

CITY OF CAPE CORAL

2023 Adopted Budget





City of Cape Coral, Florida Fiscal Years 2023 – 2025 Adopted Budget



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

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

Flowing with Possibilities

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



City of Cape Coral Financial Services Department – Budget Administration

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INTRODUCTION

THE CITY

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

Cape Coral is one of the nation's first master-planned communities. It is Florida's third largest city in land area, encompassing 120 square miles. The most populated city in Southwest Florida, Cape Coral has an estimated permanent population of 201,554 (University of Florida, Bureau of Economic and Business Research, 2021).

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

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

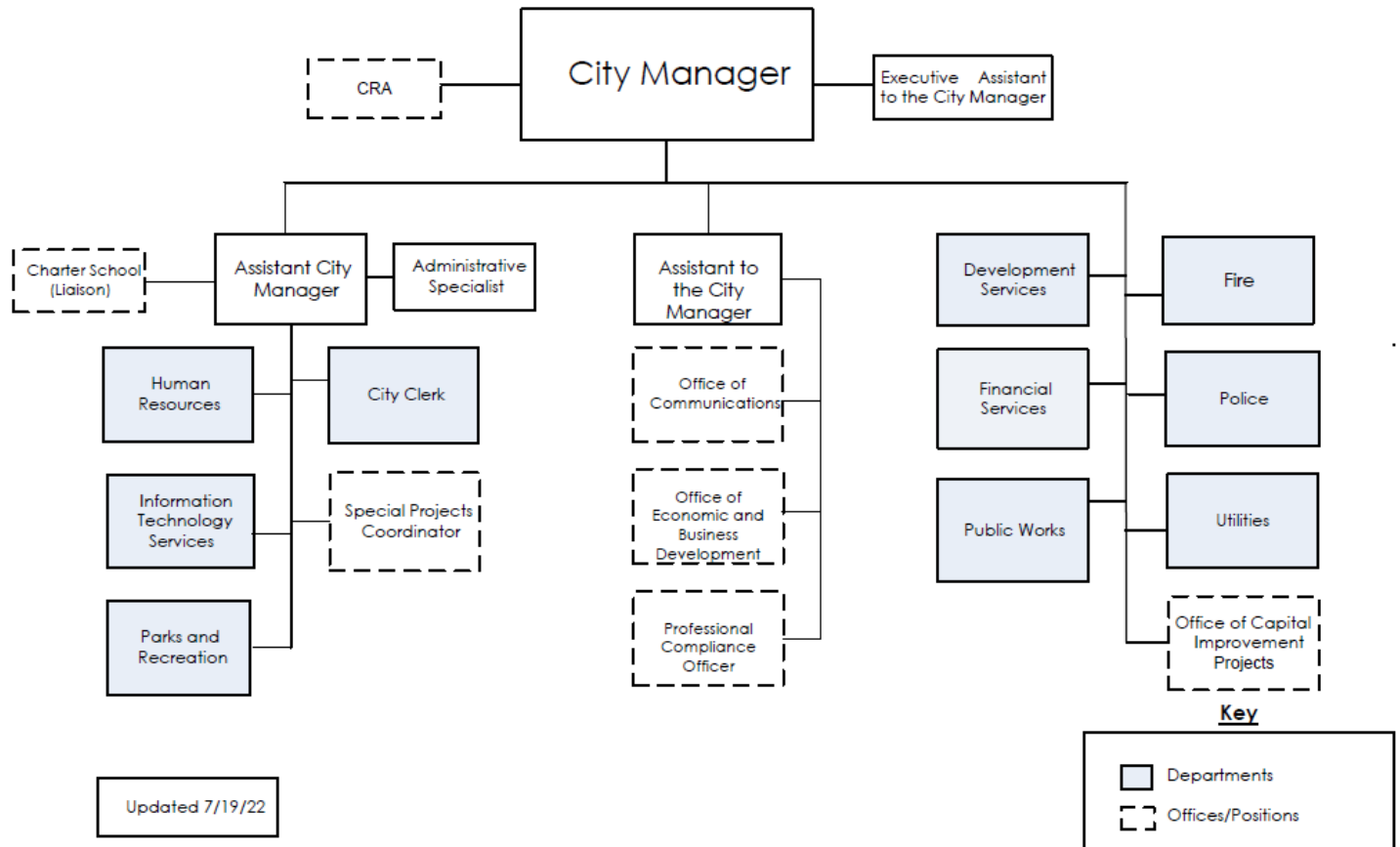
The City Council enacts ordinances and resolutions, adopts the budget, comprehensive plan and land-use regulations. The Council appoints the City Manager, City Auditor and City Attorney, as well as the members of all boards and commissions. The City Manager hires all department directors and oversees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

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



ORGANIZATIONAL CHART

City Manager's - Organization Chart



CITY COUNCIL & STAFF

BUDGET ADOPTED BY:



Mayor
John Gunter



Councilmember
District 1
Gloria Raso Tate



Councilmember
District 2
Dan Sheppard



Councilmember
District 3
Tom Hayden



Councilmember
District 4
Jennifer Nelson



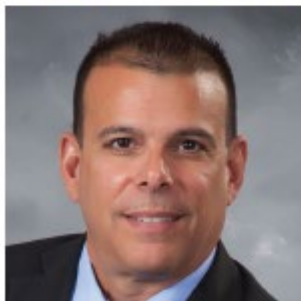
Councilmember
District 5
Robert Welsh



Councilmember
District 6
Keith Long



Councilmember
District 7
Jessica Cosden



City Manager
Rob Hernandez



City Attorney
Dolores Menendez



City Auditor
Andrea Russell



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Cape Coral
Florida**

For the Fiscal Year Beginning

October 01, 2021

Christopher P. Morill

Executive Director



October 1, 2022

Honorable Mayor and Members of the City Council:

I am pleased to present the City of Cape Coral's Adopted Budget for Fiscal Year 2023 and the six-year capital program for Fiscal Years 2023 through 2028. The final budget was adopted by the City Council on September 22, 2022. This budget helps us do the following: expand public safety, improve facilities and amenities, invest in our infrastructure, beautify our neighborhoods and parks, add sidewalks, attract businesses, protect our environment, strengthen our charter schools and focus on the strategic plan initiatives set forth by the City Council. The City of Cape Coral's Annual Budget is available on the City's website, www.capecoral.gov.

Prior to the release of the City Manager's Proposed Budget on September 2, 2022, three workshops with the City Council were held in August as well as meetings in June and July to discuss the proposed budget, programs, capital improvements, and funding. Below is a summary of the FY 2022 Proposed and Adopted Budgets.

Fund	FY 2023 PROPOSED BUDGET	FY 2023 ADJUSTMENTS	FY 2023 ADOPTED BUDGET ORDINANCE 81-22
General Fund	\$ 249,192,946	\$ (32,648,049)	\$ 216,544,897
Special Revenue Funds	95,760,068	55,283,476	151,043,544
Debt Service Funds	22,429,644	-	22,429,644
Capital Projects Funds	70,901,278	(336,610)	70,564,668
Enterprise Funds	388,317,787	-	388,317,787
Internal Service Funds	73,456,026	-	73,456,026
Charter School Funds	44,537,809	-	44,537,809
Total	\$ 944,595,558	\$ 22,298,817	\$ 966,894,375

The following is an explanation of variances from the FY 2023 Proposed Budget to the FY 2023 Adopted Budget:

General Fund: The overall decrease in the General Fund results from: (1) the adoption of the millage rate of 5.3694 mills from the proposed millage rate of 5.5568 mills or a decrease of \$4,168,186; (2) additionally the Fire Service Assessment was moved to a Special Revenue Fund resulting in a decrease of \$32,279,287 (3) \$4,000,000 in additionally forecasted public service tax was added to the budget and (4) \$200,576 for a proposed lease for a modular building was moved from the Building Code Fund to the General Fund resulting in an overall decrease in the General Fund of \$32,648,049 from the proposed budget.

Special Revenue Funds: The majority of the increase in the Special Revenue Funds is as a result of the Fire Operations moving to a Special Revenue Fund for \$55,484,052. In addition, \$200,576 for a proposed lease for a modular building was moved from the Building Code Fund to the General Fund. Together these changes resulted in a net increase of \$55,283,476 in the Special Revenue Fund.

Capital Projects Funds: Capital Projects Fund has a decrease of \$336,610 as a result of the reduction to the Fiber Optic Project to reflect actual funding.

I would like to thank the Mayor and Council for your foresight and support of the budget. As we are all aware, a budget captures the plans and initiatives needed to help drive our success both today and into the future. As the adoption phase of this budget cycle has ended and the planning for the upcoming cycle begins, the work we put into this FY 2023 Adopted Budget continues to provide a solid foundation for the "sustainability" of our future.

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

Respectfully,

A handwritten signature in black ink, appearing to read 'Rob Hernandez', with a stylized, cursive script.

Rob Hernandez

City Manager



September 2, 2022

Honorable Mayor and Members of the City Council:

I am pleased to present the City Manager's Proposed Budget for Fiscal Year 2023 (FY23) along with the capital program for fiscal years 2023 through 2028 as required by the City Charter.

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

It has been said that the budget development process is a long journey; at times, a contentious one as we make difficult budget choices. In the end, however, it is a process that requires compromises. For that reason, we undertook an expanded City Council and Budget Review Committee participation process this year. This started in January and culminated in two summer budget workshops that provided valuable insight into strategic priorities and revenue and spending philosophies for the upcoming year.

In addition to earlier participation in the budget development process, the City's new 2030 strategic plan, Cape Compass, served as the foundation for developing the FY23 operating and FY23-FY28 capital spending plans. Cape Compass charts a clear course for us to follow in achieving our six strategic priorities:

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

The City has exited the uncertainties of prior years in excellent position with a stable workforce and in good financial position to meet the needs of our growing community. We continue to welcome new residents at a pace unseen since prior to the Great Recession of 2007-2009 and among the top areas for growth in the nation. The World Population Review population forecast for 2022 is 209,576, an increase of 15,560 over the 2020 U.S. Census of 194,016 and is on pace for an additional 60,000 residents by 2030. Building permit activity exceeded \$1.9 billion for calendar year 2021 and is over \$1.3 billion through the end of June 2022. Over 5,300 single-family home permits were applied for in 2021 while 3,765 have already been issued through June 30, 2022. The number of single-family certificates of occupancy were 4,104 for calendar year 2021 and 1,634 through June 30, 2022. The City enters FY23 in strong financial condition resulting from actions taken in 2022.

While the City has emerged from the pandemic-related economic uncertainties of the past two years in sound financial standing, this Proposed Budget recognizes, however, hard to predict economic factors are on the horizon that may weaken our financial position. On one hand, the City is endeavoring to adjust to near record-breaking development activity and robust population growth – all signs of a healthy community; yet on the other, this expansion is occurring amidst growing economic uncertainty caused by mounting predictions of a national recession, high inflation, military conflict in Europe, labor, and material shortages, rising interest rates, fuel price volatility and the potential for additional property tax exemptions.

Many of our residents – our customers – are concerned about the rapid spike in the cost of living and are struggling to adjust to rising costs. Whether paying more for electricity, fuel or food, inflation is having a major impact on household budgets. We are keenly aware of this financial anxiety and this Proposed Budget provides for an 11.1% reduction in the property tax rate, from 6.250 per \$1,000 of valuation to 5.5568, for all property owners while providing needed improvements in public safety and community investments. It also minimizes increases to assessments charged for trash collection, fire protection, stormwater, as well as water and sewer rates. This Proposed Budget does not recommend increases in charges for services.

Budget Overview

The total FY23 Proposed Operating Budget for all funds equals \$944,753,661 excluding fund balances, but including transfers, the Community Redevelopment Agency, and the Charter School Authority. This is \$33,710,458 less than the FY22 Adopted Budget of \$978,464,119 or a 3.45% decrease, including reserves used for one-time investments to comprise a balanced budget.

The FY23 Proposed Budget reflects our focus on addressing previously deferred maintenance, meeting the demand for services and infrastructure while maintaining the City's strong financial position. We began the year with a budget retreat establishing goals for the development of a preliminary budget. We held a second retreat on the preliminary budget and an additional budget workshop on July 20, 2022, from which this Proposed Budget has been developed. Departments have held their budgets to the forecast model with non-discretionary adjustments to meet contractual obligations and inflationary pressures on certain commodities. We have added staff where necessary to address increased workloads, service expansions, or as required by capital improvements.

Certified property values for Cape Coral were published on July 1, 2022, by the Lee County Property Appraiser. The increase shows that overall total taxable values increased 23.82% from \$18.4 billion to \$22.7 billion including a growth component of \$1.3 billion. The FY23 Proposed Budget was crafted using a millage rate of 5.5568 yielding 10% more in property tax revenue over FY22 resulting in estimated net property tax revenue of \$121.2 million for operations in the General Fund, an increase of \$10,861,595.

The City's Fire Service Assessment is moving to a special revenue fund following the adoption of the budget due to its restricted nature and is proposed to remain the same at 62% yielding \$32.4 million in revenue.

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

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

All Funds Proposed Budget Chart

Fund Type			Change from	
	FY 2022 Adopted	FY 2023 Proposed	FY 2022 adopted	Percentage Change
General Fund	\$ 296,590,898	\$ 249,278,980	\$ (47,311,918)	-15.95%
Special Revenue Fund	173,069,197	95,760,068	(77,309,129)	-44.67%
Debt Service Fund	24,320,236	22,429,644	(1,890,592)	-7.77%
Capital Project Fund	31,295,508	70,901,278	39,605,770	126.55%
Enterprise Fund	343,448,224	388,317,787	44,869,563	13.06%
Internal Service Fund	71,833,987	73,456,026	1,622,039	2.26%
Charter Schools	37,906,069	44,537,809	6,631,740	17.50%
Total	<u>\$ 978,464,119</u>	<u>\$ 944,681,592</u>	<u>\$ (33,782,527)</u>	<u>-3.45%</u>

General Fund Overview

The Preliminary General Fund is \$249,278,980 including reserves used to balance the budget, a 15.95% decrease from the FY22 adopted budget or \$49 Million. Several changes to the General Fund Budget are included in the Proposed Budget such as moving both the Parks and Recreation Program and Golf Course into the General Fund. The Capital Project Management group, although a part of the City Manager's Office budget, is moving to an Internal Service Fund for that purpose, and the sidewalk crews are now included in the General Fund and will be charged out to other funds when working on those projects. The Proposed Budget continues to set the standard for the financial sustainability of the City now and into the future.

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

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

Proposed Budget by Expense Category

General Fund	FY 2022 Adopted	FY 2023 Proposed	Change from FY 2022 Adopted	Percentage Change
Personnel Services	\$ 134,007,343	\$ 156,016,345	\$ 22,009,002	16.42%
Operating	43,288,165	55,738,514	12,450,349	28.76%
Capital Outlay	10,894,243	7,846,106	(3,048,137)	-27.98%
Other/Transfers Out	36,508,283	29,678,015	(6,830,268)	-18.71%
Reserves	71,892,864	-	(71,892,864)	-100.00%
Total Expenditures	\$296,590,898	\$ 249,278,980	\$ (47,311,918)	-15.95%

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

- \$3,800,000 for Hexagon CAD/RMS system to replace Police and Fire Computer Aided Dispatch (CAD) and Records Management System (RMS) – both General Fund Reserves (\$2,622,000) and Fire Service Assessment restricted reserves (\$1,178,000) are proposed to fund this software replacement
- \$4,500,000 for advance funding of the Planning, Design & Engineering (PD&E) Study for widening and improvements to Pine Island Road (State Road 78)
- \$1,000,000 transfer to a Bridge Capital Projects Fund for bridge rehabilitation
- \$445,297 transfer to a Parks Renewal and Replacement Fund to address existing Park deficiencies and deferred maintenance needs
- \$1,200,000 for the construction of a new Skate Park Building
- \$2,500,000 for additional sidewalks within one mile of schools
- \$2,000,000 for median improvements
- \$1,000,000 for design of Fire Station #10
- \$400,000 Aquatic/Community Center conceptual design and operational plan
- \$100,000 for Impact Fee Study – Fire, Advance Life Support, Police, Parks, and Road Impact Fees
- \$100,000 for five pocket parks at City boat ramps
- \$800,000 for design and engineering of the Oasis multi-purpose athletic field
- \$40,000 carpet replacement for City Attorney's Office
- \$120,000 compensation and classification Study required by City ordinance
- \$151,026 enhanced facility maintenance for the Police Department
- \$10,000 for replacement conference room furnishings for Human Resources

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

Key Investments – Public Safety

- Fire Station 13 Construction to address population growth and reduce response time in the northeast area of the City – funded with debt issuance
- Fire Station 13 staffing – 15 positions – 3 lieutenants, 3 engineers and 9 firefighters – 3 Firefighters and 1 Engineer will be funded for nine months of the year and 11 funded at six months of the year
- Design and engineering for replacement of Fire Station 10
- Everest Public Safety Boat Lift to improve public safety response into the Caloosahatchee River
- Construction of the Fire and Police training facilities
- Enhanced maintenance for Police Department Headquarters such as painting, air conditioner replacements, and various repairs
- Replacement of the Police and Fire Computer Aided Dispatch (CAD) and Records Management System (RMS)
- 12 additional police officers, one victim assistance advocate and two additional 911 Operators

Key Investments - Parks and Recreation

- Enhanced renewal and replacement at various parks facilities
- Skate Park building replacement
- Conversion of contract groundskeepers to full-time positions
- Additional community events to include New Year's and cultural diversity celebrations
- Pop's Restaurant Coordinator position
- Five pocket parks at City boat ramps to increase public access to freshwater canals
- Design and engineering for a multi-purpose athletic field at the Oasis Charter School Campus
- Aquatic/Community Center conceptual study and programming

Key Investments - Community Beautification

- Continuation of median improvements
- Funding for sidewalks within one mile of schools
- Median curbing
- Solid Waste Convenience Center Pilot Program continuation

Key Investments - Fiscal Stability

- Senior Management Budget Analyst to support implementation of performance management and benchmarking practices
- Compensation and Classification Study
- ICMA Fellowship Program

- Employee recognition program
- Increased staffing at the Medical Health Office

Key Investments – Infrastructure

- City fiber and wireless conduit connecting City facilities with hardened communications in the event of weather events and providing fiber supported wireless at parks and City facilities
- Reserve funding of Bridge Rehabilitation Fund
- North 1 East and West Utility Extension Project
- Access management and roadway circulation improvements
- Andalusia Boulevard Connection
- Southwest Water Reclamation Facility 5 million Gallon Daily (MGD) Tank and Line Extension for future Utility Expansion Project (UEP) areas north of Pine Island Road
- Neighborhood water line replacement program – Phase 1 Veterans Parkway to Damiao Canal
- US 41 Irrigation water conveyance project

Key Investments – Environmental Sustainability

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



Alternate Millage Rate Scenario

Through two retreats and one budget workshop, City Council requested two General Fund budgets, one with the City Manager's proposed rate of 5.5568 mills per thousand and the second at the rolled-back rate of 5.3694. Proposed operating budgets using the two scenarios are as follows:

Description	Proposed Millage Rate 5.5568	Rolled-Back Millage Rate 5.3694	Reductions	Adjustments necessary to balance at Rolled-Back Rate
Property Taxes	121,159,414	117,073,380	(4,086,034)	
All other revenues	109,398,256	109,398,256		
One-time resources (reserves)	16,988,323	16,988,323		
	<u>247,545,993</u>	<u>243,459,959</u>	<u>(4,086,034)</u>	
Expenditures:				
City Attorney	1,963,957	1,963,957	-	
City Auditor	1,074,566	1,074,566	-	
City Clerk	1,657,056	1,657,056	-	
City Council	938,464	938,464	-	
City Manager	2,697,046	2,697,046	-	
Development Services	6,887,824	6,887,824	-	
Finance	4,348,521	4,251,921	96,600	Remove Senior Management Analyst
Fire	55,484,052	55,484,052	-	
Government Services	48,260,588	45,726,291	2,534,297	Remove First Year Fiber Optics Install Remove Employee Celebration, ICMA Fellowship Program, Milestone Awards, and furniture
Human Resources	2,354,878	2,221,878	133,000	
ITS	10,256,607	10,256,607		
Parks & Rec	32,128,488	31,785,168	343,320	Remove Additional Community Events, Golf Course Equipment and Pop's Café Restaurant Coordinator
Police	61,894,698	60,915,881	978,817	Reduce 2 detectives, 4 patrol officers, 2 Professional Standards Officers, 1 Victim Assistance Advocate
Public Works	17,599,248	17,599,248	-	
Total Expenditures	<u>247,545,993</u>	<u>243,459,959</u>	<u>4,086,034</u>	
Net Revenue/Expenditures	<u>-</u>	<u>-</u>	<u>-</u>	

The proposed program modifications are supported by the proposed millage rate of 5.5568 mills. Any decrease in revenue, such as a lower millage rate, impacts inclusion of the proposed program modifications into the FY23 budget. The adjustments above reflect those impacts.

Conclusion

While property values and growth remain strong, we expect this trend will taper off over time. However, we must remain cognizant of our future challenges led in part by our growth while continuing to invest in capital improvements and personnel to provide acceptable service levels. Building a budget is challenging whether during difficult or better economic times. We must find a balance among competing funding priorities and the need to be responsible with the public's funds. We think it wise to continue following a three-year budget plan with a five-year financial forecast and be thoughtful in deciding how to distribute revenues among competing demands. We must remain diligent to ensure our continued economic sustainability while ensuring we provide the services and amenities our residents expect from us.

This FY23 Proposed Budget provides a balanced approach to achieving our goals and meeting our commitment to our residents. With this budget, we are resolving some immediate needs and providing a path forward to address known future needs while keeping a suitable reserve level.

Cape Coral is now the 8th largest city in the state of Florida with 209,000 residents. As we continue to grow, we must be prepared to meet the challenges and expectations presented by our current and future residents. We can meet these challenges if we work together to deliver a clear vision for Cape Coral and provide the resources necessary to reach our goals.

To continue our progress, we must build on our relationship with the community and work to foster mutual respect and trust in government. The best way to accomplish this goal is to be open and transparent with our residents and keep our promises to deliver the high-quality services they demand as efficiently and cost-effective as possible.

This document reflects countless hours of dedication, patience and professionalism from the entire Office of Management and Budget team led by Financial Services Director Mark Mason, Nicole Reitler, Jo-Anne Velotti, Jessica Festa, and Jennifer Waters.

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

Finally, I would like to thank the City Council for its leadership and the entire team of professionals employed by the City that serve to provide exceptional services daily.

Respectfully Submitted,

A handwritten signature in black ink, appearing to read 'Rob Hernandez', with a stylized, flowing script.

Rob Hernandez
City Manager

UNDERSTANDING THE BUDGET

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

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

Budget Message

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

Budget Overview

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

Strategic Planning

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

Financial Highlights

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

Department Overviews

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

Asset Management Program

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

Debt Management and Structure

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

Appendices

This section provides a glossary of financial terms, and a full cost allocation distributing central services overhead costs to operating departments.

BUDGET PROCESS

Preparation of the FY 2023 - 2025 Budget represents the culmination of a yearlong process that integrates financial planning, trend analysis, accounting enhancements, goals and objectives and strategic planning into service delivery. In so doing, the City of Cape Coral's budget continues its conformance with the four basic criteria established by the Government Finance Officers Association.

Policy Document

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

Operations Guide

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

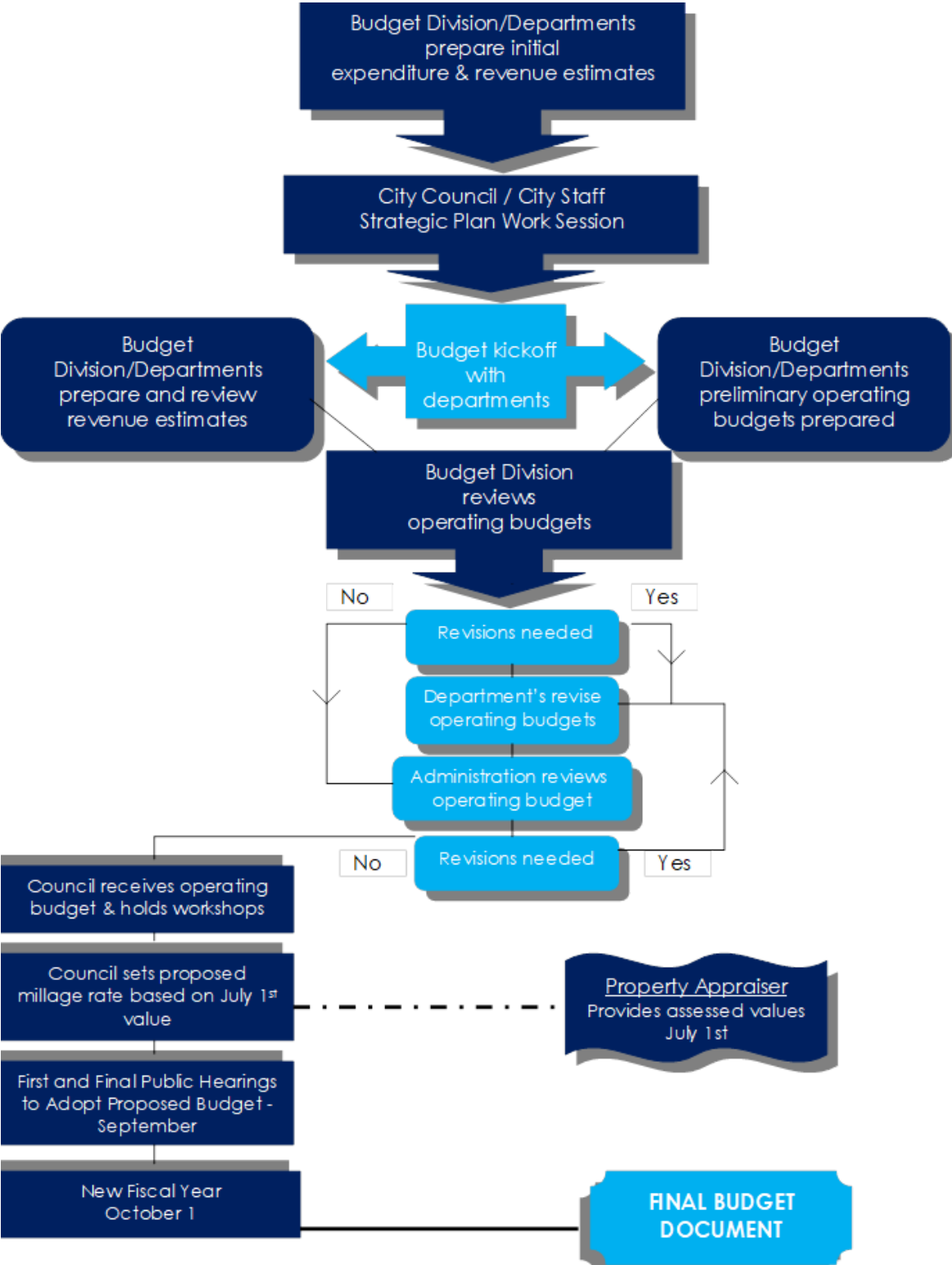
Financial Plan

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

Communications Device

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

TYPICAL BUDGET PROCESS



BUDGET CALENDAR

	FY 2022									FY 2023		
	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC
Strategic Plan Update Adoption			x				x					
Budget Packages and Policy Guidelines sent to Departments	x	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	x	x				
City Council conducts two public hearings on proposed budget and proposed millage									x			
City Council Adopts FY 2023 Budget									x			
Final Document Publication											x	
Research Financial Trends and Develop FY 2024 - 2028 Fiscal Forecast												x

BUDGET PREPARATION, ADOPTION, AND AMENDMENT

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

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

January – April

Strategic Planning Session

Budget Kickoff with City Council

Budget Division Updates Fiscal Forecasts

Budget Division Prepares and Distributes Budget Guidelines

Departments Update Asset Improvement Plan components and prepare operating budgets

May – June City Manager Review

City Manager reviews departmental requests and service level recommendations

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

Detailed analysis of budget is accomplished

Preliminary taxable value estimates provided by the Lee County Property Appraiser

July 1 – Assessment Data

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

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

City Manager submits proposed operating budget late July

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

Late July/ Early August

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

August

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

September – Public Hearings

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

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

November/December - Final Budget Document

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

Six-Year Asset Management Program

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

Budget Amendment Policy

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

BASIS OF BUDGETING

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

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

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

BASIS OF ACCOUNTING

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

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

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

FINANCIAL MANAGEMENT POLICIES

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

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

BUDGET MANAGEMENT

- Policy #1: **Structurally Balanced Budget.** The City of Cape Coral shall commit to and develop and maintain a structurally balanced budget, whereby current revenues equal current expenditures for the current and forecasted years, to support the high-quality services provided to our residents consistent with the needs of the City.
1. The City shall adopt a one-year budget pursuant to Chapter 166.241, Florida Statutes.
 2. The City shall prepare a one-year budget and a two-year forecast.
- Policy #2: **Revenue Estimates.** Revenue estimates for annual budget purposes should be conservative. In this light, General Fund revenues should be budgeted in the manner delineated below.
1. Property taxes shall be budgeted at 96% of the Property Appraiser's estimate as of July.
 2. The following revenue sources should be budgeted at 95% of the estimates either prepared by outside sources or the Financial Services Department:
 - a. State shared revenues
 - b. Franchise fees
 - c. Public Service Tax
 - d. 5 cent and 6 cent Gas Tax
- General Fund net revenues in excess of budget should be applied to the various categories of Fund Balance in accordance with the Policy #21.
- Policy #3: **Expenditures.** Expenditures should be managed to create a positive cash balance (surplus) in each fund at the end of the fiscal year. Personnel Services budgets or salary savings shall not be transferred to fund operating, capital or other expenses except in the event of a declared emergency.
- Policy #4: The City will not fund recurring municipal services with reserve funds and/or other temporary or non-recurring revenue sources.
- Policy #5: Fund balances shall be maintained at fiscally sound levels in all funds pursuant to Policy #22.
- Policy #6: The City will not commit itself to the full extent of its taxing authority.
- Policy #7: **Allocation of Overhead/Indirect Costs.** The City shall develop procedures for completing and administering a full cost allocation methodology to allocate administrative overhead costs to enterprise funds, special revenue funds, internal service funds, and when allowable, grants. Actual documented indirect costs associated with the operations of any other operating fund will be identified and accounted against the

operations of those funds and be reimbursed to the General Fund through an indirect cost allocation model.

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

Total Fee Support (90-100%)

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

Moderate Fee Support (40-90%)

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

Minimum Fee Support (less than 40%)

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

Policy #9: The financial burden on the City's taxpayers must be minimized through systematic annual program reviews and evaluation aimed at improving the efficiency and effectiveness of City programs. As such, the annual budget will be based on a City-wide work program of goals, implemented by departmental goals and objectives.

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

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

OPERATING MANAGEMENT

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

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

Policy #14: **Risk Management.** The City shall maintain adequate protection from loss due to property damage or liabilities of the City. The City will continue to be self-insured for a maximum of \$350,000 for each worker's compensation claim, \$100,000 for each general liability

claim, and \$25,000 for each property damage claim. The City shall purchase excess commercial insurance. Each department director will ensure that safeguards are in place to minimize damage to personnel and property.

Policy #15: **Revenue Recovery.** City management is responsible for recovery of budgeted and non-ad valorem revenues as planned for in the budget. Management shall maintain adequate billing and claiming processes to effectively manage their accounts receivable systems in conformance with the fiscal plan and sound business principles.

Policy #16: The Director of Financial Services will develop and maintain written policies for the administration of such adjustments to service bills and payment plans for remittance of outstanding obligations as requested by customers, in compliance with existing ordinances and resolutions. Such policies will provide administrative authority to specific positions and parameters under which such authority should be exercised. Any exceptions to such policies must be approved, in writing, by the Financial Services Director or designee.

Policy#17: An allowance for uncollectible revenue (receivable), not including deferred or hardship accounts will be determined at the end of each fiscal year. The aging of the receivable will be based on the number of days from the billing general ledger date to the fiscal year end date. The allowance on all receivables with an aging of less than or equal to 120 days will be 1% of the receivable and for all receivables with an aging greater than 120 days will be 100%.

Policy#18: Annually, the City will write off all customer accounts, not including deferred or hardship accounts) that are deemed uncollectible. For purposes of this policy, uncollectible is defined as any account that is greater than or equal to 180 days delinquent from the date of the invoice. The write off amount will be removed from the allowance and the account receivables balances, thereby no longer impacting the City's financial reporting. All legal standing related to these accounts will remain in effect and collection efforts on these accounts will continue through the appropriate collection agency.

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

Policy #19: The City's role in social service funding should be supplemental (addressing special or unique local needs) to the basic responsibilities of regional agencies.

Policy #20: The Financial Services Director shall review the Financial Policies annually and include said policies annually as an exhibit to the annual budget ordinance for adoption.

FUND BALANCE

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

Non-Spendable Fund Balance - Amounts that are (a) not in spendable form or (b) legally or contractually required to be maintained intact. "Not in spendable form" includes items that are not expected to be converted to cash (such as inventories and prepaid amounts) and items such as the long-term amount of loans, notes receivable and advances, as well as property acquired for resale.

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

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

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

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

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

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

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

- a. Funding the Budget Stabilization Reserve:

- 1) It is the City Council's goal to achieve 3 months balance in the Budget Stabilization Reserve.

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

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

1. Water and Sewer Fund:

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

2. Stormwater Fund:

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

3. Yacht Basin:

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

4. Risk Management Fund:

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

5. Fire Services Fund:

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

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

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

DEBT AND TREASURY MANAGEMENT

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

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

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

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

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

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

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

ACCOUNTS MANAGEMENT

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

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

Policy #35: Financial systems shall be maintained in a manner that provides for the timely monitoring of expenditures, revenues, performance, and receivables/billing status on an ongoing basis.

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

ECONOMIC RESOURCES

Policy #37: The City should diversify and expand its economic base to provide relief to the homeowner from the most significant share of the tax burden and to protect the community against economic downturns. This effort should include the attraction of new businesses, retaining existing businesses, enticement of new residents, and expansion of visitor attraction.

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

LONG RANGE FINANCIAL PLAN

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

The FY 2023-2027 Budget includes:

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

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

Actions and Status

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

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

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

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

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

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

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

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

Status: Minor funds are reviewed by internal staff.

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

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

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

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

FUND DESCRIPTIONS

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

GOVERNMENTAL FUND TYPES

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

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

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

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

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

PROPRIETARY FUND TYPES

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

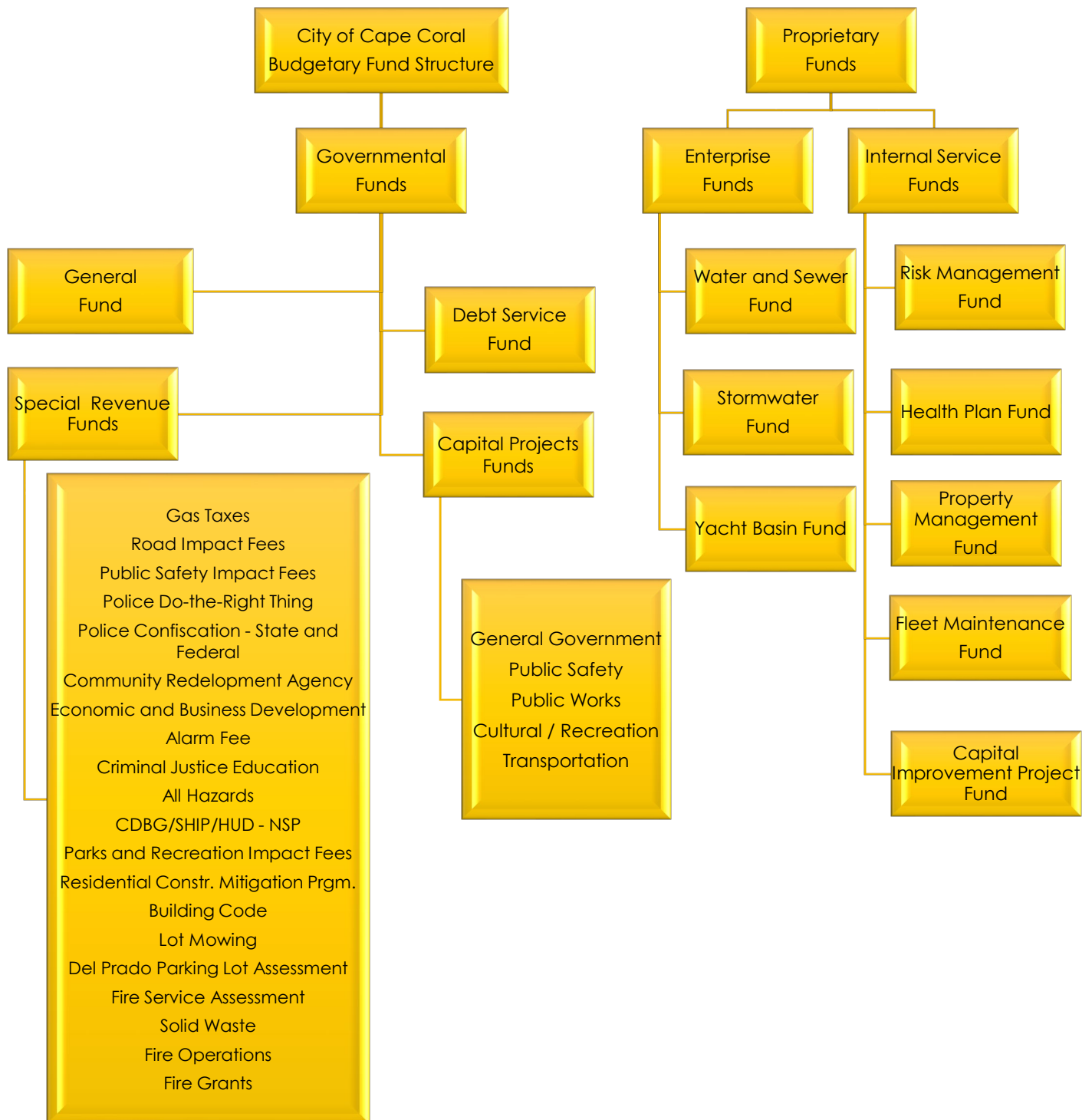
Enterprise Funds - Account for operations (a) that are financed and operated in a manner similar to private business enterprises--where the intent of the governing body is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through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

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

FIDUCIARY FUND TYPES

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

FUND STRUCTURE



DEPARTMENT AND FUND RELATIONSHIP

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

STRATEGIC PLAN SUMMARY

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

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

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

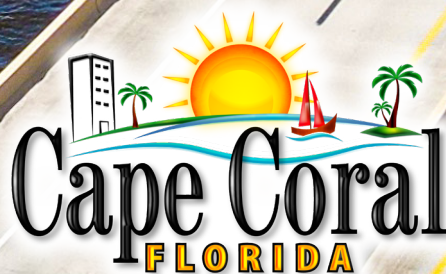
The City of Cape Coral's 2022-2030 Strategic Plan is a management tool that helps the organization assess the current operating environment, anticipate changes, and envision the future. This Plan provides a framework for decision-making and helps meet the community's future needs. The Cape Compass strategic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







CAPE COMPASS 2030 Strategic Plan





OUR VISION

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

OUR MISSION

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

CITY COUNCIL AND STAFF



Mayor
John Gunter



Councilmember
District 1
Gloria Raso Tate



Councilmember
District 2
Dan Sheppard



Councilmember
District 3
Tom Hayden



Councilmember
District 4
Jennifer Nelson



Councilmember
District 5
Robert Welsh



Councilmember
District 6
Keith Long



Councilmember
District 7
Jessica Cosden



City Manager
Rob Hernandez



City Attorney
Dolores Menendez



City Auditor
Andrea Russell

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GUIDING PRINCIPLES AND CORE VALUES

INTEGRITY AND TRANSPARENT GOVERNMENT

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

ENVIRONMENTAL SUSTAINABILITY

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

PUBLIC SAFETY AND QUALITY OF LIFE

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

FISCALLY RESPONSIBLE

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

CITIZEN AND COMMUNITY ENGAGEMENT

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

INNOVATIVE THINKING

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

STRATEGIC PRIORITIES AND GOALS

CITY SERVICES AND AMENITIES



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

COMMUNICATION



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

ECONOMY, EDUCATION, AND WORKFORCE



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

FISCAL SUSTAINABILITY



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

INFRASTRUCTURE



**Invest in resilient
infrastructure**

ENVIRONMENTAL SUSTAINABILITY



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



CITY SERVICES AND AMENITIES



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

CITY SERVICES AND AMENITIES

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

WAYPOINTS:

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

CITY SERVICES AND AMENITIES

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

WAYPOINTS:

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

CITY SERVICES AND AMENITIES

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

WAYPOINTS:

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

CITY SERVICES AND AMENITIES

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

WAYPOINTS:

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





COMMUNICATION



GOAL:
**Cultivate an
engaged and
informed
community and
workforce.**

COMMUNICATION

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

WAYPOINTS:

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



COMMUNICATION

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

WAYPOINTS:

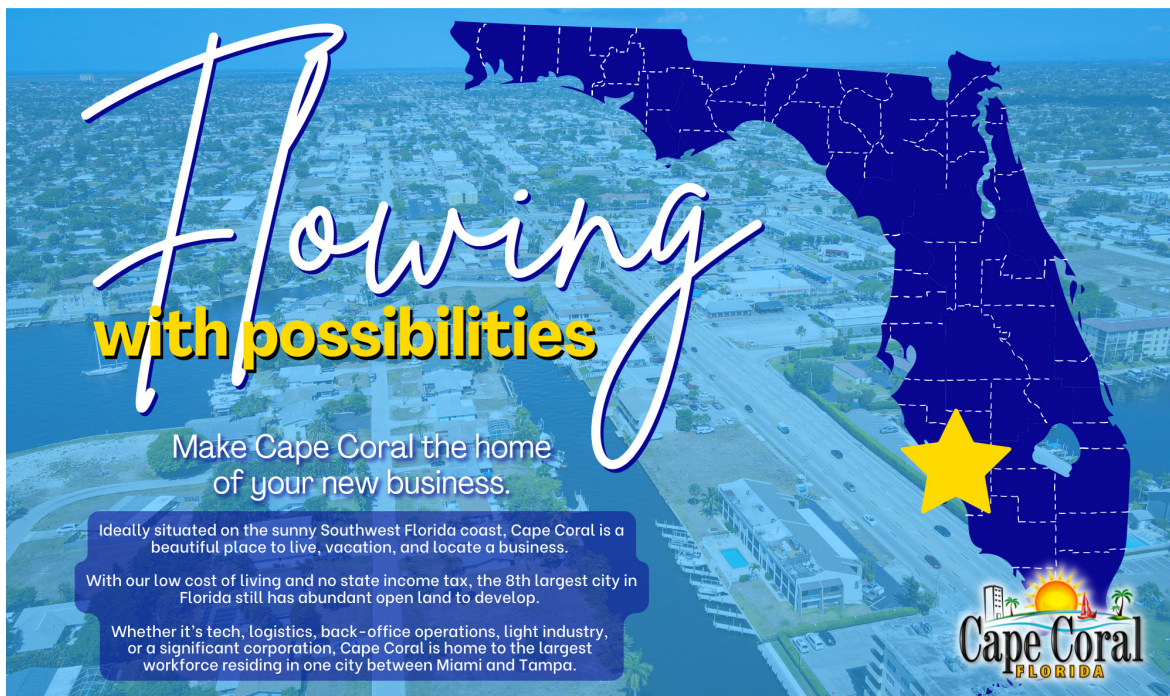
- Organize quarterly community meetings to provide updated information to the public on City events, projects and priorities.
- Conduct a citizen feedback survey every two years to assess the quality of municipal services.
- Fill vacancies on advisory boards within three months.
- Increase the number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

COMMUNICATION

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

WAYPOINTS:

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



SITES AVAILABLE

for industrial and commercial development



INCENTIVES

available for economic development

**A BIG CITY
with small town
charm**



22% INCREASE

in Cape Coral's population from 2010-2018



FULL SERVICE

emergency services included in tax rate

COMMUNICATION

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

WAYPOINTS:

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





ECONOMY, EDUCATION, AND WORKFORCE



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

ECONOMY, EDUCATION, AND WORKFORCE

ECONOMIC AND BUSINESS DEVELOPMENT - Create an economically balanced community.

WAYPOINTS:

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

ECONOMY, EDUCATION, AND WORKFORCE

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

WAYPOINTS:

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



ECONOMY, EDUCATION, AND WORKFORCE

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

WAYPOINTS:

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

ECONOMY, EDUCATION, AND WORKFORCE

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

WAYPOINTS:

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



ECONOMY, EDUCATION, AND WORKFORCE

VISITOR AND RESIDENT EXPERIENCE -

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

WAYPOINTS:

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



FISCAL STABILITY



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

FISCAL STABILITY

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

WAYPOINTS:

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



FISCAL STABILITY

FINANCIAL STRENGTH AND RESPONSIBILITY -

Operate a fiscally resilient municipal services organization.

WAYPOINTS:

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

FISCAL STABILITY

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

WAYPOINTS:

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

FISCAL STABILITY

OUR WORKFORCE -

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

WAYPOINTS:

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

FISCAL STABILITY

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

WAYPOINTS:

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





INFRASTRUCTURE



GOAL:
**Invest in resilient
infrastructure.**

INFRASTRUCTURE

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

WAYPOINTS:

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



INFRASTRUCTURE

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

WAYPOINTS:

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

INFRASTRUCTURE

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

WAYPOINTS:

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



ENVIRONMENTAL SUSTAINABILITY



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

ENVIRONMENTAL SUSTAINABILITY

WATERSHED PROTECTION - Safeguard the City's water resources.

WAYPOINTS:

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

ENVIRONMENTAL SUSTAINABILITY

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

WAYPOINTS:

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



ENVIRONMENTAL SUSTAINABILITY

CLIMATE RESILIENCY -

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

WAYPOINTS:

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

ENVIRONMENTAL SUSTAINABILITY

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

WAYPOINTS:

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

ENVIRONMENTAL SUSTAINABILITY

ENDANGERED AND THREATENED SPECIES -

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

WAYPOINTS:

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





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

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

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



WWW.CAPECORAL.GOV/STRATEGICPLAN

PERFORMANCE MEASURES

CITY SERVICES & AMENITIES



CITY SERVICES & AMENITIES					
Goal: Deliver exceptional City Services & High-quality amenities					
Key Performance Indicator(s)	Dept	FY 2020 Actual	FY 2021 Actual	FY 2022 Estimate	FY 2023 Estimate
Objective: Offer a diverse range of youth, adult, and senior recreational programming					
Number of Recreation Programs offered	P&R	520	570	489	565
Objective: Continue special events, such as art/craft shows, festivals, block parties, concerts and other events					
Number of Special Events Conducted, Hosted & Sponsored	P&R	8	25	36	36



CITY SERVICES & AMENITIES					
Goal: Deliver exceptional City Services & High-quality amenities					
Key Performance Indicator(s)	Dept	FY 2020 Actual	FY 2021 Actual	FY 2022 Estimate	FY 2023 Estimate
Objective: Traffic Safety. Increase proactive and targeted traffic enforcement and education opportunities to ensure the safe movement of traffic throughout the City					
Targeted Traffic Activities	Police	44	100	85	94

COMMUNICATION & TRANSPARENCY



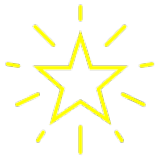
COMMUNICATION & TRANSPARENCY					
Goal: Cultivate an engaged & informed community & workplace					
Key Performance Indicator(s)	Dept	FY 2020 Actual	FY 2021 Actual	FY 2022 Estimate	FY 2023 Estimate
Objective: Develop a balanced multi-year budget which provides the City's core services, capital assets and infrastructure, maintains appropriate reserves and debt service levels, and protects the City's credit rating.					
Annual 3 year budget adopted	Finance	YES	YES	YES	YES
Objective: Annually prepare and present a multi-year balanced budget					
Present Balanced Annual 3 year budget	Finance	YES	YES	YES	YES
Objective: Annually present a final year-end report					
Issue City's Annual Financial Reports	Finance	YES	YES	YES	YES

ENVIRONMENTAL SUSTAINABILITY



ENVIRONMENTAL SUSTAINABILITY					
Goal: Preserve Cape Coral's natural resources current & future generations					
Key Performance Indicator(s)	Dept	FY 2020 Actual	FY 2021 Actual	FY 2022 Estimate	FY 2023 Estimate
Objective: Remain committed stewards of natural habitats and wildlife					
Number of Natural Area Acres Maintained	P&R	1150	1150	1150	1150

ECONOMY EDUCATION & WORKFORCE



ECONOMY EDUCATION & WORKFORCE					
Goal: Cultivate and engaged & informed community & workplace					
Objective: Ensure the City of Cape Coral Municipal Charter School System meets the highest standards of educational excellence and student achievement					
Key Performance Indicator(s)	Dept	2019-20 Actual	2020-21 Actual	2021-22 Estimate	2022-23 Estimate
Oasis Elementary School - South		Charter School			
School Grade		N/A	A	A	A
Total Percent Tested		N/A	96%	100%	100%
Identified for Support		NO	NO	YES	YES
Oasis Elementary School - North		Charter School			
School Grade		N/A	N/A	A	A
Total Percent Tested		N/A	97%	100%	100%
Identified for Support		NO	NO	YES	YES
Oasis Middle School		Charter School			
School Grade		N/A	A	A	A
Total Percent Tested		N/A	96%	100%	100%
Identified for Support		YES	YES	YES	YES
Oasis High School		Charter School			
School Grade		N/A	A	A	A
Total Percent Tested		N/A	95%	100%	100%
Identified for Support		YES	YES	YES	YES

2019-20

Pursuant to Florida Department of Education Emergency Order No. 2020-EO-1, spring K-12 statewide assessment test administrations for the 2019-20 school year were canceled and accountability measures reliant on such data were not calculated for the 2019-20 school year. Additionally, in April 2020, the U.S. Department of Education provided a Report Card waiver for requirements related to certain assessments and accountability that are based on data from the 2019-20 school year.

2020-21

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

Source: Lee County Department of Education

FISCAL SUSTAINABILITY



FISCAL SUSTAINABILITY					
Goal: Maintain financially sound government					
Key Performance Indicator(s)	Dept	FY 2020 Actual	FY 2021 Actual	FY 2022 Estimate	FY 2023 Estimate
Objective: 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	48%	48%	49%	49%

INFRASTRUCTURE



INFRASTRUCTURE					
Goal: Invest in resilient infrastructure					
Key Performance Indicator(s)	Dept	FY 2020 Actual	FY 2021 Actual	FY 2022 Estimate	FY 2023 Estimate
Objective: Implement Annual Paving Plan for major and local roads					
Annual Paving Plan Lane Miles	Public Works	59.30	104.84	86.89	100.00
Objective: Installation of Sidewalks through out the City					
Annual Linear Feet of Sidewalks installed	Public Works	25,386.90	45,369.28	28,047.24	44,929.33

FINANCIAL HIGHLIGHTS

CITY MANAGER ADOPTED BUDGET

OUR BUDGET PROCESS

Payroll Submissions Closed on January 14, 2022
Budget Retreat January 20, 2022
Asset Management Program (AMP) Submissions –
Closed February 11, 2022
Operating Submissions Closed February 28, 2022

BUDGET KICKOFF – JANUARY 25, 2022

Official Start of Budget Season

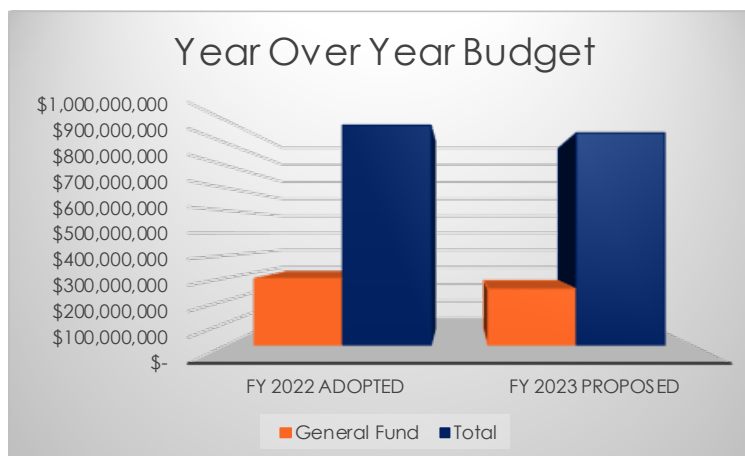
This marked the beginning of the development phase for the FY 2023 – 2027 Budget with our primary focus on FY 2023. Payroll projections were updated by Budget Staff and the AMP was submitted for review and upload.

Preliminary Budget Retreat June 9th and 10th, 2022
Budget Meeting July 20, 2022

The FY 2023 Adopted Budget reflects the discussions held at both budget retreats and supports the Strategic Plan.

Highlights:

FY 2022 Adopted Budget - \$978,464,119
FY 2022 Adopted General Fund Budget - \$296,590,898
FY 2023 Adopted City Budget - \$966,894,375
FY 2023 Adopted General Fund Budget - \$216,544,897



Flowing with Possibilities

There are numerous Fund changes in FY 2023:

- The Waterpark Fund closed in 2022
- The Golf Course is moving from a Special Revenue fund to the General Fund
- The Parks and Recreation Programs Fund is moving from a Special Revenue fund to the General Fund
- The Fire Service Assessment will move from the General Fund to a Special Revenue Fund
- The Capital Project Management Office will move to an Internal Service Fund
- The Sidewalk Crew and associated Operating and Maintenance costs will be moved into the General Fund
- The Bridge Capital Project Fund for repair and replacement of bridges was created

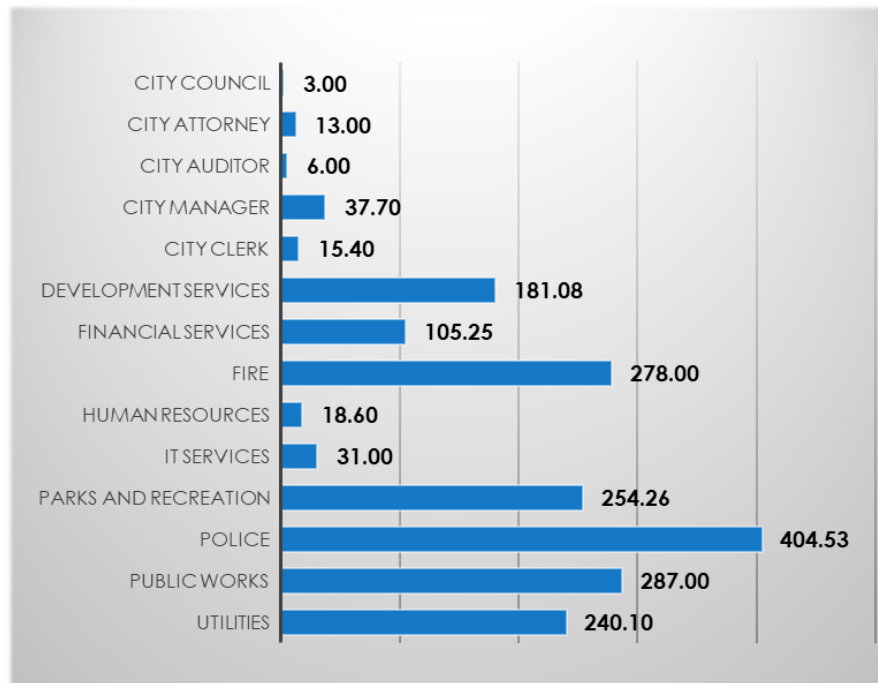


FINANCIAL HIGHLIGHTS

STAFFING UPDATE

Department	FY 2021 Amended	FY 2022 Adopted	FY 2022 Amended	FY 2023 Adopted	FY 2024 Forecast	FY 2025 Forecast
City Council ¹	11.00	3.00	3.00	3.00	3.00	3.00
City Attorney	13.00	13.00	13.00	13.00	13.00	13.00
City Auditor	6.00	6.00	6.00	6.00	6.00	6.00
City Manager	15.50	35.70	34.70	37.70	37.70	37.70
City Clerk	20.50	15.40	15.40	15.40	15.40	15.40
Development Services	133.08	134.08	170.08	181.08	181.08	181.08
Financial Services	104.25	100.25	104.25	105.25	105.25	105.25
Fire	252.50	263.00	263.00	278.00	278.00	278.00
Human Resources	16.60	16.60	18.60	18.60	18.60	18.60
Information Technology Services	29.00	30.00	31.00	31.00	31.00	31.00
Parks and Recreation	303.57	316.82	255.65	254.26	257.26	257.26
Police	372.23	389.53	389.53	404.53	404.53	404.53
Public Works	281.50	274.00	287.00	287.00	287.00	287.00
Utilities	239.10	240.10	240.10	240.10	240.10	240.10
Subtotal City Departments	1,797.82	1,837.47	1,831.30	1,874.91	1,877.91	1,877.91
CRA	1.00	1.00	2.00	2.00	2.00	2.00
Total City	1,798.82	1,838.47	1,833.30	1,876.91	1,879.91	1,879.91

¹ Elected Officials are neither Part-time nor Full-time employees and are not included in the FTE count FY 2022 forward.



FINANCIAL HIGHLIGHTS

STAFFING UPDATE

Who's joining our team

CITY MANAGER – 3

CIP Internal Service Fund – 1 Senior Professional Engineer (PE) for UEP; 2 Senior Construction Inspectors for UEP

FINANCIAL SERVICES – 1

Budget – 1 Senior Management/Budget Analyst

POLICE – 15

Communications and Records – 2 911 Operators

Investigative Services Bureau – 3 Detective Officers, 1 Sergeant, 1 Planning & Research analyst, 1 Victim Assistance Advocate, 2 Professional Standards Bureau Officers

Patrol – 4 Officers

Community Services – 1 Sergeant

FIRE – 15 (4 FOR 9 MONTHS AND 11 FOR 6 MONTHS)

Operations – Station 13 – 9 Firefighters, 3 Lieutenants and 3 Engineers

PARKS AND RECREATION – (1.39)

Maintenance – Convert 4.75 Full Time Equivalent (FTE) from Contract to 3 Full-Time and convert 0.82 Full Time from Contract to Full-Time Custodian

Pop's Café – Convert 0.82 Contract position to Full-Time Restaurant Operations Coordinator

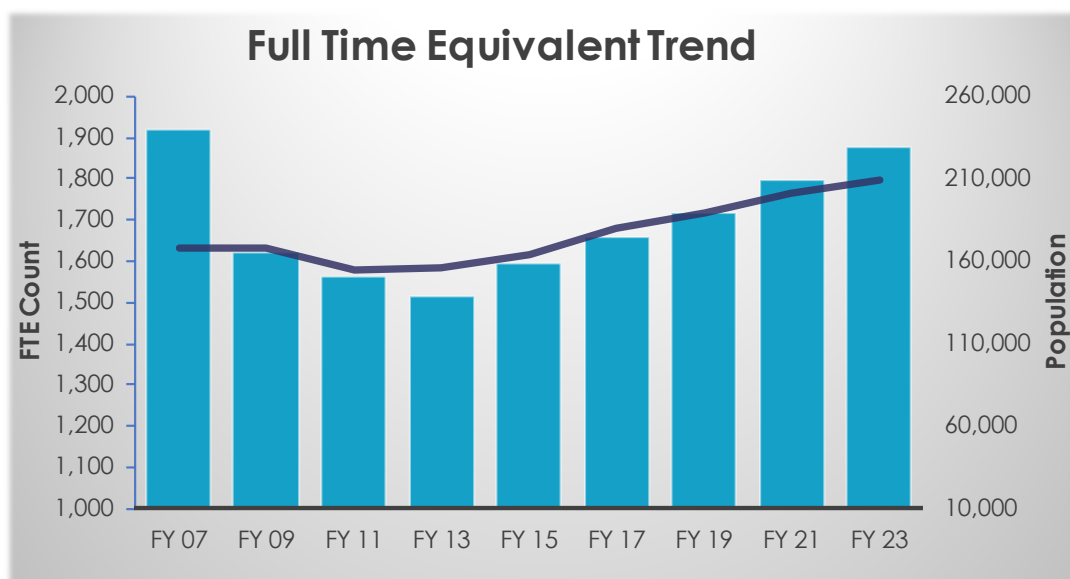
HUMAN RESOURCES RECLASS –

Reclass of Comp and Class Manager to Human Resources Administrator

DEPARTMENT OF DEVELOPMENT SERVICES – 11

Building – 8 Customer Service Representatives, 2 Plan Review Technicians, and 1 Senior Customer Service Representative

Teamwork makes the dream work



FINANCIAL HIGHLIGHTS

STAFFING CHANGES

FY 2022 Amended

Fund	Dept	Position	FTE
General	Dev Services	Deputy Development Services Director	0.75
General	Finance	Accounting Assistant - Charter School	1.00
General	Finance	Accounts Payable Specialist - Charter School	1.00
General	Finance	Payroll Assistant - Charter School	1.00
General	Finance	Senior Management/Budget Analyst - Charter School	1.00
General	HR	Compensation and Classification Specialist	1.00
General	HR	Human Resources Manager - Charter School	1.00
General	HR	Pool of Interns (unfunded)	-
General	Public Works	Maintenance Specialists - Charter School	3.00
General	Public Works	Reclass Design & Construction Manager to (2) Project Managers	1.00
General	Public Works	Reclass Planning Manager to (1) Principal Planner and (1) Construction Inspector	1.00
Total Changes General Fund			11.75
Building	Dev Services	Building Inspectors	8.00
Building	Dev Services	Customer Service Representatives	14.00
Building	Dev Services	Customer Service Supervisor	1.00
Building	Dev Services	Deputy Development Services Director	0.25
Building	Dev Services	Permit Coordinator	1.00
Building	Dev Services	Plan Review Technicians	2.00
Building	Dev Services	Plans Examiners	8.00
Building	Dev Services	Assistant Building Official	1.00
Building	ITS	Energov Application Administrator	1.00
CRA	CRA	Trades Specialist	1.00
Property Mgmt	City Manager	Reassign 1 Principal Engineer to Property Management - Project Administration	(1.00)
Property Mgmt	Public Works	Reassign 1 Principal Engineer from the Capital Improvements Division	1.00
Stormwater	Public Works	Construction Inspectors	5.00
Stormwater	Public Works	Plan Reviewer	1.00
Stormwater	Public Works	Permit Coordinator	1.00
Waterpark	Parks & Rec	Elimination of Contract positions	(61.17)
Total Changes All Funds			(5.17)

FY 2023 Adopted

Fund	Dept	Position	FTE
General	Finance	Senior Management/Budget Analyst	1.00
General	Fire	Firefighters - Station 13	9.00
General	Fire	Fire Lieutenants - Station 13	3.00
General	Fire	Fire Engineer/Drivers - Station 13	3.00
General	HR	Reclass Classification & Compensation Manager to HR Administrator	-
General	Parks & Rec	Convert Contract Grounds Maintenance to Full-time Groundskeepers	(1.75)
General	Parks & Rec	Convert Contract Custodial Worker to Custodian	0.18
General	Parks & Rec	Convert Food & Beverage Shift Supervisor to Restaurant Operations Coordinator	0.18
General	Police	911 Operator	2.00
General	Police	Planning and Research Analyst	1.00
General	Police	Police Officer	9.00
General	Police	Police Sergeant	2.00
General	Police	Victim Assistance Advocate	1.00
Total Change General Fund			29.61
Building	Dev Services	Customer Service Representatives	8.00
Building	Dev Services	Plan Review Technicians	2.00
Building	Dev Services	Senior Customer Service Representative	1.00
Water & Sewer	City Manager	Senior Engineer PE Utility Extension	1.00
Water & Sewer	City Manager	Senior Construction Inspector Utility Extension	2.00
Total Changes All Funds			43.61

FY 2024 Forecast

Fund	Dept	Position	FTE
General	Parks & Rec	Groundskeepers - New Parks	3.00
Total Change General Fund			3.00

FY 2025 Forecast

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

FINANCIAL HIGHLIGHTS

BUDGET TIMELINE

FY 2023 Budget Season

What to get ready for

JUNE

June 1 Preliminary Property Value
June Preliminary Budget to City Council
June 9 - 10 City Council Summer Retreat

JUNE

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

JULY

July 1 Certified Taxable Property Value from Property Appraiser
July 13 - 15 Distribute City Manager's Proposed Budget
July 27 Discussion Item on City Council Agenda - Proposed Budget
July 27 Ordinance Setting Proposed Millage Rate's & Public Hearing Dates
July 27 Resolution for Lot Mowing, Stormwater & Fire Service Assessments

JULY

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

AUGUST

Aug 9 Budget Workshop #1
Aug 9 Charter School Budget Presented to Board for Approval
Aug 16 Budget Workshop #2, if necessary
Aug 23 Budget Workshop #3, if necessary

AUGUST

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

SEPTEMBER

Sept 8 Public Hearing dates 2 weeks apart Set Tentative Millage and Budget
Sept 22 Public Hearing dates 2 weeks apart Set Final Millage and Budget
Sept TRIM Newspaper Ad as Required

SEPTEMBER

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

FINANCIAL HIGHLIGHTS

SUMMARY OF OUR FUNDS

Fund	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Adopted	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast	FY 2027 Forecast
General Fund								
Revenue	\$ 211,757,694	\$ 205,936,875	\$ 211,545,721	\$ 198,205,600	\$ 205,045,224	\$ 210,496,075	\$ 218,418,249	\$ 226,027,227
Expense	\$ 185,927,155	\$ 224,698,034	\$ 247,056,951	\$ 216,544,897	\$ 210,615,737	\$ 231,489,901	\$ 222,570,468	\$ 231,449,414
Surplus/(Deficit)	\$ 25,830,539	\$ (18,761,159)	\$ (35,511,230)	\$ (18,339,297)	\$ (5,570,513)	\$ (20,993,826)	\$ (4,152,219)	\$ (5,422,187)
Use of Fund Balance	\$ -	\$ 18,761,159	\$ 35,511,230	\$ 18,339,297	\$ 5,570,513	\$ 20,993,826	\$ 4,152,219	\$ 5,422,187
Special Revenue Funds								
Revenue	\$ 96,084,841	\$ 93,073,609	\$ 101,890,935	\$ 137,091,834	\$ 123,918,893	\$ 131,180,833	\$ 132,597,244	\$ 136,992,512
Expense	\$ 85,873,329	\$ 94,985,157	\$ 105,859,430	\$ 137,020,538	\$ 138,780,600	\$ 142,519,240	\$ 147,338,988	\$ 149,892,483
Surplus/(Deficit)	\$ -	\$ (1,911,548)	\$ (3,968,495)	\$ 71,296	\$ (14,861,707)	\$ (11,338,407)	\$ (14,741,744)	\$ (12,899,971)
Use of Fund Balance	\$ -	\$ 1,911,548	\$ 3,968,495		\$ 14,861,707	\$ 11,338,407	\$ 14,741,744	\$ 12,899,971
Enterprise Funds								
Revenue	\$ 317,058,240	\$ 269,818,200	\$ 286,497,690	\$ 356,239,890	\$ 583,743,955	\$ 396,211,447	\$ 559,099,949	\$ 381,961,864
Expense	\$ 289,074,703	\$ 287,355,768	\$ 322,991,463	\$ 383,062,011	\$ 629,034,621	\$ 445,600,863	\$ 598,037,913	\$ 402,329,428
Surplus/(Deficit)	\$ 27,983,537	\$ (17,537,568)	\$ (36,493,773)	\$ (26,822,121)	\$ (45,290,666)	\$ (49,389,416)	\$ (38,937,964)	\$ (20,367,564)
Use of Fund Balance	\$ -	\$ 17,537,568	\$ 36,493,773	\$ 26,822,121	\$ 45,290,666	\$ 49,389,416	\$ 38,937,964	\$ 20,367,564
Internal Service Funds								
Revenue	\$ 44,921,599	\$ 53,015,891	\$ 59,820,027	\$ 73,456,026	\$ 86,962,795	\$ 68,040,278	\$ 78,425,143	\$ 76,872,200
Expense	\$ 47,680,201	\$ 52,763,426	\$ 59,837,361	\$ 71,313,379	\$ 80,364,954	\$ 69,348,716	\$ 74,514,234	\$ 80,058,915
Surplus/(Deficit)	\$ (2,758,601)	\$ 252,465	\$ (17,334)	\$ 2,142,647	\$ 6,597,841	\$ (1,308,438)	\$ 3,910,909	\$ (3,186,715)
Use of Fund Balance	\$ 2,758,601		\$ 17,334			\$ 1,308,438		\$ 3,186,715
Capital Project Funds								
Revenue	\$ 65,332,980	\$ 31,295,508	\$ 42,560,902	\$ 70,564,668	\$ 49,482,757	\$ 32,005,447	\$ 29,213,982	\$ 24,760,802
Expense	\$ 18,726,345	\$ 31,295,508	\$ 42,560,902	\$ 70,564,668	\$ 49,482,757	\$ 32,005,447	\$ 29,213,982	\$ 24,760,802
Surplus/(Deficit)	\$ 46,606,635	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Debt Service Funds								
Revenue	\$ 24,257,718	\$ 19,775,118	\$ 20,005,743	\$ 20,170,173	\$ 24,721,231	\$ 27,817,161	\$ 27,835,100	\$ 31,482,501
Expense	\$ 26,500,258	\$ 22,220,451	\$ 22,451,076	\$ 22,429,644	\$ 24,721,231	\$ 27,817,161	\$ 27,835,100	\$ 31,482,501
Surplus/(Deficit)	\$ (2,242,540)	\$ (2,445,333)	\$ (2,445,333)	\$ (2,259,471)	\$ -	\$ -	\$ -	\$ -
Use of Fund Balance	\$ 2,242,540	\$ 2,445,333	\$ 2,445,333	\$ 2,259,471	\$ -	\$ -	\$ -	\$ -

FINANCIAL HIGHLIGHTS

BUDGET HIGHLIGHTS & SUMMARY SCHEDULES

The table below provides a summary of the total budget for all funds for Fiscal Years 2022-2025. The FY 2023 Budget is \$966,894,375 million and includes \$216,544,897 million for General Fund Expenditures and Use of Reserves of \$18,339,297.

Fund Type	FY 2022 Adopted	FY 2022 Amended	FY 2023 Adopted	FY 2024 Forecast	FY 2025 Forecast
General Fund	\$ 296,590,898	\$ 302,199,744	\$ 216,544,897	\$ 210,615,737	\$ 231,489,901
Special Revenue Fund	173,069,197	182,571,894	151,043,544	142,632,165	148,035,443
Debt Service Fund	24,320,236	24,550,861	22,429,644	24,721,231	27,817,161
Capital Project Fund	31,295,508	42,560,902	70,564,668	49,482,757	32,005,447
Enterprise Fund	343,448,224	353,063,719	388,317,787	637,169,830	470,771,388
Internal Service Fund	71,833,987	78,638,123	73,456,026	86,962,795	70,648,298
Charter Schools	37,906,069	37,906,069	44,537,809	42,379,144	41,597,049
Total	\$ 978,464,119	\$ 1,021,491,312	\$ 966,894,375	\$ 1,193,963,659	\$ 1,022,364,687

*Note: Table includes all category expenditures including GASB68, OPEB, Depreciation, Capital Contra and Debt Reclases.

The table below provides an overview by General Fund department for all funds for Fiscal Years 2022-2025.

Department	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Adopted	FY 2024 Forecast	FY 2025 Forecast
General Government	\$ 54,598	\$ -	\$ -	\$ -	\$ -	\$ -
City Council	701,318	824,599	824,599	938,464	989,042	1,041,038
City Manager	2,097,295	2,567,758	2,590,206	2,697,046	2,827,115	2,961,982
City Auditor	694,755	871,914	911,132	1,074,566	1,115,303	1,178,443
Finance	3,310,400	3,572,161	3,604,581	4,348,521	4,545,210	4,773,401
City Clerk	1,581,215	1,468,060	1,468,208	1,657,056	1,737,167	1,792,267
HR	1,542,921	1,733,641	1,813,311	2,234,878	2,237,254	2,350,978
City Attorneys	1,585,329	1,735,820	1,735,820	1,963,957	2,038,331	2,157,876
ITS	6,906,770	9,096,102	9,937,251	10,256,607	11,259,455	11,149,707
Government Services	49,871,536	140,992,994	140,315,549	69,672,481	62,995,169	66,592,303
Police	47,218,335	51,535,344	53,275,165	62,790,482	64,477,150	67,667,507
Fire	38,151,224	43,993,237	45,269,674	-	-	-
DDS	5,149,625	5,710,339	5,836,044	7,088,400	7,195,076	7,478,536
Public Works	12,412,603	14,502,182	15,508,200	17,599,248	17,729,578	18,465,858
Parks and Rec	14,649,231	17,986,747	19,110,004	34,223,191	31,469,887	43,880,005
Total	\$ 185,927,155	\$ 296,590,898	\$ 302,199,744	\$ 216,544,897	\$ 210,615,737	\$ 231,489,901

FINANCIAL HIGHLIGHTS

BUDGET HIGHLIGHTS & SUMMARY SCHEDULES

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

ALL FUNDS

Category	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Adopted	FY 2024 Forecast	FY 2025 Forecast
Personnel Services	\$ 198,940,439	\$ 222,020,077	\$ 224,778,779	\$ 240,390,875	\$ 251,639,556	\$ 261,196,280
Operating	189,544,591	175,030,281	210,420,664	196,828,756	193,965,706	201,021,427
Capital/Infrastructure	25,175,850	131,524,870	142,940,939	215,505,705	423,170,900	154,313,036
Debt Service	41,020,675	65,241,658	70,545,775	87,623,452	86,279,098	113,584,471
Other/Transfers Out	215,673,471	150,524,941	183,094,509	192,926,199	196,093,495	250,731,808
Subtotal	670,355,027	744,341,827	831,780,666	933,274,987	1,151,148,755	980,847,022
Reserves	-	234,122,292	189,710,646	33,619,388	42,814,904	41,517,665
Total	\$ 670,355,027	\$ 978,464,119	\$ 1,021,491,312	\$ 966,894,375	\$ 1,193,963,659	\$ 1,022,364,687

*Note: Table includes all category expenditures including GASB68, OPEB, Depreciation, Capital Contra and Debt Reclases.

GENERAL FUND

Category	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Adopted	FY 2024 Forecast	FY 2025 Forecast
Personnel Services	\$ 123,123,391	\$ 134,007,343	\$ 136,407,739	\$ 112,330,639	\$ 117,966,119	\$ 123,949,319
Operating	33,041,382	43,288,165	57,053,275	49,880,092	47,156,096	47,502,854
Capital/Infrastructure	6,302,654	10,894,243	8,436,165	6,659,497	6,083,311	6,889,492
Debt Service	-	-	-	-	-	-
Other/Transfers Out	23,459,728	36,508,283	45,159,772	47,674,669	39,410,211	53,148,236
Subtotal	185,927,155	224,698,034	247,056,951	216,544,897	210,615,737	231,489,901
Reserves	-	71,892,864	55,142,793	-	-	-
Total	\$ 185,927,155	\$ 296,590,898	\$ 302,199,744	\$ 216,544,897	\$ 210,615,737	\$ 231,489,901

General Fund	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Adopted	FY 2024 Forecast	FY 2025 Forecast
Appropriations	\$ 185,927,155	\$ 224,698,034	\$ 247,056,951	\$ 216,544,897	\$ 210,615,737	\$ 231,489,901
Assigned Reserves	-	70,745,591	55,142,793	-	-	-
Unassigned Reserves	-	1,147,273	-	-	-	-
Total	\$ 185,927,155	\$ 296,590,898	\$ 302,199,744	\$ 216,544,897	\$ 210,615,737	\$ 231,489,901
Budget Stabilization Reserve	-	-	-	34,779,030	40,529,356	49,171,682
1 Month Operating ¹	\$ 13,538,952	\$ 15,682,479	\$ 16,824,765	\$ 14,072,519	\$ 14,267,127	\$ 14,861,805
# of Months of Reserves		2.50	2.50	2.50	2.75	3.00
% of Expenditures		17%	17%	16%	17%	16%

¹1 Month operating is calculated less the Fire Service Assessment and Use of One-Time Reserves.

FINANCIAL HIGHLIGHTS

BUDGET SUMMARY

CITY OF CAPE CORAL, FLORIDA FY 2023

The adopted operating budget expenditures of the City of Cape Coral include a 25% increase from FY 2022 operating expenditures

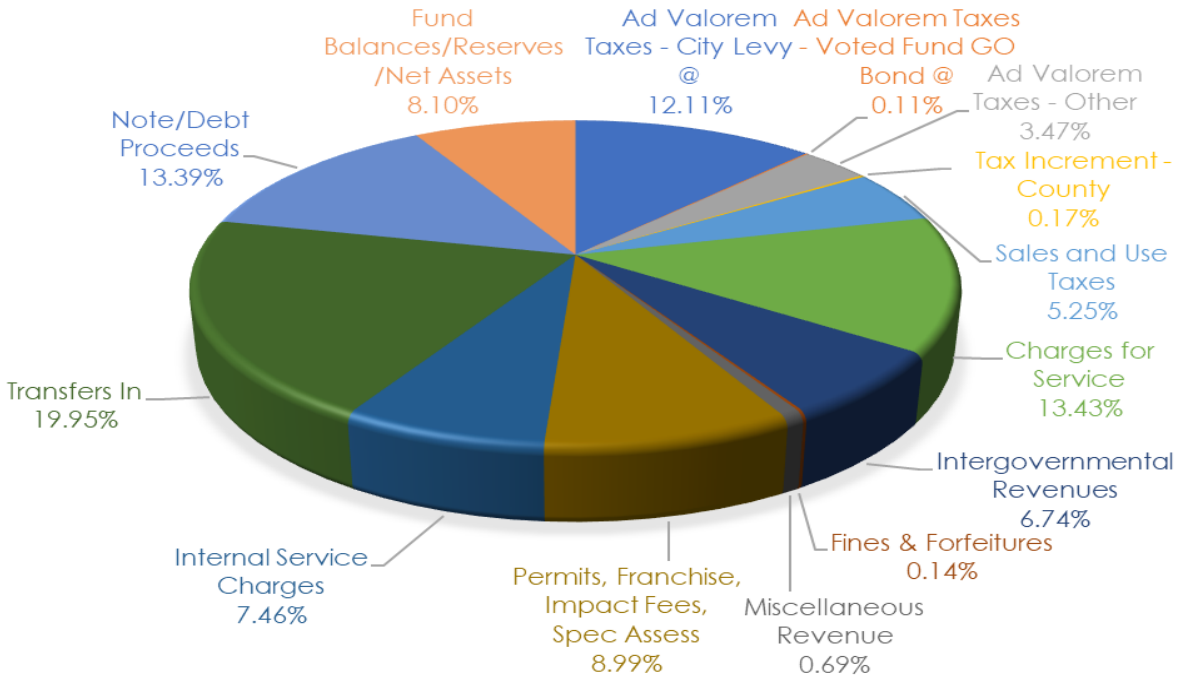
General Fund	5.3694								
Voted Fund - GO Bond	0.0471								
SOURCES		GENERAL FUND	SPECIAL REVENUE	DEBT SERVICE	CAPITAL PROJECT	ENTERPRISE FUNDS	INTERNAL SERVICE	CHARTER SCHOOL	TOTAL ALL FUNDS
Taxes:									
Ad Valorem Taxes - City Levy @	5.3694	\$ 117,073,380	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 117,073,380
Ad Valorem Taxes - Voted Fund GO Bond @	0.0471	-	-	1,026,959	-	-	-	-	1,026,959
Ad Valorem Taxes - Other		-	33,574,739	-	-	-	-	-	33,574,739
Tax Increment - County		-	1,688,508	-	-	-	-	-	1,688,508
Sales and Use Taxes		17,973,145	30,214,253	-	2,609,060	-	-	-	50,796,458
Charges for Service		9,146,345	5,417,837	-	-	114,114,403	-	1,158,500	129,837,085
Intergovernmental Revenues		30,529,781	3,162,769	-	-	-	-	31,439,660	65,132,210
Fines & Forfeitures		673,338	39,000	-	-	670,748	-	-	1,383,086
Miscellaneous Revenue		3,602,986	53,710	1,675,000	-	435,796	600,000	288,605	6,656,097
Permits, Franchise, Impact Fees, Spec Assess		7,700,025	37,293,760	-	-	41,970,926	-	-	86,964,711
Internal Service Charges		9,367,524	-	-	-	247,417	62,556,026	-	72,170,967
TOTAL SOURCES		\$196,066,524	\$111,444,576	\$2,701,959	\$ 2,609,060	\$ 157,439,290	\$ 63,156,026	\$ 32,886,765	\$ 566,304,200
Transfers In		2,139,076	25,575,962	17,468,214	41,655,901	106,087,046	-	-	192,926,199
Note/Debt Proceeds		-	-	-	26,299,707	92,713,554	10,300,000	-	129,313,261
Fund Balances/Reserves/Net Assets		18,339,297	14,023,006	2,259,471	-	32,077,897	-	11,651,044	78,350,715
TOTAL REVENUES, TRANSFERS & BALANCES		\$216,544,897	\$ 151,043,544	\$22,429,644	\$ 70,564,668	\$ 388,317,787	\$ 73,456,026	\$ 44,537,809	\$ 966,894,375
USES									
General Government		\$ 50,321,452	\$ -	\$ -	\$ 8,039,871	\$ -	\$ -	\$ -	\$ 58,361,323
Public Safety		69,878,882	68,034,928	-	19,830,230	-	-	-	157,744,040
Physical Environment		-	21,985,194	-	-	210,659,927	-	-	232,645,121
Transportation		17,599,248	2,041,968	-	37,850,647	-	-	-	57,491,863
Economic Environment		-	5,334,108	-	-	-	-	-	5,334,108
Culture/Recreation		31,070,646	2,319,178	-	3,152,545	759,941	-	-	37,302,310
Debt Service		-	-	22,429,644	-	65,458,446	-	32,824,134	120,712,224
Internal Services		-	-	-	-	-	71,313,379	-	71,313,379
TOTAL EXPENDITURES		\$ 168,870,228	\$ 99,715,376	\$ 22,429,644	\$ 68,873,293	\$ 276,878,314	\$ 71,313,379	\$ 32,824,134	\$ 740,904,368
Transfers Out		47,674,669	37,376,458	-	1,691,375	106,183,697	-	-	192,926,199
Reserves		-	13,951,710	-	-	5,255,776	2,142,647	11,713,675	33,063,808
TOTAL APPROPRIATED EXPENDITURES, TRANSFERS, RESERVES, & BALANCES		\$ 216,544,897	\$ 151,043,544	\$ 22,429,644	\$ 70,564,668	\$ 388,317,787	\$ 73,456,026	\$ 44,537,809	\$ 966,894,375

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

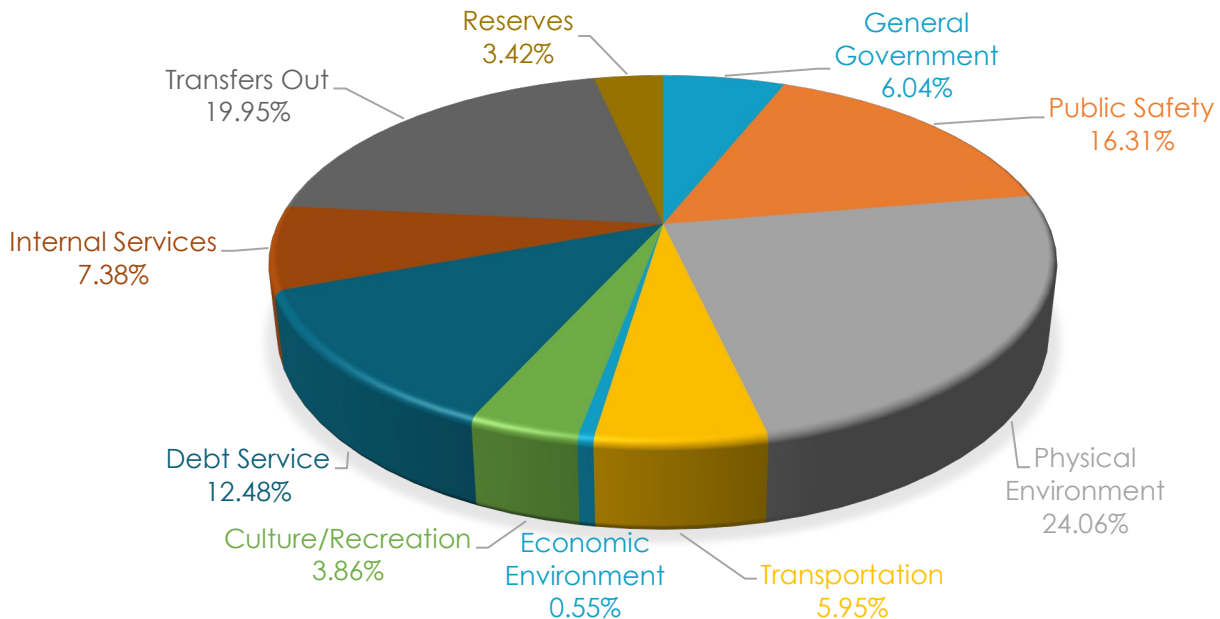
FINANCIAL HIGHLIGHTS

SOURCES AND USES

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



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



FINANCIAL HIGHLIGHTS

REVENUES

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

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

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

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



FINANCIAL HIGHLIGHTS

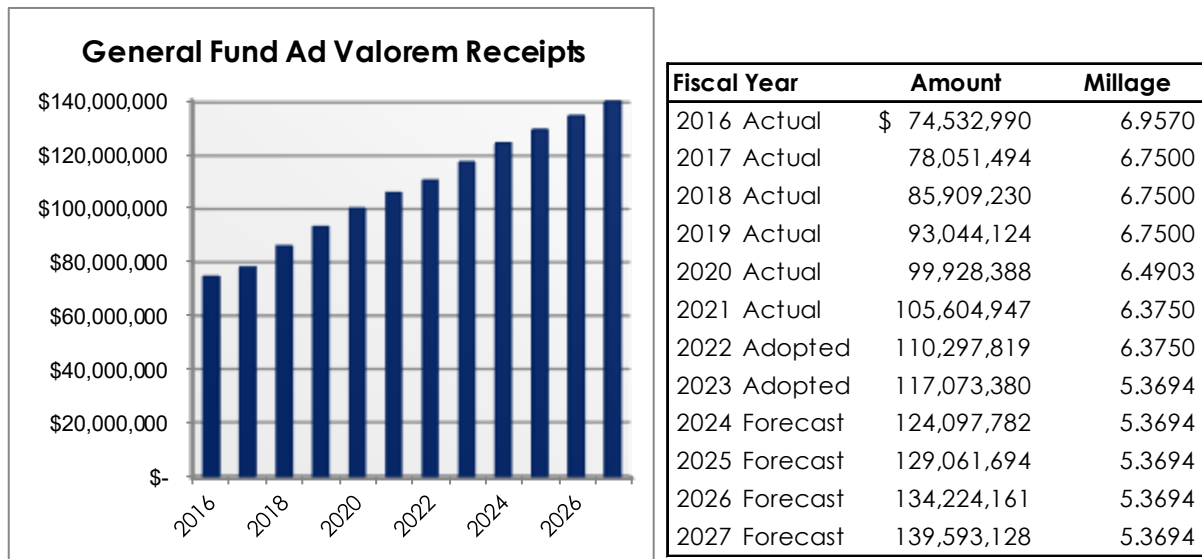
REVENUES

AD VALOREM TAXES (PROPERTY TAXES)

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

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

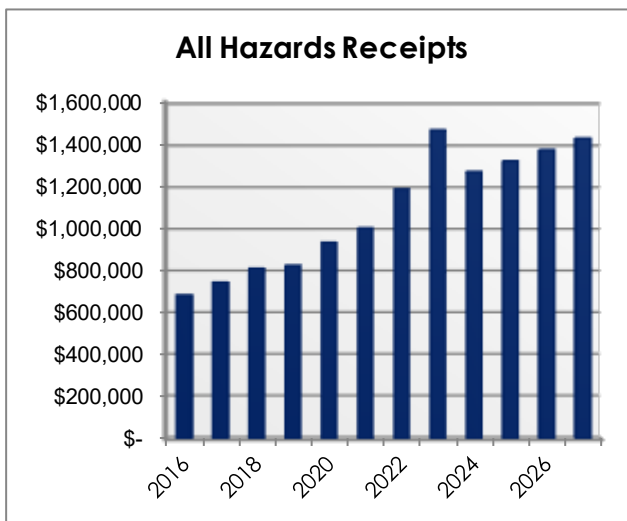
The FY 2023 Budget is based on the July 1 taxable value from the Lee County Property Appraiser and the millage rate of 5.3694. It is assumed that taxable property values will increase 6% in FY 2024 and 4% in FY 2025 – FY 2027.



FINANCIAL HIGHLIGHTS

REVENUES

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



Fiscal Year	Amount	Annual % Change
2016 Actual	\$ 682,968	5.94%
2017 Actual	743,399	8.85%
2018 Actual	809,429	8.88%
2019 Actual	824,000	1.80%
2020 Actual	932,413	13.16%
2021 Actual	1,001,416	7.40%
2022 Adopted	1,186,038	18.44%
2023 Adopted	1,465,359	23.55%
2024 Forecast	1,268,690	-13.42%
2025 Forecast	1,319,438	4.00%
2026 Forecast	1,372,216	4.00%
2027 Forecast	1,427,105	4.00%

OTHER TAXES

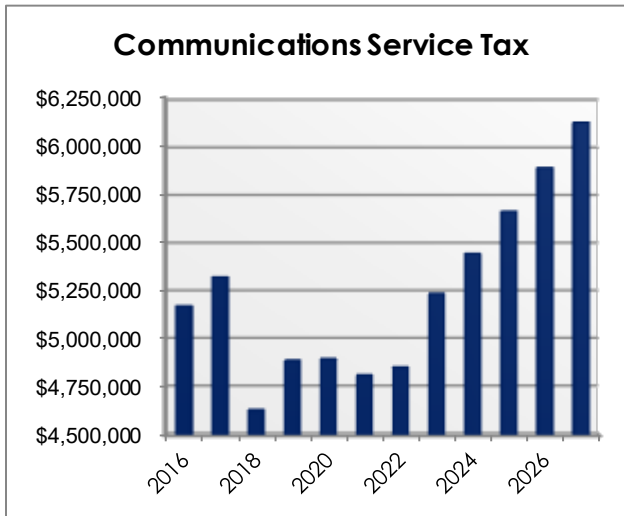
Other taxes include charges levied by the local unit of government that are not ad valorem but are imposed upon sale or consumption of goods and services. This category includes the communications service tax, public service tax, and local option gas taxes.



FINANCIAL HIGHLIGHTS

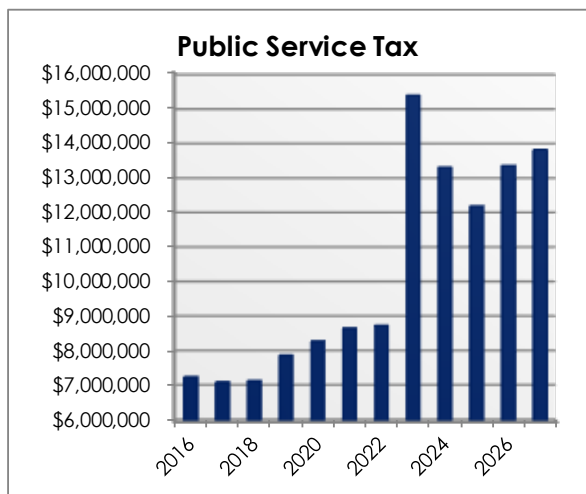
REVENUES

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



Fiscal Year	Amount	Annual % Change
2016 Actual	\$ 5,168,297	-5.85%
2017 Actual	5,319,563	2.93%
2018 Actual	4,626,232	-13.03%
2019 Actual	4,884,741	5.59%
2020 Actual	4,892,611	0.16%
2021 Actual	4,808,291	-1.72%
2022 Adopted	4,849,463	0.86%
2023 Adopted	5,232,851	7.91%
2024 Forecast	5,442,165	4.00%
2025 Forecast	5,659,852	4.00%
2026 Forecast	5,886,246	4.00%
2027 Forecast	6,121,696	4.00%

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

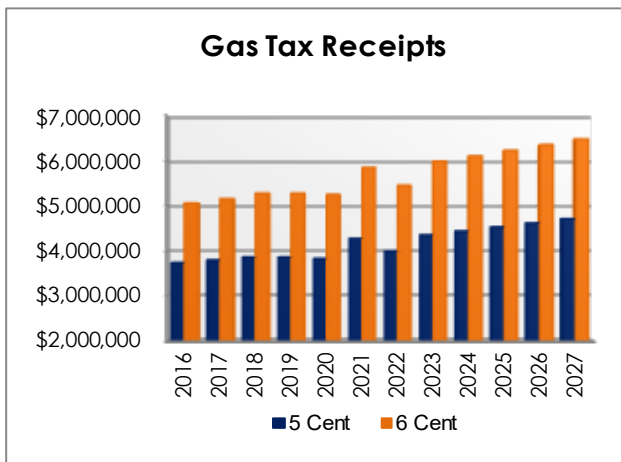


Fiscal Year	Amount	Annual % Change
2016 Actual	\$ 7,250,872	1.15%
2017 Actual	7,103,228	-2.04%
2018 Actual	7,135,139	0.45%
2019 Actual	7,874,558	10.36%
2020 Actual	8,283,000	5.19%
2021 Actual	8,657,041	4.52%
2022 Adopted	8,732,035	0.87%
2023 Adopted	15,349,354	75.78%
2024 Forecast	13,283,147	-13.46%
2025 Forecast	12,171,028	-8.37%
2026 Forecast	13,329,671	9.52%
2027 Forecast	13,791,429	3.46%

FINANCIAL HIGHLIGHTS

REVENUES

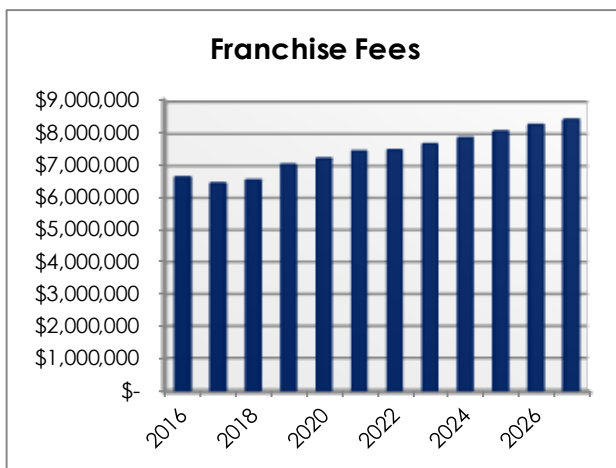
The gas taxes are collected on each gallon of gas sold within the county limits. The City's annual receipts are established upon a locally agreed upon distribution formula based on population and are recorded in Special Revenue Funds. Gas taxes are earmarked to fund the construction of new roads and sidewalks, intersection improvements, and maintenance of the City's existing transportation network.



Fiscal Year	5 Cent	6 Cent
2016 Actual	\$ 3,736,205	\$ 5,062,704
2017 Actual	3,795,908	5,160,100
2018 Actual	3,860,413	5,282,389
2019 Actual	3,857,731	5,282,590
2020 Actual	3,828,706	5,257,312
2021 Actual	4,275,482	5,856,179
2022 Adopted	3,991,011	5,457,126
2023 Adopted	4,355,414	5,993,839
2024 Forecast	4,442,522	6,113,716
2025 Forecast	4,531,373	6,235,990
2026 Forecast	4,622,000	6,360,710
2027 Forecast	4,714,440	6,487,924

FRANCHISE FEES

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



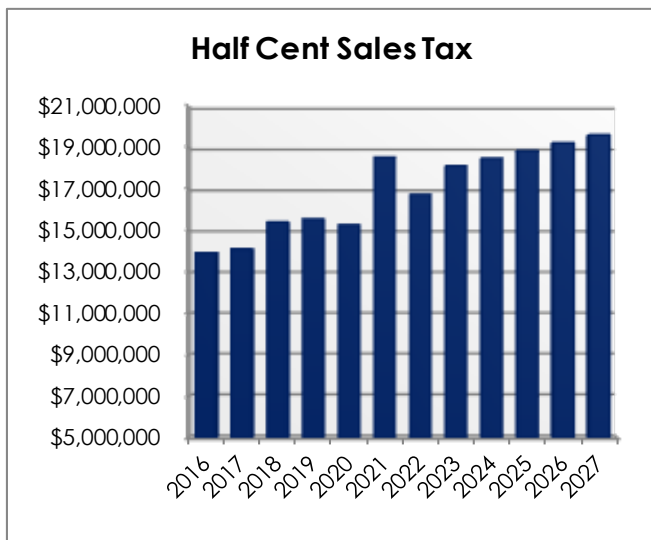
Fiscal Year	Amount
2016 Actual	\$ 6,622,099
2017 Actual	6,433,799
2018 Actual	6,534,366
2019 Actual	7,016,299
2020 Actual	7,199,932
2021 Actual	7,425,743
2022 Adopted	7,461,312
2023 Adopted	7,647,845
2024 Forecast	7,839,041
2025 Forecast	8,035,017
2026 Forecast	8,235,893
2027 Forecast	8,400,611

FINANCIAL HIGHLIGHTS

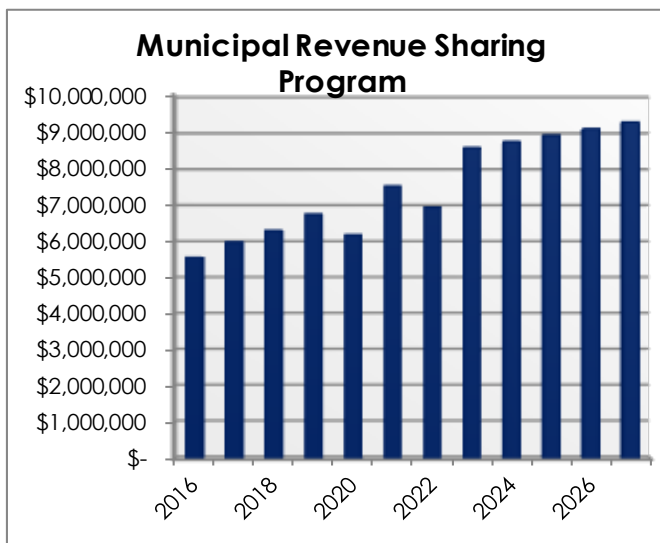
REVENUES

INTERGOVERNMENTAL REVENUE

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



Fiscal Year	Amount
2016 Actual	\$ 13,923,141
2017 Actual	14,107,953
2018 Actual	15,402,256
2019 Actual	15,550,111
2020 Actual	15,276,746
2021 Actual	18,529,047
2022 Adopted	16,736,310
2023 Adopted	18,114,839
2024 Forecast	18,477,136
2025 Forecast	18,846,679
2026 Forecast	19,223,613
2027 Forecast	19,608,085

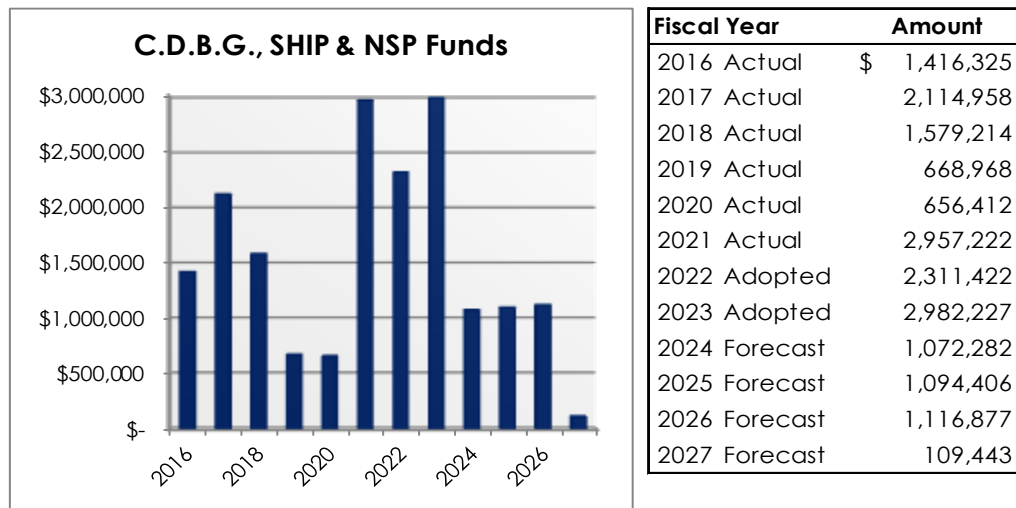


Fiscal Year	Amount
2016 Actual	\$ 5,527,856
2017 Actual	5,962,452
2018 Actual	6,273,591
2019 Actual	6,726,055
2020 Actual	6,158,548
2021 Actual	7,495,285
2022 Adopted	6,911,653
2023 Adopted	8,549,129
2024 Forecast	8,720,112
2025 Forecast	8,894,514
2026 Forecast	9,072,404
2027 Forecast	9,253,852

FINANCIAL HIGHLIGHTS

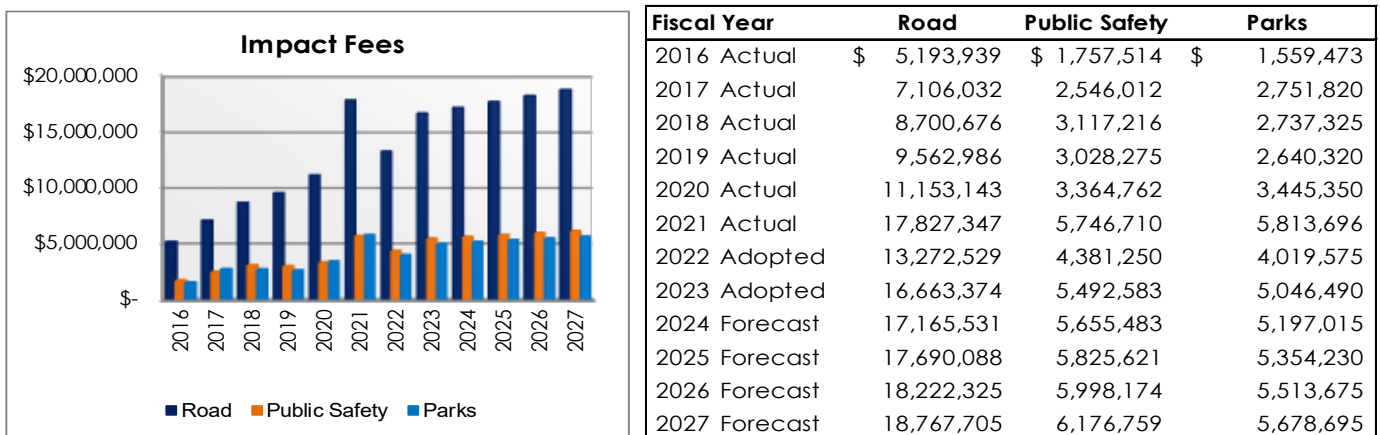
REVENUES

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



IMPACT FEES

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



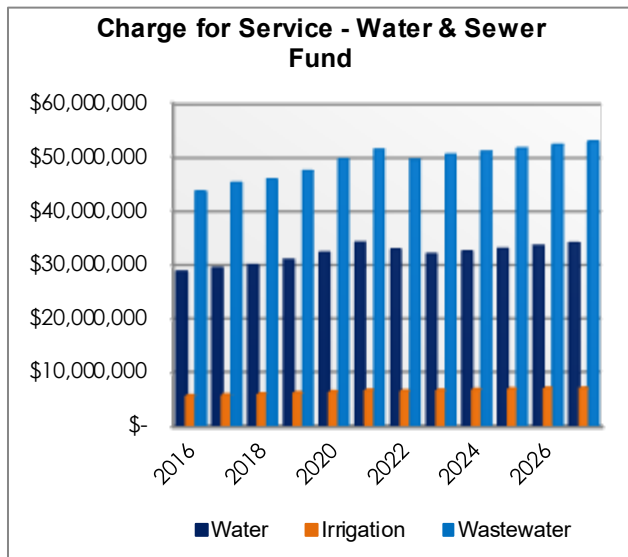
FINANCIAL HIGHLIGHTS

REVENUES

CHARGES FOR SERVICE

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

Water, irrigation, and wastewater charges are the major categories not all the Charge for Service. These Charge for Service have been established to generate a level of revenue sufficient to support the utility fund. A comprehensive financial model has been developed that examines operational and maintenance, capital, debt, and reserve requirements. Fee changes are adopted in accordance with an annual rate sufficiency study to ensure the City is in compliance with bond covenants.



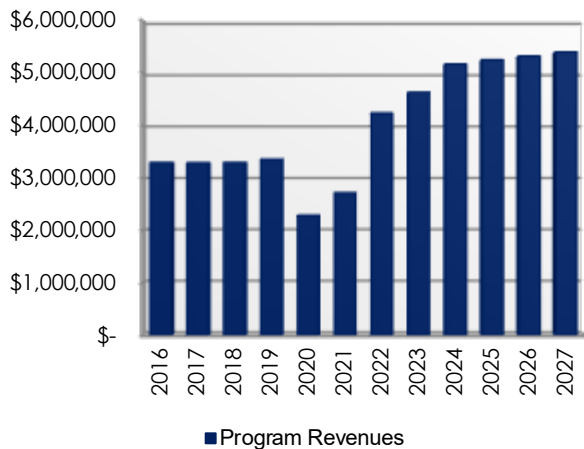
Fiscal Year	Water	Irrigation	Wastewater
2016 Actual	\$ 28,792,096	\$ 5,773,770	\$ 43,664,619
2017 Actual	29,437,108	5,923,098	45,247,881
2018 Actual	29,999,334	6,112,407	45,916,622
2019 Actual	30,991,970	6,346,367	47,461,082
2020 Actual	32,323,172	6,520,598	49,650,631
2021 Actual	34,205,417	6,790,743	51,440,211
2022 Adopted	32,920,244	6,690,197	49,554,847
2023 Adopted	32,056,861	6,808,001	50,493,580
2024 Forecast	32,545,845	6,928,161	51,078,340
2025 Forecast	33,049,496	7,050,725	51,680,822
2026 Forecast	33,568,252	7,175,739	52,301,197
2027 Forecast	34,102,212	7,175,739	52,940,081

FINANCIAL HIGHLIGHTS

REVENUES

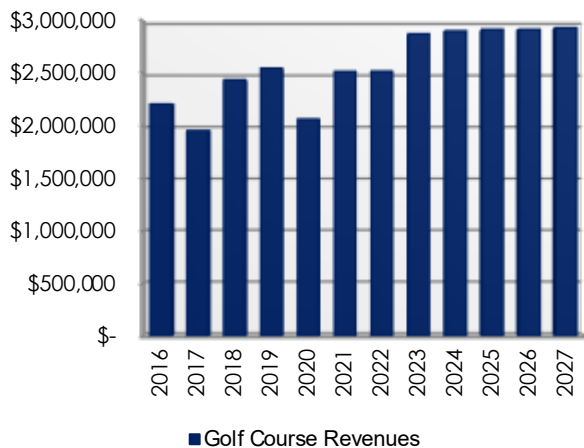
User fees are charged for Parks and Recreational Activities and reviewed on an annual basis. This includes programs such as the Special Events, Arts Studio, Senior Centers, Transportation, Special Populations and the Golf Course.

Parks & Recreation Program



Fiscal Year	Program Revenues	Support	Program Rev % of Total Exp
2016 Actual	\$ 3,292,022	\$ 3,340,000	49.64%
2017 Actual	3,287,716	4,265,000	43.53%
2018 Actual	3,292,827	5,360,000	38.05%
2019 Actual	3,357,137	5,459,841	38.08%
2020 Actual	2,278,950	5,820,000	28.14%
2021 Actual	2,712,954	6,207,579	30.41%
2022 Adopted	4,235,465	6,577,983	39.17%
2023 Adopted	4,635,282		100.00%
2024 Forecast	5,173,688		100.00%
2025 Forecast	5,254,486		100.00%
2026 Forecast	5,325,095		100.00%
2027 Forecast	5,401,999		100.00%

Parks & Recreation Golf Course



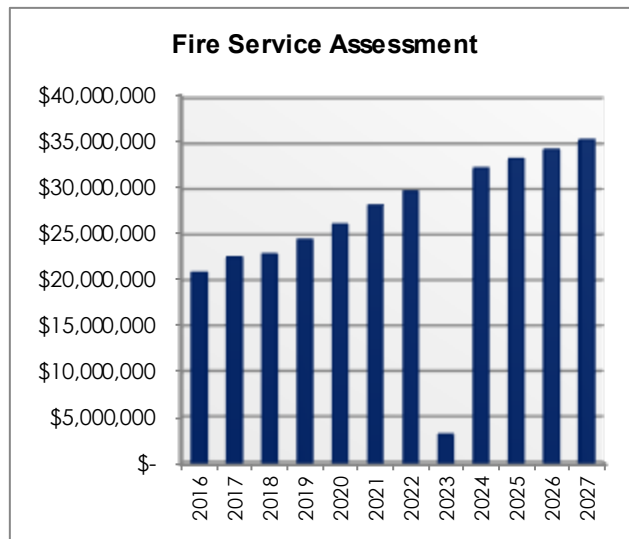
Fiscal Year	Golf Course Revenues	Support	Program Rev % of Total Exp
2016 Actual	\$ 2,207,725	\$ 604,000	78.52%
2017 Actual	1,954,150	893,896	68.61%
2018 Actual	2,437,625	940,000	72.17%
2019 Actual	2,548,830	600,614	80.93%
2020 Actual	2,063,858	550,000	78.96%
2021 Actual	2,517,730	557,563	81.87%
2022 Adopted	2,519,230	1,375,094	64.69%
2023 Adopted	2,875,153		100.00%
2024 Forecast	2,903,903		100.00%
2025 Forecast	2,918,423		100.00%
2026 Forecast	2,918,423		100.00%
2027 Forecast	2,933,017		100.00%

FINANCIAL HIGHLIGHTS

REVENUES

FIRE SERVICE ASSESSMENT

The City implemented a Fire Service Assessment (FSA), which is a special assessment for fire protection services. The assessment is based on a "readiness-to-serve" rather than "calls for service" methodology. The assessment was authorized for implementation in FY 2014. Shown below is the gross revenue amount collected, including the discounts and uncollectible amounts.



Fiscal Year	Amount	Cost
		Recovery %
2016 Actual	\$ 20,808,145	64%
2017 Actual	22,496,671	64%
2018 Actual	22,799,378	59%
2019 Actual	24,383,516	62%
2020 Actual	26,054,140	62%
2021 Actual	28,121,316	62%
2022 Adopted	29,624,666	62%
2023 Adopted	3,091,311	62%
2024 Forecast	32,173,822	62%
2025 Forecast	33,179,236	62%
2026 Forecast	34,184,813	62%
2027 Forecast	35,233,782	62%

FINANCIAL HIGHLIGHTS

HIGHLIGHTS OF OTHER MAJOR FUNDS

BUILDING CODE FUND

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

SPECIAL ASSESSMENTS

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

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

UTILITY CAPITAL EXPANSION FEE FUNDS

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

STORMWATER FUND

The primary revenue source for this fund is the stormwater utility fee that is charged on a per equivalent residential unit (ERU) basis. The current modified rate was approved by Council at \$135 per ERU, based on the data from the cost recovery study. Additionally, the fund is required to make an interfund transfer to the General Fund, the breakdown is in Section 15-D Appendices D for general administrative overhead costs.

FINANCIAL HIGHLIGHTS

FUND BALANCE STATUS

Fund	Fund Balance 9/30/2021	Budget Changes FY 2022	Estimated Balance 9/30/2022	Budget Change FY 2023	Projected Balance 9/30/2023	Percent Change
General Fund						
General Fund ¹	\$ 113,023,381	\$ (18,761,159)	\$ 94,262,222	\$ (20,145,872)	\$ 74,116,350	-21.37%
Special Revenue Fund						
5 Cent Addl Gas Tax Fund	4,500,001	(708,989)	3,791,012	155,414	3,946,426	4.10%
6 Cent Local Gas Tax Fund	7,470,244	(926,105)	6,544,139	1,066,787	7,610,926	16.30%
Road Impact Fee Fund	26,405,900	7,245,328	33,651,228	10,290,078	43,941,306	30.58%
Park Impact Fee Fund	5,257,787	1,233,170	6,490,957	-	6,490,957	0.00%
Police Protection Imp Fee Fund	4,081,245	1,581,334	5,662,579	(5,138,718)	523,861	-90.75%
ALS Impact Fund	485,639	126,652	612,291	99,686	711,977	16.28%
Fire Impact Fee Fund	7,171,722	(2,559,219)	4,612,503	(4,079,885)	532,618	-88.45%
Police Confiscate Federal Fund	166,170	(24,818)	141,352	(25,014)	116,338	-17.70%
Alarm Fee Fund	38,139	-	38,139	-	38,139	0.00%
All Hazards Fund	1,543,386	144,821	1,688,207	(988,613)	699,594	-58.56%
Fire Service Assessment Fund	-	-	-	4,000,000	4,000,000	100.00%
Del Prado Mall Pkg Lot Fund	170,465	17,421	187,886	-	187,886	0.00%
Lot Mowing Fund	3,763,211	155,392	3,918,603	745,244	4,663,847	19.02%
Economic Development	-	1,615,729	1,615,729	130,197	1,745,926	0.00%
Building Code Fund	14,051,436	(10,911,728)	3,139,708	(3,137,483)	2,225	-99.93%
CRA Fund	593,939	-	593,939	-	593,939	0.00%
Waterpark Fund	1,132,005	-	1,132,005	(1,132,005)	-	-100.00%
Park & Rec Program Fund	1,108,447	-	1,108,447	(1,108,447)	-	-100.00%
Golf Course Fund	(47,027)	-	(47,027)	47,027	-	-100.00%
Total All Funds	\$ 190,916,089	\$ (21,772,171)	\$ 169,143,918	\$ (19,221,604)	\$ 149,922,314	

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



FINANCIAL HIGHLIGHTS

INTERFUND TRANSFERS: FY 2023 ADOPTED BUDGET

Transfers Out	Transfers In					
	General Fund	Special Revenue	Debt Service	Capital Project	Enterprise Fund	Total
General Fund	\$ -	\$25,575,962 ¹	\$ 5,003,975 ²	\$17,094,732 ³	\$ -	\$ 47,674,669
Special Revenue	2,139,076 ⁴	-	10,676,213 ⁵	24,561,169 ⁶	-	37,376,458
Capital Project	-	-	1,691,375 ⁷	-	-	1,691,375
Enterprise Fund	-	-	96,651 ⁸	-	575,915 ⁹	672,566
Total	\$ 2,139,076	\$25,575,962	\$17,468,214	\$41,655,901	\$ 575,915	\$ 87,415,068

Notes:

¹ General Fund transfers to Special Revenue Funds:

\$22,836,003 to Fire Operations for the non-assessed Fire services.

\$2,713,125 to Community Redevelopment Agency (CRA) for established Tax Increment Financing (TIF) funding.

\$26,384 to Alarm Fees to support Operations.

² General Fund transfers to Debt Service Funds. \$5,003,975 for annual debt service payments.

³ General Fund transfers to Capital Project Funds:

\$9,582,000 to Transportation Capital Projects, with \$2,500,000 for sidewalks, \$2,312,000 median improvements, \$2,000,000 intersection improvements, \$520,000 alley resurfacing and \$2,250,000 Pine Island PD&E.

\$4,360,187 for Computer System Capital Project, with \$2,197,687 for City Fiber and Wireless, \$1,900,000 for Hexagon CAD Software and \$262,500 for Budget software.

\$3,152,545 to Parks and Recreation Capital Projects, with \$1,236,000 for Skate Park Building, \$800,000 for Oasis Football Field Design, \$400,000 for Aquatics/Community Center Study, \$143,000 for Youth Center Roof Replacement, \$100,000 for Pocket Parks, \$413,545 for Coral Oaks Cart Path renovations, and \$60,000 for BMS Storage Shed.

⁴ Special Revenue transfers to General Fund:

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

\$1,016,782 from Road Impact Fee for reimbursement of administrative services.

⁵ Special Revenue transfers to Debt Service Funds. \$10,676,213 for annual debt payments from Building Code Fund, CRA Fund, Fire Impact Fee Fund, Fire Operations Fund, Park Impact Fee Fund and Road Impact Fee Fund.

⁶ Special Revenue transfers to Capital Project Funds:

\$2,570,000 from Five Cent Gas Tax to Transportation Capital Projects, with \$1,970,000 for Road Resurfacing, \$300,000 for Sidewalks, \$200,000 for Median Curbing and \$100,000 for ADA Upgrades.

\$4,805,000 from Six Cent Gas Tax to Transportation Capital Projects, with \$4,530,000 for Road Resurfacing and \$275,000 for North 2 UEP Lift Paving.

\$861,999 Community Redevelopment Agency to CRA Capital Projects, with \$398,799 for Property Acquisition, \$413,200 for Miramar Sidewalks and \$50,000 for Founders Park.

\$6,317,170 Fire Impact Fees to Fire Capital Projects, with \$6,236,650 for the Training Facility and \$80,520 for Everest Boat Lift Compound.

\$2,900,000 Fire Service Assessment, with \$1,900,000 to Computer Software Capital Project for Hexagon CAD Software and \$1,000,000 to Fire Capital Projects for Fire Station 10.

\$7,107,000 Police Impact Fees to Police Capital Projects for the Training Facility.

⁷ Capital Projects transfer to Debt Service Funds. \$1,691,375 Restructure of Charter School debt repayment.

⁸ Enterprise Fund transfers to Debt Service Fund. \$96,651 from Water and Sewer to Other Governmental Debt for annual debt payments.

⁹ Enterprise Fund (Stormwater) transfers Enterprise Fund (Water and Sewer). \$575,915 for UEP debt payments.

FINANCIAL HIGHLIGHTS

INTRAFUND TRANSFERS: FY 2023 ADOPTED BUDGET

Transfers Out	Transfers In				
	Stormwater Capital Projects	Water and Sewer Operations	Water and Sewer Capital Projects	Water and Sewer Debt	Total
Stormwater	\$ 4,064,757 ¹	\$ -	\$ -	\$ -	\$ 4,064,757
Water and Sewer Operations	-	15,455,837 ²	21,145,000 ³	10,694,482 ⁴	47,295,319
Water, Sewer, Irrigation Impact/CFEC	-	-	250,000 ⁵	30,606,665 ⁶	30,856,665
Water and Sewer Special Assmt	-	-	-	23,294,390 ⁷	23,294,390
Total	\$ 4,064,757	\$ 15,455,837	\$ 21,395,000	\$ 64,595,537	\$ 105,511,131

Notes:

¹ Stormwater transfers to Stormwater Capital Project Funds:

\$1,499,757 for Drainpipe and Catch Basin Improvements, \$1,000,000 for Surface Water Quality, \$850,000 for Flood Prevention, \$200,000 for Environmental Projects and Maintenance, \$515,000 for Weir Rehabilitation Construction.

² Water and Sewer Operations transfer of \$15,455,837 to Operations (Impact/CFEC Funds) for annual debt payments.

³ Water and Sewer Operations transfers to Water and Sewer Capital Project Funds.

Details for capital projects are located in the Asset Management tables.

⁴ Water and Sewer Operations transfer of \$10,694,482 to Water and Sewer Debt for annual debt payments.

⁵ Water, Sewer, Irrigation Impact/CFEC Fees transfers of \$250,000 for Water and Sewer Capital Projects - Irrigation Reuse River Crossing.

⁶ Water, Sewer, Irrigation Impact/CFEC Fees transfers of \$30,606,665 to Water and Sewer Debt for annual debt payments.

⁷ Water and Sewer Special Assessment transfers of \$23,294,390 to Water and Sewer Debt for annual UEP debt payments.

FINANCIAL HIGHLIGHTS

MILLAGE RATE HISTORY

Fiscal Year	General Operations	Debt Service	Total
2011	7.9702	-	7.9702
2012	7.9570	-	7.9570
2013	7.9570	-	7.9570
2014	7.7070	-	7.7070
2015	7.7070	-	7.7070
2016	6.9570	-	6.9570
2017	6.7500	-	6.7500
2018	6.7500	-	6.7500
2019	6.7500	-	6.7500
2020	6.4903	0.0600	6.5503
2021	6.3750	0.3000	6.6750
2022 Adopted	6.2500	0.0471	6.2971
2023 Adopted	5.3694	0.0471	5.4165
2024 Forecast	5.3694	0.0471	5.4165

TAXABLE ASSESSED VALUE HISTORY

Fiscal Year	Taxable Assessed Value	New Construction	Percentage Change
2011	8,888,383,376	70,456,330	-15.31%
2012	8,566,590,016	81,896,264	-3.62%
2013	8,903,395,043	89,178,363	3.93%
2014	9,520,318,059	109,735,614	6.93%
2015	10,329,777,472	114,639,280	8.50%
2016	11,120,507,186	185,037,351	7.65%
2017	12,045,371,047	232,341,287	8.32%
2018	13,196,517,609	336,504,739	9.56%
2019	14,313,935,650	448,797,093	8.47%
2020	15,438,898,927	530,098,254	7.86%
2021	16,578,808,989	494,819,588	7.38%
2022 Adopted	18,382,969,754	708,215,012	10.88%
2023 Adopted	22,712,302,498	1,277,813,999	23.55%
2024 Forecast	24,075,040,648	1,354,482,839	6.00%

SINGLE FAMILY HOMES - HOMESTEAD & NON-HOMESTEAD

Fiscal Year	Average Taxable Assessed Value	Change in Average Value	Percentage Change
2011	89,684	(11,721)	-11.56%
2012	93,057	3,373	3.76%
2013	96,942	3,885	4.17%
2014	104,867	7,925	8.17%
2015	114,354	9,487	9.05%
2016	122,484	8,130	7.11%
2017	131,197	8,713	7.11%
2018	141,919	10,722	8.17%
2019	150,856	8,937	6.30%
2020	159,259	8,403	5.57%
2021	165,788	6,529	4.10%
2022	183,830	18,042	10.88%
2023	274,427	90,597	49.28%
2024	285,404	10,977	4.00%

FINANCIAL HIGHLIGHTS

USE OF FUND BALANCE

<i>General Fund</i>	List of One-time Items included in Shopping Cart on August 23, 2022 Workshop	One-time Items Chosen By City Council - August 23, 2022
City Attorney		
Carpet Replacement	\$ 40,000	\$ -
Finance		
Budget Software and Maintenance	\$ 262,500	\$ 262,500
Human Resources		
Compensation and Classification Study	\$ 120,000	\$ -
Conference Room Furniture	\$ 10,000	\$ -
Police		
Facility Maintenance	\$ 151,026	\$ -
Crime Center equipment and construction	\$ 664,797	\$ 664,797
Parks and Recreation		
Parks Renewal and Replacement	\$ 2,500,000	\$ 2,500,000
Art Master Plan	\$ 100,000	\$ -
Sports Complex Parking Lot Design	\$ 250,000	\$ -
Jaycee Park Improvement	\$ 2,500,000	\$ -
Skate Park Building	\$ 1,200,000	\$ 1,200,000
Coral Oaks Golf Course Improvement Design	\$ 1,550,000	\$ -
Aquatic/Community Center Study	\$ 400,000	\$ 400,000
Public Works		
Tree Canopy	\$ 100,000	\$ -
Sidewalks - "Safe paths to schools"	\$ 1,250,000	\$ 1,250,000
Additional funding for Sidewalks	\$ 1,250,000	\$ 1,250,000
Median Improvements - CTAC	\$ 2,000,000	\$ 2,000,000
Pocket Parks - Boat Ramps	\$ 100,000	\$ 100,000
Fire		
Fire Station Funding	\$ 1,000,000	\$ 1,000,000
Government Services		
Business License Tax Study	\$ 50,000	\$ -
One-Time Lump Sum \$1,000		
Museum & Theatre Donations	\$ 40,000	\$ 40,000
Bridge Maintenance Fund contribution	\$ 1,000,000	\$ -
Intersection Improvements	\$ 2,000,000	\$ 2,000,000
Community Needs Assessment	\$ 250,000	\$ -
Impact Fee Study	\$ 100,000	\$ -
Pine Island Road PD&E	\$ 2,250,000	\$ 2,250,000
Oasis Football Field Design and Engineering	\$ 800,000	\$ 800,000
Hexagon CAD Software Increased to \$3.8M - R	\$ 2,622,000	\$ 2,622,000
Total Use of Fund Balance for FY 2023	\$ 24,560,323	\$ 18,339,297
Original Balance for FY 2023		\$ 16,998,323
Difference		\$ 1,340,974

REVENUES

ALL FUNDS

Fund	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Adopted	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast	FY 2027 Forecast
General Fund	\$ 211,757,694	\$ 296,590,898	\$ 302,199,744	\$ 216,544,897	\$ 210,615,736	\$ 231,489,902	\$ 223,102,872	\$ 231,449,414
Special Revenue Funds								
Community Redevelopment Agency (CRA)	3,438,112	14,267,538	15,154,909	4,443,433	4,737,314	5,042,445	5,360,890	5,506,728
Economic and Business Development	-	2,534,600	2,661,958	900,542	908,153	917,151	920,816	931,303
Police Protection Impact Fee	2,849,435	5,503,704	5,512,104	7,854,133	2,795,950	2,880,063	2,965,370	3,053,659
Do The Right Thing	23,831	31,606	31,606	8,160	8,323	8,490	8,659	8,833
Confiscation/State	10,090	-	2,100	-	-	-	-	-
Confiscation/Federal	3,890	129,231	129,231	28,014	28,215	28,418	28,627	40,853
Criminal Justice Education (Police Training)	24,348	69,712	69,712	25,719	26,234	26,758	27,294	27,839
Alarm Fee	123,234	105,927	119,471	106,834	110,590	114,364	118,295	122,383
Advanced Life Support (ALS) Impact Fee	170,634	441,780	441,780	159,999	164,744	169,700	174,727	179,929
Fire Capital Improvement Impact Fee	2,781,172	8,518,111	8,542,111	6,697,054	2,694,789	3,132,434	2,858,077	2,943,171
All Hazards	1,003,680	2,705,663	2,705,663	3,102,546	1,672,064	1,874,681	2,106,072	2,330,505
Fire Grants	-	-	-	-	-	-	-	-
Fire Operations	-	-	-	55,484,052	57,434,960	58,929,204	61,459,735	62,875,773
Additional Five Cent Gas Tax	4,204,791	11,734,343	11,734,343	4,355,414	4,442,522	5,426,355	5,458,191	6,880,498
Six Cent Gas Tax	5,917,476	12,594,816	12,594,816	5,993,839	6,113,716	6,235,990	6,360,710	6,487,924
Road Impact Fee	17,867,927	39,999,846	40,124,846	16,663,374	17,165,531	17,690,088	18,222,325	18,767,705
Del Prado Mall Parking Lot Maintenance	40,734	206,282	206,282	39,965	39,965	39,965	39,965	39,965
Lot Mowing Program	3,992,125	6,412,372	7,053,678	4,451,168	4,451,168	4,451,168	4,451,168	4,451,168
Solid Waste	16,351,687	14,991,968	24,612,887	19,095,000	19,476,900	20,061,207	20,663,043	21,282,935
Building Code	10,643,304	23,647,803	23,647,803	13,605,581	14,091,730	14,558,326	15,178,587	15,746,601
Community Development Block Grant (CDBG)	3,531,979	1,070,603	1,264,421	1,050,564	1,072,282	1,094,406	1,116,877	109,443
HUD Neighborhood Stabilization (NSP)	122,521	-	-	-	-	-	-	-
Local Housing Assistance (SHIP)	424,163	1,240,819	1,621,756	1,931,663	-	-	-	-
Residential Construction Mitigation Grant	3,806	-	-	-	-	-	-	-
Park Recreational Facility Impact Fee	5,758,033	8,078,080	8,765,080	5,046,490	5,197,015	5,354,230	5,513,675	5,678,695
Waterpark	4,018,077	3,287,360	287,763	-	-	-	-	-
Parks and Recreation Programs	9,328,283	11,580,709	11,230,704	-	-	-	-	-
Golf Course	3,358,881	3,916,324	4,056,870	-	-	-	-	-
City Centrum Business Park	92,527	-	-	-	-	-	-	-
Seawall Assessments	(34)	-	-	-	-	-	-	-
Special Revenue	\$ 96,084,708	\$ 173,069,197	\$ 182,571,894	\$ 151,043,544	\$ 142,632,165	\$ 148,035,443	\$ 153,033,103	\$ 157,465,910
Debt Service Fund	\$ 24,257,718	\$ 24,320,236	\$ 24,550,861	\$ 22,429,644	\$ 24,721,231	\$ 27,817,161	\$ 27,835,100	\$ 31,482,501

REVENUES

ALL FUNDS CONTINUED

Fund	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Adopted	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast	FY 2027 Forecast
Capital Projects Funds								
Fire Station Construction	5,913,025	3,633,039	3,778,129	12,723,230	515,000	3,090,000	-	721,000
Police Training Center Construction	6,097,910	-	208,593	7,107,000	-	-	-	-
Development Services Capital Projects	43,155	-	-	-	-	-	-	-
Public Works Capital Projects	250,000	2,000,000	-	-	-	-	-	-
Transportation Capital Projects	20,032,025	14,307,000	17,335,426	37,850,647	39,652,900	8,207,000	24,281,180	8,807,000
Parks Capital Projects	10	-	2,681,285	3,152,545	4,171,500	15,775,645	-	10,300,000
Parks GO Bond Capital Projects	30,581,291	-	250,000	-	-	-	-	-
CRA Capital Projects	2,415,564	1,355,469	2,655,469	861,999	-	-	-	-
Governmental Capital Projects	-	10,000,000	10,000,000	-	-	-	-	-
Computer System Project	-	-	1,134,020	6,260,187	2,534,297	2,323,742	2,323,742	2,323,742
Charter Schools Construction Fund	-	-	4,517,980	2,609,060	2,609,060	2,609,060	2,609,060	2,609,060
Capital Projects Total	65,332,980	31,295,508	42,560,902	70,564,668	49,482,757	32,005,447	29,213,982	24,760,802
Enterprise Funds								
Water and Sewer	187,145,510	171,709,593	177,007,085	212,102,028	234,667,166	297,518,429	282,711,268	302,260,146
Water and Sewer Capital Projects	54,063,148	26,260,000	28,091,581	40,367,586	107,692,700	90,805,000	66,727,357	48,525,000
Water and Sewer Utility Impact, CIAC, CFEC	35,999,218	61,971,123	62,628,545	34,929,379	35,272,277	40,990,148	36,611,280	37,626,470
Water and Sewer Utility Extension	10,578,180	50,000,000	50,000,000	60,864,691	213,095,692	13,064,111	184,605,500	13,540,432
Stormwater Utility	22,502,422	27,029,336	27,029,336	22,353,128	23,166,318	23,981,090	25,173,968	27,543,408
Stormwater Utility Capital Projects	5,834,871	5,092,295	6,921,295	16,941,034	22,555,240	3,677,764	22,435,812	3,731,130
Yacht Basin	934,891	1,385,877	1,385,877	759,941	720,437	734,846	749,542	764,531
Enterprise Total	317,058,240	343,448,224	353,063,719	388,317,787	637,169,830	470,771,388	619,014,727	433,991,117
Internal Service Fund								
Risk Management	8,145,583	20,775,595	20,775,595	8,776,277	9,054,636	9,355,847	9,549,750	9,815,566
Health Insurance	27,153,544	39,772,219	39,772,219	38,155,921	41,621,502	45,023,576	48,994,419	53,652,017
Property Management	5,368,077	6,758,561	7,850,204	6,961,681	7,064,953	7,241,978	7,528,217	7,952,516
Fleet Maintenance	4,254,396	4,527,612	8,240,105	5,262,464	5,824,434	5,468,369	5,799,032	5,947,744
Fleet Capital Projects	-	-	2,000,000	10,300,000	15,000,000	-	-	-
Capital Improvement Projects	-	-	-	3,999,683	8,397,270	3,558,528	6,846,709	3,777,064
Internal Service Fund Total	44,921,599	71,833,987	78,638,123	73,456,026	86,962,795	70,648,298	78,718,127	81,144,907
Charter School Authority³	29,295,921	37,906,069	37,906,069	44,537,809	42,379,144	41,597,049	41,597,049	41,597,049
Total All Funds	\$ 788,708,860	\$ 978,464,119	\$ 1,021,491,312	\$ 966,894,375	\$ 1,193,963,658	\$ 1,022,364,688	\$ 1,172,514,960	\$ 1,001,891,700

EXPENDITURES

ALL FUNDS

Fund	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Adopted	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast	FY 2027 Forecast
General Fund	\$ 185,927,155	\$ 296,590,898	\$ 302,199,744	\$ 216,544,897	\$ 210,615,737	\$ 231,489,901	\$ 223,102,872	\$ 231,449,414
Special Revenue Funds								
Community Redevelopment Agency (CRA)	3,977,271	14,267,538	15,154,909	4,443,433	4,737,314	5,042,445	5,360,890	5,506,728
Economic and Business Development	-	2,534,600	2,661,958	900,542	908,153	917,151	920,816	931,303
Police Protection Impact Fee	6,130,432	5,503,704	5,512,104	7,854,133	2,795,950	2,880,063	2,965,370	3,053,659
Do The Right Thing	16,908	31,606	31,606	8,160	8,323	8,490	8,659	8,833
Confiscation/State	121,105	-	2,100	-	-	-	-	-
Confiscation/Federal	4,609	129,231	129,231	28,014	28,215	28,418	28,627	40,853
Criminal Justice Education (Police Training)	20,142	69,712	69,712	25,719	26,234	26,758	27,294	27,839
Alarm Fee	102,443	105,927	119,471	106,834	110,590	114,364	118,295	122,383
Advanced Life Support (ALS) Impact Fee	1,895	441,780	441,780	159,999	164,744	169,700	174,727	179,929
Fire Capital Improvement Impact Fee	889,021	8,518,111	8,542,111	6,697,054	2,694,789	3,132,434	2,858,077	2,943,171
All Hazards	936,323	2,705,663	2,705,663	3,102,546	1,672,064	1,874,681	2,106,072	2,330,505
Fire Grants	-	-	-	-	-	-	-	-
Fire Operations	-	-	-	55,484,052	57,434,960	58,929,204	61,459,735	62,875,773
Additional Five Cent Gas Tax	7,392,089	11,734,343	11,734,343	4,355,414	4,442,522	5,426,355	5,458,191	6,880,498
Six Cent Gas Tax	8,986,824	12,594,816	12,594,816	5,993,839	6,113,716	6,235,990	6,360,710	6,487,924
Road Impact Fee	9,912,079	39,999,846	40,124,846	16,663,374	17,165,531	17,690,088	18,222,325	18,767,705
Del Prado Mall Parking Lot Maintenance	16,633	206,282	206,282	39,965	39,965	39,965	39,965	39,965
Lot Mowing Program	2,777,762	6,412,372	7,053,678	4,451,168	4,451,168	4,451,168	4,451,168	4,451,168
Solid Waste	16,505,216	14,991,968	24,612,887	19,095,000	19,476,900	20,061,207	20,663,043	21,282,935
Building Code	8,035,843	23,647,803	23,647,803	13,605,581	14,091,730	14,558,326	15,178,587	15,746,601
Community Development Block Grant (CDBG)	2,465,021	1,070,603	1,264,421	1,050,564	1,072,282	1,094,406	1,116,877	109,443
HUD Neighborhood Stabilization (NSP)	218,750	-	-	-	-	-	-	-
Local Housing Assistance (SHIP)	245,415	1,240,819	1,621,756	1,931,663	-	-	-	-
Residential Construction Mitigation Grant	3,806	-	-	-	-	-	-	-
Park Recreational Facility Impact Fee	2,788,764	8,078,080	8,765,080	5,046,490	5,197,015	5,354,230	5,513,675	5,678,695
Waterpark ¹	2,919,403	3,287,360	287,763	-	-	-	-	-
Parks and Recreation Programs ²	8,421,241	11,580,709	11,230,704	-	-	-	-	-
Golf Course ²	2,901,321	3,916,324	4,056,870	-	-	-	-	-
City Centrum Business Park	83,013	-	-	-	-	-	-	-
Special Revenue	\$ 85,873,329	\$ 173,069,197	\$ 182,571,894	\$ 151,043,544	\$ 142,632,165	\$ 148,035,443	\$ 153,033,103	\$ 157,465,910
Debt Service Fund	\$ 26,500,258	\$ 24,320,236	\$ 24,550,861	\$ 22,429,644	\$ 24,721,231	\$ 27,817,161	\$ 27,835,100	\$ 31,482,501

EXPENDITURES

ALL FUNDS CONTINUED

Fund	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Adopted	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast	FY 2027 Forecast
Capital Projects Funds								
Fire Station Construction	2,172,032	3,633,039	3,778,129	12,723,230	515,000	3,090,000	-	721,000
Police Training Center Construction	187,607	-	208,593	7,107,000	-	-	-	-
Development Services Capital Projects	16,790	-	-	-	-	-	-	-
Public Works Capital Projects	327,842	2,000,000	-	-	-	-	-	-
Transportation Capital Projects	12,118,859	14,307,000	17,335,426	37,850,647	39,652,900	8,207,000	24,281,180	8,807,000
Parks Capital Projects	194,861	-	2,681,285	3,152,545	4,171,500	15,775,645	-	10,300,000
Parks GO Bond Capital Projects	2,968,119	-	250,000	-	-	-	-	-
CRA Capital Projects	510,376	1,355,469	2,655,469	861,999	-	-	-	-
Governmental Capital Projects	-	10,000,000	10,000,000	-	-	-	-	-
Computer System Project	371,174	-	1,134,020	6,260,187	2,534,297	2,323,742	2,323,742	2,323,742
Charter Schools Construction Fund	-	-	4,517,980	2,609,060	2,609,060	2,609,060	2,609,060	2,609,060
Capital Projects Total	18,867,659	31,295,508	42,560,902	70,564,668	49,482,757	32,005,447	29,213,982	24,760,802
Enterprise Funds								
Water and Sewer	153,132,887	171,709,593	177,007,085	212,102,028	234,667,166	297,518,429	282,711,268	302,260,146
Water and Sewer Capital Projects	17,945,495	26,260,000	28,091,581	40,367,586	107,692,700	90,805,000	66,727,357	48,525,000
Water and Sewer Utility Impact, CIAC, CFEC	68,455,081	61,971,123	62,628,545	34,929,379	35,272,277	40,990,148	36,611,280	37,626,470
Water and Sewer Utility Extension	16,453,299	50,000,000	50,000,000	60,864,691	213,095,692	13,064,111	184,605,500	13,540,432
Stormwater Utility	19,567,862	27,029,336	27,029,336	22,353,128	23,166,318	23,981,090	25,173,968	27,543,408
Stormwater Utility Capital Projects	1,269,036	5,092,295	6,921,295	16,941,034	22,555,240	3,677,764	22,435,812	3,731,130
Yacht Basin	1,063,849	1,385,877	1,385,877	759,941	720,437	734,846	749,542	764,531
Enterprise Total	277,887,509	343,448,224	353,063,719	388,317,787	637,169,830	470,771,388	619,014,727	433,991,117
Internal Service Fund								
Risk Management	8,278,984	20,775,595	20,775,595	8,776,277	9,054,636	9,355,847	9,549,750	9,815,566
Health Insurance	29,638,190	39,772,219	39,772,219	38,155,921	41,621,502	45,023,576	48,994,419	53,652,017
Property Management	5,530,254	6,758,561	7,850,204	6,961,681	7,064,953	7,241,978	7,528,217	7,952,516
Fleet Maintenance	4,355,828	4,527,612	8,240,105	5,217,464	5,354,434	5,468,369	5,799,032	5,947,744
Fleet Capital Projects	-	-	2,000,000	10,345,000	15,470,000	-	-	-
Capital Improvement Projects	-	-	-	3,999,683	8,397,270	3,558,528	6,846,709	3,777,064
Internal Service Fund Total	47,803,257	71,833,987	78,638,123	73,456,026	86,962,795	70,648,298	78,718,127	81,144,907
Charter School Authority	29,295,921	37,906,069	37,906,069	44,537,809	42,379,144	41,597,049	41,597,049	41,597,049
Total All Funds	\$ 672,155,087	\$ 978,464,119	\$ 1,021,491,312	\$ 966,894,375	\$ 1,193,963,659	\$ 1,022,364,687	\$ 1,172,514,960	\$ 1,001,891,700

Note:

¹ The Waterpark Fund closed in FY 2022.

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

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

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

STATISTICS

Geography and Community Profile

Cape Coral's existence began about 60 years ago by two land speculators, brothers Leonard and Jack Rosen, who believed that the property's location on the Gulf Coast provided abundant sunshine and almost endless opportunities for waterfront living. The city is a large peninsula bordered by the Caloosahatchee River on the east and Matlacha Pass on the west. It is located between Sarasota and Marco Island.

The Rosen brothers purchased the property, platted the community, and created more than 400 miles of canals. The largest concentration of earth moving equipment in Florida was brought in to excavate canals and prepare home sites, commercial areas, and industrial districts. The brothers began a marketing campaign that resulted in the sale of 350,000 residential building sites, the majority to people living in other states.



In the ceaseless promotion of Cape Coral, the Rosen brothers, along with other land developers, helped to introduce millions of people to the benefits of living in Florida. By selling home sites on installment, the price of waterfront real estate was placed within the reach of even blue-collar Americans. At one point in the 1960's, the Rosen's were spending more money on promoting Florida than the State of Florida.

Since incorporating in August 1970, Cape Coral's population has experienced rapid growth. With an estimated population of 201,526 residents in 2021, Cape Coral's population has experienced an annual growth rate of more than 3.8 percent compared to 2020. At build out, the Cape Coral population is estimated to be more than 400,000.

Cape Coral is the state's third largest city by land mass - 120 square miles. The city features thousands of waterfront residential properties on canals, including many with direct, saltwater access to the Gulf of Mexico and Charlotte Harbor. The supply and affordability of these waterfront sites makes Cape Coral one of the most attractive communities on the Gulf Coast.

STATISTICS

DATE OF INCORPORATION

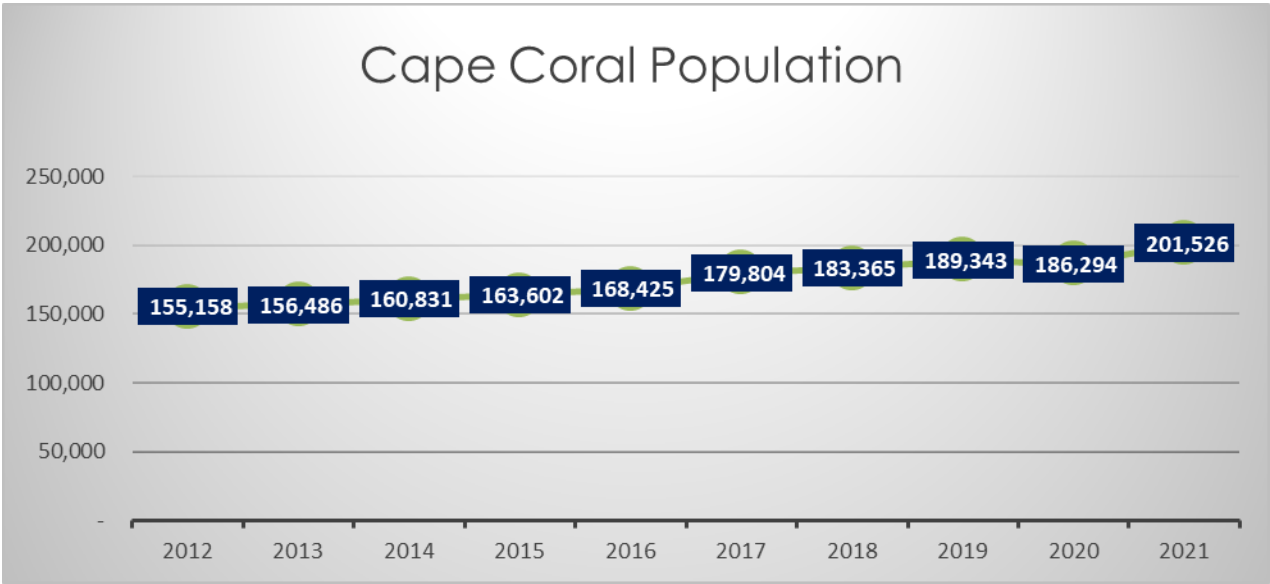
August 1970

FORM OF GOVERNMENT

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

POPULATION

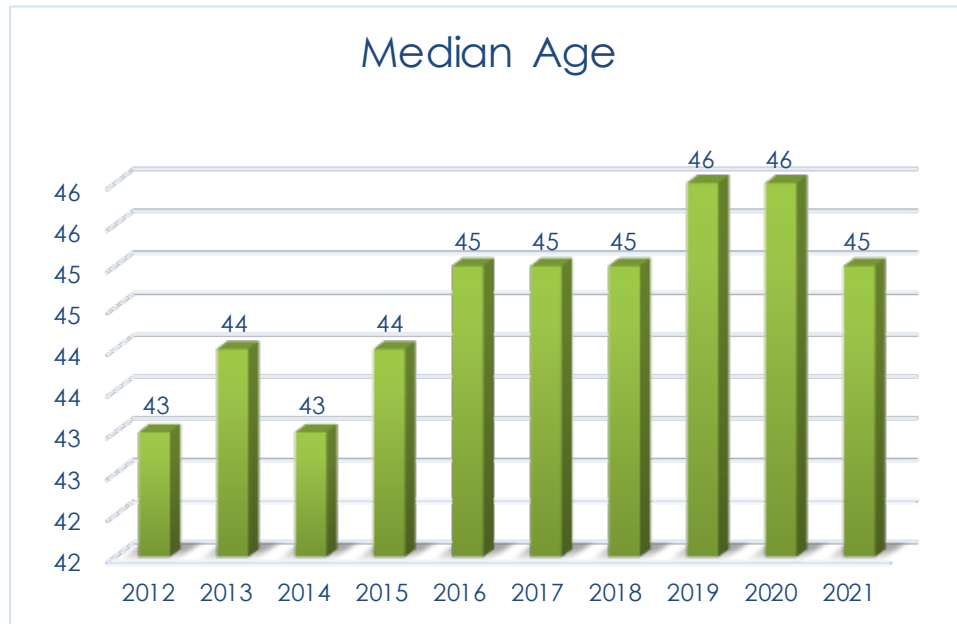
The area population rebounded and surpassed the forecasted increase to 175,699 by 2020. 2021 was about 201,526 according to the Bureau of Economic and Business Research.



Source: Cape Coral Economic Development Office ESRI Data

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

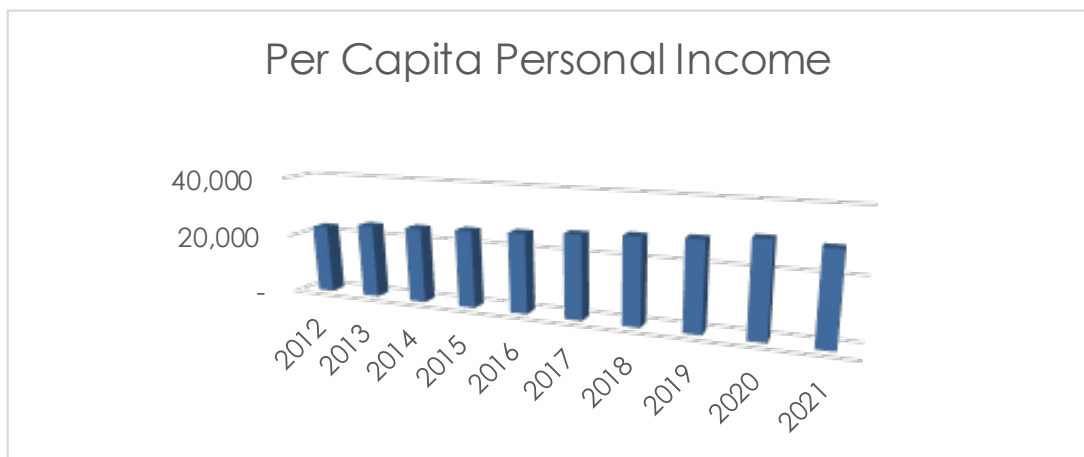
STATISTICS



Source: Cape Coral Economic Development Office ESRI Data

WORKFORCE

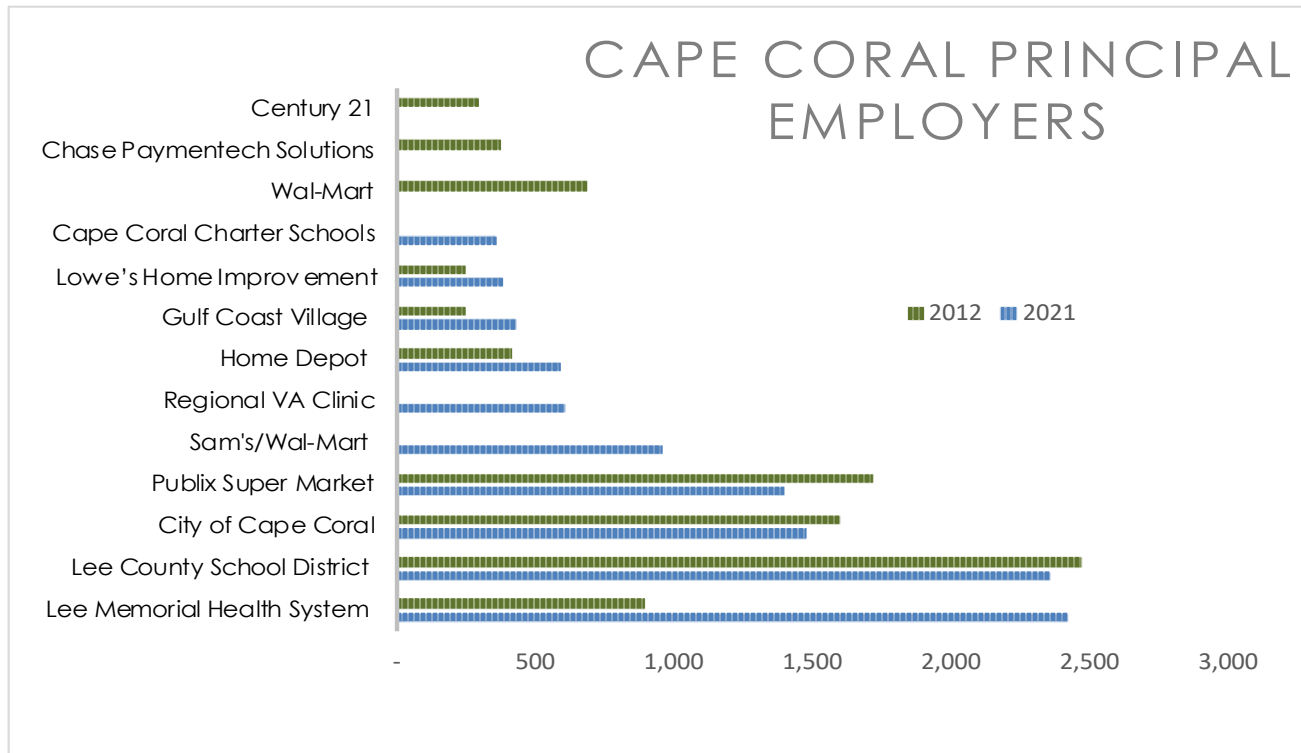
Cape Coral has a nationally recognized suite of Florida workforce development programs and its mixed population of young and mature (45-60 year-olds) residents provides a pool of both experienced and educated workers for the economy.



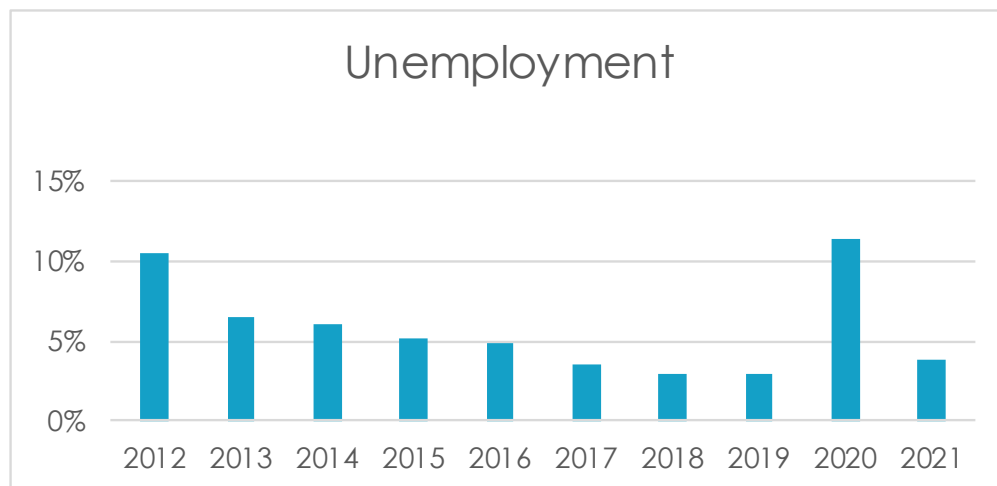
Source: Cape Coral Economic Development Office ESRI Data

STATISTICS

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.



Source: Cape Coral Economic Development Office ESRI Data

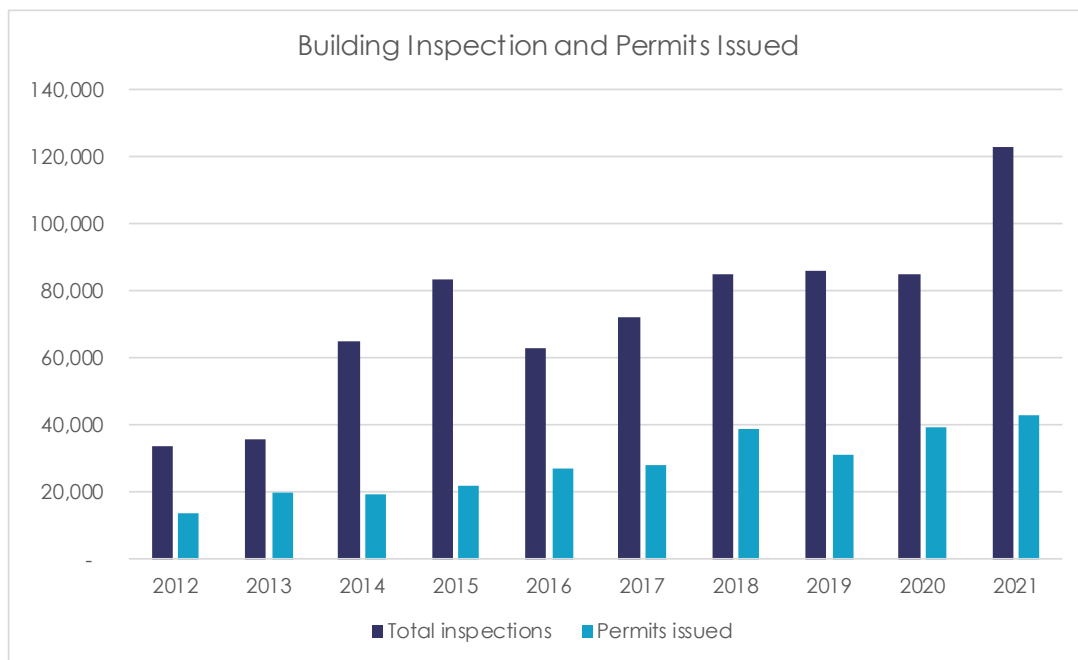


Source: 2021 City of Cape Coral ACFR

STATISTICS

LAND USE

With 6,500 businesses, the city's year-round population of 209,576 swells to 250,000 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.



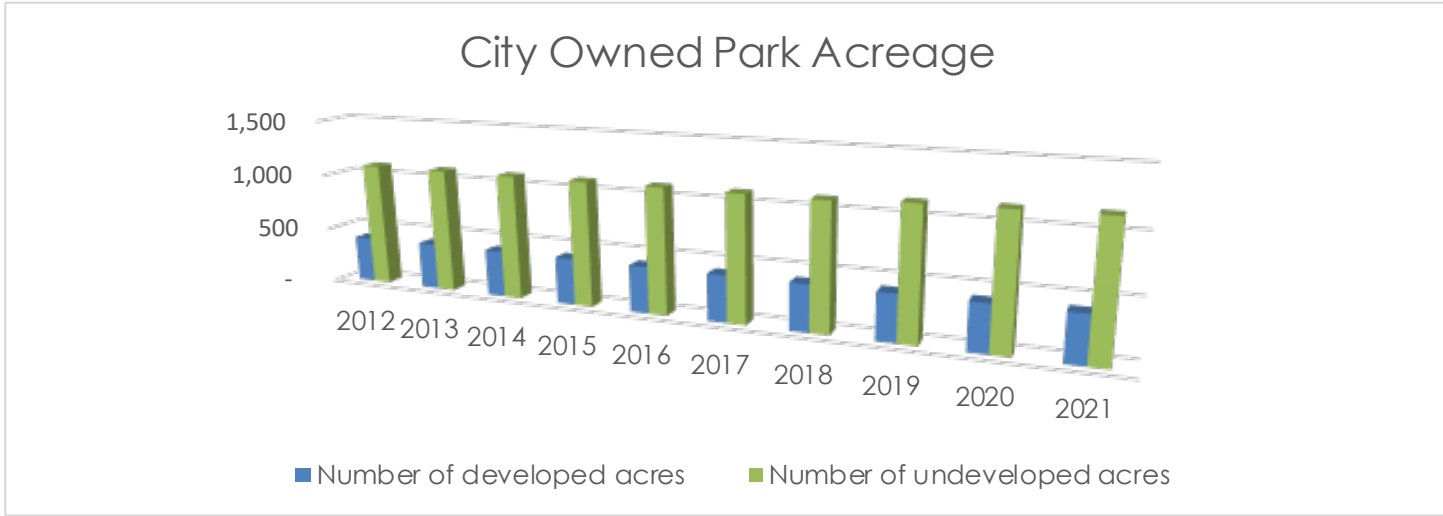
Source: 2021 City of Cape Coral ACFR

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.

STATISTICS

PARKS & RECREATION

Number of developed parks	34	Cultural Park Theater (seats)	187
Number of undeveloped parks	24	City owned Yacht Basin	1
Number of developed acres	409	Average Annual Slip Rentals	86
Number of undeveloped acres	1,150	Senior Activity Centers	2
City owned boat launches, lifts, and locks	22	Senior Center memberships	178
City owned golf courses	1	Mini-bus Transportation (total miles)	81,781
Rounds played	59,051		
City owned waterpark	1		
Admissions	112,702		



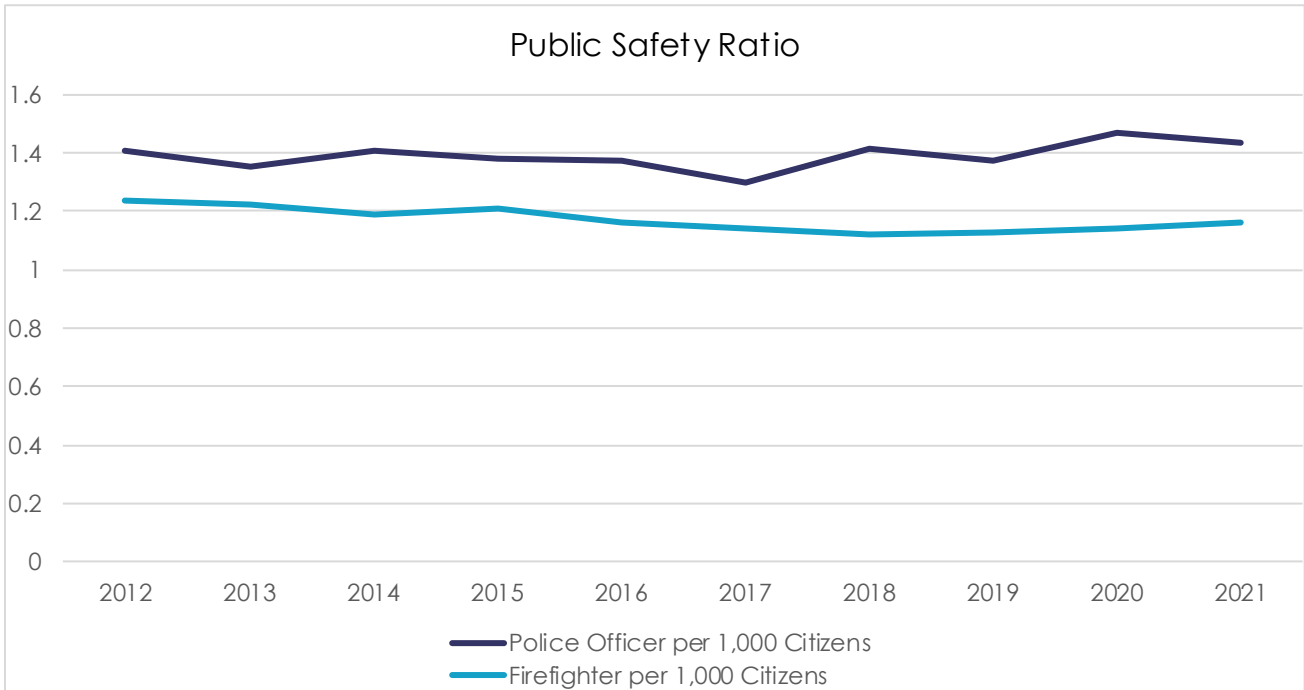
Source: 2021 City of Cape Coral ACFR

STATISTICS

PUBLIC SAFETY



Fire Uniform Strength	234	Police Uniform Strength	289
Number of Calls Dispatched	26,891	Number of Calls Dispatched	317,099
Firefighter per 1,000 Citizens	1.16	Police Officer per 1,000 Citizens	1.43

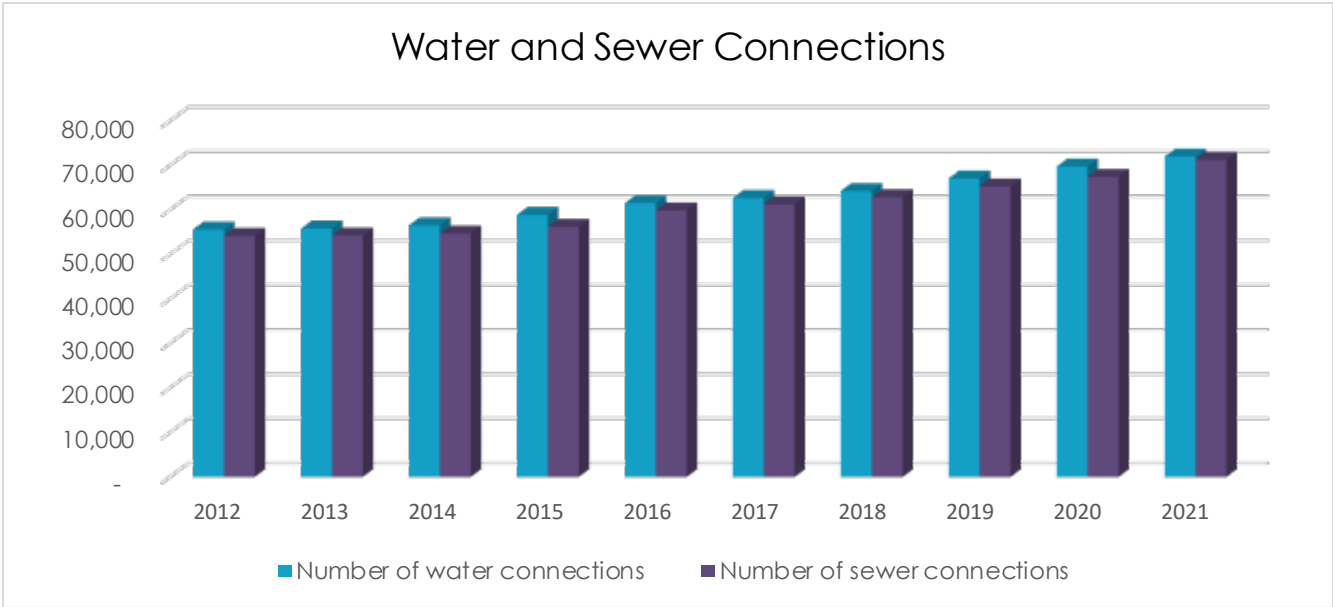


Source: 2021 City of Cape Coral ACFR

STATISTICS

UTILITIES

Number of water connections	71,985	Number of sewer connections	71,269
Miles of water distribution		908	

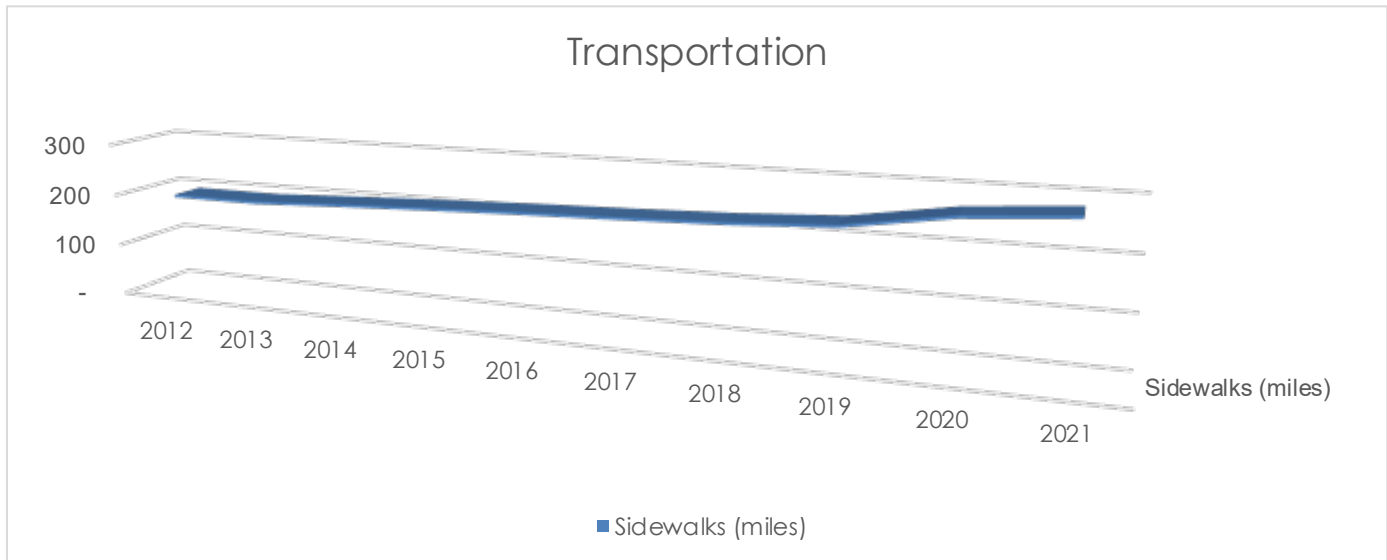


Source: 2021 City of Cape Coral ACFR

PUBLIC WORKS

Stormwater drainage pipes (miles)	2665	Paved Streets	3,042
Swales (miles)	3050	Sidewalks (miles)	280
Catch basins	24,113	Paved alleys (miles)	11

STATISTICS



Source: 2021 City of Cape Coral ACFR

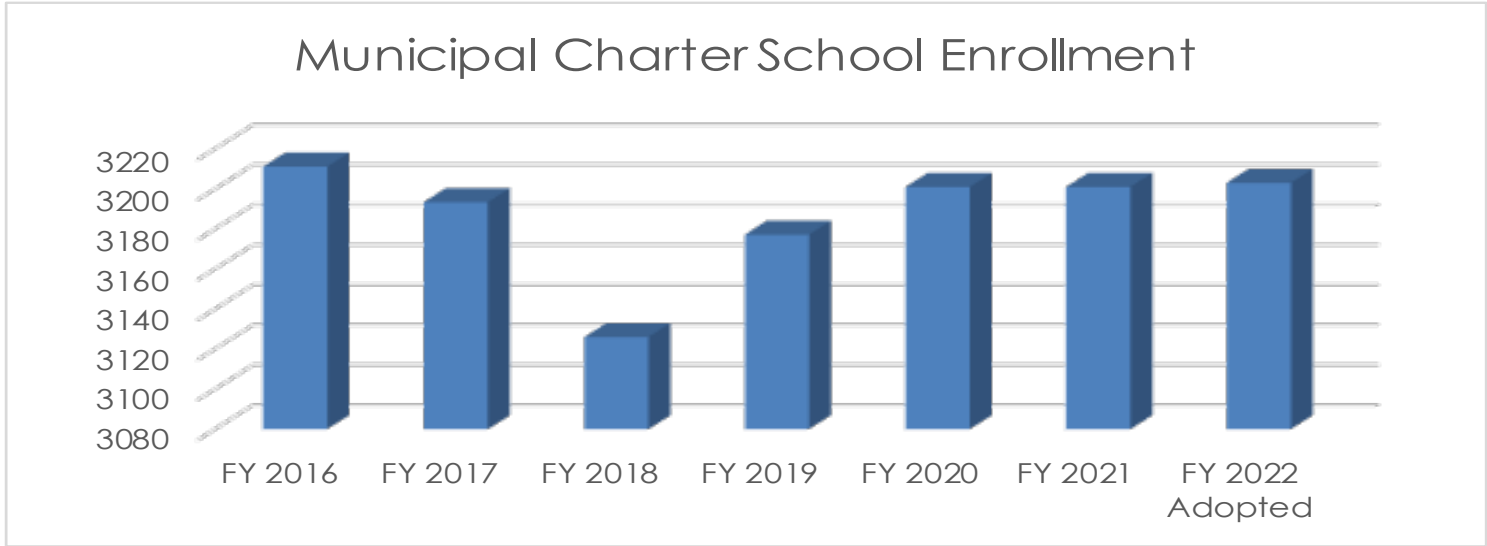
EDUCATION

Southwest Florida is well-served by 20 colleges and has an array of choices for K-12 education in public, private and charter schools.

Growth momentum in Cape Coral is sustained by continuously expanding public and private school systems with high performance standards. Public schools are operated by the Lee County School District, which is the ninth-largest district in the state. It operates eight elementary, six middle and four high schools in Cape Coral.

The Cape Coral Charter School Authority provides a challenging curriculum in a small classroom environment, offering voluntary pre-K all the way through to Oasis High School. The four charter schools are public, therefore there is no tuition. The schools are available exclusively to Cape Coral residents.

STATISTICS



Source: Cape Coral Charter School FY22-24 Adopted Budget

Cape Coral is also home to the Cape Coral Institute of Technology (Cape Coral Tech), a post-secondary educational institution operated by the School District of Lee County. It provides training in medical, computer and food-science fields and supplies a constant stream of qualified workers with curricula designed to offer maximum training in a minimum amount of time.

The region's largest higher education facility is Florida Gulf Coast University (FGCU) located in Fort Myers. Now known nationally as "Dunk City," FGCU is one of Florida's youngest state universities, but has exceeded annual enrollment rates of 10,000-plus students since opening in 1997. FGCU is located only 20 miles from Cape Coral and offers undergraduate, graduate and doctorate degrees.

Florida Southwestern State College, with four campuses in the region, offers associate and bachelor's degrees, plus technical training in fields such as allied health, computer networking and programming, business administration, paralegal, criminal justice, and fire science.

CITY ATTORNEY



DEPARTMENT OVERVIEW

The City Attorney is appointed by the City Council and serves as legal advisor to the City Council, the City Manager and all departments, boards, commissions, and agencies of the City. The City Attorney initiates or defends civil suits, actions, and legal proceedings on behalf of the City Council. The City Attorney advises at all regular and special meetings of the City Council and provides legal representation to other boards and commissions as directed by Council.

MISSION

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

HIGHLIGHTS



Established with One
Appointed Attorney in

1984



City Years of Service

177 Years



Longest Serving City
Attorney

21 Years



Legal Representation
for

All City Matters

CITY ATTORNEY

FY 2023 ORGANIZATIONAL CHART

Total FTE's - 13

City Attorney	
City Attorney	1.00
Assistant City Attorney II	2.00
Assistant City Attorney III	3.00
Legal/Administrative Assistant to City Attorney	1.00
Legal Secretary	3.00
Paralegal I	1.00
Paralegal Sr	2.00

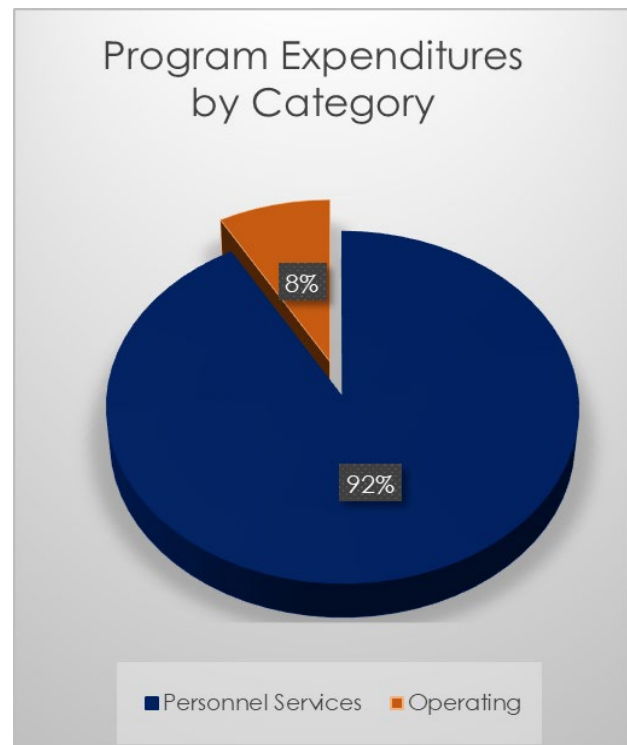
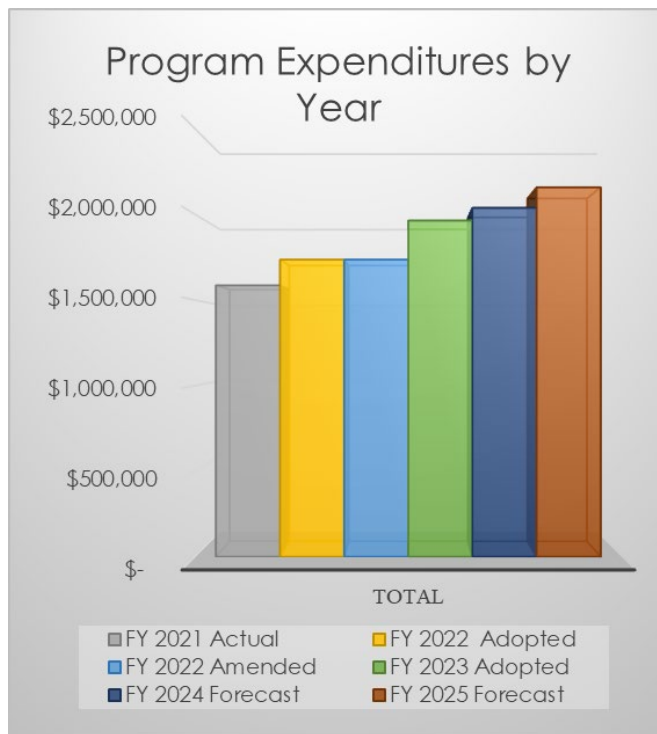
FY 2022 Amended	FY 2023 Adopted	Change
13.00	13.00	0.00



CITY ATTORNEY

OPERATING BUDGET

Expenditures by Category	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Adopted	FY 2024 Forecast	FY 2025 Forecast
Personnel Services	\$ 1,502,519	\$ 1,617,602	\$ 1,617,602	\$ 1,802,563	\$ 1,915,897	\$ 2,034,381
Operating	82,810	118,218	118,218	161,394	122,434	123,495
Total	\$ 1,585,329	\$ 1,735,820	\$ 1,735,820	\$ 1,963,957	\$ 2,038,331	\$ 2,157,876



Expenditures by Fund and Program	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Adopted	FY 2024 Forecast	FY 2025 Forecast
<i>General Fund</i>						
City Attorney	\$ 1,585,329	\$ 1,735,820	\$ 1,735,820	\$ 1,963,957	\$ 2,038,331	\$ 2,157,876
Total	\$ 1,585,329	\$ 1,735,820	\$ 1,735,820	\$ 1,963,957	\$ 2,038,331	\$ 2,157,876

CITY ATTORNEY

Expenditures by Fund and Category	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Adopted	FY 2024 Forecast	FY 2025 Forecast
<i>General Fund</i>						
Personnel Services	\$ 1,502,519	\$ 1,617,602	\$ 1,617,602	\$ 1,802,563	\$ 1,915,897	\$ 2,034,381
Operating	82,810	118,218	118,218	161,394	122,434	123,495
<i>General Fund Total</i>	<i>\$ 1,585,329</i>	<i>\$ 1,735,820</i>	<i>\$ 1,735,820</i>	<i>\$ 1,963,957</i>	<i>\$ 2,038,331</i>	<i>\$ 2,157,876</i>
Total	\$ 1,585,329	\$ 1,735,820	\$ 1,735,820	\$ 1,963,957	\$ 2,038,331	\$ 2,157,876

DEPARTMENT FUNCTIONS

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

ACCOMPLISHMENTS

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

GOALS & PRIORITIES

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



CITY AUDITOR



DEPARTMENT OVERVIEW

The City Auditor is appointed by the City Council. City Auditors office reports directly to City Council. City Auditor provides the City with an independent audit function to evaluate City policies, programs, and services to determine if those operations were conducted in accordance with state and federal law, City Ordinances, policies and regulations and financial and operational internal controls.

MISSION

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

HIGHLIGHTS



Completed
7 Audits



Continuing Education
149 hours



Closed Audit
Recommendations
46 of 79



Direct Audit Hours
61%

CITY AUDITOR

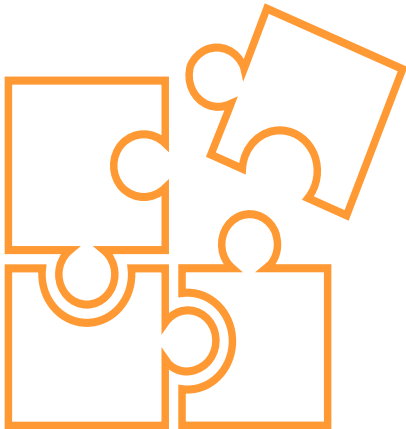
FY 2023 ORGANIZATIONAL CHART

Total FTE's - 6

City Auditor

City Auditor	1.00
Deputy City Auditor	1.00
Senior Auditor	1.00
Internal Auditor	2.00
Senior Administrative Specialist	1.00

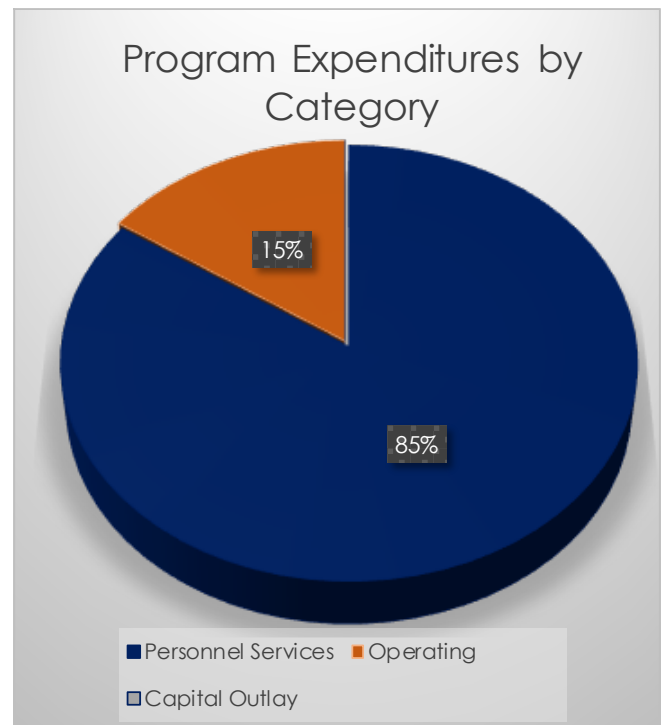
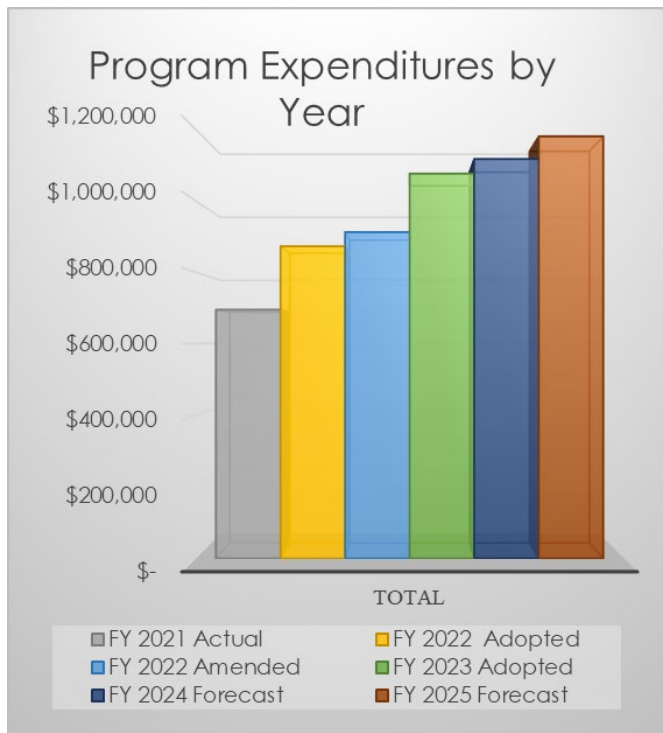
FY 2022 Amended	FY 2023 Adopted	Change
6.00	6.00	0.00



CITY AUDITOR

OPERATING BUDGET

Expenditures by Category	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Adopted	FY 2024 Forecast	FY 2025 Forecast
Personnel Services	\$ 541,907	\$ 712,997	\$ 712,997	\$ 909,480	\$ 966,791	\$ 1,026,953
Operating	152,848	158,917	198,135	165,086	148,512	151,490
Capital Outlay	-	-	-	-	-	-
Total	\$ 694,755	\$ 871,914	\$ 911,132	\$ 1,074,566	\$ 1,115,303	\$ 1,178,443



Expenditures by Fund and Program	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Adopted	FY 2024 Forecast	FY 2025 Forecast
<i>General Fund</i>						
City Auditor	\$ 694,755	\$ 871,914	\$ 911,132	\$ 1,074,566	\$ 1,115,303	\$ 1,178,443
Total	\$ 694,755	\$ 871,914	\$ 911,132	\$ 1,074,566	\$ 1,115,303	\$ 1,178,443

CITY AUDITOR

Expenditures by Fund and Category	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Adopted	FY 2024 Forecast	FY 2025 Forecast
<i>General Fund</i>						
Personnel Services	\$ 541,907	\$ 712,997	\$ 712,997	\$ 909,480	\$ 966,791	\$ 1,026,953
Operating	152,848	158,917	198,135	165,086	148,512	151,490
General Fund Total	\$ 694,755	\$ 871,914	\$ 911,132	\$ 1,074,566	\$ 1,115,303	\$ 1,178,443
Total	\$ 694,755	\$ 871,914	\$ 911,132	\$ 1,074,566	\$ 1,115,303	\$ 1,178,443

DEPARTMENT FUNCTIONS

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

ACCOMPLISHMENTS

- Obtained passing rating for Generally Accepted Government Auditing Standards required peer review
- Completed a quality control process to ensure audits and reviews adhere to Generally Accepted Government Auditing Standards (GAGAS)
- Effectively managed audit team resources and available hours to produce meaningful and timely audits, post audit reviews and special projects
- Closed a significant amount of outstanding audit recommendations from prior years
- Assisted the City with several projects and investigations to help increase efficiency and effectiveness of City operations
- Obtained relevant continuing education credits as required by GAGAS and certification/license standards
- FY22 Audit Plan had 8 Audits with 2 carry-over audits from FY21 total of 10 audits
 - Added 3 audits total of 13 audits
- Completed 5 special projects for council/management

GOALS & PRIORITIES

- Effectively manage audit staff time with a goal of 75% spent on direct audit projects and limit administrative hours to no more than 25%
- Complete 75% of audits on the Approved Audit Plan to provide audits that are important and useful to the City. In general, audits are prioritized based on the Risk Assessment completed by the City Auditor's Office
- Be fluid to accommodate additions to the audit plan such as special projects, audits, necessary based on current needs of the City
- Provide timely and meaningful follow-up on audit recommendations
- Hire and retain qualified, competent staff and provide relevant continuing education for the maintenance of certifications and/or license standards
- Continuously work to improve department relations to be trusted advisors to the City



CITY CLERK



DEPARTMENT OVERVIEW

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

MISSION

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

HIGHLIGHTS



Document images for
Records

163K



Employee City years
of Service

215 Years



Passport Applications
processed

2435



10 Years of Service

58%

CITY CLERK

FY 2023 ORGANIZATIONAL CHART

Total FTE's - 15.4

Records Management - 8

Business Systems Analyst	1.00
Senior Customer Service Representative	3.00
Document Imaging Technician	1.00
Records Manager	1.00
Research Specialist	2.00

Administration - 5.6

Senior Administrative Specialist	1.00
Assistant City Clerk	1.00
City Clerk	1.00
Recording Secretary	2.00
Contract- Transcriber	0.60

Communications- 0.8

Contract-Mail Clerk	0.80
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Records Management-Building Code Agency - 1

Customer Service Representative	1.00
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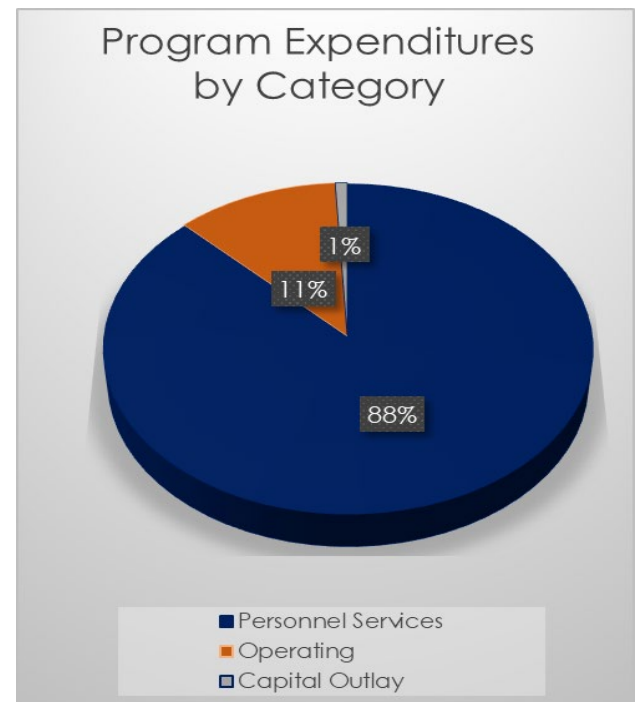
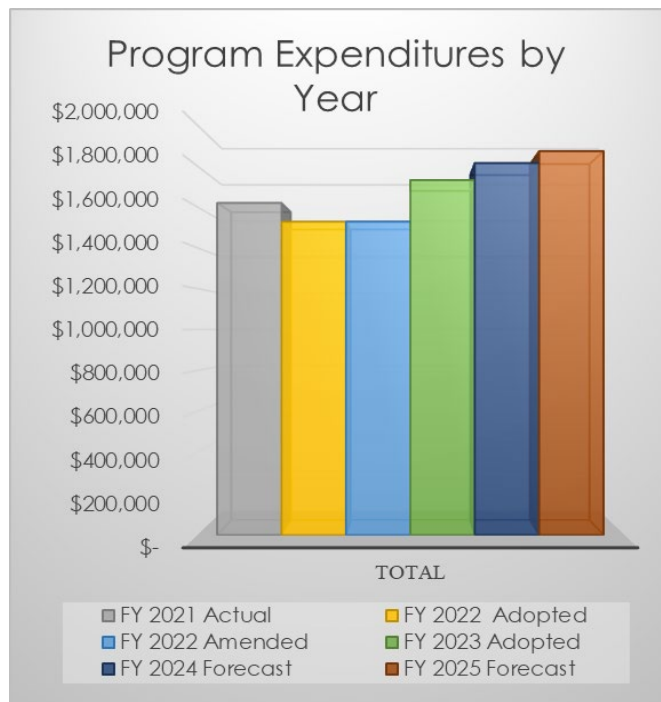
FY 2022 Amended	FY 2023 Adopted	Change
15.40	15.40	0.00



CITY CLERK

OPERATING BUDGET

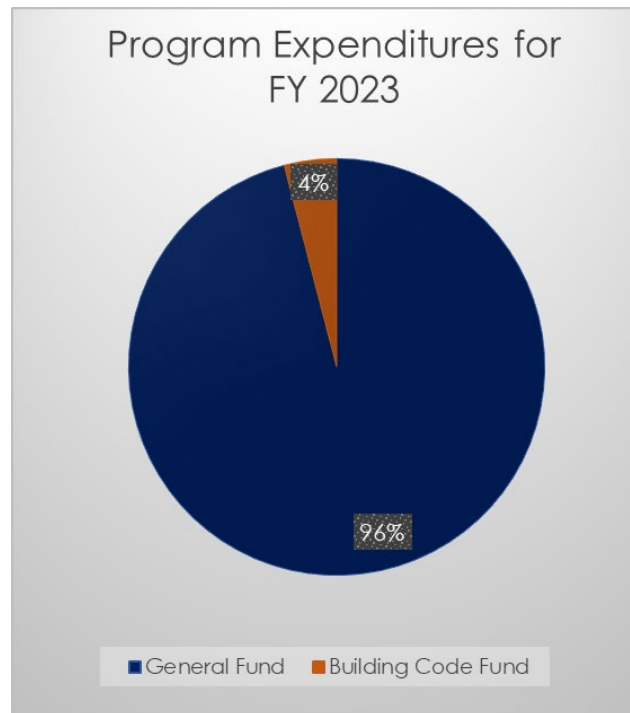
Expenditures by Category	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Adopted	FY 2024 Forecast	FY 2025 Forecast
Personnel Services	\$ 1,466,037	\$ 1,313,998	\$ 1,313,998	\$ 1,513,283	\$ 1,587,795	\$ 1,664,981
Operating	150,202	190,337	200,368	199,382	205,538	203,387
Capital Outlay	-	20,600	10,717	14,600	17,000	-
Total	\$ 1,616,239	\$ 1,524,935	\$ 1,525,083	\$ 1,727,265	\$ 1,810,333	\$ 1,868,368



Expenditures by Fund and Program	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Adopted	FY 2024 Forecast	FY 2025 Forecast
General Fund						
311 FNA Citizens Action Center	\$ 145,615	\$ -	\$ -	\$ -	\$ -	\$ -
City Clerk Administration	561,091	756,690	765,277	736,935	772,136	805,859
Communications	61,941	21,400	18,500	45,585	46,023	46,934
Passport Applications	22,986	23,976	23,976	24,425	24,864	25,310
Records Management	789,582	665,994	660,455	850,111	894,144	914,164
General Fund Total	\$ 1,581,215	\$ 1,468,060	\$ 1,468,208	\$ 1,657,056	\$ 1,737,167	\$ 1,792,267
Building Code Fund						
City Clerk Records Management	\$ 35,024	\$ 56,875	\$ 56,875	\$ 70,209	\$ 73,166	\$ 76,101
Total	\$ 1,616,239	\$ 1,524,935	\$ 1,525,083	\$ 1,727,265	\$ 1,810,333	\$ 1,868,368

CITY CLERK

Expenditures by Fund and Category	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Adopted	FY 2024 Forecast	FY 2025 Forecast
<i>General Fund</i>						
Personnel Services	\$ 1,431,013	\$ 1,259,087	\$ 1,259,087	\$ 1,445,077	\$ 1,516,672	\$ 1,590,964
Operating	150,202	188,373	198,404	197,379	203,495	201,303
Capital Outlay	-	20,600	10,717	14,600	17,000	-
<i>General Fund Total</i>	<i>\$ 1,581,215</i>	<i>\$ 1,468,060</i>	<i>\$ 1,468,208</i>	<i>\$ 1,657,056</i>	<i>\$ 1,737,167</i>	<i>\$ 1,792,267</i>
<i>Building Code Fund</i>						
Personnel Services	35,024	54,911	54,911	68,206	71,123	74,017
Operating	-	1,964	1,964	2,003	2,043	2,084
<i>Building Code Fund Total</i>	<i>\$ 35,024</i>	<i>\$ 56,875</i>	<i>\$ 56,875</i>	<i>\$ 70,209</i>	<i>\$ 73,166</i>	<i>\$ 76,101</i>
Total	\$ 1,616,239	\$ 1,524,935	\$ 1,525,083	\$ 1,727,265	\$ 1,810,333	\$ 1,868,368



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.

CITY CLERK

ACCOMPLISHMENTS

- Reinstated board appreciation event
- Hosted offsite retreat/workshop events
- Provided comprehensive administrative support for the required redistricting

GOALS AND PRIORITIES

- Provide comprehensive Election support to the residents for the General Election to include a referendum item.
- Provide consistent meeting support for public meetings.
- Finalize a comprehensive manual for meeting management roles.

Records Management

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

ACCOMPLISHMENTS

- Transitioned two Full Time Employees to the Police Department
- Implemented temporary pilot program to assist in archiving building records when paper permits are accepted
- Continued services for domestic partnerships, passports, and pet licensing
- Continued to provide citizens with a central information center to obtain copies of city records
- Offered training opportunities in preparation for roles in the Documentation Unit during Emergency activations
- Adhered to the City's Strategic Plan by identifying opportunities to enhance services and foster exceptional customer services

GOALS AND PRIORITIES

- Review Archiving of Building permits operation to determine if annual contract is needed
- Analyze passport date to determine future staffing opportunities

Communications

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

ACCOMPLISHMENTS

- Provided comprehensive Election support to the residents for the Primary Election to include two Charter referendum items
- Adhered to the City's Strategic Plan by identifying opportunities to enhance services and foster exceptional customer services

GOALS AND PRIORITIES

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

CITY CLERK

Passports

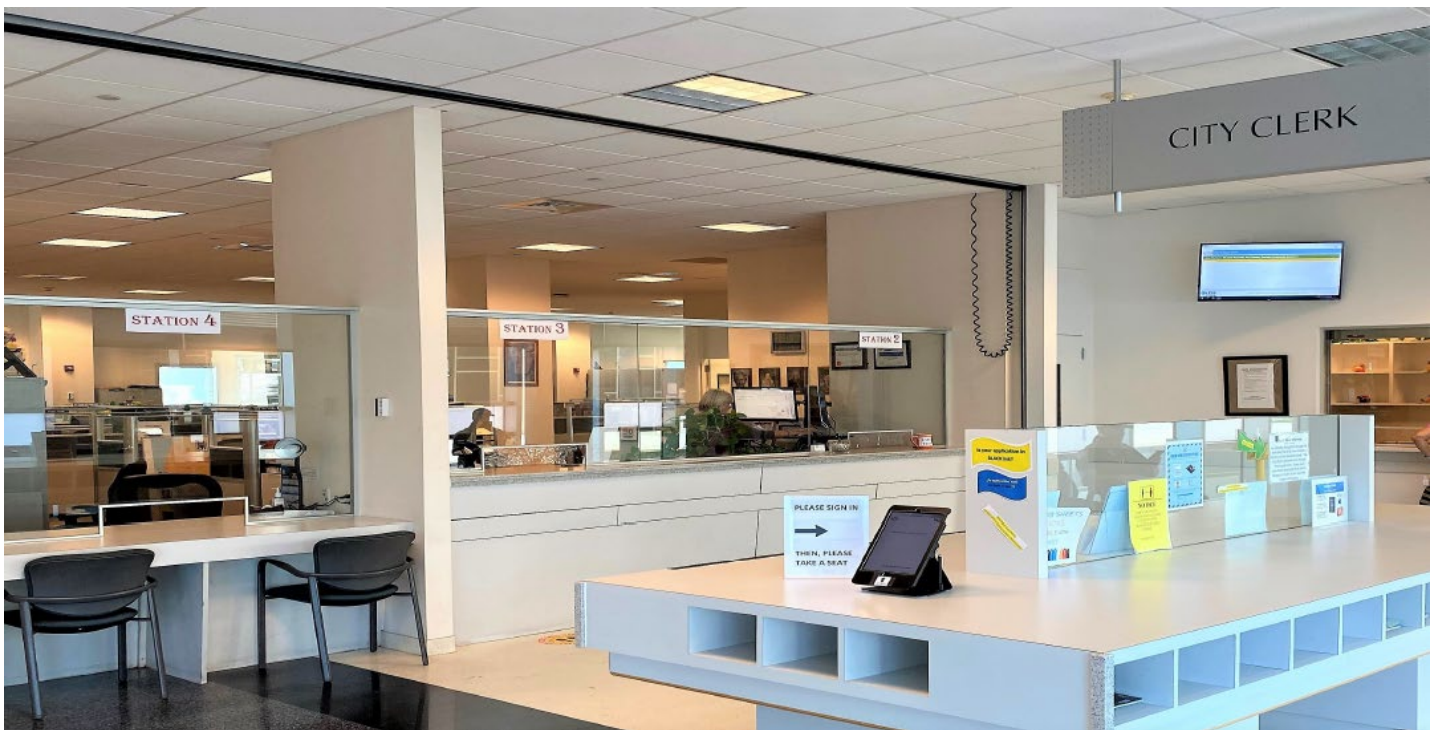
U.S. Department of State Passport Services Facility

ACCOMPLISHMENTS

- Continued services for passports submissions

GOALS AND PRIORITIES

- Analyze passport data to determine future staffing opportunities





CITY COUNCIL



DEPARTMENT OVERVIEW

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

MISSION

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

HIGHLIGHTS



Reduced Millage Rate

4 Years in A
Row



Governs A City with
Permanent Residents of

201K+



Adopted a Budget for

\$967M+



Redistrict Map Approved

2022

CITY COUNCIL

FY 2023 ORGANIZATIONAL CHART

Total FTE's - 3

City Council

- * Mayor
- * Council Members
- Legislative Executive Assistant to Mayor/
- Assistant Office Manager 1.00
- Legislative Executive Assistant to Council 1.00
- Legislative Clerk to Council 1.00

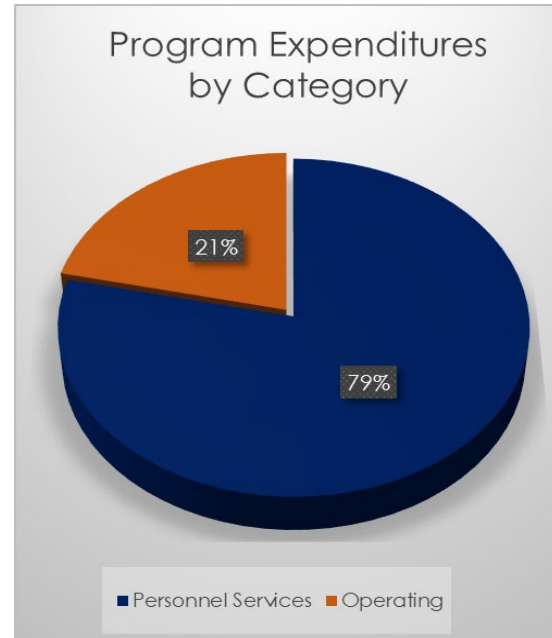
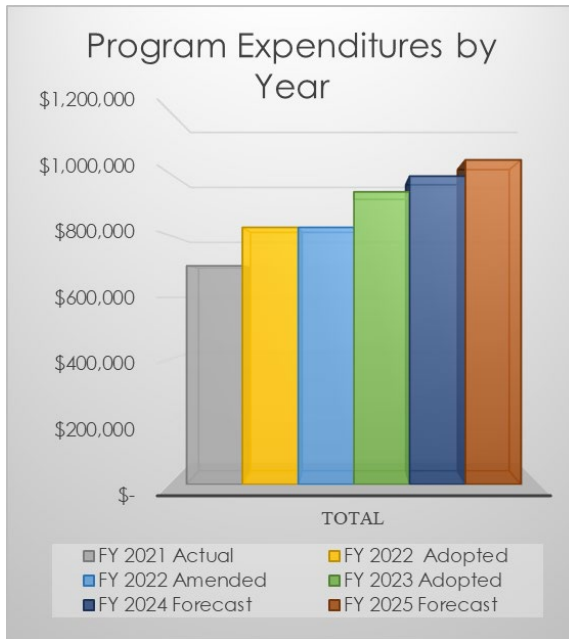
* Elected Officials are neither part-time nor full-time and are not included in the FTE Count.

FY 2022 Amended	FY 2023 Adopted	Change
3.00	3.00	0.00

CITY COUNCIL

OPERATING BUDGET

Expenditures by Category	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Adopted	FY 2024 Forecast	FY 2025 Forecast
Personnel Services	\$ 585,784	\$ 629,759	\$ 629,759	\$ 737,310	\$ 783,857	\$ 831,739
Operating	115,535	194,840	194,840	201,154	205,185	209,299
Total	\$ 701,318	\$ 824,599	\$ 824,599	\$ 938,464	\$ 989,042	\$ 1,041,038



Expenditures by Fund and Program	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Adopted	FY 2024 Forecast	FY 2025 Forecast
<i>General Fund</i>						
City Council	\$ 695,454	\$ 819,599	\$ 819,599	\$ 933,364	\$ 983,840	\$ 1,035,732
Youth Council	5,865	5,000	5,000	5,100	5,202	5,306
Total	\$ 701,318	\$ 824,599	\$ 824,599	\$ 938,464	\$ 989,042	\$ 1,041,038

Expenditures by Fund and Category	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Adopted	FY 2024 Forecast	FY 2025 Forecast
<i>General Fund</i>						
Personnel Services	\$ 585,784	\$ 629,759	\$ 629,759	\$ 737,310	\$ 783,857	\$ 831,739
Operating	115,535	194,840	194,840	201,154	205,185	209,299
General Fund Total	\$ 701,318	\$ 824,599	\$ 824,599	\$ 938,464	\$ 989,042	\$ 1,041,038
Total	\$ 701,318	\$ 824,599	\$ 824,599	\$ 938,464	\$ 989,042	\$ 1,041,038

CITY MANAGER



DEPARTMENT OVERVIEW

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

MISSION

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

HIGHLIGHTS



Press Releases
+220%



Grand Opening of
Fire Station 12



City Website Views
419,620



Highest Growth Rate
for Mid-Size Cities
Ranked #5



North 2 Available
Connections
8,800



Groundbreaking for
**The Cove at
47th**

CITY MANAGER

FY 2023 ORGANIZATIONAL CHART

Total FTE's - 39.7

Office of Communications - 10.2

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

Administration - 7.5

City Manager	1.00
Assistant City Manager	1.00
Assistant to City Manager	1.00
Professional Compliance Officer	1.00
Executive Assistant to City Manager	1.00
Administrative Specialist	1.00
Special Projects Coordinator	1.00
Contract Intern	0.50

Capital Improvements - 18

Director of Capital Improvements	1.00
Administrative Specialist	1.00
Senior Engineer PE UEP ¹	2.00
Contract Administrator	1.00
Senior Construction Inspector UEP ¹	6.00
Design and Construction Manager	1.00
Senior Project Manager UEP	1.00
Principal Engineer PE UEP	1.00
Project Manager	1.00
Facility Projects Manager	1.00
Senior Project Manager	1.00
Principal Engineer	1.00

Community Redevelopment Agency - 2

CRA Specialist	1.00
CRA Trades Specialist	1.00

Economic and Business Development - 2

Economic and Business Development Officer	1.00
Business Recruitment/Retention Specialist	1.00

Change in FTEs:

¹ Added 1 Senior Engineer PE and 2 Senior Construction Inspectors for Utility Extension Projects

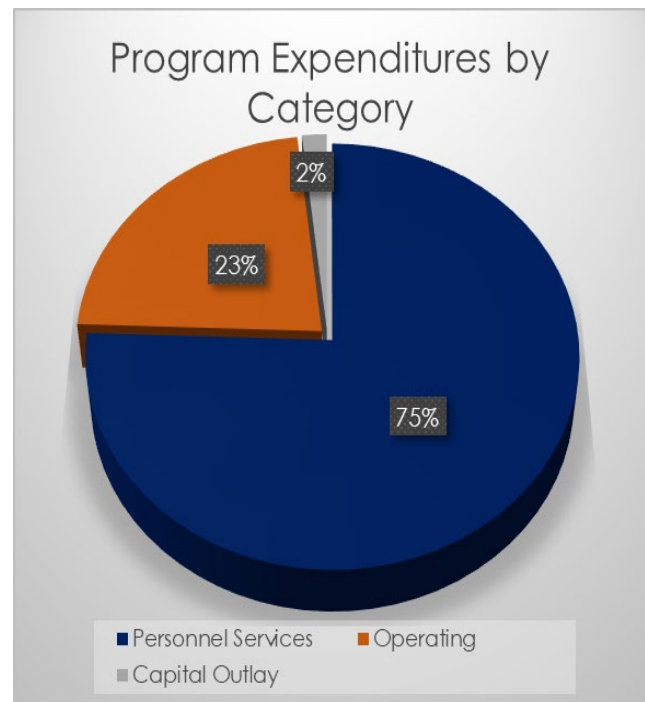
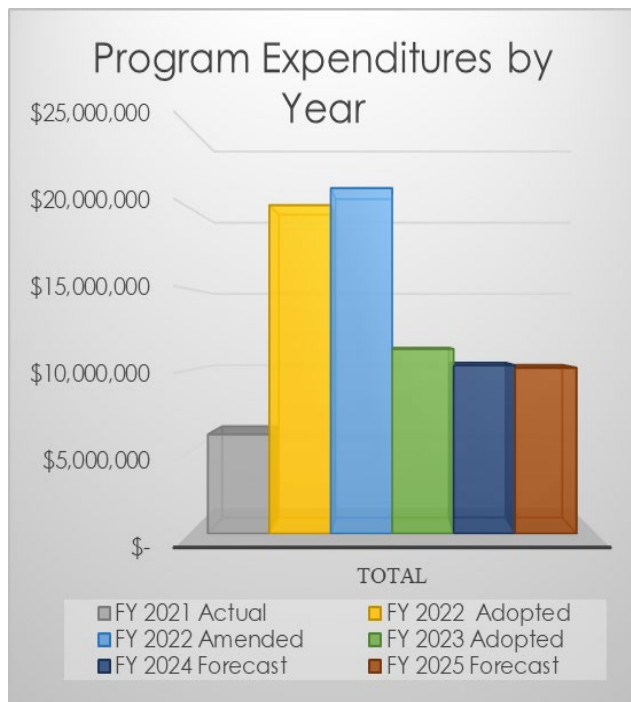
FY 2022 Amended	FY 2023 Adopted	Change
36.70	39.70	3.00

CITY MANAGER

OPERATING BUDGET

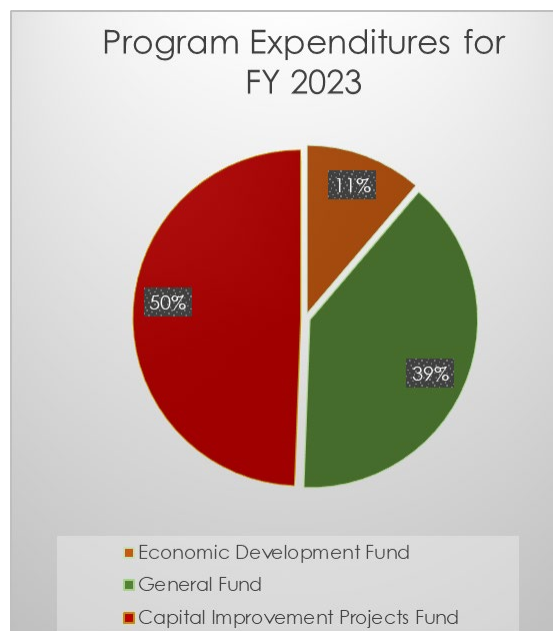
Revenues by Category	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Adopted	FY 2024 Forecast	FY 2025 Forecast
Intergovernmental	\$ -	\$ -	\$ 127,358	\$ 130,542	\$ 133,153	\$ 137,151
Internal Service Charges	-	-	-	3,999,683	8,397,270	950,508
Taxes - Local Business	-	990,600	990,600	770,000	775,000	780,000
Transfers	-	1,544,000	1,544,000	-	-	-
Total	\$ -	\$ 2,534,600	\$ 2,661,958	\$ 4,900,225	\$ 9,305,423	\$ 1,867,659

Expenditures by Category	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Adopted	FY 2024 Forecast	FY 2025 Forecast
Personnel Services	\$ 1,413,206	\$ 4,322,142	\$ 4,322,142	\$ 5,177,384	\$ 5,422,110	\$ 5,674,134
Operating	684,089	1,492,649	1,642,605	1,556,965	1,514,363	1,520,688
Capital Outlay	-	35,000	35,000	120,000	80,000	82,000
Transfers	-	-	-	-	-	-
Total	\$ 2,097,295	\$ 5,849,791	\$ 5,999,747	\$ 6,854,349	\$ 7,016,473	\$ 7,276,822



CITY MANAGER

Expenditures by Fund and Program	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Adopted	FY 2024 Forecast	FY 2025 Forecast
<i>Economic Development Fund</i>						
Economic and Business Development	\$ -	\$ 918,871	\$ 1,046,229	\$ 770,345	\$ 738,796	\$ 756,312
<i>General Fund</i>						
Capital Improvements	-	136,448	138,548	-	-	-
City Manager Administration	956,367	1,307,305	1,327,305	1,415,898	1,492,623	1,573,015
City Manager Fleet Rolling Stock	-	-	-	-	-	-
Economic and Business Development	698,071	-	-	-	-	-
Office of Communications	7,581	1,124,005	1,124,353	1,281,148	1,334,492	1,388,967
Public Information	435,276	-	-	-	-	-
<i>General Fund Total</i>	<i>\$ 2,097,295</i>	<i>\$ 2,567,758</i>	<i>\$ 2,590,206</i>	<i>\$ 2,697,046</i>	<i>\$ 2,827,115</i>	<i>\$ 2,961,982</i>
<i>Capital Improvement Projects Fund</i>						
Capital Improvements	-	557,147	557,147	3,266,958	3,370,562	3,476,528
City Manager Fleet Rolling Stock	-	-	-	120,000	80,000	82,000
<i>Capital Improvement Projects Fund Total</i>	<i>\$ -</i>	<i>\$ 557,147</i>	<i>\$ 557,147</i>	<i>\$ 3,386,958</i>	<i>\$ 3,450,562</i>	<i>\$ 3,558,528</i>
<i>Stormwater Fund</i>						
Capital Improvements	\$ -	\$ 219,501	\$ 219,651	\$ -	\$ -	\$ -
<i>Water and Sewer Fund</i>						
Capital Improvements	\$ -	\$ 1,586,514	\$ 1,586,514	\$ -	\$ -	\$ -
Total	\$ 2,097,295	\$ 5,849,791	\$ 5,999,747	\$ 6,854,349	\$ 7,016,473	\$ 7,276,822



CITY MANAGER

Expenditures by Fund and Category	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Adopted	FY 2024 Forecast	FY 2025 Forecast
<i>Economic Development Fund</i>						
Personnel Services	-	270,390	270,390	245,244	258,172	271,515
Operating	-	613,481	740,839	525,101	480,624	484,797
Capital Outlay	-	35,000	35,000	-	-	-
<i>Economic Development Fund Total</i>	\$ -	\$ 918,871	\$ 1,046,229	\$ 770,345	\$ 738,796	\$ 756,312
<i>General Fund</i>						
Personnel Services	1,413,206	2,036,798	2,036,798	2,141,757	2,261,165	2,385,155
Operating	684,089	530,960	553,408	555,289	565,950	576,827
<i>General Fund Total</i>	\$ 2,097,295	\$ 2,567,758	\$ 2,590,206	\$ 2,697,046	\$ 2,827,115	\$ 2,961,982
<i>Capital Improvement Projects Fund</i>						
Personnel Services	-	557,147	557,147	2,790,383	2,902,773	3,017,464
Operating	-	-	-	476,575	467,789	459,064
Capital Outlay	-	-	-	120,000	80,000	82,000
<i>Capital Improvement Projects Fund Total</i>	\$ -	\$ 557,147	\$ 557,147	\$ 3,386,958	\$ 3,450,562	\$ 3,558,528
<i>Stormwater Fund</i>						
Personnel Services	-	219,501	219,501	-	-	-
Operating	-	-	150	-	-	-
<i>Stormwater Fund Total</i>	\$ -	\$ 219,501	\$ 219,651	\$ -	\$ -	\$ -
<i>Water and Sewer Fund</i>						
Personnel Services	-	1,238,306	1,238,306	-	-	-
Operating	-	348,208	348,208	-	-	-
<i>Water and Sewer Fund Total</i>	\$ -	\$ 1,586,514	\$ 1,586,514	\$ -	\$ -	\$ -
Total	\$ 2,097,295	\$ 5,849,791	\$ 5,999,747	\$ 6,854,349	\$ 7,016,473	\$ 7,276,822

DEPARTMENT FUNCTIONS

Administration

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

ACCOMPLISHMENTS

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

GOALS AND PRIORITIES

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

CITY MANAGER

Capital Improvements

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

ACCOMPLISHMENTS

- Established the Office of Capital Improvements to provide engineering and management oversight of Capital Projects
- Coordinated with the Utilities Department for the City's Water, Sewer, and Irrigation master Plan, to include the proposed \$300 Million North 1 UEP area, Hudson Creek and the CRA District
- Designed and bid out the North 1 West UEP
- Started construction of Parks GO Bond Parks for Sands, Coviello and Yellow Fever Creek

GOALS AND PRIORITIES

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

Office of Communications

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

ACCOMPLISHMENTS

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

GOALS AND PRIORITIES

- Complete the transition of the 311 Call Center from the City Clerk's Office
- Continue to build a relationship with our residents by keeping them engaged and informed

Economic and Business Development

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

ACCOMPLISHMENTS

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

GOALS AND PRIORITIES

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

CITY MANAGER

311 Call Center Division

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

ACCOMPLISHMENTS

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

GOALS AND PRIORITIES

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

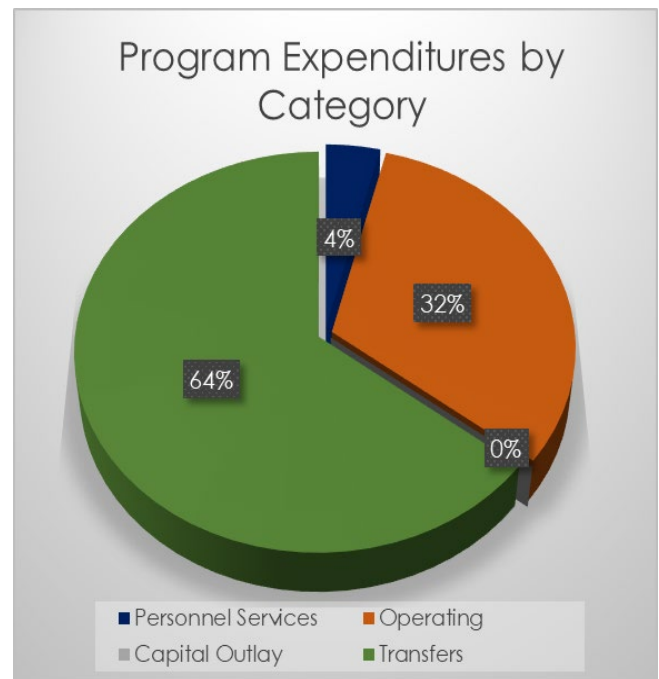
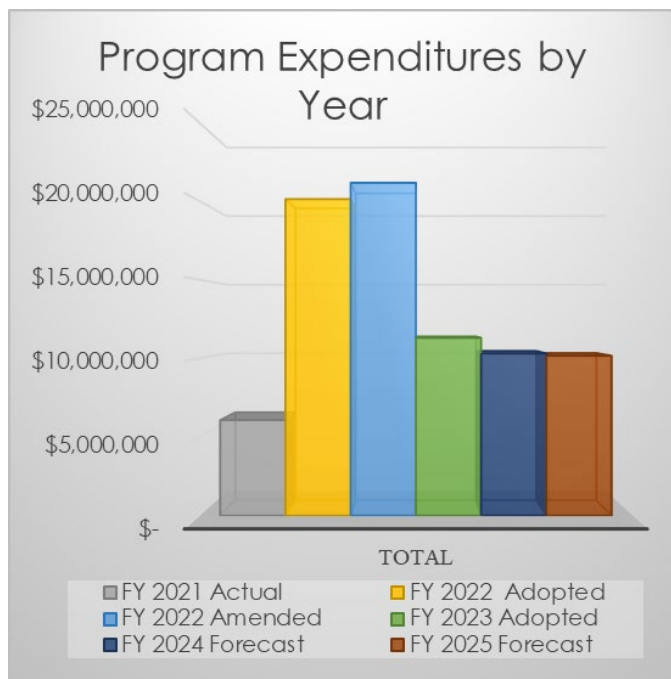


COMMUNITY REDEVELOPMENT AGENCY

OPERATING BUDGET

Revenues by Category	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Adopted	FY 2024 Forecast	FY 2025 Forecast
Ad Valorem Taxes	\$ 1,351,243	\$ 1,374,131	\$ 1,576,131	\$ 1,688,508	\$ 1,739,163	\$ 1,791,338
Miscellaneous	36,132	64,154	64,154	41,800	41,800	41,800
Transfers	2,050,737	12,829,253	12,829,253	2,713,125	2,956,351	3,209,307
Total	\$ 3,438,112	\$ 14,267,538	\$ 14,469,538	\$ 4,443,433	\$ 4,737,314	\$ 5,042,445

Expenditures by Category	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Adopted	FY 2024 Forecast	FY 2025 Forecast
Personnel Services	\$ 95,384	\$ 121,132	\$ 121,132	\$ 172,914	\$ 180,579	\$ 190,971
Operating	580,412	11,913,337	11,453,708	1,408,622	1,108,664	1,109,207
Capital Outlay	8,310	-	47,000	-	-	-
Transfers	3,293,165	2,233,069	3,533,069	2,861,897	1,999,894	1,583,045
Total	\$ 3,977,271	\$ 14,267,538	\$ 15,154,909	\$ 4,443,433	\$ 3,289,137	\$ 2,883,223



COMMUNITY REDEVELOPMENT AGENCY

Expenditures by Fund and Program	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Adopted	FY 2024 Forecast	FY 2025 Forecast
<i>Community Redevelopment Agency (CRA) Fund</i>						
CRA	\$ 3,977,271	\$ 14,267,538	\$ 15,154,909	\$ 4,443,433	\$ 3,289,137	\$ 2,883,223
Total	\$ 3,977,271	\$ 14,267,538	\$ 15,154,909	\$ 4,443,433	\$ 3,289,137	\$ 2,883,223

Expenditures by Fund and Category	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Adopted	FY 2024 Forecast	FY 2025 Forecast
<i>Community Redevelopment Agency (CRA) Fund</i>						
Personnel Services	\$ 95,384	\$ 121,132	\$ 121,132	\$ 172,914	\$ 180,579	\$ 190,971
Operating	580,412	11,913,337	11,453,708	1,408,622	1,108,664	1,109,207
Capital Outlay	8,310	-	47,000	-	-	-
Transfers Out	3,293,165	2,233,069	3,533,069	2,861,897	1,999,894	1,583,045
<i>Community Redevelopment Agency Fund Total</i>	<i>\$ 3,977,271</i>	<i>\$ 14,267,538</i>	<i>\$ 15,154,909</i>	<i>\$ 4,443,433</i>	<i>\$ 3,289,137</i>	<i>\$ 2,883,223</i>
Total	\$ 3,977,271	\$ 14,267,538	\$ 15,154,909	\$ 4,443,433	\$ 3,289,137	\$ 2,883,223

DEPARTMENT FUNCTIONS

Community Redevelopment

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

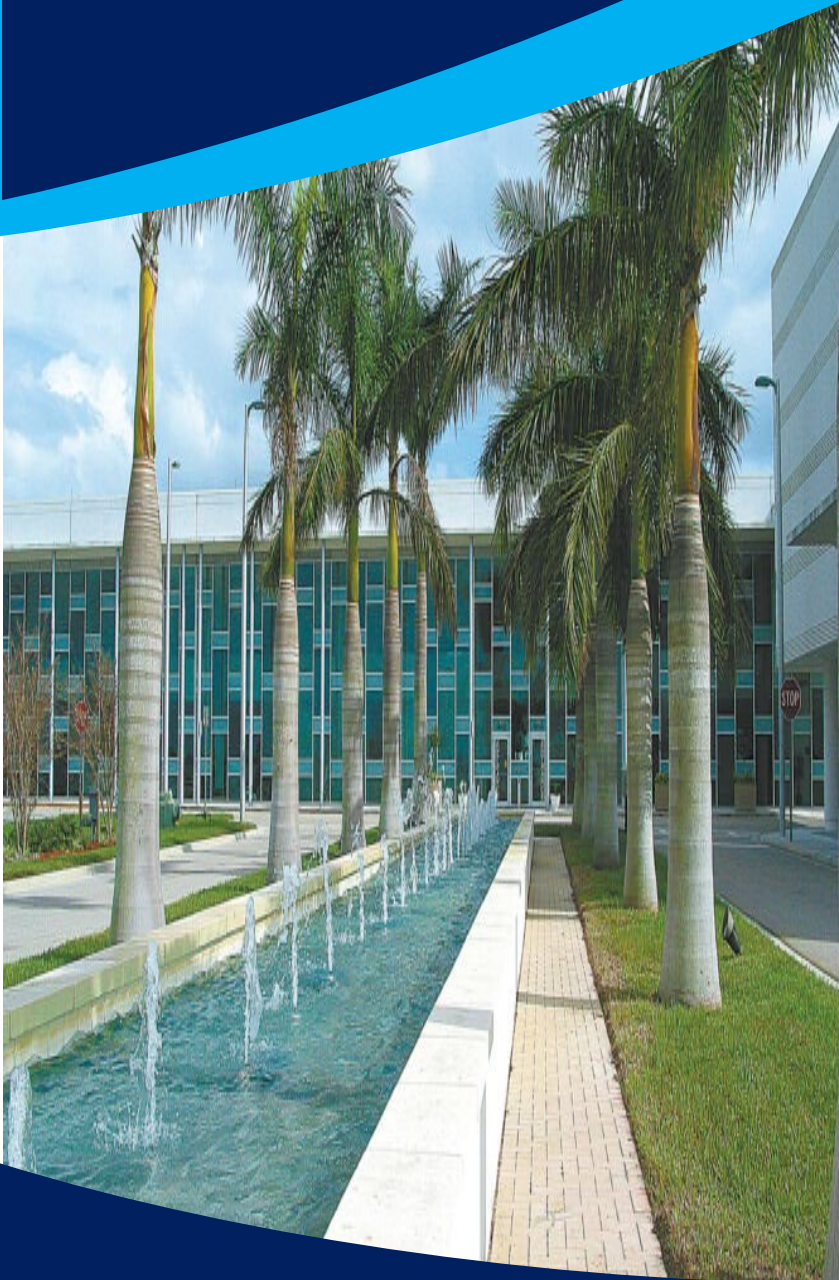
ACCOMPLISHMENTS

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

GOALS AND PRIORITIES

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

DEVELOPMENT SERVICES



DEPARTMENT OVERVIEW

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

MISSION

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

HIGHLIGHTS



Planning Cases

76



Permits Issued

43,133



Code Enforcement
Cases

30,092



Inspections

98,151

DEVELOPMENT SERVICES

FY 2023 ORGANIZATIONAL CHART

Total FTE's - 181.08

Licensing - 3

Senior Customer Service Rep	1.00
Customer Service Representative	2.00

Administration - 3

Development Services Director	1.00
Deputy Development Services Director	1.00
Senior Administrative Specialist	1.00

Building Code - 112.88

Building Official	1.00
Assistant Building Official	1.00
Code Compliance Officer	2.00
Administrative Assistant	1.00
Chief Plans Examiner	1.00
Plans Examiner I, II, III	19.00
Chief Plans Inspector	1.00
Senior Building Inspector	4.00
Building Inspector I, II, III	24.00
City Ordinance Inspector	3.00
Customer Service Representative	2.00
Floodplain Coordinator	1.00
Administrative Technician	0.88
Customer Service Manager	2.00
Administrative Assistant	1.00
Customer Service Support Supervisor	2.00
Senior CSR Building ²	3.00
Permit Coordinator	4.00
Customer Service Rep DCD/Plan ¹	36.00
Plan Review Technicians ³	4.00

Development Services - 6

Development Services Manager	1.00
Project Manager	1.00
Construction Engineer Inspector	1.00
Permit Coordinator/ CS Expeditor	2.00
Horticulturist/Inspector	1.00

Planning - 14.5

Planning Manager	1.00
Planning Team Coordinator	2.00
Principal Planner	1.00
Senior Planner	1.00
Senior Planner (I-IV) CDBG/SHIP/NSP	1.00
Housing Coordinator	1.00
Planning Technician	2.00
Geo-Processing Technician	1.00
Research Specialist	1.00
Customer Service Representative (CSF)	2.00
Planner	1.00
Contract Intern	0.50

Code Compliance- 36.9

Code Compliance Manager	1.00
Code Compliance Supervisor	4.00
Code Compliance Officer	24.00
Customer Service Support Supervisor	1.00
Customer Service Representative	2.00
Senior Recording Secretary	2.00
Zoning Inspector	1.00
Contract Code Inspector Specialist	1.90

CDBG/SHIP - 1

Housing Intake Specialist	1.00
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Utility Code Compliance - 3.8

Code Compliance Officer	2.00
Contract Compliance Specialist	1.80

Change in FTEs:

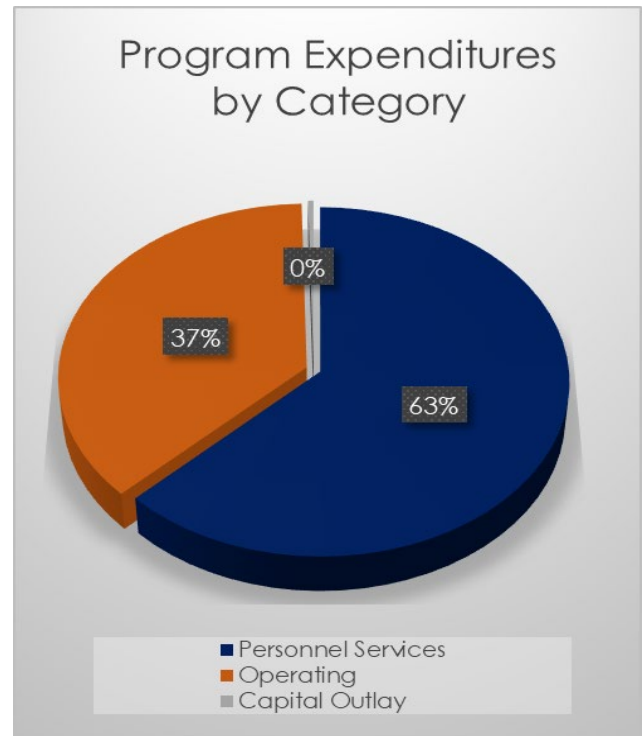
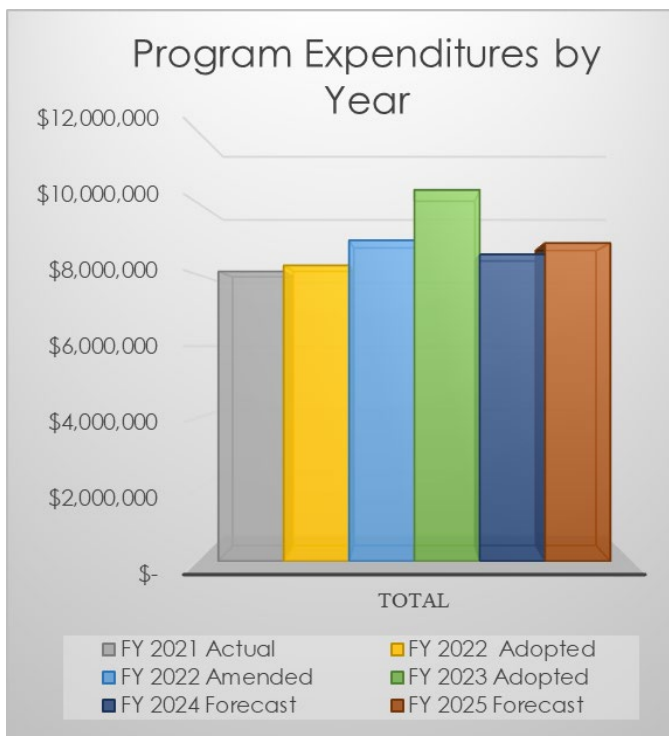
- ¹ Added 8 Customer Service Representatives
- ² Added 1 Senior Customer Service Representative
- ³ Added 2 Plan Review Technicians

FY 2022 Amended	FY 2023 Adopted	Change
170.08	181.08	11.00

DEVELOPMENT SERVICES

OPERATING BUDGET

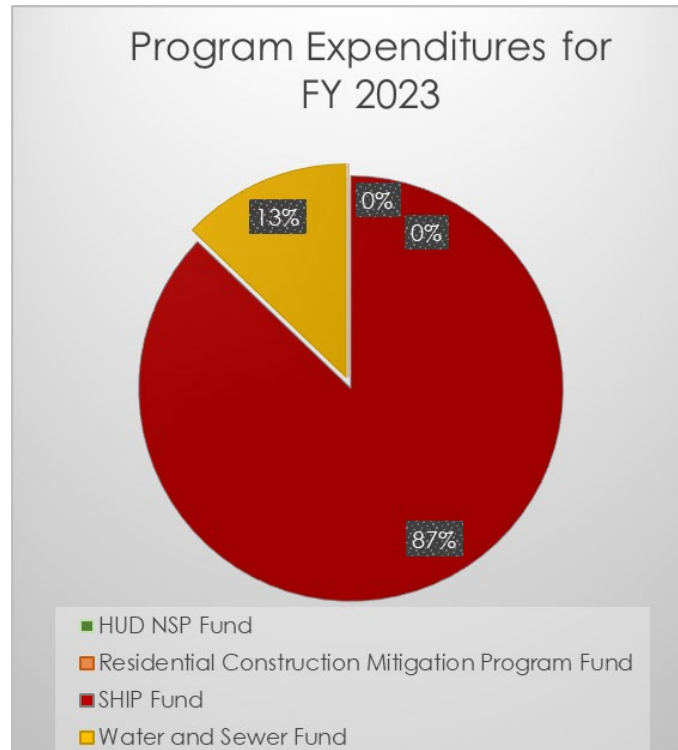
Expenditures by Category	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Adopted	FY 2024 Forecast	FY 2025 Forecast
Personnel Services	\$ 4,780,819	\$ 5,327,992	\$ 5,640,404	\$ 6,491,724	\$ 6,770,570	\$ 7,054,279
Operating	3,130,181	2,889,864	3,071,227	3,825,020	1,718,881	1,745,554
Capital Outlay	171,616	33,000	239,685	39,200	71,000	74,000
Total	\$ 8,082,616	\$ 8,250,856	\$ 8,951,316	\$ 10,355,944	\$ 8,560,451	\$ 8,873,833



Expenditures by Fund and Program	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Adopted	FY 2024 Forecast	FY 2025 Forecast
<i>Community Development Block Grant (CDBG) Fund</i>						
CDBG	\$ 1,141,092	\$ 993,374	\$ 1,187,192	\$ 1,050,564	\$ 1,072,282	\$ 1,094,406
CDBG COVID	866,832	-	-	-	-	-
Corona Virus Relief	457,097	-	-	-	-	-
Grant Admin to Allocate	-	77,229	77,229	-	-	-
Community Development Block Grant Fund Total	\$ 2,465,021	\$ 1,070,603	\$ 1,264,421	\$ 1,050,564	\$ 1,072,282	\$ 1,094,406

DEVELOPMENT SERVICES

Expenditures by Fund and Program	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Adopted	FY 2024 Forecast	FY 2025 Forecast
<i>General Fund</i>						
Code Compliance	2,738,279	2,964,336	2,964,276	3,580,125	3,710,374	3,841,791
Development Services	861,227	969,963	1,020,668	1,526,322	1,417,498	1,482,796
Licensing	223,617	242,462	242,522	259,527	269,900	279,739
Planning	1,326,501	1,533,578	1,608,578	1,722,426	1,797,304	1,874,210
<i>General Fund Total</i>	<i>\$ 5,149,625</i>	<i>\$ 5,710,339</i>	<i>\$ 5,836,044</i>	<i>\$ 7,088,400</i>	<i>\$ 7,195,076</i>	<i>\$ 7,478,536</i>
<i>HUD NSP Fund</i>						
Neighborhood Stabilization Program (NSP)	\$ 218,750	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Residential Construction Mitigation Program Fund</i>						
Residential Construction Mitigation Program	\$ 3,806	\$ -	\$ -	\$ -	\$ -	\$ -
<i>SHIP Fund</i>						
State Housing Initiative Partnership (SHIP) Program	\$ 245,415	\$ 1,240,819	\$ 1,621,756	\$ 1,931,663	\$ -	\$ -
<i>Water and Sewer Fund</i>						
Code Compliance	\$ -	\$ 229,095	\$ 229,095	\$ 285,317	\$ 293,093	\$ 300,891
Total	\$ 8,082,616	\$ 8,250,856	\$ 8,951,316	\$ 10,355,944	\$ 8,560,451	\$ 8,873,833



DEVELOPMENT SERVICES

Expenditures by Fund and Category	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Adopted	FY 2024 Forecast	FY 2025 Forecast
<i>Community Development Block Grant (CDBG) Fund</i>						
Personnel Services	39,518	77,229	115,976	90,053	95,858	101,904
Operating	2,280,667	993,374	941,760	960,511	976,424	992,502
Capital Outlay	144,835	-	206,685	-	-	-
<i>Community Development Block Grant Fund Total</i>	<i>\$ 2,465,021</i>	<i>\$ 1,070,603</i>	<i>\$ 1,264,421</i>	<i>\$ 1,050,564</i>	<i>\$ 1,072,282</i>	<i>\$ 1,094,406</i>
<i>General Fund</i>						
Personnel Services	4,741,300	5,021,668	5,072,373	6,141,354	6,406,619	6,676,484
Operating	381,543	655,671	730,671	907,846	717,457	728,052
Capital Outlay	26,781	33,000	33,000	39,200	71,000	74,000
<i>General Fund Total</i>	<i>\$ 5,149,625</i>	<i>\$ 5,710,339</i>	<i>\$ 5,836,044</i>	<i>\$ 7,088,400</i>	<i>\$ 7,195,076</i>	<i>\$ 7,478,536</i>
<i>HUD NSP Fund</i>						
Operating	\$ 218,750	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Residential Construction Mitigation Program Fund</i>						
Operating	\$ 3,806.00	\$ -	\$ -	\$ -	\$ -	\$ -
<i>SHIP Fund</i>						
Personnel Services	-	-	222,960	-	-	-
Operating	245,415	1,240,819	1,398,796	1,931,663	-	-
<i>SHIP Fund Total</i>	<i>\$ 245,415</i>	<i>\$ 1,240,819</i>	<i>\$ 1,621,756</i>	<i>\$ 1,931,663</i>	<i>\$ -</i>	<i>\$ -</i>
<i>Water and Sewer Fund</i>						
Personnel Services	-	229,095	229,095	260,317	268,093	275,891
Operating	-	-	-	25,000	25,000	25,000
<i>Water and Sewer Fund Total</i>	<i>\$ -</i>	<i>\$ 229,095</i>	<i>\$ 229,095</i>	<i>\$ 285,317</i>	<i>\$ 293,093</i>	<i>\$ 300,891</i>
Total	\$ 8,082,616	\$ 8,250,856	\$ 8,951,316	\$ 10,355,944	\$ 8,560,451	\$ 8,873,833

DEPARTMENT FUNCTIONS

Administration

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

ACCOMPLISHMENTS

- Complete cost recovery study for Planning, Fire Prevention, and development review fees

GOALS AND PRIORITIES

- Ensure divisions continue to enhance public engagement, outreach, and communication
- Continue to provide support to the Community Redevelopment Agency Board and stakeholders groups on City planning functions

DEVELOPMENT SERVICES

Code Compliance Division

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

ACCOMPLISHMENTS

- Continue weekly review of statistics of code officer activity to ensure efficiency and effectiveness.
- Increase proactive enforcement rate to exceed 60%
- Research the potential new enforcement tools, i.e., civil citations and Non-Compliant Bulk/Horticultural Waste Abatement form

GOALS AND PRIORITIES

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

Customer Service Division

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

ACCOMPLISHMENTS

- Ensuring all telephone calls and e-mails are handled within one business day

GOALS AND PRIORITIES

- Improve employee skills by providing cross-training for all front counter and electronic permitting personnel
- Implement a customer self-service area at the front counter to assist citizens by January 1, 2023

Land Development Division

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

ACCOMPLISHMENTS

- Land Development Code Calibrations efforts

GOALS AND PRIORITIES

- Continue to assist Public Works Department on updates to the Engineering Design Standards

DEVELOPMENT SERVICES

City Planning Division

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

ACCOMPLISHMENTS

- Monitor risk management mapping related to the Federal Emergency Management Agency's effort to update the flood insurance rate maps (FIRM) to protect the city's assets and interests
- Continue to aid the Economic and Business Development Office for city planning efforts
- Burnt Store Road – Complete Comp Plan Amendment, rezonings, and Land Development Code amendments

GOALS AND PRIORITIES

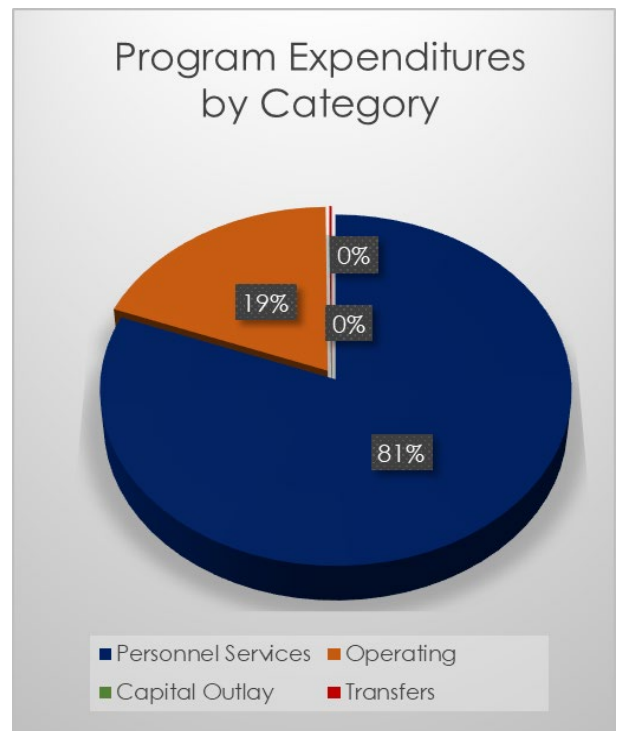
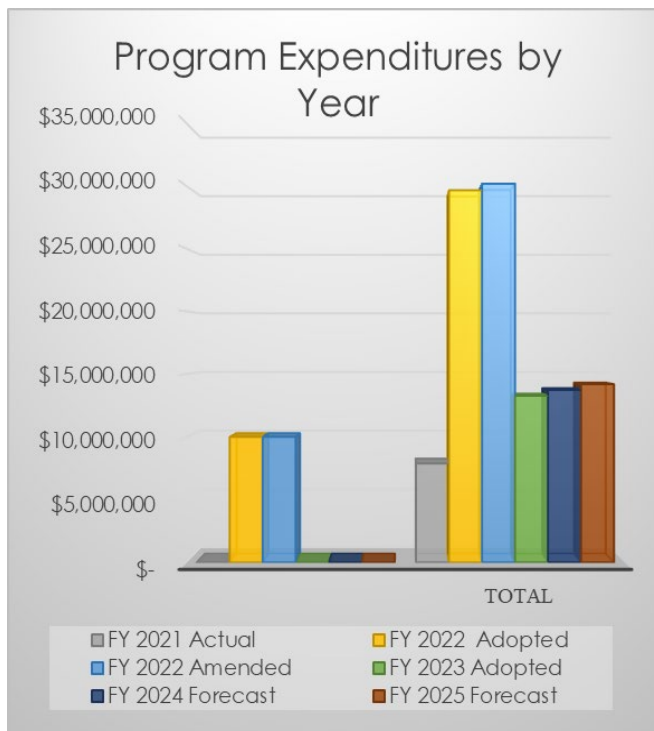
- Complete the Comprehensive Plan EAR update process in accordance with state statutes by October 2022
- Continue to implement the City Housing programs, including CDBG grants, the SHIP program, and disbursing CARES Act funding to eligible recipients in accordance with each program's procedures and deadlines



BUILDING CODE

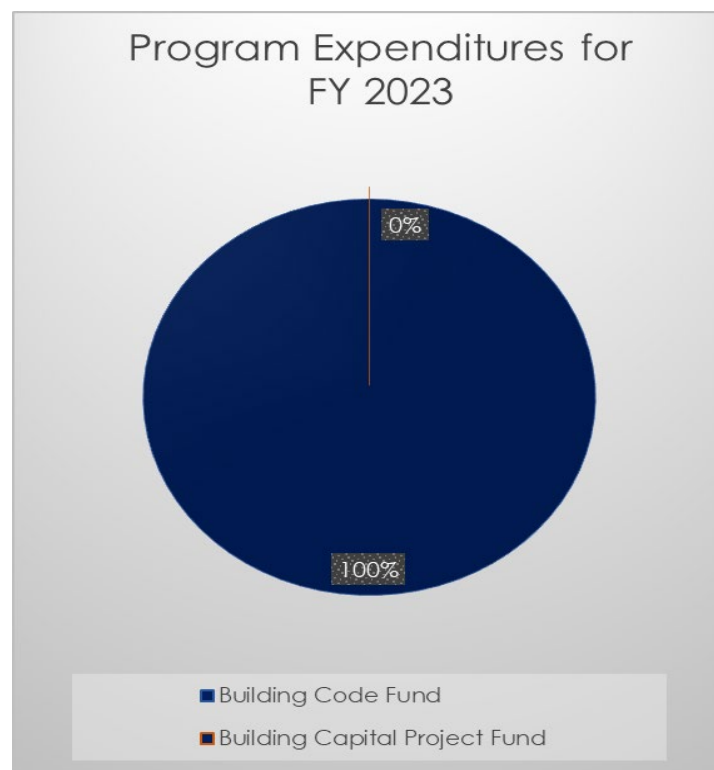
Revenues by Category	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Adopted	FY 2024 Forecast	FY 2025 Forecast
Building Permits	\$ 10,202,833	\$ 8,667,018	\$ 8,667,018	\$ 10,051,348	\$ 10,250,238	\$ 10,449,350
Charges for Service	406,714	325,675	325,675	398,000	405,000	412,000
Fine and Forfeits	26,106	18,000	18,000	18,000	18,000	18,000
Miscellaneous	7,651	500	500	750	750	750
Transfers	-	10,000,000	10,000,000	-	-	-
Total	\$ 10,643,304	\$ 19,011,193	\$ 19,011,193	\$ 10,468,098	\$ 10,673,988	\$ 10,880,100

Expenditures by Category	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Adopted	FY 2024 Forecast	FY 2025 Forecast
Personnel Services	\$ 5,688,299	\$ 6,896,227	\$ 7,267,517	\$ 10,735,467	\$ 11,153,536	\$ 11,578,471
Operating	2,177,647	2,629,847	2,776,408	2,512,861	2,562,050	2,613,474
Capital Outlay	-	10,088,758	10,088,758	-	-	-
Transfers	22,107	10,022,147	10,022,147	22,134	22,095	-
Total	\$ 7,888,053	\$ 29,636,979	\$ 30,154,830	\$ 13,270,462	\$ 13,737,681	\$ 14,191,945



BUILDING CODE

Expenditures by Fund and Program	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Adopted	FY 2024 Forecast	FY 2025 Forecast
<i>Building Code Fund</i>						
Building Code Enforcement	\$ 7,886,350	\$ 17,473,669	\$ 17,991,520	\$ 9,079,207	\$ 9,392,519	\$ 9,689,477
Building Fire	654	-	-	-	-	-
Customer Service Permitting	1,048	2,074,552	2,074,552	4,191,255	4,345,162	4,502,468
Development Services Fleet	-	88,758	88,758	-	-	-
<i>Building Code Fund Total</i>	<i>\$ 7,888,053</i>	<i>\$ 19,636,979</i>	<i>\$ 20,154,830</i>	<i>\$ 13,270,462</i>	<i>\$ 13,737,681</i>	<i>\$ 14,191,945</i>
<i>Building Capital Project Fund</i>						
Building Code Enforcement	\$ -	\$ 10,000,000	\$ 10,000,000	\$ -	\$ -	\$ -
Total	\$ 7,888,053	\$ 29,636,979	\$ 30,154,830	\$ 13,270,462	\$ 13,737,681	\$ 14,191,945



BUILDING CODE

Expenditures by Fund and Category	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Adopted	FY 2024 Forecast	FY 2025 Forecast
<i>Building Code Fund</i>						
Personnel Services	\$ 5,688,299	\$ 6,896,227	\$ 7,267,517	\$ 10,735,467	\$ 11,153,536	\$ 11,578,471
Operating	2,177,647	2,629,847	2,776,408	2,512,861	2,562,050	2,613,474
Capital Outlay	-	88,758	88,758	-	-	-
Transfers Out	22,107	10,022,147	10,022,147	22,134	22,095	-
<i>Building Code Fund Total</i>	<i>\$ 7,888,053</i>	<i>\$ 19,636,979</i>	<i>\$ 20,154,830</i>	<i>\$ 13,270,462</i>	<i>\$ 13,737,681</i>	<i>\$ 14,191,945</i>
<i>Building Capital Project Fund</i>						
Capital Outlay	\$ -	\$ 10,000,000	\$ 10,000,000	\$ -	\$ -	\$ -
Total	\$ 7,888,053	\$ 29,636,979	\$ 30,154,830	\$ 13,270,462	\$ 13,737,681	\$ 14,191,945

DEPARTMENT FUNCTIONS

Building Division

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

ACCOMPLISHMENTS

- Implement remote inspection software

GOALS AND PRIORITIES

- Complete all building permit plan reviews within statutory time limits
- In conjunction with the Community Rating Service (CRS) verification visit, continue to work and coordinate with other departments to maintain or improve the city's CRS classification of "Class 5" to provide financial benefit to flood insurance rate payers within the City of Cape Coral



FINANCIAL SERVICES



DEPARTMENT OVERVIEW

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

MISSION

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

HIGHLIGHTS



Distinguished Budget
Presentation Award



Certificate of
Achievement for
Excellence in Financial
Reporting



Purchase Orders

4,894

FINANCIAL SERVICES

FY 2023 ORGANIZATIONAL CHART

Total FTE's - 105.25

Office of Management and Budget - 7

Management Budget Administrator	1.00
Assistant Budget Administrator	1.00
Senior Management Budget Analyst ¹	2.00
Senior Management Budget Analyst-Utilities	1.00
Senior Management Budget Analyst-Charter Budget Analyst	1.00

Cashier Treasury - 7

Debt/Treasury Manager	1.00
Cashier Supervisor	1.00
Cashier	2.00
Cashier-Utilities	1.00
Senior Accounting Assistant	2.00

Payroll - 4

Payroll Supervisor	1.00
Payroll Specialist	1.00
Payroll Specialist-Charter School	1.00
Payroll Specialist-Utilities	1.00

Accounts Payable - 7

Accounts Payable Supervisor	1.00
Accounts Payable Specialist	4.00
Accounts Payable Specialist-Utilities	1.00
Accountst Payable Specialist -Charter School	1.00

Stormwater Billing - 1

Customer Technician	1.00
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Administration - 6

Financial Services Director	1.00
Deputy Financial Services Director	1.00
Financial Projects Coordinator	1.00
Senior Administrative Specialist	1.00
Administrative Specialist	1.00
Controller	1.00

Procurement - 10

Procurement Manager	1.00
Senior Procurement Specialist-Utilities	1.00
Procurement Specialist	2.00
Procurement Specialist-Utilities	2.00
Senior Buyer	3.00
Administrative Assistant	1.00

Risk Management - 4

Risk Manager	1.00
Claim Examiner	1.00
Risk Generalist	1.00
Safety and Health Environmental Officer	1.00

Accounting - 9

Senior Accounting Manager	1.00
Assistant Accounting Manager-Utilities	1.00
Accounting Assistant-Charter School	1.00
Senior Accountants	4.00
Senior Account-Charter School	1.0
Senior Accountant-Utilities	1.0

Customer Billing - 50.25

Assessment and Billing Manager	1.00
Assessment Supervisor	1.00
Billing Supervisor	1.00
Research Specialist	1.00
Administrative Assistant	1.00
Senior Customer Service Tech Gen Billing	4.00
Customer Service Tech Gen Billing	3.00
Sr Customer Service Representative Lot Mow	1.00
Customer Service Tech Utility Billing	3.00
Senior Customer Service Techn Utility Bill	7.00
Customer Service Supervisor	1.00
Customer and Field Service Manager	1.00
Senior Customer Service Tech	2.00
Customer Service Techn	11.00
Field Services Rep Supervisor	1.00
Field Service Representative	9.00
Contract Administrative Tech Utility Billing	1.25
Contract Administrative Tech Cust Service	0.75
Contract Field Support	0.25

FY 2022 Amended	FY 2023 Adopted	Change
104.25	105.25	1.00

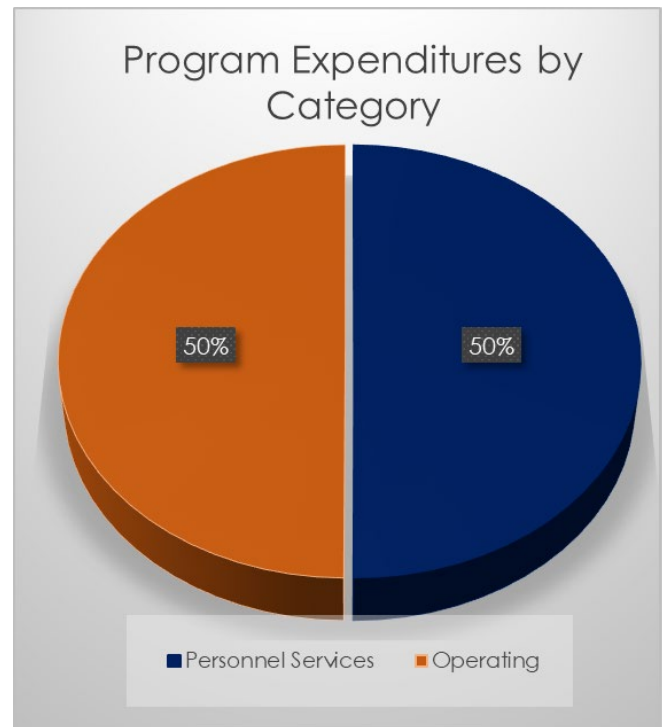
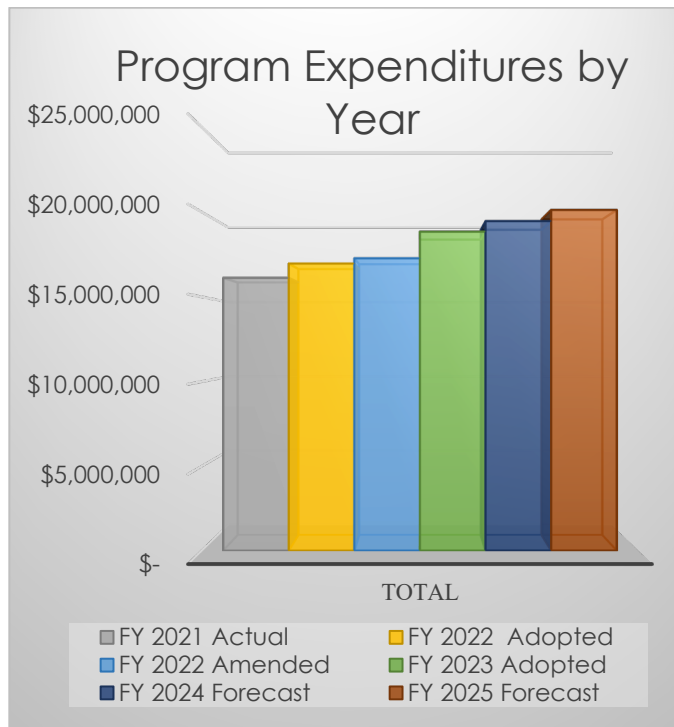


SUPPORT STAFF

FINANCIAL SERVICES

OPERATING BUDGET

Expenditures by Category	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Adopted	FY 2024 Forecast	FY 2025 Forecast
Personnel Services	\$ 7,029,652	\$ 8,161,981	\$ 8,179,383	\$ 9,435,744	\$ 9,880,961	\$ 10,335,759
Operating	9,089,710	8,803,025	9,096,660	9,407,621	9,585,046	9,791,670
Total	\$ 16,119,362	\$ 16,965,006	\$ 17,276,043	\$ 18,843,365	\$ 19,466,007	\$ 20,127,429

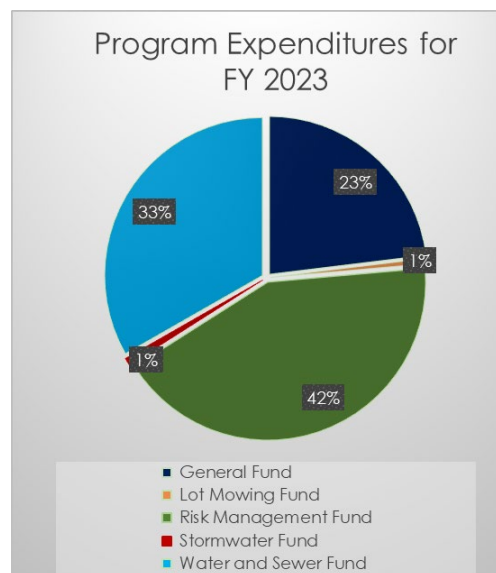


FINANCIAL SERVICES

Expenditures by Fund and Program	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Adopted	FY 2024 Forecast	FY 2025 Forecast
<i>General Fund</i>						
Accounting and Financial Services	\$ 1,158,831	\$ 1,330,301	\$ 1,362,696	\$ 1,510,981	\$ 1,587,391	\$ 1,668,278
Budget	414,504	534,422	515,922	691,443	701,485	744,021
Cashier	295,283	370,469	370,469	439,235	455,796	474,401
Finance Administration	516,425	643,101	643,126	910,404	961,131	1,014,033
Procurement	647,445	693,868	712,368	796,458	839,407	872,668
Real Estate	277,912	-	-	-	-	-
<i>General Fund Total</i>	<i>\$ 3,310,400</i>	<i>\$ 3,572,161</i>	<i>\$ 3,604,581</i>	<i>\$ 4,348,521</i>	<i>\$ 4,545,210</i>	<i>\$ 4,773,401</i>
<i>Lot Mowing Fund</i>						
Lot Mowing Billing	86,641	96,783	106,783	99,552	103,054	106,546
<i>Lot Mowing Fund Total</i>	<i>\$ 86,641</i>	<i>\$ 96,783</i>	<i>\$ 106,783</i>	<i>\$ 99,552</i>	<i>\$ 103,054</i>	<i>\$ 106,546</i>
<i>Risk Management Fund</i>						
Risk Management Property and Liability	4,662,648	3,959,839	4,224,355	4,379,995	4,472,997	4,567,962
Risk Management Worker's Compensation	3,743,775	3,545,739	3,549,151	3,608,468	3,689,832	3,773,154
<i>Risk Management Fund Total</i>	<i>\$ 8,406,423</i>	<i>\$ 7,505,578</i>	<i>\$ 7,773,506</i>	<i>\$ 7,988,463</i>	<i>\$ 8,162,829</i>	<i>\$ 8,341,116</i>
<i>Stormwater Fund</i>						
Stormwater Accounting	4,278	6,347	6,347	6,620	6,919	7,230
Stormwater Billing	112,343	142,312	142,312	133,335	137,411	141,487
<i>Stormwater Fund Total</i>	<i>\$ 116,620</i>	<i>\$ 148,659</i>	<i>\$ 148,659</i>	<i>\$ 139,955</i>	<i>\$ 144,330</i>	<i>\$ 148,717</i>
<i>Water and Sewer Fund</i>						
Assessment Billing	2,209	10,000	47,006	52,000	53,410	54,862
General Billing	777,496	1,016,307	1,016,107	1,100,882	1,147,504	1,194,620
Utilities Customer Service	782,535	1,008,645	1,008,845	1,124,927	1,174,433	1,224,203
Utility Billing	1,143,276	1,852,594	1,765,292	2,027,609	2,091,808	2,156,536
Utility Field Service	776,657	848,276	899,261	958,422	992,808	1,027,460
Water and Sewer Financial Services	717,106	906,003	906,003	1,003,034	1,050,621	1,099,968
<i>Water and Sewer Fund Total</i>	<i>\$ 4,199,279</i>	<i>\$ 5,641,825</i>	<i>\$ 5,642,514</i>	<i>\$ 6,266,874</i>	<i>\$ 6,510,584</i>	<i>\$ 6,757,649</i>
Total	\$ 16,119,362	\$ 16,965,006	\$ 17,276,043	\$ 18,843,365	\$ 19,466,007	\$ 20,127,429

FINANCIAL SERVICES

Expenditures by Fund and Category	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Adopted	FY 2024 Forecast	FY 2025 Forecast
<i>General Fund</i>						
Personnel Services	\$ 3,135,250	\$ 3,354,047	\$ 3,354,047	\$ 4,074,053	\$ 4,286,163	\$ 4,504,967
Operating	175,150	218,114	250,534	274,468	259,047	268,434
<i>General Fund Total</i>	<i>\$ 3,310,400</i>	<i>\$ 3,572,161</i>	<i>\$ 3,604,581</i>	<i>\$ 4,348,521</i>	<i>\$ 4,545,210</i>	<i>\$ 4,773,401</i>
<i>Lot Mowing Fund</i>						
Personnel Services	63,722	64,129	64,129	66,248	69,080	71,893
Operating	22,918	32,654	42,654	33,304	33,974	34,653
<i>Lot Mowing Fund Total</i>	<i>\$ 86,641</i>	<i>\$ 96,783</i>	<i>\$ 106,783</i>	<i>\$ 99,552</i>	<i>\$ 103,054</i>	<i>\$ 106,546</i>
<i>Risk Management Fund</i>						
Personnel Services	410,776	485,335	492,237	485,575	509,882	535,106
Operating	7,995,647	7,020,243	7,281,269	7,502,888	7,652,947	7,806,010
<i>Risk Management Fund Total</i>	<i>\$ 8,406,423</i>	<i>\$ 7,505,578</i>	<i>\$ 7,773,506</i>	<i>\$ 7,988,463</i>	<i>\$ 8,162,829</i>	<i>\$ 8,341,116</i>
<i>Stormwater Fund</i>						
Personnel Services	53,545	57,649	57,649	63,249	66,003	68,731
Operating	63,075	91,010	91,010	76,706	78,327	79,986
<i>Stormwater Fund Total</i>	<i>\$ 116,620</i>	<i>\$ 148,659</i>	<i>\$ 148,659</i>	<i>\$ 139,955</i>	<i>\$ 144,330</i>	<i>\$ 148,717</i>
<i>Water and Sewer Fund</i>						
Personnel Services	3,366,359	4,200,821	4,211,321	4,746,619	4,949,833	5,155,062
Operating	832,920	1,441,004	1,431,193	1,520,255	1,560,751	1,602,587
<i>Water and Sewer Fund Total</i>	<i>\$ 4,199,279</i>	<i>\$ 5,641,825</i>	<i>\$ 5,642,514</i>	<i>\$ 6,266,874</i>	<i>\$ 6,510,584</i>	<i>\$ 6,757,649</i>
Total	\$ 16,119,362	\$ 16,965,006	\$ 17,276,043	\$ 18,843,365	\$ 19,466,007	\$ 20,127,429



FINANCIAL SERVICES

DEPARTMENT FUNCTIONS

Office of Management and Budget

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

ACCOMPLISHMENTS

- Received the Government Finance Officers Association (GFOA) Award for Distinguished Budget
- Developed a Preliminary Budget Book for Council
- Redesigned the layout and structure for the FY 2023 Proposed Budget

GOALS AND PRIORITIES

- Assist with the implementation of a new Munis HRIS payroll software reporting system
- Redesign the Budget in Brief to improve communication
- Implement a Full Cost Allocation Software
- Research and Implement a Budget Development Software

Accounting

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

ACCOMPLISHMENTS

- Awarded the Certificate of Achievement for Excellence in Financial Reporting (ACFR) by the Government Finance Officers Association (GFOA)
- Finalized the full implementation of the new Munis ERP software for Utility Billing and General Billing
- Implemented and transitioned from CRW to EnerGov for land, permit, projects, and code
- Implemented a new prepaid policy
- Implemented processes to streamline month end close processes in Accounting and Accounts Payable
- Provided quarterly financial statements to council

GOALS AND PRIORITIES

- Update Fixed Assets and Debt Policies
- Update and implement additional grant policies
- Professional development for staff
- Prepare for the implementation of the Human Capital Management system in January of 2024
- Tyler Munis upgrade to version 2021

FINANCIAL SERVICES

Debt Treasury

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

ACCOMPLISHMENTS

- Implementation of the Tyler Cashiering System
- Implementation of Debt Book Software
- Updated the Cash Handling Policies and Procedures
- Issuance of the Special Obligation Revenue Note, Series 2022
- Updated Investment Policy
-

GOALS AND PRIORITIES

- Obtain both short-and long-term borrowed funds in a timely manner and at an acceptable cost
- Implementation of Tyler Cash Reconciliations
- Cashflow Analysis and Forecasting Trends
- Streamline and automate manual processes

Procurement

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

ACCOMPLISHMENTS

- Implemented Procurement Module of the Charter School Enterprise System - Tyler Munis
- Train City's Certified Agency Buyers (CABs) to ensure that all process and procedures are followed
- Train Procurement Staff and will start implementation of the E-bid Procurement system
- Implemented Future Year PO for the Charter School Enterprise System
- Updated Administrative Regulation F-6 Purchasing, Regulation F-2 Outsourcing and Procurement Manual

GOALS AND PRIORITIES

- Launch E-bid Procurement
- Citywide Training for the E-bid procurement
- Implement the Contract Module in Tyler Munis
- Implement Future Year PO for the City Enterprise System
- Finalize Contract Administration Manual

Risk Management

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

ACCOMPLISHMENTS

- Maintained the City's Workers' Compensation experience modification factor below 1.0
- Risk provided for at least three safety trainings to employees each month
- Initiate Development of ADA Transition Plan with Goal of Completion by October 31, 2022

FINANCIAL SERVICES

- Increased Number of Risk and Safety Assessment Site Inspections Quarter over Quarter of City-owned Parks and Buildings
- Completed Administrative Regulation ("AR") review of AR-38 (Theft/Loss Reporting); AR-40 (Workers' Compensation); and AR-70 (Title VI Compliance as it relates to the Americans with Disabilities Act of 1990)
- Completed Audit of Risk & Safety Job Descriptions to ensure all functions outlined within each Job Description are being accomplished by each Team member

GOALS AND PRIORITIES

- Continue to seek cost effective safety training solutions for City and Charter School Staff members
- Maintain the budgeted goal of at least three safety trainings to employees each month
- Goal of at least three Risk and Safety Assessment Site Inspections per Month to include Follow-up inspections on corrections
- Maintain ADA Transition Plan Year Over Year with scheduled Quarterly Reviews at a minimum
- Continue review as needed of insurance requirements for City contracts processed through the City's official Procurement process

Utilities Customer and Field Services

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

ACCOMPLISHMENTS

- There are now 73,785 metered potable water accounts billed monthly
- Implemented Tyler Munis utility billing software
- Three Neptune data collectors providing automated water meter reading of over 40,000 meters
- Handled over 64,400 calls in the past year

GOALS AND PRIORITIES

- Deploy advanced metering infrastructure (AMI) to enable customers to have access to water meter information
- Upgrade water meters to increase AMI capabilities
- Increase the number of customers receiving e-bills to improve customer service and efficiency

Assessment and Billing Services

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

ACCOMPLISHMENTS

- Successful implementation of the Tyler Munis Utility Billing System
- Installation of two additional meter collectors- enabling remote reading on approximately 48,000 meters

GOALS AND PRIORITIES

- Increase E-bill enrollment for utility billing customers to 40% of customer base
- Continue strategic meter replacement to maximize collector capability
- Explore third party software that would provide a customer facing portal for meter collector data



FIRE DEPARTMENT



DEPARTMENT OVERVIEW

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

MISSION

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

HIGHLIGHTS

"The Cape Way"

C-Commitment: Our Professional obligation is to always serve public to the best of our abilities

A-Accountability: Our behavior earns trust of the community and requires personal integrity

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

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



Average Enroute time
01:26



Basic Life Services
09:22



Calls for Service
26,212



Community CPR
Education
180

FIRE

FY 2023 ORGANIZATIONAL CHART

Total FTE's - 278

Logistics - 8

Fire Division Chief	1.00
Fire Battalion Chief	1.00
Administrative Assistant	1.00
Fire Fleet Coordinator	1.00
Fire Logistics Coordinator	1.00
Facilities Coordinator	1.00
Logistics Specialist	1.00
Quartermaster	1.00

Professional Standards - 5

Fire Division Chief	1.00
Administrative Assistant	1.00
Fire Lieutenant	2.00
Fire Battalion Chief	1.00

Fire Code Enforcement - 2

Fire Inspector	2.00
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Administration - 10

Fire Chief	1.00
Deputy Fire Chief	1.00
Fire Battalion Chief	1.00
Senior Administrative Specialist	1.00
Administrative Specialist	1.00
Accounts Coordinator	2.00
Grant Writer	1.00
Quality Assurance Specialist	1.00
Fire Public Affairs Specialist	1.00

Operations - 236

Fire Division Chief	1.00
Fire Battalion Chief	9.00
Administrative Assistant	1.00
Fire Lieutenant ¹	39.00
Fire Engineer/Driver ¹	48.00
Firefighter ¹	138.00

Special Operations - 1

Fire Battalion Chief	1.00
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Emergency Medical Services - 1

Fire Battalion Chief	1.00
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Fire Prevention - 9

Fire Marshal	1.00
Administrative Assistant	1.00
Fire Lieutenant	1.00
Fire Inspector	4.00
Plans Examiners	2.00

All Hazards - 6

Emergency Mgmt Manager	1.00
Emergency Mgmt Coordinator	3.00
Administrative Assistant	1.00
Community Risk Specialist	1.00

¹Change in FTEs:

3 Lieutenants
3 Engineers
9 Firefighters

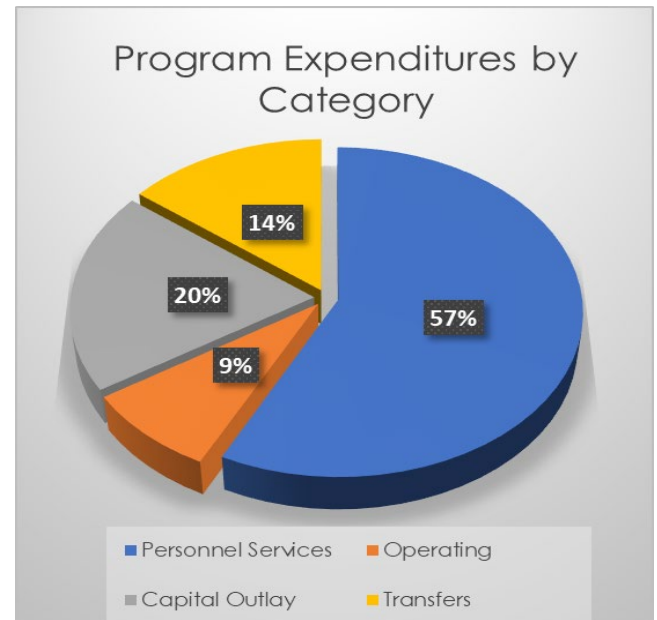
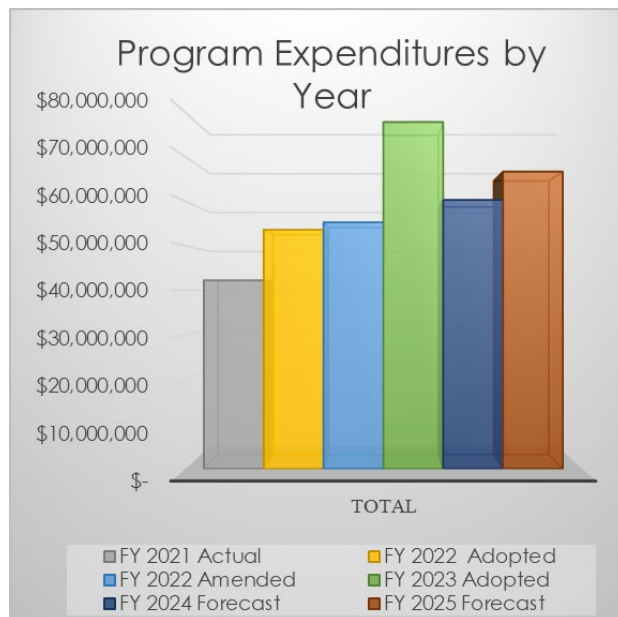
FY 2022 Amended	FY 2023 Adopted	Change
263.00	278.00	15.00

FIRE

OPERATING BUDGET

Revenues by Category	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Adopted	FY 2024 Forecast	FY 2025 Forecast
Charges for Service	\$ 529,288	\$ 476,750	\$ 476,750	\$ 488,669	\$ 500,886	\$ 513,408
Debt Proceeds	-	-	-	5,406,060	-	-
Fines & Forfeits	82,142	-	-	-	-	-
Impact Fees	2,942,098	2,215,257	2,239,257	2,777,168	2,859,533	2,945,558
Intergovernmental	84,507	250,000	320,825	50,000	50,000	50,000
Miscellaneous	102,684	20,174	20,174	-	-	-
Special Asmt	26,964,704	28,109,681	28,399,681	30,913,113	32,173,822	33,179,236
Taxes - All Hazards	1,001,416	1,186,038	1,186,038	1,465,359	1,268,690	1,319,438
Taxes - MSTU	1,006,213	1,095,676	1,095,676	1,196,267	1,244,117	1,293,881
Transfers In	5,923,979	3,633,039	3,778,129	30,153,173	23,981,135	26,982,679
Total	\$ 38,637,032	\$ 36,986,615	\$ 37,516,530	\$ 72,449,809	\$ 62,078,183	\$ 66,284,200

Expenditures by Category	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Adopted	FY 2024 Forecast	FY 2025 Forecast
Personnel Services	\$ 31,192,299	\$ 34,287,517	\$ 34,585,477	\$ 44,577,865	\$ 47,601,522	\$ 49,600,732
Operating	4,504,715	6,210,474	6,616,344	6,578,144	6,819,057	6,872,209
Capital Outlay	4,166,705	7,753,805	8,580,073	15,367,752	3,370,989	5,423,949
Transfers	2,399,542	5,312,762	5,457,852	11,159,770	2,457,607	4,692,740
Total	\$ 42,263,261	\$ 53,564,558	\$ 55,239,746	\$ 77,683,531	\$ 60,249,175	\$ 66,589,630



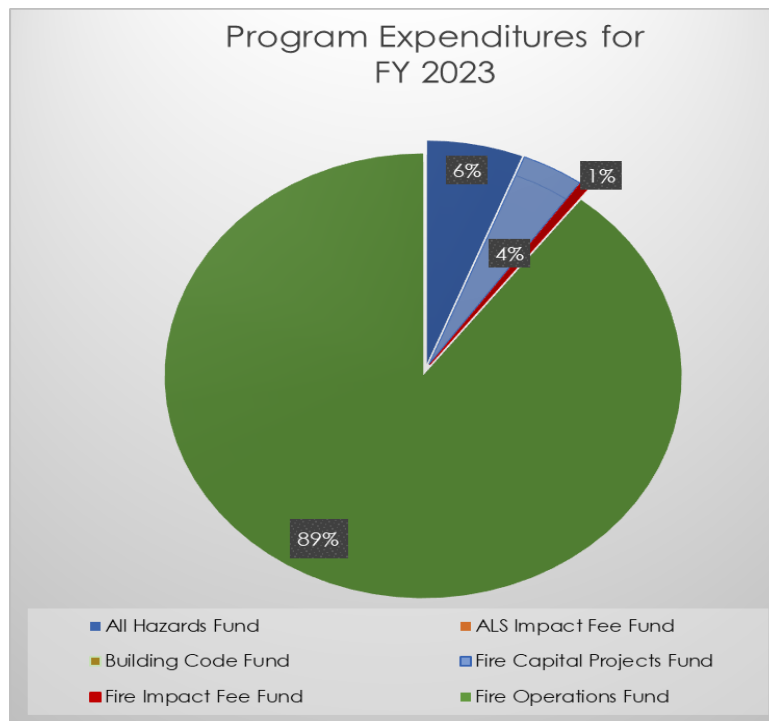
FIRE

Expenditures by Fund and Program	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Adopted	FY 2024 Forecast	FY 2025 Forecast
<i>All Hazards Fund</i>						
All Hazards	\$ 778,894	\$ 991,433	\$ 1,026,872	\$ 1,053,972	\$ 1,119,793	\$ 1,145,166
Fire Fleet Rolling Stock	157,429	49,784	-	1,400,000	-	-
All Hazards Fund Total	\$ 936,323	\$ 1,041,217	\$ 1,026,872	\$ 2,453,972	\$ 1,119,793	\$ 1,145,166
<i>ALS Impact Fee Fund</i>						
ALS Impact Fee	1,895	1,914	51,046	60,313	2,471	2,546
ALS Impact Fee Fund Total	\$ 1,895	\$ 1,914	\$ 51,046	\$ 60,313	\$ 2,471	\$ 2,546
<i>Building Code Fund</i>						
Fire Code Enforcement	112,766	229,067	229,067	264,910	280,883	290,280
Building Code Fund Total	\$ 112,766	\$ 229,067	\$ 229,067	\$ 264,910	\$ 280,883	\$ 290,280
<i>Fire Capital Projects Fund</i>						
Fire Capital Projects	2,172,032	3,633,039	3,778,129	12,723,230	515,000	3,090,000
Fire Capital Projects Fund Total	\$ 2,172,032	\$ 3,633,039	\$ 3,778,129	\$ 12,723,230	\$ 515,000	\$ 3,090,000
<i>Fire Impact Fee Fund</i>						
Fire Impact Fee	889,021	4,666,084	4,884,958	6,697,054	896,068	3,132,434
Fire Impact Fee Fund Total	\$ 889,021	\$ 4,666,084	\$ 4,884,958	\$ 6,697,054	\$ 896,068	\$ 3,132,434
<i>Fire Operations Fund</i>						
Operations	\$ -	\$ -	\$ -	\$ 47,185,581	\$ 47,706,744	\$ 48,872,382
Professional Standards	-	-	-	1,120,535	1,206,049	1,255,181
Administration	-	-	-	2,226,361	2,320,771	2,416,932
Emergency Medical	-	-	-	823,670	762,102	784,398
Fire Fleet Rolling Stock	-	-	-	764,316	1,929,000	1,956,585
Logistics	-	-	-	1,417,982	1,476,133	1,533,921
Prevention	-	-	-	1,517,975	1,590,736	1,652,029
Special Operations	-	-	-	427,632	443,425	457,776
Fire Operations Fund Total	\$ -	\$ -	\$ -	\$ 55,484,052	\$ 57,434,960	\$ 58,929,204



FIRE

Expenditures by Fund and Program	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Adopted	FY 2024 Forecast	FY 2025 Forecast
<i>General Fund</i>						
(EOC) Operations	\$ 176,439	\$ -	\$ -	\$ -	\$ -	\$ -
Operations	31,441,801	35,350,016	35,952,480	-	-	-
Professional Standards	742,371	805,198	805,198	-	-	-
Administration	1,479,395	1,938,033	1,981,312	-	-	-
Emergency Medical	461,585	681,293	686,101	-	-	-
FEMA PPE	22,247	-	14,873	-	-	-
Fire Fleet Rolling Stock	1,171,041	1,936,583	2,161,605	-	-	-
Grants	258,538	400,000	779,343	-	-	-
Logistics	887,538	1,274,040	1,274,040	-	-	-
Prevention	1,126,204	1,244,494	1,244,842	-	-	-
Special Operations	376,567	363,580	364,880	-	-	-
VFF-Cert	7,497	-	5,000	-	-	-
General Fund Total	\$ 38,151,224	\$ 43,993,237	\$ 45,269,674	\$ -	\$ -	\$ -
Total	\$ 42,263,261	\$ 53,564,558	\$ 55,239,746	\$ 77,683,531	\$ 60,249,175	\$ 66,589,630



FIRE

Expenditures by Fund and Category	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Adopted	FY 2024 Forecast	FY 2025 Forecast
All Hazards Fund						
Personnel	\$ 524,454	\$ 587,519	\$ 595,479	\$ 645,118	\$ 674,717	\$ 704,873
Operating	-	398,414	410,628	408,854	419,619	430,631
Capital Outlay	190,789	55,284	20,765	1,400,000	25,457	9,662
Transfers Out	104,554	-	-	-	-	-
All Hazards Fund Total	\$ 819,797	\$ 1,041,217	\$ 1,026,872	\$ 2,453,972	\$ 1,119,793	\$ 1,145,166
ALS Impact Fee Fund						
Operating	\$ 1,895	\$ 1,914	\$ 12,410	\$ 2,400	\$ 2,471	\$ 2,546
Capital Outlay	1,914	-	38,636	57,913	-	-
ALS Impact Fee Fund Total	\$ 3,809	\$ 1,914	\$ 51,046	\$ 60,313	\$ 2,471	\$ 2,546
Building Code Fund						
Personnel	\$ 107,986	\$ 198,001	\$ 198,001	\$ 247,041	\$ 260,730	\$ 272,540
Operating	4,779	31,066	31,066	17,869	20,153	17,740
Building Code Fund Total	\$ 112,766	\$ 229,067	\$ 229,067	\$ 264,910	\$ 280,883	\$ 290,280
Fire Capital Projects Fund						
Fire Capital Projects	2,172,032	3,633,039	3,778,129	12,723,230	515,000	3,090,000
Fire Capital Projects Fund Total	\$ 2,172,032	\$ 3,633,039	\$ 3,778,129	\$ 12,723,230	\$ 515,000	\$ 3,090,000
Fire Impact Fee Fund						
Operating	\$ 32,155	\$ 32,064	\$ 56,064	\$ 40,023	\$ 41,202	\$ 42,434
Capital Outlay	-	1,349,157	1,398,941	-	-	-
Transfers Out	856,866	3,284,863	3,429,953	6,657,031	854,866	3,090,000
Fire Impact Fee Fund Total	\$ 889,021	\$ 4,666,084	\$ 4,884,958	\$ 6,697,054	\$ 896,068	\$ 3,132,434
Fire Operations Fund						
Personnel	\$ -	\$ -	\$ -	\$ 43,685,706	\$ 46,666,075	\$ 48,623,319
Operating	-	-	-	6,108,998	6,335,612	6,378,858
Capital Outlay	-	-	-	1,186,609	2,830,532	2,324,287
Transfers Out	-	-	-	4,502,739	1,602,741	1,602,740
Fire Operations Fund Total	\$ -	\$ -	\$ -	\$ 55,484,052	\$ 57,434,960	\$ 58,929,204
General Fund						
Personnel	\$ 30,559,859	\$ 33,501,997	\$ 33,791,997	\$ -	\$ -	\$ -
Operating	4,349,360	5,747,016	6,106,176	-	-	-
Capital Outlay	1,803,884	2,716,325	3,343,602	-	-	-
Transfers Out	1,438,122	2,027,899	2,027,899	-	-	-
General Fund Total	\$ 38,151,224	\$ 43,993,237	\$ 45,269,674	\$ -	\$ -	\$ -
Total	\$ 42,148,648	\$ 53,564,558	\$ 55,239,746	\$ 77,683,531	\$ 60,249,175	\$ 66,589,630

FIRE

DEPARTMENT FUNCTIONS

Administration

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

ACCOMPLISHMENTS

- Secure WCIND grant funding for Marine Rescue Boat
- Finalize CRA/SOC in preparation for Department Accreditation
- Ratify a new collective bargaining agreement
- Finalize design of Fire Station 7 Water system project underway
- Finalize Fire Station 5 Station Exhaust system grant

GOALS AND PRIORITIES

- Apply for and secure AFG, S.A.F.E.R and FP&S grants
- Receive department Accreditation Status Center for Public Safety Excellence
- Review administration staffing and introduce new Full-Time Employees to support the growing needs of the department's programs and operations
- Achieve ISO 2 rating
- Complete current strategic plan

Fire Prevention

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

ACCOMPLISHMENTS

- Implement new inspection and fire plan Software implementation
- Tested and reinstated the Lieutenant of Prevention
- After the Fire booklet created for a what to do next for citizens who had a fire loss
- Knox electronic key vehicle installation
- Complete the identification of all buildings as High, Medium, or Low hazard

GOALS AND PRIORITIES

- Knox electronic key core conversion – all existing businesses
- Preventions segments completed for Accreditation
- Fully implement a NFPA 1730 recurring schedule for all existing building inspections
- Track inspection progress and productivity using an automated process
- Ensure proper Inspector to inspections ratio

FIRE

Operations

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

ACCOMPLISHMENTS

- Change the staffing matrix to staff 2 extra rescues at Station 9 and Station 8 when extra personnel are already placed at Station 10 and 9
- Implementing a standard for post-incident analysis on every major incident
- Set up a consistent system for vehicle accidents utilizing corrective training coupled with corrective action

GOALS AND PRIORITIES

- Meet or exceed the 1:40 enroute time
- Develop a 360 evaluation for all company officers
- Meet or exceed the 9:40 second goal for Basic Life Service calls and 10:40 for Advanced Life Service calls
- Station alerting with stop clocks tracking out the door time

Professional Standards

The Division of Professional Standards has oversight in ensuring the highest level of emergency service for the City of Cape Coral. This includes training and education, state and professional licensing compliance, quality assurance/improvement, hiring/promotions, and professional development.

ACCOMPLISHMENTS

- Fulfill component of Strategic Plan (3 DPS Sponsored Trainings Forcible Entry x2 and Reading Smoke)
- Fulfill component of Strategic Plan leadership training through Tenzinga
- Fire Battalion Chief, Lieutenant, and Engineer/Driver promotional test
- Hire approx. 20 new Fire Fighter's, 2 Logistics Specialist, 1 Community Risk Reduction Specialist, 1 Emergency Management Coordinator, 1 Fire Training Lieutenant, 2 Fire Inspectors

GOALS AND PRIORITIES

- Fire Lieutenant and Engineer promotional tests (FY24)
- Opening of Fire Training Facility (FY23-24)
- Improve ISO training hours (FY23-27)
- Improve new hire orientation classes and department-wide training with the opening of the new Fire Training Facility
- Expand the staffing in the Division of Professional Standards to maximize efficiencies

Logistics

The Division of Logistics is responsible for managing and maintaining the physical resources of the department, to include all vehicles, apparatus, equipment, operating supplies, and fire stations.

ACCOMPLISHMENTS

- Implementation of RFID asset accountability system
- Review and update future fire station design
- Complete moving into old Fire Station 2 from storage unit
- Complete Fire Station 13 design and have CMAR contract

FIRE

GOALS AND PRIORITIES

- Open of Fire Station 13
- Design and open Fire Station 10
- Complete training facility phase 1&2
- Design and open Fire Station 14
- Improve the Fleet Sustainability program

Emergency Management

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

ACCOMPLISHMENTS

- Complete EM Division Audit recommendations
- Community Lifelines integration into our Emergency Management Program and Operations Center
- Functional Exercise for all Emergency Operations Center Staff
- Assist City Departments with update to their Continuity of Operations Plan
- Update City of Cape Coral Community Hazard Vulnerability Assessment

GOALS AND PRIORITIES

- Achieve Emergency Management Accreditation Program (EMAP) Accreditation
- Implement post Disaster Recovery Plan
- Full Community Risk Reduction Program implementation
- CERT Program advancement into CCFD Community Services Program
- Emergency Operations Center and Department Operations Center program advancement



GOVERNMENT SERVICES



DEPARTMENT OVERVIEW

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

HIGHLIGHTS



Months of Reserves

2.5



Charter School Debt

\$1.5M



Software Upgrades

\$4.0M



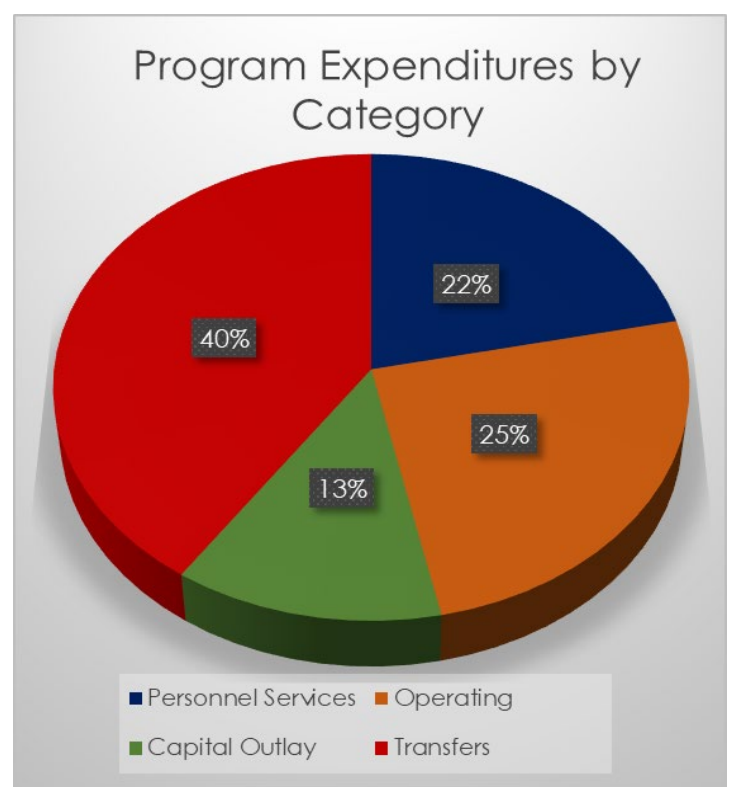
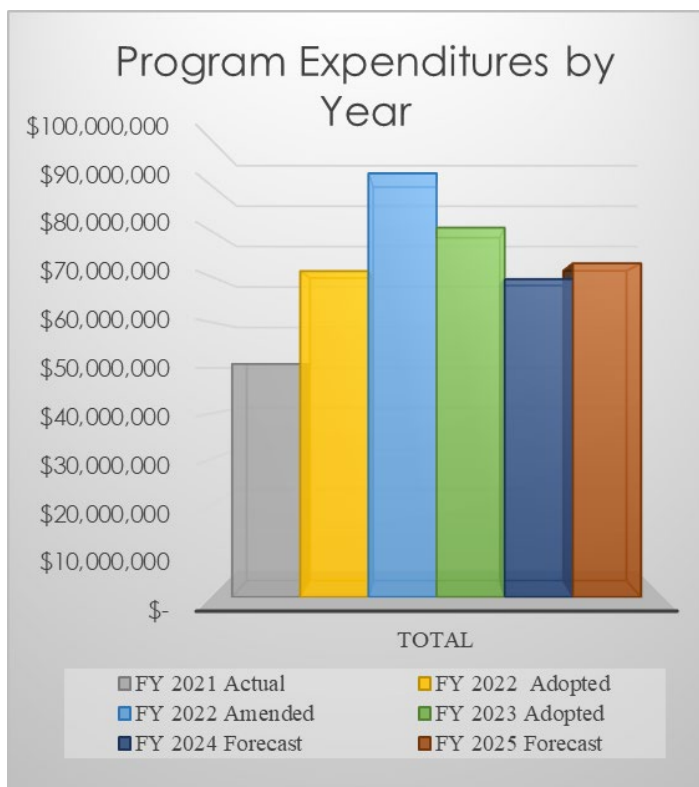
City Fiber & Wireless

\$2.2M

GOVERNMENT SERVICES

OPERATING BUDGET

Expenditures by Category	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Adopted	FY 2024 Forecast	FY 2025 Forecast
Personnel Services	\$ 24,400,306	\$ 26,656,233	\$ 27,365,279	\$ 12,636,695	\$13,575,512	\$ 14,589,847
Operating	10,129,587	14,189,881	26,196,594	14,598,543	16,319,711	15,965,941
Capital Outlay	1,852,471	4,265,469	3,889,489	7,122,186	2,534,297	3,173,742
Transfers	14,474,086	25,997,201	34,984,068	46,213,499	36,924,836	39,059,716
Total	\$ 50,856,449	\$ 71,108,784	\$ 92,435,430	\$ 80,570,923	\$69,354,356	\$ 72,789,246



GOVERNMENT SERVICES

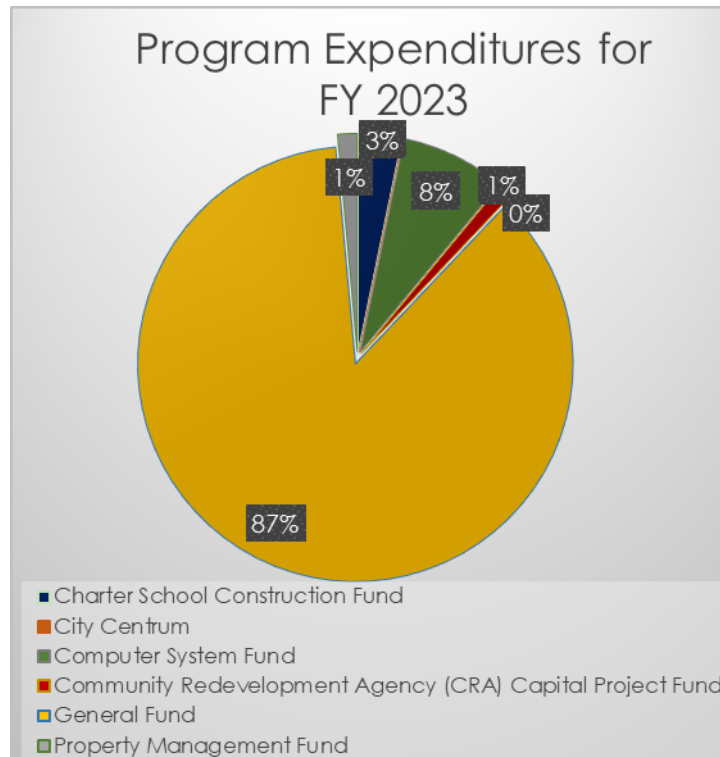
OPERATING BUDGET

Expenditures by Fund and Category	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Adopted	FY 2024 Forecast	FY 2025 Forecast
<i>Academic Village Fund</i>						
Operating	\$ 27,137	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Outlay	(10,347)	-	-	-	-	-
<i>Academic Village Fund Total</i>	\$ 16,790	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Charter School Construction Fund</i>						
Operating	\$ -	\$ -	\$ 1,320,000	\$ 917,685	\$ 922,935	\$ 921,935
Transfers Out	-	-	1,500,000	1,691,375	1,686,125	1,687,125
<i>Charter School Construction Fund Total</i>	\$ -	\$ -	\$ 2,820,000	\$ 2,609,060	\$ 2,609,060	\$ 2,609,060
<i>City Centrum</i>						
Operating	\$ 83,013	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Computer System Fund</i>						
Capital Outlay	\$ 371,174	\$ -	\$ 1,134,020	\$ 6,260,187	\$ 2,534,297	\$ 2,323,742
<i>Community Redevelopment Agency (CRA)</i>						
<i>Capital Project Fund</i>						
Capital Outlay	\$ 510,376	\$ 1,355,469	\$ 2,655,469	\$ 861,999	\$ -	\$ -
<i>General Fund</i>						
Personnel Services	\$ 24,398,779	\$ 26,083,048	\$ 26,792,094	\$ 11,563,652	\$12,455,667	\$ 13,423,610
Operating	10,017,401	14,109,881	24,796,594	13,586,705	15,300,791	14,946,102
Capital Outlay	981,269	2,910,000	100,000	-	-	850,000
Transfers Out	14,474,086	25,997,201	33,484,068	44,522,124	35,238,711	37,372,591
<i>General Fund Total</i>	\$ 49,871,536	\$ 69,100,130	\$ 85,172,756	\$ 69,672,481	\$62,995,169	\$ 66,592,303
<i>Property Management Fund</i>						
Personnel Services	\$ 1,526	\$ 573,185	\$ 573,185	\$ 1,073,043	\$ 1,119,845	\$ 1,166,237
Operating	2,035	80,000	80,000	94,153	95,985	97,904
<i>Property Management Fund Total</i>	\$ 3,562	\$ 653,185	\$ 653,185	\$ 1,167,196	\$ 1,215,830	\$ 1,264,141
Total	\$ 50,856,449	\$ 71,108,784	\$ 92,435,430	\$ 80,570,923	\$69,354,356	\$ 72,789,246

GOVERNMENT SERVICES

Expenditures by Fund and Program	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Adopted	FY 2024 Forecast	FY 2025 Forecast
<i>Academic Village Fund</i>						
Academic Village	\$ 16,790	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Charter School Construction Fund</i>						
Building Maintenance	\$ -	\$ -	\$ 2,820,000	\$ 2,609,060	\$ 2,609,060	\$ 2,609,060
<i>City Centrum</i>						
City Centrum	\$ 83,013	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Computer System Fund</i>						
Computer System Project	\$ 371,174	\$ -	\$ 1,134,020	\$ 6,260,187	\$ 2,534,297	\$ 2,323,742
<i>Community Redevelopment Agency (CRA)</i>						
<i>Capital Project Fund</i>						
CRA Capital Projects	\$ 510,376	\$ 1,355,469	\$ 2,655,469	\$ 861,999	\$ -	\$ -
<i>General Fund</i>						
Charter School Charges	\$ 509,829	\$ 884,340	\$ 751,494	\$ 1,177,630	\$ 1,222,145	\$ 1,267,838
City Paid Taxes and Assessments	2,280,686	2,676,500	2,676,500	2,877,500	2,877,500	2,877,500
General Fund Debt	5,812,668	6,766,021	7,130,117	5,003,975	5,419,338	7,080,499
General Fund Transfers	8,137,548	19,231,180	26,353,951	39,518,149	29,819,373	30,292,092
Government Miscellaneous	6,991,715	11,211,362	19,330,877	8,255,533	9,947,274	10,420,013
Matlacha Buildings	-	65,000	65,000	65,000	65,000	65,000
Outside Contracts	653,869	710,258	710,258	706,028	701,500	696,661
Property and Liability Insurance	1,095,247	1,564,252	1,564,252	1,343,666	1,370,539	1,397,950
Retiree Health Costs	24,221,635	25,841,217	26,383,109	10,725,000	11,572,500	12,494,750
Wellness Funding	168,339	150,000	207,198	-	-	-
<i>General Fund Total</i>	\$ 49,871,536	\$ 69,100,130	\$ 85,172,756	\$ 69,672,481	\$ 62,995,169	\$ 66,592,303
<i>Property Management Fund</i>						
Charter School Custodians	\$ 3,562	\$ 653,185	\$ 653,185	\$ 1,167,196	\$ 1,215,830	\$ 1,264,141
Total	\$ 50,856,449	\$ 71,108,784	\$ 92,435,430	\$ 80,570,923	\$ 69,354,356	\$ 72,789,246

GOVERNMENT SERVICES



HUMAN RESOURCES



DEPARTMENT OVERVIEW

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

MISSION

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

HIGHLIGHTS



Health and Wellness
Clinic Appointments

7,300



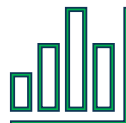
SABA Courses

7,871



Positions Filled

480+



Time to Fill Positions

Avg 24 days

HUMAN RESOURCES

FY 2023 ORGANIZATIONAL CHART

Total FTE's - 18.6

Administration - 5.6

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

Employee Labor Relations - 1

Employee Relations Specialist	1.00
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Compensation and Classification - 4

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

Health Insurance - 1

Benefits Coordinator	1.00
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Recruitment - 4

Talent Acquisition Manager	1.00
Talent Acquisition Specialist	3.00

Employee Benefits - 2

Benefits Manager	1.00
Benefits Specialist	1.00

Employee Development - 1

Training and Development Specialist	1.00
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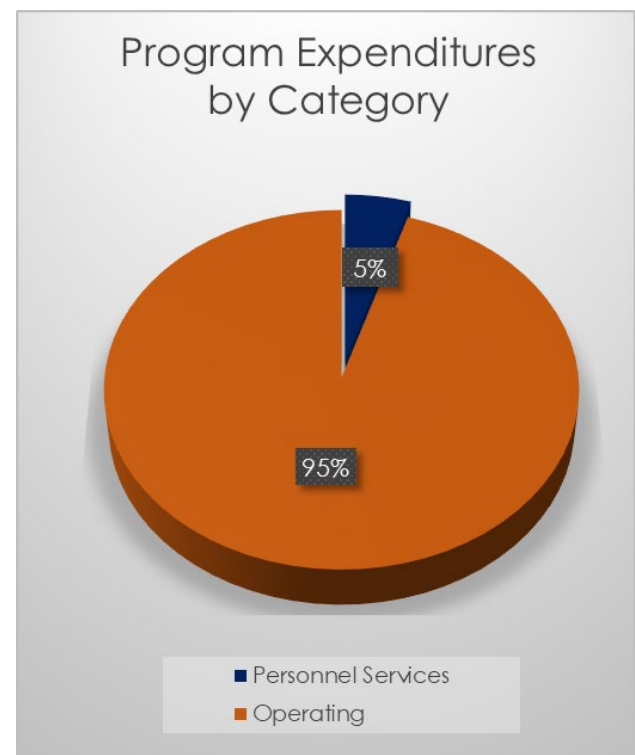
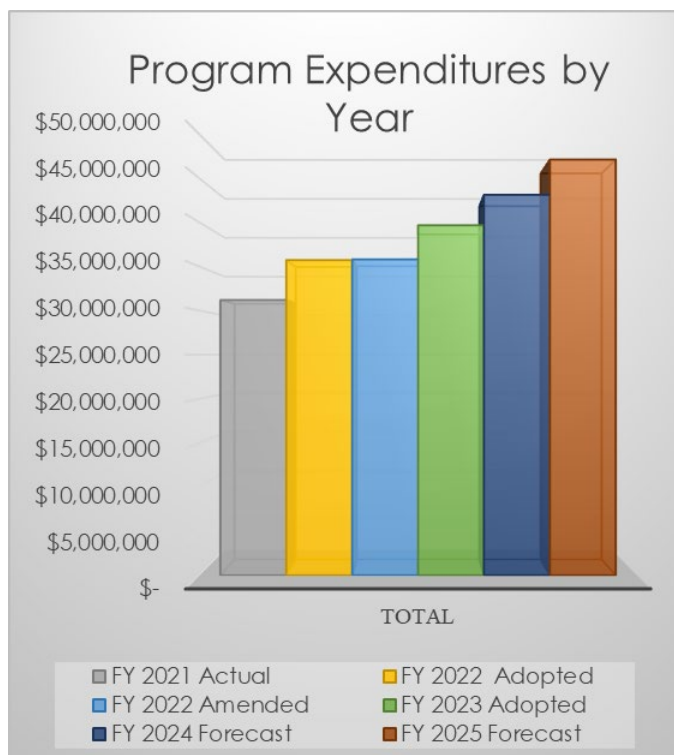
FY 2022 Amended	FY 2023 Adopted	Change
18.60	18.60	0.00

HUMAN RESOURCES

OPERATING BUDGET

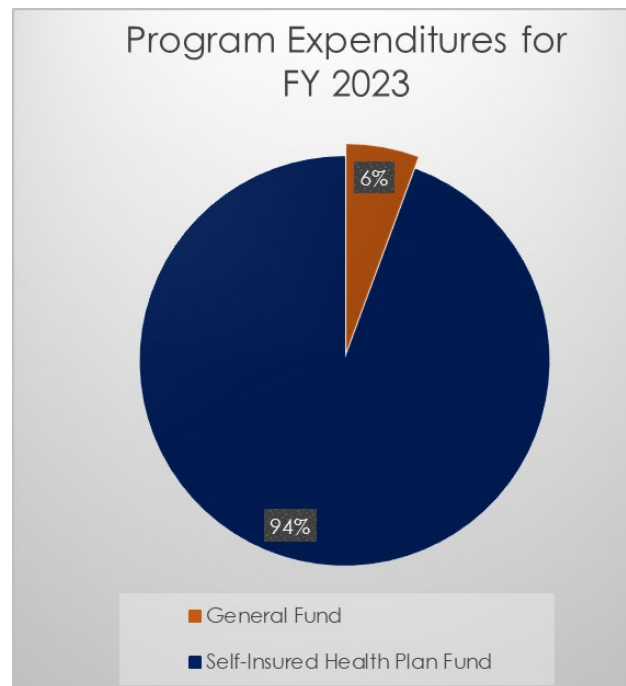
Revenues by Category	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Adopted	FY 2024 Forecast	FY 2025 Forecast
Internal Service Charges	\$ 26,221,345	\$ 31,505,489	\$ 31,505,489	\$ 37,555,921	\$41,021,502	\$ 44,423,576
Miscellaneous	932,199	600,000	600,000	600,000	600,000	600,000
Transfers	-	-	-	-	-	-
Total	\$ 27,153,544	\$ 32,105,489	\$ 32,105,489	\$ 38,155,921	\$41,621,502	\$ 45,023,576

Expenditures by Category	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Adopted	FY 2024 Forecast	FY 2025 Forecast
Personnel Services	\$ 1,416,150	\$ 1,550,464	\$ 1,572,422	\$ 1,907,215	\$ 2,002,182	\$ 2,110,814
Operating	29,771,135	34,154,852	34,214,435	37,741,476	41,097,248	44,972,689
Capital Outlay	-	-	-	-	-	6,200
Total	\$ 31,187,285	\$ 35,705,316	\$ 35,786,857	\$ 39,648,691	\$43,099,430	\$ 47,089,703



HUMAN RESOURCES

Expenditures by Fund and Program	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Adopted	FY 2024 Forecast	FY 2025 Forecast
<i>General Fund</i>						
Compensation and Classification	\$ 292,350	\$ 320,451	\$ 341,522	\$ 491,222	\$ 508,488	\$ 536,400
Employee Benefits	213,676	241,267	237,267	281,048	297,293	314,223
Employee Development	126,384	149,132	143,050	212,397	174,780	180,215
Employee/Labor Relations	83,526	116,415	116,292	123,199	130,931	138,997
Human Resources Administration	385,193	409,422	485,542	574,944	509,746	541,848
Recruitment	441,792	496,954	489,638	552,068	616,016	639,295
<i>General Fund Total</i>	<i>\$ 1,542,921</i>	<i>\$ 1,733,641</i>	<i>\$ 1,813,311</i>	<i>\$ 2,234,878</i>	<i>\$ 2,237,254</i>	<i>\$ 2,350,978</i>
<i>Self-Insured Health Plan Fund</i>						
Employee Health and Wellness Clinic	1,750,783	1,727,338	1,727,338	1,864,058	1,837,062	1,891,646
Self-Insured Health Plan	27,893,580	32,244,337	32,246,208	35,549,755	39,025,114	42,847,079
<i>Self-Insured Health Plan Fund Total</i>	<i>\$ 29,644,363</i>	<i>\$ 33,971,675</i>	<i>\$ 33,973,546</i>	<i>\$ 37,413,813</i>	<i>\$ 40,862,176</i>	<i>\$ 44,738,725</i>
Total	\$ 31,187,285	\$ 35,705,316	\$ 35,786,857	\$ 39,648,691	\$ 43,099,430	\$ 47,089,703



HUMAN RESOURCES

Expenditures by Fund and Category	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Adopted	FY 2024 Forecast	FY 2025 Forecast
<i>General Fund</i>						
Personnel Services	\$ 1,307,011	\$ 1,421,290	\$ 1,441,377	\$ 1,774,979	\$ 1,861,695	\$ 1,961,690
Operating	235,910	312,351	371,934	459,899	375,559	383,088
Capital Outlay	-	-	-	-	-	6,200
<i>General Fund Total</i>	<i>\$ 1,542,921</i>	<i>\$ 1,733,641</i>	<i>\$ 1,813,311</i>	<i>\$ 2,234,878</i>	<i>\$ 2,237,254</i>	<i>\$ 2,350,978</i>
<i>Self-Insured Health Plan Fund</i>						
Personnel Services	109,139	129,174	131,045	132,236	140,487	149,124
Operating	29,535,224	33,842,501	33,842,501	37,281,577	40,721,689	44,589,601
<i>Self-Insured Health Plan Fund Total</i>	<i>\$ 29,644,363</i>	<i>\$ 33,971,675</i>	<i>\$ 33,973,546</i>	<i>\$ 37,413,813</i>	<i>\$ 40,862,176</i>	<i>\$ 44,738,725</i>
Total	\$ 31,187,285	\$ 35,705,316	\$ 35,786,857	\$ 39,648,691	\$ 43,099,430	\$ 47,089,703

DEPARTMENT FUNCTIONS

Recruitment and Development

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

ACCOMPLISHMENTS

- Implemented RESPECT employee development course - Diversity and Inclusion efforts including expanded methods for recruitment sourcing
- Customized internal training modules for administrative and skilled trades positions
- Performed web-based and in-seat customized leadership training
- Transitioned Charter School management to the City for Information Technology Services, Human Resources, Public Works, and Finance

GOALS AND PRIORITIES

- Workforce Readiness – enhanced leadership development and upskilling of current employees
- Establish an ICMA Fellowship for an enhanced career-development mentorship

Benefits and Compensation

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

ACCOMPLISHMENTS

- Benefits Broker Request for Proposal and selection completed
- Updated Pay studies for union negotiations to proactively maintain market competitiveness

HUMAN RESOURCES

GOALS AND PRIORITIES

- Research and install FMLA outsourcing and associated software for improving efficiencies
- Continue Munis ERP payroll system implementation for January 1, 2024, go live date
- Perform a Comprehensive classification and compensation study

Employee and Labor Relations

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

ACCOMPLISHMENTS

- Union contracts negotiated for IUPAT and IAFF, CBA's effective 10-02-2021

GOALS AND PRIORITIES

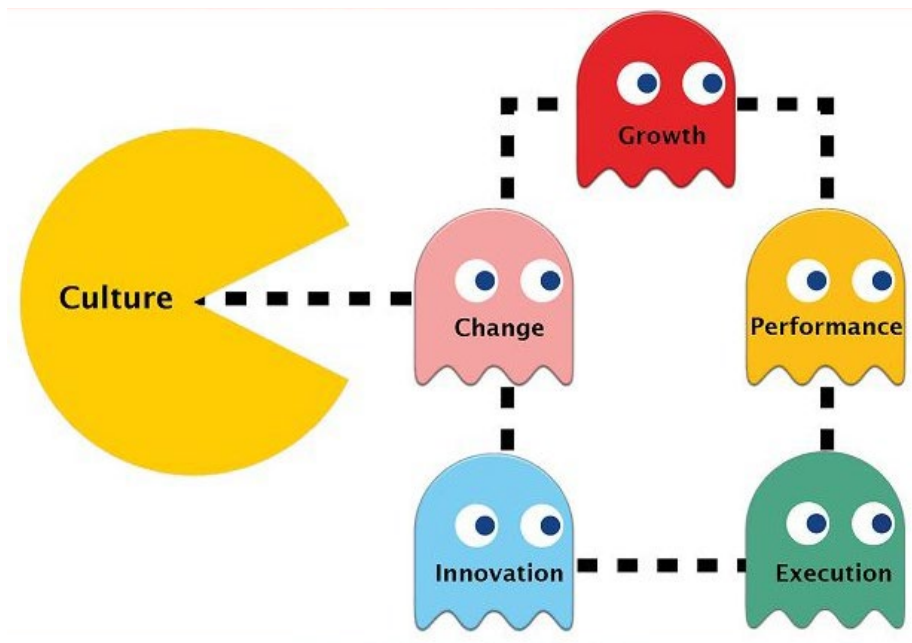
- Negotiate union contracts for FOP – finalize negotiations, CBA effective 10-01-2022

Overall Compliance

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

ACCOMPLISHMENTS

- 1,700 paper personnel files converted to electronic files. Sustainability, increased efficiencies, reduction in errors, reduced storage fees and increased accessibility





INFORMATION TECHNOLOGY



DEPARTMENT OVERVIEW

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

MISSION

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

HIGHLIGHTS



Manages over
10,000 devices



Capital Infrastructure
upgrades
1.2 million +



Wireless Technology
upgrade in 4 Parks



Supports
City and
Charter School

INFORMATION TECHNOLOGY

FY 2023 ORGANIZATIONAL CHART

Total FTE's - 31

Business Applications - 9

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

Administration - 2

Information Technology Services Director	1.00
Senior Administrative Specialist	1.00

Security - 3

Security Manager	1.00
Network Security Administrator	2.00

Information Technology Systems - 8

Information Technology & Comm Manager	1.00
Senior Network Systems Administrator	1.00
Systems Administrator	1.00
Associate Network Security Administrator	1.00
Desktop Specialist	3.00
Desktop Technician	1.00

Charter School Security - 2.5

Network Security Administrator	0.50
Desktop Specialist	2.00

Network and Telecommunications - 4

Network/Telecommunication Manager	1.00
Senior Network Engineer	1.00
Associate Network Security Administrator	1.00
Help Desk Analyst	1.00

Geographic-Information Systems - 2

Coordinator	1.00
Program Analyst	1.00

Utilities Security - 0.5

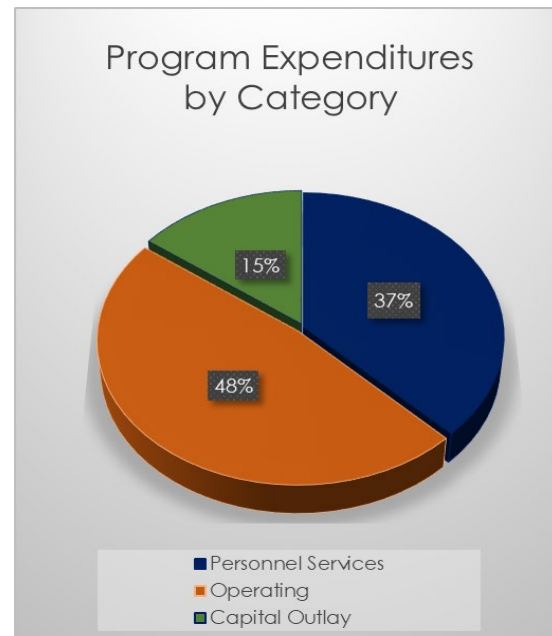
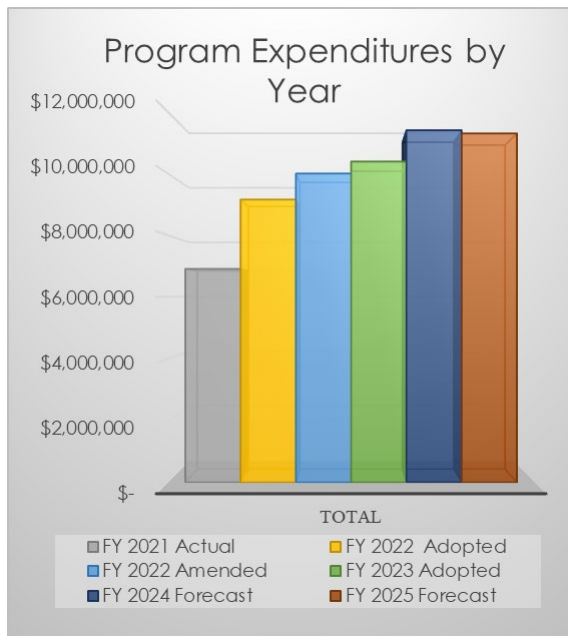
Network Security Administrator	0.50
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FY 2022 Amended	FY 2023 Adopted	Change
31.00	31.00	0.00

INFORMATION TECHNOLOGY

OPERATING BUDGET

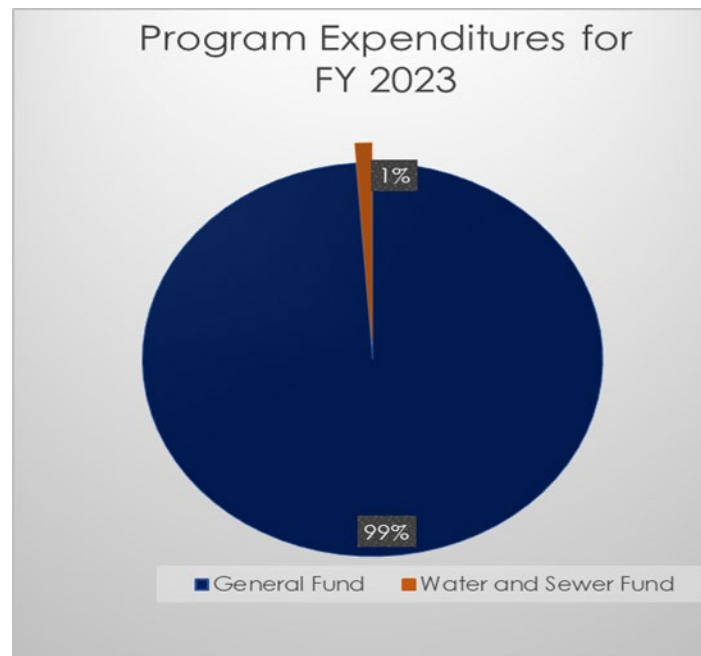
Expenditures by Category	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Adopted	FY 2024 Forecast	FY 2025 Forecast
Personnel Services	\$ 3,036,203	\$ 3,313,766	\$ 3,313,766	\$ 3,900,315	\$ 4,096,806	\$ 4,300,353
Operating	3,094,375	4,424,354	5,564,616	4,953,847	5,086,007	5,230,850
Capital Outlay	776,192	1,410,000	1,110,887	1,523,000	2,205,000	1,755,000
Total	\$ 6,906,770	\$ 9,148,120	\$ 9,989,269	\$ 10,377,162	\$ 11,387,813	\$ 11,286,203



Expenditures by Fund and Program	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Adopted	FY 2024 Forecast	FY 2025 Forecast
General Fund						
Business Applications	\$ 1,860,443	\$ 2,122,337	\$ 2,303,791	\$ 2,502,490	\$ 3,298,310	\$ 2,863,748
Geographic Information Systems (GIS)	305,506	541,345	541,345	593,552	605,777	628,206
Information Technology Services Administration	285,041	318,766	318,766	379,269	401,538	424,381
Network Administration	1,158,762	1,958,539	2,382,870	2,185,470	2,226,646	2,374,290
Security	641,975	911,435	1,102,291	1,203,445	1,243,261	1,330,964
Store	(50,897)	-	19,510	-	-	-
Systems	2,705,940	3,243,680	3,268,678	3,392,381	3,483,923	3,528,118
General Fund Total	\$ 6,906,770	\$ 9,096,102	\$ 9,937,251	\$ 10,256,607	\$ 11,259,455	\$ 11,149,707

INFORMATION TECHNOLOGY

Expenditures by Fund and Program	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Adopted	FY 2024 Forecast	FY 2025 Forecast
<i>Water and Sewer Fund</i>						
Information Technology Services Security	\$ -	\$ 52,018	\$ 52,018	\$ 120,555	\$ 128,358	\$ 136,496
<i>Water and Sewer Fund Total</i>	-	-	-	-	-	-
Total	\$ 6,906,770	\$ 9,148,120	\$ 9,989,269	\$ 10,377,162	\$ 11,387,813	\$ 11,286,203



Expenditures by Fund and Category	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Adopted	FY 2024 Forecast	FY 2025 Forecast
<i>General Fund</i>						
Personnel Services	\$ 3,036,203	\$ 3,264,748	\$ 3,264,748	\$ 3,779,760	\$ 3,968,448	\$ 4,163,857
Operating	3,094,375	4,421,354	5,561,616	4,953,847	5,086,007	5,230,850
Capital Outlay	776,192	1,410,000	1,110,887	1,523,000	2,205,000	1,755,000
<i>General Fund Total</i>	<i>\$ 6,906,770</i>	<i>\$ 9,096,102</i>	<i>\$ 9,937,251</i>	<i>\$ 10,256,607</i>	<i>\$ 11,259,455</i>	<i>\$ 11,149,707</i>
<i>Water and Sewer Fund</i>						
Personnel Services	-	49,018	49,018	120,555	128,358	136,496
Operating	-	3,000	3,000	-	-	-
<i>Water and Sewer Fund Total</i>	<i>\$ -</i>	<i>\$ 52,018</i>	<i>\$ 52,018</i>	<i>\$ 120,555</i>	<i>\$ 128,358</i>	<i>\$ 136,496</i>
Total	\$ 6,906,770	\$ 9,148,120	\$ 9,989,269	\$ 10,377,162	\$ 11,387,813	\$ 11,286,203

INFORMATION TECHNOLOGY

DEPARTMENT FUNCTIONS

Business Applications

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

ACCOMPLISHMENTS

- Implemented new Enterprise Asset Management System for Utilities and Billing System
- Implemented new Land Management and 311 Systems
- Major upgrades to Timekeeping and Parks and Recreation Systems

GOALS AND PRIORITIES

- Implement new Police Department Aided Dispatch System
- Implement new Human Resources Payroll and Timekeeper Solutions
- Implement new Golf Course Management Solution

Information & Communications Technology

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

ACCOMPLISHMENTS

- Implemented a new 911 Call Center
- Expanded Fiber to North Reverse Osmosis Plant
- Completed transition of Charter School IT to support City IT Staff

GOALS AND PRIORITIES

- Expand City fiber ring to additional City assets
- Complete first third of City fiber low-level design
- Wireless meter reading

Geographical Information System (GIS)

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

ACCOMPLISHMENTS

- Integrated GIS Mapping system to New Utilities Asset Management System
- Integrated GIS Mapping system to new Land Management and 311 System
- Updated all existing map applications and open datasets impacted by new systems

GOALS AND PRIORITIES

- Implement new GIS module to manage the city's fiber assets
- Map the city's existing fiber

PARKS AND RECREATION




DEPARTMENT OVERVIEW

Cape Coral Parks and Recreation provides services for citizens and visitors throughout the City. Consisting of more than 39 locations (1,595 acres), the Department features waterfront parks, playgrounds, athletic complexes, community centers, tennis amenities, a youth center and skate park, boat ramps, and a premier public golf course (Coral Oaks Golf Course). Programs, classes, and special events are planned year-round for all ages, abilities, and interests. Many special events are produced annually, both by the Department and in cooperation with community partners. The Department manages various cultural, recreational, and specialty facilities along with numerous neighborhood parks.

MISSION

The mission of the Parks and Recreation Department is to provide a wide range of recreational programs for individuals of various ages, skill levels, interests, social needs, and economic capabilities that collectively enhance the overall quality of life within the City of Cape Coral.

HIGHLIGHTS




Average Rounds
of Golf

51,880+



Developed Parks

34




Art Studio Classes

313



Programs Revenue

\$3.3+ million



Average Slip Rentals

87



Summer Camp
Participants

4,526

PARKS AND RECREATION

FY 2023 ORGANIZATIONAL CHART

Total FTEs - 254.26

Administration - 7

Parks and Recreation Director	1.00
Business Manager	1.00
Senior Administrative Specialist	1.00
Administrative Specialist	1.00
Senior Customer Service Representative	1.00
Customer Service Representative	1.00
Accounts Coordinator	1.00

Marine Services - 3

Contract Lift/Lock Attendant	3.00
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Golf Course - 32

Superintendent	1.00
Golf Professional Manager	1.00
Golf Pro Shop Supervisor	1.00
Professional Contract Assistant Golf Pro	1.00
Administrative Assistant	1.00
Irrigation Specialist	1.00
Senior Groundskeeper	1.00
Groundskeeper	4.00
Maintenance Specialist	1.00
Equipment Mechanic	1.00
Custodian	1.00
Restaurant Supervisor	1.00
Contract Custodial Worker	0.35
Contract Food & Beverage Manager	0.50
Contract Food & Beverage Shift Supervisor	1.00
Contract Food & Beverage Cart Server	3.20
Contract Golf Course Outside Operations	8.15
Contract Golf Shop Clerk	2.50
Contract Grounds Maintenance II	1.30

Environmental Recreation - 9

Recreation Program Supervisor	1.00
Senior Recreation Specialist	2.00
Recreation Specialist	2.00
Contract Administrative Aide	0.70
Contract Center Attendant	1.50
Contract Counselor/Instructor	0.75
Contract Counselor/Instructor Aide	0.80
Contract Site Director	0.25

Recreation Admin - 2

Recreation Superintendent	1.00
Administrative Assistant	1.00

Park Rangers - 2

Park Ranger	2.00
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Special Facilities Admin - 3

Superintendent	1.00
Administrative Assistant	1.00
Business Systems Analyst	1.00

William Austin Youth - 43.24

Youth Center Supervisor	1.00
Senior Recreation Specialist	2.00
Recreation Specialist	2.00
Customer Service Representative	1.00
Custodian ²	1.00
Contract Cash Clerk	0.05
Contract Center Attendant	5.02
Contract Counselor Specialist	1.38
Contract Counselor/InstruContractor	15.40
Contract Counselor/InstruContractor Aide	0.06
Contract Custodial Worker ²	1.66
Contract Head Counselor/InstruContractor	1.40
Contract Lead Preschool Teacher	1.96
Contract Lead Skate Park Attendant	0.30
Contract Preschool Teacher/InstruContractor	3.58
Contract Site Director	5.43

Special Events - 5.24

Special Events Supervisor	1.00
Senior Recreation Specialist	1.00
Recreation Specialist	1.00
Facilities/Event Resources Coordinator	1.00
Contract Administrative Aide	0.68
Contract Counselor Specialist	0.56

Parks Maintenance - 52.85

Superintendent	1.00
Administrative Assistant	1.00
Customer Service Representative	1.00
Parks Maintenance Supervisor	3.00
Senior Equipment Operator	2.00
Equipment Operator	4.00
Senior Groundskeeper	13.00
Groundskeeper ¹	10.00
Maintenance Specialist	2.00
Crew Coordinator	2.00
Chemical Specialist	2.00
Irrigation Specialist	5.00
Inventory Clerk	1.00
Contract Administrative Aide	0.60
Contract Grounds Maintenance ¹	1.85
Contract Grounds Maintenance TDC	3.40

Yacht Basin - 2.8

Harbor Master	1.00
Recreational Specialist	1.00
Contract Dock Worker	0.80

Art Studio - 8.33

Recreation Program Supervisor	1.00
Senior Recreation Specialist	1.00
Custodian	0.50
Contract Administrative Technician	0.80
Contract Center Attendant	2.40
Contract Arts Head Counselor/Instructor	0.16
Contract Arts Counselor/Instructor	0.60
Contract Counselor/Instructor Aide	1.87

Four Freedoms - 8.79

Recreation Program Supervisor	1.00
Senior Recreation Specialist	2.00
Custodian	0.50
Contract Administrative Aide	0.25
Contract Administrative Technician	0.75
Contract Center Attendant	0.25
Contract Lead Preschool Teacher	0.69
Contract Preschool Teacher/Instructor	3.35

PARKS AND RECREATION

FY 2023 ORGANIZATIONAL CHART

Pops Café - 3.27		Yacht Club - 24.03		Parking Program - 4.6	
Restaurant Supervisor	1.00	Yacht Club Supervisor	1.00	Park Ranger	1.00
Restaurant Operations Coordinator ³	1.00	Senior Recreation Specialist	2.00	Contract Park Ranger Parking II	3.60
Contract Food and Beverage Manager	0.10	Customer Service Representative	1.00	Lake Kennedy - 9.4	
Contract Food and Beverage Worker	0.67	Aquatics Maintenance Specialist	1.00	Recreation Program Supervisor	1.00
Contract Job Coach	0.50	Lead Custodian	1.00	Senior Recreation Specialist	2.00
Athletics - 9.61		Lead Lifeguard	1.00	Contract Administrative Aide	1.30
Recreation Program Supervisor	1.00	Recreation Specialist	1.00	Contract Center Attendant	0.50
Senior Recreations Specialist	1.00	Contract Aquatics Coordinator	0.80	Contract Custodial Worker	0.80
Recreation Specialist	3.00	Contract Cash Clerk	1.00	Contract Driver	3.55
Customer Service Representative	1.00	Contract Center Attendant	2.75	Contract Site Director	0.25
Contract Athletic Assistant I	0.23	Contract Counselor Specialist	0.50		
Contract Athletic Assistant II	0.65	Contract Counselor/Instructor	0.33		
Contract Athletic Officials	2.73	Contract Custodial Worker	2.10		
		Contract Lifeguard	6.17		
		Contract Senior Guard	1.00		
		Contract Site Director	1.38		
		Special Populations - 24.1			
		Special Populations Supervisor	1.00		
		Customer Service Representative	1.00		
		Senior Recreation Specialist	2.00		
		Recreation Specialist	4.00		
		Recreation Assistant	4.00		
		Contract Administrative Aide	1.25		
		Contract Camp Counselor	0.05		
		Contract Counselor/Instructor	3.46		
		Contract Counselor/Instructor Aide	0.58		
		Contract Head Counselor/Instructor	0.85		
		Contract Specialist Population Aide	5.86		
		Contract Site Director	0.05		

Change in FTEs:

¹ Converted 4.75 FTE from Contract to 3.0 Full-Time Groundskeepers

² Converted 0.82 FTE from Contract to 1.0 Full-Time Custodian

³ Converted 0.82 FTE from Contract to 1.0 Full-Time Restaurant Operations Coordinator

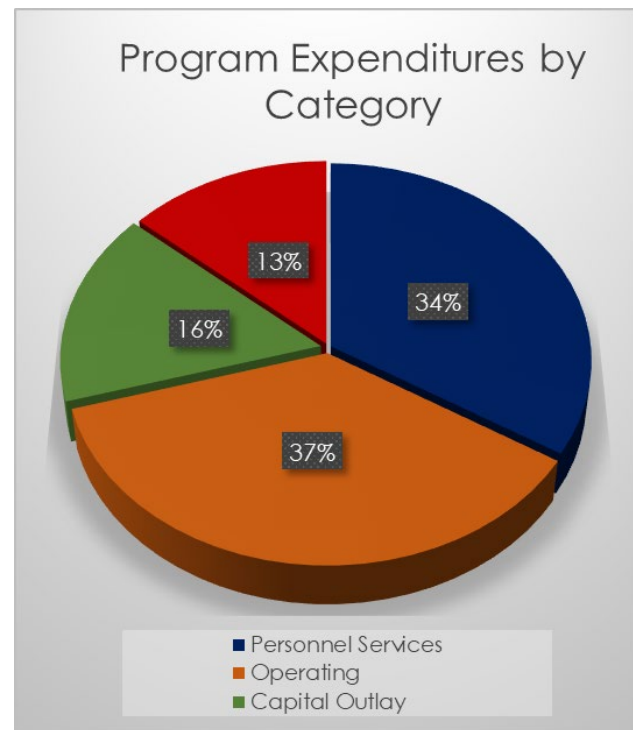
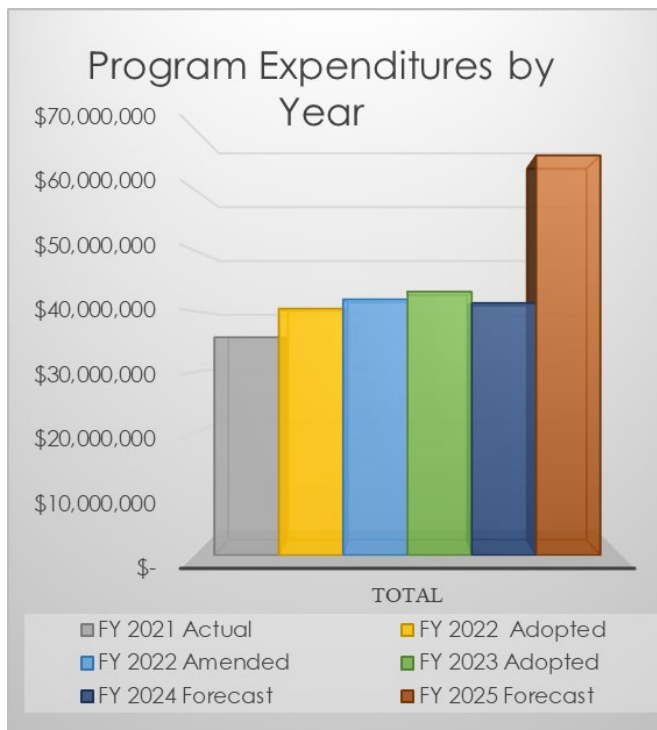
FY 2022 Amended	FY 2023 Adopted	Change
255.65	254.26	-1.39

PARKS AND RECREATION

OPERATING BUDGET

Revenues by Category	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Adopted	FY 2024 Forecast	FY 2025 Forecast
Charges for Service	\$ 9,507,293	\$ 10,160,431	\$ 6,727,757	\$ 7,353,617	\$ 7,868,834	\$ 7,963,630
Debt Proceeds	29,781,291	-	-	-	-	-
Fines and Forfeits	19,989	11,220	11,220	15,000	15,500	16,000
Impact Fees	5,746,710	4,019,575	4,706,575	5,046,490	5,197,015	5,354,230
Intergovernmental	623,197	836,697	1,186,847	715,697	721,466	734,817
Miscellaneous	230,916	195,696	183,871	186,062	192,228	193,308
Transfers	8,426,928	8,598,183	11,396,265	3,152,545	4,171,500	15,775,645
Total	\$ 54,336,324	\$ 23,821,802	\$ 24,212,535	\$ 16,469,411	\$ 18,166,543	\$ 30,037,630

Expenditures by Category	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Adopted	FY 2024 Forecast	FY 2025 Forecast
Personnel Services	\$ 12,316,286	\$ 14,813,387	\$ 13,576,930	\$ 14,815,697	\$ 15,456,478	\$ 16,157,911
Operating	9,083,569	12,506,565	10,603,116	15,634,988	11,366,770	11,440,655
Capital Outlay	3,293,883	1,582,500	5,269,467	6,851,625	7,604,997	19,613,956
Transfers	11,030,312	11,498,390	12,488,916	5,879,857	6,900,062	18,302,304
Total	\$ 35,724,050	\$ 40,400,842	\$ 41,938,429	\$ 43,182,167	\$ 41,328,307	\$ 65,514,826

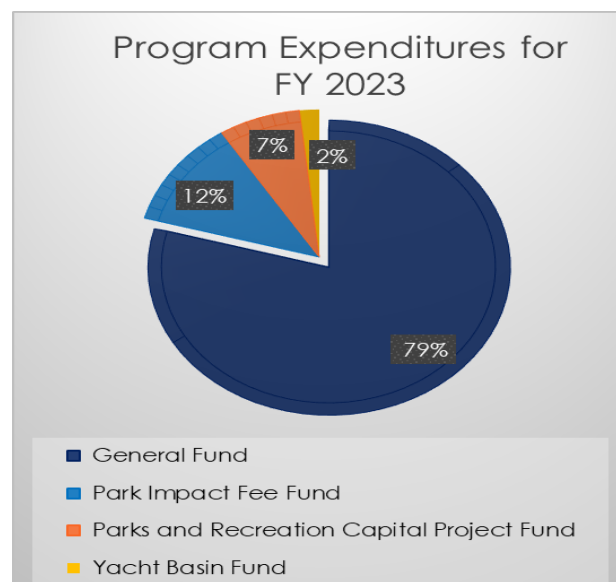


PARKS AND RECREATION

Expenditures by Fund and Program	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Adopted	FY 2024 Forecast	FY 2025 Forecast
<i>General Fund</i>						
Marine Services	\$ 123,782	\$ 147,278	\$ 147,278	\$ 149,698	\$ 157,998	\$ 166,328
Parks and Recreation Fleet Rolling Stock	96,664	465,500	447,675	715,600	413,000	468,000
Park Rangers	51,573	58,474	55,474	140,339	145,246	150,190
Parks and Recreation Administration	8,075,161	9,194,442	10,364,294	4,127,387	5,193,285	16,846,188
Parks Maintenance	5,655,652	7,410,198	7,378,424	13,038,506	9,087,741	9,266,494
Parks Grants	159,406	181,496	172,500	181,496	181,496	194,845
Recreation Administration	274,590	293,290	308,290	350,699	322,662	335,011
Special Facilities Administration	212,404	236,069	236,069	367,103	386,787	407,190
Golf Course Operations	-	-	-	3,219,885	3,349,759	3,481,270
Art Studio	-	-	-	660,223	672,527	721,039
Athletics	-	-	-	1,318,092	1,468,242	1,514,631
Community Supported Events	-	-	-	19,000	19,000	19,000
Environmental Recreation	-	-	-	972,286	1,024,155	1,063,959
Four Freedoms	-	-	-	667,605	681,030	711,943
Lake Kennedy	-	-	-	968,848	1,088,567	913,145
Parking Program	-	-	-	261,906	266,416	270,963
Parks and Recreation Programs	-	-	-	130,460	133,069	135,730
Pops Café	-	-	-	330,397	342,312	354,465
Special Events	-	-	-	1,471,044	1,337,767	1,343,591
Special Populations	-	-	-	1,452,767	1,527,065	1,584,570
William Austin Youth Center	-	-	-	1,807,680	1,854,732	1,983,122
Yacht Club	-	-	-	1,872,170	1,817,031	1,948,331
<i>General Fund Total</i>	<i>\$ 14,649,231</i>	<i>\$ 17,986,747</i>	<i>\$ 19,110,004</i>	<i>\$ 34,223,191</i>	<i>\$ 31,469,887</i>	<i>\$ 43,880,005</i>
<i>Golf Course Fund</i>						
Golf Course Operations	\$ 2,901,321	\$ 3,905,324	\$ 4,045,870	\$ -	\$ -	\$ -
Parks and Recreation Fleet Rolling Stock	-	11,000	11,000	-	-	-
<i>Golf Course Fund Total</i>	<i>\$ 2,901,321</i>	<i>\$ 3,916,324</i>	<i>\$ 4,056,870</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>
<i>Park Impact Fee Fund</i>						
Park Impact Fees	\$ 2,788,764	\$ 2,786,405	\$ 3,473,405	\$ 5,046,490	\$ 5,197,015	\$ 5,354,230
<i>Parks and Recreation Capital Project Fund</i>						
Golf Course Capital Projects	\$ -	\$ -	\$ 841,000	\$ 413,545	\$ 1,596,500	\$ 15,635,400
Parks and Recreation GO Bond Projects	2,826,805	-	250,000	-	-	-
Parks Capital Projects	194,861	-	1,840,285	2,739,000	2,575,000	140,245
<i>Parks and Recreation Capital Project Fund Total</i>	<i>\$ 3,021,666</i>	<i>\$ -</i>	<i>\$ 2,931,285</i>	<i>\$ 3,152,545</i>	<i>\$ 4,171,500</i>	<i>\$ 15,775,645</i>

PARKS AND RECREATION

Expenditures by Fund and Program	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Adopted	FY 2024 Forecast	FY 2025 Forecast
<i>Parks and Recreation Program Fund</i>						
Art Studio	\$ 524,500	\$ 725,027	\$ 625,027	\$ -	\$ -	\$ -
Athletics	670,726	1,221,248	1,057,565	-	-	-
Community Supported Events	59,993	19,000	19,000	-	-	-
Environmental Recreation	418,095	846,239	848,278	-	-	-
Four Freedoms	457,240	671,470	671,470	-	-	-
Lake Kennedy	910,603	782,053	769,893	-	-	-
Parks and Recreation Fleet Rolling Stock	-	95,000	206,175	-	-	-
Parking Program	226,330	228,925	228,925	-	-	-
Parks and Recreation Programs	631,080	643,534	700,905	-	-	-
Pops Café	201,606	234,515	291,860	-	-	-
Special Events	524,964	996,324	1,006,036	-	-	-
Special Populations	1,060,175	1,498,785	1,304,914	-	-	-
William Austin Youth Center	1,201,613	1,663,485	1,680,169	-	-	-
Yacht Club	1,534,317	1,955,104	1,820,487	-	-	-
<i>Parks and Recreation Program Fund Total</i>	<i>\$ 8,421,241</i>	<i>\$ 11,580,709</i>	<i>\$ 11,230,704</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>
<i>Waterpark Fund</i>						
Waterpark	\$ 2,919,403	\$ 3,287,360	\$ 287,763	\$ -	\$ -	\$ -
<i>Yacht Basin Fund</i>						
Rosen Park Operations	\$ 46,215	\$ 40,138	\$ 44,738	\$ 50,139	\$ 51,141	\$ 52,164
Yacht Basin Operations	976,207	803,159	803,660	709,802	438,764	452,782
<i>Yacht Basin Fund Total</i>	<i>\$ 1,022,422</i>	<i>\$ 843,297</i>	<i>\$ 848,398</i>	<i>\$ 759,941</i>	<i>\$ 489,905</i>	<i>\$ 504,946</i>
Total	\$ 35,724,050	\$ 40,400,842	\$ 41,938,429	\$ 43,182,167	\$ 41,328,307	\$ 65,514,826



PARKS AND RECREATION

Expenditures by Fund and Category	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Adopted	FY 2024 Forecast	FY 2025 Forecast
<i>General Fund</i>						
Personnel Services	\$ 4,008,938	\$ 4,582,625	\$ 4,564,129	\$ 14,569,182	\$ 15,200,303	\$ 15,891,981
Operating	2,990,875	4,345,439	4,331,576	15,045,864	11,055,084	11,121,325
Capital Outlay	161,898	575,500	566,494	1,455,600	1,043,000	1,091,054
Transfers Out	7,487,520	8,483,183	9,647,805	3,152,545	4,171,500	15,775,645
<i>General Fund Total</i>	<i>\$ 14,649,231</i>	<i>\$ 17,986,747</i>	<i>\$ 19,110,004</i>	<i>\$ 34,223,191</i>	<i>\$ 31,469,887</i>	<i>\$ 43,880,005</i>
<i>Golf Course Fund</i>						
Personnel Services	1,428,695	1,585,820	1,598,961	-	-	-
Operating	1,472,626	1,478,504	1,662,543	-	-	-
Capital Outlay	-	852,000	795,366	-	-	-
<i>Golf Course Fund Total</i>	<i>\$ 2,901,321</i>	<i>\$ 3,916,324</i>	<i>\$ 4,056,870</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>
<i>Park Impact Fee Fund</i>						
Operating	59,478	60,294	72,294	75,698	77,956	80,314
Capital Outlay	-	-	675,000	2,243,480	2,390,497	2,747,257
Transfers Out	2,729,286	2,726,111	2,726,111	2,727,312	2,728,562	2,526,659
<i>Park Impact Fee Fund Total</i>	<i>\$ 2,788,764</i>	<i>\$ 2,786,405</i>	<i>\$ 3,473,405</i>	<i>\$ 5,046,490</i>	<i>\$ 5,197,015</i>	<i>\$ 5,354,230</i>
<i>Parks and Recreation Capital Project Fund</i>						
Operating	\$ -	\$ -	\$ 60,000	\$ -	\$ -	\$ -
Capital Outlay	3,021,666	-	2,871,285	3,152,545	4,171,500	15,775,645
<i>Parks and Recreation Capital Project Fund Total</i>	<i>\$ 3,021,666</i>	<i>\$ -</i>	<i>\$ 2,931,285</i>	<i>\$ 3,152,545</i>	<i>\$ 4,171,500</i>	<i>\$ 15,775,645</i>
<i>Parks and Recreation Program Fund</i>						
Personnel Services	5,588,672	7,014,680	7,118,197	-	-	-
Operating	2,706,540	4,411,029	3,751,185	-	-	-
Capital Outlay	101,622	155,000	361,322	-	-	-
Transfers Out	24,408	-	-	-	-	-
<i>Parks and Recreation Program Fund Total</i>	<i>\$ 8,421,241</i>	<i>\$ 11,580,709</i>	<i>\$ 11,230,704</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>
<i>Waterpark Fund</i>						
Personnel Services	1,138,109	1,429,819	93,520	-	-	-
Operating	1,598,500	1,683,445	194,243	-	-	-
Capital Outlay	8,697	-	-	-	-	-
Transfers Out	174,098	174,096	-	-	-	-
<i>Waterpark Fund Total</i>	<i>\$ 2,919,403</i>	<i>\$ 3,287,360</i>	<i>\$ 287,763</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>
<i>Yacht Basin Fund</i>						
Personnel Services	151,872	200,443	202,123	246,515	256,175	265,930
Operating	255,550	527,854	531,275	513,426	233,730	239,016
Transfers Out	615,000	115,000	115,000	-	-	-
<i>Yacht Basin Fund Total</i>	<i>\$ 1,022,422</i>	<i>\$ 843,297</i>	<i>\$ 848,398</i>	<i>\$ 759,941</i>	<i>\$ 489,905</i>	<i>\$ 504,946</i>
Total	\$ 35,724,050	\$ 40,400,842	\$ 41,938,429	\$ 43,182,167	\$ 41,328,307	\$ 65,514,826

PARKS AND RECREATION

DEPARTMENT FUNCTIONS

Administration

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

ACCOMPLISHMENTS

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

GOALS AND PRIORITIES

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

Parks

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

ACCOMPLISHMENTS

- Completed 5 GO Bond Park ground breakings- Cultural Park, Gator Circle Park, Sands Park, Del Prado Linear Park, and Giuffrida Park
- Parks Maintenance received an additional \$173,230 from a TDC grant to help fund a new restroom building at Sirenia Vista Park

GOALS AND PRIORITIES

- Continue to complete GO Bond parks construction projects
- Install Pocket Parks at improved boat ramps

Recreation

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

ACCOMPLISHMENTS

- Four Freedoms Park, William Austen Youth Center, and Cape Coral Mini-Bus Service received a total of \$117,407 in various grants
- Yacht Club Pool completed renovations including a new sand filtration system, restrooms, picnic tables, FUNbrellas, electric and plumbing totaling over \$150,000

GOALS AND PRIORITIES

- Continue to research grant opportunities to further expand or improve center programs to increase and/or maintain service levels
- The Art Center will continue to develop Public Art Program and Public Art Ordinance for the City
- Construction of the Skate Park Replacement Building

PARKS AND RECREATION

Revenue and Special Facility

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

ACCOMPLISHMENTS

- Special Populations partnered with Guardian Angels to receive a total of \$80,800 in funds and equipment for various projects
- Athletics partnered with Lee LAX to provide clinics and a mini lacrosse program
- Special Events Division returned after a prolonged hiatus during the pandemic to produce 3 Bike Nights, Tour De Cape, Sounds of Jazz, Brews on the River, and Red White & BOOM, while also continuing the Movie in the Park series

GOALS AND PRIORITIES

- Special Events Division will be adding at least 6 more new events to their schedule, including Tree Lighting and Menorah Lighting Ceremonies and New Year's

Coral Oaks Golf Course

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

ACCOMPLISHMENTS

- Completed the concrete and asphalt cart paths renovation project and tree trimming/mitigation

GOALS AND PRIORITIES

- Complete irrigation system replacement for all putting greens



POLICE



DEPARTMENT OVERVIEW

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

MISSION

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

HIGHLIGHTS



Accreditation Certified
CFA and CALEA



Call for Service
276,927



Traffic Citations
10,836



In 1971
11 Officers
4 Dispatchers



In 2022
288 Officers
49 Dispatchers

POLICE

FY 2023 ORGANIZATIONAL CHART

Total FTE's - 404.53

Communication and Records- 63.7

Commander Comm & Logistical Support	1.00
Communications Supervisor	1.00
Communications Shift Supervisor	4.00
Communications Training Coordinator	1.00
Lead Telecommunicator	4.00
Telecommunicator	27.00
911 Operators ¹	13.00
Quartermaster	2.00
Records Supervisor	1.00
Senior Customer Service Representative	1.00
Customer Service Representative	8.00
Administrative Technician	0.70

Community Services - 44

Captain	1.00
Lieutenant	1.00
Sergeant ⁸	4.00
Police Officer	38.00

Do the Right Thing - 1

Community Outreach Project Coordinator	1.00
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Administration - 26.75

Police Chief	1.00
Deputy Chief of Police	2.00
Lieutenant	1.00
Captain	1.00
Sergeant	3.00
Police Officer ²	11.00
Grant Coordinator/Writer	1.00
Senior Administrative Specialist	1.00
Accounts Coordinator	1.00
Administrative Assistant	1.00
Senior Customer Service Representative	1.00
Customer Service Representative	2.00
Administrative Technician	0.75

Patrol - 147

Lieutenant	5.00
Captain	1.00
Sergeant	12.00
Police Officer ⁷	124.00
Accounts Coordinator	1.00
Public Service Aide	4.00

Alarm Fee - 1

Customer Service Representative	1.00
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Special Operations - 44

Lieutenant	1.00
Captain	1.00
Sergeant	5.00
Police Officer	36.00
Accounts Coordinator	1.00

Investigative Services Bureau - 73.08

Lieutenant	1.00
Captain	1.00
Sergeant ³	7.00
Police Officer ⁶	39.00
Accounts Coordinator	1.00
Customer Service Representative	4.00
Crime Analyst	3.00
Forensic/ Evidence Supervisor	1.00
Forensic Specialist	2.00
Forensic Technician	3.00
Evidence Technician	4.00
Victim Assistance Coordinator	2.00
Victim Assistance Advocate ⁵	2.00
Background Investigation Specialist	2.08
Planning and Research Analyst ⁴	1.00

Grants - 4

Police Officer COPS	4.00
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Change in FTEs:

- ¹ Added 2 911 Operators
- ² Added 3 Detective Officers
- ³ Added 1 Sergeant
- ⁴ Added 1 Planning and Research Analyst
- ⁵ Added 1 Victim Assistance Advocate
- ⁶ Added 2 Professional Standards Officers
- ⁷ Added 4 Patrol Officers
- ⁸ Added 1 Community Service Sergeant

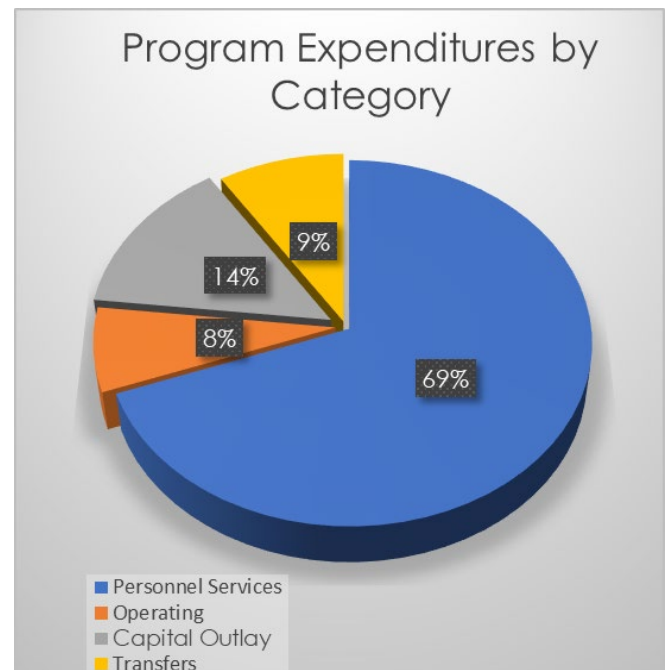
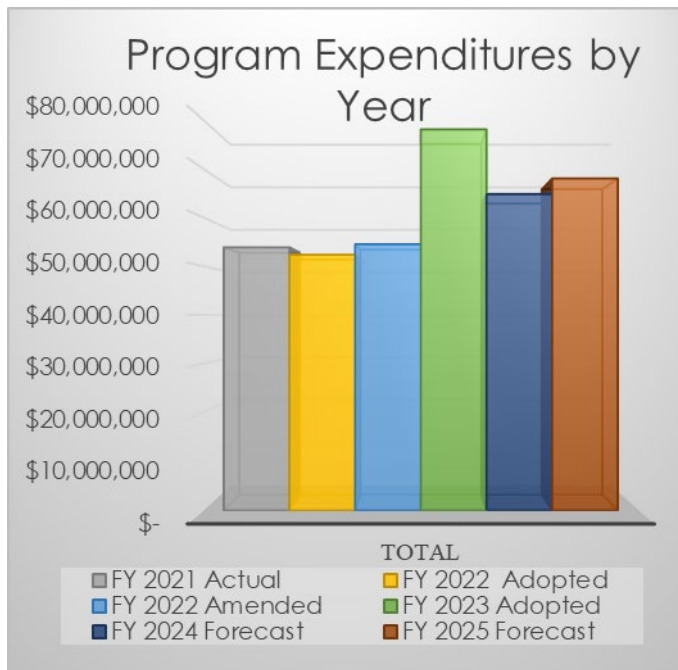
FY 2022 Amended	FY 2023 Adopted	Change
389.53	404.53	15.00

POLICE

OPERATING BUDGET

Revenues by Category	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Adopted	FY 2024 Forecast	FY 2025 Forecast
Charges for Service	\$ 2,082,742	\$ 1,570,462	\$ 2,222,810	\$ 1,572,292	\$ 1,573,793	\$ 1,575,323
Fines and Forfeits	365,589	337,915	340,015	345,838	352,335	358,962
Impact Fees	2,871,598	2,165,993	2,174,393	2,715,415	2,795,950	2,880,063
Intergovernmental	1,033,088	507,009	1,104,729	158,732	-	-
Miscellaneous	221,948	20,983	62,866	11,160	11,323	11,490
Transfers	6,120,260	25,927	246,920	7,133,834	30,590	34,364
Total	\$ 12,695,225	\$ 4,628,289	\$ 6,151,733	\$ 11,937,271	\$ 4,763,991	\$ 4,860,202

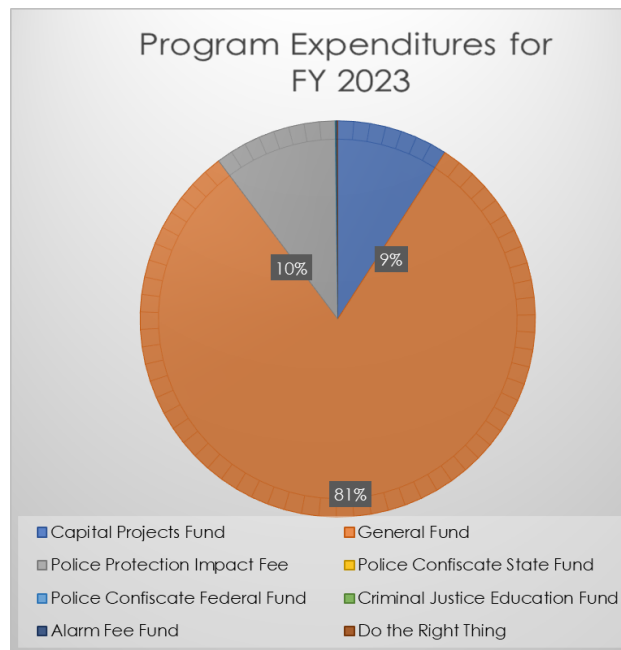
Expenditures by Category	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Adopted	FY 2024 Forecast	FY 2025 Forecast
Personnel Services	\$ 40,407,287	\$ 43,358,646	\$ 44,721,244	\$ 54,045,954	\$ 56,605,396	\$ 59,322,851
Operating	5,162,462	5,556,830	5,936,450	5,790,509	5,820,744	5,934,649
Capital Outlay	2,113,294	3,381,470	3,582,710	10,976,879	2,266,311	2,631,238
Transfers	6,118,539	-	208,593	7,107,000	-	-
Total	\$ 53,801,582	\$ 52,296,946	\$ 54,448,997	\$ 77,920,342	\$ 64,692,451	\$ 67,888,738



POLICE

Expenditures by Fund and Program	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Adopted	FY 2024 Forecast	FY 2025 Forecast
<i>Alarm Fee Fund</i>						
Alarm Fee	\$ 102,443	\$ 105,927	\$ 119,471	\$ 106,834	\$ 110,590	\$ 114,364
<i>Criminal Justice Education Fund</i>						
Criminal Justice Education	\$ 20,142	\$ 25,215	\$ 25,215	\$ 25,719	\$ 26,234	\$ 26,758
<i>Do The Right Thing Fund</i>						
Do The Right Thing	\$ 16,908	\$ 8,000	\$ 19,000	\$ 8,160	\$ 8,323	\$ 8,490
<i>General Fund</i>						
Bulletproof Vest Partnership	1,700	-	-	-	-	-
Communications and Records	4,597,614	5,244,370	5,211,882	6,239,580	6,439,009	6,665,392
Police Grants	593,733	-	671,089	-	-	-
Community Services Bureau	5,102,070	5,419,923	5,419,923	6,983,369	7,378,727	7,738,731
COPS Hiring Program	200,906	612,159	738,346	441,743	469,922	495,442
Do the Right Thing	74,618	80,175	80,175	91,804	95,354	98,922
Investigative Services Bureau	7,165,496	8,083,022	8,148,820	10,905,730	10,821,332	11,311,282
Patrol Bureau	16,452,066	16,384,298	16,993,894	20,368,761	21,076,780	22,122,611
Police Administration	6,486,665	7,189,830	7,292,489	8,134,357	8,439,607	9,116,514
Police Explorer Program	670	-	34,542	-	-	-
Police Fleet Rolling Stock	1,619,051	2,490,126	2,587,972	2,339,680	2,095,000	2,040,000
Special Operations	4,869,902	6,031,441	5,969,061	7,285,458	7,661,419	8,078,613
Speed and Aggressive Driving	-	-	86,500	-	-	-
STOP School Violence	53,843	-	40,472	-	-	-
<i>General Fund Total</i>	<i>\$ 47,218,335</i>	<i>\$ 51,535,344</i>	<i>\$ 53,275,165</i>	<i>\$ 62,790,482</i>	<i>\$ 64,477,150</i>	<i>\$ 67,667,507</i>
<i>Police Capital Project Fund</i>						
Police Training Facility	\$ 187,607	\$ -	\$ 208,593	\$ 7,107,000	\$ -	\$ -
<i>Police Confiscation Federal Fund</i>						
Police Confiscation Federal	\$ 4,609	\$ 27,818	\$ 37,818	\$ 28,014	\$ 28,215	\$ 28,418
<i>Police Confiscation State Fund</i>						
Police Confiscation State	\$ 121,105	\$ -	\$ 2,100	\$ -	\$ -	\$ -
<i>Police Protection Impact Fee Fund</i>						
Police Fleet Rolling Stock	-	512,152	512,152	706,402	-	-
Police Protection Impact Fee	6,130,432	82,490	249,483	7,147,731	41,939	43,201
<i>Police Protection Impact Fee Fund Total</i>	<i>\$ 6,130,432</i>	<i>\$ 594,642</i>	<i>\$ 761,635</i>	<i>\$ 7,854,133</i>	<i>\$ 41,939</i>	<i>\$ 43,201</i>
Total	\$ 53,801,582	\$ 52,296,946	\$ 54,448,997	\$ 77,920,342	\$ 64,692,451	\$ 67,888,738

POLICE



Expenditures by Fund and Category	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Adopted	FY 2024 Forecast	FY 2025 Forecast
<i>Capital Projects Fund</i>						
Operating	\$ 6,996	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Outlay	180,611	-	208,593	7,107,000	-	-
<i>Capital Projects Fund Total</i>	<i>\$ 187,607</i>	<i>\$ -</i>	<i>\$ 208,593</i>	<i>\$ 7,107,000</i>	<i>\$ -</i>	<i>\$ -</i>
<i>General Fund</i>						
Personnel Services	40,326,311	43,273,383	44,622,437	53,960,198	56,516,305	59,230,413
Operating	4,959,341	5,442,643	5,790,763	5,666,807	5,694,534	5,805,856
Capital Outlay	1,932,683	2,819,318	2,861,965	3,163,477	2,266,311	2,631,238
<i>General Fund Total</i>	<i>\$ 47,218,335</i>	<i>\$ 51,535,344</i>	<i>\$ 53,275,165</i>	<i>\$ 62,790,482</i>	<i>\$ 64,477,150</i>	<i>\$ 67,667,507</i>
<i>Police Protection Impact Fee</i>						
Operating	32,522	32,490	40,890	40,731	41,939	43,201
Capital Outlay	-	562,152	512,152	706,402	-	-
Transfers Out	6,097,910	-	208,593	7,107,000	-	-
<i>Police Protection Impact Fee Total</i>	<i>\$ 6,130,432</i>	<i>\$ 594,642</i>	<i>\$ 761,635</i>	<i>\$ 7,854,133</i>	<i>\$ 41,939</i>	<i>\$ 43,201</i>

POLICE

Expenditures by Fund and Category	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Adopted	FY 2024 Forecast	FY 2025 Forecast
<i>Police Confiscate State Fund</i>						
Operating	107,976	-	2,100	-	-	-
Transfers Out	13,129	-	-	-	-	-
<i>Police Confiscate State Fund Total</i>	<i>\$ 121,105</i>	<i>\$ -</i>	<i>\$ 2,100</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>
<i>Police Confiscate Federal Fund</i>						
Operating	4,609	27,818	37,818	28,014	28,215	28,418
Transfers Out	-	-	-	-	-	-
<i>Police Confiscate Federal Fund Total</i>	<i>\$ 4,609</i>	<i>\$ 27,818</i>	<i>\$ 37,818</i>	<i>\$ 28,014</i>	<i>\$ 28,215</i>	<i>\$ 28,418</i>
<i>Criminal Justice Education Fund</i>						
Operating	20,142	25,215	25,215	25,719	26,234	26,758
<i>Criminal Justice Education Fund Total</i>	<i>\$ 20,142</i>	<i>\$ 25,215</i>	<i>\$ 25,215</i>	<i>\$ 25,719</i>	<i>\$ 26,234</i>	<i>\$ 26,758</i>
<i>Alarm Fee Fund</i>						
Personnel Services	80,976	85,263	98,807	85,756	89,091	92,438
Operating	13,967	20,664	20,664	21,078	21,499	21,926
Transfers Out	7,500	-	-	-	-	-
<i>Alarm Fee Fund Total</i>	<i>\$ 102,443</i>	<i>\$ 105,927</i>	<i>\$ 119,471</i>	<i>\$ 106,834</i>	<i>\$ 110,590</i>	<i>\$ 114,364</i>
<i>Do the Right Thing</i>						
Operating	16,908	8,000	19,000	8,160	8,323	8,490
<i>Do the Right Thing Total</i>	<i>\$ 16,908</i>	<i>\$ 8,000</i>	<i>\$ 19,000</i>	<i>\$ 8,160</i>	<i>\$ 8,323</i>	<i>\$ 8,490</i>
Total	\$ 53,801,582	\$ 52,296,946	\$ 54,448,997	\$ 77,920,342	\$ 64,692,451	\$ 67,888,738

DEPARTMENT FUNCTIONS

Administration

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

ACCOMPLISHMENTS

- Maintained status as one of the safest cities in Florida, with a population of over 150,000
- Pursued grant funding to supplement operational and equipment needs, with over \$683,007 in grant funds
- Increased social media activities and community engagement programs, including new livestream chats with the Chief

POLICE

GOALS AND PRIORITIES

- Cultivate professionalism and maintain public trust
- Continues to develop partnerships, improve community relationships, and offer new community-oriented programs based on community needs
- Continue to identify and adopt appropriate technologies to support Department activities while effectively improving our ability to serve the community
- Continue to review and refine the organizational structure, staffing, and allocation to ensure the highest level of service possible while meeting operational goals

Communication & Logistical Support Bureau

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

ACCOMPLISHMENTS

- Maintained accreditation through the Commission on Accreditation for Law Enforcement Agencies (CALEA) for Communications
- Transitioned from Uniform Crime Reporting (UCR) data to the National Incident Based Reporting System (NIBRS), providing more detailed crime statistics

GOALS AND PRIORITIES

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

Professional Standards Bureau

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

ACCOMPLISHMENTS

- Maintained accreditation through the Commission for Florida Law Enforcement Accreditation (CFA) and the Commission on Accreditation for Law Enforcement Agencies (CALEA)
- Processed 111 applicants for law enforcement positions; 21 applicants were hired as police officers/trainees
- Finalized the concept and design portion of the Police Training Facility

GOALS AND PRIORITIES

- Maintain accredited status through the Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA) and the State of Florida Commission for Florida Accreditation (CFA)
- Complete the construction of the Police Training Facility
- Hire adequate staffing to exceed minimum staffing requirements
- Maintain employee development and training requirements

Community Services Bureau

The Community Services Bureau includes School Resource Officers, Community Oriented Policing Unit, Homeless

POLICE

Outreach Team, and Community Outreach and specializes in functions such as residential and business crime prevention and youth service programs through the Police Explorers and the Police Athletic League (PAL).

ACCOMPLISHMENTS

- Refined the Bureau by increasing the program's impact on youth activities and influencing a reduction in youth-related crimes through increased Police Athletic League (PAL) support
- Redefined the mission of an existing unit into a new Community Oriented Policing Unit to include a Homelessness Outreach Team to address a growing issue within the region
- Increased the number of community-oriented events, such as Shop with a Cop, Coffee with a Cop, Do The Right Thing, Prescription Drug Take-Back Day, various toy and food drives, and many others, following a significant decline during the pandemic

GOALS AND PRIORITIES

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

Special Operations Bureau

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

ACCOMPLISHMENTS

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

GOALS AND PRIORITIES

- Ensure the safe movement of people and vehicles throughout the city
- Reduce the number of traffic crashes, including those involving pedestrians and bicycles
- Increase targeted traffic enforcement and education opportunities through grant-funded operations

Patrol Bureau

The Patrol Bureau is the largest and most recognizable. They are the uniformed officers in marked patrol vehicles responsible for day-to-day service to the public, including crime suppression and detection, enforcement of criminal laws, traffic laws and City ordinances, investigation of traffic accidents, initial crime reporting, and responding to other calls for service.

ACCOMPLISHMENTS

- Responded to over 200,000 calls for service. These calls range from quality-of-life issues, up to and including deadly force incidents
- Our officers were awarded for lifesaving efforts by applying tourniquets, administering CPR, and pulling crash victims from vehicles
- Patrol Officers de-escalated countless situations to a peaceful resolution
- Citizens experiencing crisis were delivered into the continuum of care to receive services and avoid tragedy

GOALS AND PRIORITIES

- Maintain emergency response times by patrol officers

POLICE

- Ensure personnel are available to support proactive policing services
- Enhance community-oriented and proactive police services by incorporating best practices from peer accredited agencies
- Increase efficiency of policing services by reducing injuries to officers and damage to police vehicles and equipment

Investigative Services Bureau

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

ACCOMPLISHMENTS

- Created an Analytics Unit to prepare for a new Tactical Intelligence and Analytics Center
- Maintained ISO/IEC 17020 accreditation through the ANSI-ASQ National Accreditation Board (ANAB) for Forensics

GOALS AND PRIORITIES

- Continue to increase case clearance rates for property and violent crimes
- Maintain accredited status for Forensics



PUBLIC WORKS



DEPARTMENT OVERVIEW

The Public Works Department is a diverse group of divisions that are primarily responsible for construction and maintenance of transportation and stormwater facilities, and engineering support for Cape Coral's infrastructure (roads, canals, and stormwater systems, etc.), as well as Property Management and Fleet Maintenance.

MISSION

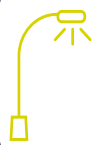
Public Works serves the citizens as a proactive skilled team using the best available methods to plan, design, construct and maintain the City's stormwater and transportation facilities.

HIGHLIGHTS



Asset Replacements

1,700+



Authorized Streetlights

589 Installed



Sidewalks

14 miles



Daily Bulk Drop Offs

35+ Avg Veh



100 Best Fleets

Ranked #24



Road Surfacing

180 Miles



Canal Dredging

8,470 Yards³



Facilities Work Orders

\$3+ million

PUBLIC WORKS

FY 2023 ORGANIZATIONAL CHART

Total FTEs - 287

Capital Maintenance - 40

Maintenance Manager	1.00
Administrative Assistant	1.00
Streets Operations Supervisor	2.00
Arborist	1.00
Senior Project Manager	1.00
Senior Equipment Operator	13.00
Equipment Operator	15.00
Construction Inspector	2.00
Field Technician	1.00
Laborer	3.00

Planning and Permitting - 3

Principal Planner	1.00
Graphic-Information-Systems (GIS) Analyst	1.00
Senior Geo-Processing Technician	1.00

Inspections Design and Construction - 2

Construction Inspector	1.00
Senior Construction Inspector	1.00

Design and Construction - 4

Project Manager	1.00
Principal Engineer - PE	2.00
Computed-Aided-Design (CAD), Graphic-Information-System (GIS) Specialist	1.00

Survey - 7

Registered Surveyor	1.00
Computed-Aided-Design (CAD), Graphic-Information-System (GIS) Specialist	1.00
Senior Land Surveyor	1.00
Survey Crew Supervisor	1.00
Survey Crew Chief	1.00
Survey Instrument Technician	2.00

Administration - 6

Public Works Director	1.00
Assistant Public Works Director	1.00
Senior Administrative Specialist	1.00
Business Manager	1.00
Accounts Coordinator	1.00
Project Manager	1.00

Traffic Operations - 9

Traffic Operations Engineer	1.00
Crew Coordinator	1.00
Traffic Technician	6.00
Sign Fabricator	1.00

Traffic Engineering - 4

Traffic Engineer	1.00
Senior Construction Inspector	1.00
Associate Project Manager	1.00
Engineer	1.00

Sidewalks - 17

Crew Coordinator	2.00
Senior Equipment Operator	2.00
Equipment Operator	4.00
Field Technician	4.00
Laborer Sidewalks	4.00
Project Manager	1.00

Solid Waste - 2

Solid Waste Manager	1.00
Solid Waste Inspector	1.00

Lot Mowing - 3.5

Chief Engineering Inspector	1.00
Senior Construction Inspector	1.00
Construction Inspector	1.00
Contract Administrator	0.50

Fleet Administration - 6

Fleet Manager	1.00
Fleet Superintendent	1.00
Accounts Coordinator	1.00
Administrative Assistant	1.00
Planning and Research Analyst	1.00
Fuel Management Technician	1.00

Fleet Repairs - 15

Fleet Supervisor	1.00
Fleet Service Writer/Expeditor	1.00
Senior Fleet Mechanic	9.00
Fleet Mechanic	4.00

Property Management - 5

Facility Manager	1.00
Facilities Management Supervisor	1.00
Accounts Coordinator	1.00
Administrative Assistant	1.00
Customer Service Representative	1.00

Property Management Real Estate - 5

Property Broker	1.00
Property Acquisition Agent	2.00
Contract Property Agent	1.00
Administrative Assistant	1.00

Property Management Custodial - 11.5

Lead Custodian	1.00
Custodial Supervisor	0.50
Custodian	10.00

Property Management Project Admin- 2.5

Project Manager	1.00
Principal Engineer	1.00
Contract Administrator	0.50

PUBLIC WORKS

FY 2023 ORGANIZATIONAL CHART

Property Management Maintenance - 23		Stormwater Administration - 8		Stormwater Environmental Resources - 13	
AC/ Refrigeration Specialist	1.00	Stormwater Maintenance Manager	1.00	Administrative Assistant	1.00
AC/ Refrigeration Technician	3.00	Accounts Coordinator	1.00	Environmental Biologist	3.00
Generator Mechanic	1.00	Stormwater Operations Supervisor	2.00	Environmental Resources Manager	1.00
Electrician	4.00	Customer Service Representative	1.00	Environmental Technician	2.00
Security Specialist	2.00	Administrative Assistant	2.00	Laboratory Supervisor	1.00
Senior Trades Specialist	4.00	Geo Processing Technician	1.00	Lab Quality Assurance/Quality Control	1.00
Trades Specialist	6.00	Stormwater Design Construction Mgmt - 3		Senior Laboratory Technician	4.00
Maintenance Specialist	1.00	Principal Engineer PE	1.00	Stormwater Catch Basin - 7	
Laborer	1.00	Project Manager	1.00	Crew Coordinator	1.00
Property Management Charter School - 18.5		Computed-Aided-Design (CAD), Graphic- Information-System (GIS) Specialist	1.00	Senior Equipment Operator	3.00
Custodial Supervisor	0.50	Stormwater Drainage Replacement - 12		Equipment Operator	2.00
Lead Custodian	1.00	Crew Coordinator	1.00	Laborer	1.00
Custodian	14.00	Senior Equipment Operator	1.00	Stormwater Swales - 27	
Maintenance Specialist - Charter School	3.00	Equipment Operator	5.00	Crew Coordinator	1.00
Stormwater Weir/Outfall/Excavator - 11		Laborer	3.00	Senior Equipment Operator	11.00
Senior Equipment Operator	5.00	Field Technician	1.00	Equipment Operator	10.00
Equipment Operator	4.00	Custodian	1.00	Field Technician	1.00
Field Technician	1.00	Stormwater Canal Dredging - 3		Laborer	4.00
Laborer	1.00	Senior Equipment Operator	1.00	Stormwater Surface Water Mgmt - 13	
Stormwater Drainage - 6		Equipment Operator	1.00	Chief Engineering Inspector	1.00
Construction Inspector	3.00	Laborer	1.00	Senior Construction Inspector	6.00
Senior Construction Inspector	2.00			Construction Inspector	4.00
Welder/Fabricator	1.00			Plan Reviewer	1.00
				Permit Coordinator	1.00

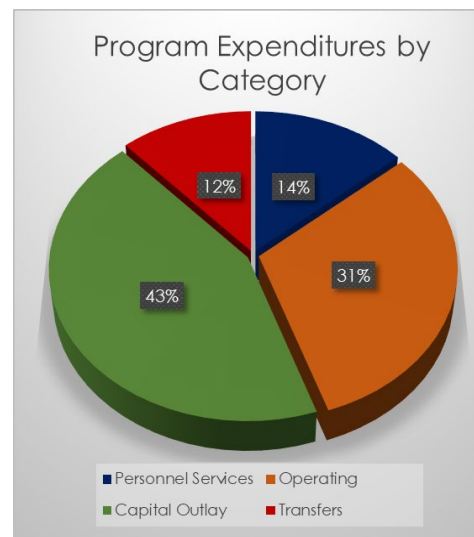
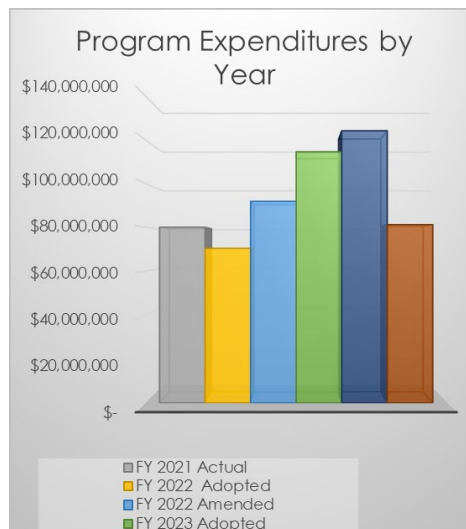
FY 2022 Amended	FY 2023 Adopted	Change
287.00	287.00	0.00

PUBLIC WORKS

OPERATING BUDGET

Revenues by Category	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Adopted	FY 2024 Forecast	FY 2025 Forecast
Charges for Service	\$ 4,443,105	\$ 4,177,176	\$ 4,818,482	\$ 4,708,482	\$ 4,712,502	\$ 4,716,602
Debt Proceeds	-	-	-	18,643,000	30,686,900	-
Fines and Forfeits	47,549	-	-	-	-	-
Franchise Fees	-	9,649,081	19,095,000	-	-	-
Impact Fees	17,827,347	13,272,529	13,397,529	16,663,374	17,165,531	17,690,088
Intergovernmental	850,401	-	853,426	-	-	-
Internal Service Charges	9,552,101	10,632,988	13,437,124	11,056,949	11,673,557	11,446,206
License and Permits	300	-	-	-	-	-
Miscellaneous	786,079	79,942	79,942	12,550,647	15,759,000	-
Special Assessment	(821,339)	39,965	39,965	39,965	39,965	39,965
Taxes - Gas	10,131,660	9,448,137	9,448,137	10,349,253	10,556,238	10,767,363
Taxes - PST Solid Waste	16,784,160	-	-	19,095,000	19,476,900	20,061,207
Transfers	19,651,943	16,307,000	20,807,000	16,957,000	8,207,000	8,207,000
Total	\$ 79,253,307	\$ 63,606,818	\$ 81,976,605	\$ 110,063,670	\$ 118,277,593	\$ 72,928,431

Expenditures by Category	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Adopted	FY 2024 Forecast	FY 2025 Forecast
Personnel Services	\$ 12,451,914	\$ 14,661,085	\$ 14,731,531	\$ 15,759,500	\$ 16,412,341	\$ 17,073,030
Operating	29,814,805	27,607,400	41,070,994	35,942,644	36,121,118	37,027,409
Capital Outlay	12,447,377	12,693,500	18,537,156	49,071,127	55,715,900	8,707,000
Transfers	25,274,009	15,383,055	17,383,055	13,498,345	15,605,307	18,350,708
Total	\$ 79,988,105	\$ 70,345,040	\$ 91,722,736	\$ 114,271,616	\$ 123,854,666	\$ 81,158,147

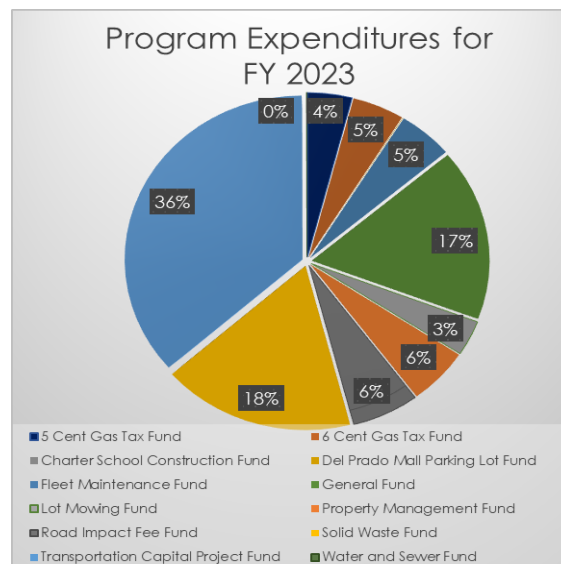


PUBLIC WORKS

Expenditures by Fund and Program	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Adopted	FY 2024 Forecast	FY 2025 Forecast
<i>5 Cent Gas Tax Fund</i>						
5 Cent Gas Tax	\$ 7,392,089	\$ 4,700,000	\$ 4,800,000	\$ 4,200,000	\$ 4,130,600	\$ 5,426,355
<i>6 Cent Gas Tax Fund</i>						
6 Cent Gas Tax	\$ 8,986,824	\$ 6,383,231	\$ 6,457,319	\$ 4,927,052	\$ 5,938,387	\$ 5,942,666
<i>Charter Schools Construction Fund</i>						
Public Works Capital Projects	\$ -	\$ -	\$ 1,697,980	\$ -	\$ -	\$ -
<i>Del Prado Mall Parking Lot Fund</i>						
Del Prado Mall Parking Lot	\$ 16,633	\$ 22,544	\$ 22,544	\$ 39,965	\$ 39,965	\$ 39,965
<i>Fleet Maintenance Fund</i>						
Fleet Repair Operations	\$ 3,474,499	\$ 3,607,122	\$ 4,474,044	\$ 4,431,496	\$ 4,545,532	\$ 4,678,964
Public Works Administration	794,136	865,490	2,888,061	729,408	758,902	789,405
Public Works Fleet Rolling Stock	305	55,000	878,000	56,560	50,000	-
<i>Fleet Maintenance Fund Total</i>	\$ 4,268,940	\$ 4,527,612	\$ 8,240,105	\$ 5,217,464	\$ 5,354,434	\$ 5,468,369
<i>Fleet Capital Project Fund</i>						
Fleet Capital Project	\$ -	\$ -	\$ 2,000,000	\$ 10,345,000	\$ 15,470,000	\$ -
<i>General Fund</i>						
Design and Construction	\$ 862,038	\$ 1,053,896	\$ 1,052,896	\$ 993,193	\$ 1,030,266	\$ 1,065,865
Median Maintenance	988,767	1,586,926	1,586,926	1,624,512	1,658,283	1,692,773
Planning and Permitting	334,480	374,096	374,096	855,875	437,198	637,394
Public Works Administration	832,445	855,184	855,462	817,170	862,732	909,055
Public Works Fleet Rolling Stock	600,441	344,000	344,000	379,120	448,000	420,000
Public Works Grants	-	-	300,000	-	-	-
Public Works Maintenance	3,473,894	4,073,534	4,078,496	4,944,274	5,146,305	5,290,725
Public Works Real Estate	-	377,721	377,721	393,603	410,494	427,821
Sidewalks	-	-	-	1,423,689	1,477,375	1,529,123
Survey	605,862	733,169	732,169	876,748	835,031	921,226
Traffic Engineering and Operations	1,788,144	2,288,699	2,288,699	2,421,233	2,497,866	2,588,631
Transportation Street Lighting	2,926,532	2,814,957	3,517,735	2,869,831	2,926,028	2,983,245
<i>General Fund Total</i>	\$ 12,412,603	\$ 14,502,182	\$ 15,508,200	\$ 17,599,248	\$ 17,729,578	\$ 18,465,858
<i>Lot Mowing Fund</i>						
Lot Mowing	\$ 2,691,121	\$ 3,667,687	\$ 4,393,279	\$ 3,606,372	\$ 3,682,621	\$ 3,760,022
<i>Property Management Fund</i>						
Facilities Custodial and Maintenance	\$ 3,558,134	\$ 3,988,442	\$ 5,037,321	\$ 4,448,188	\$ 4,552,941	\$ 4,680,484
Public Works Administration	1,772,413	1,451,787	1,494,551	1,211,897	1,254,182	1,297,353
Public Works Fleet Rolling Stock	26,366	108,000	108,000	134,400	42,000	-
<i>Property Management Fund Total</i>	\$ 5,356,913	\$ 5,548,229	\$ 6,639,872	\$ 5,794,485	\$ 5,849,123	\$ 5,977,837

PUBLIC WORKS

Expenditures by Fund and Program	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Adopted	FY 2024 Forecast	FY 2025 Forecast
<i>Public Works Capital Project Fund</i>						
Public Works Capital Projects	\$ 327,842	\$ 2,000,000	\$ -	\$ -	\$ -	\$ -
<i>Road Impact Fee Fund</i>						
Road Impact Fee	\$ 9,912,079	\$ 6,107,143	\$ 6,232,143	\$ 6,373,296	\$ 7,480,694	\$ 8,969,420
<i>Solid Waste Fund</i>						
Solid Waste	\$ 16,505,216	\$ 8,545,402	\$ 18,342,418	\$ 18,279,270	\$ 18,486,019	\$ 18,858,781
<i>Transportation Capital Project Fund</i>						
Curbing	\$ 8,832	\$ -	\$ -	\$ 200,000	\$ 200,000	\$ 200,000
Landscaping	48,363	1,312,000	2,312,000	4,312,000	312,000	312,000
Public Works Fleet Rolling Stock	39,775	80,000	80,000	-	-	-
Resurfacing Projects	6,387,711	7,020,000	8,520,000	7,020,000	7,020,000	7,020,000
Roadway Improvements	34,905	1,800,000	1,800,000	-	-	-
Sidewalks	1,777,610	2,820,000	3,348,426	2,900,000	400,000	400,000
Transportation Capital Project	1,180,831	-	-	10,593,000	15,686,900	-
UEP Roadway Improvements	2,640,832	1,275,000	1,275,000	12,825,647	16,034,000	275,000
<i>Transportation Capital Project Fund Total</i>	<i>\$ 12,118,859</i>	<i>\$ 14,307,000</i>	<i>\$ 17,335,426</i>	<i>\$ 37,850,647</i>	<i>\$ 39,652,900</i>	<i>\$ 8,207,000</i>
<i>Water and Sewer Fund</i>						
Public Works Real Estate	\$ -	\$ 34,010	\$ 34,010	\$ 38,817	\$ 40,345	\$ 41,874
Utility Extension Project Administration	(1,013)	-	19,440	-	-	-
<i>Water and Sewer Fund Total</i>	<i>\$ (1,013)</i>	<i>\$ 34,010</i>	<i>\$ 53,450</i>	<i>\$ 38,817</i>	<i>\$ 40,345</i>	<i>\$ 41,874</i>
Total	\$ 79,988,105	\$ 70,345,040	\$ 91,722,736	\$ 114,271,616	\$ 123,854,666	\$ 81,158,147



PUBLIC WORKS

Expenditures by Fund and Category	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Adopted	FY 2024 Forecast	FY 2025 Forecast
<i>5 Cent Gas Tax Fund</i>						
Operating	\$ 823,765	\$ 1,500,000	\$ 1,600,000	\$ 1,630,000	\$ 1,560,600	\$ 1,591,812
Transfers Out	6,568,324	3,200,000	3,200,000	2,570,000	2,570,000	3,834,543
<i>5 Cent Gas Tax Fund Total</i>	<i>\$ 7,392,089</i>	<i>\$ 4,700,000</i>	<i>\$ 4,800,000</i>	<i>\$ 4,200,000</i>	<i>\$ 4,130,600</i>	<i>\$ 5,426,355</i>
<i>6 Cent Gas Tax Fund</i>						
Personnel Services	\$ 90,597	\$ 99,231	\$ 99,885	\$ 113,052	\$ 117,291	\$ 121,570
Operating	-	9,000	82,434	9,000	9,000	9,000
Transfers Out	8,896,227	6,275,000	6,275,000	4,805,000	5,812,096	5,812,096
<i>6 Cent Gas Tax Fund Total</i>	<i>\$ 8,986,824</i>	<i>\$ 6,383,231</i>	<i>\$ 6,457,319</i>	<i>\$ 4,927,052</i>	<i>\$ 5,938,387</i>	<i>\$ 5,942,666</i>
<i>Charter School Construction Fund</i>						
Capital Outlay	\$ -	\$ -	\$ 1,697,980	\$ -	\$ -	\$ -
<i>Del Prado Mall Parking Lot Fund</i>						
Operating	\$ 16,633	\$ 22,544	\$ 22,544	\$ 39,965	\$ 39,965	\$ 39,965
<i>Fleet Maintenance Fund</i>						
Personnel Services	\$ 1,778,820	\$ 1,896,621	\$ 1,920,192	\$ 1,920,804	\$ 1,999,531	\$ 2,079,371
Operating	2,416,339	2,575,991	3,406,563	3,240,100	3,304,903	3,370,998
Capital Outlay	50,780	55,000	913,350	56,560	50,000	18,000
Transfers Out	23,000	-	2,000,000	-	-	-
<i>Fleet Maintenance Fund Total</i>	<i>\$ 4,268,940</i>	<i>\$ 4,527,612</i>	<i>\$ 8,240,105</i>	<i>\$ 5,217,464</i>	<i>\$ 5,354,434</i>	<i>\$ 5,468,369</i>
<i>Fleet Capital Project Fund</i>						
Capital Outlay	\$ -	\$ -	\$ 2,000,000	\$ 10,345,000	\$ 15,470,000	\$ -
<i>General Fund</i>						
Personnel Services	\$ 6,135,312	\$ 7,248,294	\$ 7,248,294	\$ 9,431,274	\$ 9,826,537	\$ 10,227,125
Operating	5,597,345	6,844,388	7,850,406	7,704,354	7,422,041	7,756,733
Capital Outlay	619,946	409,500	409,500	463,620	481,000	482,000
Transfers Out	60,000	-	-	-	-	-
<i>General Fund Total</i>	<i>\$ 12,412,603</i>	<i>\$ 14,502,182</i>	<i>\$ 15,508,200</i>	<i>\$ 17,599,248</i>	<i>\$ 17,729,578</i>	<i>\$ 18,465,858</i>
<i>Lot Mowing Fund</i>						
Personnel Services	\$ 325,034	\$ 350,717	\$ 354,174	\$ 215,589	\$ 223,752	\$ 231,984
Operating	2,366,087	3,316,970	4,039,105	3,390,783	3,458,869	3,528,038
<i>Lot Mowing Fund Total</i>	<i>\$ 2,691,121</i>	<i>\$ 3,667,687</i>	<i>\$ 4,393,279</i>	<i>\$ 3,606,372</i>	<i>\$ 3,682,621</i>	<i>\$ 3,760,022</i>
<i>Property Management Fund</i>						
Personnel Services	\$ 3,826,298	\$ 3,701,423	\$ 3,744,187	\$ 3,836,591	\$ 3,990,359	\$ 4,145,100
Operating	1,504,249	1,738,806	2,787,685	1,761,494	1,796,764	1,832,737
Capital Outlay	26,366	108,000	108,000	196,400	62,000	-
<i>Property Management Fund Total</i>	<i>\$ 5,356,913</i>	<i>\$ 5,548,229</i>	<i>\$ 6,639,872</i>	<i>\$ 5,794,485</i>	<i>\$ 5,849,123</i>	<i>\$ 5,977,837</i>

PUBLIC WORKS

Expenditures by Fund and Category	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Adopted	FY 2024 Forecast	FY 2025 Forecast
<i>Public Works Capital Project Fund</i>						
Operating	17,548	-	-	-	-	-
Capital Outlay	310,294	2,000,000	-	-	-	-
<i>Public Works Capital Project Fund Total</i>	<i>\$ 327,842</i>	<i>\$ 2,000,000</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>
<i>Road Impact Fee Fund</i>						
Operating	185,620	199,088	224,088	249,951	257,483	265,351
Capital Outlay	-	-	100,000	-	-	-
Transfers Out	9,726,458	5,908,055	5,908,055	6,123,345	7,223,211	8,704,069
<i>Road Impact Fee Fund Total</i>	<i>\$ 9,912,079</i>	<i>\$ 6,107,143</i>	<i>\$ 6,232,143</i>	<i>\$ 6,373,296</i>	<i>\$ 7,480,694</i>	<i>\$ 8,969,420</i>
<i>Solid Waste Fund</i>						
Personnel Services	-	181,730	181,730	204,393	215,566	227,067
Operating	16,505,216	8,329,672	17,967,788	17,915,977	18,270,453	18,631,714
Capital Outlay	-	34,000	192,900	158,900	-	-
<i>Solid Waste Fund Total</i>	<i>\$ 16,505,216</i>	<i>\$ 8,545,402</i>	<i>\$ 18,342,418</i>	<i>\$ 18,279,270</i>	<i>\$ 18,486,019</i>	<i>\$ 18,858,781</i>
<i>Transportation Capital Project Fund</i>						
Personnel Services	296,823	1,150,059	1,150,059	-	-	-
Operating	382,046	3,069,941	3,069,941	-	-	-
Capital Outlay	11,439,991	10,087,000	13,115,426	37,850,647	39,652,900	8,207,000
<i>Transportation Capital Project Fund Total</i>	<i>\$ 12,118,859</i>	<i>\$ 14,307,000</i>	<i>\$ 17,335,426</i>	<i>\$ 37,850,647</i>	<i>\$ 39,652,900</i>	<i>\$ 8,207,000</i>
<i>Water and Sewer Fund</i>						
Personnel Services	(971)	33,010	33,010	37,797	39,305	40,813
Operating	(43)	1,000	20,440	1,020	1,040	1,061
<i>Water and Sewer Fund Total</i>	<i>\$ (1,013)</i>	<i>\$ 34,010</i>	<i>\$ 53,450</i>	<i>\$ 38,817</i>	<i>\$ 40,345</i>	<i>\$ 41,874</i>
Total	\$ 79,988,105	\$ 70,345,040	\$ 89,722,736	\$ 103,926,616	\$ 108,384,666	\$ 81,158,147

DEPARTMENT FUNCTIONS

Transportation

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

ACCOMPLISHMENTS

- Completed Nicholas Parkway West access management and resurfacing project
- Completed sidewalks on one side of Skyline Blvd (SR-78 to Trafalgar), SW 10th St (Chiquita Blvd to Skyline Blvd) and on both sides of SE 6th St (NE 25th Ave to Del Prado Blvd)

PUBLIC WORKS

- Completed landscape improvements on Sands Blvd and Ceitus Pkwy
- Completed design for landscape and median curbing projects, including Rose Garden Rd, Chiquita Blvd, Embers Pkwy W and Country Club Blvd
- Median curbing completed on Agualinda, and Adopt-A-Medians at Ceitus Pkwy and Sands Blvd

GOALS AND PRIORITIES

- Complete construction of sidewalk projects in North 2 UEP Area
- Apply for three new sidewalk construction grants
- Complete landscaping project at Rose Garden Road and Chiquita Blvd
- Coordinate roadway improvements with UEP
- Update the 2016 Cape Coral Bike-Ped Master Plan
- Develop a multimodal Transportation Plan

Design and Construction

Prepares the necessary plans and specifications for Transportation and Drainage Capital Projects and then implements the construction of the improvements. Project management and inspection services are provided during the construction of the improvements.

ACCOMPLISHMENTS

- Designed sidewalk projects throughout the city
- Completed permitting and construction of the North Cape Government Complex
- Provided design, project management, engineering, surveying and inspections to the various transportation and drainage capital projects throughout the year

GOALS AND PRIORITIES

- Continue to design various sidewalk projects
- Modify swale drainage to curb and gutter as a requirement of private commercial development
- Manage City contracts to design or construct transportation and drainage capital projects, including paving, lot mowing, and landscaping, and Nicholas Parkway roadway and drainage improvements

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.

ACCOMPLISHMENTS

- Completed 11 Rain Gardens for improved water quality treatment
- Completed bubble curtain installations for algae control

GOALS AND PRIORITIES

- Develop an algae and nutrients emergency contact for rapid response
- Convert 11 dry stormwater retention ponds into rain garden neighborhood pocket parks
- Complete the first City greenhouse gas emission inventory

PUBLIC WORKS

Property Management

Responsible for establishing and maintaining the City's land inventory with specialized knowledge of land acquisition for the public domain. This division also oversees all City land acquisitions, leases, disposition of surplus real property, easements and rights-of-way for City roads, parks, utility improvements and other capital projects. The division is also responsible for preventive maintenance programs that ensure high serviceability of building infrastructures, provide contract administration and project management for City building rehabilitation or replacement and provides new electrical install and maintenance for buildings and street/park decorator lights.

ACCOMPLISHMENTS

- Purchased property for improvements such as additional parking for Cape Coral Sports Complex, Northwest Drainage Improvements, future expansion of City Facilities and CRA public parking
- Formalized internal operating procedures to include workflow determinations between insourcing and outsourcing project requests, to improve efficiencies and overall service delivery
- Successfully integrated the Charter School Custodial Program into Public Works Property Management
- Completed maintenance for the CIP and UCD Buildings, CRA lighting control panels, electrical services at Seahawk Airpark, and fountains at Reflections Pond and Pavlos Pond

GOALS AND PRIORITIES

- Initiate a new Preventative Maintenance Program with the inclusion of funding into the Property Management's Internal Service Fund accounts
- Implement the first five-year Facility Asset Maintenance Plan
- Complete acquisition settlements with the remaining properties in Festival Park and Lake Meade Park
- Acquire additional boat ramp sites in freshwater canal systems, as well as necessary easements for utility line improvement projects
- Review and amend Administrative Regulations, including AR 66 – Energy Management, and develop an EV Charging Stations plan for City vehicles

Fleet

Monitors all phases of fleet operations. Maintains all inventory of City vehicles, heavy equipment and rolling stock. Provides specifications and is the lead in the acquisition and disposition of equipment. Maintains and controls the City's fueling operations.

ACCOMPLISHMENTS

- Installed two new Fuel Card Reading stations and an on-site Diesel Exhaust Fluid (DEF) tank
- Achieved #24 ranking in the 100 Best Fleets. And top 50 ranking in the Leading Fleets from Ford Motor Company/American Public Works Association
- Initiated the new Fleet Facility analysis

GOALS AND PRIORITIES

- Develop a plan to update the Oasis Charter School buses
- Begin Construction of a new Fleet Facility
- Right-size the City's fleet

PUBLIC WORKS

Solid Waste

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

ACCOMPLISHMENTS

- Successfully implemented the Pilot Bulk Drop-off program
- Purchased a Solid Waste truck to increase the collection level of services

GOALS AND PRIORITIES

- Perform a Solid Waste Fee Study

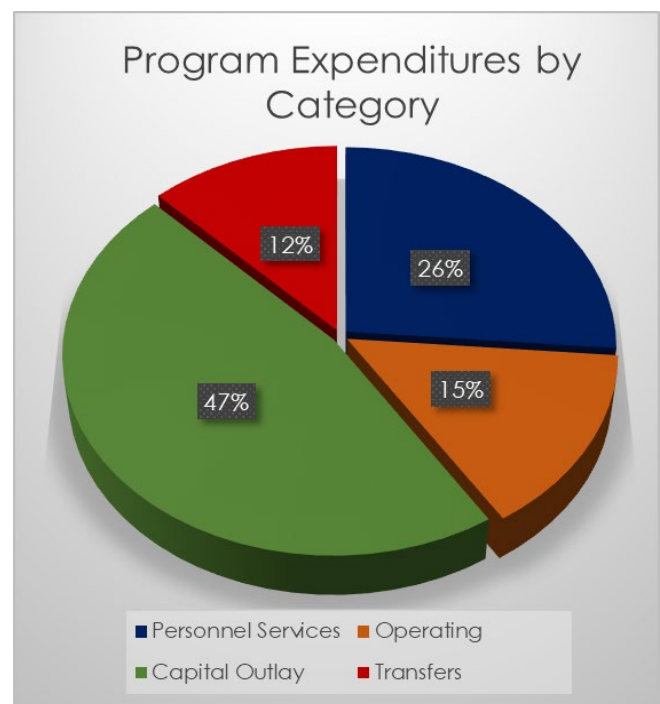
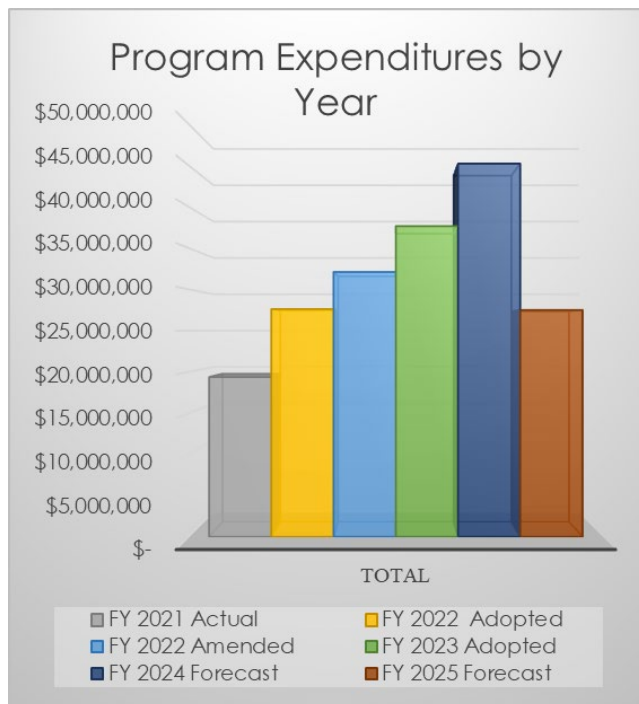


PUBLIC WORKS - STORMWATER

OPERATING BUDGET

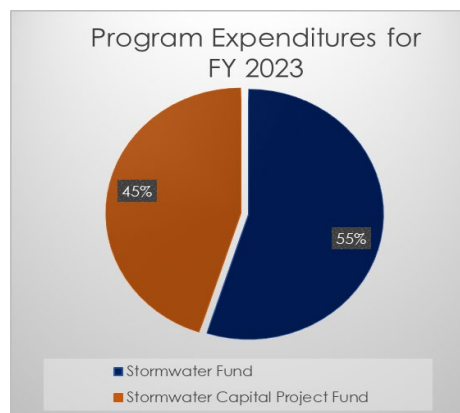
Revenues by Category	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Adopted	FY 2024 Forecast	FY 2025 Forecast
Charges for Service	\$ 22,631,533	\$ 22,345,652	\$ 22,345,652	\$ 23,198,721	\$ 24,053,451	\$ 24,909,844
Debt Proceeds	-	-	-	12,876,277	18,385,500	-
Fine and Forfeits	70,377	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-
License and Permits	8,495	7,045	7,045	7,045	7,045	7,045
Miscellaneous	674,335	238,407	238,407	238,407	238,407	238,407
Special Assessment	(882,318)	(1,064,537)	(1,064,537)	(1,091,045)	(1,132,585)	(1,174,206)
Transfers	5,834,871	5,092,295	6,921,295	4,064,757	4,169,740	3,677,764
Total	\$ 28,337,293	\$ 26,618,862	\$ 28,447,862	\$ 39,294,162	\$ 45,721,558	\$ 27,658,854

Expenditures by Category	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Adopted	FY 2024 Forecast	FY 2025 Forecast
Personnel Services	\$ 8,213,482	\$ 9,095,638	\$ 9,399,389	\$ 9,907,052	\$ 10,299,889	\$ 10,695,626
Operating	3,208,346	5,206,629	6,968,554	5,512,587	5,523,623	5,633,866
Capital Outlay	1,509,939	5,964,295	8,560,647	17,596,234	23,635,740	4,412,764
Transfers	6,445,582	7,345,766	7,174,766	4,640,672	5,778,881	6,762,205
Total	\$ 19,377,349	\$ 27,612,328	\$ 32,103,356	\$ 37,656,545	\$ 45,238,133	\$ 27,504,461



PUBLIC WORKS – STORMWATER

Expenditures by Fund and Program	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Adopted	FY 2024 Forecast	FY 2025 Forecast
<i>Stormwater Fund</i>						
Environment Resources Envir	\$ 712,410	\$ 801,267	\$ 828,058	\$ 976,164	\$ 1,138,766	\$ 1,097,173
Environment Resources Lab	535,136	719,098	712,367	726,322	790,484	881,731
Operations Catch Basins	616,473	761,807	756,768	872,889	902,543	932,411
Operation Drain Management	377,679	524,188	531,532	778,516	805,840	832,398
Operations Drainpipe Replace	1,127,993	1,269,000	1,437,158	1,519,543	1,657,741	1,569,112
Operations Dredging	239,097	826,875	2,213,759	875,873	938,416	921,244
Operations Reserves	95,000	-	-	-	-	-
Operations Street Sweeping	257,277	368,398	307,429	383,282	390,948	398,767
Operations Swale Regrading	2,253,659	3,102,632	2,996,304	3,354,455	3,480,364	3,577,915
Ops-Weir/Outfall/Excavator	844,952	1,026,070	1,197,070	1,175,190	1,231,841	1,258,751
Public Works Fleet Rolling Stock	693,576	757,000	1,433,555	599,200	703,000	580,000
Public Works Real Estate	-	32,016	32,016	37,797	39,305	40,813
Stormwater Administration	9,213,184	10,517,453	10,635,287	6,664,372	6,842,370	6,424,983
Stormwater Transfers	228,470	228,471	228,471	575,915	1,609,141	3,084,441
Surface Water Management	986,767	1,030,484	1,234,691	1,463,166	1,516,767	1,570,994
Stormwater Design Construction Management	377,986	433,884	521,206	493,536	511,858	528,385
Stormwater Permitting and Planning	44,362	121,390	116,390	219,291	123,509	127,579
<i>Stormwater Fund Total</i>	<i>\$ 18,604,021</i>	<i>\$ 22,520,033</i>	<i>\$ 25,182,061</i>	<i>\$ 20,715,511</i>	<i>\$ 22,682,893</i>	<i>\$ 23,826,697</i>
<i>Stormwater Capital Project Fund</i>						
Drainage Improvement Projects	\$ 511,910	\$ 4,992,295	\$ 6,992,295	\$ 15,376,034	\$ 20,990,240	\$ 2,112,764
Environment Projects	155,362	100,000	100,000	200,000	200,000	200,000
Flood Prevention Projects	50,681	-	-	850,000	850,000	850,000
Stormwater Capital Projects	55,374	-	-	-	-	-
Weir Improvement Projects	-	-	(171,000)	515,000	515,000	515,000
<i>Stormwater Capital Project Fund Total</i>	<i>\$ 773,328</i>	<i>\$ 5,092,295</i>	<i>\$ 6,921,295</i>	<i>\$ 16,941,034</i>	<i>\$ 22,555,240</i>	<i>\$ 3,677,764</i>
Total	\$ 19,377,349	\$ 27,612,328	\$ 32,103,356	\$ 37,656,545	\$ 45,238,133	\$ 27,504,461



PUBLIC WORKS – STORMWATER

Expenditures by Fund and Category	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Adopted	FY 2024 Forecast	FY 2025 Forecast
<i>Stormwater Fund</i>						
Personnel Services	\$ 8,213,482	\$ 9,095,638	\$ 9,399,389	\$ 9,907,052	\$ 10,299,889	\$ 10,695,626
Operating	3,205,011	5,206,629	6,968,554	5,512,587	5,523,623	5,633,866
Capital Outlay	739,946	872,000	1,639,352	655,200	1,080,500	735,000
Transfers Out	6,445,582	7,345,766	7,174,766	4,640,672	5,778,881	6,762,205
<i>Stormwater Fund Total</i>	<i>\$ 18,604,021</i>	<i>\$ 22,520,033</i>	<i>\$ 25,182,061</i>	<i>\$ 20,715,511</i>	<i>\$ 22,682,893</i>	<i>\$ 23,826,697</i>
<i>Stormwater Capital Project Fund</i>						
Operating	\$ 3,335	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Outlay	769,993	5,092,295	6,921,295	16,941,034	22,555,240	3,677,764
<i>Stormwater Capital Project Fund Total</i>	<i>\$ 773,328</i>	<i>\$ 5,092,295</i>	<i>\$ 6,921,295</i>	<i>\$ 16,941,034</i>	<i>\$ 22,555,240</i>	<i>\$ 3,677,764</i>
Total	\$ 19,377,349	\$ 27,612,328	\$ 32,103,356	\$ 37,656,545	\$ 45,238,133	\$ 27,504,461

DEPARTMENT FUNCTIONS

Stormwater

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

ACCOMPLISHMENTS

- Completed 9 additional canal access points for maintenance purposes
- Completed the Nicholas Pkwy W roadway and drainage improvements
- North Spreader canal maintenance dredging for Sirenia Vista Park area

GOALS AND PRIORITIES

- Construct additional Government access boat ramps
- Increase storm pipe lining within fully developed inspections for new single-family homes
- Complete the Stormwater Fee Structure analysis



UTILITIES



DEPARTMENT OVERVIEW

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

MISSION

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

HIGHLIGHTS



Gallons of Drinking
Water
4,071,782,000



Water Meter
Installation
1657



Irrigation Water
Pumped
8,846,590



Canal Weir Project
800 million
gallons

UTILITIES

FY 2023 ORGANIZATIONAL CHART

Total FTE's - 240.1

Water Reclamation - 79		Administration - 15.1		Collection and Distribution- 103	
Water Reclamation Manager	1.00	Utilities Director	1.00	Collection and Distribution Manager	1.00
Accounts Coordinator	1.00	Senior Administrative Specialist	1.00	Collection and Distribution Chief	1.00
Administrative Assistant	1.00	Principal Engineer	1.00	Account Coordinator	1.00
Chief Operator	2.00	Principal Engineer PE	3.00	Administrative Assistant	1.00
Bio Solids Operator I,II	4.00	Contract Administrator	1.00	Chief Engineering Inspector	1.00
Utilities Maintenance Mechanic - Bio Soli	1.00	Senior Project Manager	2.00	CAD GIS Design Specialist	1.00
Customer Service Representative	1.00	Hydrogeologist	1.00	Utilities Field Supervisor	15.00
Custodian	1.00	Customer Service Representative	1.00	Customer Service Representative	4.00
Instrumentation Supervisor	1.00	Chief Engineering Inspector	1.00	Lead Custodian	1.00
Instrument Assistant Supervisor	1.00	Senior Construction Inspector	1.00	Senior Construction Inspector	6.00
Instrumentation Technician	5.00	Construction Inspector/Engineer	2.00	Utilities Technician	18.00
Laborer	4.00	Contract Intern	0.10	Senior Utilities Technician	16.00
Lift Station Technician	8.00			Field Service Representative	1.00
Utilities Maintenance Mechanic	14.00	Water Production Agency - 43		Geo-Processing Technician	2.00
Utilities Maintenance Supervisor	4.00	Water Production Manager	1.00	Field Technician	11.00
Plant Electrician	2.00	Chief Operator	2.00	Laborer	14.00
Control Panel Specialist	2.00	Accounts Coordinator	1.00	Utilities Maintenance Supervisor	3.00
Reuse/Residuals Coordinator	1.00	Administrative Assistant	1.00	Utilities Plan Reviewer	1.00
Utilities Programmer Operator	2.00	Control Panel Specialist	2.00	Inventory Clerk	4.00
Utilities Technician	1.00	Customer Service Representative	1.00	Warehouse Supervisor	1.00
Well Field Technician	2.00	Instrumentation Supervisor	1.00		
Wastewater Operator/Trainee I,II,A,B,C	19.00	Instrument Technician	4.00		
Pre-Treatment Technician	1.00	Utilities Maintenance Supervisor	2.00		
		Utilities Maintenance Mechanic	4.00		
		Plant Electrician	2.00		
		Utility Programmer Operator	2.00		
		Senior Water Plant Operator	2.00		
		Water Plant Operator/Trainee I,II,A,B,C	16.00		
		Well Field Maintenance Mechanic	2.00		

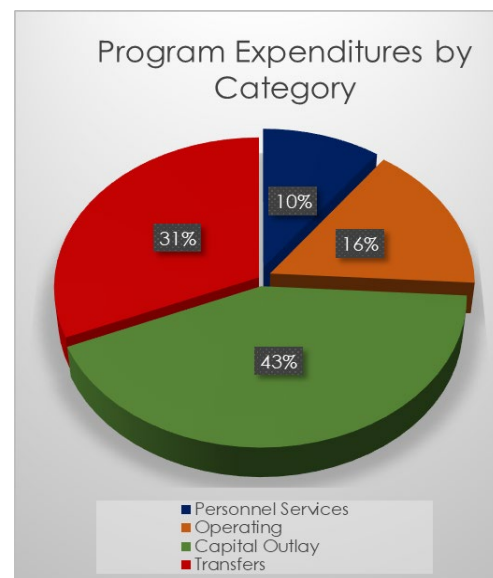
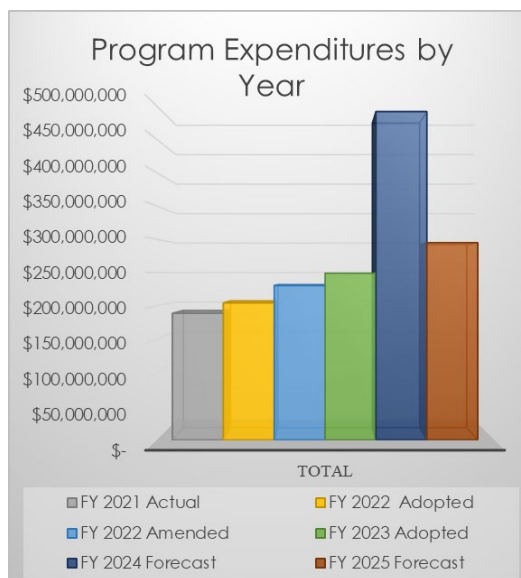
FY 2022 Amended	FY 2023 Adopted	Change
240.10	240.10	0.00

UTILITIES

OPERATING BUDGET

Revenues by Category	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Adopted	FY 2024 Forecast	FY 2025 Forecast
Charges for Service	\$ 95,531,181	\$ 89,947,366	\$ 89,947,366	\$ 90,156,159	\$ 91,366,017	\$ 92,610,987
Debt Proceeds	-	50,000,000	50,000,000	79,837,277	269,723,392	30,594,111
Fines and Forfeits	807,919	657,597	657,597	670,748	684,163	697,846
Impact Fees	12,580,724	13,045,101	13,055,101	10,201,571	10,338,855	17,450,900
Intergovernmental	166,762	-	2,850,581	-	-	-
Internal	299,602	242,569	242,569	247,417	252,365	257,413
Miscellaneous	1,066,562	193,110	218,110	196,971	200,910	204,928
Other	524,519	-	-	-	-	-
Special Assessment	8,989,355	12,135,836	5,190,253	9,271,971	9,387,830	16,478,410
Transfers	78,651,077	29,856,761	43,693,761	36,850,837	66,357,692	79,296,313
Total	\$ 198,617,702	\$ 196,078,340	\$ 205,855,338	\$ 227,432,951	\$ 448,311,224	\$ 237,590,908

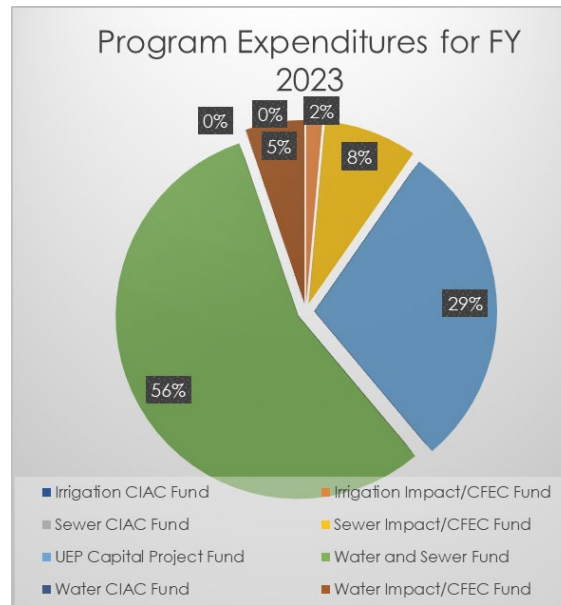
Expenditures by Category	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Adopted	FY 2024 Forecast	FY 2025 Forecast
Personnel Services	\$ 23,573,846	\$ 25,285,764	\$ 25,640,939	\$ 24,984,913	\$ 25,948,854	\$ 26,919,889
Operating	25,852,581	30,505,359	34,095,361	39,710,569	39,924,228	42,123,381
Capital Outlay	27,429,680	79,482,294	82,473,420	106,097,054	325,271,515	107,806,611
Other	8,770,002	-	-	-	-	-
Transfers	103,515,298	69,284,573	88,394,065	78,248,635	99,273,354	117,824,637
Total	\$ 189,141,407	\$ 204,557,990	\$ 230,603,785	\$ 249,041,171	\$ 490,417,951	\$ 294,674,518



UTILITIES

Expenditures by Fund and Program	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Adopted	FY 2024 Forecast	FY 2025 Forecast
<i>Irrigation CIAC Fund</i>						
Irrigation CIAC	\$ 503,324	\$ 750,100	\$ 755,100	\$ 500	\$ 500	\$ 500
Utilities Administration	-	-	-	150,000	150,000	150,000
<i>Irrigation CIAC Fund Total</i>	<i>\$ 503,324</i>	<i>\$ 750,100</i>	<i>\$ 755,100</i>	<i>\$ 150,500</i>	<i>\$ 150,500</i>	<i>\$ 150,500</i>
<i>Irrigation Impact/CFEC Fund</i>						
Irrigation Impact/CFEC	4,593,039	6,064,803	4,638,803	2,822,148	2,572,965	2,443,684
Utilities Administration	-	-	-	50,000	50,000	50,000
<i>Irrigation Impact/CFEC Fund Total</i>	<i>\$ 4,593,039</i>	<i>\$ 6,064,803</i>	<i>\$ 4,638,803</i>	<i>\$ 2,872,148</i>	<i>\$ 2,622,965</i>	<i>\$ 2,493,684</i>
<i>Sewer CIAC Fund</i>						
Sewer CIAC	\$ 3,977,510	\$ 2,500,600	\$ 2,500,600	\$ 4,000	\$ 4,120	\$ 4,240
<i>Sewer Impact/CFEC Fund</i>						
Sewer Impact/CFEC	\$ 36,324,116	\$ 16,230,287	\$ 17,789,287	\$ 17,255,757	\$ 17,256,934	\$ 17,169,901
<i>Utility Extension Project Capital Project Fund</i>						
Utility Extension Project Capital Projects	\$ 6,207,360	\$ 50,000,000	\$ 50,000,000	\$ 60,864,691	\$ 213,095,692	\$ 13,064,111
<i>Water and Sewer Fund</i>						
Manhole Maintenance	\$ -	\$ -	\$ 976,255	\$ 250,000	\$ 250,000	\$ 400,000
Utility Extension Project Administration	22,593	-	-	-	-	-
Utilities Administration	14,416,011	14,157,984	16,362,449	13,697,206	13,487,342	14,103,535
Utilities Collection/Distribution	13,546,698	17,207,323	17,488,034	18,282,767	18,747,721	19,229,057
Water and Sewer	9,182,939	337,895	337,895	530,000	545,900	562,000
Water and Sewer Transfers	34,317,920	33,138,180	51,214,672	47,391,970	68,665,825	87,395,270
Water Production North Plant	4,005,005	5,066,888	5,319,296	5,355,670	6,678,432	5,646,266
Water Production South Plant	4,487,784	5,288,935	5,389,127	8,896,627	8,704,241	8,381,952
Water and Sewer Fleet Rolling Stock	439,800	1,080,468	1,645,169	931,840	836,000	807,500
Water Reclamation Reuse	1,548,254	1,796,562	1,783,162	2,317,080	2,439,500	2,485,707
Water Reclamation - Bio Solids	1,263,227	1,334,802	1,405,202	1,694,205	1,712,624	1,618,598
Water Reclamation - Collection System	3,775,519	4,215,336	4,687,755	4,972,780	5,121,621	5,281,660
Water Reclamation - Everest Plant	3,687,020	4,790,881	4,782,730	7,615,051	6,798,492	9,420,869
Water Reclamation - Southwest Plant	3,304,443	3,709,693	3,904,415	4,702,433	4,716,352	4,722,266
<i>Water and Sewer Fund Total</i>	<i>\$ 93,997,212</i>	<i>\$ 92,124,947</i>	<i>\$ 115,296,161</i>	<i>\$ 116,637,629</i>	<i>\$ 138,704,050</i>	<i>\$ 160,054,680</i>
<i>Water CIAC Fund</i>						
Water CIAC	\$ 3,378,625	\$ 800	\$ 5,800	\$ 3,100	\$ 3,200	\$ 3,300
<i>Water Impact/CFEC Fund</i>						
Water Impact/CFEC	\$ 19,643,473	\$ 10,626,453	\$ 11,526,453	\$ 10,885,760	\$ 10,887,790	\$ 10,929,102
<i>Water and Sewer Capital Project Fund</i>						
Water and Sewer Capital Projects	\$ 20,516,748	\$ 26,260,000	\$ 28,091,581	\$ 40,367,586	\$ 107,692,700	\$ 90,805,000
Total	\$ 189,141,407	\$ 204,557,990	\$ 230,603,785	\$ 249,041,171	\$ 490,417,951	\$ 294,674,518

UTILITIES



Expenditures by Fund and Category	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Adopted	FY 2024 Forecast	FY 2025 Forecast
Irrigation CIAC Fund						
Operating	\$ 324	\$ 100	\$ 5,100	\$ 500	\$ 500	\$ 500
Capital Outlay	-	-	-	50,000	50,000	50,000
Transfers Out	503,000	750,000	750,000	-	-	-
Irrigation CIAC Fund Total	\$ 503,324	\$ 750,100	\$ 755,100	\$ 50,500	\$ 50,500	\$ 50,500
Irrigation Impact/CFEC Fund						
Operating	\$ 32,025	\$ 17,800	\$ 17,800	\$ 39,000	\$ 40,120	\$ 41,240
Capital Outlay	-	-	-	150,000	150,000	150,000
Transfers Out	4,561,013	6,047,003	4,621,003	2,783,148	2,532,845	2,402,444
Irrigation Impact/CFEC Fund Total	\$ 4,593,039	\$ 6,064,803	\$ 4,638,803	\$ 2,972,148	\$ 2,722,965	\$ 2,593,684
Sewer CIAC Fund						
Operating	\$ 1,210	\$ 600	\$ 600	\$ 4,000	\$ 4,120	\$ 4,240
Transfers Out	3,976,300	2,500,000	2,500,000	-	-	-
Sewer CIAC Fund Total	\$ 3,977,510	\$ 2,500,600	\$ 2,500,600	\$ 4,000	\$ 4,120	\$ 4,240
Sewer Impact/CFEC Fund						
Operating	\$ 38,137	\$ 21,350	\$ 21,350	\$ 44,000	\$ 45,320	\$ 46,640
Transfers Out	36,285,979	16,208,937	17,767,937	17,211,757	17,211,614	17,123,261
Sewer Impact/CFEC Fund Total	\$ 36,324,116	\$ 16,230,287	\$ 17,789,287	\$ 17,255,757	\$ 17,256,934	\$ 17,169,901

UTILITIES

Expenditures by Fund and Category	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Adopted	FY 2024 Forecast	FY 2025 Forecast
Utility Extension Project (UEP) Capital Project Fund						
Operating	\$ 6,086	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Outlay	6,201,274	50,000,000	50,000,000	60,864,691	213,095,692	13,064,111
Utility Extension Project Capital Project Fund Total	\$ 6,207,360	\$ 50,000,000	\$ 50,000,000	\$ 60,864,691	\$ 213,095,692	\$ 13,064,111
Water and Sewer Fund						
Personnel Services	\$ 23,573,846	\$ 25,285,764	\$ 25,640,939	\$ 24,984,913	\$ 25,948,854	\$ 26,919,889
Operating	25,534,376	30,453,709	34,033,711	39,595,969	39,806,248	42,002,021
Capital Outlay	1,705,680	3,222,294	4,381,839	4,664,777	4,283,123	3,737,500
Other	8,770,002	-	-	-	-	-
Transfers Out	34,413,307	33,163,180	51,239,672	47,391,970	68,665,825	87,395,270
Water and Sewer Fund Total	\$ 93,997,212	\$ 92,124,947	\$ 115,296,161	\$ 116,637,629	\$ 138,704,050	\$ 160,054,680
Water CIAC Fund						
Operating	\$ 2,165	\$ 800	\$ 5,800	\$ 3,100	\$ 3,200	\$ 3,300
Capital Outlay	3,376,460	-	-	-	-	-
Water CIAC Fund Total	\$ 3,378,625	\$ 800	\$ 5,800	\$ 3,100	\$ 3,200	\$ 3,300
Water Impact/CFEC Fund						
Operating	\$ 19,236	\$ 11,000	\$ 11,000	\$ 24,000	\$ 24,720	\$ 25,440
Capital Outlay	19,624,238	10,615,453	11,515,453	10,861,760	10,863,070	10,903,662
Water Impact/CFEC Fund Total	\$ 19,643,473	\$ 10,626,453	\$ 11,526,453	\$ 10,885,760	\$ 10,887,790	\$ 10,929,102
Water and Sewer Capital Project Fund						
Operating	\$ 219,022	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Outlay	19,522,726	26,260,000	28,091,581	40,367,586	107,692,700	90,805,000
Transfers Out	775,000	-	-	-	-	-
Water and Sewer Capital Project Fund Total	\$ 20,516,748	\$ 26,260,000	\$ 28,091,581	\$ 40,367,586	\$ 107,692,700	\$ 90,805,000
Total	\$ 189,141,407	\$ 204,557,990	\$ 230,603,785	\$ 249,041,171	\$ 490,417,951	\$ 294,674,518

DEPARTMENT FUNCTIONS

Administration

Administration is responsible for overall utility operations, utility project management, responsible for developing long range plans, and implementing those plans through appropriate utility construction projects. Additional responsibilities include permitting, ordinances, grants, and development of projects in coordination with agencies such as South Florida Water Management, US Geologic Survey, Department of Environmental Protection, and other State and Federal agencies to ensure all regulatory points and requirements are fully met.

UTILITIES

ACCOMPLISHMENTS

- Completed Utilities Master Plan Update. Staff worked with AECOM to complete the Utilities Master Plan and City Council approved the Utilities Extension Project sequencing
- The Utilities Department managed engineering design and permitting and the contractor, PWC, began construction for the Caloosahatchee Connect (Overland Route)
- Completed construction of Southwest Pine Island Rd. Irrigation Storage Tank and Pump Station
- Completed construction of Nicholas Parkway East/West watermain replacement. Project area extends from Pine Island Road to Country Club Road
- Implemented new Irrigation Schedule designed to improve irrigation water pressures and flow by reducing the number of customers irrigating at the same time by 40%
- Completed design and permitting for a new wastewater master pump station and forcemain that will serve the Cape Coral Community Redevelopment Area (CRA)
- Completed construction of Nicholas Parkway East/West watermain replacement. Project area extends from Pine Island Road to Country Club Road

GOALS AND PRIORITIES

- Complete construction of the Caloosahatchee Connect Project
- Complete final design of Southwest Aggregates reservoir pipeline and pump station
- Complete construction of the new wastewater master pump station 100 and forcemain to serve the CRA
- Complete design and permitting for the Southwest Aggregates Reservoir Project, negotiate long term agreement and begin construction on new watermain and pump station
- Begin rehabilitation of multiple existing lift stations and continued infiltration and inflow mitigation program
- Complete Construction of Palm Tree Water Main and Force Main Improvements
- Continue design and begin construction of biosolids conveyor replacement at the Southwest Water Reclamation Facility
- Complete construction of the Southwest Water Reclamation Facility Operations and Maintenance buildings

Collection and Distribution

Collection and Distribution is broken down into three sections, water, sewer, and irrigation. This Division is responsible for the operation and maintenance of over 2,400 miles of water, sewer, and irrigation piping in conformance to regulatory standards along with appurtenances such as services, meters, valves, fire hydrants, and manholes, which are spread throughout the City. UCD repairs service leaks and major line breaks including restoration, performs new meter installation and meter change-outs, existing and new line inspections and utility locates.

ACCOMPLISHMENTS

- Tyler Asset Maintenance System fully utilized to improve service efficiency response within UCD
- Tyler Inventory Processing System fully utilized for warehouse inventory and product issuance
- Implementation of Backflow Program through Backflow Solutions Inc
- Addition of UCD Awning and Aggregate Roof completion
- Utilities Collection Distribution building roof replacement

UTILITIES

- Coordinate with Utilities Admin for the design/construction of new UCD Operations Building

GOALS AND PRIORITIES

- Coordinate with Utilities Admin for an additional service crew
- Coordinate with Fleet for addition of 3rd Vactor Truck to work in conjunction with an existing 3rd TV truck to maintain gravity sewer system according to City's Collections System Operation and Maintenance Plan and ensure compliance with Florida Department of Environmental Regulations
- Coordinate with Fleet for a second Valve Exercising Truck, medium size excavator, and additional equipment to transport debris and materials

Water Production

Water Production is responsible for producing water that meets or exceeds all Safe Drinking Water Act standards and permit requirements as established by the Environmental Protection Agency (EPA) and the Florida Department of Environmental Protection (FDEP). This Division is currently responsible for operating and maintaining the recently expanded 18.0 MGD Southwest Reverse Osmosis (RO) Water Treatment Plant, 33 raw water wells, and two off-site storage tanks with re-pump facilities, the new 12 million gallons per day (MGD) North Cape Coral RO Water Treatment Plant and 24 associated raw water wells.

ACCOMPLISHMENTS

- Completed Mechanical Integrity Test (MIT) on North RO Deep Injection Well IW-2
- Completed the stainless-steel sleeve installation at well 317 and placed well back in service
- Completed Mechanical Integrity Test (MIT) on North RO Deep Injection Well IW-2
- Renewed permits for the North and South deep injection wells with FDEP
- Migrated Antero maintenance data management software to the city network for use by all sections in the Water Production Division
- Performed successful cleaning of the reverse osmosis membrane elements in both plants resulting in reduced operating pressures and power costs

GOALS AND PRIORITIES

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



CHARTER SCHOOL AUTHORITY



DEPARTMENT OVERVIEW

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

MISSION

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

HIGHLIGHTS



Student Enrollment

3,230



Florida Education
Finance Program
per student

\$8,143



Public Education
Capital

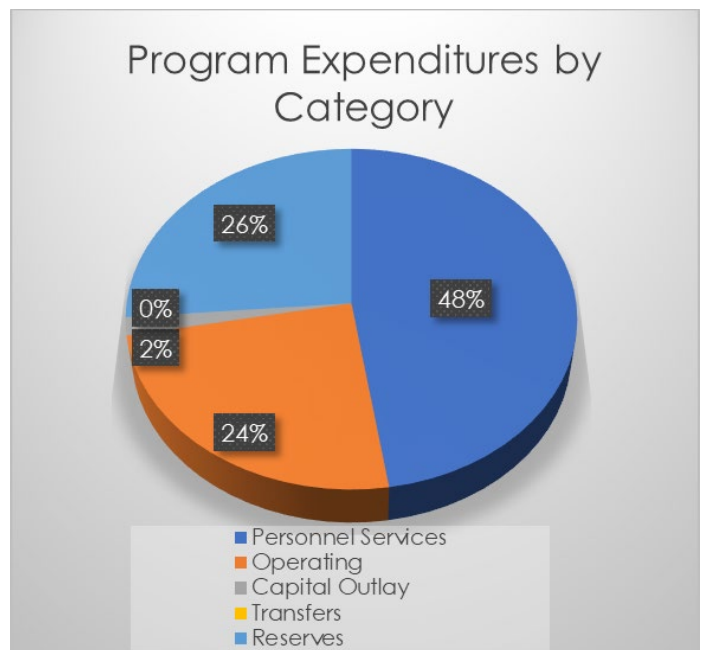
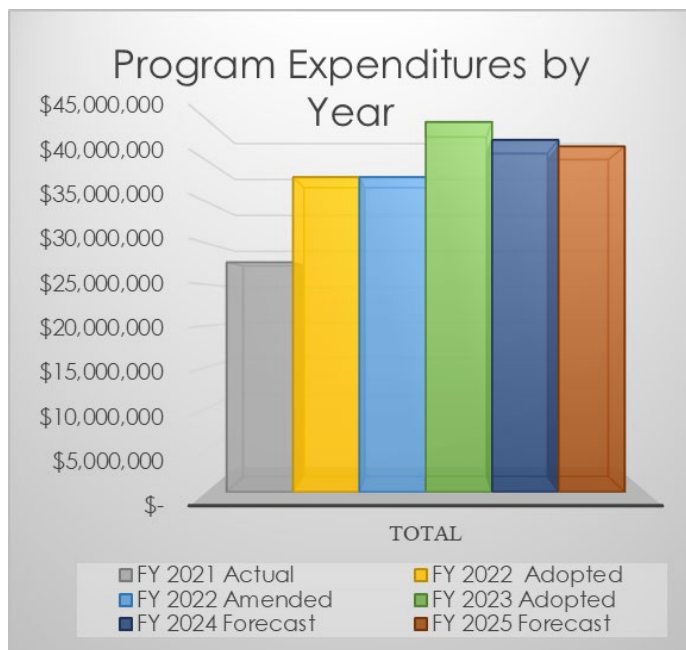
200 Million

CHARTER SCHOOL AUTHORITY

OPERATING BUDGET

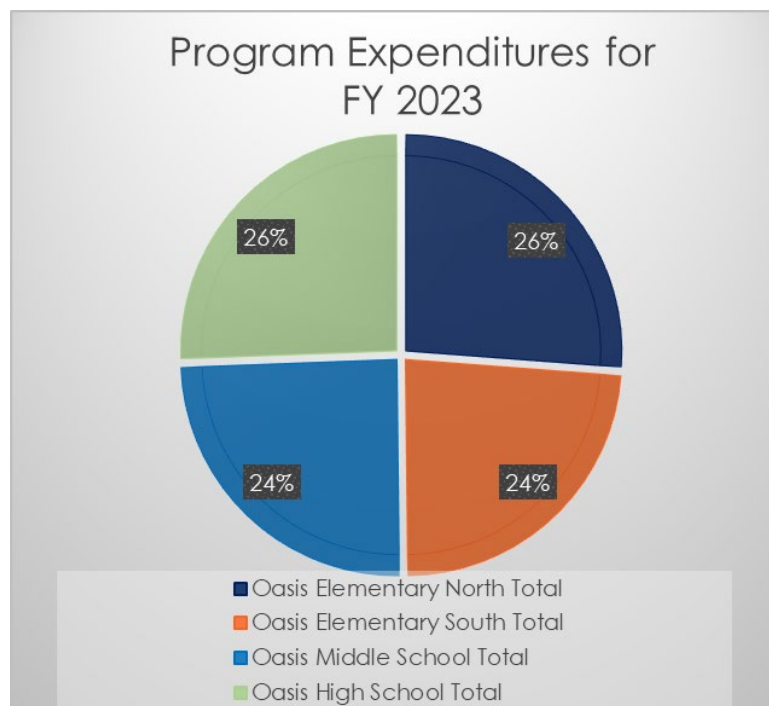
Revenues by Category	FY 2021	Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Adopted	FY 2024 Forecast	FY 2025 Forecast
Balance Forward	\$	-	\$ 8,774,445	\$ 8,774,445	\$ 11,651,044	\$ 11,713,675	\$ 12,587,396
Intergovernmental		26,394,560	27,990,662	27,990,662	31,439,660	29,192,969	27,519,516
Charge for Services		667,818	860,800	860,800	1,158,500	1,175,875	1,193,502
Fines and Forfeits		129	-	-	-	-	-
Miscellaneous		233,414	280,162	280,162	288,605	296,625	296,635
Total	\$	27,295,920	\$ 37,906,069	\$ 37,906,069	\$ 44,537,809	\$ 42,379,144	\$ 41,597,049

Expenditures by Category	FY 2021	Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Adopted	FY 2024 Forecast	FY 2025 Forecast
Personnel Services	\$	18,829,061	\$ 19,836,661	\$ 20,631,279	\$ 21,185,780	\$ 20,978,480	\$ 20,033,559
Operating		8,455,156	10,631,475	11,519,371	10,877,206	8,415,117	8,048,438
Capital Outlay		281,835	514,179	515,930	761,148	398,151	626,576
Transfers		89,076	41,168	41,168	-	-	-
Reserves		-	6,882,586	5,198,321	11,713,675	12,587,396	12,888,476
Total	\$	27,655,129	\$ 37,906,069	\$ 37,906,069	\$ 44,537,809	\$ 42,379,144	\$ 41,597,049



CHARTER SCHOOL AUTHORITY

Expenditures by Program	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Adopted	FY 2024 Forecast	FY 2025 Forecast
Oasis Elementary North	\$ 7,229,771	\$ 9,861,643	\$ 9,861,643	\$ 10,524,753	\$ 9,150,277	\$ 8,172,870
Oasis Elementary South	6,617,135	10,586,726	10,586,726	11,666,346	11,756,613	12,092,554
Oasis Middle School	7,304,021	9,037,465	9,037,465	10,949,979	10,297,907	9,924,473
Oasis High School	6,504,203	8,420,235	8,420,235	11,396,731	11,174,347	11,407,152
Total	\$ 27,655,129	\$ 37,906,069	\$ 37,906,069	\$ 44,537,809	\$ 42,379,144	\$ 41,597,049



CHARTER SCHOOL AUTHORITY

Expenditures by Program	FY 2021 Actual	FY 2022 Adopted	FY 2022 Amended	FY 2023 Adopted	FY 2024 Forecast	FY 2025 Forecast
<i>Oasis Elementary North</i>						
Personnel Services	\$ 4,598,260	\$ 4,960,136	\$ 5,249,256	\$ 5,376,519	\$ 5,377,750	\$ 4,917,307
Operating	1,927,964	2,430,494	3,819,939	2,338,055	1,854,196	1,741,234
Capital Outlay	68,375	130,623	136,323	236,212	79,094	180,194
Debt Service	22,536	10,740	10,740	-	-	-
Reserv es	-	3,054,733	1,370,468	3,715,560	4,445,573	5,253,819
Oasis Elementary North Total	\$ 6,617,135	\$ 10,586,726	\$ 10,586,726	\$ 11,666,346	\$ 11,756,613	\$ 12,092,554
<i>Oasis Elementary South</i>						
Personnel Services	\$ 5,010,151	\$ 5,293,845	\$ 5,542,395	\$ 5,710,428	\$ 5,551,320	\$ 5,319,904
Operating	2,132,799	2,572,447	2,323,896	2,563,180	1,924,567	1,949,902
Capital Outlay	62,823	122,461	122,462	218,962	145,869	180,194
Debt Service	23,999	11,231	11,231	-	-	-
Reserv es	-	1,861,659	1,861,659	2,032,183	1,528,521	722,870
Oasis Elementary South Total	\$ 7,229,771	\$ 9,861,643	\$ 9,861,643	\$ 10,524,753	\$ 9,150,277	\$ 8,172,870
<i>Oasis Middle School</i>						
Personnel Services	\$ 4,883,939	\$ 5,053,183	\$ 5,219,318	\$ 5,241,453	\$ 5,193,462	\$ 4,977,780
Operating	2,334,181	2,670,064	2,507,879	2,732,441	2,152,693	2,001,216
Capital Outlay	62,823	138,634	134,684	187,012	79,094	140,594
Debt Service	23,078	9,984	9,984	-	-	-
Reserv es	-	1,165,600	1,165,600	2,789,073	2,872,658	2,804,883
Oasis Middle School Total	\$ 7,304,021	\$ 9,037,465	\$ 9,037,465	\$ 10,949,979	\$ 10,297,907	\$ 9,924,473
<i>Oasis High School</i>						
Personnel Services	\$ 4,336,712	\$ 4,529,497	\$ 4,620,310	\$ 4,857,380	\$ 4,855,948	\$ 4,818,568
Operating	2,060,213	2,958,470	2,867,657	3,243,530	2,483,661	2,356,086
Capital Outlay	87,815	122,461	122,461	118,962	94,094	125,594
Debt Service	19,463	9,213	9,213	-	-	-
Reserv es	-	800,594	800,594	3,176,859	3,740,644	4,106,904
Oasis High School Total	\$ 6,504,203	\$ 8,420,235	\$ 8,420,235	\$ 11,396,731	\$ 11,174,347	\$ 11,407,152
Total	\$ 27,655,129	\$ 37,906,069	\$ 37,906,069	\$ 44,537,809	\$ 42,379,144	\$ 41,597,049





DEBT MANAGEMENT

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

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

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

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

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

DEBT MANAGEMENT

FY 2023 - FY 2042 Debt Service Schedule

	Original Issue Amount	Principal Outstanding 9/30/2022	FY 2023 Principal	FY 2023 Interest	FY 2023 Requirement
Governmental					
Revenue Bonds					
2012 Special Obligation Revenue	\$ 17,669,950	\$ 3,080,480	\$ 1,521,750	\$ 74,856	\$ 1,596,606
2014 Gas Tax Revenue Bond	21,433,000	2,552,000	2,552,000	60,463	2,612,463
2014 Capital Improvement & Refund Revenue	5,300,000	1,260,000	625,000	31,345	656,345
2015 Special Obligation Revenue	51,790,000	37,330,000	1,965,000	1,553,606	3,518,606
2015 Special Obligation Note	13,675,000	1,848,000	913,000	38,809	951,809
2017 Special Obligation Bonds	62,595,000	53,520,000	2,970,000	2,421,375	5,391,375
2021 General Obligation Revenue Bonds	24,800,000	24,150,000	1,435,000	1,016,750	2,451,750
Notes -Direct Borrowing					
2019 General Obligation revenue note	10,200,000	8,505,000	610,000	224,680	834,680
2020 Special Obligation Refunding Revenue Note	30,760,000	28,955,000	930,000	569,264	1,499,264
2020A Special Obligation refunding revenue note	15,128,990	11,343,024	1,638,572	162,036	1,800,608
Total Governmental Debt	\$ 253,351,940	\$ 172,543,504	\$ 15,160,322	\$ 6,153,184	\$ 21,313,506
Enterprise					
Revenue Bonds					
2015 Water & Sewer Revenue Refunding	\$ 72,415,000	\$ 72,415,000	\$ -	\$ 3,393,902	3,393,902
2015A Series Water & Sewer Refunding	94,740,000	56,560,000	7,450,000	1,516,088	8,966,088
2017 Series Water & Sewer Refunding	248,355,000	243,820,000	4,760,000	10,845,040	15,605,040
2020 Series Water & Sewer Note	10,600,000	10,600,000	10,600,000	94,482	10,694,482
Assessments					
State Revolving Fund Loan #7516L-01	682,496	48,003	48,003	1,058	49,061
State Revolving Fund Loan #7516L-02	2,898,884	469,583	183,784	12,426	196,210
State Revolving Fund Loan #DW360103	12,401,582	9,404,950	583,619	196,310	779,929
State Revolving Fund Loan #WW3600100 SW6/7	54,662,273	40,867,220	2,541,671	840,062	3,381,733
State Revolving Fund Loan #DW360120 N2	97,000,000	92,927,769	4,792,506	385,490	5,177,996
State Revolving Fund Loan #WW360130 N2	124,436,105	76,817,953	6,455,499	694,511	7,150,010
State Revolving Fund Loan #7516P	2,390,718	327,772	161,317	9,093	170,410
2017 Utility Improvement Assessment (all areas)	101,155,000	39,900,000	8,435,000	1,052,513	9,487,513
Total Enterprise Debt	\$ 832,337,058	\$ 654,758,249	\$ 56,611,399	\$ 19,135,457	\$ 75,746,856
Total Debt	\$ 1,085,688,998	\$ 827,301,753	\$ 71,771,721	\$ 25,288,641	\$ 97,060,362

DEBT MANAGEMENT

	FY 2024 Principal	FY 2024 Interest	FY 2024 Requirement	FY 2025 Principal	FY 2025 Interest	FY 2025 Requirement	FY 2026- 2042 Requirement
Governmental							
Revenue Bonds							
2012 Special Obligation Revenue	\$ 1,558,730	\$ 37,879	\$ 1,596,609	\$ -	\$ -	\$ -	\$ -
2014 Gas Tax Revenue Bond	-	-	-	-	-	-	-
2014 Capital Improvement & Refund Revenue	635,000	15,798	650,798	-	-	-	-
2015 Special Obligation Revenue	2,065,000	1,455,357	3,520,357	2,170,000	1,352,107	3,522,107	22,947,891
2015 Special Obligation Note	935,000	19,636	954,636	-	-	-	-
2017 Special Obligation Bonds	3,110,000	2,272,875	5,382,875	4,985,000	2,117,375	7,102,375	24,607,625
2021 General Obligation Revenue Bonds	1,495,000	959,350	2,454,350	1,550,000	899,550	2,449,550	13,925,450
Notes -Direct Borrowing							
2019 General Obligation Revenue Note	625,000	207,761	832,761	640,000	190,430	830,430	4,459,570
2020 Special Obligation Refunding Revenue Note	3,785,000	529,415	4,314,415	3,855,000	453,720	4,308,720	8,226,280
2020A Special Obligation refunding revenue note	1,663,457	137,155	1,800,612	1,688,717	111,895	1,800,612	2,902,093
Total Governmental Debt	\$ 15,872,187	\$ 5,635,226	\$ 21,507,413	\$ 14,888,717	\$ 5,125,077	\$ 20,013,794	\$ 77,068,909
Enterprise							
Revenue Bonds							
2015 Water & Sewer Revenue Refunding	\$ -	\$ 3,393,902	\$ 3,393,902	\$ -	\$ 3,393,900	\$ 3,393,900	\$ 69,021,100
2015A Series Water & Sewer Refunding	7,620,000	1,349,951	8,969,951	7,810,001	1,156,948	8,966,949	8,378,047
2017 Series Water & Sewer Refunding	4,995,000	10,607,040	15,602,040	5,240,000	10,357,288	15,597,288	201,932,712
2020 Series Water & Sewer Note	-	-	-	-	-	-	-
Assessments							
State Revolving Fund Loan #7516L-01	-	-	-	-	-	-	0
State Revolving Fund Loan #7516L-02	189,208	7,001	196,209	96,688	1,416	98,104	0
State Revolving Fund Loan #DW360103 SW6/7	596,057	183,870	779,927	596,057	183,870	779,927	5,592,568
State Revolving Fund Loan SW 6/7 (DW)	2,594,955	786,777	3,381,732	2,649,365	732,367	3,381,732	24,232,916
State Revolving Fund Loan #DW360120 N2	4,792,506	385,490	5,177,996	4,792,506	385,490	5,177,996	63,787,243
State Revolving Fund Loan (WW) North 2	6,455,499	694,511	7,150,010	6,455,499	694,511	7,150,010	37,390,448
State Revolving Fund Loan #7516P	166,455	3,956	170,411	-	-	-	(0)
2017 Utility Improvement Assessment (all areas)	8,450,000	862,725	9,312,725	8,410,000	651,475	9,061,475	2,035,000
Total Enterprise Debt	\$ 35,859,680	\$ 18,275,223	\$ 54,134,903	\$ 36,050,116	\$ 17,557,265	\$ 53,607,381	\$ 412,370,033
Total Debt	\$ 51,731,867	\$ 23,910,449	\$ 75,642,316	\$ 50,938,833	\$ 22,682,342	\$ 73,621,175	\$ 489,438,942

DEBT MANAGEMENT

Proposed New Debt for FY 2023

The City is anticipating issuing the following governmental debt:

1. Road Impact Fee Transportation Note for \$8,343,000 for the construction of Andalusia Boulevard (Industrial Park to Jacaranda Boulevard) 4 lane.
2. Six Cent Gas Tax Transportation Note for \$12,550,647 for the construction of North 1 Utility Expansion Program Non-assessed Transportation Improvements.
3. Fire Assessment Note for \$5,406,060 for the construction of Fire Station #13.
4. Fleet Management Note for \$25,750,000 for construction of Fleet Management Building.
5. Water & Sewer Note for \$18,972,586 for Capital Projects within Water & Sewer Operations.
6. Utility Expansion Program Assessed Debt FY 2023-2025 for \$287,024,494 for the Construction and Design of North 1, 3, and 4 Areas. North 1 \$51,500,000, North 3 \$222,460,383, North 4 \$13,064,111.
7. Stormwater Debt for \$12,876,277 for the construction of North 1 Utility Expansion Program Non-assessed portion.
8. In November 2018 Cape Coral voters approved a \$60,000,000 expansion of the city's parks and recreation amenities. FY 2019 – City Council approved \$10,200,000 loan for a General Obligation GO Bond to begin the first phase of the Parks Improvement Plan. In FY 2021 – City Council approved \$30,000,000 loan for a General Obligation GO Bond for continued construction. The remainder \$19,800,000 is projected to begin in FY 2023.

Neighborhood Parks

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

Community Parks

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

DEBT MANAGEMENT

Information is from the Fiscal Year Ending 2021 Annual Debt and Credit Report

Debt Per Capita

Direct debt is defined as a government unit's gross debt less the enterprise system's self-supporting debt. The City will strive to maintain Direct Debt per Capita at or below the standard municipal rating agency median for cities of comparable size. In any case, the amount should not exceed 135% of such median. The Direct Debt per Capita shall be calculated by dividing the Governmental Direct Debt by the most current population within the City.

Rating agency median	1,062
135% of rating agency median	1,434
City of Cape Coral estimated population at September 30, 2021	201,526
Direct debt	\$ 187,389,215
Direct debt per capital	\$ 930

Direct Debt to Taxable Assessed Value

The City will strive to maintain a ratio of Net Debt to Taxable Assessed Value of properties within the City at or below the standard municipal rating agency median for cities of comparable size. The ratio should not exceed 135% of such median. The ratio of Net Debt to Taxable Assessed Value shall be calculated by dividing the Direct Debt by the taxable assessed value of all taxable properties within the City of Cape Coral.

Direct net debt as a % of taxable assessed value	
Municipal rating agency median	1.09%
135% of rating agency median	1.47%
Direct debt	\$ 187,389,215
Taxable assessed value	\$ 16,578,808,989
Direct debt to taxable assessed value	1.13%

Debt Service Safety Margin

Debt Service Safety Margin is the amount above the minimum debt service coverage amount. The City's goal over a period of time is to achieve a debt service safety margin at or above the standard rating agency median debt service safety margin for each individual system. Below is a presentation for Enterprise Debt.

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

DEBT MANAGEMENT

Debt Ratio

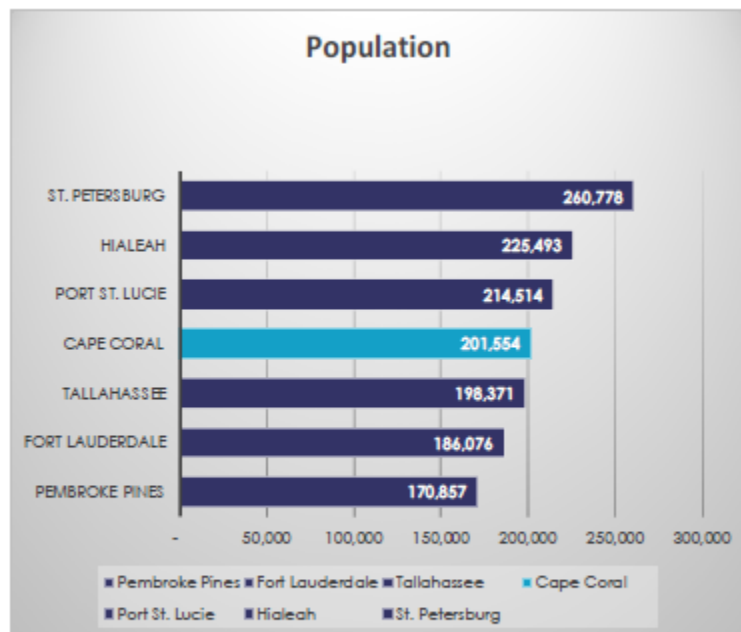
Debt Ratio is the net funded debt divided by the sum of net capital assets plus working capital. The city will maintain a debt ratio for the Enterprise System at or above the standard industry median debt ratio for each individual system.

	Water & Sewer ¹	Stormwater
Debt	\$ 597,195,685	\$ -
Net capital assets	\$ 509,826,088	\$ 42,447,603
Working capital	\$ 41,935,619	\$ 20,627,430
Debt ratio	108%	0%
Rating agency median	79%	n/a ²

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

Comparable Cities

City	Population	Debt Per Capita
Pembroke Pines	170,857	1,532
Fort Lauderdale	186,076	4,881
Tallahassee	198,371	4,487
Cape Coral	201,554	3,428
Port St. Lucie	214,514	3,512
Hialeah	225,493	608
St. Petersburg	260,778	3,072



DEBT MANAGEMENT

Total Principal Outstanding Debt as of September 30, 2021

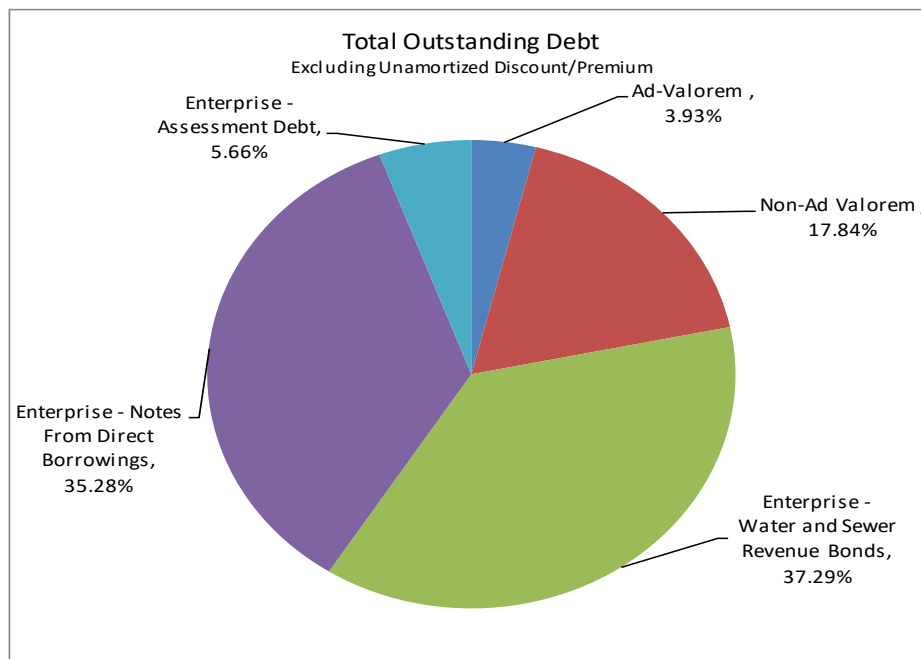
Category	Outstanding 09/30/2021	Percentage of Total Debt
Governmental Fund Debt	\$ 187,389,215	21.78%
Enterprise Fund Debt	672,908,263	78.22%
	<u>\$ 860,297,478</u>	<u>100.00%</u>

Governmental

General Obligation Debt	\$ 33,895,000
Revenue Bonds	95,545,000
Notes-Direct Borrowings	57,949,215
	<u>\$ 187,389,215</u>

Enterprise

Water and Sewer Revenue Bonds	\$ 320,770,000.00
Notes-Direct Borrowings	303,548,263
Assessment Debt	48,590,000
	<u>\$ 672,908,263</u>
Total Governmental & Enterprise Debt	<u>\$ 860,297,478</u>



DEBT MANAGEMENT

DEBT CREDIT RATINGS

DEBT ISSUANCES

	FITCH		MOODY'S		S&P	
	Insured	Underlying	Insured	Underlying	Insured	Underlying
General Obligation Debt						
<u>Revenue Bonds</u>						
General Obligation Note, Series 2021	AA	AA	Aa2	N/A	N/A	N/A
Governmental Debt / Non-Ad Valorem						
<u>Revenue Bonds</u>						
Special Obligation Revenue Bonds, Series 2011	AA-	AA-	NR	Aa3	NR	NR
Special Obligation Bonds, Series 2015	AA-	AA-	NR	Aa3	AA	NR
Special Obligation Note, Series 2015 ⁽¹⁾	NR	NR	NR	NR	NR	NR
Special Obligation Bonds, Series 2017	NR	NR	NR	Aa3	AA	NR
Enterprise Debt						
<u>Revenue Bonds</u>						
Water and Sewer Refunding Revenue Bonds, Series 2011	A+	A+	A1	A1	AA	A+
Water and Sewer Refunding Revenue Bonds, Series 2011A	A+	A+	A1	A1	AA	A+
Water and Sewer Refunding Revenue Bonds, Series 2013 ⁽¹⁾	NR	NR	NR	NR	NR	NR
Water and Sewer Refunding Revenue Bonds, Series 2015	A+	A+	NR	A1	A+	NR
Water and Sewer Refunding Revenue Bonds, Series 2017	NR	NR	NR	A1	A+	NR
Enterprise Assessment Debt						
<u>Revenue Bonds</u>						
Utility Improvement Refunding Assessment (Various Areas), Series 2017	NR	NR	A2	A2	AA	BBB+

⁽¹⁾ Bank Loan

NR = Not Rated

ASSET MANAGEMENT PROGRAM

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

The goals and objectives of the Program are:

- Increase efficiency of City operations by maintaining assets in acceptable condition.
- Recommend an annual level of combined expenditures for capital, major maintenance and vehicle and equipment replacement to aid in the stabilization of property tax levies from year to year.
- Identify assets no longer needed by the City and assess the salvage/recoverable value.
- Reduce utility and maintenance costs by identifying improvements that will result in cost savings.
- Suggest a long-term plan for each asset.
- Identify a plan for the proposed maintenance and replacement of existing assets and acquisition of new assets which is based on a reasonable expectation of what the City can afford.
- To be a tool for annual asset tracking, update the asset inventory and re-assess long-term plans.
- The Program presents a structured plan to support orderly growth patterns with relevant capital improvements, to include:
 - Compliance with the capital improvement element of the Comprehensive Plan.
 - Improvements to the infrastructure in the CRA area.
 - Construction of sidewalks along major transportation corridors.
 - Resurfacing and strategic improvements to existing roadways.
 - Stormwater improvements.
 - Enhanced median landscaping.
 - Expansion of utility services.
 - Maintenance, repair, and modernization of existing utilities

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

ASSET MANAGEMENT PROGRAM

Asset Management Program (AMP) Selection Process

In general, submissions for the AMP are prepared by individual departments. Replacement capital vehicles and rolling stock are scheduled for funding and replacement by the Fleet division and integrated into the overall Asset Management Program. Requests for new vehicles and replacement capital equipment are submitted by the individual departments as program modification to be considered for integration into the Asset Management Program. Replacement technology (hardware, software, and recurring maintenance) is scheduled for funding and replacement by Information Technology Services. All requests for new technology must be evaluated and approved for compatibility with current information systems and submitted as a program modification for review. Non-Utility related Capital Improvement Projects (CIP) are reviewed by the Facilities Property Management division for thoroughness and accuracy of costs. The CIP submissions include the project title, project location, department/division, objective of project, justification of project, scope of project, linkage to strategic and comprehensive plans, funding source and schedule, impact on operating budget, and project detail.

The AMP is updated annually to accommodate changes based on the community's needs, changes in the availability and cost of funds, and to extend the program plan by one year to replace the prior budget year completed. Projects related to the Utilities Department are evaluated and submitted to the City's rate consultant to determine the potential impact of the proposed projects on water and sewer rates.

Elements of the Program

The Asset Management Program integrates the Capital Improvements Program, Capital Equipment Program, Software Program, Capital Maintenance projects, Land Acquisition, and the Fleet/Rolling Stock Program. The program identifies and combines the funding required for these elements into an overall financial management plan. Pursuant to City Charter Section 7.05, the City Manager must prepare and submit annually to Council a six-year program. The Council, by resolution, adopts the program with or without amendments after public hearings on or before the first day of September of each year. The Program recognizes charter requirements by developing the capital improvements element within the required time frame.

ASSET MANAGEMENT PROGRAM

Definitions - The terms delineated below are used to distinguish types of assets.

- Capital Improvement – New construction, acquisition of assets and one-time projects which have a value greater than \$50,000, an expected life of more than one year, are not vehicles or equipment. The project also extends the useful life, increase the assets value, or increase an asset's productive capacity. The completion of these projects may span across several fiscal years.
- Equipment – Assets used in an operation or activity with a per unit cost greater than \$5,000, an expected life of greater than one year, and are not rolling stock. Also included in this list are assets generally related to electronic data processing, including but not limited to laptop computers, printers, modems, and related accessories.
- Land Acquisition- The process of buying a piece of land.
- Capital Maintenance – Non-routine maintenance that increases the life, value, or productive capacity of a fixed asset.
- Fleet/Rolling Stock – Assets which can generally be described as licensed or unlicensed rolling stock that have a life expectancy of greater than one year and a per unit cost greater than \$5,000.
- Software – Software licenses with a value greater than \$25,000.

Limitations of the Program

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

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

The City's Fleet/Rolling Stock program is based primarily on the replacement costs of existing assets. The limited funding for both new and replacement vehicles has necessitated that staff focus on maintaining the essential elements of the existing fleet first and expansion second. To this end, the Fleet Manager reviews the life expectancy criteria against the actual maintenance record of each vehicle scheduled for replacement. Where indicated, some exceptions are approved, and vehicles can be kept in service subject to ongoing review.

ASSET MANAGEMENT PROGRAM

The national and local economies continue to exercise significant impact upon a local government's funding capabilities. Projects are important to the continued growth and success of the City and need to proceed. In the event of unanticipated deterioration of the economy, the City is prepared to adjust the scheduling of projects within the six-year program in recognition of those changing financial realities.

Relationship to Comprehensive Plans

The Capital Improvements element of the Asset Management Program, Comprehensive Plan, Utility Master Plan, Engineering/Feasibility Studies, and various neighborhood plans are intended to be mutually supportive. The Comprehensive Plan/Utility Master Plan and Neighborhood Plans identify the areas of the City suitable for development and the rehabilitation or addition of public facilities that are required. The Capital Program translates these requirements into capital projects designed to support the goals and policies of the aforementioned plans. In this way, neighborhood improvements and development projects are guided by the provision of adequate public facility capacities, and support is provided for recommended levels of development. By encouraging further development and rehabilitation in the directions indicated by the Comprehensive Plan/Utility Master Plan/Neighborhood Plans, the Capital Program can facilitate orderly growth and circulation patterns in the best interests of the citizens of Cape Coral.

On February 13, 1989, the City of Cape Coral adopted its Comprehensive Plan in accordance with Florida Statutes, Chapter 163, Part II. Since that time, the plan has been amended four times. The Comprehensive Plan consists of goals, objectives, policies, supporting documentation, and a Future Land Use Map that work in concert to guide future growth and development in Cape Coral.

The Comprehensive Plan contains 11 elements:

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

ASSET MANAGEMENT PROGRAM

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

Community Issues

The Capital Improvements Program is impacted by several community issues that have a direct relationship to the sustainability of the community and the quality of life in our city. Some of the issues that have the most significant impact on the Program are the need to provide utility services, public safety, upgrades to transportation infrastructure, parks and recreational opportunities, and stormwater management. The Asset Management Program tables on the following pages, gives a description of the funding items included in the comprehensive program.

Parks GO Bond

In the Fall of 2018, Cape Coral voters approved a \$60 million expansion of the City's parks & recreation amenities. The approved 15-year general obligation (GO) bond will fund major parks and recreation improvements throughout the City. These improvements include seven new neighborhood parks, development of three community parks and Yellow Fever Creek Environmental Park and improvements to 19 existing parks.

ASSET MANAGEMENT PROGRAM

CATEGORIES



Capital Projects

Department	Funding Source	2023 Adopted	2024 Forecasted	2025 Forecasted	2026 Forecasted	2027 Forecasted	2028 Forecasted
CRA	CRA - TIF Tax	\$ 861,999	\$ -	\$ -	\$ -	\$ -	\$ -
Fire	Fire Impact Fees	6,317,170	515,000	3,090,000	-	721,000	6,180,000
	Fire Operations Fund	6,406,060	-	-	-	-	3,090,000
Govt Services	General Fund	2,197,687	2,534,297	2,323,742	2,323,742	2,323,742	-
Parks & Rec	General Fund	2,536,000	4,171,500	15,635,400	-	10,300,000	-
Police	Police Impact Fees	7,107,000	-	-	-	-	-
Public Works	5 Cent Gas Tax	500,000	16,259,000	500,000	16,574,180	500,000	16,895,664
	6 Cent Gas Tax	12,825,647	275,000	275,000	275,000	275,000	275,000
	General Fund	19,362,000	15,762,000	312,000	312,000	312,000	312,000
	Road Impact Fees	8,343,000	15,686,900	-	-	-	-
	Stormwater	12,976,277	18,485,500	100,000	18,853,210	100,000	19,228,274
Utilities	Irrigation Impact/CFEC	250,000	-	-	-	-	-
	W&S Spec Assmt	60,864,691	213,095,692	13,064,111	184,605,500	13,540,432	182,795,837
	Water & Sewer Fund	24,272,586	53,327,700	6,200,000	20,822,357	4,000,000	4,918,699
Grand Total		\$ 164,820,117	\$ 340,112,589	\$ 41,500,253	\$ 243,765,989	\$ 32,072,174	\$ 233,695,474



Capital Equipment

Department	Funding Source	2023 Adopted	2024 Forecasted	2025 Forecasted	2026 Forecasted	2027 Forecasted	2028 Forecasted
City Clerk	General Fund	\$ 14,600	\$ 17,000	\$ -	\$ 6,000	\$ 15,600	\$ 22,600
Fire	All Hazards	-	25,457	9,662	30,000	-	-
	ALS Impact Fees	57,913	-	-	-	59,000	-
	Fire Operations Fund	422,293	901,532	367,702	328,385	513,101	456,525
HR	General Fund	-	-	6,200	-	-	-
ITS	General Fund	1,255,000	1,255,000	1,305,000	1,455,000	1,820,000	1,820,000
Parks & Rec	General Fund	725,000	630,000	623,054	530,000	620,610	585,000
Police	General Fund	823,797	171,311	591,238	511,192	296,800	276,500
Public Works	Fleet Mgmt Allocation	45,000	20,000	18,000	110,000	135,000	40,000
	General Fund	84,500	33,000	62,000	-	60,000	104,000
	Property Mgmt Allocation	12,000	20,000	-	-	78,000	75,000
	Stormwater	56,000	377,500	155,000	260,000	336,000	507,000
Utilities	Water & Sewer Fund	3,732,937	3,447,123	2,930,000	3,030,633	3,332,000	3,189,500
Grand Total		\$ 7,229,040	\$ 6,897,923	\$ 6,067,856	\$ 6,261,210	\$ 7,386,111	\$ 7,076,142



Capital Software

Department	Funding Source	2023 Adopted	2024 Forecasted	2025 Forecasted	2026 Forecasted	2027 Forecasted	2028 Forecasted
Govt Services	General Fund	\$ 4,062,500	\$ -	\$ -	\$ -	\$ -	\$ -
ITS	General Fund	268,000	950,000	450,000	450,000	450,000	450,000
Grand Total		\$ 4,330,500	\$ 950,000	\$ 450,000	\$ 450,000	\$ 450,000	\$ 450,000

ASSET MANAGEMENT PROGRAM



Capital Maintenance

Department	Funding Source	2023 Adopted	2024 Forecasted	2025 Forecasted	2026 Forecasted	2027 Forecasted	2028 Forecasted
Govt Services	General Fund	\$ -	\$ -	\$ 850,000	\$ -	\$ -	\$ -
Parks & Rec	General Fund	631,545	-	140,245	-	530,000	180,000
Public Works	5 Cent Gas Tax	2,070,000	2,070,000	2,070,000	2,070,000	2,170,000	2,170,000
	6 Cent Gas Tax	4,530,000	4,530,000	4,530,000	4,530,000	5,030,000	5,030,000
	General Fund	520,000	520,000	520,000	520,000	520,000	520,000
	Property Mgmt Allocation	50,000	-	-	-	-	-
	Stormwater	3,964,757	4,069,740	3,577,764	3,582,602	3,631,130	3,681,114
Utilities	Water & Sewer Fund	15,845,000	54,365,000	84,605,000	45,905,000	44,525,000	9,225,000
Grand Total		\$ 27,611,302	\$ 65,554,740	\$ 96,293,009	\$ 56,607,602	\$ 56,406,130	\$ 20,806,114



Capital Fleet

Department	Funding Source	2023 Adopted	2024 Forecasted	2025 Forecasted	2026 Forecasted	2027 Forecasted	2028 Forecasted
City Manager	Capital Improv Allocation	\$ 120,000	\$ 80,000	\$ 82,000	\$ 84,000	\$ 84,000	\$ -
Dev Services	Building Code	-	-	-	120,000	160,000	200,000
	General Fund	39,200	71,000	74,000	76,200	114,000	152,000
Finance	Risk Management	-	-	-	-	35,000	-
Fire	All Hazards	1,400,000	-	-	-	70,000	40,000
	Fire Operations Fund	764,316	1,929,000	1,956,585	2,100,520	2,033,844	2,041,000
ITS	General Fund	-	-	-	-	-	35,000
Parks & Rec	General Fund	715,600	413,000	468,000	449,000	597,000	709,000
Police	General Fund	2,339,680	2,095,000	2,040,000	2,093,000	2,101,000	2,283,000
	Police Impact Fees	706,402	-	-	-	-	-
Public Works	Fleet Mgmt Allocation	56,560	50,000	-	95,000	70,000	48,000
	General Fund	379,120	448,000	420,000	424,000	611,000	470,000
	Lot Mowing	-	-	-	-	40,000	40,000
	Property Mgmt Allocation	134,400	42,000	-	45,000	138,000	135,000
	Solid Waste Fund	158,900	-	-	-	-	-
	Stormwater Fund	599,200	703,000	580,000	1,149,000	1,346,000	1,047,000
Utilities	Water & Sewer Fund	1,021,840	926,000	897,500	646,000	1,129,000	1,352,000
Grand Total		\$ 8,435,218	\$ 6,757,000	\$ 6,518,085	\$ 7,281,720	\$ 8,528,844	\$ 8,552,000



Land Acquisition

Department	Funding Source	2023 Adopted	2024 Forecasted	2025 Forecasted	2026 Forecasted	2027 Forecasted	2028 Forecasted
Parks & Rec	Park Impact Fees	\$ 2,243,480	\$ 2,390,497	\$ 2,747,257	\$ 2,906,820	\$ 3,072,308	\$ -
Utilities	Irrigation Impact/CFEC	50,000	50,000	50,000	50,000	50,000	50,000
	Sewer CIAC	150,000	150,000	150,000	150,000	150,000	150,000
	Water & Sewer Fund	-	-	-	-	300,000	300,000
Grand Total		\$ 2,443,480	\$ 2,590,497	\$ 2,947,257	\$ 3,106,820	\$ 3,572,308	\$ 500,000

ASSET MANAGEMENT PROGRAM

Capital Projects- Non Recurring

Department	Funding Source	Description	2023 Adopted	2024 Forecasted	2025 Forecasted	2026 Forecasted	2027 Forecasted	2028 Forecasted
CRA	CRA - TIF Tax	Founders Park	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -
		Operating Costs	-	-	-	-	-	-
		Property Acquisition	398,799	-	-	-	-	-
		Operating Costs	-	-	-	-	-	-
Fire	Fire Impact Fees	Sidewalks Miramar	413,200	-	-	-	-	-
		Operating Costs	-	-	-	-	-	-
		Everest Boat Lift Compound	80,520	-	-	-	-	-
		Operating Costs	-	-	-	-	-	-
		Fire Training Facility	6,236,650	-	-	-	-	-
		Operating Costs	-	-	-	-	-	-
	Fire Operations Fund	Training Facility Phase 2	-	515,000	3,090,000	-	-	-
		Operating Costs	-	-	98,337	-	-	-
		Training Facility Phase 3	-	-	-	-	721,000	6,180,000
		Operating Costs	-	-	-	-	-	-
		Fire Headquarters/EOC	-	-	-	-	-	3,090,000
		Operating Costs	-	-	-	-	-	-
Govt Services	General Fund	Fire Station #13	5,406,060	-	-	-	-	-
		Operating Costs	422,117	323,221	354,941	-	-	-
Parks & Rec	General Fund	Fire Station 10	1,000,000	-	-	-	-	-
		Operating Costs	-	-	-	-	-	-
		City Fiber and Wireless	2,197,687	2,534,297	2,323,742	2,323,742	2,323,742	-
		Operating Costs	-	-	-	-	-	-
		Aquatic/Community Center	400,000	-	-	-	-	-
		Operating Costs	-	-	-	-	-	-
		Coral Oaks Renovation (Clubhouse, Course, Range)	-	1,596,500	15,635,400	-	-	-
		Operating Costs	-	-	75,000	161,800	176,242	-
		D&D Marina Construction	-	-	-	-	10,300,000	-
		Operating Costs	-	-	-	-	-	-
Police	Police Impact Fees	Jaycee Park Shoreline	-	2,575,000	-	-	-	-
		Operating Costs	-	-	-	-	-	-
		Oasis Football Field Design	800,000	-	-	-	-	-
		Operating Costs	-	-	-	-	-	-
		Pocket Parks - Boat Ramps	100,000	-	-	-	-	-
		Operating Costs	-	-	-	-	-	-
		Skate Park Building Replacement	1,236,000	-	-	-	-	-
		Operating Costs	-	-	-	-	-	-
Public Works	5 Cent Gas Tax	Police Training Facility	7,107,000	-	-	-	-	-
		Operating Costs	162,500	165,750	169,065	172,446	340,643	-
		N3 UEP Nonassessed Transport Improvements	-	15,759,000	-	-	-	-
		Operating Costs	-	-	-	-	-	-
		N4 UEP Nonassessed Transport Improvements	-	-	-	16,074,180	-	-
		Operating Costs	-	-	-	-	-	-
		N5 UEP Nonassessed Transport Improvements	-	-	-	-	-	16,395,664
		Operating Costs	-	-	-	-	-	-

ASSET MANAGEMENT PROGRAM

Capital Projects- Non Recurring- Continued

Department	Funding Source	Description	2023 Adopted	2024 Forecasted	2025 Forecasted	2026 Forecasted	2027 Forecasted	2028 Forecasted
Public Works	6 Cent Gas Tax	N1 UEP Nonassessed	12,550,647	-	-	-	-	-
		Transport Improvements						
	General Fund	Operating Costs	-	-	-	-	-	-
		North 2 UEP 2nd Paving ADS	275,000	275,000	275,000	275,000	275,000	275,000
		Operating Costs	-	-	-	-	-	-
		CTAC-Median Improvements	2,000,000	-	-	-	-	-
		Operating Costs	-	-	-	-	-	-
		Fleet Building	10,300,000	15,450,000	-	-	-	-
		Operating Costs	-	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000
		Intersection Improvements	2,000,000	-	-	-	-	-
		Operating Costs	-	-	-	-	-	-
		Pine Island PD&E	2,250,000	-	-	-	-	-
		Operating Costs	-	-	-	-	-	-
		Sidewalks - additional School area	2,500,000	-	-	-	-	-
		Operating Costs	-	-	-	-	-	-
	Road Impact Fees	Andalusia Blvd (Industrial Park to Jacaranda) 4 lane	8,343,000	-	-	-	-	-
		Operating Costs	-	-	-	-	-	-
		N1 NE 24th Ave (Kismet to Diplomat) 2 to 3 lane	-	10,279,400	-	-	-	-
		Operating Costs	-	-	-	-	-	-
		NE 24th Ave (Diplomat to Pine Island) 2 to 3 lane	-	5,407,500	-	-	-	-
		Operating Costs	-	-	-	-	-	-
		N1 UEP Nonassessed Stormwater	12,876,277	-	-	-	-	-
		Operating Costs	-	-	-	-	-	-
		N3 UEP Nonassessed Stormwater	-	18,385,500	-	-	-	-
		Operating Costs	-	-	-	-	-	-
		N4 UEP Nonassessed Stormwater	-	-	-	18,753,210	-	-
		Operating Costs	-	-	-	-	-	-
		N5 UEP Nonassessed Stormwater	-	-	-	-	-	19,128,274
		Operating Costs	-	-	-	-	-	-
Utilities	Irrigation CIAC	IRR-17 Reuse River Crossing	250,000	-	-	-	-	-
		Operating Costs	-	-	-	-	-	-
	W&S Spec Assmt	North 1 UEP Water, Sewer, Irrigation C&D	32,960,000	-	-	-	-	-
		Operating Costs	-	-	-	-	-	-
		North 1 UEP Water, Sewer, Irrigation Transmission	18,540,000	-	-	-	-	-
		Operating Costs	-	-	-	-	-	-
		North 3 UEP Water, Sewer, Irrigation C&D	3,956,805	136,381,243	-	-	-	-
		Operating Costs	-	-	-	-	-	-
		North 3 UEP Water, Sewer, Irrigation Transmission	5,407,886	76,714,449	-	-	-	-
		Operating Costs	-	-	-	-	-	-
		North 4 UEP Water, Sewer, Irrigation C&D	-	-	8,361,031	118,147,520	-	-
		Operating Costs	-	-	-	-	-	-

ASSET MANAGEMENT PROGRAM

Capital Projects- Non Recurring- Continued

Department	Funding Source	Description	2023 Adopted	2024 Forecasted	2025 Forecasted	2026 Forecasted	2027 Forecasted	2028 Forecasted
Utilities	W&S Spec Assmt	North 4 UEP Water, Sewer, Irrigation Transmission	-	-	4,703,080	66,457,980	-	-
		Operating Costs	-	-	-	-	-	-
		North 5 UEP Water, Sewer, Irrigation C&D	-	-	-	-	8,665,877	116,989,336
		Operating Costs	-	-	-	-	-	-
	Water & Sewer Fund	North 5 UEP Water, Sewer, Irrigation Transmission	-	-	-	-	4,874,555	65,806,501
		Operating Costs	-	-	-	-	-	-
		ADM-56 US 41 Conveyance	6,000,000	6,000,000	-	-	-	-
		Operating Costs	-	-	-	-	-	-
		Country Club Pipe Replacement	-	-	-	10,000,000	-	-
		Operating Costs	-	-	-	-	-	-
		Gleason Parkway WAS & FO	2,700,000	-	-	-	-	-
		Operating Costs	-	-	-	-	-	-
		North 1 UEP Fiber Conduit	4,572,586	-	-	-	-	-
		Operating Costs	-	-	-	-	-	-
		North 3 UEP Fiber Conduit	-	4,727,700	-	-	-	-
		Operating Costs	-	-	-	-	-	-
		North 4 UEP Fiber Conduit	-	-	-	4,822,357	-	-
		Operating Costs	-	-	-	-	-	-
		North 5 UEP Fiber Conduit	-	-	-	-	-	4,918,699
		Operating Costs	-	-	-	-	-	-
		North Util Complex Admin Bld	-	-	1,200,000	6,000,000	4,000,000	-
		Operating Costs	-	-	-	-	-	-
		NRO-6 Perimeter Wall	1,000,000	-	-	-	-	-
		Operating Costs	-	-	-	-	-	-
	Pine Island Corridor	7,500,000	30,000,000	-	-	-	-	
	Operating Costs	-	-	-	-	-	-	
	Veterans Pkwy Transmission	1,000,000	5,000,000	5,000,000	-	-	-	
	Operating Costs	-	-	-	-	-	-	
	Viscaya Water Line Replacement- Nicholas Pkwy to Del Prado	-	7,300,000	-	-	-	-	
	Operating Costs	-	-	-	-	-	-	
	WRC-7 Rehab Master LS 200		1,500,000	300,000	-	-	-	-
		Operating Costs	-	-	-	-	-	-
Grand Total			\$ 164,492,734	\$ 341,489,560	\$ 43,085,596	\$ 244,988,235	\$ 33,477,059	\$ 234,583,474

Capital Projects-Recurring

Department	Funding Source	Description	2023 Adopted	2024 Forecasted	2025 Forecasted	2026 Forecasted	2027 Forecasted	2028 Forecasted
Public Works	5 Cent Gas Tax	Median Curbing	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
		Sidewalks - additional costs not covered by grants	300,000	300,000	300,000	300,000	300,000	300,000
	General Fund	Community Beautification / Median Landscape	312,000	312,000	312,000	312,000	312,000	312,000
	Stormwater	Environmental Projects	100,000	100,000	100,000	100,000	100,000	100,000
Grand Total			\$ 912,000	\$ 912,000	\$ 912,000	\$ 912,000	\$ 912,000	\$ 912,000

ASSET MANAGEMENT PROGRAM

Capital Equipment

Department	Funding Source	Description	2023 Adopted	2024 Forecasted	2025 Forecasted	2026 Forecasted	2027 Forecasted	2028 Forecasted
City Clerk	General Fund	Blueprint Scanner(s) 25248	\$ 14,600	\$ -	\$ -	\$ -	\$ -	\$ 15,600
		Blueprint Scanner(s) 26318	-	-	-	-	15,600	-
		Digital Microfilm Machine 22764	-	11,000	-	-	-	-
Fire	All Hazards	Workgroup Scanner(s) 26933	-	-	-	6,000	-	7,000
		Workgroup Scanner(s) 27823	-	6,000	-	-	-	-
		EOC 5 ton Air Conditioner	-	25,457	-	-	-	-
		EOC Air Conditioner	-	-	9,662	-	-	-
		EOC Technology update	-	-	-	30,000	-	-
	ALS Impact Fees	Cardiac Monitors ALS Stations (ADD)	57,913	-	-	-	59,000	-
	Fire Operations Fund	1.5 Ton AC	6,000	-	-	-	-	6,788
		15 Ton AC	-	-	-	-	77,375	-
		2 Ton AC	-	-	-	-	-	29,692
		3 Ton AC	-	-	-	-	-	17,815
		3.5 Ton AC	-	-	-	-	-	6,982
		4 Ton AC	-	-	-	-	-	6,982
		7.5 Ton AC	-	-	-	-	20,302	-
		8 Ton AC	-	-	-	-	20,302	-
		Aaon Unit	-	-	-	-	-	57,284
		Breathing Air Compressor/HP System	-	-	43,952	47,869	47,871	49,068
		Bullex Fire Training Simulator	-	-	-	30,000	-	-
		Cardiac Monitors ALS Stations (RPL)	100,250	102,758	105,328	107,962	108,000	110,088
		Engine Exhaust Removal System	45,768	46,912	-	-	-	-
		Fire Station Alerting Systems	-	425,000	-	-	-	-
		Gear Dryer (New Stations)	7,727	-	8,119	-	8,530	-
		Gear Dryer (Replacement)	-	-	8,119	8,322	8,531	17,490
		Hydraulic Rescue	38,038	77,978	39,930	40,963	41,842	42,889
		Motorola (New Constructed Station)	41,000	-	45,125	-	65,000	-
		Motorola Radios (portable/mobile)	29,853	43,832	41,250	38,566	65,882	67,529
		PPE Gear Washer/Extractor	10,860	5,566	5,593	5,631	5,772	5,917
		Station #1 Aaon Unit Downstairs	50,000	-	-	-	-	-
		Station #1 Aaon Unit Upstairs	50,000	-	-	-	-	-
		Station #2 4 Ton Split System	8,700	-	-	-	-	-
		Station #3 1.5 Ton AC	-	6,150	-	-	-	-
		Station #3 3 Ton AC	-	-	-	-	6,620	-
		Station #5 5 Ton AC	-	-	17,396	-	-	-
		Station #6 5 Ton AC	-	-	17,396	-	-	-
		Station #8 2 ton AC	-	-	-	6,458	-	-
		Station #8 Aaon Unit	-	52,000	-	-	-	-
		Station #9 4 Ton AC	-	-	-	6,445	-	-
		Station #9 Aaon Unit Downstairs	-	53,193	-	-	-	-
		Station #9 Aaon Unit Upstairs	-	53,193	-	-	-	-
		Thermal Imaging Camera(5 Yr. Life)	34,097	34,950	35,494	36,169	37,074	38,001
HR ITS	General Fund	Heavy Duty Scanner Replacement	-	-	6,200	-	-	-
	General Fund	Access & Monitoring	100,000	100,000	50,000	50,000	100,000	100,000
		Cable/Fiber/Light Infrastructure	400,000	400,000	400,000	400,000	600,000	600,000
		Connectivity Hardware Infrastructure	100,000	100,000	100,000	100,000	100,000	100,000
		DC Security	50,000	50,000	50,000	50,000	100,000	100,000
		EOC DC Power Upgrades	60,000	60,000	60,000	60,000	75,000	75,000
		Security Upgrade	100,000	100,000	100,000	100,000	150,000	150,000
		Server & Virtualization Upgrade	100,000	100,000	100,000	250,000	250,000	250,000
		Server Upgrades	150,000	150,000	150,000	150,000	150,000	150,000
		Switches & Routers Upgrade	100,000	100,000	200,000	200,000	200,000	200,000
		Voip/Wifi Systems Upgrade	95,000	95,000	95,000	95,000	95,000	95,000

ASSET MANAGEMENT PROGRAM

Capital Equipment-Continued

Department	Funding Source	Description	2023 Adopted	2024 Forecasted	2025 Forecasted	2026 Forecasted	2027 Forecasted	2028 Forecasted
Parks & Rec	General Fund	ADA ramp baby pool	24,000	-	-	-	-	-
		Air Condensing Unit Rudd	-	-	10,000	-	-	-
		Air Handling Unit Rudd	-	-	10,000	-	-	-
		Charter School AC Units - Split Cost	67,500	-	-	-	-	-
		Floor Scrubber	-	-	-	-	5,610	-
		4 Air/Condensing Units Four Freedoms	-	-	-	-	55,000	-
		5 Mini Split Units	-	-	25,000	-	-	-
		A/C Condensor for Bldg 2	8,000	-	28,054	-	-	-
		A/C Mini Split Air Handler	-	10,000	-	-	-	-
		A/C Split System for Bldg 2	10,000	-	-	-	-	-
		Playground at Burton Park	-	-	-	-	-	275,000
		Playground at Camelot Park	-	-	-	265,000	-	-
		Playground at Four Freedoms Park	300,000	-	-	-	-	-
		Playground at Guffrida Park	-	-	-	-	275,000	-
		Playground at Jaycee Park	-	-	-	-	-	300,000
		Playground at Jim Jeffers	-	-	265,000	-	-	-
		Playground at Joe Stonis	-	300,000	-	-	-	-
		Playground at Paul Sanborn	-	-	265,000	-	-	-
		Playground at Pelican Soccer	-	-	-	265,000	-	-
		Playground at Rotary Park	-	-	-	-	275,000	-
		Playground at Storm Football	265,000	-	-	-	-	-
		Playground at Youth Center	-	300,000	-	-	-	-
		Mini Split Air Unit	-	10,000	-	-	-	-
		Rotino Air Handlers	9,500	-	-	-	-	-
		Rotino Condensing Unit	6,500	-	-	-	-	-
		Split System A/C	-	-	10,000	-	-	-
		Split System HVAC Building 1	-	10,000	10,000	-	10,000	10,000
		Yacht Club Air Handler (1)	12,000	-	-	-	-	-
		Yacht Club Condensing (1)	7,500	-	-	-	-	-
		Yacht Club Pool Blanket	15,000	-	-	-	-	-
Police	General Fund	(2) TruNarc Kits - Narcotics Scanner	-	-	-	54,692	-	-
		(4) A/C Chillers	-	-	371,400	-	-	-
		A/C Units/Handlers	15,000	15,000	15,000	15,000	-	-
		Air Purifying Respirators (New)	-	-	-	-	-	17,500
		AV System For Interview Rooms	-	45,000	-	-	-	-
		AV System for VIN Interview Rooms	-	-	-	19,000	-	-
		BERLA IVE Vehicle Recorder (New)	-	-	-	23,000	-	-
		Blood Drying Chamber- Forensics	-	-	-	-	8,700	-
		Marine Unit Boat Lift At Yacht Club	17,000	-	-	-	25,000	-
		Crime Center	664,797	-	-	-	-	-
		Digital Forensics Server	-	-	-	-	11,400	-
		Digital Forensics - Cell Phones	-	-	-	-	17,000	-
		Digital Forensics - Computers	-	-	-	-	17,000	-
		Electronic Message Boards	23,000	-	-	-	-	-
		Event Data Recorder	-	-	-	27,500	-	-
		Evidence Freezer	-	-	-	7,000	-	-
		Evidence Refrigerator	-	-	-	7,000	-	-
		Fingerprint Machine-Booking Room	-	-	-	9,000	-	-
		Generator Control System	-	-	-	25,000	-	-
		Humidifier Chamber	-	-	-	10,000	-	-
		IDEMIA Azure Cloud	-	-	30,000	-	-	-
		In-Car Video Cameras	63,000	75,000	-	-	50,000	50,000
		Laser CAM - Speed Devices	-	-	-	90,000	-	-
		Laser CAMS - Speed Devices (New)	-	-	-	90,000	-	-
		LEICA - RTC (New)	-	-	-	47,000	-	-

ASSET MANAGEMENT PROGRAM

Capital Equipment- Continued

Department	Funding Source	Description	2023 Adopted	2024 Forecasted	2025 Forecasted	2026 Forecasted	2027 Forecasted	2028 Forecasted
Police	General Fund	LEICA RTC LIDAR (New)	-	-	-	47,000	-	-
		Marine Law Boats/Motors	-	24,311	137,838	-	-	170,000
		Metal Detector - Lobby	-	-	-	-	5,700	-
		Police K-9	24,000	12,000	12,000	12,000	24,000	24,000
		Polygraph Equipment	-	-	10,000	-	-	-
		Polygraph Machine	-	-	-	-	-	15,000
		Radio Console Workstation	-	-	-	-	77,000	-
		Sniper Optics (1)	9,000	-	15,000	-	15,000	-
		SWAT Pole Camera	-	-	-	9,500	-	-
		SWAT Throwbot	-	-	-	18,500	-	-
		Tabletop ALS Light Source	-	-	-	-	23,000	-
		Throw Phone for CNT (Replacement)	-	-	-	-	23,000	-
		Water Heaters (Replacement)	8,000	-	-	-	-	-
Public Works	Fleet Mgmt Allocation		-	-	-	-	-	40,000
		Mohawk TR-25A, 4 Post Lift	-	-	-	-	20,000	-
		#23583 Golf Cart	-	-	-	-	35,000	-
		#28470 Cat forklift	-	-	-	-	-	-
		A/C Recycle Machines (4) # 24467; 25913; 25914; 25596	20,000	-	-	-	-	-
		Fuel Tank at storage site H, Coral Oak Gulf Course	-	-	-	52,000	-	-
		Iron Worker Machine #16566	-	-	-	58,000	-	-
		Lift #24814 Fire Bay	25,000	-	-	-	-	-
		Main Compressor #25911	-	7,500	-	-	-	-
		Miller 300D Portable Welder #18796	-	5,000	-	-	-	-
	General Fund	Portable Lift ARIHETRA LIFT (4-Post Mobile Lifting SY (X4) #24342	-	-	-	-	80,000	-
		Rotary 2 Post Lift 18,000 Lb #27236	-	-	18,000	-	-	-
		Small Engine Shop Compressor #22023	-	7,500	-	-	-	-
		Asset # 21719 - TORO MOWER 4000D	-	-	-	-	-	30,000
		Asset # 29382 Kubota F3990 Mower	-	-	-	-	34,000	-
		Asset 28013-Ice Maker and Bin	-	-	-	-	-	8,000
		Asset NC 669 Trailer	-	-	-	-	-	5,000
		Asset# 27209-GPS Rover Receiver	-	-	-	-	16,000	-
		Asset#28016 HP Design Jet T2500	-	-	-	-	10,000	-
		Asset#27210-GPS Rover Receiver	-	-	-	-	-	16,000
		Asset#28630 Thermoplastic Applicator	-	-	-	-	-	35,000
		#29011-Grindlazer 390	-	-	-	-	-	10,000
		2012 GPS Reference Station #27208	26,000	-	-	-	-	-
		2012 Total Station #1 #27213	52,000	-	-	-	-	-
		2012 Total Station #1 #27214	-	-	52,000	-	-	-
		Attachment Sweepster (20878)	-	6,500	-	-	-	-
		Pressure Washer Trailer (27129)	-	12,500	-	-	-	-
		Skid Steer Jackhammer (25092)	-	6,500	-	-	-	-
		Tamper (26339)	6,500	-	-	-	-	-
		Tandem Trailer (24421)	-	7,500	-	-	-	-
		Walk Behind Paint Sprayer #24346	-	-	10,000	-	-	-
		Walk Behind Paint Sprayer #28614	-	-	-	-	-	-
	Property Mgmt Allocation		-	-	-	-	5,000	-
		Arrow Board Trailer New	-	-	-	-	-	-
		Central Vacuum- Cabinet Shop	-	20,000	-	-	-	-
		Flatbed Trailer-30 Ft. - New	-	-	-	-	-	20,000
			-	-	-	-	-	-

ASSET MANAGEMENT PROGRAM

Capital Equipment- Continued

Department	Funding Source	Description	2023 Adopted	2024 Forecasted	2025 Forecasted	2026 Forecasted	2027 Forecasted	2028 Forecasted
Public Works	Property Mgmt		-	-	-	-	25,000	-
	Allocation	Generator Load Bank New	-	-	-	-	-	-
		Mini Excavator - New	-	-	-	-	-	40,000
		#28276 Clubcar carry all	-	-	-	-	10,000	-
		#29143-Floor Scrubber	-	-	-	-	8,000	-
		Two Table Saws	12,000	-	-	-	-	-
		Stick mounted GPS Locator New	-	-	-	-	15,000	-
		Tube Bender - New	-	-	-	-	-	15,000
		Wire Tracer New	-	-	-	-	15,000	-
	Sidewalk Grant	Replace Trailer (27784) -Sidewalks	-	-	-	-	-	-
	Stormwater	Autoclave Microbiology #26349	-	-	20,000	-	-	-
		Boat ,Trailer, And Motor	-	50,000	-	-	-	-
	Stormwater	Cole Palmer Bod Incubator (1)	6,000	-	-	-	-	-
		Fontaine Trailer-HAVSD # 28960	-	-	-	-	-	42,000
		Gravity Convection Incubator	-	7,000	-	-	-	-
		John Deere #28999	-	-	-	-	-	208,000
		Microscope	-	5,000	-	-	-	-
		NEW Caloosahatchee Salinity Nutrient	-	-	-	-	-	50,000
		Temperature Tide Sensor	-	-	-	-	-	-
		NEW CHL Extraction System	-	30,000	-	-	-	-
		NEW FlowCam Algae sorter, counter and identification	-	-	-	20,000	-	-
		NEW Habitat Mapping Submersible	-	-	30,000	-	-	-
		New Mini Milling Machine	50,000	-	-	-	-	-
		NEW Probes Remote/ Monitoring	-	10,000	-	-	10,000	-
		NEW PCR thermocycler	-	-	-	15,000	-	-
		Boat #27983	-	30,000	-	-	-	-
		# 15434-Ironworker 12" Bending	-	-	-	-	35,000	-
		# 27107-Trash Compactor	-	-	-	-	-	10,000
		# 27509-Cat Forklift	-	-	-	-	35,000	-
		#17877-Pipe Bending Machine	-	-	-	-	8,000	-
		#24452-Compressor-2007 Sullair Port	-	-	-	-	18,000	-
		#27276-Handheld Surveying System	-	-	-	-	-	8,000
		#28496-Bucket for Gradall	-	-	-	-	-	8,000
		#28507-Trail King Utility Tr	-	-	-	-	-	15,000
		#28743-Bobcat	-	-	-	-	-	45,000
		#287800-Bucket for Gradall	-	-	-	-	-	8,000
		#28820 Hydroseeding Trailer	-	-	-	-	-	19,000
		#28905-2018 Enclosed Trailer	-	-	-	-	10,000	-
		#29002-Forklift	-	-	-	-	-	34,000
		#29039-Envirosight Wireless Camera	-	-	-	-	24,000	-
		4" Booster Pump (24656)	-	15,000	-	-	-	-
		Arrow Boards	-	-	-	40,000	-	-
		Autoclave Nutrients #28760	-	-	-	-	-	20,000
		Boat (27538)	-	15,000	-	-	-	-
		Boat Trailer #25801	-	5,000	-	-	-	-
		Camera Rover (27540)	-	80,000	-	-	-	-
		Compressor (23570)	-	15,000	-	-	-	-
		Deionized Water System #28015	-	-	-	-	-	40,000
		Fluorometer #29192	-	-	-	-	20,000	-
		Fourstroke Boat Engine (27543)	-	10,000	-	-	-	-
		Gradall Buckets	-	-	-	20,000	-	-

ASSET MANAGEMENT PROGRAM

Capital Equipment- Continued

Department	Funding Source	Description	2023 Adopted	2024 Forecasted	2025 Forecasted	2026 Forecasted	2027 Forecasted	2028 Forecasted
Public Works	Stormwater	#29043	-	-	-	15,000	-	-
		Jackhammer Attachment (27542)	-	15,000	-	-	-	-
		Long Reach Buckets and Thumb	-	-	-	20,000	-	-
		Microbiology Incubator	-	7,500	-	-	-	-
		Motor #12720	-	15,000	-	-	-	-
		Nutrient Autoanalyzer #21202	-	-	70,000	-	-	-
		Nutrient autoanalyzer #28760	-	-	-	70,000	-	-
		Plate Compactor (27107)	-	6,500	-	-	-	-
		Plate Tampers	-	-	-	40,000	-	-
		Pole Camera (27700)	-	18,500	-	-	-	-
		Pole Camera (27701)	-	18,500	-	-	-	-
		Sod Trailer	-	8,000	-	-	-	-
		Tiller Attachment (23098)	-	6,500	-	-	-	-
		TOC Analyzer (retired #21947)	-	-	-	-	70,000	-
		Trail King Lowboy #28299	-	-	-	-	106,000	-
		Sonde	-	-	15,000	-	-	-
		Sonde #28618	-	10,000	-	-	-	-
		Sonde with BGA sensor #29431	-	-	-	20,000	-	-
		Walk in cooler #24366	-	-	20,000	-	-	-
Utilities	Water & Sewer Fund	(4) Trailer Portable Generators	230,000	-	-	-	-	-
		A/C UNITS REPLACEMENTS-BIO SOLIDS	-	-	-	10,000	-	-
		A/C UNITS REPLACEMENTS-CPS	60,000	-	20,000	30,000	-	20,000
		WRF	44,000	-	-	230,000	-	-
		A/C Unit Replacements-Lift Stations	40,000	40,000	40,000	40,000	40,000	40,000
		A/C Unit Replacements-SW Wrf	70,000	20,000	10,000	-	-	-
		Asset # 21816 - Case Forklift	-	-	-	80,000	-	-
		Asset # 22796 - Hysler Forklift	-	-	-	40,000	-	-
		Asset # 23269 - Gorman	-	-	-	50,000	-	-
		Asset # 28108 - Bobcat	-	-	-	68,000	-	-
		Asset # 28277 - Bobcat E35	-	-	-	68,000	-	-
		Centrifuge Motor	25,000	-	30,000	-	30,000	-
		Centrifuge Motor VFD	25,000	-	25,000	10,000	25,000	15,000
		Chemical Pump Feed Equipment	40,000	-	-	40,000	-	-
		Electrical Testing Equipment	40,000	-	20,000	10,000	25,000	25,000
		Flow Meters for Chemical System	11,408	11,693	13,000	13,390	15,000	17,000
		High Pressure Pump for South RO	200,000	-	-	-	200,000	-
		New Air Compressor	-	-	-	15,000	-	-
		New CPS Chlorine Feed Pumps	14,000	-	-	10,000	14,000	14,000
		NEW Stationary Generator-350KW	102,000	-	-	-	73,000	73,000
		New Water Quality Instrumentation	-	20,000	-	20,000	-	20,000
		NRO-13 PLC Replace & Program	407,000	-	-	-	-	-
		NRO-14 VFD Replacement	-	1,000,000	-	-	-	-
		Plant Transmitter for Chlorine Analyzer	7,416	-	-	7,638	-	-
		REHAB Adams Strainers all CPS	-	45,000	-	-	45,000	-
		Bar Screen Equipment	-	30,750	-	-	-	35,000
		Blower/ Motor	207,000	-	25,000	-	-	-
		Chlorine Analyzers	-	-	10,000	-	10,000	10,000
		Replace 1 Spectrophotometer	9,618	-	-	19,570	-	-
		Replace 3 - 4,000 gal Bleach Tanks	-	-	60,000	61,800	-	-
		Replace 4 Degasifier Blowers in P 2	-	-	50,000	51,500	-	-
		Replace 6" Ball Valve (1/yr)	10,688	10,955	11,500	11,845	12,000	14,000
		Ball Valves	-	20,710	-	-	24,000	-
		Bleach Tanks	30,000	-	79,000	-	60,000	50,000

ASSET MANAGEMENT PROGRAM

Capital Equipment- Continued

Department	Funding Source	Description	2023 Adopted	2024 Forecasted	2025 Forecasted	2026 Forecasted	2027 Forecasted	2028 Forecasted
Utilities	Water & Sewer Fund	Bleach Tanks (5 Double Tanks) (CPS)	13,000	-	13,000	-	13,000	-
		Chemical Feed Equipment	-	22,000	-	20,000	-	20,000
		Chemical Feed Pumps Equipment	20,000	-	25,000	-	30,000	-
		Chemical Pumps 3/yr	44,905	46,028	48,000	49,440	50,000	52,000
		Composite Sampler	10,000	11,000	10,000	11,000	10,000	12,000
		Conveyor Belt Equipment	-	25,000	-	-	-	25,000
		Flow Meters	12,000	-	13,000	-	15,000	-
		Grinder Pumps	-	15,000	-	15,000	-	15,000
		Grit Equipment	40,000	-	50,000	-	50,000	-
		Grit Pump Equipment	20,000	-	83,000	-	50,000	-
		High Service Pump	-	130,000	-	-	-	-
		Instrumentation Meters - Everest	10,000	-	-	10,000	-	-
		Instrumentation Meters - Southwest	30,000	-	20,000	-	50,000	50,000
		Magnetic Flowmeters (multiple sizes)	34,000	35,000	40,000	41,200	42,000	44,000
		Odor Control Equipment	15,000	16,500	15,000	15,000	15,000	15,000
		Odor Control Recirculating Pump	20,000	-	20,000	-	40,000	-
		Overhead Door & Opener	20,000	-	20,000	-	-	60,000
		Pump/Motor Installation in Plant 2	-	-	100,000	103,000	-	-
		Pumps/Motors	25,000	307,500	50,000	50,000	-	-
		Reuse Pump / Motor	-	44,000	-	150,000	-	150,000
		Service Water Motor /Pump	-	33,000	-	35,000	-	35,000
		Replace Silent Check Valve	41,712	-	43,000	44,290	45,000	-
		Replace Submersible Pumps	20,000	-	20,000	-	20,000	-
		Replace Transfer Pump & Motor	80,000	-	100,000	-	150,000	-
		Replace Ultrasonic Flowmeters	45,000	45,000	45,000	46,350	47,000	48,000
		Replace UPS & Batteries	36,630	-	-	-	40,000	-
		Replace Valve /Actuator Motor	-	51,250	-	50,000	-	50,000
		Valves/ Actuator Motor	30,000	40,000	55,000	40,000	60,000	60,000
		VFD	50,000	55,000	60,000	60,000	60,000	60,000
		VFD's	12,500	15,375	12,500	25,000	-	40,000
		VFD's (CPS)	25,000	25,000	13,000	25,000	13,000	25,000
		VFD's Plant 1 & 2 Prod. Train	32,642	33,460	34,000	35,020	36,000	38,000
		Well Motors 50 HP w/motor leads	111,474	114,260	119,000	122,570	124,000	128,000
		Well Pumps and Accessories (3/yr)	34,533	35,396	40,000	41,200	42,000	43,000
		Well Pumps and Accessories(2/yr)	34,368	35,230	40,000	41,200	42,000	43,000
		Air Compressor & Drier	-	51,250	-	51,250	-	51,250
		Components for Multiple VFD's	14,327	33,458	35,000	36,050	37,000	38,000
		Floating Mixer	15,000	-	15,000	-	20,000	-
		Floating Mixer Motor	-	-	25,000	-	-	30,000
		LIFT STATIONS Pumps	460,000	475,000	500,000	550,000	900,000	1,100,000
		Mix Liquor Return pump	30,000	-	30,000	-	35,000	-
		Overhead Door & Opener	10,000	-	-	10,000	-	-
		Pump/Motor-COMBINE LINES	50,000	70,000	125,000	70,000	125,000	70,000
		R.A.S. Pumps (Pumps & Motors)	50,000	-	60,000	-	60,000	-
		R.A.S. Pumps Equipment	-	51,250	-	51,250	-	51,250
		W.A.S. Pumps Equipment	35,000	-	35,000	-	40,000	-
		W.A.S. Pumps/Motors	30,000	-	30,000	-	35,000	-
		W.A.S Transfer Pumps/Motors	50,000	-	-	-	50,000	-
		SCADA Equipment	10,000	15,000	15,000	15,000	15,000	15,000
		Scada Replacement Parts	100,000	25,625	25,000	25,000	30,000	30,000
		Security & Cctv	10,000	-	10,000	-	15,000	-
		Sludge Feed Pump	25,000	-	30,000	-	30,000	-
		Sludge Grinder Pumps	-	30,000	-	-	-	-

ASSET MANAGEMENT PROGRAM

Capital Equipment- Continued

Department	Funding Source	Description	2023 Adopted	2024 Forecasted	2025 Forecasted	2026 Forecasted	2027 Forecasted	2028 Forecasted
Utilities	Water & Sewer Fund	Spare/Electrical Circuit Breakers	25,000	53,125	100,000	80,000	100,000	80,000
		Static Chemical Mixer for N	70,000	-	-	-	-	-
		Vertical Sump Pump	-	80,000	-	-	-	100,000
		Wellfield VFD's 50 HP	45,399	65,308	69,000	71,070	73,000	77,000
Grand Total			\$ 7,229,040	\$ 6,897,923	\$ 6,067,856	\$ 6,261,210	\$ 7,266,111	\$ 7,076,125

Capital Maintenance

Department	Funding Source	Description	2023 Adopted	2024 Forecasted	2025 Forecasted	2026 Forecasted	2027 Forecasted	2028 Forecasted		
Govt Services	General Fund	City Hall/Council Roof Replacement	\$ -	\$ -	\$ 850,000	\$ -	\$ -	\$ -		
Parks & Rec	General Fund	Cape Coral Sports Batting Cages	15,000	-	-	-	-	-		
		Sports Complex Soccer Field-Field 4	-	-	-	-	180,000	-		
		Sports Complex Soccer Field-Field 5	-	-	-	-	-	180,000		
		Golf Course Irrigation Improvements	413,545	-	-	-	-	-		
		Pelican Complex Field 1 Turf	-	-	-	-	350,000	-		
		Lake Kennedy Roof Replacement	-	-	140,245	-	-	-		
		Shed with Garage	60,000	-	-	-	-	-		
		Youth Center Roof replacement	143,000	-	-	-	-	-		
		Public Works	5 Cent Gas Tax	ADA Upgrades- Road Resurfacing	100,000	100,000	100,000	100,000	200,000	200,000
Road Resurfacing	1,970,000			1,970,000	1,970,000	1,970,000	1,970,000	1,970,000		
6 Cent Gas Tax	Road Resurfacing		4,530,000	4,530,000	4,530,000	4,530,000	5,030,000	5,030,000		
	General Fund		Alley Resurfacing	520,000	520,000	520,000	520,000	520,000	520,000	
Property Mgmt	Improvements		50,000	-	-	-	-	-		
	Stormwater		CPF DP Improvements	1,499,757	1,604,740	1,612,764	1,617,602	1,666,130	1,716,114	
Environmental Project Maintenance			100,000	100,000	100,000	100,000	100,000	100,000		
Flood Prevention			850,000	850,000	850,000	850,000	850,000	850,000		
Surface Water Mgmt (Water Quality)			1,000,000	1,000,000	500,000	500,000	500,000	500,000		
Weir Rehab Construction			515,000	515,000	515,000	515,000	515,000	515,000		
Utilities			Water and Sewer Fund	ADM-22 Infiltrn & Inflow	425,000	425,000	425,000	475,000	475,000	475,000
				ADM-29 ASR/IRR Supply	-	250,000	250,000	250,000	250,000	250,000
	ADM-76 Nchls/Cntry Club Repipe			2,250,000	-	10,200,000	-	-	-	
	IRR-1 Weir Improvements			2,770,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	
	North Deep Injection Well (DIW)			1,500,000	500,000	1,100,000	6,000,000	4,000,000	-	
	North RO 12MG Potable Water Tank	-		-	1,400,000	7,680,000	4,600,000	-		
	North RO 6 MGD Expansion	-		-	800,000	5,000,000	3,200,000	-		
	North RO Distribution Pump/Motor	-		-	300,000	1,100,000	-	-		
	North Complex Admin/Warehouse	-		2,840,000	6,000,000	4,000,000	3,000,000	-		
	NRO-10 Rehab/Rpl Raw Wtr Well	3,000,000		7,500,000	7,500,000	7,500,000	7,500,000	1,000,000		
		Phase 1 - Neighborhood Water Line	-	-	-	700,000	11,900,000	-		
		Phase 2 - Neighborhood Water Line	-	-	730,000	12,200,000	-	-		
		Phase 2 Palm Tree Water Line	-	-	9,600,000	-	-	-		
		Phase 3 - Neighborhood Water Line	900,000	14,900,000	-	-	-	-		
		Phase 3 Palm Tree Water Line	-	-	-	-	8,600,000	-		
		Phase 4 - Neighborhood Water Line	-	1,000,000	16,800,000	-	-	-		
		SRO-22 Plant 1 Roof Replacement	800,000	-	-	-	-	-		
		SW WRF 5 MGD Capacity Expansion	4,000,000	25,000,000	21,000,000	-	-	-		
		WRE-XX EWR Reuse Pump Station	100,000	450,000	7,500,000	-	-	-		
		WRSW-9 Reroute Clar Pipe-ABW	100,000	500,000	-	-	-	-		
		Grand Total		\$ 27,611,302	\$ 65,554,740	\$ 96,293,009	\$ 56,607,602	\$ 56,406,130	\$ 20,806,114	

ASSET MANAGEMENT PROGRAM

Capital Software

Department	Funding Source	Description	2023 Adopted	2024 Forecasted	2025 Forecasted	2026 Forecasted	2027 Forecasted	2028 Forecasted
Govt Services	General Fund	Budget Book Software	\$ 262,500	\$ -	\$ -	\$ -	\$ -	\$ -
		Hexagon CAD Software Fire	3,800,000	-	-	-	-	-
ITS	General Fund	Business Application	268,000	200,000	200,000	200,000	200,000	200,000
		Business Application new modules	-	600,000	100,000	100,000	100,000	100,000
		Business Application upgrades	-	150,000	150,000	150,000	150,000	150,000
Grand Total			\$ 4,330,500	\$ 950,000	\$ 450,000	\$ 450,000	\$ 450,000	\$ 450,000

Land Aquisition

Department	Funding Source	Description	2023 Adopted	2024 Forecasted	2025 Forecasted	2026 Forecasted	2027 Forecasted	2028 Forecasted
Parks & Rec Utilities	Park Impact Fees	Parks Land	\$ 2,243,480	\$ 2,390,497	\$ 2,747,257	\$ 2,906,820	\$ 3,072,308	\$ -
	Irrigation CFEC	Land Purchase	150,000	150,000	150,000	150,000	150,000	150,000
	Irrigation CIAC	Land Purchase	50,000	50,000	50,000	50,000	50,000	50,000
	Water and Sewer Fund		-	-	-	-	300,000	300,000
		Land Purchase						
Grand Total			\$ 2,443,480	\$ 2,590,497	\$ 2,947,257	\$ 3,106,820	\$ 3,572,308	\$ 500,000

Capital Fleet

Department	Funding Source	Description	2023 Adopted	2024 Forecasted	2025 Forecasted	2026 Forecasted	2027 Forecasted	2028 Forecasted
City Manager	Capital Improv Allocation	Asset # 27499 - Ford Explorer	\$ -	\$ 40,000	\$ -	\$ -	\$ -	\$ -
		Asset # 27500 - Ford Explorer	-	40,000	-	-	-	-
		Asset # 27508 - Ford Explorer	-	-	41,000	-	-	-
		Asset # 27706 - Ford Explorer	-	-	41,000	-	-	-
		Asset # 28494 - Ford F150	-	-	-	42,000	-	-
		Asset # 28865 - Ford Explorer	-	-	-	42,000	-	-
		Asset # 28827 - Ford F150	-	-	-	-	42,000	-
		Asset # 28070 - FORD ESCAPE	40,000	-	-	-	-	-
		Asset # 28495 - Ford Explorer	40,000	-	-	-	-	-
		Asset # 29009 - Ford Explorer	40,000	-	-	-	42,000	-
Dev Services	Building Fund	Asset # 28474 - Ford F150	-	-	-	-	40,000	-
		Asset # 28483 - Ford F150	-	-	-	-	-	40,000
		Asset # 28484 - Ford F150	-	-	-	-	-	40,000
		Asset # 28485 - Ford F150	-	-	-	-	40,000	-
		Asset # 28488 - Ford F150	-	-	-	-	-	40,000
		Asset # 28489 - Ford F150	-	-	-	-	-	40,000
		Asset # 28490 - Ford F150	-	-	-	-	40,000	-
		Asset # 28491 - Ford F150	-	-	-	-	40,000	-
		Asset # 28492 - Ford F150	-	-	-	-	-	40,000
		Asset # 28508 - Ford F150	-	-	-	40,000	-	-
	General Fund	Asset # 28509 - Ford F150	-	-	-	40,000	-	-
		Asset # 28510 - Ford F150	-	-	-	40,000	-	-
		Asset # 22894 - Ford Explorer	39,200	-	-	-	-	-
		Asset # 27955 - Ford F150	-	36,000	-	-	-	-
		Asset # 27956 - Ford F150	-	35,000	-	-	-	-
		Asset # 27957 - Ford F150	-	-	37,000	-	-	-
		Asset # 27958 - Ford F150	-	-	-	38,000	-	-
		Asset # 28040 - Ford Explorer	-	-	-	38,200	-	-
		Asset # 28045 - Ford F150	-	-	-	-	38,000	-
		Asset # 28068 - Ford F150	-	-	-	-	38,000	-

ASSET MANAGEMENT PROGRAM

Capital Fleet

Department	Funding Source	Description	2023 Adopted	2024 Forecasted	2025 Forecasted	2026 Forecasted	2027 Forecasted	2028 Forecasted
Dev Services	General Fund	Asset # 28087 - Ford F150	-	-	-	-	-	38,000
		Asset # 28088 - Ford F150	-	-	-	-	-	38,000
		Asset # 28335 - Ford F150	-	-	37,000	-	-	-
		Asset # 28336 - Ford F150	-	-	-	-	-	38,000
		Asset # 28337 - Ford F150	-	-	-	-	38,000	-
		Asset # 28338 - Ford F150	-	-	-	-	-	38,000
Finance Fire	Risk Management	Asset # 27977 - Ford Explorer	-	-	-	-	35,000	-
		Asset # 16640 - Custom	-	-	-	-	70,000	-
		Asset # 29088- Ford F150	-	-	-	-	-	40,000
	Fire Operations Fund	Hazmat Vehicle	1,400,000	-	-	-	-	-
		Asset # 11891 - E-one Hush	392,000	-	-	-	-	-
		Asset # 20806 - Ford F150	60,844	-	-	-	-	-
		Asset # 21024 - Ford F550	-	70,000	-	-	-	-
		Asset # 21180 - Forest River	-	15,000	-	-	-	-
		Engine	-	-	-	-	-	1,700,000
		Asset # 22327 - Ford F150	-	60,000	-	-	-	-
		Asset # 22328 - Ford F150	-	60,000	-	-	-	-
		Asset # 22775 - Chevrolet	-	-	-	-	-	-
		Asset # 23168 - Dodge	-	75,000	-	-	-	-
		Asset # 24064 - Ford Crown	-	-	-	-	-	-
		Asset # 24174 - John Deere	30,352	-	-	-	-	-
		Asset # 24175 - Wells Cargo	-	-	-	-	-	20,000
		Asset # 24519 - International	-	-	-	-	385,000	-
		Asset # 27143 - Sutphen	-	-	700,000	-	-	-
		Asset # 27533 - AMG Brush	281,120	-	-	-	-	-
		Asset # 27647 - Sutphen	-	-	-	706,020	-	-
		Asset # 27907 - Sutphen	-	-	-	-	724,000	-
		Asset # 27908 - Sutphen	-	-	-	-	724,000	-
		Asset # 28110 - Sutphen Shield	-	-	-	706,020	-	-
		Asset # 28313 - Chevy Tahoe	-	-	-	80,000	-	-
		Asset # 28369 - Ford F550	-	-	-	-	-	260,000
		Asset # 28382 - Ford F150 4x4	-	-	-	50,000	-	-
		Asset # 28383 - Ford F150	-	-	-	-	-	-
		Asset # 28394 - Polaris Ranger	-	-	-	-	17,844	-
		Asset # 28687 - Ford F150	-	-	-	-	61,000	-
		Asset # 28698 - Ford F150	-	-	-	-	61,000	-
		Asset # 28724 - Ford F150	-	-	-	-	-	61,000
		Asset # 28741 - Ford F150	-	-	-	50,000	-	-
		Asset # 28845 - Ford F150	-	-	-	-	61,000	-
		Asset # 28967 - Ford F550	-	-	-	254,240	-	-
		Asset # 21983 - E-one Typhoon	-	700,000	-	-	-	-
		Asset # 25267 - E-One	-	700,000	-	-	-	-
		Asset # 24519 - Dash (Engine	-	155,000	-	-	-	-
		Asset # 24049 - Typhoon	-	94,000	-	-	-	-
		Asset # 23147 - E-One Ladder	-	-	1,256,585	-	-	-
		Asset # 28968 - Ford F550	-	-	-	254,240	-	-
ITS Parks & Rec	General Fund	Asset # 28400 - Ford Transit	-	-	-	-	-	35,000
	General Fund	New Parks	84,000	-	-	-	-	-
		Additional Equipment	150,000	-	-	-	-	-
		Asset # 18910 - Ford F150	-	-	-	-	-	30,000

ASSET MANAGEMENT PROGRAM

Capital Fleet- Continued

Department	Funding Source	Description	2023 Adopted	2024 Forecasted	2025 Forecasted	2026 Forecasted	2027 Forecasted	2028 Forecasted
Parks & Rec	General Fund	Asset # 19910 - Ford F350	-	38,000	-	-	-	-
		Asset # 19911 Lely Spreader	-	-	6,000	-	-	-
		Asset # 19993 - Club Car	-	15,000	-	-	-	-
		Asset # 20321 - Ford F 350	50,400	-	-	-	-	-
		Asset # 20888 - Ford F550	151,200	-	-	-	-	-
		Asset # 21152 -Turk Sweeper	-	-	-	18,000	-	-
		Asset # 21212 - Stage	-	-	-	-	-	350,000
		Asset # 21224 - CHEVROLET	-	-	-	-	-	-
		Asset # 21452 - Internat Dump	-	-	95,000	-	-	-
		Asset # 21453 - Internat Dump	-	95,000	-	-	-	-
		Asset # 21639 - Chevy G3500	-	40,000	-	-	-	-
		Asset # 22048 - Ford F 250	42,560	-	-	-	-	-
		Asset # 22068 - Ford F 350	48,160	-	-	-	-	-
		Asset # 22833 - Ford Explorer	-	38,000	-	-	-	-
		Asset # 23011 - TORO MOWER	-	42,000	-	-	-	-
		Asset # 23014 - TORO MOWER	28,000	-	-	-	-	-
		Asset # 23017 - Foley Reel	-	-	30,000	-	-	-
		Asset # 23018 -Kubota Tractor	-	35,000	-	-	-	-
		Asset # 23092 - VERMEER	-	42,000	-	-	-	-
		Asset # 23093 - VERMEER	-	-	42,000	-	-	-
		Asset # 23342 - Magnum	-	-	55,000	-	-	-
		Asset # 23546 -Internat Dump	-	-	90,000	-	-	-
		Asset # 23851 -Mobile	-	-	-	56,000	-	-
		Asset # 23852 - Mobile	-	-	-	56,000	-	-
		Asset # 24087 - Trencher	-	-	-	-	-	62,000
		Tank Trailer	17,920	-	-	-	-	-
		Asset # 24675 - Mobile	-	-	-	-	65,000	-
		Asset # 24837 Toro	12,320	-	-	-	-	-
		Asset # 25959 - Toro Sandpro	24,640	-	-	-	-	-
		Asset # 25960 - Toro Workman	-	-	-	-	22,000	-
		Asset # 26452 - John Deere	-	-	-	50,000	-	-
		Asset # 26509- Tru Turf F548-	-	-	-	-	20,000	-
		Asset # 26533 - Gator Golf	-	10,000	-	-	-	-
		Asset # 27708 - Barber Beach	-	40,000	-	-	-	-
		Asset # 27894 - Toro 3280-D	-	-	-	-	-	42,000
		Asset # 27897 - Toro 3280- D	-	-	-	-	32,000	-
		Asset # 27898 - TORO SANPRO	-	18,000	-	-	-	-
		Asset # 27903 - Toro 4500-D	-	-	-	-	80,000	-
		Asset # 27909 Toro 3280-D	-	-	-	-	32,000	-
		Asset # 27938 - John Deere	-	-	-	-	50,000	-
		Asset # 27948 -Toro Sandpro	-	-	-	23,000	-	-
		Asset # 27951 - Toro Sandpro	-	-	-	28,000	-	-
		Asset # 27952 - Toro Sandpro	-	-	-	-	20,000	-
		Asset # 27980 - Ford Explorer	36,960	-	-	-	-	-
		Asset # 27981 - Toro Multi Pro	-	-	40,000	-	-	-
		Asset # 28003 -Toro 3150-Q	-	-	40,000	-	-	-
		Asset # 28005 -Toro 4500-D	-	-	-	-	75,000	-
		Asset # 28007 - Ford F250	-	-	-	-	34,000	-
		Asset # 28008 - Felling Trailer	-	-	15,000	-	-	-
		Asset # 28009 - Felling FT-12-IT-	-	-	-	18,000	-	-
		Asset # 28010 - Felling FT-12-IT-I	-	-	-	-	11,000	-

ASSET MANAGEMENT PROGRAM

Capital Fleet- Continued

Department	Funding Source	Description	2023 Adopted	2024 Forecasted	2025 Forecasted	2026 Forecasted	2027 Forecasted	2028 Forecasted
Parks & Rec	General Fund	Asset # 28018 - Toro Blower	-	-	-	8,000	-	-
		Asset # 28032 Toro 5510-D	-	-	-	71,000	-	-
		Asset # 28044 - Ford F 250	-	-	-	-	-	34,000
		Asset # 28220 - Ford Escape	-	-	-	-	-	30,000
		Asset # 28080 - Ford F250	-	-	-	-	34,000	-
		Asset # 28193 Toro Aerator	-	-	9,000	-	-	-
		Asset # 28340 - Wacker RD12	-	-	-	-	18,000	-
		Asset # 28361 - Ford F550	-	-	-	121,000	-	-
		Asset # 28390 Toro Workman	-	-	-	-	12,000	-
		Asset # 28497 - Club Car	-	-	-	-	12,000	-
		Asset # 28501 - Ford E450	-	-	-	-	-	95,000
		Asset # 28579 - Ford Transit	-	-	-	-	60,000	-
		Asset # 28803 - Toro	-	-	-	-	20,000	-
		Asset # 28906 - Toro 3150Q	-	-	-	-	-	45,000
		Asset # 28955 - Ford F150	-	-	40,000	-	-	-
		Asset # 9685 - RYAN SOD	-	-	6,000	-	-	-
		Asset # 9746 - Hudson Trailer	-	-	-	-	-	8,000
		Asset # NC505 - Toro	-	-	-	-	-	13,000
		Asset # 19199 -Toro Workman	16,800	-	-	-	-	-
		Asset # 22044 - Boatmaster	-	-	-	-	10,000	-
		Asset # 22581 - Freightliner M2-	-	-	-	1,500,000	-	-
		Asset # 23522 - Boatmaster	-	-	-	-	-	15,000
		Asset # 24019 - Freightliner	-	360,000	-	-	-	-
		Asset # 27277 - Lenco	-	-	-	-	-	400,000
		Asset # 27899 - Ford Taurus	-	-	-	-	60,000	-
		Asset # 27900 - Ford Taurus	-	-	-	-	60,000	-
		Asset # 27901 - Ford Taurus	-	-	-	-	60,000	-
		Asset # 27902 - Ford Taurus	-	-	-	-	-	62,000
		Asset # 28085 - Ford Explorer	-	-	-	-	68,000	-
		Asset # 28089 - Ford Explorer	-	-	-	-	68,000	-
		Asset # 28094 - Ford Explorer	-	-	-	-	68,000	-
		Asset # 28246 - Ford Explorer	-	-	-	-	-	68,000
		Asset # 28247 - Ford F150	-	-	-	-	68,000	-
		Asset # 28264 - Ford F150	-	-	-	-	-	48,000
		Asset # 28265 - Ford F150	-	-	-	-	-	48,000
		Asset # 28302 - Ford Explorer	-	-	-	-	-	68,000
		Asset # 28320 - Ford Taurus	-	-	-	-	60,000	-
		Asset # 28331 - Ford Taurus	-	-	-	-	60,000	-
		Asset # 28332 - Ford Taurus	-	-	-	-	60,000	-
		Asset # 28333- Ford Taurus	-	-	-	-	60,000	-
		Asset # 28334 - Ford Taurus	-	-	-	-	60,000	-
		Asset # 28346 - Ford Taurus	-	-	-	-	60,000	-
		Asset # 28425 - Kustom Msg	-	-	-	-	11,000	-
		Asset # 28454 - Ford Explorer	-	-	-	-	-	68,000
		Asset # 28455 - Ford Explorer	-	-	-	-	68,000	-
Police	General Fund	Asset # 28467 - Ford Explorer	-	-	-	-	68,000	-
		Asset # 28479 - Ford Explorer	-	-	-	-	68,000	-
		Asset # 28480 - Ford Explorer	-	-	-	-	68,000	-
		Asset # 28500 - Tilt Trailer	-	-	-	-	-	10,000
		Asset # 28593 - Ford Explorer	-	-	-	-	68,000	-
		Asset # 28594 - Ford Explorer	-	-	-	-	-	68,000

ASSET MANAGEMENT PROGRAM

Capital Fleet- Continued

Department	Funding Source	Description	2023 Adopted	2024 Forecasted	2025 Forecasted	2026 Forecasted	2027 Forecasted	2028 Forecasted
Police	General Fund	Asset # 28595 - Ford Explorer	-	-	-	-	-	68,000
		Asset # 28604 - Ford Explorer	-	-	-	-	68,000	-
		Asset # 28605 - Ford Explorer	-	-	-	-	68,000	-
		Asset # 28607 - Ford Explorer	-	-	-	-	68,000	-
		Asset # 28609 - Ford Explorer	-	-	-	-	68,000	-
		Asset # 28610 - Ford Explorer	-	-	-	-	68,000	-
		Asset # 28615 - Ford Explorer	-	-	-	-	68,000	-
		Asset # 28625 - Ford Explorer	-	-	-	-	68,000	-
		Asset # 28628 - Ford Explorer	-	-	-	-	68,000	-
		Asset # 28642 - Ford Explorer	-	-	-	-	-	68,000
		Asset # 28653 - Ford Explorer	-	-	-	-	-	68,000
		Asset # 28683 - Ford Fusion	-	-	-	-	-	68,000
		Asset # 28703 - Ford Taurus	-	-	-	-	-	68,000
		Asset # 28704 - Ford Taurus	-	-	-	-	60,000	-
		Asset # 28705 - Ford Taurus	-	-	-	-	60,000	-
		Asset # 28715 - Ford Taurus	-	-	-	-	-	68,000
		Asset # 28739 - Ford Explorer	-	-	-	-	-	68,000
		Asset # 28808 - Chevy Tahoe	-	-	68,000	-	-	68,000
		Asset # 28814 - Ford Explorer	-	-	-	-	60,000	-
		Asset # 28858 - Ford Taurus	-	-	-	-	-	68,000
		Asset # 28872 - Ford Explorer	-	-	-	-	-	68,000
		Asset # 28873 - Ford Explorer	-	-	-	-	-	68,000
		Asset # 28874 - Ford Explorer	-	-	-	-	68,000	-
		Asset # 28880 - Ford F150	-	-	-	-	-	68,000
		Asset # 28954 - Ford Fusion	-	-	-	-	-	68,000
		Asset # 28961 - Ford Fusion	-	-	-	-	-	68,000
		Asset # 28989 - Ford Explorer	-	-	-	-	-	68,000
		Asset # 28991 - Ford Taurus	-	-	-	-	-	68,000
		Asset # 28997 Ford Taurus	-	-	-	-	-	68,000
		Asset # 29016 - Ford Explorer	-	-	-	-	-	68,000
		Asset # 29017 - Ford Explorer	-	-	-	-	-	68,000
		Asset # 29020 - Ford Explorer	-	-	-	-	-	68,000
		Asset # 29298 - Ford Fusion	-	-	-	-	-	68,000
		Asset # 28453 - Ford Explorer	-	-	-	-	68,000	-
		Asset # 23795 - Ford Crown	51,520	-	-	-	-	-
		Asset # 23799 - Ford Crown	71,680	-	-	-	-	-
		Asset # 26924 - Dodge	71,680	-	-	-	-	-
		Asset # 26976 - Chevy Impala	51,520	-	-	-	-	-
		Asset # 26977- Chevy Impala	71,680	-	-	-	-	-
		Asset # 27111 -Chevy Impala	51,520	-	-	-	-	-
		Asset # 27112 - Chevy Impala	51,520	-	-	-	-	-
		Asset # 27113 - Chevy Impala	51,520	-	-	-	-	-
		Asset # 27279 - Chevy Tahoe	100,800	-	-	-	-	-
		Asset # 27281 - Chevy Tahoe	100,800	-	-	-	-	-
		Asset # 27524 - Dodge	71,680	-	-	-	-	-
		Asset # 27525 - Dodge	71,680	-	-	-	-	-
		Asset # 27527- Dodge	71,680	-	-	-	-	-
		Asset # 27531 - Dodge	71,680	-	-	-	-	-
		Asset # 27532 - Dodge	71,680	-	-	-	-	-
		Asset # 27697 - Dodge	71,680	-	-	-	-	-
		Asset # 27832 -Ford Explorer	71,680	-	-	-	-	-

ASSET MANAGEMENT PROGRAM

Capital Fleet- Continued

Department	Funding Source	Description	2023 Adopted	2024 Forecasted	2025 Forecasted	2026 Forecasted	2027 Forecasted	2028 Forecasted
Police	General Fund	Asset # 27835 - Ford Explorer	71,680	-	-	-	-	-
		Asset # 27837 - Ford Explorer	71,680	-	-	-	-	-
		Asset # 27845 - Ford Explorer	71,680	-	-	-	-	-
		Asset # 27846 - Ford Explorer	71,680	-	-	-	-	-
		Asset # 27850- Ford Explorer	71,680	-	-	-	-	-
		Asset # 27852 - Ford Explorer	71,680	-	-	-	-	-
		Asset # 27853 - Ford Explorer	71,680	-	-	-	-	-
		Asset # 27884 - Ford Explorer	71,680	-	-	-	-	-
		Asset # 27888 - Ford Explorer	71,680	-	-	-	-	-
		Asset # 27886 - Ford Explorer	71,680	-	-	-	-	-
		Asset # 27889 - Ford Explorer	71,680	-	-	-	-	-
		Asset # 28084 - Ford Explorer	71,680	-	-	-	-	-
		Asset # 28144 - Ford Explorer	71,680	-	-	-	-	-
		Asset # 28153 - Ford Explorer	71,680	-	-	-	-	-
		Asset # 28384 - Ford Explorer	71,680	-	-	-	-	-
		Asset # 22875 - Ford E350	-	45,000	-	-	-	-
		Asset # 27834 - Ford Explorer	-	66,000	-	-	-	-
		Asset # 27836 - Ford Explorer	-	66,000	-	-	-	-
		Asset # 27840 - Ford Explorer	-	66,000	-	-	-	-
		Asset # 27841 - Ford Explorer	-	66,000	-	-	-	-
		Asset # 27843 - Ford Explorer	-	66,000	-	-	-	-
		Asset # 27844 - Ford Explorer	-	66,000	-	-	-	-
		Asset # 27847 - Ford Explorer	-	66,000	-	-	-	-
		Asset # 27851 - Ford Explorer	-	66,000	-	-	-	-
		Asset # 27855 - Ford Explorer	-	66,000	-	-	-	-
		Asset # 27883 - Ford Explorer	-	66,000	-	-	-	-
		Asset # 27887 - Ford Explorer	-	66,000	-	-	-	-
		Asset # 27891 - Ford Explorer	-	66,000	-	-	-	-
		Asset # 28083 - Ford Explorer	-	66,000	-	-	-	-
		Asset # 28143 - Ford Explorer	-	66,000	-	-	-	-
		Asset # 28145 - Ford Explorer	-	66,000	-	-	-	-
		Asset # 28146 - Ford Explorer	-	66,000	-	-	-	-
		Asset # 28147 - Ford Explorer	-	66,000	-	-	-	-
		Asset # 28148 - Ford Explorer	-	66,000	-	-	-	-
		Asset # 28150 - Ford Explorer	-	66,000	-	-	-	-
		Asset # 28156 - Ford Explorer	-	66,000	-	-	-	-
		Asset # 28159 - Ford Explorer	-	66,000	-	-	-	-
		Asset # 28173 - Ford Explorer	-	66,000	-	-	-	-
		Asset # 28175 - Ford Explorer	-	66,000	-	-	-	-
		Asset # 28188 - Ford Explorer	-	66,000	-	-	-	-
		Asset # 28684 - Ford Explorer	-	66,000	-	-	-	-
		Asset # 28685 - Ford Fusion	-	40,000	-	-	-	-
		Asset # 27788 - Ford F150	-	-	68,000	-	-	-
		Asset # 27790 - Ford F150	-	-	68,000	-	-	-
		Asset # 27854 - Ford Explorer	-	-	68,000	-	-	-
		Asset # 28082 - Ford Explorer	-	-	68,000	-	-	-
		Asset # 28090 - Ford Explorer	-	-	68,000	-	-	-
		Asset # 28091 - Ford Explorer	-	-	68,000	-	-	-
		Asset # 28092 - Ford Explorer	-	-	68,000	-	-	-
		Asset # 28142 - Ford Taurus	-	-	68,000	-	-	-
		Asset # 28151 - Ford Explorer	-	-	68,000	-	-	-

ASSET MANAGEMENT PROGRAM

Capital Fleet- Continued

Department	Funding Source	Description	2023 Adopted	2024 Forecasted	2025 Forecasted	2026 Forecasted	2027 Forecasted	2028 Forecasted
Police	General Fund	Asset # 28152 - Ford Explorer	-	-	68,000	-	-	-
		Asset # 28157 - Ford Explorer	-	-	68,000	-	-	-
		Asset # 28158 - Ford Explorer	-	-	68,000	-	-	-
		Asset # 28160 - Ford Explorer	-	-	68,000	-	-	-
		Asset # 28163 - Ford Explorer	-	-	68,000	-	-	-
		Asset # 28165 - Ford Explorer	-	-	68,000	-	-	-
		Asset # 28167 - Ford Explorer	-	-	68,000	-	-	-
		Asset # 28174 - Ford Explorer	-	-	68,000	-	-	-
		Asset # 28186 - Ford Explorer	-	-	68,000	-	-	-
		Asset # 28317 - Ford Explorer	-	-	68,000	-	-	-
		Asset # 28318 - Ford Explorer	-	-	68,000	-	-	-
		Asset # 28328 - Ford Explorer	-	-	68,000	-	-	-
		Asset # 28319 - Ford Explorer	-	-	68,000	-	-	-
		Asset # 28329 - Ford Explorer	-	-	68,000	-	-	-
		Asset # 28330 - Ford Explorer	-	-	68,000	-	-	-
		Asset # 28343 - Ford Taurus	-	-	68,000	-	-	-
		Asset # 28386 - Ford Explorer	-	-	68,000	-	-	-
		Asset # 28401 - Ford Explorer	-	-	68,000	-	-	-
		Asset # 28402 - Ford Explorer	-	-	68,000	-	-	-
		Asset # 28608 - Ford Explorer	-	-	68,000	-	-	-
		Asset # 28686 - Ford Fusion	-	-	-	66,000	-	-
		Asset # 27905 - Ford Taurus	-	-	-	66,000	-	-
		Asset # 28149 - Ford Taurus	-	-	-	66,000	-	-
		Asset # 28342 - Ford Taurus	-	-	-	66,000	-	-
		Asset # 28452 - Ford Explorer	-	-	-	69,000	-	-
		Asset # 28164 - Ford Taurus	-	-	-	69,000	-	-
		Asset # 28344 - Ford Taurus	-	-	-	66,000	-	-
		Asset # 27789 - Ford F-150	-	-	-	69,000	-	-
		Asset # 28095 - Chev	-	-	-	56,000	-	-
	Police Impact Fees	NEW Vehicles	706,402	-	-	-	-	-
Public Works	Fleet Mgmt Allocation	Asset # 23084 - Ford F350	56,560	-	-	-	-	-
		Asset # 23426 - FORD F-350	-	50,000	-	-	-	-
		Asset # 25126 - FORD F-550	-	-	-	95,000	-	-
		Asset # 27803- Ford Explorer	-	-	-	-	35,000	-
		Asset # 28268 - Club Car	-	-	-	-	-	13,000
		Asset # 28420 - Ford Taurus	-	-	-	-	-	35,000
		Asset # 28450 - Ford Taurus	-	-	-	-	35,000	-
Public Works	General Fund	Asset # 20852 - Caterpillar	-	60,000	-	-	-	-
		Asset # 22206 - Ford Explorer	39,200	-	-	-	-	-
		Asset # 22940 - Bush hog	-	-	-	-	8,000	-
		Asset # 23023 - Ford Ranger	33,600	-	-	-	-	-
		Asset # 23410 - Vermeer	-	40,000	-	-	-	-
		Asset # 23518 - SAKAI HS66ST	-	-	20,000	-	-	-
		Asset # 24081 - Imperial Trailer	28,000	-	-	-	-	-
		Asset # 24912- Caterpillar 416E	96,320	-	-	-	-	-
		Asset # 24935 - GMC T75000	-	-	-	-	380,000	-
		Asset # 25222 - Schulte Wing	-	21,000	-	-	-	-
		Asset # 25223 -Case Tractor	-	-	-	110,000	-	-
		Asset # 25313 -International	140,000	-	-	-	-	-
		Asset # 25314- International	-	125,000	-	-	-	-
		Asset # 27129 - Imperial Trailer	-	-	15,000	-	-	-

ASSET MANAGEMENT PROGRAM

Capital Fleet- Continued

Department	Funding Source	Description	2023 Adopted	2024 Forecasted	2025 Forecasted	2026 Forecasted	2027 Forecasted	2028 Forecasted
Public Works	General Fund	Asset # 27672 - Freightliner M2-106	-	-	140,000	-	-	-
		Asset # 27799- Case SV300	-	90,000	-	-	-	-
		Asset # 27802 - Case 580	-	-	-	120,000	-	-
		Asset # 27805 -Case 570N	-	-	-	-	-	-
		Asset # 28001 - Ford F 250	-	-	35,000	-	-	-
		Asset # 28006 - Ford F350	-	-	-	-	45,000	-
		Asset # 28037 - Ford F250	-	-	-	-	50,000	-
		Asset # 28039 - Ford Escape	-	-	-	28,000	-	-
		Asset # 28049 - Ford F250	-	-	-	-	-	50,000
		Asset # 28065 - Ford F250	-	-	-	48,000	-	-
		Asset # 28070 - FORD ESCAPE	-	-	-	-	-	-
		Asset # 28113 - Ford F250	-	-	-	50,000	-	-
		Asset # 28194 - Pj Trailer	8,400	-	-	-	-	-
		Asset # 28196 - Hustler 3700	-	-	30,000	-	-	-
		Asset # 28197 - Hustler 3700	33,600	-	-	-	-	-
		Asset # 28248 - CASE 621F	-	-	180,000	-	-	-
		Asset # 28250 - TORO Z	-	-	-	15,000	-	-
		Asset # 28251 - TORO Z	-	30,000	-	-	-	-
		Asset # 28266 - Club Car	-	-	-	13,000	-	-
		Asset # 28267 - Club Car	-	12,000	-	-	-	-
		Asset # 28310 - Hustler 3700	-	30,000	-	-	-	-
		Asset # 28311 - Hustler 3700	-	30,000	-	-	-	-
		Asset # 28345 - Ford F150	-	-	-	-	-	35,000
		Asset # 28353 - New Holland	-	-	-	-	-	55,000
		Asset # 28354 - Pj Trailer P8242	-	10,000	-	-	-	-
		Asset # 28355 - Ford F150	-	-	-	40,000	-	-
		Asset # 28356 - Ford F150	-	-	-	-	35,000	-
		Asset # 28366 - Ford Edge	-	-	-	-	35,000	-
		Asset # 28374 - Ford F150	-	-	-	-	-	35,000
		Asset # 28463 - Ford F150	-	-	-	-	-	35,000
		Asset # 28464 - Ford F150	-	-	-	-	-	35,000
		Asset # 28571 - Freightliner M2-	-	-	-	-	-	190,000
		Asset # 28624- Ford F450	-	-	-	-	58,000	-
		Asset # 28702 - Ford F150	-	-	-	-	-	35,000
	Lot Mowing	Asset # 28834 - Ford Explorer	-	-	-	-	40,000	-
		Asset # 28979 - Ford F150	-	-	-	-	-	40,000
	Property Mgmt Allocation	Asset # 21193- Ford E350	44,800	-	-	-	-	-
		Asset # 22797 - HYSTER	-	-	-	45,000	-	-
Public Works	Property Mgmt Allocation	Asset # 27511- Ford E350	44,800	-	-	-	-	-
		Asset # 23802- Ford E350	44,800	-	-	-	-	-
	Stormwater	Asset # 28067 - FORD TRANSIT	-	42,000	-	-	-	-
		Asset # 27630- Ford E350	-	-	-	-	50,000	-
		Asset # 28034 - Ford Transit 250	-	-	-	-	44,000	-
		Asset # 28035 - Ford Transit 250	-	-	-	-	44,000	-
		Asset # 28036 - Ford Transit 250	-	-	-	-	-	45,000
		Asset # 28223 - Ford Transit 250	-	-	-	-	-	45,000
		Asset # 28224 - Ford Transit 250	-	-	-	-	-	45,000
		Asset # 21583 - Bucket	-	-	-	11,000	-	-
		Asset # 21679 - CATERPILLAR	-	320,000	-	-	-	-
		Asset # 22642 - Trailer	-	-	-	-	24,000	-

ASSET MANAGEMENT PROGRAM

Capital Fleet- Continued

Department	Funding Source	Description	2023 Adopted	2024 Forecasted	2025 Forecasted	2026 Forecasted	2027 Forecasted	2028 Forecasted
Public Works	Stormwater	Asset # 22659 - Trailer	-	24,000	-	-	-	-
		Asset # 23051 - STERLING	128,800	-	-	-	-	-
		Asset # 23054 - STERLING	-	-	125,000	-	-	-
		Asset # 23089 - CASE 621D	-	180,000	-	-	-	-
		Asset # 23328 - STERLING	-	-	125,000	-	-	-
		Asset # 23329 - STERLING	128,800	-	-	-	-	-
		Asset # 23523 - Caterpillar Stir	95,200	-	-	-	-	-
		Asset # 23570 - Sullair 185CA	-	20,000	-	-	-	-
		Asset # 23581 - CATERPILLAR	-	-	330,000	-	-	-
		Asset # 23761 - CATERPILLAR	136,640	-	-	-	-	-
		Asset # 24680 - Internat 4300	100,800	-	-	-	-	-
		Asset # 25329 - Gradall XL	-	-	-	365,000	-	-
		Asset # 25771 - International	-	124,000	-	-	-	-
		Asset # 27274 - Gradall XL3100	-	-	-	-	440,000	-
		Asset # 27363 - CATERPILLAR	-	-	-	125,000	-	-
		Asset # 27364 - Caterpillar	-	-	-	-	-	130,000
		Asset # 27423 - FORD F-150	-	-	-	35,000	-	-
		Asset # 27365 - Ford Explorer	-	-	-	-	-	35,000
		Asset # 27424 - FORD F-150	-	-	-	36,000	-	-
		Asset # 27509 - Caterpillar	-	-	-	42,000	-	-
		Asset # 27551 - DODGE	-	35,000	-	-	-	-
		Asset # 27639 - ROLLS RITE	8,960	-	-	-	-	-
		Asset # 27804 - Freightliner	-	-	-	500,000	-	-
		Asset # 27822 - Case 580	-	-	-	-	-	140,000
		Asset # 27828 - Freightliner M2-	-	-	-	-	-	145,000
		Asset # 27829 - Freightliner M2-	-	-	-	-	140,000	-
		Asset # 27831 - Freightliner M2-	-	-	-	-	140,000	-
		Asset # 28042 - Ford Escape	-	-	-	-	35,000	-
		Asset # 28081 - FORD F-250	-	-	-	35,000	-	-
		Asset # 28112 - Ford Transit	-	-	-	-	33,000	-
		Asset # 28161 - Ford F550	-	-	-	-	-	80,000
		Asset # 28214 - Freightliner M2	-	-	-	-	500,000	-
		Asset # 28352 - Ford F150	-	-	-	-	-	40,000
		Asset # 28357 - Ford Edge	-	-	-	-	34,000	-
		Asset # 28359 - Ford F150	-	-	-	-	-	35,000
		Asset # 28585 - Ford F350	-	-	-	-	-	48,000
		Asset # 28587 - Ford F350	-	-	-	-	-	48,000
		Asset # 28588 - Ford F350	-	-	-	-	-	48,000
		Asset # 28592 - Ford F350	-	-	-	-	-	47,000
		Asset # 28611 - Ford Explorer	-	-	-	-	-	35,000
		Asset # 28809 - Ford F350	-	-	-	-	-	47,000
		Asset # 28843 - Ford F350	-	-	-	-	-	46,000
		Asset # 28846 - Ford F350	-	-	-	-	-	55,000
		Asset # 28870 - Ford Transit	-	-	-	-	-	33,000
		Asset # 28861 - Ford F150	-	-	-	-	-	35,000
Utilities	Solid Waste Fund	Garbage Truck	158,900	-	-	-	-	-
	Water & Sewer Fund	Asset # 14553 - Generac	-	-	-	-	-	53,000
		Asset # 14554 - Generac	-	-	-	-	-	53,000
		Asset # 14556 - Generac	-	-	-	-	53,000	-
		Asset # 14721 - Generac	-	-	-	-	53,000	-
		Asset # 15683 - Acme Pump	76,160	-	-	-	-	-

ASSET MANAGEMENT PROGRAM

Capital Fleet- Continued

Department	Funding Source	Description	2023 Adopted	2024 Forecasted	2025 Forecasted	2026 Forecasted	2027 Forecasted	2028 Forecasted
Utilities	Water & Sewer Fund	Asset # 18590 - Miller Bluestar	-	-	-	-	35,000	-
		Asset # 18610 - EXP Cargo	-	-	14,500	-	-	-
		Asset # 20152 - John Deere	-	-	-	-	310,000	-
		Asset # 20387 - LBT Trailer	-	-	-	-	-	70,000
		Asset # 21589 - Case 621D	-	153,000	-	-	-	-
		Asset # 21718 - International	140,000	-	-	-	-	-
		Asset # 21722 - Ford F250	53,760	-	-	-	-	-
		Asset # 21829 - Ford F250	-	-	38,000	-	-	-
		Asset # 22268 - Caterpillar	-	-	-	-	120,000	-
		Asset # 22542 - Tanker Trailer	-	70,000	-	-	-	-
		Asset # 22644 - Club Car	11,200	-	-	-	-	-
		Asset # 22648 - Club Car Cart	13,440	-	-	-	-	-
		Asset # 22818 - Ford F250	39,200	-	-	-	-	-
		Asset # 22895 - JLG Lift	-	115,000	-	-	-	-
		Asset # 23418 - Sterling LT7500	-	-	125,000	-	-	-
		Asset # 24270 - Toyota Forklift	-	-	37,000	-	-	-
		Asset # 24786 - Freightliner M2	-	-	-	-	-	300,000
		Asset # 24830 - Ford F750	-	-	-	200,000	-	-
		Asset # 24299 - Mansfield	64,960	-	-	-	-	-
		Asset # 24683 - Bobcat	-	-	-	-	-	66,000
		Asset # 24871 - Chrysler TC	-	-	30,000	-	-	-
		Asset # 24916 - Ford F150	-	-	32,000	-	-	-
		Asset # 24918 - Ford F150	-	-	32,000	-	-	-
		Asset # 24994 - Ford F150	-	-	32,000	-	-	-
		Asset # 25044 - Ford F250	-	-	-	40,000	-	-
		Asset # 25045 - Ford F250	-	-	40,000	-	-	-
		Asset # 25063 - Ford E250	-	-	38,000	-	-	-
		Asset # 25310 - Chevy C5500	-	-	-	-	-	370,000
		Asset # 25360 - Baldor TS80	-	-	-	-	45,000	-
		Asset # 25364 - Baldor TS80	-	-	-	-	-	50,000
		Asset # 25462 - Freightliner	392,000	-	-	-	-	-
		Asset # 26057 - Club Car Cart	-	12,000	-	-	-	-
		Asset # 26342 - Gorman Pump	-	-	-	-	54,000	-
		Asset # 27183 - International	-	455,000	-	-	-	-
		Asset # 27427 - Ford F150	-	-	-	33,000	-	-
		Asset # 27535 - Dodge	-	-	-	-	35,000	35,000
		Asset # 27564 - Ford F250	-	-	40,000	-	-	-
		Asset # 27565 - Ford F250	-	-	-	-	-	40,000
		Asset # 27566 - Ford F250	-	-	-	-	40,000	-
		Asset # 27615 - Ford F250	-	-	-	40,000	-	-
		Asset # 27616 - Ford F350	-	-	-	55,000	-	-
		Asset # 27623 - Nissan Frontier	29,120	-	-	-	-	-
		Asset # 27624 - Nissan Frontier	-	-	28,000	-	-	-
		Asset # 27625 - Nissan Frontier	-	-	27,000	-	-	-
		Asset # 27626 - Nissan Frontier	-	-	25,000	-	-	-
		Asset # 27628 - Nissan Frontier	-	-	-	26,000	-	-
		Asset # 27631 - Freightliner	-	-	-	-	85,000	-
		Asset # 27632 - Freightliner	-	-	120,000	-	-	-
		Asset # 27633 - Ford F350	-	-	-	60,000	-	-
		Asset # 27640 - Nissan Frontier	28,000	-	-	-	-	-
		Asset # 27667 - Ford F550	-	-	-	-	-	90,000

ASSET MANAGEMENT PROGRAM

Capital Fleet- Continued

			2023	2024	2025	2026	2027	2028
Department	Funding Source	Description	Adopted	Forecasted	Forecasted	Forecasted	Forecasted	Forecasted
Utilities	Water & Sewer Fund	Asset # 27703 - Ford Explorer	-	-	-	-	38,000	-
		Asset # 27707 - Ford F150	-	-	-	33,000	-	-
		Asset # 27710 - Ford F150	-	-	-	-	-	35,000
		Asset # 27817 - Ford F150	-	31,000	-	-	-	-
		Asset # 27818 - Ford F150	-	-	32,000	-	-	-
		Asset # 27978 - John Deere Gator	-	-	-	-	15,000	-
		Asset # 28069 - Ford F150	-	-	-	-	35,000	-
		Asset # 28071 - Ford F150	-	-	32,000	-	-	-
		Asset # 28072 - Ford F150	-	-	-	33,000	-	-
		Asset # 28107 - Bobcat	-	-	66,000	-	-	-
		Asset # 28236 - Butler Trailer	-	-	19,000	-	-	-
		Asset # 28237 - Butler Trailer	-	-	-	-	-	22,000
		Asset # 28238 - Butler Trailer	-	-	-	-	20,000	-
		Asset # 28381 - Ford F150	-	-	-	-	-	38,000
		Asset # 28465 - Ford F150	-	-	-	36,000	-	-
		Asset # 28468 - Ford Transit	-	-	-	-	-	40,000
		Asset # 28472 - Bobcat	-	-	-	-	65,000	-
		Asset # 28475 - Ford F150	-	-	-	-	36,000	-
		Asset # 17942 - Case Forklift	84,000	-	-	-	-	-
		Additional Vehicle	45,000	45,000	45,000	45,000	45,000	45,000
		Additional Vehicle	45,000	45,000	45,000	45,000	45,000	45,000
Grand Total			\$ 8,435,218	\$ 6,757,000	\$ 6,518,085	\$ 7,281,720	\$ 8,528,844	\$ 8,552,000

GLOSSARY

FINANCIAL TERMS

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

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

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

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

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

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

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

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

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

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

Amortization: Process to pay off an obligation gradually by periodic payments of principal and interest.

Appropriation: A legal authorization granted by the legislative body to incur expenditures and obligations for a specific purpose. An appropriation is usually limited in amount, and as to the time when it may be expended.

GLOSSARY

Assessed Valuation: A valuation set upon real estate or other property by a government as a basis for levying taxes. Taxable valuation is calculated from an assessed valuation. In Florida, assessed value is required to approach 100% of market value.

Asset: A resource owned or controlled by the City, which has monetary value.

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

Audit: A formal examination and report of the amounts and disclosures in the City's financial statements. An audit involves performing procedures to assess the risks of material misstatement of the financial statements. The procedures also evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by managements, as well as the overall presentation of the financial statements.

Balanced Budget: A budget in which the amount available from taxation and other sources, including balances brought forward from prior fiscal years, equal the total appropriations for expenditures and reserves.

Benchmark: To determine the quality of products, services, and practices by measuring critical factors (i.e., how fast, how reliable a product or service is) and compare the results to those of comparable entities.

Bond: Written evidence of the issuer's obligation to repay a specified principal amount on a certain date (maturity date), together with interest at a stated rate, or according to a formula for determining that rate.

Bond Rating: The rating established by a rating company (Moody's, Standard and Poor's, Fitch) that assesses the City's financial stability, resources, and capacity to repay the financing issue by evaluating the organization's administrative management, financial management, debt load and local economy.

Budget: A plan of financial operation embodying an estimate of proposed expenditures for a given period, and the proposed means of financing. Used without any modifier, the term usually indicates a financial plan for a single fiscal year. The term "budget" is used in two senses in practice. Sometimes

GLOSSARY

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

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

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

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

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

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

Capital Project: A major capital construction project costing over \$50,000 and spanning over a period of years. Included in the Capital Improvement Program.

Capitalized Interest: When interest cost is added to the cost of an asset and expensed over the useful life of an asset.

Charges for Service: This revenue results from user fees for various City services. Golf course fees, fees for planning and zoning services, and charges for utility service are examples.

Charter School: A school receiving public money but operates independently of the established public school system.

GLOSSARY

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

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

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

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

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

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

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

GLOSSARY

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

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

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

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

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

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

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

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

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

Encumbrance: Purchase orders, contracts, salaries, or other commitments which are chargeable to an appropriation and for which a part of the appropriation is obligated. They cease to be encumbrances when the obligations are paid or otherwise liquidated.

GLOSSARY

Enterprise Fund: A fund used to account for operations that are financed and operated in a manner similar to private business enterprises, wherein the stated intent is that the costs (including depreciation) of providing goods and services be financed from revenues recovered primarily through user fees.

Escrow: Money or property held in the custody of a third party that is returned only after the fulfillment of specific conditions.

Expenditures: Decreases in net financial resources. Expenditures include current operating expenses, which require the current or future use of net current assets, debt service, and capital outlays.

Fiduciary Fund: Funds used to account for assets held by the City in a trustee capacity or as an agent for individuals, private organizations, other governmental units, and/or other funds.

Financial Management Policies: A comprehensive set of financial management policies that are necessary to strengthen the city's financial condition and bond ratings. These policies, which are based on widely accepted credit industry measures and standards, are applied to the ongoing management of the City's finances.

Fines and Forfeitures: Consists of a variety of fees, fines and forfeitures collected by the State Court System, including bail forfeitures, garnishments, legal defender's recoupment, and juror/witness fees.

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

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

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

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

GLOSSARY

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

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

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

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

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

Generally Accepted Government Auditing Standards (GAGAS): Guidelines for audits created by the Comptroller General and the Government Accountability Office.

Government Accounting Standards Board (GASB): The independent organization that establishes and improves standards of accounting and financial reporting for U.S. state and local governments.

General Fund: This fund is used to account for all financial transactions applicable to the general operations of the city. Revenues are derived principally from property taxes, state shared revenues, franchise fees, fines, licenses and permits, and grants. This fund accounts for the general operating expenditures of the City including police and fire protection, engineering/public works, parks, and recreation, planning and development, and general administration.

General Obligation Bonds: Bonds, which are secured by the full faith and credit of the issuer. General obligation bonds issued by local units of government are secured by a pledge of the issuer's ad valorem taxing power. Such bonds constitute debts of the issuer and require voter approval prior to issuance in the State of Florida.

Generally Accepted Accounting Principles (GAAP): Uniform minimum standards and guidelines for financial accounting and reporting that govern the form and content of the basic financial statements of an entity. GAAP encompass the conventions, rules, and procedures necessary to define accounting practices. They include not only broad guidelines of general application, but also detailed practices and procedures. The primary authoritative statement on the application of GAAP to state

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

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

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

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

Homestead Exemption: Pursuant to the Florida State Constitution, when someone owns property and makes it his or her permanent residence or the permanent residence of his or her dependent, the property owner maybe be eligible to receive a homestead exemption up to \$50,000. The first \$25,000 applies to all property taxes, including school district taxes. The additional exemption up to \$25,000 applies to the assessed value between \$50,000 and \$75,000 and only to non-school taxes.

Impact Fee: A fee imposed on new development to for all or a portion of the costs of providing public services to the new development.

Indirect Costs: Costs associated but not directly attributable to, the providing of a product or service. These costs are usually incurred by a department in the support of other operating departments.

Infrastructure: Public domain fixed assets including roads, bridges, curbs, gutters, sidewalks, drainage systems, lighting systems and other items that have value only to the City.

Interest Income: Revenue associated with the City cash management activities of investing fund balances.

Interfund Transfers: Amounts transferred from one fund to another, primarily for work or services provided.

GLOSSARY

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

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

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

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

Liability: A debt or other legal obligation arising out of a transaction in the past which must be liquidated, renewed, or refunded at some future date.

Licenses and Permits: This category includes revenue raised for the purpose of recovering the costs associated with regulating business activity. Many of these fees are regulatory in nature in order to ensure compliance with the law.

Mandate: A requirement from a higher level of government that a lower government perform a task in a particular way or standard.

Measurement: A variety of methods used to assess the results achieved and improvements still required in a process or a system. Measurement gives the basis for continuous improvement by helping evaluate what is working and what is not working.

Mill: One thousandth of a dollar or \$1.00 of tax per \$1,000 assessed valuation.

Millage Rate: A rate expressed in thousandths. As used with ad valorem (property) taxes the rate expresses the dollars of tax per one thousand dollars of taxable value.

Mission Statement: A broad statement of purpose derived from an organization's and/or community's values and goals.

Modified Accrual Basis: The basis of accounting under which revenues are recognized when measurable and available to pay liabilities and expenditures are recognized when the liability is incurred. Exceptions to this rule include principal and interest on long term debt as well as expenditures

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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.)

GLOSSARY

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

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

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

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

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

Potable Water: Water that is safe to drink.

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

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

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

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

Quality: Excellence as defined by the customer.

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

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

GLOSSARY

Rolled-Back Rate: The operating millage rate required to raise the same ad valorem tax revenues as were levied in the prior year, exclusive of new construction, additions to structures, deletions and property added, i.e. annexations.

Rolling Stock: Wheeled vehicles in the City's fleet.

Self-Insurance Fund: Internal service funds used to centrally manage the City's insurance coverage for workers' compensation, property/liability, and health.

Service Level: Service(s) or product(s), which comprise actual (or expected, depending on whether one is describing a current or future service level) output of a given program. Focus is on results not measures of workload.

Special Assessment: Another name for Non-Ad Valorem Assessment.

Special Assessment Bonds: Obligations payable from special assessment revenues or charges imposed against property in a particular locality because that property receives a special benefit by virtue of a public improvement, separate and apart from the general benefit accruing to the public at large.

Special Revenue Funds: Funds, exclusive of the General Fund and Capital Project Funds, which are separately administered because they are associated with a distinct function or purpose.

Statute: A written law enacted by a duly organized and constituted legislative body.

Strategic Plan: A document outlining long-term goals, critical issues, and action plans, which will increase the organization's effectiveness in attaining its mission, priorities, goals, and objectives. Strategic planning starts with examining the present, envisioning the future, choosing how to get there, and making it happen.

Supplemental Requests: Budget requests by Departments for new positions, new equipment, and/or program expansions.

Taxes: Compulsory charges levied by a government for the purpose of financing services performed for the common benefit. This term does not include specific charges made against persons or property for current or permanent benefits, such as special assessments. Neither does the term include charges for services rendered only to those paying such charges as, for example, sewer service charges.

GLOSSARY

Tax Rate: The amount tax stated in terms of a unit of the tax base; for example, 5 mils equal 5 dollars per thousand of taxable value.

Taxable Valuation: The value used for computing the ad valorem taxes levied against property. The taxable value is the assessed value less any exemptions allowed by law. The most common exemption is the \$50,000 homestead exemption. There are also exemptions for disability, government-owned, and non-profit-owned property.

Transfers In/Out: Amounts transferred from one fund to another to assist in financing the services of the recipient fund. Transfers do not constitute revenues or expenditures of the governmental unit, but only of the individual funds.

TRIM Notice: A tentative tax notice sent to all property owners in August, to provide information reflecting tentatively adopted millage rates.

Truth in Millage: The Florida Truth in Millage Act (TRIM) serves to formalize the property tax levying process by requiring a specific method of tax rate calculation, form of notice, public hearing requirements and advertising specifications prior to the adoption of a budget tax rate. The intent of TRIM is to inform taxpayers that their property taxes are changing (up or down), the cause (a change in the assessed value of their property and/or an increase in the proposed spending level) and how the proposed new tax rate compares to the rate that would generate the same property tax dollars as the current year (the “rolled-back” rate).

Unappropriated: Not obligated for a specific purpose, undesignated.

Undesignated: Without a specific purpose.

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

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

GLOSSARY

ACRONYMS

ADA	Americans with Disabilities Act	JPA	Joint Participation Agreement
ALS	Advanced Life Support	LAP	Local Agency Program
AMP	Asset Management Program	MGD	Million Gallons per Day
ARRA	American Recovery and Reinvestment Act	MHz	Megahertz
BIOC	Building Industry Oversight Committee	MPO	Metropolitan Planning Organization
BRC	Budget Review Committee	NFPA	National Fire Protection Association
CAD	Computer Aided Dispatch	NPDES	National Pollutant Discharge Elimination System
CAFR	Comprehensive Annual Financial Report	OPEB	Other Post-Employment Benefits
CFEC	Capital Facility Expansion Charges	PILOT	Payment in Lieu of Taxes
CIAC	Contribution in Aid of Construction	RO	Reverse Osmosis
CDBG	Community Development Block Grant	ROW	Right-Of-Way
CERT	Community Emergency Response Team	SCADA	Supervisory Control and Data Acquisition
CIP	Capital Improvement Plan	SWFWMD	Southwest Florida Water Management District
CPI	Consumer Price Index	TDC	Tourist Development Council
CRA	Community Redevelopment Agency	TIF	Tax Incremental Financing
DCD	Department of Community Development	TRIM	Truth in Millage
EAR	Evaluation and Appraisal Report	UEP	Utilities Extension Project
EFT	Electronic Funds Transfer	WCIND	West Coast Inland Navigation District
EMS	Emergency Medical Services	WTP	Water Treatment Plant
EPA	Environmental Protection Agency	WWTP	Wastewater Treatment Plan
ERU	Equivalent Residential Unit		
FAPPO	Florida Association of Public Procurement Officials		
FDEP	Florida Department of Environmental Protection		
FDLE	Florida Department of Law Enforcement		
FDOT	Florida Department of Transportation		
FEMA	Federal Emergency Management Agency		
FS	Florida Statute		
FTE	Full Time Equivalent		
FY	Fiscal Year		
GAAP	Generally Accepted Accounting Principles		
GAGAS	Generally Accepted Government Auditing Standards		
GASB	Governmental Accounting Standards Board		
GFOA	Government Finance Officers Association		
GIS	Geographic Information Systems		
GO	General Obligation		
HR	Human Resources		
IBNR	Incurred But not Reported		
IT	Information Technology		

FULL COST ALLOCATION

A cost allocation plan (CAP) distributes central service overhead costs to operating departments. Central services provide support functions to other governmental departments. Examples include the Offices of the City Manager, City Attorney and City Auditor, as well as, Financial Services and Information Technology Services, etc.

PURPOSE OF THE COST ALLOCATION PLAN

Reasons for compiling a cost allocation are:

- Recovering indirect costs associated with Federal programs.
- Charging services provided by the General Fund to Special Revenue, Internal Service, and Enterprise Funds.
- Determine the full cost of services when considering outsourcing options.
- Identifying useful management information such as recognizing cost drivers and benchmarking.

As the above indicates, most agencies prepare Cost Allocation Plans to measure and recover General Fund dollars. This has become increasingly important in view of the limitations on taxes and the general need for additional local revenues. However, in the process of preparing a CAP, considerable valuable management information is also developed. To manage programs better, more agencies are utilizing this information.

METHODOLOGY

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.

Budgeted City expenditures were allocated for the following services:

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

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

- Road Impact Fees: In accordance with Section 2-24.29 of the Code of Ordinances, an administrative charge of 3% of the road impact fees collected is charged by the General Fund.
- Community Development Trust Fund: An administrative charge of \$100,000 is charged by the General Fund.

FULL COST ALLOCATION

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

The Full Cost Allocation is currently under review, to consider the recent changes in the City's Fund structure. The FY 2023 Budget for the Cost Allocation plan is currently budgeted at 2% from FY 2022's allocation.

Central Service Reimbursement to the General Fund

Fund Name	FY 2020 Estimated Allocation ¹	FY 2021 Estimated Allocation	FY 2022 Estimated Allocation	FY 2023 Adopted Allocation	FY 2024 Forecast Allocation	FY 2025 Forecast Allocation
Building Fund	1,878,990	1,377,017	1,467,711	1,497,066	1,527,007	1,557,547
CDBG Fund	47,865	50,474	54,563	55,654	56,767	57,902
Golf Course Fund	333,869	364,939	432,329	440,975	449,795	458,791
Stormwater Fund	1,082,850	1,115,982	1,184,536	1,208,227	1,232,392	1,257,040
Water & Sewer Fund	4,621,990	4,147,509	4,113,869	4,196,146	4,280,069	4,365,670
Waterpark Fund	272,644	537,939	-	-	-	-
Yacht Basin Fund	48,583	47,781	37,574	38,326	39,093	39,875
Total Charge Back	8,286,791	7,641,641	7,290,582	7,436,394	7,585,123	7,736,825

¹ FY 2020's allocation was prepared by Stantec Consulting Services, Inc.

Summary of Allocated Costs by Department

FY 2022 Central Services to be allocated	General Fund Portion	Building	CDBG	Golf Course	Stormwater	Water & Sewer	Yacht Basin
Human Resources \$ 10,337,887	\$ 7,859,524	\$ 466,158	\$ 1,522	\$ 129,030	\$ 419,736	\$ 1,461,916	\$ 13,300
Financial Services 3,838,736	2,982,175	59,233	16,775	66,762	170,604	543,186	10,409
City Clerk 1,740,222	856,678	399,881	1,007	15,612	56,376	410,668	1,259
City Manager 1,639,946	1,165,388	52,524	2,007	31,113	94,510	294,403	2,509
Information Tech 9,161,382	7,242,934	460,689	20,558	89,708	274,732	1,072,761	6,541
City Auditor 864,852	721,062	-	-	72,689	71,101	-	-
City Council 817,464	673,798	3,335	11,673	3,335	21,763	103,560	1,668
City Attorney 1,724,888	1,225,750	55,245	2,111	32,725	99,405	309,652	2,639
\$ 30,125,377	\$ 22,727,309	\$ 1,497,066	\$ 55,654	\$ 440,975	\$ 1,208,227	\$ 4,196,146	\$ 38,326

ORDINANCE 81 - 22

AN ORDINANCE ADOPTING THE CITY OF CAPE CORAL OPERATING BUDGET, REVENUES AND EXPENDITURES, AND CAPITAL BUDGET FOR THE FISCAL YEAR 2023 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 2023.

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 8, 2022, at 5:05 P.M. and September 22, 2022, at 5:05 P.M. at the Cape Coral City Hall, 1015 Cultural Park Boulevard, Cape Coral, Florida, and has caused notice of same to be published in a newspaper of general circulation in the City of Cape Coral according to law.

SECTION 4. The City of Cape Coral, Florida operating budget, revenue, expenditures, and capital budget for the fiscal year 2023, as provided for in Attachment A, is hereby adopted. A copy of the budget is attached hereto and incorporated herein by reference.

If at any time during the fiscal year it appears probable that the revenues available will be insufficient to meet the amount appropriated, the City Council shall then take such further action as necessary to prevent or minimize any deficit and for that purpose it may by ordinance reduce one or more appropriations.

Any time during the fiscal year the City Manager or the City Council may transfer part or all of any unencumbered appropriation balance among programs within a department, office or agency and upon request by the City Manager, the City Council may by ordinance transfer part or all of any unencumbered appropriation balance from one department, office, or agency to another.

No appropriation for debt service may be reduced or transferred, and no appropriation may be reduced below any amount required by law to be appropriated or by more than the amount of the unencumbered balance thereof.

SECTION 5. To meet a public emergency affecting life, health, property or the public peace, the City Council may make emergency appropriations. Such emergency appropriations may be made by emergency ordinance in accordance with the provisions of the City of Cape Coral Charter, Section 4.19. To the extent that there are no available unappropriated revenues to meet such appropriations, the City Council may by such emergency ordinance authorize the issuance of emergency notes which may be renewed from time to time, but the emergency notes and renewals of any fiscal year shall be paid not later than the last day the fiscal year next succeeding that in which the emergency appropriation was made. The supplemental and emergency appropriations and reduction or transfer of appropriations authorized may be made effective immediately upon adoption.

If during the fiscal year the City Manager certifies or City Council determines that there are available for appropriation revenues in excess of those estimated in this budget, the City Council by ordinance may make supplemental appropriations for the year up to the amount of such excess after advertising as required by law.

SECTION 6. Every appropriation, except an appropriation for a capital expenditure or multi-year grant program, shall lapse at the close of the fiscal year to the extent that it has not been expended or encumbered. An appropriation for a capital expenditure or multi-year grant program shall continue in force until the purpose for which it was made has been accomplished or abandoned; the purpose of any such appropriation shall be deemed abandoned if three (3) years pass without any disbursement from or encumbrance of the appropriation.

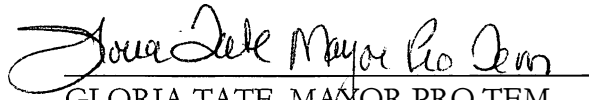
SECTION 7. Reserve appropriations shall not be expended without approval of the City Council.

SECTION 8. All ordinances or parts of ordinances in conflict herewith shall be and the same are hereby repealed.

SECTION 9. Severability. In the event that any portion or Section of this ordinance is determined to be invalid, illegal or unconstitutional by a court of competent jurisdiction, such decision shall in no manner affect the remaining portions or Sections of this ordinance which shall remain in full force and effect.

SECTION 10. Effective Date. This ordinance shall become effective immediately after its adoption by the Cape Coral City Council.

ADOPTED BY THE COUNCIL OF THE CITY OF CAPE CORAL AT ITS SPECIAL SESSION
THIS 22nd DAY OF September, 2022.

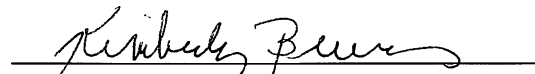

GLORIA TATE, MAYOR PRO TEM

VOTE OF MAYOR AND COUNCILMEMBERS:


GUNTER aye
TATE aye
SHEPPARD aye
HAYDEN may

NELSON aye
WELSH aye
LONG aye
COSDEN may

ATTESTED TO AND FILED IN MY OFFICE THIS 23rd DAY OF September, 2022.


KIMBERLY BRUNS
CITY CLERK

APPROVED AS TO FORM:


BRIAN R. BARTOS
ASSISTANT CITY ATTORNEY
ord/Budget-FY23 Operating

**CITY OF CAPE CORAL
FY 2023 BUDGET - BY FUND
ATTACHMENT A TO ORDINANCE 81-22**

**BUDGET ORDINANCE
81-22**

GENERAL FUND - 001

REVENUES

Balances Brought Forward	\$	18,339,297
Ad Valorem Taxes		117,073,380
Sales and Use Taxes		17,973,145
Licenses, Permits, Franchise Fees & Impact Fees		7,685,025
Charges for Service		9,146,345
Internal Service Charges		9,367,524
Intergovernmental		30,529,781
Fines and Forfeitures		688,338
Miscellaneous		3,602,986
Interfund Transfers		2,139,076

Total General Fund Revenues	\$	<u>216,544,897</u>
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EXPENDITURES

City Council		
Personnel Services	\$	737,310
Operating		201,154
City Attorney		
Personnel Services		1,802,563
Operating		161,394
City Auditor		
Personnel Services		909,480
Operating		165,086
City Manager		
Personnel Services		2,141,757
Operating		555,289
City Clerk		
Personnel Services		1,445,077
Operating		197,379
Capital Outlay		14,600
Development Services		
Personnel Services		6,141,354
Operating		907,846
Capital Outlay		39,200
Financial Services		
Personnel Services		4,074,053
Operating		274,468
Human Resources		
Personnel Services		1,774,979
Operating		459,899

**CITY OF CAPE CORAL
FY 2023 BUDGET - BY FUND
ATTACHMENT A TO ORDINANCE 81-22**

	BUDGET ORDINANCE 81-22
Information Technology Services	
Personnel Services	3,779,760
Operating	4,953,847
Capital Outlay	1,523,000
Parks and Recreation	
Personnel Services	14,569,182
Operating	15,045,864
Capital Outlay	1,455,600
Transfers Out	3,152,545
Police	
Personnel Services	53,960,198
Operating	5,666,807
Capital Outlay	3,163,477
Public Works	
Personnel Services	9,431,274
Operating	7,704,354
Capital Outlay	463,620
Government Services	
Expenditures	
Personnel Services	11,563,652
Operating	13,586,705
Transfers Out	44,522,124
Appropriations & Reserves General Fund	<u><u>\$ 216,544,897</u></u>

**CITY OF CAPE CORAL
FY 2023 BUDGET - BY FUND
ATTACHMENT A TO ORDINANCE 81-22**

**BUDGET ORDINANCE
81-22**

SPECIAL REVENUE FUNDS

**ADDITIONAL FIVE CENT GAS TAX FUND -
105**

REVENUES

Sales and Use Taxes	\$	4,355,414
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Total Additional Five Cent Gas Tax Fund Revenues	\$	4,355,414
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EXPENDITURES

Personnel Services	\$	1,630,000
Transfers Out		2,570,000
Reserves		155,414

Appropriations & Reserves Additional Five Cent Gas Tax Fund	\$	4,355,414
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SIX CENT GAS TAX FUND - 106

REVENUES

Sales & Use Taxes	\$	5,993,839
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Total Six Cent Gas Tax Fund Revenues	\$	5,993,839
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EXPENDITURES

Personnel Services	\$	113,052
Operating		9,000
Transfers Out		4,805,000
Reserves		1,066,787

Appropriations & Reserves Six Cent Gas Tax Fund	\$	5,993,839
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ROAD IMPACT FUND - 110

REVENUES

Licenses, Permits, Franchise Fees & Impact Fees	\$	16,663,374
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Total Road Impact Fund Revenues	\$	16,663,374
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EXPENDITURES

CITY OF CAPE CORAL
FY 2023 BUDGET - BY FUND
ATTACHMENT A TO ORDINANCE 81-22

BUDGET ORDINANCE
81-22

Personnel Services	\$ 249,951
Transfers Out	6,123,345
Reserves	10,290,078

Appropriations & Reserves Road Impact Fee Fund	\$ 16,663,374
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PARK IMPACT FEE FUNDS - 112

REVENUES

Licenses, Permits, Franchise Fees & Impact Fees	\$ 5,046,490
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Total Park Impact Fee Funds Revenues	\$ 5,046,490
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EXPENDITURES

Personnel Services	\$ 75,698
Operating	2,243,480
Transfers Out	2,727,312

Appropriations & Reserves Park Impact Fee Funds	\$ 5,046,490
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POLICE PROTECTION IMPACT FEES - 113

REVENUES

Licenses, Permits, Franchise Fees & Impact Fees	\$ 2,715,415
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Total Police Protection Impact Fee Fund Revenues	\$ 7,854,133
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EXPENDITURES

Personnel Services	\$ 40,731
Operating	706,402
Transfers Out	7,107,000

Appropriations & Reserves Police Protection Impact Fee Fund	\$ 7,854,133
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ALS IMPACT FEES -114

REVENUES

CITY OF CAPE CORAL
FY 2023 BUDGET - BY FUND
ATTACHMENT A TO ORDINANCE 81-22

	BUDGET ORDINANCE 81-22
Licenses, Permits, Franchise Fees & Impact Fees	\$ 159,999
Total ALS Fund Revenues	<u>\$ 159,999</u>
<u>EXPENDITURES</u>	
Personnel Services	\$ 2,400
Operating	57,913
Reserves	99,686
Appropriations & Reserves ALS Fund	<u>\$ 159,999</u>
FIRE IMPACT CAPITAL IMPROVEMENT FUND - 115	
<u>REVENUES</u>	
Balances Brought Forward	\$ 4,079,885
Licenses, Permits, Franchise Fees & Impact Fees	2,617,169
Total Fire Impact Capital Improvement Fund Revenues	<u>\$ 6,697,054</u>
<u>EXPENDITURES</u>	
Personnel Services	\$ 40,023
Transfers Out	6,657,031
Appropriations & Reserves Fire Impact Capital Improvement Fund	<u>\$ 6,697,054</u>
POLICE CONFISCATION - FEDERAL - 122	
<u>REVENUES</u>	
Balances Brought Forward	\$ 25,014
Miscellaneous	3,000
Total Police Confiscation-Federal Fund Revenues	<u>\$ 28,014</u>
<u>EXPENDITURES</u>	
Operating	\$ 28,014
Appropriations & Reserves Police Confiscation - Federal Fund	<u>\$ 28,014</u>

**CITY OF CAPE CORAL
FY 2023 BUDGET - BY FUND
ATTACHMENT A TO ORDINANCE 81-22**

**BUDGET ORDINANCE
81-22**

**CRIMINAL JUSTICE EDUCATION (Police
Training) - 123**

REVENUES

Balances Brought Forward	\$	4,719
Fines & Forfeitures		21,000

Total Police Confiscation-State Fund Revenues	\$	25,719
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EXPENDITURES

Operating	\$	25,719
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Appropriations & Reserves Criminal Justice Education Fund	\$	25,719
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ALARM FEE FUND -124

REVENUES

Charges for Service	\$	80,000
Interfund Transfers		26,834

Total Alarm Fee Fund Revenues	\$	106,834
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EXPENDITURES

Personnel Services	\$	85,756
Operating		21,078

Appropriations & Reserves Alarm Fee Fund	\$	106,834
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DO THE RIGHT THING - 125

REVENUES

Miscellaneous	\$	8,160
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Total Do The Right Thing Fund Revenues	\$	8,160
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EXPENDITURES

Operating	\$	8,160
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Appropriations & Reserves Do The Right Thing Fund	\$	8,160
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**CITY OF CAPE CORAL
FY 2023 BUDGET - BY FUND
ATTACHMENT A TO ORDINANCE 81-22**

	BUDGET ORDINANCE 81-22
ALL HAZARDS FUND - 130	
<u>REVENUES</u>	
Balances Brought Forward	\$ 1,637,187
Ad Valorem Taxes	1,465,359
Total All Hazards Fund Revenues	<u>\$ 3,102,546</u>
<u>EXPENDITURES</u>	
Personnel Services	\$ 645,118
Operating	408,854
Capital Outlay	1,400,000
Reserves	648,574
Appropriations & Reserves All Hazards Fund	<u>\$ 3,102,546</u>
 FIRE SERVICE ASSESSMENT FUND - 131	
<u>REVENUES</u>	
Sales and Use Taxes	\$ 1,196,267
Intergovernmental	50,000
Special Assessment	30,913,113
Charges for Service	488,669
Interfund Transfers	22,836,003
Total Fire Service Assessment Fund Revenues	<u>\$ 55,484,052</u>
<u>EXPENDITURES</u>	
Personnel Services	\$ 43,685,706
Operating	6,108,998
Capital Outlay	1,186,609
Transfers Out	4,502,739
Appropriations & Reserves Fire Service Assessment Fund	<u>\$ 55,484,052</u>
 DEL PRADO PARKING LOT MAINTENANCE - 135	
<u>REVENUES</u>	
Special Assessments	\$ 39,965

**CITY OF CAPE CORAL
FY 2023 BUDGET - BY FUND
ATTACHMENT A TO ORDINANCE 81-22**

	BUDGET ORDINANCE 81-22
Total Del Prado Mall Maintenance Fund Revenues	\$ 39,965
<u>EXPENDITURES</u>	
Operating	\$ 39,965
Appropriations & Reserves Del Prado Mall Maintenance Fund	\$ 39,965
LOT MOWING FUND - 136	
<u>REVENUES</u>	
Charges for Service	\$ 4,451,168
Total Lot Mowing Fund Revenues	\$ 4,451,168
<u>EXPENDITURES</u>	
Personnel Services	\$ 281,837
Operating	3,424,087
Reserves	745,244
Appropriations & Reserves Lot Mowing Fund	\$ 4,451,168
ECONOMIC AND BUSINESS DEVELOPMENT - 137	
<u>REVENUES</u>	
Sales & Use Taxes	\$ 770,000
Intergovernmental	130,542
Total Economic and Business Development Fund Revenues	\$ 900,542
<u>EXPENDITURES</u>	
Personnel Services	\$ 245,244
Operating	525,101
Reserves	130,197
Appropriations & Reserves Economic and Business Development Fund	\$ 900,542

BUILDING CODE DIVISION FUND - 140

CITY OF CAPE CORAL
FY 2023 BUDGET - BY FUND
ATTACHMENT A TO ORDINANCE 81-22

	BUDGET ORDINANCE 81-22
REVENUES	
Balances Brought Forward	\$ 3,137,483
Licenses, Permits, Franchise Fees & Impact Fees	10,051,348
Charges for Service	398,000
Fines & Forfeitures	18,000
Miscellaneous	750
Total Building Division Revenues	<u><u>\$ 13,605,581</u></u>
EXPENDITURES	
Personnel Services	\$ 11,050,714
Operating	2,532,733
Transfers Out	22,134
Appropriations & Reserves Building Division Fund	<u><u>\$ 13,605,581</u></u>
COMMUNITY DEVELOPMENT BLOCK GRANT FUND (CDBG) -141	
REVENUES	
Intergovernmental	\$ 1,050,564
Total Community Development Block Grant Fund Revenues	<u><u>\$ 1,050,564</u></u>
EXPENDITURES	
Personnel Services	\$ 90,053
Operating	960,511
Appropriations & Reserves Community Development Block Grant Fund	<u><u>\$ 1,050,564</u></u>
LOCAL HOUSING ASSISTANCE PROGRAM -143	
TRUST FUND (S.H.I.P.)	
REVENUES	
Intergovernmental	\$ 1,931,663
Total Local Housing (S.H.I.P.) Fund Revenues	<u><u>\$ 1,931,663</u></u>

**CITY OF CAPE CORAL
FY 2023 BUDGET - BY FUND
ATTACHMENT A TO ORDINANCE 81-22**

	BUDGET ORDINANCE 81-22
<u>EXPENDITURES</u>	
Operating	\$ 1,931,663
Appropriations & Reserves Local Housing Assistance Program Trust Fund	\$ 1,931,663

**COMMUNITY REDEVELOPMENT TRUST
FUND - 150**

<u>REVENUES</u>	
Ad Valorem Taxes	\$ 1,688,508
Miscellaneous	41,800
Interfund Transfers	2,713,125
Total Community Redevelopment Trust Fund Revenues	\$ 4,443,433

<u>EXPENDITURES</u>	
Personnel Services	\$ 172,914
Operating	1,408,622
Transfers Out	2,861,897
Appropriations & Reserves Community Redevelopment Trust Fund	\$ 4,443,433

Solid Waste Management Fund - 180

<u>REVENUES</u>	
Public Service Tax	\$ 19,095,000
Total Solid Waste Fund Revenues	\$ 19,095,000

<u>EXPENDITURES</u>	
Personnel Services	\$ 204,393
Operating	17,915,977
Capital Outlay	158,900
Reserves	815,730
Appropriations & Reserves Solid Waste Fund	\$ 19,095,000

DEBT SERVICE FUND - 201

**CITY OF CAPE CORAL
FY 2023 BUDGET - BY FUND
ATTACHMENT A TO ORDINANCE 81-22**

	BUDGET ORDINANCE 81-22
REVENUES	
Balances Brought Forward	\$ 2,259,471
Ad Valorem Taxes	1,026,959
Miscellaneous	1,675,000
Interfund Transfers	17,468,214
Total Debt Service Fund Revenues	<u><u>\$ 22,429,644</u></u>
EXPENDITURES	
Debt Service	\$ 22,429,644
Appropriations & Reserves Debt Service Fund	<u><u>\$ 22,429,644</u></u>
CAPITAL PROJECTS FUNDS	
TRANSPORTATION CAPITAL PROJECTS FUND - 301	
REVENUES	
Interfund Transfers	\$ 16,957,000
Debt Proceeds	20,893,647
Total Transportation Capital Project Fund Revenues	<u><u>\$ 37,850,647</u></u>
EXPENDITURES	
Capital Outlay	\$ 37,850,647
Appropriations & Reserves Transportation Capital Fund	<u><u>\$ 37,850,647</u></u>
P&R CAPITAL PROJECTS FUND - 305	
REVENUES	
Interfund Transfers	\$ 3,152,545
Total P&R Project Fund Revenues	<u><u>\$ 3,152,545</u></u>
EXPENDITURES	
Capital Outlay	\$ 3,152,545
Appropriations & Reserves P&R Capital Park	<u><u>\$ 3,152,545</u></u>

FIRE CAPITAL PROJECT FUNDS - 310

**CITY OF CAPE CORAL
FY 2023 BUDGET - BY FUND
ATTACHMENT A TO ORDINANCE 81-22**

	BUDGET ORDINANCE 81-22
<u>REVENUES</u>	
Interfund Transfers	\$ 7,317,170
Debt Proceeds	5,406,060
Total Fire Capital Project Fund Revenues	<u>\$ 12,723,230</u>

<u>EXPENDITURES</u>	
Capital Outlay	\$ 12,723,230
Appropriations & Reserves Fire Capital Projects Fund	<u>\$ 12,723,230</u>

POLICE CAPITAL PROJECT FUNDS - 312

<u>REVENUES</u>	
Interfund Transfers	\$ 7,107,000
Total Police Capital Project Fund Revenues	<u>\$ 7,107,000</u>

<u>EXPENDITURES</u>	
Capital Outlay	\$ 7,107,000
Appropriations & Reserves Police Capital Projects Fund	<u>\$ 7,107,000</u>

CRA CAPITAL PROJECTS FUND - 315

<u>REVENUES</u>	
Interfund Transfers	\$ 861,999
Total CRA Project Fund Revenues	<u>\$ 861,999</u>

<u>EXPENDITURES</u>	
Operating	\$ 861,999
Appropriations & Reserves CRA Capital Projects	<u>\$ 861,999</u>

**COMPUTER SYSTEM CAPITAL PROJECT
FUND - 320**

<u>REVENUES</u>	
Interfund Transfers	\$ 6,260,187

CITY OF CAPE CORAL
FY 2023 BUDGET - BY FUND
ATTACHMENT A TO ORDINANCE 81-22

	BUDGET ORDINANCE 81-22
Total Computer System Capital Project Fund Revenues	\$ 6,260,187
<u>EXPENDITURES</u>	
Capital Outlay	\$ 6,260,187
Appropriations & Reserves Computer Capital Fund	\$ 6,260,187
CHARTER SCHOOL MAINTENANCE CAPITAL PROJECT FUND - 321	
<u>REVENUES</u>	
Public Service Tax	\$ 2,609,060
Total Charter School Maintenance Capital Project Fund Revenues	\$ 2,609,060
<u>EXPENDITURES</u>	
Operating	\$ 917,685
Transfers Out	1,691,375
Appropriations & Reserves Charter School Maintenance Capital Fund	\$ 2,609,060
ENTERPRISE FUNDS	
WATER & SEWER UTILITY FUND - 400	
<u>REVENUES</u>	
Balances Brought Forward	\$ 32,077,897
Licenses, Permits, Franchise Fees & Impact Fees	10,201,571
Special Assessments	32,853,355
Charges for Service	90,156,159
Internal Service Charges	247,417
Fines & Forfeitures	670,748
Miscellaneous	196,971
Debt Proceeds	79,837,277
Interfund Transfers	102,022,289
Total Water & Sewer Utility Fund Revenues	\$ 348,263,684
<u>EXPENDITURES</u>	

CITY OF CAPE CORAL
FY 2023 BUDGET - BY FUND
ATTACHMENT A TO ORDINANCE 81-22

BUDGET ORDINANCE
81-22

Personnel Services	\$ 30,150,201
Operating	41,544,990
Capital Outlay	106,097,054
Debt Service	65,170,300
Transfers Out	101,543,025
Reserves	3,758,114
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Appropriations & Reserves Water & Sewer Utility Fund	\$ 348,263,684
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STORMWATER UTILITY FUND - 440
REVENUES

Licenses, Permits, Franchise Fees & Impact Fees	\$ 7,045
Charges for Service	22,107,676
Miscellaneous	238,407
Interfund Transfers	4,064,757
Debt Proceeds	12,876,277
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Total Stormwater Utility Fund Revenues	\$ 39,294,162
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EXPENDITURES

Personnel Services	\$ 9,970,301
Operating	5,589,293
Capital Outlay	17,596,234
Transfers Out	4,640,672
Reserves	1,497,662
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Appropriations & Reserves Stormwater Utility Fund	\$ 39,294,162
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YACHT BASIN FUND - 450
REVENUES

Charges for Service	\$ 759,523
Miscellaneous	418
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Total Yacht Basin Fund Revenues	\$ 759,941
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EXPENDITURES

Personnel Services	\$ 246,515
Operating	513,426

**CITY OF CAPE CORAL
FY 2023 BUDGET - BY FUND
ATTACHMENT A TO ORDINANCE 81-22**

	BUDGET ORDINANCE 81-22
Appropriations & Reserves Yacht Basin Fund	\$ 759,941
INTERNAL SERVICE FUNDS (ISF)	
RISK MANAGEMENT INTERNAL SERVICES FUND - 502	
<u>REVENUES</u>	
Internal Service Charges	\$ 8,776,277
Total Property Liability Insurance Fund Revenues	\$ 8,776,277
<u>EXPENDITURES</u>	
Personnel Services	\$ 485,575
Operating	7,502,888
Reserves	787,814
Appropriations & Reserves Property Liability Insurance Fund	\$ 8,776,277
PROPERTY MANAGEMENT INTERNAL SERVICE - 511	
<u>REVENUES</u>	
Internal Service Charges	\$ 6,961,681
Total Property Management Internal Service Fund Revenues	\$ 6,961,681
<u>EXPENDITURES</u>	
Personnel Services	\$ 4,909,634
Operating	1,855,647
Capital Outlay	196,400
Appropriations & Reserves Property Management Internal Service Fund	\$ 6,961,681
FLEET INTERNAL SERVICE - 516	
<u>REVENUES</u>	
Internal Service Charges	\$ 5,262,464
Debt Proceeds	10,300,000
Total Fleet Internal Service Fund Revenues	\$ 15,562,464

**CITY OF CAPE CORAL
FY 2023 BUDGET - BY FUND
ATTACHMENT A TO ORDINANCE 81-22**

**BUDGET ORDINANCE
81-22**

EXPENDITURES

Personnel Services	\$ 1,920,804
Operating	3,240,100
Capital Outlay	10,401,560

Appropriations & Reserves Fleet Internal Service Fund	\$ 15,562,464
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**HEALTH INSURANCE INTERNAL SERVICE
526**

REVENUES

Internal Service Charges	\$ 37,555,921
Miscellaneous	600,000

Total Health Insurance Internal Service Fund Revenues	\$ 38,155,921
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EXPENDITURES

Personnel Services	\$ 132,236
Operating	37,281,577
Reserves	742,108

Appropriations & Reserves Health Insurance Internal Service Fund	\$ 38,155,921
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**CAPITAL IMPROVEMENT INTERNAL
SERVICE -550**

REVENUES

Internal Service Charges	\$ 3,999,683
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Total Capital Improvement Internal Service Fund Revenues	\$ 3,999,683
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EXPENDITURES

Personnel Services	\$ 2,790,383
Operating	476,575
Capital Outlay	120,000
Reserves	612,725

Appropriations & Reserves Capital Improvement Internal Service Fund	\$ 3,999,683
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**CITY OF CAPE CORAL
FY 2023 BUDGET - BY FUND
ATTACHMENT A TO ORDINANCE 81-22**

	BUDGET ORDINANCE 81-22
CHARTER SCHOOL OPERATING FUND	
<u>REVENUES</u>	
Balances Brought Forward	\$ 11,651,044
Intergovernmental	31,439,660
Charges for Service	1,158,500
Miscellaneous	288,605
 Total Charter School Operating Fund Revenues	 \$ 44,537,809
<u>EXPENDITURES</u>	
Personnel Services	\$ 21,185,780
Operating	10,877,206
Capital Outlay	761,148
Reserves	11,713,675
 Appropriations & Reserves Charter School Operating Fund	 \$ 44,537,809
 TOTAL FY 2023 BUDGET	 \$ 966,894,375
 TOTAL FY 2023 REVENUE BUDGET	 \$ 966,894,375
TOTAL FY 2023 EXPENDITURE BUDGET	\$ 966,894,375

FUND TYPE SUMMARY	BUDGET ORDINANCE 81-22
General Fund	\$ 216,544,897
Special Revenue	151,043,544
Debt Service	22,429,644
Capital Project	70,564,668
Enterprise	388,317,787
Internal Service	73,456,026
Charter School	44,537,809
Total	\$ 966,894,375

