2026 ADOPTED BUDGET

Cape Coral
FLORIDA

City of Cape Coral, Florida
Fiscal Years 2026-2028
Adopted Budget

Budget Adopted by:
John Gunter, Mayor
Bill Steinke, Councilmember, District 1
Laurie Lehmann, Councilmember, District 2
Derrick Donnell, Councilmember, District 3
Jennifer Lastra, Councilmember, District 4
Joseph Kilraine, Councilmember, District 5
Keith Long, Councilmember, District 6
Rachel Kaduk, Councilmember, District 7

Prepared by the City of Cape Coral Financial Services Department under the direction of:
Michael Ilczyszyn, City Manager
Crystal Feast, Financial Services Director

City of Cape Coral Financial Services Department - Budget Administration

Nicole M. Reitler - Management/Budget Administrator

Jessica Festa - Assistant Management/Budget Administrator

Carmen Dominguez - Senior Management/Budget Analyst

Christine Vilivong - Senior Management/Budget Analyst

Crystal Hand - Senior Management/Budget Analyst

Jennifer Waters - Senior Management/Budget Analyst

Robin Burris - Senior Management/Budget Analyst

TABLE OF CONTENTS

INTRODUCTION

The City 11
Council & Staff 12
Organizational Chart 13
Distinguished Budget Award Presentation 14

BUDGET OVERVIEW

Understanding the Budget 29
Financial Policies 37
Budget Summary 39
Summary of Funds 50
Strategic Plan Summary 54
Performance Measures 95
Adopted Budget Summary 131
Staffing 132
Budget Timeline 137
Summary of Funds 138
Budget Highlights and Summary Schedules 140
Budget Summary 142
Revenues 143
Fund Balance Status 160
Interfund Transfers 161
Millage Rate History 162
Statistics 179

DEPARTMENTS

City Attorney 191
City Auditor 197
City Clerk 203
City Council 211
City Manager 215
Community Redevelopment Agency 223
Development Services 227
Building Code 236
Emergency Management & Resilience 239
Financial Services 245
Fire 255
Government Services 263
Human Resources 269
Information Technology 277
Parks and Recreation 283
Police 293
Public Works 305
Stormwater 317
Utilities 321
Charter School 331

DEBT MANAGEMENT PROGRAM

Debt Management Program 339
Debt Management Program Overview 341
Debt Schedules 342
Proposed Debt 344
Annual Debt and Credit Report Data 345
Debt Ratios 346
Total Principal Outstanding Debt 347
Debt Credit Ratings 348

TABLE OF CONTENTS

ASSET MANAGEMENT PROGRAM

Asset Management Program 349
Asset Management Program Overview 351
Unfunded Project List 361
City Clerk 362
City Manager 363
Development Services 366
Financial Services 368
Fire 369
Government Services 379
Information Technology 382
Parks and Recreation 385
Police 394
Public Works 401
Utilities 423
Charter School 448

APPENDICES

Full Cost Allocation 451
City Ordinance 461
Financial Terms 480
Acronyms 488

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. 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 220,236 (University of Florida, Bureau of Economic and Business Research, 2024).

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

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

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

For additional information concerning the City, please visit our website at www.capecoral.gov.

City Council and Staff

Mayor
John Gunter

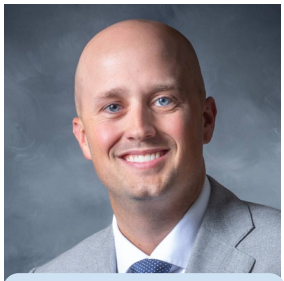
Councilmember
District 1
Bill Steinke

Councilmember
District 2
Laurie Lehmann

Councilmember
District 3
Derrick Donnell

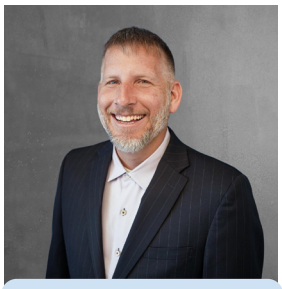
Councilmember
District 4
Jennifer Lastra

Councilmember
District 5
Joseph Kilraine



Councilmember
District 6
Keith Long

Councilmember
District 7
Rachel Kaduk

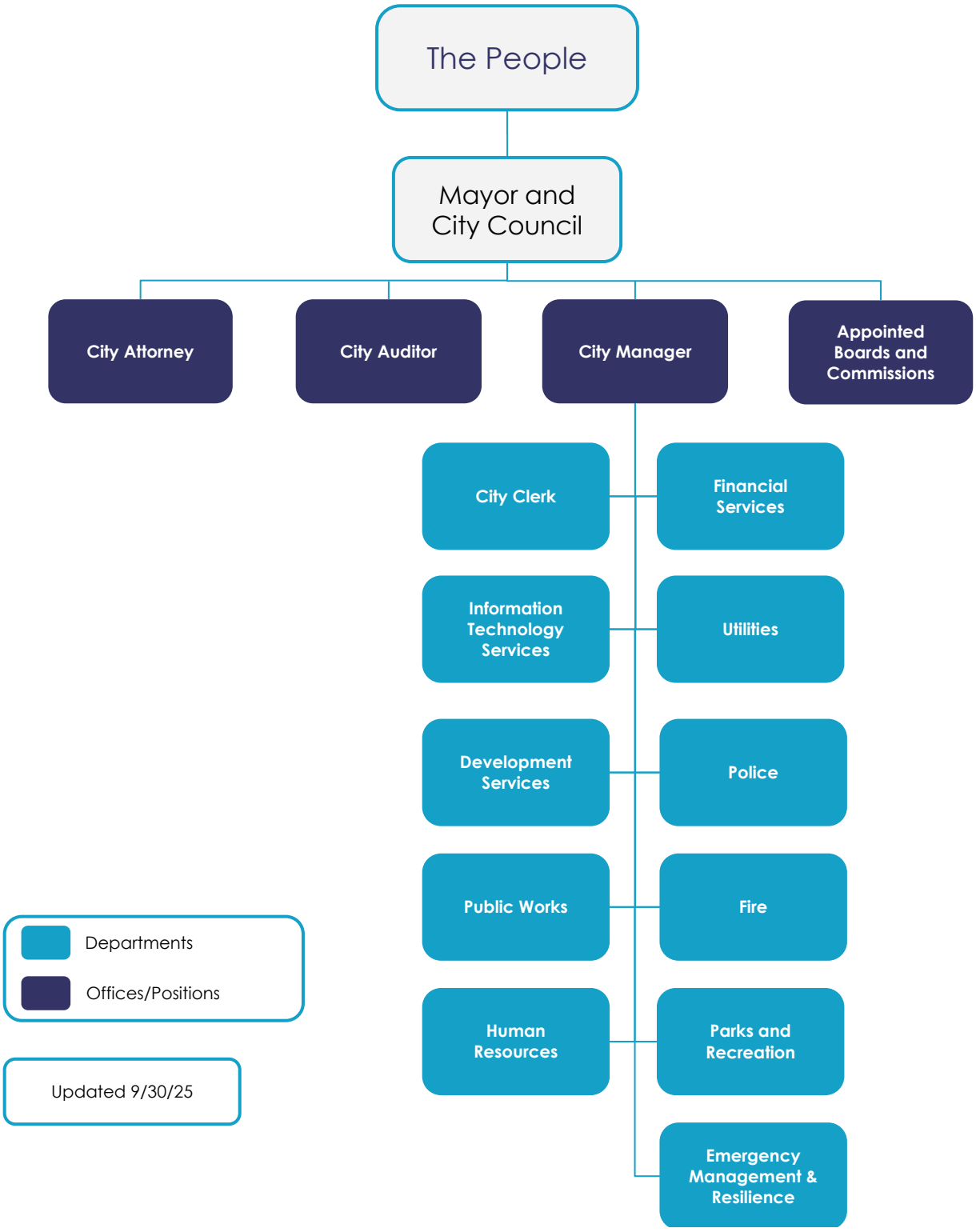


City Manager
Michael Ilczyszyn

City Attorney
Aleksandr Boksner

City Auditor
Andrea R. Russell

City Manager's Organizational Chart



GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Cape Coral
Florida

For the Fiscal Year Beginning

October 01, 2024

Christopher P. Morrill

Executive Director

CITY OF CAPE CORAL

October 1, 2025

Honorable Mayor and Members of the City Council:

I am pleased to present the Adopted Budget for Fiscal Year 2026 (FY 26) along with the capital program plan for fiscal years 2026 through 2031. The final budget was adopted by the City Council on September 25, 2025. The FY 2026 budget provides the City with the following: enhances public safety and public facilities and amenities, invests in our key infrastructure, beautifies our neighborhoods and parks, attracts businesses, protects our environment, strengthens our charter schools and focuses on the strategic plan initiatives set forth by the City Council.

After the release of the City Manager's Proposed Budget on July 23, 2025, a workshop with the City Council was held in August to discuss the proposed budget, programs, capital improvements, and funding. Below is a summary of the FY 2026 Proposed to Adopted Budget.

Fund Type	FY 2026 Proposed Budget	FY 2026 Adjustments	FY 2026 Adopted Budget
General Fund	$ 266,623,035	$ (4,121,638)	$ 262,501,397
Special Revenue Fund	197,486,213	15,762,024	213,248,237
Debt Service Fund	32,217,902	(2,163,202)	30,054,700
Capital Project Fund	78,714,453	(12,907,888)	65,806,565
Enterprise Fund	743,782,062	(1,081,606)	742,700,456
Internal Service Fund	158,848,683	(76,232,325)	82,616,358
Charter Schools	37,919,940	-	37,919,940
Total	$ 1,515,592,288	$ (80,744,635)	$ 1,434,847,653

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

General Fund: The General Fund saw a decrease of $4,121,638. The net overall decrease consists of a reduction in Ad Valorem revenues of $2,200,734 as a result of a decrease to the millage rate from 5.2188 Mills to 5.1471 Mills. The use of fund balance of $3,000,000 was also reduced, due to the Economic Development Incentive reserve being implemented through a FY 2025 Budget Amendment. In addition, there were increases to revenues that were added to the adopted budget,

P.O. Box 150027, Cape Coral, FL 33915 (239) 574-0401 www.CapeCoral.gov

CITY OF CAPE CORAL

as follows: A Tourist Development Council grant awarded for an additional $414,621, state shared revenue and half cent sales tax increase of $600,344 per estimates from the Office of Economic & Demographic Research, and increased revenue from the full cost allocation of central services provided to various operating funds. Adjustments were made to expenditures to balance the budget. These adjustments included increases for interfund service payments to property management and property liability insurance, as well as the Police Department personnel costs due to the approved collective bargaining unit agreements. Reductions included the future debt service payments for projects that do not have identified funding, and citywide resurfacing of major and local roads.

Special Revenue Funds: The Special Revenue Funds saw a net increase of $15,762,024 and includes Transportation improvements of $14,965,235 were added to the budget through Road Impact and Mobility fees. The Building Code Fund was reduced by a full cost adjustment for central services and proposed future debt service payments and the Fire Operations fund had an increase in revenue due to the adjustment of the budgeted collection rate.

Debt Service Fund: The Debt Service Fund decreased $2,163,202 due to the reduction of future debt payments related to the Fleet Maintenance building and Property Management Building.

Capital Projects Funds: The Capital Projects Funds had a net decrease of $12,907,888, including The Fire Capital Projects Fund decrease as a result of eliminating the City funded portion of the Emergency Operations Center. The Police Capital Projects Fund decreased as a result of eliminating the funding for the Southeast Precinct. The Transportation Capital Projects Fund increased to include a turn lane at Hector Cafferata Elementary School and the Mobility transportation improvements.

Enterprise Funds: The Enterprise Funds had a decrease of $1,081,606 related to the removal of future debt payments for the Fleet Maintenance and Property Management buildings.

Internal Service Funds: The Internal Service Funds saw a decrease of $76,232,325 from the Fleet Maintenance and Property Management construction budgets being removed, as well as a reduction in Risk Management for full cost services.

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

CITY OF CAPE CORAL

I would like to thank the Mayor and Council for their vision and support in approving the budget. With their support, dedicated employees, engaged businesses, and supportive residents, we are moving toward a better future together.

Respectfully Submitted,

Michael Ilczyszyn
City Manager

P.O. Box 150027, Cape Coral, FL 33915 (239) 574-0401 www.CapeCoral.gov

CITY OF CAPE CORAL

July 23, 2025

Honorable Mayor and Members of the City Council:

I am pleased to present the City Manager's Proposed Budget for Fiscal Year 2026 (FY26) along with the capital program plan for fiscal years 2026 through 2031 as required by the City Charter in sections 7.02 and 7.05 of Article VII Financial Procedures.

This document presents a structurally balanced budget for Fiscal Year 2026. An 11% increase in the Fire Service Assessment, raising the recovery rate from 70% to 81%, will support the enhancement of Fire services and allow for the recasting of general fund support for fire services towards police services, support for Business Tax Receipt recovery, infrastructure improvements, and emergency management support. The proposed budget 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 service delivery challenges.

The budget development process is inherently dynamic and continuously evolving as new data emerges and critical decisions must be made. This often results in a lengthy and complex journey, particularly as we are tasked with making difficult financial choices in the face of significant economic uncertainties. Despite these challenges, it is essential that the process be grounded in transparency, mutual respect, and open dialogue. Ultimately, successful budget development requires meaningful collaboration and compromise between the City Council and City Administration. While the adoption of the budget marks a key milestone, the process itself is ongoing, reflecting the ever-changing needs and priorities of the community we serve.

The City Council's deliberations in the June workshop using the June 1st estimated values for planning purposes offered valuable insights into the development of the proposed budget. During this session, each department provided detailed explanations of their funding requests and highlighted necessary program modifications. Additionally, Stantec presented a comprehensive analysis of the General Fund Sustainability Model, offering essential data to help guide the City Council's upcoming decisions.

In July, the Council convened for a second workshop including the July 1st certified taxable values and proposed budget from the City Manager detailing revised expenditures and funding options. Throughout both workshops, discussions focused on current budget funding strategies and the financial sustainability of the City.

We began the budget development process in November with the City's Asset Management Plan review and focused on the 2030 Cape Compass Strategic Plan which serves as the

P.O. Box 150027, Cape Coral, FL 33915 (239) 574-0401 www.CapeCoral.gov

CITY OF CAPE CORAL

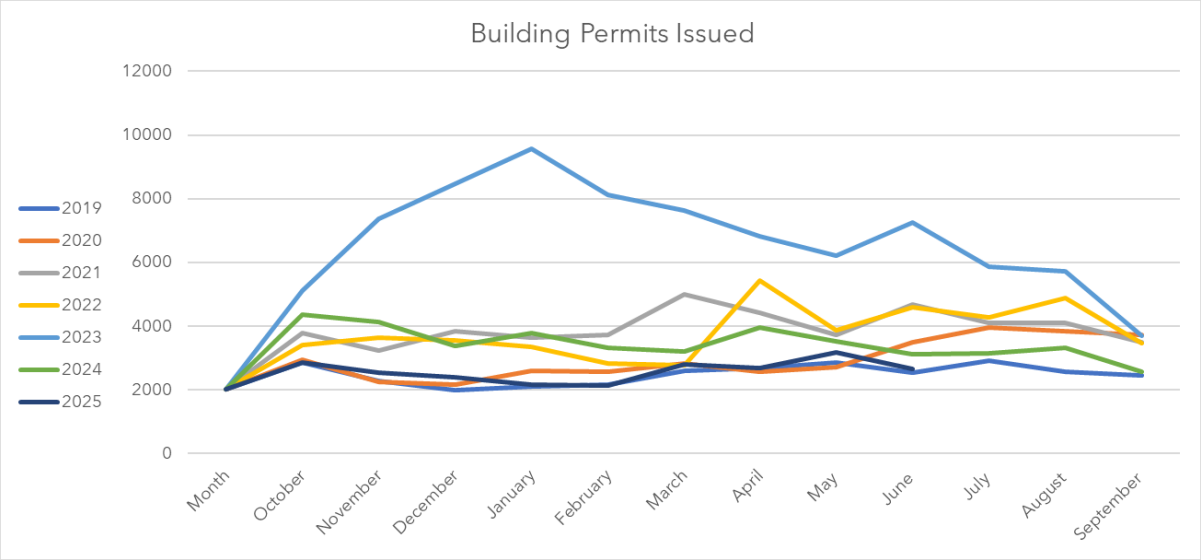
foundation for developing the FY26 operating and FY26-FY31 capital spending plans. Cape Compass charts a clear course for us to follow in achieving our six strategic priorities:

- ***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 of Cape Coral continues to overcome the challenges of previous years and remains resilient amid the current economic landscape. We have maintained a stable workforce and are in a strong financial position to effectively address the needs of our growing community. Our city is experiencing a rate of new resident growth not seen since before the Great Recession of 2007-2009, positioning Cape Coral as one of the fastest-growing areas in the nation. The Bureau of Economic and Business Research (BEBR) Population Program estimated the City of Cape Coral as of April 1, 2024, at 220,236 residents, an increase of 6,935 or 3.25% over the April 1, 2023, population forecast of 213,301 residents. Cape Coral is the 8th largest city in the State of Florida and 101st in the country. The number of single-family building permits issued were 2,996 for calendar year 2024 and 1,684 through June 30, 2025. The City enters FY26 in strong financial condition.

Cape Coral FLORIDA

CITY OF CAPE CORAL



Month	October	November	December	January	February	March	April	May	June	July	August	September
2019	2,842	2,275	1,998	2,089	2,170	2,607	2,687	2,854	2,551	2,907	2,566	2,450
2020	2,941	2,250	2,170	2,597	2,578	2,819	2,579	2,706	3,480	3,960	3,833	3,710
2021	3,772	3,234	3,825	3,644	3,710	5,001	4,409	3,732	4,687	4,089	4,087	3,496
2022	3,413	3,629	3,553	3,357	2,821	2,776	5,441	3,862	4,595	4,261	4,876	3,465
2023	5,101	7,380	8,481	9,582	8,132	7,625	6,815	6,218	7,256	5,850	5,728	3,683
2024	4,352	4,116	3,381	3,786	3,314	3,203	3,961	3,519	3,117	3,152	3,321	2,574
2025	2,864	2,534	2,400	2,162	2,121	2,795	2,678	3,170	2,657	-	-	-

The Proposed Budget recognizes that economic factors on the horizon may weaken our financial position and City Leadership continues to work together with departments to manage the needs of the City while adapting to robust population growth and expansion.

Many of our residents – our customers – continue to be concerned about the escalation in the cost of living and struggle to manage those increasing costs. Whether paying more for electricity, fuel or food, inflation continues to have a major impact on household budgets. City Council and City Management are mindful of our residents' financial anxiety, and this Proposed Budget maintains the existing millage rate of 5.2188 for FY26.

Budget Overview

The total FY26 Proposed Operating Budget for all funds equals $1,515,592,288 excluding fund balances, but including transfers, the Community Redevelopment Agency, and the Charter School Authority. Overall, there was a $457,189,019 increase from FY25 Adopted Budget or a 43.20% increase in total budget. This includes a 92.86% increase in the Enterprise Fund expenditures as a result of the approved Water & Sewer and Stormwater Rate Studies, and the corresponding change in expenditures and expansion of projects as well as a 110.41% increase in Internal Service Funds with the addition of the Fleet and Facilities Buildings.

CITY OF CAPE CORAL

The FY26 Proposed Budget reflects our continued focus on addressing previously deferred maintenance, meeting the demand for services and infrastructure including our amenities as well as expanding public safety to meet the needs of our citizens as our community continues to grow. We began the year in January, with a budget workshop to establish goals for the development of a proposed budget. At our second workshop in June, the focus was on departmental needs and City Management adjustments which are included in this Proposed Budget. Departments have held their budgets to the minimal adjustments needed to meet contractual obligations and inflationary pressures on certain commodities. We have added staff where needed to address growth, increased workloads, service expansions, or as required by capital improvements.

Certified property values for Cape Coral were published on July 1, 2025, by the Lee County Property Appraiser. The overall total taxable values increased 7.40% from $29.8 billion to $32.0 billion, including a net growth component of $1.8 billion or 5.9% and recurring value increase of $400 million or 1.5%. The FY26 Proposed Budget was crafted using a millage rate of 5.2188 yielding 7.40% more in property tax revenue over FY25 and resulting in estimated net property tax revenue of $160.2 million for operations in the General Fund, an increase of $11,038,389. The rolled back rate is 5.1471 and would result in an estimated net property tax revenue of $157.9 million for operations in the General Fund.

With the restricted nature of Cape Coral's Fire Service Assessment budget and the increased costs for the Fire Department, the City Manager crafted a proposed budget using 81% cost recovery for FY 26. This assessment revenue will be offset by support from the General Fund to the Fire Fund.

The Proposed Budget includes two new revenue sources – Parking Enforcement Revenue and School Zone Camera Revenue. There will also be a new reserve established for Economic Development Incentives to support commercial growth in the City. The City has several fee studies in process including Parks and Recreation Fees, Community Development Services Fees, Building Fees, and Impact Fees. These fee studies will help guide future service level cost recovery needs. The City also has the option to increase the Electric Franchise Fees from 3% to 4.5%.

Our success in recent years can be attributed to the implementation of sound financial policies and adherence to a comprehensive multi-year budget plan. These guiding principles have enabled us to consistently present balanced, responsible budgets that align with community priorities while maintaining high-quality services for our residents. The proposed budget for this year provides for an enhancement to public safety services with additional infrastructure improvements.

CITY OF CAPE CORAL

All Funds Proposed Budget Chart

Fund Type	FY 2025 Adopted	FY 2026 Proposed	Change from FY 2025 Adopted	Percentage Change
General Fund	$ 258,485,438	$ 266,623,035	$ 8,137,597	3.15%
Special Revenue Fund	178,098,619	197,486,213	19,387,594	10.89%
Debt Service Fund	28,346,598	32,217,902	3,871,304	13.66%
Capital Project Fund	97,144,080	78,714,453	(18,429,627)	-18.97%
Enterprise Fund	385,661,272	743,782,062	358,120,790	92.86%
Internal Service Fund	75,495,762	158,848,683	83,352,921	110.41%
Charter Schools	35,171,500	37,919,940	2,748,440	7.81%
Total	$ 1,058,403,269	$ 1,515,592,288	$ 457,189,019	43.20%

General Fund Overview

The Proposed General Fund is $266,623,038 for a balanced budget which is a 3.15% increase from the FY25 adopted budget or $8.1 million. The Proposed Budget is sustainable for FY26.

As we assess the long-term financial outlook for the City, including the projected General Fund Budget, it will be essential for the City to consider an adjustment to the millage rate. This adjustment is crucial to ensure that we are able to adequately fund the anticipated expenditures outlined in the current budget forecasts. A careful review of revenue sources, including the millage rate, will be necessary to align future financial obligations with available resources and ensure the continued fiscal stability of the City.

Millage Rate Impact

Fund Group	Type	FY 2026 City Manager Proposed Budget	FY 2027 Estimated Budget	FY 2028 Estimated Budget
General Fund	Revenue	$ 266,623,035	$ 274,555,192	$ 283,112,676
	Expenditure	266,623,035	298,628,088	312,613,844
General Fund Total		**$ -**	**$ (24,072,896)**	**$ (29,501,168)**
Millage at 5.2188				
Ad Valorem at Existing Millage Rate			$ 164,989,431	$ 169,939,114
Ad Valorem to Balance			$ 189,062,327	$ 199,440,282
Millage to Balance			**5.9810**	**6.1250**
Ad Valorem Revenue at Adjusted Millage Rate			$ 189,085,956	$ 199,447,588
Millage Increase			**0.7622**	**0.1440**

CITY OF CAPE CORAL

The Proposed Budget establishes a Budget Sustainability Reserve of 2.8 months of General Fund expenditures. The Budget Sustainability Reserve is not included in the budget unless used.

Proposed Budget by Expense Category

The FY26 Proposed Budget includes the following investments and enhancements by strategic focus area:

General Fund	FY 2025 Adopted	FY 2026 Proposed	Change from FY 2025 Adopted	Percentage Change
Personnel Services	$ 130,413,044	$ 149,442,631	$ 19,029,587	14.59%
Operating	63,161,534	74,025,880	10,864,346	17.20%
Capital Outlay	7,719,949	7,692,423	(27,526)	-0.36%
Other/Transfers Out	57,190,911	35,041,061	(22,149,850)	-38.73%
Reserves	-	421,040	421,040	100.00%
Total Expenditures	$ 258,485,438	$ 266,623,035	$ 8,137,597	3.15%

Key Investments – Public Safety

- Emergency Operations Center Expansion
- Addition of 4 Fire Fighters for an additional Rescue Unit, 1 Data Analyst, 12 Fire Fighters to reach optimal staffing, 1 Fire Life Safety Inspector and 1 Logistics Manager
- Addition of 1 Administrative Specialist, 1 Digital Forensics Technician, 1 Police Lieutenant, 9 Police Officers, 1 Police Sergeant – SRO, 1 Police Sergeant – Training, and 2 Public Service Aides
- Addition of a direct capture air filter system at all Fire Stations
- Fire Training Facility Phase 3 Design
- Fire Station 5 new building construction
- North Cape Public Safety Complex Turn Lane at Jacaranda and Averill
- Design for the Police Southeast Precinct
- Sidewalk expansion in school areas – Hector Caffereta
- 4 Code Compliance Officers
- 1 Code Compliance Supervisor

Key Investments - Parks and Recreation

- Playground Replacements at Burton Park and Giuffrida Park
- Fitness Station Replacements at Del Prado Linear Park

- Lake Kennedy Parking Lot development construction
- Neighborhood Park at 2224 NE 15th Street
- Lighting Replacement at Koza Saladino Park Fields 1-4 and Strausser/BMX Track

Key Investments – Infrastructure

- Fleet and Facilities Buildings Construction
- City Hall Roof Replacement
- Chiquita Access Management and Turn Lane Improvements
- 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.
- Bridge maintenance and rehabilitation
- North RO Water Treatment Plant Expansion Phase II & 12 MG Potable Water
- Southwest Water Reclamation Facility Improvements (Headworks, Filters, Raw Main)
- North Reverse Osmosis Water Treatment Plant Wellfield Expansion Phase II
- Everest Headworks
- Water Reclamation – North South Transfer Pump Station
- Everest Water Reclamation Plant Reuse Pump Station Replacement
- Judd Creek Water and Sewer Line Extension
- North 3 Utility Expansion Project Utilities and Fiber Optics Conduit
- Water Reclamation – Lift Station 401 Relocation
- Expanded Road Resurfacing Projects
- North 3 Utility Expansion Project Transportation Improvements
- Median Curbing
- Trafalgar Drainage Improvements Design

Key Investments – Environmental Sustainability

- North 3 Utility Expansion Project Stormwater Advanced Drainage System
- Surface water management water quality improvements
- Flood prevention improvements
- Drainpipe and Catch Basin replacements

CITY OF CAPE CORAL

Conclusion

While property values and growth have increased over the last few years, our growth model indicates a softening in the real estate and construction market leading to smaller increases in taxable value and other sources beginning in 2026. We must remain mindful of the challenges ahead and continue to prioritize investments in capital improvements, quality-of-life amenities, services, and personnel to maintain acceptable service levels. Budget development is inherently complex, regardless of economic conditions. It is essential to strike a balance between competing funding priorities and the responsible stewardship of public resources.

Maintaining a three-year budget framework complemented by a five-year financial forecast, allows for strategic and thoughtful allocation of revenues among various demands. By remaining vigilant and prudent within the budget framework, we can ensure long-term economic sustainability while continuing to meet the expectations of our growing community.

This FY26 Proposed Budget provides a balanced approach to achieving our goals and meeting our commitment to our residents while sustaining the existing millage rate. With this budget, we are focusing on immediate needs while keeping a suitable reserve level.

Cape Coral is currently the eighth largest city in the state of Florida, reflecting significant growth and development. As we continue to expand, it is imperative that we proactively prepare to address the evolving challenges and heightened expectations of both our existing residents and the thousands of new residents anticipated in the coming years.

By fostering collaboration among city leadership, stakeholders, and the community, and by articulating a clear and strategic vision for Cape Coral's future, we can effectively allocate the resources necessary to achieve our objectives. Through this collective effort, we will not only sustain the quality of life that defines our city but also ensure a prosperous and vibrant future for all who call Cape Coral home.

This document reflects countless hours of dedication, patience and professionalism from the entire Office of Management and Budget team led by Financial Services Director Crystal Feast, Budget Administrator Nicole Reitler and her team: Jessica Festa, Jennifer Waters, Christine Vilivong, Robin Burris and Crystal Hand. Please join me in thanking them for their hard work and dedication to the development of this proposed budget.

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

P.O. Box 150027, Cape Coral, FL 33915 (239) 574-0401 www.CapeCoral.gov

CITY OF CAPE CORAL

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

Respectfully Submitted,

Michael Ilczyszyn
City Manager

P.O. Box 150027, Cape Coral, FL 33915 (239) 574-0401 www.CapeCoral.gov

BUDGET OVERVIEW

Understanding the Budget

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

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

Budget Message

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

Budget Overview

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

Strategic Planning

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

Financial Highlights

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

Department Overviews

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

Asset Management Program

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

Debt Management and Structure

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

Appendices

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

Budget Process

Preparation of the FY 2026 – FY 2028 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.

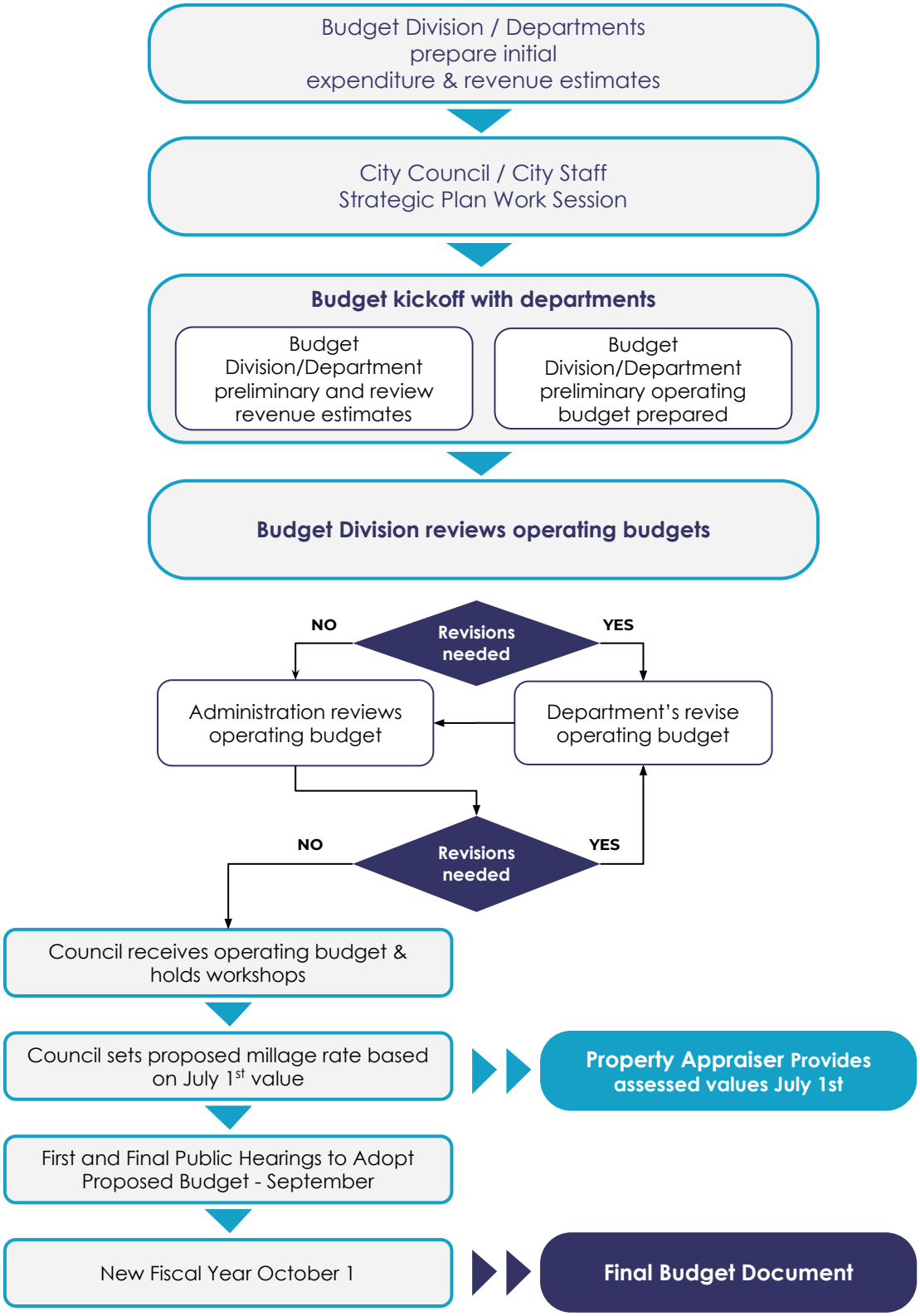
Financial Plan

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 2025						FY 2026					
	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC
Budget Packages and Policy Guidelines sent to Departments	✔	✔										
City Council Workshops	✔					✔	✔	✔				
Strategic Plan Update and Adoption			✔									
Department Preparation			✔									
Development of City Manager's Proposed Budget				✔	✔	✔	✔					
City Manager's Proposed Budget Presented to City Council							✔					
City Council Adopts Proposed Millage Rate							✔					
Host Town hall for Proposed Budget							✔					
Two public hearings held on proposed budget and millage									✔			
City Council Adopts FY 2026 Budget									✔			
Final Document Publication											✔	
Research Financial Trends and Develop FY 2027 -2031 Fiscal Forecast												✔

Budget Preparation, Adoption, and Amendment

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

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

November – April

Strategic Planning Session

Budget Kickoff with City Council

Budget Division updates Fiscal Forecasts

Budget Division prepares and distributes Budget Guidelines

Departments update Asset Improvement Plan components and prepare operating budgets

May – June City Manager Review

City Manager reviews departmental requests and service level recommendations

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

Detailed analysis of budget is accomplished

Preliminary taxable value estimates are provided by the Lee County Property Appraiser

July 1 – Certified Taxable Values

Certified taxable values for the determination of proposed ad valorem taxes are received from the Property Appraiser for all taxing districts setting the legal adoption timetable

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

City Manager submits proposed operating budget to the City Council in late July

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

Late July

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

August

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

Property Appraiser mails TRIM notices to all property owners

September – Public Hearings

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

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

November/December - Final Budget Document

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

Six-Year Asset Management Program

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

Budget Amendment Policy

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

Basis of Budgeting

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

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

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

Basis of Accounting

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

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

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

Financial Management Policies

On February 25, 1991, the City of Cape Coral adopted a comprehensive set of financial management policies in the areas of operating management, debt management, accounts management, financial planning, and economic resources. At various times, City Council and the Budget Review Committee have conducted thorough reviews of such policies as part of an ongoing process of economic and financial analysis as conducted by City staff. On September 17, 2025 the City of Cape Coral adopted an updated set of financial management policies effective September 30, 2025.

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

Budget Management

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

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

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

Fund	FY 2026 Adopted	FY 2027 Forecast	FY 2028 Forecast
General Fund			
Revenue	$ 262,501,397	$ 279,174,665	$ 288,213,132
Expense	262,501,397	279,174,665	288,213,132
Surplus/(Deficit)	$ -	$ -	$ -
Use of Fund Balance	$ -	$ -	$ -
Special Revenue Funds			
Revenue	$ 184,390,775	$ 187,005,967	$ 197,600,427
Expense	213,248,237	201,037,020	213,857,762
Surplus/(Deficit)	$ (28,857,462)	$ (14,031,053)	$ (16,257,335)
Use of Fund Balance	$ 28,857,462	$ 14,031,053	$ 16,257,335
Enterprise Funds			
Revenue	$ 722,975,842	$ 611,274,269	$ 710,741,885
Expense	742,700,456	641,221,571	722,783,524
Surplus/(Deficit)	$ (19,724,614)	$ (29,947,302)	$ (12,041,639)
Use of Fund Balance	$ 19,724,614	$ 29,947,302	$ 12,041,639
Internal Service Funds			
Revenue	$ 82,616,358	$ 89,479,927	$ 93,962,775
Expense	82,616,358	89,563,354	95,748,345
Surplus/(Deficit)	$ -	$ (83,427)	$ (1,785,570)
Use of Fund Balance	$ -	$ 83,427	$ 1,785,570
Capital Project Funds			
Revenue	$ 65,806,565	$ 64,759,953	$ 66,738,626
Expense	65,806,565	64,759,953	66,738,626
Surplus/(Deficit)	$ -	$ -	$ -
Use of Fund Balance	$ -	$ -	$ -

Debt Service Funds			
Revenue	$ 30,054,700	$ 31,554,567	$ 33,403,701
Expense	30,054,700	31,554,567	33,403,701
Surplus/(Deficit)	$ -	$ -	$ -
Use of Fund Balance	$ -	$ -	$ -

Charter Schools			
Revenue	$ 37,919,940	$ 39,597,011	$ 41,297,511
Expense	37,919,940	39,597,011	41,297,511
Surplus/(Deficit)	$ -	$ -	$ -
Use of Fund Balance	$ -	$ -	$ -

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

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

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

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

Ad Valorem Revenue	
July 2025 Estimated from PA	$ 31,972,530,710
Assessable Amount	$ 31,972,531
Millage Rate	5.1471
Estimated Taxes Billed	$ 164,565,814
Collection Rate	96.00%
Budgeted Revenue	**$ 157,983,180**

Revenue Source	Projected Revenue	95.00%
State Shared Revenues	$ 10,948,736	$ 10,401,299
Half Cent Sales Tax	$ 22,832,877	$ 21,691,233
Franchise Fees	$ 10,981,638	$ 10,432,556
Public Service Tax	$ 16,815,442	$ 15,974,670
5 Cent Gas Tax	$ 5,046,905	$ 4,794,560
6 Cent Gas Tax	$ 6,959,849	$ 6,611,857

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

Status: All budgets balance. All surpluses at the end of year are added to fund balance.

Sources	General Fund	Special Revenue	Debt Service	Capital Project	Enterprise Funds	Internal Service	Charter School	Total All Funds
Taxes:								
Ad Valorem Taxes - City Levy	$ 157,983,180	$ -	$ -	$ -	$ -	$ -	$ -	**$ 157,983,180**
Ad Valorem Taxes - Voted Fund GO Bond	-	-	4,935,370	-	-	-	-	**4,935,370**
Ad Valorem Taxes - Other	-	3,783,066	-	-	-	-	-	**3,783,066**
Tax Increment - County	-	3,105,570	-	-	-	-	-	**3,105,570**
Sales and Use Taxes	19,189,974	14,618,609	-	-	-	-	-	**33,808,583**
Charges for Service	6,451,595	10,771,301	-	-	171,337,493	-	1,847,017	**190,407,406**
Intergovernmental Revenues	40,992,860	3,243,674	-	1,505,676	-	-	35,549,614	**81,291,824**
Fines & Forfeitures	1,228,820	2,045,000	-	-	795,405	-	-	**4,069,225**
Miscellaneous Revenue	2,502,095	1,750,301	-	505,316	421,681	2,400,000	478,994	**8,058,387**
Permits, Franchise, Impact Fees, Spec Assess	10,473,764	122,997,753	-	-	52,954,226	-	-	**186,425,743**
Internal Service Charges	20,203,050	40,000	-	-	376,562	80,216,358	-	**100,835,970**
Total Sources	**259,025,338**	**162,355,274**	**4,935,370**	**2,010,992**	**225,885,367**	**82,616,358**	**37,875,625**	**774,704,324**
Transfers In	3,476,059	22,035,501	25,119,330	28,545,385	65,762,004	-	44,315	**144,982,594**
Note/Debt Proceeds	-	-	-	35,250,188	431,328,471	-	-	**466,578,659**
Fund Balances/Reserves/Net Assets	-	28,857,462	-	-	19,724,614	-	-	**48,582,076**
Total Revenues, Transfers In Balances	**262,501,397**	**213,248,237**	**30,054,700**	**65,806,565**	**742,700,456**	**82,616,358**	**37,919,940**	**1,434,847,653**
USES								
General Government	75,846,197	997,000	-	1,850,000	16,998,403	-	-	**95,691,600**
Public Safety	98,710,849	97,205,962	-	13,867,717	-	-	-	**209,784,528**
Physical Environment	-	30,465,568	-	-	556,254,081	-	-	**586,719,649**
Transportation	22,739,792	18,336,458	-	41,822,610	-	-	-	**82,898,860**
Economic Environment	-	6,182,180	-	1,210,922	-	-	-	**7,393,102**
Culture/Recreation	31,418,938	4,489,639	-	6,615,000	184,148	-	36,368,676	**79,076,401**
Debt Service	-	-	30,054,700	-	91,753,003	371,439	1,551,264	**123,730,406**
Internal Services	-	-	-	-	-	81,695,403	-	**81,695,403**
TOTAL EXPENDITURES	**228,715,776**	**157,676,807**	**30,054,700**	**65,366,249**	**665,189,635**	**82,066,842**	**37,919,940**	**1,266,989,949**
Transfers Out	33,364,581	45,371,378	-	440,316	65,762,004	-	-	**144,938,279**
Reserves	421,040	10,200,052	-	-	11,748,817	549,516	-	**22,919,425**
Total Appropriated Expenditures, Transfers, Reserves, & Balances	**$262,501,397**	**$213,248,237**	**$30,054,700**	**$ 65,806,565**	**$ 742,700,456**	**$82,616,358**	**$37,919,940**	**$1,434,847,653**

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

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

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

Status: See Policy #22.

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

Status: The City has not committed 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.

Status: The City has procedures in place to administer a full cost methodology and allocate administrative overhead costs to the appropriate funds. See the Appendices section of this document for Full Cost Allocation details.

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

Total Fee Support (90-100%)

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

Moderate Fee Support (40-90%)

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

Minimum Fee Support (less than 40%)

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

Status: All fees are reviewed and adjusted annually.

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

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

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

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

Status: The Asset Management Program is updated annually as part of the budget process. The City utilizes a budget building software tool which includes a capital planning module. This tool provides the ability to prepare and maintain the Asset Management Program at a greater

depth and detail. Please see the Asset Management Program section of this document to gather detailed information regarding the Program.

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

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

Operating Management

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

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

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

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

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

Policy #14 **Risk Management.** The City shall maintain adequate protection from loss due to property damage or liabilities of the City. The City will continue to be self-insured for a maximum of $350,000 for each worker's compensation claim, $100,000 for each general liability claim, and $25,000 for each property damage claim. The City shall purchase excess commercial insurance. Each department director will ensure that safeguards are in place to minimize damage to personnel and property.

Status: The City maintains all levels of insurance as described above. The City's Office of Risk Management exists to provide a safe and healthy work environment for all employees and to minimize and/or mitigate the adverse effects of accidental losses. Risk Management ensures that a comprehensive risk management program is in place that best protects the interests of the City of Cape Coral and its employees.

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

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

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

authority should be exercised. Any exceptions to such policies must be approved, in writing, by the Financial Services Director or designee.

Status: The Policies are reviewed and approved every year.

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

Status: For fiscal year 2024, the following adjustments for allowance for uncollectibles were made.

Fund	Amount
Fire Operations Fund	$ (3,127)
Solid Waste Fund	$ (353)
Lot Mowing Fund	$ (3,833)
Water & Sewer Fund	$ (1,728,353)
Stormwater Fund	$ (56,073)

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

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

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

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

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

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

Status: The Financial Services Director has reviewed and amended the Financial Policies via Resolution 285-25.

Fund Balance

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

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

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

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

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

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

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

Status: Fund balances as of end of fiscal year 2024 are below as reported in the City's Annual Comprehensive Financial Report.

Category	Commitment
Not Spendable	$ 11,898,671
Restricted	$ 181,845,306
Committed	$ 176,213,085
Assigned	$ 27,145,091
Unassigned	$ 3,961,427
Unrestricted	$ 207,319,603

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.

2. The City shall maintain the following additional committed reserves to provide resources for the purpose identified:

a. Disaster Reserve – $8,000,000 – for the purpose of providing temporary resources in the event of a federally and/or state declared emergency and further used as a match for Federal and State Emergency Management Funds.

b. Economic Development Reserve - $3,000,000 - for the purpose of providing strategic development incentives to promote sustainable economic growth, support strategic investments, and ensure the financial flexibility needed to respond to emerging opportunities within the City; the reserve will be replenished October 1 of each year to restore balance to established amount.

c. 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.

3. Assigned Fund Balance shall include the annual amount of purchase order balances carried forward to the next year as well as the subsequent year's use of fund balance resources for one-time use as identified for specific purposes by the City Council and set forth in the annual budget and any amendments thereto.

Status: The Budget Stabilization Reserve for FY 2026 is outlined below.

Type of Reserve	Status
Total General Fund Expenditures	$262,501,397
Stabilization Rate	22.50%
Budget Stabilization Committed	$59,062,814

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

1. Water and Sewer Fund:

a. An operating reserve at least equal to 15% of the cost of operation and maintenance in the annual budget for the then current fiscal year.

b. Any surplus revenue in excess of this operating reserve minimum balance target is utilized to pay for all or a portion of the cost of capital projects.

c. An annual transfer to the Renewal and Replacement Fund equal to 5% of the prior fiscal year's gross revenues (not cumulative).

d. After deposit, surplus Renewal and Replacement funds above the Renewal and Replacement Fund Requirement are available to fund capital projects and these funds are used for this purpose in each year.

2. Stormwater Fund:

   A renewal and replacement reserve shall be maintained at a minimum of 10% of operating expenses.

3. Yacht Basin:

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

4. Risk Management Fund:

   a. The City shall maintain reserves for worker's compensation in accordance with actuarial values established by an actuary on an annual basis.

   b. The City shall maintain reserves for property liability and general liability in sufficient amounts to support the claims liability pursuant to an actuarial study on an annual basis.

Status:	Water & Sewer Fund	Stormwater Fund	Yacht Basin Fund	Risk Management Fund
Operating and Maintenance Costs	$ 224,257,975	$ 35,191,714	$ 184,148	
% Reserve	15.00%	10.00%	10.00%	
Operating Reserve	$ 33,638,696	$ 3,519,171	$ 18,415	
Prior Year Revenues	$ 211,250,516			
% to Transfer	5.00%			
Annual Transfer to Renewal and Replacement	$ 10,562,526			
Workmen's Compensation, Property & Liability Actuarial Value Established				$ 11,760,515

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

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

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

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

Debt and Treasury Management

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

Status: The City's Debt policy was established October 1, 2007 and is being maintained.

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

Status: This is being satisfied through the annual publication and distribution of the Annual Comprehensive Financial Report.

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

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

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

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

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

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

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

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

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

Status: Ratios as of end of fiscal year 2024 are below as reported in the City's Annual Comprehensive Financial Report.

Ratios of General Bonded Debt Outstanding
Last Six Fiscal Years

Fiscal Year	General Obligation Bonds	Less: Amounts Available in Debt Service Fund	Total	Percentage of Estimated Actual Taxable Property	Per Capita
2019	$ 10,200,000	$ 10,913,557	$ (713,557)	0.00%	$ (3.77)
2020	9,625,000	6,173,366	3,451,634	0.02%	18.53
2021	39,093,012	3,848,325	35,244,687	0.21%	174.89
2022	37,435,887	4,614,123	32,821,764	0.18%	157.76
2023	35,005,850	240,328	34,765,522	0.15%	160.22
2024	52,251,451	1,290,165	50,961,286	0.19%	232.17

Accounts Management

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

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

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

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

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

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

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

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

Economic Resources

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

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

Overview of Incentive Projects*	Applications in Review			Approved Applications		
	# of Applications	Project Investment	Grant Award	# of Applications	Project Investment	Grant Award
Building Infrastructure Grant (BIG)	5	$ 33,493,739	$ 746,975	3	$ 6,769,336	$ 169,583
Breaking Barriers to Business (B2B)	4	3,083,633	188,515	1	535,194	18,000
Enhanced Value Recapture Grant	3	208,842,689	29,918,743	1	700,463,466	122,993,856
Cape Collaborates	1	500,000	50,000	1	1,855,025	50,000
Demolition Program	2	258,120	129,060	1	27,500	32,500
Total	**15**	**$ 246,178,181**	**$ 31,033,293**	**7**	**$ 709,650,521**	**$ 123,263,939**

* Reference Economic & Business Development Office Quarterly Report Q3 - FY '25

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

Status: See Policy 37

Long Range Financial Plan

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

The FY 2026-2030 Budget includes:

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

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

Actions and Status

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

Status: Adopted February 1991. The policies have been amended periodically with the most recent having been in September 2025 through Resolution 285-25.

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

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

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

Status: Performance measures are part of the formal budget document. In 2024, the City invested in Clearpoint Performance Measure software as an additional tool to align goals with performance and budget. The FY 2026 Budget document contains our updated performance measures and is organized based on our Strategic Plan and the priorities that were identified. A detailed analysis, status and additional charts and measurements are listed to expand upon the growth and goals of each priority.

4. Continue multi-year forecasting of major funds.

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

Status: Minor funds are reviewed by internal staff.

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

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

Fund	FY 2025 Adopted	FY 2026 Adopted	FY 2027 Forecast	FY 2028 Forecast	FY 2029 Forecast	FY 2030 Forecast
General Fund	$ 258,485,438	$ 262,501,397	$ 279,174,665	$ 288,213,132	$ 309,590,348	$ 320,076,179
Special Revenue Fund	178,098,619	213,248,237	201,037,020	213,857,762	215,154,403	232,092,083
Debt Service Fund	28,346,598	30,054,700	31,554,567	33,403,701	36,485,231	32,656,492
Capital Project Fund	97,144,080	65,806,565	64,759,953	66,738,626	38,645,930	76,231,832
Enterprise Fund	385,661,272	742,700,456	641,221,571	722,783,524	498,906,048	456,762,819
Internal Service Fund	75,495,762	82,616,358	89,563,354	95,748,345	102,223,181	109,256,800
Total	**$1,023,231,769**	**$ 1,396,927,713**	**$ 1,307,311,130**	**$ 1,420,745,090**	**$1,201,005,141**	**$ 1,227,076,205**

Revenues by Category	FY 2025 Adopted	FY 2026 Adopted	FY 2027 Forecast	FY 2028 Forecast	FY 2029 Forecast	FY 2030 Forecast
Ad Valorem	$ 148,209,313	$ 157,983,180	$ 171,427,205	$ 176,840,186	$ 194,798,657	$ 203,188,912
Ad Valorem - Debt	5,085,415	4,935,370	4,936,987	4,919,550	4,929,108	4,911,868
Franchise Fees	8,900,059	10,432,556	10,743,813	11,064,393	11,394,572	11,734,638
Public Service Tax	13,692,514	15,974,670	16,373,886	16,785,070	17,208,582	17,644,791
Taxes - Other	20,155,261	20,939,483	21,447,860	21,986,602	22,452,589	22,936,264
Charges for Service	168,444,423	188,560,389	207,686,410	226,506,331	235,613,989	247,996,414
Debt Proceeds	130,903,370	466,578,659	322,050,968	405,650,563	102,990,105	99,918,217
Fines and Forfeits	1,417,633	4,069,225	4,133,809	4,178,108	4,222,083	4,253,425
Impact Fees	26,364,991	23,715,887	23,997,230	24,236,299	24,302,211	24,338,257
Intergovernmental	81,843,336	45,742,210	42,517,156	44,125,756	45,841,912	47,667,486
Internal Service Charges	92,324,579	100,835,970	108,307,187	113,416,215	119,199,592	123,479,674
License and Permits	11,564,733	9,230,680	9,337,735	9,431,146	9,510,918	9,605,997
Miscellaneous	6,617,050	7,579,393	7,610,223	7,625,530	7,635,877	7,574,099
Special Assessment	111,727,076	143,046,620	159,986,926	174,320,906	184,443,926	192,140,597
Taxes - All Hazards	1,908,607	2,062,813	2,104,069	2,146,151	2,189,073	2,232,855
Taxes - MSTU	1,622,614	1,720,253	1,754,658	1,789,751	1,825,546	1,862,057
Transfers In	145,059,804	144,938,279	148,833,226	145,637,989	165,320,162	164,937,139
Balance Forward	47,390,991	48,582,076	44,061,782	30,084,544	47,126,239	40,653,515
Total	**$1,023,231,769**	**$ 1,396,927,713**	**$ 1,307,311,130**	**$ 1,420,745,090**	**$1,201,005,141**	**$ 1,227,076,205**

Expenditures by Category	FY 2025 Adopted	FY 2026 Adopted	FY 2027 Forecast	FY 2028 Forecast	FY 2029 Forecast	FY 2030 Forecast
Personnel Services	$ 256,902,827	$ 297,537,975	$ 312,039,044	$ 331,032,732	$ 348,821,066	$ 367,069,411
Operating	265,485,299	284,385,951	290,871,695	312,699,493	326,031,051	338,622,375
Capital Outlay	232,847,423	524,966,941	373,061,316	452,063,887	146,897,760	158,461,642
Debt Service	105,427,488	122,179,142	150,697,734	159,737,383	192,224,956	183,040,076
Transfers Out	142,361,983	144,938,279	148,333,226	145,137,989	164,820,162	164,437,139
Reserves	20,206,749	22,919,425	32,308,115	20,073,606	22,210,146	15,445,562
Total	**$1,023,231,769**	**$ 1,396,927,713**	**$ 1,307,311,130**	**$ 1,420,745,090**	**$1,201,005,141**	**$ 1,227,076,205**

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.

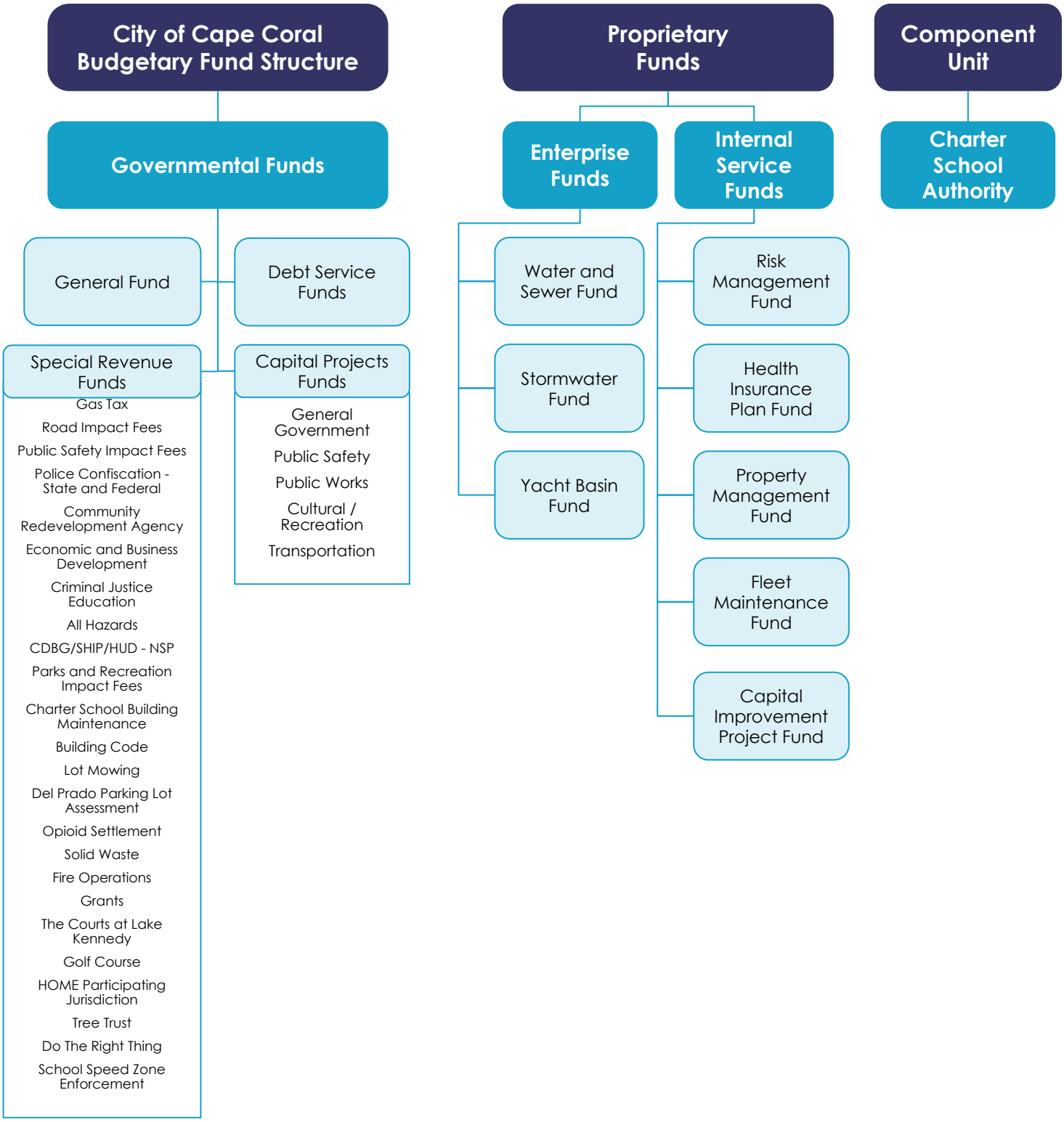
Enterprise Funds - Account for operations (a) that are financed and operated in a manner similar to private business enterprises--where the intent of the governing body is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through 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 Auditor	$				
City Manager	$	$	$		$
City Clerk	$	$			
Development Services	$	$	$	$	
Emergency Management & Resilience		$			
Financial Services	$	$		$	$
Fire	$	$	$		
Human Resources	$				$
Information Technology	$			$	
Parks and Recreation	$	$	$	$	
Police	$	$	$		
Public Works	$	$	$	$	$
Utilities				$	
Government Services	$	$	$	$	$

Strategic Plan Summary

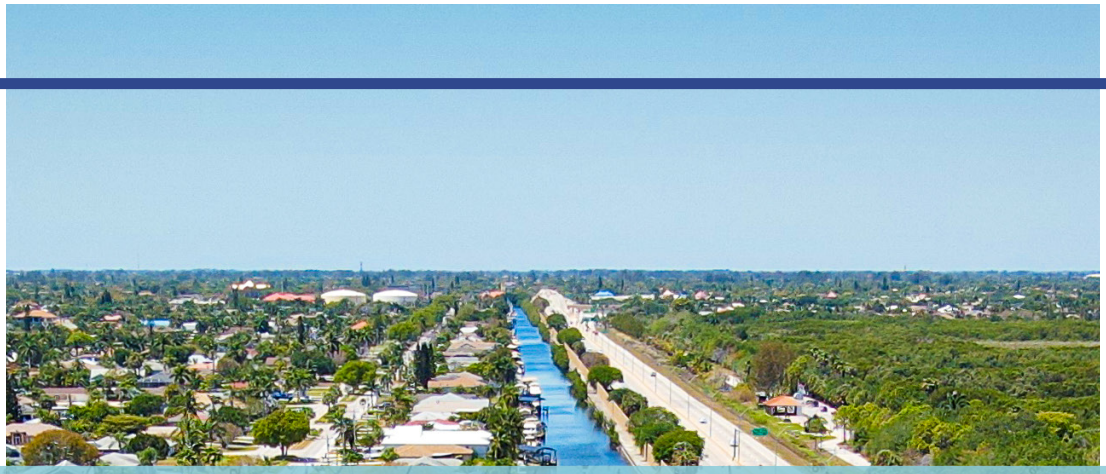
A strategic plan reflects City Council's decision to provide a foundation to guide policy decisions over several years, as well as their commitment to devote City resources to accomplish strategic priorities in the years to come. The budget cycle allows the Mayor and City Council the opportunity to provide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

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

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

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

Strategic Plan



CAPE COMPASS 2030

Strategic Plan

Cape Coral FLORIDA

OUR VISION

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

OUR MISSION

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

TABLE of CONTENTS

Guiding Principles and Core Values 5

Strategic Priorities 6

City Services and Amenities 7

Communication 13

Economy, Education, and Workforce 19

Fiscal Sustainability 26

Infrastructure 33

Environmental Sustainability 39

GUIDING PRINCIPLES AND CORE VALUES

INTEGRITY AND TRANSPARENT GOVERNMENT

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

ENVIRONMENTAL SUSTAINABILITY

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

PUBLIC SAFETY AND QUALITY OF LIFE

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

FISCALLY RESPONSIBLE

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

CITIZEN AND COMMUNITY ENGAGEMENT

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

INNOVATIVE THINKING

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

STRATEGIC PRIORITIES AND GOALS

CITY SERVICES AND AMENITIES	Deliver exceptional City services and high-quality amenities
COMMUNICATION	Cultivate an engaged and informed community and workforce
ECONOMY, EDUCATION, AND WORKFORCE	Create a community of prosperous residents, thriving neighborhoods, and successful businesses
FISCAL SUSTAINABILITY	Maintain a financially sound government and high-performing organization
INFRASTRUCTURE	Invest in resilient infrastructure
ENVIRONMENTAL SUSTAINABILITY	Preserve Cape Coral's natural resources for current and future generations

CITY SERVICES AND AMENITIES

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

CITY SERVICES AND AMENITIES

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

WAYPOINTS:

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

CITY SERVICES AND AMENITIES

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

WAYPOINTS:

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

CITY SERVICES AND AMENITIES

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

WAYPOINTS:

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

CITY SERVICES AND AMENITIES

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

WAYPOINTS:

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

COMMUNICATION

GOAL:
Cultivate an engaged and informed community and workforce.

COMMUNICATION

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

WAYPOINTS:

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

COMMUNICATION

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

WAYPOINTS:

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

COMMUNICATION

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

WAYPOINTS:

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

COMMUNICATION

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

WAYPOINTS:

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

ECONOMY, EDUCATION, AND WORKFORCE

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

ECONOMY, EDUCATION, AND WORKFORCE

ECONOMIC AND BUSINESS DEVELOPMENT - Create an economically balanced community.

WAYPOINTS:

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

ECONOMY, EDUCATION, AND WORKFORCE

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

WAYPOINTS:

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

ECONOMY, EDUCATION, AND WORKFORCE

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

WAYPOINTS:

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

ECONOMY, EDUCATION, AND WORKFORCE

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

WAYPOINTS:

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

ECONOMY, EDUCATION, AND WORKFORCE

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

WAYPOINTS:

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

FISCAL STABILITY

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

FISCAL STABILITY

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

WAYPOINTS:

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

FISCAL STABILITY

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

WAYPOINTS:

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

FISCAL STABILITY

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

WAYPOINTS:

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

FISCAL STABILITY

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

WAYPOINTS:

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

FISCAL STABILITY

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

WAYPOINTS:

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

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-Fiservice 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.

Cape Coral
FLORIDA

WWW.CAPECORAL.GOV/STRATEGICPLAN

CAPE COMPASS

Progress Report & Performance Measures

Cape Coral FLORIDA

City Services & Amenities

Public Safety
Park & Recreation
Community Beautification
Community Services

Analysis

CITY SERVICES AND AMENITIES

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

During the PD on-site, the assessors were thoroughly impressed and made it clear that the Cape Coral Police Department stands out as one of the premier law enforcement agencies in the state of Florida. They went even further, stating that our agency could serve as a *national model* for excellence in policing.

The PD is currently preparing for our 11th Law Enforcement Re-Accreditation Award, while our Communications Unit is scheduled for its 4th Re-Accreditation Award in November 2025.

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

The goal for completion is calendar year 2026. Progress towards this goal is steady. We are working on a number of required plans.

Complete Construction of the Police Training Center
Police Department

The PD received the Temporary Certificate of Occupancy (TCO) on December 18, 2025. Training personnel began moving in and commenced full operations.
The PD officially received the Certificate of Occupancy on May 27, 2025.

Complete Construction of the Fire Rescue Training Center
Fire Department

Phase 1 is complete and operational. Phases 2 and 3 are in design.

Remain among the Top Five Safest Cities in Florida
Police Department

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

The PD reported a 28% overall reduction in crime during the first half of 2025, compared to the same period last year.

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

The CCFD will analyze and adjust the fire resource deployment model annually as part of the budget process to ensure excellent service delivery to the public. We monitor response times, adjust unit locations, and request new resources through the budget when we identify a need. We have added several technologies to help improve the response model and response times. Analyzing this goal is an annual occurrence that will require continual monitoring to align our services delivery model to the city's growth and needs.

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

The Cape Coral Police Department adopted an operational change from a 3-District policing model (North, Central, and South) to a 4-Precinct model. This new model divides the city into four Precincts: Southeast, Southwest, Northwest, and Northeast. Each precinct is divided into four zones, requiring a minimum of one officer per zone. The 4-Precinct model allows for the continued growth of our city as well as the growth of the Department. The Department's goal is to continue to respond to priority one calls within 6 minutes or less, on average.

The Police Department implemented precinct-based policing in July 2024. The Police Department has recorded a significant and sustained reduction in response times to Priority 1 calls, the most urgent calls for service (CFS).

This outcome is the result of targeted restructuring and strategic decentralization. By aligning patrol deployment and supervisory oversight more closely with geographic zones, the Police Department has improved the response efficiency, optimized personnel coverage, and enhanced accountability across shifts.

Ensure First Unit Arrival at Structure Fires, Hazardous Material Releases, and Other Crisis Incidents within Ten Minutes 90% of the Time
Fire Department

We are just over the time standard at 10:59. As the city continues to grow we need to continue to invest in public safety (fire stations, personnel and resources) to improve this time and trend down, otherwise we will not improve on the goal. We have implemented several software programs to assist in the reduction of response times. We will continue to request items in our budget and make operational improvements to reduce response times and maintain reliable responses. This is an ongoing goal that must continually be assessed and addressed.

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

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

Analysis
We have met this goal with 10:01. However, we must continue to invest in public safety (fire stations, personnel, resources) or our response times will increase and we will not meet this goal in the future. We have implemented several software programs to assist in the reduction of response times. We will continue to request items in our budget and make operational improvements to reduce response times and maintain reliable responses. This goal will never be finished and shelved. It must continually be assessed and addressed.
Reduce Motor Vehicle involved Crashes, Fatalities, and Injuries Police Department
Monthly, large traffic enforcement operations are conducted to encourage drivers to slow down, follow all traffic laws, and practice safe driving habits. The Department remains proactive in applying for grant funding to carry out high-visibility enforcement traffic operations aimed at reducing traffic crashes. Various social media platforms and message boards are used to educate drivers on safe driving habits to prevent traffic violations and crashes.
Reduce Alcohol-impaired or Drug-impaired Driving Police Department
Comparing FY 24 to FY 25, the City experienced a 26% decline in impaired driving crashes. The Department remains proactive in seeking grant funding to support high-visibility enforcement traffic operations targeting the reduction of alcohol and drug-impaired traffic crashes. Various social media platforms and message boards are utilized to educate drivers on safe driving practices to prevent traffic violations and crashes. The Department participates in the National Drive Sober or Get Pulled Over national campaign. Three officers from the Department were recognized this year by Florida MADD for their outstanding commitment to drunk driving enforcement. Additionally, the Department's traffic units secured first place in the Florida Law Enforcement Liaison Traffic Safety Challenge.
Continue Strategic Investments in Public Safety Staffing, Facilities, and Vehicle Replacements Fire Department
The CCFD continued to invest in the department's future by increasing staffing to meet the growing number of calls for service. Additionally, the department opened a new fire station in FY2024, continued construction of phase one of the training facility and requested additional fire stations and critical facilities in the budget. The CCFD is working with the finance department to ensure timely ordering and delivery of fire apparatus through a contract and early ordering of apparatus. In FY2025, the CCFD finalized its first staffing growth plan that will address personnel needs in the department. This plan is updated annually as part of the budget process. The CCFD also entered into a contract with our apparatus manufactures to help improve delivery times and reliability. The CCFD also analyzed its rescue truck platform and created a three tiered model to ensure operational efficiencies and delivery needs are met. In FY 2026 the CCFD is contracting AC maintenance through a vendor to ensure reliable and properly functioning systems. We are also working on an expansion plans to the current EOC/HG to ensure long term needs are met. Lastly, we have a consultant report that is data driven to ensure the next three fire station construction is properly timed with the cities needs.
Ensure the City is Well Prepared for Emergencies by Identifying Major Risks, Maintaining Comprehensive Training and Exercise Program, Evaluating and Testing Components of the Emergency Management System, and Communicating a Culture of Preparedness to our Residents and Businesses Emergency Management & Resilience
The Department's strategic plan focuses on these listed items and will improve our City's resilience to natural and human-caused disasters.
Complete Construction of Seven New Neighborhood Parks, Two Community Parks, and Improvements to 19 Existing Parks under the 2018 Parks GO Bond Program Parks and Recreation
Existing Park improvements have been completed with the exception of the Yacht Club. The improvements included some new playgrounds at Pelican Baseball, Koza/Saladino, and NW Softball, shade structures, pavilions, fencing, parking lot resurfacing, pickleball courts, and sidewalk paths. The following new parks have been completed and are open to the public- Gator Trails, Sands, Joe Coviello, Del Prado Linear, Cultural, The Courts, and Crystal Lake. New parks that have yet to open are Yellow Fever, Festival, Tropicana, and Lake Mead. All but Lake Mead are scheduled to open during FY26.
Update the Parks Master Plan by 2026 Parks and Recreation
The Parks Master Plan is progressing along. There have been public meetings, surveys, internal stakeholder meetings, data collections, data analysis and the expected completion date has been pushed back to April 2026, from the original date of January 2026, due to having the Old Golf Course Master Plan coincide with the timing of this project.
Complete Enhancements to Founders Park and Four Freedoms Park Parks and Recreation
Founders Park enhancement was canceled. Four Freedoms Park had a new 6 to 12 year old playground and pavilions installed. ADA restroom project construction is ready to commence 9/19/25. Project Management is working on designs and bid package for park improvements that are tied to the Bimini Basin Mooring Field Project.
Expand Access to Marine Recreation by Completing the Design and Construction of the D&D Boat Ramp Facility, Jaycee Park Improvements, and Bimini Basin Mooring Field Parks and Recreation
Jaycee Park design is complete. Improvement construction began in FY25 and expected to be completed in the Spring of 2026. Bimini Basin Mooring Field is currently in design phase. D&D Boat Ramp Facility - City is working cooperatively with Lee County to move this plan forward.
Expand Recreation Facilities and Park Land to Meet Established Level of Service Standards as Detailed in the City's Comprehensive Plan Parks and Recreation
General Obligation Bond Parks have increased the level of service. Future Capital Improvement plans are focused on design of a new park in FY25 with construction in FY26 with the same pattern planned for successive budget years. Old Golf Course with approximately 175-acres of land was purchased and is planned for a regional park.
Improve Access to Parks, Recreational Services, and Facilities through Improved or Additional Sidewalks, Bike Lanes, Bike Paths, and Trails Parks and Recreation

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

Analysis

Parks and Recreation is working with Public Works on the multi-modal transportation plan to address this goal. Parks Maintenance Division continues to maintain and repair sidewalk paths within our parks system as funding becomes available. Staff continues to evaluate and plan for additional pickleball and volleyball courts at existing parks as funding becomes available.

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

Interactive Growth Model and the updated Parks and Recreation Master Plan will help the department develop future goals and objectives as to how to plan and implement this goal. Parks Master Plan and Old Golf Course Master Plan are scheduled to be completed in April 2026 and the recommendations will help determine a long-range plan toward accomplishing this goal.

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

Interactive Growth Model and the updated Parks and Recreation Master Plan will help the department develop future goals and objectives as to how to plan and implement this goal. Parks Master Plan and Old Golf Course Master Plan are scheduled to be completed in April 2026 and the recommendations will help determine a long-range plan to accomplishing this goal. Festival Park should open in Q2 of FY26.

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

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

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

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

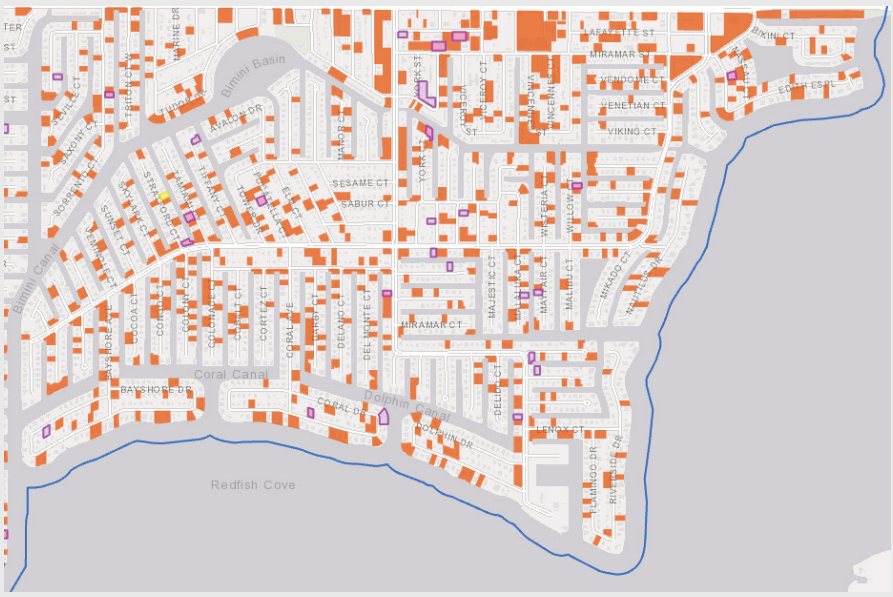
Parks and Recreation is working with Indigo Sports (Troon) on improvements to the irrigation system and capital equipment program for FY25 through FY26. The Irrigation Replacement Project is running slightly behind schedule but should be completed prior to the City Championship in October. The City and Indigo are in the middle of finalizing the Capital Equipment Lease. Some of the equipment has already been delivered. The New Clubhouse has been delayed due to lack of funding.

Complete an Organizational Review of the Code Compliance Division
Development Services

An organizational assessment was completed for the Code Compliance division in May of 2023 by Baker-Tilly.

Increase the Visibility and Presence of Code Compliance in Neighborhoods
Development Services

The Code Compliance Division regularly reviews and makes adjustments to enforcement zones throughout the City of Cape Coral to ensure that residents experience to actions and results of code enforcement activity. In FY2026, the division will be implementing a new Ordinance Violation sign for violating properties to enhance the visibility of code enforcement activity in each neighborhood.



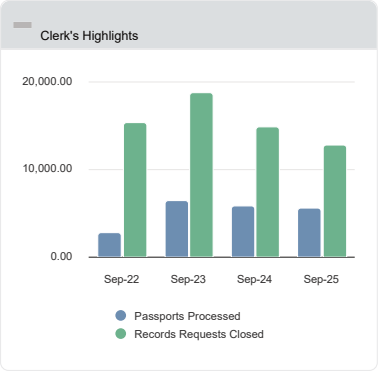
Attain a Proactive Code Compliance Rate of 75%
Development Services

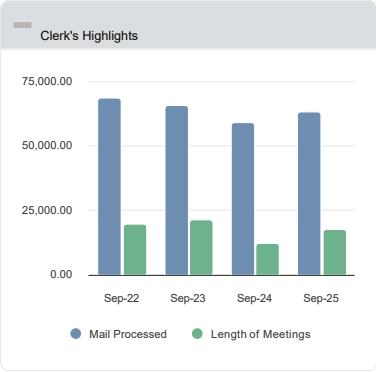
Proactivity rate for FY24 was 78.4%, a 4.8% increase over FY23. In FY25, the Code Compliance Division continued to exceed a 75% proactivity rate for new code cases.

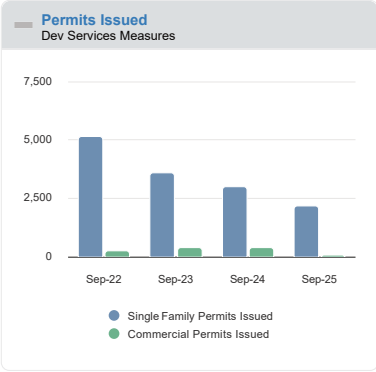
On Schedule or Complete | In Progress or Needs Work | Behind Schedule or Not Started | No Information | No Update

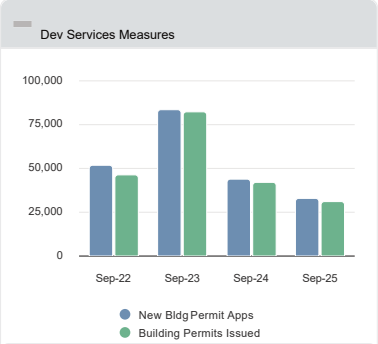
Analysis
Strengthen Commercial Landscaping Standards and Compliance Development Services
The Land Development Division has initiated a recurring commercial landscaping inspection program to ensure compliance, including maintenance, with approved landscaping plans. The Division doubled the number of horticultural inspectors to increase the capacity of staff to compete these inspections and promote the beautification of the City's commercial properties.
Evaluate and Improve Regulations that Impact Neighborhood Appearance and Promote Maintenance of Commercial and Residential Property Development Services
Revised two city ordinances for Health and Safety. The revisions include the implementation of a new Notice of Violation carrying swifter penalties and reduction of the blighted condition will be present in the community. This includes violations of obnoxious overgrowth, outdoor storage of junk, dilapidated structure, stagnant pool, and hazards sidewalk. The second was revising the requirements for construction sites and allowing a Stop Work Order and daily fine be imposed in a health and safety violation which was not corrected within 48 hours of notice.
Provide an Ongoing Education Program on Property Maintenance and Appearance Regulations Development Services
Along with providing information directly from Code Compliance staff to property owners through the code case process, the Code Compliance Division has also distributed more than 5,000 brochures on the common code violations which include common property maintenance violations. Office of Communications also shared social media posts on the proper way to set solid waste in front of a residence to ensure the waste would be removed weekly by Waste Pro. The Code Compliance Division helped with the revision of the Health and Sanitation code updating important appearance regulations such as obnoxious overgrowth, storage of junk, dilapidated structure, stagnant pool, and hazardous sidewalk.
Accelerate Median Beautification and Streetscape Projects Public Works Department
In FY25, the Transportation Division accelerated median beautification and streetscape projects by streamlining the Adopt-A-Median process, revitalizing the in-house curbing program, and prioritizing non-landscaped medians with existing curbing. Building upon prior reforms to the Adopt-A-Median program, staff refined project approval and delivery procedures, reducing administrative barriers and enabling faster deployment of beautification initiatives. The revitalized in-house curbing program proved instrumental in preparing additional corridors for landscaping, reducing overall project cost, and allowing projects to move forward more efficiently while improving long-term durability and aesthetics. Additionally, by strategically prioritizing medians with existing curbing that had not yet been landscaped, the Division maximized the return on investment and ensured resources were directed where they would have the greatest impact. In addition, the Division strengthened partnerships with contractors, neighborhood groups, and the City Council to integrate sustainable landscape designs, emphasizing native and drought-tolerant plantings that reduce long-term maintenance costs while enhancing visual appeal. These efforts not only improve the appearance of the City's roadways but also contribute to broader environmental and community goals, including increased tree canopy coverage and improved stormwater performance. Collectively, these measures allowed the City to accelerate project timelines, improve project quality, and deliver more attractive, functional, and sustainable medians and streetscapes throughout the City.
Update the City's Comprehensive Plan Development Services
The Development Services Department is regularly reviewing and providing recommended updates of the City's Comprehensive Plan to City Council to achieve its smart growth goals.
Complete a City-wide Needs Assessment to Identify and Respond to the Needs of the City's Growing and Diversifying Population Public Works Department
Facilities Master Plan - Study to provide future planning needs for all the potential City building and staffing forecasted for the next 50 years. Currently negotiating with Stantec Consulting Services, Inc. $200,000 budget for the Study Estimated 1,260,000 SF
Identify and Implement Opportunities for Aligning Identified Community Needs with Non-profit and Community-based Organizations Development Services
The City continued to provide assistance to our vulnerable populations through partnerships with non-profit and community-based organizations funding programs addressing child-care, ADA accessibility, transportation, and food assistance.
Establish a Coordinated Online Information Resource Hub Based on the Needs Identified in the City-wide Needs Assessment City Manager's Office
Not started, needs assessment has not been complete.

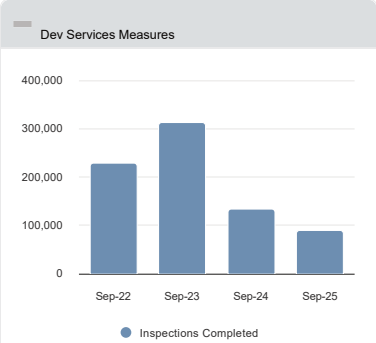
On Schedule or Complete | In Progress or Needs Work | Behind Schedule or Not Started | No Information | No Update

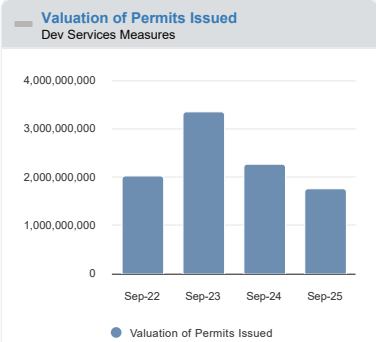


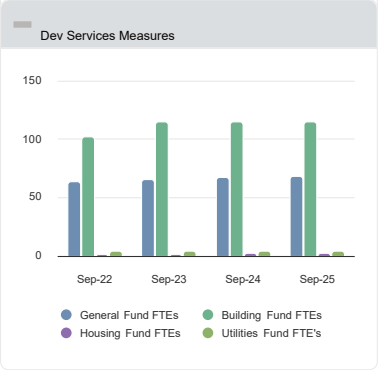


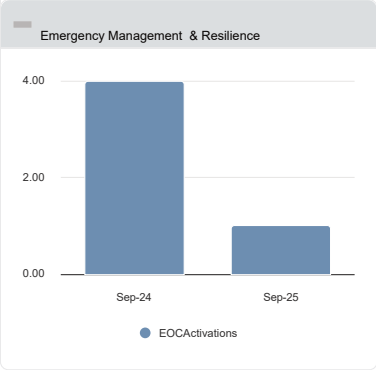


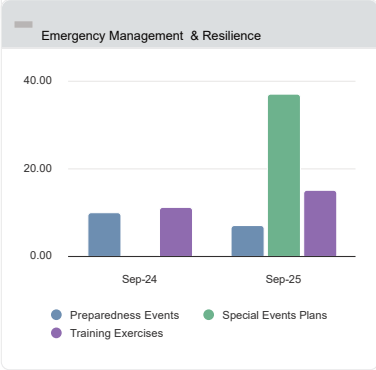


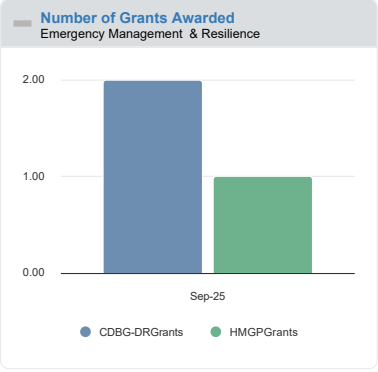


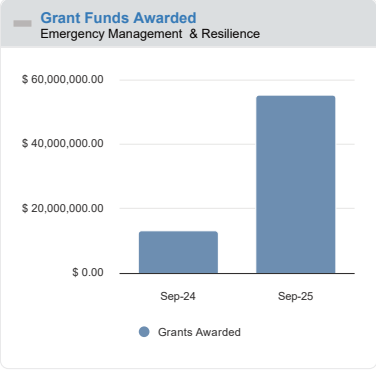


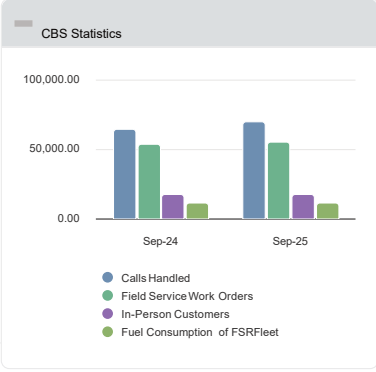




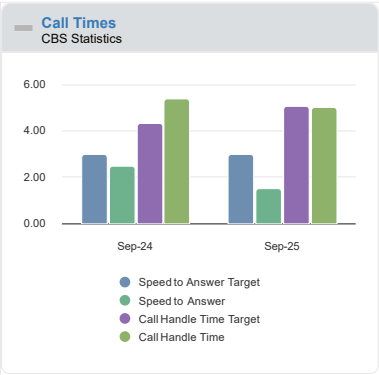


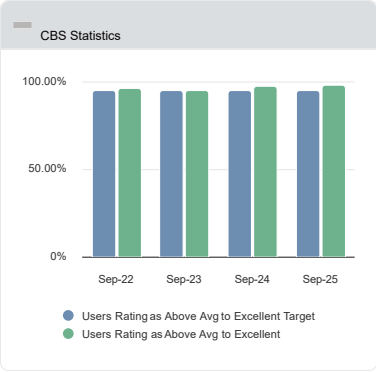


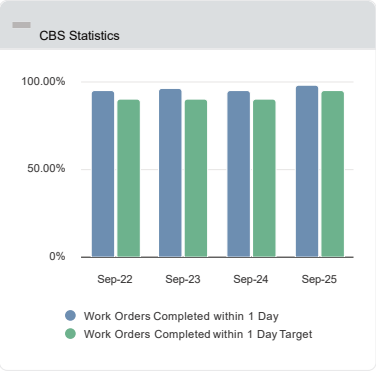


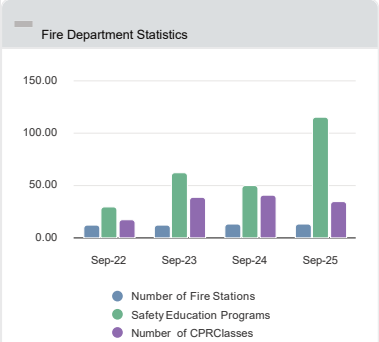


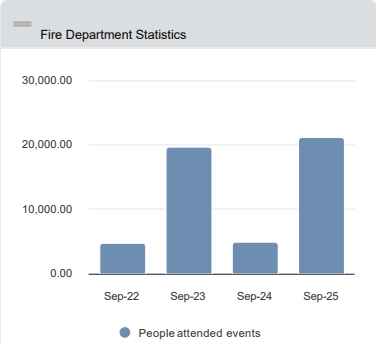
On Schedule or Complete | In Progress or Needs Work | Behind Schedule or Not Started | No Information | No Update

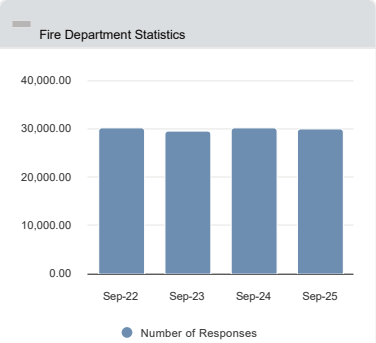


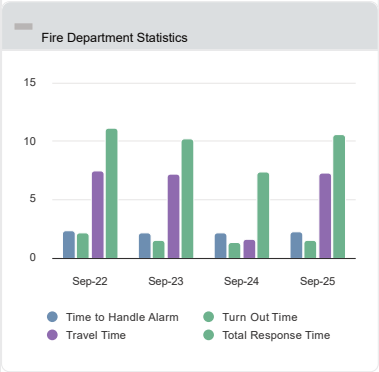


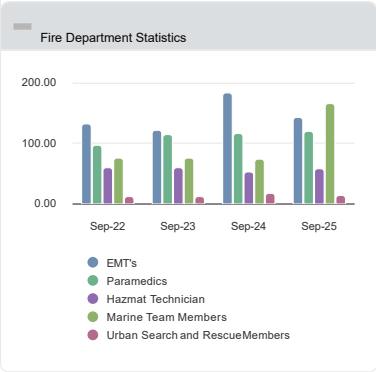


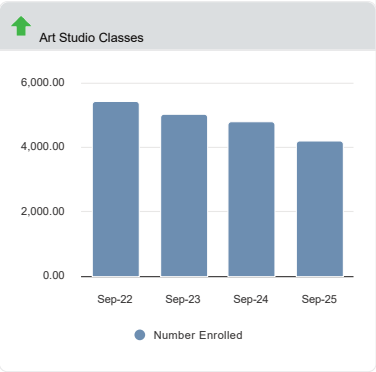


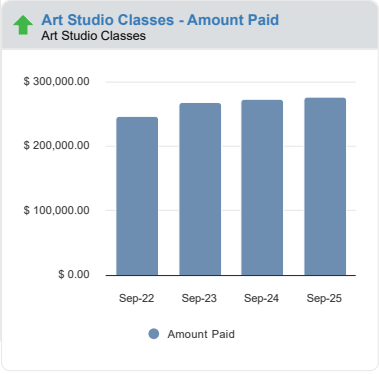


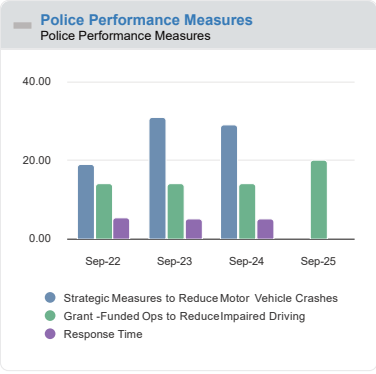


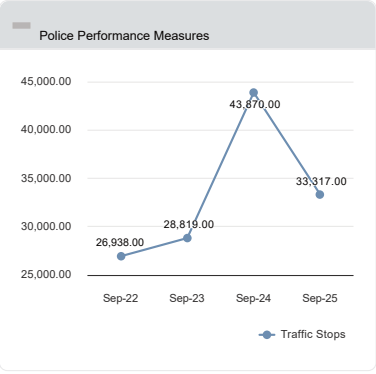




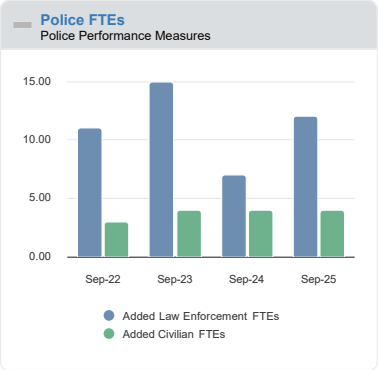


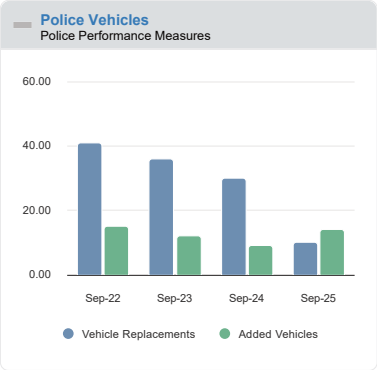






On Schedule or Complete | In Progress or Needs Work | Behind Schedule or Not Started | No Information | No Update





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

Communication

Public Communication
Community Engagement
Marketing
Employee Communications

Analysis

Communication

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

The Office of Communications has developed and implemented communication strategies and materials that assist us in informing residents and visitors about city initiatives, projects, and key issues. The 2025 Communication Plan can be found on the City's website.

Create a New Resident Guide Providing Useful Information regarding Cape Coral Codes, Services, and Amenities
City Manager's Office

Our team has almost completed the process for Cape Coral's new resident guide, which will provide essential information about city codes, services, and amenities. A final draft has been created. We aim to complete and publish it by October 1st.

Redesign the City's Website
City Manager's Office

This project aims to improve the design, user experience, and functionality, featuring enhanced navigation, a modern look, mobile optimization, and ADA compliance. The website's visual look and ADA accessibility compliance have been completed, and we are now focused entirely on content updates. All departments have been contacted regarding their updates, and several offices and departments are now completed. Those areas will only need ongoing updates to incorporate any new information added between now and the launch. We will continue to finalize sections over the next month, with the vision to consider the website complete when every area has been approved by its respective subject matter experts.

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

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

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

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

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

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

In FY2025, the Development Services Permitting Division began quarterly Contractor's Office Staff training sessions to familiarize contractor's office staff with the EnerGov Customer Self-Service platform and common mistakes in permit application preparation and submission to reduce permit application rejections.

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

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

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

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

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

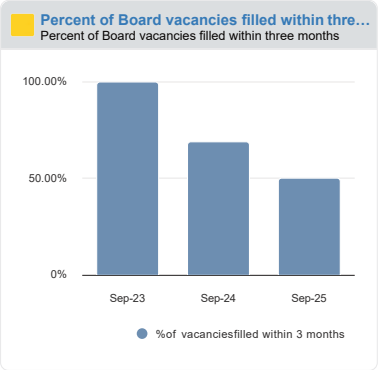
Community meetings including forums and town halls are held regularly on city projects, events, and priorities.

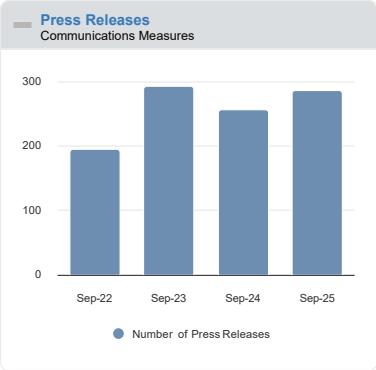
Conduct a Citizen Feedback Survey every Two Years Assessing the Quality of Municipal Services
City Manager's Office

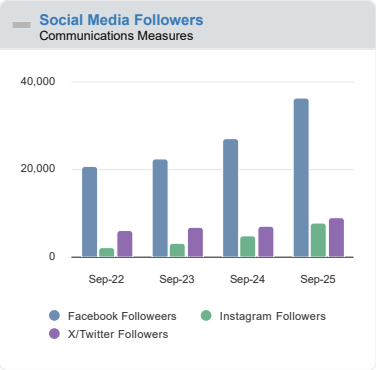
On Schedule or Complete | In Progress or Needs Work | Behind Schedule or Not Started | No Information | No Update

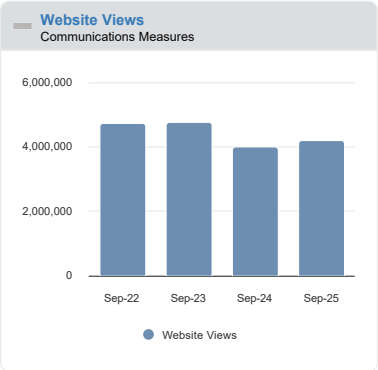
Analysis
The most recent citizen survey was sent out in April 2025, and we have the results. The survey was facilitated by the National Research Center, Inc., which has conducted the past nine Cape Coral surveys and employs scientific methods to conduct research.
Fill Vacancies on Advisory Boards within Three Months City Clerk's Office
City Council appointed Boards, Committees, and Commissions vacancies occur due to terms ending or due to unexpected resignations. In FY2025, we experienced 12 vacancies. Out of the 12, six vacancies were filled within three months or less meeting the current goal followed by six other vacancies being filled taking five months to one year. Efforts to obtain applications include City Council outreach with their constituents, newspaper ads, social media outreach, website posting, and word of mouth.
Increase the Number of Full-time Equivalent Volunteer Hours City Manager's Office
Volunteer hours are tracked by individual departments. Opportunities are always available for both employees and residents.
Continue to Host the Citizens Academy City Manager's Office
Our office hosts the Citizens Academy once each year in the spring.
Support and Collaboratively Engage with Neighborhood Groups, Civic Associations, and Non-profits City Manager's Office
City staff work alongside many organizations to build a stronger community. • Cape Coral Construction Industry Association (CCCIA): Meetings are held regularly to hear from the construction industry and communicate changes that may affect them. • Cape Coral Friends of Wildlife: The City received a grant to purchase lots for Burrowing Owl preservation, and partners with the Cape Coral Friends of Wildlife, Florida Fish and Wildlife Commission, and Fish and Wildlife Foundation of Florida, Inc., and Big Waters Land Trust to maintain the properties.
Develop an Annual Communication Plan City Manager's Office
The 2025 Communication Plan is complete and includes information on the following items: • Communications and Marketing Goals • SWOT (strengths, weaknesses, opportunities, threats) • Strategies and Tactics • Performance Measures
Update the City's Logo and Branding Materials City Manager's Office
We've created a basic brand guide and are now enhancing it to ensure consistency across all communications. The updated guide will include detailed guidelines on typography, colors, imagery, and tone, while the City logo will remain unchanged.
Maximize Use of the "Flowing with Possibilities" Tagline City Manager's Office
This project is on hold. We are looking into a different tagline.
Develop and Implement Employee Recognition and Appreciation Strategies Human Resources
Policy/procedure for employee years of service recognition was submitted to the Assistant City Manager on 7/9/25 and remains pending.
Provide Employees with Regular Opportunities to Learn about Issues and Challenges City Manager's Office
We created and implemented the first city internal newsletter called City Pulse and it is sent out on a monthly basis and it includes information of other departments and divisions as well as upcoming events and hot topics. Also, after every regular City Council meetings, our office compiles an informational recap of hot topics discussed and/or approved by council. This is called Cape Clips and it is distributed to all employees, posted on social media, and the City's website.
Distribute Regular Employee Newsletters, Email Blasts, and Messages from the City Manager and other Executive Team Members City Manager's Office
A monthly newsletter called City Pulse is distributed via email to ensure employees stay informed about citywide initiatives and decisions. The employee newsletter includes highlights of the most popular social media posts and newsworthy updates to ensure staff stays connected to what's happening in the City. Messages of thanks from the City Manager are sent to employees around holidays like Labor Day, Thanksgiving, and Christmas.
Keep City Employees Informed and Involved in Public Dialogue so they can Assist in Telling the City of Cape Coral's Story City Manager's Office
Employees are encouraged to participate in public meetings, events, and city initiatives to foster an informed and engaged workforce that can effectively share the City of Cape Coral's story.

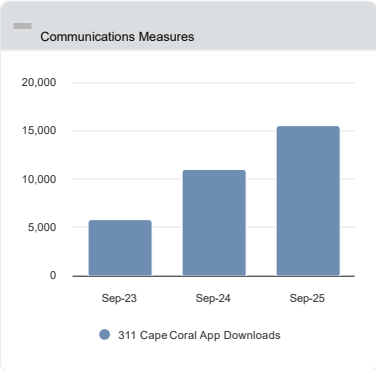
On Schedule or Complete | In Progress or Needs Work | Behind Schedule or Not Started | No Information | No Update











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

Economy Education, and Workforce

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

Analysis

ECONOMY, EDUCATION, AND WORKFORCE

Attract New Businesses and Commercial Development, Especially Office, Light Industrial, and Logistics, to the Former Academic Village Site, Burnt Store Technology and Innovation Park, Mid-Cape Village, and City Square

Economic & Business Development

The City has issued an RFP for a Vision Plan for the Former Academic Village Site and Burnt Store Technology and Innovation Park. Three proposals were received and scored, and a vendor will be selected to guide redevelopment of these key sites.

The Economic and Business Development Office (EBDO) is currently working with 14 active projects totaling $6.9 billion in potential investment and thousands of jobs. In addition to these active projects, $64.2 million in investment projects have been approved and are moving forward.

Completed projects include the $19 million Slipaway, as well as the addition of 69,800 sq. ft. of new office and light industrial space through the Nortech expansion and construction of a multi-tenant flex building, further strengthening Cape Coral's commercial and industrial base.

EBDO continues to promote Cape Coral as a hub for office, light industrial, logistics, and tourism investment. Efforts include targeted marketing, media outreach, and website updates designed to provide streamlined information for investors and businesses.

The recently completed Economic Development Strategic Plan positions Cape Coral to attract new opportunities and strengthen our local economy.

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

Economic & Business Development

The City Council has approved a Purchase Agreement with Gulf Gateway Resort for the development of Seven Islands—a project envisioned to create a vibrant mixed-use waterfront destination, including multi-family condos, townhomes, fish houses, a hotel resort with meeting space, at least 37,000 sq. ft. of commercial space, a community center, park, and boat slips/marina.

Regulatory milestones are proceeding as planned. An application to the U.S. Army Corps of Engineers was submitted in January 2024, with review now underway and a typical review period of 18–24 months expected. The South Florida Water Management District application was submitted in May 2025, with a projected issuance in December 2025.

Locally, a traffic impact study was reviewed by Transportation staff. The conceptual site plan for the Development Agreement has been finalized, and a Draft Term Sheet created. On September 17, 2025, City Council approved text amendments to the Seven Islands District Future Land Use, ensuring alignment with the proposed site plan and moving the project another step closer to realization.

Expand and Diversify the City's Overall Tax Base

Economic & Business Development

EBDO has achieved measurable progress toward expanding and diversifying Cape Coral's tax base through a comprehensive, data-driven strategy. This fiscal year, the department generated 35 targeted industry leads and 54 prospective business outreach contacts, while actively participating in 35 industry networking events and seven tradeshows and conferences to build relationships and raise the city's profile among key decision makers. Marketing efforts included 19 ads in industry publications and a robust campaign generating 27,000+ engagements across social and digital channels, supported by positive media coverage of business attraction and retention success stories. The EBDO's incentive programs have yielded tangible results, with approvals and recommendations for at least five qualifying businesses, and continued management and promotion of site development and targeted industry grants.

Staff have also completed 24 formal business retention and expansion visits this year, gathering feedback to optimize support for existing employers, and have hosted 11 industry roundtables attended by 169 participants, fostering active dialogue and collaboration among local stakeholders. New roles within EBDO have enabled focused attention on the three core functions of retention, expansion, and attraction, including the successful hiring of a Business Recruitment & Retention Specialist focused on supporting business expansion. This specialist increases internal capacity to assist businesses with growth, facilitate connections to resources, and proactively encourage reinvestment in Cape Coral.

Recent highlights include the completion of the Economic Development Strategic Plan, streamlined recruitment with an emphasis on healthcare, and positive engagement with several hospital systems. This has positioned Cape Coral at the forefront of a local health provider's capital investment planning, with accelerated consideration for a new hospital development in the city. Participation in national rankings publications, priority permitting for key projects, and execution of city promotional events have strengthened the business environment and built regional brand equity, further supporting tax base growth.

Moreover, the New Biz Navigator Program and EBDO's role as ombudsman for commercial construction continue to streamline navigation of regulatory and permitting processes, making Cape Coral a more attractive and accessible destination for commercial investors.

Retain and Grow Existing Businesses in Targeted Industries

Economic & Business Development

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

Analysis

EBDO has demonstrated strong progress in retaining and growing existing businesses within Cape Coral's targeted industries. Over the past year, staff reached out to 64 businesses and scheduled 24 retention and expansion (BRE) visits. Direct assistance was provided to 391 existing businesses through permitting navigation, incentive application support, and business tax receipt consultations. These engagements ensure that local employers receive dedicated guidance, streamlined regulatory pathways, and meaningful access to city-backed programs that help them overcome operational hurdles and seize opportunities for expansion.

Participation in 11 industry roundtables, attended by 163 stakeholders, provided vital forums for gathering actionable feedback from the business community, strengthening partnerships between the City and existing industry leaders, and identifying tailored workforce and infrastructure solutions. The EBDO also directly referred or supported 24 BRE outreach requests, highlighting the office's responsiveness to employer needs. These hands-on efforts are further amplified by a proactive communications campaign, with 43 distinct marketing and engagement efforts aimed at promoting retention opportunities, celebrating business milestones, and sharing success stories across digital channels.

To reinforce these retention outcomes, the EBDO filled a new Business Recruitment & Retention Specialist position in July 2025. This role's dedicated focus on supporting established businesses has resulted in enhanced capacity for follow-up, deeper technical guidance, and event facilitation—further increasing the department's ability to provide timely assistance and advocate for the needs of Cape Coral's employers.

Overall, these concerted initiatives—business visits, referrals, in-person outreach, regulatory navigation, targeted communications, and the strategic hiring of retention-focused staff—demonstrate the City's commitment to building a resilient, growth-oriented business environment in key sectors and ensuring that local enterprises remain at the heart of Cape Coral's expanding economy

Expand Employment Opportunities within the City
Economic & Business Development

Expanding job opportunities in the City remains a central focus of our Economic Development Strategic Plan. Over the past year, notable progress has been achieved through targeted marketing efforts and the effective management of incentive programs designed to attract investment and support sustainable growth.

Approved projects in this period are expected to generate 217 new jobs, with an additional 1,609 jobs in the pipeline from pending projects currently underway with the Economic and Business Development Office (EBDO). Together, these efforts highlight the City's proactive approach in cultivating partnerships with businesses and leveraging incentives to create high-quality employment opportunities for residents.

These accomplishments demonstrate the City's strong commitment to fostering a vibrant economy, encouraging private sector investment, and ensuring that job creation remains a key outcome of our strategic initiatives.

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

The Economic and Business Development Office (EBDO) is currently working with 14 active projects totaling $6.9 billion in potential investment and the creation of thousands of jobs. In addition to these active projects, $64.2 million in investment projects have been approved and are underway. City assistance includes $417.9 million pending and $5 million approved to support business and development initiatives, reinforcing Cape Coral's commitment to offering incentives for qualified businesses and developers pursuing job creation and investment opportunities.

Update the City's Economic Development Master Plan
Economic & Business Development

The Economic Development Strategic Plan was completed and presented at the January 15, 2025 Committee of the Whole Meeting.

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

In response to the objective of fostering cultural development, the City established the CreativeCape Arts Incentive Program. This initiative provides grants ranging from $5,000 to $250,000 to support the acquisition, improvement, or construction of venues dedicated to cultural arts, as well as direct funding for community programs, events, and performances that celebrate artistic expression across multiple disciplines. Eligibility extends to for-profit and nonprofit cultural organizations, individual artists, and developers committed to advancing arts and culture, particularly within the Community Redevelopment Area.

EBDO has actively promoted this incentive, convening focused roundtable discussions with industry representatives to seek feedback and identify further opportunities to expand the local arts market. In these efforts, EBDO has also engaged key City partners, such as the Parks & Recreation Arts Division, ensuring a collaborative approach to strengthening Cape Coral's cultural vitality.

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

Progress continues in strengthening Cape Coral's regional economic development partnerships. Cape Coral's Economic Development staff participates in monthly Horizon Council meetings—including general membership, executive sessions, and committees—to share key accomplishments, stay abreast of regional economic development efforts and keep Cape Coral's projects at the forefront of the regional agenda. The Horizon Council, as a public-private advisory board, and the Horizon Foundation, through targeted investment initiatives, both play vital roles in supporting economic growth across Lee County.

The City of Cape Coral also supports the Horizon Foundation as an Investor Level partner, ensuring the city's priorities and successes are highlighted in printed and digital regional marketing materials. Beyond our relationship with Lee County Economic Development, the EBDO has further strengthened collaborations with the Lee County Visitors and Convention Bureau. EBDO staff collaborate regularly with Lee County EDO on new initiatives and attend the Visitors Bureau's monthly meetings to promote city projects and events regionally. Notably, in partnership with the Visitors Bureau, EBDO facilitated bringing the Model T Ford International Club's annual Antique Car Tour to Cape Coral—an effort exemplifying collaboration to enhance the city's visibility and tourism profile.

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

Planning & Zoning is leading the initiative to establish a comprehensive development plan for the Burnt Store Road Corridor. This effort is tied to a proposed city-initiated future land use amendment affecting over 1,000 acres, which would reclassify various parcels into the newly created Burnt Store Road District. Envisioned as a major economic gateway for northwest Cape Coral with access to I-75 via a principal arterial highway, the corridor aims to promote mixed-use, commercial, professional, and industrial development to support the city's long-term growth. EBDO is collaborating closely with Public Works to ensure that commercial access needs are integrated into the County's ongoing design work for Burnt Store Road, promoting coordinated planning and facilitating future economic opportunities in the area

Encourage and Provide Incentives for New Projects to use Structured Parking
Economic & Business Development

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

Analysis

In support of the City's objective to encourage structured parking in new developments, EBDO incorporates discussions about parking decks with developers of large-scale projects and includes these requirements in proposed term sheets for qualifying incentives. Currently, there is one notable project still in the negotiation phase for which the City proactively advocated for the incorporation of a structured parking deck. The development concept has since been modified to include this element.

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

Improvements in progress: 3 public parking lots and public parking at two mixed use developments: The Cove at 47th and Bimini Square.

Project #: C193001011 - Big Johns Parking Lot Improvements - Scope of Work: Mil and resurface Big John's parking lot with the addition of Compactors and EV chargers. Restripe and the addition of speed humps. Approved Budget: $1,560,082

Project #: C193001007 - 4642 Vincennes Boulevard Public Parking - Scope of Work: Design and construction of a 40 space parking lot to include landscaping, curbing, paving, drainage outlets, irrigation, lighting, and EV chargers. Approved Budget: $659,591

Project #: C193001007 - 4813 Vincennes Street Public Parking - Scope of Work: Design and construction of a 20-space parking lot to include landscaping, curbing, paving, drainage inlets, irrigation, lighting and EV chargers

Parking Garages: The Cove at 47th Mixed Use Development - 125 designated public parking spaces in their parking garage, and Bimini Square: 125 designated public parking spaces in their parking garage.

Complete Median and Landscaping Improvement Projects within the Community Redevelopment Agency (CRA)
City Manager's Office

CRA Projects:

- Del Prado from Waikiki Ave to Cape Coral Parkway was completed.

- Palm Tree Blvd. medians - 100% design completed. Construction begin 7/21/2025. Expected completion Nov - Dec. 2025.

- Country Club Blvd. Medians - F-Type curbing installed. Curbing project expected to be completed in September 2025. Country Club Landscaping bid opens September 25, 2025.

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

In response to the waypoint of encouraging and incentivizing the development of mixed-use buildings to create attractive, pedestrian-oriented projects, the City has taken several proactive measures. The City allocated $7 million in tax increment funding to support the Bimini Square Project, now under construction, which integrates restaurants, boat access, medical offices, and residential living to foster a vibrant, walkable community. In addition, a $20 million Enhanced Value Recapture Grant was awarded to the Coral Grove Town Center, a transformative $700 million mixed-use development that will reactivate 130 acres of vacant land. This project is projected to deliver over $1 billion in economic impact, supplying much-needed retail, dining, hotel accommodations, recreation spaces, and walkable public areas to an underserved part of the city.

Importantly, both the Bimini Square and Coral Grove projects were designed with strong pedestrian connectivity in mind, featuring enhancements such as improved lighting, landscaping, and dedicated walkways linking residential sections to commercial spaces. After securing funding for these projects, EBDO has maintained close collaboration with Development Services and both development teams, establishing a series of progress meetings specifically aimed at streamlining the permitting and approval processes, ensuring timely delivery and alignment with the City's vision for mixed-use, pedestrian-friendly communities.

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

Special Events created Music and Art Fusion which occurs two times a year as well as the City of Cape Coral New Years Eve event. Music and Art Fusion Walk will be modifying their entertainment style to have Buskers in an effort to grow the event. On February 14, 2026, there will be a Model-T Car Show at the old Veterans Museum. South Cape Community Center is hosting a Fall Festival on November 8th. Discussions regarding 250th Birthday of the U.S. events enhancements and/or additional events are ongoing.

Complete Public Art Installation Projects
Economic & Business Development

No activity

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

In alignment with the goal of assisting in the acquisition and development of affordable and mixed-income multifamily properties, EBDO has taken a proactive approach to fostering partnerships and supporting innovative housing solutions. At a recent industry roundtable, EBDO facilitated a connection between a healthcare provider and the developer of an affordable living project. This introduction sparked mutual interest and both entities have since pursued the opportunity, advancing prospects for integrated housing and healthcare support within the community.

EBDO also routinely engages with developers of multifamily and commercial projects who may not initially meet incentive criteria. The department has modified its approach to allow consideration of funding for projects that incorporate workforce housing elements, ensuring that public support is directed toward developments that serve Cape Coral's growing need for attainable, community-focused housing options.

Connect Qualified Workers with Employers by Collaborating with Regional Workforce Training Opportunities through CareerSource, Cape Coral Technical College, the Lee County School District, and Oasis Charter Schools
Economic & Business Development

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

Analysis

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

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

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

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

Sustain Certification Programs for High School Students to Maintain Workforce Readiness Opportunities upon Graduation
Charter School

Oasis High School has established certification programs for work force readiness in the areas of Culinary Arts, Digital Information Technology, Device Configuration Management, Robotics, Gaming, and Simulation. In conjunction with the Florida Southwestern State College dual enrollment program, Oasis is also able to offer students computer science certifications in coding and cybersecurity. Additionally, Oasis holds both a career fair and college fair each year exposing all students in grades 9 – 12 to various career opportunities and the colleges and universities that may potentially suit their interests and needs.

Work with Employers to Establish Internship Programs
Economic & Business Development

No activity

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

No activity

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

Oasis Charter Schools is a high performing municipal charter school system recognized by the Florida Department of Education as a grade "A" school system based on student test scores, and student performance which routinely surpasses local and state performance records. Additionally, all four schools are designated Florida Schools of Excellence based on high student proficiency levels. Furthermore, Oasis Charter Schools earned both the Cognia Accreditation with Distinction Award, and the Circle of Excellence Award for Exemplary Leadership in Education. Cognia gives these awards to schools and systems that effectively implement high-quality instruction, demonstrate consistent organizational effectiveness, and maintain a commitment to continuous improvement. During the 2024 – 2025 school year, Oasis High School reported a 99 percent graduation rate. Furthermore, the high school offers students a baccalaureate Cambridge Curriculum that is directly tied to the Florida Bright Futures Scholarship program. The Oasis Charter Schools also provide a nationally recognized K – 12 STEM Innovation Program to all students which supports the rigorous academic objectives of the organization's strategic plan.

Partner with Lee County School District Public Schools to Ensure Quality Education Programs and Sufficient Facilities are Provided to Meet Current and Future Educational Demands
City Manager's Office

The city has a strong partnership with schools located within the city. The city is currently assisting with the creation of a multi-purpose athletic field on the eastern side of the Oasis Charter School Campus.

Host an Annual Forum of School Principals and Key City Staff to Promote Understanding Between City Government and Educators
City Manager's Office

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

Explore Assigning a Management-level Position within City Government to Develop Strong Partnerships with All Educational Institutions and Ensure High-quality Education Services are Provided City-wide
City Manager's Office

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

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

Staff is currently working on programs that will promote eco-tourism opportunities in Cape Coral. A third-party vendor offers kayak rentals and tours at Sirenia Vista Park and Four Mile Cove Eco-Park for visitors to access waterways and learn about the natural environment. Crystal Lake Park has opened and staff is starting to program activities and events there. Staff will also look to add programming at Joe Coviello Park such as walking tours and plant and animal education. Rotary Park continues to offer many programs and events such as the Borrowing Owl Festival.

Create a Visitor Development Strategy
Economic & Business Development

EBDO has made notable progress on the waypoint of establishing a visitor development strategy for Cape Coral, as reflected in the recommendations of the Economic Development Strategic Plan. Developed with robust stakeholder input—including consultant-led surveys—the plan recommends approaches to strengthen the city's visitor economy and expand tourism's role within Cape Coral's broader economic landscape.

To build momentum for implementation, EBDO has crafted an execution strategy focused on forming a new tourism alliance in partnership with the Chamber of Commerce. While this concept was discussed and supported at the Chamber's Executive Board level, it has not yet been formally adopted by either the full Chamber Board or the City. Both parties are now collaborating to identify operational details and required resources before moving forward.

Develop a Public Art Master Plan
City Manager's Office

A Public Art Master Plan has not yet been completed. However, arts and culture play a major role in the City's Economic Development Strategic Plan.

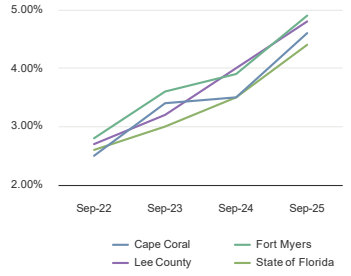
On Schedule or Complete | In Progress or Needs Work | Behind Schedule or Not Started | No Information | No Update

Analysis

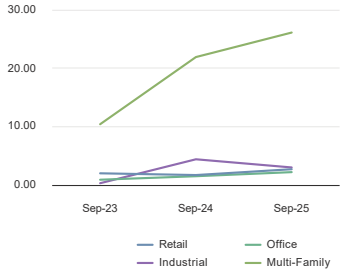
Implement the "Celebrate the Cape" Initiative to Provide More Opportunities for Residents and Visitors to Gather to Highlight the Cape's Natural and Cultural Resources and Expand Special Event Programming to Include New Signature Events such as New Year's Eve and Cultural Diversity Celebrations
Parks and Recreation

Special Events held its second annual Culture Fest in FY 2024 as well as the inaugural New Years Eve Event. Music and Art Fusion Special Event has also been added and is held twice a year. In FY25 Special Events hosted Culture Fest, two Music and Art Fusion Walks, and the New Years Eve Event.

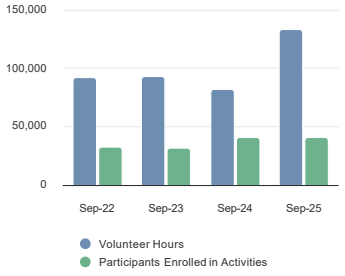
Unemployment Rates



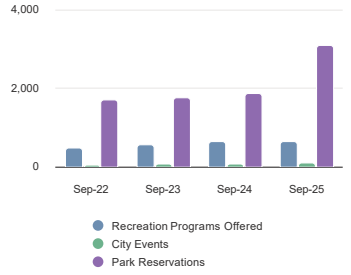
Vacancy Rates



Park and Recreation
Parks and Recreationn



Parks and Recreation
Parks and Recreationn



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

Fiscal Stability

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

Analysis

FISCAL SUSTAINABILITY

Reinstate Performance Management and Benchmarking Practices to Identify Efficiencies and Organizational Improvement Opportunities
Financial Services

Software was purchased and implemented in FY 2025.

Demonstrate a Commitment to Continuous Improvement

All departments remain committed to continuous improvement through ongoing review and refinement of internal policies, procedures, and processes.

Seek Out and Implement Leading Industry Practices

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

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

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

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

All departments regularly review policies and procedures to identify and eliminate inefficiencies. The City also continues to invest in technology solutions that streamline operations and remove barriers to service and innovation.

Develop and Maintain a Budget Stabilization Reserve Fund at a Minimum of Three Months of General Fund Expenditures to Strengthen the City's Ability to Protect against Revenue Shortfalls, Emergencies, and Respond to One-time Opportunities
Financial Services

Financial Management Policy Policy #22: General Fund fund balances shall be maintained in accordance with the following: The City shall maintain a Budget Stabilization Reserve (BSR) in Committed Fund Balance of between 2 to 3 months of expenditures or 16.67% to 25%, with a goal of 3 months, of the General Fund operating expenditures, including fund transfers. The purpose of the reserve is to provide a method of insuring resources are available when budget shortfalls occur and of funding the reserve when revenue exceeds expectations.

a. Funding the Budget Stabilization Reserve

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

2) The City Manager shall prepare a plan for the City Council's approval to achieve the City Council's goal of 3 months within three (3) years of the use of the BSR and/or to achieve the City Council's goal of three (3) months reserve.

b. Use of the Budget Stabilization Reserve

1) The BSR may be used to support the City's operations in the event of a major catastrophic event provided that the disaster reserve has been exhausted and Federal and State Funding have been applied for.

2) The BSR may be used to fund recurring operating expenses for a limited period in the event of a significant economic downturn threatening the City's ability to provide services to the community.

3) The maximum amount that can be used in any one year or successive years shall be 33% of the reserve. c. In no event shall the Budget Stabilization Reserve stay below 2 months or 16.67% of the annual operating budget including transfers for more than one year.

The fiscal year budget includes a budget stabilization fund of 23% of the General Fund operating expenditures.

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

The City of Cape Coral's sound financial condition is evidenced by strong reviews and ratings from Moody's, Fitch, and Standard and Poor's. The rating agencies have recognized the City's sound financial condition and successful implementation of a comprehensive financial management system that emphasizes policy compliance, long-range forecasting and planning, managed growth, economic diversification and protection of reserves.

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

Maintain a Competitive and Favorable Property Tax Rate
Financial Services

Real estate property taxes, also referred to as real property taxes, are a combination of ad valorem taxes (assessed value of real estate) and non-ad valorem taxes (services or infrastructure that affect a property.) The City maintained the rate for FY26 and projected possible future rate increases to remain competitive.

Receive the Annual Distinguished Budget Presentation Award from the Government Finance Officers Association Demonstrating the City's Commitment to Meeting the Highest Principles of Governmental Budgeting
Financial Services

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

Analysis

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

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

The City has consistently received the award for decades.

Ensure Financial Policies are Reviewed and Updated Every Five Years
Financial Services

On February 25, 1991, the City of Cape Coral adopted a comprehensive set of financial management policies in the areas of operating management, debt management, accounts management, financial planning, and economic resources. At various times, City Council and the Budget Review Committee have conducted thorough reviews of such policies as part of an ongoing process of economic and financial as conducted by City staff. On November 2, 2022 the City of Cape Coral adopted an updated set of financial management policies effective September 30, 2022. On June 13, 2023, The City of Cape Coral Charter School Authority adopted a comprehensive set of financial management policies in the areas of budget management, operating management, debt and treasury management, accounts management and financial planning, funding designations, and fund balance policies.

Management has performed review of the policies annually. Updates to the policies were brought before and approved by Council by way of Resolutions 334-24 and 285-25.

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

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

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

On February 25, 1991, the City of Cape Coral adopted a comprehensive set of financial management policies in the areas of operating management, debt management, accounts management, financial planning, and economic resources. At various times, City Council and the Budget Review Committee have conducted thorough reviews of such policies as part of an ongoing process of economic and financial as conducted by City staff. On November 2, 2022 the City of Cape Coral adopted an updated set of financial management policies effective September 30, 2022. Policy #11: Revenue and expenditures for all operating funds should be projected for at least four years beyond the current budget. The City prepares a four-year projected budget every year.

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

Upgrade Current Information Systems: Replaced entire City network (wired and wireless) with an AI-Native self-configuring and self-healing network technology solution. Completed 04/2025. Replaced 12-year-old lead-acid battery UPS system with a leading-edge lithium-ion battery solution to better protect our critical infrastructure. Completed 08/2024. Replaced the City Hall server cluster with latest technology improving speed and throughput of on-premise systems. Completed 11/2024.

New Cost-effective Technology Projects to:

Reduce Inefficiency: Implemented new public safety records management and dispatching systems with the same system the county uses to reduce inefficiencies. Completed11/2024.

Improve Business Processes: The Clerk's Office implemented a new agenda management software to streamline business processes. Completed 11/2024.

Improve Communications: Implemented a chatbot on the City website capable of answering questions and opening 311 tickets, providing constituents with around the clock 311 services. Completed 08/2025.

Enhance Customer Service: Implemented software and installed radio towers to enable real-time water usage monitoring capabilities for residents. Completed 10/2024.

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

The City has completed four audits/assessments and four exercises in FY25 to strengthen our security posture.

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

Not Started

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

The City purchased a SMART parking application for use at the Cove on 47th Ter public parking facility. This was completed 09/2025.

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

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

Analysis
HR entered into an agreement with the consultants to preform a salary benchmark study for all non-bargaining positions. The consultant proposal is pending City Manager review and approval. Police, Fire and IUPAT position were also benchmarked in FY25.
Invest in Employees' Professional Growth and Development through Internal and External Training, Education, and Mentorship Opportunities Human Resources
T&D - Instructor-Led FY25 New Employee Orientation Leadership Forums (organizer) Leadership Academy (2) Workplace Harassment FY24-25 (instructor-led) – PW stormwater Workplace Harassment FY26-27 (instructor-led) – Water Rec. teams Managing Emotional Intelligence Managing EPE Reviews Writing Self-Reviews Behavior-based Interviewing: Find the Best Match Mastering Interviewing Skills for Success True Colors (team-building workshop) - CCPD Victim's Advocate team
Support Leadership Development and Effectiveness within the Organization City Manager's Office
In-house leadership training is offered to employees to support internal growth. Courses in SABA are also available to all employees. The City of Cape Coral offers tuition assistance to those who are interested in external educational courses and degrees.
Ensure Succession Planning Initiatives are Completed within each Department Human Resources
HR developed and is enlisting department participation in a Succession Management training class designed to align department goals and staff resources. The first class is scheduled in September 2025.
Ensure the Workforce Reflects the Demographics of the Community Human Resources
Employee demographics align with community demographics.
Embrace Internship and Apprenticeship Programs to Increase the Pool of Candidates to Fill Positions Human Resources
HR has established an internship program for departments to utilize.
Conduct a Comprehensive Review of the City's Personnel Ordinance and Policies to Ensure they are Relevant, Meet the Needs of Current and Future Employees, and Eliminate Barriers to Effective Workforce Management Human Resources
A review of the City's personnel ordinance is currently underway to provide recommended amendments.
Complete a Long-term Facility Workspace Needs Analysis Capital Improvements
Study completed, as of 10/01/2024. Final review by executive staff determined it was not feasible to move forward.
Design and Construct a New Fleet Services Facility Capital Improvements
Engineer working on Design Plans, moving towards 90% completion. Zoning and Land use, Survey, Environmental Assessment and Endangered Species Survey and Permitting Complete. CMAR firm selected at SAC on 9/9/2025.
Complete Design and Construction of New Fire Stations 12 and 13 and Replacements for Fire Stations 5 and 10 Fire Department
The CCFD has completed design and construction of Fire Station 12 and 13, they are both operational. Additionally, Fire Station 10 design is complete with construction to begin in FY2026, Fire Station 5 design will be completed in FY2026. We also have a consultant report that supports our plan for Fire Station 14, 15, 16 design/construction.
Complete Conceptual Planning for Permitting and Licensing Customer Service Center, Emergency Operations Center, Municipal Services, and other Public Services Development Services

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

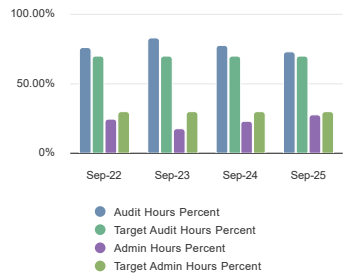
Analysis

Development Services is actively working with the Public Works Property Management and Capital Improvement Program divisions to develop a conceptual plan for renovations and parking improvements for a site on Santa Barbara Boulevard.

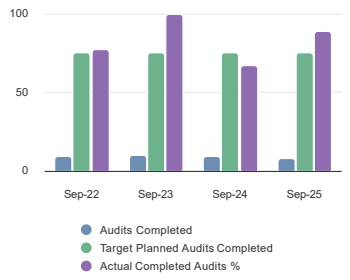
Encourage Private Sector Investment in Public Facilities
Economic & Business Development

No activity

Audit Hours
City Auditors Measures

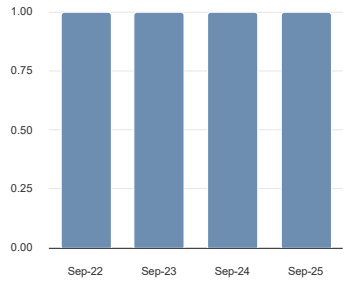


City Auditors Measures

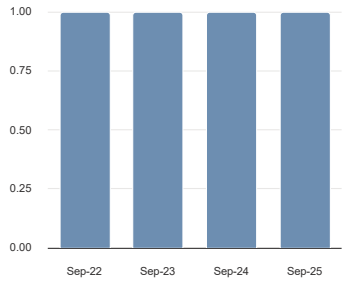


Recommendations Closed
City Auditors Measures

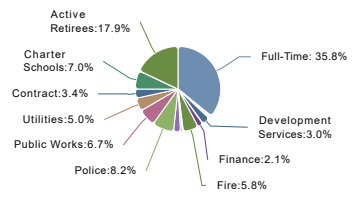
Annual 3 year balanced budget adopted



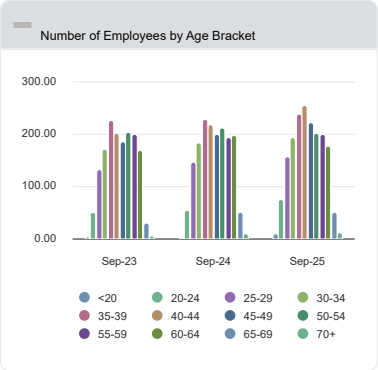
Issue City's Annual Financial Reports

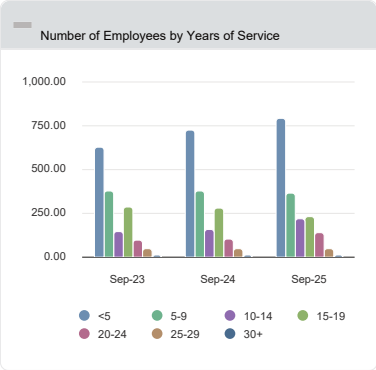


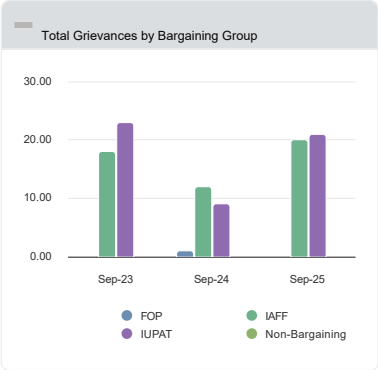
Number of Employees

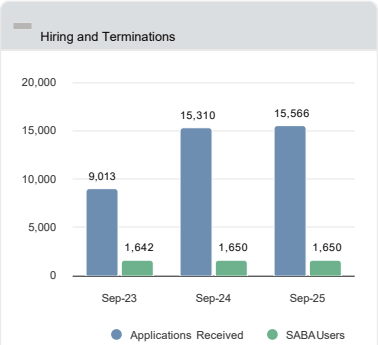


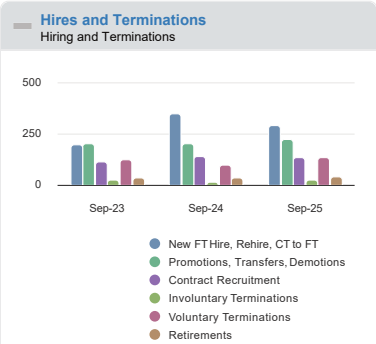
On Schedule or Complete | In Progress or Needs Work | Behind Schedule or Not Started | No Information | No Update

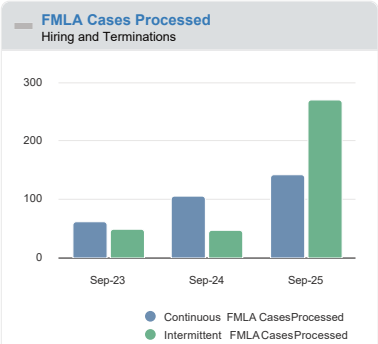


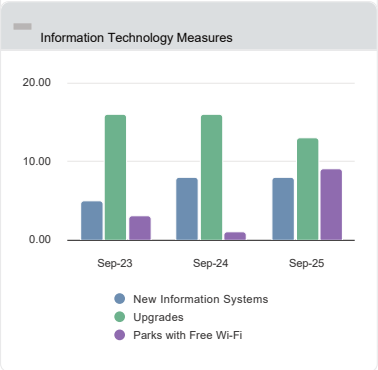


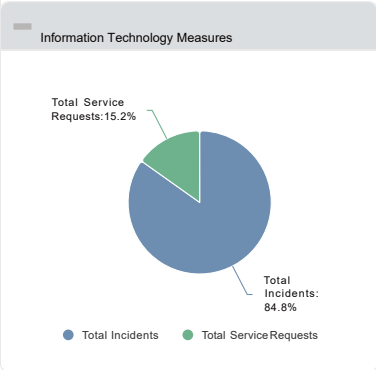












On Schedule or Complete | In Progress or Needs Work | Behind Schedule or Not Started | No Information | No Update

Infrastructure

Broadband
Mobility
Water & Wastewater

Analysis

INFRASTRUCTURE

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

No activity

Expand Fiber-optic Connectivity to Critical City Facilities
Information Technology

Expand Fiber-optic connectivity to Critical City Facilities:

Fire Station 13 completed 01/2025.

Police Training Facility completed 02/2025.

Festival Park completed 02/2025.

Yellow Fever Creek Park completed 03/2025.

Fire Training Facility completed 04/2025.

Provide Free Wi-Fi Service at City Parks
Information Technology

Added free wi-fi to Yellow Fever Creek Park and the Racquet Center in FY25.

Develop and Implement a Transportation Master Plan
Public Works Department

Plan completed in FY 2024. Amendment #1 Traffic Data completed in FY 2025.

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

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

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

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

In Progress: 9/25/25 Mobility Plan adopted. Proceeding to implementation FY26.

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

The PD&E Study for SR-78 - Project Development and Environment (PD&E) study for the proposed improvement to SR 78 (Pine Island Road) extending from CR 765 (Veterans Parkway) to the west of US 41 in Lee County. The study will evaluate the widening of SR 78 from 4 to 6 lanes, including safety improvements and multimodal accommodations.

Monthly progress meetings are scheduled. Consultant is under contract.

Start of Current Phase: Late 2024
Est. Completion of Current Phase: Mid 2027

In Progress: 10/1 - Public outreach; Noise; Capacity & Intersection evaluation underway

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

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

Analysis
Task is with Transportation Planning. Evaluation of intersections and mitigating strategies are referenced in ongoing planning efforts. The Mobility Plan includes key intersections along Veterans Memorial Parkway for further evaluations. Mobility Plan and Fee Phase 1 is scheduled for City Council Approval by October 1, 2025.
Plan, Design, and Construct the Missing Segment of Andalusia Boulevard through the North Cape Industrial Park Capital Improvements
Notice to Proceed for work to start on 06/04/2024. Kickoff Meeting on 06/12/2024. Consultant and Sub-consultants currently working on tasks per the Scope of Work, ESA Phase 1 (submitted on: 07/16/2024) Progress meeting #1 held on 07/30/2024. Traffic Data Collection scheduled for the week of 08/26. Design is ongoing, approximately 60% complete.
Plan, Design and Construct NE 24th Avenue - Widening and Roundabouts Capital Improvements
Design is in process in conjunction with UEP North 1 East contract areas. NE 24th Ave is part of the contract 11 area. The change order for additional roadway design and evaluations of round abouts along the segment was approved by City Council in September. The final determination on placing a roundabout at the intersection of NE 24th Ave and Diplomat did not occur until the COW meeting on 5/28/25. Configuring the roundabout at 24th Avenue has been problematic due to space constraints, minimizing impacts to adjacent property owners and coordinating with LCEC. Staff plans to soon provide Tetra with direction on how to proceed at that intersection as consideration is being given to a traffic light. 10/8/25 - Staff received direction at CTAC to proceed with roundabout. Direction given to Tetra and updated design plan are due the week of 10/27/25.
Complete Signalization Improvements to Del Prado Boulevard at Averill Boulevard and Del Prado Boulevard at De Navarra Parkway Public Works Department
Signal construction is substantially COMPLETE, pending minor punch list items. Scheduled completion: 4/23/2025. Signal was fully operational on 7/29/2025.
Enhance Synchronization and Optimization of Traffic Signals Public Works Department
The City of Cape Coral has historically relied on the Lee County's support for this initiative. In 2024, PW Transportation decided to program these efforts in-house. 1) Cape Coral Parkway - Transportation recently acquired a firm to perform signal retiming along Cape Coral Parkway. The study was completed in August 2025. Field implementation is anticipated to be completed in the Spring of 2026, pending the completion of Cape Coral Parkway 6-lane restriping. 2) Other Signals - In 2025, Transportation applied for a LAP grant for signal retiming of the remaining signalized intersections.
Support the Development of an Interchange at I-75 at Del Prado Boulevard Public Works Department
Transportation Planning is working in conjunction with the MPO and City Council to support this development. In Progress: 12/11/24 – Resolution of Council support established. 9/19/25 – MPO Adoption of PD&E into LRTP 9/25/25 – Mobility Plan adoption with funding cost share
Support Capacity Improvements to Burnt Store Road, Cape Coral Bridge, and Midpoint Bridge Public Works Department
The Transportation division continues to work closely with Lee County to support capacity improvements to Burnt Store Road, Cape Coral Bridge, and Midpoint Bridge. The Transportation division attends regular meetings to work along side Lee County on the project design to widen and update the Cape Coral Bridge.
Develop and Implement a Bridge Rehabilitation Master Plan Prioritizing Repairs, Rehabilitation, and Replacement of City-owned Bridges Public Works Department
The Bridge System Master Plan (BSMP) has been completed. Repairs identified in the BSMP are currently underway. Approximately 22% of all bridges in the city have been fully repaired.
Collaborate with LeeTran, FDOT, and Others to Expand Public Transportation Options within the City Public Works Department
Transportation Planning is actively working with the MPO and LeeTran to expand transit options. Currently, the Metropolitan Planning Organization (MPO) Long Range Transportation Plan (LRTP) and the LeeTran Transit Development Plan (TDP) are both underway and being guided by staff efforts. As planning efforts evolve, staff shall identify detailed policies, programs, and projects from city-adopted plans to be introduced into these external stakeholder long range plans. Completion time varies by agency timelines - refer to multimodal transportation master plan for preliminary recommendations that shall carry through. **In-Progress:** **9/25/25 Mobility Plan adoption establishes planning horizons to start programming Transit expansion options and Grant opportunities.** **MoD is the next feasible program and identified within the 2026-2030 CIP. Staff if aligning efforts with LeeTran to program funding.**
Complete Design and Construction of the Shared-Use Nonmotorized (SUN) Trail Public Works Department

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

Analysis

Project Ready for Construction:

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

   Currently in the bidding process.

Projects Under Design:

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

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

Public Works has completed 65% of sidewalks within one mile of all public schools. This equates to a total of 148.12 miles of sidewalk completed out of a total 228 miles needed.

Produce Potable Water that Meets or Exceeds all Safe Drinking Water Standards Established by the Environmental Protection Agency and the Florida Department of Environmental Protection
Utilities Department

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

2025 Update: During the period from August 2024 to August 2025 the North and Southwest RO WTP's produced 5,655 million gallons (MG) of potable water for distribution to meet customer demands. As documented in The City of Cape Coral 2024 Annual Drinking Water Quality Report, the City of Cape Coral's drinking water meets or surpasses all Federal and State drinking water standards. For the 2025 reporting period, this activity has been 100 percent achieved.

Implement the Utilities Master Plan
Utilities Department

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

2025 Update: Implementation of the Utilities Master Plan is an ongoing, multifaceted effort comprised of multiple projects and activities implemented by the Utilities Department and the Public Works Department Capital Improvements UEP. A partial summary of Utilities Master Plan projects completed in 2025 is summarized as follows:

- Acquisition of the former Southwest Aggregates mine property for utilization as a water supply reservoir, the NE Reservoir, for WICC 2.0;
- Master Pump Station 100 construction substantially complete, providing enhanced wastewater collection and transmission service supporting CRA development; and
- North Reverse Osmosis (RO) Water Treatment Plant (WTP) Phase I Wellfield Expansion well drilling and testing of five Water Supply Wells.

A partial summary of Utilities Master Plan projects underway in 2025 is summarized as follows:

- North Water Reclamation Facility engineering design;
- North RO WTP 6 MGD Expansion and 12 MG Storage Tank engineering design;
- North RO WTP Phase I Wellfield Expansion engineering design and construction bidding raw water main and well facilities;
- North RO WTP Phase II Wellfield Expansion engineering design;
- Southwest Water Reclamation Facility (WRF) rehabilitation engineering design;
- NE Reservoir Pump Station and Pipeline construction bidding;
- North 1 UEP West construction and North 1 UEP East bidding; and
- North 3 UEP engineering design.

Complete Design and Construction of the North 1, 3, 5 and 6 Utility Expansion Projects
Capital Improvements

North 1 West is approximately 86% constructed. Water and irrigation have been made available for all contract areas EXCEPT Contract 5 LS 716 area.

North 1 East is 92% Designed. Contract 11 is only at 70% design completion due to an issue with the roundabouts. Received direction at CTAC to proceed with roundabout at NE 24th and Kismet.

North 3 is 60% designed. UEP staff has been working to finalize a scope and cost for an addendum to the design contract. This will include work for the roundabouts, stormwater V-notch weir implementation and road revisions based on direction from Council.

North 5 is budgeted for FY29. - No work has started as North 6 is the next priority after North 3.

North 6 is budgeted for FY25. A draft RFP has been developed for the Program Manager process and is being reviewed by various parties.

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

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

Analysis

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

2025 Update: During the period from 10/2024 through 10/2025, the Hudson Creek development was acquired by DR Horton with their Forestar subsidiary leading the development effort and Atwell, LLC serving as the offsite utilities design engineer. Coordination between the North 3 UEP design and the Hudson Creek development offsite utilities design has been underway since 1/2025 and currently is at 50% for the majority of the offsite facilities and 10% for the Lift Stations. Additionally, coordination with Lee County Department of Transportation for location of the North 3 UEP and Hudson Creek Utilities adjoining and within the Burnt Store Road corridor right-of-way are underway and ongoing.

Provide City Utilities along Missing Gaps on Pine Island Road
Utilities Department

Background: The Pine Island Road Corridor west, located between Chiquita Blvd. and Burnt Store Road, project will provide water supply and wastewater collection utilities infrastructure to properties that currently are unserved. This project includes potable and irrigation water distribution system and wastewater collection and transmission system engineering design. Professional engineering contract RUT22113JM with Weston and Sampson was executed on 5/3/24, P.O. No. 24501698 was issued on 5/15/24 and NTP was issued on 5/28/24. As development of the Pine Island Road Corridor west proceeds, the property developments will be required to construct utilities required for service based on the design.

2025 Update: The 90% Utilities design was received on 6/23/25, and review is underway. Engineering design of the water and wastewater utilities required to serve the Pine Island Road Corridor is underway. The Judd Creek water and wastewater line extension project, located along Pine Island Road between NE 24th Ave. and Barrett Rd., will provide water supply and wastewater collection utilities infrastructure to properties in the area that currently are unserved or served by Lee County Utilities for water supply and FGUA for wastewater service. Preparation of a Design-Build Request for Proposal for the Judd Creek utility extension project is underway and issuance is pending.

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

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

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

2025 Update: CWSP Tasks 1, 2, 3, 4, 5, 6, 8 and 10 have been completed and work activity on Tasks 9 is currently underway. Task 7 was eliminated from the CWSP work scope.

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

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

2025 Update: Since 2022 to date, 184 selected manholes have been rehabilitated and 258,069 feet of CIPP lining have been installed in the wastewater collection system gravity pipe. To comply with the Chapter 62-600.705 requirement for development of a wastewater collection and transmission system pipe assessment, repair and replacement action plan ("collection system action plan") and submittal upon the first renewal following December 21, 2025, of the facility's Domestic Wastewater Facility Permit, Staffing and Cost Proposal No. AI-04 was executed with AECOM Technical Services, Inc. on September 4, 2025.

Increase the Number of Sewer Lift Stations Rehabilitated Annually
Utilities Department

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

2025 Update: To date, engineering design for rehabilitation of 5 LS is complete and construction bidding is pending. For the 2025 reporting period, this activity has been 100 percent achieved.

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

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

Analysis

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

2025 Update: During 2025 to date and 2024, 6,134 and 8,289 million gallons (MG) of reclaimed water produced by the Everest and Southwest WRF were distributed for customer use by the irrigation water distribution system. During 2025 to date and 2024, 27 and 133 MG of reclaimed water produced by the Everest and Southwest WRF were disposed of using the injection well systems due to periods of limited customer demand. During 2025 to date and 2024, the percentage of reclaimed water distributed for customer use by the irrigation water distribution system ranged from 98 to 99.6 percent, which is considered 100 percent by the regulatory agencies.

Expand the Capacity of the Southwest Water Reclamation Facility
Utilities Department

Background: The Southwest Water Reclamation Facility (WRF) is designed and permitted to treat 15.0 million gallons per day (MGD) of domestic wastewater producing public access reclaimed quality water that is distributed for irrigation water supply. Based on the decision to proceed, ahead of the original schedule, with design and construction of a new North WRF, currently, rehabilitation of selected components of the Southwest WRF versus a facility capacity expansion is underway. Request for Proposal RUT22107MC for the Southwest WRF rehabilitation engineering design was awarded to Kimley-Horn and Associates, Inc. and Contract No. RUT22107MC was executed on 8/30/24.

2025 Update: Purchase Order No. 25500085 was issued on 10/3/24, and the notice to proceed with engineering design was issued on 10/17/24. Engineering design currently is at 25 percent, with the headworks and filter improvements 30 percent plans and Headworks Preliminary Engineering Report received for Utility Department review.

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

Background: In addition to reclaimed water produced by the Everest and Southwest Water Reclamation Facilities (WRF) and supplied by the City of Fort Myers and Florida Governmental Utilities Association, the Cape Coral freshwater canal system is utilized to supply customer irrigation water demand. Improvements to the freshwater canal system control structures, instrumentation and operational protocol have been made and are underway to enhance the volume of freshwater stored and available. The Southwest Aggregates Mine (SWAM) has been identified as a viable source of water to supplement the freshwater canal system. Beginning in 2017 with operational testing, the Southwest Aggregates Mine (SWAM) has been utilized as a water supply reservoir. During 6 events (2017, 2020, 2021, 2022, 2023 and 2025) the volume of water pumped from the SWAM to supplement the freshwater canal system ranged from 352 to 792 million gallons (MG) per event, with a total of 3,172 MG pumped during the 6 events. The NE Reservoir (a.k.a. SWAM) Storage Enhancement Conceptual Design, Permitting, Basis of Design Report and Professional Engineering Services was awarded to Kissinger Campo & Associates, Corp. (KCA) and Contract No. RUT22131KR was executed on 12/11/23, P.O. No. 24501602 was issued on 12/18/23 and Notice to Proceed was issued on 12/22/23.

2025 Update: City of Cape Coral acquisition of the SWAM property closed on 5/20/25. Permitting for construction of the NE Reservoir pump station and pipeline has been received summarized as follows. The Florida Department of Environmental Protection Environmental Resource Permit No. MMR 147954 was transferred to Cape Coral on 5/20/25. Florida Department of Transportation (FDOT) Utility Permits No. 2025-H-192-00141 and 2023-H-192-0095 were issued to Cape Coral on 6/24/25 and 7/22/25, respectively and Driveway Connection Permit No. 2025-A-192-00031 was issued to Cape Coral on 9/3/25. Southwest Florida Water Management District Environmental Resource Permit No. 43048390 was issued to Cape Coral on 8/11/25. ITB BUT25111JM for the US 41 NE Reservoir Pump Station and Transmission Main construction was issued on 7/30/25, with the bid opening held on 9/10/25, evaluation of the bids received is underway for execution of a construction contract pending Council consideration.

The NE Reservoir Storage Enhancement draft Conceptual Plans were received from KCA on 12/20/24. Meetings regarding water conveyance from Babcock Webb WMA to the NE Reservoir with FWC Bond Farm, FDOT, Seminole Gulf Railroad and McNew Ranch were held on 2/4/25, 3/27/25, 5/19/25 and 7/29/25, respectively. The NE Reservoir Storage Enhancement project work is currently underway.

Complete Major Capital Improvements, including the Phase I Palm Tree Boulevard Storage and Booster Pump Improvements, CRA Force Main Enhancements, Southwest Administration Facility, Rehabilitation of Raw Water Wells, Replacement of Residential Meters, Design and Construction of Cape Coral Reservoir and Pipeline Project, Caloosahatchee River Crossing
Utilities Department

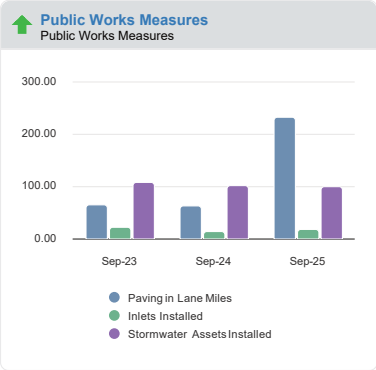
Background: Major Capital Improvement Projects (CIP) identified by the Utilities Department are summarized as follows:

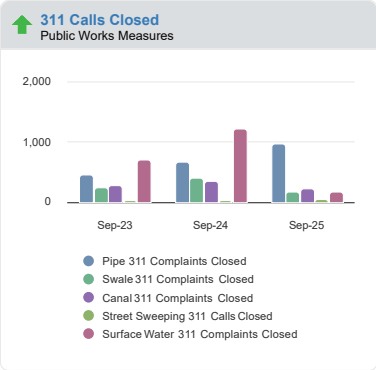
1. Design and construct Phase I Palm Tree Boulevard Storage and Booster Pump Improvements;
2. Design and construction of Community Redevelopment Area (CRA) Force Main enhancements (Master Pump Station MPS-100 and Palm Tree Force Main);
3. Design and construct Southwest Water Reclamation Facility (WRF)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

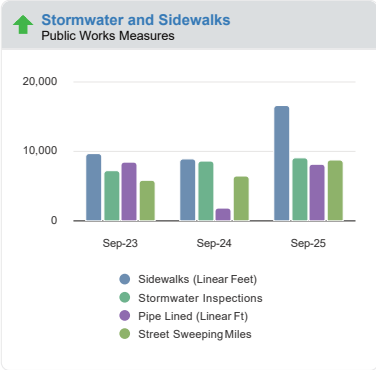
2025 Update: The current status of the listed CIP projects is summarized as follows:

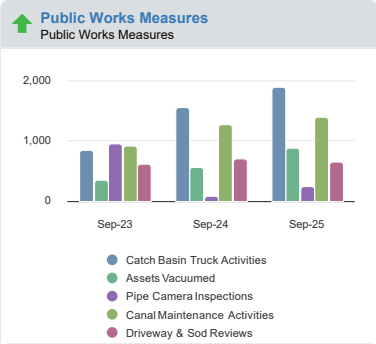
1. **Completed;** design and construction of Phase I Palm Tree Boulevard Storage and Booster Pump Improvements;
2. **Completed;** design and construction of CRA Palm Tree Force Main and MPS-100 substantially complete;
3. **Completed;** design and construction Southwest WRF operation and administration facility;
4. **Completed;** rehabilitation of 28 selected raw water wells;
5. **Completed Installation of** 11,134 in FY25, 10,433 in FY24, 6,641 in FY23 and 3,428 in FY22 replacement residential water meters. As of 9/15/25, 97.2% of the meters requiring upgrade were upgraded to increase AMI capabilities;
6. **Completed;** Design of the Cape Coral Reservoir Pump Station and Pipeline and bidding for construction, execution of construction contract pending Council consideration; and
7. **Completed;** design and construction Caloosahatchee River Crossing reclaimed water pipeline, operational since January 2024.

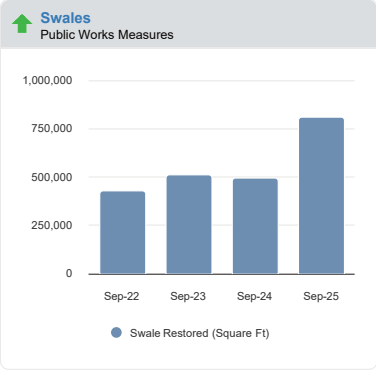
On Schedule or Complete | In Progress or Needs Work | Behind Schedule or Not Started | No Information | No Update

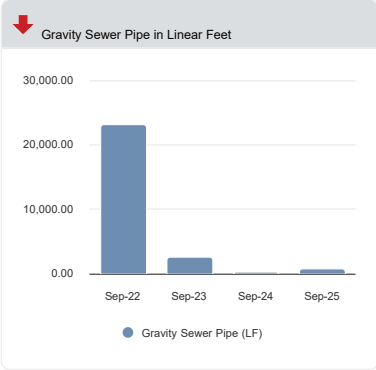


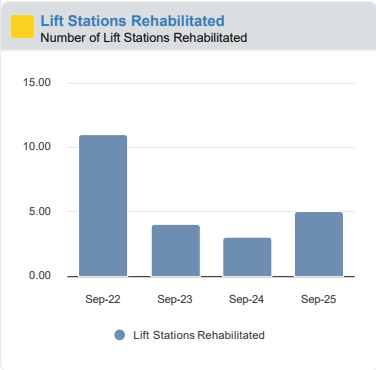












On Schedule or Complete | In Progress or Needs Work | Behind Schedule or Not Started | No Information | No Update

Environmental Sustainability

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

Analysis

ENVIRONMENTAL SUSTAINABILITY

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

Increased environmental education for prevention.

Aquatic vegetation harvesting initiated for prevention and mitigation.

10 operational bubble curtains.

Algicide contractors and state contracts available in case of large blooms.

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

Implementation of the South Spreader Waterway Program, conditional of the permits to remove the Chiquita Lock. New Project Manager assigned to the projects in January 2025. List of projects involved and updates:

(1) COMPLETED - Dedicated Public Education and Outreach Day on all-encompassing environmental topics, boating and water safety.

Held WaterWays Festival on 2/1/25 (over 1,000 public attendees and over 70 agencies partners' exhibits).

(2) IN PROGRESS - Retrofit of the Stormwater management System of the Rotary Dog Park.

Project will be used by FGCU Engineers students as case study. Held introduction meeting with students. Prepared exhibits and finalized scope of work for design SCP.

(3) USACE PERMIT IN REVIEW - Installation of Oyster Reef Balls at Chiquita Lock site.

(4) IN PROGRESS - Habitat and Protected Species Signs Installation and Maintenance.

Gathered field and permitting agencies information. Assessing exhibit needs before submission of permits for channel markers signs.

(5) IN PROGRESS - Upgrade of 83 catch basins.

Scope of Work and Cost Estimates finalized. Submitted RFW to procurement for design services.

(6) IN PROGRESS - Planting of 3,000 mangroves, planting of upland vegetation across the lock location, and providing a Mangrove Health Assessment report.

Planted over 1,000 mangroves so far this year during 5 volunteers events with over 20 volunteers. Volunteers Mangroves Planting were planned and advertised at following dates: May 3rd, June 7, June 28, and August 2. Staff performed additional planting on 7/25/25 and 8/22/25. Future planting events are scheduled to resume in November. The 2025 Annual Mangroves Survey was completed which reported on the health of the new mangrove plantings and assessed changes in health for South Spreader mangroves after the removal of the lock.

(7) AGREEMENT IN PROCUREMENT AND FWC LEGAL PROCESS - Contribution to the research and education on the endangered smalltooth sawfish.

(8) UNDERGOING INTERDEPARTMENTAL EVALUATION - Monitoring of performance for nutrients removal of the reuse pipeline between Fort Myers and Cape Coral Connect project.

(9) ONGOING - Aquatic Vegetation Removal program implementation.

Multiple harvestings have taken place to date. A Citywide aquatic harvesting contract is being pursued to continue these efforts. ERD staff is coordinating with Lee County Hyacinth Control District to provide increased treatment of recreational water bodies.

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

The Fertilizer Ordinance Determination Tool to extend the length of the ordinance was developed and reviewed by Waterways Stakeholders. This tool will be implemented in FY26.

Increased Environmental Education.

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

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

Analysis

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

2025 Update: Ordinance 56-22 amending Chapter 19, Article VII with a revised two-day a week irrigation schedule, was adopted by Council on 6/15/2022. Ordinance 46-23 amending Chapter 19, Article VII establishing irrigation system permitting, design, inspection and efficiency requirements to promote irrigation water conservation, was adopted by Council on 6/7/2023. The Utilities Department developed the Ordinance 56-22 and 46-23 amendments and coordinated their adoption by Council. The Development Services Department Permitting Services Division and Code Compliance Division implement the requirements Ordinance 46-23 through irrigation system permitting and Ordinance 56-22 through code enforcement, respectively.

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
Public Works Department

Regional Enviromental and Water management Policy ongoing efforts.

Upcoming North Cape Drainage and Water Quality Improvement CDBG-DR Planning Study will be a regional collaborative effort between multiple agencies.

Support Water Management Improvements and Conservation Projects that Contribute to Water Supply Sustainability, Mitigate Drought-related Impacts and Increase Ecological Habitat Protection and Pollution Prevention
Utilities Department

Background: In 1988, the City of Cape Coral developed the Water Independence for Cape Coral (WICC) program to conserve the more limited and expensive source of potable water (brackish groundwater treated by reverse osmosis) by developing a system that utilizes reclaimed water and the freshwater canal system to supply the demand for irrigation water. By providing irrigation water supplied by these sources, the use of potable water for irrigation has been significantly reduced. The WICC program has been extremely successful in promoting potable water conservation. The Utility Extension Program (UEP) has continued to expand the area within Cape Coral that is served by potable and irrigation water supply and wastewater collection, treatment and reuse utilities. City of Cape Coral Code of Ordinances, Chapter 19 Water and Sewer Utilities, Article VII Water Management promote conservation by establishing a two-day a week irrigation schedule. Ordinance 56-22 amending Chapter 19, Article VII with a revised two-day a week irrigation schedule, was adopted by Council on 6/15/2022. Ordinance 46-23 amending Chapter 19, Article VII establishing irrigation system permitting, design, inspection and efficiency requirements to promote irrigation water conservation, was adopted by Council on 6/7/2023. The Utilities Department developed the Ordinance 56-22 and 46-23 amendments and coordinated their adoption by Council. On November 28, 2023, the South Florida Water Management District (SFWMD) issued an Emergency Declaration of Modified Phase III Water Shortage Restrictions for an area in northeast Cape Coral for groundwater withdrawal from the Mid-Hawthorn aquifer. The Cape Coral City Manager, Utilities Department, Code Enforcement and City Communications have been regularly coordinating with SFWMD prior to and since the water shortage restrictions were implemented. This is a continuously ongoing Utilities Department activity and responsibility.

2025 Update: The Utilities Department coordinated and led the effort for acquisition of the former Southwest Aggregates mine property purchase for utilization as a water supply reservoir that closed on May 20, 2025. Resolution 75-25 approving the Joint Action Plan with SFWMD, the City of Cape Coral and Lee County for the Northeast Cape Coral water shortage area was adopted by Council on March 5, 2025. The Utilities Department coordinated the Joint Action Plan development with SFWMD and Lee County and Resolution 75-25 adoption by Council. On May 2, 2025, the SFWMD rescinded the Emergency Declaration of Modified Phase III Water Shortage Restrictions and imposed Modified Phase IV Critical Water Shortage Restrictions for an area in northeast Cape Coral for groundwater withdrawal from the Mid-Hawthorn aquifer. Utilities Department personnel participate in the regularly scheduled SFWMD water shortage meetings for continued coordination. Potable and irrigation water service connection to the North 1 UEP West utilities currently under construction has been accelerated to transition demand off Mid-Hawthorn aquifer wells.

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

FY25 Update – Stormwater Infrastructure Rehabilitation

During FY25, the Stormwater Division advanced its program of rehabilitating and replacing critical drainage infrastructure, including culverts, catch basins, and outfall pipes:

- **Pipes:** 66 storm pipes and 13 inlets were replaced, with 75 pipe repairs completed. An additional 59 pipes were lined, totaling 4,286 linear feet of rehabilitated pipe.
- **Catch Basins:** Crews replaced 268 lids, performed 103 internal repairs, weed-whipped 947 structures, reset 81 tops, and carried out 333 regout/hydro-concrete repairs.
- **Outfalls:** 35 outfall inspections and repairs were performed to maintain flood control and protect adjacent properties.
- **Inspections:** Over 7,587 inspections were logged citywide, including storm inlets, pipes, manholes, and NPDS inspections.
- **Maintenance:** Vacuum trucks cleaned 648 inlets and 85 pipes; pipe camera crews completed 207 inspections, improving assessment accuracy.
- **Swales:** 433 swale jobs completed with 367 re-grades.
- **Canals:** 96 weirs cleaned, 22 blue barrels emptied, and 956 carp grates inspected.
- **Street Sweeping:** cleared 3,634 lane miles across arterials, alleys, intersections, and parking lots.

These combined efforts reduced localized flooding, improved roadway safety, and enhanced water quality entering the canal system. The program remains a core component of the City's drainage and flood control strategy.

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

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

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

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

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

Analysis

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

The following harvestings have taken place:

Lake Kennedy - First harvesting completed in April 2025. Second harvesting completed in July 2025. The third harvesting was postponed due to management requests to prioritize recreation use and therefore treatment of the lake was resumed by Lee County Hyacinth Control District in September with subsequent follow-up herbicide lake treatments anticipated through December.

Lake Killarney - Harvesting completed in August 2025.

Lake Weatherly - Harvesting completed in August 2025.

Cleveland canal - Harvesting completed in August 2025.

The stormwater ponds and ditches of the Old Golf Course property will be scheduled after the exotic tree removal is completed.

An annual Citywide mechanical aquatic vegetation harvesting services contract is underway with the RFP process. Proposals are due 10/7/25. Evaluation and selection of a contractor to occur in FY26.

Over 750,000 lbs of aquatic vegetation and their associated nutrients and pollutants have been removed from the city waterways since the start of Fiscal Year 2025, totaling over 2,000 lbs of pure Nitrogen. This compares to a water quality improvement provided by the conversion of over 120 septic tanks to sewer, and to the annual citywide street sweeping program.

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

Public Works has been focused on addressing climate change impacts, increasing shade, reducing water pollution and street flooding, alleviating heat stress, and enhancing wildlife habitats through a variety of initiatives. In FY25, over 5,000 trees were planted as part of an aggressive reforestation project aimed at increasing the city's tree canopy, currently at 12-14%. Urban Forestry initiatives have also resulted in the city being designated as a Tree City USA for the 33rd consecutive year and receiving a Tree City USA Growth Award for the seventh time. The City was also formally designated as a Tree City of the World through the Arbor Day Foundation and the United Nations.

The Value of Cape Coral's Urban Tree Canopy:

- 61.9 million pounds of carbon sequestered. - Annual Value: $13,391,857
- 1.2 million pounds of pollutants removed from the air. - Annual Value: $2,735,725
- 310 million gallons of stormwater diverted. - Annual Value: $2,770,587

Infrastructure improvements to reduce flooding and enhance water quality include lining stormwater pipes, replacing aging catch basins, and regrading swales. Projects such as the Hancock Bridge Parkway Drainage Improvements specifically target areas prone to street flooding, increasing drainage capacity and supporting flood mitigation. Additionally, Public Works is conducting studies to identify the root causes of flooding and implement solutions. A future comprehensive stormwater asset survey will provide data necessary to improve drainage modeling and planning efforts.

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

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

In FY25 Public Works continued to establish aggressive citywide reforestation projects to address needs for higher tree canopy percentage. In FY25 over 5000 trees were planted citywide through collaborative reforestation efforts. Per our citywide tree canopy assessment, current tree canopy percentage citywide is averaging at 12-14% while surrounding communities are averaging between 22-30%. In FY25 we had secured operational funding to develop the City's first Urban Forestry Master Plan that will provide long term guidance on proper establishment of a sustainable urban tree canopy. Our City Arborist worked with Procurement to select a firm to author our Master Plan. Council did not approve us moving forward with the development of the Urban Forestry Master Plan.

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

The City Arborist has coordinated reforestation efforts citywide throughout FY25 in order to continue expanding our tree canopy. Note that no official tangible tree canopy goal has been set as an Urban Forestry Master Plan would typically set this based on the findings and recommendations of the plan. In FY25 over 5000 trees were planted through efforts including but not limited to Public Works Reforestation efforts, working with non-profits like Future Forestry and Keep Lee County Beautiful and Preserves and Mangrove restoration projects.

Note, that recent meetings with Parks Department have raised concerns with the feasibility of future plantings in parks. Parks Department Administration is concerned that the added trees will increase their maintenance budget and make it cost prohibited. City Arborist has worked on educating staff on the return on investment from a sustainable urban tree canopy. However, without an Urban Forestry Master Plan, no clear directive from City Administration has been set to guide the needed future growth of our urban tree canopy.

Create Messaging and Education Campaign Highlighting the Benefits of a Growing Tree Canopy
City Manager's Office

A more in-depth educational campaign was in the works as part of the development of the Urban Forestry Master Plan. This plan was not approved by Council. Public Works continues to work with Communication to share all aspects of the Urban Forestry Initiatives, however a more in-depth educational campaign would be able to effectively target our stakeholders.

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

The FY25 Pepper tree and invasive tree removal contract is removing approximately 3 million square feet of invasive trees from undeveloped residential lots across the City. Additionally, Public Works administered a contract for removal of approximately 1 million square feet of invasive vegetation at the recently purchased Old Golf Course Property.

In total, Public Works has removed approximately 4 million square feet of of exotic tree and plan species from Public Properties, Recreational Facilities, and Undeveloped Residential Lots in FY25.

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

Analysis

Review and Update Tree Protection and Preservation Policies
Public Works Department

In FY25, Public Works collaborated with DSD's Building and Planning divisions to oversee a more comprehensive evaluation of City's current Land Development Code with possible amendments to be adopted. This process is still ongoing, and we look forward to having a revised ordinance adopted by Council in FY26. Note that the Urban Forestry Master Plan was a key component to the proper development of this, but the development of that master plan was not approved by Council.

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

We are not exploring this option at this time. The wait list for buses of this type is around 5 year.

Obtain Financial Support from LCEC, FDOT, and the US Department of Transportation to Install Electric Vehicle Charging Stations and Other Alternative Fuel Infrastructure on Public Roads, Parks, and Publicly Accessible Parking Facilities
Public Works Department

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

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

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

1. 4642 Vincennes Boulevard--infrastructure installed to support two (2) EV charging stations (Type and Speed, TBD).
   a. Design Plans Completed - Construction to be completed in FY26
2. 4813 Vincennes Street--infrastructure planned to support two (2) charging stations (Type and Speed, TBD).
   a. Design Plans Completed - Construction to be completed in FY26

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

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

Establish Carbon Reduction and Energy Efficiency Goals. Develop and Implement Programs to Conserve Energy, Increase Energy Efficiency and Save Energy at City Facilities and Oasis Charter Schools
Public Works Department

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

Analysis

Energy efficiency and carbon reduction programs:

1. Light emitting diode (LED) program
   1. Retrofit at CCPD, City Hall, and Everest Complex in progress
   2. North Del Prado Boulevard Extension, over 150 new LED streetlights installed
2. Motion sensor program
   1. Retrofit at CCPD, City Hall, and Everest Complex in progress
   2. North Del Prado Boulevard Extension, over 150 new LED streetlights installed
3. Building Automation System (BAS) temp controls
   1. Retrofit at all Fire Stations, City Hall, CCPD, Charter Schools in progress
4. Preventative Maintenance Program
   1. Faculties Management maintaining 25-percent PM percentage of all work orders.
5. Administrative Regulations (AR #66)
   1. Original AR 66 deleted and new version currently being discussed.
6. New-vehicle purchases and fuel management practices:
   1. **EKOS** fuel management solution is an end-to-end platform that provides Fleet Managers with visibility of their fleet equipment, fuel management processes, inventory monitoring, and reporting. It provides an expanded solution from the site to the software platform and offers fleet managers the power and flexibility to manage their sites, control distribution, and monitor fuel levels from one central point, maximizing fleet efficiency and minimizing fueling expenses.
   2. **EKOS** is also a new platform for GPS tracking. Fully featured, self-installed, reliable, and robust tracking solution designed for active tracking on vehicles and equipment. EKOS can grab data from your vehicle's Global Positioning System (GPS) or pull in Original Equipment Manufacturer (OEM) integrations. This will give us key statistics from the vehicle, such as if an engine light comes on or if the vehicle has been in an accident. But we can also set up information like hard braking, speeding, acceleration, and even if the car is idling for a long time.
   3. **Faster Integration**. Is an asset management system with features like vehicle lifecycle tracking, parts and maintenance tracking, business reports, and even accounting and billing. With the new integration with National Automotive Parts Association (NAPA), we are cutting out paper parts requests and time to get parts charged. The new program gives instant invoices that are charged directly to the work order. We don't have to wait till it is all manually inputted. When requesting parts, it is from the workstation on a computer that goes to the Parts department, and when filled out, the charges and parts are directly charged to the work order. This cuts the downtime of having to walk back and forth to the counter to order parts and also provides an estimate of when parts will arrive. It also keeps track of the history of parts, which makes it easier when ordering in the future, like oil filters, wiper blades, etc., so you don't have to look up parts over and over.
   4. **New vehicle orders**. When we can, Fleet has been trying to order Collision avoidance systems on our new vehicles – sometimes called crash avoidance systems – it is an assistance system that uses sensors and algorithms to detect potential hazards or obstacles and provide the driver with warnings to help avoid a collision.

Increase the Energy Efficiency of Residential Dwellings Owned or Occupied by Low-income Persons and Vulnerable Populations such as the Elderly and Disabled through Federal and State Funding Programs such as CDBG and SHIP
Development Services

During the fiscal year, the City initiated efforts to expand its existing repair programs by integrating energy efficiency measures into the types of repairs eligible for funding. Additionally, the Development Services Building Division applies the Florida Building Code's Energy Conservation chapter to all new construction and major renovation projects within the City.

Support the Reduction of Transportation-related Emissions by Expanding Trail Facilities for Pedestrians, Bicyclists, and Other Nonmotorized Transportation Methods
Public Works Department

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

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

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

In Progress: 9/25/25 Mobility Plan adopted. Proceeding to implementation FY26.

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

In Fiscal Year 2025, no private land or monies donation have been administered towards critical habitats or environmentally sensitive lands.

Update and Implement Management Plans for Nature Parks
Parks and Recreation

Completed Land Management Plan for Yellow Fever Creek, Joe Coviello Park and Rotary Park.

Future: Four-mile Eco Park will be completed again in FY30 since it is required every 10 years.

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

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

Analysis
Yellow Fever Creek Preserve will open soon and there are nature trails and funding for some boardwalks along the nature trail. Crystal Lake Park has opened and staff is working on programming at that location to include yoga classes, a 5K, and potentially some water activities. Sirenia Vista offers kayak rentals. The Old Golf Course property was purchased by the City and being evaluated via Master Plan to determine best use. Exotic Removal treatments have begun at the Old Golf Course property and will soon begin at Yellow Fever Creek Preserve and a Parks property on Surfside Blvd that is scheduled to be a developed park in the future.
Seek Funding Opportunities for Water Quality Improvements, Habitat Restoration, Exotic Species Removal, etc., that could Facilitate Natural Resource Protection Public Works Department
Secured $2,600,000 in CDBG-DR planning grant for the North Cape Drainage and Water Quality Improvement.
Develop a Formal Partnership with Cape Coral Schools for Environmental Education at Nature Parks Parks and Recreation
The original intent was for Parks and Recreation to develop the formal partnership with Cape Coral schools for environmental education at nature parks. However, Environmental Resources has already been actively providing environmental education directly in the schools.
Beyond Nature Parks, Identify Opportunities for Environmental Education and Interpretation in all City Parks Parks and Recreation
Staff is discussing the addition of a Parks Ambassador Program where volunteers/staff would be located at various parks to help welcome, educate, and support patrons as they enjoy our amenities.
Work with State Agencies to Improve Access to State Lands for Resource-based Recreation such as Camping and Hiking Parks and Recreation
Four Mile Ecological Preserve is the only state-owned Cape Coral property that currently has a park. Hiking the boardwalk trails is very popular there but the boardwalks need to be repaired/replaced. Funding for the design of this project has been secured but construction funding has not. The project manager has been assigned as the project manager for the design and has just started that process. Parks will request funding from TDC to assist in covering construction expenses.
Construct Additional Paths at the Four Mile Cove Ecological Preserve, Particularly the Missing Boardwalk Link Leading to Lost Pond Capital Improvements
Partial design completed under a misc. services contract. Additional design and permitting services are being pursued, SCP to procurement 9/15/2025. Bidding and construction TBD.
Replace Four Mile Cove Ecological Preserve Boardwalk Parks and Recreation
The new project manager has been assigned for the design. Draft SOW developed, site plan being developed with P&R. Construction funding has not been secured. Staff plans on requesting TDC Grant funding to assist with expense.
Support the Construction of a Boardwalk at Charlotte Harbor Preserve State Park's North Cape Flats Trail Parks and Recreation
Currently in discussion phases with appropriate departments
Minimize the Impacts of Development where it Threatens the Habitat of Endangered and Threatened Species of Plants and Animals Development Services
The Development Services Department reviews all proposed development for impacts to endangered and threatened species, including burrowing owls and gopher tortoise populations, through the permitting process. New developments require approved environmental reviews prior to construction to ensure compliance with State, Federal, and local law. The Department's Land Development Division, through plan review and inspections, requires the removal of exotic plant species to promote the growth of native species throughout the City.
Protect Manatees from Harmful Collisions with Watercraft by Increasing Speed Enforcement in Local Waterways and on the Caloosahatchee River Police Department
The Marine Unit's primary benefit to the community is maintaining a safe marine environment for our residents' recreation and commercial activities through increased awareness of safe boating requirements and laws, the Manatee Zone Program, and diligent enforcement. Marine officers are responsible for patrolling, educating boaters, and enforcing laws. They provide pro-active, educational interaction on and off the water.
Continue the City's Participation in the Lee County Marine Law Enforcement Task Force to Coordinate Manatee Protection Efforts Police Department
The Marine Unit responds to law enforcement issues in and near the city. It continues to expand its efforts to support other law enforcement agencies in enforcing the Federal Marine Protection Act for our region. Unit personnel participate in various operations, training sessions, and call-outs in cooperation with the Lee County Marine Task Force.
Continuously Seek Ways to Protect the West Indian Manatee and its Habitat Public Works Department
• Implemented and completed annual seagrass survey. Developing additional channel markers and signage for seagrass protection. • WaterWays Festival has dedicated manatee environmental education program. • Removal of Chiquita Lock. • Designed and implemented program to start outfitting major stormwater outfalls with protective manatee grates.
Continue Educational Programs to Promote Manatee Protection Awareness, including Informational Signs at City Boat Ramps and Various Media Public Works Department

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

Analysis

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

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

Partnered with Keep Lee County Beautiful to hold events throughout the year in Cape Coral.

Held Employee-Led cleanups.

Organized environmental education events and education classes (totaling 300 events citywide).

All efforts were recorded and reported through the annual National Pollutants Discharge Elimination System (NPDES) program.

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

Development Services staff maintain data on eagle habitat and known nesting locations throughout the City of Cape Coral. Utilizing the City's GIS and permitting systems, staff in the Department's Planning Division conduct environmental reviews for proposed development, provide guidance to contractors and property owners on local, state, and Federal eagle regulations, and inspect work sites, and issue stop-work orders when a project is in violation of these regulations.

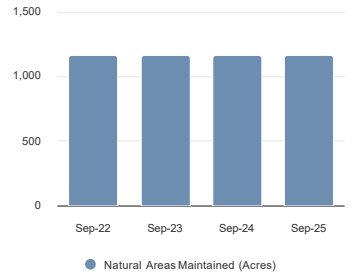
Protect and Preserve the Habitats of Burrowing Owls and Gopher Tortoises through Education and Enforcement
Public Works Department

As of September 2025, and under a $900,000 Florida Fish and Wildlife Conservation Commission and the Fish and Wildlife Foundation of Florida Grant, 23 lots (12 properties), representing 2.7 acres, have been purchased by the City for burrowing owl habitat conservation, for a total purchase prices of $877,837.

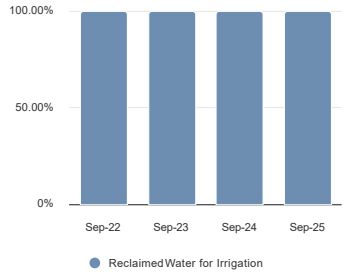
Ensure Adequate Protection of Critical Habitats of Small-tooth Sawfish through Awareness Education
Public Works Department

Three initiatives have been undertaken to protect the critical habitats of smalltooth sawfish. In FY24, a study was funded and implemented through FY25, with another study pending for FY26. Additionally, educational materials have been developed and signage has been increased at Parks. ERD has continued a campaign against entanglement. Furthermore, a dedicated booth was set up at the WaterWays Festival to raise public awareness about the importance of habitat protection.

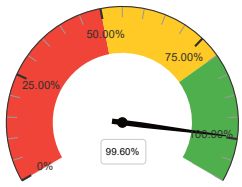
Natural Areas Maintained in Acres
Parks and Recreationn



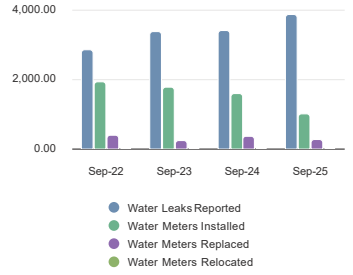
Percent of Reclaimed Water being used to Supply Irrigation Network



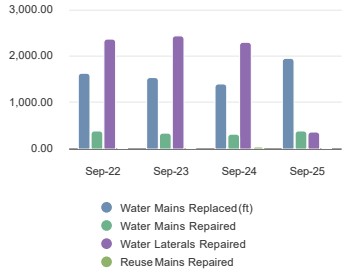
Percent of Reclaimed Water being used to Supply Irrigation Network



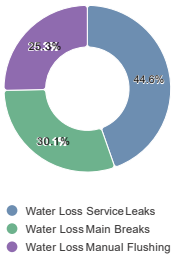
Potable Water Statistics
Utilities Statistics



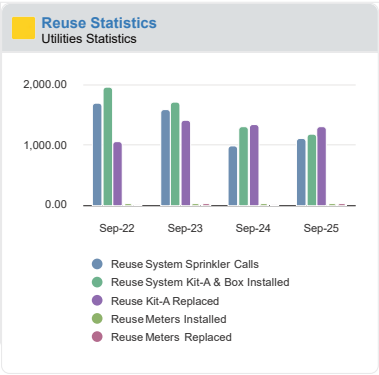
Mains and Lateral Statistics
Utilities Statistics

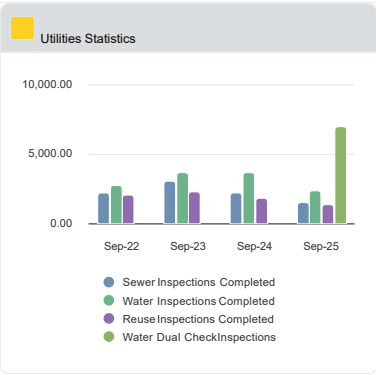


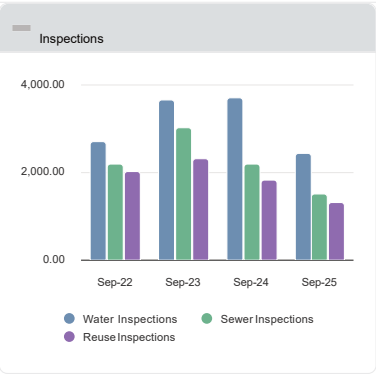
Water Loss
Utilities Statistics



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







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

Fiscal Year 2026 Adopted Budget

OUR BUDGET PROCESS

BUDGET KICKOFF – December 9, 2024

Asset Management Program (AMP) Submissions – Closed on January 17, 2025

Budget Retreat – January 29 - 30, 2025

Payroll Submissions – Closed on February 7, 2025

Operating Submissions – Closed on February 14, 2025

Budget Retreat – June 5 - 6, 2025

Townhall – July 31, 2025

Official Start of Budget Season

This marked the beginning of the development phase for the FY 2026 - 2030 Budget with our primary focus on FY 2026. Payroll projections were updated by Budget Staff and the AMP was submitted for review and upload.

The FY 2026 Adopted Budget reflects the discussions held at both budget retreats and supports the Strategic Plan.

Highlights:

FY 2025 Adopted Budget – $1,058,403,269

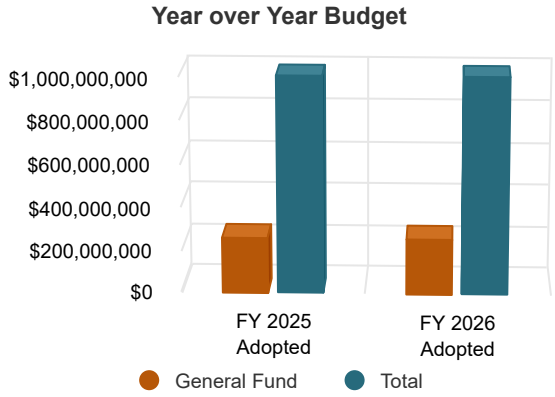
FY 2025 Adopted General Fund Budget – $258,485,438

FY 2026 Adopted Budget – $1,434,847,653

FY 2026 Adopted General Fund Budget – $262,501,397

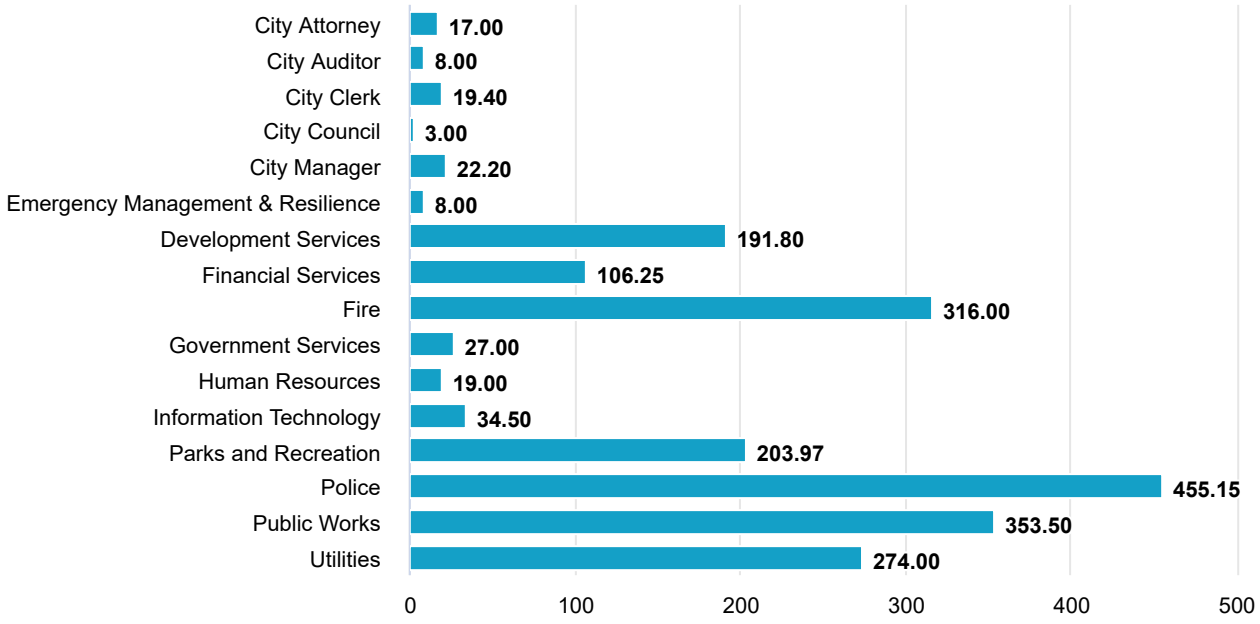
Fund changes for FY 2026:

- Establish a Special Revenue Fund for School Speed Zone Enforcement



Staffing Update

Department	FY 2024 Amended	FY 2025 Adopted	FY 2025 Amended	FY 2026 Adopted	FY 2027 Forecast	FY 2028 Forecast
City Attorney	13.00	16.00	16.00	17.00	17.00	17.00
City Auditor	6.00	8.00	8.00	8.00	8.00	8.00
City Clerk	18.40	18.40	18.40	19.40	19.40	19.40
City Council	3.00	3.00	3.00	3.00	3.00	3.00
City Manager	21.20	22.20	22.20	22.20	22.20	22.20
Emergency Management & Resilience	7.00	7.00	7.00	8.00	8.00	8.00
Development Services	186.68	186.80	186.80	191.80	191.80	191.80
Financial Services	106.25	106.25	106.25	106.25	106.25	106.25
Fire	287.00	297.00	297.00	316.00	316.00	316.00
Government Services	27.00	27.00	27.00	27.00	27.00	27.00
Human Resources	19.00	19.00	19.00	19.00	19.00	19.00
Information Technology	30.50	34.50	34.50	34.50	34.50	34.50
Parks and Recreation	202.05	205.99	206.49	203.97	203.97	218.86
Police	415.53	432.53	439.15	455.15	455.15	455.15
Public Works	328.50	343.50	346.50	353.50	359.50	364.50
Utilities	250.00	262.00	262.00	274.00	278.00	282.00
Subtotal City Departments	**1,921.10**	**1,989.17**	**1,999.29**	**2,058.77**	**2,068.77**	**2,092.66**
Charter School Authority	376.00	364.25	365.00	369.18	369.18	369.18
CRA	5.00	5.00	4.00	4.00	4.00	4.00
Total City	**2,302.10**	**2,358.42**	**2,368.29**	**2,431.95**	**2,441.95**	**2,465.84**



Staffing Update

Who's joining our team

CITY ATTORNEY – 1

General Fund – (1) Senior Paralegal

CITY CLERKS – 1

General Fund – (0.5) Contract Code Compliance Officer and (0.5) Administrative Technician

EMERGENCY MANAGEMENT AND RESILIENCE-1

General Fund – (1) Emergency Management Coordinator

DEVELOPMENT SERVICES – 5

General Fund – (1) Code Compliance Supervisor, and (4) Code Compliance Officers

FIRE – 19

Fire Operations – (16) Fire Fighters, (1) Planning and Research Analyst, (1) Logistics Manager, and (1) Fire Life Safety Inspector

PARKS AND RECREATION – 3

General Fund – (1) Senior Recreation Specialist, (1) Contract Athletic Assistant II, and (1) Contract Athletic Official

POLICE – 16

General Fund – (1) Administrative Assistant, (1) Digital Forensics Technician, (1) Police Lieutenant, (9) Police Officers, (1) Police Sergeant-SRO, (1) Police Sergeant-Training, and (2) Public Service Aides

PUBLIC WORKS – 7

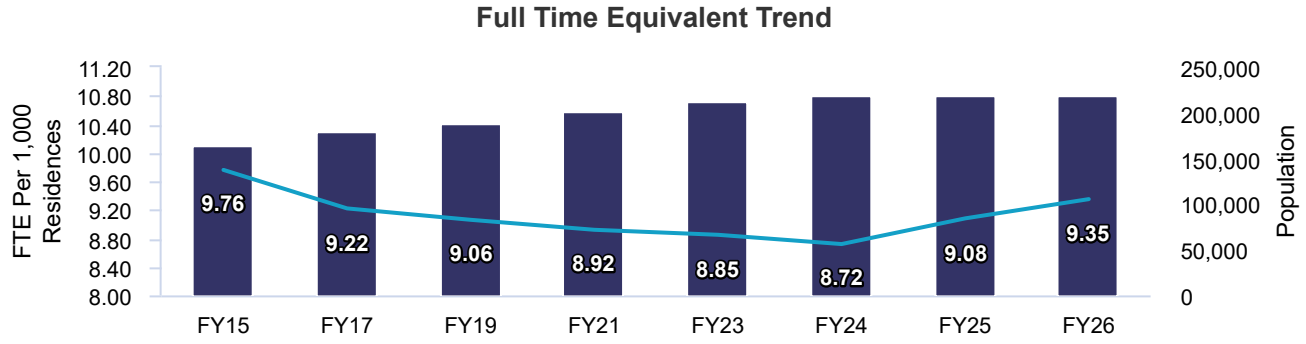
Solid Waste Fund – (1) Solid Waste Inspector

Stormwater Fund – Swale and Sod Crew - (2) Crew Coordinator, (1) Heavy Equipment Operator, (1) Service Worker III, and (2) Service Worker I

UTILITIES – 12

Water and Sewer Fund – (1) Field Supervisor, (1) Maintenance Supervisor, (2) Utilities Technicians, (3) Senior Construction Inspectors, (3) Service Worker III, and (2) Service Worker II

Teamwork makes the dream work



[1] Full Time Equivalent Trend does not include staffing totals from the Charter School and the CRA

Staffing Changes

FY 2025 Amended

Fund	Dept	Position	FTE
General	City Attorney	Reclass Assistant City Attorney I to Assistant City Attorney II	-
General	City Attorney	Reclass Assistant City Attorney II to Assistant City Attorney III	-
General	Development Services	Code Compliance Officer	1.00
General	Development Services	Move (3) Plan Review Techs from Building Fund	3.00
General	Development Services	Move (3) City Ordinance Inspectors from Building Fund	3.00
General	IT Services	Updated Classification - Technician Supervisor	-
General	Parks and Recreation	Reclass Contract Lift Attendant to Contract Grounds Maintenance II (0.13) from Yacht Club to Parks Maintenance	-
General	Parks and Recreation	Reclass Contract Lift (0.13) to Contract Center Attendant from Yacht Basin to Yellow Fever	-
General	Parks and Recreation	Reclass Groundskeeper to Service Worker I	-
General	Parks and Recreation	Reclass Senior Groundskeeper and Equipment Operator to Service Worker III	-
General	Parks and Recreation	Reclass Senior Equipment Operator to Heavy Equipment Operator	-
General	Parks and Recreation	Reclass (1) Senior Recreation Specialist to (1) Recreation Program Supervisor	-
General	Parks and Recreation	Reclass (0.5) Contract Grounds Maintenance to (1) Service Worker	0.50
General	Police	Reclass 1.38 Contract Background Specialist to 1 Civilian Background Investigator	(0.38)
General	Police	Business Services Manager	1.00
General	Police	Reclass Contract Administrative Tech to Contract Victim Advocate	-
General	Police	Reclass 911 Operator to Telecommunicator I	-
General	Police	Reclass Telecommunicator to Telecommunicator II	-
General	Police	Reclass Lead Telecommunicator to Telecommunicator III	-
General	Police	Reclass Telecommunicator to Telecommunicator II	
General	Police	Sergeant	1.00
General	Police	Adminstrative Assistant	1.00
General	Police	Contract Citation Officers	4.00
General	Public Works	Reclass Equipment Operator to Service Worker III	-
General	Public Works	Reclass Laborer to Service Worker I	-
General	Public Works	Reclass Engineer I for Senior Engineer PE	-
General	Public Works	Reclass (2) Principal Engineer - PE to Senior Project Manager	-
		Total Changes General Fund	**14.12**
Building Code	Development Services	Reclass (1) Permit Tech and (1) Floodplain Coordinator to 1 Floodplain Manager	(1.00)
Building Code	Development Services	Reclass (3) Permit Tech to (3) Permit Specialists	-
Building Code	Development Services	Move (3) Plan Review Techs to General Fund	(3.00)
Building Code	Development Services	Move (3) City Ordinance Inspectors to General Fund	(3.00)
Charter School	Administration	Bus Driver	1.00
Charter School	Administration	Reclass Transportation Dispatcher to Transportation Coordinator	-
Charter School	Oasis Elememtary South	Reclass Teacher to Exceptional Teacher	-
Charter School	Oasis Middle	Reduced Teacher	(0.25)
Charter School	Oasis High	Reclass Teacher to Exceptional Teacher	-
CRA	City Manager	Code Compliance Officer	(1.00)
Fire Operations	Fire	Reclass a Fire Division Chief to a Fire Marshall	-
Fire Operations	Fire	Reclass a Fire Inspector to a Life Inspectors	-
Property Mgmt.	Public Works	Custodian	1.00
Property Mgmt.	Public Works	Project Manager	2.00
Property Mgmt.	Public Works	Reclass Project Manager to Senior Project Manager	-
Property Mgmt.	Public Works	Reclass Senior Project Manager to Project Manager	
Property Mgmt.	Public Works	Reclass Electrician to Associate Project Manager	-
Property Mgmt.	Public Works	Reclass Laborer to Service Worker I	-

Property Mgmt.	Public Works	Reclass Generator Mechanic to Senior Trades Specialist	-
Six Cent Gas Tax	Public Works	Reclass Equipment Operator to Service Worker III	-
Six Cent Gas Tax	Public Works	Reclass Senior Equipment Operator to Heavy Equipment Operator	-
Stormwater	Finance	Reclass Customer Service Technician to Senior Customer Service Technician	-
Stormwater	Public Works	Reclass Senior Equipment Operator to Heavy Equipment Operator	-
Stormwater	Public Works	Reclass Field Technician to Service Worker II	-
Stormwater	Public Works	Reclass Equipment Operator to Service Worker III	-
Stormwater	Public Works	Reclass Laborer to Service Worker I	-
Water & Sewer	Finance	Reclass Customer Service Technician to Senior Customer Service Technician	-
Water & Sewer	Finance	Reclass Field Services Representative to Customer Service Coordinator	-
Water & Sewer	Utilities	Reclass Hydrogeologist to a Senior Engineer,PE.	-
Water & Sewer	Utilities	Reclass Laborer to Service Worker I	-
Water & Sewer	Utilities	Reclass Field Technician to Service Worker II	-
Water & Sewer	Utilities	Reclass Utilities Technician to Service Worker III	-
		Total Changes All Funds	**9.87**

FY 2026 Adopted

Fund	Dept	Position	FTE
All Hazards	Emergency Management and Resiliience	Emegency Management Cooridinator	1.00
General	City Attorney	Senior Paralegal	1.00
General	City Clerk	Contract Code Compliance Specialist	0.50
General	City Clerk	Contract Administrative Technician	0.50
General	Development Services	Code Compliance Supervisor	1.00
General	Development Services	Code Compliance Officer	4.00
General	Parks and Recreation	Removed Aftercare Contract Positions	(5.52)
General	Parks and Recreation	Senior Recreation Specialist	1.00
General	Parks and Recreation	Contract Athletic Assistant II	1.00
General	Parks and Recreation	Contract Athletic Official	1.00
General	Police	Adminstrative Specialist	1.00
General	Police	Digital Forensics Technician	1.00
General	Police	Police Lieutenant	1.00
General	Police	Police Officer	9.00
General	Police	Police Sergeant-SRO	1.00
General	Police	Police Sergeant-Training	1.00
General	Police	Public Service Aides	2.00
		Total Change General Fund	**21.48**
Charter School	Administration	Bus Driver	2.00
Charter School	Administration	ESOL Coordinator	2.00
Charter School	Oasis Elementary North	Reclass Paraprofessional II to ESOL Coordinator (Administration)	(1.00)
Charter School	Oasis Elementary North	Reclass Paraprofessional II to Teacher	-
Charter School	Oasis Elememtary South	Food Service Worker	1.00
Charter School	Oasis Elememtary South	Contract Jr. Counselor	0.18
Charter School	Oasis Middle	Reclass Teacher to Exceptional Teacher	-
Charter School	Oasis Middle	Reduced Teacher	(2.00)
Charter School	Oasis Middle	Reduced Paraprofessional II	(1.00)
Charter School	Oasis High	Security Guard	1.00
Charter School	Oasis High	Teacher	2.00
Charter School	Oasis High	Reclass Assistant Principal to Teacher	-
Fire Operations	Fire	Fire Fighters	16.00
Fire Operations	Fire	Planning and Research Analyst	1.00
Fire Operations	Fire	Logistics Manager	1.00

Fire Operations	Fire	Fire Life Safety Inspector	1.00
Solid Waste	Public Works	Solid Waste Inspector	1.00
Stormwater	Public Works	Swale and Sod Crew - Crew Coordinator (2), Heavy Equipment Operator, Service Worker III, (2) Service Worker I	6.00
Water & Sewer	Utilities	Senior Construction Inspector	3.00
Water & Sewer	Utilities	Maintenance Supervisor	1.00
Water & Sewer	Utilities	Senior Utilities Technician	2.00
Water & Sewer	Utilities	Utilities Field Supervisor	1.00
Water & Sewer	Utilities	Service Worker II	2.00
Water & Sewer	Utilities	Service Worker III	3.00
		Total Changes All Funds	**63.66**

FY 2027 Forecast

Fund	Dept	Position	FTE
Stormwater	Public Works	Heavy Equipment Operator	1.00
Stormwater	Public Works	Service Worker III	1.00
Stormwater	Public Works	Swale Crew - Crew Coordinator, HeavyEquipment Operator, Service Worker III, Service Worker I	4.00
Water & Sewer	Utilities	Senior Construction Inspector	1.00
Water & Sewer	Utilities	Fleld Supervisor	1.00
Water & Sewer	Utilities	Service Worker II	1.00
Water & Sewer	Utilities	Service Worker III	1.00
		Total Changes All Funds	**10.00**

FY 2028 Forecast

Fund	Dept	Position	FTE
General	Parks and Recreation	Reinstated Yacht Club Positions: CT Site Leader	1.38
General	Parks and Recreation	Reinstated Yacht Club Positions: CT Aquatics Coordinator	0.80
General	Parks and Recreation	Reinstated Yacht Club Positions: CT Cash Clerk	1.00
General	Parks and Recreation	Reinstated Yacht Club Positions: CT Custodial Worker	2.05
General	Parks and Recreation	Reinstated Yacht Club Positions: CT Counselor Specialist	0.50
General	Parks and Recreation	Reinstated Yacht Club Positions: CT Counselor/Instructor	0.33
General	Parks and Recreation	Reinstated Yacht Club Positions: CT Lifeguard	4.84
General	Parks and Recreation	Reinstated Yacht Club Positions: CT Senior Guard	1.00
General	Parks and Recreation	Reinstated Yacht Club Positions: CT Center Attendant	2.75
		Total Change General Fund	**14.65**
Stormwater	Public Works	Pipe and Vac Crew - (1) Heavy Equipment Operator, (2) Service Worker III, (2) Service Worker I	5.00
Water & Sewer	Utilities	Senior Construction Inspector	1.00
Water & Sewer	Utilities	Field Supervisor	1.00
Water & Sewer	Utilities	Service Worker II	1.00
Water & Sewer	Utilities	Service Worker III	1.00
Yacht Basin	Parks and Recreation	CT Dock Worker	0.24
		Total Changes All Funds	**23.89**

Budget Timeline

FY 2026 Budget Season

What to get ready for

JUNE

June 1	Preliminary Property Value
June 5-6	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 16	Budget Workshop
July 23- 25	Distribute City Manager's Proposed Budget
July 23	Ordinance Setting Proposed Millage Rate's & Public Hearing Dates
July 23	Resolution for Lot Mowing, Stormwater & Fire Service Assessments
July 31	Town Hall Meeting

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 5	Budget Workshop #1
Aug 12	Budget Workshop #2

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 11	Public Hearing dates 2 weeks apart Set Final Millage and Budget
Sept 21-23	TRIM Newspaper Ad as Required
Sept 25	Public Hearing to Adopt Millage and Budget

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				

Summary of Our Funds

Fund	FY 2024 Actual	FY 2025 Adopted	FY 2025 Amended	FY 2026 Adopted
General Fund				
Revenue	$ 292,404,824	$ 240,853,081	$ 241,350,897	$ 262,501,397
Expense	253,536,407	258,485,438	277,875,487	262,501,397
Surplus/(Deficit)	$ 38,868,417	$ (17,632,357)	$ (36,524,590)	$ -
Use of Fund Balance	$ (38,868,417)	$ 17,632,357	$ 36,524,590	$ -
Special Revenue Funds				
Revenue	$ 178,976,133	$ 167,167,273	$ 188,937,815	$ 184,390,775
Expense	195,561,944	178,098,619	220,265,760	213,248,237
Surplus/(Deficit)	$ (16,585,811)	$ (10,931,346)	$ (31,327,945)	$ (28,857,462)
Use of Fund Balance	$ 16,585,811	$ 10,931,346	$ 31,327,945	$ 28,857,462
Enterprise Funds				
Revenue	$ 591,034,114	$ 366,833,984	$ 392,095,222	$ 722,975,842
Expense	655,049,899	385,661,272	430,997,885	742,700,456
Surplus/(Deficit)	$ (64,015,785)	$ (18,827,288)	$ (38,902,663)	$ (19,724,614)
Use of Fund Balance	$ 64,015,785	$ 18,827,288	$ 38,902,663	$ 19,724,614
Internal Service Funds				
Revenue	$ 75,439,025	$ 75,495,762	$ 82,004,697	$ 82,616,358
Expense	69,992,243	75,495,762	82,682,981	82,616,358
Surplus/(Deficit)	$ 5,446,782	$ -	$ (678,284)	$ -
Use of Fund Balance	$ (5,446,782)	$ -	$ 678,284	$ -
Capital Project Funds				
Revenue	$ 159,550,412	$ 97,144,080	$ 139,805,019	$ 65,806,565
Expense	81,723,914	97,144,080	139,805,801	65,806,565
Surplus/(Deficit)	$ 77,826,498	$ -	$ (782)	$ -
Use of Fund Balance	$ (77,826,498)	$ -	$ 782	$ -
Debt Service Funds				
Revenue	$ 24,831,829	$ 28,346,598	$ 28,346,598	$ 30,054,700
Expense	23,217,423	28,346,598	28,346,598	30,054,700
Surplus/(Deficit)	$ 1,614,406	$ -	$ -	$ -
Use of Fund Balance	$ (1,614,406)	$ -	$ -	$ -
Charter Schools				
Revenue	$ 37,517,621	$ 35,171,500	$ 36,249,485	$ 37,919,940
Expense	34,249,828	35,171,500	37,807,463	37,919,940
Surplus/(Deficit)	$ 3,267,793	$ -	$ (1,557,978)	$ -
Use of Fund Balance	$ (3,267,793)	$ -	$ 1,557,978	$ -

Summary of Our Funds

	FY 2027 Forecast	FY 2028 Forecast	FY 2029 Forecast	FY 2030 Forecast
General Fund				
Revenue	$ 279,174,665	$ 288,213,132	$ 309,590,348	$ 320,076,179
Expense	279,174,665	288,213,132	309,590,348	320,076,179
Surplus/(Deficit)	$ -	$ -	$ -	$ -
Use of Fund Balance	$ -	$ -	$ -	$ -
Special Revenue Funds				
Revenue	$ 187,005,967	$ 197,600,427	$ 200,711,475	$ 211,302,076
Expense	201,037,020	213,857,762	215,154,403	232,092,083
Surplus/(Deficit)	$ (14,031,053)	$ (16,257,335)	$ (14,442,928)	$ (20,790,007)
Use of Fund Balance	$ 14,031,053	$ 16,257,335	$ 14,442,928	$ 20,790,007
Enterprise Funds				
Revenue	$ 611,274,269	$ 710,741,885	$ 469,335,713	$ 442,145,041
Expense	641,221,571	722,783,524	498,906,048	456,762,819
Surplus/(Deficit)	$ (29,947,302)	$ (12,041,639)	$ (29,570,335)	$ (14,617,778)
Use of Fund Balance	$ 29,947,302	$ 12,041,639	$ 29,570,335	$ 14,617,778
Internal Service Funds				
Revenue	$ 89,479,927	$ 93,962,775	$ 99,110,205	$ 104,011,070
Expense	89,563,354	95,748,345	102,223,181	109,256,800
Surplus/(Deficit)	$ (83,427)	$ (1,785,570)	$ (3,112,976)	$ (5,245,730)
Use of Fund Balance	$ 83,427	$ 1,785,570	$ 3,112,976	$ 5,245,730
Capital Project Funds				
Revenue	$ 64,759,953	$ 66,738,626	$ 38,645,930	$ 76,231,832
Expense	64,759,953	66,738,626	38,645,930	76,231,832
Surplus/(Deficit)	$ -	$ -	$ -	$ -
Use of Fund Balance	$ -	$ -	$ -	$ -
Debt Service Funds				
Revenue	$ 31,554,567	$ 33,403,701	$ 36,485,231	$ 32,656,492
Expense	31,554,567	33,403,701	36,485,231	32,656,492
Surplus/(Deficit)	$ -	$ -	$ -	$ -
Use of Fund Balance	$ -	$ -	$ -	$ -
Charter Schools				
Revenue	$ 39,597,011	$ 41,297,511	$ 41,297,511	$ 41,297,511
Expense	39,597,011	41,297,511	41,297,511	41,297,511
Surplus/(Deficit)	$ -	$ -	$ -	$ -
Use of Fund Balance	$ -	$ -	$ -	$ -

Budget Highlights & Summary Schedules

The table below provides a summary of the total budget for all funds for Fiscal Years 2025-2028. The FY 2026 Budget is $1,434,847,653 billion and includes $262,501,397 million for General Fund Expenditures.

Fund Type	FY 2025 Adopted	FY 2025 Amended	FY 2026 Adopted	FY 2027 Forecast	FY 2028 Forecast
General Fund	$ 258,485,438	$ 277,875,487	$ 262,501,397	$ 279,174,665	$ 288,213,132
Special Revenue Funds	178,098,619	220,265,760	213,248,237	201,037,020	213,857,762
Debt Service Fund	28,346,598	28,346,598	30,054,700	31,554,567	33,403,701
Capital Projects Funds	97,144,080	139,805,801	65,806,565	64,759,953	66,738,626
Enterprise Funds	385,661,272	430,997,885	742,700,456	641,221,571	722,783,524
Internal Service Funds	75,495,762	82,682,981	82,616,358	89,563,354	95,748,345
Charter School Funds	35,171,500	37,807,463	37,919,940	39,597,011	41,297,511
Total	**$ 1,058,403,269**	**$ 1,217,781,975**	**$ 1,434,847,653**	**$ 1,346,908,141**	**$ 1,462,042,601**

The table below provides an overview by General Fund department for all funds for Fiscal Years 2025-2028

Department	FY 2025 Adopted	FY 2025 Amended	FY 2026 Adopted	FY 2027 Forecast	FY 2028 Forecast
City Council	$ 1,390,332	$ 1,051,210	$ 1,063,488	$ 1,107,895	$ 1,150,405
City Manager	3,498,749	3,560,815	3,948,812	4,134,249	4,360,509
City Auditor	1,454,530	1,403,530	1,533,950	1,624,309	1,694,374
Financial Services	4,810,036	5,167,383	5,323,822	5,640,640	5,919,565
City Clerk	2,048,709	2,087,980	2,338,925	2,460,138	2,584,518
Human Resources	2,587,930	2,813,507	2,805,704	3,027,497	3,071,601
City Attorney	3,369,090	3,377,104	3,584,988	3,785,990	3,988,937
Information Technology	12,169,664	12,778,661	13,168,409	15,139,610	15,646,387
Government Services	75,645,132	86,385,010	74,248,554	80,845,304	79,433,262
Police	74,861,029	75,945,237	88,206,373	91,898,122	96,265,398
Development Services	7,821,720	8,170,284	10,504,476	10,735,501	11,220,837
Public Works	24,729,953	28,018,895	24,354,958	25,293,980	29,126,034
Parks and Recreation	44,098,564	47,115,871	31,418,938	33,481,430	33,751,305
Total	**$ 258,485,438**	**$ 277,875,487**	**$ 262,501,397**	**$ 279,174,665**	**$ 288,213,132**

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 2024 Actual	FY 2025 Adopted	FY 2025 Amended	FY 2026 Adopted	FY 2027 Forecast	FY 2028 Forecast
Personnel Services	$ 251,288,661	$ 279,949,459	$ 291,714,437	$ 322,144,531	$ 337,127,374	$ 356,562,049
Operating	237,354,974	274,014,027	304,970,147	295,110,903	302,969,944	326,054,255
Capital/Infrastructure	230,257,668	233,433,799	304,244,965	526,004,109	373,358,916	452,364,487
Debt Service	94,512,906	106,978,752	109,755,516	123,730,406	152,810,566	161,850,215
Other/Transfers Out	499,917,449	142,361,983	171,738,224	144,938,279	148,333,226	145,137,989
Subtotal	$ 1,313,331,658	$ 1,036,738,020	$ 1,182,423,289	$ 1,411,928,228	$ 1,314,600,026	$ 1,441,968,995
Reserves	-	21,665,249	35,358,686	22,919,425	32,308,115	20,073,606
Total	**$ 1,313,331,658**	**$ 1,058,403,269**	**$ 1,217,781,975**	**$ 1,434,847,653**	**$ 1,346,908,141**	**$ 1,462,042,601**

General Fund

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Amended	FY 2026 Adopted	FY 2027 Forecast	FY 2028 Forecast
Personnel Services	$ 114,986,977	$ 130,413,044	$ 131,388,192	$ 151,898,264	$ 159,054,108	$ 168,930,805
Operating	57,153,122	63,161,534	67,571,304	68,968,104	76,951,433	80,134,429
Capital/Infrastructure	8,520,047	7,719,949	11,288,016	7,849,408	10,660,038	6,667,932
Debt Service	2,295,681	-	2,592,829	-	-	-
Other/Transfers Out	70,580,580	57,190,911	64,423,293	33,364,581	32,509,086	32,479,966
Subtotal	$ 253,536,407	$ 258,485,438	$ 277,263,634	$ 262,080,357	$ 279,174,665	$ 288,213,132
Reserves	-	-	611,853	421,040	-	-
Total	**$ 253,536,407**	**$ 258,485,438**	**$ 277,875,487**	**$ 262,501,397**	**$ 279,174,665**	**$ 288,213,132**

General Fund	FY 2024 Actual	FY 2025 Adopted	FY 2025 Amended	FY 2026 Adopted	FY 2027 Forecast	FY 2028 Forecast
Appropriations	$ 253,536,407	$ 258,485,438	$ 277,263,634	$ 262,080,357	$ 279,174,665	$ 288,213,132
Unassigned Reserves	-	-	611,853	421,040	-	-
Total	$ 253,536,407	$ 258,485,438	$ 277,875,487	$ 262,501,397	$ 279,174,665	$ 288,213,132
Budget Stabilization Reserve	-	-	-	61,250,326	67,467,211	72,053,283
Month Operating	$ 21,128,034	$ 21,540,453	$ 23,105,303	$ 21,875,116	$ 23,264,555	$ 24,017,761
# of Months of Reserves	2.6	2.7	2.7	2.8	2.9	3.0
% of Expenditures	**22%**	**23%**	**23%**	**23%**	**24%**	**25%**

Budget Summary

CITY OF CAPE CORAL, FLORIDA FY 2026

The Adopted operating budget expenditures of the City of Cape Coral include a 35.6% increase from FY 2025 operating expenditures

General Fund **5.1471**

Voted Fund - GO Bond **0.1608**

Sources		General Fund	Special Revenue	Debt Service	Capital Project	Enterprise Funds	Internal Service	Charter School	Total All Funds
Taxes:									
Ad Valorem Taxes - City Levy @	5.1471	$ 157,983,180	$ -	$ -	$ -	$ -	$ -	$ -	**$ 157,983,180**
Ad Valorem Taxes - Voted Fund GO Bond @	0.1608	-	-	4,935,370	-	-	-	-	**4,935,370**
Ad Valorem Taxes - Other		-	3,783,066	-	-	-	-	-	**3,783,066**
Tax Increment - County		-	3,105,570	-	-	-	-	-	**3,105,570**
Sales and Use Taxes		19,189,974	14,618,609	-	-	-	-	-	**33,808,583**
Charges for Service		6,451,595	10,771,301	-	-	171,337,493	-	1,847,017	**190,407,406**
Intergovernmental Revenues		40,992,860	3,243,674	-	1,505,676	-	-	35,549,614	**81,291,824**
Fines & Forfeitures		1,228,820	2,045,000	-	-	795,405	-	-	**4,069,225**
Miscellaneous Revenue		2,502,095	1,750,301	-	505,316	421,681	2,400,000	478,994	**8,058,387**
Permits, Franchise, Impact Fees, Spec Assess		10,473,764	122,997,753	-	-	52,954,226	-	-	**186,425,743**
Internal Service Charges		20,203,050	40,000	-	-	376,562	80,216,358	-	**100,835,970**
Note/Debt Proceeds		-	-	-	35,250,188	431,328,471	-	-	**466,578,659**
Total Sources		**$ 259,025,338**	**$ 162,355,274**	**$ 4,935,370**	**$ 37,261,180**	**$ 657,213,838**	**$ 82,616,358**	**$ 37,875,625**	**$ 1,241,282,983**
Transfers In		3,476,059	22,035,501	25,119,330	28,545,385	65,762,004	-	44,315	**144,982,594**
Fund Balances/Reserves/Net Assets		-	28,857,462	-	-	19,724,614	-	-	**48,582,076**
Total Revenues, Transfers & Balances		**$ 262,501,397**	**$ 213,248,237**	**$ 30,054,700**	**$ 65,806,565**	**$ 742,700,456**	**$ 82,616,358**	**$ 37,919,940**	**$ 1,434,847,653**
USES									
General Government		75,846,197	997,000	-	1,850,000	16,998,403	-	-	**95,691,600**
Public Safety		98,710,849	97,205,962	-	13,867,717	-	-	-	**209,784,528**
Physical Environment		-	30,465,568	-	-	556,254,081	-	-	**586,719,649**
Transportation		22,739,792	18,336,458	-	41,822,610	-	-	-	**82,898,860**
Economic Environment		-	6,182,180	-	1,210,922	-	-	-	**7,393,102**
Culture/Recreation		31,418,938	4,489,639	-	6,615,000	184,148	-	36,368,676	**79,076,401**
Debt Service		-	-	30,054,700	-	91,753,003	371,439	1,551,264	**123,730,406**
Internal Services		-	-	-	-	-	81,695,403	-	**81,695,403**
TOTAL EXPENDITURES		**$ 228,715,776**	**$ 157,676,807**	**$ 30,054,700**	**$ 65,366,249**	**$ 665,189,635**	**$ 82,066,842**	**$ 37,919,940**	**$ 1,266,989,949**
Transfers Out		33,364,581	45,371,378	-	440,316	65,762,004	-	-	**144,938,279**
Reserves		421,040	10,200,052	-	-	11,748,817	549,516	-	**22,919,425**
Total Appropriated Expenditures, Transfers, Reserves, & Balances		**$262,501,397**	**$213,248,237**	**$30,054,700**	**$ 65,806,565**	**$742,700,456**	**$ 82,616,358**	**$37,919,940**	**$1,434,847,653**

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

Revenues

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

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

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

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

Revenues

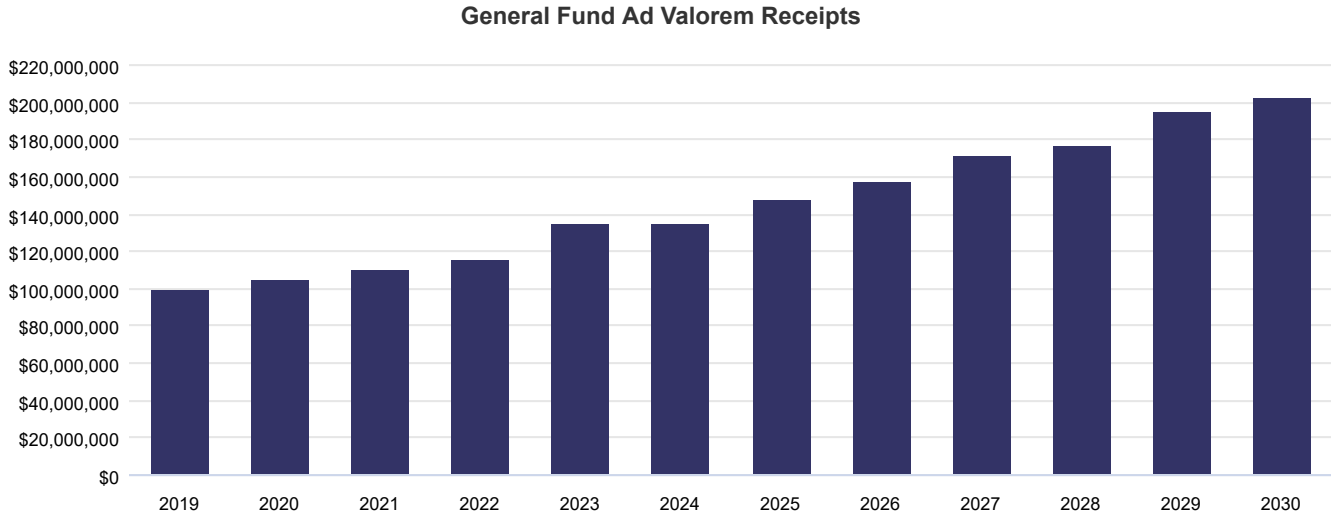
Ad Valorem Taxes (Property Taxes)

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

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

The FY 2026 Budget is based on the July 1 taxable value from the Lee County Property Appraiser and the millage rate of 5.1471. It is assumed that taxable property values will increase on average 4.5% in future years. FY 2028 - FY 2030 takes into account potential property tax revenue impact from Florida Legislature tax relief proposals. FY 2028 - FY 2030 includes the potential property tax revenue impact from Florida Legislature tax relief proposals.

	FY 2024 Actual	FY 2025 Adopted	FY 2026 Adopted	FY 2027 Forecast	FY 2028 Forecast	FY 2029 Forecast	FY 2030 Forecast
Property Taxes at 96%	$140,176,728	$148,209,313	$157,983,180	$171,427,205	$176,840,186	$194,798,657	$203,188,912
Discount	4,968,242	-	-	-	-	-	-
Total	$135,208,486	$148,209,313	$157,983,180	$171,427,205	$176,840,186	$194,798,657	$203,188,912
Millage Rate	5.3694	5.2188	5.1471	5.3446	5.7222	5.9885	5.9885

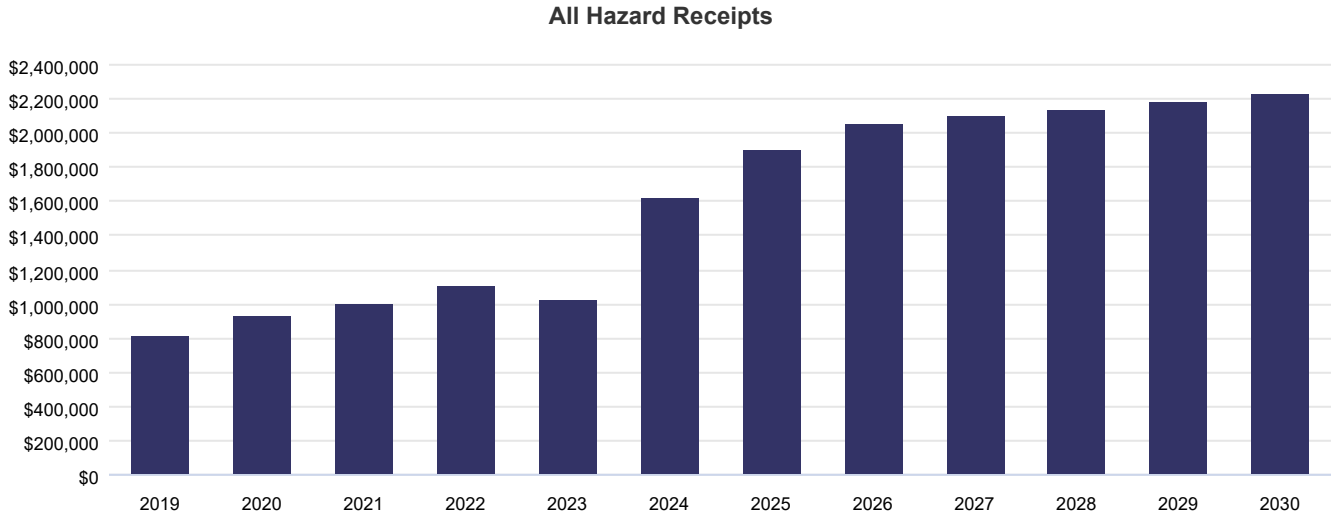


Revenues

All Hazard Receipts

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

Fiscal Year	Amount
2019 Actual	$ 824,000
2020 Actual	932,413
2021 Actual	1,001,416
2022 Actual	1,115,514
2023 Actual	1,024,716
2024 Actual	1,624,526
2025 Adopted	1,908,607
2026 Adopted	2,062,813
2027 Forecast	2,104,069
2028 Forecast	2,146,151
2029 Forecast	2,189,073
2030 Forecast	2,232,855



Revenues

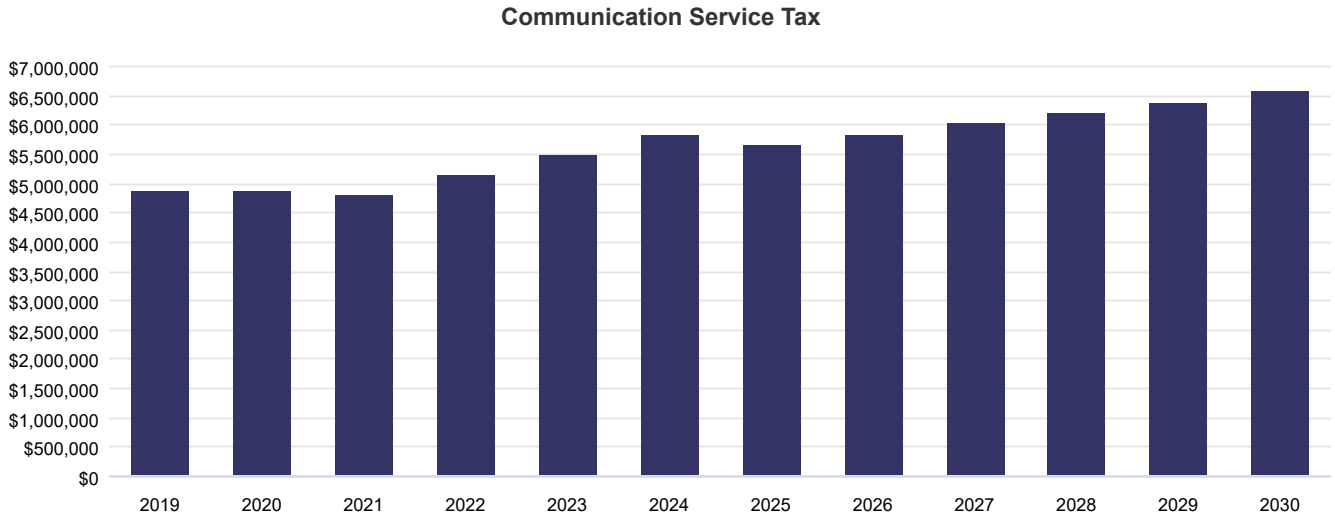
Other Taxes

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

Communication Service Tax

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

Fiscal Year	Amount	Annual % Change
2019 Actual	$ 4,884,741	5.59%
2020 Actual	4,892,611	0.16%
2021 Actual	4,808,291	(1.72%)
2022 Actual	5,165,407	7.43%
2023 Actual	5,509,770	6.67%
2024 Actual	5,834,639	5.90%
2025 Adopted	5,682,682	(2.60%)
2026 Adopted	5,853,162	3.00%
2027 Forecast	6,028,757	3.00%
2028 Forecast	6,209,620	3.00%
2029 Forecast	6,395,909	3.00%
2030 Forecast	6,587,786	3.00%

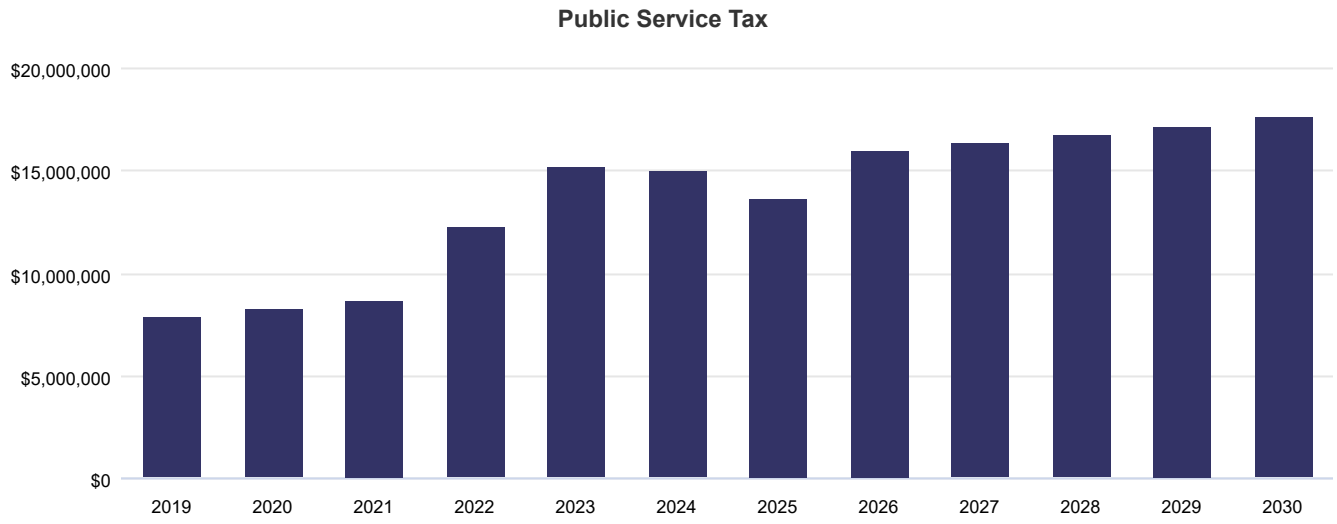


Revenues

Public Service Tax

On April 29, 2013, City Council approved Ordinance 28-13, authorizing the implementation of the Public Service Tax on electric service. At the time of adoption of the tax, there was only one municipality in the State of Florida with a population of over 50,000 that did not have the tax. Although the tax can be levied up to a rate of 10%, City Council authorized a rate of 7%, beginning October 1, 2013. As of FY 2022, the first 500 kilowatts of usage exemption has been removed and is now taxable. Assuming the "average" homeowner uses 1,200 kilowatts monthly; the resulting tax is approximately $143 annually. The annual revenue is budgeted at 95% of the estimate released by the State Department of Revenue (DOR).

Fiscal Year	Amount	General Fund	Charter School	Annual % Change
2019 Actual	$ 7,874,558	$ 7,874,558	$ -	10.36%
2020 Actual	8,283,000	8,283,000	-	5.19%
2021 Actual	8,657,041	8,657,041	-	4.52%
2022 Actual	12,283,339	10,963,339	1,320,000	41.89%
2023 Actual	15,235,483	12,595,483	2,640,000	24.03%
2024 Actual	15,049,029	12,409,029	2,640,000	(1.22%)
2025 Adopted	13,692,514	11,052,514	2,640,000	(9.01%)
2026 Adopted	15,974,670	13,334,670	2,640,000	16.67%
2027 Forecast	16,373,886	13,733,886	2,640,000	2.50%
2028 Forecast	16,785,070	14,145,070	2,640,000	2.51%
2029 Forecast	17,208,582	14,568,582	2,640,000	2.52%
2030 Forecast	17,644,791	15,004,791	2,640,000	2.53%

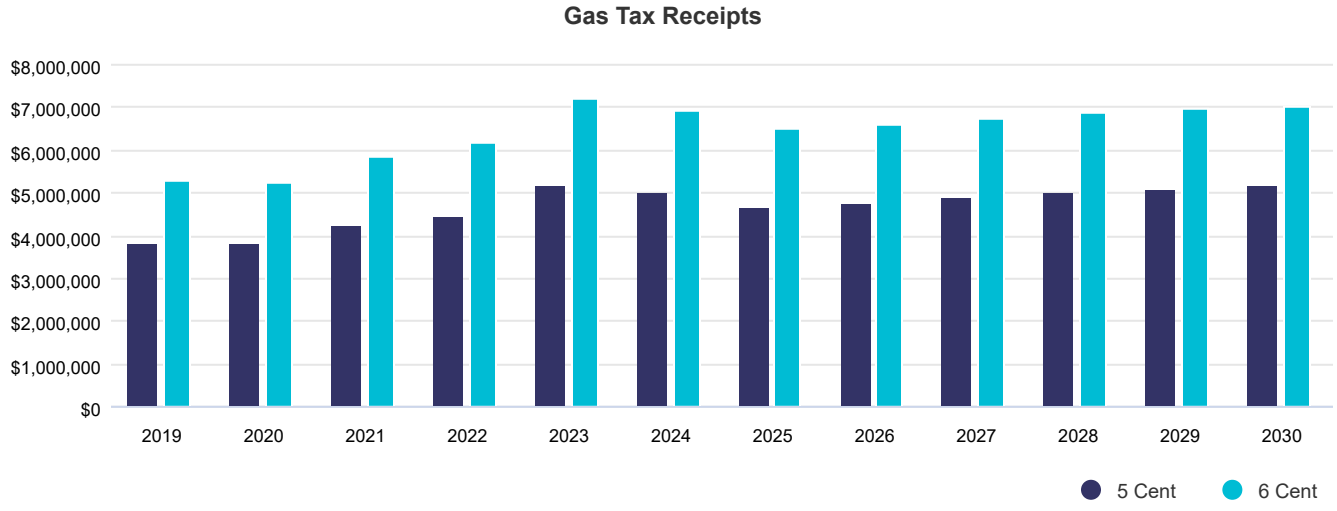


Revenues

Gas Tax Receipts

The gas taxes are collected on each gallon of gas sold within the county limits. The City's annual receipts are established upon a locally agreed upon distribution formula based on population and are recorded in Special Revenue Funds. Gas taxes are earmarked to fund the construction of new roads and sidewalks, intersection improvements, and maintenance of the City's existing transportation network. The annual revenue is budgeted at 95% of the estimate released by the State Department of Revenue (DOR).

Fiscal Year	5 Cent	6 Cent
2019 Actual	$ 3,857,731	$ 5,282,590
2020 Actual	3,828,706	5,257,312
2021 Actual	4,275,482	5,856,179
2022 Actual	4,450,329	6,185,031
2023 Actual	5,210,191	7,183,014
2024 Actual	4,983,602	6,907,962
2025 Adopted	4,700,549	6,482,213
2026 Adopted	4,794,560	6,611,857
2027 Forecast	4,890,451	6,744,094
2028 Forecast	4,988,260	6,878,976
2029 Forecast	5,088,025	6,947,766
2030 Forecast	5,189,786	7,017,244

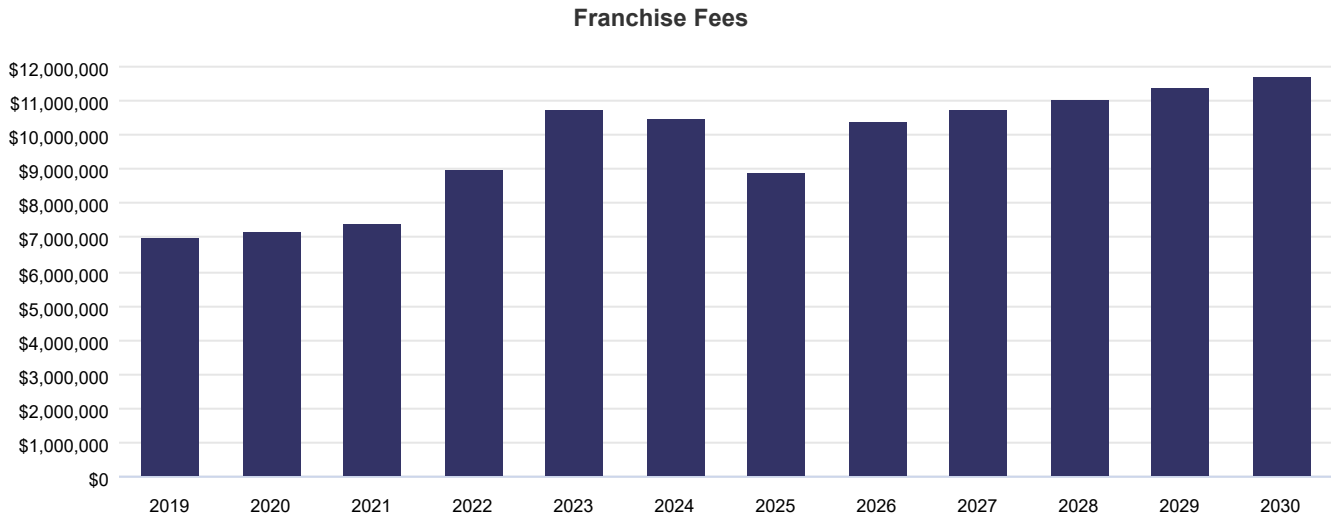


Revenues

Franchise Fees

Franchise fees are levied on a corporation or individual by the local government in return for granting a privilege or permitting the use of public property subject to regulations. The City receives franchise fees for electricity, solid waste, and natural gas. The annual revenue is budgeted at 95% of the estimated revenue collection.

Fiscal Year	Amount
2019 Actual	$ 7,016,299
2020 Actual	7,199,932
2021 Actual	7,425,743
2022 Actual	9,035,573
2023 Actual	10,749,377
2024 Actual	10,466,169
2025 Adopted	8,900,059
2026 Adopted	10,432,556
2027 Forecast	10,743,813
2028 Forecast	11,064,393
2029 Forecast	11,394,572
2030 Forecast	11,734,638



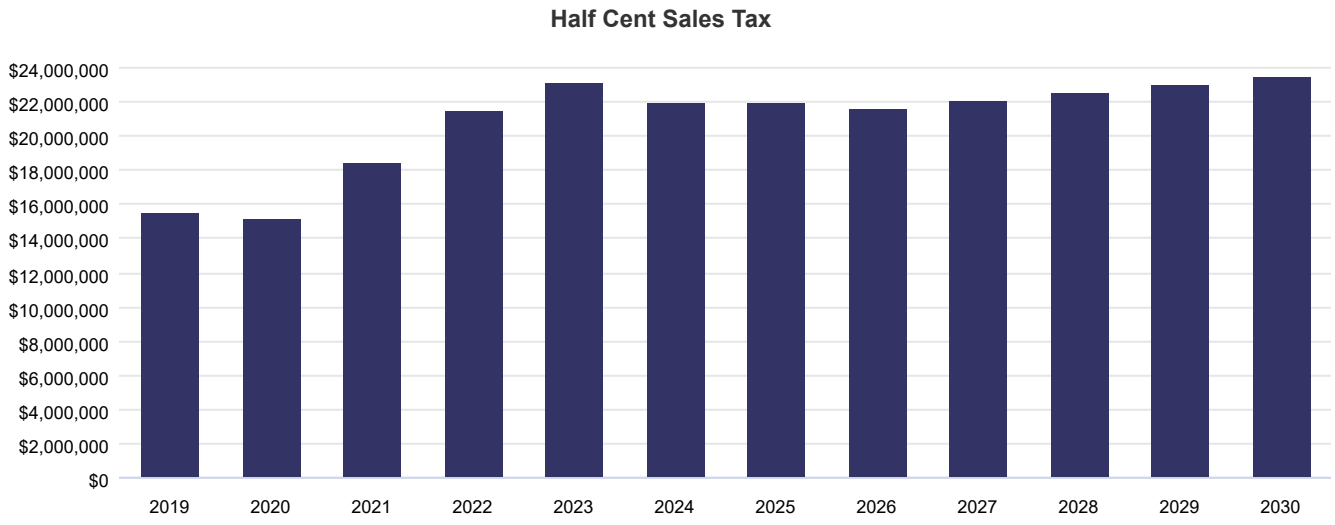
Revenues

Intergovernmental Revenue

Half Cent Sales Tax

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

Fiscal Year	Amount
2019 Actual	$ 15,550,111
2020 Actual	15,276,746
2021 Actual	18,529,047
2022 Actual	21,483,314
2023 Actual	23,231,589
2024 Actual	22,023,904
2025 Adopted	21,994,792
2026 Adopted	21,691,233
2027 Forecast	22,125,057
2028 Forecast	22,567,558
2029 Forecast	23,018,910
2030 Forecast	23,479,288



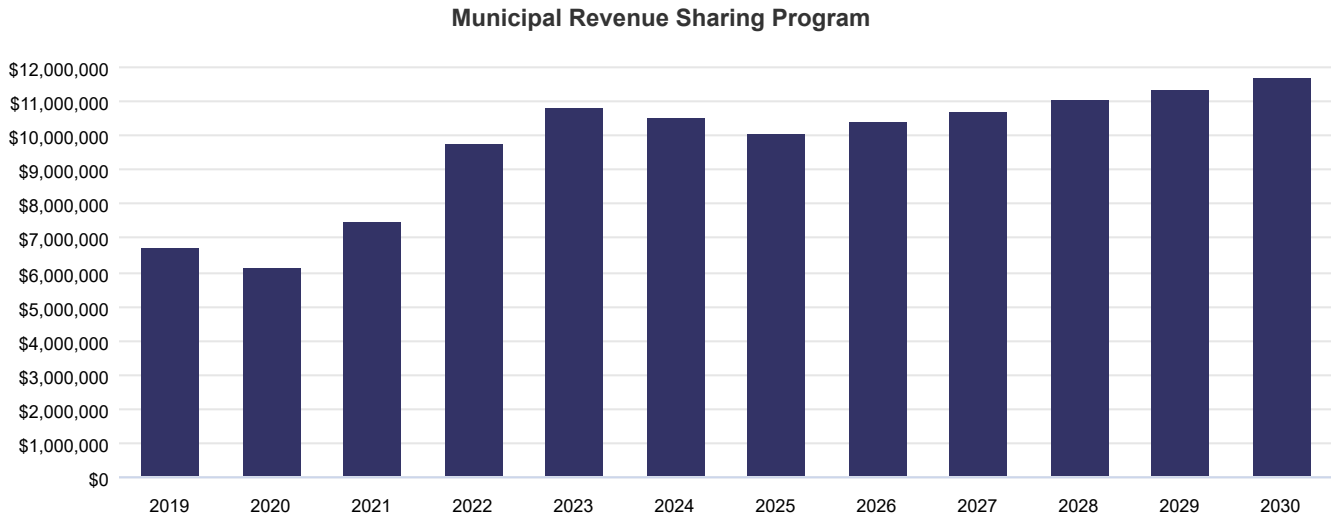
Revenues

Municipal Revenue Sharing Program

The State of Florida distributes revenues collected to local governments per the 1972 Florida Revenue Sharing Act. Revenues received are from sales and use tax collections and from the fuel tax on motor fuel. Revenues are recorded in the General Fund. The annual revenue is budgeted at 95% of the estimate released by the State Department of Revenue (DOR).

Revenues

Fiscal Year	Amount
2019 Actual	$ 6,726,005
2020 Actual	6,158,548
2021 Actual	7,495,285
2022 Actual	9,790,498
2023 Actual	10,844,343
2024 Actual	10,560,280
2025 Adopted	10,041,497
2026 Adopted	10,401,299
2027 Forecast	10,713,338
2028 Forecast	11,034,738
2029 Forecast	11,365,781
2030 Forecast	11,706,755

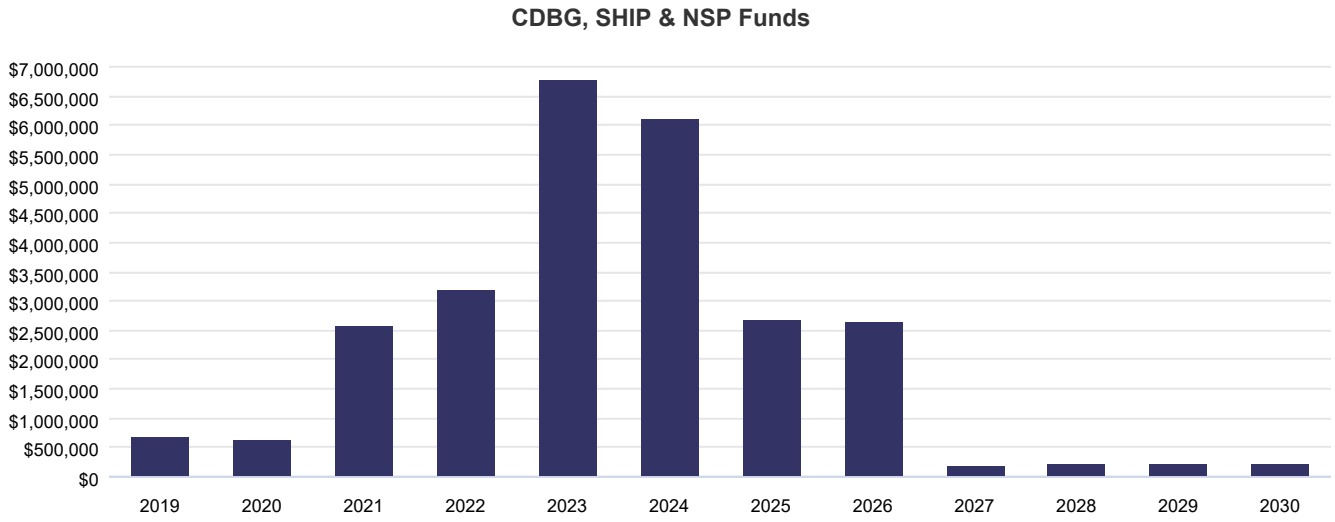


Revenues

CDBG, NSP, & SHIP Funds

Additionally, shared funds come from the Federal Community Development Block Grant (CDBG) Program, Neighborhood Stabilization Program (NSP), and State Housing Initiative Partnership (SHIP) and are recorded in Special Revenue Funds. The budget is adjusted to incorporate the awarded amounts for each program upon confirmation of funding.

Fiscal Year	Amount
2019 Actual	$ 668,968
2020 Actual	656,412
2021 Actual	2,597,222
2022 Actual	3,192,894
2023 Actual	6,804,538
2024 Actual	6,112,428
2025 Adopted	2,706,667
2026 Adopted	2,646,816
2027 Forecast	212,802
2028 Forecast	224,024
2029 Forecast	235,877
2030 Forecast	248,343

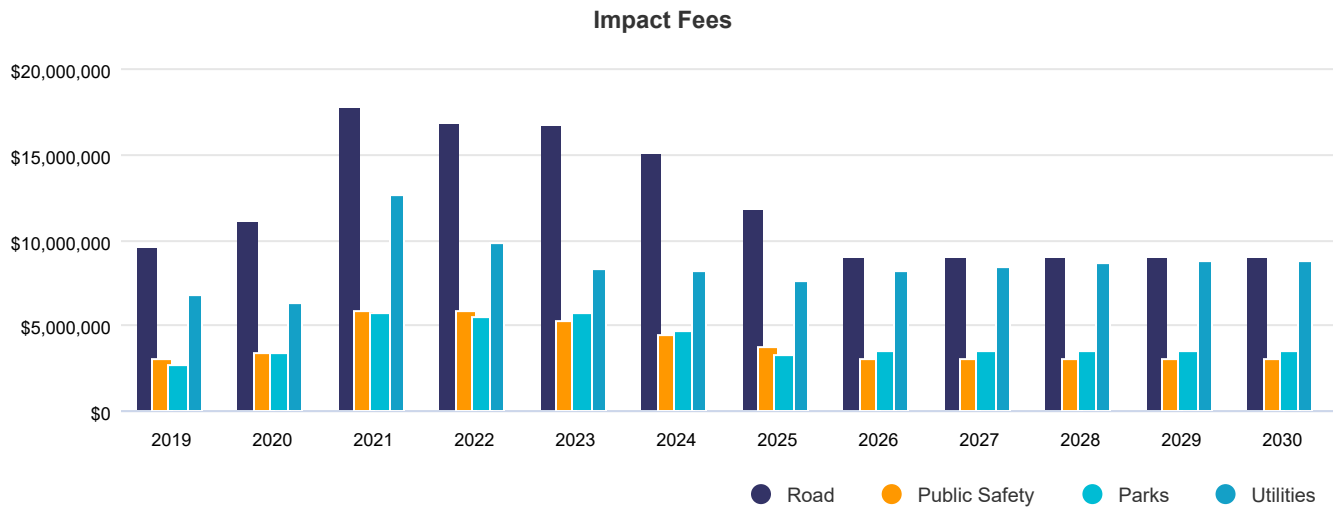


Revenues

Impact Fees

The City collects various impact fees when building permits are issued for new structures. Impact fees are paid by those who build new structures within the City. Fees are used for the cost of capital expenditures to support the expansion of roads, parks, public safety, and utility services. Revenue estimates are primarily based on a projection of the number of new construction permits for single-family residential units, which represent most of the current activity. The FY 2026 - 2030 budgets assume permit issuance will remain static. The city is transitioning from road impact fees to mobility fees for FY 2027 forward.

Fiscal Year	Road	Public Safety	Parks	Utilities
2019 Actual	$ 9,562,986	$ 3,028,275	$ 2,640,320	$ 6,841,946
2020 Actual	11,153,143	3,364,762	3,445,350	6,364,699
2021 Actual	17,827,347	5,813,696	5,746,710	12,580,724
2022 Actual	16,898,402	5,862,176	5,467,385	9,818,594
2023 Actual	16,752,084	5,235,706	5,746,710	8,333,750
2024 Actual	15,144,175	4,431,485	4,690,805	8,228,861
2025 Adopted	11,792,150	3,698,955	3,273,640	7,600,246
2026 Adopted	9,036,900	3,027,386	3,508,750	8,142,851
2027 Forecast	9,036,900	3,027,386	3,508,750	8,424,194
2028 Forecast	9,036,900	3,027,386	3,508,750	8,663,263
2029 Forecast	9,036,900	3,027,386	3,508,750	8,729,175
2030 Forecast	9,036,900	3,027,386	3,508,750	8,765,221



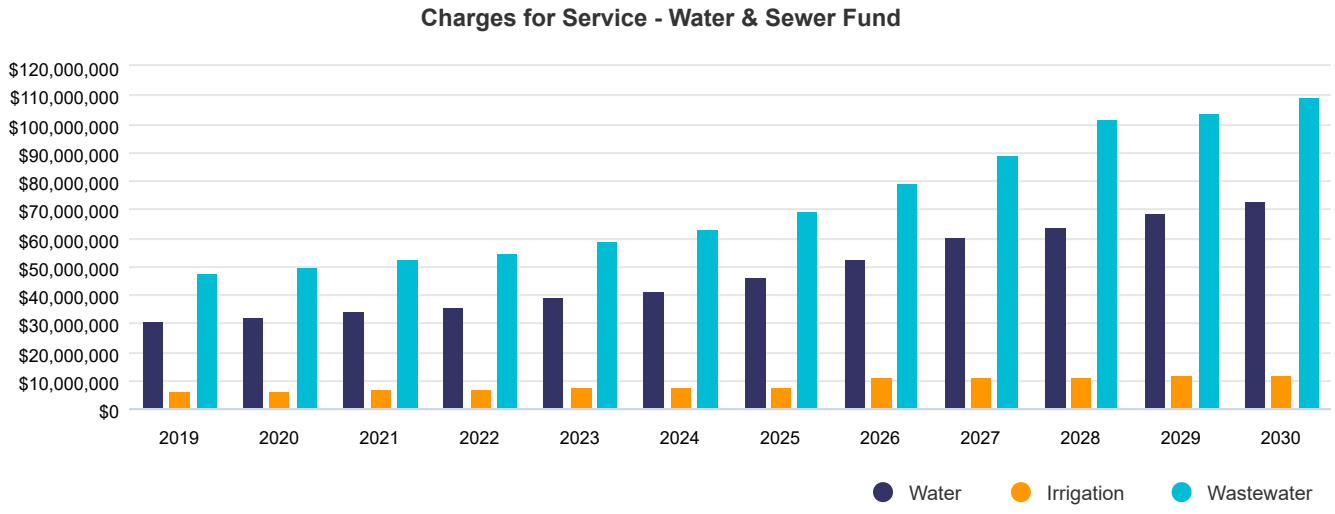
Revenues

Charges for Service

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

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

Fiscal Year	Water	Irrigation	Wastewater
2019 Actual	$ 30,991,970	$ 6,346,367	$ 47,461,082
2020 Actual	32,323,172	6,520,598	49,650,631
2021 Actual	34,205,417	6,846,333	52,664,586
2022 Actual	36,020,195	7,108,183	54,834,538
2023 Actual	39,340,353	7,402,136	59,223,196
2024 Actual	41,524,669	7,605,127	63,019,503
2025 Adopted	46,197,582	7,597,056	69,531,487
2026 Adopted	52,538,508	11,059,230	79,429,990
2027 Forecast	60,570,618	11,140,905	88,814,070
2028 Forecast	63,630,710	11,468,660	101,721,579
2029 Forecast	68,439,339	11,857,255	103,590,665
2030 Forecast	72,763,128	11,952,366	109,629,036

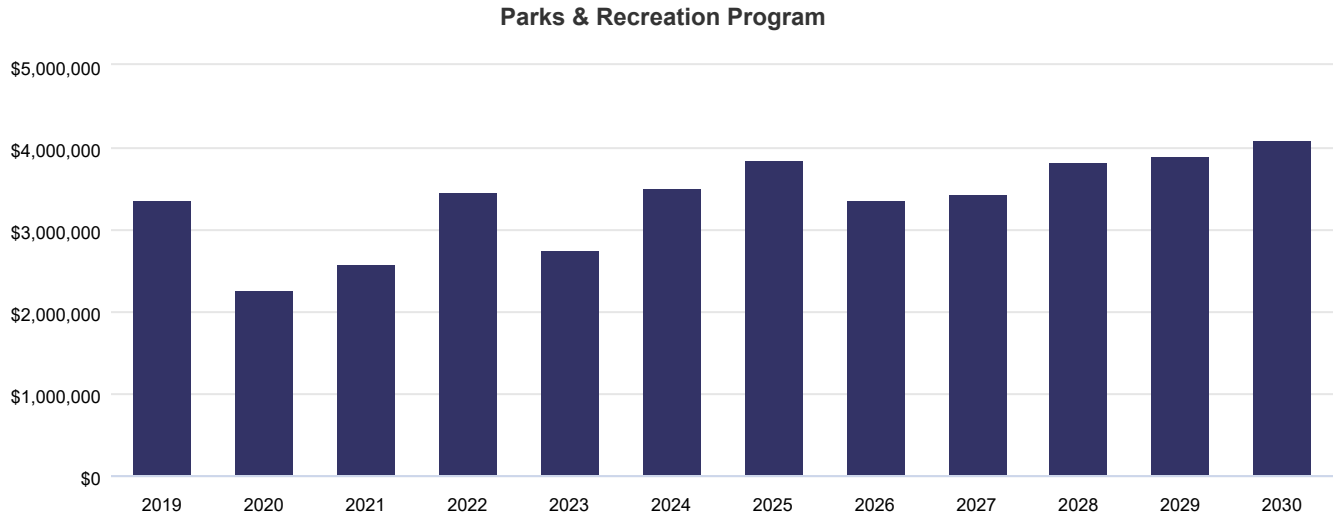


Revenues

Parks & Recreation Programs

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

Fiscal Year	Program Revenues
2019 Actual	$ 3,357,137
2020 Actual	2,278,950
2021 Actual	2,593,208
2022 Actual	3,457,607
2023 Actual	2,747,918
2024 Actual	3,519,573
2025 Adopted	3,843,035
2026 Adopted	3,373,359
2027 Forecast	3,427,627
2028 Forecast	3,832,940
2029 Forecast	3,893,321
2030 Forecast	4,109,307

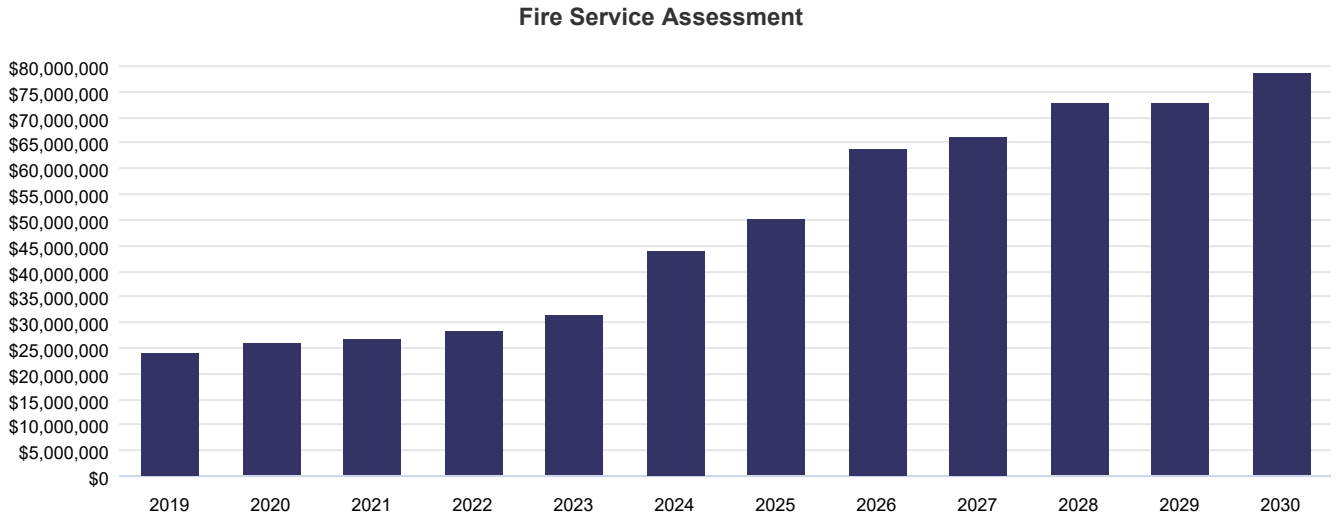


Revenues

Fire Service Assessment

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

Fiscal Year		Amount	Cost Recovery %
2019 Actual	$	24,383,516	62.00%
2020 Actual		26,054,140	62.00%
2021 Actual		26,964,704	62.00%
2022 Actual		28,660,396	62.00%
2023 Actual		31,514,336	62.00%
2024 Actual		44,189,844	62.00%
2025 Adopted		50,267,518	70.00%
2026 Adopted		63,966,604	81.00%
2027 Forecast		66,328,911	81.00%
2028 Forecast		72,807,556	81.00%
2029 Forecast		72,995,864	81.00%
2030 Forecast		78,712,935	81.00%



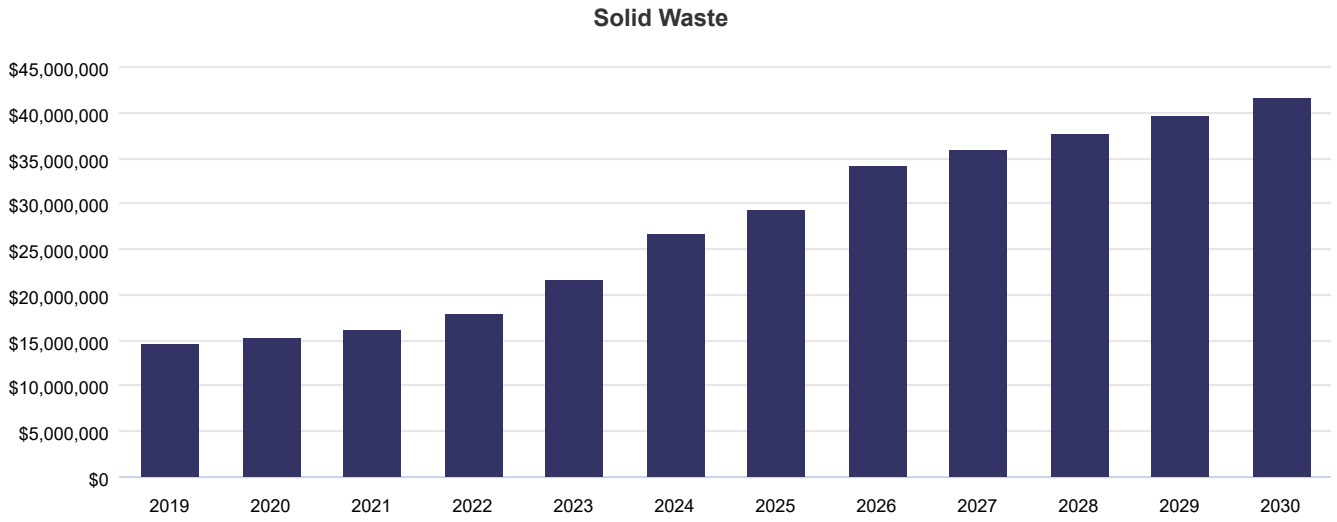
Revenues

Solid Waste Assessment

The City implemented a Solid Waste Assessment, which is an annual charge for solid waste, recycling, and yard waste collection services in Cape Coral. The assessment ensures the continued provision of these essential services to residents. Cape Coral maintains one of the lowest solid waste rates in Southwest Florida. Shown below is the net revenue amount collected, including applicable discounts and uncollectible amounts.

Fiscal Year	Amount
2019 Actual	$ 14,635,295
2020 Actual	15,259,055
2021 Actual	16,200,896
2022 Actual	17,940,420
2023 Actual	21,700,397
2024 Actual	26,756,768
2025 Amended*	29,435,230
2026 Adopted	34,237,488
2027 Forecast	35,949,362
2028 Forecast	37,746,830
2029 Forecast	39,634,172
2030 Forecast	41,615,881

*FY 2025 was amended to reflect 95% of the approved special assessment rate

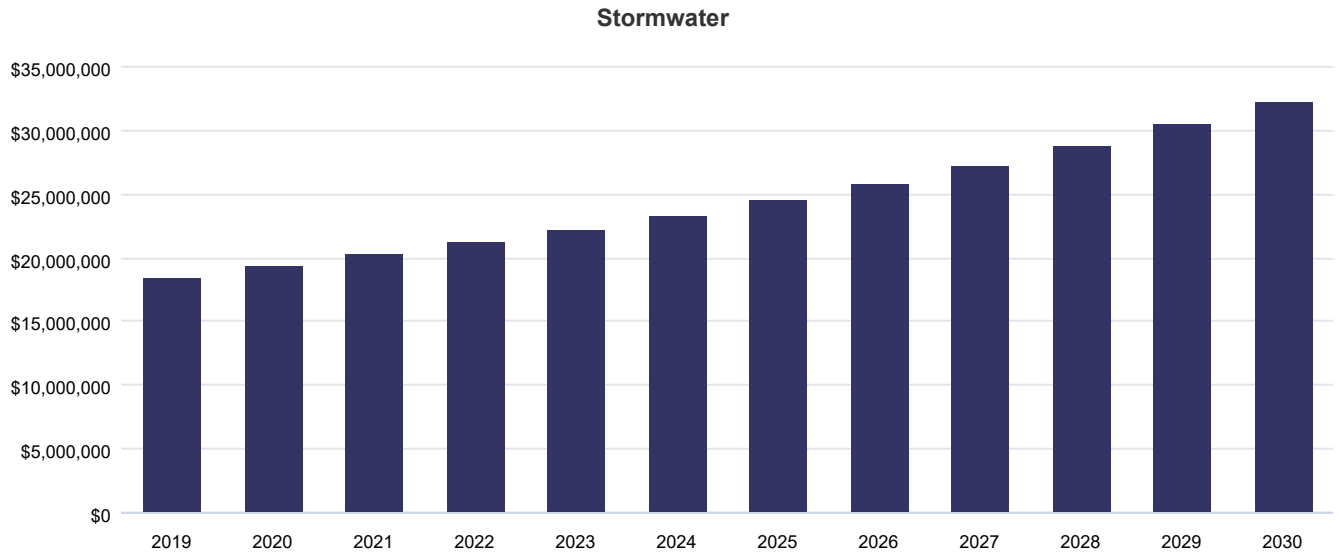


Revenues

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 $156 per ERU, based on the data from the cost recovery study. Additionally, the fund is required to make an interfund transfer to the General Fund, the breakdown is in the Full Cost Allocation Appendix for general administrative overhead costs.

Fiscal Year	Amount
2019 Actual	$ 18,591,148
2020 Actual	19,411,571
2021 Actual	20,386,889
2022 Actual	21,355,785
2023 Actual	22,319,664
2024 Actual	23,395,360
2025 Adopted	24,682,807
2026 Adopted	25,971,924
2027 Forecast	27,337,376
2028 Forecast	28,931,790
2029 Forecast	30,638,436
2030 Forecast	32,326,334



Highlights of Other Major Funds

Building Code Fund

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

Special Assessments

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

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

Utility Capital Expansion Fee Funds

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

Fund Balance Status

Fund	Fund Balance 9/30/2024	Budget Changes FY 2025	Estimated Balance 9/30/2025	Budget Changes FY 2026	Projected Balance 9/30/2026	Percent Change
General Fund						
General Fund	$ 114,955,637	-$35,912,737	$ 79,042,900	$ 421,040	$ 79,463,940	0.53%
Special Revenue Fund						
5 Cent Addl Gas Tax Fund	12,387,840	(7,692,340)	4,695,500	(3,175,440)	1,520,060	(67.63%)
6 Cent Local Gas Tax Fund	15,377,542	(9,537,062)	5,840,480	(3,209,759)	2,630,721	(54.96%)
Road Impact Fee Fund	15,307,342	4,419,744	19,727,086	(15,903,964)	3,823,122	(80.62%)
Public Safety Impact Fee Funds	1,684,985	1,375,894	3,060,879	508,213	3,569,092	16.60%
Police Confiscation State Fund	612,873	(396,798)	216,075	-	216,075	-%
Police Confiscate Federal Fund	390,035	(294,756)	95,279	(21,114)	74,165	(22.16%)
Criminal Justice Education Fund	121,998	(27,758)	94,240	12,959	107,199	13.75%
Do The Right Thing Fund	24,098	-	24,098	-	24,098	-%
Police Grants Fund	(33,877)	-	(33,877)	-	(33,877)	-%
Opioid Settlement Fund	337,470	-	337,470	-	337,470	-%
Speed Zone Cameras Fund	-	356,000	356,000	-	356,000	-%
All Hazards Fund	2,242,552	(1,320,531)	922,021	96,861	1,018,882	10.51%
Fire Operations Fund	9,166,189	(5,451,088)	3,715,101	1,000,000	4,715,101	26.92%
Del Prado Mall Pkg Lot Fund	173,059	(40,000)	133,059	(26,683)	106,376	(20.05%)
Lot Mowing Fund	4,195,579	224,389	4,419,968	129,967	4,549,935	2.94%
Economic Development Fund	1,745,771	(263,957)	1,481,814	(385,070)	1,096,744	(25.99%)
Tree Trust Fund	6,406	-	6,406	-	6,406	-%
Public Works Grants Fund	-	-	-	-	-	100.00%
Building Code Fund	4,825,975	6,370,174	11,196,149	(3,870,427)	7,325,722	(34.57%)
Community Development Block Grant (CDBG) Fund	(405,821)	-	(405,821)	-	(405,821)	-%
HUD NSP Fund	(94,460)	-	(94,460)	-	(94,460)	-%
SHIP Fund	10,888,645	-	10,888,645	-	10,888,645	-%
Development Services Grants Fund	(104,826)	-	(104,826)	-	(104,826)	-%
CRA Fund	(6,745,638)	(447,019)	(7,192,657)	-	(7,192,657)	-%
Park Impact Fee Fund	5,185,334	(256,122)	4,929,212	(2,181,375)	2,747,837	(44.25%)
Golf Course Fund	687,897	-	687,897	(83,630)	604,267	(12.16%)
Lake Kennedy The Courts Fund	(277,643)	76,209	(201,434)	95,000	(106,434)	(47.16%)
Solid Waste Fund	10,281,320	7,387,449	17,668,769	8,357,052	26,025,821	47.30%
Charter School Building Maintenance Fund	109,723	122,180	231,903	-	231,903	-%
Total All Funds	**$ 203,046,005**	**-$41,308,129**	**$ 161,737,876**	**-$18,236,370**	**$ 143,501,506**	

Interfund Transfers: FY 2026 Adopted Budget

	Transfers In					
Transfers Out	General Fund	Special Revenue	Debt Service	Capital Project	Enterprise Fund	Total
General Fund	$ -	$ 22,035,501 [1]	$ 6,409,192 [2]	$ 4,919,888 [3]	$ -	$ 33,364,581
Special Revenue	3,476,059 [4]	-	18,269,822 [5]	23,625,497 [6]	-	45,371,378
Capital Project	-	-	440,316 [7]	-	-	440,316
Enterprise Fund	-	-	-	-	851,106 [8]	851,106
Total	**$ 3,476,059**	**$ 22,035,501**	**$ 25,119,330**	**$ 28,545,385**	**$ 851,106**	**$ 80,027,381**

Notes:

[1] General Fund transfers to Special Revenue Funds:

$17,614,546 to Fire Operations for the non-assessed Fire services

$4,307,831 to Community Redevelopment Agency (CRA) for established Tax Increment Financing (TIF) funding

$113,124 to All Hazards to fund an additional position

[2] General Fund transfers to Debt Service Funds:

$6,409,192 for annual and future debt service payments

[3] General Fund transfers to Capital Project Funds:

$2,000,000 to Bridge Capital Projects for bridge maintenance

$1,069,888 to Transportation Capital projects to fund Sidewalks

$1,000,000 to Computer Systems Capital Projects for City Fiber and Wireless

$850,000 to Government Service Capital Project for City Hall Roof Replacement

[4] Special Revenue transfers to General Fund:

$2,000,000 from Speed zone to assist in Police Operations

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

$353,765 from Road Impact Fee for reimbursement of administrative services

[5] Special Revenue transfers to Debt Service Funds:

$18,269,822 or annual and future debt payments from Charter School, CRA, Fire Operations, Park Impact Fee, Road Impact Fee, Golf Course, and Six Cent Gas Tax

[6] Special Revenue transfers to Capital Project Funds:

$18,315,296 from Road Impact/Mobility Fees for Transportation Capital Projects. See Asset Management Program section for details.

$3,150,000 from Park Impact Fee to Parks and Recreation Capital Projects for neighborhood park construction at 2224 NE 15th Street

$1,210,922 Community Redevelopment Agency to CRA Capital Projects for Palm Tree Median Beautification

$949,279 from Fire Impact to Fire Capital Projects to fund design for Training Station phase 3

[7] Captital Project Fund to Debt Service Fund:

$440,316 from Lake Kennedy Capital Project Fund to construct a parking lot at Lake Kennedy

[8] Enterprise Fund transfers to Enterprise Fund:

$851,106 from Stormwater to Water and Sewer for UEP debt payments

Millage Rate History

Fiscal Year	Millage Rate	Debt Service	Total
2015	7.7070	-	7.7070
2016	6.9750	-	7.7070
2017	6.7500	-	6.9570
2018	6.7500	-	6.7500
2019	6.7500	-	6.7500
2020	6.4903	0.0600	6.5503
2021	6.3750	0.3000	6.6750
2022	6.2500	0.0471	6.2971
2023	5.3694	0.0471	5.4165
2024	5.3694	0.1675	5.5369
2025 Adopted	5.2188	0.1791	5.3979
2026 Adopted	5.1471	0.1608	5.3079
2027 Forecast	5.3446	0.1608	5.5054
2028 Forecast	5.7222	0.1608	5.8830

Taxable Assessed Value History

Fiscal Year	Taxable Assessed Value	New Construction	Percentage Change
2015	$ 10,329,777,472	$ 114,639,280	8.50%
2016	11,120,507,186	185,037,351	7.65%
2017	12,045,371,047	232,341,287	8.32%
2018	13,196,517,609	336,504,739	9.56%
2019	14,313,935,650	448,797,093	8.47%
2020	15,438,898,927	530,098,254	7.86%
2021	16,578,808,989	494,819,588	7.38%
2022	18,382,969,754	708,215,012	10.88%
2023	22,712,302,498	1,277,813,999	23.55%
2024	26,262,275,412	967,591,566	15.63%
2025 Adopted	29,582,413,756	1,813,647,461	12.64%
2026 Adopted	31,972,530,710	1,751,525,474	8.08%
2027 Forecast	33,411,294,592	1,830,344,120	4.50%
2028 Forecast	32,191,902,849	1,912,709,606	(3.65%)

Single Family Homes - Homestead & Non-Homestead

Fiscal Year	Average Taxable Assessed Value	Change in Average Value	Percentage Change
2015	$ 114,354	$ 9,487	9.05%
2016	122,484	8,130	7.11%
2017	131,197	8,713	7.11%
2018	141,919	10,722	8.17%
2019	150,856	8,937	6.30%
2020	159,259	8,403	5.57%
2021	165,788	6,529	4.10%
2022	183,830	18,042	10.88%
2023	274,427	90,597	49.28%
2024	261,019	(13,408)	(4.89%)
2025	271,460	10,441	4.00%
2026	271,405	(55)	(0.02%)
2027	283,618	12,213	4.50%
2028	296,381	12,763	4.50%

All Funds

Fund	Type	Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Amended	FY 2026 Adopted	FY 2027 Forecast	FY 2028 Forecast
General Fund								
	Revenues	Charges for Service	$ 8,023,070	$ 6,915,888	$ 6,915,888	$ 6,451,595	$ 6,533,952	$ 6,982,816
		Fines and Forfeits	1,372,026	606,585	606,585	1,228,820	1,287,409	1,324,300
		Franchise Fees	10,466,169	8,900,059	8,900,059	10,432,556	10,743,813	11,064,393
		Intergovernmental	86,457,144	36,966,308	36,966,308	40,992,860	42,083,971	43,681,349
		Internal Service Charges	15,539,292	18,508,908	18,425,970	20,203,050	20,810,698	21,436,878
		License and Permits	55,046	49,233	49,233	41,208	41,892	42,589
		Miscellaneous	11,443,456	2,483,432	2,553,432	2,502,095	2,504,838	2,507,643
		Taxes - Ad Valorem	135,208,486	148,209,313	148,270,067	157,983,180	171,427,205	176,840,186
		Taxes - CST	5,834,639	5,682,682	5,682,682	5,853,162	6,028,757	6,209,620
		Taxes - Local Business	2,263	2,100	2,100	2,142	2,185	2,229
		Taxes - PST	12,409,029	11,052,514	11,052,514	13,334,670	13,733,886	14,145,070
		Transfers In	5,594,204	1,476,059	1,926,059	3,476,059	3,976,059	3,976,059
	Revenues Total		**$ 292,404,824**	**$ 240,853,081**	**$ 241,350,897**	**$ 262,501,397**	**$ 279,174,665**	**$ 288,213,132**
	Expenditures	Personnel Services	$ 114,986,977	$ 130,413,044	$ 131,388,192	$ 151,898,264	$ 159,054,108	$ 168,930,805
		Operating	57,153,122	63,161,534	67,571,304	68,968,104	76,951,433	80,134,429
		Capital Outlay	8,520,047	7,719,949	11,288,016	7,849,408	10,660,038	6,667,932
		Debt Service	2,295,681	-	2,592,829	-	-	-
		Transfers Out	70,580,580	57,190,911	64,423,293	33,364,581	32,509,086	32,479,966
	Expenditures Total		**$ 253,536,407**	**$ 258,485,438**	**$ 277,263,634**	**$ 262,080,357**	**$ 279,174,665**	**$ 288,213,132**
General Fund Total			**$ 38,868,417**	**$ (17,632,357)**	**$ (35,912,737)**	**$ 421,040**	**$ -**	**$ -**
Special Revenue Funds								
5 Cent Addl Gas Tax Fund								
	Revenues	Miscellaneous	$ 538,010	$ -	$ -	$ -	$ -	$ -
		Taxes - Gas	4,983,602	4,700,549	4,700,549	4,794,560	4,890,451	4,988,260
	Revenues Total		**$ 5,521,612**	**$ 4,700,549**	**$ 4,700,549**	**$ 4,794,560**	**$ 4,890,451**	**$ 4,988,260**
	Expenditures	Operating	$ 1,022,663	$ 6,042,622	$ 10,962,889	$ 7,270,000	$ 4,110,000	$ 3,420,000
		Capital Outlay	-	400,000	-	700,000	700,000	700,000
		Transfers Out	412,000	1,030,000	1,430,000	-	-	-
	Expenditures Total		**$ 1,434,663**	**$ 7,472,622**	**$ 12,392,889**	**$ 7,970,000**	**$ 4,810,000**	**$ 4,120,000**
5 Cent Addl Gas Tax Fund Total			**$ 4,086,949**	**$ (2,772,073)**	**$ (7,692,340)**	**$ (3,175,440)**	**$ 80,451**	**$ 868,260**

Financial Highlights

Fund	Type	Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Amended	FY 2026 Adopted	FY 2027 Forecast	FY 2028 Forecast
6 Cent Gas Tax Fund								
	Revenues	Miscellaneous	$ 453,090	$ -	$ -	$ -	$ -	$ -
		Taxes - Gas	6,907,962	6,482,213	6,482,213	6,611,857	6,744,094	6,878,976
	Revenues Total		**$ 7,361,052**	**$ 6,482,213**	**$ 6,482,213**	**$ 6,611,857**	**$ 6,744,094**	**$ 6,878,976**
	Expenditures	Personnel Services	$ 279,002	$ 471,286	$ 486,672	$ 575,063	$ 607,064	$ 638,521
		Operating	1,342,670	6,174,695	13,874,501	8,743,005	4,748,752	4,754,661
		Capital Outlay	56,253	-	293,544	-	-	-
		Transfers Out	407,000	1,364,558	1,364,558	503,548	1,007,096	1,538,183
	Expenditures Total		**$ 2,084,925**	**$ 8,010,539**	**$ 16,019,275**	**$ 9,821,616**	**$ 6,362,912**	**$ 6,931,365**
6 Cent Gas Tax Fund Total			**$ 5,276,127**	**$ (1,528,326)**	**$ (9,537,062)**	**$ (3,209,759)**	**$ 381,182**	**$ (52,389)**
All Hazards Fund								
	Revenues	Miscellaneous	$ 114,694	$ -	$ -	$ -	$ -	$ -
		Taxes - All Hazards	1,624,526	1,908,607	1,908,607	2,062,813	2,104,069	2,146,151
		Transfers In	-	-	40,000	113,124	-	-
	Revenues Total		**$ 1,739,220**	**$ 1,908,607**	**$ 1,948,607**	**$ 2,175,937**	**$ 2,104,069**	**$ 2,146,151**
	Expenditures	Personnel Services	$ 712,135	$ 945,942	$ 978,327	$ 1,279,266	$ 1,348,567	$ 1,417,681
		Operating	549,833	673,055	748,699	799,810	1,008,328	941,556
		Capital Outlay	2,740	59,662	1,542,112	-	-	-
	Expenditures Total		**$ 1,264,708**	**$ 1,678,659**	**$ 3,269,138**	**$ 2,079,076**	**$ 2,356,895**	**$ 2,359,237**
All Hazards Fund Total			**$ 474,512**	**$ 229,948**	**$ (1,320,531)**	**$ 96,861**	**$ (252,826)**	**$ (213,086)**
ALS Impact Fee Fund								
	Revenues	Impact Fees	$ 129,167	$ 107,751	$ 107,751	$ 88,188	$ 88,188	$ 88,188
		Miscellaneous	43,578	-	-	-	-	-
	Revenues Total		**$ 172,745**	**$ 107,751**	**$ 107,751**	**$ 88,188**	**$ 88,188**	**$ 88,188**
	Expenditures	Operating	$ 14,697	$ 1,617	$ 1,617	$ 1,323	$ 1,323	$ 1,323
		Capital Outlay	36,811	-	-	-	-	-
	Expenditures Total		**$ 51,508**	**$ 1,617**	**$ 1,617**	**$ 1,323**	**$ 1,323**	**$ 1,323**
ALS Impact Fee Fund Total			**$ 121,237**	**$ 106,134**	**$ 106,134**	**$ 86,865**	**$ 86,865**	**$ 86,865**

Financial Highlights

Fund	Type	Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Amended	FY 2026 Adopted	FY 2027 Forecast	FY 2028 Forecast
Building Code Fund								
	Revenues	Charges for Service	$ 732,158	$ 487,050	$ 487,050	$ 698,568	$ 705,834	$ 713,178
		Fines and Forfeits	21,447	10,200	10,200	20,000	20,400	20,808
		License and Permits	10,707,602	11,505,500	11,505,500	9,179,472	9,285,843	9,378,557
		Miscellaneous	941,888	750	750	-	-	-
		Transfers In	59,892	-	11,252,503	-	-	-
	Revenues Total		**$ 12,462,987**	**$ 12,003,500**	**$ 23,256,003**	**$ 9,898,040**	**$ 10,012,077**	**$ 10,112,543**
	Expenditures	Personnel Services	$ 9,237,072	$ 11,601,608	$ 12,051,647	$ 9,842,639	$ 10,104,565	$ 10,906,161
		Operating	5,127,777	5,076,830	4,752,182	3,799,828	3,851,559	3,947,952
		Capital Outlay	248,832	82,000	82,000	126,000	129,780	224,010
		Debt Service	55,931	-	-	-	-	-
		Transfers Out	21,726	-	-	-	-	-
	Expenditures Total		**$ 14,691,338**	**$ 16,760,438**	**$ 16,885,829**	**$ 13,768,467**	**$ 14,085,904**	**$ 15,078,123**
Building Code Fund Total			**$ (2,228,351)**	**$ (4,756,938)**	**$ 6,370,174**	**$ (3,870,427)**	**$ (4,073,827)**	**$ (4,965,580)**
Community Development Block Grant (CDBG) Fund								
	Revenues	Intergovernmental	$ 1,370,770	$ 1,089,925	$ 1,089,925	$ 1,110,919	$ 212,802	$ 224,024
		Miscellaneous	65,217	-	16,821	-	-	-
	Revenues Total		**$ 1,435,987**	**$ 1,089,925**	**$ 1,106,746**	**$ 1,110,919**	**$ 212,802**	**$ 224,024**
	Expenditures	Personnel Services	$ -	$ 178,461	$ 181,825	$ 201,367	$ 212,802	$ 224,024
		Operating	1,012,590	911,464	924,921	909,552	-	-
		Capital Outlay	126,523	-	-	-	-	-
	Expenditures Total		**$ 1,139,113**	**$ 1,089,925**	**$ 1,106,746**	**$ 1,110,919**	**$ 212,802**	**$ 224,024**
Community Development Block Grant (CDBG) Fund Total			**$ 296,874**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Community Redevelopment Agency (CRA) Fund								
	Revenues	Ad Valorem Taxes	$ 2,386,787	$ 2,737,743	$ 2,925,634	$ 3,105,570	$ 3,198,737	$ 3,294,699
		Intergovernmental	4,833	-	-	-	-	-
		Miscellaneous	550,903	41,800	41,800	41,800	41,800	41,800
		Transfers In	3,406,325	3,865,862	4,058,234	4,307,831	4,437,066	4,570,178
	Revenues Total		**$ 6,348,848**	**$ 6,645,405**	**$ 7,025,668**	**$ 7,455,201**	**$ 7,677,603**	**$ 7,906,677**
	Expenditures	Personnel Services	$ 151,015	$ 387,313	$ 387,313	$ 388,592	$ 398,931	$ 409,609
		Operating	838,663	1,838,624	1,527,963	1,672,652	2,192,452	2,215,940
		Capital Outlay	18,590	-	47,909	-	-	-
		Debt Service	140,745	-	-	-	-	-
		Transfers Out	3,593,679	4,419,468	5,509,502	5,393,957	5,086,220	5,281,128
	Expenditures Total		**$ 4,742,692**	**$ 6,645,405**	**$ 7,472,687**	**$ 7,455,201**	**$ 7,677,603**	**$ 7,906,677**
Community Redevelopment Agency (CRA) Fund Total			**$ 1,606,156**	**$ -**	**$ (447,019)**	**$ -**	**$ -**	**$ -**

Financial Highlights

Fund	Type	Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Amended	FY 2026 Adopted	FY 2027 Forecast	FY 2028 Forecast
Criminal Justice Education Fund								
	Revenues	Fines and Forfeits	$ 48,325	$ 21,000	$ 21,000	$ 25,000	$ 25,000	$ 25,000
		Miscellaneous	4,083	-	-	-	-	-
	Revenues Total		**$ 52,408**	**$ 21,000**	**$ 21,000**	**$ 25,000**	**$ 25,000**	**$ 25,000**
	Expenditures	Operating	$ 37,889	$ 26,758	$ 48,758	$ 12,041	$ 12,063	$ 12,085
	Expenditures Total		**$ 37,889**	**$ 26,758**	**$ 48,758**	**$ 12,041**	**$ 12,063**	**$ 12,085**
Criminal Justice Education Fund Total			**$ 14,519**	**$ (5,758)**	**$ (27,758)**	**$ 12,959**	**$ 12,937**	**$ 12,915**
CS Building Maintenance Fund								
	Revenues	Miscellaneous	$ 1,499,502	$ 1,500,000	$ 1,784,274	$ 1,500,000	$ 1,500,000	$ 1,500,000
		Taxes - PST	2,640,000	2,640,000	2,640,000	2,640,000	2,640,000	2,640,000
		Transfers In	107,000	-	-	-	-	-
	Revenues Total		**$ 4,246,502**	**$ 4,140,000**	**$ 4,424,274**	**$ 4,140,000**	**$ 4,140,000**	**$ 4,140,000**
	Expenditures	Operating	$ 1,355,346	$ 952,625	$ 1,114,719	$ 997,000	$ 1,002,375	$ 1,002,250
		Capital Outlay	-	-	-	-	-	-
		Transfers Out	3,130,640	3,187,375	3,187,375	3,143,000	3,137,625	3,137,750
	Expenditures Total		**$ 4,485,986**	**$ 4,140,000**	**$ 4,302,094**	**$ 4,140,000**	**$ 4,140,000**	**$ 4,140,000**
CS Building Maintenance Fund Total			**$ (239,484)**	**$ -**	**$ 122,180**	**$ -**	**$ -**	**$ -**
Del Prado Mall Parking Lot Fund								
	Revenues	Fines and Forfeits	$ 55	$ -	$ -	$ -	$ -	$ -
		Miscellaneous	7,996	-	-	-	-	-
		Special Assessment	41,748	40,709	40,709	41,153	41,607	42,069
	Revenues Total		**$ 49,799**	**$ 40,709**	**$ 40,709**	**$ 41,153**	**$ 41,607**	**$ 42,069**
	Expenditures	Operating	$ 100,097	$ 40,709	$ 80,709	$ 67,836	$ 67,870	$ 73,196
	Expenditures Total		**$ 100,097**	**$ 40,709**	**$ 80,709**	**$ 67,836**	**$ 67,870**	**$ 73,196**
Del Prado Mall Parking Lot Fund Total			**$ (50,298)**	**$ -**	**$ (40,000)**	**$ (26,683)**	**$ (26,263)**	**$ (31,127)**
Development Services Grants Fund								
	Revenues	Intergovernmental	$ -	$ -	$ 125,000	$ -	$ -	$ -
	Revenues Total		**$ -**	**$ -**	**$ 125,000**	**$ -**	**$ -**	**$ -**
	Expenditures	Operating	$ 104,826	$ -	$ 125,000	$ -	$ -	$ -
	Expenditures Total		**$ 104,826**	**$ -**	**$ 125,000**	**$ -**	**$ -**	**$ -**
Development Services Grants Fund Total			**$ (104,826)**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Do The Right Thing Fund								
	Revenues	Miscellaneous	$ 17,422	$ 8,490	$ 16,218	$ 8,659	$ 8,833	$ 9,010
	Revenues Total		**$ 17,422**	**$ 8,490**	**$ 16,218**	**$ 8,659**	**$ 8,833**	**$ 9,010**
	Expenditures	Operating	$ 16,329	$ 8,490	$ 16,218	$ 8,659	$ 8,833	$ 9,010
	Expenditures Total		**$ 16,329**	**$ 8,490**	**$ 16,218**	**$ 8,659**	**$ 8,833**	**$ 9,010**
Do The Right Thing Fund Total			**$ 1,093**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Financial Highlights

Fund	Type	Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Amended	FY 2026 Adopted	FY 2027 Forecast	FY 2028 Forecast
Economic Development Fund								
	Revenues	Intergovernmental	$ 123,747	$ 129,792	$ 129,792	$ 134,984	$ 140,383	$ 140,383
		Miscellaneous	70,913	-	-	-	-	-
		Taxes - Local Business	564,314	549,974	549,974	572,192	583,636	612,818
	Revenues Total		**$ 758,974**	**$ 679,766**	**$ 679,766**	**$ 707,176**	**$ 724,019**	**$ 753,201**
	Expenditures	Personnel Services	$ 362,449	$ 488,179	$ 488,179	$ 549,406	$ 579,700	$ 609,921
		Operating	292,404	414,298	455,544	542,840	546,797	551,678
	Expenditures Total		**$ 654,853**	**$ 902,477**	**$ 943,723**	**$ 1,092,246**	**$ 1,126,497**	**$ 1,161,599**
Economic Development Fund Total			**$ 104,121**	**$ (222,711)**	**$ (263,957)**	**$ (385,070)**	**$ (402,478)**	**$ (408,398)**
Fire Grants Fund								
	Revenues	Intergovernmental	$ 113,174	$ -	$ (200,000)	$ -	$ -	$ -
		Transfers In	-	-	203,967	-	-	-
	Revenues Total		**$ 113,174**	**$ -**	**$ 3,967**	**$ -**	**$ -**	**$ -**
	Expenditures	Operating	$ 51,601	$ -	$ -	$ -	$ -	$ -
		Capital Outlay	(199,948)	-	3,967	-	-	-
	Expenditures Total		**$ (148,347)**	**$ -**	**$ 3,967**	**$ -**	**$ -**	**$ -**
Fire Grants Fund Total			**$ 261,521**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Fire Impact Fee Fund								
	Revenues	Impact Fees	$ 2,115,346	$ 1,762,583	$ 1,762,583	$ 1,442,660	$ 1,442,660	$ 1,442,660
		Miscellaneous	33,092	-	-	-	-	-
	Revenues Total		**$ 2,148,438**	**$ 1,762,583**	**$ 1,762,583**	**$ 1,442,660**	**$ 1,442,660**	**$ 1,442,660**
	Expenditures	Operating	$ 39,004	$ 27,439	$ 27,439	$ 22,640	$ 22,640	$ 22,640
		Capital Outlay	18,493	389,500	658,215	350,000	-	-
		Transfers Out	3,053,896	-	530,450	949,279	-	4,719,236
	Expenditures Total		**$ 3,111,393**	**$ 416,939**	**$ 1,216,104**	**$ 1,321,919**	**$ 22,640**	**$ 4,741,876**
Fire Impact Fee Fund Total			**$ (962,955)**	**$ 1,345,644**	**$ 546,479**	**$ 120,741**	**$ 1,420,020**	**$ (3,299,216)**

Financial Highlights

Fund	Type	Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Amended	FY 2026 Adopted	FY 2027 Forecast	FY 2028 Forecast
Fire Operations Fund								
	Revenues	Charges for Service	$ 1,091,780	$ 513,408	$ 513,408	$ 809,257	$ 864,162	$ 869,084
		Fines and Forfeits	83,721	-	-	-	-	-
		Intergovernmental	83,706	50,000	50,000	80,000	80,000	80,000
		Internal Service Charges	26,724	50,000	50,000	40,000	40,000	40,000
		Miscellaneous	1,345,320	195,924	195,924	199,842	206,864	212,035
		Special Assessment	44,189,844	50,267,518	50,267,518	63,966,604	66,328,911	72,807,556
		Taxes - MSTU	1,315,000	1,622,614	1,622,614	1,720,253	1,754,658	1,789,751
		Transfers In	22,120,971	21,772,562	22,636,119	17,614,546	18,269,440	19,790,217
	Revenues Total		**$ 70,257,066**	**$ 74,472,026**	**$ 75,335,583**	**$ 84,430,502**	**$ 87,544,035**	**$ 95,588,643**
	Expenditures	Personnel Services	$ 48,854,531	$ 51,198,631	$ 54,475,168	$ 60,791,039	$ 63,058,370	$ 66,567,967
		Operating	11,472,629	14,421,800	13,136,859	14,979,256	15,899,060	15,245,865
		Capital Outlay	3,930,048	1,158,225	4,934,890	3,976,416	2,892,852	9,592,851
		Transfers Out	3,942,789	7,693,370	8,239,754	3,683,791	4,693,753	4,181,960
	Expenditures Total		**$ 68,199,997**	**$ 74,472,026**	**$ 80,786,671**	**$ 83,430,502**	**$ 86,544,035**	**$ 95,588,643**
Fire Operations Fund Total			**$ 2,057,069**	**$ -**	**$ (5,451,088)**	**$ 1,000,000**	**$ 1,000,000**	**$ -**
Golf Course Fund								
	Revenues	Charges for Service	$ 3,157,119	$ 3,082,211	$ 3,082,211	$ 3,380,213	$ 3,464,718	$ 3,551,336
		Debt Proceeds	-	-	2,000,000	-	-	-
		Miscellaneous	25,762	6,722	6,722	-	-	-
		Transfers In	-	335,144	335,144	-	-	-
	Revenues Total		**$ 3,182,881**	**$ 3,424,077**	**$ 5,424,077**	**$ 3,380,213**	**$ 3,464,718**	**$ 3,551,336**
	Expenditures	Personnel Services	$ 555,492	$ -	$ -	$ -	$ -	$ -
		Operating	1,878,560	2,663,325	2,663,325	3,118,843	3,197,675	3,278,548
		Capital Outlay	60,937	-	2,000,000	245,000	-	-
		Debt Service	-	760,752	760,752	-	-	-
		Transfers Out	-	-	-	100,000	100,000	198,826
	Expenditures Total		**$ 2,494,989**	**$ 3,424,077**	**$ 5,424,077**	**$ 3,463,843**	**$ 3,297,675**	**$ 3,477,374**
Golf Course Fund Total			**$ 687,892**	**$ -**	**$ -**	**$ (83,630)**	**$ 167,043**	**$ 73,962**
HOME Investment Partnership Fund								
	Revenues	Intergovernmental	$ -	$ 363,089	$ 363,089	$ 381,874	$ -	$ -
	Revenues Total		**$ -**	**$ 363,089**	**$ 363,089**	**$ 381,874**	**$ -**	**$ -**
	Expenditures	Operating	$ -	$ 363,089	$ 363,089	$ 381,874	$ -	$ -
	Expenditures Total		**$ -**	**$ 363,089**	**$ 363,089**	**$ 381,874**	**$ -**	**$ -**
HOME Investment Partnership Fund Total			**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
HUD NSP Fund								
	Revenues	Miscellaneous	$ 38,410	$ -	$ -	$ -	$ -	$ -
	Revenues Total		**$ 38,410**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
HUD NSP Fund Total			**$ 38,410**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Fund	Type	Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Amended	FY 2026 Adopted	FY 2027 Forecast	FY 2028 Forecast
Lake Kennedy Racquet Center Fund								
	Revenues	Charges for Service	$ 56,549	$ 1,941,080	$ 1,941,080	$ 1,168,164	$ 1,170,038	$ 1,172,118
		Transfers In	10,200	-	-	-	-	-
	Revenues Total		**$ 66,749**	**$ 1,941,080**	**$ 1,941,080**	**$ 1,168,164**	**$ 1,170,038**	**$ 1,172,118**
	Expenditures	Operating	$ 320,689	$ 1,864,871	$ 1,864,871	$ 1,073,164	$ 1,075,038	$ 1,077,118
		Capital Outlay	23,703	-	-	-	-	-
	Expenditures Total		**$ 344,392**	**$ 1,864,871**	**$ 1,864,871**	**$ 1,073,164**	**$ 1,075,038**	**$ 1,077,118**
Lake Kennedy Racquet Center Fund Total			**$ (277,643)**	**$ 76,209**	**$ 76,209**	**$ 95,000**	**$ 95,000**	**$ 95,000**
Lot Mowing Fund								
	Revenues	Charges for Service	$ 3,149,682	$ 4,994,813	$ 4,994,813	$ 4,715,099	$ 4,724,223	$ 4,742,553
		Fines and Forfeits	17,352	-	-	-	-	-
		Miscellaneous	500,278	-	-	-	-	-
	Revenues Total		**$ 3,667,312**	**$ 4,994,813**	**$ 4,994,813**	**$ 4,715,099**	**$ 4,724,223**	**$ 4,742,553**
	Expenditures	Personnel Services	$ 310,221	$ 309,777	$ 323,450	$ 406,226	$ 426,417	$ 446,145
		Operating	5,411,624	4,460,647	4,446,974	4,178,906	4,162,319	4,247,408
		Capital Outlay	-	-	-	-	42,000	49,000
	Expenditures Total		**$ 5,721,845**	**$ 4,770,424**	**$ 4,770,424**	**$ 4,585,132**	**$ 4,630,736**	**$ 4,742,553**
Lot Mowing Fund Total			**$ (2,054,533)**	**$ 224,389**	**$ 224,389**	**$ 129,967**	**$ 93,487**	**$ -**
Opioid Settlement								
	Revenues	Miscellaneous	$ 337,470	$ -	$ 100,000	$ -	$ -	$ -
	Revenues Total		**$ 337,470**	**$ -**	**$ 100,000**	**$ -**	**$ -**	**$ -**
	Expenditures	Operating	$ -	$ -	$ 88,798	$ -	$ -	$ -
		Capital Outlay	-	-	11,202	-	-	-
	Expenditures Total		**$ -**	**$ -**	**$ 100,000**	**$ -**	**$ -**	**$ -**
Opioid Settlement Total			**$ 337,470**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Park Impact Fee Fund								
	Revenues	Impact Fees	$ 4,690,805	$ 3,273,640	$ 3,273,640	$ 3,508,750	$ 3,508,750	$ 3,508,750
		Miscellaneous	432,795	-	-	-	-	-
	Revenues Total		**$ 5,123,600**	**$ 3,273,640**	**$ 3,273,640**	**$ 3,508,750**	**$ 3,508,750**	**$ 3,508,750**
	Expenditures	Operating	$ 77,267	$ 49,105	$ 49,105	$ 52,632	$ 52,632	$ 52,632
		Capital Outlay	175,260	-	-	-	-	-
		Transfers Out	8,683,584	2,841,657	3,480,657	5,637,493	2,813,850	5,785,938
	Expenditures Total		**$ 8,936,111**	**$ 2,890,762**	**$ 3,529,762**	**$ 5,690,125**	**$ 2,866,482**	**$ 5,838,570**
Park Impact Fee Fund Total			**$ (3,812,511)**	**$ 382,878**	**$ (256,122)**	**$ (2,181,375)**	**$ 642,268**	**$ (2,329,820)**
Police Confiscate Federal Fund								
	Revenues	Miscellaneous	$ 41,039	$ -	$ -	$ -	$ -	$ -
	Revenues Total		**$ 41,039**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
	Expenditures	Operating	$ 347,146	$ 28,418	$ 294,756	$ 21,114	$ 33,169	$ 33,812
	Expenditures Total		**$ 347,146**	**$ 28,418**	**$ 294,756**	**$ 21,114**	**$ 33,169**	**$ 33,812**
Police Confiscate Federal Fund Total			**$ (306,107)**	**$ (28,418)**	**$ (294,756)**	**$ (21,114)**	**$ (33,169)**	**$ (33,812)**

Financial Highlights

Fund	Type	Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Amended	FY 2026 Adopted	FY 2027 Forecast	FY 2028 Forecast
Police Confiscate State Fund								
	Revenues	Fines and Forfeits	$ 133,271	$ -	$ -	$ -	$ -	$ -
		Miscellaneous	89,921	-	-	-	-	-
	Revenues Total		**$ 223,192**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
	Expenditures	Operating	$ 47,091	$ -	$ 271,798	$ -	$ -	$ -
		Capital Outlay	23,350	-	125,000	-	-	-
	Expenditures Total		**$ 70,441**	**$ -**	**$ 396,798**	**$ -**	**$ -**	**$ -**
Police Confiscate State Fund Total			**$ 152,751**	**$ -**	**$ (396,798)**	**$ -**	**$ -**	**$ -**
Police Grants Fund								
	Revenues	Intergovernmental	$ 882,298	$ -	$ 1,016,060	$ -	$ -	$ -
	Revenues Total		**$ 882,298**	**$ -**	**$ 1,016,060**	**$ -**	**$ -**	**$ -**
	Expenditures	Personnel Services	$ 769,174	$ -	$ 812,353	$ -	$ -	$ -
		Operating	10,131	-	45,788	-	-	-
		Capital Outlay	136,870	-	157,919	-	-	-
	Expenditures Total		**$ 916,175**	**$ -**	**$ 1,016,060**	**$ -**	**$ -**	**$ -**
Police Grants Fund Total			**$ (33,877)**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Police Protection Impact Fee Fund								
	Revenues	Impact Fees	$ 2,186,972	$ 1,828,621	$ 1,828,621	$ 1,496,538	$ 1,496,538	$ 1,496,538
		Miscellaneous	80,485	-	-	-	-	-
	Revenues Total		**$ 2,267,457**	**$ 1,828,621**	**$ 1,828,621**	**$ 1,496,538**	**$ 1,496,538**	**$ 1,496,538**
	Expenditures	Operating	$ 40,190	$ 36,572	$ 36,572	$ 29,931	$ 29,931	$ 29,931
		Capital Outlay	412,251	908,730	1,118,768	1,166,000	-	-
		Transfers Out	2,409,780	-	(50,000)	-	-	-
	Expenditures Total		**$ 2,862,221**	**$ 945,302**	**$ 1,105,340**	**$ 1,195,931**	**$ 29,931**	**$ 29,931**
Police Protection Impact Fee Fund Total			**$ (594,764)**	**$ 883,319**	**$ 723,281**	**$ 300,607**	**$ 1,466,607**	**$ 1,466,607**
Public Works Grants								
	Revenues	Intergovernmental	$ 63,090	$ -	$ (470,836)	$ -	$ -	$ -
		Transfers In	-	-	25,000	-	-	-
	Revenues Total		**$ 63,090**	**$ -**	**$ (445,836)**	**$ -**	**$ -**	**$ -**
	Expenditures	Operating	$ 63,090	$ -	$ (445,836)	$ -	$ -	$ -
	Expenditures Total		**$ 63,090**	**$ -**	**$ (445,836)**	**$ -**	**$ -**	**$ -**
Public Works Grants Total			**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Road Impact Fee Fund								
	Revenues	Impact Fees	$ 15,144,175	$ 11,792,150	$ 11,792,150	$ 9,036,900	$ 9,036,900	$ 9,036,900
		Miscellaneous	1,697,676	-	-	-	-	-
	Revenues Total		**$ 16,841,851**	**$ 11,792,150**	**$ 11,792,150**	**$ 9,036,900**	**$ 9,036,900**	**$ 9,036,900**
	Expenditures	Operating	$ 235,587	$ 176,883	$ 520,233	$ 980,554	$ 1,235,554	$ 935,554
		Capital Outlay	985,793	-	123,690	-	-	-
		Transfers Out	45,381,668	5,658,384	6,728,483	23,960,310	17,043,836	11,025,253
	Expenditures Total		**$ 46,603,048**	**$ 5,835,267**	**$ 7,372,406**	**$ 24,940,864**	**$ 18,279,390**	**$ 11,960,807**
Road Impact Fee Fund Total			**$ (29,761,197)**	**$ 5,956,883**	**$ 4,419,744**	**$ (15,903,964)**	**$ (9,242,490)**	**$ (2,923,907)**

Financial Highlights

Fund	Type	Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Amended	FY 2026 Adopted	FY 2027 Forecast	FY 2028 Forecast
SHIP Fund								
	Revenues	Intergovernmental	$ 4,757,547	$ 1,616,742	$ 1,668,042	$ 1,535,897	$ -	$ -
		Miscellaneous	528,303	-	30,212	-	-	-
	Revenues Total		**$ 5,285,850**	**$ 1,616,742**	**$ 1,698,254**	**$ 1,535,897**	**$ -**	**$ -**
	Expenditures	Personnel Services	$ 96,893	$ -	$ 89,047	$ 82,856	$ -	$ -
		Operating	3,028,352	1,616,742	1,609,207	1,453,041	-	-
	Expenditures Total		**$ 3,125,245**	**$ 1,616,742**	**$ 1,698,254**	**$ 1,535,897**	**$ -**	**$ -**
SHIP Fund Total			**$ 2,160,605**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Solid Waste Fund								
	Revenues	Fines and Forfeits	$ 23,329	$ -	$ -	$ -	$ -	$ -
		Intergovernmental	676,059	-	-	-	-	-
		Miscellaneous	805,156	-	-	-	-	-
		Special Assessment	26,757,816	23,870,537	29,435,230	34,237,488	35,949,362	37,746,830
	Revenues Total		**$ 28,262,360**	**$ 23,870,537**	**$ 29,435,230**	**$ 34,237,488**	**$ 35,949,362**	**$ 37,746,830**
	Expenditures	Personnel Services	$ 358,319	$ 540,520	$ 546,298	$ 711,678	$ 749,715	$ 788,080
		Operating	21,719,808	21,438,851	21,438,553	25,106,758	26,285,326	36,444,657
		Capital Outlay	27,144	62,930	62,930	62,000	-	-
	Expenditures Total		**$ 22,105,271**	**$ 22,042,301**	**$ 22,047,781**	**$ 25,880,436**	**$ 27,035,041**	**$ 37,232,737**
Solid Waste Fund Total			**$ 6,157,089**	**$ 1,828,236**	**$ 7,387,449**	**$ 8,357,052**	**$ 8,914,321**	**$ 514,093**
Speed Zone								
	Revenues	Fines and Forfeits	$ -	$ -	$ 480,000	$ 2,000,000	$ 2,000,000	$ 2,000,000
	Revenues Total		**$ -**	**$ -**	**$ 480,000**	**$ 2,000,000**	**$ 2,000,000**	**$ 2,000,000**
	Expenditures	Personnel Services	$ -	$ -	$ 73,000	$ -	$ -	$ -
		Operating	-	-	1,000	-	-	-
		Transfers Out	-	-	50,000	2,000,000	2,000,000	2,000,000
	Expenditures Total		**$ -**	**$ -**	**$ 124,000**	**$ 2,000,000**	**$ 2,000,000**	**$ 2,000,000**
Speed Zone Total			**$ -**	**$ -**	**$ 356,000**	**$ -**	**$ -**	**$ -**
Tree Trust Fund								
	Revenues	Miscellaneous	$ 6,340	$ -	$ -	$ -	$ -	$ -
	Revenues Total		**$ 6,340**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Tree Trust Fund Total			**$ 6,340**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Financial Highlights

Fund	Type	Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Amended	FY 2026 Adopted	FY 2027 Forecast	FY 2028 Forecast
Debt Service Fund								
	Revenues	Debt Proceeds	$ 911,494	$ -	$ -	$ -	$ -	$ -
		Fines and Forfeits	6,393	-	-	-	-	-
		Miscellaneous	415,361	-	-	-	-	-
		Taxes - Ad ValoremDebt	4,218,512	5,085,415	5,085,415	4,935,370	4,936,987	4,919,550
		Transfers In	19,280,069	23,261,183	23,261,183	25,119,330	26,617,580	28,484,151
	Revenues Total		**$ 24,831,829**	**$ 28,346,598**	**$ 28,346,598**	**$ 30,054,700**	**$ 31,554,567**	**$ 33,403,701**
	Expenditures	Operating	$ 1,423	$ 900	$ 900	$ -	$ -	$ -
		Debt Service	23,216,000	28,345,698	28,345,698	30,054,700	31,554,567	33,403,701
	Expenditures Total		**$ 23,217,423**	**$ 28,346,598**	**$ 28,346,598**	**$ 30,054,700**	**$ 31,554,567**	**$ 33,403,701**
Debt Service Fund Total			**$ 1,614,406**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Capital Projects Funds								
Academic Village Fund								
	Revenues	Transfers In	$ 100,000	$ 100,000	$ 100,000	$ -	$ 70,000	$ 70,000
	Revenues Total		**$ 100,000**	**$ 100,000**	**$ 100,000**	**$ -**	**$ 70,000**	**$ 70,000**
	Expenditures	Operating	$ 40,558	$ 100,000	$ 100,000	$ -	$ 70,000	$ 70,000
	Expenditures Total		**$ 40,558**	**$ 100,000**	**$ 100,000**	**$ -**	**$ 70,000**	**$ 70,000**
Academic Village Fund Total			**$ 59,442**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Bridge Capital Project Fund								
	Revenues	Miscellaneous	$ 83,902	$ -	$ -	$ -	$ -	$ -
		Transfers In	1,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
	Revenues Total		**$ 1,083,902**	**$ 2,000,000**	**$ 2,000,000**	**$ 2,000,000**	**$ 2,000,000**	**$ 2,000,000**
	Expenditures	Operating	47,648	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
	Expenditures Total		**$ 47,648**	**$ 2,000,000**	**$ 2,000,000**	**$ 2,000,000**	**$ 2,000,000**	**$ 2,000,000**
Bridge Capital Project Fund Total			**$ 1,036,254**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Building Capital Project Fund								
	Revenues	Miscellaneous	$ (43,966)	$ -	$ 86,731	$ -	$ -	$ -
	Revenues Total		**$ (43,966)**	**$ -**	**$ 86,731**	**$ -**	**$ -**	**$ -**
	Expenditures	Capital Outlay	$ 1,018,050	$ -	$ (8,981,950)	$ -	$ -	$ -
		Transfers Out	-	-	9,068,681	-	-	-
	Expenditures Total		**$ 1,018,050**	**$ -**	**$ 86,731**	**$ -**	**$ -**	**$ -**
Building Capital Project Fund Total			**$ (1,062,016)**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Charter School Construction Fund								
	Revenues	Debt Proceeds	$ -	$ -	$ 1,400,796	$ -	$ -	$ -
		Miscellaneous	573,792	-	(134,424)	-	-	-
	Revenues Total		**$ 573,792**	**$ -**	**$ 1,266,372**	**$ -**	**$ -**	**$ -**
	Expenditures	Capital Outlay	$ 1,437,965	$ -	$ 1,266,372	$ -	$ -	$ -
	Expenditures Total		**$ 1,437,965**	**$ -**	**$ 1,266,372**	**$ -**	**$ -**	**$ -**
Charter School Construction Fund Total			**$ (864,173)**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Fund	Type	Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Amended	FY 2026 Adopted	FY 2027 Forecast	FY 2028 Forecast
Community Redevelopment Agency (CRA) Capital Project Fund								
	Revenues	Transfers In	$ 2,730,028	$ 2,934,245	$ 4,024,279	$ 1,210,922	$ 903,186	$ 1,219,787
	Revenues Total		**$ 2,730,028**	**$ 2,934,245**	**$ 4,024,279**	**$ 1,210,922**	**$ 903,186**	**$ 1,219,787**
	Expenditures	Operating	$ 162,377	$ -	$ (243,706)	$ -	$ -	$ -
		Capital Outlay	266,442	2,934,245	1,570,164	1,210,922	903,186	1,219,787
		Transfers Out	-	-	2,697,821	-	-	-
	Expenditures Total		**$ 428,819**	**$ 2,934,245**	**$ 4,024,279**	**$ 1,210,922**	**$ 903,186**	**$ 1,219,787**
Community Redevelopment Agency (CRA) Capital Project Fund Total			**$ 2,301,209**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Computer System Fund								
	Revenues	Internal Service Charges	$ 59,126	$ -	$ -	$ -	$ -	$ -
		Transfers In	2,534,297	2,323,742	2,279,252	1,000,000	1,323,742	-
	Revenues Total		**$ 2,593,423**	**$ 2,323,742**	**$ 2,279,252**	**$ 1,000,000**	**$ 1,323,742**	**$ -**
	Expenditures	Capital Outlay	$ 3,246,521	$ 2,323,742	$ 2,279,252	$ 1,000,000	$ 1,323,742	$ -
		Debt Service	32,500	-	-	-	-	-
	Expenditures Total		**$ 3,279,021**	**$ 2,323,742**	**$ 2,279,252**	**$ 1,000,000**	**$ 1,323,742**	**$ -**
Computer System Fund Total			**$ (685,598)**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Disaster Fund								
	Revenues	Intergovernmental	$ -	$ -	$ 7,000,000	$ -	$ -	$ -
	Revenues Total		**$ -**	**$ -**	**$ 7,000,000**	**$ -**	**$ -**	**$ -**
	Expenditures	Personnel Services	$ -	$ -	$ 2,000,000	$ -	$ -	$ -
		Operating	1,187	-	5,000,000	-	-	-
		Transfers Out	115,094	-	-	-	-	-
	Expenditures Total		**$ 116,281**	**$ -**	**$ 7,000,000**	**$ -**	**$ -**	**$ -**
Disaster Fund Total			**$ (116,281)**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Fire Capital Projects Fund								
	Revenues	Debt Proceeds	$ -	$ 16,607,986	$ 16,077,536	$ 12,918,438	$ 26,883,000	$ -
		Intergovernmental	-	-	9,000,000	-	-	-
		Miscellaneous	521,788	-	-	-	-	-
		Transfers In	1,132,578	4,146,650	4,999,517	949,279	-	4,719,236
	Revenues Total		**$ 1,654,366**	**$ 20,754,636**	**$ 30,077,053**	**$ 13,867,717**	**$ 26,883,000**	**$ 4,719,236**
	Expenditures	Capital Outlay	$ 14,616,684	$ 20,754,636	$ 30,077,053	$ 13,867,717	$ 26,883,000	$ 4,719,236
	Expenditures Total		**$ 14,616,684**	**$ 20,754,636**	**$ 30,077,053**	**$ 13,867,717**	**$ 26,883,000**	**$ 4,719,236**
Fire Capital Projects Fund Total			**$ (12,962,318)**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Financial Highlights

Fund	Type	Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Amended	FY 2026 Adopted	FY 2027 Forecast	FY 2028 Forecast
Government Services Capital Project Fund								
	Revenues	Debt Proceeds	$ 40,273,060	$ -	$ 5,194,509	$ -	$ -	$ -
		Transfers In	2,697,471	-	-	850,000	-	-
	Revenues Total		**$ 42,970,531**	**$ -**	**$ 5,194,509**	**$ 850,000**	**$ -**	**$ -**
	Expenditures	Operating	$ 8,000	$ -	$ -	$ -	$ -	$ -
		Capital Outlay	2,725,322	-	5,194,509	850,000	-	-
	Expenditures Total		**$ 2,733,322**	**$ -**	**$ 5,194,509**	**$ 850,000**	**$ -**	**$ -**
Government Services Capital Project Fund Total			**$ 40,237,209**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Lake Kennedy Capital Projects Fund								
	Revenues	Debt Proceeds	$ -	$ -	$ -	$ 3,400,000	$ -	$ -
		Miscellaneous	641,997	-	549,000	505,316	525,316	505,316
	Revenues Total		**$ 641,997**	**$ -**	**$ 549,000**	**$ 3,905,316**	**$ 525,316**	**$ 505,316**
	Expenditures	Operating	$ 58,620	$ -	$ 60,000	$ 65,000	$ 65,000	$ 65,000
		Capital Outlay	6,553	-	20,000	3,400,000	20,000	-
		Transfers Out	-	-	-	440,316	440,316	440,316
	Expenditures Total		**$ 65,173**	**$ -**	**$ 80,000**	**$ 3,905,316**	**$ 525,316**	**$ 505,316**
Lake Kennedy Capital Projects Fund Total			**$ 576,824**	**$ -**	**$ 469,000**	**$ -**	**$ -**	**$ -**
Parks & Rec GO Bond Fund								
	Revenues	Debt Proceeds	$ 19,616,340	$ -	$ 8,937,539	$ -	$ -	$ -
		Intergovernmental	-	-	(2,066,674)	-	-	-
		Miscellaneous	670,841	-	974,589	-	-	-
		Transfers In	28,461,575	-	(500,000)	-	-	-
	Revenues Total		**$ 48,748,756**	**$ -**	**$ 7,345,454**	**$ -**	**$ -**	**$ -**
	Expenditures	Capital Outlay	$ 20,172,945	$ -	$ 7,345,454	$ -	$ -	$ -
	Expenditures Total		**20,172,945**	**-**	**7,345,454**	**-**	**-**	**-**
Parks & Rec GO Bond Fund Total			**$ 28,575,811**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Parks and Recreation Capital Project Fund								
	Revenues	Debt Proceeds	$ -	$ 14,360,000	$ 18,594,637	$ (1,505,676)	$ 2,100,000	$ 21,000,000
		Intergovernmental	406,690	29,904,200	28,104,200	1,505,676	-	-
		Miscellaneous	180,900	-	2,009,026	-	-	-
		Transfers In	7,897,082	18,911,737	21,600,058	3,150,000	330,750	3,307,500
	Revenues Total		**$ 8,484,672**	**$ 63,175,937**	**$ 70,307,921**	**$ 3,150,000**	**$ 2,430,750**	**$ 24,307,500**
	Expenditures	Operating	$ 1,218,068	$ -	$ (100,000)	$ -	$ -	$ -
		Capital Outlay	722,066	63,175,937	70,008,703	3,150,000	2,430,750	24,307,500
		Transfers Out	-	-	400,000	-	-	-
	Expenditures Total		**$ 1,940,134**	**$ 63,175,937**	**$ 70,308,703**	**$ 3,150,000**	**$ 2,430,750**	**$ 24,307,500**
Parks and Recreation Capital Project Fund Total			**$ 6,544,538**	**$ -**	**$ (782)**	**$ -**	**$ -**	**$ -**

Fund	Type	Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Amended	FY 2026 Adopted	FY 2027 Forecast	FY 2028 Forecast
Police Capital Project Fund								
	Revenues	Debt Proceeds	$ -	$ -	$ -	$ -	$ -	$ -
		Miscellaneous	355,239	-	-	-	-	-
		Transfers In	607,000	-	(50,000)	-	-	-
	Revenues Total		**$ 962,239**	**$ -**	**$ (50,000)**	**$ -**	**$ -**	**$ -**
	Expenditures	Capital Outlay	$ 12,518,370	$ -	$ (50,000)	$ -	$ -	$ -
	Expenditures Total		**$ 12,518,370**	**$ -**	**$ (50,000)**	**$ -**	**$ -**	**$ -**
Police Capital Project Fund Total			**$ (11,556,131)**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Public Works Capital Project Fund								
	Revenues	Miscellaneous	$ 1,413	$ -	$ -	$ -	$ -	$ -
	Revenues Total		**$ 1,413**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Public Works Capital Project Fund Total			**$ 1,413**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Transportation Capital Project Fund								
	Revenues	Debt Proceeds	$ -	$ -	$ -	$ 20,437,426	$ 19,220,000	$ 30,765,359
		Intergovernmental	376,884	899,160	872,470	-	-	-
		Miscellaneous	354,985	-	382,719	-	-	-
		Transfers In	48,317,390	4,956,360	8,369,259	19,385,184	11,403,959	3,151,428
	Revenues Total		**$ 49,049,259**	**$ 5,855,520**	**$ 9,624,448**	**$ 39,822,610**	**$ 30,623,959**	**$ 33,916,787**
	Expenditures	Personnel Services	$ 1,394	$ -	$ -	$ -	$ -	$ -
		Operating	(756)	-	-	-	-	-
		Capital Outlay	18,402,306	5,855,520	9,884,044	39,822,610	30,623,959	33,916,787
		Transfers Out	4,906,000	-	(259,596)	-	-	-
	Expenditures Total		**$ 23,308,944**	**$ 5,855,520**	**$ 9,624,448**	**$ 39,822,610**	**$ 30,623,959**	**$ 33,916,787**
Transportation Capital Project Fund Total			**$ 25,740,315**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Enterprise Funds								
Stormwater Fund								
	Revenues	Charges for Service	$ 25,198,807	$ 25,761,614	$ 25,761,614	$ 27,050,731	$ 28,416,183	$ 30,010,597
		Debt Proceeds	-	-	-	15,321,494	7,728,000	21,301,191
		Fines and Forfeits	46,153	50,000	50,000	50,000	50,000	50,000
		Intergovernmental	153,042	10,824,120	10,824,120	-	-	-
		License and Permits	34,064	10,000	10,000	10,000	10,000	10,000
		Miscellaneous	3,288,746	187,500	187,500	187,500	187,500	187,500
		Transfers In	18,285,331	3,278,377	5,649,352	-	3,300,000	1,148,352
	Revenues Total		**$ 47,006,143**	**$ 40,111,611**	**$ 42,482,586**	**$ 42,619,725**	**$ 39,691,683**	**$ 52,707,640**
	Expenditures	Personnel Services	$ 10,289,056	$ 12,764,542	$ 13,290,995	$ 14,879,885	$ 16,172,421	$ 17,361,403
		Operating	10,576,071	13,640,710	14,172,347	14,905,843	13,174,047	16,591,341
		Capital Outlay	9,018,796	16,237,497	22,419,401	18,134,494	13,602,040	24,439,543
		Debt Service	968,910	1,183,969	1,183,969	1,214,338	1,520,077	1,519,827
		Transfers Out	18,879,065	4,129,485	6,500,460	1,378,648	5,206,190	4,016,222
	Expenditures Total		**$ 49,731,898**	**$ 47,956,203**	**$ 57,567,172**	**$ 50,513,208**	**$ 49,674,775**	**$ 63,928,336**
Stormwater Fund Total			**$ (2,725,755)**	**$ (7,844,592)**	**$ (15,084,586)**	**$ (7,893,483)**	**$ (9,983,092)**	**$ (11,220,696)**

Financial Highlights

Fund	Type	Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Amended	FY 2026 Adopted	FY 2027 Forecast	FY 2028 Forecast
Water and Sewer Fund								
	Revenues	Charges for Service	$ 113,481,246	$ 124,441,359	$ 124,441,359	$ 144,165,262	$ 161,684,600	$ 178,002,225
		Debt Proceeds	-	99,935,384	111,192,896	416,006,977	266,119,968	332,584,013
		Fines and Forfeits	834,357	729,848	729,848	745,405	751,000	758,000
		Impact Fees	8,228,861	7,600,246	7,600,246	8,142,851	8,424,194	8,663,263
		Intergovernmental	28,836,573	-	1,469,865	-	-	-
		Internal Service Charges	357,334	257,413	257,413	376,562	376,562	376,562
		Miscellaneous	23,741,766	204,928	204,928	234,181	235,072	262,226
		Special Assessment	32,417,760	37,548,312	37,548,312	44,801,375	57,667,046	63,724,451
		Transfers In	335,365,725	55,697,883	59,489,412	65,762,004	76,201,444	73,201,081
	Revenues Total		**$ 543,263,622**	**$ 326,415,373**	**$ 342,934,279**	**$ 680,234,617**	**$ 571,459,886**	**$ 657,571,821**
	Expenditures	Personnel Services	$ 30,330,928	$ 34,857,216	$ 36,353,832	$ 40,398,293	$ 42,976,205	$ 45,558,283
		Operating	45,487,331	55,100,421	56,443,037	56,209,595	56,791,658	57,301,405
		Capital Outlay	127,774,698	110,298,542	132,639,436	428,724,374	282,094,609	345,879,251
		Debt Service	66,011,014	74,949,565	74,949,565	90,538,665	117,251,652	124,489,293
		Transfers Out	334,201,580	54,846,775	58,897,900	64,383,356	74,295,254	70,333,211
	Expenditures Total		**$ 603,805,551**	**$ 330,052,519**	**$ 359,283,770**	**$ 680,254,283**	**$ 573,409,378**	**$ 643,561,443**
Water and Sewer Fund Total			**$ (60,541,929)**	**$ (3,637,146)**	**$ (16,349,491)**	**$ (19,666)**	**$ (1,949,492)**	**$ 14,010,378**
Yacht Basin Fund								
	Revenues	Charges for Service	$ 479,947	$ 307,000	$ 307,000	$ 121,500	$ 122,700	$ 462,424
		Debt Proceeds	-	-	3,185,933	-	-	-
		Intergovernmental	-	-	3,185,424	-	-	-
		Miscellaneous	174,624	-	-	-	-	-
		Transfers In	109,778	-	-	-	-	-
	Revenues Total		**$ 764,349**	**$ 307,000**	**$ 6,678,357**	**$ 121,500**	**$ 122,700**	**$ 462,424**
	Expenditures	Personnel Services	$ 3,373	$ 15,012	$ 15,012	$ 15,996	$ 17,138	$ 25,364
		Operating	246,179	212,405	335,441	168,152	172,346	312,477
		Capital Outlay	1,165,563	-	6,371,357	-	-	-
		Transfers Out	97,335	-	(500,000)	-	-	-
	Expenditures Total		**$ 1,512,450**	**$ 227,417**	**$ 6,221,810**	**$ 184,148**	**$ 189,484**	**$ 337,841**
Yacht Basin Fund Total			**$ (748,101)**	**$ 79,583**	**$ 456,547**	**$ (62,648)**	**$ (66,784)**	**$ 124,583**

Fund	Type	Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Amended	FY 2026 Adopted	FY 2027 Forecast	FY 2028 Forecast
Internal Service Funds								
CIP Project Management Fund								
	Revenues	Internal Service Charges	$ 3,031,811	$ 3,619,865	$ 3,619,865	$ 4,222,960	$ 4,443,727	$ 4,696,609
		Miscellaneous	7,331	-	-	-	-	-
		Transfers In	1,900	-	-	-	-	-
	Revenues Total		**$ 3,041,042**	**$ 3,619,865**	**$ 3,619,865**	**$ 4,222,960**	**$ 4,443,727**	**$ 4,696,609**
	Expenditures	Personnel Services	$ 2,630,741	$ 2,997,411	$ 3,102,661	$ 3,770,178	$ 3,949,062	$ 4,127,588
		Operating	80,952	495,146	482,157	400,782	394,305	520,331
		Capital Outlay	77,684	127,308	127,308	52,000	100,360	48,690
	Expenditures Total		**$ 2,789,377**	**$ 3,619,865**	**$ 3,712,126**	**$ 4,222,960**	**$ 4,443,727**	**$ 4,696,609**
CIP Project Management Fund Total			**$ 251,665**	**$ -**	**$ (92,261)**	**$ -**	**$ -**	**$ -**
Fleet Maintenance Fund								
	Revenues	Internal Service Charges	$ 6,445,601	$ 6,706,960	$ 6,631,960	$ 7,423,426	$ 7,565,197	$ 7,760,763
		Miscellaneous	296,378	187,504	371,439	-	-	-
		Transfers In	55,656	-	-	-	-	-
	Revenues Total		**$ 6,797,635**	**$ 6,894,464**	**$ 7,003,399**	**$ 7,423,426**	**$ 7,565,197**	**$ 7,760,763**
	Expenditures	Personnel Services	$ 1,892,013	$ 2,389,506	$ 2,487,030	$ 2,560,116	$ 2,701,126	$ 2,840,889
		Operating	3,524,357	4,224,454	4,271,333	4,318,871	4,404,633	4,491,312
		Capital Outlay	1,048,362	93,000	18,000	173,000	88,000	104,000
		Debt Service	187,504	187,504	371,439	371,439	371,438	324,562
		Transfers Out	42,477	-	-	-	-	-
	Expenditures Total		**$ 6,694,713**	**$ 6,894,464**	**$ 7,147,802**	**$ 7,423,426**	**$ 7,565,197**	**$ 7,760,763**
Fleet Maintenance Fund Total			**$ 102,922**	**$ -**	**$ (144,403)**	**$ -**	**$ -**	**$ -**
Property Management Fund								
	Revenues	Intergovernmental	$ 832	$ -	$ -	$ -	$ -	$ -
		Internal Service Charges	10,182,952	9,002,947	12,202,947	9,879,371	11,026,191	11,077,960
		Miscellaneous	50,626	-	-	-	-	-
		Transfers In	42,477	-	-	-	-	-
	Revenues Total		**$ 10,276,887**	**$ 9,002,947**	**$ 12,202,947**	**$ 9,879,371**	**$ 11,026,191**	**$ 11,077,960**
	Expenditures	Personnel Services	$ 5,702,266	$ 6,472,032	$ 6,787,312	$ 8,236,245	$ 8,691,654	$ 9,137,769
		Operating	3,689,726	2,264,915	5,520,525	1,536,126	1,809,537	1,744,891
		Capital Outlay	295,787	266,000	266,000	107,000	525,000	195,300
		Debt Service	341	-	-	-	-	-
		Transfers Out	58,056	-	-	-	-	-
	Expenditures Total		**$ 9,746,176**	**$ 9,002,947**	**$ 12,573,837**	**$ 9,879,371**	**$ 11,026,191**	**$ 11,077,960**
Property Management Fund Total			**$ 530,711**	**$ -**	**$ (370,890)**	**$ -**	**$ -**	**$ -**

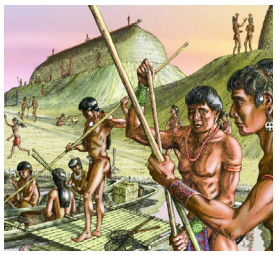
Financial Highlights

Fund	Type	Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Amended	FY 2026 Adopted	FY 2027 Forecast	FY 2028 Forecast
Risk Management Fund								
	Revenues	Internal Service Charges	$ 9,426,174	$ 11,149,511	$ 11,149,511	$ 11,408,265	$ 12,657,594	$ 13,131,741
		Miscellaneous	2,051,719	-	-	-	-	-
	Revenues Total		**11,477,893**	**11,149,511**	**11,149,511**	**11,408,265**	**12,657,594**	**13,131,741**
	Expenditures	Personnel Services	$ 565,062	$ 588,027	$ 606,672	$ 651,408	$ 675,361	$ 710,270
		Operating	9,859,997	10,430,630	10,411,985	10,756,857	11,940,233	12,421,471
		Capital Outlay	-	-	-	-	42,000	-
	Expenditures Total		**$ 10,425,059**	**$ 11,018,657**	**$ 11,018,657**	**$ 11,408,265**	**$ 12,657,594**	**$ 13,131,741**
Risk Management Fund Total			**$ 1,052,834**	**$ 130,854**	**$ 130,854**	**$ -**	**$ -**	**$ -**
Self-Insured Health Plan Fund								
	Revenues	Internal Service Charges	$ 38,391,503	$ 43,028,975	$ 43,028,975	$ 47,282,336	$ 51,387,218	$ 54,895,702
		Miscellaneous	5,454,065	1,800,000	5,000,000	2,400,000	2,400,000	2,400,000
	Revenues Total		**$ 43,845,568**	**$ 44,828,975**	**$ 48,028,975**	**$ 49,682,336**	**$ 53,787,218**	**$ 57,295,702**
	Expenditures	Personnel Services	$ 242,267	$ 284,320	$ 284,320	$ 299,458	$ 315,838	$ 332,252
		Operating	40,094,651	44,544,655	47,815,385	48,833,362	53,554,807	58,749,020
	Expenditures Total		**40,336,918**	**44,828,975**	**48,099,705**	**49,132,820**	**53,870,645**	**59,081,272**
Self-Insured Health Plan Fund Total			**$ 3,508,650**	**$ -**	**$ (70,730)**	**$ 549,516**	**$ (83,427)**	**$ (1,785,570)**
Charter School								
	Revenues	Charges for Service-CultRec	$ 1,194,154	$ 1,061,962	$ 1,061,962	$ 1,847,017	$ 1,865,486	$ 1,884,141
		Fines and Forfeits	60	-	-	-	-	-
		Intergov-CARES	2,579,478	-	650,978	-	-	-
		Intergov-Fed Grant	112,880	-	-	113,810	117,220	120,740
		Intergov-Fed Shared	735,656	556,665	556,665	674,239	680,982	687,792
		Intergov-Local Shared	919,644	2,045,250	2,180,649	2,727,000	3,636,000	4,545,000
		Intergov-State Shared	30,542,028	30,995,125	31,136,399	32,034,565	32,792,048	33,568,032
		Miscellaneous	1,380,274	474,498	585,946	478,994	460,516	446,600
		Transfers In	53,447	38,000	76,886	44,315	44,759	45,206
	Revenues Total		**$ 37,517,621**	**$ 35,171,500**	**$ 36,249,485**	**$ 37,919,940**	**$ 39,597,011**	**$ 41,297,511**
	Expenditures	Personnel Services	$ 22,958,281	$ 23,046,632	$ 24,505,132	$ 24,606,556	$ 25,088,330	$ 25,529,317
		Operating	8,546,910	8,528,728	10,083,188	10,724,952	12,098,249	13,354,762
		Capital Outlay	1,139,857	586,376	1,339,700	1,037,168	297,600	300,600
		Debt Service	1,604,280	1,551,264	1,551,264	1,551,264	2,112,832	2,112,832
		Transfers Out	500	-	38,886	-	-	-
		Reserves	-	1,458,500	289,293	-	-	-
	Expenditures Total		**$ 34,249,828**	**$ 35,171,500**	**$ 37,807,463**	**$ 37,919,940**	**$ 39,597,011**	**$ 41,297,511**
Charter School Total			**$ 3,267,793**	**$ -**	**$ (1,557,978)**	**$ -**	**$ -**	**$ -**

OUR HISTORY

800 C.E.

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

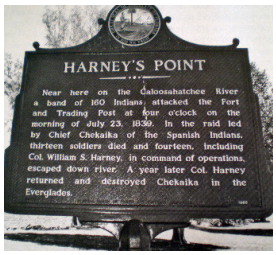


1500s-1700s

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

1700s-1800s

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



1800s-1900s

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

1950s-1960s

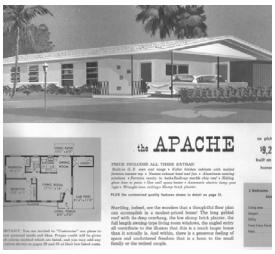
Between 1960 and 1975, Cape Coral lots were sold through installment plans, not bank mortgages, with 10% down and $10 a month. Ownership transferred upon full payment, passing infrastructure costs to buyers. This allowed corporations to finance homesites with preinstalled amenities. By 1963, Gulf American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

1950s-1960s

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

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

1960s-1970s



1960s-1970s

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

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

1970s

1980s-1990s

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

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

2000s

Current

Today Cape Coral is Florida's eighth largest city at 120 sq mi with over 220,000 residents and is the largest in Lee County. Divided into quadrants by Santa Barbara Boulevard (North/South) and Pine Island Road (East/West), its street system is well-organized with avenues running North to South and other streets East to West. Known for rapid growth, Cape Coral is a residential and vacation hotspot, with popular areas including the Yacht Club Area, Gold Coast, and southwest section of the city.

Source: www.capecoralmuseum.org

CAPE CORAL AT A GLANCE

55 Years Old[1]

Incorporated on August 18, 1970

2,058.77 Employees[3]

Full and regular part-time positions approved in the FY 2026 Budget

120 Square Miles[2]

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

400 Miles of Canals[2]

We have more navigational canals than anywhere else in the world

MAJOR SERVICES PROVIDED BY THE CITY OF CAPE CORAL

- Development Services
- Police Protection Services
- Public Works and Transportation
- Charter School System
- Fire and Emergency Management Services
- Recreation, Parks, and Golf
- Economic Development
- Utilities

Form of Government[2]

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

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

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

Mayor

Council Members

City Manager, City Auditor, and City Attorney

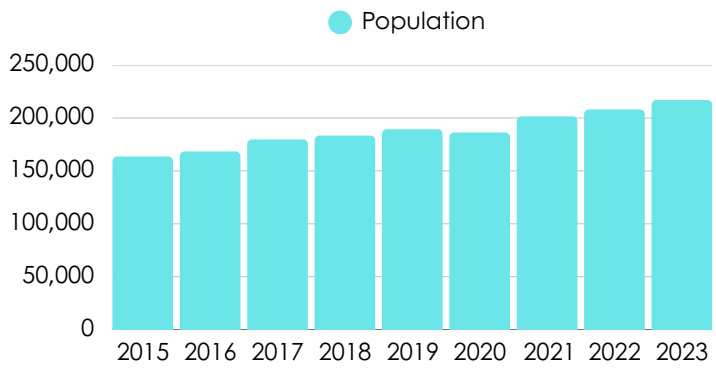
City Operations

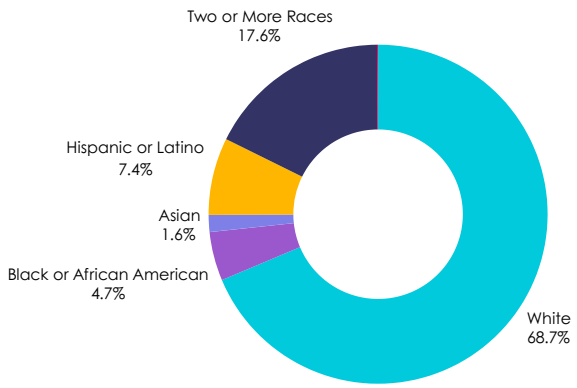
Sources: 1- Capecoralmuseum.org 2 - Capecoral.gov 3 - FTE Count does not include the Charter School or the CRA

Population

Since incorporating in August 1970, Cape Coral's population has experienced rapid growth. With an estimated population over 220,236 residents in 2024. With a regional population of about 1.2 million, Southwest Florida is steadily gaining as a significant contributory market, which makes Cape Coral poised to be a driver for the region's economic growth.

Source: bebr.ufl.edu





Diversity

In 2023, there were 5.01 times more White (Non-Hispanic) residents (136k people) in Cape Coral, FL than any other race or ethnicity. There were 27.1k Two Races Including Other (Hispanic) and 14.6k White (Hispanic) residents, the second and third most common ethnic groups.

Source: Census.gov

Median Age

48

Gender Breakdown

Female: 50.06%
Male: 49.94%

Total Households

90,465

Per Capita Income

$36,151

City of Cape Coral

Unemployment Rate is 3.6%

State of Florida

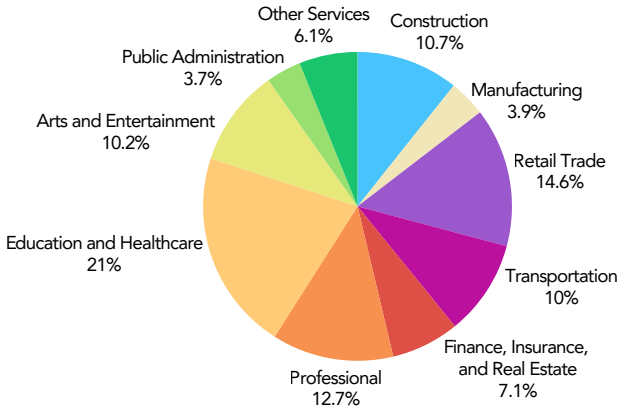
Unemployment Rate is 3.7%

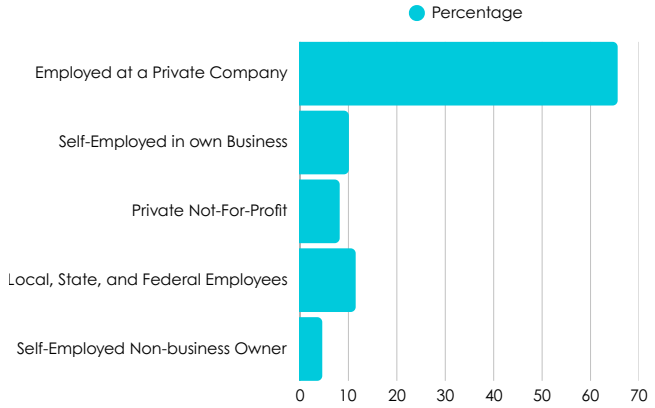
Source: Census.gov

Cape Coral's Top Industries

Cape Coral features more than 9,000 businesses across diverse sectors including biotech, healthcare, and retail trade. According to the 2023 American Community Survey, the leading industry for civilian employment is Educational Services and Health Care employing 20.6% of residents. This is followed by Retail Trade at 14.3%, and Professional Categories at 12.5%. Construction accounts for 10.5% of the workforce, while Arts, Entertainment, Recreation, Accommodations, and Food Services represent 10.0%. Other notable sectors include Transportation, Warehousing, and Utilities (9.8%), Finance, Insurance, and Real Estate (7.0%), and Manufacturing (3.8%). Public Administration and Other Services round out the list at 3.6% and 5.0% respectively.

Source: Census.gov





Employment Distribution

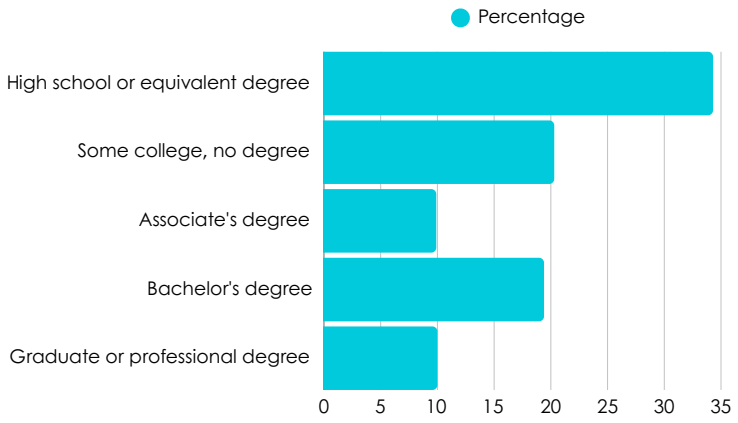
In Cape Coral, workers are primarily employed across diverse sectors such as retail trade, healthcare, and construction. Many residents are self-employed in small businesses, while others contribute as unpaid family workers in family-owned enterprises. These classifications provide insights into the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

Source: Census.gov

PRINCIPAL EMPLOYERS IN THE CITY OF CAPE CORAL

- Lee County School District - 2,255
- City of Cape Coral - 2,058.77
- Cape Coral Hospital - 1,708
- Publix Super Markets - 1,245
- Wal-Mart / Sam's Club - 700
- Gulf Coast Village - 377
- Cape Coral Charter Schools - 369.18
- Home Depot - 350
- Sun Splash Family Water Park - 300
- Westin Resort - 180

Source: 2024 City of Cape Coral ACFR



Education Attainment

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

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

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

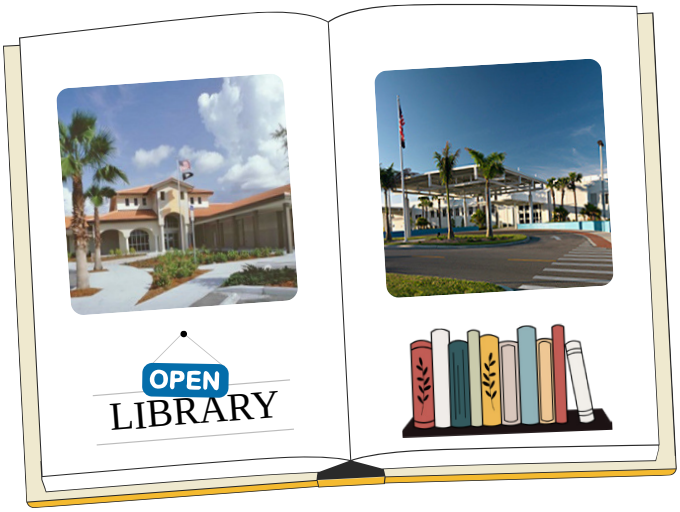
OASIS CHARTER SCHOOL ENROLLMENT

Oasis North Elementary	Oasis South Elementary	Oasis Middle School	Oasis High School
813	875	845	895

Population 3 Years and Over Enrolled in School

Nursery and Preschool	Kindergarten to 12th Grade	Undergraduate Programs	Graduate Programs
6.7%	70.4%	16.7%	6.1%

Source: Census.gov



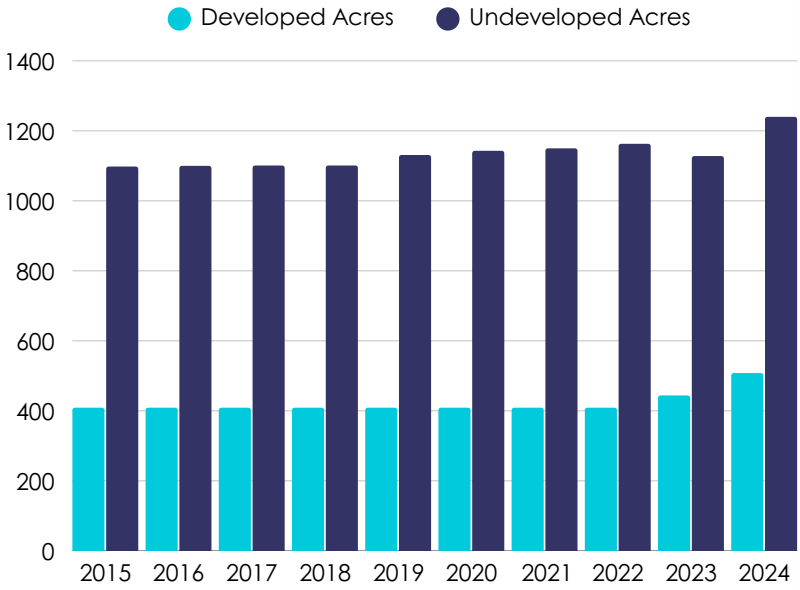
LIBRARY ACCESS

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

Parks and Recreation

The City has an ecological nature trail as well as over 35 recreational parks which include playgrounds, open fields, pavilions, workout equipment, walking paths, golf course and a waterpark.

Source: Capecoral.gov



Location in Florida

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

Source: Capecoral.gov

Cape Coral's distance to area airports	
Fort Myers (RSW)	22 Miles
Punta Gorda (PGD)	25 Miles
Tampa (TPA)	132 Miles
Fort Lauderdale (FLL)	145 Miles
Miami (MIA)	160 Miles
Orlando (MCO)	161 Mi. U.S. 17
	198 Mi. I-75

Source: Google Maps

PARK FACILITIES

The Courts, including tennis and pickleball facilities, offer well-maintained, high-quality surfaces for both recreational and competitive play. In 2024, the courts hosted their first tournament, drawing players and spectators from across the region.

Coral Oaks Golf Course is an 18-hole championship course designed by Arthur Hills, featuring lush fairways, large greens, and natural water hazards. In 2024, it hosted 65,119 rounds of golf, reflecting its popularity among players of all skill levels.

Land Use

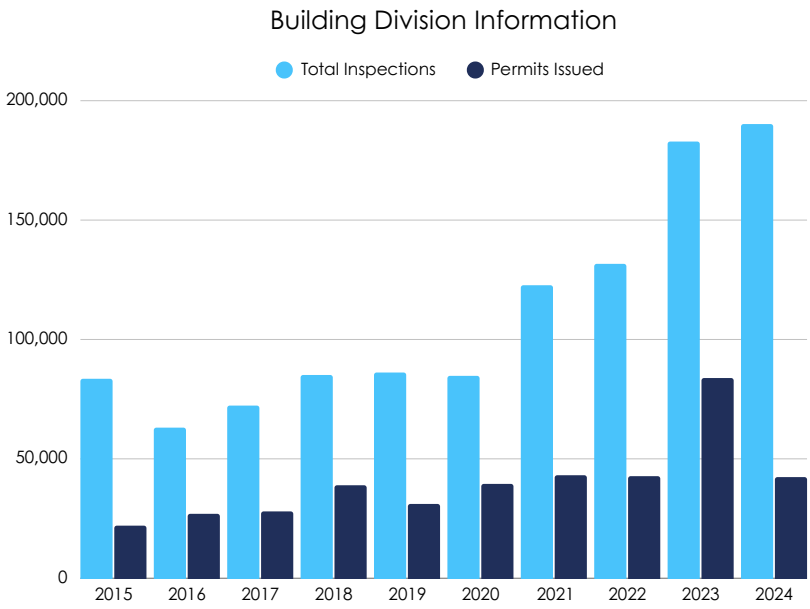
Cape Coral is the largest city between Tampa and Miami in both population and area. It is the largest and principal city in the Cape Coral – Fort Myers, Florida Metropolitan Statistical Area. The city has over 400 miles (640 km) of navigable waterways, more than any other city on earth. Development and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

Source: Source: 2024 City of Cape Coral ACFR

FY 2024 Property Tax Valuations

Total Assessed Value:	$45,992,287,269
Exempt Value:	$19,730,011,857
Net Taxable Value:	$26,262,275,412

Source: Source: 2024 City of Cape Coral ACFR



Stormwater Drain Pipes (Miles)
545

Paved Streets (Miles)
3,142

Number of Catch Basins
24,177

Number of Water Connections
77,257

Paved Alleys (Miles)
11

Sidewalks (Miles)
304

Number of Sewer Connections
75,468

Manhole Structures
2,166

Exfiltration Trench
2,200 Linear Ft

Inlet Structures
24,204

Swales (Miles)
3,050

Figures reflect City-maintained assets as of FY2024. Year-over-year changes will be reflected after GIS updates from accepted projects and the citywide asset survey.

Source: 2024 City of Cape Coral ACFR

PRINCIPAL PROPERTY TAXPAYERS IN CAPE CORAL

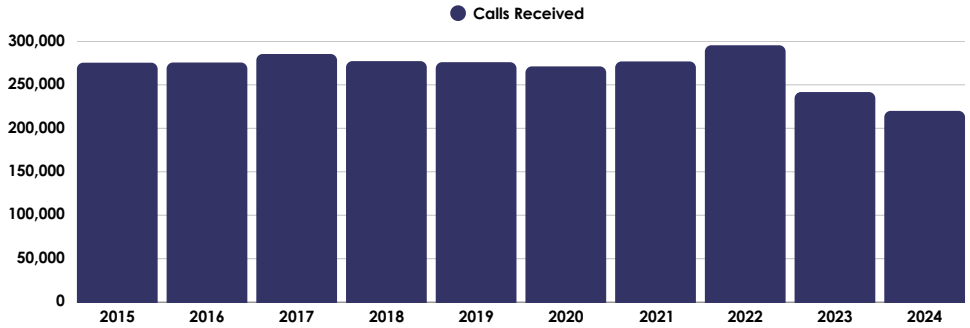
Lee County Electric Co-Op	ZP NO 339, LLC	Uptown at Liberty Park Apartments	FKH SFR C1 LP
Savona Cape Coral Owner, LLC	Continental 466 Fund, LLC	Progress Residential Borrower	Chiquita Apartment Investors LLC
Coralina Apartments, LLC	Freeman & Hasselwander Resort		

Source: 2024 City of Cape Coral ACFR

Public Safety

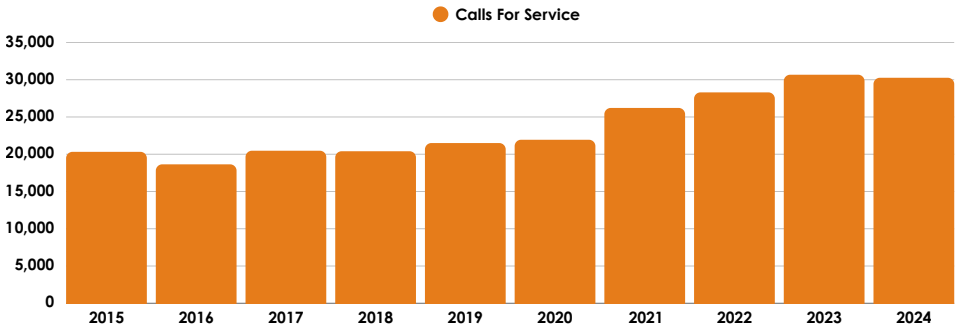
Number of crime scenes processed by forensics technicians	Number of K9 Teams at the City	Total Traffic Citations Issued by all Units	Number of Veterans on the Force
492	8	30,136	71

Source: 2024 City of Cape Coral ACFR



Number of Sworn Officers: 304

Number of Firefighters and Officers: 266



Properties Saved from Fire	Number of Fire Stations	Number of Inspections Completed	Number of Veterans in the Department
87%	13	9,515	35

Source: 2024 City of Cape Coral ACFR

DEPARTMENTS

City Attorney

DEPARTMENT OVERVIEW

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

MISSION

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

Highlights

Prepared Ordinances and Resolutions

400+

Provides Legal Opinions on

Questions of Law

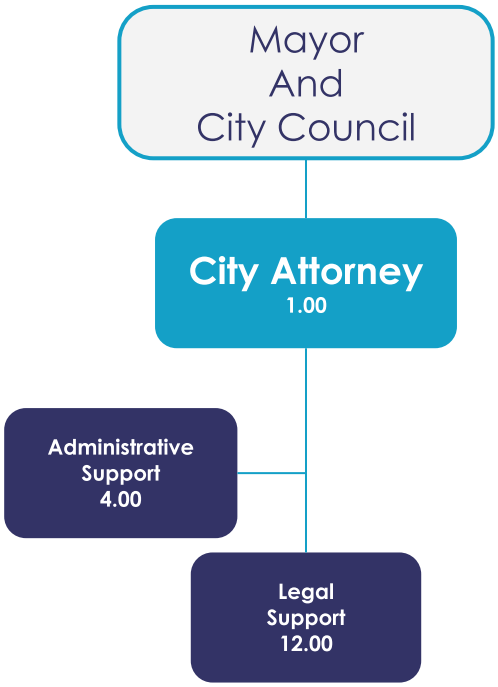
Reviewed Contracts

1,000+

Legal Representation for

All City Matters

FY 2026 ORGANIZATIONAL CHART



Departments

Offices/Areas

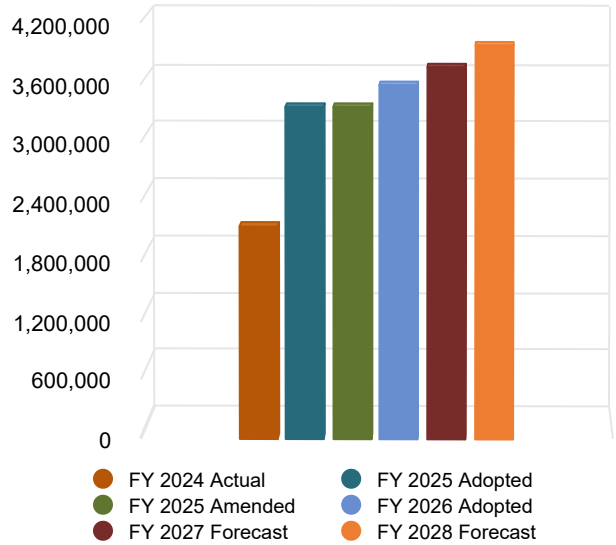
Updated 9/30/25

FY 2025 Amended	FY 2026 Adopted	Change
16.00	17.00	+1.00

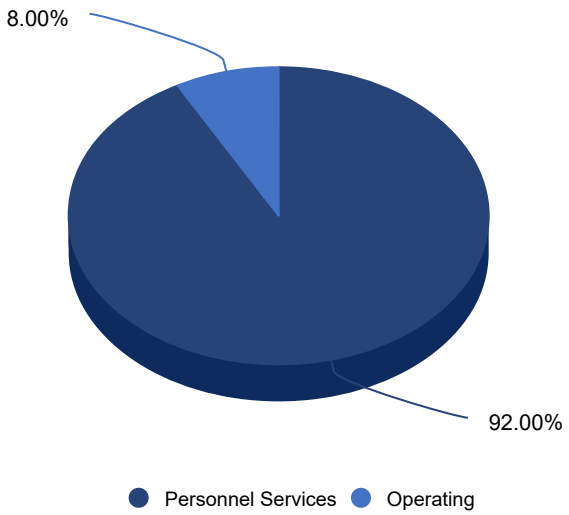
Operating Budget

Expenditures by Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Amended	FY 2026 Adopted	FY 2027 Forecast	FY 2028 Forecast
Personnel Services	$ 1,997,916	$ 2,950,092	$ 2,950,092	$ 3,299,564	$ 3,475,577	$ 3,654,860
Operating	172,395	418,998	427,012	285,424	310,413	334,077
Total	**$ 2,170,311**	**$ 3,369,090**	**$ 3,377,104**	**$ 3,584,988**	**$ 3,785,990**	**$ 3,988,937**

Program Expenditures by Year



Program Expenditures by Category



Expenditures by Fund and Program	FY 2024 Actual	FY 2025 Adopted	FY 2025 Amended	FY 2026 Adopted	FY 2027 Forecast	FY 2028 Forecast
General Fund						
City Attorney	$ 2,170,311	$ 3,369,090	$ 3,377,104	$ 3,584,988	$ 3,785,990	$ 3,988,937
General Fund Total	**$ 2,170,311**	**$ 3,369,090**	**$ 3,377,104**	**$ 3,584,988**	**$ 3,785,990**	**$ 3,988,937**
Total	**$ 2,170,311**	**$ 3,369,090**	**$ 3,377,104**	**$ 3,584,988**	**$ 3,785,990**	**$ 3,988,937**

Expenditures by Fund and Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Amended	FY 2026 Adopted	FY 2027 Forecast	FY 2028 Forecast
General Fund						
Personnel Services	$ 1,997,916	$ 2,950,092	$ 2,950,092	$ 3,299,564	$ 3,475,577	$ 3,654,860
Operating	172,395	418,998	427,012	285,424	310,413	334,077
General Fund Total	**$ 2,170,311**	**$ 3,369,090**	**$ 3,377,104**	**$ 3,584,988**	**$ 3,785,990**	**$ 3,988,937**
Total	**$ 2,170,311**	**$ 3,369,090**	**$ 3,377,104**	**$ 3,584,988**	**$ 3,785,990**	**$ 3,988,937**

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, 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 numerous legal questions, issues or concerns pertaining to those legal impacts upon the City, and the application of Federal, State, and City law
- Prepared over 500 ordinances and resolutions required by the City Council for adoption
- Prepared and/or reviewed over 1,400 contracts, interlocal government agreements and other legal documents
- Represented the City in litigation matters, including Florida Division of Administrative Hearings and Equal Employment Opportunity Commission complaints
- Established the City's first Police Legal Advisor position, dedicated solely to the Police Department, to provide legal guidance, ensure legal compliance in police procedures, and provide essential legal training to over 300 sworn officers

GOALS AND PRIORITIES

- Continue 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; managing 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 City Council, operates independently from the City Manager and reports directly to City Council. The City Auditor's Office follows Generally Accepted Government Auditing Standards with regard to independence. The office provides the City with an independent audit function to evaluate City policies, programs and services to determine if those operations are conducted in accordance with State and Federal laws, regulations, City ordinances, policies and procedures, and financial and operational internal controls standards.

MISSION

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

Highlights

Completed
8 Audits

Continuing Education
351 Hours

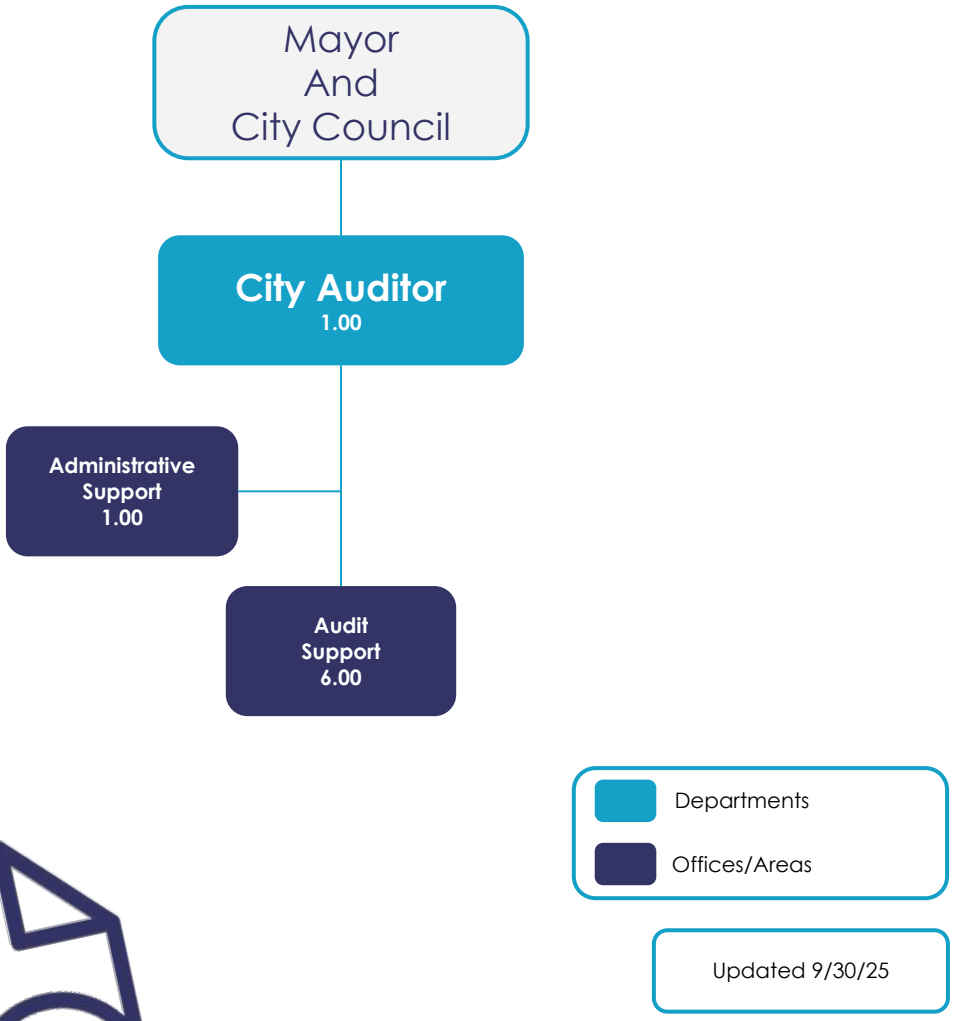
Closed Audit Recommendations
36 within 90 days (100%)

Direct Audit Hours
7,200

Average Days to Close Audit Recommendations
16 days

Average Audit Survey Score
97%

FY 2026 ORGANIZATIONAL CHART

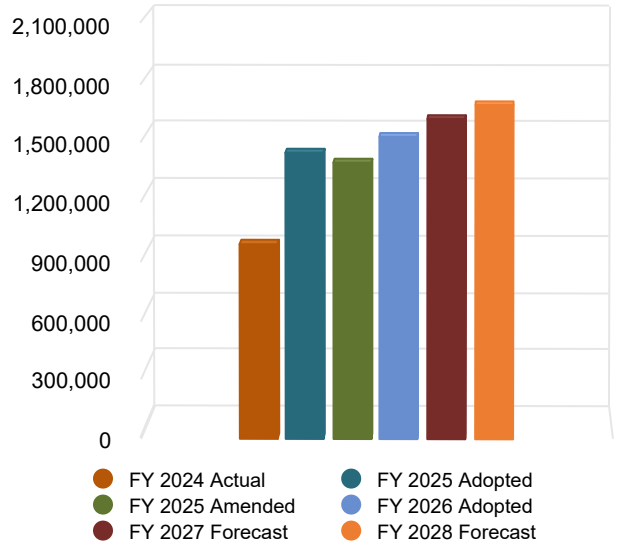


FY 2025 Amended	FY 2026 Adopted	Change
8.00	8.00	0.00

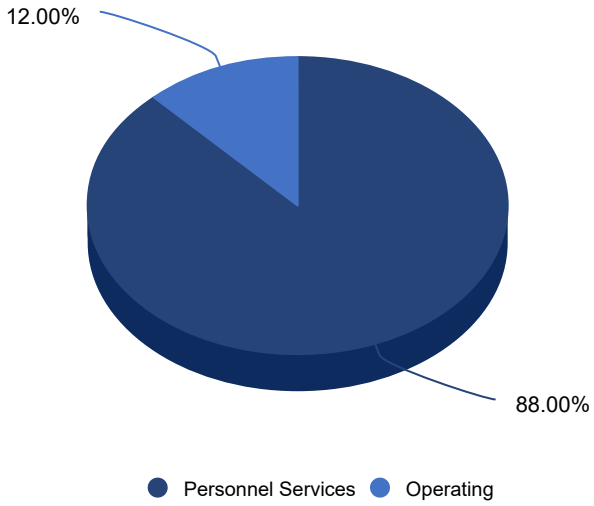
Operating Budget

Expenditures by Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Amended	FY 2026 Adopted	FY 2027 Forecast	FY 2028 Forecast
Personnel Services	$ 914,942	$ 1,222,825	$ 1,222,825	$ 1,348,058	$ 1,419,577	$ 1,492,239
Operating	71,777	231,705	180,705	185,892	204,732	202,135
Total	**$ 986,719**	**$ 1,454,530**	**$ 1,403,530**	**$ 1,533,950**	**$ 1,624,309**	**$ 1,694,374**

Program Expenditures by Year



Program Expenditures by Category



Expenditures by Fund and Program	FY 2024 Actual	FY 2025 Adopted	FY 2025 Amended	FY 2026 Adopted	FY 2027 Forecast	FY 2028 Forecast
General Fund						
City Auditor	$ 986,719	$ 1,454,530	$ 1,403,530	$ 1,533,950	$ 1,624,309	$ 1,694,374
General Fund Total	**$ 986,719**	**$ 1,454,530**	**$ 1,403,530**	**$ 1,533,950**	**$ 1,624,309**	**$ 1,694,374**
Total	**$ 986,719**	**$ 1,454,530**	**$ 1,403,530**	**$ 1,533,950**	**$ 1,624,309**	**$ 1,694,374**

Expenditures by Fund and Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Amended	FY 2026 Adopted	FY 2027 Forecast	FY 2028 Forecast
General Fund						
Personnel Services	$ 914,942	$ 1,222,825	$ 1,222,825	$ 1,348,058	$ 1,419,577	$ 1,492,239
Operating	71,777	231,705	180,705	185,892	204,732	202,135
General Fund Total	**$ 986,719**	**$ 1,454,530**	**$ 1,403,530**	**$ 1,533,950**	**$ 1,624,309**	**$ 1,694,374**
Total	**$ 986,719**	**$ 1,454,530**	**$ 1,403,530**	**$ 1,533,950**	**$ 1,624,309**	**$ 1,694,374**

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. The City Auditor's Office strives to be fluid to accommodate additions and changes to the audit plan, such as special projects or audits necessary based on current needs of the City, and provide timely and meaningful follow-up on audit recommendations.

ACCOMPLISHMENTS[1]

- Met or exceeded all FY25 goals and priorities
  - Exceeded direct audit hours' time goal with 73% spent on direct audit projects and 27% spent on administration (non-audit/projects)
  - Obtained an average score of 97% on audit surveys (Goal is 75%)
  - Completed 89% of audits on the approved FY25 audit plan
  - Closed 100% of audit recommendations within 90 days of department completion
  - Audit team members completed at least three audits or projects for FY25
- Effectively managed audit team resources and available hours to produce meaningful and timely audits, post audit reviews, and special projects
- Exceeded continuing education requirements for GAGAS and certification/license standards (CPA, CFE and CIA)
- Developed the FY26 Audit Plan with 12 audits
- Assisted the external auditors for City's Annual Comprehensive Audit Report

GOALS AND PRIORITIES

- Effectively manage audit staff time with a goal of 70% spent on direct audit projects and limit administrative hours to no more than 30%
- Complete 75% of audits on the Approved Audit Plan to provide audits that are important and useful to the City, prioritizing audits based on the Risk Assessment completed by the City Auditor's Office
- Obtain a score of 75% or better on audit surveys for completed audits
- Perform follow up of audit recommendations within 90 days of department completion for audit office review
- Individual auditors complete three or more audits/projects for the year

1 Information is based on accomplishments from FY25 4th Quarter/FYE Performance Score Card to provide a complete and accurate assessment of goal achievements.

City Clerk

DEPARTMENT OVERVIEW

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

MISSION

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

Highlights

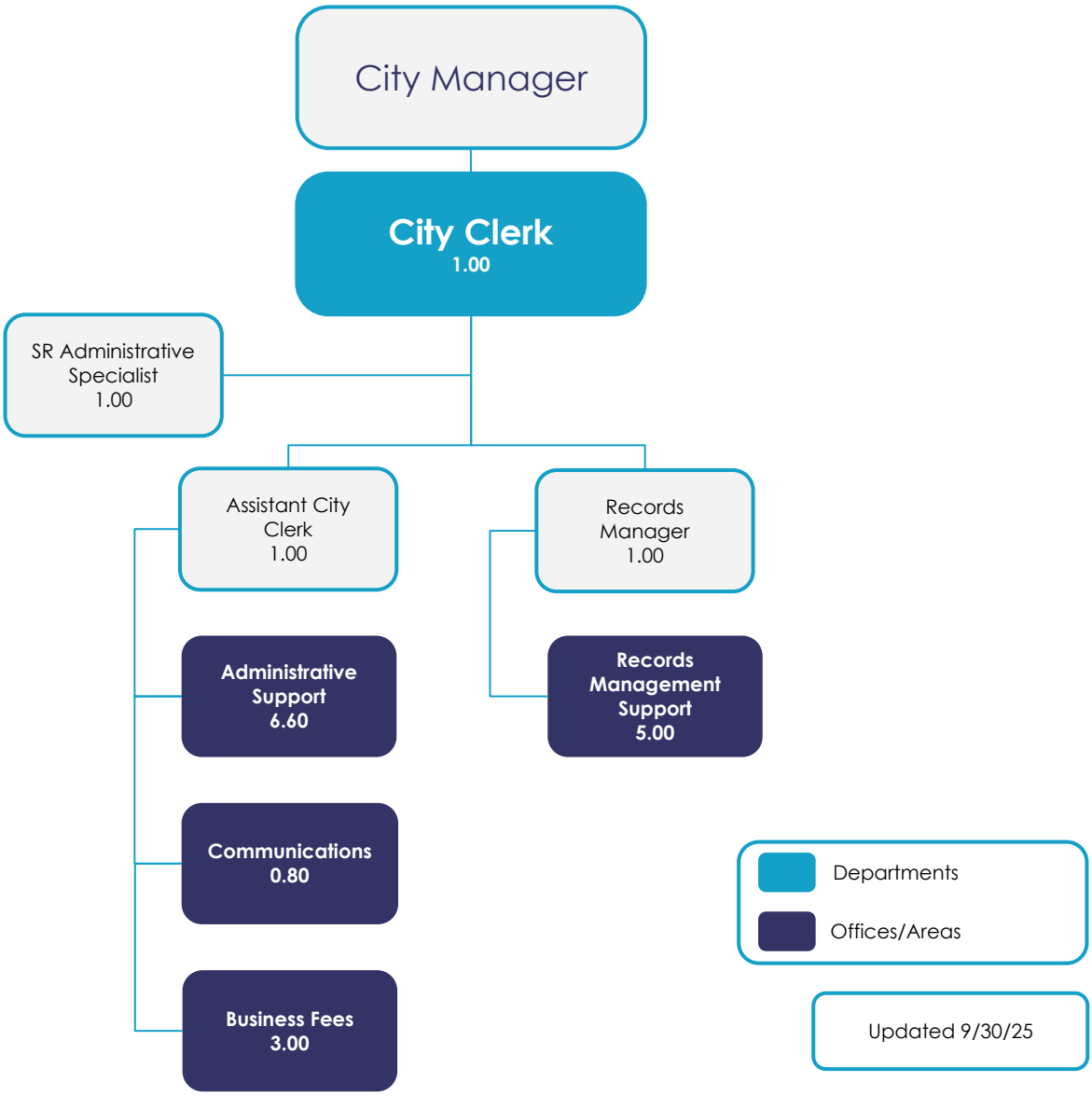
Completed Record Requests
11,508

Public Meetings Attended
131

Passport Applications processed
5,260

Pet Licenses Processed
515

FY 2026 ORGANIZATIONAL CHART

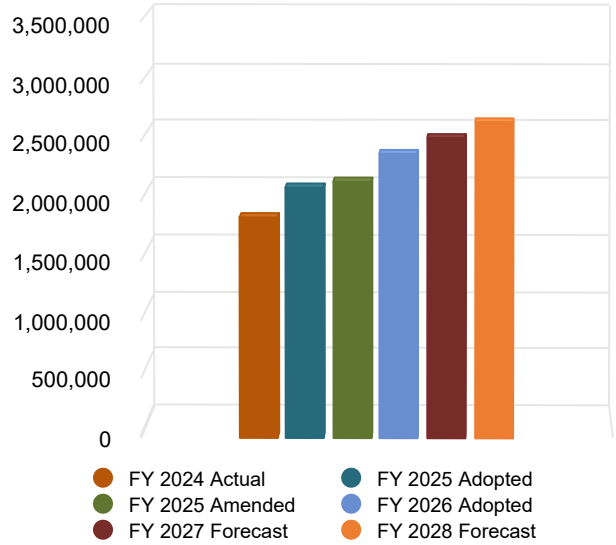


FY 2025 Amended	FY 2026 Adopted	Change
18.40	19.40	+1.00

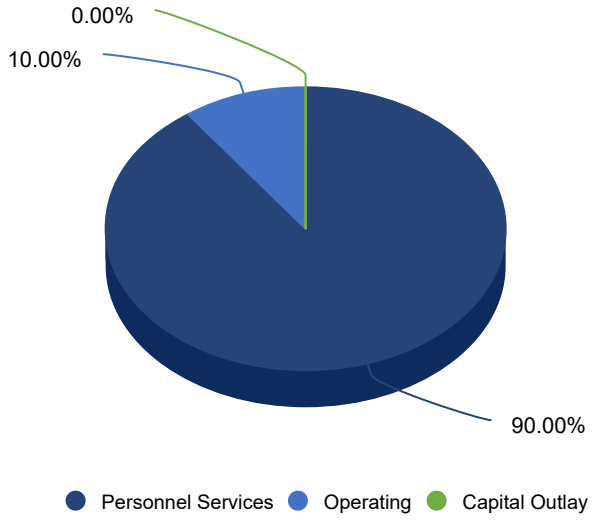
Operating Budget

Expenditures by Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Amended	FY 2026 Adopted	FY 2027 Forecast	FY 2028 Forecast
Personnel Services	$ 1,696,696	$ 1,880,442	$ 1,919,713	$ 2,157,453	$ 2,269,117	$ 2,380,724
Operating	165,469	244,006	244,006	251,334	260,365	272,437
Capital Outlay	-	-	-	5,000	10,000	15,000
Total	**$ 1,862,165**	**$ 2,124,448**	**$ 2,163,719**	**$ 2,413,787**	**$ 2,539,482**	**$ 2,668,161**

Program Expenditures by Year

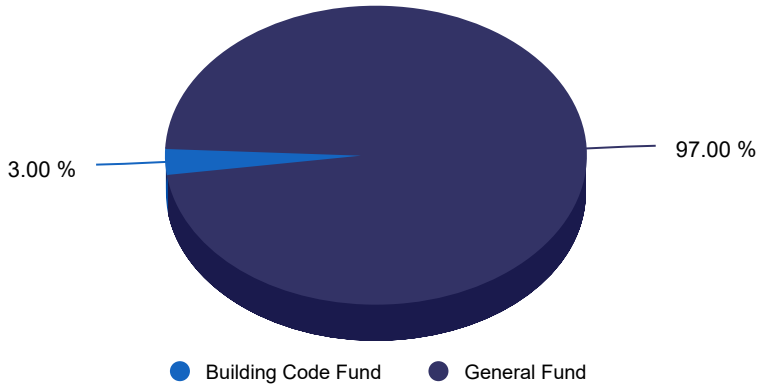


Program Expenditures by Category



Expenditures by Fund and Program	FY 2024 Actual	FY 2025 Adopted	FY 2025 Amended	FY 2026 Adopted	FY 2027 Forecast	FY 2028 Forecast
Building Code Fund						
City Clerk Records Management	$ 68,526	$ 75,739	$ 75,739	$ 74,862	$ 79,344	$ 83,643
Building Code Fund Total	**$ 68,526**	**$ 75,739**	**$ 75,739**	**$ 74,862**	**$ 79,344**	**$ 83,643**
General Fund						
City Clerk Administration	$ 991,653	$ 1,173,886	$ 1,213,157	$ 1,297,113	$ 1,360,166	$ 1,424,752
City Clerk Licensing	101,723	187,963	187,963	274,719	287,729	300,756
Communications	33,195	48,061	48,061	48,866	49,331	49,958
Passport Applications	49,248	25,310	25,310	25,767	26,232	26,707
Records Management	617,820	613,489	613,489	692,460	736,680	782,345
General Fund Total	**$ 1,793,639**	**$ 2,048,709**	**$ 2,087,980**	**$ 2,338,925**	**$ 2,460,138**	**$ 2,584,518**
Total	**$ 1,862,165**	**$ 2,124,448**	**$ 2,163,719**	**$ 2,413,787**	**$ 2,539,482**	**$ 2,668,161**

Program Expenditures By Fund



Expenditures by Fund and Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Amended	FY 2026 Adopted	FY 2027 Forecast	FY 2028 Forecast
Building Code Fund						
Personnel Services	$ 68,526	$ 73,655	$ 73,655	$ 74,362	$ 78,844	$ 83,143
Operating	-	2,084	2,084	500	500	500
Building Code Fund Total	**$ 68,526**	**$ 75,739**	**$ 75,739**	**$ 74,862**	**$ 79,344**	**$ 83,643**
General Fund						
Personnel Services	$ 1,628,170	$ 1,806,787	$ 1,846,058	$ 2,083,091	$ 2,190,273	$ 2,297,581
Operating	165,469	241,922	241,922	250,834	259,865	271,937
Capital Outlay	-	-	-	5,000	10,000	15,000
General Fund Total	**$ 1,793,639**	**$ 2,048,709**	**$ 2,087,980**	**$ 2,338,925**	**$ 2,460,138**	**$ 2,584,518**
Total	**$ 1,862,165**	**$ 2,124,448**	**$ 2,163,719**	**$ 2,413,787**	**$ 2,539,482**	**$ 2,668,161**

Department Functions

Administration

The primary responsibility of this division is the stewardship of the entire recorded history of the City, including by-laws, articles of incorporation, bond documents, ordinances, resolutions, and other legal instruments. This involves recording and certifying all ordinances and resolutions, ensuring compliance with statutory public notice requirements, coordinating all municipal elections, and providing support services to the City's elected officials, Boards/Commissions, and Committees. Additionally, the division professionally greets and assists the public, accurately directs telephone calls received by the City Hall switchboard, operates a full-service mail and courier system for all city operations, and delivers City Council packets. It also provides essential assistance and services to citizens through the Citizens Action Center.

ACCOMPLISHMENTS

- Deployed the Emergency Information Center (EIC) Unit during Hurricane Milton activation and provided full-service assistance to City Council's Boards, Commissions, and Committees, including the Charter Review Commission and Charter School Authority Governing Board
- Hosted a Board Appreciation Event and provided City Mail services, including Political Action Committee and Election support for the General Election
- Identified opportunities to enhance services and foster exceptional customer service in alignment with the City's Strategic Plan
- Participated in the City's Leadership Academy to help build future leadership and increased training and employee development within the Clerk's Department
- Implemented new agenda management software to streamline operations and improve meeting management

GOALS AND PRIORITIES

- Collaborate with the Charter Review Commission, City Council, and Lee County Elections Office to meet referenda deadlines
- Provide City Mail Delivery services to City employees
- Offer consistent support for public meetings, ensuring smooth operations
- Provide internship opportunities with a focus on incorporating Artificial Intelligence into various assignments
- Continue expanding Training and Employee Development within the Clerk's Department, including preparation for Emergency Activation 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

- Deployed the Documentation Unit during Hurricane Milton activation to support recovery efforts
- Continued providing services for passports, pet licensing, and domestic partnerships
- Maintained a central information center for citizens to obtain copies of city records
- Identified opportunities to enhance services and uphold exceptional customer service in alignment with the City's Strategic Plan

GOALS AND PRIORITIES

- Manage offsite records inventory with an external vendor to ensure proper storage and accessibility
- Analyze contract needs for the online Charter, Code, and Land Development Code software
- Assess the document imaging program to evaluate imaging needs across other City departments
- Continue analyzing passport data to identify potential future staffing requirements

Business Tax Receipts

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

ACCOMPLISHMENTS

- Streamlined Business Tax Receipt processes to increase accounts
- Organized implementation of the Vacation Rental Business Tax Receipt
- Worked with businesses to bring current expired accounts
- Worked with businesses to bring their required State licenses current to allow for the issuance of a Business Tax Receipt

GOALS AND PRIORITIES

- With the assistance of Code Enforcement, increase outreach to businesses in the City to open new accounts and/or become current on their Business Tax Receipts
- Increase Vacation Rental Business Tax Receipt billings
- Create a comprehensive manual for the processes and procedures related to obtaining a Business Tax Receipt

Redevelop the South Cape area as envisioned in the City's Comprehensive Plan and the CRA's Redevelopment Plan with pedestrian friendly and functional streets, underground utilities, public plazas, and waterway connections

City Council

OFFICE OVERVIEW

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

MISSION

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

Highlights

Reduced Millage Rate

3 Years in A Row

Architectural Digest 2024 named

"Top Rising Luxury Cities in America"

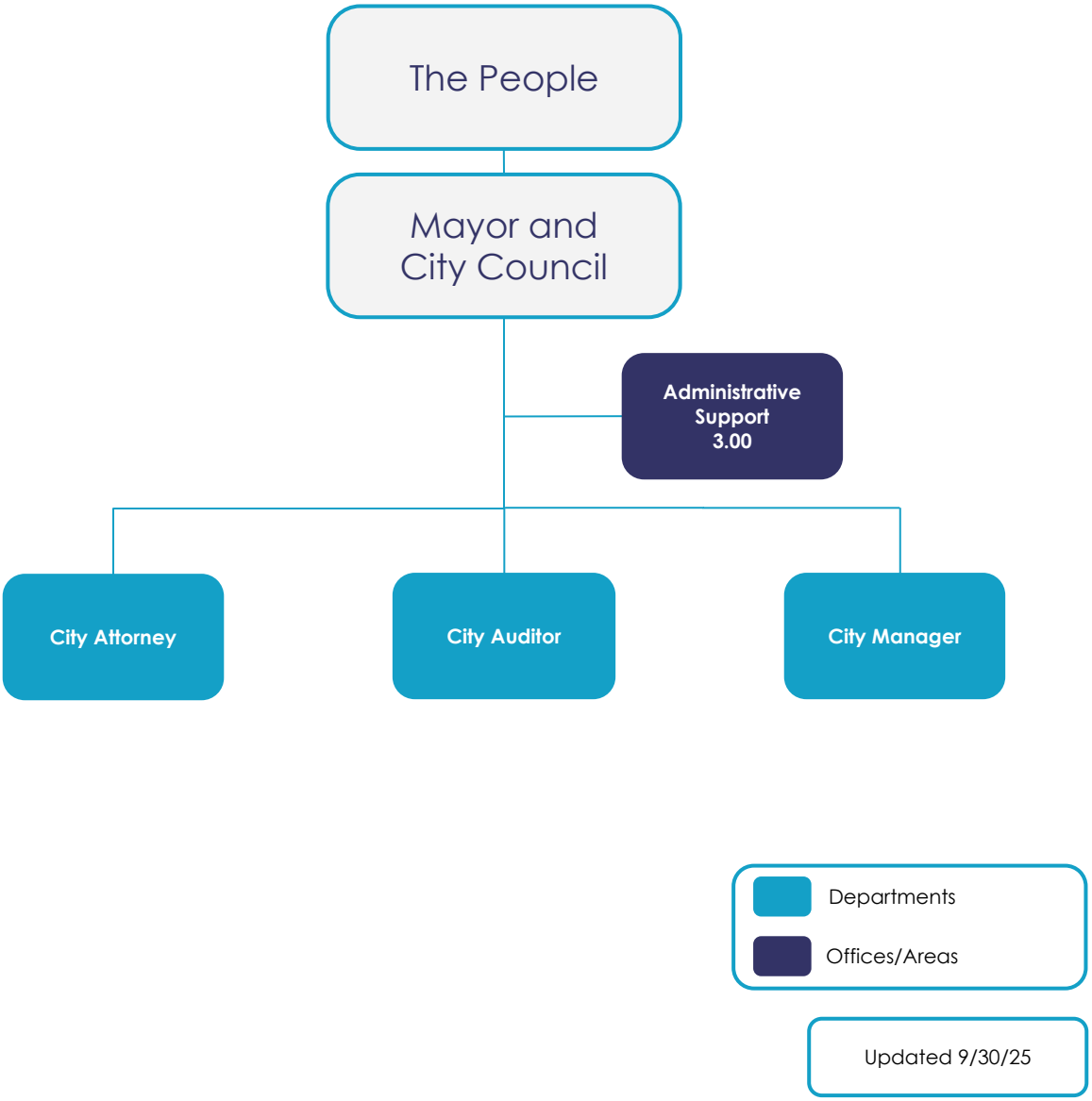
Adopted a Budget for FY 2026

$1.43B+

Forbes 2024 ranked

4th Best Places to Live in Florida

FY 2026 ORGANIZATIONAL CHART

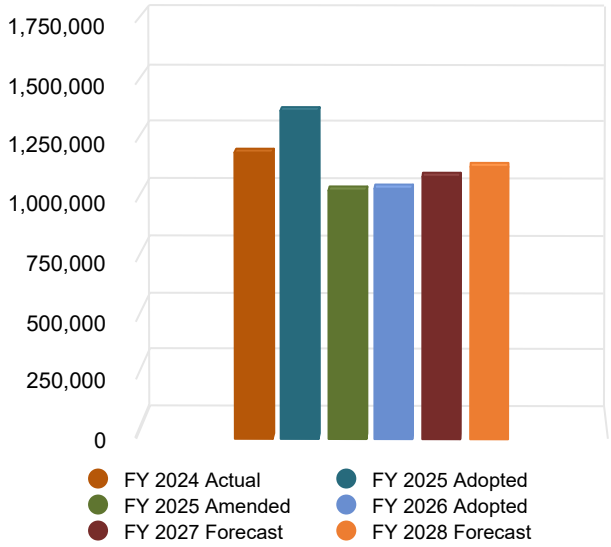


FY 2025 Amended	FY 2026 Adopted	Change
3.00	3.00	0.00

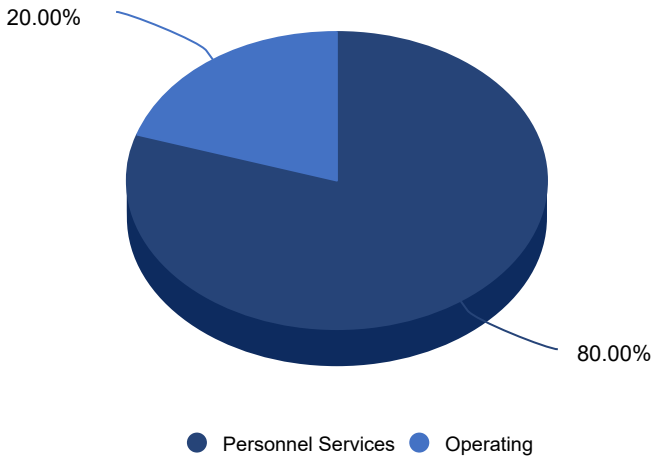
Operating Budget

Expenditures by Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Amended	FY 2026 Adopted	FY 2027 Forecast	FY 2028 Forecast
Personnel Services	$ 1,055,362	$ 1,175,513	$ 835,541	$ 849,734	$ 890,062	$ 927,623
Operating	158,940	214,819	215,669	213,754	217,833	222,782
Total	**$ 1,214,302**	**$ 1,390,332**	**$ 1,051,210**	**$ 1,063,488**	**$ 1,107,895**	**$ 1,150,405**

Program Expenditures by Year



Program Expenditures by Category



Expenditures by Fund and Program	FY 2024 Actual	FY 2025 Adopted	FY 2025 Amended	FY 2026 Adopted	FY 2027 Forecast	FY 2028 Forecast
General Fund						
City Council	$ 1,209,801	$ 1,384,830	$ 1,045,708	$ 1,057,876	$ 1,102,171	$ 1,144,566
Youth Council	4,501	5,502	5,502	5,612	5,724	5,839
General Fund Total	**$ 1,214,302**	**$ 1,390,332**	**$ 1,051,210**	**$ 1,063,488**	**$ 1,107,895**	**$ 1,150,405**
Total	**$ 1,214,302**	**$ 1,390,332**	**$ 1,051,210**	**$ 1,063,488**	**$ 1,107,895**	**$ 1,150,405**

Expenditures by Fund and Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Amended	FY 2026 Adopted	FY 2027 Forecast	FY 2028 Forecast
General Fund						
Personnel Services	$ 1,055,362	$ 1,175,513	$ 835,541	$ 849,734	$ 890,062	$ 927,623
Operating	158,940	214,819	215,669	213,754	217,833	222,782
General Fund Total	**$ 1,214,302**	**$ 1,390,332**	**$ 1,051,210**	**$ 1,063,488**	**$ 1,107,895**	**$ 1,150,405**
Total	**$ 1,214,302**	**$ 1,390,332**	**$ 1,051,210**	**$ 1,063,488**	**$ 1,107,895**	**$ 1,150,405**

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

Address Housing and Stimulate Economic Growth through

Live Local Act Projects

Partnered with Private Sector $5.1M to Drive

$119M in Economic Development Projects

Purchased Lots for

Burrowing Owl Protection Grant

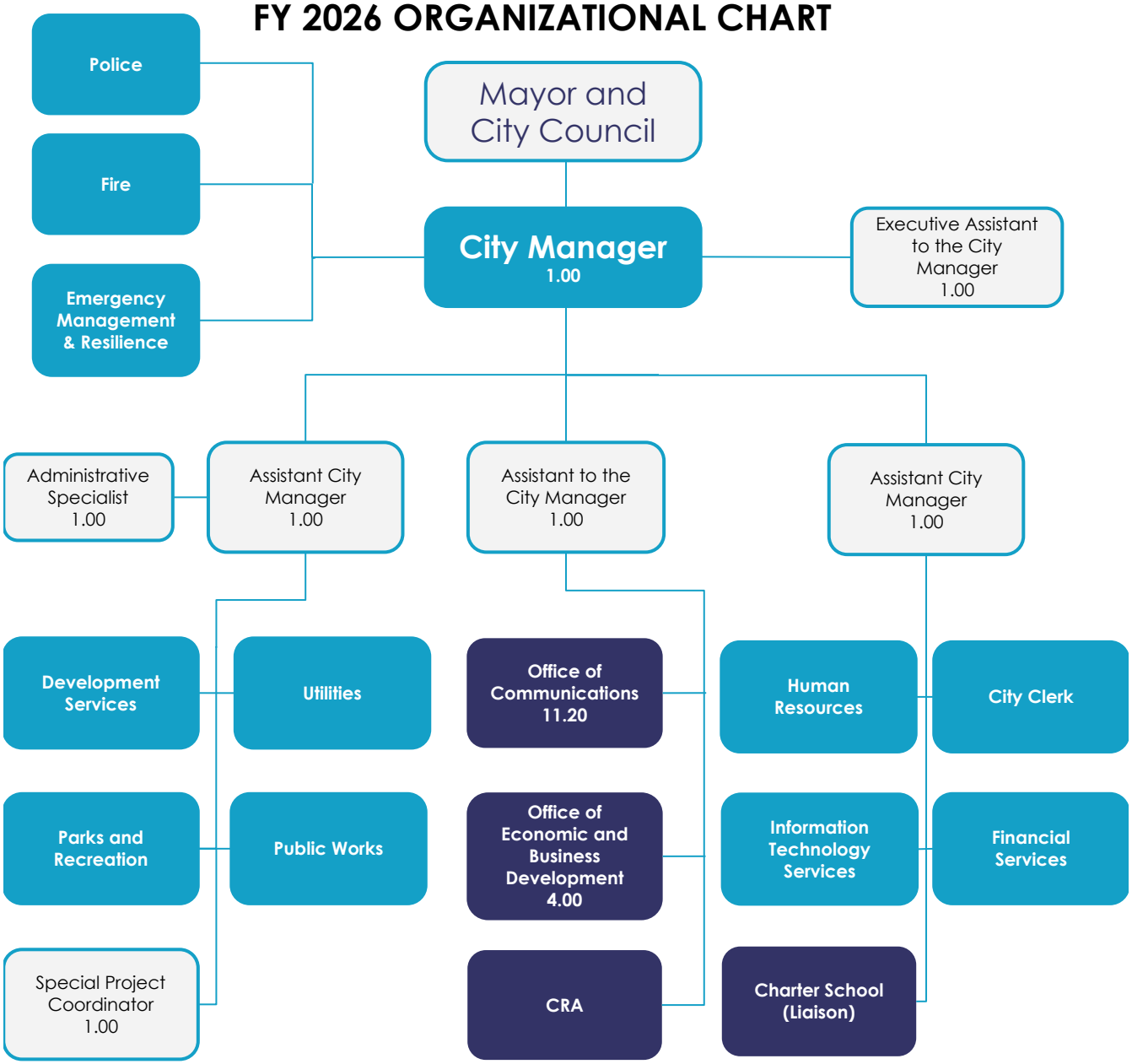
Bureau of Transformative Change

Efficiency, Accountability and Innovation

Hosted 10 Industry Roundtables

Engaging 169 Participants

FY 2026 ORGANIZATIONAL CHART



Updated 9/30/25

FY 2025 Amended	FY 2026 Adopted	Change
22.20	22.20	0.00

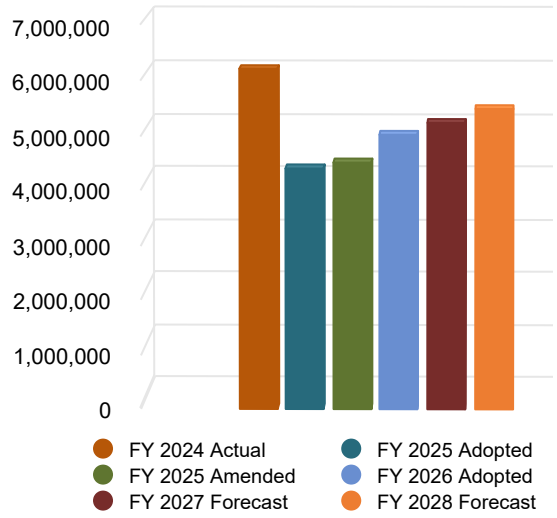
Departments
Offices/Areas

Operating Budget

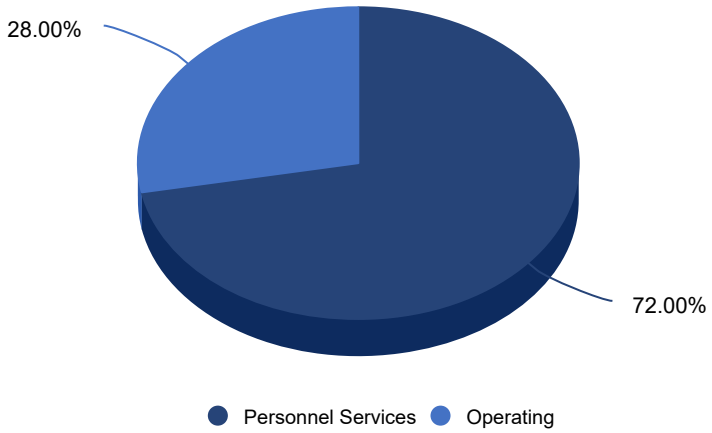
Revenues by Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Amended	FY 2026 Adopted	FY 2027 Forecast	FY 2028 Forecast
Intergovernmental	$ 123,747	$ 129,792	$ 129,792	$ 134,984	$ 140,383	$ 140,383
Internal Service Charges	3,031,811	-	-	-	-	-
Miscellaneous	80,251	-	-	-	-	-
Taxes - Local Business	564,314	549,974	549,974	572,192	583,636	612,818
Transfers In	1,900	-	-	-	-	-
Total	**$ 3,802,023**	**$ 679,766**	**$ 679,766**	**$ 707,176**	**$ 724,019**	**$ 753,201**

Expenditures by Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Amended	FY 2026 Adopted	FY 2027 Forecast	FY 2028 Forecast
Personnel Services	$ 5,093,126	$ 3,093,639	$ 3,129,484	$ 3,632,414	$ 3,827,011	$ 4,022,469
Operating	1,057,672	1,307,587	1,375,054	1,408,644	1,433,735	1,499,639
Capital Outlay	77,684	-	-	-	-	-
Total	**$ 6,228,482**	**$ 4,401,226**	**$ 4,504,538**	**$ 5,041,058**	**$ 5,260,746**	**$ 5,522,108**

Program Expenditures by Year



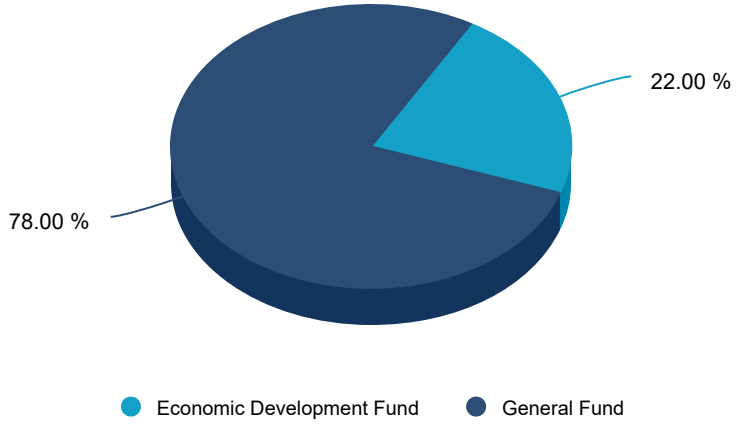
Program Expenditures by Category



Expenditures by Fund and Program	FY 2024 Actual	FY 2025 Adopted	FY 2025 Amended	FY 2026 Adopted	FY 2027 Forecast	FY 2028 Forecast
CIP Project Management Fund						
Capital Improvements	$ 2,703,416	$ -	$ -	$ -	$ -	$ -
City Manager Fleet Rolling Stock	38,842	-	-	-	-	-
CIP Project Management Fund Total	**$ 2,742,258**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Economic Development Fund						
City Manager Facilities Maintenance	$ -	$ -	$ -	$ 3,416	$ 3,484	$ 3,554
Economic and Business Development	654,378	902,477	943,723	1,088,830	1,123,013	1,158,045
Economic Development Fund Total	**$ 654,378**	**$ 902,477**	**$ 943,723**	**$ 1,092,246**	**$ 1,126,497**	**$ 1,161,599**

Expenditures by Fund and Program	FY 2024 Actual	FY 2025 Adopted	FY 2025 Amended	FY 2026 Adopted	FY 2027 Forecast	FY 2028 Forecast
General Fund						
City Manager Administration	$ 1,363,033	$ 1,659,696	$ 1,663,082	$ 1,929,790	$ 2,022,970	$ 2,117,866
Office of Communications	1,468,813	1,839,053	1,897,733	2,019,022	2,111,279	2,242,643
General Fund Total	**$ 2,831,846**	**$ 3,498,749**	**$ 3,560,815**	**$ 3,948,812**	**$ 4,134,249**	**$ 4,360,509**
Total	**$ 6,228,482**	**$ 4,401,226**	**$ 4,504,538**	**$ 5,041,058**	**$ 5,260,746**	**$ 5,522,108**

Program Expenditures By Fund



Expenditures by Fund and Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Amended	FY 2026 Adopted	FY 2027 Forecast	FY 2028 Forecast
CIP Project Management Fund						
Personnel Services	$ 2,583,622	$ -	$ -	$ -	$ -	$ -
Operating	80,952	-	-	-	-	-
Capital Outlay	77,684	-	-	-	-	-
CIP Project Management Fund Total	**$ 2,742,258**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Economic Development Fund						
Personnel Services	$ 361,974	$ 488,179	$ 488,179	$ 549,406	$ 579,700	$ 609,921
Operating	292,404	414,298	455,544	542,840	546,797	551,678
Economic Development Fund Total	**$ 654,378**	**$ 902,477**	**$ 943,723**	**$ 1,092,246**	**$ 1,126,497**	**$ 1,161,599**
General Fund						
Personnel Services	$ 2,147,530	$ 2,605,460	$ 2,641,305	$ 3,083,008	$ 3,247,311	$ 3,412,548
Operating	684,316	893,289	919,510	865,804	886,938	947,961
General Fund Total	**$ 2,831,846**	**$ 3,498,749**	**$ 3,560,815**	**$ 3,948,812**	**$ 4,134,249**	**$ 4,360,509**
Total	**$ 6,228,482**	**$ 4,401,226**	**$ 4,504,538**	**$ 5,041,058**	**$ 5,260,746**	**$ 5,522,108**

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

- Began construction on the Jaycee Park Improvement Project, which will include a splash pad, all-inclusive playground, bandshell, overlook, and food area, securing $1.5 million in grants from the Lee County Tourist Development Council for the boardwalk overlook and restrooms
- Established the Department of Emergency Management and Resilience, which is tasked with safeguarding our community through proactive preparedness, effective response, and recovery from all hazards
- Launched the Bureau of Transformative Change (BTC), a new cross-functional work group dedicated to driving efficiency, accountability, and innovation across city operations using Lean Kaizen principles across departments to focus on continuous improvement, waste reduction, and better service delivery for residents
- Purchased five lots to help preserve burrowing owls using a Burrowing Owl Habitat Protection Grant from the Florida Fish and Wildlife Conservation Commission and Fish & Wildlife Foundation of Florida, in partnership with the Big Waters Land Trust and Cape Coral Friends of Wildlife
- Implemented State of Florida's "Live Local Act" to address housing shortages, promote affordable housing solutions, and stimulate economic growth by authorizing Land Use Restrictions and Affordable Rental Housing agreements for multifamily developments in areas zoned for commercial, industrial, or mixed-use

GOALS AND PRIORITIES

- Ensure quality services are provided to all residents and businesses, with a focus on long-term financial stability
- Create and sustain fiscally responsible City services and improve the public trust
- Establish an environment that promotes economic innovation, supports the educational and economic advancement of residents, and allows businesses to grow and thrive in the City
- Strengthen resilience, environmental stewardship, and sustainability to protect and enhance natural resources and ensure the community's long-term well-being

Office of Communications

The Office of Communications provides the community with timely, accurate, and objective information about city affairs so residents may understand and participate in local government decision-making, providing professional media and public relations support to City Departments and Employees.

ACCOMPLISHMENTS

- Expanded social media engagement through increased video content, real-time updates, and interactive posts across all City platforms, resulting in higher reach and follower growth
- Increased downloads and active usage of the Cape Coral 311 app by conducting community demonstrations and digital promotions highlighting service request capabilities

- Implemented targeted marketing campaigns around major City initiatives, programs, and events, leading to greater public awareness and participation
- Strengthened transparency by expanding digital communication tools such as e-newsletters, public opinion surveys, and live-streamed public meetings
- Partnered with local organizations and media outlets to amplify positive narratives about Cape Coral's community achievements and initiatives

GOALS AND PRIORITIES

- Continue to increase social media reach and engagement through diversified content formats and consistent cross-platform strategies
- Launch proactive public relations initiatives to highlight positive community developments, City accomplishments, and resident success stories
- Completion of the redesign of the City's website to enhance navigation, accessibility, and ADA compliance, ensuring all residents can easily access information
- Expand multimedia storytelling efforts to further position Cape Coral as a desirable place to live, work, and visit

Economic and Business Development

The Economic Development Office (EDO) accelerates business attraction, retention, redevelopment, and targeted industry growth to strengthen Cape Coral's competitive position as a top investment-ready city.

ACCOMPLISHMENTS

- Reviewed and updated the City's Economic Incentive Programs (Chapter 29, Economic Development Incentive Programs) to align with strategic priorities for redevelopment, streamline eligibility, and broaden the impact of incentives
- Expanded participation in state and national economic development conferences, positioning Cape Coral among Florida's emerging investment-ready cities through increased visibility and engagement with industry leaders
- Created a Request for Proposal (RFP) and solicited vendors to design a vision plan for Academic Village and City-owned Burnt Store (300 acres); vendors have been evaluated; contract is near finalization
- Facilitated the annexation and development of prime parcels, recruited and supported the expansion of major employers such as Floor Decor, Nor-Tech, Bones Coffee, advanced industry collaborations, and delivered incentive and grant support to multiple local businesses
- Implemented a modern CRM system, expanded marketing initiatives, and hosted events to strengthen partnerships and local engagement
- Provided direct assistance in navigating the permitting process of the $700 million Coral Grove Project - a 131-acre mixed-use town center development on Pine Island Road designed to become a transformative hub for northwest Cape Coral; includes 1,200 luxury apartments, a 125-room hotel, retail and dining spaces, parks, and entertainment venues

GOALS AND PRIORITIES

- Create and refresh EDO marketing collateral and launch an outreach campaign emphasizing Cape Coral's growth capacity, quality of life, and regional business connectivity to better promote city resources for existing businesses
- Finalize a public-private partnership and incentive agreement with Continental Marriott, supporting expanded hotel development and strengthening Cape Coral's tourism economy
- Continue strategic enhancements to the incentive program and process, ensuring alignment with best practices

- Accelerate redevelopment projects, including Academic Village and Burnt Store, by supporting master planning, investment attraction, and development opportunities
- Expand regional and state/national outreach through more frequent conference attendance, leadership roles, and marketing efforts
- Grow the city's business retention, expansion, and attraction program, enhancing stakeholder engagement and support for targeted industries and community priorities

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.

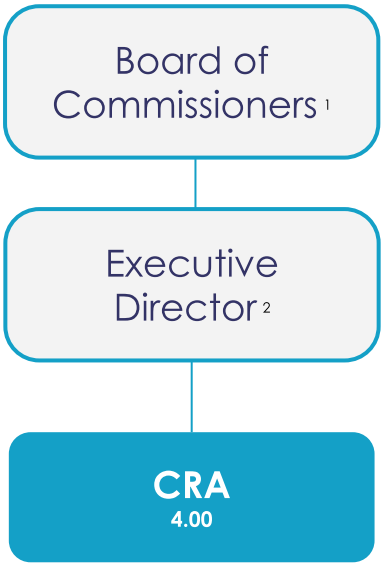
ACCOMPLISHMENTS

- Improved responsiveness and efficiency in handling 311 calls
- Successfully integrated app-based reporting

GOALS AND PRIORITIES

- Implement an AI-powered bot to assist with handling 311 calls, improving efficiency and responsiveness
- Continue to increase downloads and usage of the Cape Coral 311 app by promoting its benefits through outreach campaigns

FY 2026 ORGANIZATIONAL CHART



Updated 9/30/25

FY 2025 Amended	FY 2026 Adopted	Change
4.00	4.00	0.00

[1]City Council serves as the CRA Board of Commissioners

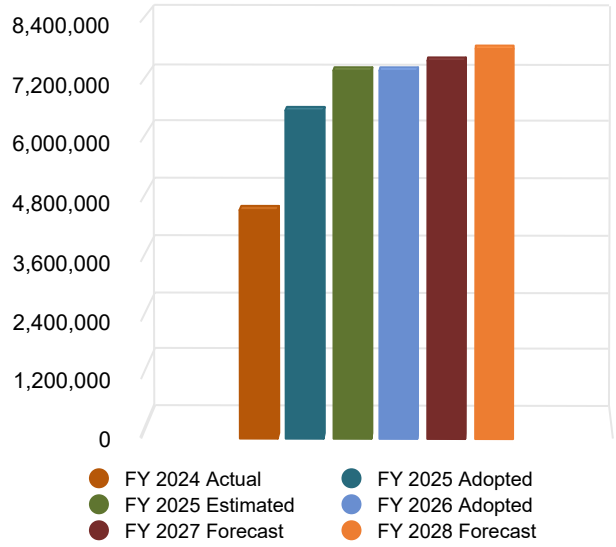
[2]City Manager Michael Ilczyszyn serves as the Executive Director

Operating Budget

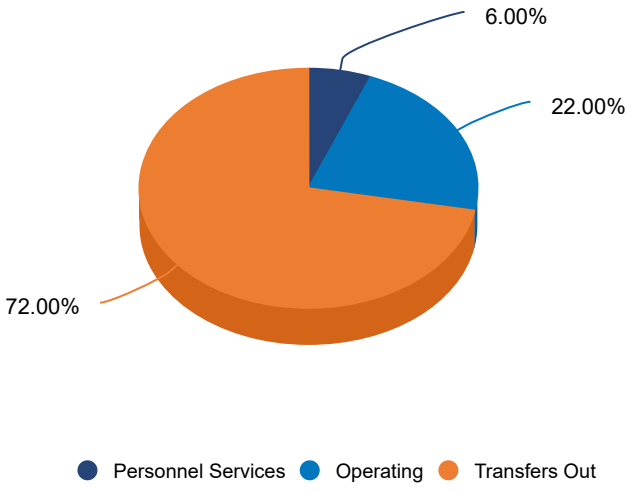
Revenues by Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Amended	FY 2026 Adopted	FY 2027 Forecast	FY 2028 Forecast
Ad Valorem Taxes	$ 2,386,787	$ 2,737,743	$ 2,925,634	$ 3,105,570	$ 3,198,737	$ 3,294,699
Miscellaneous	544,852	41,800	41,800	41,800	41,800	41,800
Transfers In	3,406,325	3,865,862	4,058,234	4,307,831	4,437,066	4,570,178
Total	**$ 6,337,964**	**$ 6,645,405**	**$ 7,025,668**	**$ 7,455,201**	**$ 7,677,603**	**$ 7,906,677**

Expenditures by Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted	FY 2027 Forecast	FY 2028 Forecast
Personnel Services	$ 151,015	$ 387,313	$ 387,313	$ 388,592	$ 398,931	$ 409,609
Operating	738,753	1,838,624	1,527,963	1,672,652	2,192,452	2,215,940
Capital Outlay	18,590	-	47,909	-	-	-
Debt Service	140,745	-	-	-	-	-
Transfers Out	3,593,679	4,419,468	5,509,502	5,393,957	5,086,220	5,281,128
Total	**$ 4,642,782**	**$ 6,645,405**	**$ 7,472,687**	**$ 7,455,201**	**$ 7,677,603**	**$ 7,906,677**

Program Expenditures by Year



Program Expenditures by Category



Expenditures by Fund and Program	FY 2024 Actual	FY 2025 Adopted	FY 2025 Amended	FY 2026 Adopted	FY 2027 Forecast	FY 2028 Forecast
Community Redevelopment Agency (CRA) Fund						
City Manager Facilities Maintenance	$ -	$ -	$ -	$ -	$ 118,266	$ 120,631
City Manager Fleet Rolling Stock	-	-	47,909	-	-	-
CRA	4,642,782	6,645,405	7,424,778	7,455,201	7,559,337	7,786,046
Community Redevelopment Agency (CRA) Fund Total	**$ 4,642,782**	**$ 6,645,405**	**$ 7,472,687**	**$ 7,455,201**	**$ 7,677,603**	**$ 7,906,677**
Total	**$ 4,642,782**	**$ 6,645,405**	**$ 7,472,687**	**$ 7,455,201**	**$ 7,677,603**	**$ 7,906,677**

Expenditures by Fund and Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Amended	FY 2026 Adopted	FY 2027 Forecast	FY 2028 Forecast
Community Redevelopment Agency (CRA) Fund						
Personnel Services	$ 151,015	$ 387,313	$ 387,313	$ 388,592	$ 398,931	$ 409,609
Operating	738,753	1,838,624	1,527,963	1,672,652	2,192,452	2,215,940
Capital Outlay	18,590	-	47,909	-	-	-
Debt Service	140,745	-	-	-	-	-
Transfers Out	3,593,679	4,419,468	5,509,502	5,393,957	5,086,220	5,281,128
Community Redevelopment Agency (CRA) Fund Total	**$ 4,642,782**	**$ 6,645,405**	**$ 7,472,687**	**$ 7,455,201**	**$ 7,677,603**	**$ 7,906,677**
Total	**$ 4,642,782**	**$ 6,645,405**	**$ 7,472,687**	**$ 7,455,201**	**$ 7,677,603**	**$ 7,906,677**

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 area. 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 design and planning for the $20 million sewer replacement project, allowing for large scale development within the CRA District
- Improved median landscaping and irrigation on Del Prado Boulevard from Cape Coral Parkway to Waikiki Avenue
- Installed sidewalks on the South side of Miramar Street from Coronado Parkway to Cape Coral Street
- Purchased property in the area known as Bimini East to allow for continuous development, including parking, retail spaces, and residential units
- Purchased the Old Golf Course property for future park development
- Installed new decorative lighting on Cape Coral Parkway to enhance the nighttime appearance of the landscaping
- Re-striped Vincennes Street to increase on-street parking

GOALS AND PRIORITIES

- To create a high-intensity pedestrian friendly urban area that provides enhanced open spaces and a system of both pedestrian and traffic circulation to ensure that visitors, employees, and residents alike can easily find their way, park, and enjoy their walk to their destinations
- Through regulatory controls and incentives, provide appropriate limitations on the type, size, height, number, and use of buildings to stimulate and attract private investment in real property and property improvements in the Redevelopment Area that will eliminate blighting factors, improve the economic health of the City and the County, increase employment opportunities, better serve residents, businesses and tourists, and improve the tax base
- Have more people living and working in South Cape to provide more personal convenience, create a sustainable economy, and lessen the dependence on the automobile in daily life
- Optimize every opportunity to create a system of green spaces, parks and recreation areas throughout the Redevelopment Area
- Redevelop the South Cape area as envisioned in the City's Comprehensive Plan and the CRA's Redevelopment Plan with pedestrian friendly and functional streets, underground utilities, public plazas, and waterway connections

Development Services

DEPARTMENT OVERVIEW

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

MISSION

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

Highlights

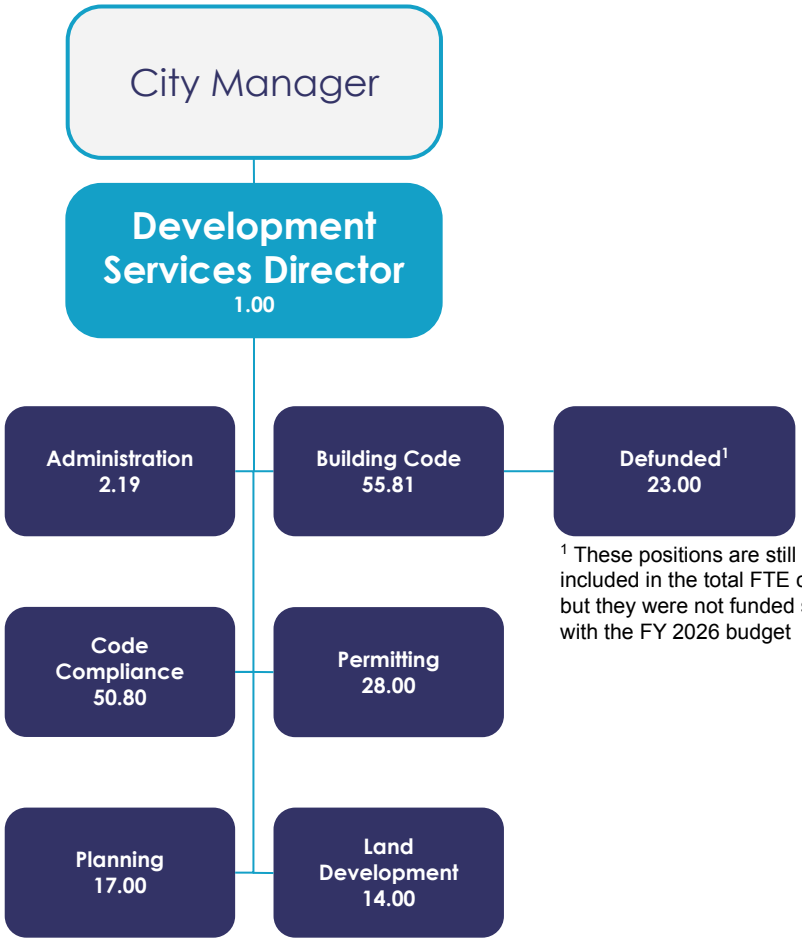
Planning Cases
145

Code Enforcement Cases
21,853

Permits Issued
30,755

Inspections
90,276

FY 2026 ORGANIZATIONAL CHART



[1] These positions are still included in the total FTE count, but they were not funded starting with the FY 2026 budget

FY 2025 Amended	FY 2026 Adopted	Change
186.80	191.80	+5.00

Departments
Offices/Areas

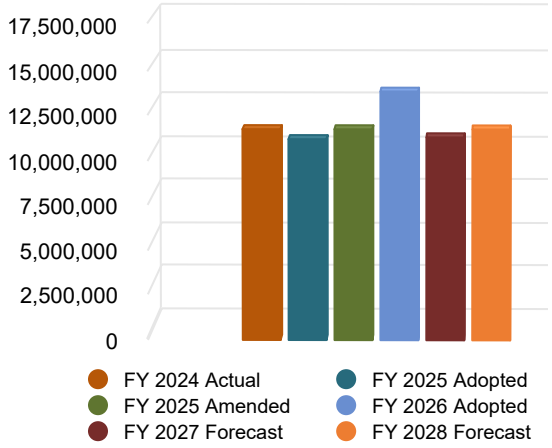
Updated 9/30/25

Operating Budget

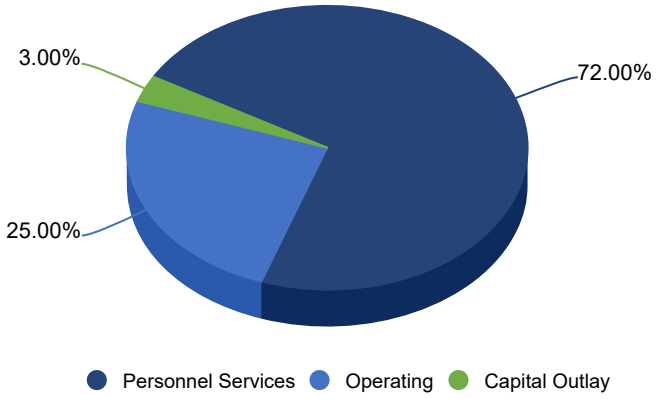
Revenues by Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Amended	FY 2026 Adopted	FY 2027 Forecast	FY 2028 Forecast
Charges for Service	$ 1,047,890	$ 861,277	$ 861,277	$ 855,797	$ 872,912	$ 890,370
Fines and Forfeits	424,128	211,610	211,610	305,722	311,837	318,073
Intergovernmental	6,128,317	3,069,756	3,246,056	3,028,690	212,802	224,024
License and Permits	39,071	35,496	35,496	27,196	27,740	28,295
Miscellaneous	651,045	30,600	77,633	31,212	31,836	32,473
Transfers In	11,800	-	-	-	-	-
Total	**$ 8,302,251**	**$ 4,208,739**	**$ 4,432,072**	**$ 4,248,617**	**$ 1,457,127**	**$ 1,493,235**

Expenditures by Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Amended	FY 2026 Adopted	FY 2027 Forecast	FY 2028 Forecast
Personnel Services	$ 6,496,210	$ 7,455,209	$ 7,855,174	$ 9,973,757	$ 10,438,952	$ 10,974,624
Operating	5,019,665	3,635,877	3,766,809	3,471,686	711,673	729,092
Capital Outlay	228,475	82,000	123,000	403,604	129,780	89,604
Total	**$ 11,744,350**	**$ 11,173,086**	**$ 11,744,983**	**$ 13,849,047**	**$ 11,280,405**	**$ 11,793,320**

Program Expenditures by Year

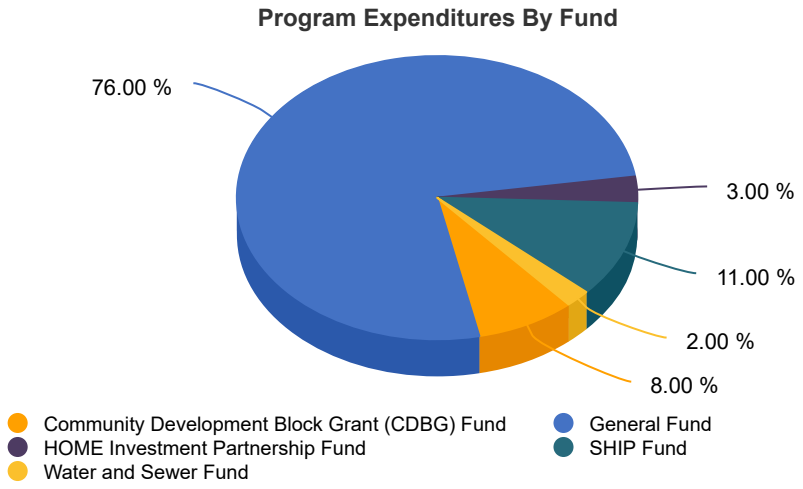


Program Expenditures by Category



Expenditures by Fund and Program	FY 2024 Actual	FY 2025 Adopted	FY 2025 Amended	FY 2026 Adopted	FY 2027 Forecast	FY 2028 Forecast
Community Development Block Grant (CDBG) Fund						
CDBG	$ 1,123,224	$ 1,089,925	$ 1,106,746	$ 909,552	$ -	$ -
CDBG COVID	15,889	-	-	-	-	-
Grant Admin to Allocate	-	-	-	201,367	212,802	224,024
Community Development Block Grant (CDBG) Fund Total	**$ 1,139,113**	**$ 1,089,925**	**$ 1,106,746**	**$ 1,110,919**	**$ 212,802**	**$ 224,024**
Development Services Grants Fund						
DS City Planning	$ 104,826	$ -	$ 125,000	$ -	$ -	$ -
Development Services Grants Fund Total	**$ 104,826**	**$ -**	**$ 125,000**	**$ -**	**$ -**	**$ -**
General Fund						
Code Compliance	$ 4,232,929	$ 4,185,985	$ 4,185,985	$ 5,439,436	$ 5,704,864	$ 5,990,685
Development Services	1,258,521	1,680,051	2,028,615	2,621,535	2,459,892	2,532,292
DS City Planning	1,623,999	1,955,684	1,955,684	2,443,505	2,570,745	2,697,860
General Fund Total	**$ 7,115,449**	**$ 7,821,720**	**$ 8,170,284**	**$ 10,504,476**	**$10,735,501**	**$11,220,837**
HOME Investment Partnership Fund						
HOME Investment Partnership	$ -	$ 363,089	$ 363,089	$ 381,874	$ -	$ -
HOME Investment Partnership Fund Total	**$ -**	**$ 363,089**	**$ 363,089**	**$ 381,874**	**$ -**	**$ -**
SHIP Fund						
SHIP HHRP Disaster	$ 1,693,470	$ -	$ -	$ -	$ -	$ -
State Housing Initiative Partnership (SHIP) Program	1,431,775	1,616,742	1,698,254	1,535,897	-	-
SHIP Fund Total	**$ 3,125,245**	**$ 1,616,742**	**$ 1,698,254**	**$ 1,535,897**	**$ -**	**$ -**
Water and Sewer Fund						
Code Compliance	$ 259,717	$ 281,610	$ 281,610	$ 315,881	$ 332,102	$ 348,459
Water and Sewer Fund Total	**$ 259,717**	**$ 281,610**	**$ 281,610**	**$ 315,881**	**$ 332,102**	**$ 348,459**
Total	**$11,744,350**	**$11,173,086**	**$ 11,744,983**	**$ 13,849,047**	**$11,280,405**	**$11,793,320**

Development Services



Expenditures by Fund and Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Amended	FY 2026 Adopted	FY 2027 Forecast	FY 2028 Forecast
Community Development Block Grant (CDBG) Fund						
Personnel Services	$ -	$ 178,461	$ 181,825	$ 201,367	$ 212,802	$ 224,024
Operating	1,012,590	911,464	924,921	909,552	-	-
Capital Outlay	126,523	-	-	-	-	-
Community Development Block Grant (CDBG) Fund Total	**$ 1,139,113**	**$ 1,089,925**	**$ 1,106,746**	**$ 1,110,919**	**$ 212,802**	**$ 224,024**
Development Services Grants Fund						
Operating	$ 104,826	$ -	$ 125,000	$ -	$ -	$ -
Development Services Grants Fund Total	**$ 104,826**	**$ -**	**$ 125,000**	**$ -**	**$ -**	**$ -**
General Fund						
Personnel Services	$ 6,177,533	$ 7,020,138	$ 7,327,692	$ 9,403,653	$ 9,929,048	$ 10,442,141
Operating	835,964	719,582	719,592	697,219	676,673	689,092
Capital Outlay	101,952	82,000	123,000	403,604	129,780	89,604
General Fund Total	**$ 7,115,449**	**$ 7,821,720**	**$ 8,170,284**	**$ 10,504,476**	**$ 10,735,501**	**$ 11,220,837**
HOME Investment Partnership Fund						
Operating	$ -	$ 363,089	$ 363,089	$ 381,874	$ -	$ -
HOME Investment Partnership Fund Total	**$ -**	**$ 363,089**	**$ 363,089**	**$ 381,874**	**$ -**	**$ -**

Expenditures by Fund and Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Amended	FY 2026 Adopted	FY 2027 Forecast	FY 2028 Forecast
SHIP Fund						
Personnel Services	$ 96,893	$ -	$ 89,047	$ 82,856	$ -	$ -
Operating	3,028,352	1,616,742	1,609,207	1,453,041	-	-
SHIP Fund Total	**$ 3,125,245**	**$ 1,616,742**	**$ 1,698,254**	**$ 1,535,897**	**$ -**	**$ -**
Water and Sewer Fund						
Personnel Services	$ 221,784	$ 256,610	$ 256,610	$ 285,881	$ 297,102	$ 308,459
Operating	37,933	25,000	25,000	30,000	35,000	40,000
Water and Sewer Fund Total	**$ 259,717**	**$ 281,610**	**$ 281,610**	**$ 315,881**	**$ 332,102**	**$ 348,459**
Total	**$ 11,744,350**	**$ 11,173,086**	**$ 11,744,983**	**$ 13,849,047**	**$ 11,280,405**	**$ 11,793,320**

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

- Hired a new Development Services Director in 2024, bringing fresh leadership and vision to the department while advancing service delivery and aligning operations with the city's strategic growth goals
- Continued to manage the challenges associated with the enterprise permitting and licensing software suite implementation, actively working with the Business Systems Analyst and the IT Department to address ongoing issues
- Led efforts to review and streamline internal processes, resulting in the identification of several areas for operational improvement, aimed at reducing redundancies and optimizing workflow across divisions
- Expanded training programs for employees, focusing on professional development, leadership, and software training to ensure staff is equipped with the latest knowledge and skills needed to navigate the department's evolving needs

GOALS AND PRIORITIES

- Collaborate with the IT Department and Business Systems Analyst to resolve ongoing enterprise permitting and licensing software suite issues through troubleshooting, system upgrades, and evaluating alternative solutions to better support departmental operations
- Develop a comprehensive data management and reporting system that allows the department to track performance, identify trends, and make data-driven decisions
- Expand community outreach programs to include more regular engagement with residents, developers, and other stakeholders; improve the feedback loop by establishing dedicated communication channels
- Lead the renovation and integration of the new Santa Barbara Blvd. location for the Development Services Department, collaborating with the Parks and Recreation Department to ensure a smooth transition and effective use of the facility

Code Compliance Division

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

ACCOMPLISHMENTS

- Achieved a 75% proactive enforcement rate and reduced the time it takes for code cases to reach the Special Magistrate
- Strengthened professional development by continuing leadership program participation and partnering with Florida Association of Code Enforcement (FACE) to host two advanced training courses locally
- Improved code enforcement efficiency by streamlining the enterprise permitting and licensing software suite workflows and launching a new construction site inspection team and enforcement program
- Sustained key initiatives, including the commercial property inspection task force and an ongoing educational program on property maintenance and appearance regulations

GOALS AND PRIORITIES

- Maintain or exceed a 75% proactive enforcement rate while increasing the number of monthly code hearings to improve case resolution timelines
- Enhance operational efficiency by streamlining the enterprise permitting and licensing software suite workflows, creating a construction site inspection team, and continuously improving the commercial property inspection task force
- Support community engagement and compliance by delivering at least six educational presentations on property maintenance and contributing to updates of the Code of Ordinances and Land Development Code

Land Development Division

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

ACCOMPLISHMENTS

- Conducted a Kaizen event to identify process improvements and enhance overall efficiency
- Launched first review comment meetings with applicants to clarify feedback, improve resubmissions, and reduce the number of review cycles
- Supported expedited service for priority commercial projects in collaboration with the Office of Economic and Business Development
- Partnered with Public Works on key infrastructure projects, resumed reinspections of commercial landscapes, and updated standardized departmental submission forms

GOALS AND PRIORITIES

- Continue development of comprehensive Land Development Code Compliance strategies
- Study and implement cost recovery metrics for the department
- Improve website to provide updated and relevant information to applicants

- Complete staffing of the department and improve training and cross training of team members
- Reduce review times to consistently deliver results within 30-day goal

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

- Amended the Land Development Code to include revising regulations for self-storage facilities and car washes
- Develop a new mixed-use future land use classification Mixed Use Ten (MUX) that allows for greater density and commercial intensity
- Assisted with the retention of the City's Community Rating System Class 5 designation
- Monitored risk management mapping related to the Federal Emergency Management Agency's effort to update the flood insurance rate maps (FIRM) to protect the city's assets and interests
- Launched the Rental Assistance Program for low-income renters to assist with security deposits and barriers to housing
- Coordinated with Habitat for Humanity of Lee and Hendry Counties to secure $20 million in Community Development Block Grant Disaster Relief funding to develop 14 single family homes

GOALS AND PRIORITIES

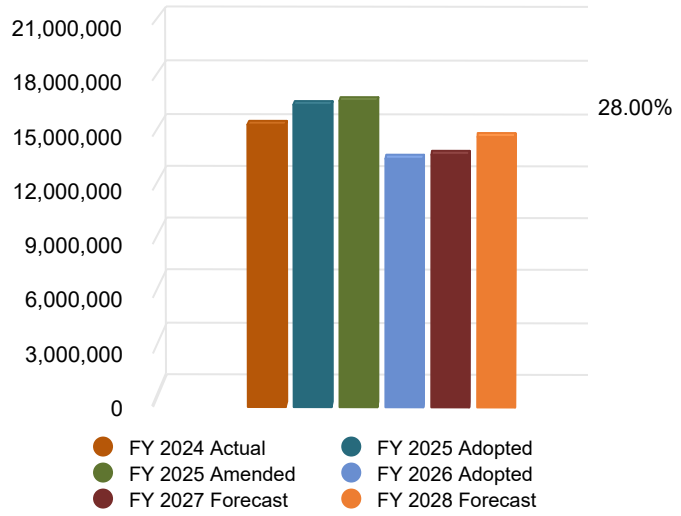
- Improve the City's Community Rating System (CRS) from a "Class 5" to a "Class 4"
- Continue to implement the City housing programs, including Community Development Block Grant (CDBG), State Housing Initiatives Partnership Program (SHIP) and Hurricane Housing Recovery Program (HHRP), and disbursing CARES Act funding to eligible recipients in accordance with each program's procedures and deadlines
- Update the City's Comprehensive Plan
- Initiate land use amendments to increase inventory of commercial lands along major corridors north of Pine Island Road
- Develop a new mixed-use future land use classification for large properties in the Pine Island Road Corridor
- Meet regularly with developers on key projects (such as Cape Coral Town Center and Victory Park) to identify permitting challenges with the goal of reducing permitting times
- Complete the City's Watershed Management Plan and Flood Vulnerability Assessment to provide the City with additional grant opportunities for a more resilient community
- Update the City's Floodplain Ordinance

Operating Budget

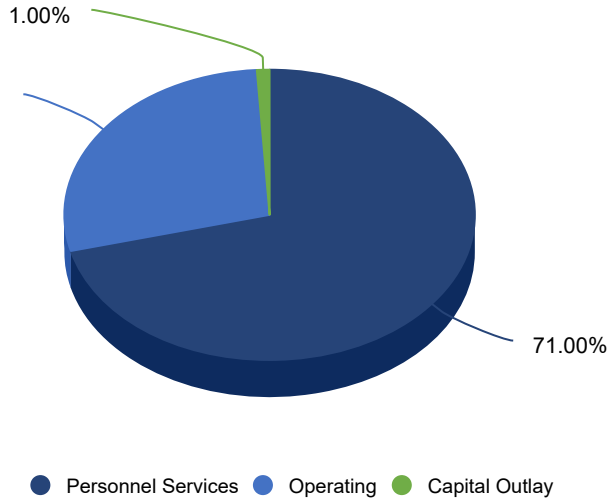
Revenues by Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Amended	FY 2026 Adopted	FY 2027 Forecast	FY 2028 Forecast
Charges for Service	$ 732,158	$ 487,050	$ 487,050	$ 698,568	$ 705,834	$ 713,178
Fines and Forfeits	21,447	10,200	10,200	20,000	20,400	20,808
License and Permits	10,707,602	11,505,500	11,505,500	9,179,472	9,285,843	9,378,557
Miscellaneous	897,922	750	87,481	-	-	-
Transfers In	59,892	-	11,252,503	-	-	-
Total	**$ 12,419,021**	**$ 12,003,500**	**$ 23,342,734**	**$ 9,898,040**	**$ 10,012,077**	**$ 10,112,543**

Expenditures by Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Amended	FY 2026 Adopted	FY 2027 Forecast	FY 2028 Forecast
Personnel Services	$ 9,164,543	$ 11,527,953	$ 11,977,992	$ 9,768,277	$ 10,025,721	$ 10,823,018
Operating	5,127,777	5,074,746	4,750,098	3,799,328	3,851,059	3,947,452
Capital Outlay	1,266,882	82,000	(8,899,950)	126,000	129,780	224,010
Debt Service	55,931	-	-	-	-	-
Transfers Out	21,726	-	9,068,681	-	-	-
Total	**$ 15,636,859**	**$ 16,684,699**	**$ 16,896,821**	**$ 13,693,605**	**$ 14,006,560**	**$ 14,994,480**

Program Expenditures by Year



Program Expenditures by Category



Expenditures by Fund and Program	FY 2024 Actual	FY 2025 Adopted	FY 2025 Amended	FY 2026 Adopted	FY 2027 Forecast	FY 2028 Forecast
Building Capital Project Fund						
Building Code Enforcement	$ 1,018,050	$ -	$ 86,731	$ -	$ -	$ -
Building Capital Project Fund Total	**$ 1,018,050**	**$ -**	**$ 86,731**	**$ -**	**$ -**	**$ -**
Building Code Fund						
Building Code Enforcement	$ 10,642,079	$ 11,906,443	$ 12,031,834	$ 9,951,443	$ 10,058,965	$ 10,770,820
Development Services	248,832	82,000	82,000	126,000	129,780	224,010
Development Services Facilities Maintenance	-	-	-	9,146	23,909	24,096
Permitting Services	3,727,898	4,696,256	4,696,256	3,607,016	3,793,906	3,975,554
Building Code Fund Total	**$ 14,618,809**	**$ 16,684,699**	**$ 16,810,090**	**$ 13,693,605**	**$ 14,006,560**	**$ 14,994,480**
Total	**$ 15,636,859**	**$ 16,684,699**	**$ 16,896,821**	**$ 13,693,605**	**$ 14,006,560**	**$ 14,994,480**

Expenditures by Fund and Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Amended	FY 2026 Adopted	FY 2027 Forecast	FY 2028 Forecast
Building Capital Project Fund						
Capital Outlay	$ 1,018,050	$ -	$ (8,981,950)	$ -	$ -	$ -
Transfers Out	-	-	9,068,681	-	-	-
Building Capital Project Fund Total	**$ 1,018,050**	**$ -**	**$ 86,731**	**$ -**	**$ -**	**$ -**
Building Code Fund						
Personnel Services	9,164,543	11,527,953	11,977,992	9,768,277	10,025,721	10,823,018
Operating	5,127,777	5,074,746	4,750,098	3,799,328	3,851,059	3,947,452
Capital Outlay	248,832	82,000	82,000	126,000	129,780	224,010
Debt Service	55,931	-	-	-	-	-
Transfers Out	21,726	-	-	-	-	-
Building Code Fund Total	**$ 14,618,809**	**$ 16,684,699**	**$16,810,090**	**$ 13,693,605**	**$ 14,006,560**	**$ 14,994,480**
Total	**$ 15,636,859**	**$ 16,684,699**	**$16,896,821**	**$ 13,693,605**	**$ 14,006,560**	**$ 14,994,480**

Department Functions

Building Code Division

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

ACCOMPLISHMENTS

- Achieved status as a Continuing Education Provider, expanded cross-training and internship opportunities, and supported professional growth with 14 staff members passing licensing exams
- Strengthened internal consistency and development through monthly inspector and plans examiner trainings and the hiring of a permanent Building Official
- Played a vital role in post-storm recovery, conducting rapid damage assessments across multiple counties (including Hernando, Lee, and Taylor) and implementing formal Substantial Damage Administrative Procedures

- Launched the City's Irrigation Program, retained the City's Community Rating System (CRS) flood insurance discount, and advanced floodplain management through the creation of a dedicated team and educational outreach efforts

GOALS AND PRIORITIES

- Establish a Building Code Investigations Section to address expired permits and strengthen code compliance
- Develop a comprehensive training syllabus for the Florida's Building Code Administrators and Inspectors Board (BCAIB) approval, covering all major building disciplines to support staff development
- Retain skilled staff through competitive compensation and continued support for licensure and multi-disciplinary credentialing
- Reunify the Building Division under one facility and assist with planning and operational streamlining for the new Santa Barbara DSD Campus

Permitting 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

- Processed over 43,000 permits in FY24 while maintaining efficiency through permitting team reorganization and the development of specialized processing groups
- Achieved 100% online application availability, including new options for licensed contractors, public service projects, and selected Owner Builder permits
- Streamlined the registration process by resolving dual registration issues and implementing automatic certification validation through the Florida Department of Business Professional Regulation (DBPR) database
- Enhanced staff development and retention through a formal mentorship program, Employee of the Quarter recognition, and full support for ICC certification
- Improved customer service and outreach with educational materials, webinars, and events, while successfully transitioning well permits to Lee County

GOALS AND PRIORITIES

- Update and clean permitting and registration guidelines, ensuring all documents are aligned with the most current versions stored on the main website server
- Remove outdated professional licenses from the system and create a searchable list of all active contractors registered in the system
- Develop a clear career advancement path and retention program focused on skills development and job satisfaction to retain top talent within the team
- Improve routing for complex or special projects by creating a dedicated team to handle high-priority permits
- Create educational materials, webinars, and outreach events to help new permit applicants understand common mistakes and best practices
- Refine the phone tree system and introduce a live chat feature on the permitting website to provide real-time support and reduce customer wait times

Emergency Management & Resilience

DEPARTMENT OVERVIEW

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

MISSION

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

Highlights

EOC Activation

Level 1- Hurricane Milton

Implementation of

EOC Digital Dashboard and workflows

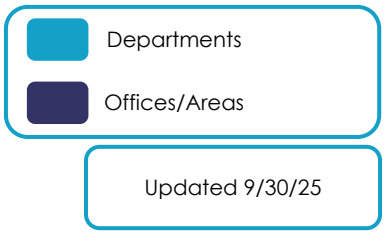
Coordination and management of grant funding

$157 million

Implementation of

Multi-Year Training and Exercise Plan

FY 2026 ORGANIZATIONAL CHART



FY 2025 Amended	FY 2026 Adopted	Change
7.00	8.00	+1.00

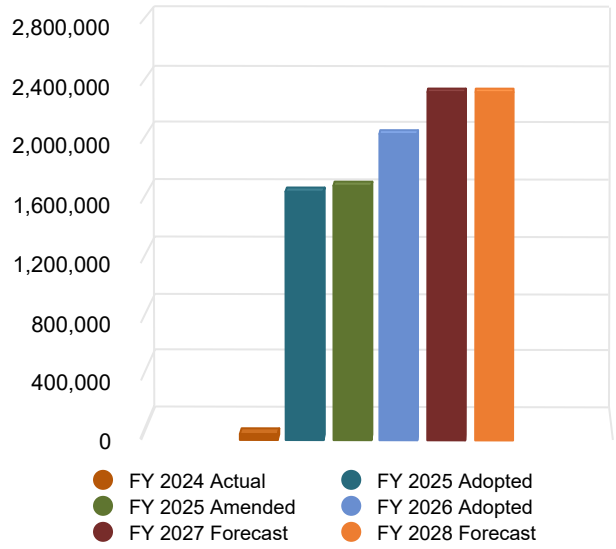
Emergency Management & Resilience

Operating Budget

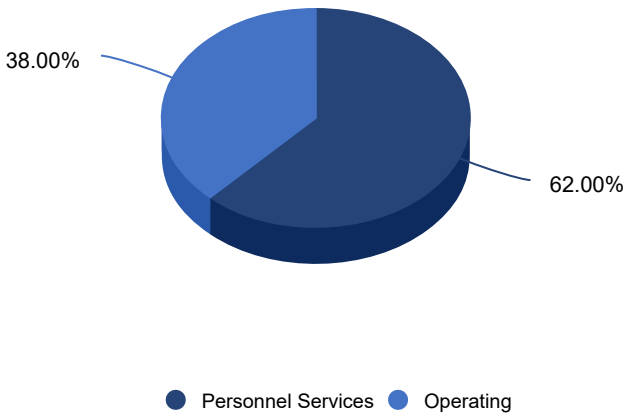
Revenues by Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Amended	FY 2026 Adopted	FY 2027 Forecast	FY 2028 Forecast
Taxes - All Hazards	$ -	$ 1,908,607	$ 1,908,607	$ 2,062,813	$ 2,104,069	$ 2,146,151
Transfers In	-	-	40,000	113,124	-	-
Total	**$ -**	**$ 1,908,607**	**$ 1,948,607**	**$ 2,175,937**	**$ 2,104,069**	**$ 2,146,151**

Expenditures by Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Amended	FY 2026 Adopted	FY 2027 Forecast	FY 2028 Forecast
Personnel Services	$ 29,751	$ 945,942	$ 978,327	$ 1,279,266	$ 1,348,567	$ 1,417,681
Operating	8,694	673,055	640,670	799,810	1,008,328	941,556
Capital Outlay	-	59,662	99,662	-	-	-
Total	**$ 38,445**	**$ 1,678,659**	**$ 1,718,659**	**$ 2,079,076**	**$ 2,356,895**	**$ 2,359,237**

Program Expenditures by Year



Program Expenditures by Category



Expenditures by Fund and Program	FY 2024 Actual	FY 2025 Adopted	FY 2025 Amended	FY 2026 Adopted	FY 2027 Forecast	FY 2028 Forecast
All Hazards Fund						
DEM Administration	$ 38,445	$ 1,678,659	$ 1,678,659	$ 2,066,116	$ 2,143,935	$ 2,246,118
DEM Fleet Rolling Stock	-	-	40,000	-	-	-
Emergency Management Capital Projects	-	-	-	-	200,000	100,000
Emergency Management Facilities Maintenance	-	-	-	12,960	12,960	13,119
All Hazards Fund Total	**$ 38,445**	**$ 1,678,659**	**$ 1,718,659**	**$ 2,079,076**	**$ 2,356,895**	**$ 2,359,237**
Total	**$ 38,445**	**$ 1,678,659**	**$ 1,718,659**	**$ 2,079,076**	**$ 2,356,895**	**$ 2,359,237**

Expenditures by Fund and Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Amended	FY 2026 Adopted	FY 2027 Forecast	FY 2028 Forecast
All Hazards Fund						
Personnel Services	$ 29,751	$ 945,942	$ 978,327	$ 1,279,266	$ 1,348,567	$ 1,417,681
Operating	8,694	673,055	640,670	799,810	1,008,328	941,556
Capital Outlay	-	59,662	99,662	-	-	-
All Hazards Fund Total	**$ 38,445**	**$ 1,678,659**	**$ 1,718,659**	**$ 2,079,076**	**$ 2,356,895**	**$ 2,359,237**
Total	**$ 38,445**	**$ 1,678,659**	**$ 1,718,659**	**$ 2,079,076**	**$ 2,356,895**	**$ 2,359,237**

Department Functions

Administration

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

ACCOMPLISHMENTS

- Response and recovery from Hurricane Milton
- Deployments to assist other communities with storm recovery and redevelopment
- Number of grant projects managed: 29 Value of grants managed: $179,480,580
- Conducted an EOC exercise and 16 training sessions

GOALS AND PRIORITIES

- Achieve EMAP Accreditation and Enhance Emergency Operations which Includes EOC expansion, Emergency Operations Plan updates, and integration of the Resilience Hub
- Strengthen Disaster Preparedness and Response to Develop and maintain COOP/COG plans, debris management, first push, and impact survey plans
- Advance Community Resilience and Risk Reduction with Educating the public, support floodplain management and NFIP compliance, and implement infrastructure mitigation initiatives
- Enhance Threat Monitoring and Prevention by coordinating prevention activities related to public health, cybersecurity, and special events; support F-ROC and 1206 initiatives
- Foster Interagency and Regional Collaboration with Participate in the Lee County Disaster Advisory Council, Regional Domestic Security Task Force, and other regional initiatives
- Maintain and Expand Training, Exercises, and Recovery Planning by Developing a multi-year training plan, all-hazards cost and recovery plan, and Substantial Damage Management Plan; support emergency communications

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, procurement services, utility billing and customer services, and assessment development, billing and collections.

MISSION

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

Highlights

Certificate of Achievement for Excellence in Financial Reporting
Achieved

Distinguished Budget Presentation Award
Awarded

Workers' Compensation Experience Modification Factor
Below 1.0

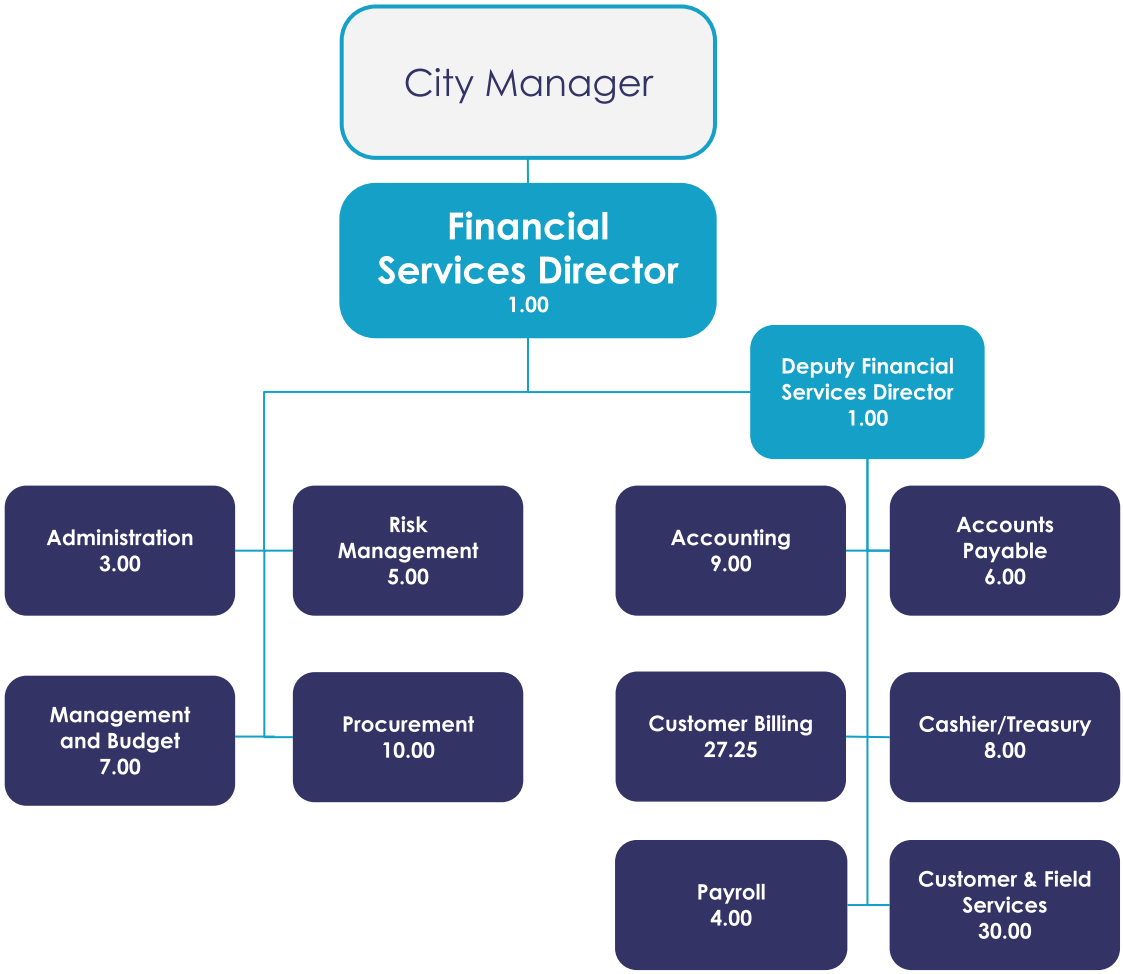
Popular Financial Reporting Award
Awarded

Installed Meter Reading Collectors
Three

Triple Crown Award
Achieved

Reinstituted Commercial Paper Program
Achieved

FY 2026 ORGANIZATIONAL CHART



FY 2025 Amended	FY 2026 Adopted	Change
111.25	111.25	0.00

Departments

Offices/Areas

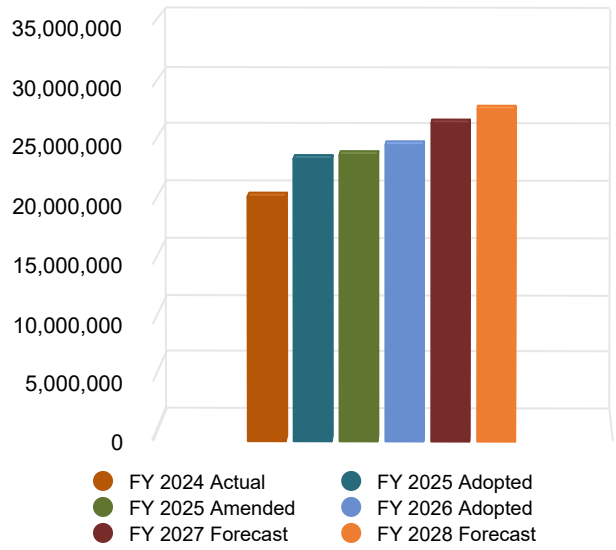
Updated 9/30/25

Operating Budget

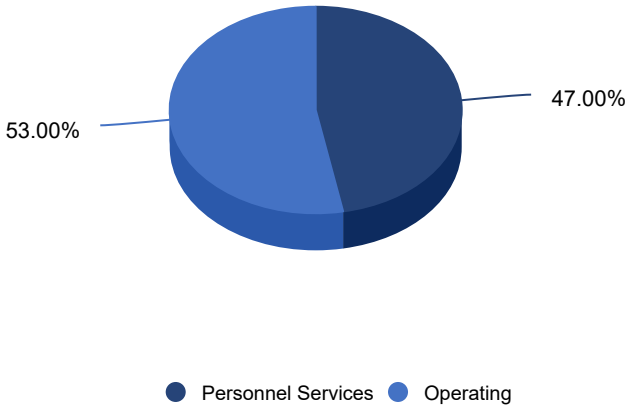
Revenues by Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Amended	FY 2026 Adopted	FY 2027 Forecast	FY 2028 Forecast
Charges for Service	$ 123,643	$ -	$ -	$ -	$ -	$ -
Fines and Forfeits	3,872	-	-	-	-	-
Internal Service Charges	9,426,174	11,149,511	11,149,511	11,408,265	12,657,594	13,131,741
Miscellaneous	3,975,033	-	-	-	-	-
Total	**$ 13,528,722**	**$ 11,149,511**	**$ 11,149,511**	**$ 11,408,265**	**$ 12,657,594**	**$ 13,131,741**

Expenditures by Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Amended	FY 2026 Adopted	FY 2027 Forecast	FY 2028 Forecast
Personnel Services	$ 9,467,712	$ 10,717,907	$ 10,844,288	$ 11,849,285	$ 12,485,962	$ 13,133,569
Operating	11,138,623	13,073,191	13,304,157	13,202,306	14,470,720	15,007,474
Capital Outlay	6,000	24,000	24,000	-	42,000	-
Debt Service	43,755	-	-	-	-	-
Transfers Out	1,900	-	-	-	-	-
Total	**$ 20,657,990**	**$ 23,815,098**	**$ 24,172,445**	**$ 25,051,591**	**$ 26,998,682**	**$ 28,141,043**

Program Expenditures by Year

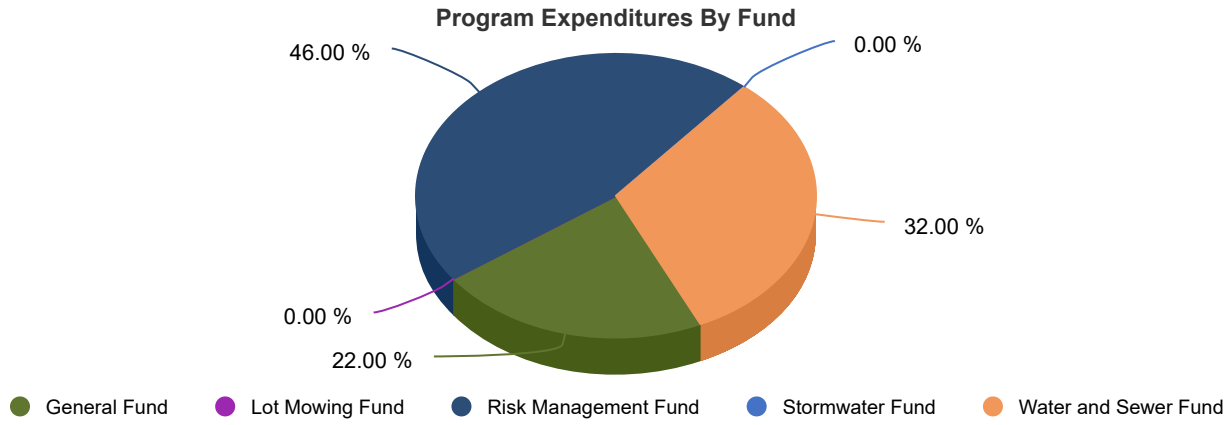


Program Expenditures by Category



Expenditures by Fund and Program	FY 2024 Actual	FY 2025 Adopted	FY 2025 Amended	FY 2026 Adopted	FY 2027 Forecast	FY 2028 Forecast
General Fund						
Accounting and Financial Services	$ 1,269,208	$ 1,401,118	$ 1,674,965	$ 1,701,076	$ 1,802,291	$ 1,884,517
Budget	652,377	809,448	809,448	847,842	893,296	939,405
Finance Administration	943,899	1,038,426	1,101,926	999,998	1,051,194	1,102,904
Procurement	781,869	841,715	856,715	897,261	971,416	1,020,421
Treasury	686,076	719,329	724,329	877,645	922,443	972,318
General Fund Total	**$ 4,333,429**	**$ 4,810,036**	**$ 5,167,383**	**$ 5,323,822**	**$ 5,640,640**	**$ 5,919,565**
Lot Mowing Fund						
Lot Mowing Billing	$ 83,880	$ 465,946	$ 465,946	$ 113,776	$ 119,956	$ 127,064
Lot Mowing Fund Total	**$ 83,880**	**$ 465,946**	**$ 465,946**	**$ 113,776**	**$ 119,956**	**$ 127,064**
Risk Management Fund						
Finance Fleet Rolling Stock	$ -	$ -	$ -	$ -	$ 42,000	$ -
Risk Management Property and Liability	7,425,392	6,404,053	6,404,053	6,625,519	7,528,307	7,687,232
Risk Management Worker's Compensation	2,999,498	4,614,604	4,614,604	4,782,746	5,087,287	5,444,509
Risk Management Fund Total	**$ 10,424,890**	**$11,018,657**	**$11,018,657**	**$11,408,265**	**$12,657,594**	**$13,131,741**
Stormwater Fund						
Stormwater Billing	$ 111,322	$ 135,353	$ 135,353	$ 124,195	$ 129,524	$ 134,683
Stormwater Real Estate	2,309	-	-	-	-	-
Stormwater Fund Total	**$ 113,631**	**$ 135,353**	**$ 135,353**	**$ 124,195**	**$ 129,524**	**$ 134,683**
Water and Sewer Fund						
Assessment Billing	$ 50	$ 83,362	$ 83,362	$ 85,638	$ 87,982	$ 90,396
Finance Fleet Rolling Stock	1,900	-	-	-	-	-
General Billing	1,015,951	1,245,666	1,245,666	1,409,032	1,484,706	1,556,098
Utilities Customer Service	1,184,919	1,342,708	1,405,958	1,528,007	1,619,499	1,702,696
Utility Billing	1,618,305	2,399,818	2,336,568	2,658,965	2,732,605	2,827,296
Utility Field Service	1,025,024	1,328,802	1,328,802	1,288,728	1,355,346	1,421,193
Water and Sewer Financial Services	856,011	984,750	984,750	1,111,163	1,170,830	1,230,311
Water and Sewer Fund Total	**$ 5,702,160**	**$ 7,385,106**	**$ 7,385,106**	**$ 8,081,533**	**$ 8,450,968**	**$ 8,827,990**
Total	**$ 20,657,990**	**$23,815,098**	**$24,172,445**	**$25,051,591**	**$26,998,682**	**$28,141,043**

Financial Services



Expenditures by Fund and Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Amended	FY 2026 Adopted	FY 2027 Forecast	FY 2028 Forecast
General Fund						
Personnel Services	$ 4,041,643	$ 4,426,989	$ 4,521,052	$ 4,795,561	$ 5,051,565	$ 5,313,408
Operating	248,031	383,047	646,331	528,261	589,075	606,157
Debt Service	43,755	-	-	-	-	-
General Fund Total	**$ 4,333,429**	**$ 4,810,036**	**$ 5,167,383**	**$ 5,323,822**	**$ 5,640,640**	**$ 5,919,565**
Lot Mowing Fund						
Personnel Services	$ 64,971	$ 67,620	$ 81,293	$ 79,324	$ 84,064	$ 88,608
Operating	18,909	398,326	384,653	34,452	35,892	38,456
Lot Mowing Fund Total	**$ 83,880**	**$ 465,946**	**$ 465,946**	**$ 113,776**	**$ 119,956**	**$ 127,064**
Risk Management Fund						
Personnel Services	$ 564,893	$ 588,027	$ 606,672	$ 651,408	$ 675,361	$ 710,270
Operating	9,859,997	10,430,630	10,411,985	10,756,857	11,940,233	12,421,471
Capital Outlay	-	-	-	-	42,000	-
Risk Management Fund Total	**$ 10,424,890**	**$11,018,657**	**$11,018,657**	**$11,408,265**	**$12,657,594**	**$13,131,741**
Stormwater Fund						
Personnel Services	$ 67,677	$ 68,220	$ 68,220	$ 78,237	$ 82,915	$ 87,410
Operating	45,954	67,133	67,133	45,958	46,609	47,273
Stormwater Fund Total	**$ 113,631**	**$ 135,353**	**$ 135,353**	**$ 124,195**	**$ 129,524**	**$ 134,683**
Water and Sewer Fund						
Personnel Services	$ 4,728,528	$ 5,567,051	$ 5,567,051	$ 6,244,755	$ 6,592,057	$ 6,933,873
Operating	965,732	1,794,055	1,794,055	1,836,778	1,858,911	1,894,117
Capital Outlay	6,000	24,000	24,000	-	-	-
Transfers Out	1,900	-	-	-	-	-
Water and Sewer Fund Total	**$ 5,702,160**	**$ 7,385,106**	**$ 7,385,106**	**$ 8,081,533**	**$ 8,450,968**	**$ 8,827,990**
Total	**$ 20,657,990**	**$23,815,098**	**$24,172,445**	**$25,051,591**	**$26,998,682**	**$28,141,043**

Department Functions

Office of Management and Budget

The Office of Management Budget (OMB) is responsible for the oversight of the development and maintenance of the City's budget process. OMB is responsible for the coordination of all budget activities of city government. Specific responsibilities include the preparation of a proposed three-year rolling budget, full cost allocation plan, and asset improvement program; analyzing the fiscal impact of proposed city ordinances; and providing operational review and assistance to city departments.

ACCOMPLISHMENTS

- Received the Government Finance Officers Association (GFOA) Award for Distinguished Budget Presentation
- Deployed a new budget development software and newly designed budget book
- Developed and implemented a new Budget schedule and process
- Redesigned the Budget in Brief to improve communication

GOALS AND PRIORITIES

- Continue the implementation of new performance measures and performance-based software to assist departments and increase communication to the public
- Develop and implement a new Budget Book design for the Charter School Authority
- Develop internal monthly report templates to be used by departments and Budget staff

Accounting

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

ACCOMPLISHMENTS

- Completed annual external independent audits for the City, Community Redevelopment Agency (CRA), and Charter School Authority
- Developed the City Popular Annual Financial Report (PAFR) for fiscal year 2023, which is designed to increase transparency and communication to the public
- Received the Certificate of Achievement for Excellence in Financial Reporting by the Government Finance Officers Association (GFOA)
- Received the Award for Outstanding Achievement in Popular Annual Financial Reporting by the Government Finance Officers Association (GFOA)
- Provided monthly and/or quarterly financial statements to the City Council, the CRA Board, Lee County, and the Development Services Department
- Implemented a new financial reporting software
- Updated the City's Capital Assets Policy
- Ensured continued training and professional development of staff

GOALS AND PRIORITIES

- Update the City's Grant Management Policy

- Continue to provide monthly and/or quarterly financial statements to the City Council, the CRA Board, Lee County, and the Development Services Department
- Continue professional development of staff
- Reconfigure account structure in financial reporting system

Debt Treasury

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

ACCOMPLISHMENTS

- Trained all city-wide cash handlers on Cash Handling Policies and Procedures
- Reinstituted a Commercial Paper program to provide short-term funding of certain capital projects and purchases
- Executed the City Master Lease, series 2023 to fund seven school buses for the Charter School System
- Updated Debt Management Policy
- Created Post Compliance Debt Issuance Policy

GOALS AND PRIORITIES

- Issue funding for North 1 East, and North 3 utility expansion projects
- Continue to manage the City's Commercial Paper program

Procurement

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

ACCOMPLISHMENTS

- Trained City's Certified Agency Buyers (CABs) to ensure that all processes and procedures are followed
- Obtained Council approval on revised Procurement Ordinance
- Deployed the Charter School's Amazon Buying Program
- Deployed Sole Source electronic workflow module in OnBase
- Deployed Contract Management Module in IONWAVE
- Deployed Contract Administration Manual

GOALS AND PRIORITIES

- Deploy Quote Module for Department in IONWAVE
- Apply for the AEP Certification – Achievement of Excellence in Procurement

Risk Management

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

ACCOMPLISHMENTS

- Maintained the City's Workers' Compensation experience modification factor below 1.0
- Provided at least three safety trainings to employees each month
- Maintained number of Risk and Safety Assessment Site inspections quarter over quarter of city-owned parks and buildings
- Secured and Implemented A.L.I.C.E. training with the objective to ensure city employees are prepared to proactively handle the threat of an intruder or active shooter

GOALS AND PRIORITIES

- Continue to seek cost effective safety training solutions for City and Charter School staff members
- Maintain the budgeted goal of at least three safety trainings to employees each month
- Conduct at least three Risk and Safety Assessment Site Inspections per month to include follow-up inspections on corrections
- Maintain ADA Transition Plan, which includes completing reviews performed at least quarterly
- Continue review as needed of insurance requirements for city contracts processed through the City's official Procurement process
- Re-visit Quarterly Safety Award once Safety Specialist is in place

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

- Deployed advanced metering infrastructure (AMI) to enable customers to have access to water meter information
- Handled over 64,000 inbound phone calls
- Achieved speed-to-answer time of 2 minutes and 47 seconds for inbound calls
- Completed 95% of field service work orders within one workday
- Continued meter replacement program to increase remote meter reading and enhance customer service

GOALS AND PRIORITIES

- Continue upgrading water meters to increase AMI capabilities
- Proactively inform customers of apparent leak/continuous consumption
- Continue to improve Customer Self Service options for customers
- Deploy generative AI tool for call center and online support of customer service functions

Assessment and Billing Services

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

ACCOMPLISHMENTS

- Fiscal year to date, created 600 new construction utility accounts
- AMI meter collectors are now gathering hourly meter read data on over 71,520 smart meters
- Issued 2,468 meter replacement work orders to meter replacement vendor; 2,362 completed
- Performed maintenance and monthly billing functions for approximately 78,478 utility accounts
- Performed maintenance and annual billing for approximately 463,000 special assessment accounts
- Implemented Utility Access, customer facing portal, to all utility customers
- Approved next three locations for collectors, installation expected to be complete in early Summer of 2025

GOALS AND PRIORITIES

- Increase E-bill enrollment for utility billing customers to 40% of customer base (currently at 35.7%)
- Continue strategic meter replacement to maximize collector capability
- Coordinate with Utilities, ITS and Vendor to analyze sites for two additional collectors and maximize meter reads for the service area

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

Fire Code Violations Issued
2,775

Community Education Events
115

Reduce response time
New Station Alerting system

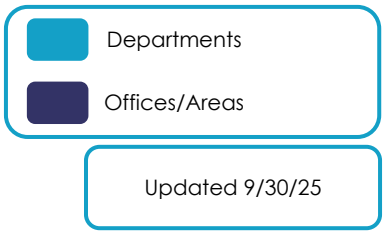
Grand Opening of
Michael Camelo Jr Training Facillity

Calls for Service
30,262

Fire Investigations
98

Completed Fire Inspections
11,814

FY 2026 ORGANIZATIONAL CHART



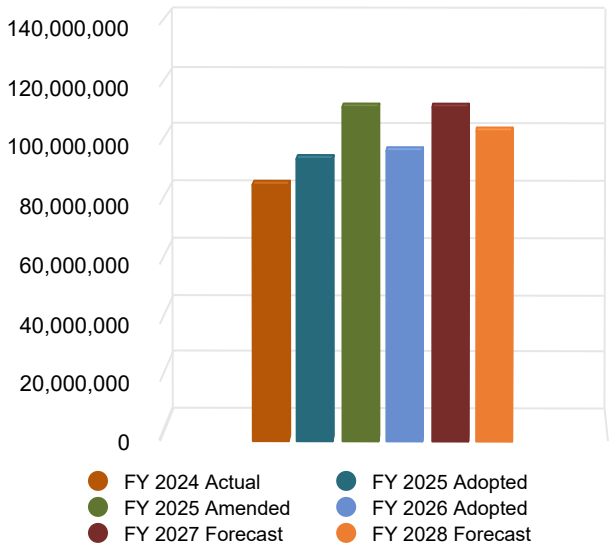
FY 2025 Amended	FY 2026 Adopted	Change
297.00	316.00	+19.00

Operating Budget

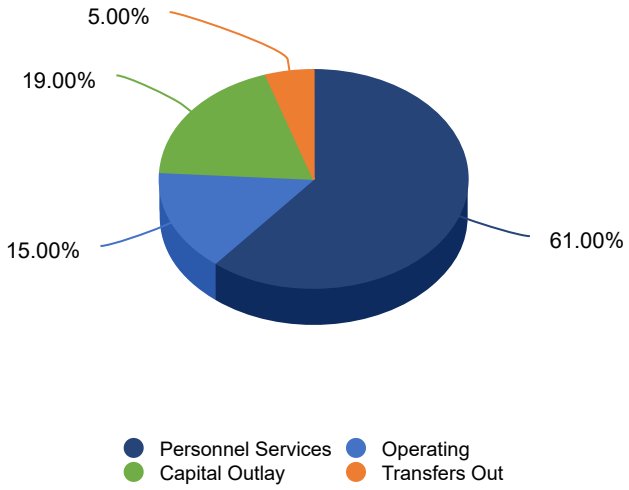
Revenues by Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Amended	FY 2026 Adopted	FY 2027 Forecast	FY 2028 Forecast
Charges for Service	$ 1,091,780	$ 513,408	$ 513,408	$ 809,257	$ 864,162	$ 869,084
Debt Proceeds	-	16,607,986	16,077,536	12,918,438	26,883,000	-
Fines and Forfeits	83,721	-	-	-	-	-
Impact Fees	2,244,513	1,870,334	1,870,334	1,530,848	1,530,848	1,530,848
Intergovernmental	396,880	50,000	8,850,000	80,000	80,000	80,000
Internal Service Charges	26,724	50,000	50,000	40,000	40,000	40,000
Miscellaneous	2,063,158	195,924	195,924	199,842	206,864	212,035
Special Assessment	44,189,844	50,267,518	50,267,518	63,966,604	66,328,911	72,807,556
Taxes - All Hazards	1,624,526	-	-	-	-	-
Taxes - MSTU	1,315,000	1,622,614	1,622,614	1,720,253	1,754,658	1,789,751
Transfers In	23,253,549	25,919,212	27,839,603	18,563,825	18,269,440	24,509,453
Total	**$ 76,289,695**	**$ 97,096,996**	**$ 107,286,937**	**$ 99,829,067**	**$115,957,883**	**$ 101,838,727**

Expenditures by Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Amended	FY 2026 Adopted	FY 2027 Forecast	FY 2028 Forecast
Personnel Services	$ 49,247,798	$ 50,957,090	$ 54,233,627	$ 60,471,837	$ 62,721,981	$ 66,214,489
Operating	12,095,398	14,449,121	13,272,209	15,001,449	15,921,218	15,267,987
Capital Outlay	18,686,109	22,302,361	37,116,575	18,194,133	29,775,852	14,312,087
Transfers Out	6,996,685	7,693,370	8,770,204	4,633,070	4,693,753	8,901,196
Total	**$ 87,025,990**	**$ 95,401,942**	**$ 113,392,615**	**$ 98,300,489**	**$113,112,804**	**$ 104,695,759**

Program Expenditures by Year

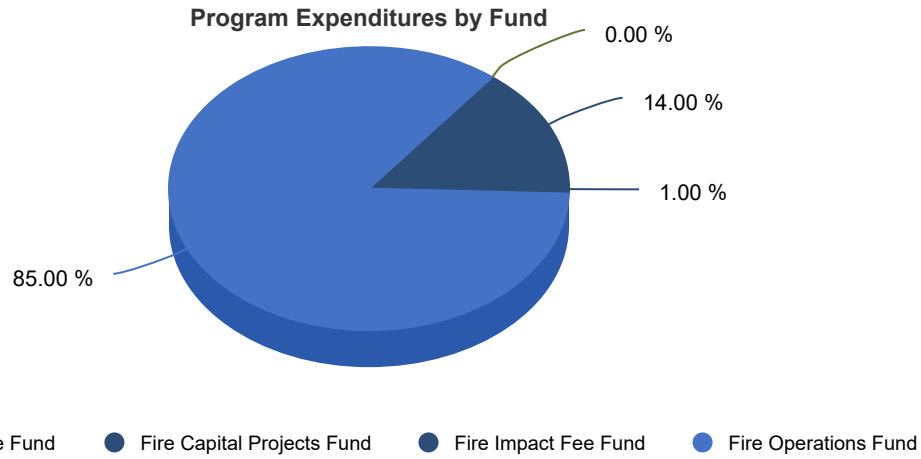


Program Expenditures by Category



Expenditures by Fund and Program	FY 2024 Actual	FY 2025 Adopted	FY 2025 Amended	FY 2026 Adopted	FY 2027 Forecast	FY 2028 Forecast
All Hazards Fund						
All Hazards	$ 1,221,832	$ -	$ 133,486	$ -	$ -	$ -
Fire Impact Fee	2,740	-	1,416,993			
All Hazards Fund Total	**$ 1,224,572**	**$ -**	**$ 1,550,479**	**$ -**	**$ -**	**$ -**
ALS Impact Fee Fund						
ALS Impact Fee	$ 51,508	$ 1,617	$ 1,617	$ 1,323	$ 1,323	$ 1,323
ALS Impact Fee Fund Total	**$ 51,508**	**$ 1,617**	**$ 1,617**	**$ 1,323**	**$ 1,323**	**$ 1,323**
Fire Capital Projects Fund						
Fire Capital Projects	$ 13,814,758	$ 17,607,986	$ 26,930,403	$ 13,867,717	$ 26,883,000	$ 4,719,236
Fire Impact Fee	801,926	3,146,650	3,146,650	-	-	-
Fire Capital Projects Fund Total	**$ 14,616,684**	**$ 20,754,636**	**$ 30,077,053**	**$ 13,867,717**	**$ 26,883,000**	**$ 4,719,236**
Fire Grants Fund						
Fire Grants	$ 24,255	$ -	$ -	$ -	$ -	$ -
Fire Grants Fund	(199,948)	-	3,967	-	-	-
Fire Grants Fund Total	**$ (175,693)**	**$ -**	**$ 3,967**	**$ -**	**$ -**	**$ -**
Fire Impact Fee Fund						
Fire Impact Fee	$ 3,111,393	$ 416,939	$ 1,216,104	$ 1,321,919	$ 22,640	$ 4,741,876
Fire Impact Fee Fund Total	**$ 3,111,393**	**$ 416,939**	**$ 1,216,104**	**$ 1,321,919**	**$ 22,640**	**$ 4,741,876**
Fire Operations Fund						
Administration	$ 1,952,016	$ 2,238,587	$ 2,327,513	$ 2,406,814	$ 2,372,647	$ 2,505,162
Emergency Medical	851,287	789,627	789,627	888,195	2,307,158	833,790
Fire Capital Projects	-	-	-	-	50,000	-
Fire Facilities Maintenance	-	-	-	1,203,942	1,914,383	1,266,807
Fire Impact Fee	2,765,706	97,935	2,479,508	1,180,000	317,000	5,515,000
Logistics	1,316,024	1,691,349	1,691,874	2,040,824	1,970,053	2,056,615
Operations	56,690,008	64,621,674	68,462,857	67,870,374	70,673,015	76,319,420
Prevention	2,051,356	2,463,158	2,463,158	3,265,704	3,385,101	3,573,309
Professional Standards	1,734,086	1,826,323	1,828,423	2,252,118	2,336,082	2,455,167
Special Operations	533,051	500,097	500,435	2,001,559	880,402	708,054
Fire Operations Fund Total	**$ 67,893,534**	**$ 74,228,750**	**$ 80,543,395**	**$ 83,109,530**	**$ 86,205,841**	**$ 95,233,324**
General Fund						
Fire Grants Fund	$ 303,992	$ -	$ -	$ -	$ -	$ -
General Fund Total	**$ 303,992**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Total	**$ 87,025,990**	**$ 95,401,942**	**$ 113,392,615**	**$ 98,300,489**	**$ 113,112,804**	**$ 104,695,759**

Fire Department



Expenditures by Fund and Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Amended	FY 2026 Adopted	FY 2027 Forecast	FY 2028 Forecast
All Hazards Fund						
Personnel Services	$ 680,693	$ -	$ -	$ -	$ -	$ -
Operating	541,139	-	108,029	-	-	-
Capital Outlay	2,740	-	1,442,450	-	-	-
All Hazards Fund Total	**$ 1,224,572**	**$ -**	**$ 1,550,479**	**$ -**	**$ -**	**$ -**
ALS Impact Fee Fund						
Operating	$ 14,697	$ 1,617	$ 1,617	$ 1,323	$ 1,323	$ 1,323
Capital Outlay	36,811	-	-	-	-	-
ALS Impact Fee Fund Total	**$ 51,508**	**$ 1,617**	**$ 1,617**	**$ 1,323**	**$ 1,323**	**$ 1,323**
Fire Capital Projects Fund						
Capital Outlay	$14,616,684	$ 20,754,636	$ 30,077,053	$ 13,867,717	$ 26,883,000	$ 4,719,236
Fire Capital Projects Fund Total	**$14,616,684**	**$ 20,754,636**	**$ 30,077,053**	**$ 13,867,717**	**$ 26,883,000**	**$ 4,719,236**
Fire Grants Fund						
Operating	$ 24,255	$ -	$ -	$ -	$ -	$ -
Capital Outlay	(199,948)	-	3,967	-	-	-
Fire Grants Fund Total	**$ (175,693)**	**$ -**	**$ 3,967**	**$ -**	**$ -**	**$ -**
Fire Impact Fee Fund						
Operating	$ 39,004	$ 27,439	$ 27,439	$ 22,640	$ 22,640	$ 22,640
Capital Outlay	18,493	389,500	658,215	350,000	-	-
Transfers Out	3,053,896	-	530,450	949,279	-	4,719,236
Fire Impact Fee Fund Total	**$ 3,111,393**	**$ 416,939**	**$ 1,216,104**	**$ 1,321,919**	**$ 22,640**	**$ 4,741,876**
Fire Operations Fund						
Personnel Services	$48,567,105	$ 50,957,090	$ 54,233,627	$ 60,471,837	$ 62,721,981	$ 66,214,489
Operating	11,476,303	14,420,065	13,135,124	14,977,486	15,897,255	15,244,024
Capital Outlay	3,907,337	1,158,225	4,934,890	3,976,416	2,892,852	9,592,851
Transfers Out	3,942,789	7,693,370	8,239,754	3,683,791	4,693,753	4,181,960
Fire Operations Fund Total	**$67,893,534**	**$ 74,228,750**	**$ 80,543,395**	**$ 83,109,530**	**$ 86,205,841**	**$ 95,233,324**

Expenditures by Fund and Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Amended	FY 2026 Adopted	FY 2027 Forecast	FY 2028 Forecast
General Fund						
Capital Outlay	$ 303,992	$ -	$ -	$ -	$ -	$ -
General Fund Total	**$ 303,992**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Total	**$87,025,990**	**$ 95,401,942**	**$113,392,615**	**$ 98,300,489**	**$ 113,112,804**	**$ 104,695,759**

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

- Conduct and publish the 2025-2030 Fire Department Community Driven Strategic Plan
- Initiate a plan to reduce overtime by revising staffing methodology to account for optimal staffing

GOALS AND PRIORITIES

- Complete the expansion of the Emergency Operations Center to accommodate future Fire Department growth over the next 25 years
- Complete construction of Fire Stations 5, 10, 14, 15, and phase two and three of the Fire Training facility
- Increase Insurance Services Office rating to 2 or higher
- Complete all required components to become a re-accredited agency in 2029

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 Fire Prevention software to leverage efficiencies within the division and improve customer service
- Reduce community risk profile by conducting classes in community CPR, fall prevention, and water safety

GOALS AND PRIORITIES

- Increase community engagement through a CCFD Community Services Volunteer program, permanent volunteer opportunities, and dedicated public education and public affairs programs
- Utilize technology to evolve work processes that ensure the most efficient use of resources to deliver timely and effective services to the construction community

Operations

The Division of Operations is the primary division of the department with over 210 members. It is led by the Division Chief and includes the ranks of Firefighter, Engineer, Lieutenant, and Battalion Chief. The division operates 13 fire stations divided into north and south battalions. Crews are divided into three shifts, working 24/48-hour rotations.

ACCOMPLISHMENTS

- Implement Station Alerting system to reduce response times
- Improve data collection and reporting with the current reporting management software

GOALS AND PRIORITIES

- Expand deployment model for all technical rescue services (dive, marine, Haz-mat, USAR) to include adding additional specialty stations
- Utilize data to ensure proper resource growth and future resource deployment models that meet the needs of the City

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

- Provide live fire evolutions and capture 90% of ISO facility training hours for operations personnel
- Development alternative deployment methodologies for all technical rescue services (dive, marine, Haz-Mat, and USAR teams)

GOALS AND PRIORITIES

- Ensure the department continues to grow parallel to the growth of the City
- Develop a cadre of CCFD personnel who are qualified to instruct Florida State Fire College classes and host at the CCFD Fire Training Facility

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

- Execute a long-term contract with Sutphen Corporation to standardize the purchasing process for fire apparatus and experience cost savings
- Open Phase one of the Fire Training Facility

GOALS AND PRIORITIES

- Design and build a Logistics Facility
- Reduce out-of-service times for frontline apparatus and small equipment by reducing repair times and following the preventative maintenance schedule

Government Services

DEPARTMENT OVERVIEW

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

Highlights

Bimini Basin East Land Purchase & Demolition
$45.1M

Months of Reserves
2.8

City Fiber & Wireless
$1.0M

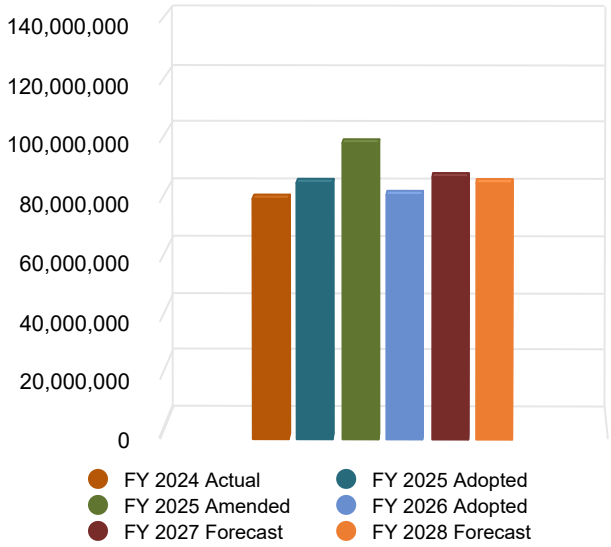
Charter School Maintenance Fund
$997K

OPERATING BUDGET

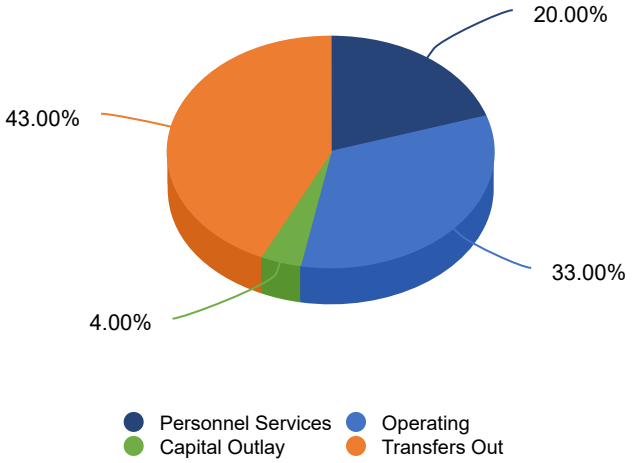
Revenues by Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Amended	FY 2026 Adopted	FY 2027 Forecast	FY 2028 Forecast
Charges for Service	$ 21,861	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000
Debt Proceeds	40,273,060	-	5,194,509	-	-	-
Intergovernmental	6,205,114	3,820,000	3,820,000	7,508,188	8,259,007	9,084,908
Internal Service Charges	2,881,912	3,075,737	3,075,737	3,370,696	3,512,010	3,650,781
Miscellaneous	1,552,052	1,739,909	1,836,679	1,553,977	1,555,596	1,557,264
Taxes - PST	2,640,000	2,640,000	2,640,000	2,640,000	2,640,000	2,640,000
Transfers In	8,168,796	5,357,987	6,403,531	3,060,922	2,296,928	1,289,787
Total	**$ 61,742,795**	**$ 16,653,633**	**$ 22,990,456**	**$ 18,153,783**	**$ 18,283,541**	**$ 18,242,740**

Expenditures by Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Amended	FY 2026 Adopted	FY 2027 Forecast	FY 2028 Forecast
Personnel Services	$ 12,802,753	$ 14,263,912	$ 13,499,090	$ 16,451,037	$ 17,655,092	$ 18,939,794
Operating	20,703,191	23,597,958	28,041,055	27,151,028	31,078,141	30,490,632
Capital Outlay	8,128,554	5,707,987	9,493,925	3,700,922	4,704,538	1,702,727
Debt Service	32,500	-	-	-	-	-
Transfers Out	39,699,427	43,057,735	48,978,385	35,437,693	35,646,711	35,617,716
Total	**$ 81,366,425**	**$ 86,627,592**	**$100,012,455**	**$ 82,740,680**	**$ 89,084,482**	**$ 86,750,869**

Program Expenditures by Year



Program Expenditures by Category



Expenditures by Fund and Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Amended	FY 2026 Adopted	FY 2027 Forecast	FY 2028 Forecast
Academic Village Fund						
Operating	$ 40,558	$ 100,000	$ 100,000	$ -	$ 70,000	$ 70,000
Academic Village Fund Total	**$ 40,558**	**$ 100,000**	**$ 100,000**	**$ -**	**$ 70,000**	**$ 70,000**
Community Redevelopment Agency (CRA) Capital Project Fund						
Operating	$ 162,377	$ -	$ (243,706)	$ -	$ -	$ -
Capital Outlay	266,442	2,934,245	1,570,164	1,210,922	903,186	1,219,787
Transfers Out	-	-	2,697,821	-	-	-
Community Redevelopment Agency (CRA) Capital Project Fund Total	**$ 428,819**	**$ 2,934,245**	**$ 4,024,279**	**$ 1,210,922**	**$ 903,186**	**$ 1,219,787**
Computer System Fund						
Capital Outlay	$ 3,246,521	$ 2,323,742	$ 2,279,252	$ 1,000,000	$ 1,323,742	$ -
Debt Service	32,500	-	-	-	-	-
Computer System Fund Total	**$ 3,279,021**	**$ 2,323,742**	**$ 2,279,252**	**$ 1,000,000**	**$ 1,323,742**	**$ -**
CS Building Maintenance Fund						
Operating	$ 1,336,888	$ 952,625	$ 1,114,719	$ 997,000	$ 1,002,375	$ 1,002,250
Transfers Out	3,130,640	3,187,375	3,187,375	3,143,000	3,137,625	3,137,750
CS Building Maintenance Fund Total	**$ 4,467,528**	**$ 4,140,000**	**$ 4,302,094**	**$ 4,140,000**	**$ 4,140,000**	**$ 4,140,000**
General Fund						
Personnel Services	$ 11,588,614	$ 12,944,522	$ 12,179,700	$ 14,952,502	$ 16,071,314	$ 17,274,234
Operating	19,030,609	22,380,250	26,904,959	25,940,319	29,787,294	29,196,122
Capital Outlay	1,890,269	450,000	450,000	640,000	2,477,610	482,940
Transfers Out	36,568,787	39,870,360	43,093,189	32,294,693	32,509,086	32,479,966
General Fund Total	**$ 69,078,279**	**$ 75,645,132**	**$ 82,627,848**	**$ 73,827,514**	**$ 80,845,304**	**$ 79,433,262**
Government Services Capital Project Fund						
Operating	$ 8,000	$ -	$ -	$ -	$ -	$ -
Capital Outlay	2,725,322	-	5,194,509	850,000	-	-
Government Services Capital Project Fund Total	**$ 2,733,322**	**$ -**	**$ 5,194,509**	**$ 850,000**	**$ -**	**$ -**
Property Management Fund						
Personnel Services	$ 1,214,139	$ 1,319,390	$ 1,319,390	$ 1,498,535	$ 1,583,778	$ 1,665,560
Operating	124,759	165,083	165,083	213,709	218,472	222,260
Property Management Fund Total	**$ 1,338,898**	**$ 1,484,473**	**$ 1,484,473**	**$ 1,712,244**	**$ 1,802,250**	**$ 1,887,820**
Total	**$ 81,366,425**	**$ 86,627,592**	**$ 100,012,455**	**$ 82,740,680**	**$ 89,084,482**	**$ 86,750,869**

DISASTER PROJECT - OPERATING BUDGET

Revenues by Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Amended	FY 2026 Adopted	FY 2027 Forecast	FY 2028 Forecast
Intergovernmental	$ 47,119,796	$ -	$ 7,000,000	$ -	$ -	$ -
Miscellaneous	1,692,715	-	-	-	-	-
Total	**$ 48,812,511**	**$ -**	**$ 7,000,000**	**$ -**	**$ -**	**$ -**

Expenditures by Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted	FY 2027 Forecast	FY 2028 Forecast
Personnel Services	$ 267,099	$ -	$ 2,000,000	$ -	$ -	$ -
Operating	12,679,306	-	8,402,964	-	-	-
Capital Outlay	37,778	-	28,677	-	-	-
Transfers Out	115,094	-	-	-	-	-
Total	**$ 13,099,277**	**$ -**	**$ 10,431,641**	**$ -**	**$ -**	**$ -**

Expenditures by Fund and Program	FY 2024 Actual	FY 2025 Adopted	FY 2025 Amended	FY 2026 Adopted	FY 2027 Forecast	FY 2028 Forecast
6 Cent Gas Tax Fund	$ 594	$ -	$ -	$ -	$ -	$ -
All Hazards Fund	1,691	-	-	-	-	-
Building Code Fund	4,003	-	-	-	-	-
CIP Project Management Fund	279	-	-	-	-	-
Community Redevelopment Agency (CRA) Fund	99,910	-	-	-	-	-
CS Building Maintenance Fund	18,458	-	-	-	-	-
Disaster Fund	1,187	-	7,000,000	-	-	-
Economic Development Fund	475	-	-	-	-	-
Fire Grants Fund	27,346	-	-	-	-	-
Fire Operations Fund	57,601	-	-	-	-	-
Fleet Maintenance Fund	1,307	-	-	-	-	-
General Fund	9,785,290	-	3,145,309	-	-	-
Lot Mowing Fund	99	-	-	-	-	-
Property Management Fund	15,138	-	-	-	-	-
Risk Management Fund	169	-	-	-	-	-
Self-Insured Health Plan Fund	72	-	-	-	-	-
Solid Waste Fund	482	-	-	-	-	-
Stormwater Fund	28,042	-	-	-	-	-
Water and Sewer Fund	2,857,925	-	206,133	-	-	-
Yacht Basin Fund	84,115	-	80,199	-	-	-
Total	**$ 12,984,183**	**$ -**	**$ 10,431,641**	**$ -**	**$ -**	**$ -**

Human Resources

DEPARTMENT OVERVIEW

The Human Resources Department is responsible for managing the overall HR functions of the City and Charter Schools, to include Talent Acquisition, Benefits and Wellness Administration, Total Compensation, Employee Learning/Development, and Employee/Labor Relations.

MISSION

The Human Resources team's mission is to support the City of Cape Coral's sustainability and strategic growth; deliver responsive, solution-oriented service to employees, retirees, and the public; attract, develop, and retain skilled talent; provide guidance on HR best practices; and promote a respectful and productive workplace.

Highlights

Applications Received
14,700

Positions Filled
640

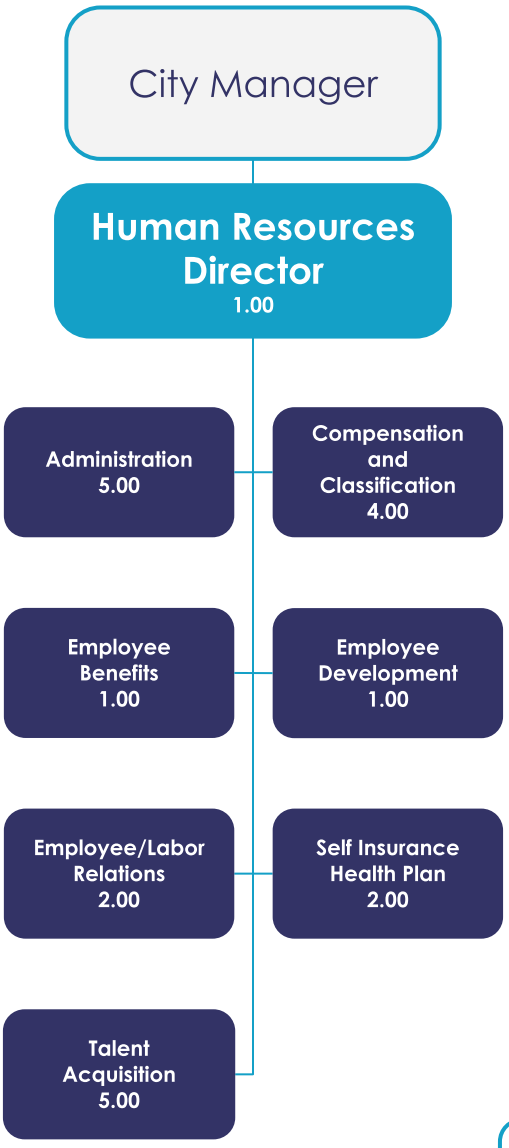
Job-related training courses completed
6,150

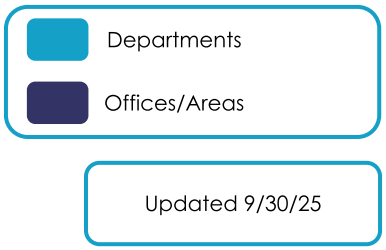
Transactions processed
19,162

Employees enrolled in 22 Benefit Plans
1,790

Retirees enrolled in 11 Benefit Plans
900

FY 2026 ORGANIZATIONAL CHART





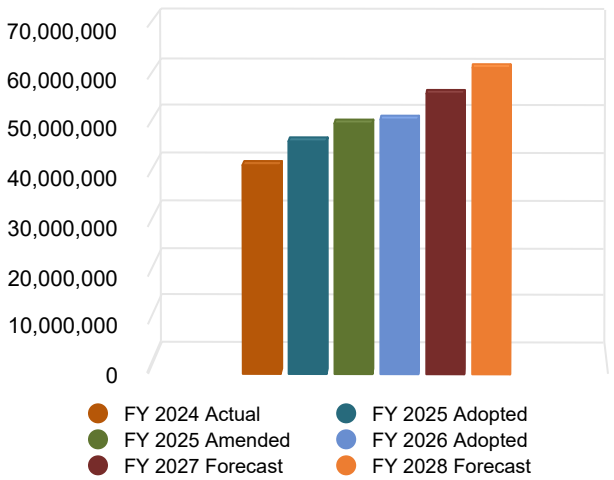
FY 2025 Amended	FY 2026 Adopted	Change
21.00	21.00	0.00

Operating Budget

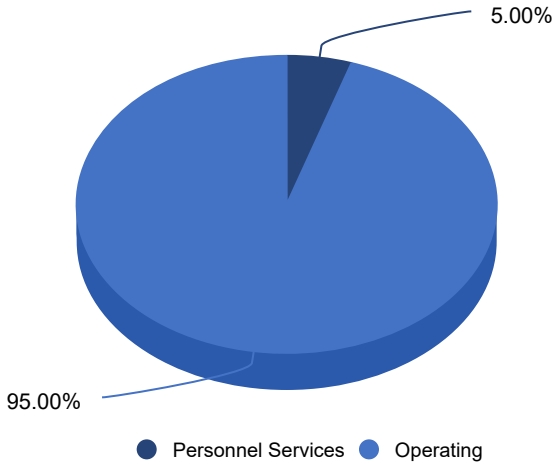
Revenues by Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Amended	FY 2026 Adopted	FY 2027 Forecast	FY 2028 Forecast
Internal Service Charges	$ 38,391,503	$ 43,028,975	$ 43,028,975	$ 47,282,336	$ 51,387,218	$ 54,895,702
Miscellaneous	5,454,065	1,800,000	5,000,000	2,400,000	2,400,000	2,400,000
Total	**$ 43,845,568**	**$ 44,828,975**	**$ 48,028,975**	**$ 49,682,336**	**$ 53,787,218**	**$ 57,295,702**

Expenditures by Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Amended	FY 2026 Adopted	FY 2027 Forecast	FY 2028 Forecast
Personnel Services	$ 1,807,421	$ 2,303,644	$ 2,338,884	$ 2,556,859	$ 2,695,264	$ 2,834,057
Operating	40,473,119	45,107,061	48,568,128	49,381,665	54,202,878	59,318,816
Capital Outlay	-	6,200	6,200	-	-	-
Transfers Out	3,500	-	-	-	-	-
Total	**$ 42,284,040**	**$ 47,416,905**	**$ 50,913,212**	**$ 51,938,524**	**$ 56,898,142**	**$ 62,152,873**

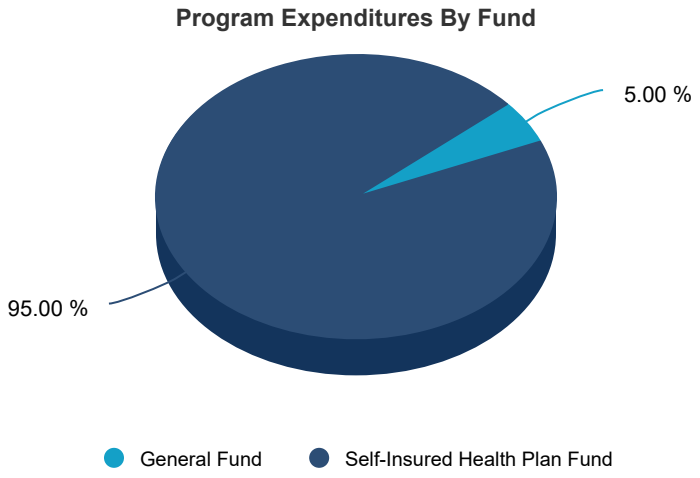
Program Expenditures by Year



Program Expenditures by Category



Expenditures by Fund and Program	FY 2024 Actual	FY 2025 Adopted	FY 2025 Amended	FY 2026 Adopted	FY 2027 Forecast	FY 2028 Forecast
General Fund						
Compensation and Classification	$ 464,816	$ 538,146	$ 538,146	$ 593,538	$ 624,983	$ 656,392
Employee Benefits	130,069	175,660	175,660	177,278	187,525	203,800
Employee Development	176,474	253,468	253,468	293,451	303,581	313,733
Employee/Labor Relations	150,397	273,170	273,170	305,330	321,735	330,417
Human Resources Administration	463,499	556,713	756,040	604,333	719,466	658,196
Human Resources Fleet Rolling Stock	3,500	-	-	-	-	-
Recruitment	558,439	790,773	817,023	831,774	870,207	909,063
General Fund Total	**$ 1,947,194**	**$ 2,587,930**	**$ 2,813,507**	**$ 2,805,704**	**$ 3,027,497**	**$ 3,071,601**
Self-Insured Health Plan Fund						
Health & Wellness Clinic	$ 2,704,541	$ 1,853,537	$ 1,853,537	$ 1,906,110	$ 1,944,265	$ 1,983,185
Self-Insured Health Plan	37,632,305	42,975,438	46,246,168	47,226,710	51,926,380	57,098,087
Self-Insured Health Plan Fund Total	**$40,336,846**	**$44,828,975**	**$48,099,705**	**$49,132,820**	**$53,870,645**	**$59,081,272**
Total	**$42,284,040**	**$47,416,905**	**$50,913,212**	**$51,938,524**	**$56,898,142**	**$62,152,873**



Human Resources

Expenditures by Fund and Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Amended	FY 2026 Adopted	FY 2027 Forecast	FY 2028 Forecast
General Fund						
Personnel Services	$ 1,565,226	$ 2,019,324	$ 2,054,564	$ 2,257,401	$ 2,379,426	$ 2,501,805
Operating	378,468	562,406	752,743	548,303	648,071	569,796
Capital Outlay	-	6,200	6,200	-	-	-
Transfers Out	3,500	-	-	-	-	-
General Fund Total	**$ 1,947,194**	**$ 2,587,930**	**$ 2,813,507**	**$ 2,805,704**	**$ 3,027,497**	**$ 3,071,601**
Self-Insured Health Plan Fund						
Personnel Services	$ 242,195	$ 284,320	$ 284,320	$ 299,458	$ 315,838	$ 332,252
Operating	40,094,651	44,544,655	47,815,385	48,833,362	53,554,807	58,749,020
Self-Insured Health Plan Fund Total	**$ 40,336,846**	**$ 44,828,975**	**$ 48,099,705**	**$ 49,132,820**	**$ 53,870,645**	**$ 59,081,272**
Total	**$ 42,284,040**	**$ 47,416,905**	**$ 50,913,212**	**$ 51,938,524**	**$ 56,898,142**	**$ 62,152,873**

Department Functions

Talent Acquisition and Employee Development

Source a qualified candidate pool to fill positions in an efficient and compliant manner by identifying workforce needs, recruitment best practice and effective internal processes. Develop workforce talents and strengths to support the success and career progression of engaged employees who will drive the City of Cape Coral's mission.

ACCOMPLISHMENTS

- Presented employee Leadership forum with FGCU on Artificial Intelligence, delivered two Leadership Academy sessions for current and emergent leaders, and four Mastering Interview Skills classes to staff
- Completed an RFP for enhanced applicant tracking software system
- Delivered the Succession Planning module and training to each city department

GOALS AND PRIORITIES

- Implement internship program by identifying opportunities in city departments and partnering with local educational institutions
- Deliver continuing leadership and skill enhancement content to support employee development
- Create an employee years of service recognition program for FY 26

Benefits and Compensation

To attract and retain top talent by providing competitive, transparent and equitable total compensation that supports the City's employees throughout their employment and retirement experiences.

ACCOMPLISHMENTS

- Completed a refresh of total compensation studies for General, Fire and Police union positions
- Implemented an active open enrollment process for employee benefits elections
- Completed and implemented a salary benchmarking study for Charter Schools

GOALS AND PRIORITIES

- Create an RFP for sole source 457(b) retirement plan
- Review vendor contracts for health insurance and benefits broker/consultant
- Complete a salary benchmarking study for IUPAT and non-bargaining positions

Employee and Labor Relations

Support a positive workplace culture by ensuring a fair and equitable employment experience while enhancing cooperation and communication between employees and management.

ACCOMPLISHMENTS

- Negotiated four general union contracts (IUPAT)
- Negotiated Fire union contract (IAFF)

GOALS AND PRIORITIES

- Police union (FOP) negotiations – Collective Bargaining Agreement (CBA) expires on October 1, 2025

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

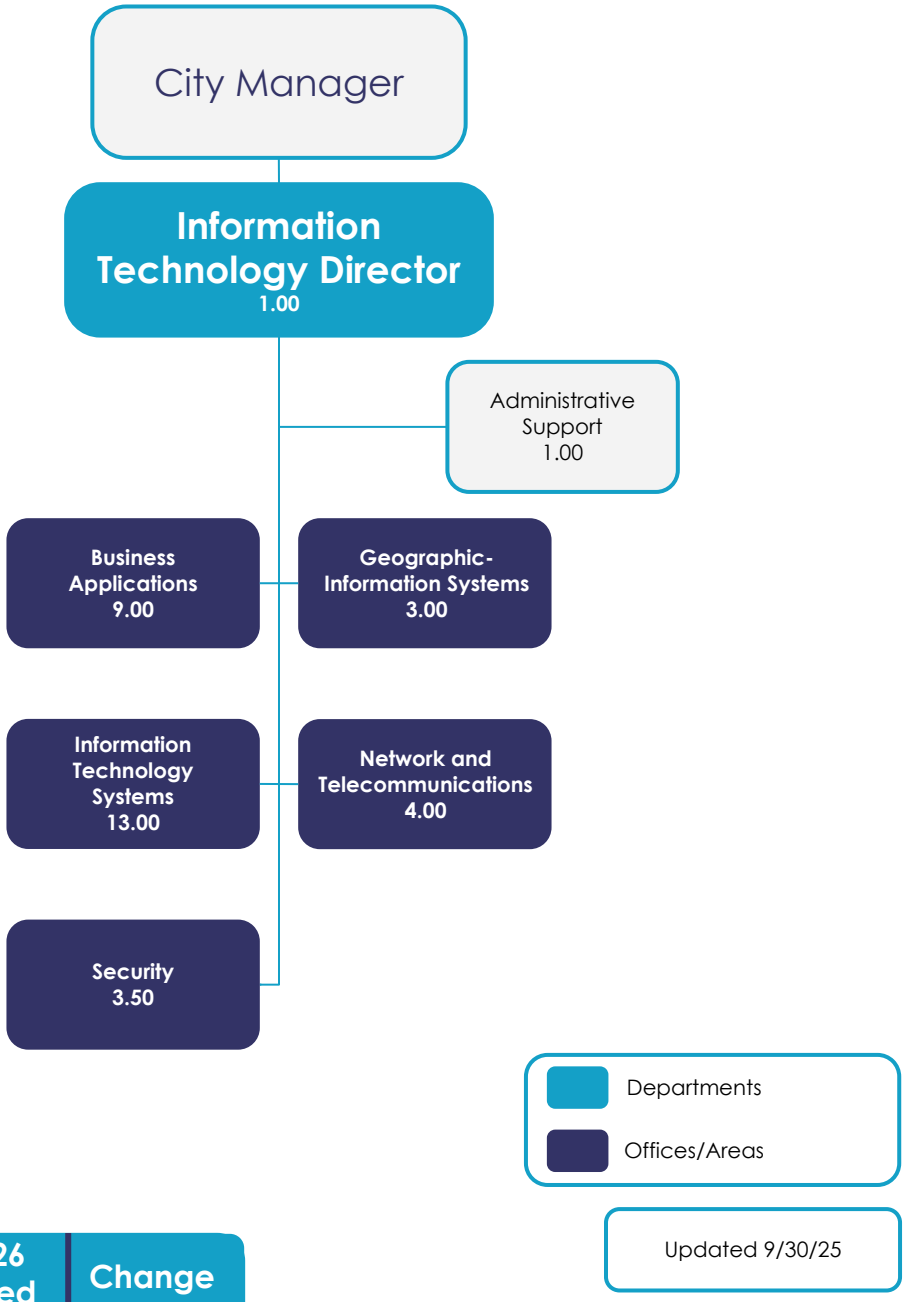
Capital Infrastructure upgrades for FY25
1.3 million

Network Connects
50+ City Locations

Supports
City and Charter Schools

Cleared
19,583 Tickets

FY 2026 ORGANIZATIONAL CHART

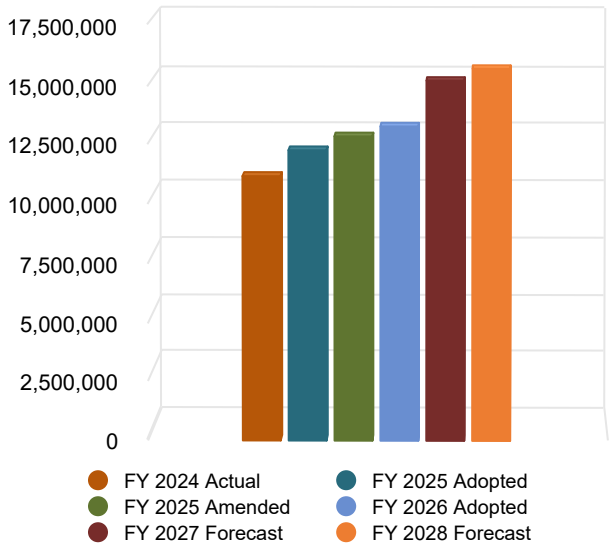


FY 2025 Amended	FY 2026 Adopted	Change
34.50	34.50	0.00

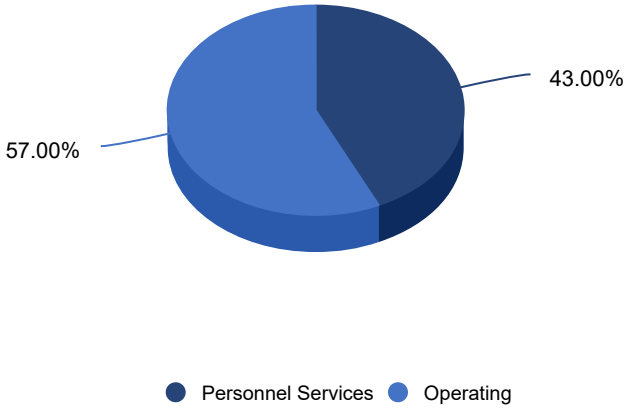
Operating Budget

Expenditures by Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Amended	FY 2026 Adopted	FY 2027 Forecast	FY 2028 Forecast
Personnel Services	$ 4,238,037	$ 5,033,909	$ 5,157,434	$ 5,645,203	$ 5,947,329	$ 6,254,031
Operating	4,337,998	7,219,917	6,122,565	7,616,308	9,289,980	9,440,680
Capital Outlay	1,627,639	-	197,912	-	-	54,000
Debt Service	967,730	-	1,384,912	-	-	-
Total	**$ 11,171,404**	**$ 12,253,826**	**$ 12,862,823**	**$ 13,261,511**	**$ 15,237,309**	**$ 15,748,711**

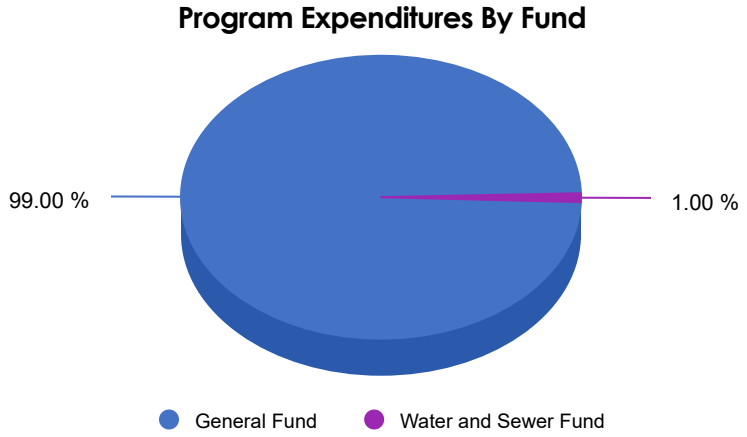
Program Expenditures by Year



Program Expenditures by Category



Expenditures by Fund and Program	FY 2024 Actual	FY 2025 Adopted	FY 2025 Amended	FY 2026 Adopted	FY 2027 Forecast	FY 2028 Forecast
General Fund						
Business Application	$ 2,710,827	$ 2,774,059	$ 2,837,026	$ 3,107,292	$ 3,222,590	$ 3,350,773
Geographic Information Systems (GIS)	560,202	706,930	524,575	743,224	801,060	828,595
Information Technology Services Administration	383,026	448,541	572,066	462,628	486,170	509,547
ITS Fleet Rolling Stock	-	-	-	-	-	54,000
Network Administration	2,904,408	2,324,074	2,431,639	2,350,128	3,648,910	3,751,226
Security	1,047,394	1,472,150	1,488,957	1,541,354	1,816,437	1,771,286
Store	(33,748)	-	-	-	-	-
Systems	3,526,544	4,443,910	4,924,398	4,963,783	5,164,443	5,380,960
General Fund Total	**$11,098,653**	**$ 12,169,664**	**$ 12,778,661**	**$ 13,168,409**	**$ 15,139,610**	**$ 15,646,387**
Water and Sewer Fund						
Information Technology Services Security	$ 72,751	$ 84,162	$ 84,162	$ 93,102	$ 97,699	$ 102,324
Water and Sewer Fund Total	**$ 72,751**	**$ 84,162**	**$ 84,162**	**$ 93,102**	**$ 97,699**	**$ 102,324**
Total	**$11,171,404**	**$ 12,253,826**	**$ 12,862,823**	**$ 13,261,511**	**$ 15,237,309**	**$ 15,748,711**



Expenditures by Fund and Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Amended	FY 2026 Adopted	FY 2027 Forecast	FY 2028 Forecast
General Fund						
Personnel Services	$ 4,165,286	$ 4,958,790	$ 5,082,315	$ 5,561,325	$ 5,859,038	$ 6,161,303
Operating	4,337,998	7,210,874	6,113,522	7,607,084	9,280,572	9,431,084
Capital Outlay	1,627,639	-	197,912	-	-	54,000
Debt Service	967,730	-	1,384,912	-	-	-
General Fund Total	**$ 11,098,653**	**$ 12,169,664**	**$ 12,778,661**	**$ 13,168,409**	**$ 15,139,610**	**$ 15,646,387**
Water and Sewer Fund						
Personnel Services	$ 72,751	$ 75,119	$ 75,119	$ 83,878	$ 88,291	$ 92,728
Operating	-	9,043	9,043	9,224	9,408	9,596
Water and Sewer Fund Total	**$ 72,751**	**$ 84,162**	**$ 84,162**	**$ 93,102**	**$ 97,699**	**$ 102,324**
Total	**$ 11,171,404**	**$ 12,253,826**	**$ 12,862,823**	**$ 13,261,511**	**$ 15,237,309**	**$ 15,748,711**

Department Functions

Business Applications

This Division supports the main application systems supporting City functions including the City's Enterprise Resource Planning (ERP) software systems, the City's Citizen Self-Service (CSS) portal, and the City's Time & Attendance software package. In addition to supporting these applications this group has skills in multiple softwares 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 Police and Fire Records Management and Computer Aided Dispatch System
- Implemented new cashiering software
- Implemented new agenda software

GOALS AND PRIORITIES

- Implement new employee access software
- Implement new risk software
- Implement new laboratory management software

Network and Systems

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

ACCOMPLISHMENTS

- Expanded WiFi at parks
- Replaced aging switches
- New Utilities radio read antennas
- New City Hall hypercoverage server environment
- Expanded capacity of video monitoring system

GOALS AND PRIORITIES

- City wide network switches and router replacements
- Expand WiFi at parks
- Expand City fiber ring to additional City assets
- New Police Department video solution
- New integrated City building access system

Geographical Information System (GIS)

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

ACCOMPLISHMENTS

- Outsourced vehicle GPS tracking
- Upgraded enterprise GIS Software

GOALS AND PRIORITIES

- Deliver new mapping Applications

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

Total Rounds of Golf
53,792

Programs Revenue
$4.1 million

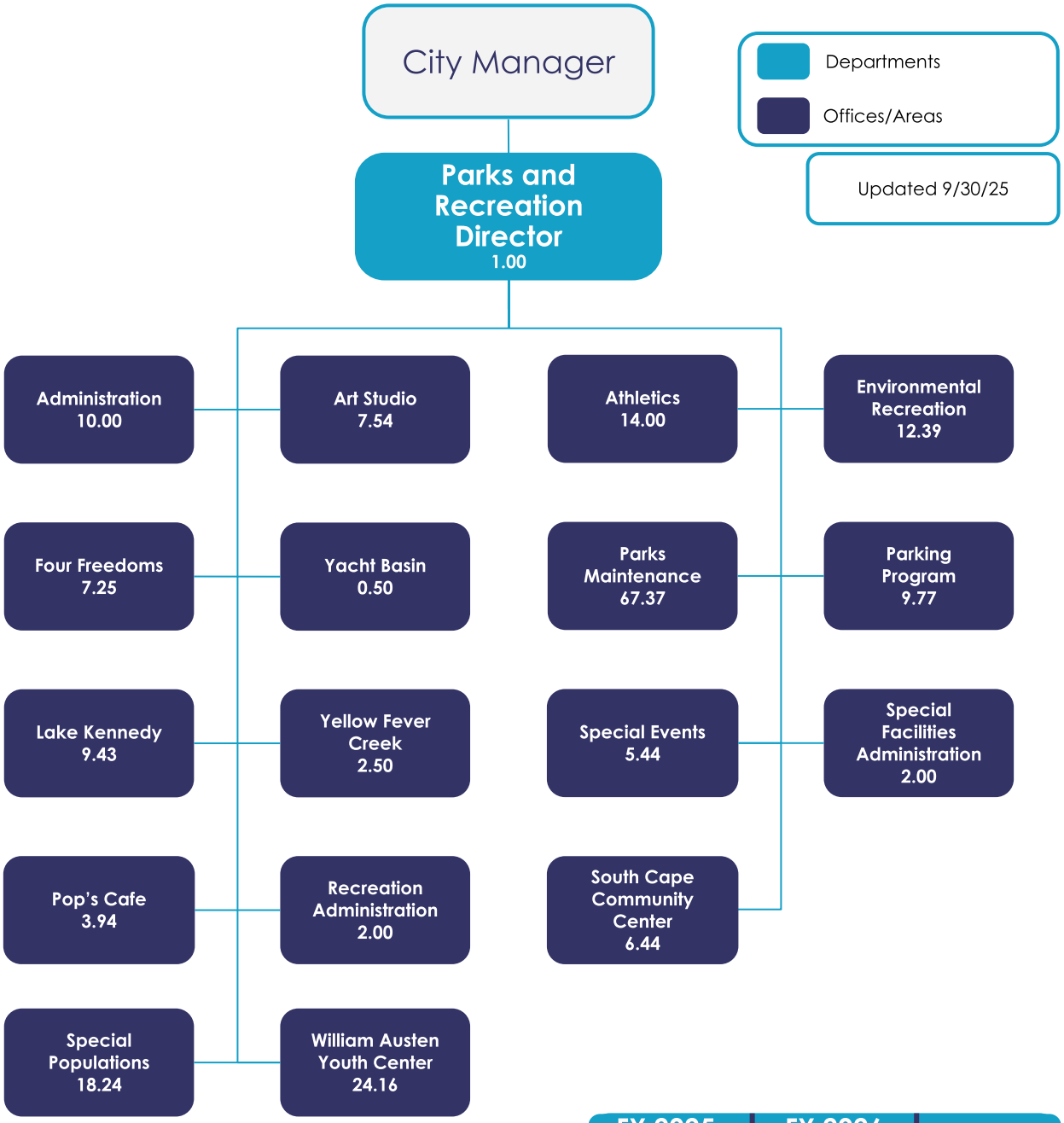
Developed Parks and Facilities
42

Slip Reservations
42

Art Studio Classes
533

Summer Camp Participants
5,088

FY 2026 ORGANIZATIONAL CHART



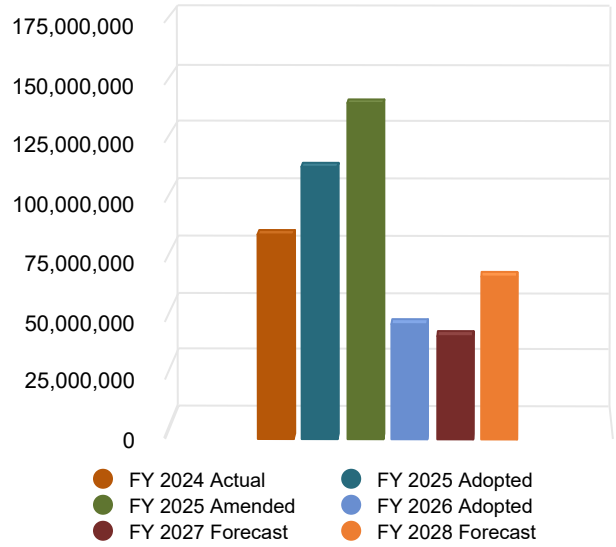
FY 2025 Amended	FY 2026 Adopted	Change
206.49	203.97	-2.52

Operating Budget

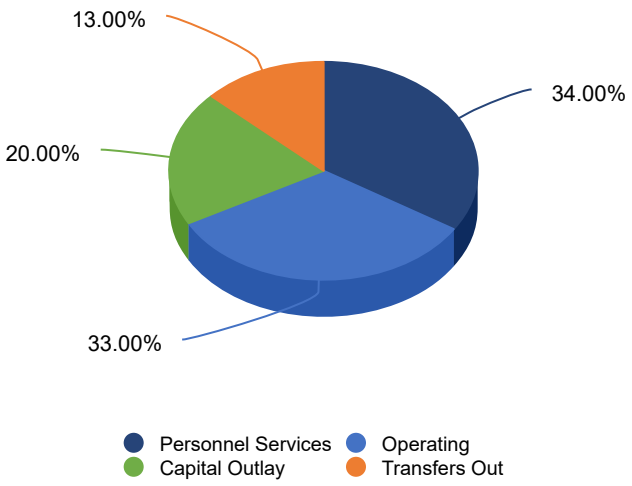
Revenues by Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Amended	FY 2026 Adopted	FY 2027 Forecast	FY 2028 Forecast
Charges for Service	$ 7,213,188	$ 9,173,326	$ 9,173,326	$ 8,043,236	$ 8,185,083	$ 9,018,818
Debt Proceeds	19,616,340	14,360,000	32,718,109	1,894,324	2,100,000	21,000,000
Fines and Forfeits	13,971	16,000	16,000	15,000	15,300	15,606
Impact Fees	4,690,805	3,273,640	3,273,640	3,508,750	3,508,750	3,508,750
Intergovernmental	1,228,343	30,744,403	30,063,153	2,650,603	731,970	731,970
Miscellaneous	2,394,625	152,183	3,754,798	632,746	653,246	633,746
Transfers In	36,478,635	19,246,881	21,435,202	3,150,000	330,750	3,307,500
Total	**$ 71,635,907**	**$ 76,966,433**	**$ 100,434,228**	**$ 19,894,659**	**$ 15,525,099**	**$ 38,216,390**

Expenditures by Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Amended	FY 2026 Adopted	FY 2027 Forecast	FY 2028 Forecast
Personnel Services	$ 13,551,567	$ 14,981,786	$ 15,572,000	$ 16,780,593	$ 17,573,350	$ 18,860,133
Operating	10,684,620	17,596,309	15,396,560	16,222,770	17,331,361	17,281,423
Capital Outlay	23,014,987	66,106,933	91,284,436	9,704,362	5,607,298	26,728,388
Debt Service	36,000	760,752	760,752	-	-	-
Transfers Out	39,149,776	16,235,848	18,796,601	6,177,809	3,354,166	6,425,080
Total	**$ 86,436,950**	**$ 115,681,628**	**$ 141,810,349**	**$ 48,885,534**	**$ 43,866,175**	**$ 69,295,024**

Program Expenditures by Year



Program Expenditures by Category

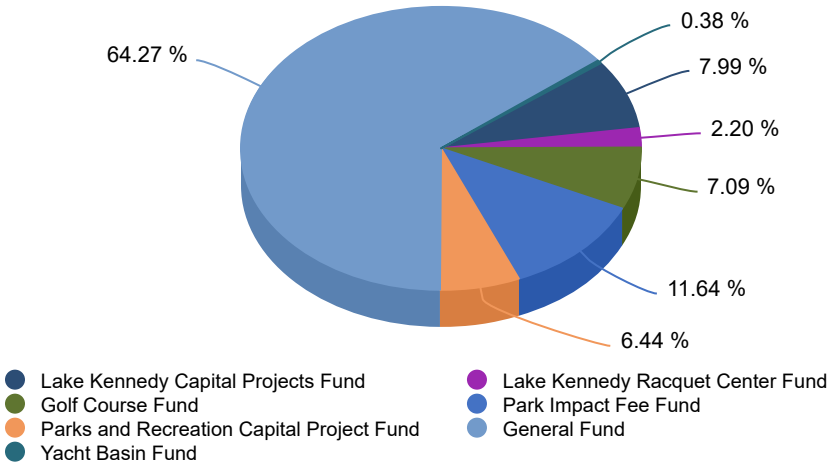


Expenditures by Fund and Program	FY 2024 Actual	FY 2025 Adopted	FY 2025 Amended	FY 2026 Adopted	FY 2027 Forecast	FY 2028 Forecast
General Fund						
Administration	$ 31,437,196	$ 14,916,394	$ 17,578,361	$ 1,914,992	$ 1,999,565	$ 2,084,818
Art Studio	677,983	1,088,369	1,158,295	857,505	902,298	947,820
Athletics	1,136,513	1,290,193	1,265,193	1,679,882	1,727,959	1,782,424
Environmental Recreation	954,563	2,077,356	1,892,417	1,355,172	1,421,548	1,483,753
Four Freedoms	557,163	675,648	715,041	676,296	704,477	729,257
Lake Kennedy	790,302	972,705	1,185,913	927,087	955,660	984,566
Marine Services	8,594	117,578	117,578	-	-	-
Parking Program	884,194	968,186	968,186	752,154	777,713	802,967
Parks and Recreation Facilities Maintenance	-	-	-	1,665,635	2,845,483	1,795,399
Parks and Recreation Fleet Rolling Stock	577,670	1,024,000	1,395,970	1,045,000	649,562	334,000
Parks and Recreation Programs	246,288	202,822	202,822	99,688	101,082	102,475
Parks Grants	118,678	356,114	356,114	673,310	258,689	258,689
Parks Maintenance	7,639,291	13,599,876	13,345,064	12,377,949	13,516,531	13,501,845
Pops Cafe	336,291	369,585	369,585	411,407	428,633	443,611
Recreation Administration	325,059	282,993	282,993	297,475	312,988	328,454
South Cape Community Center	63,969	442,383	447,228	685,235	698,937	713,762
Special Events	1,369,927	1,514,298	1,523,519	1,726,606	1,775,203	2,029,996
Special Facilities Administration	335,565	399,531	399,531	319,218	335,825	352,119
Special Populations	1,408,709	1,408,393	1,448,268	1,576,772	1,645,853	1,715,063
William Austin Youth Center	1,987,246	2,254,371	2,326,024	1,863,792	1,896,579	1,939,077
Yacht Club	199,670	137,769	137,769	123,150	125,600	1,013,807
Yellow Fever Creek	-	-	-	390,613	401,245	407,403
General Fund Total	**$ 51,054,871**	**$ 44,098,564**	**$ 47,115,871**	**$ 31,418,938**	**$ 33,481,430**	**$ 33,751,305**
Golf Course Fund						
Golf Course Operations	$ 2,453,552	$ 3,424,077	$ 5,424,077	$ 3,463,843	$ 3,297,675	$ 3,477,374
Parks and Recreation Fleet Rolling Stock	41,437	-	-	-	-	-
Golf Course Fund Total	**$ 2,494,989**	**$ 3,424,077**	**$ 5,424,077**	**$ 3,463,843**	**$ 3,297,675**	**$ 3,477,374**
Lake Kennedy Capital Projects Fund						
Parks & Rec Lake Kennedy Capital Projects	$ 65,173	$ -	$ 80,000	$ 3,905,316	$ 525,316	$ 505,316
Lake Kennedy Capital Projects Fund Total	**$ 65,173**	**$ -**	**$ 80,000**	**$ 3,905,316**	**$ 525,316**	**$ 505,316**
Lake Kennedy Racquet Center Fund						
Lake Kennedy Racquet Center	$ 344,392	$ 1,864,871	$ 1,864,871	$ 1,073,164	$ 1,075,038	$ 1,077,118
Lake Kennedy Racquet Center Fund Total	**$ 344,392**	**$ 1,864,871**	**$ 1,864,871**	**$ 1,073,164**	**$ 1,075,038**	**$ 1,077,118**

Parks and Recreation

Expenditures by Fund and Program	FY 2024 Actual	FY 2025 Adopted	FY 2025 Amended	FY 2026 Adopted	FY 2027 Forecast	FY 2028 Forecast
Park Impact Fee Fund						
Park Impact Fees	$ 8,936,111	$ 2,890,762	$ 3,529,762	$ 5,690,125	$ 2,866,482	$ 5,838,570
Park Impact Fee Fund Total	**$ 8,936,111**	**$ 2,890,762**	**$ 3,529,762**	**$ 5,690,125**	**$ 2,866,482**	**$ 5,838,570**
Parks & Rec GO Bond Fund						
Parks and Recreation GO Bond Projects	$ 20,172,945	$ -	$ 7,345,454	$ -	$ -	$ -
Parks & Rec GO Bond Fund Total	**$ 20,172,945**	**$ -**	**$ 7,345,454**	**$ -**	**$ -**	**$ -**
Parks and Recreation Capital Project Fund						
Golf Course Capital Projects	$ -	$ -	$ (581,695)	$ -	$ -	$ -
Parks Capital Projects	1,940,134	63,175,937	70,890,398	3,150,000	2,430,750	24,307,500
Parks and Recreation Capital Project Fund Total	**$ 1,940,134**	**$ 63,175,937**	**$ 70,308,703**	**$ 3,150,000**	**$ 2,430,750**	**$ 24,307,500**
Yacht Basin Capital Project Fund						
Yacht Basin Capital Projects	$ 1,100,389	$ -	$ 6,371,357	$ -	$ -	$ -
Yacht Basin Capital Project Fund Total	**$ 1,100,389**	**$ -**	**$ 6,371,357**	**$ -**	**$ -**	**$ -**
Yacht Basin Fund						
Parks and Recreation Facilities Maintenance	$ -	$ -	$ -	$ 16,299	$ 16,625	$ 61,958
Rosen Park Operations	25,467	22,742	22,742	68,209	70,396	81,958
Yacht Basin Operations	302,479	204,675	(252,488)	99,640	102,463	193,925
Yacht Basin Fund Total	**$ 327,946**	**$ 227,417**	**$ (229,746)**	**$ 184,148**	**$ 189,484**	**$ 337,841**
Total	**$ 86,436,950**	**$ 115,681,628**	**$ 141,810,349**	**$ 48,885,534**	**$ 43,866,175**	**$ 69,295,024**

Program Expenditures By Fund



Expenditures by Fund and Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Amended	FY 2026 Adopted	FY 2027 Forecast	FY 2028 Forecast
General Fund						
Personnel Services	$12,992,710	$ 14,966,774	$ 15,556,988	$ 16,764,597	$17,556,212	$18,834,769
Operating	6,956,676	12,806,603	10,604,017	11,744,979	12,768,670	12,495,648
Capital Outlay	700,628	2,930,996	5,538,922	2,909,362	3,156,548	2,420,888
Debt Service	36,000	-	-	-	-	-
Transfers Out	30,368,857	13,394,191	15,415,944	-	-	-
General Fund Total	**$51,054,871**	**$ 44,098,564**	**$ 47,115,871**	**$ 31,418,938**	**$33,481,430**	**$33,751,305**
Golf Course Fund						
Personnel Services	$ 555,492	$ -	$ -	$ -	$ -	$ -
Operating	1,878,560	2,663,325	2,663,325	3,118,843	3,197,675	3,278,548
Capital Outlay	60,937	-	2,000,000	245,000	-	-
Debt Service	-	760,752	760,752	-	-	-
Transfers Out	-	-	-	100,000	100,000	198,826
Golf Course Fund Total	**$ 2,494,989**	**$ 3,424,077**	**$ 5,424,077**	**$ 3,463,843**	**$ 3,297,675**	**$ 3,477,374**
Lake Kennedy Capital Projects Fund						
Operating	$ 58,620	$ -	$ 60,000	$ 65,000	$ 65,000	$ 65,000
Capital Outlay	6,553	-	20,000	3,400,000	20,000	-
Transfers Out	-	-	-	440,316	440,316	440,316
Lake Kennedy Capital Projects Fund Total	**$ 65,173**	**$ -**	**$ 80,000**	**$ 3,905,316**	**$ 525,316**	**$ 505,316**
Lake Kennedy Racquet Center Fund						
Operating	$ 320,689	$ 1,864,871	$ 1,864,871	$ 1,073,164	$ 1,075,038	$ 1,077,118
Capital Outlay	23,703	-	-	-	-	-
Lake Kennedy Racquet Center Fund Total	**$ 344,392**	**$ 1,864,871**	**$ 1,864,871**	**$ 1,073,164**	**$ 1,075,038**	**$ 1,077,118**
Park Impact Fee Fund						
Operating	$ 77,267	$ 49,105	$ 49,105	$ 52,632	$ 52,632	$ 52,632
Capital Outlay	175,260	-	-	-	-	-
Transfers Out	8,683,584	2,841,657	3,480,657	5,637,493	2,813,850	5,785,938
Park Impact Fee Fund Total	**$ 8,936,111**	**$ 2,890,762**	**$ 3,529,762**	**$ 5,690,125**	**$ 2,866,482**	**$ 5,838,570**
Parks & Rec GO Bond Fund						
Capital Outlay	$20,172,945	$ -	$ 7,345,454	$ -	$ -	$ -
Parks & Rec GO Bond Fund Total	**$20,172,945**	**$ -**	**$ 7,345,454**	**$ -**	**$ -**	**$ -**
Parks and Recreation Capital Project Fund						
Operating	$ 1,218,068	$ -	$ (100,000)	$ -	$ -	$ -
Capital Outlay	722,066	63,175,937	70,008,703	3,150,000	2,430,750	24,307,500
Transfers Out	-	-	400,000	-	-	-
Parks and Recreation Capital Project Fund Total	**$ 1,940,134**	**$ 63,175,937**	**$ 70,308,703**	**$ 3,150,000**	**$ 2,430,750**	**$24,307,500**
Yacht Basin Capital Project Fund						
Capital Outlay	$ 1,100,389	$ -	$ 6,371,357	$ -	$ -	$ -
Yacht Basin Capital Project Fund Total	**$ 1,100,389**	**$ -**	**$ 6,371,357**	**$ -**	**$ -**	**$ -**

Expenditures by Fund and Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Amended	FY 2026 Adopted	FY 2027 Forecast	FY 2028 Forecast
Yacht Basin Fund						
Personnel Services	$ 3,365	$ 15,012	$ 15,012	$ 15,996	$ 17,138	$ 25,364
Operating	174,740	212,405	255,242	168,152	172,346	312,477
Capital Outlay	52,506	-	-	-	-	-
Transfers Out	97,335	-	(500,000)	-	-	-
Yacht Basin Fund Total	**$ 327,946**	**$ 227,417**	**$ (229,746)**	**$ 184,148**	**$ 189,484**	**$ 337,841**
Total	**$86,436,950**	**$115,681,628**	**$141,810,349**	**$ 48,885,534**	**$43,866,175**	**$69,295,024**

Department Functions

Administration

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

ACCOMPLISHMENTS

- Completed Phase 1 of the Asset and Inventory Valuation Report to begin looking for alternative funding to support programs and services
- Began update of the Parks and Recreation Master Plan and Financial Sustainability Plan with an expected completion date of January 2026
- Began Master Plan process for the Old Golf Course property

GOALS AND PRIORITIES

- Develop a comprehensive marketing plan department wide
- Continue the CAPRA accreditation review in preparation for initiating the full accreditation process
- Finalize Parks and Recreation Master Plan and Financial Sustainability Plan to begin implementing
- Conclude Master Plan for the Old Golf Course property

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

- Installed over 1,000 trees at Joe Coviello Park, Camelot Park, Sands Park and Saratoga Lake Park
- Replaced and upgraded eight sets of bleachers, three playgrounds, six athletic fields, three memorials and plaques, 35 picnic tables and 1 sport court resurfacing
- Treated over 840.6 acres of parkland for invasive plant species including removal of Australian Pines, Brazilian Pepper and Carrotwoods

GOALS AND PRIORITIES

- Amenity lifecycle replacement of three playgrounds, five athletic field lighting, ten athletic fields, shade covers, two sport court resurfacing and 1.5 miles of boardwalks
- Complete design for Cape Coral Sports Complex expansion
- Continue implementing and improving best practice maintenance standards at all parks

Recreation

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

ACCOMPLISHMENTS

- Opened the South Cape Community Center to provide a variety of recreation programs that were displaced with the redevelopment of the Yacht Club and Tony Rotino Center including the implementation of the Senior Friendship Dining Program
- Expanded Fun Mobile program throughout the city to provide free recreational programs at local parks, facilities, and events
- Special Events added a new event called Holiday Nights on Lawn that attracted 7,000 attendees over 3 nights and featured a drone show and ice-skating rink

GOALS AND PRIORITIES

- Integrate America's 250th Birthday throughout the Special Events schedule to include additional patriotic themed events
- Expand public arts initiatives to include a mural on the northeast side of Building 2 at the Art Center and a sculpture at Cultural Park
- Maximize use of South Cape Community Center with additional programs and rentals to meet the needs of the community

Special Facilities

Provides support for athletics, environmental education and recreation, marine services, and special population programs.

ACCOMPLISHMENTS

- Received over $50,000 in funding from the Guardian Angels for Special Populations to provide a variety of programs and services at the Freida B. Smith Center for Special Populations
- Provided wildlife and environmental education programs to 405 students as part of school field trips to Rotary Park
- Hosted multiple pickleball tournaments at The Courts including the Vielo Cape Coral Open as part of the Pickleball Players Association Professional Tour

GOALS AND PRIORITIES

- Partner with Cape Coral Friends of Wildlife to complete a public art project at Sirenia Vista Park
- Partner with Special Olympics to create programming for children with intellectual and physical disabilities
- Expand athletic program offerings at Festival Park that will provide much needed recreational services in north Cape Coral
- Move administration to the Santa Barbara property

Coral Oaks Golf Course

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

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 of persons and property, prevention and suppression of crime, investigation and apprehension of persons suspected of crimes, direction and control of traffic, investigation of traffic accidents, enforcement of all state and municipal criminal laws, and the safety and security of citizens at special events at public gatherings.

MISSION

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

Highlights

Internationally accredited and founded in
1971

Traffic Stops
33,317

Swat Team Deployed
41 Times

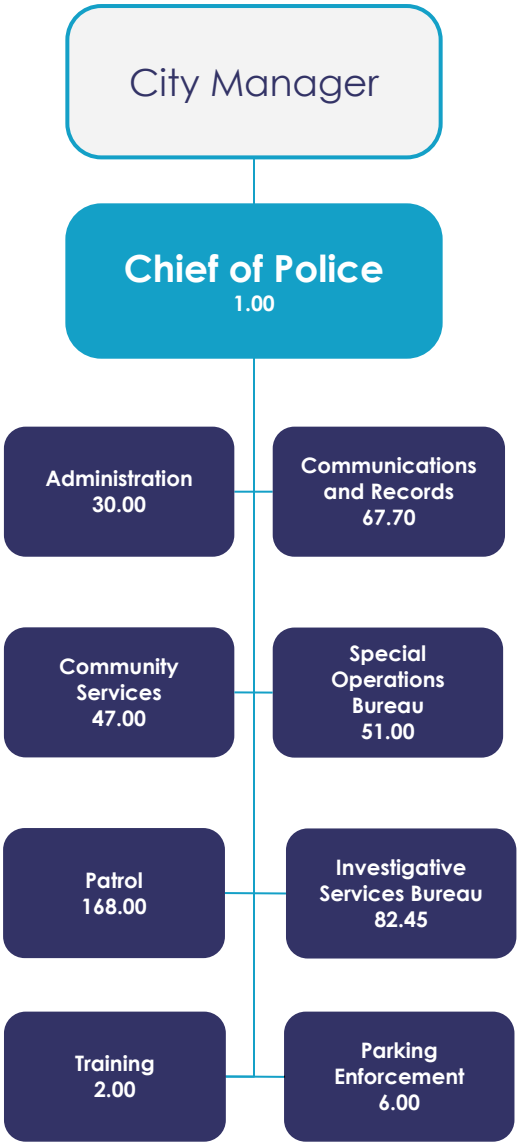
Grand Opening
Police Training Center

Newest K9 Team member
Roo

Calls for Service
220,038

Implemented
Red Zone Speed Cameras

FY 2026 ORGANIZATIONAL CHART



FY 2025 Amended	FY 2026 Adopted	Change
439.15	455.15	+16.00

Departments

Offices

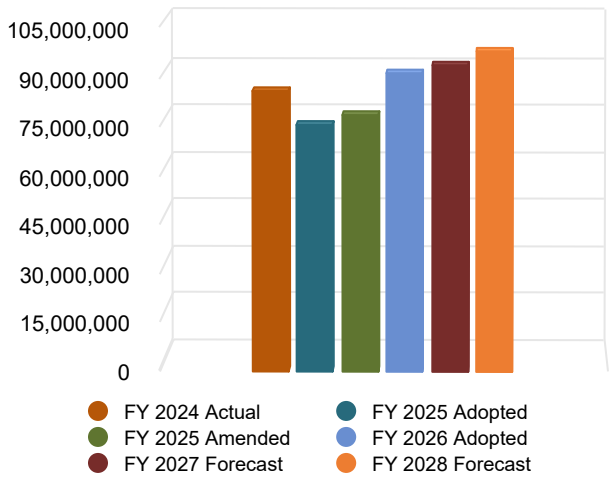
Updated 9/30/25

Operating Budget

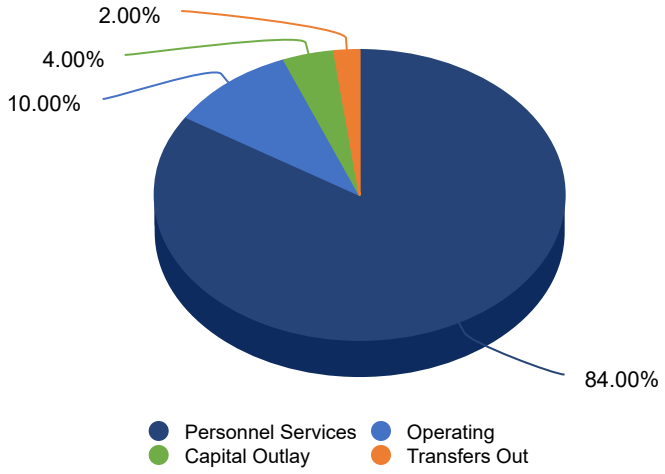
Revenues by Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Amended	FY 2026 Adopted	FY 2027 Forecast	FY 2028 Forecast
Charges for Service	$ 2,923,713	$ 1,775,729	$ 1,775,729	$ 1,777,333	$ 1,778,970	$ 1,780,639
Fines and Forfeits	873,971	384,975	864,975	2,918,098	2,970,272	3,000,621
Impact Fees	2,186,972	1,828,621	1,828,621	1,496,538	1,496,538	1,496,538
Intergovernmental	970,898	-	1,016,060	-	-	-
Miscellaneous	1,107,896	8,490	116,218	8,659	8,833	9,010
Transfers In	607,000	-	-	2,000,000	2,500,000	2,500,000
Total	**$ 8,670,450**	**$ 3,997,815**	**$ 5,601,603**	**$ 8,200,628**	**$ 8,754,613**	**$ 8,786,808**

Expenditures by Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Amended	FY 2026 Adopted	FY 2027 Forecast	FY 2028 Forecast
Personnel Services	$ 59,624,516	$ 63,925,986	$ 65,265,531	$ 76,577,770	$ 79,420,061	$ 84,424,601
Operating	6,950,079	7,778,781	7,399,726	9,145,756	8,773,957	8,944,135
Capital Outlay	15,813,640	4,165,230	5,103,993	3,720,592	3,788,100	2,981,500
Debt Service	1,203,909	-	1,207,917	-	-	-
Transfers Out	2,418,136	-	20,000	2,000,000	2,000,000	2,000,000
Total	**$ 86,010,280**	**$ 75,869,997**	**$ 78,997,167**	**$ 91,444,118**	**$ 93,982,118**	**$ 98,350,236**

Program Expenditures by Year



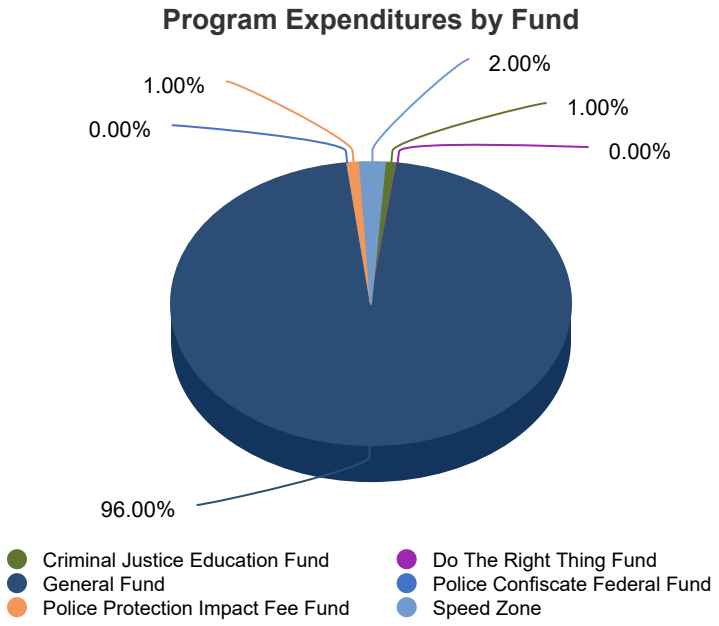
Program Expenditures by Category



Expenditures by Fund and Program	FY 2024 Actual	FY 2025 Adopted	FY 2025 Amended	FY 2026 Adopted	FY 2027 Forecast	FY 2028 Forecast
Criminal Justice Education Fund						
Criminal Justice Education	$ 37,889	$ 26,758	$ 48,758	$ 12,041	$ 12,063	$ 12,085
Criminal Justice Education Fund Total	**$ 37,889**	**$ 26,758**	**$ 48,758**	**$ 12,041**	**$ 12,063**	**$ 12,085**
Do The Right Thing Fund						
Do The Right Thing	$ 16,329	$ 8,490	$ 16,218	$ 8,659	$ 8,833	$ 9,010
Do The Right Thing Fund Total	**$ 16,329**	**$ 8,490**	**$ 16,218**	**$ 8,659**	**$ 8,833**	**$ 9,010**

Expenditures by Fund and Program	FY 2024 Actual	FY 2025 Adopted	FY 2025 Amended	FY 2026 Adopted	FY 2027 Forecast	FY 2028 Forecast
General Fund						
Capital Projects	$ -	$ -	$ -	$ -	$ 238,000	$ 238,000
Communications and Records	6,453,545	7,318,400	7,367,440	8,104,286	8,439,755	8,745,036
Community Services Bureau	7,789,565	8,338,310	8,388,310	9,672,765	10,043,498	10,679,359
COPS Hiring Program	209,000	518,052	518,052	-	-	-
Do The Right Thing	98,786	102,693	102,693	118,651	125,278	131,855
Government Miscellaneous	(1,495)	-	-	-	-	-
Investigative Services Bureau	11,357,337	12,693,037	12,693,037	15,158,751	15,980,764	16,842,291
Parking Enforcement	-	-	-	391,057	433,450	453,811
Patrol Bureau	24,465,646	25,025,186	25,046,152	30,602,484	30,851,934	32,858,691
Paul Coverdell Forensics	56,554	-	-	-	-	-
Police Administration	9,511,839	10,635,348	11,114,852	12,197,778	12,213,428	11,939,501
Police Facilities Maintenance	-	-	-	80,000	30,000	25,000
Police Fleet Rolling Stock	2,622,578	2,355,000	2,839,604	1,334,400	2,431,000	2,320,000
Police Training Facility	4,409	90,180	90,180	490,266	797,544	843,173
Special Operations	6,673,945	7,784,823	7,784,917	10,055,935	10,313,471	11,188,681
General Fund Total	**$ 69,241,709**	**$74,861,029**	**$ 75,945,237**	**$88,206,373**	**$ 91,898,122**	**$ 96,265,398**
Opioid Settlement						
Opioid Settlement	$ -	$ -	$ 100,000	$ -	$ -	$ -
Opioid Settlement Total	**$ -**	**$ -**	**$ 100,000**	**$ -**	**$ -**	**$ -**
Police Capital Project Fund						
Capital Projects	$ -	$ -	$ (50,000)	$ -	$ -	$ -
Police Training Facility	12,518,370	-	-	-	-	-
Police Capital Project Fund Total	**$ 12,518,370**	**$ -**	**$ (50,000)**	**$ -**	**$ -**	**$ -**
Police Confiscate Federal Fund						
Police Confiscation Federal	$ 347,146	$ 28,418	$ 294,756	$ 21,114	$ 33,169	$ 33,812
Police Confiscate Federal Fund Total	**$ 347,146**	**$ 28,418**	**$ 294,756**	**$ 21,114**	**$ 33,169**	**$ 33,812**
Police Confiscate State Fund						
Police Confiscation State	$ 70,441	$ -	$ 396,798	$ -	$ -	$ -
Police Confiscate State Fund Total	**$ 70,441**	**$ -**	**$ 396,798**	**$ -**	**$ -**	**$ -**
Police Grants Fund						
FDOT Distracted Driving	$ 40,860	$ -	$ 93,000	$ -	$ -	$ -
FDOT Teen Driving	-	-	42,000	-	-	-
Police Grants	666,260	-	704,060	-	-	-
Speed and Aggressive Driving	45,542	-	95,000	-	-	-
State SAFE Grant	163,513	-	82,000	-	-	-
Police Grants Fund Total	**$ 916,175**	**$ -**	**$ 1,016,060**	**$ -**	**$ -**	**$ -**
Police Protection Impact Fee Fund						
Police Fleet Rolling Stock	$ 412,251	$ 908,730	$ 1,118,768	$ 1,166,000	$ -	$ -
Police Protection Impact Fee	2,449,970	36,572	(13,428)	29,931	29,931	29,931
Police Protection Impact Fee Fund Total	**$ 2,862,221**	**$ 945,302**	**$ 1,105,340**	**$ 1,195,931**	**$ 29,931**	**$ 29,931**
Speed Zone						

Expenditures by Fund and Program	FY 2024 Actual	FY 2025 Adopted	FY 2025 Amended	FY 2026 Adopted	FY 2027 Forecast	FY 2028 Forecast
School Speed Zone Camera Program	$ -	$ -	$ 124,000	$ 2,000,000	$ 2,000,000	$ 2,000,000
Speed Zone Total	**$ -**	**$ -**	**$ 124,000**	**$ 2,000,000**	**$ 2,000,000**	**$ 2,000,000**
Total	**$ 86,010,280**	**$75,869,997**	**$ 78,997,167**	**$91,444,118**	**$ 93,982,118**	**$ 98,350,236**



Expenditures by Fund and Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Amended	FY 2026 Adopted	FY 2027 Forecast	FY 2028 Forecast
Criminal Justice Education Fund						
Operating	$ 37,889	$ 26,758	$ 48,758	$ 12,041	$ 12,063	$ 12,085
Criminal Justice Education Fund Total	**$ 37,889**	**$ 26,758**	**$ 48,758**	**$ 12,041**	**$ 12,063**	**$ 12,085**
Do The Right Thing Fund						
Operating	$ 16,329	$ 8,490	$ 16,218	$ 8,659	$ 8,833	$ 9,010
Do The Right Thing Fund Total	**$ 16,329**	**$ 8,490**	**$ 16,218**	**$ 8,659**	**$ 8,833**	**$ 9,010**
General Fund						
Personnel Services	$ 58,855,342	$ 63,925,986	$ 64,380,178	$ 76,577,770	$ 79,420,061	$ 84,424,601
Operating	6,451,303	7,678,543	6,596,038	9,074,011	8,689,961	8,859,297
Capital Outlay	2,722,799	3,256,500	3,741,104	2,554,592	3,788,100	2,981,500
Debt Service	1,203,909	-	1,207,917	-	-	-
Transfers Out	8,356	-	20,000	-	-	-
General Fund Total	**$ 69,241,709**	**$ 74,861,029**	**$ 75,945,237**	**$ 88,206,373**	**$ 91,898,122**	**$ 96,265,398**
Opioid Settlement						
Operating	$ -	$ -	$ 88,798	$ -	$ -	$ -
Capital Outlay	-	-	11,202	-	-	-
Opioid Settlement Total	**$ -**	**$ -**	**$ 100,000**	**$ -**	**$ -**	**$ -**
Police Capital Project Fund						
Capital Outlay	$ 12,518,370	$ -	$ (50,000)	$ -	$ -	$ -
Police Capital Project Fund Total	**$ 12,518,370**	**$ -**	**$ (50,000)**	**$ -**	**$ -**	**$ -**
Police Confiscate Federal Fund						
Operating	$ 347,146	$ 28,418	$ 294,756	$ 21,114	$ 33,169	$ 33,812
Police Confiscate Federal Fund Total	**$ 347,146**	**$ 28,418**	**$ 294,756**	**$ 21,114**	**$ 33,169**	**$ 33,812**
Police Confiscate State Fund						
Operating	$ 47,091	$ -	$ 271,798	$ -	$ -	$ -
Capital Outlay	23,350	-	125,000	-	-	-
Police Confiscate State Fund Total	**$ 70,441**	**$ -**	**$ 396,798**	**$ -**	**$ -**	**$ -**
Police Grants Fund						
Personnel Services	$ 769,174	$ -	$ 812,353	$ -	$ -	$ -
Operating	10,131	-	45,788	-	-	-
Capital Outlay	136,870	-	157,919	-	-	-
Police Grants Fund Total	**$ 916,175**	**$ -**	**$ 1,016,060**	**$ -**	**$ -**	**$ -**

Police Protection Impact Fee Fund						
Operating	$ 40,190	$ 36,572	$ 36,572	$ 29,931	$ 29,931	$ 29,931
Capital Outlay	412,251	908,730	1,118,768	1,166,000	-	-
Transfers Out	2,409,780	-	(50,000)	-	-	-
Police Protection Impact Fee Fund Total	**$ 2,862,221**	**$ 945,302**	**$ 1,105,340**	**$ 1,195,931**	**$ 29,931**	**$ 29,931**
Speed Zone						
Personnel Services	$ -	$ -	$ 73,000	$ -	$ -	$ -
Operating	-	-	1,000	-	-	-
Transfers Out	-	-	50,000	2,000,000	2,000,000	2,000,000
Speed Zone Total	**$ -**	**$ -**	**$ 124,000**	**$ 2,000,000**	**$ 2,000,000**	**$ 2,000,000**
Total	**$ 86,010,280**	**$ 75,869,997**	**$78,997,167**	**$ 91,444,118**	**$ 93,982,118**	**$ 98,350,236**

Department Functions

Administration

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

ACCOMPLISHMENTS

- Maintained status as one of the safest cities in Florida for populations over 150,000
- Initiated Project 35, a comprehensive 10-year strategic plan that focuses on preparing for the City's significant growth through investments and enhancements in operations, technology, training, and community partnerships
- Pursued grant funding to supplement operational and equipment needs, with over $1,0132,142 in grant funds obtained

- Increased Department staffing by 17 full-time employees (FTE), 13 sworn officers, and four professional staff
- Police Training Facility grand opening

GOALS AND PRIORITIES

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

Communication & Logistical Support Bureau

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

ACCOMPLISHMENTS

- Maintained accreditation through the Commission on Accreditation for Law Enforcement Agencies (CALEA) for Communications
- Successfully launched a new Computer Aided Dispatch (CAD) and Records Management System (RMS)
- Answer times for 911 calls exceed national standards: 99% of 911 calls were answered within 10 seconds

GOALS AND PRIORITIES

- Increase efficiencies throughout the bureau in handling day-to-day operations
- Maintain accredited status
- Continue to explore avenues to reduce non-emergency call load within communications

Community Services Bureau

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

ACCOMPLISHMENTS

- Implemented and developed youth programs that support healthy decisions through the Police Athletic League, Do The Right Thing, and the Police Explorer program
- Implemented Law Enforcement Against Drugs and Violence (LEAD) in classrooms
- Increased community events, including Shop with a Cop, Coffee with a Cop, National Night Out, Grill and Chill, Trunk or Treat, Cones with Cops, Pizza with Police, Station Tours, and several toy and food drives

- Increased homeless coalition services through dedicated personnel

GOALS AND PRIORITIES

- Continue to develop and implement youth service programs
- Increase homeless coalition services for the community through dedicated personnel
- Increase the number of community-oriented events and programs

Investigative Services Bureau

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

ACCOMPLISHMENTS

A new digital forensic technician and upgraded software for digital downloads were added

- Upgraded video wall and software for the Tactical Intelligence and Analytics Center
- Expanded the north storage facility to accommodate the increase of evidence
- Achieved and maintained credentialing for all advocates through the National Advocate Credentialing Program

GOALS AND PRIORITIES

- Continue to focus on solving crimes efficiently, enhancing public safety, and bringing offenders to justice
- Provide ongoing training and professional development for investigators
- Improve intelligence gathering and analysis to prevent and solve criminal activity
- Enhance collaboration with local, state, and federal law enforcement agencies

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 209,000 calls for service (CY24). These calls range from quality-of-life issues up to and including deadly force incidents
- Began designing and planning for two new police precincts in the southeast and southwest quadrants of the City

GOALS AND PRIORITIES

- Ensure personnel is 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

Professional Standards Bureau

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

ACCOMPLISHMENTS

- Maintained accreditation through the Commission on Accreditation for Law Enforcement Agencies (CALEA)
- Increased the number of applications received for law enforcement positions and processed 1062 applicants; 40 were hired in 2024

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)
- Utilize new recruiting efforts to hire adequate staffing to exceed minimum staffing requirements
- Increase efficiency of policing services by reducing injuries to officers and damage to police vehicles and equipment
- Develop a holistic health and wellness program that meets the physical, mental, and emotional well-being of all police department employees

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

- Significantly increased grant-funded, targeted traffic enforcement activities in key hotspots throughout the City, prioritizing bicycle, pedestrian, and traffic safety programs
- The Police Volunteer Unit put in 39,861 hours for an approximate payroll savings of $1,269,453 for the City (CY24)
- Facilitated the seamless implementation of the Redspeed school zone camera system and effectively managed the notice of violation process

GOALS AND PRIORITIES

- Ensure the safe movement of people and vehicles throughout the City by maximizing targeted enforcement measures
- Proactively address our community's evolving safety needs; evaluate our officers' training needs to guarantee they are fully equipped to tackle future challenges

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, stormwater systems, etc.), as well as Property Management, Fleet Maintenance, and Solid Waste.

MISSION

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

Highlights

Installed Sidewalks
3.13 miles

100 Best Fleets
Ranked #58

Streetlights Installed
108

Annual Road Resurfacing
163 Lane Miles

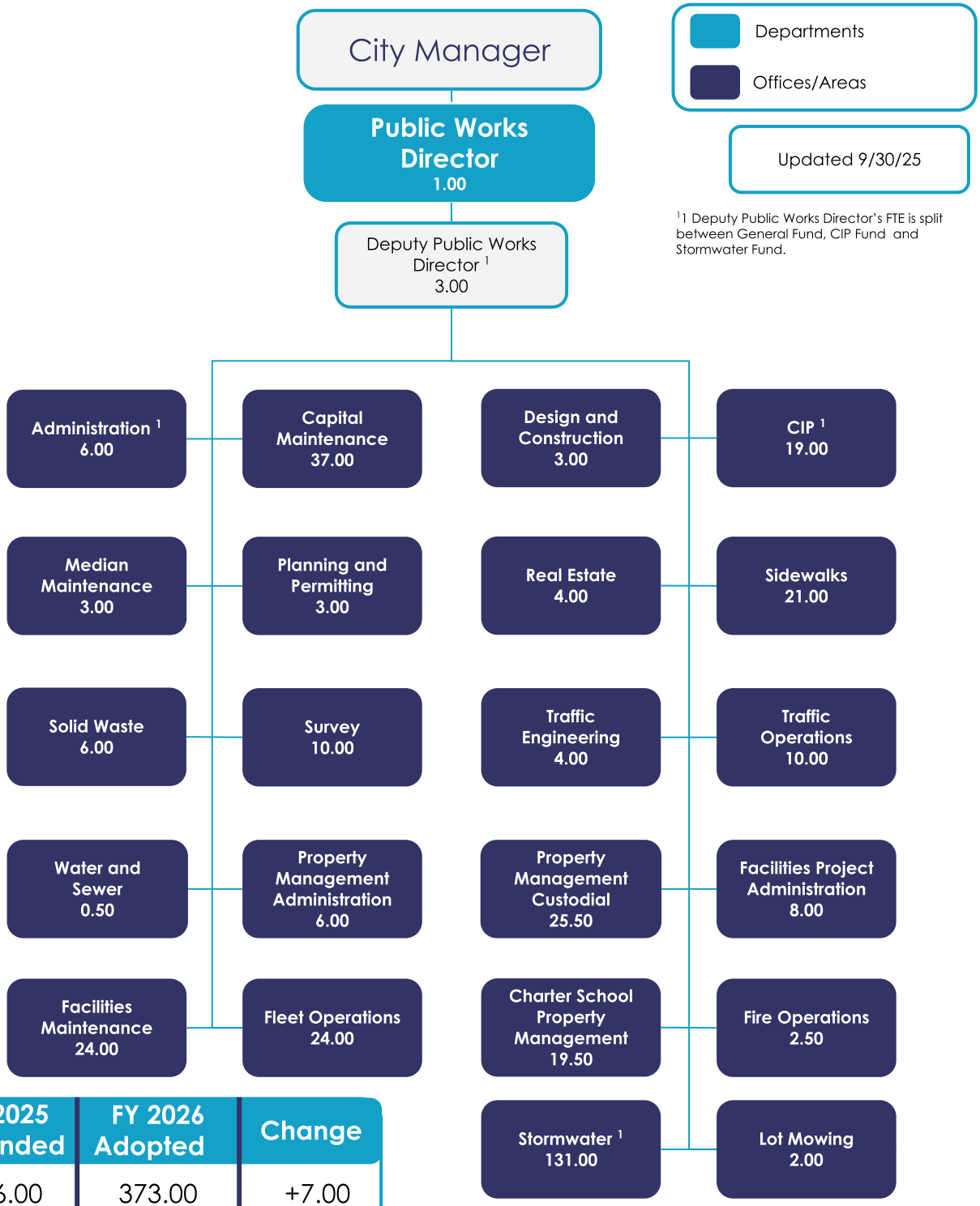
Removed Invasive Pepper Trees
2,000,000+ Sq Ft

Removed Aquatic Vegetation
750,000 lbs

Collections of solid waste
138,168 tons

Facilities Work Orders
7,378

FY 2026 ORGANIZATIONAL CHART



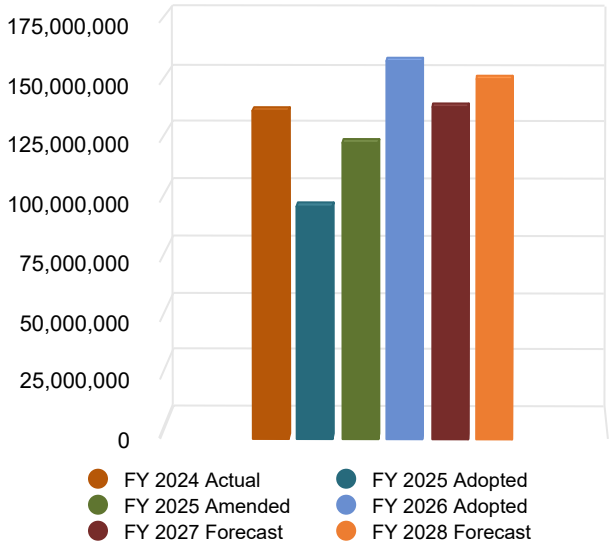
FY 2025 Amended	FY 2026 Adopted	Change
366.00	373.00	+7.00

Operating Budget

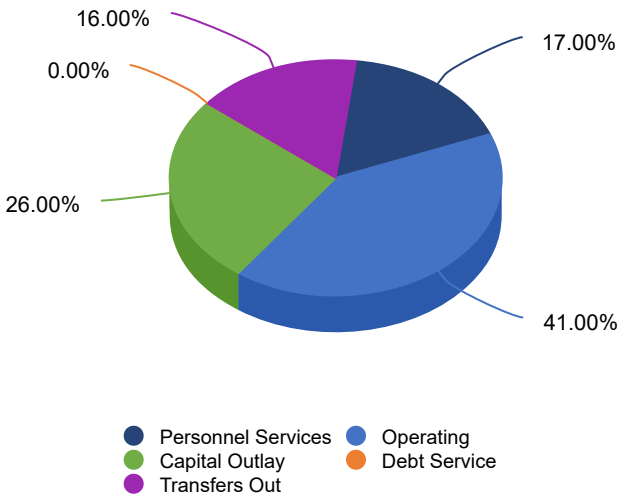
Revenues by Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Amended	FY 2026 Adopted	FY 2027 Forecast	FY 2028 Forecast
Charges for Service	$ 3,380,319	$ 5,213,933	$ 5,213,933	$ 4,938,401	$ 4,951,790	$ 4,974,471
Debt Proceeds	-	-	1,400,796	20,437,426	19,220,000	30,765,359
Fines and Forfeits	40,736	-	-	-	-	-
Impact Fees	15,144,175	11,792,150	11,792,150	9,036,900	9,036,900	9,036,900
Intergovernmental	439,974	899,160	401,634	-	-	-
Internal Service Charges	15,208,828	17,845,299	20,970,299	19,813,513	21,232,865	21,647,512
License and Permits	1,044	-	-	-	-	-
Miscellaneous	6,026,237	-	619,734	-	-	-
Special Assessment	26,799,564	23,911,246	29,475,939	34,278,641	35,990,969	37,788,899
Taxes - Gas	11,891,564	11,182,762	11,182,762	11,406,417	11,634,545	11,867,236
Transfers In	49,432,523	6,956,360	10,394,259	21,385,184	13,403,959	5,151,428
Total	**$ 128,364,964**	**$ 77,800,910**	**$ 91,451,506**	**$ 121,296,482**	**$ 115,471,028**	**$ 121,231,805**

Expenditures by Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Amended	FY 2026 Adopted	FY 2027 Forecast	FY 2028 Forecast
Personnel Services	$ 15,321,848	$ 22,506,776	$ 23,446,032	$ 26,052,667	$ 27,495,062	$ 28,915,793
Operating	45,011,573	56,179,540	72,739,485	65,385,519	61,599,982	74,684,443
Capital Outlay	23,471,800	7,799,011	13,244,089	42,253,460	33,177,319	35,637,777
Debt Service	232,132	187,504	371,439	371,439	371,438	324,562
Transfers Out	54,838,281	11,979,302	15,157,605	25,533,746	18,050,932	12,563,436
Total	**$ 138,875,634**	**$ 98,652,133**	**$ 124,958,650**	**$ 159,596,831**	**$ 140,694,733**	**$ 152,126,011**

Program Expenditures by Year



Program Expenditures by Category

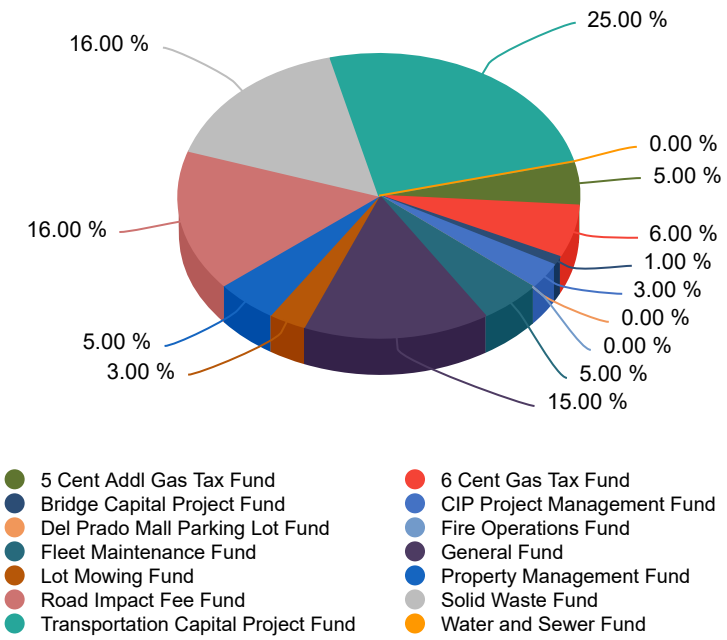


Expenditures by Fund and Program	FY 2024 Actual	FY 2025 Adopted	FY 2025 Amended	FY 2026 Adopted	FY 2027 Forecast	FY 2028 Forecast
5 Cent Addl Gas Tax Fund						
5 Cent Gas Tax	$ 1,434,663	$ 7,472,622	$ 12,392,889	$ 7,970,000	$ 4,810,000	$ 4,120,000
5 Cent Addl Gas Tax Fund Total	**$ 1,434,663**	**$ 7,472,622**	**$ 12,392,889**	**$ 7,970,000**	**$ 4,810,000**	**$ 4,120,000**
6 Cent Gas Tax Fund						
6 Cent Gas Tax	$ 2,028,078	$ 8,010,539	$ 15,725,731	$ 9,821,616	$ 6,362,912	$ 6,931,365
Public Works Fleet Rolling Stock	56,253	-	293,544	-	-	-
6 Cent Gas Tax Fund Total	**$ 2,084,331**	**$ 8,010,539**	**$ 16,019,275**	**$ 9,821,616**	**$ 6,362,912**	**$ 6,931,365**
Bridge Capital Project Fund						
Transportation Capital Project	$ 47,648	$ 2,000,000	$ 2,000,000	$ 2,000,000	$ 2,000,000	$ 2,000,000
Bridge Capital Project Fund Total	**$ 47,648**	**$ 2,000,000**	**$ 2,000,000**	**$ 2,000,000**	**$ 2,000,000**	**$ 2,000,000**
Charter School Construction Fund						
Public Works Capital Projects	$ 1,437,965	$ -	$ 1,266,372	$ -	$ -	$ -
Charter School Construction Fund Total	**$ 1,437,965**	**$ -**	**$ 1,266,372**	**$ -**	**$ -**	**$ -**
CIP Project Management Fund						
Capital Improvements	$ 46,840	$ 3,492,557	$ 3,584,818	$ 4,170,960	$ 4,343,367	$ 4,647,919
Public Works Fleet Rolling Stock	-	127,308	127,308	52,000	100,360	48,690
CIP Project Management Fund Total	**$ 46,840**	**$ 3,619,865**	**$ 3,712,126**	**$ 4,222,960**	**$ 4,443,727**	**$ 4,696,609**
Del Prado Mall Parking Lot Fund						
Del Prado Mall Parking Lot	$ 100,097	$ 40,709	$ 80,709	$ 67,836	$ 67,870	$ 73,196
Del Prado Mall Parking Lot Fund Total	**$ 100,097**	**$ 40,709**	**$ 80,709**	**$ 67,836**	**$ 67,870**	**$ 73,196**
Facility Maintenance Capital Project Fund						
Facility Maint. Cap Proj Fund	$ 90,699	$ -	$ -	$ -	$ -	$ -
Facility Maintenance Capital Project Fund Total	**$ 90,699**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Fire Operations Fund						
Facilities Custodial and Maintenance	$ 93,330	$ 101,295	$ 101,295	$ 119,771	$ 126,277	$ 132,719
Fleet Repairs Operations	89,279	95,246	95,246	112,999	119,171	125,268
Median Maintenance	43,542	46,735	46,735	88,202	92,746	97,332
Public Works Fleet Rolling Stock	22,711	-	-	-	-	-
Fire Operations Fund Total	**$ 248,862**	**$ 243,276**	**$ 243,276**	**$ 320,972**	**$ 338,194**	**$ 355,319**

Expenditures by Fund and Program	FY 2024 Actual	FY 2025 Adopted	FY 2025 Amended	FY 2026 Adopted	FY 2027 Forecast	FY 2028 Forecast
Fleet Capital Project Fund						
Fleet Capital Project	$ 94,564	$ -	$ -	$ -	$ -	$ -
Fleet Capital Project Fund Total	**$ 94,564**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Fleet Maintenance Fund						
Fleet Repairs Operations	$ 4,804,831	$ 5,713,609	$ 5,649,129	$ 5,854,967	$ 5,967,539	$ 6,184,282
Public Works Administration	679,246	993,351	1,127,234	1,091,020	1,138,220	1,187,919
Public Works Fleet Rolling Stock	1,114,765	187,504	371,439	477,439	459,438	388,562
Fleet Maintenance Fund Total	**$ 6,598,842**	**$ 6,894,464**	**$ 7,147,802**	**$ 7,423,426**	**$ 7,565,197**	**$ 7,760,763**
General Fund						
Design and Construction	$ 787,375	$ 888,030	$ 888,030	$ 905,983	$ 953,343	$ 999,984
Median Maintenance	2,325,998	3,213,543	3,516,493	2,901,863	3,377,844	3,475,466
Planning and Permitting	461,360	696,952	850,955	376,841	415,935	425,858
Public Works Administration	4,519,758	5,074,526	7,448,634	2,502,036	1,503,176	1,575,469
Public Works Facilities Maintenance	-	-	-	9,386	549,573	9,764
Public Works Fleet Rolling Stock	1,194,679	507,253	668,201	1,286,850	523,000	489,000
Public Works Grants	20,046	-	101,408	-	-	-
Public Works Maintenance	4,114,202	4,994,754	5,007,603	6,548,421	7,957,997	11,307,517
Public Works Real Estate	408,227	478,369	478,369	535,892	564,750	593,380
Sidewalks	537,729	1,560,618	1,566,068	1,041,895	1,137,582	1,243,196
Survey	784,972	1,112,726	1,159,800	1,252,940	1,288,609	1,460,849
Traffic Engineering and Operations	2,111,084	2,723,691	2,764,424	3,282,270	3,260,371	3,468,898
Transportation Street Lighting	3,315,294	3,479,491	3,568,910	3,710,581	3,761,800	4,076,653
General Fund Total	**$ 20,580,724**	**$ 24,729,953**	**$ 28,018,895**	**$ 24,354,958**	**$ 25,293,980**	**$ 29,126,034**
Lot Mowing Fund						
Lot Mowing	$ 5,637,866	$ 4,304,478	$ 4,304,478	$ 4,471,356	$ 4,468,780	$ 4,566,489
Public Works Fleet Rolling Stock	-	-	-	-	42,000	49,000
Lot Mowing Fund Total	**$ 5,637,866**	**$ 4,304,478**	**$ 4,304,478**	**$ 4,471,356**	**$ 4,510,780**	**$ 4,615,489**

Expenditures by Fund and Program	FY 2024 Actual	FY 2025 Adopted	FY 2025 Amended	FY 2026 Adopted	FY 2027 Forecast	FY 2028 Forecast
Property Management Fund						
Facilities Custodial and Maintenance	$ 6,932,255	$ 5,396,913	$ 8,967,803	$ 5,607,993	$ 5,939,111	$ 6,147,429
Public Works Administration	1,203,329	1,907,561	1,907,561	2,479,134	2,841,830	2,862,411
Public Works Fleet Rolling Stock	165,857	214,000	214,000	80,000	443,000	180,300
Property Management Fund Total	**$ 8,301,441**	**$ 7,518,474**	**$ 11,089,364**	**$ 8,167,127**	**$ 9,223,941**	**$ 9,190,140**
Public Works Grants						
Public Works Grants	$ 63,090	$ -	$ (445,836)	$ -	$ -	$ -
Public Works Grants Total	**$ 63,090**	**$ -**	**$ (445,836)**	**$ -**	**$ -**	**$ -**
Road Impact Fee Fund						
Road Impact Fee	$ 46,603,048	$ 5,835,267	$ 7,372,406	$ 24,940,864	$ 18,279,390	$ 11,960,807
Road Impact Fee Fund Total	**$ 46,603,048**	**$ 5,835,267**	**$ 7,372,406**	**$ 24,940,864**	**$ 18,279,390**	**$ 11,960,807**
Solid Waste Fund						
Public Works Facilities Maintenance	$ -	$ -	$ -	$ 6,797	$ 6,933	$ 7,072
Public Works Fleet Rolling Stock	27,144	62,930	62,930	62,000	-	-
Solid Waste	22,077,645	21,979,371	21,984,851	25,811,639	27,028,108	37,225,665
Solid Waste Fund Total	**$ 22,104,789**	**$ 22,042,301**	**$ 22,047,781**	**$ 25,880,436**	**$ 27,035,041**	**$ 37,232,737**
Transportation Capital Project Fund						
Curbing	$ 32,776	$ -	$ -	$ -	$ -	$ -
Landscaping	587,229	1,351,360	1,650,000	-	-	-
New Roadway Construction	66,963	-	-	-	-	-
Resurfacing Projects	15,265,043	-	-	-	-	-
Roadway Improvements	30,234	1,030,000	1,313,809	18,315,296	19,720,000	1,900,000
Sidewalks	818,336	3,474,160	5,711,630	1,069,888	10,903,959	1,251,428
Traffic Signals/Lighting	215,917	-	786,290	-	-	-
Transportation Capital Project	4,986,818	-	(96,877)	-	-	-
UEP Roadway Improvements	1,305,628	-	259,596	20,437,426	-	30,765,359
Transportation Capital Project Fund Total	**$ 23,308,944**	**$ 5,855,520**	**$ 9,624,448**	**$ 39,822,610**	**$ 30,623,959**	**$ 33,916,787**
Water and Sewer Fund						
Median Maintenance	$ 42,741	$ 46,735	$ 46,735	$ 88,202	$ 92,746	$ 97,332
Public Works Fleet Rolling Stock	22,711	-	-	-	-	-
Public Works Real Estate	25,769	37,930	37,930	44,468	46,996	49,433
Water and Sewer Fund Total	**$ 91,221**	**$ 84,665**	**$ 84,665**	**$ 132,670**	**$ 139,742**	**$ 146,765**
Total	**$ 138,875,634**	**$ 98,652,133**	**$ 124,958,650**	**$ 159,596,831**	**$ 140,694,733**	**$ 152,126,011**

Program Expenditures By Fund



Expenditures by Fund and Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Amended	FY 2026 Adopted	FY 2027 Forecast	FY 2028 Forecast
5 Cent Addl Gas Tax Fund						
Operating	$ 1,022,663	$ 6,042,622	$ 10,962,889	$ 7,270,000	$ 4,110,000	$ 3,420,000
Capital Outlay	-	400,000	-	700,000	700,000	700,000
Transfers Out	412,000	1,030,000	1,430,000	-	-	-
5 Cent Addl Gas Tax Fund Total	**$ 1,434,663**	**$ 7,472,622**	**$ 12,392,889**	**$ 7,970,000**	**$ 4,810,000**	**$ 4,120,000**
6 Cent Gas Tax Fund						
Personnel Services	$ 278,408	$ 471,286	$ 486,672	$ 575,063	$ 607,064	$ 638,521
Operating	1,342,670	6,174,695	13,874,501	8,743,005	4,748,752	4,754,661
Capital Outlay	56,253	-	293,544	-	-	-
Transfers Out	407,000	1,364,558	1,364,558	503,548	1,007,096	1,538,183
6 Cent Gas Tax Fund Total	**$ 2,084,331**	**$ 8,010,539**	**$ 16,019,275**	**$ 9,821,616**	**$ 6,362,912**	**$ 6,931,365**
Bridge Capital Project Fund						
Operating	$ 47,648	$ 2,000,000	$ 2,000,000	$ 2,000,000	$ 2,000,000	$ 2,000,000
Bridge Capital Project Fund Total	**$ 47,648**	**$ 2,000,000**	**$ 2,000,000**	**$ 2,000,000**	**$ 2,000,000**	**$ 2,000,000**

Expenditures by Fund and Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Amended	FY 2026 Adopted	FY 2027 Forecast	FY 2028 Forecast
Charter School Construction Fund						
Capital Outlay	$ 1,437,965	$ -	$ 1,266,372	$ -	$ -	$ -
Charter School Construction Fund Total	**$ 1,437,965**	**$ -**	**$ 1,266,372**	**$ -**	**$ -**	**$ -**
CIP Project Management Fund						
Personnel Services	$ 46,840	$ 2,997,411	$ 3,102,661	$ 3,770,178	$ 3,949,062	$ 4,127,588
Operating	-	495,146	482,157	400,782	394,305	520,331
Capital Outlay	-	127,308	127,308	52,000	100,360	48,690
CIP Project Management Fund Total	**$ 46,840**	**$ 3,619,865**	**$ 3,712,126**	**$ 4,222,960**	**$ 4,443,727**	**$ 4,696,609**
Del Prado Mall Parking Lot Fund						
Operating	$ 100,097	$ 40,709	$ 80,709	$ 67,836	$ 67,870	$ 73,196
Del Prado Mall Parking Lot Fund Total	**$ 100,097**	**$ 40,709**	**$ 80,709**	**$ 67,836**	**$ 67,870**	**$ 73,196**
Facility Maintenance Capital Project Fund						
Capital Outlay	$ 90,699	$ -	$ -	$ -	$ -	$ -
Facility Maintenance Capital Project Fund Total	**$ 90,699**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Fire Operations Fund						
Personnel Services	$ 225,349	$ 241,541	$ 241,541	$ 319,202	$ 336,389	$ 353,478
Operating	802	1,735	1,735	1,770	1,805	1,841
Capital Outlay	22,711	-	-	-	-	-
Fire Operations Fund Total	**$ 248,862**	**$ 243,276**	**$ 243,276**	**$ 320,972**	**$ 338,194**	**$ 355,319**
Fleet Capital Project Fund						
Capital Outlay	$ 94,564	$ -	$ -	$ -	$ -	$ -
Fleet Capital Project Fund Total	**$ 94,564**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Fleet Maintenance Fund						
Personnel Services	$ 1,890,706	$ 2,389,506	$ 2,487,030	$ 2,560,116	$ 2,701,126	$ 2,840,889
Operating	3,524,357	4,224,454	4,271,333	4,318,871	4,404,633	4,491,312
Capital Outlay	953,798	93,000	18,000	173,000	88,000	104,000
Debt Service	187,504	187,504	371,439	371,439	371,438	324,562
Transfers Out	42,477	-	-	-	-	-
Fleet Maintenance Fund Total	**$ 6,598,842**	**$ 6,894,464**	**$ 7,147,802**	**$ 7,423,426**	**$ 7,565,197**	**$ 7,760,763**
General Fund						
Personnel Services	$ 7,734,664	$ 10,389,844	$ 10,789,882	$ 10,922,000	$ 11,564,644	$ 12,193,693
Operating	7,997,925	9,419,496	10,132,652	11,026,220	12,631,336	16,308,341
Capital Outlay	1,172,768	994,253	1,202,201	1,336,850	1,098,000	624,000
Debt Service	44,287	-	-	-	-	-
Transfers Out	3,631,080	3,926,360	5,894,160	1,069,888	-	-
General Fund Total	**$ 20,580,724**	**$ 24,729,953**	**$ 28,018,895**	**$ 24,354,958**	**$ 25,293,980**	**$ 29,126,034**

Expenditures by Fund and Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Amended	FY 2026 Adopted	FY 2027 Forecast	FY 2028 Forecast
Lot Mowing Fund						
Personnel Services	$ 245,151	$ 242,157	$ 242,157	$ 326,902	$ 342,353	$ 357,537
Operating	5,392,715	4,062,321	4,062,321	4,144,454	4,126,427	4,208,952
Capital Outlay	-	-	-	-	42,000	49,000
Lot Mowing Fund Total	**$ 5,637,866**	**$ 4,304,478**	**$ 4,304,478**	**$ 4,471,356**	**$ 4,510,780**	**$ 4,615,489**
Property Management Fund						
Personnel Services	$ 4,472,989	$ 5,152,642	$ 5,467,922	$ 6,737,710	$ 7,107,876	$ 7,472,209
Operating	3,564,967	2,099,832	5,355,442	1,322,417	1,591,065	1,522,631
Capital Outlay	205,088	266,000	266,000	107,000	525,000	195,300
Debt Service	341	-	-	-	-	-
Transfers Out	58,056	-	-	-	-	-
Property Management Fund Total	**$ 8,301,441**	**$ 7,518,474**	**$ 11,089,364**	**$ 8,167,127**	**$ 9,223,941**	**$ 9,190,140**
Public Works Grants						
Operating	$ 63,090	$ -	$ (445,836)	$ -	$ -	$ -
Public Works Grants Total	**$ 63,090**	**$ -**	**$ (445,836)**	**$ -**	**$ -**	**$ -**
Road Impact Fee Fund						
Operating	$ 235,587	$ 176,883	$ 520,233	$ 980,554	$ 1,235,554	$ 935,554
Capital Outlay	985,793	-	123,690	-	-	-
Transfers Out	45,381,668	5,658,384	6,728,483	23,960,310	17,043,836	11,025,253
Road Impact Fee Fund Total	**$ 46,603,048**	**$ 5,835,267**	**$ 7,372,406**	**$ 24,940,864**	**$ 18,279,390**	**$ 11,960,807**
Solid Waste Fund						
Personnel Services	$ 357,837	$ 540,520	$ 546,298	$ 711,678	$ 749,715	$ 788,080
Operating	21,719,808	21,438,851	21,438,553	25,106,758	26,285,326	36,444,657
Capital Outlay	27,144	62,930	62,930	62,000	-	-
Solid Waste Fund Total	**$ 22,104,789**	**$ 22,042,301**	**$ 22,047,781**	**$ 25,880,436**	**$ 27,035,041**	**$ 37,232,737**
Transportation Capital Project Fund						
Personnel Services	$ 1,394	$ -	$ -	$ -	$ -	$ -
Operating	(756)	-	-	-	-	-
Capital Outlay	18,402,306	5,855,520	9,884,044	39,822,610	30,623,959	33,916,787
Transfers Out	4,906,000	-	(259,596)	-	-	-
Transportation Capital Project Fund Total	**$ 23,308,944**	**$ 5,855,520**	**$ 9,624,448**	**$ 39,822,610**	**$ 30,623,959**	**$ 33,916,787**
Water and Sewer Fund						
Personnel Services	$ 68,510	$ 81,869	$ 81,869	$ 129,818	$ 136,833	$ 143,798
Operating	-	2,796	2,796	2,852	2,909	2,967
Capital Outlay	22,711	-	-	-	-	-
Water and Sewer Fund Total	**$ 91,221**	**$ 84,665**	**$ 84,665**	**$ 132,670**	**$ 139,742**	**$ 146,765**
Total	**$138,875,634**	**$ 98,652,133**	**$ 124,958,650**	**$159,596,831**	**$140,694,733**	**$152,126,011**

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

- Planted over 2,000 trees across the City through reforestation efforts
- Completed the installation of 3.1 miles of sidewalks within a 1-mile buffer of schools for the Safe Route to School plan for FY2024-2029
- Resurfaced 53+ lane miles of local roadways
- Resurfaced 34+ lane miles of major roadways
- Installed over 4 miles of curbing utilizing in-house resources

GOALS AND PRIORITIES

- Complete development and data collection for the GIS Tree Inventory application
- Plant thousands of trees across the City through reforestation efforts
- Increase the overall pavement index rating across the City's roadway network
- Complete landscape construction for several major median beautification projects
- Increase production of curbing utilizing in-house resources

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

- Initiated design of Cape Coral Parkway 6-Laning from Coronado Parkway to Del Prado Boulevard
- Initiated design of 3 traffic signals
- Completed Mobility Plan and Fee phase 1 study

GOALS AND PRIORITIES

- Complete Mobility Plan and Fee phase 2 study
- Begin Construction for the Yacht Club replacement
- Complete Fire Training Facility Phase III
- Award construction contract for the EOC Expansion

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

- Installed new playgrounds at Oasis Elementary South and Oasis Elementary North
- Completed Crime Prevention Thru Environmental Design at City Hall
- Installed Electronic sign on Diplomat Parkway

GOALS AND PRIORITIES

- Initiate a new Preventative Maintenance Program with the inclusion of funding into the Property Management's Internal Service Fund accounts
- Implement the first five-year Facility Asset Maintenance Plan
- Continue the development of the Facilities Master Plan with the assistance of CIP
- Begin design, permitting and bidding for the City's Property Management Building

Fleet

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

ACCOMPLISHMENTS

- Awarded as one of the Top 100 Fleets in North America
- Completed 90% of the architectural design for the new fleet facility
- Replaced 154 vehicles & equipment approved by Council

GOALS AND PRIORITIES

- Secure a ranking in the 100 Best Fleets in North America
- Receive Council approval of the design of the new Fleet Facility and break ground

Solid Waste

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

ACCOMPLISHMENTS

- Managed the collection of 138,168 tons of solid waste, horticulture, recyclables, and bulk from 94,500 residential homes

GOALS AND PRIORITIES

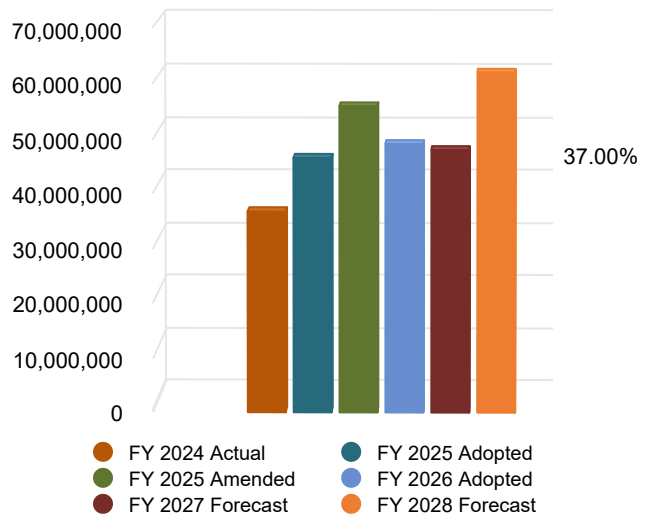
- Locate a suitable site for a Resident Convenience Center

Operating Budget

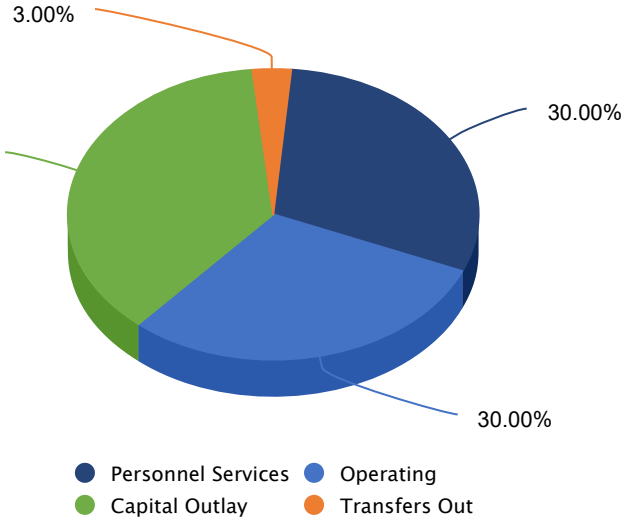
Revenues by Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Amended	FY 2026 Adopted	FY 2027 Forecast	FY 2028 Forecast
Charges for Service	$ 25,198,807	$ 25,761,614	$ 25,761,614	$ 27,050,731	$ 28,416,183	$ 30,010,597
Debt Proceeds	-	-	-	15,321,494	7,728,000	21,301,191
Fines and Forfeits	46,153	50,000	50,000	50,000	50,000	50,000
Intergovernmental	153,042	10,824,120	10,824,120	-	-	-
License and Permits	34,064	10,000	10,000	10,000	10,000	10,000
Miscellaneous	3,288,746	187,500	187,500	187,500	187,500	187,500
Transfers In	18,285,331	3,278,377	5,649,352	-	3,300,000	1,148,352
Total	**$ 47,006,143**	**$ 40,111,611**	**$ 42,482,586**	**$ 42,619,725**	**$ 39,691,683**	**$ 52,707,640**

Expenditures by Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Amended	FY 2026 Adopted	FY 2027 Forecast	FY 2028 Forecast
Personnel Services	$ 10,213,189	$ 12,696,322	$ 13,222,775	$ 14,801,648	$ 16,089,506	$ 17,273,993
Operating	10,506,810	13,573,577	14,105,214	14,859,885	13,127,438	16,544,068
Capital Outlay	9,018,796	16,237,497	22,419,401	18,134,494	13,602,040	24,439,543
Debt Service	87,389	-	-	-	-	-
Transfers Out	7,110,462	4,129,485	6,500,460	1,378,648	5,206,190	4,016,222
Total	**$ 36,936,646**	**$ 46,636,881**	**$ 56,247,850**	**$ 49,174,675**	**$ 48,025,174**	**$ 62,273,826**

Program Expenditures by Year

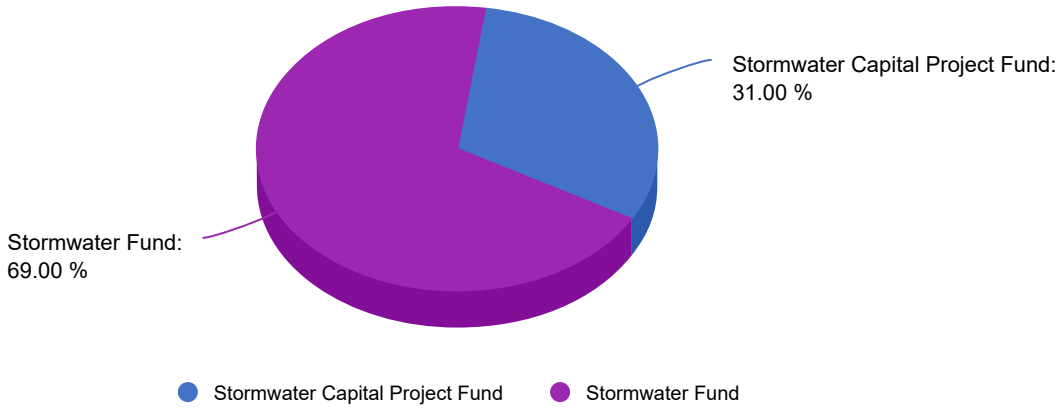


Program Expenditures by Category



Expenditures by Fund and Program	FY 2024 Actual	FY 2025 Adopted	FY 2025 Amended	FY 2026 Adopted	FY 2027 Forecast	FY 2028 Forecast
Stormwater Capital Project Fund						
Drainage Improvement Projects	$ 4,826,993	$ -	$ 400,000	$ 537,600	$ 7,728,000	$ 4,109,958
Environmental Projects	4,447,072	-	-	-	-	-
Flood Prevention Projects	-	-	5,454	-	-	-
Stormwater Capital Projects	362,143	3,278,377	4,135,787	-	-	-
UEP Stormwater Projects	-	-	-	14,783,894	-	17,191,233
Weir Improvement Projects	-	10,824,120	11,932,231	-	3,300,000	1,148,352
Stormwater Capital Project Fund Total	**$ 9,636,208**	**$ 14,102,497**	**$ 16,473,472**	**$ 15,321,494**	**$ 11,028,000**	**$ 22,449,543**
Stormwater Fund						
Environment Resources Envir	$ 2,162,955	$ 3,005,793	$ 3,352,203	$ 3,136,007	$ 3,182,859	$ 3,322,401
Environment Resources Lab	842,748	921,581	934,498	1,023,700	1,073,874	1,089,826
Operation Drain Management	2,010,861	1,984,787	1,664,813	3,016,934	1,719,525	4,137,456
Operations Catch Basins	769,181	1,010,061	1,048,649	1,190,167	1,402,589	1,468,832
Operations Drainpipe Replace	4,201,093	4,106,539	5,054,692	4,318,063	4,827,870	5,319,235
Operations Dredging	750,059	2,736,554	3,421,414	2,972,476	2,340,440	3,028,112
Operations Street Sweeping	396,738	398,767	398,767	585,825	597,542	609,493
Operations Swale Regrading	2,821,973	3,585,618	3,622,458	4,501,477	4,679,300	4,893,014
Ops-Weir/Outfall/Excavator	773,912	1,061,443	1,061,443	1,095,376	1,132,574	1,197,852
Public Works Facilities Maintenance	-	-	-	78,021	147,621	209,396
Public Works Fleet Rolling Stock	2,460,353	1,780,000	4,651,091	2,343,000	2,221,000	1,736,000
Public Works Real Estate	25,612	36,869	36,869	43,386	45,892	48,307
Stormwater Administration	7,271,294	8,246,643	10,810,745	5,643,968	9,567,469	8,555,037
Stormwater Design Construction Management	505,602	651,755	708,762	703,045	737,620	772,037
Stormwater Permitting and Planning	144	42,699	42,699	43,551	46,487	47,233
Stormwater Transfers	228,212	851,108	851,108	851,106	851,106	851,106
Surface Water Management	2,079,701	2,114,167	2,114,167	2,307,079	2,423,406	2,538,946
Stormwater Fund Total	**$ 27,300,438**	**$ 32,534,384**	**$ 39,774,378**	**$ 33,853,181**	**$ 36,997,174**	**$ 39,824,283**
Total	**$ 36,936,646**	**$ 46,636,881**	**$ 56,247,850**	**$ 49,174,675**	**$ 48,025,174**	**$ 62,273,826**

Program Expenditures By Fund



Expenditures by Fund and Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Amended	FY 2026 Adopted	FY 2027 Forecast	FY 2028 Forecast
Stormwater Capital Project Fund						
Operating	$ 257,322	$ -	$ -	$ -	$ -	$ -
Capital Outlay	4,892,303	14,102,497	16,473,472	15,321,494	11,028,000	22,449,543
Transfers Out	4,486,583	-	-	-	-	-
Stormwater Capital Project Fund Total	**$ 9,636,208**	**$ 14,102,497**	**$ 16,473,472**	**$ 15,321,494**	**$ 11,028,000**	**$ 22,449,543**
Stormwater Fund						
Personnel Services	$ 10,213,189	$ 12,696,322	$ 13,222,775	$ 14,801,648	$ 16,089,506	$ 17,273,993
Operating	10,249,488	13,573,577	14,105,214	14,859,885	13,127,438	16,544,068
Capital Outlay	4,126,493	2,135,000	5,945,929	2,813,000	2,574,040	1,990,000
Debt Service	87,389	-	-	-	-	-
Transfers Out	2,623,879	4,129,485	6,500,460	1,378,648	5,206,190	4,016,222
Stormwater Fund Total	**$ 27,300,438**	**$ 32,534,384**	**$ 39,774,378**	**$ 33,853,181**	**$ 36,997,174**	**$ 39,824,283**
Total	**$ 36,936,646**	**$ 46,636,881**	**$ 56,247,850**	**$ 49,174,675**	**$ 48,025,174**	**$ 62,273,826**

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

- Obtained dredging permit for Red Fish Point
- Completed design and permitting of the Hancock Drainage Improvements

GOALS AND PRIORITIES

- Initiate Phase 1 of the Stormwater Master Plan (Citywide Asset Survey)
- Begin dredging operations in permitted locations to maintain proper stormwater conveyance and navigable channel depths
- Maintain stormwater asset data collection and GIS mapping for improved planning and infrastructure management

Environmental Resources

Monitors the terrestrial and aquatic environments; executes environmental education initiatives; performs water quality and habitat enhancement projects; provides environmental guidance for regulatory compliance and sustainable development.

ACCOMPLISHMENTS

- Held second annual Water Ways Science Festival with over 1500 participants
- Performed species survey of old golf course property in preparation for maintenance and development of the park
- Executed the City's vision for environmental sustainability, incorporated projects and collaboratively drafted the County's plans during the Resilient Lee efforts as Branch Member
- Removed 750,000 pounds of aquatic vegetation from freshwater canals to improve water quality

GOALS AND PRIORITIES

- Plant 1000 mangroves in the South Spreader Waterway
- Increase awareness and participation to the annual WaterWays Festival and other environmental outreach and education

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

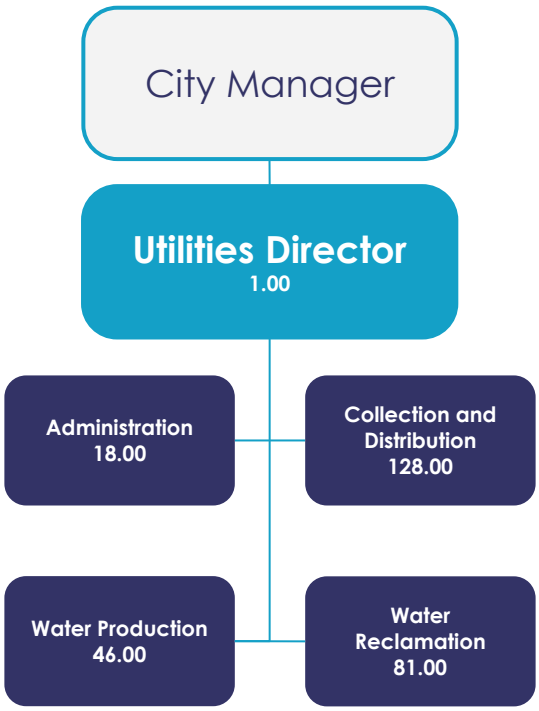
Meter Change-outs
385

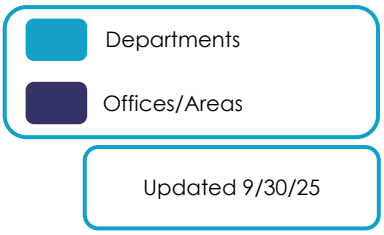
Gallons of Drinking Water
5.655 Billion

Purchased former Southwest Aggegrates mine property for development of Irrigation supply reservoir
1.4 Billion gallons

SW Water Rec Facility supplied reclaimed irrigation system
8.24 Billions of reuse water

FY 2026 ORGANIZATIONAL CHART





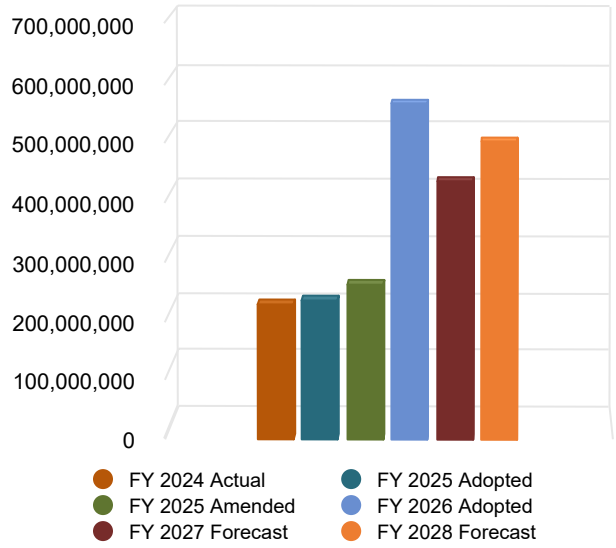
FY 2025 Amended	FY 2026 Adopted	Change
262.00	274.00	+12.00

Operating Budget

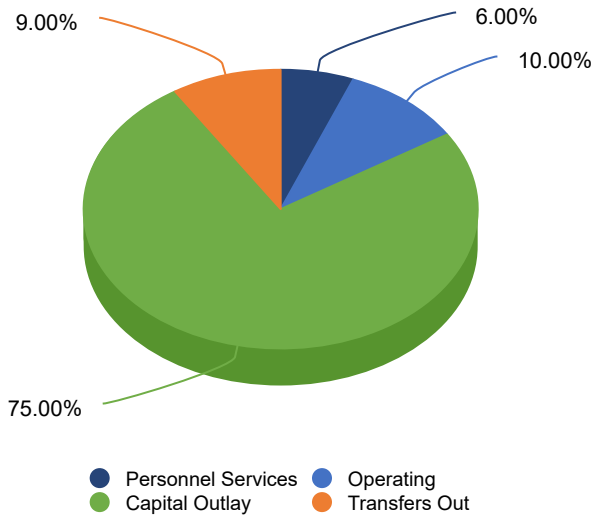
Revenues by Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Amended	FY 2026 Adopted	FY 2027 Forecast	FY 2028 Forecast
Charges for Service	$ 113,357,603	$ 124,441,359	$ 124,441,359	$ 144,165,262	$ 161,684,600	$ 178,002,225
Debt Proceeds	-	99,935,384	111,192,896	416,006,977	266,119,968	332,584,013
Fines and Forfeits	774,978	729,848	729,848	745,405	751,000	758,000
Impact Fees	8,228,861	7,600,246	7,600,246	8,142,851	8,424,194	8,663,263
Intergovernmental	28,715,003	-	1,469,865	-	-	-
Internal Service Charges	357,334	257,413	257,413	376,562	376,562	376,562
Miscellaneous	13,733,988	204,928	204,928	234,181	235,072	262,226
Special Assessment	8,414,121	3,707,391	3,707,391	3,707,391	3,707,393	3,707,391
Transfers In	235,473,933	5,500,000	9,291,529	9,098,000	8,323,000	7,313,400
Total	**$ 409,055,821**	**$ 242,376,569**	**$ 258,895,475**	**$ 582,476,629**	**$ 449,621,789**	**$ 531,667,080**

Expenditures by Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Amended	FY 2026 Adopted	FY 2027 Forecast	FY 2028 Forecast
Personnel Services	$ 25,188,879	$ 28,876,567	$ 30,373,183	$ 33,653,961	$ 35,861,922	$ 38,079,425
Operating	41,650,134	53,268,177	54,404,660	54,330,741	54,885,430	55,354,725
Capital Outlay	127,720,877	110,274,542	132,615,436	428,724,374	282,094,609	345,879,251
Transfers Out	34,475,408	42,051,495	46,102,620	53,456,642	66,001,416	65,210,372
Total	**$ 229,035,298**	**$ 234,470,781**	**$ 263,495,899**	**$ 570,165,718**	**$ 438,843,377**	**$ 504,523,773**

Program Expenditures by Year



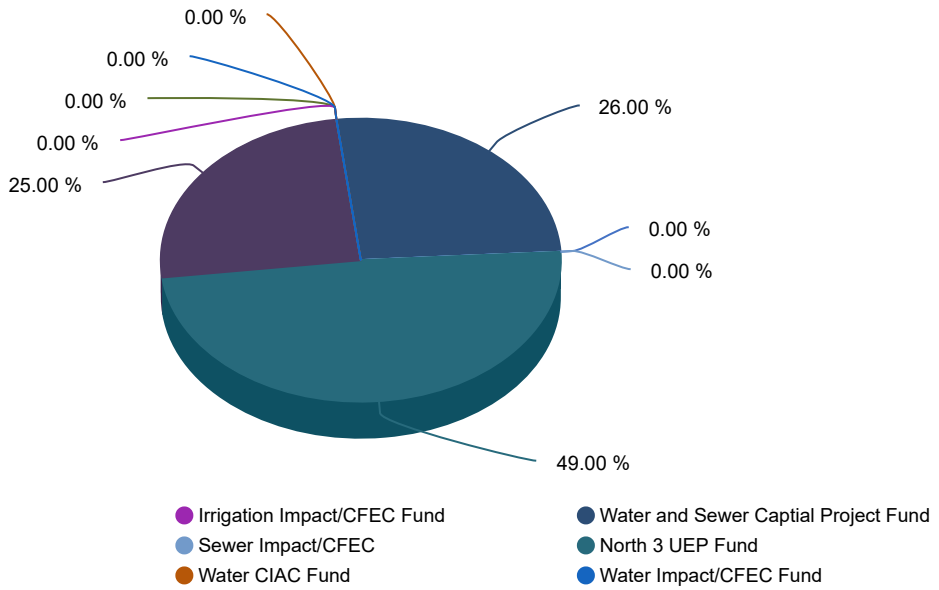
Program Expenditures by Category



Expenditures by Fund and Program	FY 2024 Actual	FY 2025 Adopted	FY 2025 Amended	FY 2026 Adopted	FY 2027 Forecast	FY 2028 Forecast
Irrigation CIAC Fund						
Irrigation CIAC Fund	$ 454	$ 500	$ 500	$ 500	$ 500	$ 500
Irrigation CIAC Fund Total	**$ 454**	**$ 500**	**$ 500**	**$ 500**	**$ 500**	**$ 500**
Irrigation Impact/CFEC Fund						
Irrigation Impact/CFEC Fund	$ 22,200	$ 38,316	$ 38,316	$ 38,600	$ 39,100	$ 39,600
Irrigation Impact/CFEC Fund Total	**$ 22,200**	**$ 38,316**	**$ 38,316**	**$ 38,600**	**$ 39,100**	**$ 39,600**
North 1 East UEP						
Utility Extension Project Capital Projects	$ 5,236,484	$ -	$ -	$ -	$ -	$ -
North 1 East UEP Total	**$ 5,236,484**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
North 1 West UEP						
Utility Extension Project Capital Projects	$ 103,715,520	$ -	$ (259,596)	$ -	$ -	$ -
North 1 West UEP Total	**$ 103,715,520**	**$ -**	**$ (259,596)**	**$ -**	**$ -**	**$ -**
North 2 UEP						
North 2 CFEC Prepay	$ 5,324	$ -	$ -	$ -	$ -	$ -
North 2 CFECI UCM	5,427	-	-	-	-	-
North 2 CFECS UCM	5,147	-	-	-	-	-
North 2 CFECW UCM	1,807,604	-	-	-	-	-
North 2 UEP Total	**$ 1,823,502**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
North 3 UEP						
Utility Extension Project Capital Projects	$ 3,615,576	$ -	$ -	$ 278,854,709	$ -	$ -
North 3 UEP Total	**$ 3,615,576**	**$ -**	**$ -**	**$ 278,854,709**	**$ -**	**$ -**
North 6 UEP						
Utility Extension Project Capital Projects	$ -	$ 19,596,166	$ 19,596,166	$ -	$ -	$ 264,243,827
North 6 UEP Total	**$ -**	**$ 19,596,166**	**$ 19,596,166**	**$ -**	**$ -**	**$ 264,243,827**
Sewer CIAC						
Sewer CIAC	$ 7,764	$ 4,240	$ 231,670	$ 4,360	$ 4,480	$ 4,500
Sewer CIAC Total	**$ 7,764**	**$ 4,240**	**$ 231,670**	**$ 4,360**	**$ 4,480**	**$ 4,500**
Sewer Impact/CFEC						
Sewer Impact/CFEC	$ 41,017	$ 77,783	$ 77,783	$ 78,271	$ 78,771	$ 79,270
Sewer Impact/CFEC Total	**$ 41,017**	**$ 77,783**	**$ 77,783**	**$ 78,271**	**$ 78,771**	**$ 79,270**
Utility Extension Project Capital Project Fund						
Utility Extension Project Capital Projects	$ (9,677,775)	$ -	$ -	$ -	$ 20,919,968	$ -
Utility Extension Project Capital Project Fund Total	**$ (9,677,775)**	**$ -**	**$ -**	**$ -**	**$ 20,919,968**	**$ -**
Water & Sewer Capital Project ARPA Fund						
Water and Sewer Capital Projects	$ 8,588,296	$ -	$ -	$ -	$ -	$ -

Expenditures by Fund and Program	FY 2024 Actual	FY 2025 Adopted	FY 2025 Amended	FY 2026 Adopted	FY 2027 Forecast	FY 2028 Forecast
Water & Sewer Capital Project ARPA Fund Total	**$ 8,588,296**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Water and Sewer Captial Project Fund						
Water and Sewer Capital Projects	$ 12,519,807	$ 85,839,218	$ 106,261,790	$ 146,250,268	$ 253,523,000	$ 75,653,586
Water and Sewer Captial Project Fund Total	**$ 12,519,807**	**$ 85,839,218**	**$ 106,261,790**	**$ 146,250,268**	**$ 253,523,000**	**$ 75,653,586**
Water and Sewer Fund						
Manhole Maintenance	$ 496,787	$ 600,000	$ 600,000	$ -	$ -	$ -
Utilities Administration	16,054,352	20,271,121	22,407,239	19,988,229	21,474,510	22,082,479
Utilities Collection/Distribution	17,778,995	20,107,747	21,320,662	23,180,242	24,063,273	24,567,628
Utilities Facilities Maintenance	-	-	-	191,500	2,061,591	794,528
Water and Sewer	563,118	562,000	562,000	579,000	596,000	600,000
Water and Sewer Fleet Rolling Stock	1,833,628	2,634,112	3,523,956	3,084,340	2,307,700	1,901,200
Water and Sewer Transfers	32,667,804	41,905,839	45,508,365	53,310,985	65,855,759	65,064,717
Water Production North Plant	4,784,375	5,996,833	6,616,644	6,999,003	8,413,419	8,951,888
Water Production South Plant	7,619,567	8,306,832	8,474,579	8,615,731	8,783,255	8,837,571
Water Reclamation - Bio Solids	2,234,345	3,280,890	3,327,002	3,461,164	3,529,218	3,743,977
Water Reclamation - Collection System	5,425,688	9,663,419	8,176,169	8,730,705	9,352,719	9,975,439
Water Reclamation - Everest Plant	5,149,963	6,067,096	6,170,903	6,401,963	6,860,309	6,904,392
Water Reclamation - Southwest Plant	5,977,189	5,876,596	6,777,000	6,351,931	7,221,884	7,311,976
Water Reclamation Reuse	2,521,872	3,508,216	3,729,725	3,909,653	3,622,257	3,629,932
Wtr Reclamation-North	50	-	-	-	-	-
Water and Sewer Fund Total	**$ 103,107,733**	**$ 128,780,701**	**$ 137,194,244**	**$ 144,804,446**	**$ 164,141,894**	**$ 164,365,727**
Water CIAC Fund						
Water CIAC Fund	$ 8,322	$ 6,000	$ 227,169	$ 6,500	$ 7,000	$ 7,500
Water CIAC Fund Total	**$ 8,322**	**$ 6,000**	**$ 227,169**	**$ 6,500**	**$ 7,000**	**$ 7,500**
Water Impact/CFEC Fund						
Water Impact/CFEC Fund	$ 26,398	$ 127,857	$ 127,857	$ 128,064	$ 128,664	$ 129,263
Water Impact/CFEC Fund Total	**$ 26,398**	**$ 127,857**	**$ 127,857**	**$ 128,064**	**$ 128,664**	**$ 129,263**
Total	**$ 229,035,298**	**$ 234,470,781**	**$ 263,495,899**	**$ 570,165,718**	**$ 438,843,377**	**$ 504,523,773**

Program Expenditures by Fund



Expenditures by Fund and Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Amended	FY 2026 Adopted	FY 2027 Forecast	FY 2028 Forecast
Irrigation CIAC Fund						
Operating	$ 454	$ 500	$ 500	$ 500	$ 500	$ 500
Irrigation CIAC Fund Total	**$ 454**	**$ 500**	**$ 500**	**$ 500**	**$ 500**	**$ 500**
Irrigation Impact/CFEC Fund						
Operating	$ 22,200	$ 30,300	$ 30,300	$ 30,584	$ 31,084	$ 31,584
Transfers Out	-	8,016	8,016	8,016	8,016	8,016
Irrigation Impact/CFEC Fund Total	**$ 22,200**	**$ 38,316**	**$ 38,316**	**$ 38,600**	**$ 39,100**	**$ 39,600**
North 1 East UEP						
Operating	$ 2,677	$ -	$ -	$ -	$ -	$ -
Capital Outlay	5,233,807	-	-	-	-	-
North 1 East UEP Total	**$ 5,236,484**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
North 1 West UEP						
Operating	$ 3,408	$ -	$ -	$ -	$ -	$ -
Capital Outlay	103,712,112	-	(259,596)	-	-	-
North 1 West UEP Total	**$ 103,715,520**	**$ -**	**$ (259,596)**	**$ -**	**$ -**	**$ -**
North 2 UEP						
Operating	$ 15,898	$ -	$ -	$ -	$ -	$ -
Transfers Out	1,807,604	-	-	-	-	-
North 2 UEP Total	**$ 1,823,502**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
North 3 UEP Fund						
Operating	$ 1,400	$ -	$ -	$ -	$ -	$ -
Capital Outlay	3,614,176	-	-	278,854,709	-	-
North 3 UEP Fund Total	**$ 3,615,576**	**$ -**	**$ -**	**$ 278,854,709**	**$ -**	**$ -**

Expenditures by Fund and Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Amended	FY 2026 Adopted	FY 2027 Forecast	FY 2028 Forecast
North 6 UEP						
Capital Outlay	$ -	$ 19,596,166	$ 19,596,166	$ -	$ -	$ 264,243,827
North 6 UEP Total	**$ -**	**$ 19,596,166**	**$ 19,596,166**	**$ -**	**$ -**	**$ 264,243,827**
Sewer CIAC						
Operating	$ 7,764	$ 4,240	$ 4,240	$ 4,360	$ 4,480	$ 4,500
Transfers Out	-	-	227,430	-	-	-
Sewer CIAC Total	**$ 7,764**	**$ 4,240**	**$ 231,670**	**$ 4,360**	**$ 4,480**	**$ 4,500**
Sewer Impact/CFEC						
Operating	$ 41,017	$ 42,400	$ 42,400	$ 42,887	$ 43,387	$ 43,887
Transfers Out	-	35,383	35,383	35,384	35,384	35,383
Sewer Impact/CFEC Total	**$ 41,017**	**$ 77,783**	**$ 77,783**	**$ 78,271**	**$ 78,771**	**$ 79,270**
Utility Extension Project Capital Project Fund						
Operating	$ (5,481)	$ -	$ -	$ -	$ -	$ -
Capital Outlay	(9,672,294)	-	-	-	20,919,968	-
Utility Extension Project Capital Project Fund Total	**$ (9,677,775)**	**$ -**	**$ -**	**$ -**	**$ 20,919,968**	**$ -**
Water & Sewer Capital Project ARPA Fund						
Capital Outlay	$ 8,588,296	$ -	$ -	$ -	$ -	$ -
Water & Sewer Capital Project ARPA Fund Total	**$ 8,588,296**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Water and Sewer Captial Project Fund						
Operating	$ 1,210,065	$ 3,000,000	$ 3,000,000	$ 3,600,000	$ 2,225,000	$ 2,225,000
Capital Outlay	11,309,742	82,839,218	103,261,790	142,650,268	251,298,000	73,428,586
Water and Sewer Captial Project Fund Total	**$ 12,519,807**	**$ 85,839,218**	**$ 106,261,790**	**$ 146,250,268**	**$ 253,523,000**	**$ 75,653,586**
Water and Sewer Fund						
Personnel Services	$ 25,188,879	$ 28,876,567	$ 30,373,183	$ 33,653,961	$ 35,861,922	$ 38,079,425
Operating	40,316,012	50,159,137	51,295,620	50,620,103	52,547,572	53,014,747
Capital Outlay	4,935,038	7,839,158	10,017,076	7,219,397	9,876,641	8,206,838
Transfers Out	32,667,804	41,905,839	45,508,365	53,310,985	65,855,759	65,064,717
Water and Sewer Fund Total	**$ 103,107,733**	**$ 128,780,701**	**$ 137,194,244**	**$ 144,804,446**	**$ 164,141,894**	**$ 164,365,727**
Water CIAC Fund						
Operating	$ 8,322	$ 6,000	$ 6,000	$ 6,500	$ 7,000	$ 7,500
Transfers Out	-	-	221,169	-	-	-
Water CIAC Fund Total	**$ 8,322**	**$ 6,000**	**$ 227,169**	**$ 6,500**	**$ 7,000**	**$ 7,500**
Water Impact/CFEC Fund						
Operating	$ 26,398	$ 25,600	$ 25,600	$ 25,807	$ 26,407	$ 27,007
Transfers Out	-	102,257	102,257	102,257	102,257	102,256
Water Impact/CFEC Fund Total	**$ 26,398**	**$ 127,857**	**$ 127,857**	**$ 128,064**	**$ 128,664**	**$ 129,263**
Total	**$ 229,035,298**	**$ 234,470,781**	**$ 263,495,899**	**$ 570,165,718**	**$ 438,843,377**	**$ 504,523,773**

Department Functions

Administration

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

ACCOMPLISHMENTS

- Negotiated and executed contract for purchase of the Southwest Aggregates Mine property for the development of the NE Reservoir for surface water storage and supply to supplement the Cape Coral freshwater canal system
- Received 2.9 billion gallons of reclaimed water, to date, from the City of Fort Myers through the Caloosahatchee Connect for Cape Coral irrigation distribution system supply
- Completed construction of the Everest WRF Gleason Pkwy Waste Activated Sludge (WAS) Pipeline Project for transmission of WAS from Everest WRF to Southwest WRF for biosolids processing and disposal

GOALS AND PRIORITIES

- Perform engineering design and permitting of the North WRF, bid and construct
- Bid, award and complete construction on the Phase I North RO WTP new water production well facilities and raw water main
- Bid and construct Northeast Reservoir Pipeline and Pump Station

Collection and Distribution

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

ACCOMPLISHMENTS

- Completed 7,933 dual check replacements
- Completed 3,762 assists with reported meter leaks
- Completed 1,669 water meter installations
- Completed 1,296 meter box or meter lid replacements

GOALS AND PRIORITIES

- Coordinate with Utilities Administration for the design/construction of new UCD Warehouse parking lot and perimeter fence in the North RO Campus
- Coordinate with Utilities Admin for an additional service crew
- Coordinate with Fleet for 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 Production Well acidization project for North RO and Southwest RO WTPs wellfields, with a total of 28 wells successfully acidized
- Completed installation of distribution system remote pressure sensors and remote tank levels sensor instrumentation with telemetry
- Completed Southwest Reverse Osmosis (RO) Water Treatment Plant (WTP) building roof Hurricane Ian damage repairs

GOALS AND PRIORITIES

- Bid and complete installation of new variable frequency drives (VFDs) at the North RO WTP
- Develop scope and execute authorization for engineering design services for Southwest RO WTP Plant 2 RO membrane vessel retrofit to 8-inch diameter, perform engineering design, bid and construct RO membrane vessel retrofit
- Install additional 7,500 gpm high service pump and motor at the North RO WTP

Water Reclamation

Water Reclamation is responsible for processing wastewater so that after treatment it meets and/or exceeds all standards and different permit requirements as established by the EPA and the FDEP for river discharge, deep injection and/or reuse water for the City's irrigation system. The Division operates and maintains the 13.4 MGD Everest Water Reclamation Facility; the 15.1 MGD Southwest Water Reclamation Facility, and 277 wastewater pump lift stations throughout the City and 5 freshwater canal pump stations to supplement the irrigation system.

ACCOMPLISHMENTS

- Purchased 20 stationary diesel-powered pumps for selected critical lift station operation backup, FDEP Grant No. HA016 funded $10M
- Completed installation of Southwest WRF Clarifiers No. 3, 4 and 5 laundered trough covers
- Developed work scope, selected, executed professional engineering firm authorization and commenced preparation of Southwest WRF Standard Operating Procedures (SOP) manual

GOALS AND PRIORITIES

- Complete engineering design and permitting for selected critical lift station backup stationary diesel-powered pump installations at 20 stations, bid installation and install pumps
- Complete engineering design and permitting for Southwest WRF rehabilitation, bid construction and construct
- Complete engineering design and permitting for Everest WRF Headworks Replacement project, bid construction and construct replacement headworks

Charter School Authority

DEPARTMENT OVERVIEW

The Charter School Authority operates as a Municipal Charter School System, sponsored through a partnership between the local school district and the City of Cape Coral. Among the most impactful steps a City can take to enhance property values is the establishment of successful Municipal Charter Schools. Communities with their own Municipal Charter Schools often experience higher property values compared to neighboring areas. This reflects the core principles of home rule - the ability of a City to shape its own future.

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

2025-2026 Student Enrollment

3,466

Florida Department of Education Grade "A" Rating

All Oasis Charter Schools Achieved Grade "A" Rating

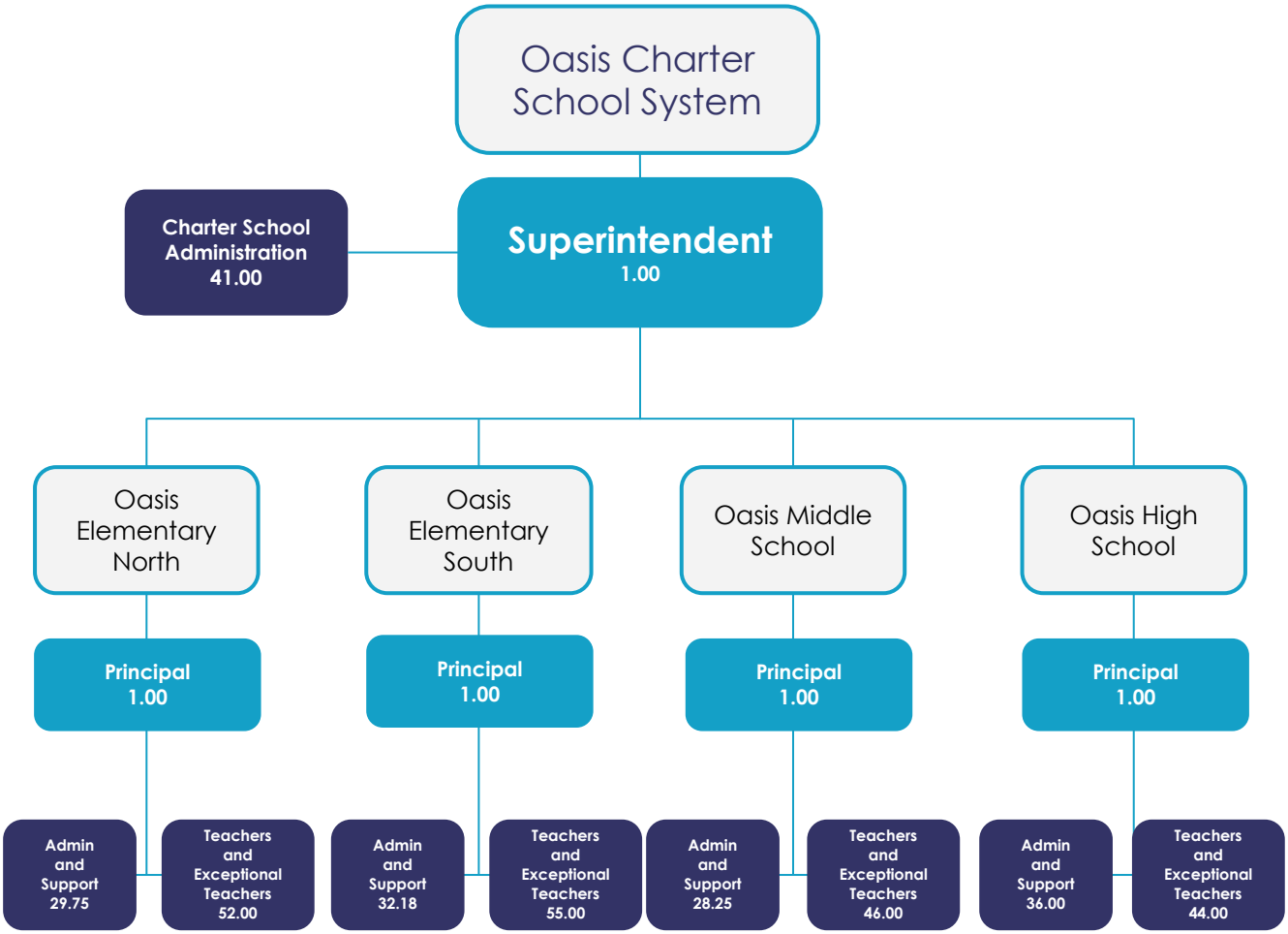
2025-2026 Florida Education Finance Program per student

$9,130

Oasis High School

100% Graduation Rate

FY 2026 ORGANIZATIONAL CHART



Departments

Offices/Areas

Updated 9/30/25

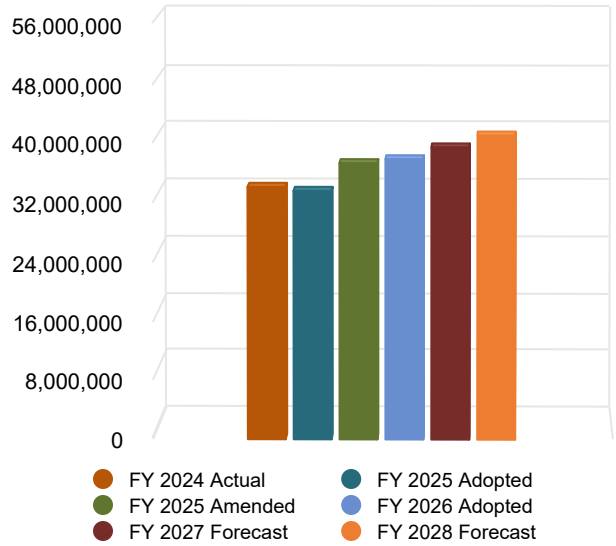
FY 2025 Amended	FY 2026 Adopted	Change
365.00	369.18	+4.18

Operating Budget

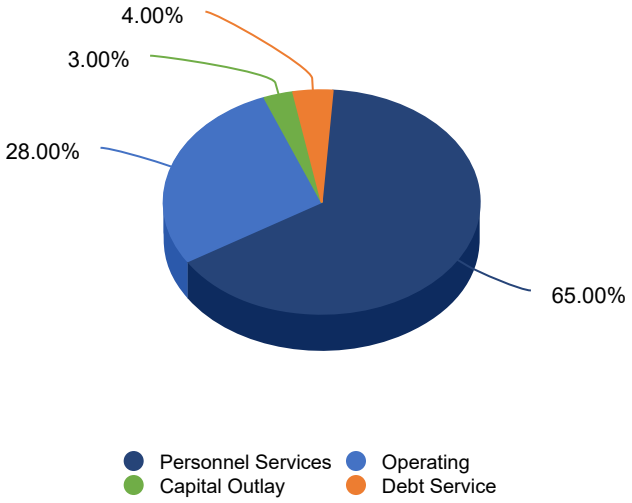
Revenues by Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Amended	FY 2026 Adopted	FY 2027 Forecast	FY 2028 Forecast
Charges for Service-CultRec	$ 1,194,154	$ 1,061,962	$ 1,061,962	$ 1,847,017	$ 1,865,486	$ 1,884,141
Fines and Forfeits	60	-	-	-	-	-
Intergov-CARES	2,579,478	-	650,978	-	-	-
Intergov-Fed Grant	112,880	-	-	113,810	117,220	120,740
Intergov-Fed Shared	735,656	556,665	556,665	674,239	680,982	687,792
Intergov-Local Shared	919,644	2,045,250	2,180,649	2,727,000	3,636,000	4,545,000
Intergov-State Shared	30,542,028	30,995,125	31,136,399	32,034,565	32,792,048	33,568,032
Miscellaneous	1,380,274	474,498	585,946	478,994	460,516	446,600
Transfers In	53,447	38,000	76,886	44,315	44,759	45,206
Total	**$ 37,517,621**	**$ 35,171,500**	**$ 36,249,485**	**$ 37,919,940**	**$ 39,597,011**	**$ 41,297,511**

Expenditures by Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Amended	FY 2026 Adopted	FY 2027 Forecast	FY 2028 Forecast
Personnel Services	$ 22,958,281	$ 23,046,632	$ 24,505,132	$ 24,606,556	$ 25,088,330	$ 25,529,317
Operating	8,546,910	8,528,728	10,083,188	10,724,952	12,098,249	13,354,762
Capital Outlay	1,139,857	586,376	1,339,700	1,037,168	297,600	300,600
Transfers	1,604,280	1,551,264	1,551,264	1,551,264	2,112,832	2,112,832
Transfers Out	500	-	38,886	-	-	-
Total	**$ 34,249,828**	**$ 33,713,000**	**$ 37,518,170**	**$ 37,919,940**	**$ 39,597,011**	**$ 41,297,511**

Program Expenditures by Year

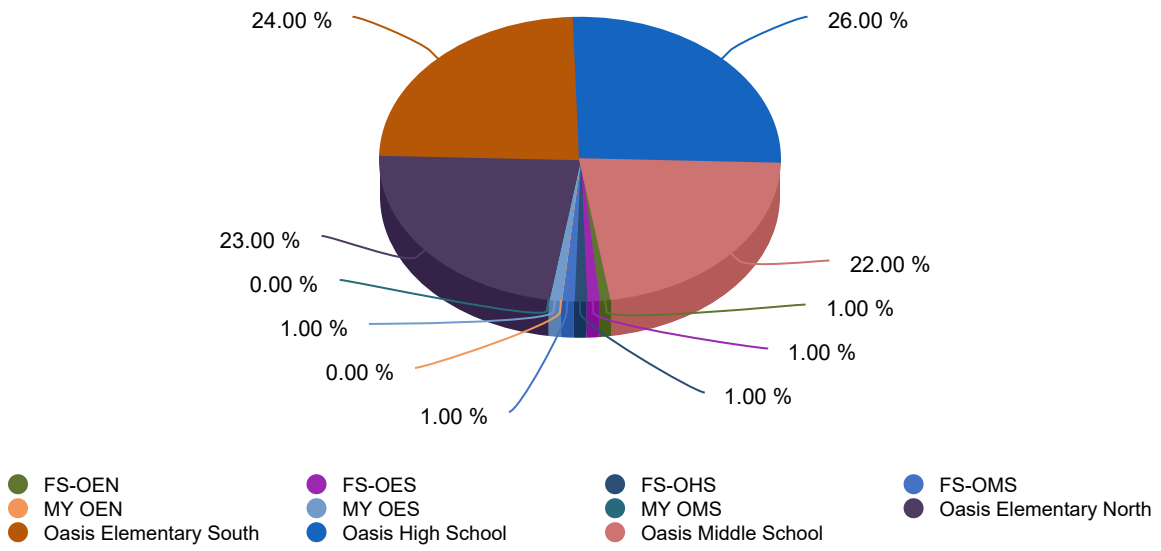


Program Expenditures by Category



Expenditures by Fund and Program	FY 2024 Actual	FY 2025 Adopted	FY 2025 Amended	FY 2026 Adopted	FY 2027 Forecast	FY 2028 Forecast
FS-OEN	$ -	$ -	$ -	$ 358,588	$ 373,305	$ 385,836
FS-OES	-	-	-	428,078	439,036	444,000
FS-OHS	-	-	-	450,846	460,748	473,660
FS-OMS	-	-	-	536,728	560,136	571,408
MY OEN	-	-	64,264	174,780	149,258	150,752
MY OES	-	-	36,943	190,843	165,482	167,137
MY OHS	-	-	17,500	-	-	-
MY OMS	-	-	17,500	36,611	30,614	30,920
Oasis Elementary North	8,298,497	8,354,168	9,198,160	8,539,509	8,965,089	9,368,497
Oasis Elementary South	9,223,430	8,754,562	9,787,762	9,091,668	9,544,603	9,978,047
Oasis High School	8,717,317	8,550,363	9,564,672	9,820,787	10,230,290	10,647,270
Oasis Middle School	8,010,584	8,053,907	8,831,369	8,291,502	8,678,450	9,079,984
Total	**$ 34,249,828**	**$ 33,713,000**	**$ 37,518,170**	**$ 37,919,940**	**$ 39,597,011**	**$ 41,297,511**

Program Expenditures By Fund



Charter School Authority

Expenditures by Fund and Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Amended	FY 2026 Adopted	FY 2027 Forecast	FY 2028 Forecast
FS-OEN						
Personnel Services	$ -	$ -	$ -	$ 120,798	$ 123,613	$ 126,567
Operating	-	-	-	237,790	244,692	252,769
Capital Outlay	-	-	-	-	5,000	6,500
FS-OEN Total	**$ -**	**$ -**	**$ -**	**$ 358,588**	**$ 373,305**	**$ 385,836**
FS-OES						
Personnel Services	$ -	$ -	$ -	$ 154,032	$ 157,706	$ 147,065
Operating	-	-	-	269,046	281,330	290,435
Capital Outlay	-	-	-	5,000	-	6,500
FS-OES Total	**$ -**	**$ -**	**$ -**	**$ 428,078**	**$ 439,036**	**$ 444,000**
FS-OHS						
Personnel Services	$ -	$ -	$ -	$ 149,566	$ 152,852	$ 156,301
Operating	-	-	-	296,280	307,896	317,359
Capital Outlay	-	-	-	5,000	-	-
FS-OHS Total	**$ -**	**$ -**	**$ -**	**$ 450,846**	**$ 460,748**	**$ 473,660**
FS-OMS						
Personnel Services	$ -	$ -	$ -	$ 184,586	$ 188,890	$ 193,414
Operating	-	-	-	352,142	366,246	377,994
Capital Outlay	-	-	-	-	5,000	-
FS-OMS Total	**$ -**	**$ -**	**$ -**	**$ 536,728**	**$ 560,136**	**$ 571,408**
MY OEN						
Personnel Services	$ -	$ -	$ -	$ 120,629	$ 121,835	$ 123,054
Operating	-	-	64,264	54,151	27,423	27,698
MY OEN Total	**$ -**	**$ -**	**$ 64,264**	**$ 174,780**	**$ 149,258**	**$ 150,752**
MY OES						
Personnel Services	$ -	$ -	$ -	$ 135,888	$ 137,247	$ 138,619
Operating	-	-	36,943	54,955	28,235	28,518
MY OES Total	**$ -**	**$ -**	**$ 36,943**	**$ 190,843**	**$ 165,482**	**$ 167,137**
MY OHS						
Operating	$ -	$ -	$ 17,500	$ -	$ -	$ -
MY OHS Total	**$ -**	**$ -**	**$ 17,500**	**$ -**	**$ -**	**$ -**
MY OMS						
Personnel Services	$ -	$ -	$ -	$ 19,577	$ 19,773	$ 19,971
Operating	-	-	17,500	17,034	10,841	10,949
MY OMS Total	**$ -**	**$ -**	**$ 17,500**	**$ 36,611**	**$ 30,614**	**$ 30,920**
Oasis Elementary North						
Personnel Services	$ 5,786,926	$ 5,926,985	$ 6,094,377	$ 6,125,099	$ 6,224,049	$ 6,352,433
Operating	1,791,370	1,923,202	2,284,180	1,945,623	2,311,753	2,586,777
Capital Outlay	350,033	146,594	442,773	111,400	71,900	71,900
Debt Service	370,168	357,387	357,387	357,387	357,387	357,387
Transfers Out	-	-	19,443	-	-	-
Oasis Elementary North Total	**$ 8,298,497**	**$ 8,354,168**	**$ 9,198,160**	**$ 8,539,509**	**$ 8,965,089**	**$ 9,368,497**
Oasis Elementary South						
Personnel Services	$ 6,306,726	$ 6,142,224	$ 6,309,616	$ 6,466,487	$ 6,585,379	$ 6,706,221
Operating	2,079,776	2,099,977	2,658,201	2,148,014	2,521,557	2,834,159

Expenditures by Fund and Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Amended	FY 2026 Adopted	FY 2027 Forecast	FY 2028 Forecast
Capital Outlay	457,717	146,594	434,735	111,400	71,900	71,900
Debt Service	379,211	365,767	365,767	365,767	365,767	365,767
Transfers Out	-	-	19,443	-	-	-
Oasis Elementary South Total	**$ 9,223,430**	**$ 8,754,562**	**$ 9,787,762**	**$ 9,091,668**	**$ 9,544,603**	**$ 9,978,047**
Oasis High School						
Personnel Services	$ 5,534,206	$ 5,545,480	$ 6,501,804	$ 5,894,552	$ 6,016,677	$ 6,116,112
Operating	2,546,977	2,412,884	2,386,367	2,787,862	3,134,740	3,452,285
Capital Outlay	177,329	146,594	231,096	692,968	71,900	71,900
Debt Service	458,805	445,405	445,405	445,405	1,006,973	1,006,973
Oasis High School Total	**$ 8,717,317**	**$ 8,550,363**	**$ 9,564,672**	**$ 9,820,787**	**$ 10,230,290**	**$ 10,647,270**
Oasis Middle School						
Personnel Services	$ 5,330,423	$ 5,431,943	$ 5,599,335	$ 5,235,342	$ 5,360,309	$ 5,449,560
Operating	2,128,787	2,092,665	2,618,233	2,562,055	2,863,536	3,175,819
Capital Outlay	154,778	146,594	231,096	111,400	71,900	71,900
Debt Service	396,096	382,705	382,705	382,705	382,705	382,705
Transfers Out	500	-	-	-	-	-
Oasis Middle School Total	**$ 8,010,584**	**$ 8,053,907**	**$ 8,831,369**	**$ 8,291,502**	**$ 8,678,450**	**$ 9,079,984**
Total	**$ 34,249,828**	**$ 33,713,000**	**$ 37,518,170**	**$ 37,919,940**	**$ 39,597,011**	**$ 41,297,511**

DEBT MANAGEMENT

Debt Management

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

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

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

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

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

FY 2026 - FY 2055 Debt Service Schedule

	Original Issue Amount	Principal Outstanding 9/30/2025	FY 2026 Principal	FY 2026 Interest	FY 2026 Requirement
Governmental					
Revenue Bonds					
2015 Special Obligation Revenue	$ 51,790,001	$ 31,130,000	$ 2,275,000	$ 1,243,606	$ 3,518,606
2017 Special Obligation Bonds	62,595,000	42,455,000	5,240,000	1,868,125	7,108,125
2019 General Obligation Revenue Note	10,200,000	6,630,000	660,000	172,620	832,620
2020 Special Obligation Refunding Revenue Note	30,760,000	20,385,000	3,925,000	376,409	4,301,409
2020A Special Obligation Refunding Revenue Note	15,128,990	6,352,278	1,714,363	86,249	1,800,612
2021 General Obligation Bonds	24,800,000	19,670,000	1,615,000	805,250	2,420,250
2022 Special Obligation Revenue Note	3,768,523	1,280,000	725,000	26,563	751,563
2023 Special Obligation Revenue Note	8,000,000	7,490,000	295,000	292,966	587,966
2024 General Obligation Bond	17,565,000	16,880,000	860,000	822,500	1,682,500
Lease Payable	1,805,182	1,805,182	648,902	51,458	700,360
SBITA Payable	9,914,889	9,914,889	2,057,774	348,335	2,406,109
Commercial Paper	56,750,000	56,750,000	-	2,029,428	2,029,428
Total Governmental Debt	**$ 293,077,585**	**$ 220,742,349**	**$ 20,016,039**	**$ 8,123,509**	**$ 28,139,548**
Enterprise					
Revenue Bonds					
2015 Series Water & Sewer Refunding	$ 72,415,000	$ 72,415,000	$ -	$ 3,393,900	$ 3,393,900
2015A Water & Sewer Revenue Refunding	94,740,000	33,680,000	8,045,000	919,950	8,964,950
2017 Series Water & Sewer Refunding	248,355,000	228,825,000	5,510,000	10,095,288	15,605,288
2023 Series Water & Sewer Refunding	100,000,000	97,160,000	1,575,000	5,024,188	6,599,188
2025 Series Water & Sewer Revenue	58,145,000	58,145,000	770,000	3,088,453	3,858,453
Assessments					
2017 Utility Improvement Assessment (all areas)	$ 101,155,002	$ 10,140,000	$ 6,340,000	$ 288,350	$ 6,628,350
2023 Improvement Assessment	138,040,000	134,820,000	2,105,000	7,351,985	9,456,985
State Revolving Fund Loan #7516L-02	2,898,884	-	-	-	-
State Revolving Fund Loan #DW[3]60103 SW[6]/7	12,878,096	7,616,513	621,735	158,193	779,928
State Revolving Fund Loan #WW[3]600100 SW[6]/7	54,662,273	33,081,232	2,704,924	676,807	3,381,731
State Revolving Fund Loan #DW[3]60120 N[2]	97,720,276	80,351,771	4,874,951	313,687	5,188,638
State Revolving Fund Loan #WW[3]60130 N[2]	80,045,703	61,600,089	3,621,333	768,056	4,389,389
2024 Stormwater	11,365,000	10,730,000	385,000	524,350	909,350
Lease Payable	61,746	61,746	61,746	491	62,237
Commercial paper	14,000,000	14,000,000	-	360,738	360,738
Total Enterprise Debt	**$ 1,086,481,980**	**$ 842,626,351**	**$ 36,614,689**	**$ 32,964,436**	**$ 69,579,125**
Total Debt	**$ 1,379,559,565**	**$ 1,063,368,700**	**$ 56,630,728**	**$ 41,087,945**	**$ 97,718,673**

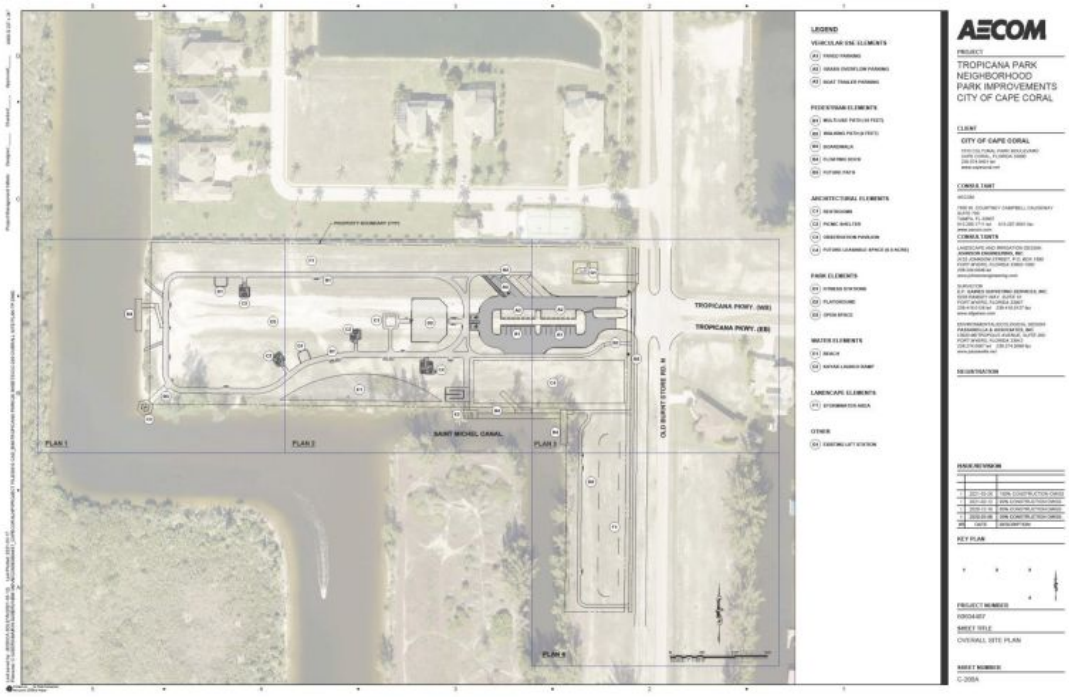
*Principal and interest payments for Lease Payable, SBITA Payable, and Commercial Paper are either based on principal outstanding as of 9/30/25 or are estimates and are subject to change.

	FY 2027 Principal	FY 2027 Interest	FY 2027 Requirement	FY 2028 Principal	FY 2028 Interest	FY 2028 Requirement	FY 2029 - 2055 Requirement
Governmental							
Revenue Bonds							
2015 Special Obligation Revenue	$ 2,385,000	$ 1,129,856	$ 3,514,856	$ 2,510,000	$ 1,010,606	$ 3,520,606	$ 23,960,000
2017 Special Obligation Bonds	5,505,000	1,606,125	7,111,125	5,780,000	1,330,875	7,110,875	25,930,000
2019 General Obligation Revenue Note	680,000	154,262	834,262	695,000	135,425	830,425	4,595,000
2020 Special Obligation Refunding Revenue Note	4,005,000	297,629	4,302,629	4,075,000	217,557	4,292,557	8,380,000
2020A Special Obligation Refunding Revenue Note	1,735,822	60,215	1,796,037	1,316,650	34,767	1,351,417	1,585,443
2021 General Obligation Bonds	1,680,000	739,350	2,419,350	1,745,000	662,125	2,407,125	14,630,000
2022 Special Obligation Revenue Note	555,000	7,298	562,298	-	-	-	-
2023 Special Obligation Revenue Note	305,000	280,996	585,996	315,000	268,627	583,627	6,575,000
2024 General Obligation Bond	905,000	778,375	1,683,375	950,000	732,000	1,682,000	14,165,000
Lease Payable	580,004	31,378	611,382	352,520	15,108	367,628	223,756
SBITA Payable	1,180,593	278,980	1,459,573	1,083,112	239,096	1,322,208	5,593,411
Commercial Paper	-	2,029,428	2,029,428	-	2,029,428	2,029,428	56,750,000
Total Governmental Debt	**$ 19,516,419**	**$ 7,393,892**	**$ 26,910,311**	**$ 18,822,282**	**$ 6,675,614**	**$ 25,497,896**	**$ 162,387,610**
Enterprise							
Revenue Bonds							
2015 Series Water & Sewer Refunding	$ -	$ 3,393,900	$ 3,393,900	$ -	$ 3,393,900	$ 3,393,900	$ 72,415,000
2015A Water & Sewer Revenue Refunding	8,290,000	675,900	8,965,900	8,545,000	424,163	8,969,163	8,800,000
2017 Series Water & Sewer Refunding	5,785,000	9,819,788	15,604,788	6,070,000	9,530,538	15,600,538	211,460,000
2023 Series Water & Sewer Refunding	1,655,000	4,943,238	6,598,238	1,735,000	4,858,487	6,593,487	90,030,000
2025 Series Water & Sewer Revenue	915,000	2,942,313	3,857,313	965,000	2,896,563	3,861,563	55,495,000
Assessments							
2017 Utility Improvement Assessment (all areas)	$ 3,305,000	$ 114,000	$ 3,419,000	$ 495,000	$ 14,850	$ 509,850	$ -
2023 Improvement Assessment	2,195,000	7,263,575	9,458,575	2,290,000	7,168,093	9,458,093	128,230,000
State Revolving Fund Loan #DW[3]60103 SW[6]/7	634,987	144,942	779,929	648,519	131,409	779,928	5,711,272
State Revolving Fund Loan #WW[3]600100 SW[6]/7	2,761,657	620,074	3,381,731	2,819,592	562,138	3,381,730	24,795,059
State Revolving Fund Loan #DW[3]60120 N[2]	4,894,030	294,609	5,188,639	4,913,218	275,420	5,188,638	65,669,572
State Revolving Fund Loan #WW[3]60130 N[2]	3,667,230	722,160	4,389,390	3,713,717	675,671	4,389,388	50,597,809
2024 Stormwater	405,000	505,100	910,100	425,000	484,850	909,850	9,515,000
Commercial paper	-	360,738	360,738	-	360,738	360,738	14,000,000
Total Enterprise Debt	**$ 34,507,904**	**$ 31,800,337**	**$ 66,308,241**	**$ 32,620,046**	**$ 30,776,820**	**$ 63,396,866**	**$ 736,718,712**
Total Debt	**$ 54,024,323**	**$ 39,194,229**	**$ 93,218,552**	**$ 51,442,328**	**$ 37,452,434**	**$ 88,894,762**	**$ 899,106,322**

Proposed New Debt for FY 2026

The City is anticipating issuing the following Governmental Debt:

1. Yacht Club seawall debt for $17,000,000 funded by General Fund
2. North Cape Government Complex debt for $16,607,986 funded by Fire Operations Fund
3. Lake Kennedy Parking Lot debt for $3,400,000 funded by Lake Kennedy Fund



Information is from the Fiscal Year Ending 2024 Annual Debt and Credit Report

Debt Per Capita

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

Rating agency median		2,589
135% of rating agency median		3,495
City of Cape Coral estimated population at September 30, 2024		219,500
Direct Debt	$	236,354,284
Direct Debt per capita	$	1,077

Direct Debt to Taxable Assessed Value

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

Direct net debt as a % of taxable assessed value		
Municipal rating agency median		3.68%
135% of rating agency median		4.97%
Direct debt	$	236,354,284
Taxable assessed value	$	26,262,275,412
Direct debt to taxable assessed value		0.90%

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	2.13	n/a [1]
Actual coverage	1.59	22.58
Required coverage [2]	1.20	1.25
Debt service safety margin	0.39	21.33

[1] Not Rated as a median

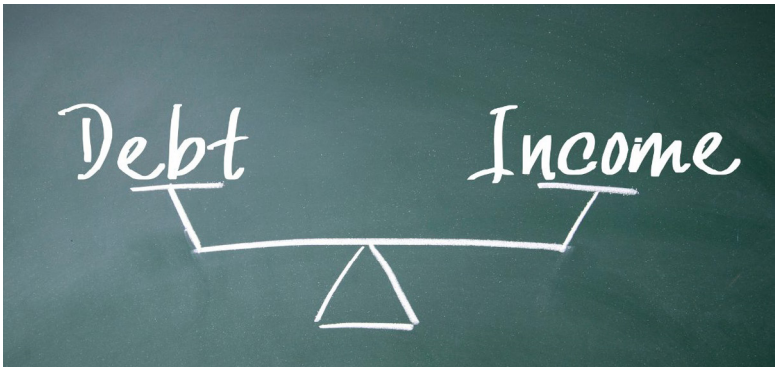
[2] Total Senior Revenue Debt obligation coverage from net revenues only

Debt Ratio

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

	Water & Sewer[1]	Stormwater
Debt	$489,708,682	$11,693,825
Net capital assets	537,874,704	49,193,789
Working capital	133,108,493	53,564,286
Debt ratio	73%	11%

[1] Does not include Utility Special Assessments

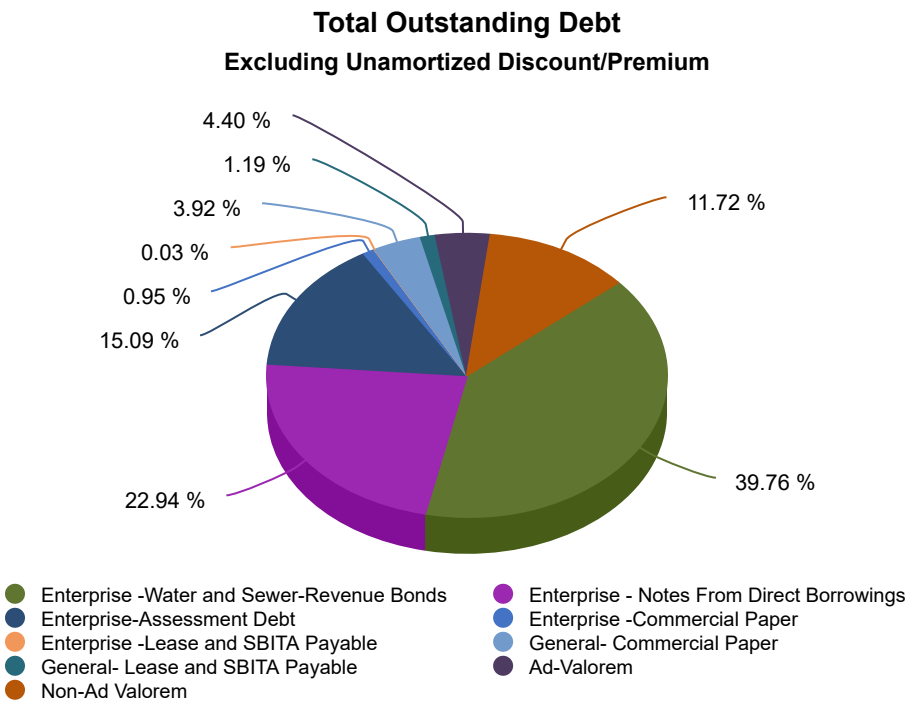


Total Principal Outstanding Debt as of September 30, 2024

Category	Outstanding 9/30/2024	Percentage of Total Debt
Govermental Fund Debt	$222,334,187	21.23%
Enterprise Fund Debt	824,863,449	78.77%
		100.00%

Governmental	
General Obligation Debt	$46,055,000
Revenue Bonds	80,740,000
Notes-Direct Borrowings	42,040,995
Commercial Paper	41,000,000
Lease and SBITA Payable	12,498,192
	$222,334,187

Enterprise	
Water and Sewer Revenue Bonds	$416,315,000
Notes-Direct Borrowings	240,256,419
Commercial Paper	10,000,000
Assessment Debt	158,030,000
Lease and Subscription Based IT Arrangements (SBITA) Payable	262,030
	$824,863,449
Total Governmental & Enterprise Debt	



Debt Credit Ratings

DEBT ISSUANCES	FITCH Insured		MOODY'S Insured		S&P Insured	
General Obligation Debt						
Revenue Bonds						
General Obligation Bond, Series 2024	AA	AA	Aa2	N/A	N/A	N/A
Governmental Debt / Non-Ad Valorem						
Revenue Bonds						
Special Obligation Bonds, Series 2015	AA	AA	NR	Aa3	AA	NR
Special Obligation Bonds, Series 2017	N/A	N/A	NR	Aa3	AA	NR
Enterprise Debt						
Revenue Bonds						
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
Water and Sewer Refunding Revenue Bonds, Series 2023	A+	A+	A1	NR	N/A	N/A
Stormwater Utility Revenue Bonds, Series 2023	N/A	N/A	Aa2	NR	N/A	NR
Enterprise Assessment Debt						
Revenue Bonds						
Utility Improvement Refunding Assessment, (Various Areas) Series 2017	NR	NR	A2	NR	AA	BBB+
Utility Improvement Refunding Assessment (North 1 West), Series 2023	A	A	A2	A2	N/A	N/A

NR = Not Rated

ASSET MANAGEMENT PROGRAM

Asset Management Program

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

The goals and objectives of the Program are:

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

The Program presents a structured plan to support orderly growth patterns with relevant capital improvements, to include:

- Compliance with the capital improvement element of the Comprehensive Plan
- Improvements to the infrastructure in the CRA area
- Construction of sidewalks along major transportation corridors
- Resurfacing and strategic improvements to existing roadways
- Stormwater improvements
- Enhanced median landscaping
- Expansion of utility services
- Maintenance, repair, and modernization of existing utilities

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

Asset Management Program (AMP) Selection Process

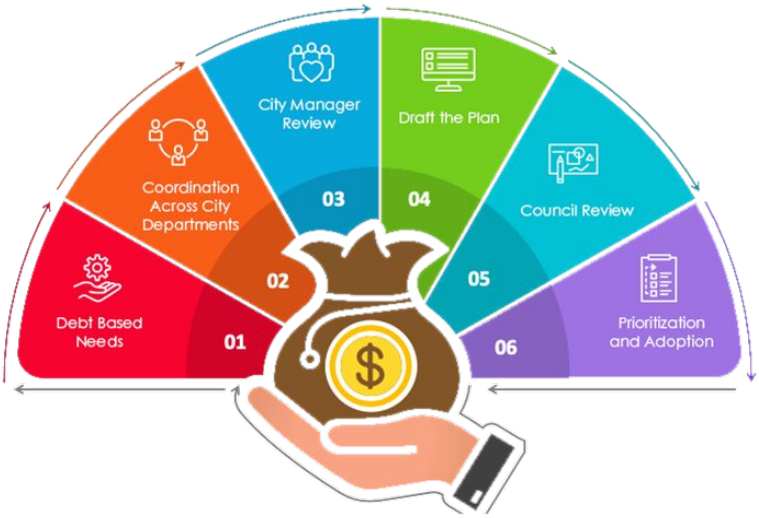
In general, submissions for the AMP are prepared by individual departments and the capital improvement division. Replacement capital vehicles and rolling stock are scheduled for funding and replacement by the Fleet division and integrated into the overall Asset Management Program. Requests for new vehicles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

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

Elements of the Program

The Asset Management Program integrates the Capital Improvements Program, Capital Equipment Program, Software Program, Capital Maintenance projects, Land Acquisition, and the Fleet/Rolling Stock Program. The program identifies and combines the funding required for these

elements into an overall financial management plan. Pursuant to City Charter Section 7.05, the City Manager must prepare and submit annually to Council a six-year program. The Council, by resolution, adopts the program with or without amendments after public hearings on or before the first day of September of each year. The Program recognizes charter requirements by developing the capital improvements element within the required time frame.



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

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

Limitations of the Program

The Program includes projected asset replacement, acquisition and maintenance expenses related to City assets for the period from FY 2026-2031. The Program addresses projected asset needs while still operating within projected financial constraints. City staff makes every effort to develop reasonable, educated estimates to prioritize asset expenditures.

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

The City's Fleet/Rolling Stock program is based primarily on the replacement costs of existing assets. The limited funding for both new and replacement vehicles has necessitated that staff focus on maintaining the essential elements of the existing fleet first and expansion second. To this

end, the Fleet Manager reviews the life expectancy criteria against the actual maintenance record of each vehicle scheduled for replacement. Where indicated, some exceptions are approved, and vehicles can be kept in service subject to ongoing review.

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

Relationship to Comprehensive Plans

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

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

The Comprehensive Plan contains 11 elements:

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

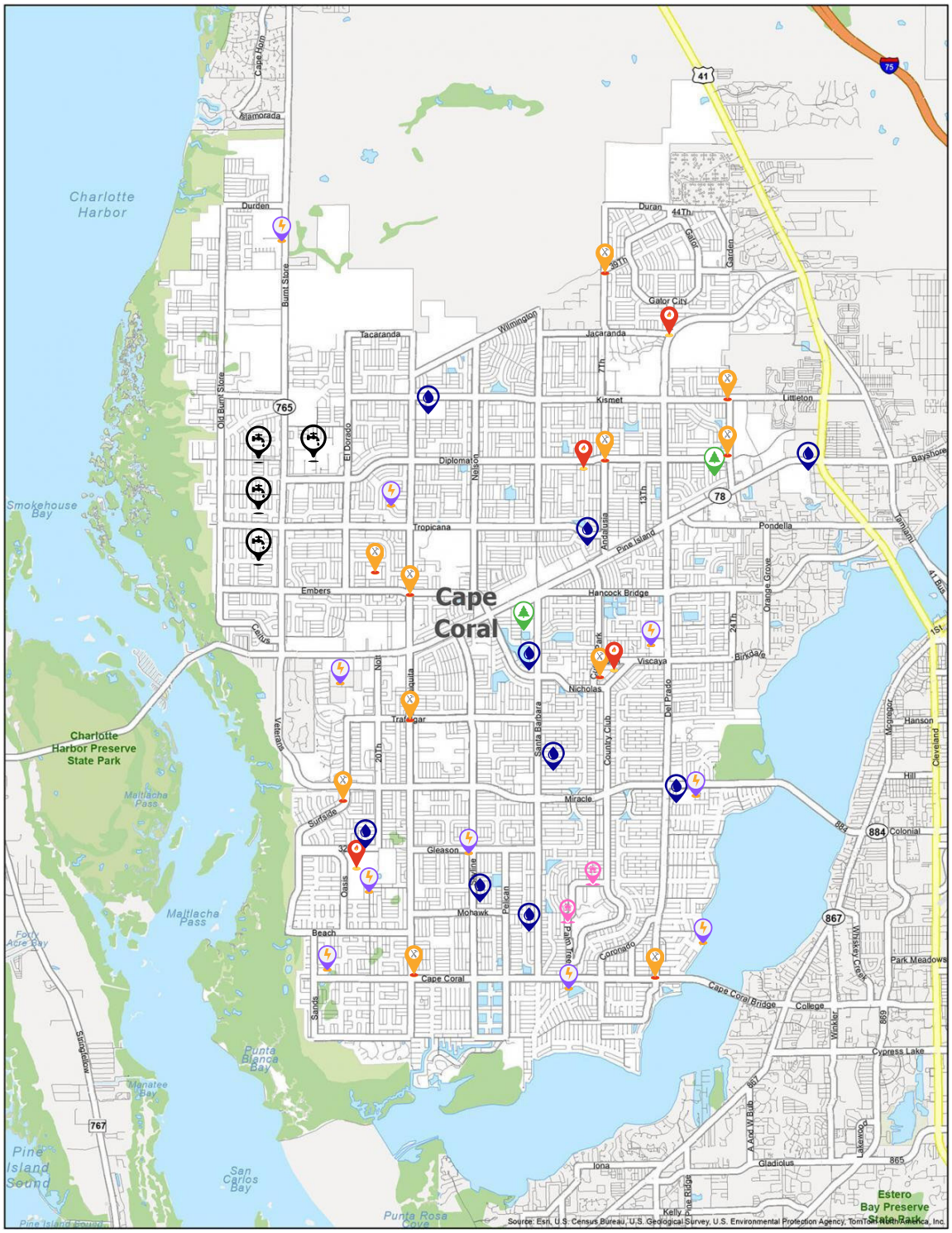
Each element contains one or more goals. In order to achieve said goal, the City has adopted a series of short-term goals called objectives. These objectives are met by the implementation of policies - measurable and specific programs that are in essence the building blocks of the plan. Together, the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

Community Issues

The Capital Improvements Program is impacted by several community issues that have a direct relationship to the sustainability of the community and the quality of life in our city. Some of the issues that have the most significant impact on the Program are the need to provide utility services, public safety, upgrades to transportation infrastructure, parks and recreational opportunities, and stormwater management. The Asset Management Program tables on the following pages, gives a description of the funding items included in the comprehensive program.

Capital Improvements Program (CIP) Map

The FY 2026 Asset Management Program details projects in the City of Cape Coral. The map below depicts specific project locations within the city limits and utility service area. Citywide projects are described in detail in the project pages.



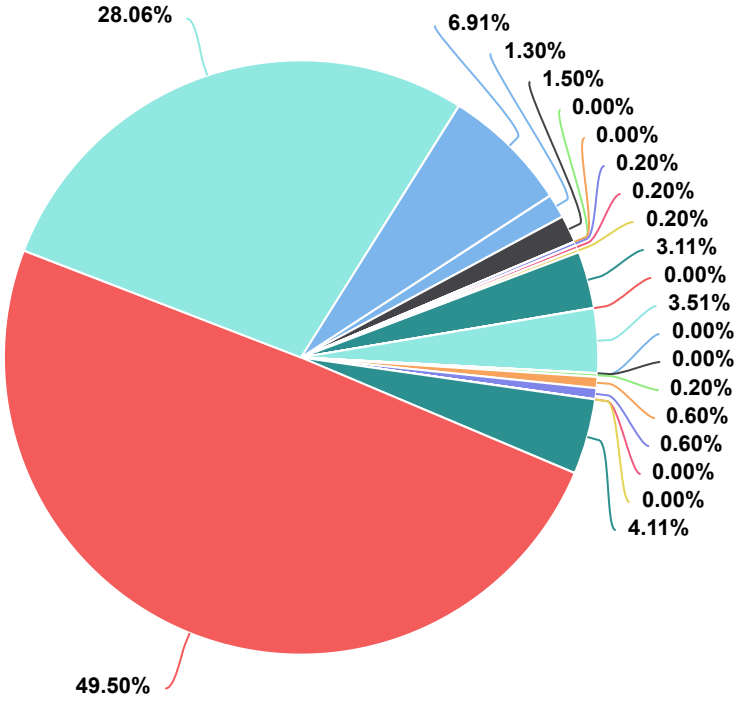
- Fire's Capital Projects
- Information Technology Services' Capital Projects
- Parks and Recreation's Capital Projects
- CRA's Capital Projects
- Public Works' Capital Projects
- Utilities' Capital Projects
- Utility Expansion Capital Projects

ASSET MANAGEMENT PROGRAM SUMMARY

Overall Department Summary

Department	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
Charter School	$ 1,037,168	$ 297,600	$ 300,600	$ -	$ -	$ -
City Clerk	5,000	10,000	15,000	58,000	5,000	-
City Manager	-	-	-	50,150	-	-
CRA	1,210,922	-	-	-	-	-
Development Services	529,604	274,140	313,614	415,314	382,096	429,100
Financial Services	-	42,000	-	-	-	-
Fire	18,829,133	4,256,112	15,295,347	6,716,571	19,064,021	6,168,380
Government Services	2,678,875	5,694,985	1,565,565	3,055,984	2,480,626	1,644,346
ITS	2,855,000	4,543,742	3,274,000	3,723,750	3,781,750	3,851,500
Parks and Recreation	11,350,668	7,957,298	27,968,388	30,201,071	26,445,080	28,977,225
Police	3,800,592	3,838,100	3,026,500	4,965,112	12,406,341	3,735,090
Public Works	84,951,395	64,921,198	82,660,039	34,609,878	60,866,561	71,583,785
Utilities	437,154,894	288,621,389	351,558,771	97,981,097	66,087,127	300,122,263
Grand Total	$ 564,403,251	$ 380,456,564	$ 485,977,824	$ 181,776,927	$ 191,518,602	$ 416,511,689

AMP Funding Source FY 2026



- 5 Cent Gas Tax
- Charter School
- Fleet Management Allocation
- Police Impact Fee
- Solid Waste Fund
- Road Impact Fees
- 6 Cent Gas Tax
- CRA Fund
- General Fund
- Lake Kennedy Capital Fund
- Stormwater Fund
- Building Code
- Fire Impact Fee
- Golf Course Fund
- Parks Impact Fee
- W&S Special Assessment
- Captial Improvement Allocation
- Fire Operations
- Grant Fund
- Property Management Allocation
- Water & Sewer

Capital Projects

Funding Source	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
CRA Fund	$ 1,210,922	$ -	$ -	$ -	$ -	$ -
Fire Impact Fee	949,279	-	4,719,236	-	9,132,467	-
Fire Operations	12,918,438	-	-	-	-	-
General Fund	2,919,888	3,423,742	21,000,000	31,311,123	35,235,921	26,152,250
Grant Fund	-	1,505,676	-	-	-	-
Lake Kennedy Capital Fund	3,400,000	-	-	-	-	-
Parks Impact Fees	3,150,000	330,750	3,307,500	-	347,288	3,472,875
Road Impact Fees/Mobility Fees	38,752,722	31,373,959	34,316,787	3,050,000	26,990,629	20,810,991
Stormwater	15,321,494	11,028,000	22,449,543	1,236,000	1,273,080	15,642,019
Water & Sewer Special Assessment	278,854,709	20,919,968	264,243,827	-	-	239,260,706
Water & Sewer	146,250,268	253,523,000	75,653,586	82,474,982	48,237,667	43,722,418
Grand Total	**$ 503,727,720**	**$ 322,105,095**	**$ 425,690,479**	**$ 118,072,105**	**$ 121,217,052**	**$ 349,061,259**

Capital Equipment

Funding Source	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
Building Fund	$ -	$ 14,580	$ -	$ -	$ -	$ 83,100
Charter School	723,168	141,600	144,600	-	-	-
Fire Operations	2,796,416	3,049,212	4,551,211	1,244,071	906,554	418,380
Fleet Mgmt Allocation	67,000	-	40,000	387,320	283,760	152,600
General Fund	3,622,569	6,065,276	3,410,466	4,740,273	4,014,690	2,945,640
Golf Course Fund	245,000	-	-	-	-	-
Grant Funded	156,985	-	-	-	-	-
Property Management Allocation	27,000	82,000	15,000	-	-	63,000
Stormwater	924,000	553,040	554,000	602,320	211,880	421,050
Water & Sewer	4,071,057	7,068,941	5,795,617	8,036,722	12,244,940	13,714,000
Grand Total	**$ 12,633,195**	**$ 16,974,649**	**$ 14,510,894**	**$ 15,010,706**	**$ 17,661,824**	**$ 17,797,770**

Facilities Maintenance

Funding Source	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
5 Cent Gas Tax	$ 7,470,000	$ 4,300,000	$ 3,600,000	$ 2,900,000	$ 3,000,000	$ 3,050,000
6 Cent Gas Tax	8,520,000	4,520,000	4,520,000	4,520,000	4,520,000	4,520,000
CRA Fund	18,000	-	16,000	-	-	-
Fire Operations	635,000	889,900	509,900	535,000	200,000	-
Fleet Management Allocation	-	-	-	23,067	-	-
General Fund	9,034,382	14,748,905	14,171,535	16,691,047	16,964,137	17,008,505
Lake Kennedy Capital Fund	-	20,000	-	-	-	-
Lake Kennedy The Courts	-	-	-	-	-	50,000
Stormwater	4,991,240	3,681,729	6,088,671	6,427,208	6,595,181	8,380,016
Water & Sewer	4,830,520	4,301,780	3,464,541	5,379,393	3,180,520	766,139
Yacht Basin Fund	-	-	45,000	-	-	-
Grand Total	**$ 35,499,142**	**$ 32,462,314**	**$ 32,415,647**	**$ 36,475,715**	**$ 34,459,838**	**$ 33,774,660**

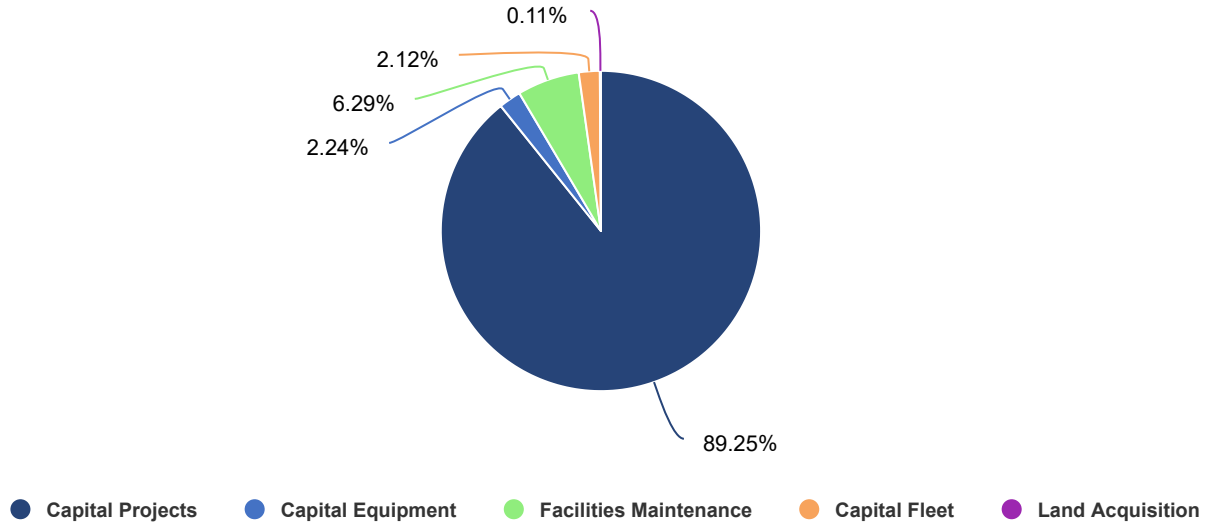
Capital Fleet

Funding Source	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
Building Code	$ 126,000	$ 129,780	$ 224,010	$ 230,730	$ 191,048	$ 150,000
Capital Improvement Allocation	52,000	100,360	48,690	-	-	-
Charter School	314,000	156,000	156,000	-	-	-
Fire Impact Fee	350,000	-	-	-	-	-
Fire Operations	1,180,000	317,000	5,515,000	4,937,500	8,825,000	5,750,000
Fleet Mgmt Allocation	106,000	88,000	64,000	47,672	90,000	190,000
General Fund	4,069,854	3,733,342	3,286,604	4,405,212	4,262,840	5,015,000
Grant Funded	-	-	-	-	-	-
Impact Fee	1,166,000	-	-	-	-	-
Lot Mowing	-	42,000	49,000	50,000	50,000	-
Property Mgmt Allocation	80,000	443,000	180,300	191,280	420,000	235,000
Risk Management	-	42,000	-	-	-	-
Solid Waste	62,000	-	-	-	-	-
Stormwater	1,789,000	1,921,000	1,336,000	166,007	1,817,000	1,679,000
Water & Sewer	2,648,340	2,307,700	1,901,200	1,590,000	1,924,000	2,159,000
Grand Total	$ 11,943,194	$ 9,280,182	$ 12,760,804	$ 11,618,401	$ 17,579,888	$ 15,178,000

Land Acquisition

Funding Source	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
Stormwater	$ 100,000	$ 100,000	$ 100,000	$ 100,000	$ 100,000	$ 200,000
Water & Sewer	500,000	500,000	500,000	500,000	500,000	500,000
Grand Total	$ 600,000	$ 600,000	$ 600,000	$ 600,000	$ 600,000	$ 700,000

AMP by Category FY 2026



SUMMARY OF ONGOING CITY CAPITAL PROJECTS

Department	Project Title	Funding Type	Estimated Budget	Actuals	Status	Completion
CRA						
	CRA Club Square Water Line	Cash	$ 666,849	$ 487,291	Construction	73.07%
	CRA Country Club Medians	Cash	800,000	79,155	Design	9.89%
	CRA Property Acquisition	Cash	5,611,333	315,690	Design	5.63%
	CRA Vincennes Blvd Parking Lot	Cash	1,030,611	407,919	Design	39.58%
	CRA Landscape and Beatuification	Cash	216,818	-	Design	0.00%
	CRA Lafayette Street Lights	Cash	424,915	436,005	Construction	102.61%
	CRA Miramar Sidewalks	Cash	413,200	229,326	Construction	55.50%
	CRA South Parking Lot Vincennes	Cash	1,508,870	-	Design	0.00%
	CRA Palm Tree Median Beautification	Cash	1,334,961	-	Design	0.00%
Development Services						
	DCD Administration Building	Cash	1,019,585	1,019,822	Design	10.00%
Fire						
	Fire Training Facility Phase 2	Cash	530,450	155,565	Design	29.33%
	Fire Station 10	Cash/Grant/ Debt	18,735,919	954,170	Design	5.09%
	Fire Station 5 Rebuild	Debt	1,000,000	-	Design	0.00%
	EOC Expansion	Grant	18,000,000	152,167	Design	0.85%
Government Services						
	Oasis Football Field	Debt	1,400,796	366,091	Design	26.13%
	Santa Barbara Building Complex	Cash	2,697,471	2,702,849	Design	10.00%
	Bimini Basin East	Debt	42,059,143	45,192,274	Construction	80.00%
Information Technology						
	Financial Software	Cash	5,785,022	4,748,315	Implementation	82.08%
	Human Capital Management Software	Cash	1,432,420	1,239,824	Implementation	86.55%
	City Fiber & Wireless	Cash	7,055,726	3,998,875	Implementation	56.68%
	Public Safety Software	Cash	3,800,000	3,364,376	Implementation	88.54%
Parks & Recreation						
	Sirenia Vista	Grant/Cash	1,504,196	1,288,143	Construction	85.64%
	WCIND D&D Boat Ramp	Grant/Cash	348,149	317,064	Construction	91.07%
	Parks & Rec GO Bond	GO Bond	89,786,164	71,949,908	Construction	80.13%
	Jaycee Park Improvements	Debt/Grant	19,526,568	7,147,677	Construction	36.60%
	Bimini Basin Park Improvements	Cash	524,899	348,188	Design	66.33%
	Art Center Roof Replacement	Cash	100,000	4,063	Design	4.06%
	Skate Park Building Replacement	Cash	1,751,000	176,879	Construction	10.10%
	Veterans Park Tennis Courts	Cash	518,887	79,671	Construction	15.35%
	Nursery Structure	Cash	92,115	21,181	Construction	20.00%
	Lake Kennedy	Cash	135,817	120,235	Construction	88.53%
	Yacht Club Reconstruction	Debt/Grant	15,402,112	5,985,530	Design	38.86%
	Yellow Fever Creek Boardwalks	Grant/Cash	967,100	65,551	Design	6.78%
	Storm Football Operation Sparkle	Cash	2,113,000	736,902	Construction	34.87%
	Burton Park Operation Sparkle	Cash	1,200,000	926,274	Construction	77.19%
	NW Softball Complex Operation Sparkle	Cash	650,000	586,011	Finishing	90.16%
	Strausser BMX Operation Sparkle	Cash	1,062,492	73,943	Design	6.96%
	Koza/Saladino Operation Sparkle	Cash	992,040	-	Design	0.00%
	Jason Verdow Operation Sparkle	Cash	1,148,111	-	Design	0.00%
	Cape Coral Sport Comp Operation Sparkle	Cash	784,751	-	Design	0.00%
	Lake Kennedy Roof Replacement	Cash	210,245	-	Design	0.00%

SUMMARY OF ONGOING CITY CAPITAL PROJECTS

Department	Project Title	Funding Type	Estimated Budget	Actuals	Status	Completion
	Cape Coral Sport Complex Expansion	Debt	2,000,000	3,274	Design	0.16%
	2224 NE Park	Cash	315,000	9,518	Design	3.02%
	Old Golf Course	Cash	19,220,779	10,984,305	Design	57.15%
	Community Resilience Hub	Grant/Cash	35,441,890	20,195	Design	0.06%
	Pelican Baseball Operation Sparkle	Cash	750,000	-	Design	0.00%
	Jim Jeffers Operation Sparkle	Cash	750,000	-	Design	0.00%
	Pelican Soccer Operation Sparkle	Cash	750,000	-	Design	0.00%
	Four Freedoms Reconstruction	Cash	473,792	-	Design	0.00%
	Four Mile Boardwalk Design	Cash	300,000	-	Design	0.00%
	Glover Boardwalk Design	Cash	200,000	1,982	Design	0.99%
Public Works						
	Alley Resurfacing	Cash	5,110,000	2,818,036	Construction	55.15%
	Median Landscaping	Cash	5,486,940	2,041,251	Construction	37.20%
	Road Resurfacing	Cash	34,022,643	26,049,408	Construction	76.56%
	Suntrail	Cash/Grant	16,366,483	5,721,452	Construction	34.96%
	Embers Pwky Sidewalk	Cash	819,000	86,426	Design	0.00%
	Embers Pwky/Nicholas PwkyW Sidewalk	Cash	976,076	103,274	Design	0.00%
	Ceitus Pwky Sidewalk	Cash	989,449	149,225	Design	0.00%
	Nelson Road Sidewalks	Cash	912,359	729,795	Construction	79.99%
	Pine Island Planning, Design & Engi	Cash	4,500,000	4,500,000	Design	100.00%
	Andalusia Blvd 4 Lane	Cash	14,729,000	1,390,120	Design	9.44%
	Embers Pkwy-Burnt Store to Chiquita	Cash	1,820,770	194,075	Design	0.00%
	El Dorado Blvd N-Embers - Tropicana	Cash	963,581	146,403	Design	0.00%
	SW 22nd Ter-Surfside to SW 20th Ave	Cash	517,598	107,580	Design	0.00%
	Orchid Blvd/SE 46th St	Cash	398,532	79,093	Design	0.00%
	SW Santa Barbara Pl - Nic to SW20Av	Grant	986,271	26,065	Design	2.64%
	Averill Blvd-Del Pra Blvd Intersect	Cash	2,863,255	2,200,896	Construction	76.87%
	Chiquita Blvd-Embers Pwky Intersect	Cash	1,500,000	107,058	Design	7.14%
	Trop Pkwy-Santa Barb Blvd Intersect	Cash	2,686,290	536,530	Design	19.97%
	Andal Blvd-Diplomat Pwky Intersecti	Cash	1,500,000	98,158	Design	6.54%
	Embers Parkway (Old Burnt Store)	Cash	1,814,612	810,861	Construction	44.69%
	Embers Parkway (Chiquita to SW 1)	Cash	1,319,500	136,823	Construction	0.00%
	Andalusia Blvd N Phase 2	Cash	601,000	-	Construction	0.00%
	Skyline Blvd	Cash	628,188	2,070	Construction	0.00%
	N1 NE 24th Ave 2 to 3 Lane	Cash	13,234,728	46,174	Design	0.00%
	NE 24th Ave 2 to 3 lane	Cash	7,240,643	-	Design	0.00%
	Chiquita Access Mgmt/Turn Lane Impr	Cash	721,000	86,844	Design	0.00%
	Diplomat Access Mgmt/Capacity Impro	Cash	721,000	-	Design	0.00%
	Community Median Beautification	Cash	214,248	164,898	Construction	76.97%
	Vincennes Median	Cash	515,000	144,591	Construction	28.08%
	Andalusia Blvd N Phase 1	Cash	1,045,764	-	Design	0.00%
	Chiquita/Tropicana Intersection	Cash	4,120,000	-	Design	0.00%
	SWR CPF- Water Quality	Cash	4,500,000	5,803,536	Construction	128.97%
	Algae Bloom	Cash	1,000,000	919,306	Construction	91.93%
	Fleet Building	Cash/Debt	12,748,934	1,195,175	Design	9.37%
	Facility Maintenance Building	Debt	1,251,629	803,928	Design	64.23%
	Weir 8	Debt	2,854,383	37,652	Design	1.32%
	Weir 16 & 17	Cash	3,683,383	453,912	Construction	12.32%
	Nicholas Pkwy West	Cash	3,541,238	3,256,238	Construction	91.95%

SUMMARY OF ONGOING CITY CAPITAL PROJECTS

Department	Project Title	Funding Type	Estimated Budget	Actuals	Status	Completion
	Nicholas Pkwy E-Cap RoadCruGu	Cash	8,322,775	6,629,629	Construction	79.66%
Utilities						
	ADM-36 Palm Tree Bl Phase 1	Cash	14,544,822	13,427,688	Construction	92.32%
	NRO-5 Deep Injection Well IW1	Cash	1,750,000	1,324,642	Construction	75.69%
	NRO-6 Perimeter Wall	Cash	3,137,812	149,582	Design	4.77%
	NRO-10 Rehab/Rpl Raw Wtr Well	Cash/Debt	26,195,072	12,508,021	Construction	47.75%
	WRC-12 Lift Station Rehab FY16	Cash	3,592,947	1,644,187	Construction	45.76%
	ADM-56 US 41 Conveyance	Cash/Debt/ Grant	51,221,990	42,893,039	Construction	83.74%
	WRC-7 Rehab Master LS 200	Cash	7,533,973	639,825	Design	8.49%
	WRSW-11 New Turblex Blower	Cash	425,000	24,538	Construction	5.77%
	WRC-2 Lift Station Rehab FY19	Cash/Grant	4,447,486	846,592	Construction	19.04%
	North RO Variable Frequency Drive	Cash	2,300,550	-	Design	0.00%
	NSRO-3 Replace Membranes	Cash	1,330,000	-	Design	0.00%
	WRE-20 EWR Headworks Rebuild	Cash/Debt	3,405,000	524,161	Design	15.39%
	WRB-3 Conveyor Belt Replace	Cash	750,000	99,193	Design	13.23%
	WRE-XX EWR Reuse Pump Station Rep	Cash/Debt	11,100,000	99,380	Design	0.90%
	SW WRF Limited Rehabilitation	Cash/Debt	6,924,473	2,368,655	Design	34.21%
	Veterans Parkway Transmission	Cash	1,000,000	-	Design	0.00%
	Phase 3-Neighborhood water line rep	Debt	15,800,000	42,035	Design	0.00%
	NRO Wellfield Expansion Phase II	Debt	14,041,666	905,771	Design	6.45%
	North Utility Admin Building	Debt	3,000,000	-	Design	0.00%
	NRO WTP Expansion Phase II 12 MG PW	Debt	5,525,527	382,219	Design	6.92%
	NWRF 8 MGD Phase I	Debt	7,310,782	322,733	Design	4.41%
	Plato Canal Replacement	Cash	3,142,920	708,108	Design	0.00%
	MPS-103 Relocation	Cash	2,000,000	-	Design	0.00%
	MPS-401 Relocation	Cash	450,000	-	Design	0.00%
	Scada Integration	Cash	2,000,000	23,998	Design	0.00%
	Judd Creek Water and Sewer Line Ext	Cash	3,783,179	-	Design	0.00%
	WRSW-18 Reroute Elctrcl Cable	Cash	1,000,000	67,445	Design	6.74%
	IRR-26 NSTS Upgrade	Cash/Debt	1,077,000	189,711	Design	0.00%
	IRR-27 Replace UST's @CPS	Cash	750,000	51,301	Design	0.00%
	MPS100Influent&DischargeForcemain	Cash/Grant	13,307,130	7,192,938	Construction	54.05%
	MPS 100	Grant	13,085,600	11,797,911	Construction	90.16%
	Weir 7 - Grant	Grant/Cash	2,850,559	219,868	Design	7.71%
	North 1 East Utility Expansion	Debt/Grants	226,169,231	7,213,687	Design	3.19%
	North 1 West Utility Expansion	Debt/Grants	271,371,090	213,704,702	Construction	90.00%
	North 3 Utilities Expansion	Debt	59,889,885	8,836,123	Design	14.75%
Grand Total			**$ 1,267,983,162**	**$ 562,480,738**		

Unfunded City Needs

A list of Capital unfunded requests is provided in the table below.

SUMMARY OF FY 2026 UNFUNDED CITY CAPITAL PROJECTS

Investment Type	Project Title and Description	Estimated Cost
General Government	Charter School Maintenance - South Campus Generator replacements (3)	$ 1,100,000
General Government	Charter School Maintenance - North Campus Generator replacement	425,000
General Government	Charter School Maintenance - Repaint Exterior surfaces at both campuses	100,000
General Government	Charter School Maintenance - Repair Rusting Airnasium at North Campus	75,000
General Government	Charter School Maintenance - Replumbing to replace rusting copper lines	150,000
General Government	Charter School Maintenance - Seal Coat Asphalt Parking	50,000
General Government	Charter School Maintenance - Sidewalk replacement at both campuses	200,000
General Government	Charter School Maintenance - Sound Dampening at North Campus	60,000
General Government	Charter School Maintenance - Flooring repair at Oasis Middle	275,000
General Government	Fiber Connectivity - Additional funding to continue operations	1,323,742
General Government	Fleet Building - Construction of a new building that would enhance fleet services and allow an increase in capacity with additional bays	51,500,000
General Government	Generator Replacement at City Hall	1,500,000
General Government	Property Management Building - Construction a new building with outdoor covered storage to enhance operational services	24,720,000
Parks and Recreation	Operation Sparkle - Deferred 2026 scheduled maintenance	2,449,000
Physical Environment	Oasis Football Field - Construction of a multi-purpose field behind the High School	13,000,000
Public Safety	Emergency Operations Center - central location where emergency management and city response activities are coordinated	26,883,000
Public Safety	Fire Station bay doors replacement - Bifold doors reduce response times, less maintenance costs and can manually be opened if there is power failure for remaining Stations 1,2,7,4, and 8	550,000
Public Safety	Police Command Vehicle replacement	1,500,000
Public Safety	Police Southeast Precinct - Quadrant location for local law enforcement operations, community engagement, and administrative functions	9,842,044
Transportation	Median Improvements - Santa Barbara (Tropicana to Diplomat)	530,000
Transportation	Median Improvements - Tropicana/Santa Barbara Blvd	500,000
Transportation	NE 27th Lane Extension - provide direct access to Del Prado Boulevard and support growth of Academic Village and North Industrial Park	14,000,000
Transportation	Road Resurfacing - Annual schedule of roads needed to be resurfaced citywide	3,861,575

City Clerk Asset Management Program Summary

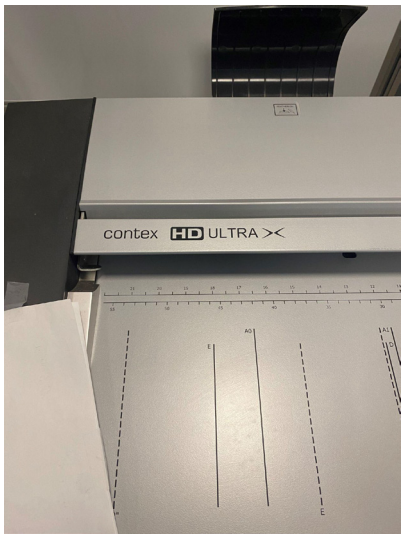
The City Clerk's Asset Management Program Summary is a thorough initiative that outlines the Department's owned assets, their current conditions, and future strategies for the FY 2026-2031 Plan. This program integrates budgetary processes, combining revenues and expenditures with programmatic and policy considerations within the city's long-term planning framework. It provides a structured approach to facilitate orderly growth and implement necessary capital improvements effectively throughout the City.

Capital Equipment

Funding Source	Description	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
General Fund	Asset #26933 Workgroup Scanner(s)	$ 5,000	$ -	$ -	$ -	$ 5,000	$ -
	Asset #26318 Blueprint Scanner(s)	-	10,000	-	-	-	-
	Asset #27823 Workgroup Scanner(s)	-	-	5,000	-	-	-
	Asset #25248 Blueprint Scanner(s)	-	-	10,000	-	-	-
Grand Total		$ 5,000	$ 10,000	$ 15,000	$ -	$ 5,000	$ -

Capital Fleet

Funding Source	Description	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
General Fund	Asset #28852 - Ford Transit Connect Van	$ -	$ -	$ -	$ 58,000	$ -	$ -
Grand Total		$ -	$ -	$ -	$ 58,000	$ -	$ -



City Manager Asset Management Program Summary

The City Manager's Asset Management Program Summary is a thorough initiative that outlines the Department's owned assets, their current conditions, and future strategies for the FY 2026-2031 Plan. This program integrates budgetary processes, combining revenues and expenditures with programmatic and policy considerations within the city's long-term planning framework. It provides a structured approach to facilitate orderly growth and implement necessary capital improvements effectively throughout the City.

City Manager Capital Fleet

Funding Source	Description	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
General Fund	Asset #29009 - Ford Explorer	$ -	$ -	$ -	$ 50,150	$ -	$ -
Grand Total		**$ -**	**$ -**	**$ -**	**$ 50,150**	**$ -**	**$ -**

CRA Summary of Capital Projects

Funding Source	Project Title	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
CRA	Palm Tree Median Beautification	$ 1,210,922	$ -	$ -	$ -	$ -	$ -
Grand Total		**$ 1,210,922**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

A well-formulated Capital Improvement Plan (CIP) is rooted in consistent planning for major expenditures and in anticipation of the "just-in-time" replacement of apparatus, equipment, and facilities. CIPs are most effectively done in 5-year increments in which the current year drops into the annual operating budget and off of the 5-year plan. Then the CIP is replaced by a new 5th year so that it is a continuing process that is tied directly to normal annual budget preparations. Supported by an appropriate funding stream and thoughtful analysis and forecasting by staff, the CIP is a powerful instrument for managing the Department's level of service delivery.

MAJOR CAPITAL IMPROVEMENTS MAY INCLUDE THE FOLLOWING:

- INFRASTRUCTURE: Median landscaping

CRA Palm Tree Median Beautification

Location: CRA District

Status: Existing

Investment Type: CRA

Project Description: Palm Tree Boulevard from Country Club Boulevard to Wildwood Parkway. Consultant to prepare transportation and median design plans including access management. The work will be followed by landscape and irrigation plans.

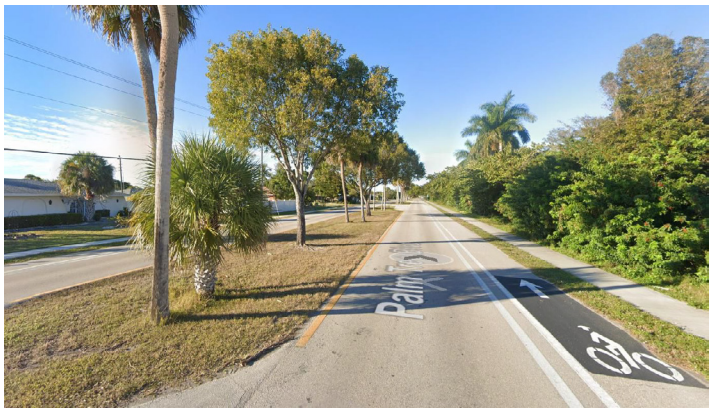
Strategic Goal: Infrastructure- invest in median landscaping

Estimated Project Start Date: 10/01/2023

Prior Funds Appropriated Through 9/30/2025: $1,509,204

Funding Source	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
CRA Fund	$ 1,210,922	$ -	$ -	$ -	$ -	$ -
Grand Total	$ 1,210,922	$ -	$ -	$ -	$ -	$ -

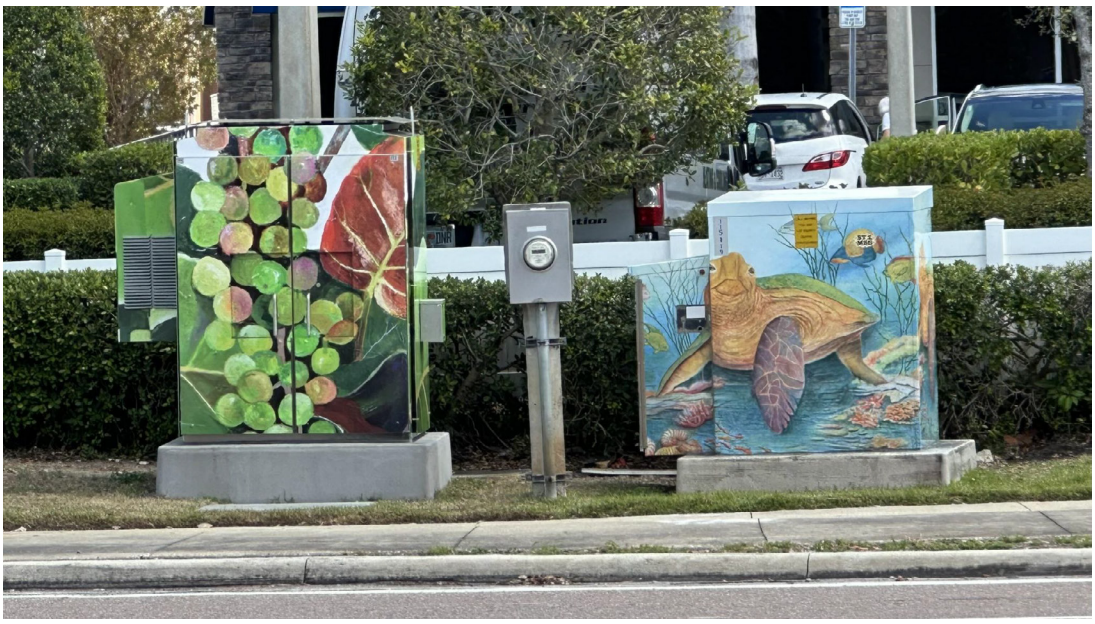
Detailed Project Scope	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
Median Landscaping	$ 1,210,922	$ -	$ -	$ -	$ -	$ -
Grand Total	$ 1,210,922	$ -	$ -	$ -	$ -	$ -



CRA Asset Management Program Summary

Facilities Maintenance

Funding Source	Description	2026 Proposed	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
CRA	Replace Three (3) Electrical Panels on Cape Coral Parkway	$ 18,000	$ -	$ -	$ -	$ -	$ -
	Iguana Mia Electrical Panel Replacement	-	-	8,000	-	-	-
	Big John's Parking Lot Electrical Panel Replacement	-	-	8,000	-	-	-
Grand Total		$ 18,000	$ -	$ 16,000	$ -	$ -	$ -



Development Services Asset Management Program Summary

The Department of Development Services Asset Management Program Summary is a thorough initiative that outlines the Department's owned assets, their current conditions, and future strategies for the FY 2026-2031 Plan. This program integrates budgetary processes, combining revenues and expenditures with programmatic and policy considerations within the city's long-term planning framework. It provides a structured approach to facilitate orderly growth and implement necessary capital improvements effectively throughout the City.

Capital Equipment

Funding Source	Description	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
Building Fund	HVAC Annual Replacement	$ -	$ 14,580	$ -	$ -	$ -	$ 83,100
Grand Total		**$ -**	**$ 14,580**	**$ -**	**$ -**	**$ -**	**$ 83,100**

Capital Fleet

Funding Source	Description	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
Building Fund	Asset #28508 - Ford F150	$ 42,000	$ -	$ -	$ -	$ -	$ -
	Asset #28509 - Ford F150	42,000	-	-	-	-	-
	Asset #28510 - Ford F150	42,000	-	-	-	-	-
	Asset #28485 - Ford F150	-	43,260	-	-	-	-
	Asset #28491 - Ford F150	-	43,260	-	-	-	-
	Asset #28878 - Ford F150	-	43,260	-	-	-	-
	Asset #28483 - Ford F150	-	-	44,802	-	-	-
	Asset #28488 - Ford F150	-	-	44,802	-	-	-
	Asset #28489 - Ford F150	-	-	44,802	-	-	-
	Asset #28492 - Ford F150	-	-	44,802	-	-	-
	Asset #28857 - Ford F150	-	-	44,802	-	-	-
	Asset #28482 - Ford F150	-	-	-	46,146	-	-
	Asset #28877 - Ford F150	-	-	-	46,146	-	-
	Asset #29083 - Ford F150	-	-	-	46,146	-	-
	Asset #29084 - Ford F150	-	-	-	46,146	-	-
	Asset #29085 - Ford F150	-	-	-	46,146	-	-
	Asset #28885 - Ford F150	-	-	-	-	47,762	-
	Asset #28894 - Ford F150	-	-	-	-	47,762	-
	Asset #29204 - Ford F150	-	-	-	-	47,762	-
	Asset #29513 - Ford F150	-	-	-	-	47,762	-
	Asset #29205 - Ford F150	-	-	-	-	-	50,000

Capital Fleet

Funding Source	Description	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
General Fund	Asset #29206 - Ford F150	-	-	-	-	-	50,000
	Asset #29207 - Ford F150	-	-	-	-	-	50,000
	Asset #27958 - Ford F150	42,000	-	-	-	-	-
	Asset #28040 - Ford Explorer	42,000	-	-	-	-	-
	Asset #28087 - Ford F150	44,802	-	-	-	-	-
	Asset #28088 - Ford F150	44,802	-	-	-	-	-
	New Position Vehicles	230,000	-	-	-	-	-
	Asset #28045 - Ford F150	-	43,260	-	-	-	-
	Asset #28068 - Ford F150	-	43,260	-	-	-	-
	Asset #28337 - Ford F150	-	43,260	-	-	-	-
	Asset #28336 - Ford F150	-	-	44,802	-	-	-
	Asset #28338 - Ford F150	-	-	44,802	-	-	-
	Asset #28756 - Ford F150	-	-	-	46,146	-	-
	Asset #28836 - Ford F150	-	-	-	46,146	-	-
	Asset #28893 - Ford F150	-	-	-	46,146	-	-
	Asset #28983 - Ford F150	-	-	-	46,146		-
	Asset #28837 - Ford F150	-	-	-	-	47,762	-
	Asset #28892 - Ford F150	-	-	-	-	47,762	-
	Asset #28969 - Ford F150	-	-	-	-	47,762	-
	Asset #28981 - Ford F150	-	-	-	-	47,762	-
	Asset #29256 - Ford F150	-	-	-	-	-	49,000
	Asset #29460 - Ford F150	-	-	-	-	-	49,000
	Asset #29461 - Ford F150	-	-	-	-	-	49,000
	Asset #29462 - Ford F150	-	-	-	-	-	49,000
Grand Total		$ 529,604	$ 259,560	$ 313,614	$ 415,314	$ 382,096	$ 346,000

Financial Services Asset Management Program Summary

The Financial Services' Asset Management Program Summary is a thorough initiative that outlines the Department's owned assets, their current conditions, and future strategies for the FY 2026-2031 Plan. This program integrates budgetary processes, combining revenues and expenditures with programmatic and policy considerations within the city's long-term planning framework. It provides a structured approach to facilitate orderly growth and implement necessary capital improvements effectively throughout the City.

Capital Fleet

Funding Source	Description	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
Risk Management	Asset # 27977 - Ford Explorer	$ -	$ 42,000	$ -	$ -	$ -	$ -
Grand Total		$ -	$ 42,000	$ -	$ -	$ -	$ -

Fire Capital Improvement Plan Summary

The Fire Capital Improvement Projects Summary consists of the funding requirements for the funding support of the projects, project feasibility studies, and other costs indirectly associated with the management of the capital projects included in the Fiscal Year 2026-2031 Asset Management Program. Direct project management costs are included and funded in each separate project throughout the Capital Improvement Program.

Summary of Capital Projects

Funding Source	Project Title	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
Fire Operations	Station #05 Rebuild	$ 9,448,438	$ -	$ -	$ -	$ -	$ -
	Fire Adminstration Expansion	3,190,000	-	-	-	-	-
	North Cape Public Safety Complex Turn Lane -Jacaranda/ Averill	280,000	-	-	-	-	-
Fire Impact Fee	Training Facility Phase 3	949,279	-	-	-	9,132,467	-
	Training Facility Phase 2	-	-	4,719,236	-	-	-
Grand Total		$ 13,867,717	$ -	$ 4,719,236	$ -	$ 9,132,467	$ -

A well-formulated Capital Improvement Plan (CIP) is rooted in consistent planning for major expenditures and in anticipation of the "just-in-time" replacement of apparatus, equipment, and facilities. CIPs are most effectively done in 5-year increments in which the current year drops into the annual operating budget and off of the 5-year plan. Then the CIP is replaced by a new 5th year so that it is a continuing process that is tied directly to normal annual budget preparations. Supported by an appropriate funding stream and thoughtful analysis and forecasting by staff, the CIP is a powerful instrument for managing a Fire Department's level of service delivery.

MAJOR CAPITAL IMPROVEMENTS MAY INCLUDE THE FOLLOWING:

- APPARATUS: Purchase and/or refurbishment/ replacement of pumper engines; squad and/or rescue vehicles; water tenders; command vehicles; utility vehicles
- MAJOR EQUIPMENT: Purchase and/ or replacement of: personal protective equipment (PPEs); self-contained breathing apparatus (SCBAs); rescue tools, and fire hose
- FACILITIES: New construction and/or renovation of fire stations, and administrative and support offices

North Cape Public Safety Complex Turn Lane

Location: Jacaranda and Averill Blvd

Status: New

Investment Type: Public Safety

Project Description: Adding a Turn Lane at Jacaranda and Averill.

Strategic Goal: City Services and Amenities- Deliver Exceptional City Services and high-quality amenities

Estimated Project Start Date: 10/01/2025

Prior Funds Appropriated Through 9/30/2025: $0

Funding Source	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
Fire Operations	$ 280,000	$ -	$ -	$ -	$ -	$ -
Grand Total	$ 280,000	$ -	$ -	$ -	$ -	$ -

Detailed Project Scope	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
Construction	$ 280,000	$ -	$ -	$ -	$ -	$ -
Grand Total	$ 280,000	$ -	$ -	$ -	$ -	$ -

Station 5 Rebuild

Location: 700 Diplomat Pkwy East

Status: Ongoing

Investment Type: Public Safety

Project Description: Reconstruction will allow the department to modernize the station allowing for safer, faster, and more efficient responses to the residents.

Strategic Goal: Infrastructure- Invest in resilient infrastructure

Estimated Project Start Date: 10/01/2024

Prior Funds Appropriated Through 9/30/2025: $1,000,000

Funding Source	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
Fire Operations	$ 9,448,438	$ -	$ -	$ -	$ -	$ -
Grand Total	$ 9,448,438	$ -	$ -	$ -	$ -	$ -

Detailed Project Scope	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
Construction	$ 8,259,875	$ -	$ -	-	$ -	-
Const. Contingency	825,988	-	-	-	-	-
CIP 3% Total Project	272,575	-				
<<Other Costs>>	90,000	-	-	-	-	-
Grand Total	$ 9,448,438	$ -	$ -	$ -	$ -	$ -

Fire Administration Expansion

Location: Fire Administration Expansion

Status: New

Investment Type: Public Safety

Project Description: Expand the Fire Administration to meet the city's long-term future needs for emergency operations with the Fire Department.

Strategic Goal: City Services and Amenities- Deliver Exceptional City Services and high-quality amenities

Estimated Project Start Date: 10/01/2025

Prior Funds Appropriated Through 9/30/2025: $0

Funding Source	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
Fire Operations	$ 3,190,000	$ -	$ -	$ -	$ -	$ -
Grand Total	$ 3,190,000	$ -	$ -	$ -	$ -	$ -

Detailed Project Scope	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
Construction	$ 3,190,000	$ -	$ -	$ -	$ -	$ -
Grand Total	$ 3,190,000	$ -	$ -	$ -	$ -	$ -

Training Facility Phase 3

Location: 2120 SW 32nd Street

Status: New

Investment Type: Public Safety

Project Description: To design and construct an effective classroom and office space that will provide an adequate learning environment to conduct training activities. To design and construct a water rescue training area for SCUBA and surface water rescue training,

Strategic Goal: City Services and Amenities- Deliver Exceptional City Services and high-quality amenities

Estimated Project Start Date: 10/01/2025

Prior Funds Appropriated Through 9/30/2025: $0

Funding Source	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
Fire Operations	$ 949,279	$ -	$ -	$ -	$ 9,092,325	$ -
Grand Total	**$ 949,279**	**$ -**	**$ -**	**$ -**	**$ 9,092,325**	**$ -**

Detailed Project Scope	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
Design	$ 917,637	$ -	$ -	$ -	$ -	$ -
Construction	-	-	-	-	8,025,000	-
Construction Contingency	-	-	-	-	800,337	-
CIP 3%	-	-	-	-	266,988	-
Grand Total	**$ 917,637**	**$ -**	**$ -**	**$ -**	**$ 9,092,325**	**$ -**

Fire Asset Management Program Summary

Capital Equipment

Funding Source	Description	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
Fire Operations	Station #08 HVAC Control Modernization	$ 25,000	$ -	$ -	$ -	$ -	$ -
	Station #02 Generator Docking Station Addition	75,000	-	-	-	-	-
	Station #03 HVAC Control Modernization	25,000	-	-	-	-	-
	Station #03 Station Generator Replacement	255,000	-	-	-	-	-
	Station #04 HVAC Control Modernization	25,000	-	-	-	-	-
	Fire Training Simulator	35,000	-	-	-	-	-
	Station #04 Station Generator Replacement	255,000	-	-	-	-	-
	Station #05 A/C Unit Replacement	20,000	-	-	-	-	-
	Station #05 HVAC Control Modernization	25,000	-	-	-	-	-
	Station #06 Generator Docking Station Addition	75,000	-	-	-	-	-
	Station #06 HVAC Control Modernization	25,000	-	-	-	-	-
	Station #07 Generator Docking Station Addition	75,000	-	-	-	-	-
	Station #07 HVAC Control Modernization	25,000	-	-	-	-	-
	Station #09 HVAC Control Modernization	25,000	-	-	-	-	-
	Station #10 Generator Docking Station Addition	75,000	-	-	-	-	-
	Direct Capture Station Bay Exhaust Removal System	1,375,000	-	-	-	-	-
	Station #10 HVAC Control Modernization	25,000	-	-	-	-	-
	Cardiac Monitors at Advanced Life Support Stations Replacements	107,962	1,500,000	-	-	-	-
	Station #08 A/C Unit Replacement	64,500	-	-	134,163	-	-
	Gear Dryer Replacement	8,322	8,531	17,490	8,958	9,138	9,321
	Hydraulic Rescue	40,963	41,842	42,889	93,576	47,724	48,678
	Motorola Radios	45,000	95,000	95,000	95,000	95,000	95,000
	Personal Protection Equipment Gear Washer/Extractor	5,631	5,772	5,917	6,213	6,337	6,464
	Breathing Air Compressor for High Pressure System	47,869	47,871	49,068	51,521	52,552	53,603
	Thermal Imaging Cameras	36,169	37,074	38,001	39,901	40,700	41,514
	Hazardous Materials Analyzer Replacement	-	200,000	-	-	-	-
	Old Station #02 A/C Unit Replacement	-	62,300	-	-	-	-
	Station #01 A/C Unit Replacement	-	62,330	-	-	-	-
	Station #02 A/C Unit Replacement	-	84,105	-	-	-	-
	Station #07 A/C Unit Replacement	-	84,105	-	-	-	-

Capital Equipment

Funding Source	Description	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
	Station #09 Fuel Station Replacement	-	86,822	-	-	-	-
	Station #09 Generator Replacement	-	260,100	-	-	-	-
	HVAC Annual Replacement	-	473,360	473,360	16,740	35,640	163,800
	Self Contained Breathing Apparatus Replacements	-	-	3,600,000	-	-	-
	Station #03 A/C Unit Replacement	-	-	84,743	-	-	
	Station #04 A/C Unit Replacement	-	-	50,000	-	-	
	Station #06 A/C Unit Replacement	-	-	84,743	-	-	
	Iplan Table Replacement	-	-	10,000	10,200	10,300	-
	Station #01 Fuel Station Replacement	-	-	-	92,191	-	
	Station #01 Generator Replacement & Docking Station Addition	-	-	-	425,000	-	-
	Station #01 Generator Replacement	-	-	-	270,608	-	-
	Station #09 A/C Unit Replacement	-	-	-	-	134,163	-
	Station #03 Generator Replacement & Docking Station Addition	-	-	-	-	475,000	-
Grand Total		**$ 2,796,416**	**$ 3,049,212**	**$ 4,551,211**	**$ 1,244,071**	**$ 906,554**	**$ 418,380**

Facilities Maintenance

Funding Source	Description	2026 Proposed	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
Fire Operations	New Station #02 Sealcoating	$ 10,000	$ -	$ -	$ -	$ -	$ -
	Station #01 Generator Upgrades	20,000	-	-	-	-	-
	Station #01 Sealcoating	10,000	-	-	-	-	-
	Station #02 Generator Upgrades	20,000	-	-	-	-	-
	Station #03 Bay Flooring	80,000	-	-	-	-	-
	Station #03 Generator Upgrades	20,000	-	-	-	-	-
	Station #03 Sealcoating	10,000	-	-	-	-	-
	Station #05 Generator Upgrades	20,000	-	-	-	-	-
	Station #06 Generator Upgrades	20,000	-	-	-	-	-
	Station #07 Generator Upgrades	20,000	-	-	-	-	-
	Station #07 Renovation	150,000	-	-	-	-	-
	Station #08 Bay Flooring	80,000	-	-	-	-	-
	Station #10 Generator Upgrades	20,000	-	-	-	-	-
	Station #11 Bay Flooring	80,000	-	-	-	-	-
	Station #12 Painting	65,000	-	-	-	-	-
	Station #12 Sealcoating	10,000	-	-	-	-	-
	Old Station #02 Pavement Resurfacing	-	30,000	-	-	-	-
	Station #04 Renovation	-	100,000	-	-	-	-
	Station #06 Renovation	-	100,000	-	-	-	-
	Station #04 Bay Flooring	-	80,000	-	-	-	-

Facilities Maintenance

Funding Source	Description	2026 Proposed	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
	Station #09 Bay Flooring	-	80,000	-	-	-	-
	Station #12 Bay Flooring	-	80,000	-	-	-	-
	Station #09 Painting	-	70,000	-	-	-	-
	Old Station #05 Painting	-	65,000	-	-	-	-
	Old Station #02 Painting	-	55,000	-	-	-	-
	Old Station #05 Pavement Resurfacing	-	50,000	-	-	-	-
	Station #06 Sealcoating	-	10,000	-	-	-	-
	Station #09 Sealcoating	-	10,000	-	-	-	-
	Roof Annual Replacements	-	159,900	159,900	-	-	-
	Station #11 Renovation	-	-	100,000	-	-	-
	Station #01 Bay Flooring	-	-	80,000	-	-	-
	New Station #02 Bay Flooring	-	-	80,000	-	-	-
	Station #07 Sealcoating	-	-	10,000	-	-	-
	Station #11 Sealcoating	-	-	10,000	-	-	-
	Station #08 Painting	-	-	70,000	-	-	-
	Station #04 Sealcoating	-	-	-	10,000	-	-
	Station #08 Sealcoating	-	-	-	10,000	-	-
	Station #13 Sealcoating	-	-	-	10,000	-	-
	Station #01 Renovation	-	-	-	100,000	-	-
	Station #08 Renovation	-	-	-	100,000	-	-
	Station #06 Bay Flooring	-	-	-	80,000	-	-
	Station #07 Bay Flooring	-	-	-	80,000	-	-
	Station #01 Painting	-	-	-	75,000	-	-
	Station #13 Painting	-	-	-	70,000	-	-
	Old Station #05 Renovation	-	-	-	-	100,000	-
	Station #04 Painting	-	-	-	-	70,000	-
	Station #10 Painting	-	-	-	-	30,000	-
Grand Total		**$ 635,000**	**$ 889,900**	**$ 509,900**	**$ 535,000**	**$ 200,000**	**$ -**

Capital Fleet

Funding Source	Description	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
Fire Impact Fees	Fire Rescue for 4 Future Positions	$ 350,000	$ -	$ -	$ -	$ -	$ -
Fire Operations	Asset #28313 - Chevy Tahoe	80,000	-	-	-	-	-
	Asset #28382 - Ford F150 4x4	71,000	-	-	-	-	-
	Asset #28652 - Ford F550	300,000	-	-	-	-	-
	Asset #28741 - Ford F150	71,000	-	-	-	-	-
	Asset #28967 - Ford F550 Rescue 2	290,000	-	-	-	-	-
	Asset #28968 - Ford F550 Rescue 3	290,000	-	-	-	-	-
	Future Position Vehicles	78,000	-	-	-	-	-
	Asset #28394 - Polaris Ranger	-	25,000	-	-	-	-
	Asset #28687 - Ford F150	-	73,000	-	-	-	-
	Asset #28698 - Ford F150	-	73,000	-	-	-	-

Capital Fleet

Funding Source	Description	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
	Asset #28813 - Ford F150	-	73,000	-	-	-	-
	Asset #28845 - Ford F150	-	73,000	-	-	-	-
	Asset #22049 - Aerial Ladder Truck 4	-	-	2,200,000	-	-	-
	Asset #24175 - Wells Cargo EW1624 Trailer	-	-	20,000	-	-	-
	Asset #27908 - Sutphen Engine 5	-	-	1,300,000	-	-	-
	Asset #27647 - Sutphen Engine Rescue 5			1,300,000			
	Asset #28369 - Ford F550	-	-	320,000	-	-	-
	Asset #28383 - Ford F150	-	-	75,000	-	-	-
	Asset #28724 - Ford F150	-	-	75,000	-	-	-
	Asset #28864 - Ford F150	-	-	75,000	-	-	-
	Asset #29078 - Ford F150	-	-	75,000	-	-	-
	Asset #29088 - Ford F150	-	-	75,000	-	-	-
	Asset #24519 - International Dash Tender 8	-	-	-	1,350,000	-	-
	Asset #27907 - Sutphen Engine 4	-	-	-	1,350,000	-	-
	Asset #27647 - Sutphen Engine Rescue 5	-	-	-	1,350,000	-	-
	Asset #24469 - 2628 HDH Trailer	-	-	-	18,000	-	-
	Asset #28487 - Ford F250	-	-	-	76,500	-	-
	Asset #28699 - Ford F150	-	-	-	76,500	-	-
	Asset #28826 - Ford F550 Brush Truck 3	-	-	-	320,000	-	-
	Asset #28876 - Ford F550 Brush Truck 7	-	-	-	320,000	-	-
	Asset #29079 - Ford F150	-	-	-	76,500	-	-
	Asset #28616 - Sutphen Engine 7	-	-	-	-	1,500,000	-
	Asset #27953 - Monarch Engine 9	-	-	-	-	1,400,000	-
	Asset #28707 - Ford F150	-	-	-	-	78,000	-
	Asset #28740 - Ford F150	-	-	-	-	78,000	-
	Asset #28799 - Chevy Tahoe	-	-	-	-	78,000	-
	Asset #28800 - Ford F550	-	-	-	-	340,000	-
	Asset #28882 - Ford F550	-	-	-	-	90,000	-
	Asset #29046 - Ford F550	-	-	-	-	90,000	-
	Asset #29076 - Enclosed Trailer	-	-	-	-	25,000	-
	Asset #29077 - Ford F150	-	-	-	-	78,000	-
	Asset #29081 - Ford F150	-	-	-	-	78,000	-
	Asset #29193 - Sutphen SPH100 Ladder Engine w/Bucket 2	-	-	-	-	2,450,000	-
	Asset #29381 - Ford F250	-	-	-	-	90,000	-
	Asset #29451 - Sutphen SPH100 Ladder Engine 6	-	-	-	-	2,450,000	-
	Asset #27954 - SL75 Aerial Ladder 1	-	-	-	-	-	2,400,000
	Asset #28109 - Monarch Engine 3	-	-	-	-	-	1,400,000

Capital Fleet

Funding Source	Description	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
	Asset #22084 - Terex T-90 Trailer w/ Mounted Generator	-	-	-	-	-	180,000
	Asset #29355 - Ford F150	-	-	-	-	-	85,000
	Asset #29096 - Ford F150	-	-	-	-	-	85,000
	Asset #29452 - Sutphen Engine 13	-	-	-	-	-	1,600,000
Grand Total		$ 1,530,000	$ 317,000	$ 5,515,000	$ 4,937,500	$ 8,825,000	$ 5,750,000

Government Services Asset Management Program Summary

The Government Services' Asset Management Program Summary is a thorough initiative that outlines the Department's owned assets, their current conditions, and future strategies for the FY 2026-2031 Plan. This program integrates budgetary processes, combining revenues and expenditures with programmatic and policy considerations within the city's long-term planning framework. It provides a structured approach to facilitate orderly growth and implement necessary capital improvements effectively throughout the City.

Summary of Capital Projects

Funding Source	Project Title	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
General Fund	City Hall Roof Replacement	$ 850,000	$ -	$ -	$ -	$ -	$ -
Grand Total		$ 850,000	$ -	$ -	$ -	$ -	$ -

A well-formulated Capital Improvement Plan (CIP) is rooted in consistent planning for major expenditures and in anticipation of the "just-in-time" replacement of apparatus, equipment, and facilities. CIPs are most effectively done in 5-year increments in which the current year drops into the annual operating budget and off of the 5-year plan. Then the CIP is replaced by a new 5th year so that it is a continuing process that is tied directly to normal annual budget preparations. Supported by an appropriate funding stream and thoughtful analysis and forecasting by staff, the CIP is a powerful instrument for managing a Department's level of service delivery.

MAJOR CAPITAL IMPROVEMENTS MAY INCLUDE THE FOLLOWING:

- FACILITIES: Includes building maintenance and renovations
- EQUIPMENT: Includes HVAC annual replacement, City Hall chillers, City Hall electrical panel replacement, Charter Middle and High School chillers, and message board at Kismet Parkway
- CAPITAL IMPROVEMENT: Infrastructure - City Hall roof replacement

City Hall Roof Replacement

Location: Citywide

Status: Ongoing

Investment Type: General Government

Project Description: The City hired Magellan Advisors to develop a resilient City Fiber Ring reaching 133 locations economically. The plan connects 92 Utility sites and partially builds out fiber and conduit for IT. Additionally, 36 City sites (including four with towers) and five private tower sites enable ubiquitous wireless networks leveraging the fiber infrastructure. This setup supports future growth in "Smart City" technology, ensuring cost-effective infrastructure deployment.

Strategic Goal: Infrastructure- Invest in resilient infrastructure

Estimated Project Start Date: 10/01/2024

Prior Funds Appropriated Through 9/30/2025: $7,055,726

Funding Source	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
General Fund	$ 850,000	$ -	$ -	$ -	$ -	$ -
Grand Total	$ 850,000	$ -	$ -	$ -	$ -	$ -

Detailed Project Scope	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
Construction	$ 850,000	$ -	$ -	$ -	$ -	$ -
Grand Total	$ 850,000	$ -	$ -	$ -	$ -	$ -

Government Services Asset Management Program Summary

Capital Equipment

Funding Source	Description	2026 Proposed	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
General Fund	City Hall Chillers	$ 400,000	$ -	$ -	$ -	$ -	$ -
	City Hall Electrical Panel Replacement #1	150,000	-	-	-	-	-
	Message Board - Kismet Pkwy	90,000	-	-	-	-	-
	City Hall Electrical Panel Replacement #2	-	150,000	-	-	-	-
	HVAC Annual Replacement	-	2,327,610	482,940	411,750	-	23,500
	Charter Middle and High School Chillers	-	-	-	-	700,000	-
Grand Total		**$ 640,000**	**$ 2,477,610**	**$ 482,940**	**$ 411,750**	**$ 700,000**	**$ 23,500**

Facilities Maintenance

Funding Source	Description	2026 Proposed	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
General Fund	Charter School Maintenance	$ 955,875	$ 953,375	$ 950,625	$ 947,675	$ 955,625	$ 958,125
	City Hall ADA Compliance Improvements	100,000	-	-	-	-	-
	City Hall Parking Light Pole Painting	45,000	-	-	-	-	-
	Nicholas Annex Replace Seventeen (17) Electrical Panels	70,000	19,000	46,000	26,000	-	14,000
	City Hall Window Mullions	-	1,000,000	-	-	-	-
	City Hall Flooring	-	175,000	-	-	-	-
	City Hall 2nd Floor Reconfiguration	-	1,000,000	-	-	-	-
	Academic Village	-	70,000	70,000	70,000	70,000	70,000
	City Hall Resurfacing	-	-	-	300,000	-	-
	Roof Annual Replacements	-	-	-	1,300,559	755,001	578,721
Grand Total		**$ 1,170,875**	**$ 3,217,375**	**$ 1,066,625**	**$ 2,644,234**	**$ 1,780,626**	**$ 1,620,846**

Information Technology Services Capital Improvement Plan Summary

The Information Technology Services Capital Improvement Projects Summary consists of the funding requirements for the funding support of the projects, project feasibility studies, and other costs indirectly associated with the management of the capital projects included in the Fiscal Year 2026-2031 Asset Management Program. Direct project management costs are included and funded in each separate project throughout the Capital Improvement Program.

Summary of Capital Projects

Funding Source	Project Title	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
General Fund	City Fiber and Wireless	$ 1,000,000	$ 1,323,742	$ -	$ -	$ -	$ -
Grand Total		$ 1,000,000	$ 1,323,742	$ -	$ -	$ -	$ -

A well-formulated Capital Improvement Plan (CIP) is rooted in consistent planning for major expenditures and in anticipation of the "just-in-time" replacement of apparatus, equipment, and facilities. CIPs are most effectively done in 5-year increments in which the current year drops into the annual operating budget and off of the 5-year plan. Then the CIP is replaced by a new 5th year so that it is a continuing process that is tied directly to normal annual budget preparations. Supported by an appropriate funding stream and thoughtful analysis and forecasting by staff, the CIP is a powerful instrument for managing a Department's level of service delivery.

MAJOR CAPITAL IMPROVEMENTS MAY INCLUDE THE FOLLOWING:

- MAJOR EQUIPMENT: Switches and Routers Upgrade, Voip/Wifi Systems Upgrade, Cameras, Video Storage, Access Systems, EOC DC Power Upgrades, Server Upgrade, DC Security
- FACILITIES: Software Upgrades, Cable Infrastructure, Connectivity & Hardware Infrastructure

City Fiber and Wireless

Location: Citywide

Status: Ongoing

Investment Type: General Government

Project Description: The City hired Magellan Advisors to develop a resilient City Fiber Ring reaching 133 locations economically. The plan connects 92 Utility sites and partially builds out fiber and conduit for IT. Additionally, 36 City sites (including four with towers) and five private tower sites enable ubiquitous wireless networks leveraging the fiber infrastructure. This setup supports future growth in "Smart City" technology, ensuring cost-effective infrastructure deployment.

Strategic Goal: Infrastructure- Invest in resilient infrastructure

Estimated Project Start Date: 10/01/2024

Prior Funds Appropriated Through 9/30/2025: $7,055,726

Funding Source	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
General Fund	$ 1,000,000	$ 1,323,742	$ -	$ -	$ -	$ -
Grand Total	$ 1,000,000	$ 1,323,742	$ -	$ -	$ -	$ -

Detailed Project Scope	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
Construction Mgmt	$ -	$ 67,682	$ -	$ -	$ -	$ -
Construction	1,000,000	1,000,000	-	-	-	-
Construction Contingency	-	256,060	-	-	-	-
Grand Total	$ 1,000,000	$ 1,323,742	$ -	$ -	$ -	$ -

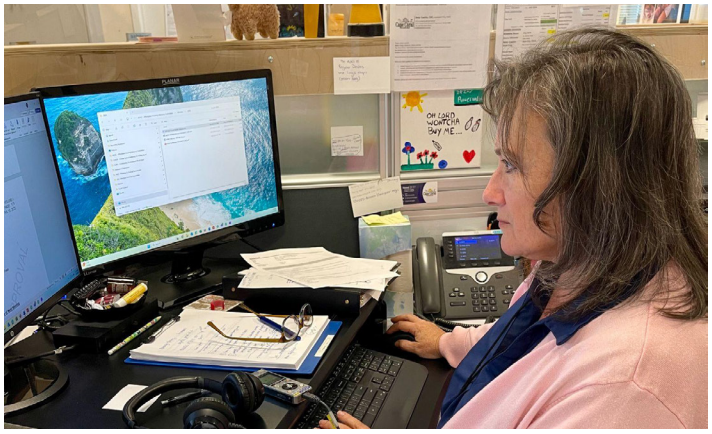
Information Technology Services Asset Management Program Summary

Facilities Maintenance

Funding Source	Description	2026 Proposed	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
General Fund	Access & Monitoring (Cameras, Video Storage, Access Systems)	$ 50,000	$ 100,000	$ 100,000	$ 115,000	$ 115,000	$ 125,000
	Business Application - Various Software	400,000	200,000	200,000	300,000	300,000	650,000
	Connectivity Infrastructure	500,000	100,000	100,000	150,000	150,000	800,000
	Domain Controller Infrastructure	460,000	75,000	75,000	86,250	86,250	650,000
	Network Hardware	295,000	200,000	200,000	250,000	250,000	325,000
	Security Upgrades	150,000	150,000	150,000	172,500	172,500	301,500
	Business Application New Modules Software	-	100,000	100,000	150,000	150,000	-
	Business Application Upgrades Various Software	-	100,000	100,000	200,000	200,000	-
	Cable Infrastructure/Fiber/Light Control etc.	-	600,000	600,000	600,000	600,000	-
	Domain Controller Security	-	100,000	100,000	115,000	115,000	-
	Server & Virtualization Upgrade	-	250,000	250,000	287,500	287,500	-
	Server Upgrades	-	150,000	150,000	172,500	172,500	-
	VoIP/Wi-Fi Systems Upgrade	-	95,000	95,000	125,000	125,000	-
	City Fiber and Wireless	-	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Grand Total		**$ 1,855,000**	**$ 3,220,000**	**$ 3,220,000**	**$ 3,723,750**	**$ 3,723,750**	**$ 3,851,500**

Capital Fleet

Funding Source	Description	2026 Proposed	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
General Fund	Asset #28400 - Ford Transit Van	$ -	$ -	$ 54,000	$ -	$ -	$ -
	Asset #29048 - Ford Explorer	-	-	-	-	58,000	-
Grand Total		**$ -**	**$ -**	**$ 54,000**	**$ -**	**$ 58,000**	**$ -**



Parks and Recreation Capital Improvement Plan Summary

The Parks and Recreation Capital Improvement Projects Summary consists of the funding requirements for the funding support of the projects, project feasibility studies, and other costs indirectly associated with the management of the capital projects included in the Fiscal Year 2026-2031 Asset Management Program. Direct project management costs are included and funded in each separate project throughout the Capital Improvement Program.

Summary of Capital Projects

Funding Source	Project Title	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
General Fund	Festival Park Soccer and Football Field Expansion/ Amphitheater	$ -	$ 2,100,000	$ 21,000,000	$ -	$ -	$ -
	Cape Coral Sports Complex Facility Expansion	-	-	-	22,200,000	-	-
	Youth Center Expansion	-	-	-	2,205,000	22,050,000	-
	Coral Oaks Renovation	-	-	-	2,200,000	-	22,000,000
Park Impact Fees	Neighborhood Park @ 2224 NE 15th ST	3,150,000	-	-	-	-	-
	Neighborhood Park @ 2612 SW 28th Terrace	-	330,750	3,307,500	-	-	-
	Neighborhood Park @ 2300 SW 23rd ST	-	-	-	-	347,288	3,472,875
Lake Kennedy Capital Fund	Lake Kennedy Parking Lot	3,400,000	-	-	-	-	-
Grand Total		$ 6,550,000	$ 2,430,750	$ 24,307,500	$ 26,605,000	$ 22,397,288	$ 25,472,875

A well-formulated Capital Improvement Plan (CIP) is rooted in consistent planning for major expenditures and in anticipation of the "just-in-time" replacement of apparatus, equipment, and facilities. CIPs are most effectively done in 5-year increments in which the current year drops into the annual operating budget and off of the 5-year plan. Then the CIP is replaced by a new 5th year so that it is a continuing process that is tied directly to normal annual budget preparations. Supported by an appropriate funding stream and thoughtful analysis and forecasting by staff, the CIP is a powerful instrument for managing a Department's level of service delivery.

MAJOR CAPITAL IMPROVEMENTS MAY INCLUDE THE FOLLOWING:

- MAJOR EQUIPMENT: Consists of items like playground equipment and lawn care items
- FACILITIES: Includes building maintenance and renovations

Lake Kennedy Parking Lot

Location: Sun Splash and Lake Kennedy Community Park

Status: Ongoing

Investment Type: Physical Environment

Project Description: Adding two paved parking lots to the Sun Splash and Lake Kennedy Community Park area to help with parking issues for those locations.

Strategic Goal: City Services and Amenities- Deliver Exceptional City Services and high-quality amenities

Estimated Project Start Date: 10/01/2024

Prior Funds Appropriated Through 9/30/2025 $171,805

Funding Source	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
Lake Kennedy Capital Fund	$ 3,400,000	$ -	$ -	$ -	$ -	$ -
Grand Total	$ 3,400,000	$ -	$ -	$ -	$ -	$ -

Detailed Project Scope	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
Construction	3,298,000	-	-	-	-	-
CIP 3% Total Project	102,000	-	-	-	-	-
Grand Total	$ 3,400,000	$ -	$ -	$ -	$ -	$ -

Neighborhood Park @ 2224 NE 15th Street

Location: 2224 NE 15th Street

Status: Ongoing

Investment Type: Physical Environment

Project Description: The City of Cape Coral is 14 parks behind our per capita standards and this Neighborhood park works to reach that standard.

Strategic Goal: City Services and Amenities- Deliver Exceptional City Services and high-quality amenities

Estimated Project Start Date: 10/01/2024

Prior Funds Appropriated Through 9/30/2025: $315,000

Funding Source	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
Park Impact Fees	$ 3,150,000	$ -	$ -	$ -	$ -	$ -
Grand Total	$ 3,150,000	$ -	$ -	$ -	$ -	$ -

Detailed Project Scope	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
Permit & Impact Fees	$ 315,000	$ -	$ -	$ -	$ -	$ -
Construction	2,835,000	-	-	-	-	-
Grand Total	$ 3,150,000	$ -	$ -	$ -	$ -	$ -

Operating Budget Impact	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
Operating	$ -	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000
Grand Total	$ -	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000

Parks and Recreation Asset Management Program Summary

Capital Equipment

Funding Source	Description	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
General Fund	Parks Maintenance - A/C unit(s) CU - 001 Everest	$ 15,000	$ -	$ -	$ -	$ -	$ -
	Replace Age 2-12 Playground at Burton Park	750,000	-	-	-	-	-
	Replace Age 2-12 Playground at Giuffrida Park	750,000	-	-	-	-	-
	Replace Cone 10 Reduction Kiln for Ceramics Program	32,377	-	-	-	-	-
	Replace Del Prado Linear Park Fitness Stations	100,000	-	-	-	-	-
	Rotary Park - A/C unit(s) AH - 001	15,000	-	-	-	-	-
	Rotary Park - A/C unit(s) AH - 002	15,000	-	-	-	-	-
	Rotary Park - A/C unit(s) CU - 001	15,000	-	-	-	-	-
	Rotary Park - A/C unit(s) CU - 002B	15,000	-	-	-	-	-
	Replace Digital Glass Fusing Kiln Art Studio Building 1	-	12,566	-	-	-	-
	Replace Joe Stonis Park Fitness Stations	-	125,000	-	-	-	-
	Cultural Theatre - A/C unit(s) CU - 001	-	15,000	-	-	-	-
	Cultural Theatre - A/C unit(s) CU - 002	-	15,000	-	-	-	-
	Cultural Theatre - A/C unit(s) CU - 001	-	15,000	-	-	-	-
	Cultural Theatre - A/C unit(s) CU - 002	-	15,000	-	-	-	-
	Festival Park House HVAC replacements	-	20,000	-	-	-	-
	Replace Age 2-12 Playground at BMX park	-	765,750	-	-	-	-
	Replace Age 2-12 Playground at Rotary park	-	765,750	-	-	-	-
	Replace 4 Air Handlers & Condensing Units Four Freedoms Park	-	55,000	-	-	-	-
	HVAC Annual Replacement	-	381,500	341,450	546,580	270,270	618,450
	Replace Age 2-12 Playground at Jason Verdow Park	-	-	782,288	-	-	-
	Replace Age 2-12 Playground at Starland Sports Complex	-	-	782,288	-	-	-
	Cultural Historical - A/C unit(s) AH - 001	-	-	15,000	-	-	-
	Cultural Historical - A/C unit(s) CU - 001	-	-	15,000	-	-	-
	Cultural Theatre - A/C unit(s) AH - 005B	-	-	15,000	-	-	-
	Cultural Theatre - A/C unit(s) CU - 005B	-	-	15,000	-	-	-
	Four Mile Cove Ecological Preserve - A/C unit(s) AH - 001	-	-	15,000	-	-	-

Capital Equipment

Funding Source	Description	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
	Four Mile Cove Ecological Preserve - A/C unit(s) CU - 001	-	-	15,000	-	-	-
	Replace Rotary Park Fitness Stations	-	-	75,000	-	-	-
	Cultural Park Historical Society HVAC	-	-	-	15,000	-	-
	Replace Age 2-12 Playground at Caloosa Park	-	-	-	799,652	-	-
	Replace Age 2-12 Playground at Veterans' Park	-	-	-	799,652	-	-
	Replace Saratoga Lake Park Fitness Stations	-	-	-	75,000	-	-
	Youth Center Generator Replacement	-	-	-	475,000	-	-
	Replace Age 2-12 Playground at Horton Park	-	-	-	-	815,000	-
	Replace Age 2-12 Playground at Saratoga Lake Park	-	-	-	-	815,000	-
	Replace Age 2-12 Playground at Northwest Softball Complex	-	-	-	-	815,000	-
	Replace Age 2-12 Playground at Pelican Baseball Complex	-	-	-	-	-	831,300
	Replace Age 2-12 Playground at Koza Park	-	-	-	-	-	831,300
Golf Course	Coral Oaks Pumphouse Electrical Panel Replacement	45,000	-	-	-	-	-
	Wash & Chemical Mixing Station	200,000	-	-	-	-	-
Grant Funded	Maintenance Equipment	156,985	-	-	-	-	-
Grand Total		$ 2,109,362	$ 2,185,566	$ 2,071,026	$ 2,710,884	$ 2,715,270	$ 2,281,050

Facilities Maintenance

Funding Source	Description	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
General Fund	Camelot Park Tennis/Pickleball Court Resurfacing	$ 50,000	$ -	$ -	$ -	$ -	$ -
	Four Freedoms Interior Finishes Floor Epoxy	28,922	-	-	-	-	-
	Four Freedoms Replace Plumbing Fixtures in Restrooms ADA compliance	53,192	-	-	-	-	-
	Four Freedoms Replace Sanitary Waste System in Restrooms	53,192	-	-	-	-	-
	Joe Stonis Park Tennis/Pickleball Court Resurfacing	50,000	-	-	-	-	-
	Koza Saladino Park Musco Lighting Replacement for Fields 1-4	800,000	-	-	-	-	-
	Paul Sanborn Park Improvements	30,000	-	-	-	-	-
	Saratoga Lake Park Improvements	20,000	-	-	-	-	-
	Strausser/BMX Track Musco Lighting Replacement	500,000	-	-	-	-	-
	Veterans Park Improvements	25,000	-	-	-	-	-
	Art Studio Building 1 Replace Two (2) Electrical Panels	16,000	-	-	-	-	-

Facilities Maintenance

Funding Source	Description	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
	Rotary Park Field Electrical Panel Replacement	8,000	-	-	-	-	-
	Burton Memorial Park Replace One (1) Electrical Panel	6,000	-	-	-	-	-
	Northwest Softball Complex Replace One (1) Electrical Panel	6,000	-	-	-	-	-
	Northwest Softball Complex Musco Lighting Replacement for Fields 1-5	-	1,500,000	-	-	-	-
	Pelican Soccer Complex Renovation Field 3 & 4	-	350,000	-	-	-	-
	Jim Jeffers Park Tennis/Pickleball/ Basketball Court Resurfacing	-	80,000	-	-	-	-
	Cape Coral Sports Complex Baseball Fields & Building Replace Five (5) Electrical panels	-	70,000	80,000	-	-	-
	Cape Coral Sports Complex Soccer Fields Replace Five (5) Electrical panels	-	70,000	23,000	-	-	-
	Cultural Park Historical Society Improvements	-	50,000	-	-	-	-
	Burnt Store Boat Ramp Improvements	-	50,000	-	-	-	-
	Four Mile Cove Ecological Preserve Improvements	-	35,000	-	-	-	-
	Del Prado Linear Park Improvements	-	30,000	-	-	5,000	-
	Joe Coviello Park Improvements	-	25,000	-	-	-	-
	Jim Jeffers Park Replace One Electrical Panel	-	20,000	-	-	-	-
	Camelot Park Improvements	-	20,000	-	-	-	-
	Seahawk Park Improvements	-	20,000	-	-	-	-
	Youth Center Improvements	-	20,000	-	-	-	-
	Reflections Park Improvements	-	10,000	-	-	-	-
	Roof Annual Replacements	-	321,420	15,862	73,700	200,754	271,300
	Storm Football Musco Lighting Replacement for Fields 2 & 3	-	-	600,000	-	-	-
	Giuffrida Park Improvements	-	-	75,000	-	-	-
	Joe Stonis Park Improvements	-	-	75,000	-	-	-
	Art Studio Building 1 Refinish and Repaint Ceilings including Sculpture Studio and Atrium Closet	-	-	75,000	-	-	-
	Nursery Improvements	-	-	45,000	-	-	-
	Cape Coral Sports Complex Improvements	-	-	40,000	-	-	-
	Exterior and Patio Finishes Lake Kennedy Center	-	-	38,000	-	-	-
	Four Freedoms Replace Three Electrical Panels for Outside, Park, & Preschool	-	-	24,000	-	-	-
	Bernice Braden Park Improvements	-	-	20,000	-	-	-
	BMX Boat Ramp Improvements	-	-	20,000	-	-	-

Facilities Maintenance

Funding Source	Description	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
	Horton Park & Boat Ramp Improvements	-	-	20,000	-	-	-
	Northwest Softball Complex Improvements	-	-	20,000	-	-	-
	Four Freedoms Improvements	-	-	20,000	-	-	-
	Four Freedoms Replace Fencing & Gates	-	-	20,000	-	-	-
	Four Freedoms Flood Prevention/ Drainage Installation	-	-	-	35,700	-	-
	Four Freedoms Replace Exterior Doors	-	-	-	35,000	-	-
	Art Studio Building 1 Replace Exterior Siding from Dutch Lap Vinyl to Stucco	-	-	-	30,000	-	-
	Four Freedoms Replace Exterior Windows	-	-	-	28,981	-	-
	BMX Sports Complex Improvements	-	-	-	20,000	-	-
	Cultural Park Theater Improvements	-	-	-	20,000	-	-
	Sirenia Vista Park Improvements	-	-	-	10,000	-	-
	Four Freedoms Replace Electrical and Wiring	-	-	-	-	65,768	-
	Sands Park Improvements	-	-	-	-	40,000	-
	Gator Trails Park Improvements	-	-	-	-	20,000	-
Lake Kennedy Capital Fund	SunSplash parking lot maintenance	-	20,000	-	-	-	-
Lake Kennedy The Courts Fund	The Courts at Lake Kennedy Improvements	-	-	-	-	-	50,000
Yacht Basin Fund	Rosen Park Improvements	-	-	45,000	-	-	-
Grand Total		**$ 1,646,306**	**$ 2,691,420**	**$ 1,255,862**	**$ 253,381**	**$ 331,522**	**$ 321,300**

Capital Fleet

Funding Source	Description	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
General Fund	Asset #23093 - Vermeer Wood Chipper	$ 65,000	$ -	$ -	$ -	$ -	$ -
	Asset #23342 - Magnum MMG125 Generator	125,000	-	-	-	-	-
	Asset #23546 - International Dump Truck	130,000	-	-	-	-	-
	Asset #26452 - John Deere Loader 4520	90,000	-	-	-	-	-
	Asset #27896 - Workman MD Utility Car	20,000	-	-	-	-	-
	Asset #27948 - Toro Sandpro 3040	41,000	-	-	-	-	-
	Asset #27951 - Toro Sandpro 3040	41,000	-	-	-	-	-
	Asset #27981 - Toro Multi Pro Turf 1750 Sprayer	43,000	-	-	-	-	-
	Asset #28009 - Felling FT-12-IT-I Trailer	18,000	-	-	-	-	-
	Asset #28033 - Carryall Club Car 700	20,000	-	-	-	-	-

Capital Fleet

Funding Source	Description	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
	Asset #28220 - Ford Escape	40,000	-	-	-	-	-
	Asset #28361 - Ford F550	145,000	-	-	-		-
	Asset #28391 - Workman GTX Utility Car	18,000	-	-	-	-	-
	Asset #28421 - Ford F250	64,000	-	-	-	-	-
	Asset #28578 - Toro Mower 4500-D	95,000	-	-	-	-	-
	Asset #28641 - John Deere Tractor 4052R	90,000	-	-	-	-	-
	Asset #26509 - Tru Turf F548-11D Golf Roller	-	28,000	-	-	-	-
	Asset #27897 - Toro Mower 3280- D	-	42,000	-	-	-	-
	Asset #27903 - Toro Mower 4500-D	-	100,531	-	-	-	-
	Asset #27909 - Toro Mower 3280-D	-	42,000	-	-	-	-
	Asset #27938 - John Deere Tractor 4052R	-	52,000	-	-	-	-
	Asset #27952 - Toro Sandpro	-	41,500	-	-	-	-
	Asset #28005 - Toro Mower 4500-D	-	100,531	-	-	-	-
	Asset #28007 - Ford F250	-	65,000	-	-	-	-
	Asset #28010 - Felling FT-12-IT-I Trailer	-	15,000	-	-	-	-
	Asset #28080 - Ford F250	-	65,000	-	-	-	-
	Asset #28270 - Toro Workman Utility Car	-	22,000	-	-	-	-
	Asset #28340 - Wacker RD12 Ride-on Roller	-	20,000	-	-	-	-
	Asset #28390 - Toro Workman Utility Car	-	18,000	-	-	-	-
	Asset #28497 - Club Car XRT950	-	15,000	-	-	-	-
	Asset #28803 - Toro Greenspro Greens Roller	-	23,000	-	-	-	-
	Asset #24087 - Astec Trencher	-	-	62,000	-	-	-
	Asset #28044 - Ford F250	-	-	52,000	-	-	-
	Asset #28501 - Ford Van E450	-	-	125,000	-	-	-
	Asset #28906 - Toro Turf Mower 3150Q	-	-	65,000	-	-	-
	Asset #9746 - Hudson Trailer	-	-	10,000	-	-	-
	Asset #NC505 - Toro Workman MD Utility Car	-	-	20,000	-	-	-
	Asset #NC505 - Toro Workman MD Utility Car	-	-	-	20,000	-	-
	Asset #27982 - Ford F250	-	-	-	55,000	-	-
	Asset #28043 - Ford F250	-	-	-	55,000	-	-
	Asset #28048 - Ford Escape	-	-	-	45,000	-	-
	Asset #28271 - Carryall Club Car 700	-	-	-	18,500	-	-
	Asset #28307 - Toro Mower 7200	-	-	-	30,000	-	-
	Asset #28308 - Toro Mower 4500-D	-	-	-	106,653	-	-
	Asset #28360 - Ford F550	-	-	-	140,000	-	-

Capital Fleet

Funding Source	Description	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
	Asset #28577 - Toro Mower 4500-D	-	-	-	106,653	-	-
	Asset #28602 - Transit Van 250	-	-	-	55,000	-	-
	Asset #28341 - Toro Mower 4300-D	-	-	-	-	145,000	-
	Asset #29233 - Ford E450	-	-	-	-	85,000	-
	Asset #28341 - Toro Mower 4300-D	-	-	-	-	85,000	-
	Asset #28446 - John Deere Tractor w/Loader 5075E	-	-	-	-	80,000	-
	Asset #28106 - Ford F550	-	-	-	-	47,000	-
	Asset #28066 - Ford F150	-	-	-	-	47,000	-
	Asset #28227 - Toro Sandpro 3040	-	-	-	-	47,000	-
	Asset #28228 - Toro Sandpro 3040	-	-	-	-	47,000	-
	Asset #28229 - Toro Sandpro 3040	-	-	-	-	47,000	-
	Asset #28303 - Ford F150	-	-	-	-	47,000	-
	Asset #28392 - Ford F150	-	-	-	-	47,000	-
	Asset #28449 - Ford F150	-	-	-	-	47,000	-
	Asset #28506 - Ford F150	-	-	-	-	40,000	-
	Asset #28590 - Toro Mower 7200	-	-	-	-	20,000	-
	Asset #28507 - Trail King Trailer	-	-	-	-	15,000	-
	Asset #28375 - Felling Trailer	-	-	-	-	55,000	-
	Asset #28866 - Ford F250	-	-	-	-	50,000	-
	Asset #28221 - Ford Escape	-	-	-	-	50,000	-
	Asset #23342 - Industrial Generator	-	-	-	-	-	65,000
	Asset #25340 - Generac 15000 Generator	-	-	-	-	-	20,000
	Asset #28321 - Toro Workman Utility Car	-	-	-	-	-	23,000
	Asset #28403 - Ford Escape	-	-	-	-	-	50,000
	Asset #28580 - Toro Mower 3280-D	-	-	-	-	-	50,000
	Asset #28581 - Toro Sand Pro	-	-	-	-	-	50,000
	Asset #28589 - Toro Sand Pro	-	-	-	-	-	50,000
	Asset #28629 - Ford F150	-	-	-	-	-	49,000
	Asset #28629 - Ford F150	-	-	-	-	-	70,000
	Asset #28648 - Ford Transit Van 350 HD	-	-	-	-	-	110,000
	Asset #28666 - Carryall Club Car 700	-	-	-	-	-	23,000
	Asset #28667 - Carryall Club Car 700	-	-	-	-	-	23,000
	Asset #28732 - Ford F250	-	-	-	-	-	70,000
	Asset #28859 - Ford F250	-	-	-	-	-	70,000
	Asset #28875 - Ford Explorer	-	-	-	-	-	50,000
	Asset #28957 - Ford Transit Van 350	-	-	-	-	-	80,000
	Asset #29462 - Ford F150	-	-	-	-	-	49,000
Grand Total		**$ 1,045,000**	**$ 649,562**	**$ 334,000**	**$ 631,806**	**$ 1,001,000**	**$ 902,000**

Police Asset Management Program Summary

The Police Asset Management Program Summary is a thorough initiative that outlines the Department's owned assets, their current conditions, and future strategies for the FY 2026-2031 Plan. This program integrates budgetary processes, combining revenues and expenditures with programmatic and policy considerations within the city's long-term planning framework. It provides a structured approach to facilitate orderly growth and implement necessary capital improvements effectively throughout the City.

Summary of Capital Projects

Funding Source	Project Title	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
Police Impact Fees	Police Northwest Precinct	$ -	$ -	$ -	$ 631,123	$ 9,110,921	$ -
Grand Total		$ -	$ -	$ -	$ 631,123	$ 9,110,921	$ -

Capital Equipment

Funding Source	Description	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
General Fund	Generator #1 - Generator Docking Station Addition for Headquarters	$ 150,000	$ -	$ -	$ -	$ -	$ -
	Generator #2 - Generator Docking Station Addition for Headquarters	150,000	-	-	-	-	-
	Generator Control System Replacement	25,000	-	-	-	-	-
	Humidifier Chamber Replacement	10,000	-	-	-	-	-
	New Event Data Recorder	27,500	-	-	-	-	-
	New Laser Scanner	94,000	-	-	-	-	-
	New Two (2) Narcotics Scanner Kits	54,692	-	-	-	-	-
	New Vehicle Data Recorder	23,000	-	-	-	-	-
	A/C Units/Handlers Replacement	150,000	150,000	-	-	-	-
	New Speed Measuring Devices	180,000	-	-	125,000	-	-
	New SWAT Pole Camera	9,500	-	-	-	-	9,500
	Evidence Freezer Replacement	7,000	-	-	-	-	7,000
	Evidence Refrigerator Replacement	7,000	-	-	-	-	7,000
	Electrical Panel Replacement @ Headquarters	300,000	300,000	300,000	-	-	-
	Interview Rooms Audio Video System Replacement	19,000	-	-	50,600	-	19,000
	Police K-9 Replacement	13,500	28,000	29,000	30,000	31,000	32,000

Capital Equipment

Funding Source	Description	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
	Boat Lift For Marine Unit Replacement	-	25,000	-	-	-	-
	Booking Room Fingerprint Machine Replacement	-	9,000	-	-	-	-
	Digital Forensics Server Replacement	-	11,400	-	-	-	-
	Digital Forensics Workstation Cell Phone Replacements	-	17,000	-	-	-	-
	Digital Forensics Workstation Computer Replacements	-	17,000	-	-	-	-
	Investigative Services Throw Phone Replacement	-	23,000	-	-	-	-
	Lobby Metal Detector Replacement	-	5,700	-	-	-	-
	New Radio Console Workstation	-	83,000	-	-	-	-
	Tabletop Alternate Light Source Light Source Replacement	-	23,000	-	-	-	-
	Replace Four (4) A/C Chillers	-	600,000	-	-	-	-
	In-Car Video Cameras Replacement	-	50,000	50,000	-	-	-
	Replace One (1) Sniper Optics	-	15,000	-	15,000	-	15,000
	New Air Purifying Respirators	-	-	17,500	-	-	-
	Polygraph Machine Replacement	-	-	15,000	-	-	-
	HVAC Annual Replacement	-	-	45,000	-	-	-
	Marine Law Enforcement Boats/ Motors Replacement	-	-	250,000	300,000	-	-
	Full Lab System Replacement	-	-	-	199,564	-	-
	New Blood Drying Chamber for Forensics Garage	-	-	-	8,700	-	-
	New Smart Board and Accessories	-	-	-	8,000	-	-
	New SWAT Rook and Multi Purpose Armored Vehicle	-	-	-	570,000	-	-
	New Two (2) Intoxilyzers	-	-	-	23,000	-	-
	New Unmanned Aerial Vehicle	-	-	-	35,000	-	-
	Plotter Replacement	-	-	-	6,725	-	-
	Two (2) Servers Replacement	-	-	-	64,400	-	-
	New Unstaffed Aerial Vehicle	-	-	-	20,000	-	20,000
	Investigative Services - New 86" Touchscreen Monitors	-	-	-	-	8,000	-
	New Concession/Event Trailer	-	-	-	-	8,700	-
	New Driving Simulator & Trailer	-	-	-	-	38,100	-
	New Portable/Changeable Message Board	-	-	-	-	11,400	-
	New SWAT Throwbot	-	-	-	-	18,500	-
	One (1) New & One (1) Replacement Key Tracer	-	-	-	-	54,164	-
	School Resource Officers K-9 Replacement	-	-	-	-	14,000	-
	Six (6) Sniper Night Vision Scopes Replacements	-	-	-	-	54,300	-

Capital Equipment

Funding Source	Description	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
	Six (6) SWAT Shields	-	-	-	-	49,456	-
	Two (2) Special Investigation Units Pole Cameras Replacement	-	-	-	-	34,650	-
	Firearms Training Simulator Replacement	-	-	-	-	198,500	-
	One (1) New & One (1) Replacement Vice Intelligence Narcotics Pole Cameras	-	-	-	-	34,650	34,650
	Communication Center Workstations Replacement	-	-	-	-	-	425,000
	Six (6) Crime Lights Replacement	-	-	-	-	-	63,940
Grand Total		**$ 1,220,192**	**$ 1,357,100**	**$ 706,500**	**$ 1,455,989**	**$ 555,420**	**$ 633,090**

Facilities Maintenance

Funding Source	Description	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
General Fund	Headquarters Window Sealant	$ 80,000	$ -	$ -	$ -	$ -	$ -
	Headquarters Sealcoating	-	50,000	-	-	-	-
	Headquarters Exterior Painting	-	-	-	150,000	-	-
Grand Total		**$ 80,000**	**$ 50,000**	**$ -**	**$ 150,000**	**$ -**	**$ -**

Capital Fleet

Funding Source	Description	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
General Fund	Asset #27277 - Lenco Bearcat Tactical Armored Vehicle	$ 410,000	$ -	$ -	$ -	$ -	$ -
	Asset #27789 - Ford F150	80,500	-	-	-	-	-
	Asset #27884 - Ford Explorer	80,500	-	-	-	-	-
	Asset #27905 - Ford Taurus	80,500	-	-	-	-	-
	Asset #28149 - Ford Taurus	80,500	-	-	-	-	-
	Asset #28164 - Ford Taurus	80,500	-	-	-	-	-
	Asset #28342 - Ford Taurus	80,500	-	-	-	-	-
	Asset #28344 - Ford Taurus	80,500	-	-	-	-	-
	Asset #28452 - Ford Explorer	80,500	-	-	-	-	-
	Asset #28452 - Ford Explorer	80,500	-	-	-	-	-
	Asset #29139 - Chevy Tahoe	90,000	-	-	-	-	-
	Bucket Truck for Operations New	109,900		-	-	-	-
	Asset #22044 - Boatmaster 2426	-	12,000	-	-	-	-
	Asset #28085 - Ford Explorer	-	83,000	-	-	-	-
	Asset #29140 - Ford Explorer	-	83,000	-	-	-	-
	Asset #28094 - Ford Explorer	-	83,000	-	-	-	-
	Asset #22940 - Bush Hog	-	12,000	-	-	-	-
	Asset #28247 - Ford F150	-	83,000	-	-	-	-
	Asset #28455 - Ford Explorer	-	83,000	-	-	-	-
	Asset #28467 - Ford Explorer	-	83,000	-	-	-	-
	Asset #28479 - Ford Explorer	-	83,000	-	-	-	-
	Asset #28480 - Ford Explorer	-	83,000	-	-	-	-
	Asset #28593 - Ford Explorer	-	83,000	-	-	-	-

Capital Fleet

Funding Source	Description	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
	Asset #29519 - Ford Explorer	-	83,000	-	-	-	-
	Asset #28605 - Ford Explorer	-	83,000	-	-	-	-
	Asset #28607 - Ford Explorer	-	83,000	-	-	-	-
	Asset #28609 - Ford Explorer	-	83,000	-	-	-	-
	Asset #28615 - Ford Explorer	-	83,000	-	-	-	-
	Asset #28628 - Ford Explorer	-	83,000	-	-	-	-
	Asset #28874 - Ford Explorer	-	83,000	-	-	-	-
	Asset #28453 - Ford Explorer	-	83,000	-	-	-	-
	Asset #27899 - Ford Taurus	-	83,000	-	-	-	-
	Asset #27900 - Ford Taurus	-	83,000	-	-	-	-
	Asset #27901 - Ford Taurus	-	83,000	-	-	-	-
	Asset #28320 - Ford Taurus	-	83,000	-	-	-	-
	Asset #28331 - Ford Taurus	-	83,000	-	-	-	-
	Asset #28332 - Ford Taurus	-	83,000	-	-	-	-
	Asset #28333 - Ford Taurus	-	83,000	-	-	-	-
	Asset #28334 - Ford Taurus	-	83,000	-	-	-	-
	Asset #28346 - Ford Taurus	-	83,000	-	-	-	-
	Asset #28704 - Ford Taurus	-	83,000	-	-	-	-
	Asset #28705 - Ford Taurus	-	83,000	-	-	-	-
	Asset #28814 - Ford Explorer	-	83,000	-	-	-	-
	Asset #27902 - Ford Taurus	-	-	85,000	-	-	-
	Asset #28246 - Ford Explorer	-	-	85,000	-	-	-
	Asset #28264 - Ford F150	-	-	85,000	-	-	-
	Asset #28265 - Ford F150	-	-	85,000	-	-	-
	Asset #28302 - Ford Explorer	-	-	85,000	-	-	-
	Asset #28454 - Ford Explorer	-	-	85,000	-	-	-
	Asset #28594 - Ford Explorer	-	-	85,000	-	-	-
	Asset #28595 - Ford Explorer	-	-	85,000	-	-	-
	Asset #28642 - Ford Explorer	-	-	85,000	-	-	-
	Asset #28653 - Ford Explorer	-	-	85,000	-	-	-
	Asset #28683 - Ford Fusion	-	-	85,000	-	-	-
	Asset #28703 - Ford Taurus	-	-	85,000	-	-	-
	Asset #28715 - Ford Taurus	-	-	85,000	-	-	-
	Asset #28739 - Ford Explorer	-	-	85,000	-	-	-
	Asset #28858 - Ford Taurus	-	-	85,000	-	-	-
	Asset #28872 - Ford Explorer	-	-	85,000	-	-	-
	Asset #28873 - Ford Explorer	-	-	85,000	-	-	-
	Asset #28880 - Ford F150	-	-	85,000	-	-	-
	Asset #28954 - Ford Fusion	-	-	85,000	-	-	-
	Asset #28961 - Ford Fusion	-	-	85,000	-	-	-
	Asset #28989 - Ford Explorer	-	-	85,000	-	-	-
	Asset #28991 - Ford Taurus	-	-	85,000	-	-	-
	Asset #28997 - Ford Taurus	-	-	85,000	-	-	-

Capital Fleet

Funding Source	Description	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
	Asset #29016 - Ford Explorer	-	-	85,000	-	-	-
	Asset #29017 - Ford Explorer	-	-	85,000	-	-	-
	Asset #29020 - Ford Explorer	-	-	85,000	-	-	-
	Asset #28807 - Chevy Tahoe	-	-	85,000	-	-	-
	Asset #28500 - Magic Tilt Trailer	-	-	10,000	-	-	-
	Asset #23522 - Boatmaster AC-23	-	-	15,000	-	-	-
	Asset #29834 - Ford Explorer	-	-	-	88,000	-	-
	Asset #28714 - Ford Taurus	-	-	-	88,000	-	-
	Asset #28988 - Ford Explorer	-	-	-	88,000	-	-
	Asset #29029 - Ford F150	-	-	-	88,000	-	-
	Asset #29019 - Ford Explorer	-	-	-	88,000	-	-
	Asset #28693 - Ford Fusion	-	-	-	88,000	-	-
	Asset #29033 - Ford F150	-	-	-	88,000	-	-
	Asset #29001 - Ford Taurus	-	-	-	88,000	-	-
	Asset #28713 - Ford Taurus	-	-	-	88,000	-	-
	Asset #29208 - Ford Explorer	-	-	-	88,000	-	-
	Asset #28990 - Ford Taurus	-	-	-	88,000	-	-
	Asset #29034 - Ford F150	-	-	-	88,000	-	-
	Asset #29032 - Ford F150	-	-	-	88,000	-	-
	Asset #28493 - Ford Explorer	-	-	-	88,000	-	-
	Asset #29069 - Ford Explorer	-	-	-	88,000	-	-
	Asset #29071 - Ford Explorer	-	-	-	88,000	-	-
	Asset #29114 - Ford Explorer	-	-	-	88,000	-	-
	Asset #29037 - Ford Explorer	-	-	-	88,000	-	-
	Asset #29117 - Ford Fusion	-	-	-	88,000	-	-
	Asset #29030 - Ford F150	-	-	-	88,000	-	-
	Asset #29116 - Ford Fusion	-	-	-	88,000	-	-
	Asset #29067 - Ford Explorer	-	-	-	88,000	-	-
	Asset #29066 - Ford Explorer	-	-	-	88,000	-	-
	Asset #29073 - Ford Explorer	-	-	-	88,000	-	-
	Asset #29112 - Ford Explorer	-	-	-	88,000	-	-
	Asset #29072 - Ford Explorer	-	-	-	88,000	-	-
	Asset #29466 - Ford Explorer	-	-	-	88,000		-
	Asset #29228 - Ford Taurus	-	-	-	88,000	-	-
	Asset #29070 - Ford Explorer	-	-	-	88,000	-	-
	Asset #29240 - Ford F150	-	-	-	88,000	-	-
	Asset #29031 - Ford Explorer	-	-	-	88,000	-	-
	Asset #29208 - Ford Explorer	-	-	-	-	90,000	-
	Asset #29160 - Ford Explorer	-	-	-	-	90,000	-
	Asset #29161 - Ford Explorer	-	-	-	-	90,000	-
	Asset #29162 - Ford Explorer	-	-	-	-	90,000	-
	Asset #29202 - Ford Explorer	-	-	-	-	90,000	-
	Asset #29209 - Ford Explorer	-	-	-	-	90,000	-

Capital Fleet

Funding Source	Description	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
	Asset #29227 - Ford Taurus	-	-	-	-	90,000	-
	Asset #29229 - Ford Taurus	-	-	-	-	90,000	-
	Asset #29230 - Ford Taurus	-	-	-	-	90,000	-
	Asset #29231 - Ford Taurus	-	-	-	-	90,000	-
	Asset #29260 - Ford Explorer	-	-	-	-	90,000	-
	Asset #29358 - Ford F250	-	-	-	-	90,000	-
	Asset #29359 - Ford F250	-	-	-	-	90,000	-
	Asset #29360 - Ford F250	-	-	-	-	90,000	-
	Asset #29361 - Ford F250	-	-	-	-	90,000	-
	Asset #29363 - Ford F250	-	-	-	-	90,000	-
	Asset #29380 - Ford F250	-	-	-	-	90,000	-
	Asset #29468 - Ford F350	-	-	-	-	90,000	-
	Asset #29586 - Ford Explorer	-	-	-	-	90,000	-
	Asset #29857 - Ford Explorer	-	-	-	-	90,000	-
	Asset #29592 - Ford Explorer	-	-	-	-	90,000	-
	Asset #29598 - Ford Explorer	-	-	-	-	90,000	-
	Asset #29609 - Ford Explorer	-	-	-	-	90,000	-
	Asset #29743 - Ford Explorer	-	-	-	-	90,000	-
	Asset #29744 - Ford Explorer	-	-	-	-	90,000	-
	Asset #29745 - Ford Explorer	-	-	-	-	90,000	-
	Asset #29746 - Ford Explorer	-	-	-	-	90,000	-
	Asset #29747 - Ford Explorer	-	-	-	-	90,000	-
	Asset #29748 - Ford Explorer	-	-	-	-	90,000	-
	Asset #29957 - Ford F150	-	-	-	-	90,000	-
	Asset #28215 - Stalker M10108 Message Board	-	-	-	-	25,000	-
	Asset #19397 - Magnum Trailer with Light Tower	-	-	-	-	15,000	-
	Asset #28712 - Ford Taurus	-	-	-	-	-	94,000
	Asset #29389 - Ford F250	-	-	-	-	-	94,000
	Asset #29471 - Ford Explorer	-	-	-	-	-	94,000
	Asset #29491 - Doosan Trailer w/ Light Tower	-	-	-	-	-	94,000
	Asset #29560 - Ford F150	-	-	-	-	-	94,000
	Asset #29583 - Ford F150	-	-	-	-	-	94,000
	Asset #29585 - Ford F150	-	-	-	-	-	94,000
	Asset #29590 - Ford F150	-	-	-	-	-	94,000
	Asset #29591 - Ford F150	-	-	-	-	-	94,000
	Asset #29599 - Ford Explorer	-	-	-	-	-	94,000
	Asset #29600 - Ford Explorer	-	-	-	-	-	94,000
	Asset #29601 - Ford Explorer	-	-	-	-	-	94,000
	Asset #29610 - Ford Explorer	-	-	-	-	-	94,000
	Asset #29612 - Ford Explorer	-	-	-	-	-	94,000
	Asset #29613 - Ford Explorer	-	-	-	-	-	94,000

Capital Fleet

Funding Source	Description	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
	Asset #29614 - Ford Explorer	-	-	-	-	-	94,000
	Asset #29616 - Ford Explorer	-	-	-	-	-	94,000
	Asset #29644 - Ford Explorer	-	-	-	-	-	94,000
	Asset #29680 - Ford Explorer	-	-	-	-	-	94,000
	Asset #29796 - Ford Explorer	-	-	-	-	-	94,000
	Asset #29797 - Ford Explorer	-	-	-	-	-	94,000
	Asset #29798 - Ford Explorer	-	-	-	-	-	94,000
	Asset #29806 - Ford Explorer	-	-	-	-	-	94,000
	Asset #29807 - Ford Explorer	-	-	-	-	-	94,000
	Asset #29808 - Ford Explorer	-	-	-	-	-	94,000
	Asset #29809 - Ford Explorer	-	-	-	-	-	94,000
	Asset #29810 - Ford Explorer	-	-	-	-	-	94,000
	Asset #29811 - Ford Explorer	-	-	-	-	-	94,000
	Asset #29812 - Ford Explorer	-	-	-	-	-	94,000
	Asset #29839 - Chrysler Voyager	-	-	-	-	-	94,000
	Asset #29893 - Ford Explorer	-	-	-	-	-	94,000
	Asset #30042 - Ford Explorer	-	-	-	-	-	94,000
	Asset #30048 - Ford Explorer	-	-	-	-	-	94,000
Impact Fee	Future Position Vehicles	1,166,000	-	-	-	-	-
Grand Total		**$ 2,500,400**	**$ 2,431,000**	**$ 2,320,000**	**$ 2,728,000**	**$ 2,740,000**	**$ 3,102,000**

Public Works Capital Improvement Plan Summary

The Department of Public Works Capital Improvement Projects Summary consists of the funding requirements for the funding support of the projects, project feasibility studies, and other costs indirectly associated with the management of the capital projects included in the Fiscal Year 2026-2031 Asset Management Program. Direct project management costs are included and funded in each separate project throughout the Capital Improvement Program.

Summary of Capital Projects

Funding Source	Project Title	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
General Fund	New Sidewalks - Hector Cafferata	$ 664,888	$ -	$ -	$ -	$ -	$ -
	New Sidewalks - SW 32nd St from Surfside to SW 25th Ave	405,000	-	-	-	-	-
	Additional Sidewalks for School Areas	-	-	-	2,575,000	2,575,000	2,652,250
	Median Improvements - Andalusia Blvd (Kismet Pkwy to Tropicana Pkwy)	-	-	-	1,500,000	-	-
	Median Improvements- Kismet Pkwy (NE 7th Pl to Del Prado Blvd)	-	-	-	-	1,500,000	-
	Median Improvements - Diplomat Pkwy (Del Prado Blvd to NE 24th Ave)	-	-	-	-	-	1,500,000
Road Impact Fees	Roundabout @ Diplomat Pkwy and NE 24th Ave	3,500,000	-	-	-	-	-
	Roundabout @ Kismet Pkwy and NE 24th Ave	3,500,000	-	-	-	-	-
	Chiquita Access Management and Turn Lane Improvement - Cape Coral Pkwy to Veterans' Pkwy	3,194,064	-	-	-	-	-
	Andalusia Blvd Extension	3,000,000	-	-	-	-	-
	Cape Coral Pkwy 6 Lane and Signal Timing	1,593,232	-	-	-	-	-
	Intersection Improvements - Andalusia Blvd/Diplomat Pkwy	1,558,000	-	-	-	-	-
	Intersection Improvements - Chiquita Blvd/Embers Pkwy	1,520,000	-	-	-	-	-
	Hector A. Cafferata, Jr Elementary School Turn Lane	450,000	-	-	-	-	-
	Chiquita Access Management and Turn Lane Improvement - Veterans' Pkwy to SR78	-	500,000	-	3,000,000	-	-
Road Impact Fees	Roundabout @ Coronado Pkwy and SE 47th Terr	-	3,500,000	-	-	-	-
	Roundabout @ Palm Tree Blvd and SE 47th Terr	-	3,500,000	-	-	-	-
	Sidewalks - Ceitus Pkwy from Sirena Vista Park to Burnt Store Rd	-	1,112,400	-	-	-	-

Summary of Capital Projects

Funding Source	Project Title	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
	Sidewalks - Diplomat Schools	-	647,476	-	-	-	-
	Sidewalks - El Dorado Blvd from Embers Pkwy to Tropicana Pkwy	-	1,051,000	-	-	-	-
	Sidewalks - Embers Pkwy from Burnt Store Rd to Chiquita Blvd	-	1,994,527	-	-	-	-
	Sidewalks - Embers Pkwy from Chiquita Blvd to Nicholas Pkwy	-	997,263	-	-	-	-
	Sidewalks - Embers Pkwy from Old Burnt Store Rd to Burnt Store Rd	-	703,000	-	-	-	-
	Sidewalks - Gator Circle	-	2,997,493	-	-	-	-
	Sidewalks - Orchid Blvd from SE 46th St to SE 44th St	-	500,000	-	-	-	-
	Sidewalks - SW 22nd Terr from Surfside Blvd to SW 20th Ave	-	495,800	-	-	-	-
	Sidewalks - SW 32nd St from Surfside Blvd to SW 25th Ave	-	405,000	-	-	-	-
	Traffic Signal - Pondella Rd & NE 25th Ave/South Hancock Creek Blvd	-	2,130,000	-	-	-	-
	Traffic Signal and Intersection Improvements @ Chiquita Blvd and Tropicana Pkwy - Mariner High School	-	3,090,000	-	-	-	-
	Wayfinding Program	-	750,000	-	-	-	-
	Country Club Blvd Multimodal Lane	-	-	1,900,000	-	-	-
	Parking Program	-	-	400,000	-	-	-
	Sidewalks - Andalusia Blvd from Diplomat Pkwy to Kismet Pkwy	-	-	1,251,428	-	-	-
	Residential Traffic Calming Program	-	-	-	50,000	-	-
	Diplomat Access Management and Capacity Improvement	-	-	-	-	24,890,629	-
	Wildwood Pkwy/Palm Tree Blvd Multimodal Lane	-	-	-	-	2,100,000	-
	Micromobility Pilot Program	-	-	-	-	-	500,000
	Mobility On Demand Program	-	-	-	-	-	500,000
Grand Total		**$ 19,385,184**	**$ 24,373,959**	**$ 3,551,428**	**$ 7,125,000**	**$ 31,065,629**	**$ 5,152,250**

Summary of Stormwater Capital Projects

Funding Source	Project Title	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
Stormwater	Trafalgar Drainage Improvements	$ 537,600	$ 7,728,000				
	Weir Improvements (Rehab Construction)	-	3,300,000	1,148,352	1,236,000	1,273,080	1,311,272
	SE 6th Street Neighborhood Drainage Project (Celebration)	-	-	4,109,958	-	-	-
Grand Total		$ 537,600	$ 11,028,000	$ 5,258,310	$ 1,236,000	$ 1,273,080	$ 1,311,272

A well-formulated Capital Improvement Plan (CIP) is rooted in consistent planning for major expenditures and in anticipation of the "just-in-time" replacement of apparatus, equipment, and facilities. CIPs are most effectively done in 5-year increments in which the current year drops into the annual operating budget and off of the 5-year plan. Then the CIP is replaced by a new 5th year so that it is a continuing process that is tied directly to normal annual budget preparations. Supported by an appropriate funding stream and thoughtful analysis and forecasting by staff, the CIP is a powerful instrument for managing a Department's level of service delivery.

MAJOR CAPITAL IMPROVEMENTS MAY INCLUDE THE FOLLOWING:

- MAJOR EQUIPMENT: Consist of chillers and fuel tanks at different City locations.
- FACILITIES: Includes median curbing and resurfacing to major roads and alleys.

New Sidewalks - Hector Cafferata School

Location: Embers Pkwy

Status: New

Investment Type: Transportation

Project Description: Enhance current infrastructure providing for a safe and efficient transportation system for multiple users

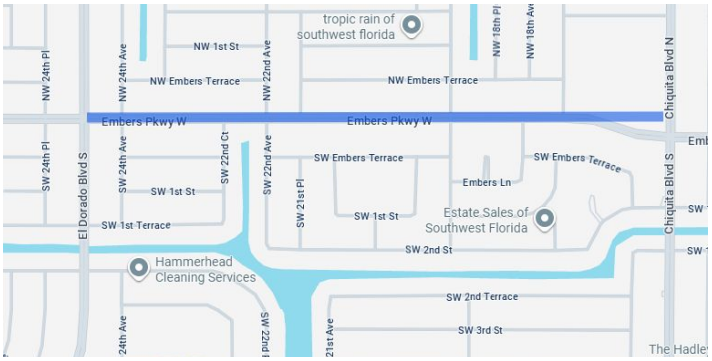
Strategic Goal: Infrastructure - Invest in resilient infrastructure

Estimated Project Start Date: 10/01/2025

Prior Funds Appropriated Through 9/30/2025: $0

Funding Source	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
General Fund	$ 664,888	$ -	$ -	$ -	$ -	$ -
Grand Total	$ 664,888	$ -	$ -	$ -	$ -	$ -

Detailed Project Scope	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
Construction	$ 664,888	$ -	$ -	$ -	$ -	$ -
Grand Total	$ 664,888	$ -	$ -	$ -	$ -	$ -



New Sidewalks - SW 32nd St from Surfside Blvd to SW 25th Ave

Location: SW 32nd St

Status: New

Investment Type: Transportation

Project Description: Prioritize sidewalk construction within 2 miles of schools city-wide

Strategic Goal: Infrastructure- Invest in resilient infrastructure

Estimated Project Start Date: 10/01/2025

Prior Funds Appropriated Through 9/30/2025: $0

Funding Source	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
General Fund	$ 405,000	$ -	$ -	$ -	$ -	$ -
Grand Total	$ 405,000	$ -	$ -	$ -	$ -	$ -

Detailed Project Scope	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
Construction	$ 405,000	$ -	$ -	$ -	$ -	$ -
Grand Total	$ 405,000	$ -	$ -	$ -	$ -	$ -

Roundabout @ Diplomat Pkwy and NE 24th Ave

Location: Diplomat Pkwy and NE 24th Ave

Status: New

Investment Type: Transportation

Project Description: .Enhance traffic mobility and safety

Strategic Goal: Infrastructure - Invest in resilient infrastructure

Estimated Project Start Date: 10/01/2025

Prior Funds Appropriated Through 9/30/2025: $0

Funding Source	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
Road Impact Fees	$ 20,437,426	$ -	$ -	$ -	$ -	$ -
Grand Total	$ 20,437,426	$ -	$ -	$ -	$ -	$ -

Detailed Project Scope	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
Construction	$ 20,437,426	$ -	$ -	$ -	$ -	$ -
Grand Total	$ 20,437,426	$ -	$ -	$ -	$ -	$ -

Roundabout @ Kismet Pkwy and NE 24th Ave

Location: Kismert Pkwy and NE 24th Ave

Status: New

Investment Type: Transportation

Project Description: Enhance traffic mobility and safety

Strategic Goal: Infrastructure - Invest in resilient infrastructure

Estimated Project Start Date: 10/01/2025

Prior Funds Appropriated Through 9/30/2025: $0

Funding Source	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
Road Impact Fees	$ 3,500,000	$ -	$ -	$ -	$ -	$ -
Grand Total	$ 3,500,000	$ -	$ -	$ -	$ -	$ -

Detailed Project Scope	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
Construction	$ 3,500,000	$ -	$ -	$ -	$ -	$ -
Grand Total	$ 3,500,000	$ -	$ -	$ -	$ -	$ -

Chiquita Access Management and Turn Lane Improvements

Location: Chiquita Blvd.

Status: Ongoing

Investment Type: Transportation

Project Description: Provide sufficient and safe access and circulation on City streets when warranted by safety record.

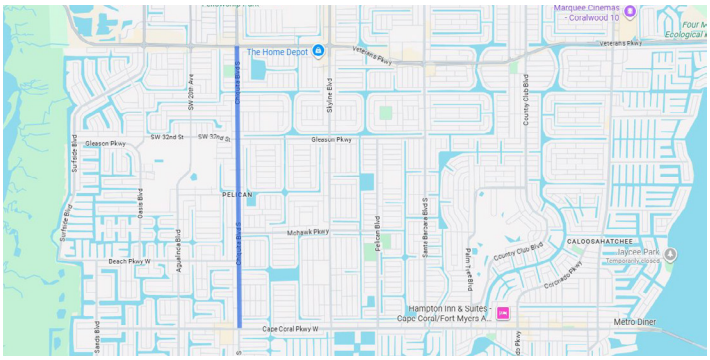
Strategic Goal: Infrastructure - Invest in resilient infrastructure

Estimated Project Start Date: 10/01/2025

Prior Funds Appropriated Through 9/30/2025: $721,000

Funding Source	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
Road Impact Fees	$ 3,194,064	$ -	$ -	$ -	$ -	$ -
Grand Total	$ 3,194,064	$ -	$ -	$ -	$ -	$ -

Detailed Project Scope	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
Construction	$ 3,098,242	$ -	$ -	$ -	$ -	$ -
CIP 3% Total Project	95,822	-	-	-	-	-
Grand Total	$ 3,194,064	$ -	$ -	$ -	$ -	$ -



Andalusia Blvd Extension

Location: Andalusia Blvd @ SR78

Status: Ongoing

Investment Type: Transportation

Project Description: .Enhance traffic mobility and safety

Strategic Goal: Infrastructure - Invest in resilient infrastructure

Estimated Project Start Date: 10/01/2025

Prior Funds Appropriated Through 9/30/2025: $399,000

Funding Source	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
Road Impact Fees	$ 3,000,000	$ -	$ -	$ -	$ -	$ -
Grand Total	$ 3,000,000	$ -	$ -	$ -	$ -	$ -

Detailed Project Scope	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
Construction	$ 3,000,000	$ -	$ -	$ -	$ -	$ -
Grand Total	$ 3,000,000	$ -	$ -	$ -	$ -	$ -

Cape Coral Pkwy 6 Lane and Signal Timing

Location: Cape Coral Pkwy 6 Lane Signal Timing

Status: Ongoing

Investment Type: Transportation

Project Description: Enhance current infrastructure providing for a safe and efficient transportation system for multiple users.

Strategic Goal: Infrastructure - Invest in resilient infrastructure

Estimated Project Start Date: 10/01/2025

Prior Funds Appropriated Through 9/30/2025: $206,768

Funding Source	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
Road Impact Fees	$ 1,593,232	$ -	$ -	$ -	$ -	$ -
Grand Total	$ 1,593,232	$ -	$ -	$ -	$ -	$ -

Detailed Project Scope	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
Construction	$ 1,593,232	$ -	$ -	$ -	$ -	$ -
Grand Total	$ 1,593,232	$ -	$ -	$ -	$ -	$ -

Intersection Improvements - Andalusia Blvd/Diplomat Pkwy

Location: Andalusia Blvd @ Diplomat Pkwy

Status: Ongoing

Investment Type: Transportation

Project Description: Provide sufficient and safe access and circulation on City streets by the installation of appropriate traffic control devices

Strategic Goal: Infrastructure - Invest in resilient infrastructure

Estimated Project Start Date: 10/01/2025

Prior Funds Appropriated Through 9/30/2025: $1,500,000

Funding Source	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
Road Impact Fees	$ 1,558,000	$ -	$ -	$ -	$ -	$ -
Grand Total	$ 1,558,000	$ -	$ -	$ -	$ -	$ -

Detailed Project Scope	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
Construction	$ 1,558,000	$ -	$ -	$ -	$ -	$ -
Grand Total	$ 1,558,000	$ -	$ -	$ -	$ -	$ -

Intersection Improvements - Chiquita Blvd/Embers Pkwy

Location: Chiquita Blvd @ Embers Pkwy

Status: Ongoing

Investment Type: Transportation

Project Description: Provide sufficient and safe access and circulation on City streets by the installation of appropriate traffic control devices

Strategic Goal: Infrastructure - Invest in resilient infrastructure

Estimated Project Start Date: 10/01/2025

Prior Funds Appropriated Through 9/30/2025: $1,500,000

Funding Source	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
Road Impact Fees	$ 1,520,000	$ -	$ -	$ -	$ -	$ -
Grand Total	$ 1,520,000	$ -	$ -	$ -	$ -	$ -

Detailed Project Scope	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
Construction	$ 1,520,000	$ -	$ -	$ -	$ -	$ -
Grand Total	$ 1,520,000	$ -	$ -	$ -	$ -	$ -

Hector A. Cafferata, Jr. K-8 School Turn Lane

Location: Embers Pkwy and SW 19th Pl

Status: New

Investment Type: Transportation

Project Description: Prioritize sidewalk construction within 2 miles of schools, city-wide

Strategic Goal: Infrastructure - Invest in resilient infrastructure

Estimated Project Start Date: 10/01/2025

Prior Funds Appropriated Through 9/30/2025: $0

Funding Source	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
Road Impact Fees	$ 450,000	$ -	$ -	$ -	$ -	$ -
Grand Total	**$ 450,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Detailed Project Scope	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
Construction	$ 450,000	$ -	$ -	$ -	$ -	$ -
Grand Total	**$ 450,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Stormwater Weirs

Location: Trafalgar Pkwy

Status: Ongoing

Investment Type: Transportation

Project Description: Address ongoing flooding at problematic intersections along Trafalgar Pkwy to ensure public safety and protection of property.

Strategic Goal: Infrastructure - Invest in resilient infrastructure

Estimated Project Start Date: 10/01/2025

Prior Funds Appropriated Through 9/30/2025: $1,289,449

Funding Source	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
Stormwater	$ 537,600	$ -	$ -	$ -	$ -	$ -
Grand Total	$ 537,600	$ -	$ -	$ -	$ -	$ -

Detailed Project Scope	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
Construction	$ 537,600	$ -	$ -	$ -	$ -	$ -
Grand Total	$ 537,600	$ -	$ -	$ -	$ -	$ -

Public Works Asset Management Program Summary

Capital Equipment

Funding Source	Description	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
Fleet Management Allocation	Asset #16566 Iron Worker Machine	$ 58,000	$ -	$ -	$ -	$ -	$ -
	Asset #24815 Rotary Turf Lift, 7,000 Pound	9,000	-	-	18,000	-	-
	Asset #28413 Mohawk TR-25A, 4 Post Lift	-	-	40,000	-	-	-
	Asset #19171 Fuel Site 2 City Hall	-	-	-	250,000	-	-
	Asset #24455 [1]5000 Lift, 2007 Ariheta	-	-	-	70,000	-	-
	HVAC Annual Replaceent	-	-	-	49,320	23,760	22,600
	Asset #19172 Fuel Site 3 Everest/ Fleet	-	-	-	-	260,000	
	Asset #28742 Stertil-Koni ST 1085 Wireless Mobile Column Vehicle Lift	-	-	-	-	-	130,000
General Fund	Light Detection and Ranging Drone	50,000	-	-	-	-	-
	Asset #27209 Replace-GPS Rover Receiver	-	25,000	-	-	-	-
	Asset #28016 Replace HP Design Jet T2500	-	10,000	-	-	-	-
	Asset #29499 Replace Robotic Total Station	-	-	52,000	-	-	-
	Asset #27210 Replace GPS Rover Receiver	-	-	25,000	-	-	-
	Asset #30380 Replace GPS Rover	-	-	25,000	-	-	-
	Asset #30381 Replace GPS Rover	-	-	25,000	-	-	-
	Asset #28013 Ice Maker and Bin	-	-	8,000	-	-	-
	Asset #20144 Replace 2003 New Holland Tractor	-	-	-	56,650	-	-
	Replace Mapping Drone	-	-	-	50,000	-	-
	Asset #27213 Replace Total Station #1 Survey Equipment	-	-	-	35,000	-	-
	Asset #27784 Replace Trailer	-	-	-	20,000	-	-
	Asset #29579 Replace Remote Boat	-	-	-	-	10,000	-
	Asset #27492 Replace Digital Level	-	-	-	-	20,000	-
	Smart Rod	-	540,000	-	-	9,000	-
	HVAC Annual Replaceent	-	-	-	-	-	8,000
Property Management Allocation	New Wire Tracer	15,000	30,000	-	-	-	-
	New Floor Scrubber	12,000	-	-	-	-	-
	New Generator Load Bank	-	25,000	-	-	-	-
	Asset #29143 Replace Floor Scrubber	-	12,000	-	-	-	-
	New Stick mounted GPS Locator	-	15,000	-	-	-	-
	New Tube Bender	-	-	15,000	-	-	-
	HVAC Annual Replaceent	-	-	-	-	-	63,000

Capital Equipment

Funding Source	Description	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
Stormwater	New Gradall Excavator for New Swale Crew	500,000	-	-	-	-	-
	Asset #27538 Boat	150,000	-	-	-	-	-
	Asset #28760 Nutrient Autoanalyzer	70,000	-	-	-	-	-
	New Equipment Trailer for New Swale Crew	54,000	-	-	-	-	-
	Asset #26337 & #27646 Plate Tapmers	20,000	-	-	-	-	-
	Asset #NC189 & #27107 Plate Tampers	20,000	-	-	-	-	-
	New FlowCam Algae Sorter, Counter, and Identification	20,000	-	-	-	-	-
	Replace Gradall Excavator Bucket Attachment	20,000	-	-	-	-	-
	Replace Long Reach Thumb Bucket Attachment	20,000	-	-	-	-	-
	Asset #29431 Sonde with Blue Green Algae Sensor	20,000	-	-	-	-	-
	Thermocycler	15,000	-	-	-	-	-
	Asset #2943 Fecal Indicator Analyzer	15,000	-	-	-	-	-
	New Backhoe/Loader for New Pipe Crew	-	150,000	-	-	-	-
	New Excavator for New Pipe Crew	-	150,000	-	-	-	-
	Replace total Organic Cardon Analyzer	-	70,000	-	-	-	-
	HVAC Annual Replaceent	-	68,040	10,000	22,320	11,880	176,050
	Asset #15434 Ironworker 12" Bending Machine	-	35,000	-	-	-	-
	Asset #29039 Envirosight Wireless Pole Camera	-	24,000	-	-	-	-
	Asset #29192 Replace Fluorometer	-	20,000	-	-	-	-
	Asset #24452 Sullair Porable Air Compressor	-	18,000	-	-	-	-
	New Probes for Remote Sensing Monitoring	-	10,000	-	-	-	-
	Asset #17877 Pipe Bending Machine	-	8,000	-	-	-	-
	New Trash Skimmer for New Flot Crew	-	-	400,000	-	-	-
	New Caloosahatchee Salinity Nutrient Temperature Tide Sensor	-	-	50,000	-	-	-
	Asset #28015 Deionized Water System	-	-	40,000	-	-	-
	Asset #28760 Autoclave Nutrients	-	-	20,000	-	-	-
	Asset #27107 Trash Compactor Plate	-	-	10,000	-	-	-
	Asset #27276 Handheld Surveying System	-	-	8,000	-	-	-
	Asset #28496 Gradall Excavator Bucket Attachment	-	-	8,000	-	-	-

Capital Equipment

Funding Source	Description	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
Stormwater	Asset #28780 Gradall Excavator Bucket Attchment	-	-	8,000	-	-	-
	New Aquatic Vegetation Algae Harvesting Trailering and Conveying System	-	-	-	450,000	-	-
	New Rapid Microbiology Water Testing	-	-	-	50,000	-	-
	Replace Two (2) Ovens for Solids	-	-	-	50,000	-	-
	Asset #27700 Pole Camera	-	-	-	20,000	-	-
	Replace two (2) Biochemical Oxygen Demand Incubator	-	-	-	10,000	-	-
	New Water Quality and Flow Remote Monitoring Outfall, Weirs, & Basins Automation Systems	-	-	-	-	200,000	200,000
	New Repid Drinking Water Microbiology Testing Equipment	-	-	-	-	-	45,000
Grand Total		$ 1,068,000	$ 1,210,040	$ 744,000	$ 1,151,290	$ 534,640	$ 644,650

Facilities Maintenance

Funding Source	Description	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
5 Cent Gas Tax	Road Resurfacing	$ 6,570,000	$ 3,400,000	$ 2,700,000	$ 2,000,000	$ 2,000,000	$ 2,000,000
	Median Curbing	700,000	700,000	700,000	700,000	700,000	700,000
	ADA Upgrades as a Part of Road Resurfacing	200,000	200,000	200,000	200,000	300,000	350,000
6 Cent Gas Tax	Road Resurfacing	8,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000
	Alley Resurfacing	520,000	520,000	520,000	520,000	520,000	520,000
Fleet Management Allocation	Roof Annual Replacement	-	-	-	23,067	-	-
General Fund	Bridge Rehabilitation	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
	Road Resurfacing	1,660,841	2,848,750	5,932,688	7,178,322	8,377,238	8,377,238
	Community Median Beautification (Adopt-A-Medians)	321,360	321,360	321,360	321,360	331,001	337,621
	Community Median Beautification Landscape Annual Refurbishment	300,000	420,000	420,000	420,000	420,000	550,000
Stormwater	Flood Prevention/Roadway Drainage	1,678,669	314,558	2,666,217	2,719,541	2,773,932	4,500,000
	Drainpipe and Catch Basin Replacement	1,669,571	1,702,963	1,737,022	1,776,216	1,811,740	1,891,080
	Aquatic Vegetation Harvesting South Spreader Improvements	1,040,000	1,061,208	1,082,432	1,104,081	1,137,200	1,159,944
	Water Quality Management 2	500,000	500,000	500,000	500,000	515,000	525,300
	Environmental Projects Maintenance	100,000	100,000	100,000	100,000	100,000	100,000
	Bimini Basin Perpetual Maintenance	3,000	3,000	3,000	3,000	3,000	3,000
	Contracted Dry Swales Regrading	-	-	-	192,899	196,757	200,692
	Roof Annual Replacement	-	-	-	31,471	57,552	-
Grand Total		$ 25,263,441	$ 18,091,839	$ 22,882,719	$ 23,789,957	$ 25,243,420	$ 27,214,875

Land Acquisition

Funding Source	Description	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
Stormwater	Land Acquisition for Boat Ramps - Environmental	$ 100,000	$ 100,000	$ 100,000	$ 100,000	$ 100,000	$ 100,000
Grand Total		$ 100,000	$ 100,000	$ 100,000	$ 100,000	$ 100,000	$ 100,000

Capital Fleet

Funding Source	Description	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
Capital Improvement Allocation	Asset #28494 - Ford F150	$ 52,000	$ -	$ -	$ -	$ -	$ -
	Asset #28827 - Ford F150	-	55,360	-	-	-	-
	Asset #28865 - Ford Explorer	-	45,000	-	-	-	-
	Asset #28495 - Ford Explorer	-	-	48,690	-	-	-
Fleet Management Allocation	Asset #19265 - Ford F-550	106,000	-	-	-	-	-
	Asset #27803 - Ford Explorer	-	44,000	-	-	-	-
	Asset #28450 - Ford Taurus	-	44,000	-	-	-	-
	Asset #28420 - Ford Taurus	-	-	46,000	-	-	-
	Asset #28268 - Carryall Club Car 300	-	-	18,000	-	-	-
	Asset #28162 - Ford Transit Connect Van	-	-	-	47,672	-	-
	Asset #23426 - Ford F350	-	-	-	-	90,000	-
	Asset #28860 - Ford F350	-	-	-	-	-	110,000
	Asset #28470 - CAT Forklift	-	-	-	-	-	80,000
General Fund	Asset #28762 - Pothole Asphalt Patching Truck	310,000	-	-	-	-	-
	Asset #28248 - Case Front End Loader	220,000	-	-	-	-	-
	Asset #28571 - Freightliner Knuckle Boom Truck	190,000	-	-	-	-	-
	Asset #27802 - Case Loader Backhoe	150,000	-	-	-	-	-
	Asset #25223 - Case Tractor	130,000	-	-	-	-	-
	Asset #28065 - Ford F250	64,000	-	-	-	-	-
	Asset #28355 - Ford F150	60,000	-	-	-	-	-
	Asset #28039 - Ford Escape	52,000	-	-	-	-	-
	Asset #28187 - Hustler 3700 Mower	52,000	-	-	-	-	-
	Asset #28250 - Toro Z Master	43,050	-	-	-	-	-
	Asset #28266 - Club Car Carryall 1500	15,800	-	-	-	-	-
	Asset #28986 - Ford F450	-	111,000	-	-	-	-
	Asset #28624 - Ford F450	-	85,000	-	-	-	-
	Asset #28006 - Ford F350	-	80,000	-	-	-	-
	Asset #28037 - Ford F250	-	53,000	-	-	-	-
	Asset #28356 - Ford F150	-	48,000	-	-	-	-
	Asset #28366 - Ford Edge	-	48,000	-	-	-	-
	Asset #29412 - Kubota Mower	-	45,000	-	-	-	-

Capital Fleet

Funding Source	Description	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
General Fund	Asset #29429 - Kubota Mower	-	45,000	-	-	-	-
	Asset #22940 - Bush Hog	-	8,000	-	-	-	-
	Asset #27805 - Case Tractor Loader	-	-	156,000	-	-	-
	Asset #28049 - Ford F250	-	-	65,000	-	-	-
	Asset #28854 - Ford F350	-	-	65,000	-	-	-
	Asset #28353 - Workmaster Tractor	-	-	60,000	-	-	-
	Asset #28463 - Ford F150	-	-	49,000	-	-	-
	Asset #28702 - Ford F150	-	-	49,000	-	-	-
	Asset #28345 - Ford F150	-	-	45,000	-	-	-
	Asset #28539 - Custom Thermoplastic Trailer	-	-	-	400,000	-	-
	Asset #27830 - Dump Truck	-	-	-	150,000	-	-
	Asset #28847 - Ford F350	-	-	-	65,000	-	-
	Asset #28855 - Ford F350	-	-	-	65,000	-	-
	Asset #28451 - Ford Explorer	-	-	-	47,672	-	-
	Asset #28614 - V5900 Paint Striper	-	-	-	15,000	-	-
	Asset #28643 - 50150 Bitumen Applicator	-	-	-	10,000	-	-
	Asset #28298 & #28358 John Deere Tractor with Attachement	-	-	-	-	80,000	-
	Asset #29284 - Ford F350	-	-	-	-	70,000	-
	Asset #30154 - Ford Explorer	-	-	-	-	50,000	-
	Asset #28374 - Ford F150	-	-	-	-	47,792	-
	Asset #24081 - Imperial Trailer	-	-	-	-	25,000	-
	Asset #28993 - Bobcat All-Wheel Steer Loader	-	-	-	-	-	160,000
	Asset #29000 - Ford F550	-	-	-	-	-	120,000
	Asset #28640 - Ford F450	-	-	-	-	-	85,000
	Asset #28723 - Ford F350	-	-	-	-	-	85,000
	Asset #28907 - Ford F250	-	-	-	-	-	85,000
	Asset #29110 - Ford F350	-	-	-	-	-	85,000
	Asset #29264 - Ford F350	-	-	-	-	-	85,000
	Asset #29515 - Toro Z-Master Mower	-	-	-	-	-	55,000
	Asset #29847 - Toro Workman 3300D						55,000
Lot Mowing	Asset #28834 - Ford Explorer	-	42,000	-			
	Asset #28979 - Ford F150	-	-	49,000	-	-	-
	Asset #28984 - Ford F150	-	-	-	50,000	-	-
	Asset #28992 - Ford Explorer	-	-	-	-	50,000	-
Property Management Allocation	Asset #22797 - Hyster Forklift	80,000	-	-	-	-	-
	Asset #16640 - Custom Engineering	-	240,000	-	-	-	-
	Asset #27630 - Ford E350	-	90,000	-	-	-	-
	Asset #28034 - Ford Transit 250	-	56,500	-	-	-	-

Capital Fleet

Funding Source	Description	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
Property Management Allocation	Asset #28035 - Ford Transit 250	-	56,500	-	-	-	-
	Asset #28036 - Ford Transit 250	-	-	60,100	-	-	-
	Asset #28223 - Ford Transit 250	-	-	60,100	-	-	-
	Asset #28224 - Ford Transit 250	-	-	60,100	-	-	-
	Asset #28105 - Ford Transit Van 250	-	-	-	63,760	-	-
	Asset #28225 - Ford Transit Van 250	-	-	-	63,760	-	-
	Asset #28226 - Ford Transit Van 250	-	-	-	63,760	-	-
	Asset #28727 - Ford Transit Van 250	-	-	-	-	70,000	-
	Asset #28728 - Ford Transit Van 250	-	-	-	-	70,000	-
	Asset #28729 - Ford Transit Van 250	-	-	-	-	70,000	-
	Asset #28730 - Ford Transit Van 250	-	-	-	-	70,000	-
	Asset #28731 - Ford Transit Van 250	-	-	-	-	70,000	-
	Asset #28844 - Ford Transit Van 250	-	-	-	-	70,000	-
	Asset #28835 - Ford Transit Van 250	-	-	-	-	-	75,000
	Asset #28844 - Ford Transit Van 250	-	-	-	-	-	75,000
	Asset #28747 - Ford F150	-	-	-	-	-	65,000
	Asset #28276 - Carryall Club Car 300	-	-	-	-	-	20,000
Solid Waste	Solid Waste Inspector Vehicle	62,000	-	-	-	-	-
Stormwater	Asset #21679 - CAT 325C Excavator	600,000	-	-	-	-	-
	Asset #25329 - Gradall Excavato XL3100	500,000	-	-	-	-	-
	Asset #27363 - Capterpillar 308E Excavator	180,000	-	-	-	-	-
	New Dump Truck for New Swale Crew	132,000	-	-	-	-	-
	Ford F350 for New Swale Crew	92,000	-	-	-	-	-
	Asset # 27509 - Caterpillar 2PD5000 Forklift	80,000	-	-	-	-	-
	Asset #28081 - Ford F250	60,000	-	-	-	-	-
	Ford F350 for New Swale Crew	50,000	-	-	-	-	-
	Asset #27423 - Ford F150	42,000	-	-	-	-	-
	Asset #27424 - Ford F150	42,000	-	-	-	-	-
	Asset #21583 - Bucket for Bucket Truck	11,000	-	-	-	-	-
	New Vac Truck for New Vac Truck Crew	-	570,000	-	-	-	-
	Asset #27274 - Fradall Excavator XL3100	-	525,000	-	-	-	-
	Asset #27829 - Freightliner M2-106 Dump Truck	-	143,000	-	-	-	-
	Asset #27831 - Freightliner M2-106 Dump Truck	-	143,000	-	-	-	-
	New Dump Truck New Pipe Crew	-	134,000	-	-	-	-
	New Ford F350 for New Pipe Crew	-	95,000	-	-	-	-

Capital Fleet

Funding Source	Description	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
Stormwater	New Flatbed Trailer for New Swale Crew	-	89,000	-	-	-	-
	New Crew Cab Truck for New Vac Truck Crew	-	55,000	-	-	-	-
	Asset #28042 - Ford Escape	-	50,000	-	-	-	-
	Asset #28112 - Ford Transit Van	-	45,000	-	-	-	-
	Asset #28357 - Ford Edge	-	42,000	-	-	-	-
	Asset #22642 - Imperial Trailer	-	30,000	-	-	-	-
	Asset #27822 - Case 580 Super Loader Backhoe	-	-	150,000	-	-	-
	Asset #27828 - Freightliner M2-106 Dump Truck	-	-	145,000	-	-	-
	Asset #27364 - Caterpillar 308E Excavator	-	-	140,000	-	-	-
	Asset #28161 - Ford F550	-	-	90,000	-	-	-
	Asset #28587 - Ford F350	-	-	60,000	-	-	-
	Asset #28588 - Ford F350	-	-	60,000	-	-	-
	Asset #28592 - Ford F350	-	-	60,000	-	-	-
	Asset #28809 - Ford F350	-	-	60,000	-	-	-
	Asset #28843 - Ford F350	-	-	60,000	-	-	-
	Asset #28846 - Ford F350	-	-	60,000	-	-	-
	New Ford F350 for New Flot Crew	-	-	58,000	-	-	-
	New Ford F350 for New Flot Crew	-	-	58,000	-	-	-
	Asset #28585 - Ford F350	-	-	53,000	-	-	-
	Asset #28611 - Ford Explorer	-	-	53,000	-	-	-
	Asset #28870 - Ford Transit Van	-	-	48,000	-	-	-
	Asset #27365 - Ford Explorer	-	-	46,000	-	-	-
	Asset #28352 - Ford F150	-	-	45,000	-	-	-
	Asset #28359 - Ford F150	-	-	45,000	-	-	-
	Asset #28861 - Ford F150	-	-	45,000	-	-	-
	Asset #28841 - Ford F350	-	-	-	63,760	-	-
	Asset #28476 - Ford Explorer	-	-	-	47,672	-	-
	Asset #28486 - Ford Transit Connect Van	-	-	-	40,575	-	-
	Asset #27445 - Trailer	-	-	-	14,000	-	-
	Asset #25329 - Gradall XL3100 Excavator	-	-	-	-	570,000	-
	Asset #27794 - Case 621F Front-end Loader	-	-	-	-	190,000	-
	Asset #27795 - Case 621F Front-end Loader	-	-	-	-	190,000	-
	Asset #28679 - Freightliner M2 Dump Truck	-	-	-	-	155,000	-
	Asset #17942 - Case 585G Forklift	-	-	-	-	80,000	-
	Asset #28584 - Ford F350	-	-	-	-	78,000	-
	Asset #28815 - Ford F350	-	-	-	-	78,000	-
	Asset #28842 - Ford F350	-	-	-	-	78,000	-

Capital Fleet

Funding Source	Description	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
Stormwater	Asset #28586 - Ford F350	-	-	-	-	70,000	-
	Asset #28725 - Ford F350	-	-	-	-	70,000	-
	Asset #28645 - Ford Escape	-	-	-	-	50,000	-
	Asset #28646 - Ford Escape	-	-	-	-	50,000	-
	Asset #28481 - Ford Transit Connect Van	-	-	-	-	45,000	-
	Asset #28565 - Ford Transit Connect Van	-	-	-	-	45,000	-
	Asset #28888 - Ford Transit Connect Van	-	-	-	-	45,000	-
	Asset #27539 - Magic Tilt Trailer	-	-	-	-	13,000	-
	Asset #26337 - Wacker BPU Plate Compactor	-	-	-	-	10,000	-
	Asset #28444 - Case 621F Front-end Loader	-	-	-	-	-	365,000
	Asset #28576 - Case CX80C Excavator	-	-	-	-	-	180,000
	Asset #28679 - Freightliner M2 Dump Truck	-	-	-	-	-	165,000
	Asset #28743 - Bobcat E35 Excavator	-	-	-	-	-	90,000
	Asset #28583 - Ford F350	-	-	-	-	-	85,000
	Asset #28585 - Ford F350	-	-	-	-	-	85,000
	Asset #28586 - Ford F350	-	-	-	-	-	85,000
	Asset #28587 - Ford F350	-	-	-	-	-	85,000
	Asset #28689 - Ford F350	-	-	-	-	-	85,000
	Asset #28701 - Ford F350	-	-	-	-	-	85,000
	Asset #28815 - Ford F350	-	-	-	-	-	85,000
	Asset #28842 - Ford F350	-	-	-	-	-	85,000
	Asset #28843 - Ford F350	-	-	-	-	-	85,000
	Asset #28884 - Ford F150	-	-	-	-	-	65,000
	Asset #28476 - Ford Explorer	-	-	-	-	-	49,000
Grand Total		**$ 3,375,850**	**$ 3,117,360**	**$ 2,166,990**	**$ 1,207,631**	**$ 2,649,792**	**$ 2,919,000**

Utilities Capital Improvement Plan Summary

The Utilities Capital Improvement Projects Summary consists of the funding requirements for the funding support of the projects, project feasibility studies, and other costs indirectly associated with the management of the capital projects included in the Fiscal Year 2026-2031 Asset Management Program. Direct project management costs are included and funded in each separate project throughout the Capital Improvement Program.

ASSET MANAGEMENT PROGRAM SUMMARY

Utilities Summary of Capital Projects

Funding Source	Project Title	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
Water & Sewer	Southwest Water Reclamation Facility Improvements (Headworks, Filters, Raw Main)	$ 53,000,000	$ -	$ -	$ -	$ -	$ -
	North Reverse Osmosis Water Treatment Plant Expansion Phase II & 12 MG Potable Water	41,421,680	-	-	-	-	-
	Everest Headworks	13,000,000	-	-	-	-	-
	Water Reclamation - North South Transfer Pump Station	5,000,000	-	-	-	-	-
	Judd Creek Water and Sewer Line Ext	3,334,580	-	-	-	-	-
	Automatic Backwash Filter	2,000,000	-	-	-	-	-
	Water Reclamation - Lift Station - 401 Relocation	2,000,000	-	-	-	-	-
	North Reverse Osmosis Distribution Pump and Motor	1,000,000					
	North Reverse Osmosis Water Treatment Plant Wellfield Expansion Phase II	14,700,000	14,700,000	14,700,000	-	-	-
	Wastewater Inflow and Infiltration	3,600,000	2,225,000	2,225,000	2,225,000	2,225,000	2,225,000
	Master Pump Stations Generator	1,498,000	1,548,000	1,146,000	1,246,000	1,146,000	1,976,000
	North Water Reclamation Facility 8 MGD (Phase 1) Expandable to 17 MGD	-	225,000,000	-	-	-	-
	Water Reclamation - Lift Station - 124 Relocation	-	1,350,000	-	-	-	-
	South Reverse Osmosis Plant Ground Storage Tank Coating	-	1,000,000	-	-	-	-
	Water Reclamation - Lift Station - 441 Relocation	-	200,000	1,000,000	-	-	-
	North East Reservoir Storage Enhancement- Cecil Webb		4,500,000	16,950,000	14,250,000		

Utilities Summary of Capital Projects

Funding Source	Project Title	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
	VT SCADA Integration Web Service - Integration Web Service	-	2,000,000	2,000,000	2,000,000	-	-
	Phase 4 - Neighborhood Water Line Replacement (Veterans to Wayne Canal)	-	1,000,000	-	16,800,000	-	-
	North Reverse Osmosis Water Treatment Plant and Deep Injection Well	-	-	22,400,000	-	-	-
	Aeration Basin Diffuser	-	-	692,400	-	-	-
	Water Reclamation - Lift Station - 306 Relocation	-	-	250,000	1,000,000	-	-
	Phase 2 - Neighborhood Water Line Replacement (Dominica Canal to Damao Canal)	-	-	1,000,000	-	12,200,000	-
	Weirs - Study	-	-	6,666,667	6,666,667	6,666,667	-
	Phase 2 Palm Tree Water Line Replacement	-	-	-	19,200,000	-	-
	Viscaya Water Line Replacement- Nicholas Pkwy to Del Prado	-	-	-	17,837,315	-	-
	Water Reclamation - Lift Station - 302 Relocation	-	-	-	250,000	1,000,000	-
	Phase 1 - Neighborhood Water Line Replacement (Nicholas to Dominica Canal)	-	-	-	1,000,000	-	12,000,000
	Country Club Pipe Replacement Phase 1	-	-	-	-	20,000,000	-
	South Reverse Osmosis Plant Engineering & Design	-	-	-	-	5,000,000	5,000,000
	Phase 3 Palm Tree Water Line Replacement	-	-	-	-	-	15,000,000
	North Utilities Complex Utilities Collection Distribution Administration and Warehouse	-	-	-	-	-	2,000,000
Grand Total		**$ 140,554,260**	**$ 253,523,000**	**$ 69,030,067**	**$ 82,474,982**	**$ 48,237,667**	**$ 38,201,000**

Utility Expansion Project Summary of Capital Projects

Funding Source	Project Title	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
Road Impact Fes	North 3 UEP Non-Assessed Transportation Improvements	$ 20,437,426	$ -	$ -	$ -	$ -	$ -
	North 3 UEP Roundabout @ Kismet Pkwy and Old Burnt Store Rd	-	3,500,000	-	-	-	-
	North 3 UEP Roundabout @ Tropicana Pkwy and Old Burnt Store Rd	-	3,500,000	-	-	-	-
	North 5 UEP Non-Assessed Transportation Improvements	-	-	-	-	-	19,810,991
	North 6 UEP - 4 Lane Santa Barbara Blvd from Jacaranda Pkwy to Wilmington Pkwy	-	-	7,000,000	-	-	-
	North 6 UEP Non-Assessed Transportation Improvements	-	-	23,765,359	-	-	-
Stormwater	North 3 UEP Non-Assessed Stormwater Advance Drainage System	14,783,894	-	-	-	-	-
	North 5 UEP Non-Assessed Stormwater Advance Drainage System	-	-	-	-	-	14,330,747
	North 6 UEP Non-Assessed Stormwater Advance Drainage System	-	-	17,191,233	-	-	-
W&S Spec Assmt	North 3 UEP Water, Sewer, Irrigation Collection & Distribution	144,854,738	-	-	-	-	-
	North 3 UEP Water, Sewer, Irrigation Transmission	133,999,971	-	-	-	-	-
	North 5 UEP Water, Sewer, Irrigation Collection & Distribution	-	15,380,635	-	-	-	146,781,853
	North 5 UEP Water, Sewer, Irrigation Transmission	-	5,539,333	-	-	-	92,478,853
	North 6 UEP Water, Sewer, Irrigation Collection & Distribution	-	-	177,615,677	-	-	-
	North 6 UEP Water, Sewer, Irrigation Transmission	-	-	86,628,150	-	-	-
Water & Sewer	North 3 UEP Utilities/Fiber Optics Conduit	5,696,008	-	-	-	-	-
	North 6 UEP Utilities/Fiber Optics Conduit	-	-	6,623,519	-	-	-
	North 5 UEP Utilities/Fiber Optics Conduit	-	-	-	-	-	5,521,418
Grand Total		**$ 319,772,037**	**$ 27,919,968**	**$ 270,867,346**	**$ -**	**$ -**	**$ 278,923,862**

A well-formulated Capital Improvement Plan (CIP) is rooted in consistent planning for major expenditures and in anticipation of the "just-in-time" replacement of apparatus, equipment, and facilities. CIPs are most effectively done in 5-year increments in which the current year drops into the annual operating budget and off of the 5-year plan. Then the CIP is replaced by a new 5th year so that it is a continuing process that is tied directly to normal annual budget preparations. Supported by an appropriate funding stream and thoughtful analysis and forecasting by staff, the CIP is a powerful instrument for managing a Department's level of service delivery.

MAJOR CAPITAL IMPROVEMENTS MAY INCLUDE THE FOLLOWING:

- FLEET:- Consists of Excavators, Forklift, and Trailers to assist in pavement removal and strength capabilities to lift trench boxes.
- MAJOR EQUIPMENT: Consists of Motors, pumps, and breakers are used to repair large utility mains and replacement of plant equipment pieces.
- FACILITIES: Consists of Water Testing at Facilities and Water Recreation Odor control rehabilitation.

Southwest Water Reclamation Facility Improvements

Location: 2104 SW 32nd St

Status: Ongoing

Investment Type: Public Water Supply

Project Description: The project consists of surveying, engineering, design, permitting, and construction of headworks modification/expansion.

Strategic Goal: Infrastructure- Invest in resilient infrastructure

Estimated Project Start Date: 10/01/2024

Prior Funds Appropriated Through 9/30/2025: $6,924,473

Funding Source	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
Water and Sewer	$ 53,000,000	$ -	$ -	$ -	$ -	$ -
Grand Total	$ 53,000,000	$ -	$ -	$ -	$ -	$ -

Detailed Project Scope	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
Construction Maintenance	$ 3,000,000	$ -	$ -	$ -	$ -	$ -
Construction	50,000,000	-	-	-	-	-
Grand Total	$ 53,000,000	$ -	$ -	$ -	$ -	$ -

NRO RO WTP Potable Water Expansion Phase II

Location: North Reverse Osmosis Water Treatment Plant

Status: Ongoing

Investment Type: Public Water Supply

Project Description: Install additional raw water Supply Wells needed to supply existing and expanded water treatment plant (WTP) capacities, rehabilitate or replace selected raw water Production Wells based on technical evaluation.

Strategic Goal: Infrastructure- Invest in resilient infrastructure

Estimated Project Start Date: 10/01/2024

Prior Funds Appropriated Through 9/30/2025: $5,525,527

Funding Source	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
Water and Sewer	$ 41,421,680	$ -	$ -	$ -	$ -	$ -
Grand Total	$ 41,421,680	$ -	$ -	$ -	$ -	$ -

Detailed Project Scope	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
Construction	$ 41,421,680	$ -	$ -	$ -	$ -	$ -
Grand Total	$ 41,421,680	$ -	$ -	$ -	$ -	$ -

Everest Headworks

Location: 1740 Everest Parkway

Status: Ongoing

Investment Type: Physical Environment

Project Description: The existing structure at the Everest Water Recreation is at the end of operational service life. Replacing the existing structure will enhance operational efficiency.

Strategic Goal: City Services and Amenities- Deliver Exceptional City Services and high-quality amenities

Estimated Project Start Date: 10/01/2024

Prior Funds Appropriated Through 9/30/2025: $3,405,000

Funding Source	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
Water and Sewer	$ 13,000,000	$ -	$ -	$ -	$ -	$ -
Grand Total	$ 13,000,000	$ -	$ -	$ -	$ -	$ -

Detailed Project Scope	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
Construction	$ 13,000,000	$ -	$ -	$ -	$ -	$ -
Grand Total	$ 13,000,000	$ -	$ -	$ -	$ -	$ -

North Transfer Pump Station

Location: 429 NE 5th Ave

Status: Ongoing

Investment Type: Physical Environment

Project Description: Expand and enhance North Transfer Pump Station. This station is the sole means for water transfer from canal Basin 4 to the basins south of pine island where 5 CPS are located

Strategic Goal: City Services and Amenities- Deliver Exceptional City Services and high-quality amenities

Estimated Project Start Date: 10/01/2024

Prior Funds Appropriated Through 9/30/2025: $1,077,000

Funding Source	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
Water and Sewer	$ 5,000,000	$ -	$ -	$ -	$ -	$ -
Grand Total	$ 5,000,000	$ -	$ -	$ -	$ -	$ -

Detailed Project Scope	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
Construction	$ 5,000,000	$ -	$ -	$ -	$ -	$ -
Grand Total	$ 5,000,000	$ -	$ -	$ -	$ -	$ -

Judd Creek Water and Sewer Line Ext

Location: 2650 NE Pine Island Rd

Status: New

Investment Type: Irrigation Water Supply

Project Description: New potable water supply transmission pipelines, new sewer force mains, upgrades of identified wastewater duplex lift stations, and new fiber optic conduit facilities in the Judd Creek Water and Sewer main extensions project area.

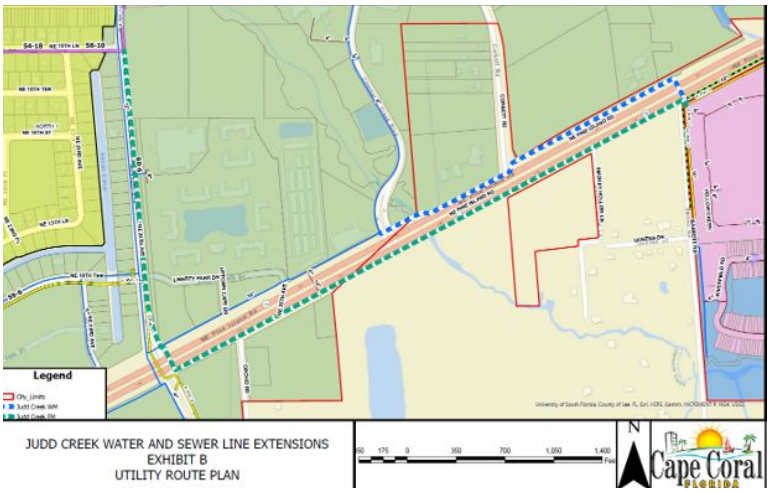
Strategic Goal: Infrastructure- Invest in resilient infrastructure

Estimated Project Start Date: 10/01/2025

Prior Funds Appropriated Through 9/30/2025: $0

Funding Source	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
Water and Sewer	$ 3,334,580	$ -	$ -	$ -	-	-
Grand Total	$ 3,334,580	$ -	$ -	$ -	$ -	$ -

Detailed Project Scope	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
Construction	$ 3,334,580	$ -	$ -	$ -	$ -	$ -
Grand Total	$ 3,334,580	$ -	$ -	$ -	$ -	$ -



Automatic Backwash Filter

Location: 1740 Everest Pkwy

Status: New

Investment Type: Waste Water Treatment

Project Description: Rehabilitation for Filters at the Everest Water Reclamation Facilitiy

Strategic Goal: City Services and Amenities- Deliver Exceptional City Services and high-quality amenities

Estimated Project Start Date: 10/01/2025

Prior Funds Appropriated Through 9/30/2025: $0

Funding Source	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
Water and Sewer	$2,000,000	$ -	$ -	$ -	$ -	$ -
Grand Total	$2,000,000	$ -	$ -	$ -	$ -	$ -

Detailed Project Scope	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
Construction	$2,000,000	$ -	$ -	$ -	$ -	$ -
Grand Total	$2,000,000	$ -	$ -	$ -	$ -	$ -

WRE - MPS-401 Relocation

Location: 4224 Santa Barbara Blvd

Status: Ongoing

Investment Type: Physical Environment

Project Description: Construct new lift station on a new site to the west of the existing station out of the median. Includes new wetwell, pumps, site development, stationary diesel driven backup pump, odor control and perimeter fencing.

Strategic Goal: Infrastructure- Invest in resilient infrastructure

Estimated Project Start Date: 10/01/2024

Prior Funds Appropriated Through 9/30/2025: $450,000

Funding Source	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
Water and Sewer	$ 2,000,000	$ -	$ -	$ -	$ -	$ -
Grand Total	$ 2,000,000	$ -	$ -	$ -	$ -	$ -

Detailed Project Scope	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
Constructions	$ 2,000,000	$ -	$ -	$ -	$ -	$ -
Grand Total	$ 2,000,000	$ -	$ -	$ -	$ -	$ -

North Reverse Osmosis Distribution Pump and Motor

Location: 1200 Kismet Pkwy

Status: New

Investment Type: Public Water Supply

Project Description: Add a new distribution pump, motor,wiring and VFD which would increase capacity at the North reverse osmosis facility,

Strategic Goal: Infrastructure- Invest in resilient infrastructure

Estimated Project Start Date: 10/01/2025

Prior Funds Appropriated Through 9/30/2025: $0

Funding Source	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
Water and Sewer	$ 1,000,000	$ -	$ -	$ -	$ -	$ -
Grand Total	$ 1,000,000	$ -	$ -	$ -	$ -	$ -

Detailed Project Scope	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
Construction	$ 1,000,000	$ -	$ -	$ -	$ -	$ -
Grand Total	$ 1,000,000	$ -	$ -	$ -	$ -	$ -

NRO RO WTP Wellfield Expansion Phase II

Location: 1200 Kismat Pkwy. W

Status: Ongoing

Investment Type: Public Water Supply

Project Description: Install additional raw water supply wells needed to supply existing and expanded water treated plant capacities.

Strategic Goal: Infrastructure- Invest in resilient infrastructure

Estimated Project Start Date: 10/01/2023

Prior Funds Appropriated Through 9/30/2025: $14,041,666

Funding Source	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
Water and Sewer	$ 14,700,000	$ 14,700,000	$ 14,700,000	$ -	$ -	$ -
Grand Total	$ 14,700,000	$ 14,700,000	$ 14,700,000	$ -	$ -	$ -

Detailed Project Scope	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
Construction	$ 14,700,000	$ 14,700,000	$ 14,700,000	$ -	$ -	$ -
Grand Total	$ 14,700,000	$ 14,700,000	$ 14,700,000	$ -	$ -	$ -

Wastewater Inflow and Infiltration

Location: Citywide

Status: Ongoing

Investment Type: Physical Environment

Project Description: Ongoing effort to reduce the amount of infiltration and inflow entering the sanitary sewer gravity collection system. Infiltration and inflow is prevalent in the older sections of the city where the system was constructed with clay pipes and gravity sewer are located in swale areas.

Strategic Goal: City Services and Amenities- Deliver exceptional city services and high-quality amenities

Estimated Project Start Date: 10/01/2025

Prior Funds Appropriated Through 9/30/2025: $0

Funding Source	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
Water and Sewer	$ 3,600,000	$ 2,225,000	$ 2,225,000	$ 2,225,000	$ 2,225,000	$ 2,225,000
Grand Total	$ 3,600,000	$ 2,225,000	$ 2,225,000	$ 2,225,000	$ 2,225,000	$ 2,225,000

Detailed Project Scope	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
Construction	$ 3,600,000	$ 2,225,000	$ 2,225,000	$ 2,225,000	$ 2,225,000	$ 2,225,000
Grand Total	$ 3,600,000	$ 2,225,000	$ 2,225,000	$ 2,225,000	$ 2,225,000	$ 2,225,000

Master Pump Generator Replacements

Location: City Wide

Status: New

Investment Type: Physical Environment

Project Description: Remove and replace 18 generators at existing Master Pump Stations locations across the City of Cape Coral.

Strategic Goal: Infrastructure- Invest in resilient infrastructure

Estimated Project Start Date: 10/01/2025

Prior Funds Appropriated Through 9/30/2025: $0

Funding Source	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
Water and Sewer	$ 1,498,000	$ 1,548,000	$ 1,146,000	$ 1,246,000	$ 1,146,000	$ 1,976,000
Grand Total	$ 1,498,000	$ 1,548,000	$ 1,146,000	$ 1,246,000	$ 1,146,000	$ 1,976,000

Detailed Project Scope	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
Construction	$ 1,498,000	$ 1,548,000	$ 1,146,000	$ 1,246,000	$ 1,146,000	$ 1,976,000
Grand Total	$ 1,498,000	$ 1,548,000	$ 1,146,000	$ 1,246,000	$ 1,146,000	$ 1,976,000

North 3 Utilities Extension Project

Location: West of Burnt Store Rd, South of Kismet Pkwy, East of Old Burnt Store Rd and North of the Bonefish Canal.

Status: Ongoing

Investment Type: General Government

Project Description: Construction of potable water, sanitary gravity sewer, irrigation water, storm drain replacement and road improvements.

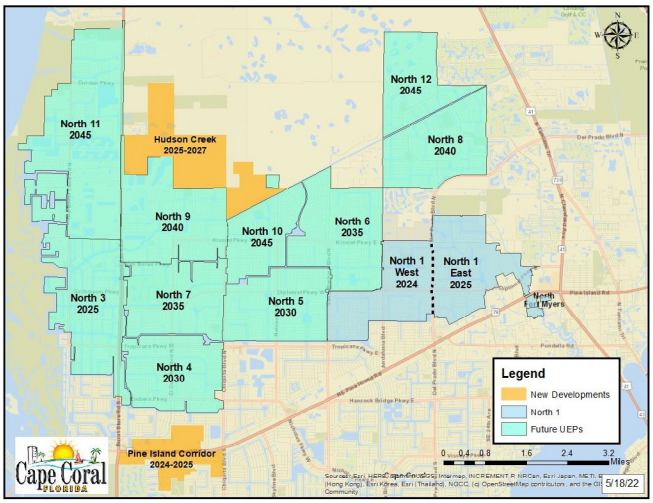
Strategic Goal: Infrastructure- Invest in resilient infrastructure

Estimated Project Start Date: 10/01/2024

Prior Funds Appropriated Through 9/30/2025: $15,000,000

Funding Source	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
Water and Sewer Assessment	$278,854,709	$ -	$ -	$ -	$ -	$ -
Road Impact Fees	20,437,426	7,000,000	-	-	-	-
Stormwater	14,783,894	-	-	-	-	-
Water and Sewer Fund	5,696,008	-	-	-	-	-
Grand Total	$319,772,037	$ 7,000,000	$ -	$ -	$ -	$ -

Detailed Project Scope	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
Construction	$319,772,037	$ 7,000,000	$ -	$ -	$ -	$ -
Grand Total	$319,772,037	$ 7,000,000	$ -	$ -	$ -	$ -



Utilities Asset Management Program Summary

Capital Equipment

Funding Source	Description	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
Water & Sewer	A/C Units Replacement - Lift Stations	$ 40,000	$ 40,000	$ 40,000	$ 80,000	$ 120,000	$ 160,000
	A/C Units Replacement at Biosolid Sites	10,000	-	-	20,000	-	-
	A/C Units Replacement at Everest Water Reclamation Facility	230,000	50,000	-	-	-	-
	A/C Units Replacement at North Reverse Osmosis Plant	42,000	85,000	49,000	46,000	80,000	91,000
	A/C Units Replacement at Reuse Sites	30,000	-	20,000	-	-	-
	A/C Units Replacement at South Reverse Osmosis Plant	12,000	30,000	52,000	64,000	35,000	77,000
	Asset #21816 - Case Forklift	80,000	-	-	-	-	-
	Asset #22796 - Hysler Forklift	40,000	-	-	-	-	-
	Asset #23269 - Gorman Water Pump with Trailer	50,000	-	-	-	-	-
	Asset #28108 - Bobcat	68,000	-	-	-	-	-
	Asset #28277 - Bobcat E35 Mini Excavator	68,000	-	-	-	-	-
	Backup Generator for Bypass Pump at Lift Stations	300,000	350,000	400,000	750,000	2,500,000	-
	Electrical Testing Equipment at Everest Plant	10,000	-	25,000	20,000	35,000	35,000
	Flow Meters for Chemical System at North Reverse Osmosis	13,390	15,000	17,000	20,000	25,000	50,000
	Generator replacement for Reuse Site	300,000	-	-	-	330,000	-
	Lift Station Control Panels	100,000	100,000	100,000	100,000	500,000	510,000
	Low Boy Trailer	130,000	-	-	-	-	-
	Motor Starters at Lift Stations	75,000	75,000	75,000	75,000	75,000	150,000
	New Air Compressor at Biosolids Site	15,000	-	-	20,000	-	-
	New Water Quality Instrumentation	20,000	-	20,000	-	30,000	-
	Replace Ball Valve at South Reverse Osmosis Plant	11,848	12,000	14,000	16,000	20,000	25,000
	Replace Bleach Bulk Tanks at South Reverse Osmosis Plant	61,800	-	-	-	85,000	-
	Replace Bleach Tanks at Southwest Plant	136,375	60,000	-	30,000	75,000	-
	Replace Chemical Feed Equipment at Everest Plant	20,000	-	20,000	-	60,000	60,000
	Replace Chemical Pumps at North Reverse Osmosis	49,440	50,000	52,000	58,000	65,000	85,000
	Replace Composite Sampler at Everest Plant	11,000	-	12,000	-	15,000	-
	Replace Degasifier Blowers at South Reverse Osmosis Plant	51,500	-	-	-	-	80,000
	Replace Five (5) Double Wall Bleach Tanks at Reuse Site	75,000	32,000	80,000	35,000	40,000	40,000

Capital Equipment

Funding Source	Description	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
	Replace Flowmeters at North Reverse Osmosis Plant	46,350	47,000	48,000	52,000	65,000	80,000
	Replace Flowmeters at South Reverse Osmosis Plant	41,200	42,000	44,000	50,000	65,000	85,500
	Replace Instrumentation Meters at Everest Plant	26,000	-	-	30,000	60,000	60,000
	Replace Lift Station Pumps	550,000	900,000	1,100,000	1,500,000	1,900,000	2,500,000
	Replace Odor Control Equipment at Everest Plant	15,000	15,000	15,000	15,000	30,000	40,600
	Replace Pump/Motor and Installation in South Plant	103,000	-	-	130,000	-	200,000
	Replace Silent Check Valve at North Reverse Osmosis	44,290	45,000	-	58,000	60,000	65,000
	Replace Spectrophotometer at North Reverse Osmosis	9,907	-	-	12,000	-	14,000
	Replace Spectrophotometer at South Reverse Osmosis Plant	9,907	-	-	12,000	-	14,000
	Replace Switchgear for Reuse Site	175,000	175,000	-	-	200,000	-
	Replace Switchgear/Power Panel for Everest	50,000	50,000	50,000	50,000	150,000	175,000
	Replace Switchgears at Biosolids Site	50,000	-	50,000	75,000	75,000	75,000
	Replace Valve/Actuator Motor & Controller at Southwest Plant	50,000	-	50,000	-	100,000	-
	Replace Valves at Reuse Site	30,000	30,000	30,000	30,000	30,000	40,000
	Replace Valves/Actuator Motor at Everest Plant	40,000	60,000	60,000	60,000	100,000	100,000
	Replace Variable Frequency Drive	25,000	25,000	25,000	25,000	35,000	35,000
	Replace Variable Frequency Drive at Everest Plant	80,000	80,000	80,000	80,000	60,000	60,000
	Replace Variable Frequency Drive at Southwest Plant	70,000	70,000	70,000	70,000	75,000	100,000
	Replace Variable Frequency Drives at Water Production Plant 1 & 2	35,020	36,000	38,000	50,000	65,000	80,000
	Replace Well Motors and Motor Leads at North Reverse Osmosis	60,770	62,000	64,000	75,000	85,000	95,000
	Replace Well Motors and Motor Leads at South Reverse Osmosis Plant	60,770	62,000	64,000	70,000	85,000	95,000
	Replace Well Pumps and Accessories at North Reverse Osmosis	41,200	42,000	43,000	48,000	55,000	75,000
	Replace Well Pumps and Accessories at South Reverse Osmosis Plant	41,200	42,000	43,000	48,000	60,000	95,000
	Replacement Components for Multiple Variable Frequency Drive at North Reverse Osmosis	36,050	37,000	38,000	60,000	75,000	85,000
	Replacement of Overhead Door & Opener at Everest Plant	10,000	-	-	20,000	20,000	20,000
	Replacement Pump/Motor at Reuse Site	95,000	184,000	99,000	195,000	250,000	255,000

Capital Equipment

Funding Source	Description	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
	SCADA Replacement Parts at Southwest Plant	25,000	30,000	30,000	50,000	100,000	25,000
	SCADA Server Hardware Components at Everest Plant - Server Hardware Components at Everest Plant	50,000	50,000	50,000	75,000	50,000	50,000
	Spare/Replacement Electrical Circuit Breakers at Everest Plant	30,000	85,000	30,000	85,000	100,000	102,000
	Spare/Replacement Electrical Circuit Breakers at Southwest Plant	50,000	50,000	50,000	100,000	150,000	150,000
	Wellfield Variable Frequency Drive at North Reverse Osmosis	35,020	36,000	38,000	44,000	52,000	75,000
	Wellfield Variable Frequency Drive at South Reverse Osmosis Plant	35,020	36,000	38,000	44,000	52,000	75,000
	Centrifuge Motor Variable Frequency Drive at Biosolid Site	-	100,000	100,000	-	100,000	-
	Chemical Pump Feed Equipment at Biosolids Site	-	40,000	-	-	40,000	40,000
	Electrical Testing Equipment at Southwest Plant	-	25,000	-	35,000	-	40,000
	High Pressure Pump for Production Trains	-	200,000	-	-	-	300,000
	HVAC Annual Replacement	-	1,866,261	585,270	283,060	650,940	3,677,300
	Hydraulic Power Unit w/Pump Head	-	52,872	-	-	-	-
	Large Plate Compactor	-	12,360	-	-	-	-
	Refresh IT Equipment	-	148,448	154,847	161,662	-	-
	Replace Ball Valves at North Reverse Osmosis	-	24,000	-	30,000	-	50,000
	Replace Chemical Feed Pumps Equipment at Southwest Plant	-	30,000	-	30,000	60,000	-
	Replace Chlorine Analyzers at Everest Plant	-	10,000	10,000	20,000	20,000	20,000
	Replace Composite Sampler at Southwest Plant	-	10,000	-	15,000	15,000	-
	Replace Flow Meters at Reuse Site	-	15,000	-	20,000	25,000	40,000
	Replace Grit Equipment at Everest Plant	-	50,000	-	60,000	-	80,000
	Replace Grit Pump Equipment at Southwest Plant	-	50,000	-	50,000	100,000	-
	Replace Instrumentation Meters at Southwest Plant	-	50,000	50,000	50,000	100,000	50,000
	Replace Odor Control Recirculating Pump Equipment at Southwest Plant	-	40,000	-	40,000	60,000	80,000
	Replace Pump/Motor at Everest Plant	-	350,000	265,000	420,000	410,000	920,600
	Replace Pump/Motor at Southwest Plant	-	515,000	526,250	595,000	1,010,000	900,000
	Replace UPS & Batteries at North Reverse Osmosis	-	40,000	-	-	60,000	70,000
	Replacement Floating Mixer at Southwest Plant	-	20,000	-	25,000	30,000	-

Capital Equipment

Funding Source	Description	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
	Security & Closed Circuit TV at Everest Plant	-	15,000	-	15,000	-	15,000
	Security & Closed Circuit TV at Southwest Plant	-	15,000	-	20,000	25,000	100,000
	Two (2) Neptune Collectors - Automated Water Meter Reader	-	200,000	200,000	230,000	230,000	-
	Four (4) Trailer Mounted Portable Generators	-	-	320,000	400,000	500,000	-
	Replace Bar Screen Equipment at Southwest Plant	-	-	35,000	-	100,000	-
	Replace Bleach Tanks at Everest Plant	-	-	50,000	-	-	100,000
	Replace Conveyor Belt Equipment at Biosolids Site	-	-	25,000	30,000	30,000	30,000
	Replace Overhead Door & Opener at Southwest Plant	-	-	60,000	-	70,000	-
	Replacement Air Compressor & Drier at Southwest Plant	-	-	51,250	-	65,000	-
	Sludge Grinder Pumps at Biosolids Site	-	-	40,000	-	-	-
	Vertical Sump Pump at North Reverse Osmosis	-	-	100,000	-	-	150,000
	A/C Units Replacement-Southwest Water Reclamation Facility	-	-	-	70,000	70,000	80,000
	Centrifuge Motor at Biosolid Site	-	-	-	35,000	40,000	-
	North Reverse Osmosis - 13 Programmable Logic Controller Replace & Program	-	-	-	600,000	-	-
	Plant Transmitter for Chlorine Analyzer at South Reverse Osmosis Plant	-	-	-	8,000	-	12,000
	Replace High Service Pump at North Reverse Osmosis	-	-	-	200,000	-	230,000
	Sludge Feed Pump at Biosolids Site	-	-	-	30,000	30,000	-
	Two (2) Underground Piercing/ Boring Pneumatic Grundomat	-	-	-	17,000	-	-
	Air Compressor for Reuse Site	-	-	-	-	40,000	40,000
	Backup Power for Reuse Site	-	-	-	-	40,000	-
	Waste Sludge Mixer at Biosolids Site	-	-	-	-	30,000	40,000
	Check Valves for North Reverse Osmosis Plant	-	-	-	-	-	50,000
	Check Valves in Various Sizes at South Reverse Osmosis Plant	-	-	-	-	-	50,000
	Plotter	-	-	-	-	-	15,000
	Replace SwitchGear at Southwest Plant	-	-	-	-	-	250,000
Grand Total		**$ 4,071,057**	**$ 7,068,941**	**$ 5,795,617**	**$ 8,036,722**	**$ 12,244,940**	**$ 13,714,000**

Facilities Maintenance

Funding Source	Description	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
Water & Sewer	Backflow Program	$ 1,500,000	$ 1,000,000	$ -	$ -	$ -	$ -
	Electrical Maintenance Water Reclamation	100,000	100,000	100,000	100,000	100,000	-
	Everest Plant Minor Improvements	75,000	-	-	-	-	-
	North Reverse Osmosis Plant Minor Improvements	75,000	-	-	-	-	-
	Road Resurfacing	300,000	300,000	300,000	300,000	300,000	-
	Testing at Water Reclamation Facilities	250,000	250,000	250,000	250,000	250,000	-
	Valve Vault & Piping Rehab	126,000	126,000	126,000	126,000	126,000	-
	Water Reclamation Lift Station Panel Replacement & Upgrades	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	-
	Water Reclamation Odor Control Rehab	404,520	357,780	404,520	404,520	404,520	-
	South Reverse Osmosis Plant Minor Improvements	-	75,000	-	-	-	-
	Southwest Water Reclamation Minor Improvements	-	75,000	-	-	-	-
	Utility Collection Distribution - Electrical Panel Replacement (Building, Shed, Warehouse)	-	18,000	24,000	2,198,873	-	-
	Canal Pump Stations Minor Improvements	-	-	125,000	-	-	-
	Master Pump Stations Minor Improvements	-	-	125,000	-	-	-
	Roof Annual Replacement	-	-	10,021	-	-	766,139
Grand Total		$ 4,830,520	$ 4,301,780	$ 3,464,541	$ 5,379,393	$ 3,180,520	$ 766,139

Land Acquisition

Funding Source	Description	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
Water & Sewer	Utilities Land Purchase (ADM-24)	$ 500,000	$ 500,000	$ 500,000	$ 500,000	$ 500,000	$ 500,000
Grand Total		$ 500,000	$ 500,000	$ 500,000	$ 500,000	$ 500,000	$ 500,000

Capital Fleet

Funding Source	Description	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
Water & Sewer	Asset #21816 - Forklift 4X4	$ 95,000	$ -	$ -	$ -	$ -	$ -
	Asset #23269 - T6A60S-F4L Trailer Water Pump	54,000	-	-	-	-	-
	Asset #24830 - Ford F750	260,000	-	-	-	-	-
	Asset #25044 - Ford F250	64,000	-	-	-	-	-
	Asset #27427 - Ford F150	41,000	-	-	-	-	-
	Asset #27514 - Ford F150	55,000	-	-	-	-	-
	Asset #27615 - Ford F250	64,000	-	-	-	-	-
	Asset #27628 - Nissan Frontier	40,500	-	-	-	-	-
	Asset #27633 - Ford F350	80,000	-	-	-	-	-
	Asset #27707 - Ford F150	41,000	-	-	-	-	-
	Asset #27817 - Ford F150	41,000	-	-	-	-	-

Capital Fleet

Funding Source	Description	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
	Asset #28072 - Ford F150	41,000	-	-	-	-	-
	Asset #28465 - Ford F250	65,000	-	-	-	-	-
	Asset #28572 - MT55 Van	115,000	-	-	-	-	-
	Asset #28574 - MT55 Van	115,000	-	-	-	-	-
	Bobcat Excavator	75,000	-	-	-	-	-
	Forklift - Utility Collection Distribution	125,000	-	-	-	-	-
	Full Size Dump Truck - Utility Collection Distribution	125,000	-	-	-	-	-
	Future Position Vehicles	716,600	309,200	309,200	-	-	-
	New Excavator for Debris Removal	62,000	-	-	-	-	-
	New Ford F550 for Debris Removal	117,000	-	-	-	-	-
	New Trailer for Debris Removal	22,240	-	-	-	-	-
	Semi Tractor and Trailer	210,000	-	-	-	-	-
	Tilt Trailer	24,000	-	-	-	-	-
	Asset #14556 - Generac Generator	-	64,000	-	-	-	-
	Asset #14721 - Generac Generator	-	64,000	-	-	-	-
	Asset #20152 - John Deere Excavator	-	400,000	-	-	-	-
	Asset #22268 - Caterpillar Generator	-	125,000	-	-	-	-
	Asset #25360 - Baldor TS80 Generator	-	64,000	-	-	-	-
	Asset #25984 - Scissor Lift	-	30,000	-	-	-	-
	Asset #26342 - Gorman Pump	-	85,000	-	-	-	-
	Asset #27355 - Carryall Club Car 295	-	20,000	-	-	-	-
	Asset #27535 - Dodge Caravan	-	65,000	-	-	-	-
	Asset #27566 - Ford F250	-	65,000	-	-	-	-
	Asset #27703 - Ford Explorer	-	44,000	-	-	-	-
	Asset #27839 - M2-106 Dump Truck	-	160,000	-	-	-	-
	Asset #27978 - John Deere Gator	-	16,500	-	-	-	-
	Asset #28050 - Ford Escape	-	42,000	-	-	-	-
	Asset #28069 - Ford F150	-	44,000	-	-	-	-
	Asset #28238 - Butler Trailer	-	24,000	-	-	-	-
	Asset #28275 - Ford F150	-	44,000	-	-	-	-
	Asset #28472 - Bobcat	-	85,000	-	-	-	-
	Asset #28473 - E26 Mini Excavator	-	84,000	-	-	-	-
	Asset #28475 - Ford F150	-	44,000	-	-	-	-
	Asset #28564 - E26 Mini Excavator	-	84,000	-	-	-	-
	Asset #28904 - MT55 Van	-	120,000	-	-	-	-
	Asset #28974 - MT55 Van	-	120,000	-	-	-	-
	Asset #29334 - LT-1619-WL Trailer	-	25,000	-	-	-	-
	Asset #29336 - LT-1619-WL Trailer	-	25,000	-	-	-	-
	Forklift - Utility Collection Distribution	-	55,000	-	-	-	-

Capital Fleet

Funding Source	Description	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
	Asset #14553 - Generac Generator	-	-	65,000	-	-	-
	Asset #14554 - Generac Generator	-	-	65,000	-	-	-
	Asset #20387 - LBT Enclosed Trailer	-	-	78,000	-	-	-
	Asset #24683 - Bobcat	-	-	95,000	-	-	-
	Asset #25310 - Chevy C5500	-	-	410,000	-	-	-
	Asset #25363 - Baldor TS80 Generator	-	-	65,000	-	-	-
	Asset #25982 - Scissor Lift	-	-	35,000	-	-	-
	Asset #27383 - 20ft Trailer	-	-	26,000	-	-	-
	Asset #27565 - Ford F250	-	-	66,000	-	-	-
	Asset #27634 - Ford F350	-	-	58,000	-	-	-
	Asset #27710 - Ford F150	-	-	46,000	-	-	-
	Asset #28213 - Ford F250	-	-	65,000	-	-	-
	Asset #28237 - Butler Trailer	-	-	25,000	-	-	-
	Asset #28263 - Ford F150	-	-	45,000	-	-	-
	Asset #28304 - Ford F150	-	-	45,000	-	-	-
	Asset #28339 - E35 Excavator	-	-	92,000	-	-	-
	Asset #28380 - Ford F150	-	-	45,000	-	-	-
	Asset #28381 - Ford F150	-	-	46,000	-	-	-
	Asset #28466 - Ford Transit 250	-	-	60,000	-	-	-
	Asset #28468 - Ford Transit Van	-	-	50,000	-	-	-
	Asset #28692 - E35 Excavator	-	-	85,000	-	-	-
	Asset #29027 - LT-1619-WL Trailer	-	-	25,000	-	-	-
	Asset #24067 - T4A60S-F3L Trailer Water Pumps	-	-	-	65,000	-	-
	Asset #24068 - T4A60S-F3L Trailer Water Pumps	-	-	-	65,000	-	-
	Asset #24269 - Toyota Forklift	-	-	-	65,000	-	-
	Asset #24829 - Ford F750 Utility Truck w/Crane	-	-	-	230,000	-	-
	Asset #25184 - Utility Trailer	-	-	-	23,000	-	-
	Asset #26024 - Forklift	-	-	-	70,000	-	-
	Asset #27245 - Carryall Club Car 295	-	-	-	20,000	-	-
	Asset #27356 - Carryall Club Car 295	-	-	-	20,000	-	-
	Asset #27635 - Ford F350	-	-	-	90,000	-	-
	Asset #28038 - Ford F150	-	-	-	44,000	-	-
	Asset #28047 - Ford Escape	-	-	-	44,000	-	-
	Asset #28079 - Ford F150	-	-	-	66,000	-	-
	Asset #28262 - Ford F150	-	-	-	50,000	-	-
	Asset #28269 - Carryall Club Car 550	-	-	-	20,000	-	-
	Asset #28300 - Ford F250	-	-	-	66,000	-	-
	Asset #28371 - Ford F150	-	-	-	47,000	-	-
	Asset #28372 - Ford F150	-	-	-	47,000	-	-

Capital Fleet

Funding Source	Description	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
	Asset #28457 - Ford F250	-	-	-	55,000	-	-
	Asset #28459 - Ford F250	-	-	-	66,000	-	-
	Asset #28462 - Ford F250	-	-	-	66,000	-	-
	Asset #28525 - Ford Transit 250	-	-	-	55,000	-	-
	Asset #28691 - E35 Excavator	-	-	-	86,000	-	-
	Asset #28839 - Ford F150	-	-	-	44,000	-	-
	Asset #28840 - Ford F150	-	-	-	47,000	-	-
	Asset #28996 - Ford F150	-	-	-	44,000	-	-
	Asset #29026 - LT-1619-WL Trailer	-	-	-	25,000	-	-
	Asset #29028 - LT-1619-WL Trailer	-	-	-	25,000	-	-
	Asset #29060 - Ford Escape	-	-	-	45,000	-	-
	Asset #14555 - Generac Generator	-	-	-	-	60,000	-
	Asset #22210 - P185WDO-T4F Portable Air Compressor	-	-	-	-	25,000	-
	Asset #23425 - 580M Loader Backhoe	-	-	-	-	130,000	-
	Asset #25938 - Gorman Pump	-	-	-	-	200,000	-
	Asset #26023 - JCB 930 Forklift	-	-	-	-	90,000	-
	Asset #27447 - Caterpillar 308E Mini Excavator	-	-	-	-	150,000	-
	Asset #27655 - Ford F550	-	-	-	-	170,000	-
	Asset #27750 - 250D Trailer Water Pump	-	-	-	-	40,000	-
	Asset #27963 - LT6K Light Tower	-	-	-	-	18,000	-
	Asset #27964 - LT6K Light Tower	-	-	-	-	18,000	-
	Asset #28041E - Ford Explorer	-	-	-	-	55,000	-
	Asset #28212 - Ford F550	-	-	-	-	90,000	-
	Asset #28458 - Ford F250	-	-	-	-	67,000	-
	Asset #28523 - Ford F150	-	-	-	-	45,000	-
	Asset #28524 - Ford F150	-	-	-	-	45,000	-
	Asset #28554 - Ford F150	-	-	-	-	45,000	-
	Asset #28570 - Ford F150	-	-	-	-	60,000	-
	Asset #28626 - Ford F550	-	-	-	-	150,000	-
	Asset #28832 - Ford F150	-	-	-	-	45,000	-
	Asset #28849 - Ford F150	-	-	-	-	90,000	-
	Asset #28856 - Ford F150	-	-	-	-	45,000	-
	Asset #28863 - Ford F150	-	-	-	-	45,000	-
	Asset #28871 - Ford F350	-	-	-	-	80,000	-
	Asset #29335 - LT-1619-WL Trailer	-	-	-	-	25,000	-
	Asset #29338 - LT-1619-WL Trailer	-	-	-	-	28,000	-
	Asset #29339 - LT-1619-WL Trailer	-	-	-	-	28,000	-
	Asset #29354 - Ford F350	-	-	-	-	80,000	-
	Asset #24894 - Gorman T4A60S-F3L Electric Boom Lift	-	-	-	-	-	56,000
	Asset #26031 - Baldor TS130 Generator	-	-	-	-	-	70,000

Capital Fleet

Funding Source	Description	2026 Adopted	2027 Forecasted	2028 Forecasted	2029 Forecasted	2030 Forecasted	2031 Forecasted
	Asset #26033 - Baldor TS130 Generator	-	-	-	-	-	70,000
	Asset #26034 - Baldor TS130 Generator	-	-	-	-	-	70,000
	Asset #26035 - Baldor TS130 Generator	-	-	-	-	-	70,000
	Asset #26036 - Baldor TS130 Generator	-	-	-	-	-	70,000
	Asset #27103 - Case 621 Big Wheel Loader	-	-	-	-	-	220,000
	Asset #27167 - Case 580 Loader Backhoe	-	-	-	-	-	190,000
	Asset #27184 - Case 580 Loader Backhoe	-	-	-	-	-	190,000
	Asset #27446 - Wacker RD12 Ride-on Roller	-	-	-	-	-	56,000
	Asset #28046 - Ford F150	-	-	-	-	-	49,000
	Asset #28397, 28398, 28399 John Deere 40527 Tractor w/Bucket	-	-	-	-	-	80,000
	Asset #28477 - Ford F150	-	-	-	-	-	49,000
	Asset #28478 - Ford F150	-	-	-	-	-	49,000
	Asset #28644 - JLG M600JP Electric Boom Lift	-	-	-	-	-	190,000
	Asset #28663 - Carryall Club Car 295	-	-	-	-	-	20,000
	Asset #28665 - Carryall Club Car 295	-	-	-	-	-	20,000
	Asset #28700 - Ford Escape	-	-	-	-	-	49,000
	Asset #28821 - Ford Explorer	-	-	-	-	-	49,000
	Asset #28828 - Ford F150	-	-	-	-	-	49,000
	Asset #28848 - Ford F350	-	-	-	-	-	85,000
	Asset #28850 - Ford F350	-	-	-	-	-	85,000
	Asset #28883 - Ford F350	-	-	-	-	-	75,000
	Asset #28971 - Ford F550	-	-	-	-	-	75,000
	Asset #28972 - Ford F550	-	-	-	-	-	75,000
	Asset #29003 - Ford F150	-	-	-	-	-	49,000
	Asset #29007 - Ford F150	-	-	-	-	-	49,000
Grand Total		**$ 2,648,340**	**$ 2,307,700**	**$ 1,901,200**	**$ 1,590,000**	**$ 1,924,000**	**$ 2,159,000**

Charter School Authority Asset Management Program Summary

The Charter School Authority's Asset Management Program Summary is a thorough initiative that outlines the Department's owned assets, their current conditions, and future strategies for the FY 2026-2028 Plan. This program integrates budgetary processes, combining revenues and expenditures with programmatic and policy considerations within the city's long-term planning framework. It provides a structured approach to facilitate orderly growth and implement necessary capital improvements effectively throughout the Charter School.

Capital Equipment

Funding Source	Description	2026 Adopted	2027 Forecasted	2028 Forecasted
Charter School	All Schools: Software and Copier Equipment	$ 120,000	$ 120,000	$ 120,000
	All Schools: IT Hardware	11,600	11,600	11,600
	Oasis High School: Culinary Kitchen Upgrades	561,568	-	-
	Oasis High School: Basketball Hoop Motor Replacement	20,000	-	-
Food Service Fund	Oasis Elementary South: Kitchen Warmer	5,000	-	-
	Oasis High School: Kitchen Warmer	5,000	-	-
	Oasis Elementary North: Kitchen Warmer	-	5,000	-
	Oasis Middle School: Kitchen Warmer	-	5,000	-
	Oasis Elementary South: Double Freezer	-	-	6,500
	Oasis Elementary North: Double Freezer	-	-	6,500
Grand Total		**$ 723,168**	**$ 141,600**	**$ 144,600**

Capital Fleet

Funding Source	Description	2026 Adopted	2027 Forecasted	2028 Forecasted
Charter School	All Schools: Buses	$ 314,000	$ 156,000	$ 156,000
Grand Total		**$ 314,000**	**$ 156,000**	**$ 156,000**

APPENDICES

Full Cost Allocation

A cost allocation plan (CAP) is an accounting report that documents the value of indirect costs provided by central services to operating departments. The primary goal of a CAP is to accurately attribute costs to the specific activities, departments, products, or projects that generate those costs. This helps in understanding the true cost of each activity or output, aiding in decision-making processes such as pricing, budgeting, and performance evaluation.

PURPOSE OF THE COST ALLOCATION PLAN

Reasons for compiling a cost allocation are:

- Recovering indirect costs associated with Federal programs
- Charging services provided by the General Fund to Special Revenue, Internal Service, and Enterprise Funds
- Determine the full cost of services when considering outsourcing options
- Identifying useful management information such as recognizing cost drivers and benchmarking

As the above indicates, most agencies prepare Cost Allocation Plans to measure and recover General Fund dollars. This has become increasingly important in view of the limitations on taxes and the general need for additional local revenues. However, in the process of preparing a CAP, considerable valuable management information is also developed. To manage programs better, more agencies are utilizing this information.

For the City of Cape Coral's cost allocation purposes, its departments and divisions are categorized into two main groups: central services agencies and receiving agencies. Central service agencies are those units of government that provide centralized services to other governmental entities. These services benefit other government agencies and may extend to the general public, but the focus remains on functions that support other agencies in delivering their services, as outlined in the CAP. Receiving agencies, on the other hand, are units of government that primarily deliver services directly to the public without providing central services.

Determining direct costs is typically straightforward as they can be readily linked to a specific service. However, the same does not apply to indirect costs. Therefore, to ascertain the total cost of delivering a particular service, it is necessary to establish a method for apportioning indirect costs to direct cost programs.

Indirect costs are:

1. Incurred for a common or joint purpose benefiting more than one cost objective, and
2. Not readily assignable to the cost objectives specifically benefited, without effort disproportionate to the results achieved.

METHODOLOGY

The costs associated with providing central services are extracted from the City's financial records. Expenditures of central service agencies undergo review to ensure compliance with federal standards and to pinpoint expenditures that disproportionately benefit other agencies. These expenditures are then grouped into cost pools designated as functions.

Each central service agency is assigned one or more functions or activities. Common examples of such functions include accounting, purchasing, personnel administration, and building maintenance. Identifying

these activities within the City's units of government enables the utilization of various allocation bases to distribute the costs associated with providing each function accurately.

The City uses a complex sequential allocations software system to analyze and calculate the indirect costs based on the data entered and applied to the functions. This cost allocation method operates under the assumption that all indirect costs correlate proportionately with the direct costs of the program. However, this assumption may not always hold true, especially when certain support services derive benefits more closely tied to factors other than cost. For instance, if a program heavily relies on contracted services without direct City staffing involvement, distributing personnel costs to it might lead to an unfair cost allocation. To address this, the City's Cost Allocation Plan establishes distinct allocation bases for each major category of indirect costs. This ensures that indirect costs are distributed to each direct cost program equitably, conveniently, and consistently.

Indirect costs have been included in this allocation and details are provided in the tables to follow. Schedule A presents an overview of the main allocation methods utilized to distribute indirect costs to direct cost programs. Included in the allocation is the direct cost of the external auditing services, currently provided by Mauldin & Jenkins, LLC.

Budgeted City expenditures were allocated for the following Central services:

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

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

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

SCHEDULE A

Allocation Basis

Here we see the basis of indirect cost allocation used for each indirect cost agency.

Services Provided	Service Allocation Basis
City Council	Number of Council Agenda Items
City Attorney	Number of FTEs
City Auditor	Internal Audit Hours
City Manager	Number of FTEs
City Clerk	Number of FTEs
City Clerk – Records	Number of Files Imaged
Finance – Accounts Payable	Number of A/P Transactions
Finance – Administration	Number of FTEs
Finance – Accounting	Number of Accounting Transactions
Finance – Management/Budget	Budgeted Expenditures
Finance – Payroll	Number of FTEs
Finance – Procurement	Number of Purchase Orders Processed
Finance – Cashier	Number of Cashier Transactions Processed
Human Resources	Number of FTEs
Human Resources – Recruitment	Number of Personnel Requisitions
Human Resources – Retiree	Number of Retirees
Information Technology Services	Number of Devices
Energov	Number of Permits Processed
Public Works – Administration	Number of Public Works FTEs
Public Works – Real Estate	Number of Real Estate Transactions
Property Liability	Total Value of Assets
Property Management	Number of Labor Hours
Annual External Audit	Total Actual Expenditures

SUMMARY

The CAP helps make determining total program costs possible by establishing a reasonable method for identifying and allocating indirect costs to direct cost programs. Because of this, the CAP can be a valuable analytical tool for several situations, including establishing fees designed for full cost recovery, reimbursing support service costs provided by the General Fund to other funds, and recovering indirect costs associated with grant programs. Schedules B and C below are summaries of all indirect and direct costs in this plan.

Full Cost Allocation

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

SCHEDULE B

Summary of Allocated Costs by Department

FY 2026 Central Services to be Allocated		General Fund Portion	All Hazards	Building	CRA	Economic & Dev	Fire Operations	Gas Tax	Solid Waste	Stormwater	Water & Sewer	Yacht Basin	Del Prado Mall
Human Resources	$ 16,871,071	$ 11,325,793	$ 11,986	$ 662,655	$ 14,638	$ -	$ 2,346,721	$ 14,638	$ 3,112	$ 585,746	$ 1,889,334	$ 16,448	$ -
Financial Services	11,918,441	5,432,560	28,022	155,335	17,962	-	557,137	39,575	58,264	450,651	5,172,469	6,212	254
City Clerk	2,308,158	1,034,200	6,110	378,954	4,258	-	268,121	4,258	2,555	99,638	509,638	426	-
City Manager	3,948,812	2,219,902	14,524	179,866	10,375	-	600,694	10,375	6,225	242,768	663,046	1,037	-
Information Tech	12,812,274	8,090,078	158,948	1,128,404	8,366	-	1,240,469	25,096	15,109	506,726	1,639,078	-	-
City Auditor	1,533,950	1,053,425	16,069	171,915	-	-	158,194	-	-	7,631	126,716	-	-
City Council	1,057,876	788,104	13,640	16,671	19,703	-	37,890	16,671	16,671	46,983	92,450	9,093	-
City Attorney	3,584,988	2,015,372	13,186	163,294	9,419	-	545,349	9,419	5,651	220,400	601,956	942	-
Public Works	1,968,040	1,155,260	-	13,397	-	-	13,310	26,620	15,972	711,362	32,119	-	-
Property Mgmt.	8,167,127	5,896,034	-	26,821	340,017	10,019	1,033,652	-	19,933	226,261	561,582	47,799	5,009
	$ 64,170,737	$ 39,010,728	$ 262,485	$ 2,897,312	$ 424,738	$ 10,019	$ 6,801,537	$ 146,652	$ 143,492	$ 3,098,166	$ 11,288,388	$ 81,957	$ 5,263

Full Cost Allocation

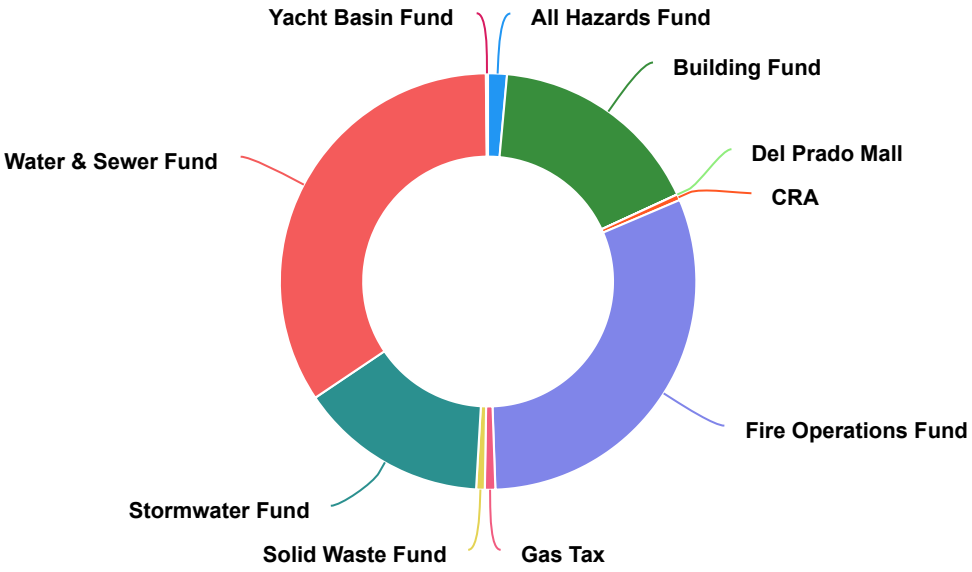
Central services provided by the General Fund are charged to Special Revenue, Internal Service and Enterprise Funds for reimbursement. Management determines which funds are charged for the centralized services. Below are the funds that reimburse the General Fund for the provided services.

SCHEDULE C

Central Service Reimbursement to the General Fund

Fund Name	FY 2024 Actual Allocation	FY 2025 Adopted Allocation	FY 2025 Amended Allocation	FY 2026 Adopted Allocation	FY 2027 Forecast Allocation	FY 2028 Forecast Allocation
All Hazards Fund	$ 105,710	$ 110,039	$ 109,128	$ 262,485	$ 270,360	$ 278,471
Building Fund	2,494,687	3,328,443	3,310,870	2,870,491	2,956,606	3,045,304
Del Prado Mall	-	-	-	254	262	270
CRA	120,686	25,670	25,366	84,721	87,263	89,881
Fire Operations Fund	4,127,747	5,036,620	4,995,300	5,767,885	5,940,922	6,119,150
Gas Tax	19,630	20,834	21,351	146,652	151,052	155,584
Solid Waste Fund	89,537	103,291	104,323	123,559	127,266	131,084
Stormwater Fund	1,720,584	2,446,857	2,496,895	2,699,753	2,780,746	2,864,168
Water & Sewer Fund	5,421,302	5,817,482	5,713,982	6,342,470	6,532,744	6,728,726
Yacht Basin Fund	36,528	28,408	28,287	33,031	34,022	35,043
Total Charge Back	**$ 14,136,411**	**$ 16,917,644**	**$ 16,805,502**	**$ 18,331,301**	**$ 18,881,243**	**$ 19,447,681**

Central Service Reimbursement to the General Fund



Full Cost Allocation

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

Central Service Reimbursement to the Risk Management Fund

Fund Name	FY 2024 Actual Allocation	FY 2025 Adopted Allocation	FY 2025 Amended Allocation	FY 2026 Adopted Allocation	FY 2027 Forecast Allocation	FY 2028 Forecast Allocation
General Fund	$ 1,701,616	$ 1,968,874	$ 1,968,874	$ 2,037,004	$ 2,098,114	$ 2,161,057
Stormwater Fund	147,758	166,394	166,394	172,152	177,317	182,637
Water & Sewer Fund	3,767,857	4,237,696	4,237,696	4,384,336	4,515,866	4,651,342
Yacht Basin Fund	1,066	1,089	1,089	1,127	1,161	1,196
Total Charge Back	**$ 5,618,297**	**$ 6,374,053**	**$ 6,374,053**	**$ 6,594,619**	**$ 6,792,458**	**$ 6,996,232**

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

Central Service Reimbursement to the Property Management Fund

Fund Name	FY 2024 Actual Allocation	FY 2025 Adopted Allocation	FY 2025 Amended Allocation	FY 2026 Adopted Allocation	FY 2027 Forecast Allocation	FY 2028 Forecast Allocation
All Hazards	$ 63	$ -	$ -	$ -	$ -	$ -
Building Fund	46,316	21,827	34,933	26,821	27,626	28,455
Del Prado Mall	-	-	-	5,009	5,159	5,314
Charter School Fund	-	506,212	-	-	-	-
CRA Fund	104,219	82,626	132,242	340,017	350,218	360,725
Economic & Dev. Fund	-	2,400	3,841	10,019	10,320	10,630
Fire Operations Fund	1,184,199	815,834	1,305,737	1,033,652	1,064,662	1,096,602
General Fund	6,097,132	5,031,741	8,053,267	5,896,034	6,072,915	6,255,102
Solid Waste Fund	22,653	12,301	19,687	19,933	20,531	21,147
Stormwater Fund	200,217	159,312	254,977	226,261	233,049	240,040
Water & Sewer Fund	604,516	452,133	723,636	561,582	578,429	595,782
Yacht Basin Fund	85,066	118,809	190,152	47,799	49,233	50,710
Total Charge Back	**$ 8,344,381**	**$ 7,203,195**	**$ 10,718,472**	**$ 8,167,127**	**$ 8,412,142**	**$ 8,664,507**

[1] These Funds are now included in the overall General Fund Reimbursement totals

Exhibit A

Detailed Allocation Results - Indirect Costs

Central Services Provided		All Hazards	Building Code	CDBG/ SHIP/NSP	CRA	Economic & Dev	Fire Operations	Gas Tax	General Fund	Lot Mowing	Parks Impact	Public Safety Impact	Road Impact	Solid Waste	Stormwater	Water & Sewer	Yacht Basin	Del Prado Mall	All Others
City Manager Administration	$ 1,929,790	$ 7,098	$ 87,901	$ 2,028	$ 5,070	$ 4,056	$ 293,560	$ 5,070	$ 945,948	$ 3,042	$ -	$ -	$ -	$ 3,042	$ 118,641	$ 324,032	$ 507	$ -	$ 129,795
Office of Communications	2,019,022	7,426	91,965	2,122	5,305	4,244	307,134	5,305	989,688	3,183	-	-	-	3,183	124,127	339,014	530	-	135,796
City Council	1,057,876	13,640	16,671	33,343	19,703	10,609	37,890	16,671	439,519	10,609	9,093	9,093	27,280	16,671	46,983	92,450	9,093	-	248,558
City Auditor	1,533,950	16,069	171,915	-	-	-	158,194	-	1,050,491	-	-	-	-	-	7,631	126,716	-	-	2,934
Finance Administration	999,998	3,678	45,549	1,051	2,627	2,102	152,120	2,627	490,181	1,576	-	-	-	1,576	61,479	167,910	263	-	67,259
Accounting	958,404	3,994	20,363	9,924	4,307	2,672	58,426	4,174	337,868	14,914	1,485	4,356	2,143	11,555	50,771	111,182	3,544	34	316,692
Accounts Payable	472,549	3,269	12,425	5,833	2,742	2,800	40,038	367	207,195	4,298	201	515	313	2,290	38,173	27,402	153	-	124,535
Cashier	877,645	-	22,880	3	12	1,134	600	-	4,780	5	428	1,318	439	568	2,589	253,822	11	1	589,055
Payroll	270,123	1,116	16,380	319	797	638	46,142	797	148,155	478	-	-	-	478	18,648	22,678	80	-	13,417
Budget	847,842	2,405	31,425	17,697	2,333	2,626	116,609	29,272	352,605	11,403	137	175	451	40,277	46,285	58,843	216	219	134,864
Procurement	897,261	13,560	6,313	1,052	5,144	7,482	143,202	2,338	328,138	3,390	-	1,169	1,637	1,520	60,554	146,296	818	-	174,648
Risk Mgmt	6,594,619	-	-	-	-	-	-	-	2,030,206	-	-	-	-	-	172,152	4,384,336	1,127	-	6,798
City Clerk Administration	1,297,113	4,771	59,083	1,363	3,408	2,726	197,317	3,408	635,821	2,045	-	-	-	2,045	79,745	217,799	341	-	87,241
Communications	48,866	180	2,226	51	128	103	7,434	128	23,953	77	-	-	-	77	3,004	8,205	13	-	3,287
City Clerk Business Fees	274,719	1,010	12,513	289	722	577	41,790	722	134,662	433	-	-	-	433	16,889	46,128	72	-	18,479
Records Management	687,460	149	305,132	-	-	-	21,580	-	112,575	-				-	-	237,506	-	-	10,518
HR Administration	604,333	2,223	27,527	635	1,588	1,270	91,931	1,588	296,233	953	-	-	-	953	37,154	101,474	159	-	40,645
Comp & Classification	593,538	2,183	27,035	624	1,559	1,248	90,289	1,559	290,942	936	-	-	-	936	36,490	99,661	156	-	39,920
Employee Benefits	177,278	652	8,075	186	466	373	26,968	466	86,898	279	-	-	-	279	10,899	29,767	47	-	11,923
Employee Development	293,451	1,079	13,367	308	771	617	44,640	771	143,844	463	-	-	-	463	18,041	49,273	77	-	19,737
Employee/Labor Relations	305,330	1,123	13,908	321	802	642	46,447	802	149,667	481	-	-	-	481	18,771	51,268	80	-	20,537
Recruitment	831,774	4,726	63,013	-	9,452	3,151	39,383	9,452	455,270	1,575	-	-	-	-	66,164	140,204	-	-	39,384
City Attorney	3,584,988	13,186	163,294	3,768	9,419	7,535	545,349	9,419	1,757,296	5,651	-	-	-	5,651	220,400	601,956	942	-	241,122
ITS Administration	462,628	5,852	30,801	616	308	924	44,353	924	279,979	616	-	-	-	616	17,864	65,606	-	-	14,169
Business Application	3,107,292	39,307	206,877	4,138	2,069	6,206	297,903	6,206	1,880,512	4,138	-	-	-	4,138	119,989	440,648	-	-	95,161
GIS	743,224	9,402	49,482	990	495	1,484	71,254	1,484	449,794	990	-	-	-	990	28,700	105,397	-	-	22,762
Network Administration	2,350,128	29,729	156,467	3,129	1,565	4,694	225,312	4,694	1,422,281	3,129	-	-	-	3,129	90,751	333,274	-	-	71,974
Systems	4,607,648	52,810	569,788	5,559	2,779	8,338	436,064	8,338	2,579,773	5,559	-	-	-	5,559	182,729	622,021	-	-	128,331
Security	1,541,354	21,848	114,989	2,300	1,150	3,450	165,583	3,450	1,045,246	2,300	-	-	-	677	66,693	72,132	-	-	41,536
Retirement Costs	14,065,367	-	509,730	-	-	-	2,007,063	-	9,589,298	-	-	-	-	-	398,227	1,417,687	15,929	-	127,433
PW Administration	1,432,148	-	-	-	-	-	13,310	26,620	519,087	10,648	-	-	-	15,972	617,581	5,324	-	-	223,606
PW Real Estate	535,892	-	13,397	-	-	-	-	-	187,562	-	13,397	-	133,973	-	93,781	26,795	-	-	66,987
Facilities Mgmt Fund	8,167,127	-	26,821	-	340,017	10,019	1,033,652	-	5,125,932	-	-	-	-	19,933	226,261	561,582	47,799	5,009	770,102
	$ 64,170,737	$ 262,485	$ 2,897,312	$ 97,649	$ 424,738	$ 91,720	$ 6,801,537	$ 146,652	$ 34,491,399	$ 93,171	$ 24,741	$ 16,626	$ 166,236	$ 143,492	$ 3,098,166	$ 11,288,388	$ 81,957	$ 5,263	$ 4,039,205

[1] General Fund includes totals from the Golf Course Fund, Alarm Fee Fund, Waterpark Fund, and Parks and Rec Program Fund

[2] All Economic & Development costs are rolled into General Fund, except for the reimbursement to the Property Management Fund

Full Cost Allocation

Exhibit B

FY 2024 Data for Allocation Basis

Service Allocation Basis	FTEs	Public Works FTEs	Retirees	Accounting Transactions	Actual Expenditures	A/P Transactions	Purchase Orders	Cashier Transactions	Council Agenda Items	Real Estate Items	Internal Audit Hours	Files Images	Devices	Personnel Requisitions	Property Liability	Permits Reviewed	Work Orders	Budgeted Expenditures
General Fund	933	98	602	26,786	$ 172,280,127	46,326	2,807	38,599	290	14	7,159	501,214	909	289	$ 506,404,950	11,773	12,279	$ 189,628,304
5 Cent Gas Tax Fund	-	-	-	94	1,022,663	21	6	-	5	-	-	-	-	-	-	-	-	7,304,334
6 Cent Gas Tax Fund	5	5	-	220	1,621,672	61	14	-	6	-	-	-	3	6	-	-	-	8,438,049
Road Impact Fee Fund	-	-	-	198	235,587	70	14	3,548	18	10	-	-	-	-	-	-	-	242,551
Park Impact Fee Fund	-	-	-	140	77,267	45	-	3,457	6	1	-	-	-	-	-	-	-	73,457
Police Impact Fee Fund	-	-	-	153	40,190	79	8	3,545	2	-	-	-	-	-	-	-	-	39,532
ALS Impact Fund	-	-	-	102	14,697	18	-	3,553	2	-	-	-	-	-	-	-	-	14,820
Fire Impact Fee Fund	-	-	-	160	39,004	18	2	3,542	2	-	-	-	-	-	-	-	-	39,102
Alarm Fee Fund	-	-	-	64	-	34	-	-	5	-	-	-	-	-	-	-	-	-
All Hazards Fund	7	-	-	342	1,261,968	731	116	9	9	-	110	663	19	3	-	-	-	1,293,187
Fire Operations	290	3	126	3,632	60,327,159	8,952	1,225	4,844	25	-	1,078	96,082	144	25	-	7,920	2,476	62,711,553
Lot Mowing Fund	3	2	-	1,244	5,721,845	961	29	44	7	-	-	-	2	1	-	-	-	6,132,335
Economic Development	4	-	-	235	654,853	626	64	9,155	7	-	-	-	3	2	-	-	24	1,413,055
Building Code Fund	87	-	32	1,484	14,364,849	2,778	54	184,747	11	1	1,172	1,492,730	100	40	-	64,523	64	16,900,370
CDBG Fund	2	-	-	529	1,012,590	579	7	6	22	-	-	-	2	-	-	-	-	898,532
HUD NSP Fund	-	-	-	2	-	-	-	2	-	-	-	-	-	-	-	-	-	-
SHIP Fund	-	-	-	286	3,125,245	725	2	14	-	-	-	-	-	-	-	-	-	8,618,669
CRA Fund	5	-	-	381	989,678	613	44	98	13	-	-	-	1	6	-	-	815	1,254,882
Del Prado Mall Pkg Lot Fund	-	-	-	-	100,097	-	-	8	-	-	-	-	-	-	-	-	12	117,965
Waterpark Fund	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	6	-
PR Program Fund	-	-	-	2	-	6	-	34	-	-	-	-	-	-	-	-	-	-
Golf Course Fund	-	-	8	641	2,434,052	100	5	4	5	-	-	-	-	-	-	-	-	2,571,355
Solid Waste Fund	3	3	-	386	22,078,127	512	13	4,586	11	-	-	-	2	-	-	-	48	21,660,812
W&S Fund	320	1	89	6,958	74,286,271	24,586	1,915	5,183,917	61	2	119	1,057,439	213	89	1,093,608,157	6,632	1,345	91,135,096
W&S Debt Fund	-	-	-	7,264	215,286	5,432	-	1,061	-	-	745	-	-	-	-	-	-	299,898
Water Impact Fund	-	-	-	133	26,398	16	-	1,019	-	-	-	-	-	-	-	-	-	24,720
Sewer Impact Fund	-	-	-	143	41,017	16	-	1,108	-	-	-	-	-	-	-	-	-	45,320
Irrigation Impact Fund	-	-	-	117	22,200	16	-	776	-	-	-	-	-	-	-	-	-	40,120
Water CIAC Fund	-	-	-	97	8,322	12	-	192	-	-	-	-	-	-	-	-	-	3,200
Sewer CIAC Fund	-	-	-	94	7,764	12	-	173	-	-	-	-	-	-	-	-	-	4,120
Irrigation CIAC Fund	-	-	-	88	454	6	-	24	-	-	-	-	-	-	-	-	-	500
Stormwater Fund	117	116	25	4,198	20,607,805	8,535	518	20,908	31	7	52	-	58	42	42,940,755	4,758	542	24,891,767
Yacht Basin Fund	1	-	1	332	249,552	168	7	231	6	-	-	-	-	-	280,999	-	115	336,430
All Other	128	42	-	27,558	62,615,475	27,705	1,489	4,756,263	154	5	20	46,827	46	25	1,695,819	105	1,839	81,527,273
	1,903	**269**	**883**	**84,063**	**$ 445,482,214**	**129,759**	**8,339**	**10,225,467**	**698**	**40**	**10,453**	**3,194,955**	**1,502**	**528**	**$1,644,930,680**	**95,711**	**19,564**	**$ 527,661,308**

ORDINANCE

ORDINANCE 50 - 25

AN ORDINANCE OF THE MAYOR AND CITY COUNCIL OF THE CITY OF CAPE CORAL, FLORIDA, ADOPTING THE CITY OF CAPE CORAL OPERATING BUDGET, REVENUES AND EXPENDITURES, AND CAPITAL BUDGET FOR THE FISCAL YEAR 2026 FOR THE CITY OF CAPE CORAL, FLORIDA; REPEALING ALL ORDINANCES IN CONFLICT WITH THIS ORDINANCE; PROVIDING FOR SEVERABILITY AND AN EFFECTIVE DATE.

NOW, THEREFORE, THE CITY OF CAPE CORAL, FLORIDA, HEREBY ORDAINS THIS ORDINANCE AS FOLLOWS:

SECTION 1. The City Manager of the City of Cape Coral, Florida, has presented to the City Council the budget covering the operating budget, revenues and expenditures, and capital budget as estimated to be required for the fiscal year 2026.

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 11, 2025, at 5:05 P.M. and September 25, 2025, 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 2026, 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 October 1, 2025.

ADOPTED BY THE MAYOR AND COUNCIL OF THE CITY OF CAPE CORAL, FLORIDA, AT THEIR SPECIAL SESSION THIS 25th DAY OF September, 2025.

JOHN GUNTER, MAYOR

VOTE OF MAYOR AND COUNCILMEMBERS:

GUNTER	aye	LASTRA	aye
STEINKE	aye	KILRAINE	aye
LEHMANN	aye	LONG	aye
DONNELL	nay	KADUK	aye

ATTESTED TO AND FILED IN MY OFFICE THIS 26th DAY OF September, 2025.

KIMBERLY BRUNS
CITY CLERK

APPROVED AS TO FORM:

ALEKSANDR BOKSNER
CITY ATTORNEY
ord/Budget-FY26 Operating

I HEREBY CERTIFY that I am the duly appointed and qualified Clerk of the City of Cape Coral, Florida and the keeper of the records and corporate seal of said municipality, that this is a true and correct copy of:
ORDINANCE 50-25
City Clerk

CITY OF CAPE CORAL
FISCAL YEAR 2026 BUDGET - BY FUND
ATTACHMENT A TO ORDINANCE - 50-25

	FY 2026 ADOPTED BUDGET ORD 50-25
GENERAL FUND - 001	
REVENUES	
Fund Balance Brought Forward	$ -
Ad Valorem Taxes	157,983,180
Sales and Use Taxes	19,189,974
Charges for Service	6,451,595
Intergovernmental	40,992,860
Fines and Forfeitures	1,228,820
Miscellaneous	2,502,095
Licenses, Permits, Franchise Fees & Impact Fees	10,473,764
Internal Service Charges	20,203,050
Interfund Transfers	3,476,059
Total General Fund Revenues	$ 262,501,397
EXPENDITURES	
City Council	
Personnel Services	$ 849,734
Operating	213,754
City Attorney	
Personnel Services	3,299,564
Operating	285,424
City Auditor	
Personnel Services	1,348,058
Operating	185,892
City Manager	
Personnel Services	3,083,008
Operating	865,804
City Clerk	
Personnel Services	2,083,091
Operating	250,834
Capital Outlay	5,000
Development Services	
Personnel Services	9,403,653
Operating	697,219
Capital Outlay	403,604
Financial Services	
Personnel Services	4,795,561
Operating	528,261
Human Resources	
Personnel Services	2,257,401
Operating	548,303
Information Technology Services	
Personnel Services	5,561,325
Operating	7,607,084

CITY OF CAPE CORAL
FISCAL YEAR 2026 BUDGET - BY FUND
ATTACHMENT A TO ORDINANCE - 50-25

		FY 2026 ADOPTED BUDGET ORD 50-25
Parks and Recreation		
Personnel Services		16,764,597
Operating		11,744,979
Capital Outlay		2,909,362
Police		
Personnel Services		76,577,770
Operating		9,074,011
Capital Outlay		2,554,592
Public Works		
Personnel Services		10,922,000
Operating		11,026,220
Capital Outlay		1,336,850
Transfers Out		1,069,888
Government Services		
Personnel Services		14,952,502
Operating		25,940,319
Capital Outlay		640,000
Transfers Out		32,294,693
Reserves		421,040
Appropriations & Reserves General Fund	$	262,501,397
SPECIAL REVENUE FUNDS		
ADDITIONAL FIVE CENT GAS TAX FUND - 105		
REVENUES		
Fund Balance Brought Forward	$	3,175,440
Sales and Use Taxes		4,794,560
Total Additional Five Cent Gas Tax Fund Revenues	$	7,970,000
EXPENDITURES		
Operating	$	7,270,000
Capital Outlay		700,000
Appropriations & Reserves Additional Five Cent Gas Tax Fund	$	7,970,000

CITY OF CAPE CORAL
FISCAL YEAR 2026 BUDGET - BY FUND
ATTACHMENT A TO ORDINANCE - 50-25

		FY 2026 ADOPTED BUDGET ORD 50-25
SIX CENT GAS TAX FUND - 106		
REVENUES		
Fund Balance Brought Forward	$	3,209,759
Sales & Use Taxes		6,611,857
Total Six Cent Gas Tax Fund Revenues	$	9,821,616
EXPENDITURES		
Personnel Services	$	575,063
Operating		8,743,005
Transfers Out		503,548
Appropriations & Reserves Six Cent Gas Tax Fund	$	9,821,616
ROAD IMPACT FUND - 110		
REVENUES		
Fund Balance Brought Forward	$	15,903,964
Licenses, Permits, Franchise Fees & Impact Fees		9,036,900
Total Road Impact Fund Revenues	$	24,940,864
EXPENDITURES		
Operating	$	980,554
Transfers Out		23,960,310
Appropriations & Reserves Road Impact Fee Fund	$	24,940,864
PARK IMPACT FEE FUNDS - 112		
REVENUES		
Fund Balance Brought Forward	$	2,181,375
Licenses, Permits, Franchise Fees & Impact Fees		3,508,750
Total Park Impact Fee Funds Revenues	$	5,690,125
EXPENDITURES		
Operating	$	52,632
Transfers Out		5,637,493
Appropriations & Reserves Park Impact Fee Funds	$	5,690,125

CITY OF CAPE CORAL
FISCAL YEAR 2026 BUDGET - BY FUND
ATTACHMENT A TO ORDINANCE - 50-25

		FY 2026 ADOPTED BUDGET ORD 50-25
POLICE PROTECTION IMPACT FEES - 113		
REVENUES		
Licenses, Permits, Franchise Fees & Impact Fees	$	1,496,538
Total Police Protection Impact Fee Fund Revenues	$	1,496,538
EXPENDITURES		
Operating	$	29,931
Capital Outlay		1,166,000
Reserves		300,607
Appropriations & Reserves Police Protection Impact Fee Fund	$	1,496,538
ALS IMPACT FEES -114		
REVENUES		
Licenses, Permits, Franchise Fees & Impact Fees	$	88,188
Total ALS Fund Revenues	$	88,188
EXPENDITURES		
Operating	$	1,323
Reserves		86,865
Appropriations & Reserves ALS Fund	$	88,188
FIRE IMPACT CAPITAL IMPROVEMENT FEE FUND - 115		
REVENUES		
Licenses, Permits, Franchise Fees & Impact Fees	$	1,442,660
Total Fire Impact Capital Improvement Fee Fund Revenues	$	1,442,660
EXPENDITURES		
Operating	$	22,640
Capital Outlay		350,000
Transfers Out		949,279
Reserves		120,741
Appropriations & Reserves Fire Impact Capital Improvement Fee Fund	$	1,442,660

CITY OF CAPE CORAL
FISCAL YEAR 2026 BUDGET - BY FUND
ATTACHMENT A TO ORDINANCE - 50-25

		FY 2026 ADOPTED BUDGET ORD 50-25
POLICE CONFISCATION - FEDERAL - 122		
REVENUES		
Fund Balance Brought Forward	$	21,114
Total Police Confiscation-Federal Fund Revenues	$	21,114
EXPENDITURES		
Operating	$	21,114
Appropriations & Reserves Police Confiscation - Federal Fund	$	21,114
CRIMINAL JUSTICE EDUCATION (Police Training) - 123		
REVENUES		
Fines & Forfeitures	$	25,000
Total Police Criminal Justice Education Fund Revenues	$	25,000
EXPENDITURES		
Operating	$	12,041
Reserves		12,959
Appropriations & Reserves Criminal Justice Education Fund	$	25,000
DO THE RIGHT THING - 125		
REVENUES		
Miscellaneous	$	8,659
Total Do The Right Thing Fund Revenues	$	8,659
EXPENDITURES		
Operating	$	8,659
Appropriations & Reserves Do The Right Thing Fund	$	8,659
SCHOOL SPEED ZONE ENFORCEMENT - 128		
REVENUES		
Charges for Service	$	2,000,000
Total School Speed Zone Enforcement Fund Revenues	$	2,000,000
EXPENDITURES		
Transfers Out	$	2,000,000
Appropriations & Reserves School Speed Zone Enforcement Fund	$	2,000,000

CITY OF CAPE CORAL
FISCAL YEAR 2026 BUDGET - BY FUND
ATTACHMENT A TO ORDINANCE - 50-25

		FY 2026 ADOPTED BUDGET ORD 50-25
ALL HAZARDS FUND - 130		
REVENUES		
Ad Valorem Taxes - Other	$	2,062,813
Transfers In		113,124
Total All Hazards Fund Revenues	$	2,175,937
EXPENDITURES		
Personnel Services	$	1,279,266
Operating		799,810
Reserves		96,861
Appropriations & Reserves All Hazards Fund	$	2,175,937
FIRE OPERATIONS FUND - 132		
REVENUES		
Ad Valorem Taxes - Other		1,720,253
Charges for Service		809,257
Intergovernmental		80,000
Miscellaneous		199,842
Special Assessment		63,966,604
Internal Service Charges		40,000
Interfund Transfers		17,614,546
Total Fire Operations Fund Revenues	$	84,430,502
EXPENDITURES		
Personnel Services	$	60,485,714
Operating		14,824,900
Capital Outlay		3,976,416
Transfers Out		4,143,472
Reserves		1,000,000
Appropriations & Reserves Fire Operations Fund	$	84,430,502
DEL PRADO PARKING LOT MAINTENANCE - 135		
REVENUES		
Fund Balance Brought Forward	$	26,683
Special Assessments		41,153
Total Del Prado Mall Maintenance Fund Revenues	$	67,836
EXPENDITURES		
Operating	$	67,836
Appropriations & Reserves Del Prado Mall Maintenance Fund	$	67,836

CITY OF CAPE CORAL
FISCAL YEAR 2026 BUDGET - BY FUND
ATTACHMENT A TO ORDINANCE - 50-25

		FY 2026 ADOPTED BUDGET ORD 50-25
LOT MOWING FUND - 136		
REVENUES		
Charges for Service	$	4,715,099
Total Lot Mowing Fund Revenues	$	4,715,099
EXPENDITURES		
Personnel Services	$	406,226
Operating		4,178,906
Reserves		129,967
Appropriations & Reserves Lot Mowing Fund	$	4,715,099
ECONOMIC AND BUSINESS DEVELOPMENT - 137		
REVENUES		
Fund Balance Brought Forward	$	385,070
Sales & Use Taxes		572,192
Intergovernmental		134,984
Total Economic and Business Development Fund Revenues	$	1,092,246
EXPENDITURES		
Personnel Services	$	549,406
Operating		542,840
Appropriations & Reserves Economic and Business Development Fund	$	1,092,246
BUILDING CODE FUND - 140		
REVENUES		
Fund Balance Brought Forward	$	3,870,427
Charges for Service		698,568
Fines & Forfeitures		20,000
Licenses, Permits, Franchise Fees & Impact Fees		9,179,472
Total Building Code Division Revenues	$	13,768,467
EXPENDITURES		
Personnel Services	$	9,842,639
Operating		3,799,828
Capital Outlay		126,000
Appropriations & Reserves Building Code Fund	$	13,768,467

CITY OF CAPE CORAL
FISCAL YEAR 2026 BUDGET - BY FUND
ATTACHMENT A TO ORDINANCE - 50-25

		FY 2026 ADOPTED BUDGET ORD 50-25
COMMUNITY DEVELOPMENT BLOCK GRANT FUND (CDBG) -141		
REVENUES		
Intergovernmental	$	1,110,919
Total Community Development Block Grant Fund Revenues	$	1,110,919
EXPENDITURES		
Personnel Services	$	201,367
Operating		909,552
Appropriations & Reserves Community Development Block Grant Fund	$	1,110,919
LOCAL HOUSING ASSISTANCE PROGRAM TRUST FUND (S.H.I.P) -143		
REVENUES		
Fund Balance Brought Forward	$	1,535,897
Total Local Housing (S.H.I.P.) Fund Revenues	$	1,535,897
EXPENDITURES		
Personnel Services	$	82,856
Operating		1,453,041
Appropriations & Reserves Local Housing Assistance Program Trust (S.H.I.P.) Fund	$	1,535,897
HOME INVESTMENT PARTNERSHIPS PROGRAM FUND - 146		
REVENUES		
Intergovernmental	$	381,874
Total HOME Investment Partnerships Program Fund Revenues	$	381,874
EXPENDITURES		
Operating	$	381,874
Appropriations & Reserves HOME Investments Partnerships Program Fund	$	381,874

CITY OF CAPE CORAL
FISCAL YEAR 2026 BUDGET - BY FUND
ATTACHMENT A TO ORDINANCE - 50-25

	FY 2026 ADOPTED BUDGET ORD 50-25
COMMUNITY REDEVELOPMENT AGENCY (CRA) FUND - 150	
REVENUES	
Tax Increment - County	3,105,570
Miscellaneous	41,800
Interfund Transfers	4,307,831
Total CRA Fund Revenues	$ 7,455,201
EXPENDITURES	
Personnel Services	$ 388,592
Operating	1,672,652
Transfers Out	5,393,957
Appropriations & Reserves CRA Fund	$ 7,455,201
GOLF COURSE FUND - 172	
REVENUES	
Fund Balance Brought Forward	$ 83,630
Charges for Service	3,380,213
Total Golf Course Fund Revenues	$ 3,463,843
EXPENDITURES	
Operating	$ 3,118,843
Capital Outlay	245,000
Transfers Out	100,000
Appropriations & Reserves Golf Course Fund	$ 3,463,843
LAKE KENNEDY RACQUET CENTER FUND - 173	
REVENUES	
Charges for Service	$ 1,168,164
Total Lake Kennedy Racquet Center Fund Revenues	$ 1,168,164
EXPENDITURES	
Operating	$ 1,073,164
Reserves	95,000
Appropriations & Reserves Lake Kennedy Racquet Center Fund	$ 1,168,164

CITY OF CAPE CORAL
FISCAL YEAR 2026 BUDGET - BY FUND
ATTACHMENT A TO ORDINANCE - 50-25

		FY 2026 ADOPTED BUDGET ORD 50-25
SOLID WASTE MANAGEMENT FUND - 180		
REVENUES		
Special Assessments	$	34,237,488
Total Solid Waste Fund Revenues	$	34,237,488
EXPENDITURES		
Personnel Services	$	711,678
Operating		25,106,758
Capital Outlay		62,000
Reserves		8,357,052
Appropriations & Reserves Solid Waste Fund	$	34,237,488
CHARTER SCHOOL MAINTENANCE FUND - 190		
REVENUES		
Public Service Tax		2,640,000
Miscellaneous		1,500,000
Total Charter School Maintenance Fund Revenues	$	4,140,000
EXPENDITURES		
Operating	$	997,000
Transfers Out		3,143,000
Appropriations & Reserves Charter School Maintenance Fund	$	4,140,000
DEBT SERVICE FUND - 201		
REVENUES		
Ad Valorem Taxes	$	4,935,370
Interfund Transfers		25,119,330
Total Debt Service Fund Revenues	$	30,054,700
EXPENDITURES		
Debt Service	$	30,054,700
Appropriations & Reserves Debt Service Fund	$	30,054,700

CITY OF CAPE CORAL
FISCAL YEAR 2026 BUDGET - BY FUND
ATTACHMENT A TO ORDINANCE - 50-25

		FY 2026 ADOPTED BUDGET ORD 50-25
CAPITAL PROJECTS FUNDS		
TRANSPORTATION CAPITAL PROJECTS FUND - 301		
REVENUES		
Interfund Transfers	$	19,385,184
Debt Proceeds		20,437,426
Total Transportation Capital Project Fund Revenues	$	39,822,610
EXPENDITURES		
Capital Outlay	$	39,822,610
Appropriations & Reserves Transportation Capital Projects Fund	$	39,822,610
P&R CAPITAL PROJECTS FUND - 305		
REVENUES		
Intergovernmental	$	1,505,676
Miscellaneous		-
Interfund Transfers		3,150,000
Debt Proceeds		(1,505,676)
Total P&R Project Fund Revenues	$	3,150,000
EXPENDITURES		
Capital Outlay	$	3,150,000
Appropriations & Reserves P&R Capital Projects Fund	$	3,150,000
LAKE KENNEDY CAPITAL PROJECTS FUND - 307		
REVENUES		
Miscellaneous	$	505,316
Debt Proceeds		3,400,000
Total P&R Project Fund Revenues	$	3,905,316
EXPENDITURES		
Operating	$	65,000
Capital Outlay		3,400,000
Transfers Out		440,316
Appropriations & Reserves P&R Capital Projects Fund	$	3,905,316

CITY OF CAPE CORAL
FISCAL YEAR 2026 BUDGET - BY FUND
ATTACHMENT A TO ORDINANCE - 50-25

		FY 2026 ADOPTED BUDGET ORD 50-25
FIRE CAPITAL PROJECT FUNDS - 310		
REVENUES		
Interfund Transfers	$	949,279
Debt Proceeds		12,918,438
Total Fire Capital Project Fund Revenues	$	13,867,717
EXPENDITURES		
Capital Outlay	$	13,867,717
Appropriations & Reserves Fire Capital Projects Fund	$	13,867,717
BRIDGE CAPITAL PROJECT FUND - 314		
REVENUES		
Interfund Transfers	$	2,000,000
Total Bridge Capital Project Fund Revenues	$	2,000,000
EXPENDITURES		
Operating	$	2,000,000
Appropriations & Reserves Bridge Capital Project Fund	$	2,000,000
CRA CAPITAL PROJECT FUND - 315		
REVENUES		
Interfund Transfers	$	1,210,922
Total CRA Capital Project Fund Revenues	$	1,210,922
EXPENDITURES		
Capital Outlay		1,210,922
Appropriations & Reserves CRA Capital Projects Fund	$	1,210,922
COMPUTER SYSTEM CAPITAL PROJECT FUND - 320		
REVENUES		
Interfund Transfers	$	1,000,000
Total Computer System Capital Project Fund Revenues	$	1,000,000
EXPENDITURES		
Capital Outlay	$	1,000,000
Appropriations & Reserves Computer System Capital Projects Fund	$	1,000,000

CITY OF CAPE CORAL
FISCAL YEAR 2026 BUDGET - BY FUND
ATTACHMENT A TO ORDINANCE - 50-25

		FY 2026 ADOPTED BUDGET ORD 50-25
GOVERNMENT SERVICES CAPITAL PROJECT FUND - 322		
REVENUES		
Interfund Transfers	$	850,000
Total Government Services Capital Project Fund Revenues	$	850,000
EXPENDITURES		
Capital Outlay	$	850,000
Appropriations & Reserves Government Services Capital Project Fund	$	850,000
ENTERPRISE FUNDS		
WATER & SEWER UTILITY FUND - 400		
REVENUES		
Use of Unrestricted Net Position	$	11,768,483
Charges for Service		144,165,262
Fines & Forfeitures		745,405
Miscellaneous		234,181
Licenses, Permits, Franchise Fees & Impact Fees		52,944,226
Internal Service Charges		376,562
Interfund Transfers		65,762,004
Debt Proceeds		416,006,977
Total Water & Sewer Utility Fund Revenues	$	692,003,100
EXPENDITURES		
Personnel Services	$	40,398,293
Operating		56,209,595
Capital Outlay		428,724,374
Debt Service		90,538,665
Transfers Out		64,383,356
Reserves		11,748,817
Appropriations & Reserves Water & Sewer Utility Fund	$	692,003,100

CITY OF CAPE CORAL
FISCAL YEAR 2026 BUDGET - BY FUND
ATTACHMENT A TO ORDINANCE - 50-25

		FY 2026 ADOPTED BUDGET ORD 50-25
STORMWATER UTILITY FUND - 440		
REVENUES		
Use of Unrestricted Net Position	$	7,893,483
Charges for Service		27,050,731
Fines & Forfeitures		50,000
Miscellaneous		187,500
Licenses, Permits, Franchise Fees & Impact Fees		10,000
Debt Proceeds		15,321,494
Total Stormwater Utility Fund Revenues	$	50,513,208
EXPENDITURES		
Personnel Services	$	14,879,885
Operating		14,905,843
Capital Outlay		18,134,494
Debt Service		1,214,338
Transfers Out		1,378,648
Appropriations & Reserves Stormwater Utility Fund	$	50,513,208
YACHT BASIN FUND - 450		
REVENUES		
Use of Unrestricted Net Position	$	62,648
Charges for Service		121,500
Total Yacht Basin Fund Revenues	$	184,148
EXPENDITURES		
Personnel Services	$	15,996
Operating		168,152
Appropriations & Reserves Yacht Basin Fund	$	184,148
INTERNAL SERVICE FUNDS (ISF)		
RISK MANAGEMENT ISF - 502		
REVENUES		
Internal Service Charges	$	11,408,265
Total Risk Management ISF Revenues	$	11,408,265
EXPENDITURES		
Personnel Services	$	651,408
Operating		10,756,857
Appropriations & Reserves Risk Management ISF	$	11,408,265

CITY OF CAPE CORAL
FISCAL YEAR 2026 BUDGET - BY FUND
ATTACHMENT A TO ORDINANCE - 50-25

	FY 2026 ADOPTED BUDGET ORD 50-25
PROPERTY MANAGEMENT ISF - 511	
REVENUES	
Internal Service Charges	9,879,371
Total Property Management ISF Revenues	$ 9,879,371
EXPENDITURES	
Personnel Services	$ 8,236,245
Operating	1,536,126
Capital Outlay	107,000
Appropriations & Reserves Property Management ISF	$ 9,879,371
FLEET INTERNAL SERVICE - 516	
REVENUES	
Internal Service Charges	7,423,426
Total Fleet ISF Revenues	$ 7,423,426
EXPENDITURES	
Personnel Services	$ 2,560,116
Operating	4,318,871
Capital Outlay	173,000
Debt Service	371,439
Appropriations & Reserves Fleet ISF	$ 7,423,426
HEALTH INSURANCE ISF - 526	
REVENUES	
Miscellaneous	$ 2,400,000
Internal Service Charges	47,282,336
Total Health Insurance ISF Revenues	$ 49,682,336
EXPENDITURES	
Personnel Services	$ 299,458
Operating	48,833,362
Reserves	549,516
Appropriations & Reserves Health Insurance ISF	$ 49,682,336

CITY OF CAPE CORAL
FISCAL YEAR 2026 BUDGET - BY FUND
ATTACHMENT A TO ORDINANCE - 50-25

		FY 2026 ADOPTED BUDGET ORD 50-25
CAPITAL IMPROVEMENT PROJECT MANAGEMENT (CIPM) ISF - 550		
REVENUES		
Internal Service Charges		4,222,960
Total Capital Improvement Project Management ISF Revenues	$	4,222,960
EXPENDITURES		
Personnel Services	$	3,770,178
Operating		400,782
Capital Outlay		52,000
Appropriations & Reserves Capital Improvement Project Management ISF	$	4,222,960
CHARTER SCHOOL AUTHORITY OPERATING FUND		
REVENUES		
Charges for Service	$	1,847,017
Intergovernmental		35,549,614
Miscellaneous		478,994
Transfers In		44,315
Total Charter School Operating Fund Revenues	$	37,919,940
EXPENDITURES		
Personnel Services	$	24,606,556
Operating		10,724,952
Capital Outlay		1,037,168
Debt Service		1,551,264
Appropriations & Reserves Charter School Operating Fund	$	37,919,940
TOTAL FY 2025 BUDGET	**$**	**1,434,847,653**
TOTAL FY 2025 REVENUE BUDGET	**$**	**1,434,847,653**
TOTAL FY 2025 EXPENDITURE BUDGET	**$**	**1,434,847,653**

CITY OF CAPE CORAL
FISCAL YEAR 2026 BUDGET - BY FUND
ATTACHMENT A TO ORDINANCE - 50-25

FY 2026 ADOPTED BUDGET ORD 50-25

FUND TYPE SUMMARY	FY 2026 ADOPTED BUDGET ORD 50-25
General Fund	$ 262,501,397
Special Revenue	213,248,237
Debt Service	30,054,700
Capital Project	65,806,565
Enterprise	742,700,456
Internal Service	82,616,358
Charter School	37,919,940
Total	$ 1,434,847,653

Financial Terms

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

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

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

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

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

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

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

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

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

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

Amortization: Process to pay off an obligation gradually by periodic payments of principal and interest.

Annual Comprehensive Financial Report (ACFR): 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 ACFR 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.

Appropriation: A legal authorization granted by the legislative body to incur expenditures and obligations for a specific purpose. An appropriation is usually limited in amount, and as to the time when it may be expended.

Assessed Valuation: A valuation set upon real estate or other property by a government as a basis for levying taxes. Taxable valuation is calculated from an assessed valuation. In Florida, assessed value is required to approach 100% of market value.

Asset: A resource owned or controlled by the City, which has monetary value.

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

Audit: A formal examination and report of the amounts and disclosures in the City's financial statements. An audit involves performing procedures to assess the risks of material misstatement of the financial statements. The procedures also evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by managements, as well as the overall presentation of the financial statements.

Balanced Budget: A budget in which the amount available from taxation and other sources, including balances brought forward from prior fiscal years, equal the total appropriations for expenditures and reserves.

Benchmark: To determine the quality of products, services, and practices by measuring critical factors (i.e., how fast, how reliable a product or service is) and compare the results to those of comparable entities.

Bond: Written evidence of the issuer's obligation to repay a specified principal amount on a certain

date (maturity date), together with interest at a stated rate, or according to a formula for determining that rate.

Bond Discount: A security that is issued for less than its par or face value.

Bond Premium: A bond that is sold above their face value.

Bond Rating: The rating established by a rating company (Moody's, Standard and Poor's, Fitch) that assesses the City's financial stability, resources, and capacity to repay the financing issue by evaluating the organization's administrative management, financial management, debt load and local economy.

Budget: A plan of financial operation embodying an estimate of proposed expenditures for a given period, and the proposed means of financing. Used without any modifier, the term usually indicates a financial plan for a single fiscal year. The term "budget" is used in two senses in practice. Sometimes it designates the financial plan presented to the appropriating body for adoption, and sometimes the plan finally approved by that body. It is usually necessary to specify whether the budget under consideration is proposed and tentative, or whether it has been approved by the appropriating body. The budget, once adopted, is the legal authorization to expend city funds during the fiscal year. The budget may be amended during the fiscal year by the governing body and/or management, in accordance with procedures specified by law, charter, and/or administrative rules and regulations.

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

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

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

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

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

Capital Project: A major capital construction project costing over $50,000 and spanning over a period of years. Included in the Capital Improvement Program.

Capitalized Interest: When interest cost is added to the cost of an asset and expensed over the useful life of an asset.

Charges for Service: This revenue results from user fees for various City services. Golf course fees, fees for planning and zoning services, and charges for utility service are examples.

Charter School: A school receiving public money but operates independently of the established public school system.

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

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

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

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

Community Development Block Grant (CDBG): An entitlement grant program authorized by the

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

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

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

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

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

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

Defunded: Funding has been reduced or completely withdrawn from a program, position, department, or initiative.

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

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

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

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

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

Encumbrance: Purchase orders, contracts, salaries, or other commitments which are chargeable to an appropriation and for which a part of the appropriation is obligated. They cease to be encumbrances when the obligations are paid or otherwise liquidated.

Enterprise Fund: A fund used to account for operations that are financed and operated in a manner similar to private business enterprises, wherein the stated intent is that the costs (including depreciation) of providing goods and services be financed from revenues recovered primarily through user fees.

Escrow: Money or property held in the custody of a third party that is returned only after the fulfillment of specific conditions.

Estimated: Because the final accounting adjustments have not been completed or approved, this amount reflects the actual plus/less any approximated adjustments to the end of year.

Expenditures: Decreases in net financial resources. Expenditures include current operating expenses, which require the current or future use of net current assets, debt service, and capital outlays.

Fiduciary Fund: Funds used to account for assets held by the City in a trustee capacity or as an agent for individuals, private organizations, other governmental units, and/or other funds.

Financial Management Policies: A comprehensive set of financial management policies that are necessary to strengthen the city" financial condition" and bond ratings. These policies, which are based on widely accepted credit industry

measures and standards, are applied to the ongoing management of the City's finances.

Fines and Forfeitures: Consists of a variety of fees, fines and forfeitures collected by the State Court System, including bail forfeitures, garnishments, legal defender's recoupment, and juror/witness fees.

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

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

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

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

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

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

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

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

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

Generally Accepted Government Auditing Standards (GAGAS): Guidelines for audits created by the Comptroller General and the Government Accountability Office.

Government Accounting Standards Board (GASB): The independent organization that establishes and improves standards of accounting and financial reporting for U.S. state and local governments.

General Fund: This fund is used to account for all financial transactions applicable to the general operations of the city. Revenues are derived principally from property taxes, state shared revenues, franchise fees, fines, licenses and permits, and grants. This fund accounts for the general operating expenditures of the City including police and fire protection, engineering/public works, parks, and recreation, planning and development, and general administration.

General Obligation Bonds: Bonds, which are secured by the full faith and credit of the issuer. General obligation bonds issued by local units of government are secured by a pledge of the issuer's ad valorem taxing power. Such bonds constitute debts of the issuer and require voter approval prior to issuance in the State of Florida.

Generally Accepted Accounting Principles (GAAP): Uniform minimum standards and guidelines for financial accounting and reporting that govern the form and content of the basic financial statements of an entity. GAAP encompasses the conventions, rules, and procedures necessary to define accounting practices. They include not only broad guidelines of general application, but also detailed practices and procedures. The primary authoritative statement on the application of GAAP to state and local governments are GASB pronouncements. Every government should prepare and publish financial statements in conformity with GAAP.

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

Governmental Funds: Funds used to finance the acquisition, usage, and balances of the City's

expendable financial resources. The City utilizes the following governmental funds: General Fund, Debt Service Fund, Special Revenue Fund, and Capital Projects Fund.

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

Homestead Exemption: Pursuant to the Florida State Constitution, when someone owns property and makes it his or her permanent residence or the permanent residence of his or her dependent, the property owner may be eligible to receive a homestead exemption up to $50,000. The first $25,000 applies to all property taxes, including school district taxes. The additional exemption up to $25,000 applies to the assessed value between $50,000 and $75,000 and only to non-school taxes.

Impact Fee: A fee imposed on new development for all or a portion of the costs of providing public services to the new development.

Indirect Costs: Costs associated but not directly attributable to, the providing of a product or service. These costs are usually incurred by a department in the support of other operating departments.

Infrastructure: Public domain fixed assets including roads, bridges, curbs, gutters, sidewalks, drainage systems, lighting systems and other items that have value only to the City.

Interest Income: Revenue associated with the City cash management activities of investing fund balances.

Interfund Transfers: Amounts transferred from one fund to another, primarily for work or services provided.

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

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

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

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

Liability: A debt or other legal obligation arising out of a transaction in the past which must be liquidated, renewed, or refunded at some future date.

Licenses and Permits: This category includes revenue raised for the purpose of recovering the costs associated with regulating business activity. Many of these fees are regulatory in nature in order to ensure compliance with the law.

Mandate: A requirement from a higher level of government that a lower government perform a task in a particular way or standard.

Major Fund: A fund that meets specific criteria, such as at least 10% of its category's total and 5% of the aggregate of all funds for revenues, expenditures/expenses, assets, or liabilities, ensuring the government's most crucial funds are clearly identified.

Measurement: A variety of methods used to assess the results achieved and improvements still required in a process or a system. Measurement gives the basis for continuous improvement by helping evaluate what is working and what is not working.

Mill: One thousandth of a dollar or $1.00 of tax per $1,000 assessed valuation.

Millage Rate: A rate expressed in thousandths. As used with ad valorem (property) taxes the rate expresses the dollars of tax per one thousand dollars of taxable value.

Mission Statement: A broad statement of purpose derived from an organization's and/or community's values and goals.

Modified Accrual Basis: The basis of accounting under which revenues are recognized when measurable and available to pay liabilities and expenditures are recognized when the liability is incurred. Exceptions to this rule include principal and interest on long term debt as well as expenditures related to compensated absences and claims and judgments which are recognized when

due. All governmental funds are accounted for using the modified accrual basis of accounting.

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

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

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

Non-Recurring: Non-recurring items refer to revenues, expenses, gains, or losses that are unusual or infrequent and are not expected to happen regularly as part of a company's core operations. These items are typically excluded from the analysis of ongoing business performance because they can distort the true financial results.

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.

One-Time Expenditure: A cost or expense that occurs only once and is not expected to recur regularly. These expenses are typically irregular, non-recurring, and often relate to special projects, acquisitions, restructuring costs, or unexpected events.

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

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

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

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

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

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

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

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

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

Potable Water: Water that is safe to drink.

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

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

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

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

Quality: Excellence as defined by the customer.

Recurring: Refers to revenues, expenses, or cash flows that happen regularly and predictably over time, often on a periodic basis such as monthly, quarterly, or annually.

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

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

Rolled-Back Rate: The operating millage rate required to raise the same ad valorem tax revenues as were levied in the prior year, exclusive of new construction, additions to structures, deletions and property added, i.e. annexations.

Rolling Stock: Wheeled vehicles in the City's fleet.

Self-Insurance Fund: Internal service funds used to centrally manage the City's insurance coverage for workers' compensation, property/liability, and health.

Service Level: Service(s) or product(s), which comprise actual (or expected, depending on whether one is describing a current or future service level) output of a given program. Focus is on results not measures of workload.

Special Assessment: Another name for Non-Ad Valorem Assessment.

Special Assessment Bonds: Obligations payable from special assessment revenues or charges imposed against property in a particular locality because that property receives a special benefit by virtue of a public improvement, separate and apart from the general benefit accruing to the public at large.

Special Revenue Funds: Funds, exclusive of the General Fund and Capital Project Funds, which are separately administered because they are associated with a distinct function or purpose.

Statute: A written law enacted by a duly organized and constituted legislative body.

Strategic Plan: A document outlining long-term goals, critical issues, and action plans, which will increase the organization's effectiveness in attaining its mission, priorities, goals, and objectives. Strategic planning starts with examining the present, envisioning the future, choosing how to get there, and making it happen.

Supplemental Requests: Budget requests by Departments for new positions, new equipment, and/or program expansions.

Taxes: Compulsory charges levied by a government for the purpose of financing services performed for the common benefit. This term does not include specific charges made against persons or property for current or permanent benefits, such as special assessments. Neither does the term include charges for services rendered only to those paying such charges as, for example, sewer service charges.

Tax Rate: The amount tax stated in terms of a unit of the tax base; for example, 5 mils equals 5 dollars per thousand of taxable value.

Taxable Valuation: The value used for computing the ad valorem taxes levied against property. The taxable value is the assessed value less any exemptions allowed by law. The most common exemption is the $50,000 homestead exemption. There are also exemptions for disability, government-owned, and non-profit-owned property.

Transfers In/Out: Amounts transferred from one fund to another to assist in financing the services of the recipient fund. Transfers do not constitute revenues or expenditures of the governmental unit, but only of the individual funds.

TRIM Notice: A tentative tax notice sent to all property owners in August, to provide information reflecting tentatively adopted millage rates.

Truth in Millage: The Florida Truth in Millage Act (TRIM) serves to formalize the property tax levying process by requiring a specific method of tax rate calculation, form of notice, public hearing requirements and advertising specifications prior to the adoption of a budget tax rate. The intent of TRIM is to inform taxpayers that their property taxes are changing (up or down), the cause (a change in the assessed value of their property and/or an increase in the proposed spending level) and how the proposed new tax rate compares to the rate

that would generate the same property tax dollars as the current year (the "rolled-back" rate).

Unappropriated: Not obligated for a specific purpose, undesignated.

Undesignated: Without a specific purpose.

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

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

Working Capital: Is the difference between a company's current assets and its current liabilities.

ACRONYMS

ADA	Americans with Disabilities Act
ALS	Advanced Life Support
AMP	Asset Management Program
AR	Administrative Regulation
ARRA	American Recovery and Reinvestment Act
B2B	Breaking Barriers to Business
BEBR	Bureau of Economic Business Research
BIOC	Building Industry Oversight Committee
BRC	Budget Review Committee
BSR	Budget Stabilization Reserve
CAD	Computer Aided Dispatch
CAFR	Comprehensive Annual Financial Report
CALEA	Commission on Accreditation for Law Enforcement
CCCIA	Cape Coral Construction Industry Association
CCFD	Cape Coral Fire Department
CCTC	Cape Coral Technical College
CDBG	Community Development Block Grant
CDBG-DR	Community Development Block Grant Disaster Recovery
CERT	Community Emergency Response Team
CFEC	Capital Facility Expansion Charges
CIAC	Contribution in Aid of Construction
CIP	Capital Improvement Plan
CIPP	Cured-in-place Pipe
CPI	Consumer Price Index
CRA	Community Redevelopment Agency
CTAC	City Transportation Advisory Committee
CWSP	Comprehensive Update to Utilities Water Supply, Storage Disposal Programs
DCD	Department of Community Development
EAR	Evaluation and Appraisal Report
EBDO	Economic and Business Development Office
EFT	Electronic Funds Transfer
EMAP	Emergency Management Accreditation Program
EMS	Emergency Medical Services
EPA	Environmental Protection Agency
ERU	Equivalent Residential Unit
EV	Electric Vehicle
EVRG	Enhanced Value Recapture Grant
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
FGUA	Florida Governmental Utilities Association
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
GPS	Global Positioning System
HR	Human Resources
IBNR	Incurred But not Reported

Acronyms

IT	Information Technology
JPA	Joint Participation Agreement
LAP	Local Agency Program
LCEC	Lee County Electric Cooperative
LS	Lift Stations
MGD	Million Gallons per Day
MHz	Megahertz
MOU	Memorandum of Understanding
MPO	Metropolitan Planning Organization
MPS	Master Pump Stations
NFPA	National Fire Protection Association
NPDES	National Pollutant Discharge Elimination System
OPEB	Other Post-Employment Benefits
PILOT	Payment in Lieu of Taxes
RFP	Request for Proposals
RO	Reverse Osmosis
ROW	Right-Of-Way
SBITA	Subscription Based IT Arrangements
SCADA	Supervisory Control and Data Acquisition
SHIP	State Housing Initiatives Program
SWAM	Southwest Aggregates Mine
SWFWMD	Southwest Florida Water Management District
TDC	Tourist Development Council
TIF	Tax Incremental Financing
TRIM	Truth in Millage
UEP	Utilities Extension Project
WCIND	West Coast Inland Navigation District
WICC	Water Independence for Cape Coral
WRF	Water Reclamation Facility
WTP	Water Treatment Plant
WUP	Water Use Permit
WWTP	Wastewater Treatment Plan

Cape Coral
FLORIDA