Fire	Purchase and install 500 Gal Fuel Tank for Generator	General Fund	6,000	-	-	-	-	-	6,000
Fire	Purchase and install 500 Gal Fuel Tank for Generator	General Fund	6,000	-	-	-	-	-	6,000
Fire	Remodel - Maintenance & Improvements (Major)	General Fund	70,000	-	-	-	-	-	70,000
Fire	Remodel (Major)	General Fund	50,222	-	-	-	-	-	50,222
Fire	Remodel (Major)	General Fund	-	-	156,000	-	-	-	156,000
Fire	Remodel (Major)	General Fund	-	-	-	-	162,000	-	162,000
Fire	Remodel (Minor)	General Fund	15,000	-	-	-	-	-	15,000
Fire	Remodel (Minor)	General Fund	-	-	26,068	-	-	-	26,068
Fire	Remodel Interior (Major)	General Fund	-	-	156,000	-	-	-	156,000
Fire	Remodel Interior (Minor)	General Fund	-	15,300	-	-	-	-	15,300
Fire	Replace 16 bay lights w/4' vapor proof Fl. Lights	General Fund	3,800	-	-	-	-	-	3,800
Fire	Replace 38 2X4 Fl Lay In fixtures w/LED	General Fund	-	3,060	-	-	-	-	3,060
Fire	Replace Bay Doors	General Fund	13,000	-	-	-	-	-	13,000
Fire	Replace Bay Doors	General Fund	-	13,260	-	-	-	-	13,260
Fire	Replace Bay lighting with LED	General Fund	-	5,100	-	-	-	-	5,100
Fire	Replace Bay lighting with LED	General Fund	-	5,100	-	-	-	-	5,100
Fire	Replace Bay lighting with LED	General Fund	-	5,100	-	-	-	-	5,100
Fire	Replace Bay lighting with LED	General Fund	-	5,100	-	-	-	-	5,100
Fire	Replace Bay lighting with LED	General Fund	-	5,100	-	-	-	-	5,100
Fire	Replace Bay lighting with LED	General Fund	-	5,100	-	-	-	-	5,100
Fire	Replace Bay lighting with LED	General Fund	-	5,202	-	-	-	-	5,202
Fire	Replace existing showers with Same	General Fund	3,000	-	-	-	-	-	3,000
Fire	Replace flooring with tile	General Fund	-	5,100	-	-	-	-	5,100
Fire	Replace Ice Machine	General Fund	-	4,080	-	-	-	-	4,080
Fire	Replace interior Lighting with LED	General Fund	-	6,630	-	-	-	-	6,630
Fire	Replace interior Lighting with LED	General Fund	-	6,630	-	-	-	-	6,630
Fire	Replace interior Lighting with LED	General Fund	-	6,630	-	-	-	-	6,630
Fire	Replace interior Lighting with LED	General Fund	-	6,630	-	-	-	-	6,630
Fire	Replace interior Lighting with LED	General Fund	-	6,630	-	-	-	-	6,630
Fire	Replace interior Lighting with LED	General Fund	-	6,630	-	-	-	-	6,630

City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

Capital Maintenance Program Plan (Continued)

DEPARTMENT	DESCRIPTION	FUNDING SOURCE	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY16-21 Total
Fire	Replace interior Lighting with LED	General Fund	\$ -	\$ 6,630	\$ -	\$ -	\$ -	\$ -	\$ 6,630
Fire	Replace interior Lighting with LED	General Fund	-	6,630	-	-	-	-	6,630
Fire	Re-Roof Flat 64 SQ @ \$703 SQ- Living/Bay Area	General Fund	45,000	-	-	-	-	-	45,000
Fire	Re-Roof with Peel & Stick Base 85 SQ	General Fund	-	40,800	-	-	-	-	40,800
Parks & Recreation	Art League repave parking lot	General Fund	-	-	-	30,000	-	-	30,000
Parks & Recreation	Art Studio - parking lot repave	General Fund	-	-	10,000	-	-	-	10,000
Parks & Recreation	Art Studio - parking lot repave	General Fund	-	-	-	10,000	-	-	10,000
Parks & Recreation	Art Theatre repave parking lot	General Fund	-	-	-	30,000	-	-	30,000
Parks & Recreation	BMX Park Reroof with SV Metal - Admin Bldg	General Fund	-	-	6,500	-	-	-	6,500
Parks & Recreation	BMX Admin Building Repair at the track	General Fund	-	-	13,500	-	-	-	13,500
Parks & Recreation	BMX Park Reroof Shingle w/ Peel & Stick 23 sq @ 425 SQ- Entrance Pavilion	General Fund	9,775	-	-	-	-	-	9,775
Parks & Recreation	Burnt Store Boat Ramp Impact Fees - Utilities	General Fund	-	50,000	-	-	-	-	50,000
Parks & Recreation	Burnt Store Boat Ramp overlay prk lot	General Fund	-	-	-	30,000	-	-	30,000
Parks & Recreation	Burton parking lot repave	General Fund	35,000	-	-	-	-	-	35,000
Parks & Recreation	Burton resurface tennis court	General Fund	-	-	-	8,000	-	-	8,000
Parks & Recreation	Caloosa Park Football Field electrical repairs	General Fund	25,000	-	-	-	-	-	25,000
Parks & Recreation	Caloosa Park replace plumbing-locker rom	General Fund	-	-	-	7,500	-	-	7,500
Parks & Recreation	Caloosa ParkRemodel locker room and restroom	General Fund	-	-	25,000	-	-	-	25,000
Parks & Recreation	Caloosa Track Conditions	General Fund	5,000	-	-	-	-	-	5,000
Parks & Recreation	Camelot Park - Lighting - Improvements	General Fund	25,000	-	-	-	-	-	25,000
Parks & Recreation	Camelot- repave parking lot	General Fund	-	-	-	20,000	-	-	20,000
Parks & Recreation	CC Sports Complet softball walkway	General Fund	-	-	-	-	-	25,000	25,000
Parks & Recreation	Chantry Canal repave parking lot (Rosen Park)	General Fund	-	-	-	40,000	-	-	40,000
Parks & Recreation	Eco Park - Replace Storage/Office Building	General Fund	-	-	-	45,000	-	-	45,000
Parks & Recreation	Eco Preserve Invasive Removal	General Fund	-	-	-	-	5,000	10,000	15,000
Parks & Recreation	Eco Preserve Invasive Removal	General Fund	10,000	10,000	10,000	10,000	-	-	40,000
Parks & Recreation	Eco Preserve repave parking lot	General Fund	-	15,000	-	-	-	-	15,000
Parks & Recreation	Exotic Removal Major Park	General Fund	-	25,000	-	-	-	-	25,000
Parks & Recreation	Fence Backstops Replacements	General Fund	45,000	-	45,000	80,000	-	-	170,000
Parks & Recreation	Fences repairs misc contract out	General Fund	-	-	50,000	-	-	-	50,000
Parks & Recreation	Festival Park - Demolition of Houses	General Fund	-	-	-	40,000	-	-	40,000
Parks & Recreation	Four Freedoms Park fence repairs	General Fund	15,000	-	-	-	-	-	15,000
Parks & Recreation	Glover Bight- repaveparking lot	General Fund	-	5,000	-	-	-	-	5,000
Parks & Recreation	Glover Bight- repaveparking lot	General Fund	-	-	-	5,000	-	-	5,000
Parks & Recreation	Historical museum parking lot repave	General Fund	-	5,000	-	-	-	-	5,000
Parks & Recreation	Horton Park seawall repair	General Fund	-	-	-	-	-	10,000	10,000
Parks & Recreation	Irrigation Pump Replace	General Fund	-	45,000	45,000	45,000	-	-	135,000
Parks & Recreation	Jason Verdow Park - Roof-Concs/Rstrm/Maint./Shed	General Fund	-	15,300	-	-	-	-	15,300
Parks & Recreation	Jaycee parking lot repave - Walkpath	General Fund	-	-	-	25,000	-	-	25,000
Parks & Recreation	JC Park Shoreline Maintenance	General Fund	5,000	-	-	-	-	-	5,000
Parks & Recreation	Jeffers Park - repave parking lot and pathway	General Fund	-	-	-	30,000	-	-	30,000
Parks & Recreation	Jim Jeffers Resurface basketball courts	General Fund	-	-	-	-	5,000	-	5,000
Parks & Recreation	Jim Jeffers Sandblast and paint metal structures	General Fund	10,000	-	-	-	-	-	10,000
Parks & Recreation	Jim Jeffers-Reseal and strip parking lot	General Fund	10,000	-	-	-	-	-	10,000
Parks & Recreation	Jim Jeffers-Resurface Tennis Courts	General Fund	-	-	-	-	5,000	-	5,000
Parks & Recreation	Koza/Saladino replace perimeter fencing	General Fund	20,000	-	-	-	-	-	20,000
Parks & Recreation	Lake Kennedy Senior Center- repave parking lot	General Fund	-	25,000	-	-	-	-	25,000
Parks & Recreation	Lake Kennedy Special Pops- repave parking lot	General Fund	-	15,000	-	30,000	-	-	45,000
Parks & Recreation	Lake Kennedy walk path	General Fund	-	-	5,000	-	-	-	5,000
Parks & Recreation	Lake Kennedy-entrance road repave	General Fund	-	-	60,000	-	-	-	60,000
Parks & Recreation	LK Parks House-reroof shingle 32 square	General Fund	-	-	12,000	-	-	-	12,000

City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

Capital Maintenance Program Plan (Continued)

DEPARTMENT	DESCRIPTION	FUNDING SOURCE	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY16-21 Total
Parks & Recreation	Miscellaneous Repairs - Fishing Pier	General Fund	\$ -	\$ -	\$ 5,000	\$ -	\$ -	\$ -	\$ 5,000
Parks & Recreation	Miscellaneous Repairs - Fishing Pier	General Fund	-	-	5,000	-	-	-	5,000
Parks & Recreation	Multi Perimeter Ditches - Maintenance	General Fund	-	-	-	-	10,000	-	10,000
Parks & Recreation	Multi Perimeter Ditches - Maintenance	General Fund	-	-	-	-	-	10,000	10,000
Parks & Recreation	Multi Perimeter Ditches - Maintenance	General Fund	-	25,000	-	-	-	-	25,000
Parks & Recreation	Multi Sport - Lighting - Athletic Fields (14) Replacements	General Fund	279,085	120,915	-	-	-	-	400,000
Parks & Recreation	Multi Sport baseball replace perimeter fence	General Fund	20,000	-	-	20,000	-	-	40,000
Parks & Recreation	Multi Sport Complex parking lot - repave	General Fund	60,000	-	-	-	-	-	60,000
Parks & Recreation	Multi Sport soccer replace perimeter fence	General Fund	-	-	15,000	-	-	-	15,000
Parks & Recreation	Multi Sport soccer replace perimeter fence	General Fund	-	-	25,000	-	-	-	25,000
Parks & Recreation	Multi Sport softball replace perimeter fence	General Fund	20,000	-	-	20,000	-	-	40,000
Parks & Recreation	Multi Sports - replace office stairs	General Fund	-	-	-	5,000	-	-	5,000
Parks & Recreation	Multi Sports Complex - Replace Plumbing	General Fund	-	-	-	18,000	-	-	18,000
Parks & Recreation	New Paint for Park Buildings, Restrooms and Shelters - (2011 thru 2013 none) facilities just painted	General Fund	-	-	5,000	5,000	-	-	10,000
Parks & Recreation	Northwest Softball Impact Fees - Utilities	General Fund	-	-	50,000	-	-	-	50,000
Parks & Recreation	Nursery parking lot repave	General Fund	-	5,000	-	-	-	-	5,000
Parks & Recreation	NW Softball Complex repave parking lots	General Fund	25,000	-	25,000	-	-	-	50,000
Parks & Recreation	NW Softball Complex replace perimeter fencing	General Fund	-	-	-	15,000	-	-	15,000
Parks & Recreation	NW Softball-Repaint roofs	General Fund	-	-	-	5,000	-	-	5,000
Parks & Recreation	NW Softball-Replace well system	General Fund	-	-	-	-	10,000	-	10,000
Parks & Recreation	Park Electrical Repairs	General Fund	30,000	35,000	35,000	35,000	-	-	135,000
Parks & Recreation	Parks house at Lake Kennedy roof replacement	General Fund	-	-	12,500	-	-	-	12,500
Parks & Recreation	Paul Sanborn Park-Repave parking lot	General Fund	-	-	8,000	-	-	-	8,000
Parks & Recreation	Pelican Baseball Concession bldg. re-roof	General Fund	-	10,875	-	-	-	-	10,875
Parks & Recreation	Pelican Baseball-Main Bldg remodel/update interior	General Fund	-	-	-	20,000	-	-	20,000
Parks & Recreation	Pelican b-ball complex repave parking lots	General Fund	-	-	-	45,000	-	-	45,000
Parks & Recreation	Pelican b-ball replace perimeter fencing	General Fund	10,000	-	20,000	-	-	-	30,000
Parks & Recreation	Pelican soccer repave parking lot	General Fund	-	-	30,000	-	-	-	30,000
Parks & Recreation	Perimeter replace Fencing/Signage for Major Park	General Fund	40,000	-	-	40,000	-	-	80,000
Parks & Recreation	Playground repair parts	General Fund	100,000	94,000	90,000	90,000	-	-	374,000
Parks & Recreation	Playground Repairs - contractor	General Fund	-	25,000	-	25,000	-	-	50,000
Parks & Recreation	Pump Station Repair - Athletic Complexes	General Fund	6,000	-	6,000	-	-	-	12,000
Parks & Recreation	Remodel Restrooms	General Fund	-	-	-	10,000	-	-	10,000
Parks & Recreation	Replace Playgd. Mulch - Camelot	General Fund	-	6,000	-	-	-	-	6,000
Parks & Recreation	Replace Playgd. Mulch - Jeffers	General Fund	7,000	-	-	-	-	-	7,000
Parks & Recreation	Replace Playgd. Mulch - Koza	General Fund	-	-	5,000	-	-	-	5,000
Parks & Recreation	Replace Playgd. Mulch - Rotary	General Fund	-	-	-	8,000	-	-	8,000
Parks & Recreation	Replace Playgd. Mulch - Stonis	General Fund	6,000	-	-	-	-	-	6,000
Parks & Recreation	Re-Sod-Turf - BMX Athletic Fields	General Fund	-	35,000	-	-	-	-	35,000
Parks & Recreation	Re-Sod Turf - Burton Athletic Fields	General Fund	-	-	-	26,000	-	-	26,000
Parks & Recreation	Re-Sod-Turf - Caloosa Athletic Fields	General Fund	-	-	20,000	-	-	-	20,000
Parks & Recreation	Re-Sod Turf - Koza Athletic Fields	General Fund	40,000	-	-	-	-	-	40,000
Parks & Recreation	Re-Sod Turf - Koza Athletic Fields	General Fund	-	-	-	35,000	-	-	35,000
Parks & Recreation	Re-Sod-Turf - Pelican Baseball Athletic Fields	General Fund	70,000	-	-	-	-	-	70,000
Parks & Recreation	Re-Sod-Turf - Pelican Baseball Athletic Fields	General Fund	-	-	70,000	-	-	-	70,000
Parks & Recreation	Re-Sod Turf - Storm Athletic Fields	General Fund	35,000	-	-	-	-	-	35,000
Parks & Recreation	Re-Sod-Turf - Verdow Athletic Fields	General Fund	-	26,000	-	-	-	-	26,000
Parks & Recreation	Rotary park dog paths, turf & fencing	General Fund	-	20,000	-	-	-	-	20,000
Parks & Recreation	Rotary Park Invasive Removal	General Fund	5,000	10,000	5,000	10,000	5,000	10,000	45,000
Parks & Recreation	Rotary Park- repave parking lot and roadway	General Fund	25,000	-	-	-	-	-	25,000
Parks & Recreation	Sanborn NP#1 - repave parking lot and pathway	General Fund	-	-	8,000	-	-	-	8,000
Parks & Recreation	Sandblast and paint metal structures	General Fund	10,000	-	-	-	-	-	10,000

City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

Capital Maintenance Program Plan (Continued)

DEPARTMENT	DESCRIPTION	FUNDING SOURCE	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY16-21 Total
Parks & Recreation	Saratoga Lake Park - replace 200 Main Sq. D (poles around walkway) Breaker	General Fund	\$ -	\$ -	\$ -	\$ 10,000	\$ -	\$ -	\$ 10,000
Parks & Recreation	Saratoga Park - Lighting - Improvements	General Fund	-	-	-	10,000	-	-	10,000
Parks & Recreation	Saratoga Park - Lighting - Improvements	General Fund	10,000	-	-	10,000	-	-	20,000
Parks & Recreation	Saratoga Park - Picnic Shelter (new)	General Fund	18,000	-	-	-	-	-	18,000
Parks & Recreation	Saratoga Park Repave Parking Lot and Walkpath	General Fund	-	10,000	-	-	-	-	10,000
Parks & Recreation	Sea Hawk Park - repave runway	General Fund	-	15,000	-	-	-	-	15,000
Parks & Recreation	Seahawk Park Repave Runway	General Fund	-	15,000	-	-	-	-	15,000
Parks & Recreation	Stonis Park - repave parking lot and pathway	General Fund	20,000	-	-	-	-	-	20,000
Parks & Recreation	Stonis Park Tennis Courts resurface	General Fund	25,000	-	-	-	-	-	25,000
Parks & Recreation	Storm football complex repave parking lot	General Fund	-	-	-	25,000	-	-	25,000
Parks & Recreation	Storm football/concession/restroom roof	General Fund	-	-	20,000	-	-	-	20,000
Parks & Recreation	Storm locker room shingle roof w/ Peel&stick 26sq	General Fund	-	-	11,050	-	-	-	11,050
Parks & Recreation	Tennis Courts-Remodel restroom	General Fund	-	-	-	-	-	7,500	7,500
Parks & Recreation	Tennis Pro Shop-replace roof/Harbormaster Bldg	General Fund	-	-	6,175	-	-	-	6,175
Parks & Recreation	Various Parks - ADA Handicap Access at Various Parks	General Fund	50,000	50,000	50,000	50,000	-	-	200,000
Parks & Recreation	Various Parks - Irrigation System - Ball Parks replace	General Fund	-	40,000	-	-	-	-	40,000
Parks & Recreation	Various Parks - Various Bleacher Replacements	General Fund	30,000	30,000	30,000	40,000	-	-	130,000
Parks & Recreation	Verdow park perimeter fence replacements	General Fund	-	-	-	10,000	-	-	10,000
Parks & Recreation	Verdow parking lot repave	General Fund	-	-	-	30,000	-	-	30,000
Parks & Recreation	Verdow Replace Plumbing	General Fund	-	-	-	8,000	-	-	8,000
Parks & Recreation	Veterans Park - Irrigation Expansion	General Fund	-	-	15,000	-	-	-	15,000
Parks & Recreation	Veterans Park - Landscape - Improvements	General Fund	-	-	15,000	-	-	-	15,000
Parks & Recreation	Veterans Park - Lighting Improvements	General Fund	-	-	20,000	-	-	-	20,000
Parks & Recreation	Veterans Park repave parking lot	General Fund	-	-	25,000	-	-	-	25,000
Parks & Recreation	Waterpark-Sunsplash repave parking lot	General Fund	-	-	25,000	-	-	-	25,000
Parks & Recreation	Yacht Club Fishing Pier Repairs	General Fund	-	-	5,000	-	-	-	5,000
Parks & Recreation	Yacht Club Shuffleboard Courts resurface	General Fund	6,000	-	-	7,000	-	-	13,000
Parks & Recreation	Yacht Club Tennis Courts resurface	General Fund	-	-	-	60,000	-	-	60,000
Parks & Recreation	Yacht Club-/repave parking lot	General Fund	-	-	-	50,000	-	-	50,000
Parks & Recreation	Yellow Fever Creek - Parking crushed rock	General Fund	-	-	-	50,000	-	-	50,000
Parks & Recreation	Youth Center- repave parking lot	General Fund	-	-	-	20,000	-	-	20,000
Governmental Services	6 chiller fan motor replacements	General Fund	-	-	-	-	3,250	-	3,250
Governmental Services	Building Pressure Washing/Painting	General Fund	-	-	-	-	75,000	-	75,000
Governmental Services	Chester Street office section re-roof	General Fund	-	-	-	36,900	-	-	36,900
Governmental Services	City Hall parking lot re-seal	General Fund	15,000	-	-	-	-	-	15,000
Governmental Services	Nicholas Annex Exterior Improvements	General Fund	30,000	23,423	9,732	-	-	-	63,155
Governmental Services	Replace Veder Root fuel system EOC Generator	General Fund	10,000	-	-	-	-	-	10,000
Community Redevelopment	Club Square Pking Lot Landscaping Improveme	Tax Increment Funding	25,000	-	-	-	-	-	25,000
Community Redevelopment	Holiday Lighting	Tax Increment Funding	15,000	15,000	15,000	15,000	15,000	15,000	90,000
Community Redevelopment	Median Landscaping Improvements on CCPkwy	Tax Increment Funding	185,000	-	-	-	-	-	185,000
Community Redevelopment	Parking Lot Resurfacing - Big John's	Tax Increment Funding	-	250,000	-	-	-	-	250,000
Community Redevelopment	Parking Lot Resurfacing -Iguana Mia	Tax Increment Funding	-	-	-	120,000	-	-	120,000
Community Redevelopment	Streetscape Program	Tax Increment Funding	100,000	100,000	100,000	100,000	100,000	100,000	600,000
Parks & Recreation	Icecream Deck Replacement	Waterpark Revenues	5,000	-	-	-	-	-	5,000
Parks & Recreation	Impellers	Waterpark Revenues	-	-	-	7,000	-	-	7,000
Parks & Recreation	Main Drain Replacement	Waterpark Revenues	-	-	-	-	15,000	-	15,000
Parks & Recreation	Paint Exterior - All Buildings	Waterpark Revenues	-	-	-	25,000	-	-	25,000
Parks & Recreation	Pool Paint	Waterpark Revenues	-	27,500	-	27,500	-	-	55,000
Parks & Recreation	Renovate public restrooms All	Waterpark Revenues	-	-	35,000	-	-	-	35,000
Parks & Recreation	Repave Parking Lot	Waterpark Revenues	-	-	25,000	-	-	-	25,000
Parks & Recreation	Replace piping - various	Waterpark Revenues	-	-	-	-	-	10,000	10,000
Parks & Recreation	River Sections resurfaced	Waterpark Revenues	18,000	-	-	-	-	-	18,000

City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

Capital Maintenance Program Plan (Continued)

DEPARTMENT	DESCRIPTION	FUNDING SOURCE	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY16-21 Total
Parks & Recreation	Roof Replacement (Guest Relations)	Waterpark Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,000	\$ 15,000
Parks & Recreation	Shade Structure Roof Replacement	Waterpark Revenues	-	-	-	18,000	-	-	18,000
Parks & Recreation	Vinyl Fencing Around Park	Waterpark Revenues	18,500	-	-	-	-	-	18,500
Parks & Recreation	Water Park Roof Replacement	Waterpark Revenues	-	7,500	-	7,500	-	-	15,000
Parks & Recreation	Remodel kitchen - Enclave area	P&R Programs	-	-	-	-	-	8,500	8,500
Parks & Recreation	Repave parking lot	P&R Programs	-	-	-	15,000	-	-	15,000
Parks & Recreation	Replace copper piping - All	P&R Programs	-	-	-	10,000	-	-	10,000
Parks & Recreation	Replace VCT flooring - Main areas	P&R Programs	-	-	-	-	-	10,000	10,000
Parks & Recreation	Replace water heater/pump with commercial grade	P&R Programs	-	5,000	-	-	-	-	5,000
Parks & Recreation	Refurbish Stage	P&R Programs	-	20,000	-	-	-	-	20,000
Parks & Recreation	Paint exterior-Environmental Bldg	P&R Programs	5,000	-	-	-	-	-	5,000
Parks & Recreation	Paint interior - Environmental Bldg	P&R Programs	-	-	5,000	-	-	-	5,000
Parks & Recreation	Purchase/Install Handicap accessible door	P&R Programs	5,000	-	-	-	-	-	5,000
Parks & Recreation	Remodel/update restrooms	P&R Programs	-	-	-	-	10,000	-	10,000
Parks & Recreation	Repave parking lot - Glover Bight	P&R Programs	-	-	-	5,000	-	-	5,000
Parks & Recreation	Repave parking lot and roadway	P&R Programs	25,000	-	-	-	-	-	25,000
Parks & Recreation	Replace Carpeting - Offices and Display	P&R Programs	-	-	-	10,000	-	-	10,000
Parks & Recreation	Paint exterior	P&R Programs	-	-	-	-	-	6,000	6,000
Parks & Recreation	Remodel unisex restroom	P&R Programs	-	-	-	-	5,000	-	5,000
Parks & Recreation	Remodel Womens Restroom	P&R Programs	-	-	-	-	10,000	-	10,000
Parks & Recreation	Re-pipe Main Building	P&R Programs	-	-	-	-	6,500	-	6,500
Parks & Recreation	Replace exterior beams	P&R Programs	-	-	-	-	35,000	-	35,000
Parks & Recreation	Repave entrance road	P&R Programs	-	-	60,000	-	-	-	60,000
Parks & Recreation	Repave parking lot	P&R Programs	-	25,000	-	-	20,000	-	45,000
Parks & Recreation	Add card reader access point	P&R Programs	7,150	-	-	-	-	-	7,150
Parks & Recreation	Remodel interior restroom Gallery Bldg #1	P&R Programs	-	-	-	-	5,000	-	5,000
Parks & Recreation	Repair interior of art rooms Gallery Bldg 1	P&R Programs	-	-	-	-	-	5,000	5,000
Parks & Recreation	Repave parking lot	P&R Programs	-	-	10,000	-	-	-	10,000
Parks & Recreation	Replace Plumbing - B1 (Gallery)	P&R Programs	-	-	-	-	-	7,500	7,500
Parks & Recreation	Replace roof 90 Sq.\$850 SQ Flat Tear Off B2	P&R Programs	-	76,500	-	-	-	-	76,500
Parks & Recreation	New Roof Shingles on Daycare Addition & Main	P&R Programs	43,800	-	-	-	-	-	43,800
Parks & Recreation	Renovate all Classrooms	P&R Programs	-	-	-	-	-	12,000	12,000
Parks & Recreation	Main pool resurfacing	P&R Programs	-	-	-	255,000	-	-	255,000
Parks & Recreation	Pool deck surface maintenance	P&R Programs	-	-	-	-	-	19,500	19,500
Parks & Recreation	Remodel Shower Facility/pool gatehouse	P&R Programs	-	125,000	-	-	-	-	125,000
Parks & Recreation	Remove Diving Boards, Install Slide Feature	P&R Programs	-	-	-	19,500	-	-	19,500
Parks & Recreation	Replace 15HP Pool Pump	P&R Programs	-	-	-	-	15,000	-	15,000
Parks & Recreation	Replace baby pool filter, pump, controller & pak	P&R Programs	27,500	-	-	-	-	-	27,500
Parks & Recreation	Flat Roof replcmnt E hall/bath Section31sq@650/sq	P&R Programs	20,150	-	-	-	-	-	20,150
Parks & Recreation	Pavilion Roof, Shingle to Shingle	P&R Programs	-	33,750	-	-	-	-	33,750
Parks & Recreation	Renovate Pavilion restrooms	P&R Programs	-	-	-	-	-	5,500	5,500
Parks & Recreation	Renovate Restrooms in East Hallway	P&R Programs	-	-	-	35,000	-	-	35,000
Parks & Recreation	Repave Parking Lot	P&R Programs	-	-	-	50,000	-	-	50,000
Parks & Recreation	Replace B/R wallpaper, stage valance, & skirt	P&R Programs	-	-	15,000	-	-	-	15,000
Parks & Recreation	Replace carpeting in hallway & office	P&R Programs	-	-	-	5,000	-	-	5,000
Parks & Recreation	Replace exterior beams	P&R Programs	-	-	-	-	65,000	-	65,000
Parks & Recreation	Replace plumbing in Main Bldg	P&R Programs	-	-	-	-	14,500	-	14,500
Parks & Recreation	Replace roof in East hall & bathrms	P&R Programs	21,000	-	-	-	-	-	21,000
Parks & Recreation	Resurface Shuffleboard Courts	P&R Programs	6,000	-	-	-	-	-	6,000
Parks & Recreation	Resurface Shuffleboard Courts	P&R Programs	-	-	-	7,000	-	-	7,000
Parks & Recreation	Repave Parking Lot-Youth Center	P&R Programs	-	-	-	20,000	-	-	20,000
Parks & Recreation	Repave Parking Lot-Skate Park	P&R Programs	-	-	-	20,000	-	-	20,000

City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

Capital Maintenance Program Plan (Continued)

DEPARTMENT	DESCRIPTION	FUNDING SOURCE	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY16-21 Total
Utilities	Equipment/Bldg/Other Maintenance	Water/Sewer Fees	285,976	293,125	300,454	307,965	315,664	323,556	1,826,740
Utilities	Equipment/Bldg/Other Maintenance	Water/Sewer Fees	334,535	342,898	351,470	360,257	369,264	378,495	2,136,919
Parks & Recreation	Replace piles Center Pier due to age	Yacht Basin Revenues	-	-	-	-	150,000	-	150,000
Parks & Recreation	Rest Area / Ball Machine Enclosure	Golf Course Revenues	-	-	-	-	150,000	-	150,000
Parks & Recreation	Carpet for clubhouse and Proshop	Golf Course Revenues	10,000	-	10,000	-	-	-	20,000
Parks & Recreation	Carpet for clubhouse and Proshop	Golf Course Revenues	10,000	-	-	-	-	-	10,000
Parks & Recreation	Ceiling and Insulation Replacement	Golf Course Revenues	40,000	-	-	-	-	-	40,000
Parks & Recreation	Ceiling and Insulation Replacement	Golf Course Revenues	\$ -	\$ -	\$ -	\$ -	\$ 40,000	\$ -	\$ 40,000
Parks & Recreation	Replace Panel Enclosure	Golf Course Revenues	6,000	-	-	-	-	-	6,000
Parks & Recreation	Ceiling and insulation replacement	Golf Course Revenues	-	-	38,500	-	-	-	38,500
Parks & Recreation	Clubhouse Doors- Replace	Golf Course Revenues	-	-	-	6,500	-	-	6,500
Parks & Recreation	Replace Carpeting - Knickers Pub	Golf Course Revenues	-	-	-	10,000	-	-	10,000
Parks & Recreation	Replace Well System	Golf Course Revenues	50,000	-	-	-	-	-	50,000
Parks & Recreation	Tables and Chairs-Knickers Pub	Golf Course Revenues	-	-	-	-	-	15,000	15,000
Public Works	Replace Electrical Wiring - Main Bldg	IS Facilities Fund	30,000	-	-	-	-	-	30,000
Public Works	Replace roof - Main Bldg	IS Facilities Fund	-	-	-	-	45,000	-	45,000

TOTAL

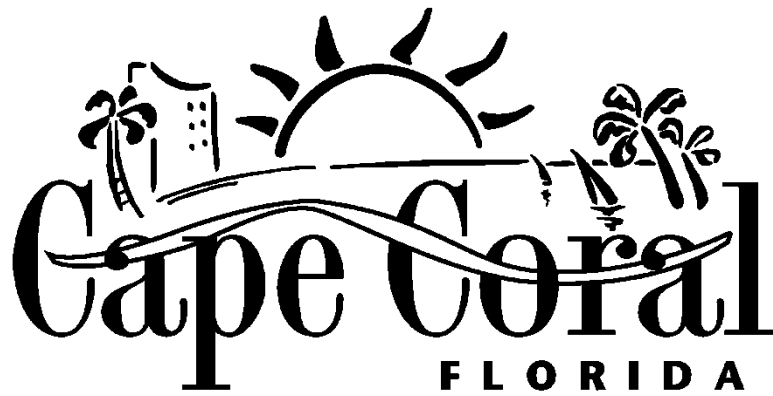
\$ 2,759,493	\$ 2,343,108	\$ 2,266,309	\$ 2,801,222	\$ 1,666,178	\$ 1,014,551	\$ 12,850,861
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City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

ORDINANCE

Ordinance14-F1
 Ordinance 46-15 14-F3
 Ordinance 47-15 14-F5

City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget



City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

ORDINANCE 46 - 15

AN ORDINANCE TO ESTABLISH AND LEVY AD VALOREM TAXES WITHIN THE CORPORATE LIMITS OF THE CITY OF CAPE CORAL, FLORIDA, FOR THE TAX YEAR 2015; PROVIDING FOR THE LEVY OF AD VALOREM TAXES IN THE AMOUNT OF 6.9570 MILLS (\$6.9570 PER \$1,000) BASED ON THE ASSESSED VALUE ON NON-EXEMPT REAL AND PERSONAL PROPERTY LOCATED WITHIN THE CITY LIMITS OF THE CITY OF CAPE CORAL; PROVIDING FOR THE MANNER OF ASSESSMENT AND COLLECTION; PROVIDING SEVERABILITY; REPEALING ALL ORDINANCES IN CONFLICT WITH THIS ORDINANCE; PROVIDING AN EFFECTIVE DATE.

NOW, THEREFORE, THE CITY OF CAPE CORAL, FLORIDA, HEREBY ORDAINS THIS ORDINANCE:

SECTION 1. The Charter of the City of Cape Coral and the applicable State Laws of Florida grant to the City Council of the City of Cape Coral the power to establish and fix and levy ad valorem taxes for the purpose of providing general funds for the operation of functions of the City, and for other purposes.

The City Council of the City of Cape Coral does hereby establish and fix and levy ad valorem taxes for the tax year 2015 in the amount of 6.9570 mills, \$6.9570 for each \$1,000 of assessed valuation, less exemptions. The millage rate levied is less than the roll-back rate of 7.2985 mills by 0.3415 mills computed pursuant to Florida Law and amounts to a 4.68% decrease in property taxes.

The levy of taxes provided for shall be based on the assessed value of all non-exempt real and personal property assessed and established pursuant to law by the Lee County Property Appraiser for the year 2015 and shall be collected as provided by law. When collected, taxes fixed and levied by this Ordinance shall be used for all lawful purposes for the Fiscal Year beginning October 1, 2015, and ending September 30, 2016, for the City of Cape Coral, Florida, except that taxes budgeted for Capital Improvements may continue to be available for a period of three (3) years.

SECTION 2. If the property appraiser notifies the City of an aggregate change in the assessment roll from the certified assessment roll, from corrections of errors in the assessment roll, the millage will be adjusted by the City Manager by issuing a certificate of adjusted millage. The adjustment shall be such that the taxes computed by applying the adopted rate against the certified taxable value are equal to the taxes computed by applying the adjusted adopted rate to the taxable value on the roll to be extended. The certificate shall be delivered to the property appraiser not later than three days after receipt of notification of the aggregate change in the assessment roll.

SECTION 3. Severability. In the event that any portion or Section of this ordinance is determined to be invalid, illegal or unconstitutional by a court of competent jurisdiction, such decision shall in no manner affect the remaining portions or Sections of this ordinance which shall remain in full force and effect.

SECTION 4. All ordinances or parts of ordinances in conflict herewith shall be, and the same are hereby repealed.

SECTION 5. Effective Date. This ordinance shall become October 1, 2015.

ADOPTED BY THE COUNCIL OF THE CITY OF CAPE CORAL AT ITS REGULAR SESSION THIS 21st DAY OF September, 2015.


MARI L. SAWICKI, MAYOR

City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

VOTE OF MAYOR AND COUNCILMEMBERS:

SAWICKI	<u>aye</u>
BURCH	<u>aye</u>
CARIOSCIA	<u>aye</u>
NESTA	<u>aye</u>
LEON	<u>aye</u>
ERBRICK	<u>aye</u>
WILLIAMS	<u>aye</u>
DONNELL	<u>aye</u>

ATTESTED TO AND FILED IN MY OFFICE THIS 22nd DAY OF September, 2015.


REBECCA VAN DEUTEKOM
CITY CLERK

APPROVED AS TO FORM:


DOLORES D. MENENDEZ
CITY ATTORNEY
ord/budget-millage 2016
8/24/15

City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

ORDINANCE 47 - 15

AN ORDINANCE ADOPTING THE CITY OF CAPE CORAL OPERATING BUDGET, REVENUES (SOURCES) AND EXPENDITURES (USES), AND CAPITAL BUDGET FOR THE FISCAL YEAR 2016 FOR THE CITY OF CAPE CORAL, FLORIDA; REPEALING ALL ORDINANCES IN CONFLICT WITH THIS ORDINANCE; PROVIDING SEVERABILITY AND AN EFFECTIVE DATE.

NOW, THEREFORE, THE CITY OF CAPE CORAL, FLORIDA, HEREBY ORDAINS THIS ORDINANCE AS FOLLOWS:

SECTION 1. The City Manager of the City of Cape Coral, Florida, has presented to the City Council the budget covering the operating budget, revenues and expenditures, and capital budget as estimated to be required for the fiscal year 2016.

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 10, 2015, at 5:05 P.M. and September 21, 2015, at 5:05 P.M. at the Cape Coral City Hall, 1015 Cultural Park Boulevard, Cape Coral, Florida, and has caused notice of same to be published in a newspaper of general circulation in the City of Cape Coral according to law.

SECTION 4. The City of Cape Coral, Florida operating budget, sources (revenue), uses (expenditures), and capital budget for the fiscal year 2016, 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 2016 - 2018 Adopted Operating Budget

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

SECTION 8. All ordinances or parts of ordinances in conflict herewith shall be and the same are hereby repealed.

SECTION 9. Severability. In the event that any portion or Section of this ordinance is determined to be invalid, illegal or unconstitutional by a court of competent jurisdiction, such decision shall in no manner affect the remaining portions or Sections of this ordinance which shall remain in full force and effect.

SECTION 10. Effective Date. This ordinance shall become effective immediately after its adoption by the Cape Coral City Council.

ADOPTED BY THE COUNCIL OF THE CITY OF CAPE CORAL AT ITS REGULAR SESSION THIS 21st DAY OF September, 2015.


MARNI L. SAWICKI, MAYOR


VOTE OF MAYOR AND COUNCILMEMBERS:

SAWICKI	<u>aye</u>
BURCH	<u>aye</u>
CARIOSCIA	<u>aye</u>
NESTA	<u>aye</u>
LEON	<u>aye</u>
ERBRICK	<u>aye</u>
WILLIAMS	<u>aye</u>
DONNELL	<u>aye</u>

ATTESTED TO AND FILED IN MY OFFICE THIS 22nd DAY OF September, 2015.


REBECCA VAN DEUTEKOM
CITY CLERK

APPROVED AS TO FORM:


DOLORES D. MENENDEZ
CITY ATTORNEY
ord/budget-operating 2016
8/27/15

City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

Attachment A

CITY OF CAPE CORAL
FY 2016 BUDGET - FUND LEVEL SUMMARY
ATTACHMENT TO ORDINANCE 47-15

	<u>ADOPTED</u>
GENERAL FUND	
<u>SOURCES</u>	
Balances brought Forward	\$ 45,747,982
Revenues:	
Ad Valorem Taxes	75,045,899
Sales & Use Taxes	14,220,858
Licenses, Permits, Franchise, & Special Assessments	26,655,517
Charges for Services	928,264
Internal Service Charges	4,520,946
Intergovernmental	22,325,704
Fines & Forfeits	846,750
Miscellaneous	1,119,650
Interfund Transfer	3,730,409
Debt Proceeds	-
Total General Fund Sources	<u>\$ 195,141,979</u>
<u>USES</u>	
City Council	\$ 589,239
City Attorney	1,301,523
City Manager	2,103,594
City Auditor	668,521
Information Services	5,881,264
City Clerk	1,313,141
Financial Services	3,062,803
Human Resources	1,404,664
Community Development	4,465,247
Police	33,398,212
Fire	26,229,373
Public Works	8,078,429
Parks & Recreation	11,990,907
Government Services	
Expenditures	58,408,559
Reserves	
Designated	5,394,737
Undesignated	30,851,766
<u>Appropriations & Reserves General Fund</u>	<u>\$ 195,141,979</u>
SPECIAL REVENUE FUNDS	
ADDITIONAL FIVE CENT GAS TAX FUND	
<u>SOURCES</u>	
Balances brought forward	\$ 50,000
Revenues:	
Sales & Use Taxes	3,543,372
Intergovernmental Revenues	-
Miscellaneous Revenues	-
Interfund Transfer	-
Total Additional Five Cent Gas Tax Fund Sources	<u>\$ 3,593,372</u>

City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

CITY OF CAPE CORAL
FY 2016 BUDGET - FUND LEVEL SUMMARY
ATTACHMENT TO ORDINANCE 47-15

	<u>ADOPTED</u>
<u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ -
Debt Service	-
Transfers Out	3,543,372
Reserves	50,000
<u>Appropriations & Reserves Additional Five Cent Gas Tax Fund</u>	<u>\$ 3,593,372</u>
 SIX CENT GAS TAX FUND	
<u>SOURCES</u>	
Balances brought forward	\$ 1,967,807
Revenues:	
Sales & Use Taxes	4,738,099
Intergovernmental Revenues	-
Miscellaneous Revenue	-
Interfund Transfer	-
<u>Total Six Cent Gas Tax Fund Sources</u>	<u>\$ 6,705,906</u>
 <u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ -
Debt Service	-
Transfers Out	3,532,227
Reserves	3,173,679
<u>Appropriations & Reserves Six Cent Gas Tax Fund</u>	<u>\$ 6,705,906</u>
 ROAD IMPACT FUND	
<u>SOURCES</u>	
Balances brought forward	\$ 50,000
Revenues:	
Intergovernmental	743,343
Impact Fees	1,641,875
Miscellaneous	7,404
Interfund Transfers	-
<u>Total Road Impact Fund Sources</u>	<u>\$ 2,442,622</u>
 <u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ -
Debt Service	-
Transfers Out	2,392,622
Reserves	50,000
<u>Appropriations & Reserves Road Impact Fee Fund</u>	<u>\$ 2,442,622</u>

City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

CITY OF CAPE CORAL
FY 2016 BUDGET - FUND LEVEL SUMMARY
ATTACHMENT TO ORDINANCE 47-15

	<u>ADOPTED</u>
POLICE PROT. IMPACT FEES	
<u>SOURCES</u>	
Balances brought forward	\$ 848,837
Revenues:	
Impact Fees	433,015
Miscellaneous	200
Interfund Transfer	-
Total Police Protection Impact Fee Fund Sources	<u>\$ 1,282,052</u>
<u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 8,660
Debt Service	-
Transfers Out	-
Reserves	<u>1,273,392</u>
<u>Appropriations & Reserves Police Protection Impact Fee Fund</u>	<u>\$ 1,282,052</u>
ALS IMPACT FEES	
<u>SOURCES</u>	
Balances brought forward	\$ 124,434
Revenues:	
Impact Fees	26,570
Miscellaneous	140
Interfund Transfer	-
Total ALS Fund Sources	<u>\$ 151,144</u>
<u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 531
Debt Service	-
Transfers Out	-
Reserves	<u>150,613</u>
<u>Appropriations & Reserves ALS Fund</u>	<u>\$ 151,144</u>
PARK IMPACT FEE FUNDS	
<u>SOURCES</u>	
Balances Brought Forward	\$ 10,000
Revenues:	
Impact Fees	781,823
Miscellaneous	-
Interfund Transfer	-
Total Park Impact Fee Funds Sources	<u>\$ 791,823</u>

City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

CITY OF CAPE CORAL
FY 2016 BUDGET - FUND LEVEL SUMMARY
ATTACHMENT TO ORDINANCE 47-15

	<u>ADOPTED</u>
<u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 13,031
Debt Service	-
Transfers Out	768,792
Reserves	<u>10,000</u>
<u>Appropriations & Reserves Park Impact Fee Funds</u>	<u>\$ 791,823</u>
FIRE IMPACT CAPITAL IMPROVEMENT FUND	
<u>SOURCES</u>	
Balances brought forward	\$ 260,591
Revenue:	
Impact Fees	434,621
Miscellaneous	1,088
Interfund Transfer	<u>-</u>
<u>Total Fire Capital Improvement Fund Sources</u>	<u>\$ 696,300</u>
<u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 8,692
Debt Service	-
Transfers Out	339,865
Reserves	<u>347,743</u>
<u>Appropriations & Reserves Fire Capital Improvement Fund</u>	<u>\$ 696,300</u>
DO THE RIGHT THING	
<u>SOURCES</u>	
Balances brought forward	\$ 4,000
Revenues:	
Miscellaneous	8,000
Interfund Transfer	<u>-</u>
<u>Total Do The Right Thing Fund Sources</u>	<u>\$ 12,000</u>
<u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 12,000
Debt Service	-
Transfers Out	-
Reserves	<u>-</u>
<u>Appropriations & Reserves Do The Right Thing Fund</u>	<u>\$ 12,000</u>
CRIMINAL JUSTICE EDUCATION (Police Training)	
<u>SOURCES</u>	
Balances brought forward	\$ 5,149
Reserves:	
Fines & Forfeits	16,000
Miscellaneous	<u>-</u>
<u>Total Police Confiscation-State Fund Sources</u>	<u>\$ 21,149</u>

City of Cape Coral, Florida
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CITY OF CAPE CORAL
FY 2016 BUDGET - FUND LEVEL SUMMARY
ATTACHMENT TO ORDINANCE 47-15

	<u>ADOPTED</u>
<u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 21,149
Debt Service	-
Transfers Out	-
Reserves	-
<u>Appropriations & Reserves Police Confiscation - State Fund</u>	<u>\$ 21,149</u>
POLICE CONFISCATION - STATE	
<u>SOURCES</u>	
Balances brought forward	\$ 184,061
Reserves:	
Miscellaneous	100
Interfund Transfer	-
<u>Total Police Confiscation-State Fund Sources</u>	<u>\$ 184,161</u>
<u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 73,338
Debt Service	-
Transfers Out	-
Reserves	110,823
<u>Appropriations & Reserves Police Confiscation - State Fund</u>	<u>\$ 184,161</u>
POLICE CONFISCATION - FEDERAL	
<u>SOURCES</u>	
Balances brought forward	\$ 481,664
Reserves:	
Miscellaneous	300
Interfund Transfer	-
<u>Total Police Confiscation - Federal Fund Sources</u>	<u>\$ 481,964</u>
<u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 97,670
Debt Service	-
Transfers Out	-
Reserves	384,294
<u>Appropriations & Reserves Police Confiscation - Federal Fund</u>	<u>\$ 481,964</u>
ALARM FEE FUND	
<u>SOURCES</u>	
Balances brought forward	\$ 16,862
Revenues:	
Charge for Service	132,353
Miscellaneous Revenue	200
Interfund Transfer	-
<u>Total Alarm Fee Fund Sources</u>	<u>\$ 149,415</u>

City of Cape Coral, Florida
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CITY OF CAPE CORAL
FY 2016 BUDGET - FUND LEVEL SUMMARY
ATTACHMENT TO ORDINANCE 47-15

	<u>ADOPTED</u>
<u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 131,268
Debt Service	-
Transfers Out	7,500
Reserves	<u>10,647</u>
<u>Appropriations & Reserves Alarm Fee Fund</u>	<u>\$ 149,415</u>
 ALL HAZARDS FUND	
<u>SOURCES</u>	
Balances brought forward	\$ 1,128,847
Revenues:	
Ad Valorem Taxes	732,796
Intergovernmental Revenue	-
Miscellaneous Revenue	-
Interfund Transfer	<u>-</u>
Total All Hazards Fund Sources	<u>\$ 1,861,643</u>
 <u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 565,273
Debt Service	-
Transfers Out	160,000
Reserves	<u>1,136,370</u>
<u>Appropriations & Reserves All Hazards Fund</u>	<u>\$ 1,861,643</u>
 DEL PRADO PARKING LOT MAINTENANCE	
<u>SOURCES</u>	
Balances brought forward	\$ 75,920
Revenues:	
Special Assessments	122,000
Miscellaneous	17,000
Interfund Transfer	<u>-</u>
Total Del Prado Mall Maintenance Fund Sources	<u>\$ 214,920</u>
 <u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 38,050
Debt Service	98,698
Transfers Out	-
Reserves	<u>78,172</u>
<u>Appropriations & Reserves Del Prado Mall Maintenance Fund</u>	<u>\$ 214,920</u>
 LOT MOWING FUND	
<u>SOURCES</u>	
Balances brought forward	\$ 2,052,966
Revenues:	
Charges for Service	3,256,118

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FY 2016 - 2018 Adopted Operating Budget

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FY 2016 BUDGET - FUND LEVEL SUMMARY
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	<u>ADOPTED</u>
Miscellaneous	-
Judgments, Fines & Forfeits	51,000
Interfund Transfer	-
Total Lot Mowing Fund Sources	<u>\$ 5,360,084</u>
<u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 3,607,118
Debt Service	-
Transfers Out	-
Reserves	<u>1,752,966</u>
<u>Appropriations & Reserves Lot Mowing Fund</u>	<u>\$ 5,360,084</u>
 BUILDING DIVISION FUND	
<u>SOURCES</u>	
Balances brought forward	\$ 2,362,788
Revenues:	
Licenses & Permits	4,522,280
Charges for Services	219,215
Fines & Forfeits	32,855
Miscellaneous Revenues	2,075
Interfund Transfer	-
Total Building Division Sources	<u>\$ 7,139,213</u>
<u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 3,506,450
Debt Service	-
Transfers Out	743,808
Reserves	<u>2,888,955</u>
<u>Appropriations & Reserves Building Division Fund</u>	<u>\$ 7,139,213</u>
 COMMUNITY REDEVELOPMENT TRUST FUND	
<u>SOURCES</u>	
Balances brought forward	\$ 1,540,030
Revenues:	
Ad Valorem Taxes	426,718
Charges for Service	-
Miscellaneous	5,700
Interfund Transfer	<u>815,242</u>
Total Community Redevelopment Trust Fund Sources	<u>\$ 2,787,690</u>
<u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 685,258
Debt Service	-
Transfers Out	416,848
Reserves	<u>1,685,584</u>
<u>Appropriations & Reserves Community Redevelopment Trust Fund</u>	<u>\$ 2,787,690</u>

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FY 2016 - 2018 Adopted Operating Budget

CITY OF CAPE CORAL
FY 2016 BUDGET - FUND LEVEL SUMMARY
ATTACHMENT TO ORDINANCE 47-15

	<u>ADOPTED</u>
CITY CENTRUM BUSINESS PARK FUND	
<u>SOURCES</u>	
Balances brought forward	\$ 64,911
Revenues:	
Intergovernmental	-
Miscellaneous	-
Interfund Transfer	-
Total City Centrum Business Park Fund Sources	<u>\$ 64,911</u>
<u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 52,062
Debt Service	-
Transfers Out	-
Reserves	12,849
Appropriations & Reserves City Centrum Business Park Fund	<u>\$ 64,911</u>
SEAWALL ASSESSMENTS	
<u>SOURCES</u>	
Balances brought forward	\$ 216,987
Revenues:	
Special Assessment	31,330
Fines & Forfeits	1,400
Miscellaneous Revenue	-
Interfund Transfer	-
Total Seawall Assessment Funds Sources	<u>\$ 249,717</u>
<u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ -
Debt Service	53,000
Transfers Out	-
Reserves	10,428
Appropriations & Reserves Seawall Assessment Funds	<u>\$ 249,717</u>
SUN SPLASH WATERPARK FUND	
<u>SOURCES</u>	
Balances brought forward	\$ -
Revenues:	
Intergovernmental	-
Charges for Services	2,424,842
Miscellaneous	10,076
Interfund Transfer	528,515
Debt Proceeds	-
Total Sun Splash Waterpark Fund Sources	<u>\$ 2,963,433</u>

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FY 2016 BUDGET - FUND LEVEL SUMMARY
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	<u>ADOPTED</u>
<u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 2,470,727
Debt Service	-
Transfers Out	492,706
Reserves	-
<u>Appropriations & Reserves Sun Splash Waterpark Fund</u>	<u>\$ 2,963,433</u>
PARK PROGRAMS FUND	
<u>SOURCES</u>	
Balances brought forward	\$ -
Revenues:	
Intergovernmental	419,477
Charge for services	3,803,866
Fines & Forfeits	800
Miscellaneous	297,073
Interfund Transfer	4,071,704
Debt Proceeds	-
<u>Total Park Programs Fund Sources</u>	<u>\$ 8,592,920</u>
<u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 8,592,920
Debt Service	-
Transfers Out	-
Reserves	-
<u>Appropriations & Reserves Park Programs Fund</u>	<u>\$ 8,592,920</u>
COMMUNITY DEVELOPMENT BLOCK GRANT FUND	
<u>SOURCES</u>	
Balances brought forward	\$ -
Revenues:	
Intergovernmental	917,441
Interfund Transfer	24,073
<u>Total Community Development Block Grant Fund Sources</u>	<u>\$ 941,514</u>
<u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 929,571
Debt Service	-
Transfers Out	11,943
Reserves	-
<u>Appropriations & Reserves Community Development Block Grant Fund</u>	<u>\$ 941,514</u>

City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

CITY OF CAPE CORAL
FY 2016 BUDGET - FUND LEVEL SUMMARY
ATTACHMENT TO ORDINANCE 47-15

	<u>ADOPTED</u>
DEBT SERVICE FUND	
<u>SOURCES</u>	
Balances brought forward	\$ 6,982,940
Revenues:	
Miscellaneous	3,709,730
Interfund Transfer	<u>18,247,769</u>
Total Debt Service Fund Sources	<u>\$ 28,940,439</u>
<u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 3,980
Debt Service	21,953,519
Transfers Out	-
Reserves	<u>6,982,940</u>
<u>Appropriations & Reserves</u> Debt Service Fund	<u>\$ 28,940,439</u>
CAPITAL PROJECTS FUNDS	
FIRE STATION CONSTRUCTION CAPITAL PROJECT FUND	
<u>SOURCES</u>	
Balances brought forward	\$ -
Revenues:	
Intergovernmental	-
Miscellaneous	-
Interfund Transfers	331,569
Debt/Bond Proceeds	<u>-</u>
Total Fire Station Capital Project Fund Sources	<u>\$ 331,569</u>
<u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 331,569
Debt Service	-
Transfers Out	-
Reserves	<u>-</u>
<u>Appropriations & Reserves</u> Fire Station Construction Cap Fund	<u>\$ 331,569</u>
TRANSPORTATION CAPITAL PROJECTS FUND	
<u>SOURCES</u>	
Balances brought forward	\$ -
Revenues:	
Intergovernmental	1,527,092
Miscellaneous	-
Interfund Transfers	8,150,000
Debt/Bond Proceeds	<u>-</u>
Total Transportation Capital Project Fund Sources	<u>\$ 9,677,092</u>

City of Cape Coral, Florida
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CITY OF CAPE CORAL
FY 2016 BUDGET - FUND LEVEL SUMMARY
ATTACHMENT TO ORDINANCE 47-15

	<u>ADOPTED</u>
<u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 9,414,632
Debt Service	-
Transfers Out	262,460
Reserves	-
<u>Appropriations & Reserves Transportation Capital Fund</u>	<u>\$ 9,677,092</u>
PUBLIC WORKS CAPITAL PROJECT FUND	
<u>SOURCES</u>	
Balances brought forward	\$ -
Miscellaneous	-
Interfund Transfers	325,000
Debt/Bond Proceeds	-
Total Public Works Capital Project Fund Sources	<u>\$ 325,000</u>
<u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 325,000
Debt Service	-
Transfers Out	-
Reserves	-
<u>Appropriations & Reserves Public Works Capital Fund</u>	<u>\$ 325,000</u>
ENTERPRISE FUNDS	
WATER & SEWER UTILITY FUND	
<u>SOURCES</u>	
Balances brought forward	\$ 55,169,667
Revenues:	
Licenses, Permits, Impact	12,307,685
Charges for Services	77,742,576
Internal Service Charges	583,944
Intergovernmental Revenues	790,135
Fines & Forfeitures	773,574
Miscellaneous Revenue	596,267
Special Assessment Proceeds	21,011,680
Debt Proceeds	62,659,583
Interfund Transfers	28,209,021
Total Water & Sewer Utility Fund Sources	<u>\$ 259,844,132</u>
<u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 131,520,207
Debt Service	50,791,331
Transfers Out	28,310,488
Reserves	49,222,106
<u>Appropriations & Reserves Water & Sewer Utility Fund</u>	<u>\$ 259,844,132</u>

City of Cape Coral, Florida
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CITY OF CAPE CORAL
FY 2016 BUDGET - FUND LEVEL SUMMARY
ATTACHMENT TO ORDINANCE 47-15

	<u>ADOPTED</u>
STORMWATER UTILITY FUND	
<u>SOURCES</u>	
Balances brought forward	\$ 2,803,606
Revenues:	
Licenses & Permits	3,660
Intergovernmental Revenues	-
Charges for Services	12,961,563
Fines & Forfeits	51,570
Miscellaneous Revenue	106,700
Interfund Transfers	-
Debt/Bond Proceeds	2,500,000
Total Stormwater Utility Fund Sources	<u>\$ 18,427,099</u>
<u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 16,894,427
Debt Service	443,000
Transfers Out	-
Reserves	1,089,672
<u>Appropriations & Reserves Stormwater Utility Fund</u>	<u>\$ 18,427,099</u>
YACHT BASIN FUND	
<u>SOURCES</u>	
Balances brought forward	\$ 791,900
Revenues:	
Charges for Services	539,127
Miscellaneous Revenue	1,200
Interfund Transfer	-
Total Yacht Basin Fund Sources	<u>\$ 1,332,227</u>
<u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 414,205
Debt Service	-
Transfers Out	215,000
Reserves	703,022
<u>Appropriations & Reserves Yacht Basin Fund</u>	<u>\$ 1,332,227</u>
GOLF COURSE FUND	
<u>SOURCES</u>	
Balances brought forward	\$ -
Revenues:	
Charges for Services	2,529,510
Miscellaneous Revenues	508
Interfund Transfer	305,053
Total Golf Course Fund Sources	<u>\$ 2,835,071</u>

**City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget**

**CITY OF CAPE CORAL
FY 2016 BUDGET - FUND LEVEL SUMMARY
ATTACHMENT TO ORDINANCE 47-15**

	<u>ADOPTED</u>
<u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 2,835,071
Debt Service	-
Transfers Out	-
Reserves	-
<u>Appropriations & Reserves Golf Course Fund</u>	<u>\$ 2,835,071</u>
CHARTER SCHOOL OPERATING FUND	
<u>SOURCES</u>	
Balances brought forward	\$ 3,831,937
Revenues:	
Intergovernmental	22,942,128
Charges for Services	593,300
Miscellaneous Revenue	176,929
<u>Total Charter School Operating Fund Sources</u>	<u>\$ 27,544,294</u>
<u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 23,976,305
Debt Service	-
Other	-
Reserves	3,567,989
<u>Appropriations & Reserves Charter School Operating Fund</u>	<u>\$ 27,544,294</u>
INTERNAL SERVICE FUNDS (ISF)	
WORKERS COMP INSURANCE FUND	
<u>SOURCES</u>	
Balances brought forward	\$ 6,613,620
Revenues:	
Internal Service charges	3,565,776
Miscellaneous Revenue	-
Interfund Transfer	-
<u>Total Workers Compensation Insurance Fund Sources</u>	<u>\$ 10,179,396</u>
<u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 3,257,639
Debt Service	-
Transfers Out	-
Reserves	6,921,757
<u>Appropriations & Reserves Workers Compensation Insurance Fund</u>	<u>\$ 10,179,396</u>

City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

CITY OF CAPE CORAL
FY 2016 BUDGET - FUND LEVEL SUMMARY
ATTACHMENT TO ORDINANCE 47-15

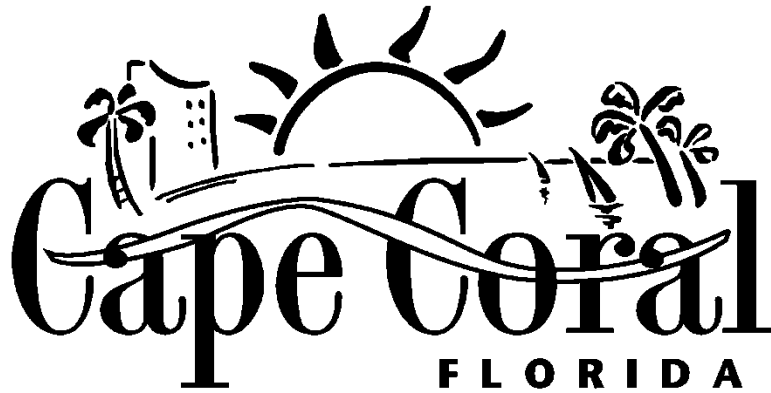
	<u>ADOPTED</u>
PROPERTY LIABILITY INSURANCE FUND	
<u>SOURCES</u>	
Balances brought forward	\$ 2,114,439
Revenues:	
Charges for Services	25,081
Internal Services Charge	3,326,382
Miscellaneous Revenue	-
Interfund Transfer	-
	<u>-</u>
Total Property Liability Insurance Fund Sources	<u>\$ 5,465,902</u>
<u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 3,792,396
Debt Service	-
Transfers Out	-
Reserves	1,673,506
	<u>1,673,506</u>
<u>Appropriations & Reserves</u> Property Liability Insurance Fund	<u>\$ 5,465,902</u>
FACILITIES INTERNAL SERVICE	
<u>SOURCES</u>	
Balances brought forward	\$ -
Revenues:	
Internal Service charges	4,250,912
Miscellaneous Revenue	-
Interfund Transfer	-
	<u>-</u>
Total Internal Service Fund Sources	<u>\$ 4,250,912</u>
<u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 4,250,912
Debt Service	-
Transfers Out	-
Reserves	-
	<u>-</u>
<u>Appropriations & Reserves</u> Facilities Internal Service Fund	<u>\$ 4,250,912</u>
FLEET INTERNAL SERVICE	
<u>SOURCES</u>	
Balances brought forward	\$ -
Revenues:	
Internal Service charges	4,609,971
Miscellaneous Revenue	-
Interfund Transfer	-
	<u>-</u>
Total Fleet Internal Service Fund Sources	<u>\$ 4,609,971</u>

City of Cape Coral, Florida
FY 2016 - 2018 Adopted Operating Budget

CITY OF CAPE CORAL
FY 2016 BUDGET - FUND LEVEL SUMMARY
ATTACHMENT TO ORDINANCE 47-15

	<u>ADOPTED</u>
<u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 4,609,971
Debt Service	-
Transfers Out	-
Reserves	-
<u>Appropriations & Reserves Fleet Internal Service Fund</u>	<u>\$ 4,609,971</u>
SELF INSURED HEALTH PLAN INTERNAL SERVICE	
<u>SOURCES</u>	
Balances brought forward	\$ -
Revenues:	
Internal Service charges	12,730,640
Miscellaneous Revenue	375,750
Interfund Transfer	670,518
<u>Total Self Insured Health Plan Internal Service Fund Sources</u>	<u>\$ 13,776,908</u>
<u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 13,368,632
Debt Service	-
Transfers Out	-
Reserves	408,276
<u>Appropriations & Reserves Self Insured Health Plan Int Serv Fund</u>	<u>\$ 13,776,908</u>
TOTAL FY 2016BUDGET	\$ 629,369,944
FUND TYPE SUMMARY	<u>AS ADOPTED</u>
General Fund	\$ 195,141,979
Special Revenue	46,687,953
Debt Service	28,940,439
Capital Project	10,333,661
Enterprise	309,982,823
Internal Service	38,283,089
<u>Total</u>	<u>\$ 629,369,944</u>
ANNUAL OPERATING	\$ 536,441,583
MULTI YEAR GRANT PROGRAMS & CAPITAL PROJECTS	92,928,361
TOTAL BUDGET	<u>\$ 629,369,944</u>

City of Cape Coral, Florida
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