

**City of Cape Coral, Florida
Fiscal Years 2020 - 2022
Adopted Budget**



City Council

Budget Adopted by

**Joe Coviello, Mayor
John Gunter, District #1
John M. Carioscia Sr., District #2
Marilyn Stout, District #3
Jennifer I. Nelson, District #4
Dave Stokes, District #5
Richard Williams, District #6
Jessica Cosden, District #7**

Current Sitting

**Joe Coviello, Mayor
John Gunter, District #1
John M. Carioscia Sr., District #2
Marilyn Stout, District #3
Jennifer I. Nelson, District #4
Lois Welsh, District #5
Richard Williams, District #6
Jessica Cosden, District #7**

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

John Szerlag, City Manager
Victoria Bateman, Financial Services Director

City of Cape Coral, Florida
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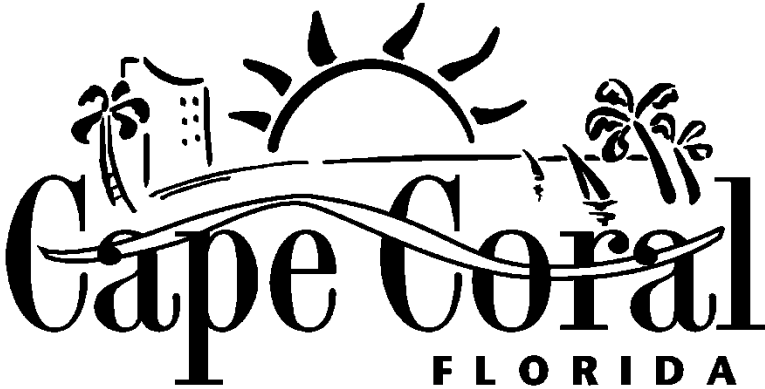
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INTRODUCTION

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THE CITY

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

Cape Coral is one of the nation's first master-planned communities. It is Florida's third largest city in land area, encompassing 120 square miles. The most populated city in Southwest Florida, Cape Coral has an estimated permanent population of 185,837 (University of Florida, Bureau of Economic and Business Research, 2019).

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

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

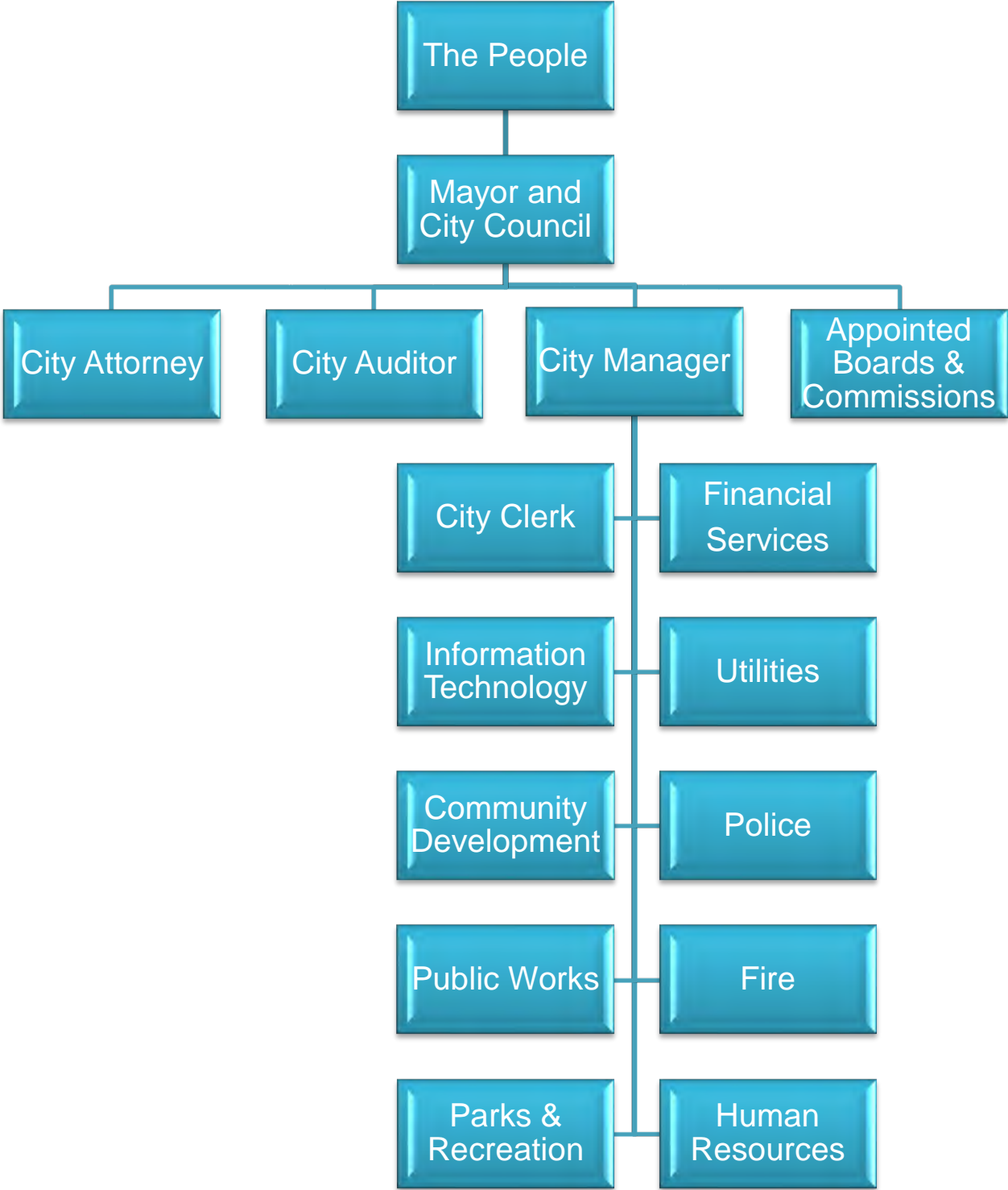
The City of Cape Coral operates under the Council-City Manager form of government. City Council members are elected at large from seven districts. The Mayor also is elected at large and is the eighth member of council. The Mayor presides over council meetings.

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

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



ORGANIZATIONAL CHART



**City of Cape Coral, Florida
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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Cape Coral
Florida**

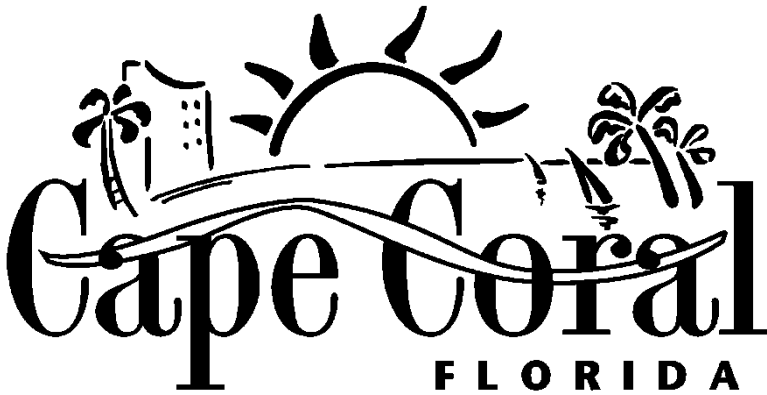
For the Fiscal Year Beginning

October 1, 2018

Christopher P. Morill

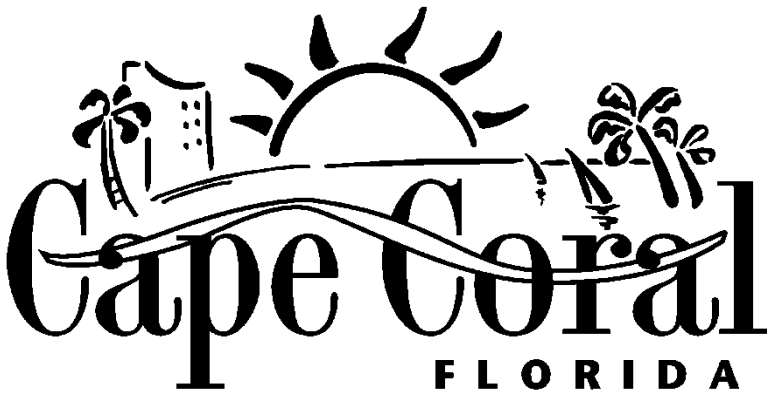
Executive Director

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BUDGET MESSAGE

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City of Cape Coral
City Manager's Office

From: John Szerlag, City Manager
Victoria L. Bateman, CPA, CGFM, Financial Services Director
Chris Phillips, CGFM Management/Budget Administrator

Date: November 12, 2019

Re: FY 2020 Adopted Budget Update

November 2019

Following the release of the City Manager's FY 2020-2022 Proposed Budget on July 16, 2019, the City Council held budget workshops and conducted the two required public hearings for the adoption of the budget. While the City Manager provides a three-year budget, only the first year (FY 2020) can be adopted by City Council.

The tentative budget as approved at the first public hearing was subsequently adopted at the second and final public hearing on September 19, 2019.

General Fund

The FY 2020 General Fund budget was adopted in the amount of \$233,272,931, which is a decrease of \$136,199 from the City Manager's Proposed Budget. Changes to the General Fund include:

Revenues

- City Council kept the Fire Service Assessment cost recovery rate at the FY 2019 level of 62% for FY 2020. This was lower than the City Manager's proposed budget recommendation of 64% cost recovery. This rate decrease resulted in an impact of \$824,053 in reduced revenue.
- City Council also reduced the proposed millage rate of 6.55 mills to the rollback rate of 6.4903. The adopted rate resulted in a decrease in revenue of \$884,000.

Expenditures

- 3 additional code Officers were added at City Council's direction for an impact of \$288,000.
- An additional \$100,000 annually was added at City Council's direction for increased street lighting.

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- A contribution to Good Wheels Industries was approved in the amount of \$45,000.

The following table illustrates the difference between the City Manager’s Proposed Budget and the FY 2020 Adopted Budget by fund group.

Fund Group	City Manager's FY 2020 Proposed Budget	FY 2020 Adopted Budget
General	\$ 233,409,130	\$ 233,272,931
Special Revenue	\$ 114,901,257	\$ 114,727,764
Debt Service	\$ 23,292,103	\$ 23,292,103
Capital Projects	\$ 15,579,014	\$ 15,579,014
Enterprise	\$ 446,892,672	\$ 414,226,997
Internal Service	\$ 63,419,212	\$ 58,082,707
	\$ 897,493,388	\$ 859,181,516

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

Additionally, the comparative tables throughout the document have been updated to reflect the FY 2019 Final Amended Budget as contained within Ordinance 53-19 approved by City Council on November 18, 2019.

JS/VB/CP:cp

**City of Cape Coral, Florida
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**Financial Services Department
MEMORANDUM**

TO: Honorable Mayor and City Council
FROM: John Szerlag, City Manager
DATE: July 16, 2019
SUBJECT: FY 2020-2022 Proposed Rolling Budget



Dear Mayor and City Council Members,

I offer for your consideration the FY 2020-2022 Proposed Rolling Budget for the City of Cape Coral. Our three-year rolling budget format allows you to consider future financial impacts of policy-related decisions and to chart the future course for the level of service we wish to provide. City Council officially adopts only the budget for FY 2020.

Cape Coral has made significant progress since my arrival as city manager in 2012. For the past seven years, City Council and City administration have worked together to develop a blueprint for establishing an economically sustainable city. This was not an easy task. To build a better Cape Coral required difficult decisions and strong adherence to the important principles of municipal government management. These principles include revenue diversification, creating a culture of professionalism (which yields best practices), capital investment and planning, organizational investment and future planning.

These decisions now provide the City with three main revenue sources to fund the City's operating budget: ad valorem property taxes, public service tax and fire service assessment. Having three major revenue streams enables the City to follow a budget plan and adjust these revenues when necessary.

Three reductions have been made to the property tax rate in the past six years. Council approved reductions of 0.25 mils in FY 2014, 0.75 mils in FY 2016 and .207 mils in FY 2017. These reductions lowered the millage rate from 7.9570 to 6.75. Due to updated financial positions outlined later in my budget message, I am proposing that City Council consider another reduction of 0.20 mils for the FY 2020 Operating Budget to lower the millage rate to 6.55.

The Fire Service Assessment will return to its original rate of 64 percent in the FY 2020 budget. The rate was reduced from 64 percent to 59 percent for one year in FY 2018 due to a dramatic increase in "building cost values" associated with a specific category of homes. The City uses "building cost values" to calculate the FSA rate, and leaving the rate at 64 percent at that time would have resulted in a significant increase in the FSA for these homeowners. When the rate was reduced, it was indicated we would return to the original 64 percent in two steps – 62 percent in FY 2019 and 64 percent in FY 2020. For FY 2020, the 64 percent rate will generate about \$2.1 million more than last year.

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Since its inception in FY 2013, the public service tax has remained constant at 7 percent, and there is no change recommended in the FY 2020 Operating Budget. The tax is applied to consumption of electricity, and Cape Coral's 7 percent rate is one of the lower rates in the state of Florida.

In developing the FY 2020 proposed budget, I did not include any reimbursement funding from FEMA related to Hurricane Irma in 2017. We have not yet received any monies to offset the \$17.6 million expended to address damage caused from Hurricane Irma. While FEMA recently announced they had awarded Cape Coral \$5.6 million in grant dollars, the actual timeframe for receipt of the funds is still unknown. Because of the indefinite timeline, and our philosophy of no "if come" budgeting, the FY 2020 budget does not include any FEMA reimbursement funds. That said, we can have discussions with Council when the funds become available regarding the use of any potential reimbursement funds to include: 1) Enhancing disaster reserves; and, 2) Capital expenditures for a functional Fleet facility.

A Look Back – FY 2019 Capital Investment and Planning

One of the important principles of municipal government management is capital investment and planning. Proper planning for capital requires cities to maintain and fund a rolling, multi-year capital plan. Due to economic challenges from the Great Recession, the City had not budgeted funds for our capital assets. One of our biggest challenges was addressing repercussions from this lack of capital funding and the City's failing infrastructure.

The city's roadway system is a major component of our infrastructure. Cape Coral has more than 3,000 lane miles of roadway, and this system was in need of immediate attention. In FY 2013, we established a rolling Five-Year Road Resurfacing Plan and budgeted \$6.5 million annually toward maintaining this asset. In FY 2019, we continued our annual road paving project using funds available from gas tax revenues rather than General Fund dollars. We chose to use gas tax dollars because adequate reserves were available in the fund, and General Fund reserves needed replenishing due to Hurricane Irma expenditures. Since our road resurfacing plan began, the City has resurfaced 668 miles of local roads and 246 miles of major roads.

Other capital investments in FY 2019 included:

- \$2.7 million in vehicle replacements and additions
- \$3.9 million in City-wide software updates
- \$1.5 million through the CRA for a pedestrian bridge and parking garage needs analysis and specification development

A Look Back – FY 2019 Organizational Investment

Maintaining a strong, reliable workforce requires investment in our personnel resources. Keeping our community safe is one of the major roles of municipal government. As such, our public safety departments – Police and Fire – continued to be a top priority this past year.

Last year, the City added 24 positions in the Police Department to provide School Resource Officers in all Cape Coral public schools. The officers were a result of a state law passed by the Florida Legislature requiring resource officers in all public schools. A partnership between the Lee County School District and City of Cape Coral provided 50/50 funding for the positions. This partnership served as the model for the rest of the county.

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The City officially opened Fire Station #11 on Burnt Store Road. The \$4 million station was built to reduce response times and will serve the future needs of the residents for the next 50 years. The Fire Department also increased overall staffing by adding six firefighters to provide better coverage and reduce overtime costs.

This past year, the City successfully negotiated three-year contracts with our Firefighters union and our General employees' unions. These contracts will provide reasonable pay increases and ensure that our employees pay ranges remain at or near the 75th percentile of comparable Florida cities.

We also took a significant step to improve our customer services for multiple City functions by investing in a new software solution. The new software will upgrade and improve customer service in our online permitting and inspections, code compliance, utility billing and accounting services.

A Look Back – FY 2019 Future Planning and Projects

Future planning is another important principle in municipal government management. Since 2012, Cape Coral has added more than 35,000 residents and has a population exceeding 190,000. Cape Coral is now the 8th largest city in the state of Florida.

Utilities Extension Projects

For Cape Coral, future planning includes the continued extension of water, sewer and irrigation. Growth in the city will be driven by the availability of these City services. Construction of the \$269 million North 2 project began in October 2017 and is projected to be completed in early 2020. Design soon will be underway for the North 1 area, which should begin construction later in 2020. The City currently is developing a master plan to guide future utilities extension projects in the remaining un-serviced areas of Cape Coral. City staff continues to secure low-interest State Revolving Funds and grants to finance these projects and lessen the financial impact on property owners.

\$60 Million Parks General Obligation Bond

One of the most exciting developments this past fiscal year was the approval of a \$60 million General Obligation Bond. In November 2018, our Cape Coral voters supported a bond issue to build much-needed parks and recreation improvements throughout Cape Coral. City staff is eager to move forward and build new neighborhood parks and expand three community parks. We are anxious to demonstrate to our citizens their trust was well-placed when they voted to fund these parks improvements. These parks projects will impact our city's landscape, and we are not letting any grass grow under our feet. The City has hired the construction teams to build the seven neighborhood parks and three community parks with the stated goal of having all these new parks completed by December 2021. It is an aggressive timeline but we are focused on getting these new amenities completed for our community. Please note that Year 3 of the rolling budget includes personnel, operating and maintenance costs.

SE 47th Terrace Streetscape Project

In partnership with the South Cape CRA, the City completed the SE 47th Terrace Streetscape Project, with a dedication ceremony in February. The \$13 million project includes a reconstructed roadway with 18-foot multi-use paths on both sides, beautification enhancements, updated lighting, public wi-fi and informational kiosks. The City and CRA have created a downtown destination complete with restaurants and shops.

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Advancing the Bimini Basin and Seven Islands Projects

Two major initiatives continued moving forward this past year. In the south Cape, the potential for the Bimini Basin Project was enhanced with City Council's approval of new land use and zoning district changes that allow specific development opportunities unique to this location. With these changed, potential investors and developers have been looking at the Bimini Basin.

In the northwest Cape, City Council approved new land use and zoning district changes specific to the Seven Islands development located off Old Burnt Store Road. City utilities are being made available to the properties as part of the North 2 extension project. To help the City identify potential development partners, the City enlisted the services of one of the largest commercial real estate brokers in the country. We would like to have a developer identified by the end of the year.

Securing Reliable Supply of Irrigation Water

Cape Coral has one of the largest reuse water systems in the country. Our reclaimed water system virtually has eliminated any discharge of treated wastewater into the Caloosahatchee River. This reclaimed water is supplemented with water from our freshwater canal system, and the demands on this combined system have been stretching our ability to supply the necessary water.

To address this issue, we negotiated agreements with the Florida Governmental Utility Authority and City of Fort Myers to receive excess treated wastewater that was destined to be either pumped into a shallow injection well or discharged into the river. These two agreements will provide millions of gallons of reclaimed water on a daily basis during our dry season for irrigation use. This is a win-win for the City of Cape Coral, City of Fort Myers, FGUA and the environment.

FY 2019 Summary

We continued making progress in FY 2019 with many significant accomplishments. Our citizens can read through this budget document and see the level of services their City government has provided over the past fiscal year.

City Manager's FY 2020 Proposed Budget

FY 2020 Budget Planning - Implementing Strategic Plan Elements

Strategic planning is another important principle in municipal government management. Defining the organization's mission, vision and key elements provides a road map for City Council and City administration as to where we should be directing our attention and resources.

The main components within the proposed Strategic Plan FY 2020 – FY 2022 remained consistent and include the following Mission, Vision and Elements:

MISSION

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

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VISION

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

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

Element B: Enhance financial sustainability during all economic times.

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

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

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

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

Element G: Strive for a holistic approach that protects and conserves natural resources, while promoting environmental awareness and sustainability in the community.

FY 2020 Proposed Budget

Cape Coral has been successful these past few years by having sound financial policies in place and by following a three-year rolling budget plan. These policies and budget plan provide the opportunity to prepare and present a proposed budget that meets the needs of the community and offers our citizens a good level of service.

Our property values continue to increase at a reasonable rate, which is good news for budget planning. According to the Lee County Property Appraiser, the total taxable value for the City of Cape Coral increased from \$14.3 billion in 2018 to almost \$15.4 billion in 2019 – an increase of 7.96 percent year over year. Of the \$1.1 billion increase, new construction represented \$470 million, or 41 percent, of the total increased taxable value.

In our three-year rolling budget last year, we estimated an increase of 4 percent with property tax revenues of \$92,744,437 for FY 2020. With the higher taxable value, the current millage of 6.75 mills would generate \$100,044,065. This is about \$7.3 million of additional property tax revenue above last year's estimated revenue needs for the FY 2020 proposed budget.

Voters also rejected Amendment 1 at the ballot box in November 2018. Amendment 1 would have provided an additional \$25,000 homestead exemption to a targeted group of properties in Florida. The City anticipated a loss of \$3.8 million in property tax revenue with passage of the amendment; however, since the amendment was not successful, this revenue is now included in our FY 2020 budget.

The City's required contributions to our employee pension plans decreased by \$4.8 million this year. There are two reasons for the reduction: 1) Last year was the final "smoothing" payment to offset losses experienced by most pension plans in the country due to the Great Recession; and, 2) The City is beginning to see dividends from the pension reforms negotiated in partnership with our City employees.

With the higher than expected increase in property values, the rejection of Amendment 1, and the reduction of pension costs, the City has revenues beyond what is required to fund our operations

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within the FY 2020 budget. As such, I am proposing City Council consider a 0.20 reduction in the ad valorem millage rate, which will lower the rate from 6.75 mils to 6.55 mils.

FY 2020 Proposed Budget Highlights

For the FY 2020 proposed budget, the total for all City funds is \$897,493,398. The General Fund represents \$233,409,130 of the total budget. The General Fund includes ad valorem taxes as one of the main revenue sources. Here are some major highlights of the proposed FY 2020 General Fund. Additional budget information and highlights for all City funds can be found in Section 5.

- Millage Rate proposed at 6.55 – a 0.20 mil reduction. This millage rate produces property tax revenue of \$96.2 million. This rate collects \$885,000 more in revenue than the “rollback rate” of 6.4903.
- Public Service Tax: Rate remains at 7 percent with estimated revenue of \$7.5 million.
- Fire Service Assessment: Cost Recovery is budgeted at 64 percent with estimated revenue of \$26.2 million.
- Use of Fund Balance: The FY 2020 proposed budget includes no use of Fund Balance. Our Fund Balance will maintain 3.09 months of expenditures, which slightly exceeds our Financial Management Policies.
- \$100,000 annually to continue streetlight program enhancements for installation of new fixtures as well as the ongoing costs.
- \$100,000 for utilities assessments for Wildlife Conservation Program.
- Cash funding various capital projects:
 - \$6.5 million annually for local road resurfacing
 - \$312,000 annually for median improvements
 - \$520,000 annually for alley/spot paving program
- For new positions proposed, see summary of positions in Section C in Appendices, page 15-C5.

Municipal Charter School System

Our municipal charter schools continue to be successful and rank among the top-performing schools in the Lee County School District. All four schools (Oasis Elementary, Christa McAuliffe Elementary, Oasis Middle and Oasis High schools) received “A” grades this year. While the Florida Legislature provided some added annual funding for charter schools beginning last year, our schools still have some revenue challenges to address. As such, I continue to recommend the City provide support services to our municipal charter school system without chargeback, which currently is set at \$568,000. The City is reviewing the financial impact the existing debt obligation has on the schools and is looking at options to restructure this obligation. The restructuring also may include lease modifications to transfer more operations and maintenance responsibilities to the City as the owner of the buildings. We will have a more complete plan to present to City Council in the upcoming months.

Public safety remains one of our highest priorities, and within the FY 2020 proposed budget are 12 positions within the Police and Fire departments. The General Fund is adding new positions within two other departments – DCD and Public Works. There also will be 7.5 positions included in the Utilities Department funded via the Water & Sewer Fund. These positions are necessary due to the expansion of the utilities service area and customer base. It should be noted that with

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our continuing UEP, there have been no rate increases to water and sewer customers since 2012, and our rate consultant advised none are expected for the next 10 years.

The FY 2020 proposed budget includes a 3.25 percent wage increase for most City employees as a result of new bargaining agreements. These salary increases will be distributed among employees based on performance as well as continued pay parity adjustments.

The recovery rate for the fire services assessment is budgeted at 64 percent, which will result in a change in the tier values. The Tier 1 rate will increase from \$132.79 to \$144.88; the Tier 2 rate is increasing from \$2.50 per Equivalent Benefit Unit to \$2.54 per unit. The financial impact on a property with a “building cost/building extra” value of \$150,000 will be an increase of about \$13 in FY 2020 over FY 2019.

Future Challenges

While we can reduce the millage rate and maintain our fund balance in the FY 2020 proposed budget, we must remember we have many capital needs and projects, as well as staffing requests, that remain unfunded. The lists of unfunded capital and staffing requests can be found on page 13-32 (capital) and 15-C5 (staffing). These requests are not contained in this budget.

Keeping Cape Coral an Affordable City

As you know, our goal in crafting a budget is to make sure Cape Coral remains one of the most affordable cities in Florida. Being affordable and providing good service levels to our citizens are not mutually exclusive goals. We can accomplish both. City Council and City administration have illustrated this fact in the past few budgets we have developed together. Our FY 2020 proposed budget will continue this successful trend.

Conclusion

Building a budget can be challenging whether during difficult or better economic times. We must find a balance among competing funding priorities and the need to be responsible with taxpayer dollars. We think it wise to follow our three-year budget plan and be thoughtful in determining how to allocate revenues to ensure our continued economic sustainability.

Cape Coral now is the 8th largest city in the state of Florida with almost 190,000 residents. As we continue to grow, we will meet the challenges and expectations presented by our current and future residents by working together.

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

As always, I want to thank City staff for their commitment to Cape Coral and their ongoing efforts to make Cape Coral a great city in which to live. I am proud to work with these dedicated employees.

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

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Finally, I would like to thank our Mayor and City Council members for their support and efforts to move Cape Coral forward in a positive fashion. Our City Council invests countless hours of their time serving the community and responding to the needs of the citizens. They recognize the value of using a collaborative approach to build a better Cape Coral.

Their steady leadership and commitment to the principles of our Council/Manager form of government will ensure Cape Coral's continued economic sustainability as we move forward with the FY 2020 budget process.

Sincerely,

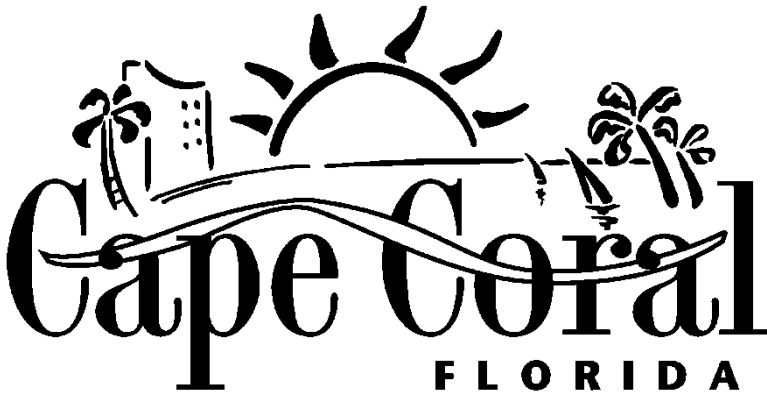
A handwritten signature in blue ink, appearing to read "John Szerlag". The signature is fluid and cursive, with a large initial "J" and "S".

A. John Szerlag
City Manager

BUDGET OVERVIEW

Budget Overview..... 3

- Understanding the Budget..... 3-3*
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- Budget Preparation, Adoption, and Amendment..... 3-8*
- Financial Management Policies..... 3-11*
- Long Range Financial Plan..... 3-27*
- Fund Descriptions 3-29*
- Fund Structure..... 3-30*
- Department and Fund Relationship 3-31*



UNDERSTANDING THE BUDGET

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

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

Budget Message

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

Budget Overview

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

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.

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Financial Highlights

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

Department Overviews

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

Fund Group / Department Budget Information

These sections present the budget by fund, department and business unit.

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 & Structure

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

Appendices

This section provides a glossary of financial terms, statistical information, summary level information for authorized staffing and provides an overview of changes being included in the budget, pay scales for employee groups, full cost allocation distributing central services overhead costs to operating departments, a breakdown of the budget by fund and by business units with associated revenues.

BUDGET PROCESS

Preparation of the FY 2020 - 2022 Budget represents the culmination of a yearlong process that integrates financial planning, trend analysis, accounting enhancements, goals and objectives and strategic planning into service delivery. In so doing, the City of Cape Coral's budget continues its conformance with the four basic criteria established by the Government Finance Officers Association.

Policy Document

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

Operations Guide

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

Financial Plan

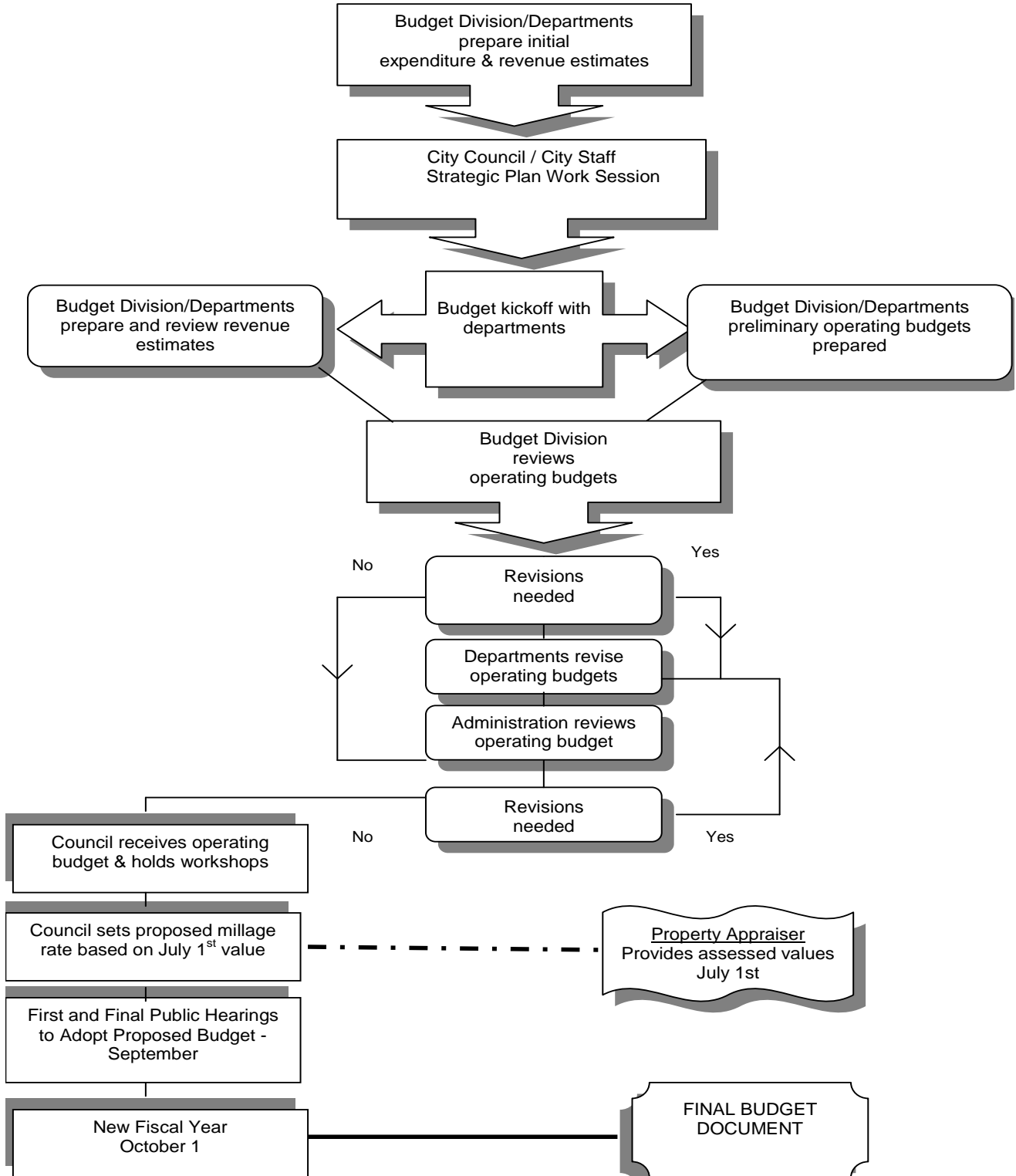
The budget presents the City's fiscal resources through a process of needs analysis, service delivery priorities and contingency planning. The document includes the current and long-term debt obligations, list of major projects (including an asset improvement plan) and the basis of budgeting for all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

Communications Device

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

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TYPICAL BUDGET PROCESS



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BUDGET CALENDAR

	FY 2019									FY 2020		
	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC
Strategic Plan Update			X									
Budget Packages and Policy Guidelines sent to Departments	X	X										
Department Preparation			X									
Budget Workshops, Final Review Development of City Manager's Proposed Budget				X	X	X	X					
City Manager's Proposed Budget Presented to City Council							X					
City Council Adopts Proposed Millage Rate							X					
Review of City Manager's Proposed Budget by Budget Review Committee							X	X				
City Council Workshops								X				
City Council conducts two public hearings on proposed budget and proposed millage									X			
City Council Adopts FY 2020 Budget									X			
Final Document Publication											X	
Research Financial Trends and Develop FY 2021 - 2026 Fiscal Forecast												X

BUDGET PREPARATION, ADOPTION, AND AMENDMENT

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

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

January – April

Strategic Planning Session

Budget Division Updates Fiscal Forecasts

Budget Division Prepares and Distributes Budget Guidelines

Departments Update Asset Improvement Plan components and prepare operating budgets

May – June City Manager Review

City Manager reviews departmental requests and service level recommendations

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

Detailed analysis of budget is accomplished

Preliminary taxable value estimates provided by the Lee County Property Appraiser

July 1 – Assessment Data

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

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

City Manager submits proposed operating budget late July

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

Late July/ Early August

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

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August

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

September – Public Hearings

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

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

Five-Year Asset Management Program

A five-year Asset Management Program is updated annually at the same time as annual budget preparation. Proposed funding sources are shown for each project. Revenue estimates for capital funding sources are projected for the 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 five-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

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City Council is at the department level for the general fund and at the fund level for all other funds in order to allow the degree of flexibility provided by the City policy.

Basis of Budgeting

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

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

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

Basis of Accounting

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

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

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

FINANCIAL MANAGEMENT POLICIES

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

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

BUDGET MANAGEMENT

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

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BM #6 Annually the City's proposed and adopted budget shall include all spendable net assets from the prior fiscal year with the exception of capital project funds. The budget will disclose funds available in those capital project funds.

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

ECONOMIC RESOURCES

ER #1 The City should diversify and expand its economic base in order to relieve the homeowner from the most significant share of the tax burden and to protect the community against economic downturns. This effort should include the attraction of new businesses, retaining existing businesses, enticement of new residents, and tourism. This directive does not apply to the City of Cape Coral Charter School Authority.

ER #2 The City should encourage economic development initiatives that provide growth in the tax base and employment for City residents as a first priority and in the County and region as a second priority.

ER #3 The City will not commit itself to the full extent of its taxing authority.

OPERATING MANAGEMENT

OM #1 The City shall maintain adequate protection from loss due to property damage or liabilities of the City. The City will continue to be self-insured for a maximum of \$350,000 for each worker's compensation claim, \$100,000 for each general liability claim, and \$25,000 for each property damage claim. The City shall purchase excess commercial insurance. The City shall maintain separate funds for worker's compensation and property/liability and ensure adequate resources are available to support the value of incurred but not reported (IBNR) claims.

The Charter School shall maintain adequate protection from loss due to property damage or liabilities of the Charter School in accordance with Lee County School Board limits. The Charter School maintains General Liability, Public Officials Errors & Omissions and School Board Legal Liability insurance with limits of \$3,000,000 and no deductible. The Charter School maintains statutory Workers' Compensation and Employer's Liability, with a \$1,000,000 limit each and no deductible. Automobile Liability/Physical Damage insurance is maintained by the Charter School with a \$1,000,000 liability limit, zero deductible and a \$1,000 physical damage deductible.

OM #2 City management is responsible for recovery of revenues as planned for in the budget. Management shall maintain adequate billing and claiming processes in order to effectively manage their accounts receivable systems in conformance with the fiscal plan and sound business principles. In addition, random audits shall be conducted by the City Auditor to ensure that this process is accomplished.

OM #3 City management shall routinely review rates and fees charged for services and activities provided by the City and upon which revenue estimates are based. As part of this review,

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actual costs of providing such services will be calculated and a recommendation provided to City Council regarding the charges and rates to be levied, taking into account the cost of service, subsidization from other sources, and the nature of the service within the City's goals.

- OM #4 The Director of Financial Services will develop and maintain written policies for the administration of such adjustments to service bills and payment plans for remittance of outstanding obligations as requested by customers, in compliance with existing ordinances and resolutions. Such policies will provide administrative authority to specific positions and parameters under which such authority should be exercised. Any exceptions to such policies must be approved, in writing, by the Financial Services Director or designee. (Administrative Policies are attached as Appendix A and approved by extension)
- OM #5 An allowance for uncollectible revenue (receivable) 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%.
- Accounts that are deferred or are considered hardship will not be included in the allowance for uncollectible revenue total.
- The City of Cape Coral Charter School Authority recognizes uncollectible revenue at the time the funds are dishonored by the originator's financial institution. A collection letter is mailed within two (2) business days. After 30 days, collection efforts are considered to be exhausted. Any collectible greater than \$25.00 is referred to a designated collection agent and written off.
- OM #6 On a yearly basis, the City will write off all customer accounts that are deemed uncollectible. For purposes of this policy, uncollectible is defined as any account that is greater than or equal to 180 days delinquent from the date of the invoice. The write off amount will be removed from the allowance and the account receivables balances, thereby no longer impacting the City's financial reporting. All legal standing related to these accounts will remain in effect and collection efforts on these accounts will continue through the appropriate collection agency.
- Accounts that are deferred or are considered hardship will not be included in the write off totals.
- Any action to "write off" uncollectible accounts will be taken subordinate to and in compliance with outstanding bond resolutions or applicable ordinances.
- Excess funds associated with the City of Cape Coral Charter School Authority Lunch Program that have a positive balance of less than \$5.00 may be receipted into the school lunch fund, where the school lunch program funds are maintained. If a positive balance greater than \$5.00 exists, the parent or guardian shall be notified by mail and given the

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opportunity of receiving a refund within 30 days. If no response is received within 90 days, the account will be closed and funds no longer available. Unclaimed balances will be transferred to the school lunch program where funds are maintained. These funds will be detailed for the City of Cape Coral and forwarded to the Florida Treasure Chest as part of unclaimed property reporting

- OM #7 It is the policy of the City to annually review the funding ratios of each of the three pensions plans: Police, Fire and General. At any time an individual fund: 1) reaches an 80% funding level using actuarial value of assets to the actuarial accrued value of liabilities and 2) and the annual required contributions is below the annual budgeted amount, the City will place any excess funds into the Other Post- Employment Benefits (OPEB) fund.

The City of Cape Coral Charter School Authority's retirement system pension plan is administered by the State of Florida Retirement System (FRS).

DEBT AND TREASURY MANAGEMENT

- DTM #1 The City will issue and comply with a comprehensive debt management policy adopted under separate action of the City Council. Staff will present to the City Council on an annual basis, a complete review of the City's debt position.

The Charter School Authority shall request the issuance of debt through the City of Cape Coral.

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

The City of Cape Coral Charter School Authority has adopted an investment program to ensure the highest rate of return on invested funds. The City of Cape Coral Director of Financial Services, and the City of Cape Coral Charter School Authority's Superintendent are responsible for the oversight of investments.

ACCOUNTS MANAGEMENT & FINANCIAL PLANNING

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

In addition to the above, the Charter School Authority must adhere to the Financial & Program Cost Accounting & Reporting for Florida Schools (The Red Book).

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

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

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

The City of Cape Coral Charter School Authority will prepare a five-year asset improvement program in which projects are funded through the General Fund. This program is incorporated into the budget process and presented for approval by the City of Cape Coral Charter School Authority Governing Board

- AMFP #7 The City may annually seek the GFOA Certificate of Achievement for Excellence in Financial Reporting and Distinguished Budget Presentation Award.

FUND DESIGNATIONS

- FD #1 The City has designated the following fund types:

A. GENERAL FUND

General Fund – used to account for the activities of the City including general government, public safety, public works, community development, parks and recreation, and transportation. The General Fund is the general operating fund for the City and the City of Cape Coral Charter School Authority. It is used to account for all financial resources, except those required to be accounted for in another fund.

B. SPECIAL REVENUE FUNDS

Special revenue funds are used to account for specific revenues that are restricted or committed to that fund's particular purpose; where a fund's revenues are not

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restricted, they are considered committed to the fund's particular purpose pursuant to the establishing resolution.

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

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13. Building Fund – used to account for the activities of the building and permitting services of the Department of Community Development as related to the construction of buildings and related structures within the City of Cape Coral.
14. Community Redevelopment Agency (CRA) Fund – used to account for monies received from tax incremental revenue by certain taxing authorities in the community redevelopment area.
15. City Centrum Business Park Fund – is used to account for monies collected from agencies that occupy the facilities.
16. Seawalls Fund – used to account for the collection of special assessments after the construction of seawalls.
17. Waterpark Fund – used to account for the operations of the City’s Sun Splash Family Water Park and Aquatic Facility.
18. Parks and Recreation Fund – is used to account for the recreational programs for individuals of various ages, skill levels, interests, social needs, and economic capabilities, that collectively enhance the overall quality of life within the City.
19. Golf Course Fund - used to account for the activities of the year-round municipal golf facility which includes the clubhouse, greens, and restaurant operations.
20. Community Development Block Grant (CDBG) Fund – used to account for monies received from the U.S. Department of Housing and Urban Development for community development.
21. HUD Neighborhood Stabilization Fund – used to account for monies received from the U.S. Department of Housing and Urban Development to provide targeted emergency assistance to the City to acquire and redevelop foreclosed properties that might otherwise become sources of abandonment and blight within the community.
22. Local Housing Assistance Fund – used to account for monies received from the State Housing Initiatives Partnership (S.H.I.P.) Program to provide assistance to low and moderate-income families for the purpose of obtaining affordable housing in the City.
23. Residential Construction Mitigation Program Fund – used to account for monies received from the Florida Division of Emergency Management Residential Construction Mitigation Program (RCMP) to improve the wind resistance of residences.

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24. Technology Fund (City of Cape Coral Charter School Authority) – is an account for monies received through outside organizations and fundraising efforts for the purpose of obtaining technology equipment.

C. DEBT SERVICE FUND

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

D. CAPITAL IMPROVEMENT FUNDS

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

E. ENTERPRISE FUNDS

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

1. Water and Sewer Fund – used to account for the activities of the City’s water and sewer utility programs, special assessment funds, and any related capital improvements.
2. Stormwater Fund - used to account for the activities of the City’s stormwater drainage program in compliance with the Environmental Protection Agency, and local and state regulations. This includes any related capital improvements.
3. Yacht Basin Fund - used to account for the activities of the City’s public marina and docks.

F. INTERNAL SERVICE FUNDS

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

1. Workers Compensation Insurance Fund - used to account for self- insurance of workers compensation.
2. Property and Casualty Insurance Fund - used to account for the self- insurance liability.
3. Facilities Fund - used to account for the administration and maintenance of the City’s facilities. Such costs are billed to other departments.

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4. Fleet Fund – used to account for the administration and maintenance of the City's fleet. Such costs are billed to other departments.
5. Self-Insurance Health Plan Fund – used to account for the self-insurance of medical insurance.
6. Other Post-Employment Benefits (OPEB) Fund – used to account for accumulated resources for other post-employment benefit payments.

G. FIDUCIARY FUNDS

1. Pension Trust Funds – used to account for three defined benefit plans which accumulate resources for pension benefit payments to employees/retirees.
2. Agency Funds – used to account for assets held in an agency capacity for others and therefore cannot be used to support the City's own programs.
 - a. School Impact Fee Fund – used to account for the City's collection of school impact fees for the Lee county School Board at the time of building permit issuance.
 - b. Solid Waste Fund - used to account for the City's collection of solid waste fees for the entity that performs the solid waste collection and disposal services for the City.
3. The Cape Coral Charter School Authority utilizes an Internal Fund to account for monies collected for student activities, field trips, class treasury, and fundraisers, etc. that are accounted for as a fiduciary fund. These funds are collected for specific purposes and each activity is accounted for separately within the Internal Fund.

H. COMPONENT UNIT

The City of Cape Coral Charter School Authority was created for the purpose of operating and managing, on behalf of the City, all charter schools for which a charter is held by the City. The powers of the Authority are exercised through a governing board, the Cape Coral Charter School Board, which provides governance of the Charter Schools. The Authority is reported as a discretely presented component unit because it is legally separate, the City Council appoints a majority of the Authority's board members, and the City can modify and approve the Authority's budget. In addition, all debt issuances must be approved by City Council.

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FUND BALANCE

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

A. General Fund:

- | | <u>Minimum Amount</u> |
|---------------|---------------------------------|
| 1. Unassigned | 2 months operating expenditures |
- *Government Finance Officers Association (GFOA) recommends, at a minimum, that general-purpose governments, regardless of size, maintain unassigned fund balance in their general fund of no less than five to 15 percent of general fund operating revenues, or of no less than two to three months of regular general fund operating expenditures. Any excess reserves above three months should prefund future needs or pay down debt.
2. Committed/Reserved

- | | <u>Minimum Amount</u> |
|-------------|-----------------------|
| a. Disaster | \$6,000,000 |
- The disaster reserves are to be used in emergency situations and as a match for Federal Emergency Management Agency (FEMA) funds.
- | | |
|--|-------------|
| b. Capital Equipment | \$1,500,000 |
| c. Facilities Maintenance | \$ 500,000 |
| d. Economic Development Incentives | \$ 544,000 |
| e. Sale Proceeds from Surplus Property, amount to be determined based upon sale of property. | |
| f. FEMA reimbursement Hurricane Irma, amount to be determined based upon receipts from FEMA. | |

B. Charter School Authority:

The Charter School Authority shall maintain, at a minimum, an unassigned fund balance in its operating fund equal to 5% of the annual expenditures. (This was approved by the CS Governing Board on 4/9/19)

C. Water & Sewer:

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

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

D. Stormwater:

Minimum Amount

1. Renewal & Replacement 2 months operating expenditures

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

FB #2 The City and the Cape Coral Charter School will have a Fund Balance Policy as follows:

A. DEFINITIONS

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

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

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

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

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

UNASSIGNED FUND BALANCE - Unassigned fund balance is the residual classification for the general fund. This classification represents fund balance that has not been

**City of Cape Coral, Florida
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assigned to other funds and that has not been restricted, committed, or assigned to specific purposes within the general fund. Unassigned fund balance may also include negative balances for any governmental fund if expenditures exceed amounts restricted, committed, or assigned for those specific purposes.

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

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

B. PURPOSE

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

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

This Fund Balance Policy establishes:

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

C. FUND BALANCE POLICY (GENERAL FUND)

1. **RESTRICTED FUND BALANCE**

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

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enabling legislation will be budgeted and reported in special revenue funds, capital project funds or debt service funds.

2. COMMITTED FUND BALANCE

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

Commitment of fund balance may be made from time-to time by formal action of the City Council. Commitments may be changed or lifted only by the City Council taking the same formal action that imposed the constraint originally). The use (appropriation) of committed fund balances will be considered in conjunction with the annual budget adoption process or by a budget amendment approved by City Council during the fiscal year. The City of Cape Coral Charter School Authority also requires the Governing Board to perform all required action(s).

3. ASSIGNED FUND BALANCE

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

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

4. NON-SPENDABLE FUND BALANCE

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

5. MINIMUM LEVEL OF UNASSIGNED FUND BALANCE

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

If, after the annual audit, prior committed or assigned fund balance causes the unassigned fund balance to fall below two (2) months of general fund operating

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expenditures, the City Manager will so advise City Council in order for the necessary action to be taken to restore the unassigned fund balance to two (2) months of General Fund operating expenditures. If unassigned fund balance falls below 5% of general fund operating expenditures, the City of Cape Coral Charter School Authority Superintendent or designee will so advise the City of Cape Coral Charter School Authority Governing Board for the necessary action(s) to be taken to restore the unassigned fund balance to 5% of General Fund operating expenditures. The internal auditor shall report such findings in a form of an exit interview to the principal or the principal administrator of the charter school, the School District, the Commissioner of Education and the governing board within 7 working days after the finding. A final report shall be provided to the entire governing board, the School District and the Department of Education within 14 working days after the exit interview. A charter school found to be in a state of financial emergency shall file a detailed financial recovery plan with the School Board and the Commissioner of Education within 30 day of such finding. A charter School found to have a deteriorating financial condition shall submit a corrective action plan to the School District within 15 business days of such finding for approval by the School.

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

The City of Cape Coral Charter School Authority Superintendent or designee will prepare and submit a plan for committed and/or assigned fund balance reduction, expenditure reduction, and/or revenue increases to the City of Cape Coral Charter School Authority Governing Board.

D. RESERVATIONS OF FUND BALANCE (GENERAL FUND)

1. COMMITTED FUND BALANCE

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

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

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- c. Facilities Maintenance Reserve – The facilities reserve fund balance is committed by the City Council as set forth in the annual budget (and any amendments thereto) to ensure funds are available for unexpected and critical maintenance of major facilities. This reserve is not intended for routine maintenance costs for significant facilities.

2. ASSIGNED FUND BALANCE

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

Assignment to Subsequent Year's Budget - The subsequent year's budget fund balance reserve is assigned by City management as set forth in the annual budget (and any amendments thereto) to appropriate a portion of existing unassigned fund balance to eliminate a projected deficit in the subsequent year's budget in an amount no greater than the projected excess of expected expenditures over expected revenues.

E. BUDGETING

1. APPROPRIATION OF UNRESTRICTED FUND BALANCE

The actual amount of unrestricted fund balance (total of committed fund balance, assigned fund balance and unassigned fund balance) is not known until the completion of the annual audit which takes place between three to six months after the end of the fiscal year being audited. However, an estimate of unrestricted fund balance (also called estimated beginning fund balance) must be made during the annual budget adoption process (July through September) which is prior to the end of the fiscal year, September 30th. The City of Cape Coral Charter School Authority's fiscal year runs from July 1st through June 30th.

2. ESTIMATED FUND BALANCE

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

F. SPENDING ORDER OF FUND BALANCES

The City uses restricted amounts to be spent first when both restricted and unrestricted fund balance is available unless there are legal documents/contracts that prohibit doing this, such as in grant agreements requiring dollar for dollar spending. Additionally, the

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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.

G. ANNUAL REVIEW AND DETERMINATION OF FUND BALANCE POLICY

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

H. ADDITIONAL INFORMATION, REQUIREMENTS/ RESPONSIBILITIES

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

LONG RANGE FINANCIAL PLAN

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

The FY 2020-2022 Budget includes:

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

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

Actions & Status

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

Status: Adopted February 1991. The policies have been amended periodically with the most recent having been in November 2019 through Resolution 332-19.

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

Status: Updated Strategic Plan elements were adopted by City Council in August 2018.

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

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

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

Status: Minor funds are reviewed by internal staff.

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

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

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

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

FUND DESCRIPTIONS

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

GOVERNMENTAL FUND TYPES

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

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

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

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

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

PROPRIETARY FUND TYPES

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

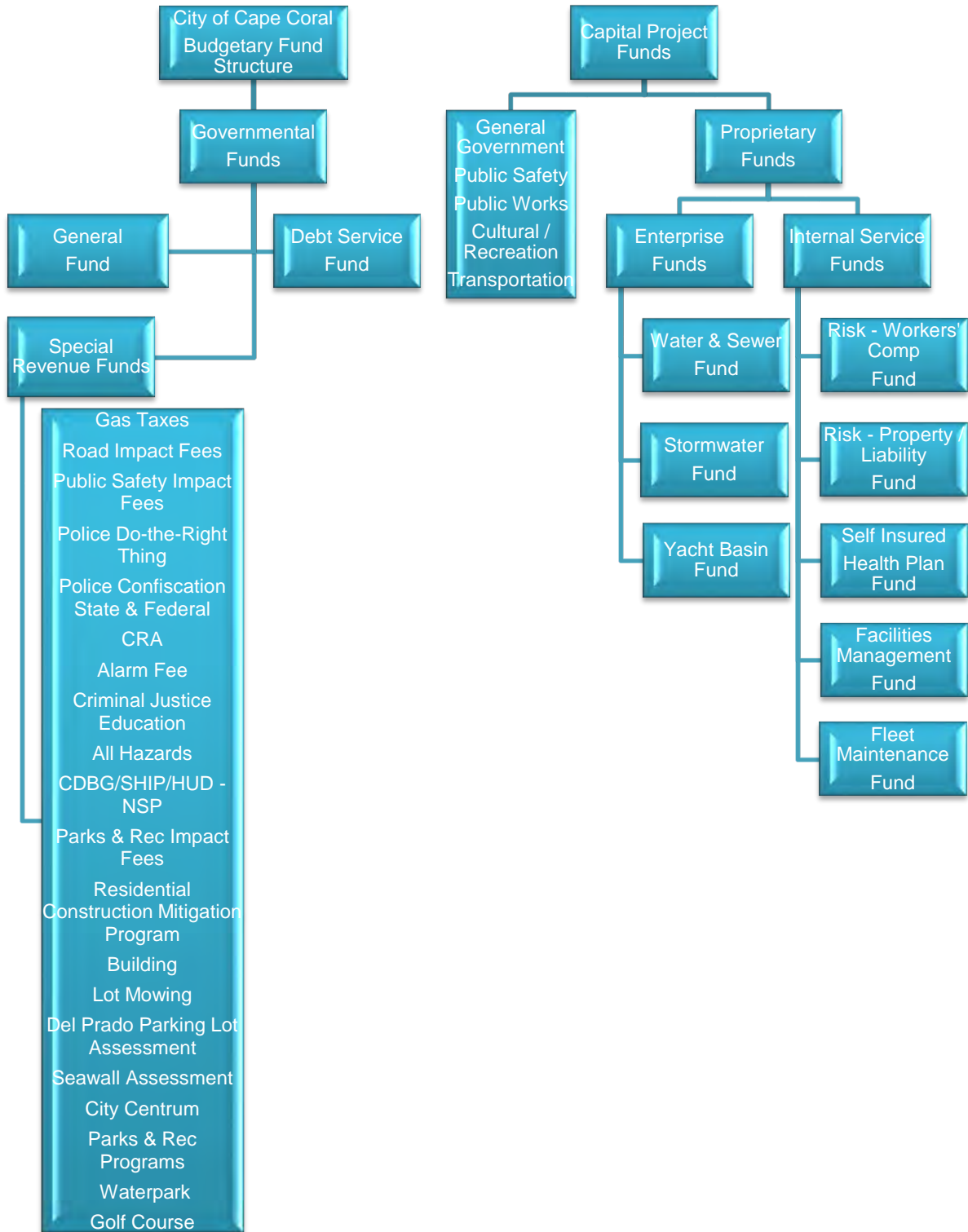
Enterprise Funds - Account for operations (a) that are financed and operated in a manner similar to private business enterprises--where the intent of the governing body is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through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

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

FIDUCIARY FUND TYPES

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

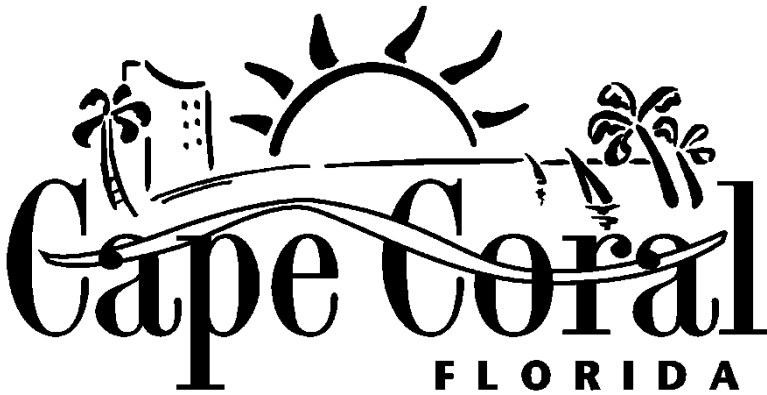
Fund Structure



City of Cape Coral, Florida
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DEPARTMENT AND FUND RELATIONSHIP

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



STRATEGIC PLANNING

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Strategic Plan..... 4-3

Strategic Plan Summary

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

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

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

On March 11, 2015, the Strategic Plan was updated, and the Mission and Vision were enhanced. The Strategic Priority goals were renamed Strategic Plan Elements and a sixth Element was added. Following that workshop, a seventh Element was added. The City crafted a brand new, user friendly Strategic Plan presented in the following pages for FY 2018-2021 which was adopted by City Council August 20, 2018.





CAPE CORAL, FL 2018-2021

STRATEGIC PLAN

ECONOMY • ENVIRONMENT • QUALITY OF LIFE

“THERE IS IMMENSE POWER WHEN A GROUP OF PEOPLE WITH SIMILAR INTERESTS GETS TOGETHER TO WORK TOWARDS THE SAME GOALS.”

IDOWU KOYENIKAN



“Someone is sitting in the shade today because someone planted a tree a long time ago”.

Warren Buffet said this, and I am struck by how true, yet simple, it is. The key to success is planning. Not the plan, not the goal, but the actual process during which visions are established, goals are set, and plans are made for successful achievement of those goals. As we continue to implement our strategic plan for smart, sustainable growth, our stakeholders, consisting of City Staff, City Council, Landowners, Residents, and Business Owners, all have Cape Coral’s best interest at heart.

If we are to create desirable employment opportunities, we must be able to attract and retain businesses and commercial interests that are motivated to succeed. Cape Coral’s preplatted community structure is a liability we must offset to increase our market value and competitiveness.

Centric to this concept is the steadfast pursuit of sustaining our ability to meet the future infra-structure and ancillary needs of these new stakeholders. It is with the utmost humility and fervent resolve that your City Council seeks to join with you and all stakeholders in support of this plan which will perpetuate the ongoing journey of this great city.

Regards,
Joe Coviello
Mayor



“Functional leadership is key to economic sustainability.”

On behalf of the City Council and City staff, I am proud to present the City of Cape Coral's Fiscal Year 2018-2021 Strategic Plan.

Strategic planning plays a significant role in helping to guide an organization along a sustainable path. These planning exercises enable City leaders to evaluate future needs, and identify opportunities and challenges moving forward. By looking ahead, we can use a balanced approach to calibrate our needs with available resources.

This edition of our Strategic Plan is the result of our latest planning session between the City Council and City Administration. The plan has been updated using input provided during the session. We have recalibrated the plan based on today's challenges as well as those we see on the horizon.

This Plan reflects our successes achieved the past six years and, more importantly, provides direction on how to proceed over the next three years. We find ourselves in a better position today due in no small part to the Council's leadership. The economic challenges that existed in Cape Coral six years ago have been mitigated significantly through financial policy decisions, including diversification of the City's revenue sources. This reduced our over-reliance on property tax revenues and ensured that Cape Coral would be financially sustainable. We also introduced a three year rolling budget, which allows us to consider future financial impacts of policy related decisions and to chart the future course for the level of service we wish to provide.

This six-year journey is perhaps illustrated using one of southwest Florida's iconic structures, a Pine Island Sound fish house. The turbulent waters of the early years were steadied with the use of three strong pilings (Financial Policy, Transparency-Trust, Improved Operations) to build the floor that today represents Financial Stability. The flooring in turn supports today's new walls comprised of Public Safety, Infrastructure, and Quality of Life.

Please enjoy the new presentation format of our City of Cape Coral Fiscal Year 2018-2021 Strategic Plan. We are following a pathway that is leading our City in the right direction. We think you will agree.

Best regards,
John Szerlag
City Manager



2017 - 2019 CAPE CORAL CITY COUNCIL



Joe Coviello
Mayor



John Gunter
District 1



John Carioscia
District 2



Marilyn Stout
District 3



Jennifer Nelson
District 4



Dave Stokes
District 5



Rick Williams
District 6



Jessica Cosden
District 7





Our Vision

To be America's preeminent waterfront community.

Our Mission

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

Our Values

Collaboration • Accountability • Professionalism • Excellence

Our Priorities

Community Safety

Deliver preeminent public safety services and programs

Financial Sustainability

Ensure long-term financial resiliency

Infrastructure

Committed to continual expansion of vital infrastructure while maintaining existing assets

Public Service Excellence

Remain responsive to community needs by employing best practices

Maturing Neighborhoods

Revitalize neighborhoods and commercial districts in support of economic development and enhanced community aesthetics

Environmental Resources

Provide solutions that advance environmental issues affecting the community

2018 - 2021 STRATEGIC PLAN

VISION

To be America's preeminent waterfront community.

MISSION

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

CORE VALUES

- Collaboration
- Accountability
- Professionalism
- Excellence

STRATEGIC PRIORITIES

EXCEPTIONAL SERVICES

EXCEPTIONAL SERVICES, the highest of priorities, for it is the purpose of the city existence. It is here that we find items associated with direct services offered to all stakeholders both external and internal. The time it takes to resolve an item, the quality of any product offered to stakeholders and the diversity of products offered are measurable used in these matters.

INVEST IN THE FUTURE

We must continually INVEST IN THE FUTURE of the city through a myriad of means. With the city regaining its position as one of the nation's fastest growing communities, the demand for municipal services grows and the pace will accelerate. Maintaining or enhancing the current day programs, while simultaneously ensuring the continuity of government, demands solid financial planning and forecasting. This plan ensures that program initiatives coincide with future budget and financial forecasts. The City's largest asset is its staff, which enjoys a duality stakeholder role. Each role shall be addressed equally. Externally, staff is tasked with ensuring the successful completion of the various projects, plans, or service-delivery items that allow this city to thrive. While simultaneously we must look internally, for it is paramount to the City's continuing success to support, grow, develop, and nurture a competent staff, and establish strong succession plans that allow for the smooth transition of leadership.

GOVERNANCE

Essential to success is proper GOVERNANCE. A key element of good governance is leadership, which we define as having the moral courage and integrity to make the unpopular but correct decisions. The City's business must be transparent and adhere to the rule of law. We strive to be equitable and inclusive of all in furtherance of gaining the confidence and respect of every stakeholder. The City, its staff and vendors should adhere to the spirit of meritocracy, whereby work is rewarded, and staff and vendors are evaluated solely on ability, effort and outcomes. As a dynamic organization, it is essential the city be vigilant of, and foresee change or challenges and respond to them with extraordinary efficacy. Only by doing so can it hope to retain its reputation of being a vibrant and relevant alternative for business and residents alike.



STRATEGIC INITIATIVES

EXCEPTIONAL SERVICES

Develop a culture of professionalism to retain and attract talented employees.

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

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

Emphasize the City's successes and positive attributes.

Traffic Safety

Community/Police Collaboration

Increase the community's education and involvement in Public Safety Programs.

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

Work internally and with external associations to support healthy environments for Cape Coral's wildlife.

INVEST IN THE FUTURE

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

Increase recruitment of new business to the City.

Increase retention and expansion of existing businesses in the City.

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

Public Safety Human Resource Development

Establish Cape Coral as a destination of arts and culture for residents and visitors.

Develop a culture of professionalism to retain and attract talented employees.

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

GOVERNANCE

Develop a master plan for an on-going transportation program. This includes determining a sustainable funding source related to this effort to maintain the City's existing transportation network.

Maximize planning benefits through use of Master Plans

Provide an open government, accountability and transparency to increase public trust and understanding.

Establish and maintain proactive partnerships with community, organizations and external governmental agencies.

Public Safety Capital Asset Plan

Establish a good level of service based on industry standards.

Improve the community's Insurance Services Office (ISO) rating.

Increase the Community's education and involvement in Cape Coral's cultural and recreational opportunities.

Sustain high water quality within the City of Cape Coral.

Codify water conservation best practices to promote proper use, and reduced use of irrigation water to ensure the sustainability of the resource.

Develop a culture of professionalism to retain and attract talented employees.

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

Emphasize the City's successes and positive attributes.

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

Exceptional Services

“Well done is better than well said.”
Benjamin Franklin

EXCEPTIONAL SERVICES, is the highest of priorities, for it is the purpose of the city existence. It is here that we find items associated with direct services offered to all stakeholders both external and internal. The time it takes to resolve an item, the quality of any product offered to stakeholders and the diversity of products offered are measurable used in these matters.

ELEMENT C: INVEST IN COMMUNITY INFRASTRUCTURE INCLUDING UTILITY EXPANSION IMPROVEMENTS TO ENHANCE THE CITY’S ABILITY TO MEET ITS CURRENT AND FUTURE NEEDS.

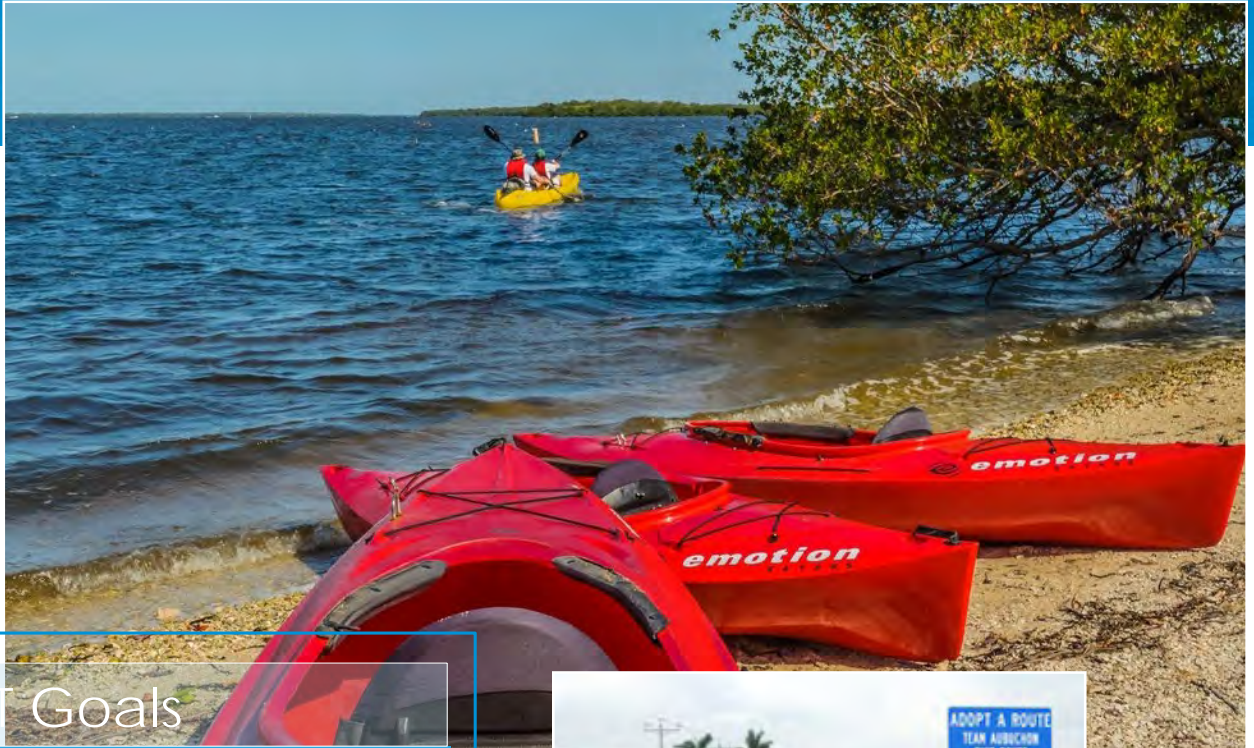
ELEMENT E: INCREASE QUALITY OF LIFE FOR OUR CITIZENS BY DELIVERING PROGRAMS AND SERVICES THAT FOSTER A SAFE COMMUNITY.

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

ELEMENT G: STRIVE FOR A HOLISTIC APPROACH THAT PROTECTS AND CONSERVES NATURAL RESOURCES, WHILE PROMOTING ENVIRONMENTAL AWARENESS AND SUSTAINABILITY IN THE COMMUNITY.

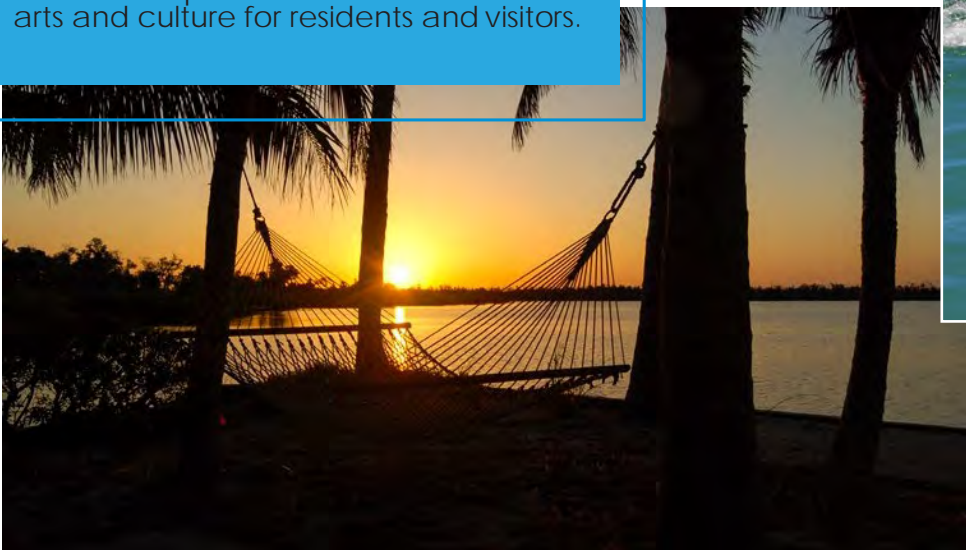
Rank in the top ten safest cities in America.





SMART Goals

- Establish high level of services based on industry best practices (police, fire and emergency management accreditation).
- Maintain full compliance with federal and state water quality standards.
- Establish Cape Coral as a destination of arts and culture for residents and visitors.



Invest in the Future

“Don’t find fault,
find a remedy.”
Henry Ford

We must continually **INVEST IN THE FUTURE** of the city through a myriad of means. With the city regaining its position as one of the nation’s fastest growing communities, the demand for municipal services grows and the pace will accelerate. Maintaining or enhancing the current day programs, while simultaneously ensuring the continuity of government, demands solid financial planning and forecasting. This plan ensures that program initiatives coincide with future budget and financial forecasts. The City’s largest asset is its staff, which enjoys a duality stakeholder role. Each role shall be addressed equally. Externally, staff is tasked with ensuring the successful completion of the various projects, plans, or service-delivery items that allow this city to thrive. While simultaneously we must look internally, for it is paramount to the City’s continuing success to support, grow, develop, and nurture a competent staff, and establish strong succession plans that allow for the smooth transition of leadership.

ELEMENT A: INCREASE ECONOMIC DEVELOPMENT AND REDEVELOPMENT IN THE CITY.

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

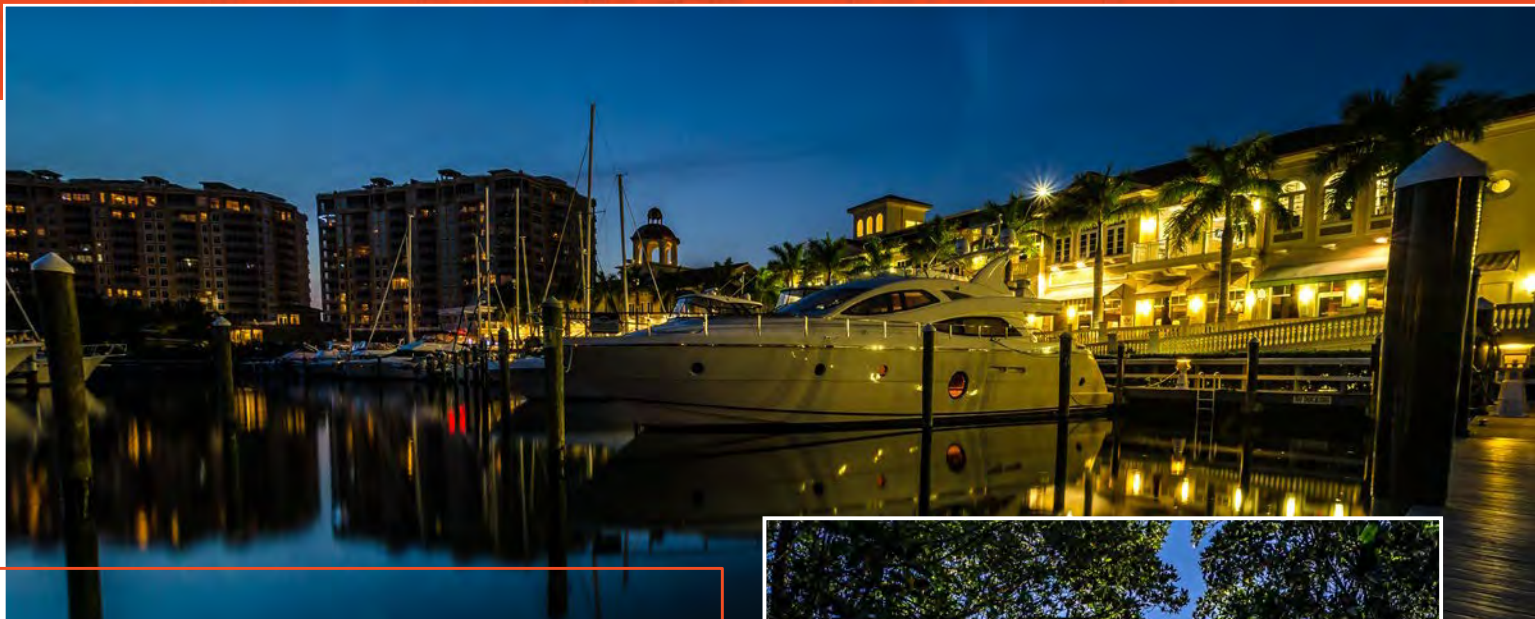
ELEMENT D: IMPROVE THE CITY’S IMAGE WITH THE PURPOSE OF BUILDING LASTING RELATIONSHIPS WITH OUR RESIDENTS AND VALUABLE PARTNERSHIPS WITH OTHER ORGANIZATIONS AND CONTINUALLY PROVIDE A WELL-BALANCED AND POSITIVE WORKPLACE FOR OUR INTERNAL STAKEHOLDERS.

ELEMENT G: STRIVE FOR A HOLISTIC APPROACH THAT PROTECTS AND CONSERVES NATURAL RESOURCES, WHILE PROMOTING ENVIRONMENTAL AWARENESS AND SUSTAINABILITY IN THE COMMUNITY.

Stretch Goal

Grow the number of nonresidential properties in the city to 25 percent.





SMART Goals

- Complete the North 2 Utilities Expansion Project construction. Complete North 1 project design and begin construction.
- Encourage and assist development in the city by streamlining Development Services regulations and processes.
- Increase the number of businesses, job creation and investment, thus stabilizing the tax base of the city.
- Retain and attract talented employees for the city.



Governance

“Culture drives great results.”
Jack Welch

Essential to the success of the above is proper **GOVERNANCE**. A key element of good governance is leadership, which we define as having the moral courage and integrity to make the unpopular but correct decisions. The City’s business must be transparent and adhere to the rule of law. We strive to be equitable and inclusive of all in furtherance of gaining the confidence and respect of every stakeholder. The City, its staff and vendors should adhere to the spirit of meritocracy, whereby work is rewarded, and staff and vendors are evaluated solely on ability, effort and outcomes. As a dynamic organization, it is essential the city be vigilant of, and foresee change or challenges and respond to them with extraordinary efficacy. Only by doing so can it hope to retain its reputation of being a vibrant and relevant alternative for business and residents alike.

ELEMENT B: ENHANCE FINANCIAL SUSTAINABILITY DURING ALL ECONOMIC TIMES.

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

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

ELEMENT G: STRIVE FOR A HOLISTIC APPROACH THAT PROTECTS AND CONSERVES NATURAL RESOURCES, WHILE PROMOTING ENVIRONMENTAL AWARENESS AND SUSTAINABILITY IN THE COMMUNITY.

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

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

Stretch Goal

Improve all areas of the National Citizen Survey results for the City.

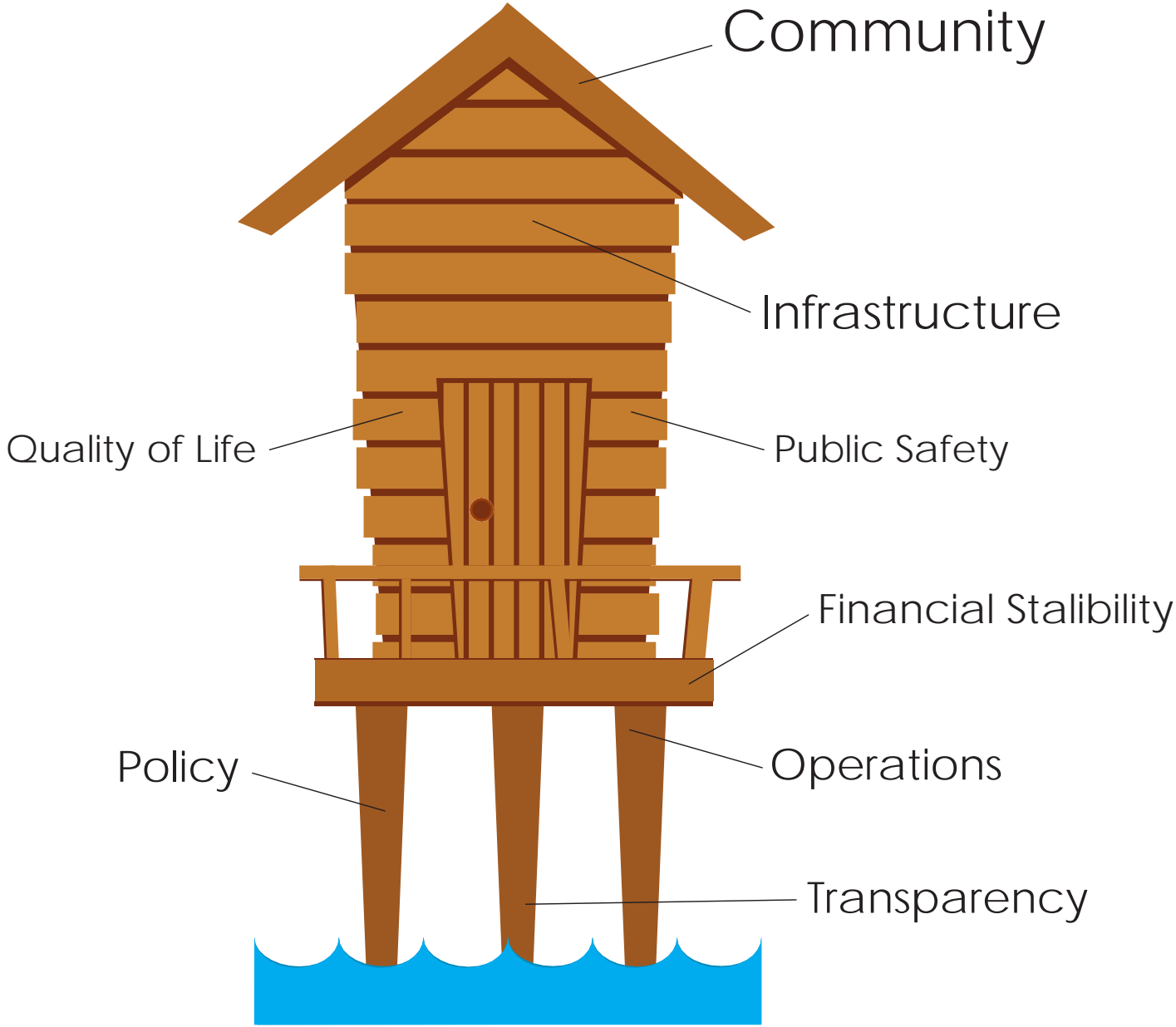


SMART Goals

- Issue a multi-year budget approved by Council which maintains a minimum of 2 months of operating reserves.
- Maintain reliance and dependency on ad valorem tax receipts at or below 58% of annual General Fund revenue sources excluding balances brought forward.
- Increase civic engagement and access to information to enhance fact-based community values.
- Develop a regional approach to branding for marketing and related purposes.



Foundation for building a safe, vibrant, sustainable community



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

1 ELEMENT A: INCREASE ECONOMIC DEVELOPMENT AND REDEVELOPMENT IN THE CITY.									
Key Performance Indicator(s)		Dept.	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate	3 - 5 Yr. Goal
a Strategic Initiative A.1: Increase recruitment of new business to the City.									
1.	Objective: Determine feasibility of a P3 or recreation/athletic revenue producing venue								
	Feasibility Study Completed % Complete	P&R	N/A	N/A	N/A	N/A	30%	100%	N/A
	Conceptualized Planning % Complete	P&R	N/A	N/A	N/A	N/A	N/A	30%	30%
	Development: % Complete	P&R	N/A	N/A	N/A	N/A	N/A	N/A	50%
2.	Objective: Develop Club Square								
	% Completion of Club Square project cycle	CM, EDO, DCD	0%	0%	0%	30%	50%	60%	60%
3.	Objective: Increase the number of businesses, job creation and investment, thus creating a more positive image, and stabilize the tax base of the City								
	Annual Increase in commercial assessed values	EDO	9%	7%	5%	2%	3%	2%	4%
	Annual EDO Recruitment Projects	EDO	11	12	10	11	10	11	11
	Annual Percentage of EDO Projects Converted	EDO	45%	20%	20%	36%	25%	25%	25%
	% EDO Projects Remaining Active	EDO	55%	60%	60%	46%	60%	60%	60%
	% EDO Projects Diverted for Lack of Inventory	EDO	10%	20%	20%	18%	15%	15%	15%
	Annual Increase in Business Recruitment Events	EDO	0%	0%	5%	5%	0%	0%	3%
	Annual Pct. Change in # of Incentives provided	EDO	100	20%	0%	10%	5%	0%	15%
	Annual Change in Value of Incentives	EDO	61%	80%	20%	10%	10%	10%	20%
4.	Continue to support City Council/Mayor for special projects such as community planning, land acquisition planning, public/private partnerships and master planning.								
	LUDR: Rewrite % Complete	DCD Planning	N/A	25%	75%	90	100	N/A	N/A
	Seven Islands-Zoning: % Complete	DCD Planning	N/A	N/A	N/A	N/A	100%	N/A	N/A
	Seven Islands-RFP: % Complete	DCD Planning	N/A	N/A	N/A	N/A	UNK	UNK	UNK
	Bimini Basin: % of Visioning Complete	DCD Planning	N/A	20%	70%	95%	100%	N/A	N/A
	Bimini Basin: % of Implementation of Visioning Plan	DCD Planning	N/A	N/A	N/A	N/A	5%	12%	15%
b Strategic Initiative A.2: Increase retention and expansion of existing businesses in the City.									
1.	Objective: Encourage and assist development in the City by streamlining Development Services Regulations and Processes								
	Avg. wait time at permit counter (minutes)	DCD Building	17	17	32	31	20	15	18
	Review time for commercial permits (days)	DCD Building	10	<10	<9	7	<8	<8	<8
	Review time for residential permits (days)	DCD Building	10	<8	<8	8	<8	<8	<8
	Review time for misc. permits (days)	DCD Building	7	<7	<7	<7	<7	<7	<7
	Inspections completed on day requested for	DCD Building	93%	92%	96%	97%	97.5%	98%	98%
	Business days accept & return applic. w/ comments	DCD Dev Svcs	6	8	8	11	<10	<10	<10
	Days to turnaround Development Services permits	DCD Dev Svcs	5	7	8	10	<8	<8	<8
	Number of incomplete applications submitted	DCD Planning	N/A	N/A	N/A	N/A	<10%	<10%	<10%
	Time for planner review of complete applications:								
	Administrative Permits	DCD Planning	N/A	N/A	N/A	N/A	90%	90%	90%
	Quasi-judicial Permits	DCD Planning	N/A	N/A	N/A	N/A	75%	75%	75%
	Legislative approval processes	DCD Planning	N/A	N/A	N/A	N/A	75%	75%	75%
	Total Processing Time:								
	Administrative Permits	DCD Planning	N/A	N/A	N/A	N/A	90%	90%	90%
	Quasi-judicial Permits	DCD Planning	N/A	N/A	N/A	N/A	75%	75%	75%
	Legislative approval processes	DCD Planning	N/A	N/A	N/A	N/A	75%	75%	75%
2.	Objective: At a minimum, maintain community aesthetic values by promoting voluntary compliance								
	Proactive enforcement rate	DCD Code	72%	65%	65%	65%	57%	58%	60%
	Average # days to respond to all calls for service.	DCD Code	N/A	1	1	1	2	2	1.5
	Average number of days to gain compliance	DCD Code	N/A	N/A	N/A	N/A	18	17	14
	% of Violations abated through voluntary compliance	DCD Code	96%	-	89%	94%	96%	97%	98%
3.	Objective: Create a positive business climate where existing businesses know where to seek assistance								
	# of Business Retention & Expansion Visits	EDO	170	110	100	100	100	100	100
	# Business Assistance Classes Offered	EDO	24	30	30	30	30	30	30
4.	Objective: Create a positive business climate where growing businesses can obtain support and program based assistance thereby increasing the local job base positively impacting the tax base								
	# of Organizational relationships established	EDO	45	45	47	48	50	50	47

Element B: Enhance financial sustainability during all economic times.

2 ELEMENT B: ENHANCE FINANCIAL SUSTAINABILITY DURING ALL ECONOMIC TIMES.									
Key Performance Indicator(s)		Dept.	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate	3 - 5 Yr. Goal
a Strategic Initiative B.1: Develop a balanced multi-year budget that provides City's core services, capital assets and infrastructure, maintains appropriate reserves and debt service levels, and protects the City's									
1.	Objective: Issue a multi-year budget approved by Council which maintains a minimum of 2 months of operating reserves								
	Annual 3 year budget adopted	Finance	Yes	Yes	Yes	Yes	Yes	Yes	Yes
2.	Objective: Issue annual CAFR describing the City's financial status of assets, liabilities, net position, revenue and expenses								
	Issue City's annual CAFR with an unqualified auditor opinion and no material weaknesses identified	Finance	Yes	Yes	CAFR issued 3/31/16, 2 material weaknesses	CAFR issued 3/31/2017, NO Findings	Yes	Yes	Yes
3.	Objective: Meet with credit rating agencies (Moody's, Fitch, etc.), underwriters and financial advisor to inform them on the status of the City's finances and any changes in policy or future plans.								
	All credit ratings maintained or improved annually	Finance	Yes	Yes	Yes	Fitch - Up to AA	Yes	Yes	Yes
b Strategic Initiative B.2: Diversify the City's finances in order to address the Council's priorities each fiscal year.									
1.	Maintain reliance and dependency on ad valorem tax receipts at or below 58% of annual General Fund revenue sources excluding balances brought forward								
	Ad Valorem receipts as percentage of total General Fund revenue sources excluding balances brought forward	Finance	53%	48%	50%	48%	50%	50%	50%



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

3 ELEMENT C: INVEST IN COMMUNITY INFRASTRUCTURE INCLUDING UTILITIES EXPANSION IMPROVEMENTS TO ENHANCE THE CITY'S ABILITY TO MEET ITS CURRENT AND FUTURE NEEDS									
Key Performance Indicator(s)		Dept.	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate	3 - 5 Yr. Goal
a Strategic Initiative C.1: Continue the plan to expand utilities into all areas of Cape Coral and position the City to meet the future needs of the community at build-out.									
1. Objective: Secure FDEP SRF Project Funding									
% of Funds Secured		Public Works UEP	100%	N/A	75%	100%	100%	N/A	100%
2. Objective: Southwest 6 and 7 Project Construction Completion									
Southwest 6&7 Project Construction % of completion		Public Works UEP	58%	99%	99%	99%	100%	N/A	100%
4. Objective: North 2 Project Design and Assessment completion									
North 2 Project Design & Assessment % of completion		Public Works UEP	N/A	40%	90%	100%	N/A	N/A	N/A
5. Objective: North 2 Project Construction Completion									
North 2 Project % of Final Construction		Public Works UEP	N/A	N/A	N/A	50%	100%	N/A	100%
6. Objective: North 1 Project Design									
North 1 Project Design % of completion		Public Works UEP	N/A	N/A	N/A	80%	100%	N/A	100%
7. Objective: North 1 Project Construction									
North 1 Project Construction % of completion		Public Works UEP	N/A	N/A	N/A	N/A	30%	100%	100%
8. Objective: Utilities Master Plan for North 3 through North 8									
% of Completion		Public Works UEP	N/A	N/A	N/A	100%	N/A	N/A	N/A
b Strategic Initiative C.2.a: Develop a Utilities Capital Improvement Plan to support master planning events in conjunction with the annual Rate Sufficiency Analysis.									
1. Objective: Begin work on at least 80% of authorized capital projects within the fiscal year the project was funded									
% of capital projects started in the funded fiscal year		Utilities	31%	38%	32%	79%	60%	65%	80%
c Strategic Initiative C.2.b: Develop a master plan for an on-going Transportation Program. This includes determining a sustainable funding source related to this effort to maintain the City's existing transportation									
1. Objective: Continue Annual Paving Plan									
% of completion of Annual Paving Plan		Public Works	65%	16%	85%	95%	100%	100%	100%
2. Objective: Continue Annual Sidewalk Plan									
% of completion of Annual Sidewalk Plan		Public Works	90%	100%	90%	100%	100%	100%	100%
3. Objective: Implement the City's Bicycle Pedestrian Plan									
Bicycle Pedestrian Master Plan % of implementation		Public Works	N/A	N/A	N/A	N/A	5%	10%	15%
4. Objective: Expand and enhance median beautification									
Miles of median beautified		Public Works	N/A	N/A	.75 Mi	2 Mi	1.5 Mi	1.5 Mi	7.5 Miles
d Strategic Initiative C.2.c: Maximize Planning Benefits through use of Master Plans									
1. Objective: Update storm water fee rate analysis every two years									
% of Update completed		Public Works	N/A	100%	100%	N/A	N/A	100%	N/A
2. Objective: Update Parks Master Plan									
% of Parks Master Plan Implemented		P&R	N/A	N/A	N/A	2%	2%	4%	8%
3. Objective: Revision/update of the Fire Department's Master Plan									
% of Plan completed		Fire	20%	20%	20%	20%	20%	100%	100%
4. Objective: Complete Public Safety Training Facility Master Plan									
% of Plan completed		Police -- Fire	0%	20%	75%	100%	N/A	N/A	N/A
4.a Milestones for Objective 3:									
Milestone Chart (May not align with fiscal year))					Needs Assessment	Site/Design	Phase I	Phase II	Phase III
% completed		Police -- Fire	N/A	N/A	7%	15%	40%	70%	100%
5. Objective: Create Economic Development Master Plan									
Develop target areas for key development: % Developed		EDO	0%	5%	5%	8%	10%	15%	7%
5a. Objective: Re-visit the plan annually to ensure work plans are achieving progress toward stated goals									
% of Plan Implemented		EDO	0%	10%	10%	20%	20%	25%	17%

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

ELEMENT D: IMPROVE THE CITY'S IMAGE WITH THE PURPOSE OF BUILDING LASTING RELATIONSHIPS WITH OUR RESIDENTS AND VALUABLE PARTNERSHIPS WITH OTHER ORGANIZATIONS, AND CONTINUALLY PROVIDE A WELL-BALANCED AND POSITIVE WORKPLACE FOR OUR INTERNAL STAKEHOLDERS.									
Key Performance Indicator(s)	Dept.	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate	3 - 5 Yr. Goal	
a Strategic Initiative D.1: Emphasize the City's successes and positive attributes.									
1. Objective: Publish quarterly community newsletter and distribute to all residents and businesses highlighting City programs and accomplishments									
# of Newsletters distributed to residents quarterly	Public Affairs	N/A	N/A	79,129	80,244	80,500	81,500	85,000	
# of Newsletters distributed to businesses quarterly	Public Affairs	N/A	N/A	3,438	3,482	3,600	3,700	4,000	
2 Objective: Provide "good news" options to the media and public using various mediums.									
# of "Good News" stories provided annually	Public Affairs	N/A	N/A	41	55	65	90	115	
3 Objective: Weekly press release highlighting areas of success or successful endeavors									
# of media releases annually	Public Affairs	N/A	N/A	93	98	110	125	1,350	
b Strategic Initiative D.2: Provide an open government, accountability and transparency to increase public trust and understanding.									
1. Objective: Extend Electronic Permitting to encompass additional permit types									
% of Permit Applications that are electronic	DCD / ITS	17%	16%	43%	58%	75%	90%	100%	
% total utilization of electronic permit types	DCD / ITS	31%	69%	47%	55%	60%	65%	85%	
% utilization of available electronic permit types	DCD / ITS	9%	27%	34%	72%	80%	83%	90%	
2 Objective: Increase civic engagement and access to information									
# of Followers	P&R	FB Likes P & R, 830 Sun Splash 3317 Coral Oaks 150	FB likes P&R: +48%; SS: +21%; CO: +24%; SE: 1789; Overall: 35%; Const Cntct, +12%	FB likes P&R: +64.7%; SS: +22.9%; COGC: +80.6%; SE: +85.1%; SP: +42.4%; Const Cntct, +12%	FB likes P&R: +32.2%; COGC: +14.6%; SE: +58.4%; Yth Ctr: +93.9%; SP: +185.1%	Social Media- increase 15%	Social Media- increase 15%	Social Media- increase 15%	
3 Objective: Use social media tools to provide information and access to the citizens (Facebook, Ustream)									
# of Likes	Public Affairs	N/A	N/A	4,443	5,657	6,000	6,200	6500	
# Programs Broadcast via Ustream (DaCast) annually	Public Affairs	N/A	N/A	95	101	105	110	115	
4 Objective: Conduct biennial Citizen Survey to seek input from the community									
% of Survey respondents who rated City services as Good or Excellent in most recent survey	Public Affairs	N/A	63%	N/A	63%	N/A	69%	70%	
5 Objective: Use social media tools to engage citizens									
# of unique views of FB posts monthly	Public Affairs	N/A	N/A	7,500	9,000	10,000	10,000	15,000	
# of chats hosted annually	Public Affairs	N/A	2	2	3	2	2	100%	
6 Objective: Engage current and potential members of all volunteer boards									
Average applicants per number of open board positions	City Clerk	85%	90%	123%	114%	105%	110%	110%	
c Strategic Initiative D.3: Establish and maintain proactive partnerships with community, organizations and external governmental agencies.									
1 Objective: Continue to provide support for the Community Redevelopment Area Board									
# Tasks assigned	DCD Planning	8	3	8	8	2	1	2	
% Tasks completed	DCD Planning	100%	100%	83%	100%	100%	100%	100%	
2 Objective: Continue to provide support for the Regional Planning Council									
# Tasks assigned	DCD Planning	0	1	5	0	1	1	1	
% Tasks completed	DCD Planning	0	100%	100%	100%	100%	100%	100%	
3 Objective: Maintain a comprehensive community outreach program that is responsive to all stakeholders by sustaining relationships with industry representatives, community-based fraternal organizations, neighborhood associations and community events that provide opportunity for direct interaction with the resident.									
% Increase/decrease in # of external activity (<2016 is base#)	DCD Planning	12	24	16	0%	0%	6%	6%	
4 Objective: Continue Volunteer Program									
% Increase/decrease in # of volunteers	DCD Code	N/A	2	12	6	100%	100%	100%	
d Strategic Initiative D.4: Develop a culture of professionalism to retain and attract talented employees									
1. Objective: Employee Development through enhanced leadership skills, job related skill sets, safety training and internal networking. Strengthen internal relationships.									
# of programs available in SABA Talent Management	HR	N/A	N/A	N/A	64	70	75	70	
# of courses completed by employees utilizing the program.	HR	N/A	N/A	N/A	1553	1700	1800	1800	
# of direct training hours provided to employees	HR								
# of safety training courses by Risk Management	Finance	N/A	N/A	N/A	69	90	100	100	
# of employees trained by Risk	Finance	N/A	N/A	N/A	742	800	1000	1500	
Lost time injury ratio (No work/injuries)	Finance	17%	20%	23%	16%	16%	15%	15%	
Average Paid Claim (\$/claims)	Finance	\$4,917	\$4,646.00	\$4,275	\$2,665	\$2,700	\$2,600	\$2,600	
2. Objective: Retain and attract talented employees for the City									
Days to fill position openings	HR	42	33	39	43	<43	<43	<43	
% of Applicants who meet minimum job qualifications	HR	58%	51%	42%	43%	>50%	>50%	>50%	



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

5 ELEMENT E: INCREASE QUALITY OF LIFE FOR OUR CITIZENS BY DELIVERING PROGRAMS AND SERVICES THAT FOSTER A SAFE COMMUNITY.									
Key Performance Indicator(s)		Dept.	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate	3 - 5 Yr. Goal
a Strategic Initiative E.1.a Traffic Safety									
1. Objective: Increase proactive and targeted traffic enforcement and education opportunities to ensure the safe movement of traffic throughout the City									
Targeted Traffic Activities		Police	N/A	N/A	100	100	105	116	128
b Strategic Initiative E.1.a Public Safety Human Resource Development									
1. Objective: Increase administrative staffing levels for the delivery of good service									
Increase staffing by 6 or 1 per year % Completed		Fire	N/A	N/A	N/A	N/A	0%	16%	16%/yr.
c Strategic Initiative E.1.b Public Safety Capital Asset Plan									
1. Objective: Implementation of Fire Master Plan including capital investment									
% Plan implemented		Fire	N/A	10%	16.25%	40%	60%	80%	80%
d Strategic Initiative E.1.c: Community/Police Collaboration									
1. Objective: Implement program for direct citizen to Chief communication through advertised community face to face meetings									
# of Community Engagements by Exec. Staff		Police	N/A	N/A	N/A	52	52	52	52
# of Community Events with Police Personnel		Police	N/A	N/A	N/A	233	228	228	228
e Strategic Initiative E.2.a: Establish a good level of service based on industry standards.									
1. Objective: Maintain accreditation for Police, Communications and Forensics									
Accreditation Maintained		Police	Y	Y	Y	Y	Y	Y	Y
2. Objective: Initiate Fire Department Accreditation									
Achieve Accredited Status		Fire	N/A	N/A	N/A	N/A	0%	10%	80%
3. Objective: Initiate Emergency Management Accreditation									
Achieve Accredited Status		Fire	N/A	N/A	N/A	N/A	0%	10%	100%
f Strategic Initiative E.2.b: Improve the community's Insurance Services Office (ISO) rating.									
1. Objective: Conduct an independent review of our PPC classification									
% of Review completed		Fire	0%	20%	30%	50%	80%	100%	100%
2. Objective: Improve ISO rating									
ISO Rating		Fire	3	3	3	3	3	2	2
g Strategic Initiative E.2.c: Increase the community's education and involvement in Public Safety Programs.									
1. Objective: Increase the number of CERT classes offered per year and active CERT volunteers									
# of CERT classes offered		Fire	3	2	3	7	7	8	8
# of CERT volunteers added		Fire	75	44	61	150	160	170	170
2. Objective: Provide fire safety education to Kindergarten classes									
% of community K classes reached		Fire	N/A	N/A	N/A	N/A	80%	90%	100%
3. Objective: Provide CPR training to the community									
# of classes offered		Fire	N/A	N/A	N/A	N/A	10	12	12
# of students		Fire	N/A	N/A	N/A	N/A	150	180	180

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

6 ELEMENT F: ENHANCE THE QUALITY OF LIFE THROUGH ARTS AND CULTURE TO CREATE AND PROMOTE A VIBRANT, CULTURALLY DIVERSE COMMUNITY									
Key Performance Indicator(s)	Dept	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate	3 - 5 Yr. Goal	
a Strategic Initiative # F.1: Establish Cape Coral as a destination of Arts and Culture for residents and visitors.									
1.	Objective: Coordinate with private fine arts and cultural arts organizations to provide expanded cultural and fine art opportunities								
	# of Partnerships	P&R	37	31	90	131	48	48	48
2.	Objective: Explore grant opportunities to add artwork and sculptures to the City								
	# of grants applications filed	P&R	2	4	2	19	10	10	10
	# of grants approved and received	P&R	0	1	1	3	2	2	2
b Strategic Initiative # F.2: Increase the Community's education and involvement in Cape Coral's cultural and recreational opportunities									
1.	Objective: Upgrade and expand facilities within existing parks								
	% of Completion of AIP Projects	P&R	20%	42%	51%	95%	100%	100%	100%
2.	Objective: Continue to utilize Four Mile Cove Ecological Park, Sirenia Vista, and Rotary Park as centers for environmental education and recreational opportunities.								
	Visitors to Four Mile Cove Eco Preserve & Rotary Park	P&R	97,760	98,900	112,245	117,857	103,100	105,000	105,000
3.	Objective: Expand aquatic programs and aquatic centers								
	Programs offered at Sun Splash & Yacht Club Pool	P&R	N/A	N/A	N/A	63	66	69	75
	Visitors to Sun Splash & Yacht Club Pool ('16 fire)	P&R	152,122	188,406	124,659	130,102	188,750	188,750	188,750
4.	Objective: Diversify Youth programs								
	Attendance	P&R	N/A	20,935	24,435	31,897	19,080	19,440	19,440
5.	Objective: Enhance and diversify eco-tourism and environmental programs								
	Attendance	P&R	355	383	349	420	405	405	405
6.	Objective: Elevate Special Needs programs								
	Attendance (Begin '16 using units of service as measure)	P&R	164	180	1,048	1,138	194	195	195
c Strategic Initiative # F.3: Provide a variety of experiences that are appealing, affordable, and accessible to all Cape Coral residents.									
1.	Objective: Offer a diverse range of youth, adult, and senior recreational programming								
	# programs offered	P&R	2,401	3,273	2,981	2,702	2,800	2,875	2,900
2.	Objective: Develop a festival gathering area within the City								
	% Land Acquired	P&R & Real Estate	78%	79%	80%	81%	100%	100%	100%
3.	Objective: Continue special events, such as art/craft shows, festivals, block parties, concerts and other events								
	# of Special Events	P&R	76	82	66	68	70	75	80
4.	Objective: Increase access to the City's freshwater and saltwater canal systems for boating and other recreational opportunities.								
	# Access Points	PW	14	14	14	14	17	17	17



Element G: Strive for a holistic approach that protects and conserves natural resources, while promoting environmental awareness and sustainability in the community.

7	ELEMENT G: STRIVE FOR A HOLISTIC APPROACH THAT PROTECTS AND CONSERVES NATURAL RESOURCES, WHILE PROMOTING ENVIRONMENTAL AWARENESS AND SUSTAINABILITY IN THE COMMUNITY.								
	Key Performance Indicator(s)	Dept.	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate	3 - 5 Yr. Goal
a	Strategic Initiative G.1: Work internally and with external associations to support healthy environments for Cape Coral's Wildlife.								
	Objective: Remain committed stewards of natural habitats and wildlife areas								
	# Acres	P&R	809	809	809	809	809	809	809
b	Strategic Initiative G.2: Sustain high water quality within the City of Cape Coral.								
1.	Objective: Maintain full compliance with federal and state water quality standards								
	Southwest R.O. Plant Finished Water Quality MCL's	Utilities	100%	100%	100%	100%	100%	100%	100%
	North R.O. Plant Finished Water Quality MCL's	Utilities	100%	100%	100%	100%	100%	100%	100%
2.	Objective: Meet 90% of the 110 NPDES Activities								
	% of budgeted Stormwater activities accomplished	Public Works	97%	98%	98%	99%	100%	100%	100%
c	Strategic Initiative G.3: Codify water conservation best practices to promote proper use, and reduced use of irrigation water to ensure the sustainability of the resource.								
1.	Objective: Work with stakeholders to identify best practices								
	Best Practices Identified (Y/N)	Utilities	No	Yes	Yes	Yes	Yes	Yes	Yes
	% of Best Practices Implemented	Utilities	0%	5%	25%	50%	75%	85%	100%
	Develop and Implement Legislation	Utilities	N/A	N/A	0%	50%	100%	100%	100%
2.	Objective: Educate the public on FYN (Florida Yards and Neighborhoods) Principles								
	# of classroom participants	Public Works	171	183	137	140	145	150	150

Our Proposition to You as a Taxpayer and a Stakeholder in Your Community

The City of Cape Coral shall continually engage its citizens, not only as taxpayers, but as community stakeholders and architects – capitalizing on their talents in making important decisions and shaping the community for future generations. We will accomplish this by embracing new partnerships, encouraging and supporting existing partners, demanding efficiency and innovation of staff, and seeking exceptional levels of performance to the benefit of our taxpayers.



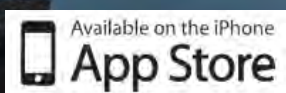
AT A GLANCE GOALS & TARGETS

	Stretch Goal	SMART Goals
Exceptional Services	Rank in the top ten safest cities in America.	<ul style="list-style-type: none"> Establish high level of services based on industry best practices (police, fire and emergency management accreditation). Maintain full compliance with federal and state water quality standards. Establish Cape Coral as a destination of arts and culture for residents and visitors.
Invest in the Future	Grow the number of nonresidential properties in the city to 25 percent.	<ul style="list-style-type: none"> Complete the North 2 Utilities Expansion Project construction. Complete North 1 project design and begin construction. Encourage and assist development in the city by streamlining Development Services regulations and processes. Increase the number of businesses, job creation and investment, thus stabilizing the tax base of the city. Retain and attract talented employees for the city.
Governance	Improve all areas of the National Citizen Survey results for the City.	<ul style="list-style-type: none"> Issue a multi-year budget approved by Council which maintains a minimum of 2 months of operating reserves. Maintain reliance and dependency on ad valorem tax receipts at or below 58% of annual General Fund revenue sources excluding balances brought forward. Increase civic engagement and access to enhance fact-based community values. Develop a regional approach to branding for marketing and related purposes.



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www.capecoral.net/volunteer

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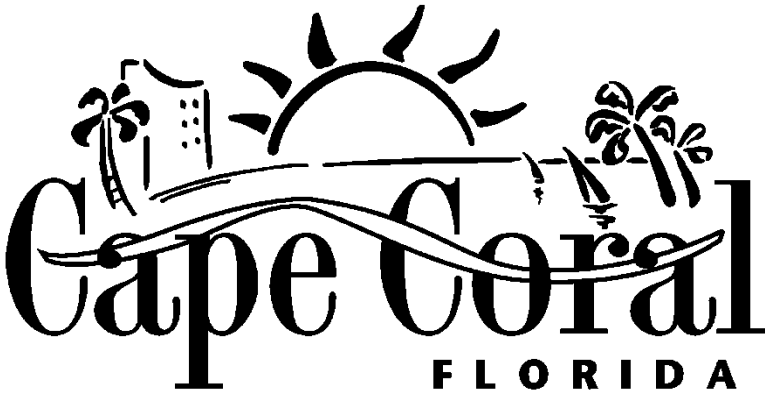


To obtain information about City services, call 311 or visit them online at
www.capecoral.net/311

1015 Cultural Park Blvd., Cape Coral, FL 33990

FINANCIAL HIGHLIGHTS

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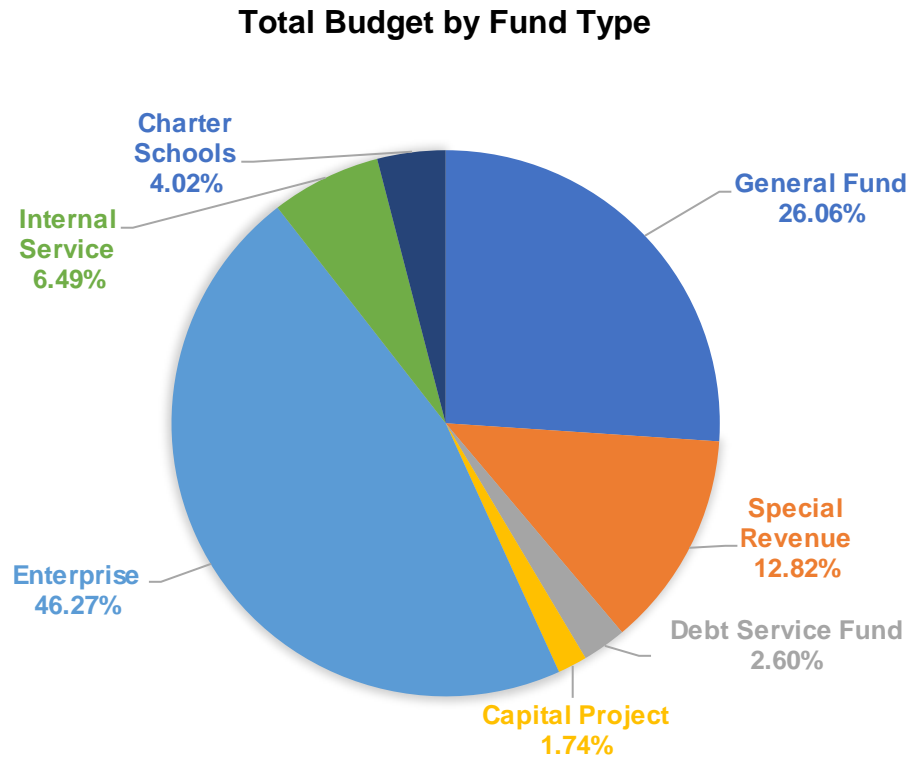
City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget

Budget Highlights and Summary Schedules

The table below provides a summary of the total budget for all funds for Fiscal Year 2019–2022. The FY 2020 Adopted Budget is \$895.2 million and includes \$233.3 million for General Fund expenditures and reserves of \$262.8 million.

Fund Type Summary	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
General Fund	\$ 211,642,492	\$ 232,259,556	\$ 233,272,931	\$ 240,912,587	\$ 247,271,855
Special Revenue	96,180,720	110,221,717	114,727,764	111,634,083	113,717,796
Debt Service Fund	21,867,811	40,940,412	23,292,103	28,514,261	28,391,394
Capital Project	1,193,161	27,430,477	15,579,014	20,885,320	17,061,810
Enterprise	358,081,644	387,802,082	414,226,997	459,456,340	464,423,148
Internal Service	58,395,141	49,056,401	58,082,707	63,997,676	70,269,150
Charter Schools	32,402,716	35,831,929	36,004,023	34,833,746	34,085,733
Total	\$ 779,763,685	\$ 883,542,574	\$ 895,185,539	\$ 960,234,013	\$ 975,220,886

Governmental accounting and budgeting utilize fund types to account for activities. The chart above depicts the FY 2020 Budget by fund type:



City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget

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

Fund Type Summary	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
General Fund	\$ 190,212,760	\$ 211,642,492	\$ 232,259,556	\$ 233,272,931	\$ 240,912,587	\$ 247,271,855
Special Revenue	50,214,960	96,180,720	110,221,717	114,727,764	111,634,083	113,717,796
Debt Service	27,605,720	21,867,811	40,940,412	23,292,103	28,514,261	28,391,394
Capital Project	40,636,078	1,193,161	27,430,477	15,579,014	20,885,320	17,061,810
Enterprise	245,384,525	358,081,644	387,802,082	414,226,997	459,456,340	464,423,148
Internal Service	36,078,153	58,395,141	49,056,401	58,082,707	63,997,676	70,269,150
Charter Schools	22,447,622	32,402,716	35,831,929	36,004,023	34,833,746	34,085,733
Total	\$ 612,579,819	\$ 779,763,685	\$ 883,542,574	\$ 895,185,539	\$ 960,234,013	\$ 975,220,886

ALL FUNDS

Category - All Funds	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Payroll & Related Benefits	\$ 180,088,670	\$ 197,855,255	\$ 199,519,870	\$ 202,367,649	\$ 209,688,401	\$ 219,330,479
Operating	123,306,013	120,512,720	129,953,149	133,322,674	134,705,228	141,629,322
Capital/Infrastructure	138,049,550	107,465,242	144,137,333	128,933,853	173,568,057	170,977,753
Debt Service	45,835,323	68,069,879	68,238,927	68,860,354	73,377,109	72,703,695
Other/Transfers Out	125,300,263	58,465,178	110,958,770	98,880,454	99,842,904	103,580,806
Reserves	-	227,395,411	230,734,525	262,820,555	269,052,314	266,998,831
Total	\$ 612,579,819	\$ 779,763,685	\$ 883,542,574	\$ 895,185,539	\$ 960,234,013	\$ 975,220,886

GENERAL FUND

Category - General Fund	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Payroll & Related Benefits	\$ 110,494,441	\$ 117,482,623	\$ 119,291,892	\$ 120,861,502	\$ 125,363,749	\$ 131,784,142
Operating	44,807,072	38,461,566	40,973,625	42,309,002	41,915,090	44,106,492
Capital/Infrastructure	6,988,656	3,854,840	5,170,092	6,114,803	5,151,897	7,058,762
Debt Service	-	-	-	-	-	-
Other/Transfers Out	27,922,591	14,884,898	18,618,124	19,419,287	24,005,868	24,237,559
Reserves	-	36,958,565	48,205,823	44,568,337	44,475,983	40,084,900
Total	\$ 190,212,760	\$ 211,642,492	\$ 232,259,556	\$ 233,272,931	\$ 240,912,587	\$ 247,271,855

General Fund	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Appropriations	\$ 190,212,760	\$ 174,683,927	\$ 184,053,733	\$ 188,704,594	\$ 196,436,604	\$ 207,186,955
Reserves:	-	36,958,565	48,205,823	44,568,337	44,475,983	40,084,900
Total	\$ 190,212,760	\$ 211,642,492	\$ 232,259,556	\$ 233,272,931	\$ 240,912,587	\$ 247,271,855

1 Month Operating	14,280,055	14,228,257	14,729,250	14,938,149	15,386,492	16,066,349
# Months of Reserves		2.60	3.27	2.98	2.89	2.49

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

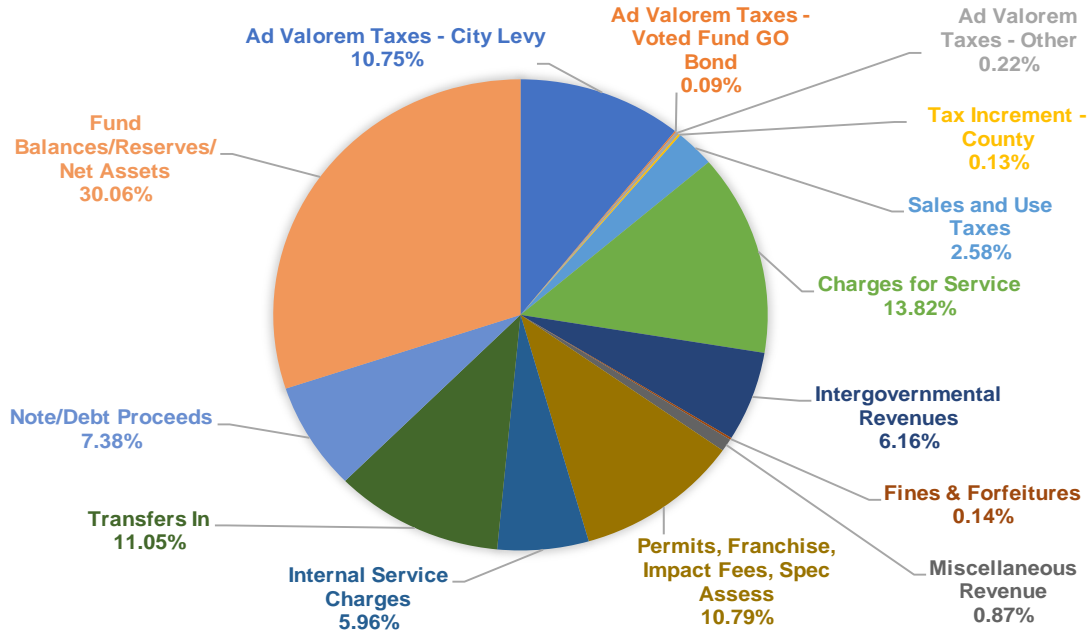
**City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget**

BUDGET SUMMARY									
City of Cape Coral, Florida FY 2020									
THE OPERATING BUDGET EXPENDITURES OF THE CITY OF CAPE CORAL INCREASED 8% FROM LAST YEARS TOTAL OPERATING EXPENDITURES									
General Fund	6.4903								
Voted Fund	0.0600								
SOURCES		GENERAL	SPECIAL	DEBT	CAPITAL	ENTERPRISE	INTERNAL	CHARTER	TOTAL ALL
		FUND	REVENUE	SERVICE	PROJECT	FUNDS	SERVICE	SCHOOL	FUNDS
Taxes:									
Ad Valorem Taxes - City Levy	6.4903	\$ 96,194,962	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 96,194,962
Ad Valorem Taxes - Voted Fund GO Bond	0.0600	-	-	841,744	-	-	-	-	841,744
Ad Valorem Taxes - Other		948,237	996,092	-	-	-	-	-	1,944,329
Tax Increment - County		-	1,149,862	-	-	-	-	-	1,149,862
Sales and Use Taxes		13,537,158	9,578,442	-	-	-	-	-	23,115,600
Charges for Service		1,234,863	12,489,422	-	-	109,169,771	-	778,535	123,672,591
Intergovernmental Revenues		27,105,917	2,634,493	-	1,000,000	-	-	24,429,904	55,170,314
Fines & Forfeitures		466,913	128,280	-	-	640,107	-	-	1,235,300
Miscellaneous Revenue		2,942,564	229,421	3,352,983	-	484,722	400,000	420,411	7,830,101
Permits, Franchise, Impact Fees, Spec Assess		31,913,907	18,204,057	-	-	46,460,915	-	-	96,578,879
Internal Service Charges		9,033,967	-	-	-	235,494	44,100,947	-	53,370,408
TOTAL SOURCES		\$ 183,378,488	\$ 45,410,069	\$ 4,194,727	\$ 1,000,000	\$ 156,991,009	\$ 44,500,947	\$ 25,628,850	\$ 461,104,090
Transfers In		7,161,447	8,258,050	18,751,410	10,327,951	54,381,596	-	-	98,880,454
Note/Debt Proceeds		-	-	-	4,251,063	61,812,417	-	-	66,063,480
Fund Balances/Reserves/Net Assets		42,732,996	61,059,645	345,966	-	141,041,975	13,581,760	10,375,173	269,137,515
TOTAL REVENUES, TRANSFERS & BALANCES		\$233,272,931	\$ 114,727,764	\$ 23,292,103	\$ 15,579,014	\$ 414,226,997	\$ 58,082,707	\$ 36,004,023	\$ 895,185,539
USES									
General Government		\$ 60,332,558	\$ 112,942	\$ -	\$ 906,055	\$ -	\$ -	\$ -	\$ 61,351,555
Public Safety		84,329,328	9,420,086	-	4,251,063	-	-	-	98,000,477
Physical Environment		-	3,794,972	-	-	179,421,211	-	-	183,216,183
Transportation		15,989,867	55,000	-	10,421,896	174,204	-	-	26,640,967
Economic Environment		1,315,461	2,553,041	-	-	-	-	-	3,868,502
Culture/Recreation		7,318,093	15,603,944	-	-	675,922	-	27,022,781	50,620,740
Debt Service		-	-	22,946,137	-	45,566,358	-	-	68,512,495
Internal Services		-	-	-	-	-	41,273,611	-	41,273,611
TOTAL EXPENDITURES		\$ 169,285,307	\$ 31,539,985	\$ 22,946,137	\$ 15,579,014	\$ 225,837,695	\$ 41,273,611	\$ 27,022,781	\$ 533,484,530
Transfers Out		19,419,287	24,567,641	-	-	54,893,526	-	-	98,880,454
Reserves		44,568,337	58,620,138	345,966	-	133,495,776	16,809,096	8,981,242	262,820,555
TOTAL APPROPRIATED EXPENDITURES, TRANSFERS, RESERVES, & BALANCES		\$ 233,272,931	\$ 114,727,764	\$ 23,292,103	\$ 15,579,014	\$ 414,226,997	\$ 58,082,707	\$ 36,004,023	\$ 895,185,539
The tentative, adopted, and/or final budgets are on file in the office of the above referenced taxing authority as a public record.									

**City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget**

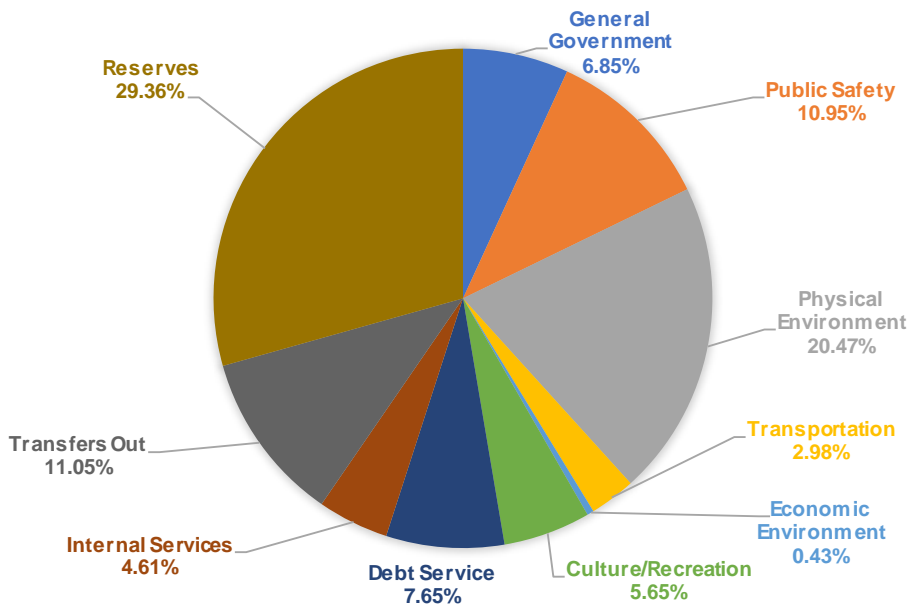
The City has several revenue sources, each representing a different percentage of total revenues. The following chart shows the sources:

**Sources – Where the Money Comes From
FY 2020 All Funds**



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

**Uses – Where the Money Goes
FY 2020 All Funds**



Major Revenue Sources

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

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

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

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

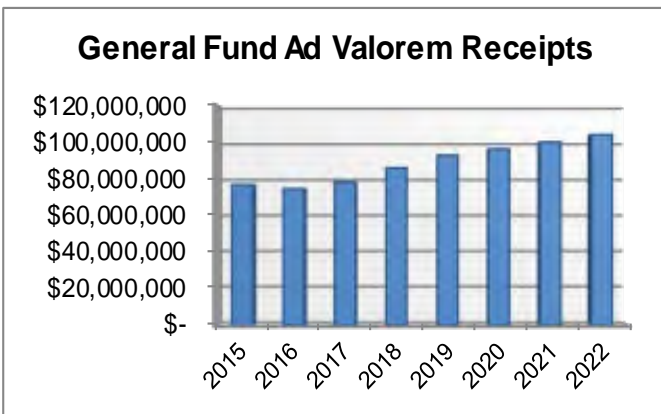
**City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget**

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.

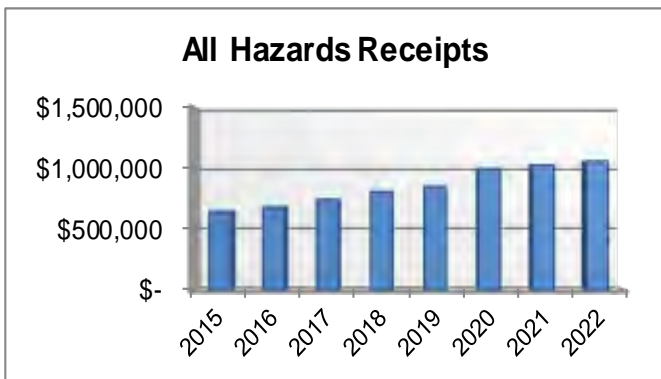
A millage rate of one mill produces one dollar of tax revenue on each \$1,000 of taxable property values as provided by the Lee County Property Appraiser.

The FY 2020 Budget is based on the July 1 taxable value from the Lee County Property Appraiser and the millage rate of 6.4903. It is assumed that taxable property values will increase 4% in FY 2021 and 2022.



Fiscal Year	Amount	Millage
2015 Actual	\$76,766,047	7.7070
2016 Actual	74,532,990	6.9570
2017 Actual	78,051,494	6.7500
2018 Actual	85,909,230	6.7500
2019 Budget	92,754,303	6.7500
2020 Adopted	96,194,962	6.4903
2021 Proposed	100,042,760	6.4903
2022 Proposed	104,044,471	6.4903

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



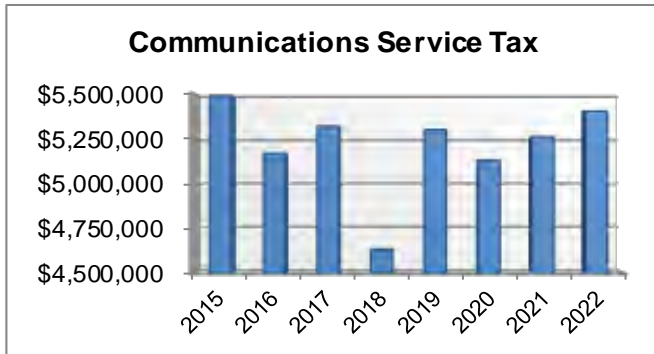
Fiscal Year	Amount	Annual % Change
2015 Actual	\$ 644,650	8.39%
2016 Actual	682,968	5.94%
2017 Actual	743,399	8.85%
2018 Actual	809,429	8.88%
2019 Budget	850,137	5.03%
2020 Adopted	996,092	17.17%
2021 Proposed	1,025,975	3.00%
2022 Proposed	1,056,754	3.00%

**City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget**

Other Taxes

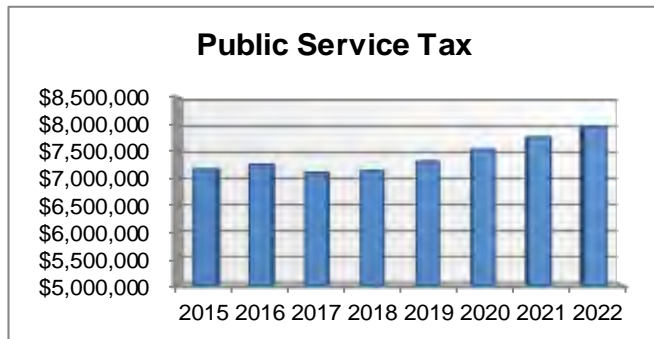
Other taxes include charges levied by the local unit of government that are not ad valorem but are imposed upon sale or consumption of goods and services. This category includes the communications service tax, public service tax, and local option gas taxes.

In FY 2001, the communications services tax replaced all local taxes on telephone and cable services, 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
2015 Actual	\$ 5,489,539	-4.91%
2016 Actual	5,168,297	-5.85%
2017 Actual	5,319,563	2.93%
2018 Actual	4,626,232	-13.03%
2019 Budget	5,300,000	14.56%
2020 Adopted	5,130,000	-3.21%
2021 Proposed	5,260,000	2.53%
2022 Proposed	5,404,000	2.74%

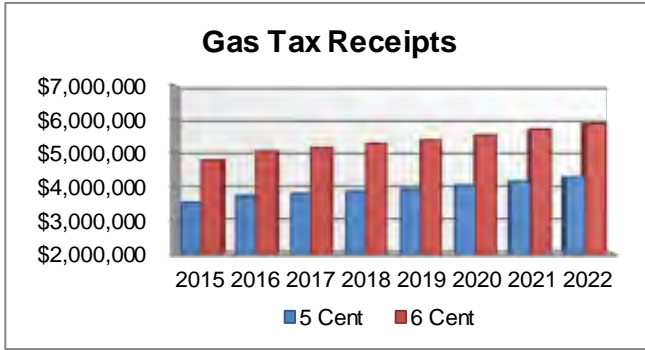
On April 29, 2013, City Council approved Ordinance 28-13, authorizing the implementation of the Public Service Tax on electric service. At the time of adoption of the tax, there was only one municipality in the State of Florida with a population of over 50,000 that did not have the tax. Although the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



Fiscal Year	Amount	Annual % Change
2015 Actual	\$ 7,168,083	-0.85%
2016 Actual	7,250,872	1.15%
2017 Actual	7,103,228	-2.04%
2018 Actual	7,135,139	0.45%
2019 Budget	7,312,775	2.49%
2020 Adopted	7,532,158	3.00%
2021 Proposed	7,758,123	3.00%
2022 Proposed	7,952,076	2.50%

**City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget**

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



Fiscal Year	5 Cent	6 Cent
2015 Actual	\$ 3,526,154	\$ 4,798,201
2016 Actual	3,736,205	5,062,704
2017 Actual	3,795,908	5,160,100
2018 Actual	3,860,413	5,282,389
2019 Budget	3,920,262	5,379,196
2020 Adopted	4,037,870	5,540,572
2021 Proposed	4,159,007	5,706,790
2022 Proposed	4,283,778	5,877,994

Franchise Fees

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

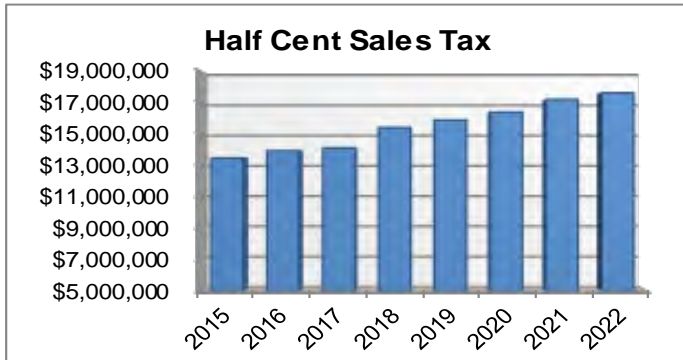


Fiscal Year	Amount
2015 Actual	\$ 6,549,306
2016 Actual	6,622,099
2017 Actual	6,433,799
2018 Actual	6,534,366
2019 Budget	6,779,055
2020 Adopted	6,853,846
2021 Proposed	6,929,501
2022 Proposed	7,102,738

**City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget**

Intergovernmental Revenue

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

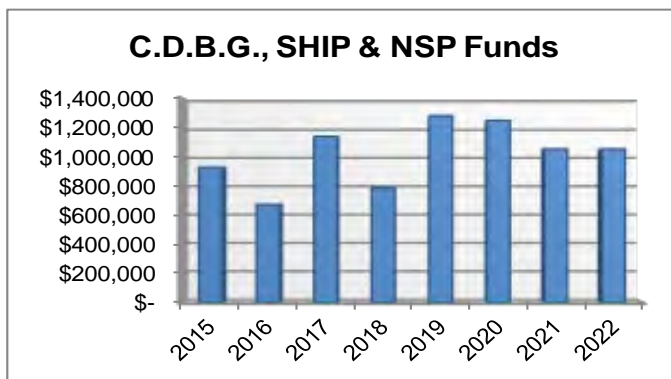


Fiscal Year	Amount
2015 Actual	\$13,456,287
2016 Actual	13,923,141
2017 Actual	14,107,953
2018 Actual	15,402,256
2019 Budget	15,878,000
2020 Adopted	16,372,000
2021 Proposed	17,176,000
2022 Proposed	17,605,400



Fiscal Year	Amount
2015 Actual	\$ 5,253,466
2016 Actual	5,527,856
2017 Actual	5,962,452
2018 Actual	6,273,591
2019 Budget	6,726,055
2020 Adopted	6,995,039
2021 Proposed	7,274,780
2022 Proposed	7,456,649

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

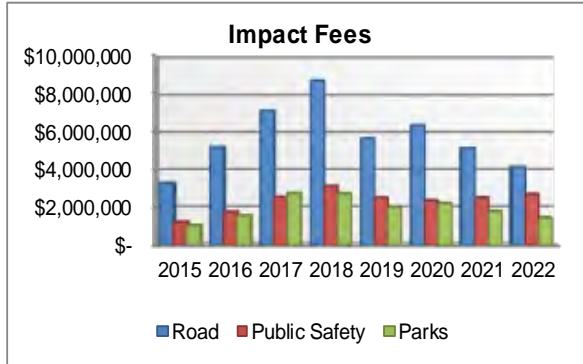


Fiscal Year	Amount
2015 Actual	\$ 927,146
2016 Actual	671,784
2017 Actual	1,138,077
2018 Actual	785,195
2019 Budget	1,278,955
2020 Adopted	1,248,144
2021 Proposed	1,052,598
2022 Proposed	1,052,473

**City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget**

Impact Fees

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

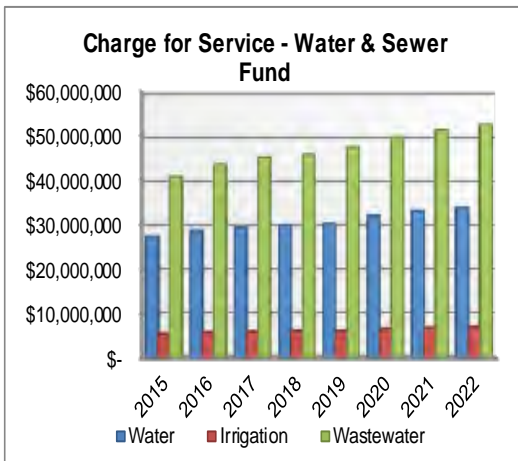


Fiscal Year	Road	Public Safety	Parks
2015 Actual	\$ 3,290,520	\$ 1,221,496	\$ 1,041,410
2016 Actual	5,193,939	1,757,514	1,559,473
2017 Actual	7,106,032	2,546,012	2,751,820
2018 Actual	8,700,676	3,117,216	2,737,325
2019 Budget	5,656,815	2,508,055	2,011,460
2020 Adopted	6,344,050	2,360,095	2,213,275
2021 Proposed	5,138,945	2,522,993	1,792,920
2022 Proposed	4,145,210	2,697,960	1,446,155

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.

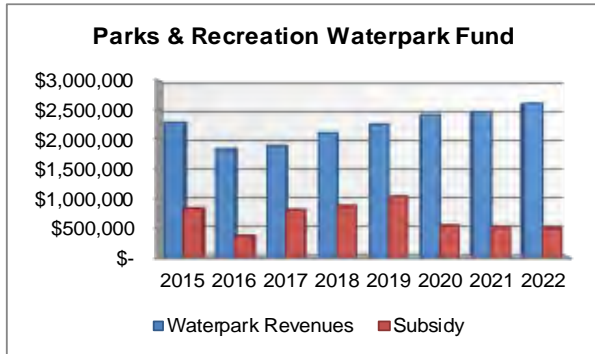
Water, irrigation, and wastewater charges are the major category's not all the Charge for Service. These Charge for Service have been established to generate a level of revenue sufficient to support the utility fund. A comprehensive financial model has been developed that examines operational and maintenance,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



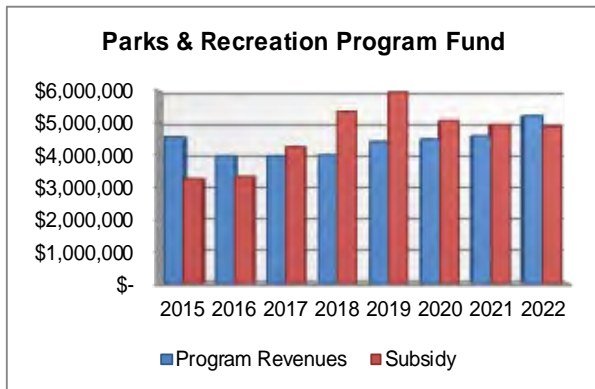
Fiscal Year	Water	Irrigation	Wastewater	Total
2015 Actual	\$27,439,764	\$ 5,419,273	\$40,934,805	\$73,793,842
2016 Actual	28,792,096	5,773,770	43,664,619	78,230,485
2017 Actual	29,437,108	5,923,098	45,247,881	80,608,087
2018 Actual	30,040,939	6,112,407	45,916,622	82,069,968
2019 Budget	30,283,311	6,058,093	47,629,474	83,970,878
2020 Adopted	32,177,702	6,564,369	49,785,094	88,527,165
2021 Proposed	33,203,782	6,790,743	51,440,211	91,434,736
2022 Proposed	33,954,393	6,939,400	52,608,330	93,502,123

**City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget**

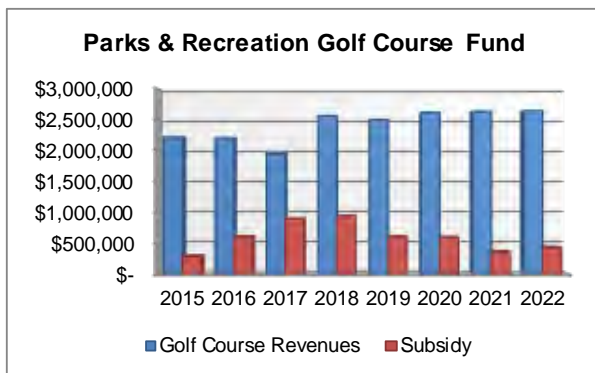
User fees are charged for Parks and Recreational Activities. Programs and related fee schedules are reviewed on an annual basis. The Yacht Basin is operated as an Enterprise Fund and designed to be 100% supported by generated revenue. Other programs such as the Special Events, Arts Studio, Senior Centers, Transportation, Special Populations, the Golf Course and the Waterpark operate with a subsidy from the General Fund. The Yacht Basin also contributes \$115,000 to the P&R Program Fund to the programs located at the Yacht Basin Complex.



Fiscal Year	Waterpark Revenues	Subsidy	Waterpark Rev % of Total Exp
2015 Actual	\$ 2,295,254	\$ 828,820	73.47%
2016 Actual	1,844,205	350,000	84.05%
2017 Actual	1,898,620	802,577	70.29%
2018 Actual	2,113,905	874,158	70.74%
2019 Budget	2,263,497	1,032,679	68.67%
2020 Adopted	2,419,744	533,826	81.93%
2021 Proposed	2,469,896	513,584	47.46%
2022 Proposed	2,616,668	491,535	84.19%



Fiscal Year	Program Revenues	Subsidy	Program Rev % of Total Exp
2015 Actual	\$ 4,570,529	\$ 3,265,587	58.33%
2016 Actual	3,984,563	3,340,000	54.40%
2017 Actual	3,980,118	4,265,000	48.27%
2018 Actual	4,011,345	5,360,000	42.80%
2019 Budget	4,429,254	5,959,772	42.63%
2020 Adopted	4,504,204	5,075,776	47.02%
2021 Proposed	4,600,763	4,955,976	47.46%
2022 Proposed	5,236,170	4,895,593	51.68%

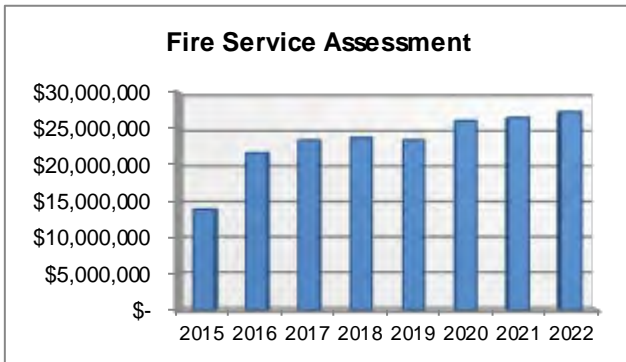


Fiscal Year	Golf Course Revenues	Subsidy	Program Rev % of Total Exp
2015 Actual	\$ 2,217,409	\$ 287,100	88.54%
2016 Actual	2,207,725	604,000	78.52%
2017 Actual	1,954,150	893,896	68.61%
2018 Actual	2,564,868	940,000	73.18%
2019 Budget	2,497,360	600,614	80.61%
2020 Adopted	2,621,888	589,404	81.65%
2021 Proposed	2,633,706	359,851	87.98%
2022 Proposed	2,647,099	427,316	86.10%

**City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget**

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. Due to the need for a bond validation, this assessment was not included on the tax bill but was billed in-house in February 2014. This billing followed the Final Judgment by the Twentieth Judicial Circuit of the State of Florida in December 2013 confirming the City’s authority to issue the bond, the legality and validity of the imposition of the special assessment. The judgment was appealed to the Florida Supreme Court by a small group of residents. In May 2015, the Florida Supreme Court upheld the City’s assessment methodology. Shown below beginning with FY 2020 are the total assessed amount, not included are the discounts and uncollectible.



Fiscal Year	Amount	Cost
		Recovery %
2015 Actual	\$13,914,346	38%
2016 Actual	21,690,753	64%
2017 Actual	23,450,207	64%
2018 Actual	23,774,858	59%
2019 Budget	23,476,023	62%
2020 Adopted	26,087,822	62%
2021 Proposed	26,567,921	62%
2022 Proposed	27,364,958	62%

Highlights of Other Major Funds

Building Fund

The Building Fund has an adopted budget of \$14.6 million and provides funding for 57.88 full-time equivalents. 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 Section 15-D Appendices D for general administrative overhead costs.

Special Assessments

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

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

Utility Capital Expansion Fee Funds

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

Stormwater Fund

The primary revenue source for this fund is the stormwater utility fee that is charged on a per equivalent residential unit (ERU) basis. As discussed in the previous section, the City Manager's Budget includes a modified rate each year for FY 2019 – 2022. The adopted rate is \$119 per ERU, based on the data from the cost recovery study. The operating budgets in FY 2019 – 2022 will use funds which have previously been set aside for stormwater capital projects to support the cost of the drainage projects.

Yacht Basin Fund

The Yacht Basin Fund has a budget of \$1.7 million with approximately 61% of the sources of funds coming from fund balances. Lease payments from Ford's Boathouse are recorded in this fund. Additionally, the fund is required to make an interfund transfer to the General Fund, the breakdown is in Section 15-D Appendices D for general administrative overhead costs. FY 2020 planned expenditures include \$115,000 interfund transfer to the P&R Program Fund.

**City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget**

ALL FUNDS REVENUES

Fund	FY 2018 Actual ¹	FY 2019 Adopted ²	FY 2019 Amended ²	FY 2020 Adopted ³	FY 2021 Proposed	FY 2022 Proposed
General Fund	\$ 177,858,306	\$ 211,642,492	\$ 232,259,556	\$ 233,272,931	\$ 240,912,587	\$ 247,271,855
Special Revenue Funds						
Community Redevelopment Agency (CRA) ⁴	2,211,069	2,219,029	2,798,734	3,114,584	3,095,113	3,237,751
Police Protection Impact Fee	1,555,747	5,222,882	5,791,515	6,955,474	8,200,241	9,533,627
Do The Right Thing	11,932	8,000	35,159	8,000	8,000	8,000
Police Evidence Fund (not budgeted)	129,254	-	-	-	-	-
Confiscation/State	162,596	308,353	461,490	395,832	376,313	356,794
Confiscation/Federal	34,054	459,587	525,153	211,822	174,296	133,986
Criminal Justice Education (Police Training)	23,631	24,000	57,787	24,600	25,215	25,845
Alarm Fee	90,734	156,862	106,036	108,203	111,942	115,861
Advanced Life Support (ALS) Impact Fee	92,079	383,610	341,774	298,641	311,693	266,827
Fire Capital Improvement Impact Fee	1,498,075	3,369,324	4,122,470	4,596,522	5,449,060	6,383,902
All Hazards	816,520	2,200,355	2,198,010	2,244,257	2,148,891	2,293,681
Additional Five Cent Gas Tax	4,496,728	15,255,043	16,065,671	20,822,294	21,531,301	25,365,079
Six Cent Gas Tax	12,683,183	14,436,042	19,536,468	20,275,909	17,372,778	15,249,796
Road Impact Fee	12,017,215	8,329,224	12,390,597	16,281,534	15,150,163	13,099,601
Del Prado Mall Parking Lot Maintenance	40,911	36,388	163,524	154,750	173,256	192,676
Lot Mowing Program	3,444,759	5,320,529	4,396,568	5,029,311	4,653,251	4,242,262
Building Fund	9,183,600	17,396,646	17,152,056	14,583,312	14,370,815	14,294,324
Community Development Block Grant (CDBG) ⁵	1,117,077	940,159	1,797,445	1,248,144	1,052,598	1,052,473
HUD Neighborhood Stabilization ⁵	617,634	-	274,191	-	-	-
HUD Neighborhood Stabilization (NSP) ⁵	2,152	-	-	-	-	-
Local Housing Assistance (SHIP) ⁵	949,679	-	1,502,623	-	-	-
Residential Construction Mitigation Grant ⁵	16,240	-	6,676	-	-	-
Park Recreational Facility Impact Fee	2,750,385	3,610,166	3,603,935	2,538,250	1,802,920	1,456,155
Waterpark Fund	2,988,063	3,008,189	3,296,176	2,953,570	2,983,480	3,108,203
Parks & Recreation Programs	9,371,345	10,336,617	10,389,026	9,579,980	9,556,739	10,131,763
Golf Course ⁵	3,392,460	3,069,156	3,097,974	3,211,292	2,993,557	3,074,415
City Centrum Business Park	103,266	90,559	110,559	91,483	92,461	94,775
Seawall Assessments	19,848	-	100	-	-	-
Special Revenue	69,820,235	96,180,720	110,221,717	114,727,764	111,634,083	113,717,796
Debt Service Fund	28,485,560	21,867,811	40,940,412	23,292,103	28,514,261	28,391,394
Capital Projects Funds⁵						
Fire Station Construction	3,200,928	-	(1,092,989)	4,251,063	314,806	4,937,834
Public Works Capital Projects	10,923	-	525,123	250,000	250,000	-
Transportation Capital Projects	14,845,143	150,000	15,071,524	10,171,896	9,617,822	11,419,953
Parks Capital Projects	718,881	-	5,664,083	-	-	-
CRA Capital Projects	5,596,116	953,161	1,211,448	906,055	10,702,692	704,023
Governmental Capital Projects	94,349	90,000	6,051,288	-	-	-
Capital Projects Total	24,466,340	1,193,161	27,430,477	15,579,014	20,885,320	17,061,810

**City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget**

Fund	FY 2018 Actual ¹	FY 2019 Adopted ²	FY 2019 Amended ²	FY 2020 Adopted ³	FY 2021 Proposed	FY 2022 Proposed
Enterprise Funds						
Water & Sewer	113,162,204	118,019,880	130,396,409	140,898,837	133,758,861	137,379,225
Water & Sewer Capital Projects ^{5,7}	224,950	-	13,203,974	30,675,358	30,688,606	30,718,015
Water & Sewer Utility Extension ^{5,7}	53,668,710	128,369,828	128,369,828	82,332,865	124,831,657	123,931,154
Water & Sewer Utility Impact, CIAC, CFEC ^{5,7}	19,841,043	80,391,467	80,309,093	126,286,161	137,306,796	141,078,587
Stormwater Utility	19,062,016	25,739,543	27,910,924	27,699,516	26,597,987	25,711,237
Stormwater Utility Capital Projects ⁵	4,533,350	4,351,096	5,971,096	4,621,627	4,695,871	4,164,295
Yacht Basin	698,379	1,209,830	1,640,758	1,712,633	1,576,562	1,440,635
Enterprise Total	211,190,652	358,081,644	387,802,082	414,226,997	459,456,340	464,423,148
Internal Service Fund						
Workers Compensation	4,360,661	12,897,451	7,427,384	8,035,917	8,707,960	9,510,612
Property Liability Insurance	3,726,621	6,003,283	6,238,256	6,263,795	6,336,221	6,385,065
Self Insurance	21,668,196	28,968,704	24,840,764	33,077,558	37,878,682	42,896,411
Facilities Management	5,876,839	5,692,360	5,716,654	5,898,591	6,198,897	6,446,763
Fleet Maintenance	4,182,591	4,833,343	4,833,343	4,806,846	4,875,916	5,030,299
Internal Service Fund Total	39,814,907	58,395,141	49,056,401	58,082,707	63,997,676	70,269,150
Charter School Authority⁴	25,709,986	32,402,716	35,831,929	36,004,023	34,833,746	34,085,733
Total All Funds	\$ 577,345,987	\$ 779,763,685	\$ 883,542,574	\$ 895,185,539	\$ 960,234,013	\$ 975,220,886

Note:

- ¹ FY 2018 Actual is presented on budgetary basis and does not include OPEB or depreciation.
- ² FY 2019 Budget was adopted through Ordinance 64-18 and has been amended through budget amendment #1 Ordinance 15-19 and budget amendment #2 Ordinance 53-19.
- ³ FY 2020 Adopted Budget Ordinance 44-19 is being presented in this book
- ⁴ The Community Redevelopment Agency & Charter School Authority are component units of the City of Cape Coral. Each budget is approved and adopted by their Governing Boards and transmitted to the City for inclusion in the total budget.
- ⁵ Balances within Grant and Capital Project Funds are not rebudgeted on an annual basis. Only additional appropriations are included.
- ⁶ Golf Course has been designated as a Special Revenue fund effective FY 2019. However for presentation purpose the golf course is shown in the Special Revenue Fund
- ⁷ Water & Sewer Capital Projects are in accordance with the planned projects outlined in the rate sufficiency study. Includes construction and special assessments for utility extension areas such as Pine Island Rd Water, Wastewater, and Irrigation Southwest Areas I-III Water, Wastewater, and Irrigation; Southeast 1, Southwest 4, Southwest 5 and North Central Loop Water, Wastewater, & Irrigation; Southwest 6/7 Construction was authorized in FY 2013. North 1 and North 2 are included in FY 2018 - 2022.

**City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget**

ALL FUNDS EXPENDITURES

Fund	FY 2018 Actual¹	FY 2019 Adopted²	FY 2019 Amended²	FY 2020 Adopted³	FY 2021 Proposed	FY 2022 Proposed
General Fund	\$ 190,212,760	\$ 211,642,492	\$ 232,259,556	\$ 233,272,931	\$ 240,912,587	\$ 247,271,855
Special Revenue Funds						
Community Redevelopment Agency (CRA) ⁴	2,238,897	2,219,029	2,798,734	3,114,584	3,095,113	3,237,751
Police Protection Impact Fee	11,530	5,222,882	5,791,515	6,955,474	8,200,241	9,533,627
Do The Right Thing	12,142	8,000	35,159	8,000	8,000	8,000
Police Evidence Fund (not budgeted)	135,370	-	-	-	-	-
Confiscation/State	55,909	308,353	461,490	395,832	376,313	356,794
Confiscation/Federal	154,843	459,587	525,153	211,822	174,296	133,986
Criminal Justice Education (Police Training)	10,446	24,000	57,787	24,600	25,215	25,845
Alarm Fee	111,039	156,862	106,036	108,203	111,942	115,861
Advanced Life Support (ALS) Impact Fee	76,391	383,610	341,774	298,641	311,693	266,827
Fire Capital Improvement Impact Fee	440,999	3,369,324	4,122,470	4,596,522	5,449,060	6,383,902
All Hazards	729,655	2,200,355	2,198,010	2,244,257	2,148,891	2,293,681
Additional Five Cent Gas Tax	150,000	15,255,043	16,065,671	20,822,294	21,531,301	25,365,079
Six Cent Gas Tax	6,772,255	14,436,042	19,536,468	20,275,909	17,372,778	15,249,796
Road Impact Fee	7,070,930	8,329,224	12,390,597	16,281,534	15,150,163	13,099,601
Del Prado Mall Parking Lot Maintenance	21,619	36,388	163,524	154,750	173,256	192,676
Lot Mowing Program	4,776,893	5,320,529	4,396,568	5,029,311	4,653,251	4,242,262
Building Fund	6,440,233	17,396,646	17,152,056	14,583,312	14,370,815	14,294,324
Community Development Block Grant (CDBG) ⁵	1,128,751	940,159	1,797,445	1,248,144	1,052,598	1,052,473
HUD Neighborhood Stabilization (NSP) ⁵	870,502	-	274,191	-	-	-
Local Housing Assistance (SHIP) ⁵	681,245	-	1,502,623	-	-	-
Residential Construction Mitigation Grant ⁵	28,824	-	6,676	-	-	-
Park Recreational Facility Impact Fee	2,739,599	3,610,166	3,603,935	2,538,250	1,802,920	1,456,155
Waterpark Fund	3,039,734	3,008,189	3,296,176	2,953,570	2,983,480	3,108,203
Parks & Recreation Programs	9,306,332	10,336,617	10,389,026	9,579,980	9,556,739	10,131,763
Golf Course ⁶	3,104,474	3,069,156	3,097,974	3,211,292	2,993,557	3,074,415
City Centrum Business Park	103,012	90,559	110,559	91,483	92,461	94,775
Seawall Assessments	3,336	-	100	-	-	-
Special Revenue	50,214,960	96,180,720	110,221,717	114,727,764	111,634,083	113,717,796
Debt Service Fund	27,605,720	21,867,811	40,940,412	23,292,103	28,514,261	28,391,394
Capital Projects Funds⁵						
Governmental Capital Projects	184,401	90,000	6,051,288	-	-	-
CRA Capital Projects	8,261,733	953,161	1,211,448	906,055	10,702,692	704,023
Fire Capital Projects	3,582,652	-	(1,092,989)	4,251,063	314,806	4,937,834
Parks & Recreation Capital Projects	527,771	-	5,664,083	-	-	-
Transportation Capital Projects	27,997,052	150,000	15,071,524	10,171,896	9,617,822	11,419,953
Public Works Capital Projects	82,468	-	525,123	250,000	250,000	-
Capital Projects Total	40,636,078	1,193,161	27,430,477	15,579,014	20,885,320	17,061,810

**City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget**

ALL FUNDS EXPENDITURES continued

Fund	FY 2018 Actual ¹	FY 2019 Adopted ²	FY 2019 Amended ²	FY 2020 Adopted ³	FY 2021 Proposed	FY 2022 Proposed
Enterprise Funds						
Water & Sewer	101,963,619	118,019,880	130,396,409	140,898,837	133,758,861	137,379,225
Water & Sewer Capital Projects ^{5,7}	13,557,349	-	13,203,974	30,675,358	30,688,606	30,718,015
Water & Sewer Utility Extension ^{5,7}	107,134,739	128,369,828	128,369,828	82,332,865	124,831,657	123,931,154
Water & Sewer Utility Impact, CIAC, CFEC	1,321,203	80,391,467	80,309,093	126,286,161	137,306,796	141,078,587
Stormwater Utility	17,831,814	25,739,543	27,910,924	27,699,516	26,597,987	25,711,237
Stormwater Utility Capital Projects ⁵	3,056,442	4,351,096	5,971,096	4,621,627	4,695,871	4,164,295
Yacht Basin	519,359	1,209,830	1,640,758	1,712,633	1,576,562	1,440,635
Enterprise Total	245,384,525	358,081,644	387,802,082	414,226,997	459,456,340	464,423,148
Internal Service Fund						
Workers Compensation Insurance	3,141,401	12,897,451	7,427,384	8,035,917	8,707,960	9,510,612
Property Liability Insurance	3,333,700	6,003,283	6,238,256	6,263,795	6,336,221	6,385,065
Self Insurance	20,614,964	28,968,704	24,840,764	33,077,558	37,878,682	42,896,411
Facilities Management	4,929,865	5,692,360	5,716,654	5,898,591	6,198,897	6,446,763
Fleet Maintenance	4,058,223	4,833,343	4,833,343	4,806,846	4,875,916	5,030,299
Internal Service Fund Total	36,078,153	58,395,141	49,056,401	58,082,707	63,997,676	70,269,150
Charter School Authority⁴	22,447,622	32,402,716	35,831,929	36,004,023	34,833,746	34,085,733
Total All Funds	\$ 612,579,819	\$ 779,763,685	\$ 883,542,574	\$ 895,185,539	\$ 960,234,013	\$ 975,220,886

Note:

¹ FY 2018 Actual is presented on budgetary basis and does not include OPEB or depreciation.

² FY 2019 Budget was adopted through Ordinance 64-18 and has been amended through budget amendment #1 Ordinance 15-19 and budget amendment #2 Ordinance 53-19.

³ FY 2020 Adopted Budget Ordinance 44-19 is being presented in this book

⁴ The Community Redevelopment Agency & Charter School Authority are component units of the City of Cape Coral. Each budget is approved and adopted by their Governing Boards and transmitted to the City for inclusion in the total budget.

⁵ Balances within Grant and Capital Project Funds are not rebudgeted on an annual basis. Only additional appropriations are included.

⁶ Golf Course has been designated as a Special Revenue fund effective FY 2019. However for presentation purpose the golf course is shown in the Special Revenue Fund

⁷ Water & Sewer Capital Projects are in accordance with the planned projects outlined in the rate sufficiency study. Includes construction and special assessments for utility extension areas such as Pine Island Rd Water, Wastewater, and Irrigation Southwest Areas I-III Water, Wastewater, and Irrigation; Southeast 1, Southwest 4, Southwest 5 and North Central Loop Water, Wastewater, & Irrigation; Southwest 6/7 Construction was authorized in FY 2013. North 1 and North 2 are included in FY 2018 - 2022

**City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget**

INTER & INTRAFUND TRANSFERS: FY 2020 ADOPTED BUDGET

TRANSFER OUT	TRANSFERS IN								TOTAL
	GENERAL FUND	SPECIAL REVENUE	DEBT SERVICE	CAPITAL PROJECT	Water and Sewer Operations (1)	Water and Sewer Capital Projects (2)	Stormwater Capital Projects (3)	ENTERPRISE TOTAL (1+2+3)	
Interfund Transfers:									
General Fund	\$ -	\$ 8,143,050 ³	\$ 7,944,237 ⁵	\$ 3,332,000 ⁸	\$ -	\$ -	\$ -	\$ -	\$ 19,419,287
Special Revenue	7,111,447 ¹	-	10,710,243 ⁶	6,745,951 ⁹	-	-	-	-	24,567,641
Capital Projects	-	-	-	-	-	-	-	-	-
Yacht Basin	-	115,000 ⁴	-	-	-	-	-	-	115,000
Water & Sewer	25,000 ²	-	96,930 ⁷	-	-	-	-	-	121,930
Stormwater	25,000 ²	-	-	250,000 ¹⁰	-	-	-	-	275,000
Intrafund Transfers:									
Stormwater	-	-	-	-	-	-	4,850,098 ¹⁶	4,850,098	4,850,098
Water & Sewer Operations	-	-	-	-	14,209,385 ¹¹	17,957,662 ¹³	-	32,167,047	32,167,047
W&S Impact CIAC	-	-	-	-	-	12,788,767 ¹⁴	-	12,788,767	12,788,767
Water Impact & CFEC Fees	-	-	-	-	917,160 ¹²	-	-	917,160	917,160
Sewer Impact & CFEC Fees	-	-	-	-	48,513 ¹²	-	-	48,513	48,513
Irrigtn Impact & CFEC Fees	-	-	-	-	121,898 ¹²	-	-	121,898	121,898
Water & Sewer SpecialAssmtConst	-	-	-	-	-	3,488,113 ¹⁵	-	3,488,113	3,488,113
Total Transfers	\$ 7,161,447	\$ 8,258,050	\$ 18,751,410	\$ 10,327,951	\$ 15,296,956	\$ 34,234,542	\$ 4,850,098	\$ 54,381,596	\$ 98,880,454

**City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget**

Interfund Transfers:

- ¹ Special Revenue (Six Cent Gas Tax) transfer of \$6,820,025 to the general fund to support transportation activities performed by Public Works.
Special Revenue (Road Impact Fees) transfer of \$190,322 to the general fund for reimbursement for administrative services.
Special Revenue (Alarm Fees) transfer of \$7,500 to the general fund for reimbursement of expenses for false alarm responses.
Special Revenue (All Hazards Fund) transfer of \$93,600 to the general fund for reimbursement of fire special pay for hazardous materials.
- ² Water & Sewer transfer of \$25,000 to general fund to assist in Fire's Urban Search and Rescue training.
Stormwater transfer of \$25,000 to general fund to assist in Fire's Urban Search and Rescue training.
- ³ General Fund transfer of \$1,961,522 to Special Revenue (Community Redevelopment Agency) for established Tax Increment Financing (TIF) funding.
General Fund transfer of \$91,483 to Special Revenue (City Centrum) for budgetary established levels to support operations.
General Fund transfer of \$533,826 to Special Revenue (Waterpark) for budgetary established levels to support operations.
General Fund transfer of \$4,960,776 to Special Revenue (P&R Programs) for budgetary established levels to support operations.
General Fund transfer of \$589,404 to Special Revenue (Golf Course) for budgetary established levels to support operations.
General Fund transfer of \$6,039 to Special Revenue (Alarm Fees) for budgetary established levels to support operations.
- ⁴ Yacht Basin transfer of \$115,000 to Special Revenue (Yacht Club Complex) to support program activities to include maintenance / capital needs.
- ⁵ General Fund transfer of \$7,944,237 to Other Governmental Fund (Debt Service) for debt service payments . Detail by debt is found in Sections 8 & 14.
- ⁶ Special Revenue (Parks Recreational Facilities Impact Fee, Fire Capital Improvements Impact Fee, Building Fund, Five and Six Cent Gas Tax, Road Impact Fees, Waterpark and CRA) transfer to Debt Service for debt service payments in the amount of \$10,710,243.
- ⁷ Water and Sewer Fund transfer of \$96,930 to Other Governmental Fund (Debt Service) for debt service payments - 2014 Capital Improvement and 2015 Special Obligation Revenue Note.
- ⁸ General Fund transfer of \$3,332,000 to Transportation Capital Project Fund with \$2,500,000 for local road resurfacing, \$520,000 for alleyway repaving and \$312,000 for median maintenance improvements.
- ⁹ Special Revenue CRA Fund to Capital Projects in the amount of \$906,055 for CRA Capital Project.
Special Revenue (Transportation) Five Cent Gas Tax in the amount of \$750,000 for sidewalk program.
Special Revenue (Transportation) Five Cent Gas Tax in the amount \$3,000,000 to Transportation Capital Projects Fund for local road resurfacing
Special Revenue (Transportation) Six Cent Gas Tax transfer of \$2,089,896 to Transportation Capital Projects Fund for transportation projects
- ¹⁰ Stormwater transfer of \$250,000 to Capital Project Fund for Chiquita Boat Lock

Intrafund Transfers:

- ¹¹ Water & Sewer Operations transfer of \$14,209,385 to Water & Sewer for annual debt service.
- ¹² Utility Impact and CFEC funds transfer of 1,087,571 to Water & Sewer Operations for annual debt service.
- ¹³ Water & Sewer Operations transfer of \$17,957,662 to Water & Sewer Capital Projects
- ¹⁴ Water & Sewer Impact CIAC transfer of \$12,788,767 to Water & Sewer Debt and Capital Projects.
- ¹⁵ Water & Sewer Special Assmt Const transfer of \$3,488,113 to Water & Sewer Capital Projects.
- ¹⁶ Stormwater transfer of \$4,621,627 to Stormwater Capital Projects.
Stormwater transfer of \$228,471 to Water & Sewer debt service.

**City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget**

MILLAGE RATE HISTORY

Fiscal Year	General Operations	Debt Service	Total
2010	7.9702	-	7.9702
2011	7.9702	-	7.9702
2012	7.9570	-	7.9570
2013	7.9570	-	7.9570
2014	7.7070	-	7.7070
2015	7.7070	-	7.7070
2016	6.9570	-	6.9570
2017	6.7500	-	6.7500
2018	6.7500	-	6.7500
2019	6.7500	-	6.7500
2020	6.4903	0.0600	6.5503
2021 Proposed	6.4903	0.0600	6.5503
2022 Proposed	6.4903	0.0600	6.5503

* Rolled Back Rate for FY 2020 is 6.4903

TAXABLE ASSESSED VALUE HISTORY

Fiscal Year	Taxable Assessed Value	New Construction	Percentage Change
2010	10,494,876,370	175,205,783	-33.14%
2011	8,888,383,376	70,456,330	-15.31%
2012	8,566,590,016	81,896,264	-3.62%
2013	8,903,395,043	89,178,363	3.93%
2014	9,520,318,059	109,735,614	6.93%
2015	10,329,777,472	114,639,280	8.50%
2016	11,120,507,186	185,037,351	7.65%
2017	12,045,371,047	232,341,287	8.32%
2018	13,196,517,609	336,504,739	9.56%
2019	14,313,935,650	448,797,093	8.47%
2020	15,438,898,927	530,098,254	7.86%
2021 Projected	16,056,454,884	551,302,184	4.00%
2022 Projected	16,698,713,079	573,354,272	4.00%

SINGLE FAMILY HOMES - HOMESTEAD & NON-HOMESTEAD

Fiscal Year	Average Taxable Assessed Value	Change in Average Value	Percentage Change
2010	101,405	(52,138)	-33.96%
2011	89,684	(11,721)	-11.56%
2012	93,057	3,373	3.76%
2013	96,942	3,885	4.17%
2014	104,867	7,925	8.17%
2015	114,354	9,487	9.05%
2016	122,484	8,130	7.11%
2017	131,197	8,713	7.11%
2018	141,919	10,722	8.17%
2019	150,856	8,937	6.30%
2020	159,259	8,403	5.57%
2021	165,629	6,370	4.00%
2022	172,255	6,625	4.00%

**City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget**

Fund Balance Projections

	General Fund	% Chg	Transportation Capital Improvements	% Chg	Community Redevelopment Agency	% Chg	Debt Service Fund	% Chg	Other Governmental Funds	% Chg
October 1, 2018 Fund Balance	\$ 38,156,203		\$ 11,717,459		\$ 128,807		\$ 5,305,727		\$ 69,122,796	
FY 2019 Amended Revenues	\$ 194,103,353		\$ 15,071,524		\$ 2,669,927		\$ 40,940,412		\$ 65,074,738	
FY 2019 Amended Budget Expenditures	184,053,733		15,071,524		2,645,745		40,940,412		73,279,045	
Net Gain (Loss) to Fund Balance	\$ 10,049,620		\$ -		\$ 24,182		\$ -		\$ (8,204,307)	
September 30, 2019 Year End Balance (Projected)	\$ 48,205,823	26%	\$ 11,717,459	0%	\$ 152,989	19%	\$ 5,305,727	0%	\$ 60,918,489	-12%
FY 2020 Adopted Budget Revenues	\$ 190,539,935		\$ 10,171,896		\$ 3,114,584		\$ 23,292,103		\$ 57,494,105	
FY 2020 Adopted Budget Expenditures	188,704,594		10,171,896		3,114,584		23,292,103		55,054,598	
Net Gain (Loss) to Fund Balance	\$ 1,835,341		\$ -		\$ -		\$ -		\$ 2,439,507	
September 30, 2020 Year End Balance (Projected)	\$ 50,041,164	4%	\$ 11,717,459	0%	\$ 152,989	0%	\$ 5,305,727	0%	\$ 63,357,996	4%
FY 2021 Proposed Budget Revenues	\$ 196,344,250		\$ 9,617,822		\$ 3,095,113		\$ 28,514,261		\$ 49,879,423	
FY 2021 Proposed Budget Expenditures	196,436,604		9,617,822		3,095,113		28,514,261		48,696,530	
Net Gain (Loss) to Fund Balance	\$ (92,354)		\$ -		\$ -		\$ -		\$ 1,182,893	
September 30, 2021 Year End Balance (Projected)	\$ 49,948,810	0%	\$ 11,717,459	0%	\$ 152,989	0%	\$ 5,305,727	0%	\$ 64,540,889	2%
FY 2022 Proposed Budget Revenues	\$ 202,795,872		\$ 11,419,953		\$ 3,237,751		\$ 28,745,255		\$ 54,505,788	
FY 2022 Proposed Budget Expenditures	207,186,955		11,419,953		3,237,751		28,745,255		53,848,540	
Net Gain (Loss) to Fund Balance	\$ (4,391,083)		\$ -		\$ -		\$ -		\$ 657,248	
September 30, 2022 Year End Balance (Projected)	\$ 45,557,727	-9%	\$ 11,717,459	0%	\$ 152,989	0%	\$ 5,305,727	0%	\$ 65,198,137	1%

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

Changes in Fund Balances - Governmental Funds

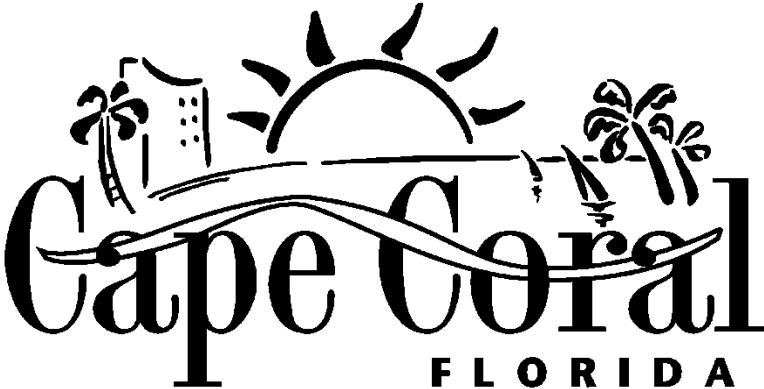
General Fund FY 2019 Fund Balance increase due to delay of General Fund funded capital projects in recovery of Fund Balance due to Hurricane Irma

Transportation Capital Projects FY 2019 will use Fund Balance for existing projects

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

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

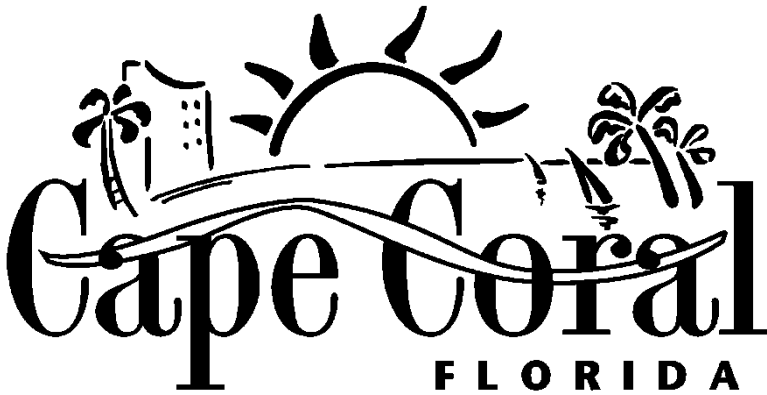
City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget



DEPARTMENT OVERVIEW

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City of Cape Coral, Florida
FY 2020 - 2022 Adopted Budget

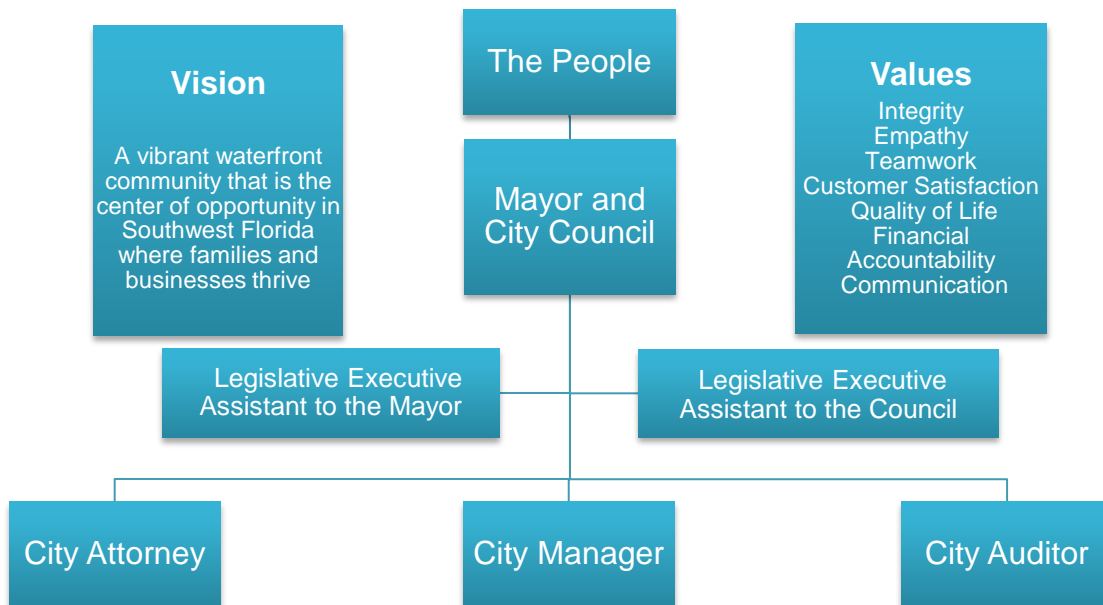


City Council

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

Mission

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



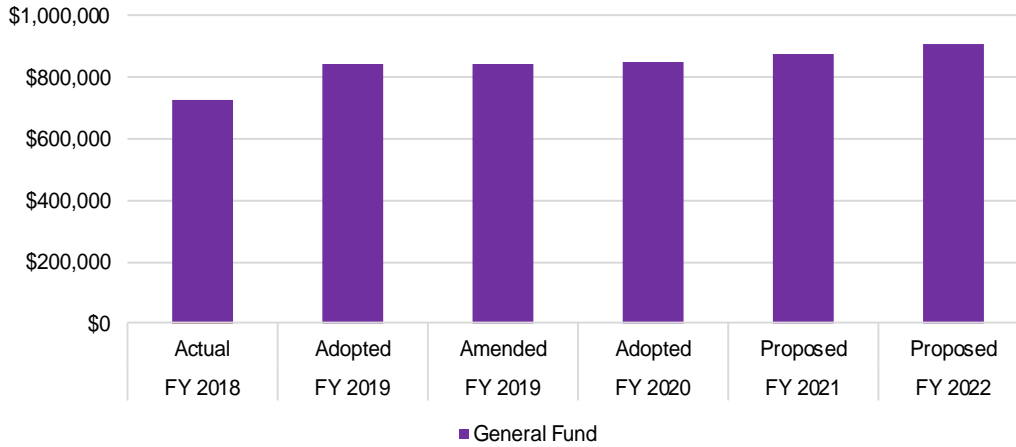
**City of Cape Coral, Florida
FY 2020 - 2022 Adopted Budget**

**City Council
Operating Budget**

Expenditures by Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Personnel	\$ 513,646	\$ 650,386	\$ 650,386	\$ 654,206	\$ 677,655	\$ 702,436
Operating	212,611	191,440	191,440	197,577	199,538	205,947
Capital Outlay	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other/Transfers Out	-	-	-	-	-	-
Total	\$ 726,258	\$ 841,826	\$ 841,826	\$ 851,783	\$ 877,193	\$ 908,383

Expenditures by Fund	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
General Fund	\$ 726,258	\$ 841,826	\$ 841,826	\$ 851,783	\$ 877,193	\$ 908,383
Total	\$ 726,258	\$ 841,826	\$ 841,826	\$ 851,783	\$ 877,193	\$ 908,383

**City Council Expenditures by Fund
Summary Overview**



Note:

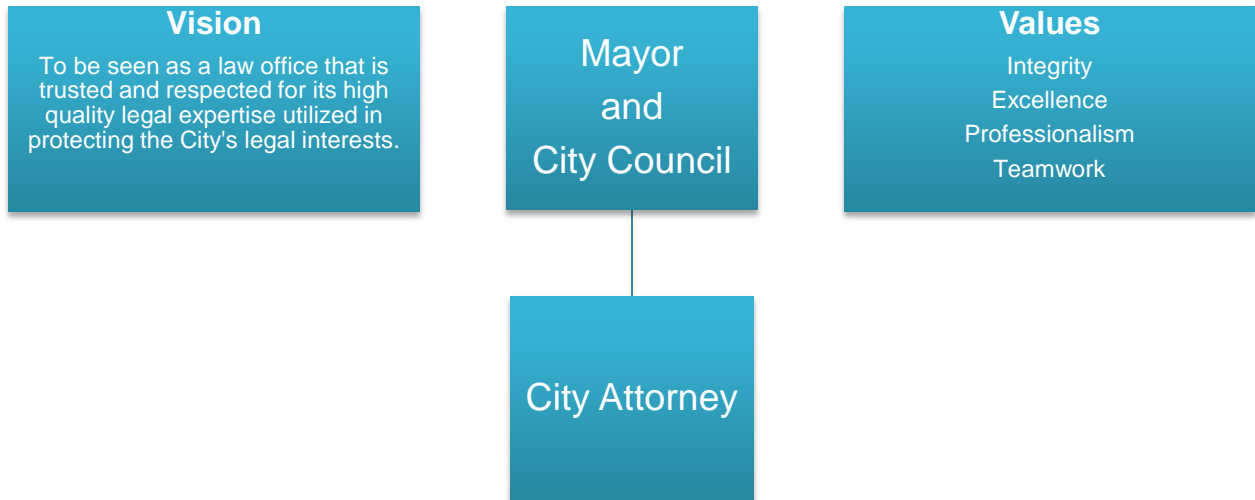
*Details by department for each fund are located in each of the fund sections

City Attorney

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

Mission

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



City of Cape Coral, Florida
FY 2020 - 2022 Adopted Budget

Department Functions

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

FY 2019 Accomplishments

- Worked with Staff to prepare programs proposed for Council consideration.
- Wrote resolutions for all administrative matters brought before City Council in order to formalize and memorialize all actions taken by Council, including but not limited to procurement items, personnel actions, contracts and agreements.
- Prepared ordinances for various planned development projects, land use amendments, and rezoning of property within the City.
- Provided representation to the City in the implementation of the North 2 Utilities Expansion project.

FY 2020 – 2022 Goals and Priorities

- Continued high quality of legal representation to the City Council, City Manager, and departments.
- Increasing in-house litigation.

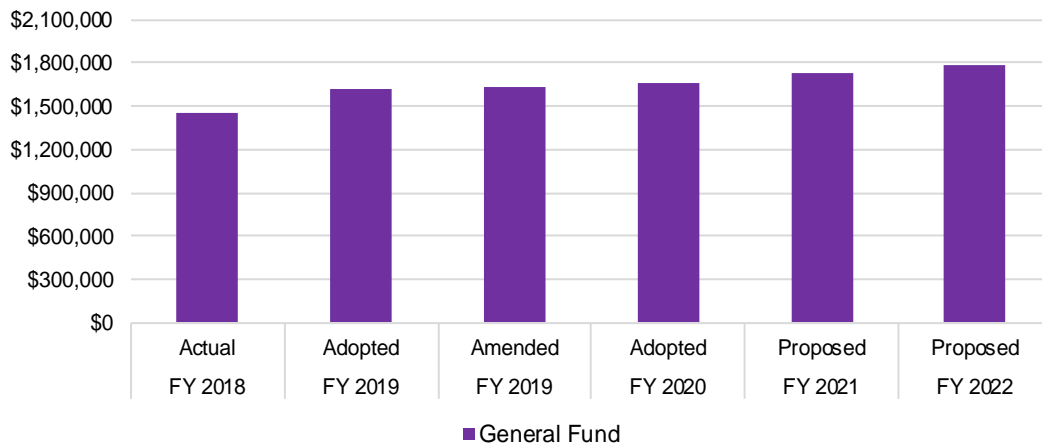
**City of Cape Coral, Florida
FY 2020 - 2022 Adopted Budget**

**City Attorney
Operating Budget**

Expenditures by Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Personnel	\$ 1,318,465	\$1,473,025	\$1,473,025	\$1,544,916	\$1,605,412	\$1,668,960
Operating	135,455	152,001	160,001	116,547	119,459	121,934
Capital Outlay	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other/Transfers Out	-	-	-	-	-	-
Total	\$ 1,453,920	\$1,625,026	\$1,633,026	\$1,661,463	\$1,724,871	\$1,790,894

Expenditures by Fund	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
General Fund	\$ 1,453,920	\$1,625,026	\$1,633,026	\$1,661,463	\$1,724,871	\$1,790,894
Total	\$ 1,453,920	\$1,625,026	\$1,633,026	\$1,661,463	\$1,724,871	\$1,790,894

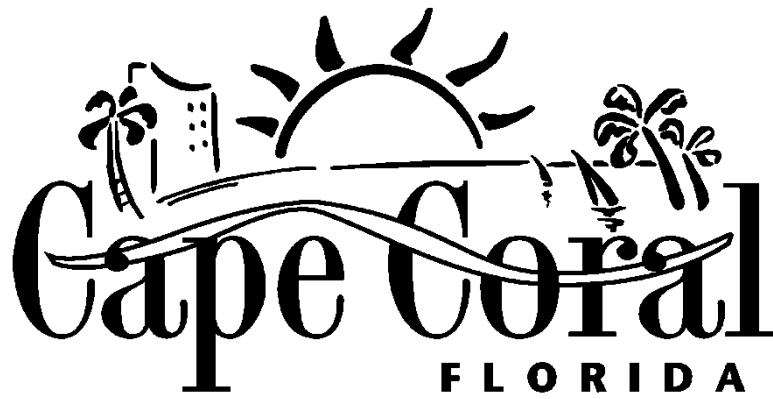
**City Attorney Expenditures by Fund
Summary Overview**



Note:

*Details by department for each fund are located in each of the fund sections

City of Cape Coral, Florida
FY 2020 - 2022 Adopted Budget

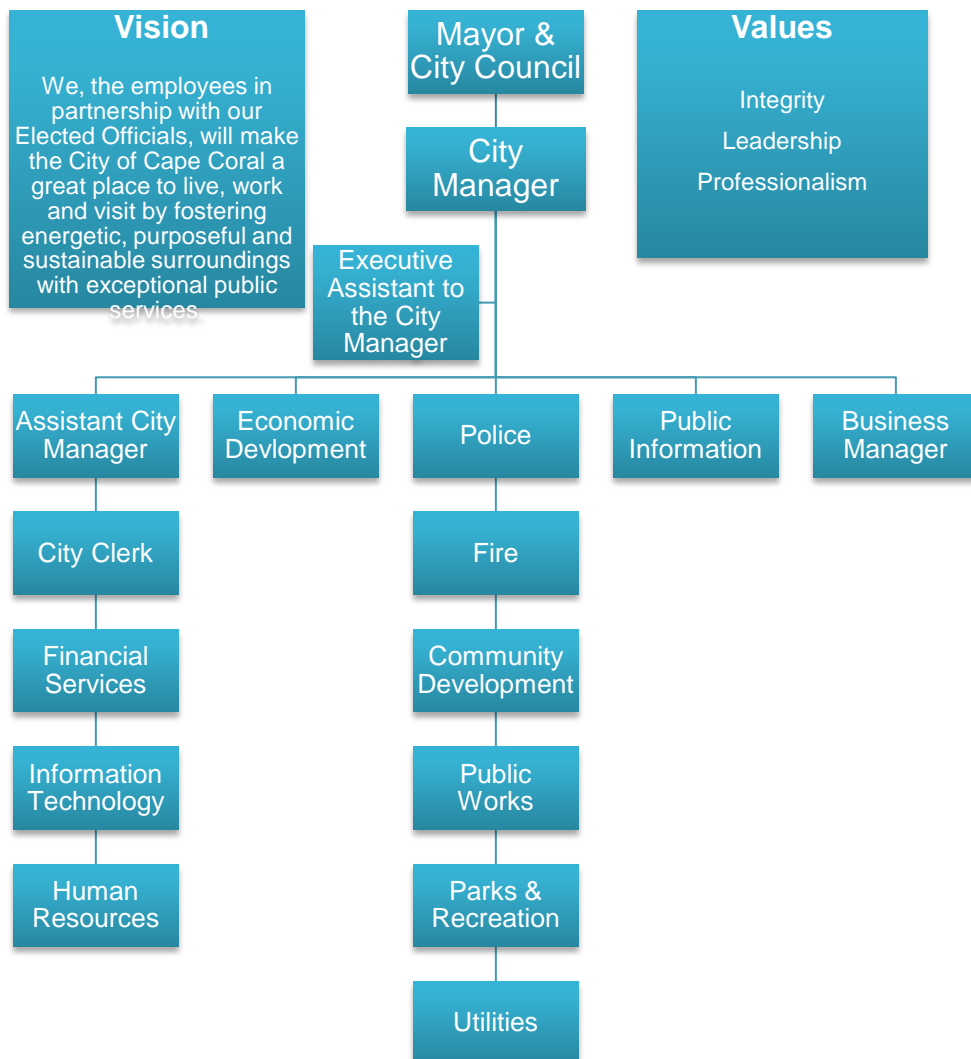


City Manager

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

Mission

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



City of Cape Coral, Florida
FY 2020 - 2022 Adopted Budget

Department Functions

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

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

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

FY 2019 Accomplishments

- Completed the SE 47th Terrace Streetscape project on-time and under budget.
- Obtained voter approval of \$60 million General Obligation Bond for funding new parks and park improvements.
- Secured inter-local agreement with the City of Ft. Myers to increase water resources for the City's Irrigation Water Program and reduce the discharge of nutrients to the Caloosahatchee River.
- Successfully negotiated new three-year contracts with IAFF Local 2424 and IUPAT Local 2301.
- Entered into an agreement with a major restaurateur for the development and subsequent long-term lease at the D&D Marina site.
- Secured \$4 million in state monies for City projects.

FY 2020 – 2022 Goals and Priorities

- Continue efforts to secure approval for the removal of the Chiquita Lock.
- Complete the development of all new parks identified for funding within the \$60 million GO Bond.
- Complete North 2 utilities construction and begin North 1 construction.
- Secure an agreement with a qualified developer for the development of Seven Islands project.
- Continue to work with property owners and developers toward development of the Bimini Basin Project.
- Investigate the feasibility of commercial/industrial development on the site known as Academic Village and develop a plan to increase the marketability of the site.

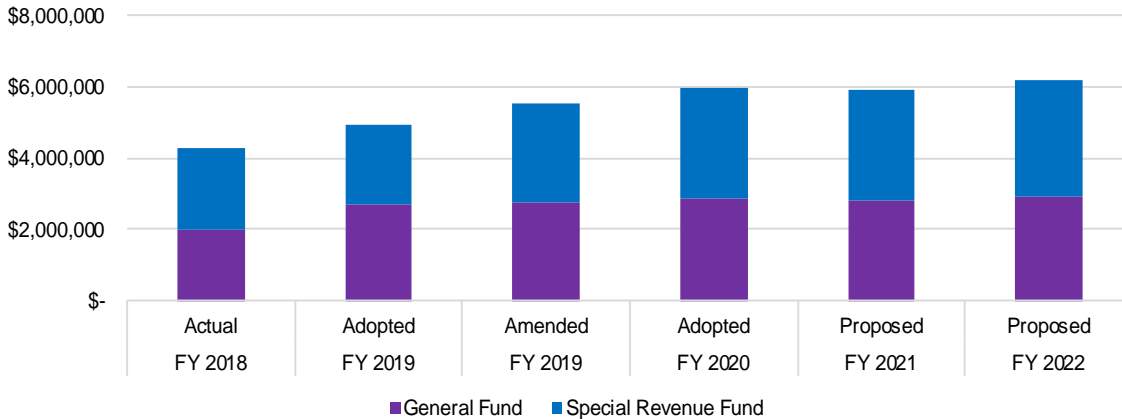
**City of Cape Coral, Florida
FY 2020 - 2022 Adopted Budget**

**City Manager
Operating Budget**

Expenditures by Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Personnel	\$ 1,267,919	\$1,680,473	\$1,680,473	\$1,698,663	\$1,774,449	\$1,840,363
Operating	923,966	1,378,388	1,572,555	2,465,773	1,529,032	1,562,398
Capital Outlay	26,276	-	-	-	-	35,000
Debt Service	-	-	-	-	-	-
Other/Transfers Out	2,039,928	1,856,793	2,005,708	1,809,687	2,606,321	2,745,058
Reserves	-	-	281,796	-	-	-
Total	\$ 4,258,089	\$4,915,654	\$5,540,532	\$5,974,123	\$5,909,802	\$6,182,819

Expenditures by Fund	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
General Fund	\$ 2,019,191	\$2,696,625	\$2,741,798	\$2,859,539	\$2,814,689	\$2,945,068
Special Revenue Fund						
Community Redevelopment Agency*	2,238,897	2,219,029	2,798,734	3,114,584	3,095,113	3,237,751
Total	\$ 4,258,089	\$4,915,654	\$5,540,532	\$5,974,123	\$5,909,802	\$6,182,819

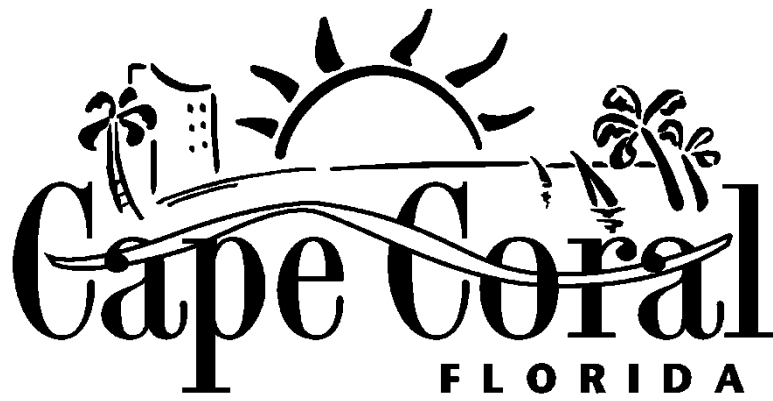
**City Manager Expenditures by Fund
Summary Overview**



Note:

*Details by department for each fund are located in each of the fund sections

City of Cape Coral, Florida
FY 2020 - 2022 Adopted Budget



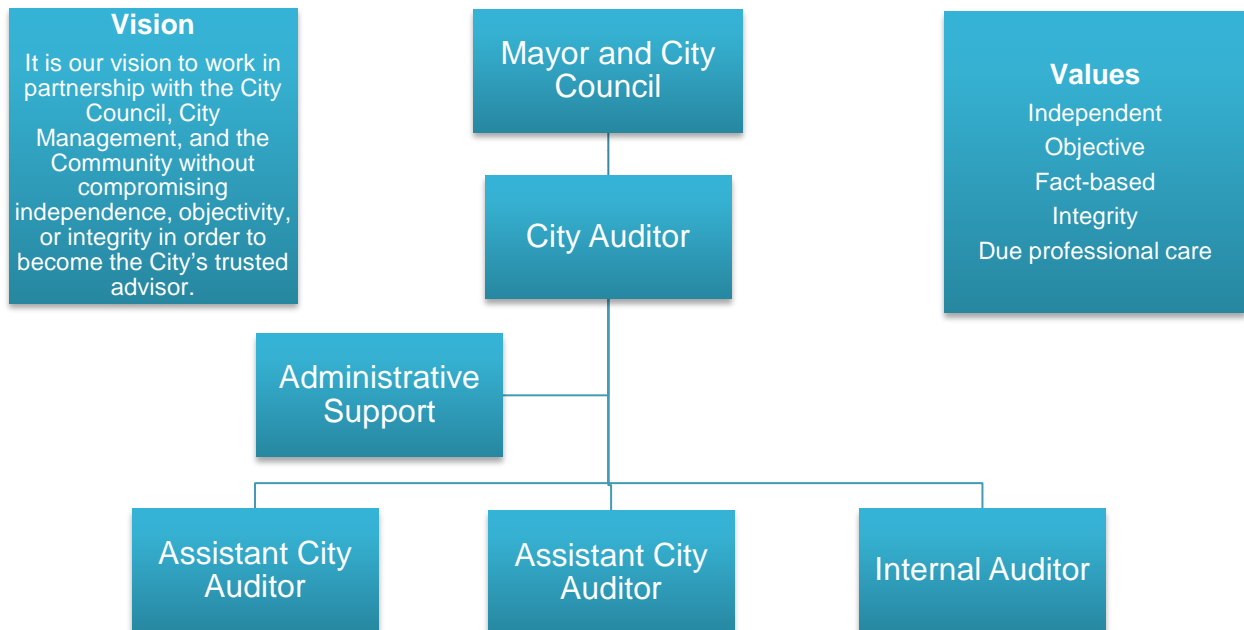
City Auditor

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

This independent audit function reports directly to the City Council. This reporting structure is designed to support and protect the independence of the City Auditor's Office. Audit office resources are allocated to engagements using a risk-based methodology.

Mission

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



City of Cape Coral, Florida
FY 2020 - 2022 Adopted Budget

Department Functions

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

FY 2019 Accomplishments

- Completed a quality control process to ensure audits and reviews adhere to Generally Accepted Government Auditing Standards (GAGAS)
- Effectively managed audit team resources and available hours to produce meaningful and timely audits, post audit reviews and special projects.
- Closed a significant amount of outstanding audit recommendations from prior years.
- Assisted the City with several projects to help increase efficiency and effectiveness of City operations
- Revised and leaned office policy and procedures to seamlessly implement electronic workpaper software with minimal to no effect on City Departments
- Obtain relevant continuing education credits as required by GAGAS and certification/ license standards

FY 2020 – 2022 Goals and Priorities

- Effectively manage audit staff time with a goal of 75% spent on direct audit projects and limit administrative hours to no more than 25%.
- Complete 75% of audits on the Approved Audit Plan.
- Monitor additional audits and other projects completed that were not included on Approved Audit Plan.
- Hire and retain qualified, competent staff and provide relevant continuing education for the maintenance of certifications and/or license standards.
- Develop a balanced multi-year budget.

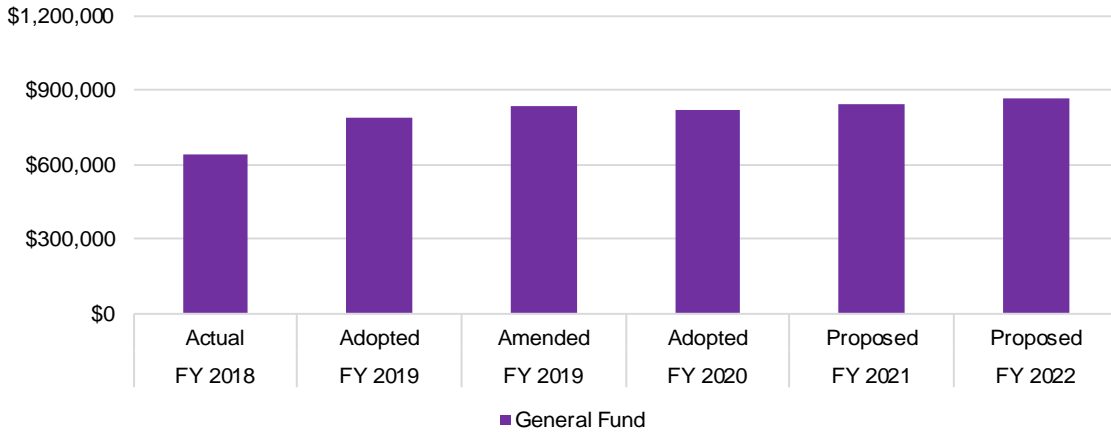
City of Cape Coral, Florida
 FY 2020 - 2022 Adopted Budget

City Auditor Operating Budget

Expenditures by Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Personnel	\$ 530,667	\$ 647,300	\$ 647,300	\$ 615,686	\$ 639,530	\$ 664,538
Operating	108,913	141,444	185,593	204,708	202,173	204,529
Capital Outlay	-	-	201	-	-	-
Debt Service	-	-	-	-	-	-
Other/Transfers Out	-	-	-	-	-	-
Total	\$ 639,580	\$ 788,744	\$ 833,094	\$ 820,394	\$ 841,703	\$ 869,067

Expenditures by Fund	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
General Fund	\$ 639,580	\$ 788,744	\$ 833,094	\$ 820,394	\$ 841,703	\$ 869,067
Total	\$ 639,580	\$ 788,744	\$ 833,094	\$ 820,394	\$ 841,703	\$ 869,067

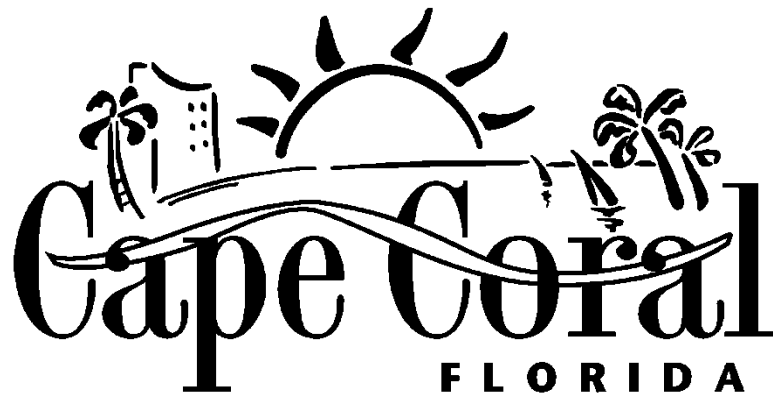
**City Auditor Expenditures by Fund
 Summary Overview**



Note:

*Details by department for each fund are located in each of the fund sections

City of Cape Coral, Florida
FY 2020 - 2022 Adopted Budget

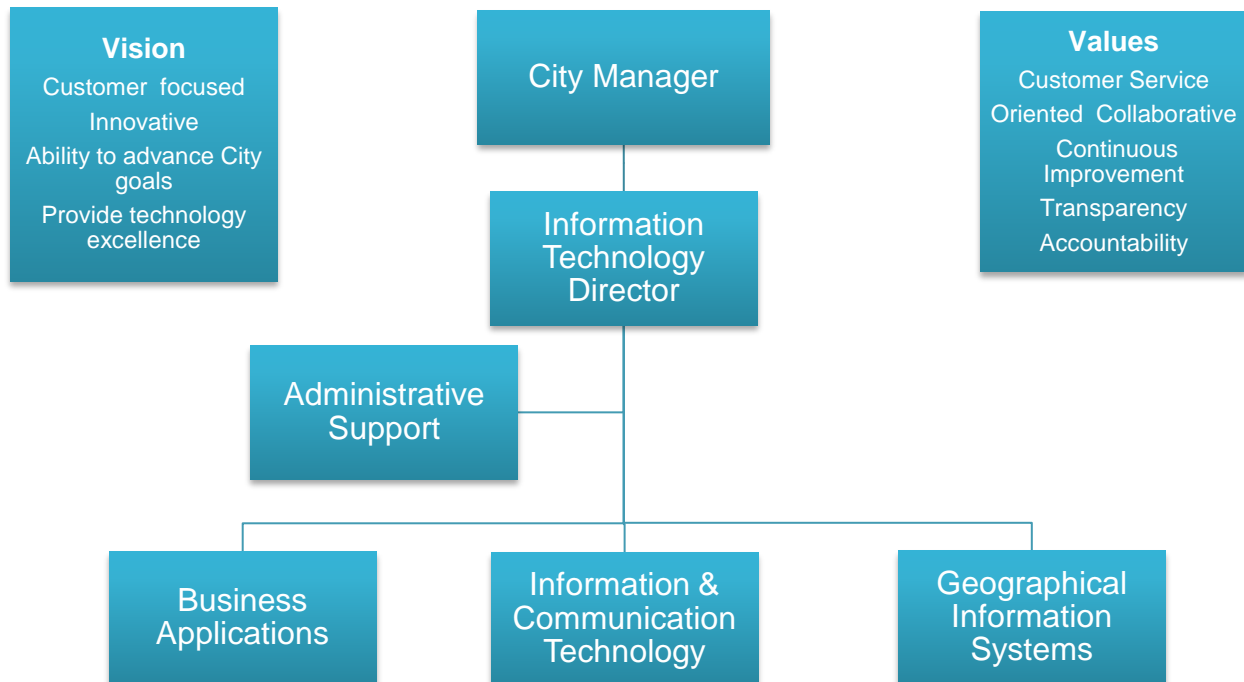


Information Technology Services

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

Mission

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



City of Cape Coral, Florida
FY 2020 - 2022 Adopted Budget

Department Functions

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

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

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

FY 2019 Accomplishments

- Implement ability to notify Citizens regarding hydrant flushing/scheduled water main shutdowns.
- Implement Concur P-Card Expense Payment.
- Implement Integrated, auto route, auto arrive and turn-by-turn directions for Public Safety.
- Implement new Queuing Software for Community Development and Customer Billing.
- Implement PD Mobile Command App.
- Implement Automated Secure Alarm Protocol Software or PD.
- Implement new Golf Course management software.
- Automate City processes to improve productivity.
- Develop & implement various mobile applications and/or mobile web capabilities to enhance interaction with the City for residents and obtain productivity improvements for employees.
- Upgrade Telestaff for Public Safety.
- Upgrade RecTrac software.
- Upgrade OnBase Software.
- Refresh the City Internet Site.
- Develop custom GIS related applications to improve productivity.
- Create an Interactive Map for Parks/Rec Master Plan - Go-Bond.
- Upgrade Cartograph system.
- Create App for Code Enforcement to automate work orders and provide safety alerts.
- Implement public map showing Capital projects.
- Implement Networking and Telecom for new Fire Station.
- Complete an External Telecom Audit – cost reduction.
- Implement free WiFi for 47th Ter.
- Implement smart lighting control system for 47th Ter.
- Implement WiFi at selected Parks as part of Parks Master Plan.
- Implement Interactive Community Kiosks on 47th Ter.

City of Cape Coral, Florida
FY 2020 - 2022 Adopted Budget

- Implement Wireless upgrade at the Charter Schools.
- Upgrade phone system.
- Implement new security camera system at Charter Schools.
- Implement new security camera system for 47th Ter.
- Implement new backup storage.
- Implement new server system for Charter Schools.
- Automate system software and hardware alerts to reduce downtime.

FY 2020 – 2022 Goals and Priorities

- Implement new Land Management Software.
- Implement CAFR and Budgeting Software.
- Implement new Financial System.
- Implement an Electronic HR Document Management.
- Implement a Data Warehouse.
- Upgrade OnBase.
- Upgrade/Replace Kronos WFC and IVR, and Telestaff.
- Develop custom web/workflow related solutions to improve productivity.
- Develop & implement various mobile applications and/or mobile web capabilities to enhance interaction with the City for residents and obtain productivity improvements for employees.
- Increase use of Power BI Interactive Dashboards.
- Develop custom GIS related applications and maps to improve productivity.
- Expand Enterprise Geodatabase capabilities.
- Implement and integrate a new Asset Management System.
- Expand use of Smart Street Light solution.
- Cell Phone Signal Booster solution for City Hall.
- Continue to expand fiber access to City assets.
- Increase Mobility, Fiber and Public Wi-Fi solutions.
- Server and Virtualization upgrades and expansions.
- Improve Disaster Recovery solutions.

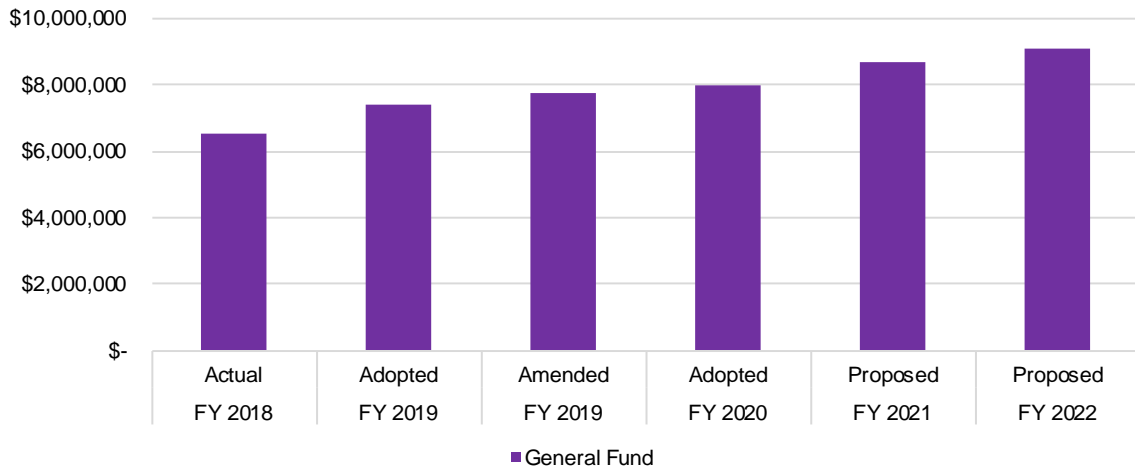
**City of Cape Coral, Florida
FY 2020 - 2022 Adopted Budget**

**Information Technology Services
Operating Budget**

Expenditures by Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Personnel	\$2,472,206	\$2,890,346	\$ 2,890,346	\$2,995,668	\$3,107,516	\$3,224,904
Operating	3,697,076	3,629,968	3,783,738	4,124,264	4,410,185	4,290,118
Capital Outlay	334,820	860,000	1,091,352	875,000	1,140,000	1,560,000
Debt Service	-	-	-	-	-	-
Other/Transfers Out	-	-	-	-	-	-
Total	\$6,504,102	\$7,380,314	\$ 7,765,436	\$7,994,932	\$8,657,701	\$9,075,022

Expenditures by Fund	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
General Fund	\$6,504,102	\$7,380,314	\$ 7,765,436	\$7,994,932	\$8,657,701	\$9,075,022
Total	\$6,504,102	\$7,380,314	\$ 7,765,436	\$7,994,932	\$8,657,701	\$9,075,022

**ITS Expenditures by Fund
Summary Overview**



Note:

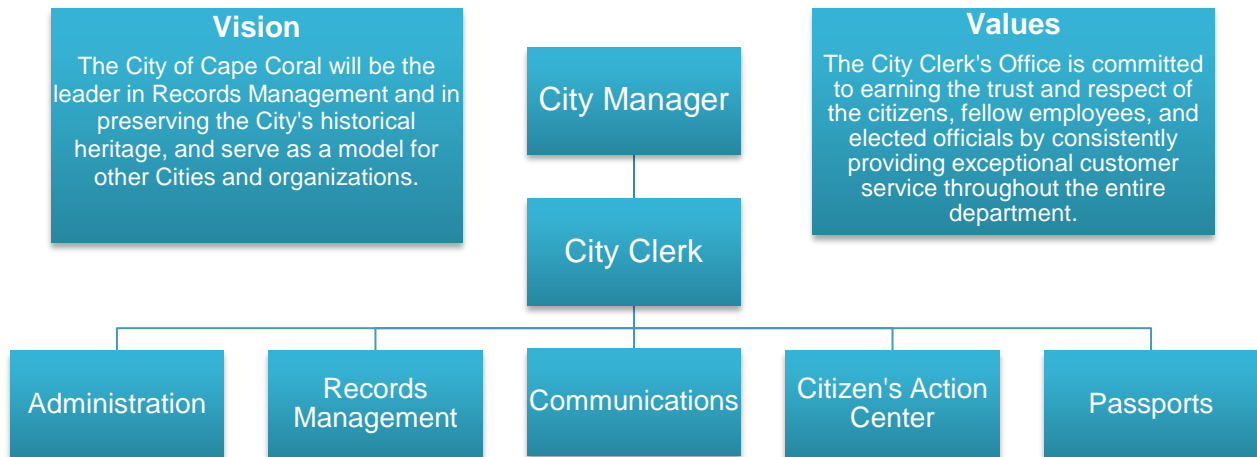
*Details by department for each fund are located in each of the fund sections

City Clerk

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

Mission

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



City of Cape Coral, Florida
FY 2020 - 2022 Adopted Budget

Department Functions

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

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

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

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

FY 2019 Accomplishments

- Digitization of DCD Site Plan Permits backlog -90 boxes.
- Project Quality Control Phase I which utilizes departmental staff to perform Quality Control on growing backlog.
- Completion of Records Audit recommendations.
- Continue to provide citizens with access and tracking of resolutions to their government issues by contacting the 311 Call Center, actively pursuing a plan to extend/add hours of availability for residents.
- Continue to provide full-service assistance to existing City Council, Boards, Commissions, and Committees.
- Continue to provide citizens with a central contact point for inquiries, concerns, and issues.
- Continue to provide citizens with a central information center to obtain copies of City records.
- Adhere to the City's Strategic Plan by identify opportunities to enhance services, foster exceptional customer service, and diversify revenues.

FY 2020 - 2022 Goals and Priorities

- Implement relocation procedures of Archival Documents to manage records in house.
- Establish scorecard monitoring for 311 Call Center.
- Attain \$1M goal in revenues from Passport processing since implementation.
- Finalize digitization of all remaining rolls of microfilm containing historical documents (including microfilm currently stored with the Florida Department of State).
- Continue to provide full-service assistance to City Council, Boards, Commissions, and Committees.
- Continue to provide citizens with a central contact point for inquiries, concerns, and issues.
- Continue to provide citizens with a central information center to obtain copies of City records.
- Continue to provide service to citizens for Domestic Partnership registrations and Pet Licensing.
- Adhere to the City's Strategic Plan by identify opportunities to enhance services, foster exceptional customer service, and diversify revenues.

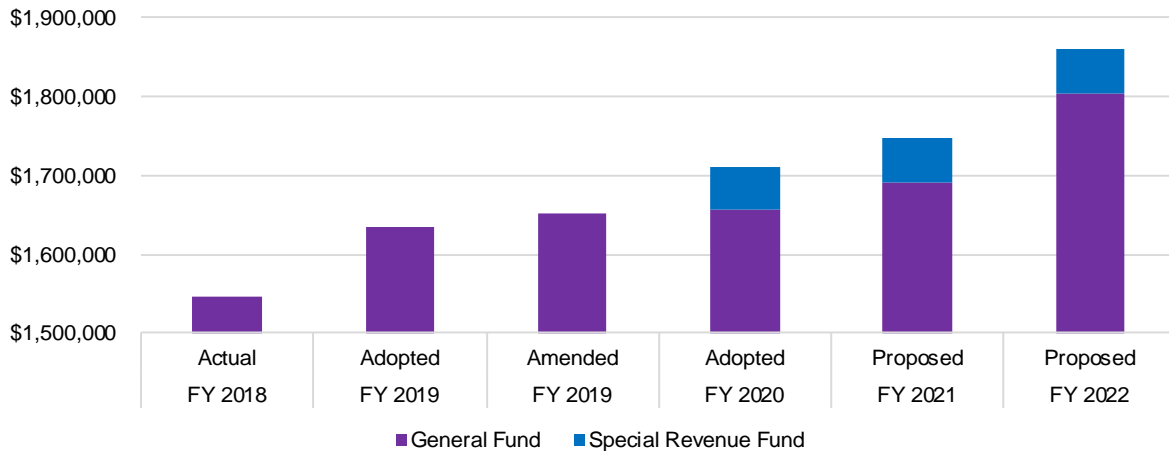
**City of Cape Coral, Florida
FY 2020 - 2022 Adopted Budget**

City Clerk Operating Budget

Expenditures by Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Personnel	\$ 1,303,049	\$ 1,415,532	\$ 1,399,957	\$ 1,498,124	\$ 1,557,085	\$ 1,619,240
Operating	220,626	202,336	235,942	213,706	189,554	209,961
Capital Outlay	21,833	17,000	16,184	-	-	31,600
Debt Service	-	-	-	-	-	-
Other/Transfers Out	-	-	-	-	-	-
Total	\$ 1,545,508	\$ 1,634,868	\$ 1,652,083	\$ 1,711,830	\$ 1,746,639	\$ 1,860,801

Expenditures by Fund	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
General Fund	\$ 1,545,508	\$ 1,634,868	\$ 1,652,083	\$ 1,657,400	\$ 1,691,584	\$ 1,802,986
Special Revenue Fund Building*	-	-	-	54,430	55,055	57,815
Total	\$ 1,545,508	\$ 1,634,868	\$ 1,652,083	\$ 1,711,830	\$ 1,746,639	\$ 1,860,801

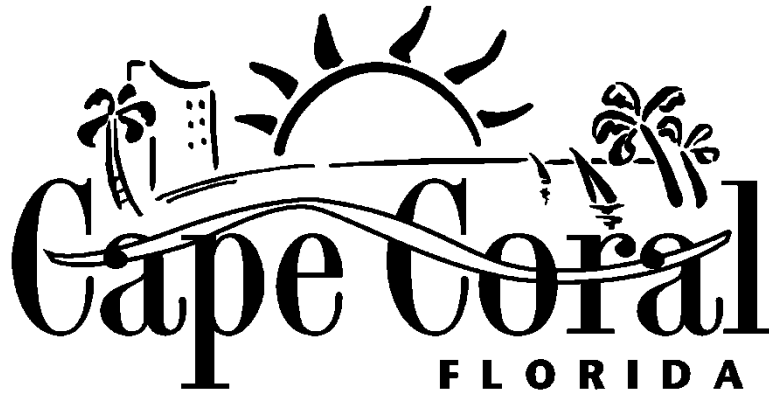
**City Clerk Expenditures by Fund
Summary Overview**



Note:

*Details by department for each fund are located in each of the fund sections

City of Cape Coral, Florida
FY 2020 - 2022 Adopted Budget

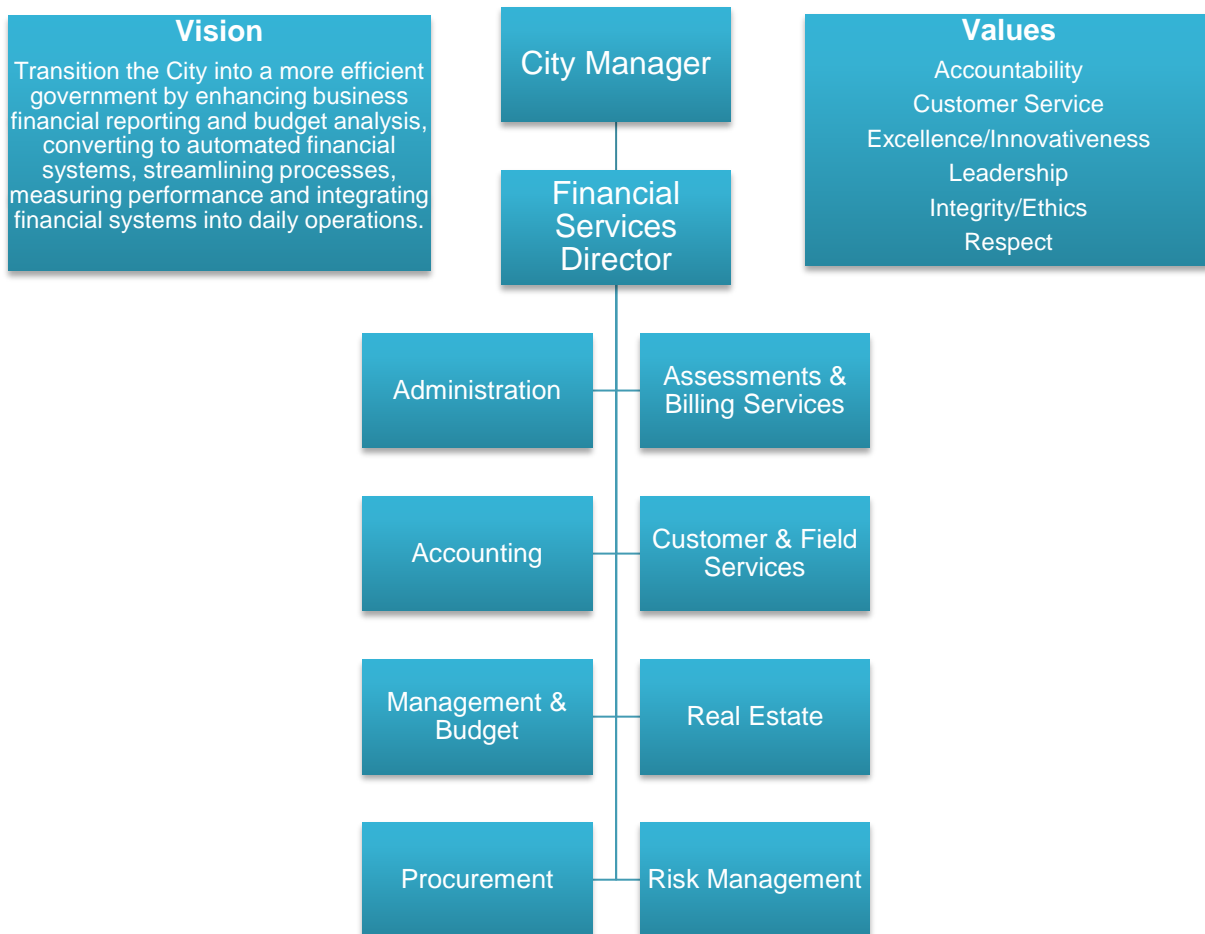


Financial Services

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

Mission

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



City of Cape Coral, Florida
FY 2020 - 2022 Adopted Budget

Department Functions

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

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

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

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

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.

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

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 of utility service at the customer location. The division also participates daily turn on and turn offs of utility accounts. The field service activities include replacing water meters.

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.

City of Cape Coral, Florida
FY 2020 - 2022 Adopted Budget

FY 2019 Accomplishments

- Issued FY 2018 CAFR by required deadline and submit to the Government Finance Officers Association (GFOA) for the Certificate of Achievement for Excellence in Financial Reporting.
- Awarded the GFOA Distinguished Budget Award.
- Have continued to demonstrate sound financial management through the reviews by rating agencies.
- Initiated transition from contracted meter reading to radio reads by existing staff which was worked in conjunction with Water & Sewer Department for the meter replacement program.
- Organized at least two safety trainings per month.
- Participated in multi-departmental teams for the evaluation of bargaining agreements and compensation matters.
- Reviewed Charter School financial policies & procedures and developed numerous best practices to be implemented by the Charter School.
- Participated in developing Charter School 2020-2022 3-year budget.
- Monitored North 2 Utilities Expansion Program which included 13 contracts for over \$220 million total.
- Participated in GCAGPO Reverse Trade Show with over 300 vendors in attendance for training.
- Continued education toward Private Public Partnerships.
- Secured \$10.2 million financing for phase I Park General Obligation bond (\$60 million total authorized).
- Complied documentation for Hurricane Irma expenses and submitted to FEMA for reimbursement.
- Participated in implementation of Tyler Software conversion (2020 go live).
- Implemented Concur system for travel expenses and for P-Card approval which provides paperless processing of expense reports.

FY 2020 – 2022 Goals and Priorities

- Submit annual CAFRs to GFOA for Certificate of Achievement for Excellence in Financial Reporting.
- Submit annual operating budget to GFOA for the Distinguished Budget Award.
- Increase training provided to departments on various processes: budget preparation, accounts payable invoice processing, timekeeping, and procurement.
- Develop the staff to improve internal succession planning to avoid interruption of the work requirements of functional process and related roles.
- Automate, to the extent possible, financial reports for periodic monitoring reports as well as the preparation of annual financial statements and state reports.
- Continue to receive favorable ratings from S&P, Fitch and Moody's.
- Continue providing financial services to the Community Redevelopment Agency and Charter School Authority.
- Refinance all available debt to lower interest rates to reduce annual interest costs when feasible.
- Develop an annual procurement plan and streamline the procurement process for capital purchases.
- Ensure the City's financial policies are adhered to especially for the two months operating reserves.
- Finalize SW 6/7 Utilities Expansion Project and support for North 2 Utilities Expansion Project.

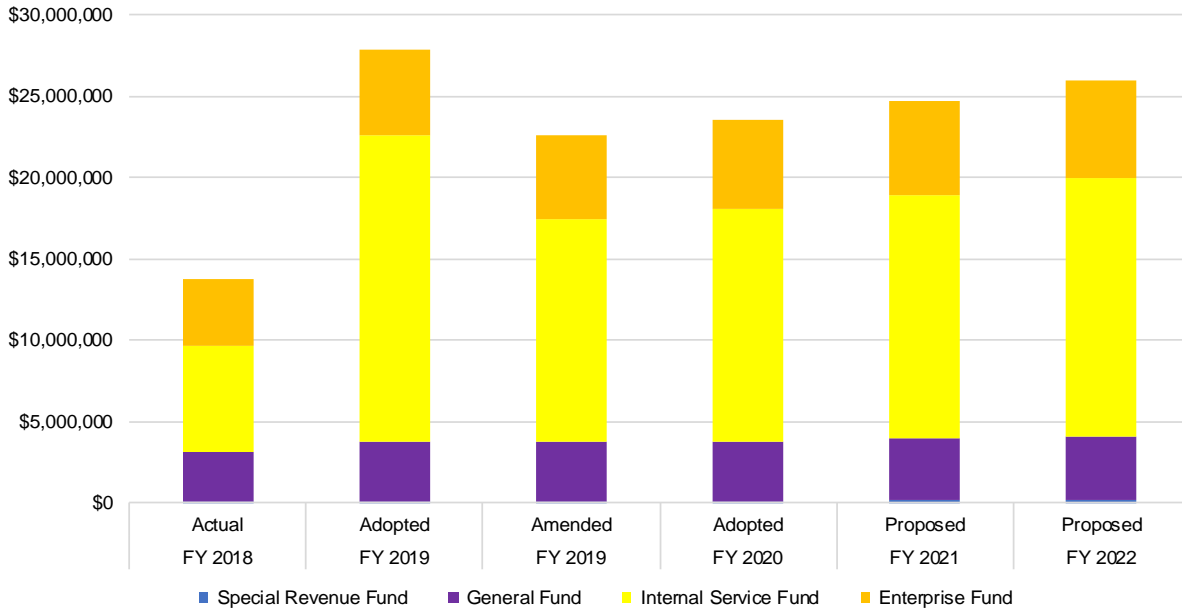
**City of Cape Coral, Florida
FY 2020 - 2022 Adopted Budget**

**Financial Services
Operating Budget**

Expenditures by Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Personnel	\$ 6,479,391	\$ 7,712,248	\$ 7,730,248	\$ 8,022,107	\$ 8,337,627	\$ 8,696,834
Operating	7,216,364	8,401,570	8,491,159	8,614,374	8,849,838	9,090,850
Capital Outlay	-	-	30,000	25,000	-	-
Debt Service	-	-	-	-	-	-
Other/Transfers Out	-	-	-	-	-	-
Reserves	-	11,717,675	6,381,170	6,914,835	7,510,497	8,172,215
Total	\$ 13,695,756	\$ 27,831,493	\$ 22,632,577	\$ 23,576,316	\$ 24,697,962	\$ 25,959,899

Expenditures by Fund	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
General Fund	\$ 3,055,562	\$ 3,603,014	\$ 3,615,014	\$ 3,638,702	\$ 3,791,790	\$ 3,942,842
Special Revenue Fund						
Lot Mowing Billing*	85,461	110,307	110,307	109,696	113,236	118,252
Internal Service Fund						
Workers Compensation*	3,141,401	12,897,451	7,427,384	8,035,917	8,707,960	9,510,612
Property Liability*	3,333,700	6,003,283	6,238,256	6,263,795	6,336,221	6,385,065
Enterprise Fund						
Stormwater*	103,649	154,228	157,948	174,204	179,038	187,956
W&S Operations*	3,975,982	5,063,210	5,083,668	5,354,002	5,569,717	5,815,172
Total	\$ 13,695,756	\$ 27,831,493	\$ 22,632,577	\$ 23,576,316	\$ 24,697,962	\$ 25,959,899

**Financial Services Expenditures by Fund
Summary Overview**



Note:

Special revenue fund does not show on chart due to less than 1% of total

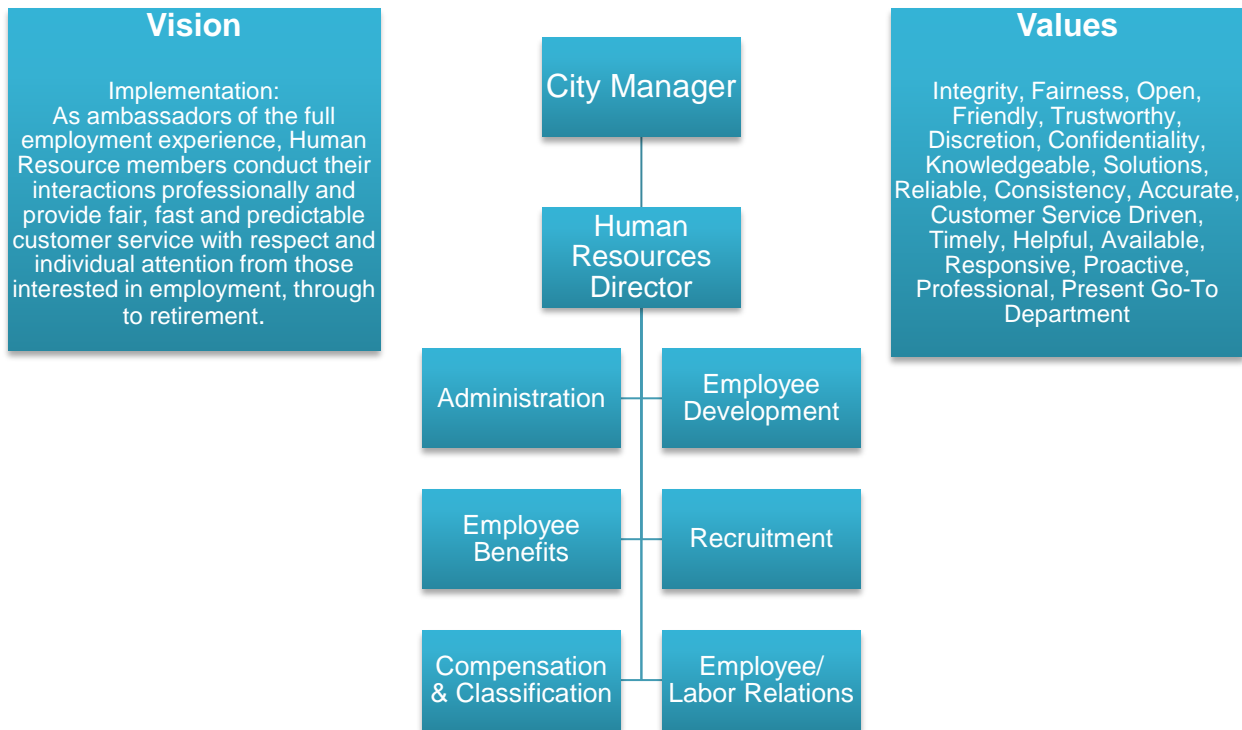
* Details by department for each fund are located in each of the fund sections

Human Resources

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

Mission

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



City of Cape Coral, Florida
FY 2020 - 2022 Adopted Budget

Department Functions

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

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

Employee and Labor Relations: Ensure a fair and equitable employment experience while developing cooperation and communication between employees and management.

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

FY 2019 Accomplishments

- IPMA-HR Agency of Excellence award covering 3 years of initiatives for overall quality, accomplishments and contributions exceeding those normally seen in the public sector.
- Electronic processes and efforts to enhance workflow authorization, efficiency, and storage of files.
- Reconfiguration of office space for Employee Relations Specialist / Training & Development Coordinator.
- Addition of a conversation room and front counter workspace to meet employee confidentiality needs.
- Assessment of Charter School needs resulting in hire of HR Manager Charter employee.
- HR Staff hires: Employee Relations Specialist and HR Manager for Charter School, hired and trained.
- EOC efforts: Essential employees and emergency pay AR creation, Language added for all full-time job descriptions, continuity of operations plan (COOP) for Human Resources.
- Medical marijuana review for application to City.
- Continued rewrites and reviews of existing AR's to maintain relevancy and best practices.
- Retirement planning and education in-seat education implemented and located on SABA for access.
- Employee Benefits Training for Supervisors.
- Health Care Trust agreement for General Union.
- 401(a) and Pension Administration updates and enhancements.
- IAFF opt-out option for medical, negotiated and implemented.
- Wellness accomplishments include million-mile leader for Lee County, 600 participants in annual health fair, gym participants, engaging learning and active participants.
- Health Care Clinic research and evaluation for anticipated 2020 implementation.
- Pay parity continued for both Managerial/Confidential staff and bargaining units.
- Guidance provided to departments for structural needs related to the evolution of the City.
- Pay related and miscellaneous Ordinance enhancements and implementation of same.
- IAFF Fire collective bargaining agreement. Implemented and workforce trained on same.
- General union collective bargaining agreements. Implemented and trained on same.
- FOP collective bargaining, new contract effective 10-1-19. Negotiated and implementation into early FY20.
- Redesign of the Investigation process and guidelines to reflect best practices.
- Management rights and collective bargaining agreement interpretation and training.
- Realistic job preview videos created for online use for PD, Sun Splash, Yacht Club and North

City of Cape Coral, Florida
FY 2020 - 2022 Adopted Budget

- RO/Wastewater plants.
- 4 career fairs for Sun Splash & Youth Center resulting in 80+ hires; improved reporting metrics to assist in forecasting peak hiring periods; days to fill metric consistently maintained well under the national average of 43 days.
- Incorporated “texting” into our daily interaction with candidates which has resulted in more efficient communication.
- Redeveloped the “Careers” and “Talent Acquisition” pages on the City website.
- New job posting format to optimize external job board visibility.
- Testing/assessments developed for administrative positions resulting in a more streamlined & standardized process; 120+ interview guides updated to include behavioral/competency-based questions.
- 2,972 training hours delivered to 1,457 individual employees (active users in SABA TMS).
- City’s robust leadership development program implemented. L.E.A.D.S. (Leadership Education And Development Series) implemented January 2019 with a total of 150 participants, in-seat and web-based.
- Catalog of web-based formal learning content. Hard and soft skills topics such as Microsoft Office Excel beginner – advanced, Word PowerPoint, time management and leadership skills.
- Customized learning content created and or placed into Saba for access to all employees.
- CCPD performance review cycles for civilian and sworn staff. Collaborated to establish review cycle timeframes and parameters to include on review forms.
- Delivery of annual/ongoing: Respect (diversity) training to all departments, True Colors to existing City employees.
- Trained CCFD designated individuals as Saba performance administrators for Fire microsite.
- Projected 3,166 training hours delivered to 1,432 individual employees (active users in Saba TMS).

FY 2020 – 2022 Goals and Priorities

- Workforce readiness and planning is what will continue to drive HR initiatives.
- Current Employee Clinic offering expanded a full Medical Health and Wellness Center for City. Group Plan participants, adding service to dependents and retirees.
- Electronic personnel files as a long-term project will culminate in FY 2020 through FY 2021.
- Streamlining processes for employee’s experience with their HR related offerings.
- Coach, develop, and counsel management and leaders to better the employee and manager work experience toward productivity and work engagement.

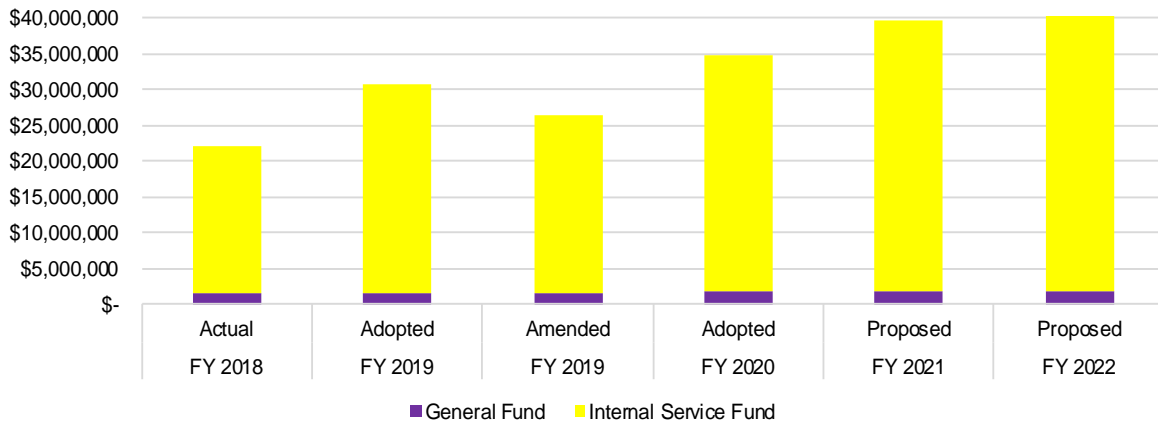
**City of Cape Coral, Florida
FY 2020 - 2022 Adopted Budget**

Human Resources Operating Budget

Expenditures by Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Personnel	\$ 1,265,080	\$ 1,442,573	\$ 1,480,973	\$ 1,507,170	\$ 1,563,391	\$ 1,622,341
Operating	20,826,256	21,361,176	21,362,276	23,383,426	25,637,403	28,114,246
Capital Outlay	-	-	-	6,200	-	-
Debt Service	-	-	-	-	-	-
Other/Transfers Out	-	-	-	-	-	-
Reserves	-	7,828,530	3,700,590	9,894,261	12,444,695	14,988,635
Total	\$ 22,091,335	\$ 30,632,279	\$ 26,543,839	\$ 34,791,057	\$ 39,645,489	\$ 44,725,222

Expenditures by Fund	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
General Fund	\$ 1,476,371	\$ 1,663,575	\$ 1,703,075	\$ 1,713,499	\$ 1,766,807	\$ 1,828,811
Internal Service Fund						
Self-Insured Health Plan*	20,614,964	28,968,704	24,840,764	33,077,558	37,878,682	42,896,411
Total	\$ 22,091,335	\$ 30,632,279	\$ 26,543,839	\$ 34,791,057	\$ 39,645,489	\$ 44,725,222

**Human Resources Expenditures by Fund
Summary Overview**



Note:

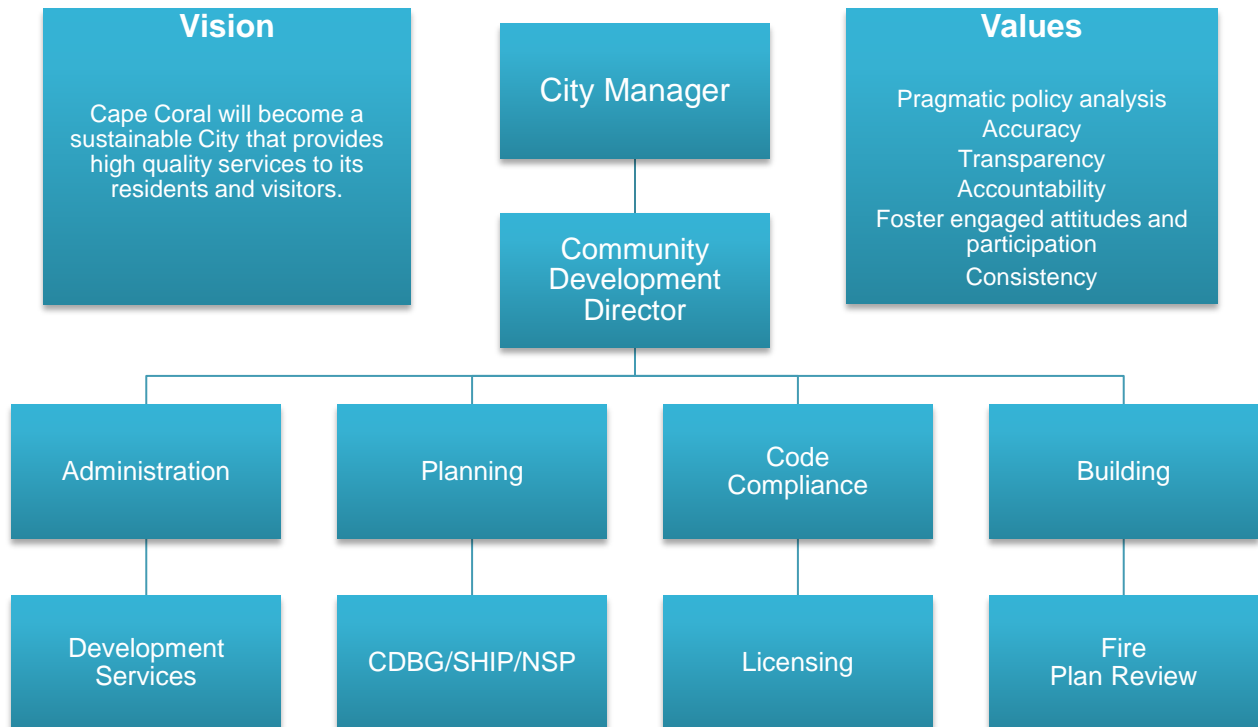
*Details by department for each fund are located in each of the fund sections

Community Development

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

Mission

The mission of the Department of Community Development is to provide service through public education and guidance in a professional and courteous manner to enhance community value and quality of life.



City of Cape Coral, Florida
FY 2020 - 2022 Adopted Budget

Department Functions:

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

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

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

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

FY 2019 Accomplishments

- Online submittal of Site Development Plan applications through the eTRAKiT system are now at 100%.
- Weekly review of statistics of code officer activity to ensure efficiency and effectiveness.
- Collected over \$40,000 in liens from October 1, 2018 to March 10, 2019 that resulted in recording 32 release of liens (does not include watering fines).
- Investigated 248 Unlicensed contractor complaints from October 1, 2018 to March 10, 2019.
- Completed large-scale future land use map amendment of 2,840 acres from the Urban Service Reserve Area to the Urban Service Transition Area to facilitate the North 2 Utility Expansion Program.
- Completed the LUDR rewrite.
- Plan Review: miscellaneous permits were processed in four days or less.
- Inspections: Have 98% of all inspections completed on schedule.
- Proactive enforcement rate is over 50%.

FY 2020 – 2022 Goals and Priorities

- Develop new partnerships and continue speaking engagements with state associations, realtor association, construction association, and community and neighborhood groups.
- Continue our partnership with the Florida Association of Code Enforcement (FACE) to bring advanced training to our area.
- Develop an online calendar for available Advisory Meeting time slots.

City of Cape Coral, Florida
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- In conjunction with the Community Rating Service (CRS) verification visit, continue to work and coordinate with other departments to maintain the city's CRS classification of "Class 5" in order to provide financial benefit to flood insurance rate payers within the City of Cape Coral.
- Continue to provide support for the Community Redevelopment Agency and stakeholders groups on City planning functions.
- Monitor risk management mapping related to the Federal Emergency Management Agency's effort to update the flood insurance rate maps (FIRM) so City interests are effectively represented.
- Continue to provide assistance to the Economic Development Office for City planning topics and customer service improvements.
- Completed the cost allocation study, as recommended in the Zucker report, to assure all Departments are receiving funds that cover their costs in reviewing development applications to be presented to City Council.

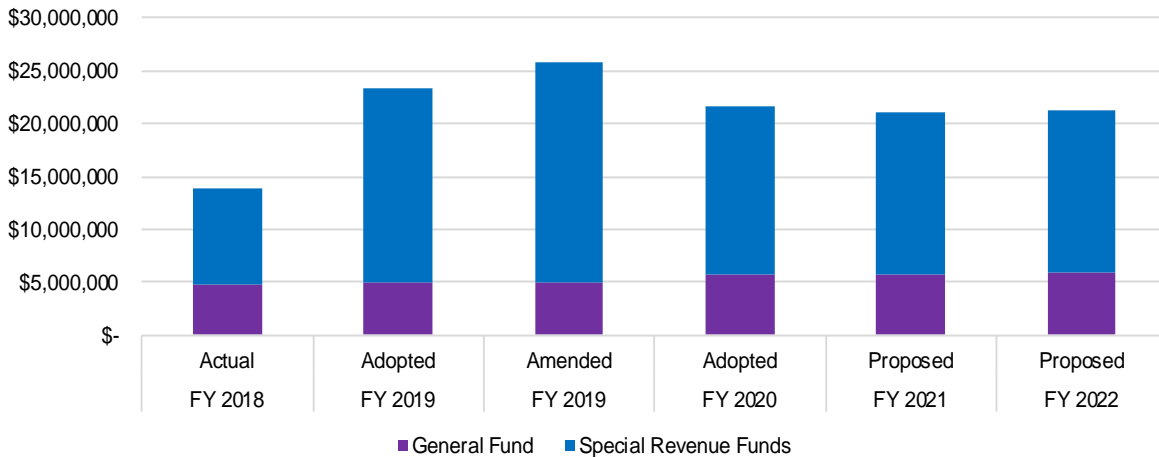
**City of Cape Coral, Florida
FY 2020 - 2022 Adopted Budget**

**Community Development
Operating Budget**

Expenditures by Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Personnel	\$ 8,925,833	\$ 9,603,186	\$ 10,286,287	\$ 10,508,981	\$ 10,911,435	\$ 11,348,383
Operating	3,323,874	1,842,411	4,092,096	4,248,188	4,097,642	4,193,731
Capital Outlay	557,320	2,450,549	136,000	289,407	29,000	-
Debt Service	-	-	-	-	-	-
Other/Transfers Out	1,113,833	1,126,059	3,477,008	22,199	22,109	22,148
Reserves	-	8,339,609	7,783,009	6,466,497	6,073,832	5,688,100
Total	\$ 13,920,861	\$ 23,361,814	\$ 25,774,400	\$ 21,535,272	\$ 21,134,018	\$ 21,252,362

Expenditures by Fund	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
General Fund	\$ 4,771,304	\$ 5,025,009	\$ 5,041,409	\$ 5,703,816	\$ 5,710,605	\$ 5,905,565
Special Revenue Funds						
Building Fund*	6,440,233	17,396,646	17,152,056	14,583,312	14,370,815	14,294,324
CDBG*	1,128,751	940,159	1,797,445	1,248,144	1,052,598	1,052,473
HUD *	870,502	-	274,191	-	-	-
SHIP*	681,245	-	1,502,623	-	-	-
Res Const Grant*	28,824	-	6,676	-	-	-
Total	\$ 13,920,861	\$ 23,361,814	\$ 25,774,400	\$ 21,535,272	\$ 21,134,018	\$ 21,252,362

**DCD Expenditures by Fund
Summary Overview**



Note:

*Details by department for each fund are located in each of the fund sections

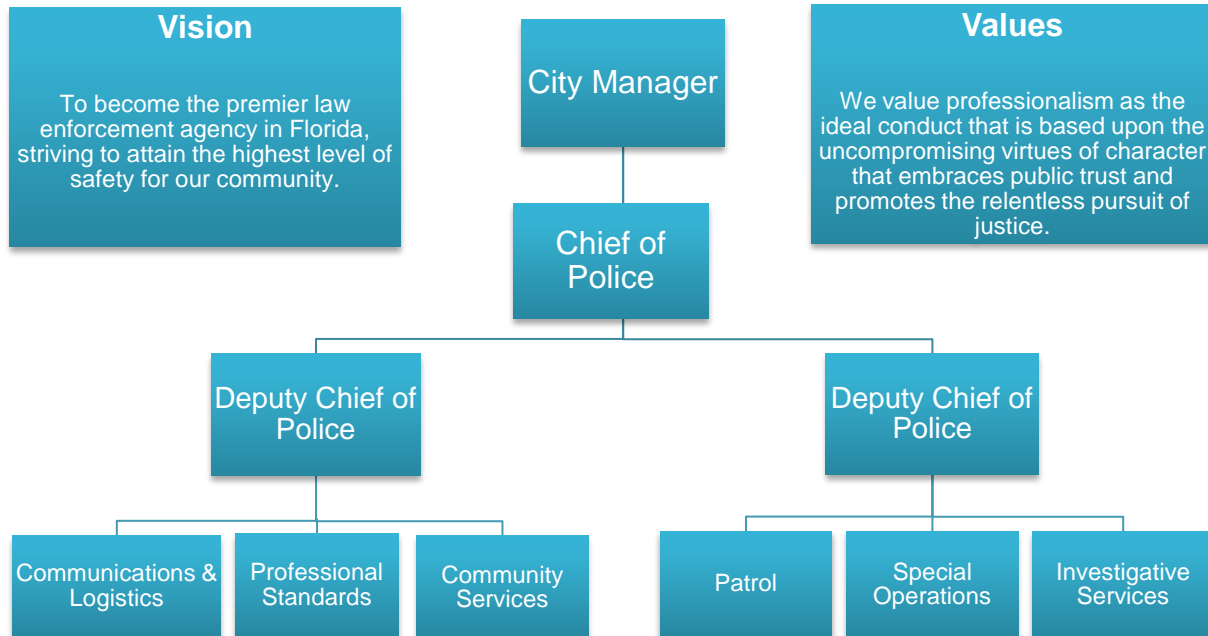
Police Department

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

The Cape Coral Police Department is authorized for 270 sworn officers, dedicated to keeping our community safe. The department is comprised of six bureaus: Patrol, Investigative Services, Special Operations, Communications and Logistical Support, Professional Standards and Community Services.

Mission

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



City of Cape Coral, Florida
FY 2020 - 2022 Adopted Budget

Department Functions

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

Professional Standards Bureau: responsible for recruitment, hiring and training of Department personnel; the investigation of complaints made against Department personnel through its Internal Affairs Unit; Payroll; Accreditation; and the publication of Departmental reports and periodicals.

Community Services Bureau: responsible for crime prevention, community outreach coordination, youth crimes, community policing and includes the DRC Unit, School Resource Officers, Police Explorers and Community Outreach.

Patrol Bureau: 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.

Special Operations Bureau: one of the most diverse bureaus at the Cape Coral Police Department, includes K9, SWAT, Crisis Negotiation Team, Motorcycle Unit, Traffic Unit, Marine Unit, Aviation and the Police Volunteer Unit.

Investigative Services Bureau: responsible for long-term, in-depth, under-cover, and technical investigations of criminal activity occurring within our city. The Bureau is comprised of Major Crimes, Property Crimes, Vice-Intelligence-Narcotics, Economic Crimes, Forensics, and Crime Analysis.

FY 2019 Accomplishments

- Maintained status as the second safest City in Florida with a population over 150,000.
- Replaced aging portable radios and mobile radios.
- Continued to increase Targeted Traffic Enforcement Activity in hotspots throughout the City, including bicycle and pedestrian safety specific operations, and traffic safety programs for children in schools.
- Decreased serious injury/traffic crashes and fatalities from the prior year.
- Actively pursued grant funding to supplement operational and equipment needs; with over \$500,000 in grant funding attained through more than 10 active grants.
- Implemented a new School Resource Officer Program, placing officers into 25 schools within Cape Coral.
- Reactivated the Community Services Bureau to house the upgraded School Resource Officer Program, Community Outreach, District Resource Unit, Explorer Program, and to serve as a central location for community policing information.
- Developed and implemented new recruitment efforts to meet the significant need for additional personnel following the implementation of the School Resource Officer program.
- Increased social media activities and community engagement programs.
- Completed the refurbishment of the Mobile Command Vehicle.
- Successfully re-accredited by the Commission on Accreditation for Law Enforcement Agencies (CALEA) for both Law Enforcement and Communications. Received the Meritorious Award and achieved a perfect on-site assessment.
- Forensic Unit completed its first on-site assessment successfully for ISO/ IEC 17020 accreditation through the ANSI-ASQ National Accreditation Board (ANAB). The Cape Coral Police Department is the only municipality in the State of Florida that has all three areas accredited.

City of Cape Coral, Florida
FY 2020 - 2022 Adopted Budget

FY 2020 – 2022 Goals and Priorities

- Become the safest city in Florida with a population over 150,000.
- Ensure safe movement of people and vehicles by reducing the number of serious injury/fatal traffic crashes.
- Increase the number of police officers assigned to the Traffic Unit.
- Reduce emergency response times by patrol officers.
- Increase efficiencies in the receipt and dispatch of emergency calls for service.
- Continue to increase case clearance rates for property and violent crimes.
- Continue to develop and implement youth services programs.
- Continue to develop partnerships and improve relationships within the community.
- Maintain compliance with all applicable accreditation standards through the Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA) and the State of Florida Commission for Florida Accreditation (CFA) and the ANSI-ASQ National Accreditation Board (ANAB).
- Secure funding to build the Department's first dedicated shooting range for training and development of our personnel.
- Continue progress towards full implementation of the planned public safety training facility.
- 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 organizational structure, staffing, and allocation to ensure the highest level of service possible while meeting operational goals.
- Design and implement a police department real-time crime center.

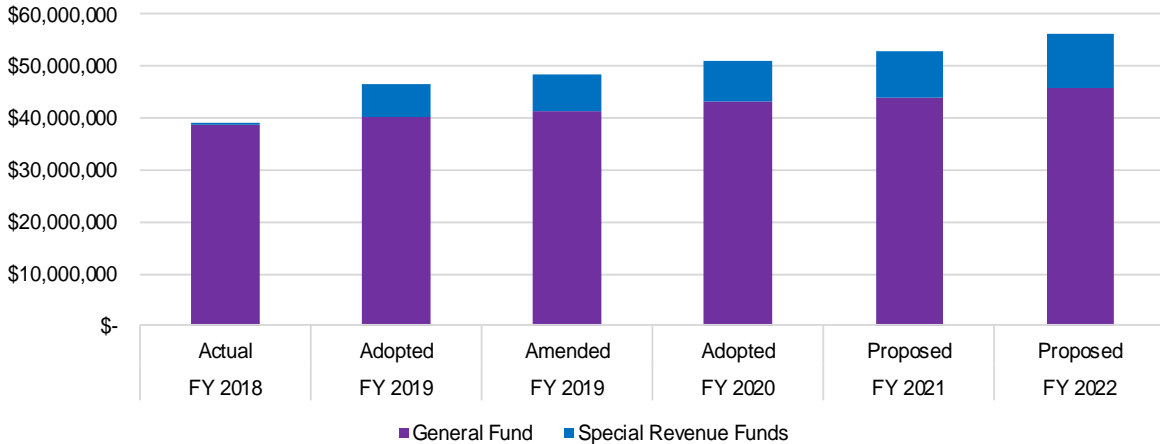
**City of Cape Coral, Florida
FY 2020 - 2022 Adopted Budget**

**Police
Operating Budget**

Expenditures by Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Personnel	\$32,345,939	\$34,046,426	\$34,290,322	\$36,414,178	\$37,809,300	\$39,271,817
Operating	4,548,017	5,493,342	5,950,447	5,177,973	5,165,984	5,353,624
Capital Outlay	1,854,768	1,002,469	2,285,838	1,835,300	1,309,000	1,497,000
Debt Service	-	-	-	-	-	-
Other/Transfers Out	407,950	7,500	50,295	7,500	7,500	7,500
Reserves	-	5,901,539	5,743,596	7,482,348	8,665,675	9,936,485
Total	\$39,156,675	\$46,451,276	\$48,320,498	\$50,917,299	\$52,957,459	\$56,066,426

Expenditures by Fund	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
General Fund	\$38,665,396	\$40,271,592	\$41,343,358	\$43,213,368	\$44,061,452	\$45,892,313
Special Revenue Funds						
Police Impact Fees*	11,530	5,222,882	5,791,515	6,955,474	8,200,241	9,533,627
Do The Right Thing*	12,142	8,000	35,159	8,000	8,000	8,000
Confiscation State*	55,909	308,353	461,490	395,832	376,313	356,794
Confiscation Federal*	154,843	459,587	525,153	211,822	174,296	133,986
Police Evidence*	135,370	-	-	-	-	-
Criminal Justice Education*	10,446	24,000	57,787	24,600	25,215	25,845
False Alarm Fees*	111,039	156,862	106,036	108,203	111,942	115,861
Total	\$39,156,675	\$46,451,276	\$48,320,498	\$50,917,299	\$52,957,459	\$56,066,426

**Police Expenditures by Fund
Summary Overview**



Note:

*Details by department for each fund are located in each of the fund sections

Fire Department

The Cape Coral Fire Department is responsible for fire protection, prevention and suppression of fires, and a systematic fire prevention and education program. The Department currently maintains eleven fire stations and the Emergency Operations Center.

The Cape Coral Fire Department has a distinct culture and honored tradition; we do things “the CAPE way.”

C – Commitment: We are entrusted with a noble duty. Our professional obligation is to always serve the public to the best of our abilities.

A – Accountability: Our behavior earns the trust of the community and requires personal integrity. We are responsible for our actions and performance.

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

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

Committed to Excellence!

Mission

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



City of Cape Coral, Florida
FY 2020 - 2022 Adopted Budget

Department Functions

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

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

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.

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

FY 2019 Accomplishments

- Renegotiation of the Burnt Store Municipal Service Taxing Unit (MSTU) with Lee County.
- Renegotiation of the All Hazards Interlocal Agreement with Lee County.
- Responded to approximately 21,000 calls for emergency service.
- Planning for Fire Stations #12 and #13, which will reduce response times.
- Implementation of Smartphones with new incident alerting/mapping applications which will reduce response times.
- Implementation of new policies to improve the health and safety of Operations personnel.
- Implementation of new high-rise firefighting policy.
- Completed remodel engineering of Fire Station #5.
- Begin construction of new Fire Station #2.
- Completed request for information (RFI) for the National Fire Protection Association (NFPA) 1582 compliant firefighter physicals.
- Conceptual design with Public Work/Facilities for conversion of the current Fire Station #2 to gray warehouse space for FY 2020.
- Revised the ImageTrend documentation system.
- Conducted training development with outside agencies for hazardous materials (HAZMAT) services.
- Rebuild of Marine 1 lift within the Yacht Club completed.
- Purchased 2 Lifepack 15 cardiac monitors to increase service with the upgrade of Engine 9 and 11 to Advanced Life Support (ALS) status.
- Secure a property for a training facility at a mutually agreed upon location.
- Increase quality of documentation and professional development.
- New High-Rise kit implementation.
- Upgrade Dive Field Training Officers (FTO) to gain basic self-contained underwater breathing apparatus (SCUBA) instructor certification.
- Completed the West Coast Inland Navigation District (WCIND) grant application.
- Completed Marine Emergency Response Team (MERT) planning.

City of Cape Coral, Florida
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- Urban Search and Rescue (USAR) implementation.
- Continued policy development for USAR and Marine Operations.
- Implementation of digital narcotics tracking.
- Development of a Tactical Emergency Medical Services Team (TEMS) in cooperation with the Cape Coral Police Department.
- Conduct FEMA's Integrated Emergency Management Course (IEMC) Training Grant.
- Trained 114 community members in CPR/AED.
- Trained 73 community members in Community Emergency Response Team (CERT) Basic and CERT Refresher classes.
- CERT volunteer services hours to-date = 3,798.
- Acquired and implemented a City-wide incident management software system–WebEOC.
- Acquired and implemented a City-wide Continuity of Operations (COOP) software system – BOLDplanning.
- Relocated marine 7 to a more strategic location with new dock and remote-control lift, thus decreasing response times.
- Received FEMA Grant (Hazard Mitigation Grant Program) for First Responder Staging Base at SunSplash Waterpark for \$76,000.
- Received FEMA Grants (Hazard Mitigation Grant Program) for Wind Retro fit and Hardening of the Public Works Nicholas Annex for \$163,000. Apply for and receive Volunteer Florida CERT Grant (\$10,000).
- Develop *First Responder Sheltering Plan* and *Disaster Feeding Plan*.
- Update the City's *Disaster Debris Management Plan*.
- Execute Regional CERT Drill.
- Installed 159 hearing-impaired smoke alarm aids, installed 107 smoke alarms, and completed 80 Life Safety home inspections.
- Distributed over 1,000 Christmas tree tags for the Christmas Tree Awareness Program.
- Restructure fees in Chapter 8 Code of Ordinances for City Council approval.
- Implement community risk reduction measures for reducing home kitchen fires.
- Held Toy Drive – over 4,500 toys collected and over 1,500 children received toys.
- Held Breakfast with Santa event for kids in foster care – 200 children and their foster families participated.
- Open House with new activities and a 10% increase in attendance over previous year.
- Increased the number of people reached through programs by 56% and increased the number of programs by 34%.
- Move website to new, mobile friendly and ADA compliant platform.
- Participate in FEMA Virtual Teleconference Tabletop Exercises.

FY 2020 - 2022 Goals and Priorities

- Improve Survivability for Victims of Fire, Hazardous Material Release, Entrapment, Marine Emergencies or other Crisis Incidents.
- Keep annual growth rate of structure fire instances at or below annual population growth.
- Rescue victims of entrapment within 20 minutes of arrival for 90% of incidents.
- All fire station demand zones maintain a reliability score of at least 85%.
- First unit arrival at structure fires, hazardous material releases, and other crisis incidents requiring use of personal protective equipment within 10 minutes, 90 percent of the time (emergency calls, 911 to arrival).
- Process 911 fire/rescue calls for service (alarm handling) within 2 minutes and 10 seconds, 90 percent of the time (emergent calls, 911 pick up to unit alert).

City of Cape Coral, Florida
FY 2020 - 2022 Adopted Budget

- Turnout time for emergent fire/rescue calls for service within 2 minutes, 90 percent of the time (unit alert to wheels rolling).
- Incorporate "risk-based" development models within the Standards of Cover Process.
- Development of a Fire training facility.
- Improve Survivability of Patients Experiencing Acute Medical Emergencies.
- Maintain a cardiac survival rate at or above the national average (ROSC).
- Ensure transport capable ambulance arrival on EMS calls within 8 minutes and 59 seconds, 90 percent of the time (high acuity calls, 911 to arrival).
- Provide Advanced Life Support capable/first unit to EMS calls within 10 minutes and 40 seconds, 90 percent of the time (high acuity calls, 911 to arrival).
- Provide Basic Life Support capable/first unit to EMS calls within 9 minutes and 40 seconds, 90 percent of the time (high acuity calls, 911 to arrival).
- Process 911 EMS calls for service (alarm handling) within 2 minutes and 30 seconds, 90 percent of the time (Emergent calls, 911 pick up to unit alert).
- Turnout time for emergent EMS calls for service within 1 minute and 40 seconds, 90 percent of the time (unit alert to wheels rolling).
- Develop a CPR fraction rate performance measure for cardiac patients.
- Increase Advanced Life Support Capabilities.
- Develop active assailant response capabilities.
- Improve Firefighter Safety and Survival.
- Maintain an employee injury rate below 10% of total allocated staffing positions.
- Develop cancer prevention/decontamination program.
- Improve Agency Resiliency During Crisis-Level Events.
- Initiate the Emergency Management accreditation process.
- Develop Community Emergency Response Team (CERT) performance measures.
- Develop Urban Search and Rescue program.
- Reduce Financial and Legal Risk/Liability to the Fire Department and the City of Cape Coral.
- Maintain a "cost per capita" equal to or below the regional comparative average.
- Invest in station improvement projects that provide economic savings measured in lower ongoing maintenance or utility costs.
- Promote a Positive Agency Reputation within the Community.
- Pursue fire service accreditation through the Commission on Fire Accreditation International.
- Department employee demographic make-up represents the community.
- Mitigate Fire Related Damage to Allow Occupants to Remain in the Impacted Structure after Suppression Operations.
- Save 95% of the value of the property and contents threatened by the fire.
- Provide Downward Pressure on Fire Insurance Premium Costs within the Community.
- Improve ISO rating to Class 2 or better.
- Provide Value Beyond the 911 Call.
- Increase the community's education and involvement in Public Safety programs.
- Provide annual fire safety programs for kindergarten students.
- Develop fire safety programs for 4th-grade students.
- Develop senior citizen safety programs.
- Increase grant revenue by 50% for the Department by through Federal, State and Local funding sources.
- Build a boat lift at Horton park to house Marine 3 also to decrease response times.
- Relocate marine 1 to make it more accessible when responding to an incident

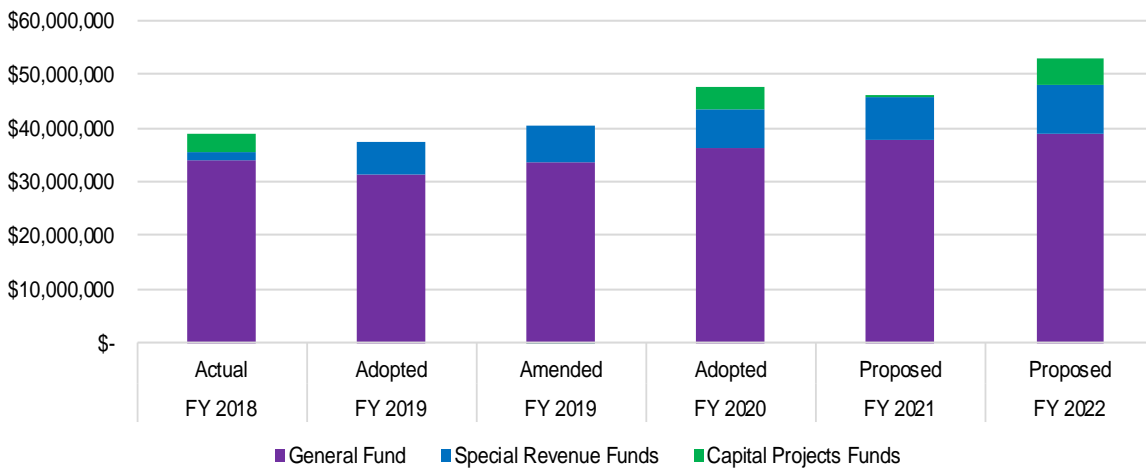
**City of Cape Coral, Florida
FY 2020 - 2022 Adopted Budget**

**Fire
Operating Budget**

Expenditures by Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Personnel	\$ 25,901,383	\$ 26,505,907	\$ 28,036,337	\$ 28,494,169	\$ 29,546,708	\$ 31,470,215
Operating	5,287,351	4,817,847	4,746,591	5,257,188	5,417,118	5,720,101
Capital Outlay	6,563,357	625,596	130,559	7,132,632	2,532,258	6,558,796
Debt Service	-	-	-	-	-	-
Other/Transfers Out	1,192,665	1,168,378	1,280,378	1,297,840	2,000,263	1,549,850
Reserves	-	4,348,462	5,137,933	5,594,568	6,509,748	7,616,918
Total	\$ 38,944,754	\$ 37,466,190	\$ 39,331,798	\$ 47,776,397	\$ 46,006,095	\$ 52,915,880

Expenditures by Fund	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
General Fund	\$ 34,115,058	\$ 31,512,901	\$ 33,762,533	\$ 36,276,519	\$ 37,684,639	\$ 38,931,458
Special Revenue Funds						
ALS Impact Fee*	76,391	383,610	341,774	298,641	311,693	266,827
Fire Impact Fee*	440,999	3,369,324	4,122,470	4,596,522	5,449,060	6,383,902
All Hazards*	729,655	2,200,355	2,198,010	2,244,257	2,148,891	2,293,681
Building*	-	-	-	109,395	97,006	102,178
Capital Projects						
Fire Station Construction*	3,582,652	-	(1,092,989)	4,251,063	314,806	4,937,834
Total	\$ 38,944,754	\$ 37,466,190	\$ 39,331,798	\$ 47,776,397	\$ 46,006,095	\$ 52,915,880

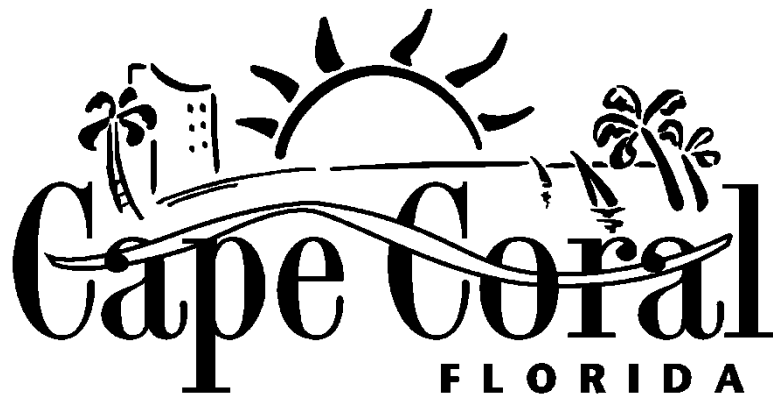
**Fire Expenditures by Fund
Summary Overview**



Note:

*Details by department for each fund are located in each of the fund sections

City of Cape Coral, Florida
FY 2020 - 2022 Adopted Budget

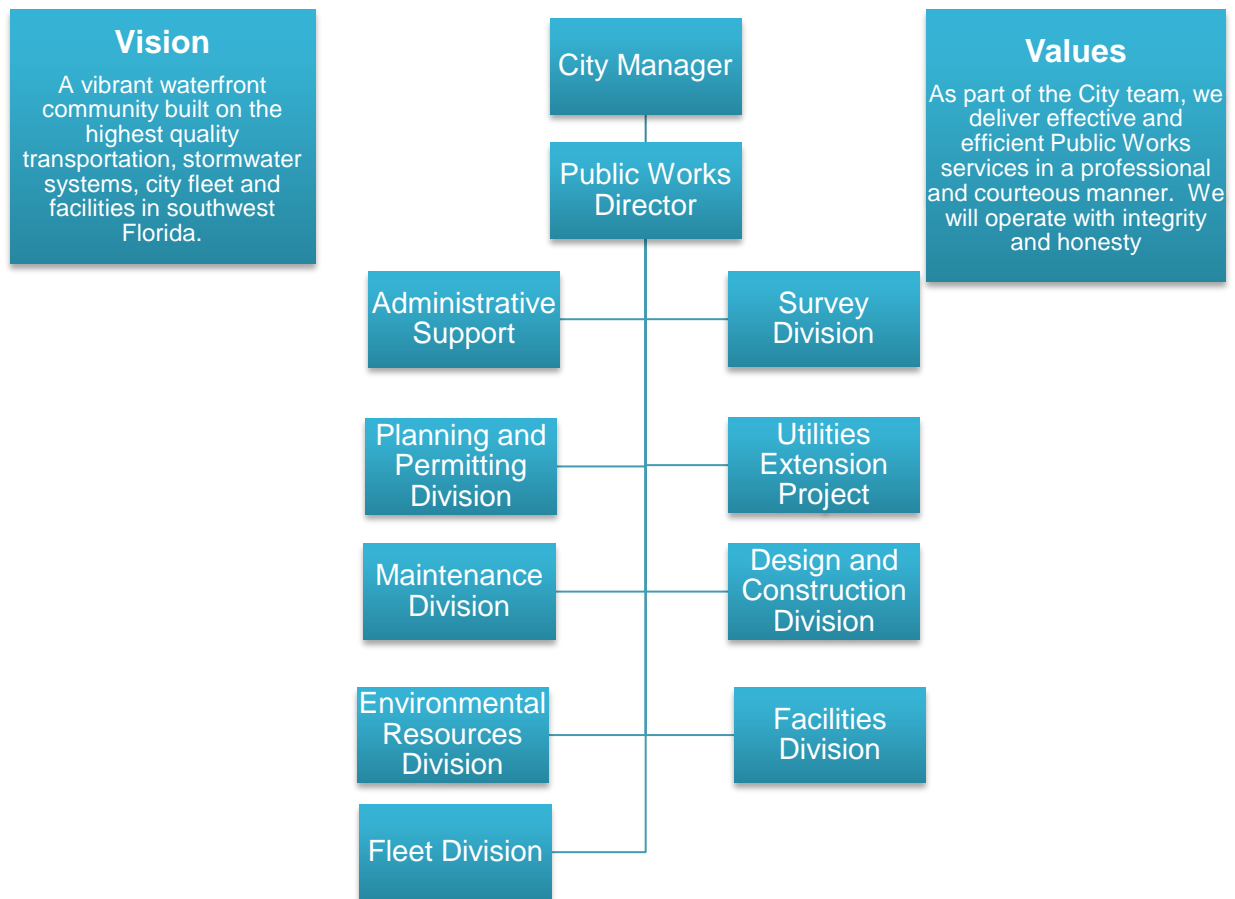


Public Works

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

Mission

Serve the citizens as a proactive skilled team using the best available methods to plan, design, construct and maintain the City's stormwater system, transportation network, facilities buildings and fleet.



City of Cape Coral, Florida
FY 2020 - 2022 Adopted Budget

Department Functions

Planning and Permitting: Provides supervision and direction to support long range planning and the issuance of permits. Oversees the PW Geographic Information System (GIS).

Environmental Resources: Monitors the terrestrial and aquatic environments; provides environmental guidance for sustainable and responsible development through cooperative education, habitat enhancement and other interdependent people/nature processes.

Survey: Provides professional surveying services for the City of Cape Coral in support of engineering projects within the public rights of way (ROW), and City owned properties.

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

Maintenance: Responsible for stormwater management maintenance to include catch basin repair, street sweeping, swale reconstruction, and drainpipe replacement and improvements. It also provides the maintenance of medians, road shoulders, bridge repairs, pothole repairs, removal of exotic plants, new sidewalk construction and repair.

Facilities: Preventive maintenance programs that insure high serviceability of building infrastructures, provide contract administration and project management for City building rehabilitation or replacement and provides new electrical install and maintenance for buildings and street/park decorator lights.

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

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

FY 2019 Accomplishments

- Continued implementation of the Bicycle-Pedestrian Master Plan.
- Coordinated scheduling and intergovernmental relations between FDOT, CDBG and City.
- Coordination with Lee County on transportation related projects.
- Implementation of Asset Management Software for Transportation and Stormwater.
- Update and continue implementation of the 3-year Local and Major Road Paving Program.
- Installed 280 street lights at 10 major intersections.
- Completed the streetscape improvements on S.E. 47th Terrace and Club Square.
- Coordinated the installation of 200 bus benches at school bus stops.
- Completed the design of the Sun Trail (Florida Shared-Use Nonmotorized Trail).
- Completion of new Sign Shop Facility at the Everest Annex.
- Completed SE 47th Terrace Landscape Lighting Project.
- Obtained #15 ranking in the 100 Best Fleets.
- Obtained #12 ranking in the Leading Fleets from Ford Motor Company.
- Continue progress of North 2 UEP construction.
- Administered \$1.93 in FDEP TMDL grants for stormwater inlet replacements.
- Saved \$1,935,981 in sales tax by purchasing materials directly.

City of Cape Coral, Florida
FY 2020 - 2022 Adopted Budget

- Launched City-wide educational campaign on fertilizers.
- Completed over 22,000 water quality tests from over 50 different locations.
- Mowed 4,506 linear miles of medians.
- Filled 8,652 potholes using 225 tons of asphalt.
- Regraded 297 front yard / roadside swales.
- Perform GPS observations to in preparation for the National Spatial Reference System (NSRS) modernization in 2022.

FY 2020 - 2022 Goals and Priorities

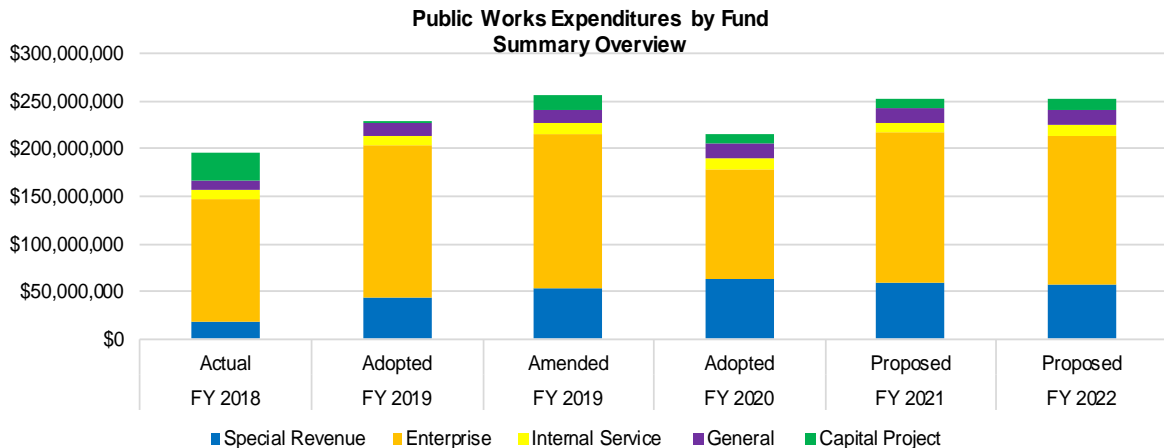
- Continue implementation of the Bicycle-Pedestrian Master Plan.
- Coordinate with Lee County to complete transportation related projects.
- Update and continue implementation of the 3-year Local and Major Road Paving Program.
- Design and obtain design plan approval for FDOT grant funded sidewalks.
- Manage street lighting and median landscaping programs.
- Start construction of Kismet Parkway SUN Trail Phase 1, including associated transportation and utilities improvements.
- Removal of the Chiquita Lock (subject to permit).
- Fleet facility design.
- Obtain Leading Fleet designation from Ford Motor Company.
- Obtain ASE Blue Seal Shop designation.
- North 2 UEP construction completion and homeowners' connections.
- North 1 UEP design, permitting and construction.
- Apply for local, state or federal grants to undertake projects to improve water quality.
- Meet Caloosahatchee Basin Management Action Plan (BMAP) goals.
- Update and implement the Canal Dredging Program including possible purchasing of new dredge.
- Complete 159 detailed bridge re-inspections (41 by City / 118 by FDOT) and perform a life cycle analysis to set priorities and budget.
- Update the City of Cape Coral's 176 permanent benchmark network from NGVD29 to NAVD88.
- Perform GPS observations to in preparation for the National Spatial Reference System (NSRS) modernization in 2022.

**City of Cape Coral, Florida
FY 2020 - 2022 Adopted Budget**

Public Works Operating Budget

Expenditures by Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Personnel	\$ 19,545,742	\$ 24,188,449	\$ 24,013,316	\$ 24,253,548	\$ 25,217,146	\$ 26,218,706
Operating	17,353,543	18,672,516	18,990,354	21,484,118	20,939,646	21,630,406
Capital Outlay	99,197,068	93,791,280	108,365,419	78,855,013	120,413,073	121,588,593
Debt Service	3,720,585	18,150,509	18,150,509	17,475,335	17,000,230	16,099,730
Other/Transfers Out	55,227,765	21,566,883	35,829,443	28,238,853	24,534,608	23,678,769
Reserves	-	50,510,091	50,403,981	45,322,187	44,516,703	42,775,799
Total	\$195,044,702	\$226,879,728	\$255,753,022	\$215,629,054	\$252,621,406	\$251,992,003

Expenditures by Fund	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
General Fund	\$ 11,312,526	\$ 13,142,311	\$ 13,581,401	\$ 15,989,867	\$ 15,344,791	\$ 15,795,832
Special Revenue Fund						
Del Prado Mall*	21,619	36,388	163,524	154,750	173,256	192,676
Road Impact Fee*	7,070,930	8,329,224	12,390,597	16,281,534	15,150,163	13,099,601
Six Cent Gas*	6,772,255	14,436,042	19,536,468	20,275,909	17,372,778	15,249,796
Five Cent Gas*	150,000	15,255,043	16,065,671	20,822,294	21,531,301	25,365,079
Lot Mowing*	4,691,432	5,210,222	4,286,261	4,919,615	4,540,015	4,124,010
Internal Service Fund						
IS Facilities*	4,929,865	5,692,360	5,716,654	5,898,591	6,198,897	6,446,763
IS Fleet*	4,058,223	4,833,343	4,833,343	4,806,846	4,875,916	5,030,299
Enterprise Fund						
Stormwater*	17,728,164	25,585,315	27,752,976	27,525,312	26,418,949	25,523,281
Stormwater Cap Proj*	3,056,442	4,351,096	5,971,096	4,621,627	4,695,871	4,164,295
W&S Operations*	38,986	1,488,556	1,488,556	1,577,948	1,581,990	1,603,264
W&S Spec Assmt Const*	107,134,739	128,369,828	128,369,828	82,332,865	124,831,657	123,931,154
Capital Projects Fund						
Public Works Projects*	82,468	-	525,123	250,000	250,000	-
TCP-Transportation*	27,997,052	150,000	15,071,524	10,171,896	9,655,822	11,465,953
Total	\$195,044,702	\$226,879,728	\$255,753,022	\$215,629,054	\$252,621,406	\$251,992,003



Note:

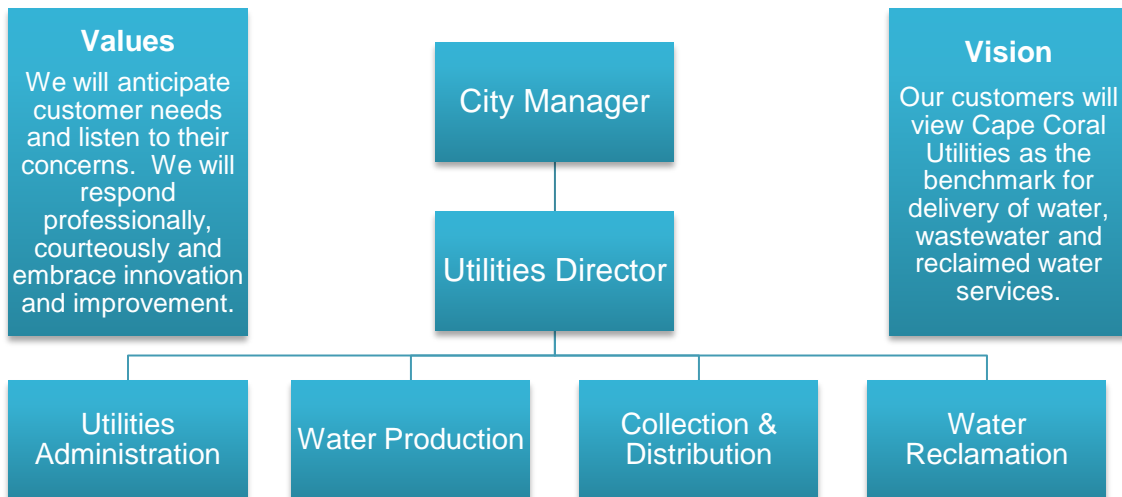
* Details by department for each fund are located in each of the fund sections

Utilities

The Utilities Department provides potable water supply, irrigation water supply, and collection, treatment and disposal of sanitary sewage for the residents of Cape Coral. The City owns and operates a system of raw water supply wells, raw water transmission mains, two potable water treatment facilities, potable water storage and pumping facilities, potable water distribution system, sanitary sewage collection system, two wastewater treatment and water reclamation facilities, reclaimed water storage and pumping facilities, canal withdrawal and pumping facilities for supplemental irrigation water supply, irrigation water distribution system, as well as, backup disposal facilities for excess reclaimed water during wet weather. The department is organized into four divisions: Administration, Water Production, Collection and Distribution and Water Reclamation.

Mission

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



City of Cape Coral, Florida
FY 2020 - 2022 Adopted Budget

Department Functions

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

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

Collection and Distribution: 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.

Water Reclamation: is responsible for processing wastewater so that after treatment it meets and/or exceeds all standards and different permit requirements as established by the EPA and the FDEP for river discharge, deep injection and/or reuse water for the City's irrigation system. The Division operates and maintains the 13.4 MGD Everest Water Reclamation Facility; the 15.1 MGD Southwest Water Reclamation Facility, and 277 wastewater pump lift stations throughout the City and 5 freshwater canal pump stations to supplement the irrigation system.

FY 2019 Accomplishments

- Completed FGUA Reclaimed Water Interconnect.
- Southwest RO Odor Control Upgrade completed.
- Galvanized Pipe Replacement Project 2A completed.
- Completed Southwest Deep Inject Well #2.
- Implementation of electronic workflow to provide staff with a paperless system for service order delegation and tracking.
- Coordinated contractor replacement of non-radio read water meters. All non-radio read meters have been replaced and City Staff can now read water meters remotely via drive by radio-read technology with existing staff and eliminate meter reading contract for a substantial savings of approximately \$300,000 per year.
- Implemented an Automated Utility Notification System, with the help of ITS, to include automated notifications for scheduled shutdowns and hydrant flushing into the current boil water notification program (provided by Selectron).

City of Cape Coral, Florida
FY 2020 - 2022 Adopted Budget

- Completed acidization of 5 North RO Plant production wells resulting in significantly improved raw drinking water pumping capacity.
- Purchased eight new emergency portable pumps to maintain lift station operations during emergency situations.
- Rehabilitated Everest WRF Reuse building, pump pads, and discharge valves.

FY 2020-2022 Goals and Priorities

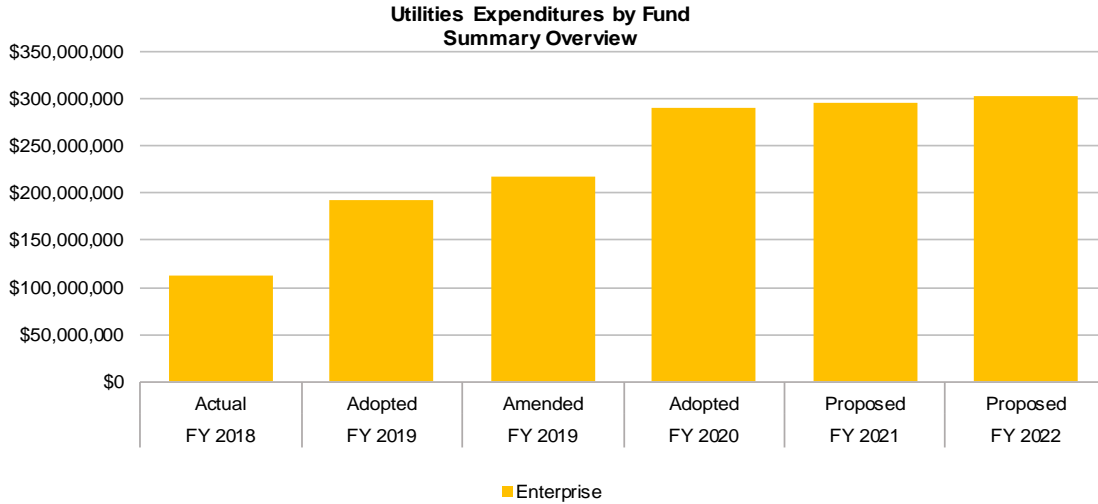
- Complete Galvanized Pipe Replacement Project 2B.
- Complete Engineering Design and permitting and begin construction on the Fort Myers River Crossing Project.
- Obtain a water use permit to withdraw water from the Southwest Aggregates Reservoir and sign long-term agreement with the owner of the property.
- Complete construction of the new Southwest Operations Building.
- Enact Residential Meter Replacement Program to minimize water loss by exchanging meters ten to fifteen years old with newer and more accurate units. Replace an average of 1,000 to 1,500 water meters per month.
- Employee training for meeting regulatory certification requirements.
- Addition of third TV truck and manhole/lift station inspection system with additional staffing to properly maintain existing and new infrastructure.
- Continue reduction in electrical usage from the South Reverse Osmosis (RO) Plant membranes replacement with a new type of lower pressure membrane in an innovative configuration with estimated \$126,000 recurring annual cost avoidance.
- Complete MCC replacement project at the Southwest RO Plant.
- Complete Switchgear/Breaker Maintenance for the North RO Plant.
- Acidify up to 10 production wells per year and back-plug up to 2 wells per year as recommended by consulting hydrogeologists.
- Rehabilitate Master Lift Station 200 including electrical components.
- Implement improvements at Everest WRF Headworks building.
- Purchase and install chlorine contact chamber cover at both WRF to save bleach.

**City of Cape Coral, Florida
FY 2020 - 2022 Adopted Budget**

**Utilities
Operating Budget**

Expenditures by Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Personnel	\$ 21,402,585	\$ 24,898,346	\$ 24,743,346	\$ 25,346,971	\$ 26,291,401	\$ 27,272,023
Operating	22,961,519	24,941,915	27,368,772	26,857,372	27,271,659	28,519,407
Capital	18,466,021	5,266,542	17,275,212	38,149,122	36,631,534	36,545,441
Debt Service	21,232,388	28,093,166	28,093,166	28,091,023	28,092,050	28,139,540
Other/Transfers Out	28,764,691	15,155,620	39,643,952	46,165,315	46,177,907	50,742,751
Fund Balance	-	93,503,992	80,212,804	126,318,603	130,138,005	130,538,229
Total	\$112,827,203	\$191,859,581	\$217,337,252	\$290,928,406	\$ 294,602,556	\$ 301,757,391

Expenditures by Fund	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Enterprise						
W&S Cap Projects*	\$ 13,557,349	\$ -	\$ 13,203,974	\$ 30,675,358	\$ 30,688,606	\$ 30,718,015
W&S Impact CIAC*	1,321,203	80,391,467	80,309,093	126,286,161	137,306,796	141,078,587
W&S Operations*	97,948,651	111,468,114	123,824,185	133,966,887	126,607,154	129,960,789
Total	\$112,827,203	\$191,859,581	\$217,337,252	\$290,928,406	\$ 294,602,556	\$ 301,757,391



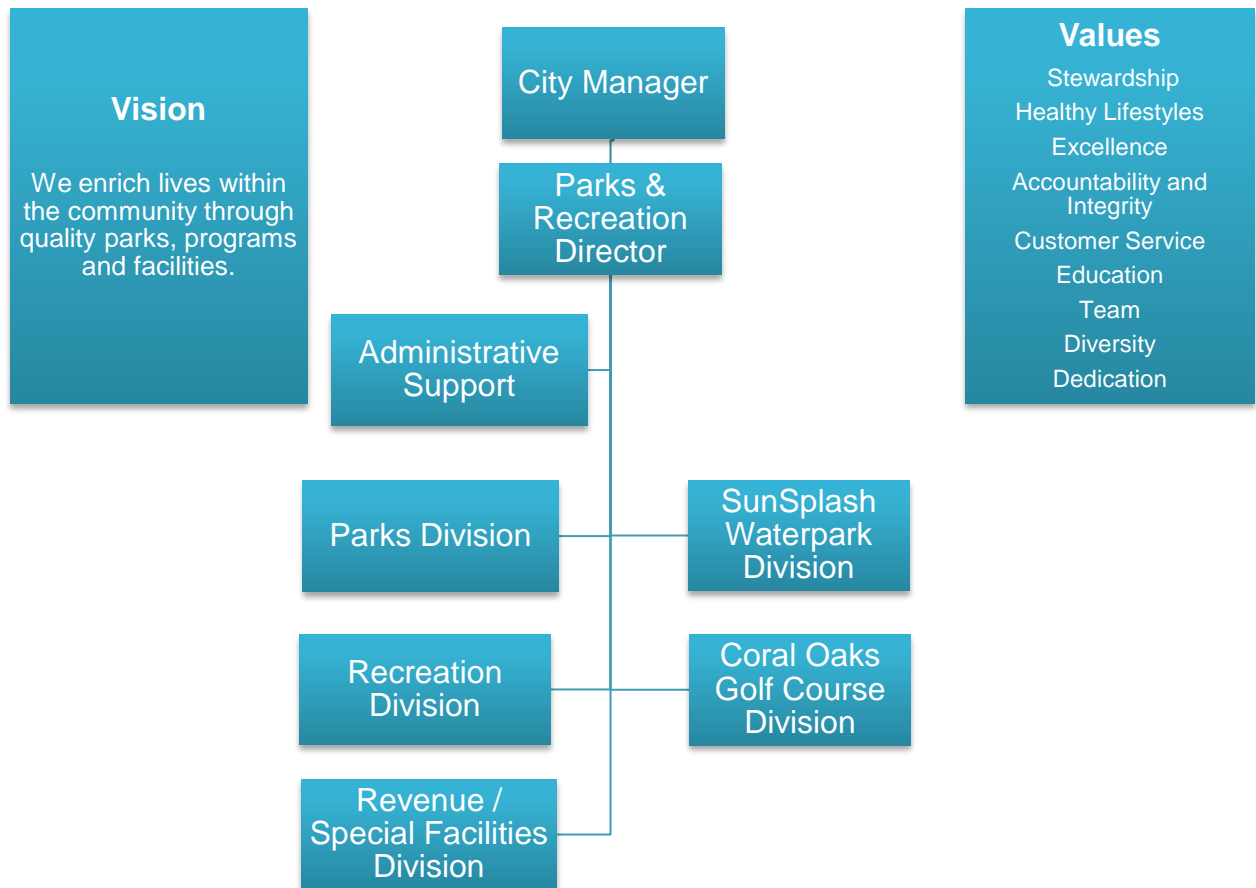
Note:
* Details by department for each fund are located in each of the fund sections.

Parks & Recreation Department

In addition to Administration, the Department is organized into three primary divisions: Parks, Recreation, and Revenue & Special Facilities. The Parks Division maintains the athletic fields and parks throughout the City and operates the Park Ranger Program. The Recreation Division operates instructional, cultural, and leisure programs and activities for all ages. Revenue & Special Facilities offers programs for individuals with developmental and physical handicaps, environmental education, athletic programs, and community wide special events. Coral Oaks Golf Course and Sun Splash Waterpark are special revenue funds. The Yacht Basin operates as an enterprise fund.

Mission

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



City of Cape Coral, Florida
FY 2020 - 2022 Adopted Budget

Department Functions

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

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

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

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

Coral Oaks Golf Course: Provide quality, aesthetically pleasing conditions for professional yet affordable golf experiences within the golfing community.

SunSplash Family Waterpark: Provide a unique park experience focusing on value, safety and fun for both residents and visitors alike while promoting water safety in the local community.

FY 2019 Accomplishments

- Partnered with the Lions Club of Cape Coral and offered FREE hearing and vision screenings for VPK students.
- Partnered with FGCU to provide nutrition education sessions for VPK students.
- Four Freedoms Park has partnered with Summer Break Spot Program to be a host site offering free breakfast and lunch during the Summer.
- The Rotary Community Garden, located at City Hall, officially opened.
- Hosted 2019 Burrowing Owl Festival (partnership with Cape Coral Friends of Wildlife) which had over 3,700 attendees.
- Worked with Lee County School District Environmental Education Coordinator to provide teacher training on environmental education science standards and field trip opportunities.
- Worked with FWC on wetland restoration funding opportunities for Four Mile Cove Ecological Preserve and removed approximately 3 acres of Brazilian pepper/other exotics.
- Collaborated with FGCU on possible internships, student research opportunities, service.
- Partnered with the Guardian Angels to purchase art equipment, classroom equipment, \$20,000 in scholarships, \$25,000 in Program Support, \$12,050 for a FabriTech Roof, and state mandated trainings for 100% of staff.
- Added a 14-passenger bus donated by Guardian Angels, \$29,200.
- Many improvements were made to the Yacht Club Community Pool including resurfacing, refinish diving boards, remodeled gatehouse restrooms, and landscaping improvements.
- The Rotino Center has partnered with the Early Detection Group to provide free DNA testing for pre-disposition health issues for seniors.
- Upgraded Laundry facilities with 3 brand new commercial washer/dryer stackable machines.
- Raised \$2,300 for St. Jude Hospital Trike a Thon Daycare Fund Raiser.
- Increased Youth Sports programming by 35% within the Lee County Sheriffs Partnership
- Increased programming for teens by 25%.
- Arts Studio had many building improvements including a new roof, LED lighting, ceilings, floors, a secondary exhibition space in Building Two, glass fusing kiln and ceramic kiln, and repair of Tuned Leaf Tailed Rubicond Sculpture.

City of Cape Coral, Florida
FY 2020 - 2022 Adopted Budget

- Coral Oaks in conjunction with the South Florida Section of the PGA coordinated a PGA Hope Program for Military Veterans. The program ran six consecutive Wednesday's in March.
- Approved to sell beer and wine at Sun Splash Waterpark.
- The Parks & Recreation GO Bond passed on January 7, 2019 with plans to add 7 new Neighborhood Parks and make improvements to 4 existing Community Parks.

FY 2020 – 2022 Goals and Priorities

- Continue shoreline restoration of native plants at Four Mile Cove Ecological Reserve to replace Brazilian Pepper that was removed after Hurricane Irma with mangroves and giant leather fern.
- Search for locations of possible primitive kayak launches and funding opportunities on property owned by the department at locations agreed upon by the department, community organizations, and residents.
- Continue plot rentals for residents of Cape Coral at the Community Garden.
- Continue working with the Rotary Clubs of Cape Coral to renovate the tower at Rotary Park so that visitors can resume use of the tower for birding, nature photography, and to generally enhance enjoyment of the park.
- Working together with FWC, Cape Coral Environmental Resources, Lee County Parks and Recreation, and Boy Scouts of America to establish a network of trails at Yellow Fever Creek Preserve.
- Pursue boardwalk grants for Rotary Park to combat rising water in the preserve.
- Continue the partnership with the Guardian Angels for Special Populations and other community organizations and volunteers to promote independence for persons with intellectual/developmental/physical disabilities through education, exposure, experience and encouragement in a safe, caring environment.
- Try to gather interest in adding a middle school after school program.
- Create Public Art Projects in South Cape.
- Install irrigation in Rubicond Park with native vegetation and add sculptures.
- Build a new clubhouse for Coral Oaks and the Northwest section of Cape Coral for meetings, weddings and banquets. Creating a destination vs just a golf course.
- Research grant opportunities pertaining to all divisions within the department which will increase and/or maintain service levels, expand/improve existing programs, or provide quality of life benefits to our residents.
- Explore the opportunity for development of indoor and outdoor Pickleball courts throughout the City.
- Cape Coral Mini Bus Service to work with the City of Cape Coral's ITS Department to explore improvements with routing utilizing City GIS.
- Lake Kennedy Center to develop a minimum of two new events that will further enhance the diversity of programs and broaden the scope of service to include fundraising events and partnerships.
- Cape Coral Arts Studio to create new community partnerships with local/downtown businesses to involve the Arts Studio in cultural activities.
- Sun Splash to initiate off season birthday parties to produce revenue during waterpark closure.
- Pops Café to do marketing for community exposure to increase revenue and offer participants opportunities to learn new and diversified tasks and skills.
- Marine Services Division to increase Marina dockage by 16 slips for larger vessels (40-60 ft) by extending the center dock.

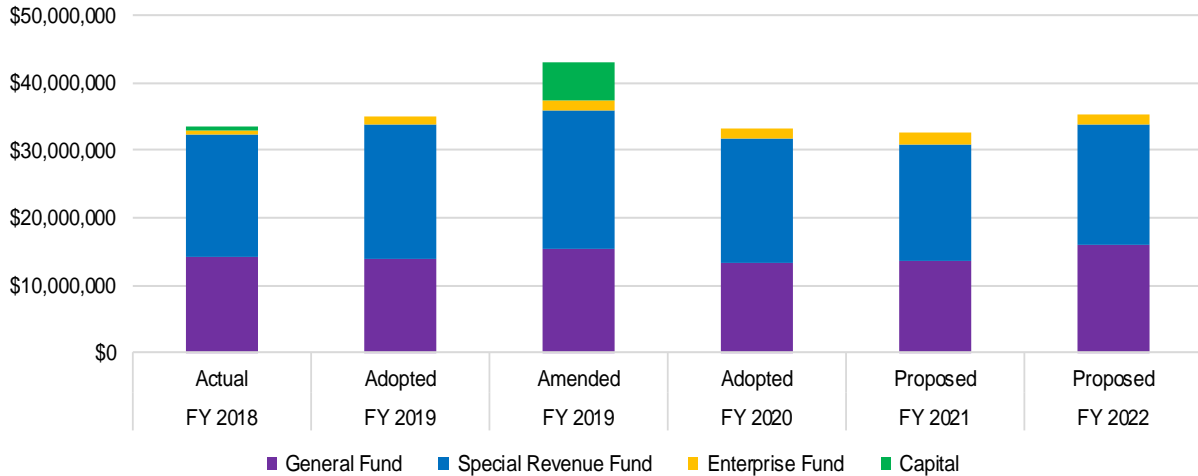
**City of Cape Coral, Florida
FY 2020 - 2022 Adopted Budget**

**Parks & Recreation
Operating Budget**

Expenditures by Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Personnel	\$ 12,512,283	\$ 13,787,375	\$ 13,757,401	\$ 13,350,076	\$ 13,723,256	\$ 15,197,733
Operating	8,373,091	9,511,020	9,989,786	9,873,483	9,927,692	11,154,708
Capital Outlay	2,163,926	647,000	6,402,319	374,400	356,500	633,300
Debt Service	-	-	-	-	-	-
Other/Transfers Out	10,426,459	9,697,241	11,170,602	8,868,154	7,769,535	7,413,002
Reserves	-	1,526,891	1,805,126	931,711	778,464	793,750
Total	\$ 33,475,760	\$ 35,169,527	\$ 43,125,234	\$ 33,397,824	\$ 32,555,447	\$ 35,192,493

Expenditures by Fund	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
General Fund	\$ 14,238,491	\$ 13,935,569	\$ 15,433,282	\$ 13,402,099	\$ 13,642,189	\$ 15,981,322
Special Revenue Fund						
Park Impact Fee	2,739,599	3,610,166	3,603,935	2,538,250	1,802,920	1,456,155
P&R Programs	9,306,332	10,336,617	10,389,026	9,579,980	9,556,739	10,131,763
Waterpark	3,039,734	3,008,189	3,296,176	2,953,570	2,983,480	3,108,203
Golf Course	3,104,474	3,069,156	3,097,974	3,211,292	2,993,557	3,074,415
Enterprise Fund						
Yacht Basin	519,359	1,209,830	1,640,758	1,712,633	1,576,562	1,440,635
Capital Fund	527,771	-	5,664,083	-	-	-
Total	\$ 33,475,759	\$ 35,169,527	\$ 43,125,234	\$ 33,397,824	\$ 32,555,447	\$ 35,192,493

**Parks & Recreation Expenditures by Fund
Summary Overview**



Note:
*Details by department for each fund are located in each of the fund sections

**City of Cape Coral, Florida
FY 2020 - 2022 Adopted Budget**

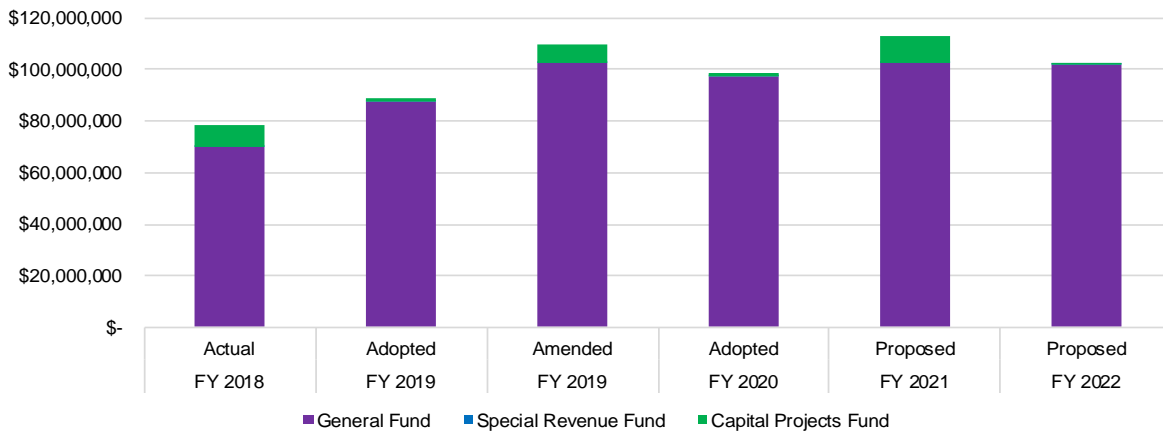
**Government Services
Operating Budget**

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

Expenditures by Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Personnel	\$ 28,048,176	\$ 29,511,898	\$ 29,580,398	\$ 27,626,260	28,574,897	\$ 29,603,577
Operating	21,515,559	12,442,299	14,688,487	12,915,530	12,619,493	13,086,862
Capital Outlay	8,777,429	1,855,372	6,972,736	906,055	10,702,692	2,204,023
Debt Service	-	-	-	-	-	-
Other/Transfers Out	19,900,810	7,886,704	10,238,172	12,470,906	16,724,661	17,421,728
Subtotal Expenditures	78,241,974	51,696,273	61,479,793	53,918,751	68,621,743	62,316,190
Reserves	-	36,958,565	48,205,823	44,568,337	44,475,983	40,084,900
Total	\$ 78,241,974	\$ 88,654,838	\$109,685,616	\$ 98,487,088	113,097,726	\$102,401,090

Expenditures by Fund	FY 2018 Expenditures	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
General Fund						
Government Services*	\$ 69,689,493	\$ 87,521,118	\$102,312,221	\$ 97,489,550	\$102,302,573	\$101,602,292
Special Revenue Fund						
City Centrum*	103,012	90,559	110,559	91,483	92,461	94,775
Seawall Assessments*	3,335	-	100	-	-	-
Capital Projects Fund						
Technology*	74,788	-	5,258,248	-	-	-
Academic Village*	109,613	90,000	793,040	-	-	-
CRA Capital Projects*	8,261,733	953,161	1,211,448	906,055	10,702,692	704,023
Total	\$ 78,241,974	\$ 88,654,838	\$109,685,616	\$ 98,487,088	\$113,097,726	\$102,401,090

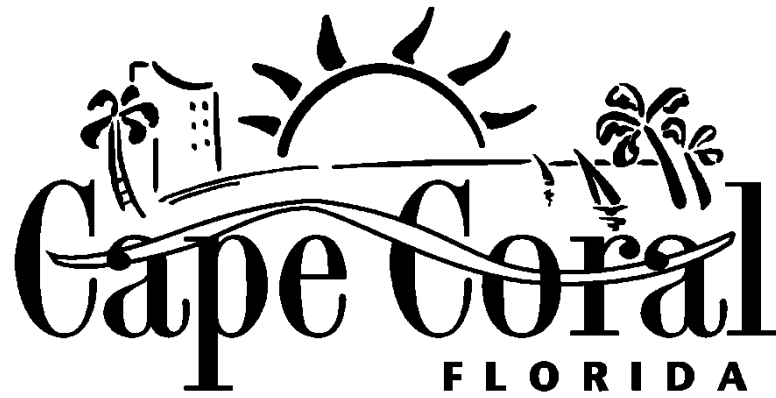
**Government Services Expenditures by Fund
Summary Overview**



Note:

Special Revenue Fund does not show on chart due to less than 1% of total
*Details by Department for each Fund are located in each of the Fund Sections

City of Cape Coral, Florida
FY 2020 - 2022 Adopted Budget



City of Cape Coral, Florida
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GENERAL FUND

General Fund **7**

Summary of General Fund Revenue by Category 7-2

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**City of Cape Coral, Florida
FY 2020 - 2022 Adopted Budget**

SUMMARY OF GENERAL FUND REVENUES BY CATEGORY

	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ 92,354	\$ 4,391,083
Operating Fund Balance	-	29,330,548	38,156,203	42,732,996	44,475,983	40,084,900
Revenue:						
Ad Valorem Taxes	85,909,230	92,754,303	92,754,303	96,194,962	100,042,760	104,044,471
MSTU-Burnt Store	1,185,439	713,881	713,881	948,237	976,684	1,005,985
Franchise Fees	6,534,366	6,779,055	6,779,055	6,853,846	6,929,501	7,102,738
Communications Service Tax	4,626,232	5,300,000	5,300,000	5,130,000	5,260,000	5,404,000
Public Service Tax	7,135,139	7,312,775	7,312,775	7,532,158	7,758,123	7,952,076
Local Business Tax	772,132	1,005,985	1,005,985	875,000	875,000	875,000
Licenses and Permits	30,956	38,656	38,656	40,047	41,494	43,095
Fire Service Assessment	22,799,378	23,476,023	23,476,023	25,020,014	25,486,661	26,251,169
Intergovernmental-Federal Grants	376,006	-	8,892,488	-	-	-
Intergovernmental-State Grants	51,980	-	1,173,854	-	-	-
Intergovernmental-State Shared Revenues	24,809,438	25,452,227	25,452,227	26,217,844	27,304,246	27,985,703
Intergovernmental-Local Grants	229,151	227,777	398,904	262,945	266,507	270,250
Intergovernmental-Local Shared Revenues	391,733	605,862	605,862	625,128	645,165	661,293
Charges for Service-General Government	1,069,170	755,443	762,443	831,026	857,025	884,410
Charges for Service-Public Safety	900,039	721,769	1,867,047	269,163	264,063	259,063
Charges for Service-Physical Environment	51,327	41,846	41,846	32,000	32,000	32,000
Charges for Service-Parks & Recreation	49,584	55,452	55,452	56,360	57,485	129,935
Charges for Service-Other	63,758	46,314	46,314	46,314	46,314	46,314
Internal Service Charges	6,706,933	5,580,016	6,167,216	9,033,967	9,289,965	9,551,053
Fines and Forfeits	744,904	476,467	476,467	466,913	467,334	467,773
Miscellaneous-Interest	733,538	1,346,342	1,346,342	883,923	896,550	909,682
Miscellaneous-Rents & Royalties	428,546	429,073	429,073	429,073	429,073	429,073
Miscellaneous-Fixed Asset Auction Proceeds	478,377	-	40,927	-	-	-
Miscellaneous-Sale of Surplus Materials	-	-	-	-	-	-
Miscellaneous-Donations	6,625	-	43,950	-	-	-
Miscellaneous-Other	779,648	1,543,545	707,177	1,629,568	1,655,465	1,598,826
Other Sources-Interfund Transfer	10,994,677	7,649,133	8,215,086	7,161,447	6,762,835	6,891,963
Note/Debt Proceeds	-	-	-	-	-	-
Total	\$ 177,858,306	\$ 211,642,492	\$ 232,259,556	\$ 233,272,931	\$ 240,912,587	\$ 247,271,855

**City of Cape Coral, Florida
FY 2020 - 2022 Adopted Budget**

Note:

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

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

Ad Valorem Taxes: FY 2020 estimated receipts calculated on 96% of levy based on July 1 certified value and rate of 6.4903. Projected taxable value increases 4% in FY 2021 and FY 2022 with millage rate remaining at 6.4903.

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

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

Grants: Grant funding is not budgeted until awarded, FY 2019 Amended Budget: Locally, \$143,362 from Lee County TDC for maintenance of the Yacht Club Beach, Four Mile Cove Ecological Park, Sirenia Vista Park and Glover Bight Park. Local grants for West Coast Inland Navigation District (WCIND) is \$187,604. Local grants for Parks Maintenance of \$71,300. State grants total \$53,615 for Public Safety. Federal grants total \$8,892,488; \$8,454,576 for FEMA Hurricane Irma, and \$356,306 for Public Safety.

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

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

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

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

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

**City of Cape Coral, Florida
FY 2020 - 2022 Adopted Budget**

SUMMARY OF GENERAL FUND EXPENDITURES BY DEPARTMENT

Department	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
City Council	\$ 726,258	\$ 841,826	\$ 841,826	\$ 851,783	\$ 877,193	\$ 908,383
City Attorney	1,453,920	1,625,026	1,633,026	1,661,463	1,724,871	1,790,894
City Manager	2,019,191	2,696,625	2,741,798	2,859,539	2,814,689	2,945,068
City Auditor	639,580	788,744	833,094	820,394	841,703	869,067
Information Technology	6,504,102	7,380,314	7,765,436	7,994,932	8,657,701	9,075,022
City Clerk	1,545,508	1,634,868	1,652,083	1,657,400	1,691,584	1,802,986
Financial Services	3,055,562	3,603,014	3,615,014	3,638,702	3,791,790	3,942,842
Human Resources	1,476,371	1,663,575	1,703,075	1,713,499	1,766,807	1,828,811
Community Development	4,771,304	5,025,009	5,041,409	5,703,816	5,710,605	5,905,565
Police	38,665,396	40,271,592	41,343,358	43,213,368	44,061,452	45,892,313
Fire	34,115,058	31,512,901	33,762,533	36,276,519	37,684,639	38,931,458
Public Works	11,312,526	13,142,311	13,581,401	15,989,867	15,344,791	15,795,832
Parks & Rec	14,238,491	13,935,569	15,433,282	13,402,099	13,642,189	15,981,322
Government Services	69,689,492	50,562,553	54,106,398	52,921,213	57,826,590	61,517,392
Subtotal Expenditures	190,212,760	174,683,927	184,053,733	188,704,594	196,436,604	207,186,955
Reserves	-	36,958,565	48,205,823	44,568,337	44,475,983	40,084,900
Total	\$ 190,212,760	\$ 211,642,492	\$ 232,259,556	\$ 233,272,931	\$ 240,912,587	\$ 247,271,855

Note:

Personnel: 51 additional full-time equivalents have been approved for FY 2020 - 2022. FY 2020 - 16.5 FTE's, FY 2021 - 0 FTE's and FY 2022 - 37 FTE's.

Cost Escalations: In accordance with Burton's General Fund Model.

Retiree Costs: Beginning in FY 2014, rather than budgeting the Unfunded Actuarial Accrued Liability (UAAL) at the department level, the cost is being calculated at the fund level. The General Fund's required contributions are budgeted under Government Services.

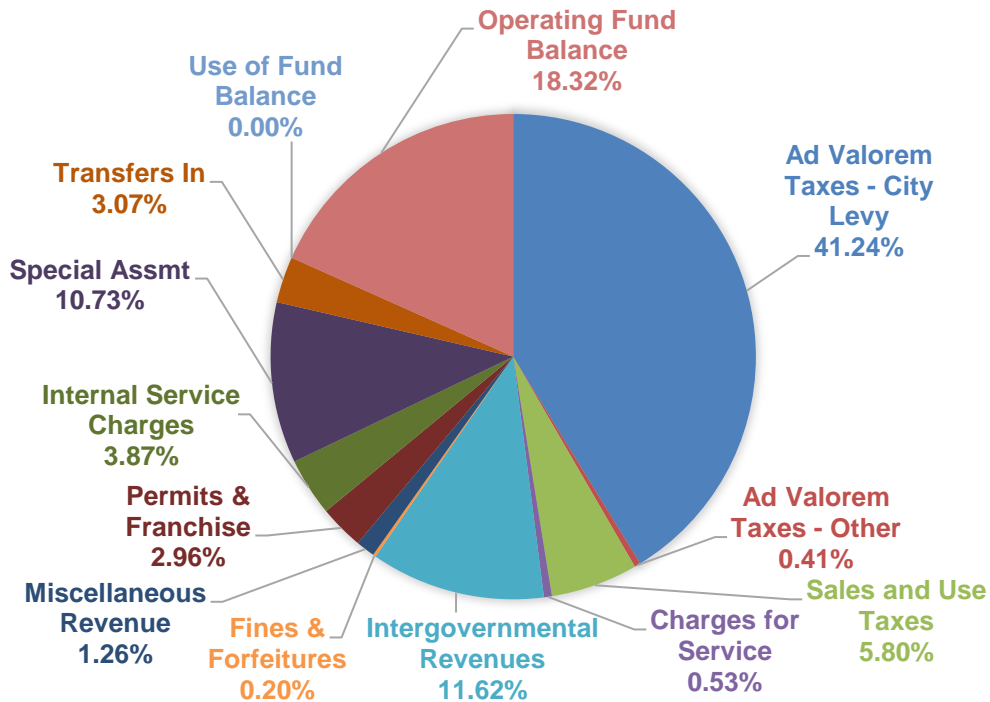
Debt Service: The General Fund will have responsibility for a portion of the annual debt service for the 2015 Special Obligation Refunding Bonds as projected Park Impact Fee Revenue will be inadequate.

Capital: The requirements for capital investment were included in the Burton Model. New and Replacement Fleet rolling stock items are budgeted at the department/division level and not at fund level. The Fleet Manager will manage all purchases.

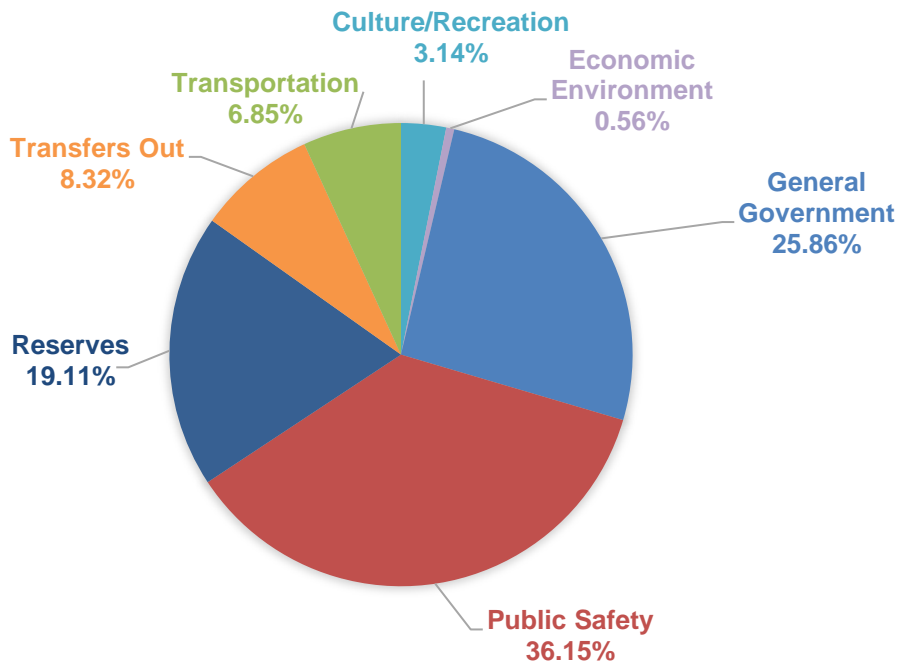
Transfers Out: In support of the reinstated local road resurfacing program, the General Fund will transfer \$2,500,000 in FY 2020, \$5,500,000 in FY 2021 and \$6,500,000 in FY 2022 to the Transportation Capital Project Fund. A transfer of \$312,000 to the Public Works Transportation Capital for Median Maintenance and \$520,000 for Alley Resurfacing in FY 2018, 2020, 2021 and 2022.

**City of Cape Coral, Florida
FY 2020 - 2022 Adopted Budget**

FY 2020 General Fund Revenue Sources by Classification



FY 2020 General Fund Expenditures by Major Program Area



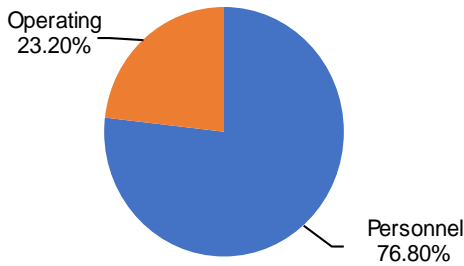
City of Cape Coral, Florida
 FY 2020 - 2022 Adopted Budget

City Council Operating Budget

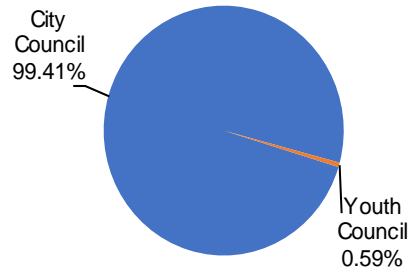
Expenditures by Category	FY 2018	FY 2019	FY 2019	FY 2020	FY 2021	FY 2022
	Actual	Adopted	Amended	Adopted	Proposed	Proposed
Personnel	\$ 513,646	\$ 650,386	\$ 650,386	\$ 654,206	\$ 677,655	\$ 702,436
Operating	212,611	191,440	191,440	197,577	199,538	205,947
Capital Outlay	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other/Transfers Out	-	-	-	-	-	-
Total	\$ 726,258	\$ 841,826	\$ 841,826	\$ 851,783	\$ 877,193	\$ 908,383

Expenditures by Program	FY 2018	FY 2019	FY 2019	FY 2020	FY 2021	FY 2022
	Actual	Adopted	Amended	Adopted	Proposed	Proposed
City Council	\$ 726,258	\$ 841,826	\$ 841,826	\$ 846,783	\$ 872,193	\$ 903,383
Youth Council ¹	-	-	-	5,000	5,000	5,000
Total	\$ 726,258	\$ 841,826	\$ 841,826	\$ 851,783	\$ 877,193	\$ 908,383

Expenditures by Category



Expenditures by Program



Note:

¹ FY 2020 creation of new business unit to recognize Youth Council associated activities expense. Business unit managed/funded by City Council.

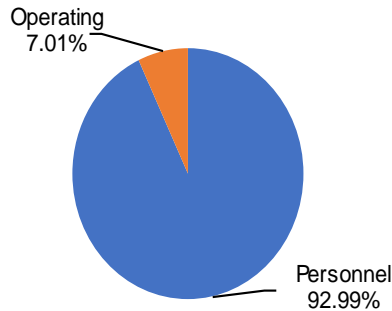
City of Cape Coral, Florida
 FY 2020 - 2022 Adopted Budget

City Attorney Operating Budget

Expenditures by Category	FY 2018	FY 2019	FY 2019	FY 2020	FY 2021	FY 2022
	Actual	Adopted	Amended	Adopted	Proposed	Proposed
Personnel	\$ 1,318,465	\$1,473,025	\$1,473,025	\$1,544,916	\$1,605,412	\$ 1,668,960
Operating	135,455	152,001	160,001	116,547	119,459	121,934
Capital Outlay	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other/Transfers Out	-	-	-	-	-	-
Total	\$ 1,453,920	\$1,625,026	\$1,633,026	\$1,661,463	\$1,724,871	\$ 1,790,894

Expenditures by Program	FY 2018	FY 2019	FY 2019	FY 2020	FY 2021	FY 2022
	Actual	Adopted	Amended	Adopted	Proposed	Proposed
City Attorney	\$ 1,453,920	\$1,625,026	\$1,633,026	\$1,661,463	\$1,724,871	\$ 1,790,894
Total	\$ 1,453,920	\$1,625,026	\$1,633,026	\$1,661,463	\$1,724,871	\$ 1,790,894

Expenditures by Category



City of Cape Coral, Florida
FY 2020 - 2022 Adopted Budget

City Manager Operating Budget

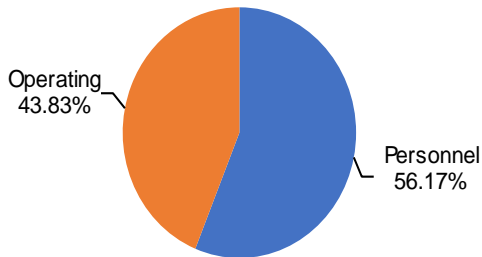
Expenditures by Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Personnel ¹	\$ 1,183,373	\$ 1,591,937	\$ 1,591,937	\$ 1,606,116	\$ 1,678,212	\$ 1,740,231
Operating	809,542	1,104,688	1,149,861	1,253,423	1,136,477	1,169,837
Capital Outlay	26,276	-	-	-	-	35,000
Debt Service	-	-	-	-	-	-
Other/Transfers Out	-	-	-	-	-	-
Total	\$ 2,019,191	\$ 2,696,625	\$ 2,741,798	\$ 2,859,539	\$ 2,814,689	\$ 2,945,068

Expenditures by Program	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Administration	\$ 847,001	\$ 1,059,063	\$ 1,113,984	\$ 1,053,145	\$ 1,088,250	\$ 1,122,565
Public Information	443,610	490,991	496,991	490,933	539,428	556,563
Economic Development	702,304	1,146,571	1,130,823	1,315,461	1,187,011	1,230,940
Fleet Rolling Stock	26,276	-	-	-	-	35,000
Total	\$ 2,019,191	\$ 2,696,625	\$ 2,741,798	\$ 2,859,539	\$ 2,814,689	\$ 2,945,068

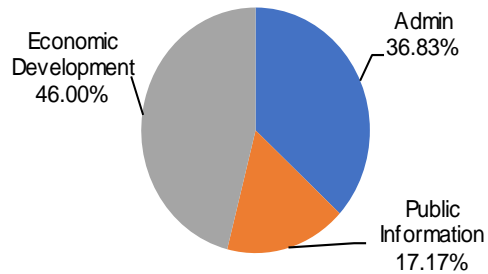
Note:

¹ See section 15-C for personnel changes

Expenditures by Category



Expenditures by Program



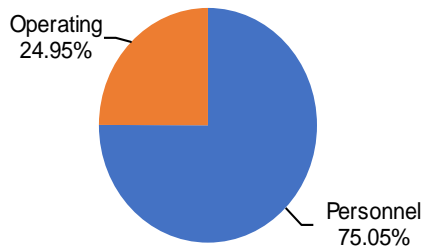
City of Cape Coral, Florida
 FY 2020 - 2022 Adopted Budget

City Auditor Operating Budget

Expenditures by Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Personnel	\$ 530,667	\$ 647,300	\$ 647,300	\$ 615,686	\$ 639,530	\$ 664,538
Operating	108,913	141,444	185,593	204,708	202,173	204,529
Capital Outlay	-	-	201	-	-	-
Debt Service	-	-	-	-	-	-
Other/Transfers Out	-	-	-	-	-	-
Total	\$ 639,580	\$ 788,744	\$ 833,094	\$ 820,394	\$ 841,703	\$ 869,067

Expenditures by Program	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
City Auditor	\$ 639,580	\$ 788,744	\$ 833,094	\$ 820,394	\$ 841,703	\$ 869,067
Total	\$ 639,580	\$ 788,744	\$ 833,094	\$ 820,394	\$ 841,703	\$ 869,067

Expenditures by Category

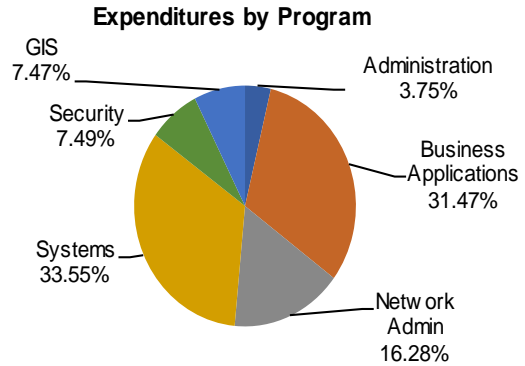
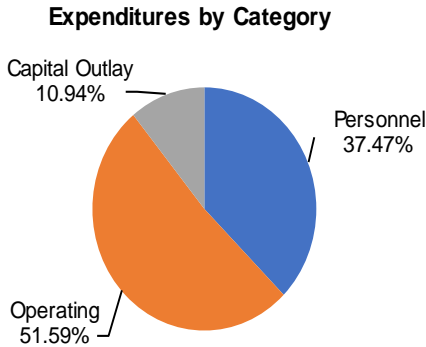


**City of Cape Coral, Florida
FY 2020 - 2022 Adopted Budget**

**Information Technology Services
Operating Budget**

Expenditures by Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Personnel	\$2,472,206	\$2,890,346	\$2,890,346	\$2,995,668	\$3,107,516	\$3,224,904
Operating	3,697,076	3,629,968	3,783,738	4,124,264	4,410,185	4,290,118
Capital Outlay	334,820	860,000	1,091,352	875,000	1,140,000	1,560,000
Debt Service	-	-	-	-	-	-
Other/Transfers Out	-	-	-	-	-	-
Total	\$6,504,102	\$7,380,314	\$7,765,436	\$7,994,932	\$8,657,701	\$9,075,022

Expenditures by Program	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Administration	\$274,035	\$297,154	\$297,154	\$299,884	\$311,006	\$322,519
Business Applications	2,023,115	1,738,223	1,926,838	2,515,767	2,521,462	2,342,643
Network Admin	1,128,144	1,621,825	1,579,423	1,301,253	1,486,146	1,764,059
Systems	2,134,629	2,751,990	2,839,350	2,682,452	3,191,919	3,387,546
Telecommunications	754	-	-	-	-	-
Security	431,410	514,320	528,820	598,593	631,352	733,602
GIS	505,389	456,802	565,851	596,983	515,816	524,653
Fleet Rolling Stock	27,035	-	28,000	-	-	-
Special Store	(20,408)	-	-	-	-	-
Total	\$6,504,102	\$7,380,314	\$7,765,436	\$7,994,932	\$8,657,701	\$9,075,022



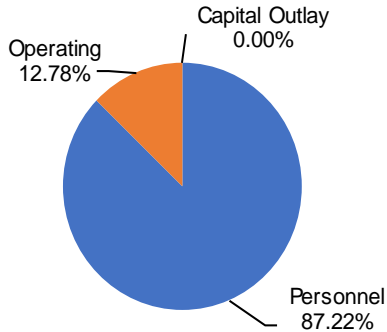
**City of Cape Coral, Florida
FY 2020 - 2022 Adopted Budget**

**City Clerk
Operating Budget**

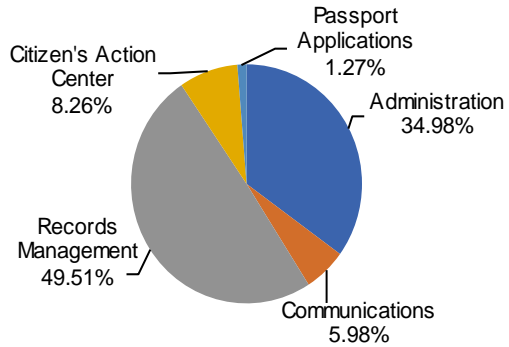
Expenditures by Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Personnel	\$ 1,303,049	\$ 1,415,532	\$ 1,399,957	\$ 1,445,658	\$ 1,502,030	\$ 1,561,425
Operating	220,626	202,336	235,942	211,742	189,554	209,961
Capital Outlay	21,833	17,000	16,184	-	-	31,600
Debt Service	-	-	-	-	-	-
Other/Transfers Out	-	-	-	-	-	-
Total	\$ 1,545,508	\$ 1,634,868	\$ 1,652,083	\$ 1,657,400	\$ 1,691,584	\$ 1,802,986

Expenditures by Program	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Administration	\$ 577,901	\$ 572,616	\$ 577,716	\$ 579,810	\$ 592,506	\$ 622,906
Communications	77,268	90,693	77,961	99,110	102,568	105,999
Records Management	727,253	818,026	830,641	820,527	832,656	898,632
Citizen's Action Center	118,919	132,903	138,135	136,905	142,378	148,161
Passport Applications	22,334	20,630	27,630	21,048	21,476	27,288
Fleet Rolling Stock	21,833	-	-	-	-	-
Total	\$ 1,545,508	\$ 1,634,868	\$ 1,652,083	\$ 1,657,400	\$ 1,691,584	\$ 1,802,986

Expenditures by Category



Expenditures by Program



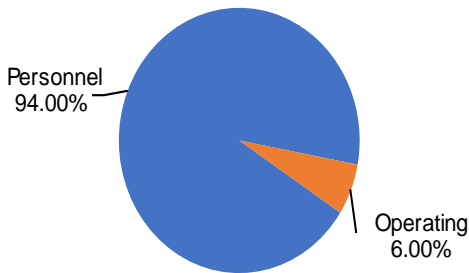
City of Cape Coral, Florida
FY 2020 - 2022 Adopted Budget

Financial Services Operating Budget

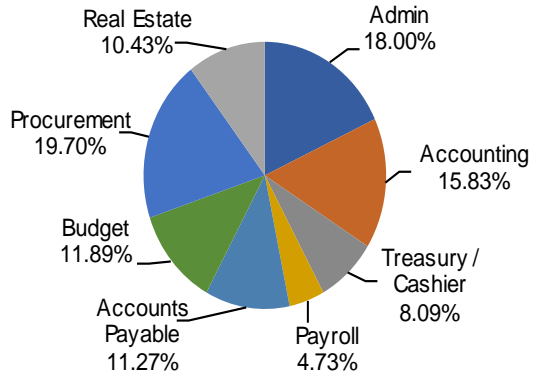
Expenditures by Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Personnel	\$2,919,499	\$3,392,169	\$3,372,169	\$3,411,395	\$3,546,547	\$3,690,615
Operating	136,063	210,845	212,845	227,307	245,243	252,227
Capital Outlay	-	-	30,000	-	-	-
Debt Service	-	-	-	-	-	-
Other/Transfers Out	-	-	-	-	-	-
Total	\$3,055,562	\$3,603,014	\$3,615,014	\$3,638,702	\$3,791,790	\$3,942,842

Expenditures by Program	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Administration	\$ 601,577	\$ 645,135	\$ 650,535	\$ 657,670	\$ 681,535	\$ 705,992
Accounting	514,032	630,894	581,294	575,951	602,561	624,763
Treasury/ Cashier	257,351	278,706	281,906	294,251	306,998	318,538
Payroll	164,806	172,742	186,242	172,180	181,701	190,461
Accounts Payable	325,346	392,569	392,569	409,914	430,858	451,607
Budget	402,357	426,487	435,987	432,540	448,766	465,833
Procurement	568,849	687,981	687,981	716,644	746,567	778,740
Fleet Rolling Stock	-	-	30,000	-	-	-
Real Estate	221,245	368,500	368,500	379,552	392,804	406,908
Total	\$3,055,562	\$3,603,014	\$3,615,014	\$3,638,702	\$3,791,790	\$3,942,842

Expenditures by Category



Expenditures by Program

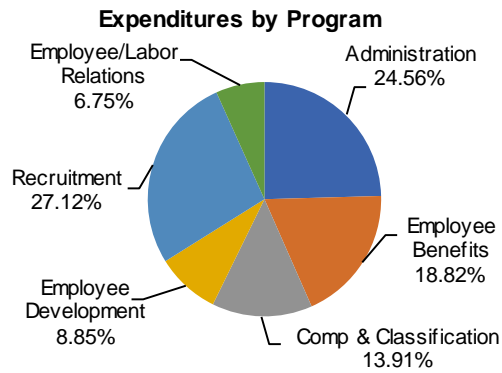
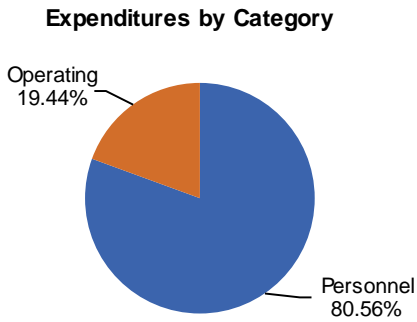


City of Cape Coral, Florida
 FY 2020 - 2022 Adopted Budget

Human Resources Operating Budget

Expenditures by Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Personnel	\$ 1,214,831	\$1,310,717	\$1,330,117	\$1,375,322	\$1,426,674	\$ 1,480,530
Operating	261,540	352,858	372,958	331,977	340,133	348,281
Capital Outlay	-	-	-	6,200	-	-
Debt Service	-	-	-	-	-	-
Other/Transfers Out	-	-	-	-	-	-
Total	\$ 1,476,371	\$1,663,575	\$1,703,075	\$1,713,499	\$1,766,807	\$ 1,828,811

Expenditures by Program	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Administration	\$ 387,476	\$ 401,180	\$ 394,337	\$ 420,819	\$ 427,603	\$ 442,593
Employee Benefits	286,028	341,096	314,296	322,436	341,435	354,507
Comp & Classification	213,235	229,660	233,660	238,292	245,387	254,055
Employee Development	131,225	148,270	145,459	151,627	156,828	162,123
Recruitment	363,651	440,718	483,690	464,736	477,419	492,862
Employee/Labor Relations	94,756	102,651	131,633	115,589	118,135	122,671
Total	\$ 1,476,371	\$1,663,575	\$1,703,075	\$1,713,499	\$1,766,807	\$ 1,828,811



**City of Cape Coral, Florida
FY 2020 - 2022 Adopted Budget**

**Community Development
Operating Budget**

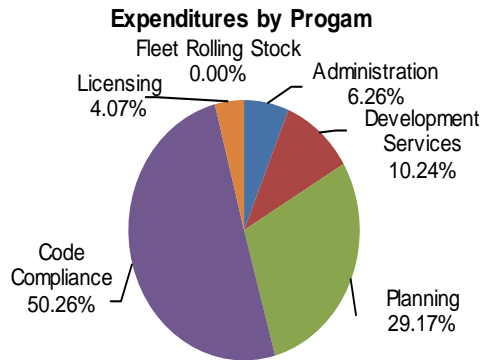
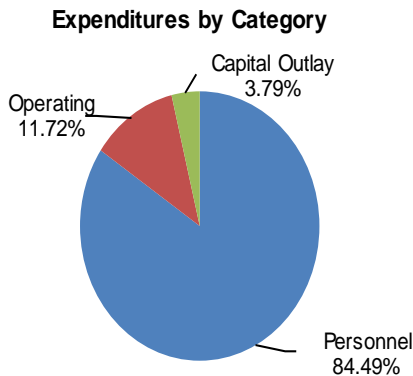
Expenditures by Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Personnel ¹	\$ 4,135,327	\$ 4,399,498	\$ 4,399,498	\$ 4,819,244	\$ 5,007,460	\$ 5,208,762
Operating	463,673	599,511	599,511	668,572	674,145	696,803
Capital Outlay	172,304	26,000	26,000	216,000	29,000	-
Debt Service	-	-	-	-	-	-
Other/Transfers Out	-	-	16,400	-	-	-
Total	\$ 4,771,304	\$ 5,025,009	\$ 5,041,409	\$ 5,703,816	\$ 5,710,605	\$ 5,905,565

Expenditures by Program	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Administration	\$ 319,115	\$ 302,587	\$ 302,587	\$ 343,707	\$ 353,142	\$ 366,085
Development Services	387,472	508,525	483,525	561,913	582,346	604,416
Planning	1,200,580	1,545,354	1,547,354	1,600,573	1,659,574	1,728,685
Code Compliance	2,299,396	2,426,214	2,431,214	2,758,106	2,853,816	2,963,914
Code Unlicensed Contractor	11,069	-	3,000	-	-	-
Fleet Rolling Stock	172,304	26,000	42,400	216,000	29,000	-
Licensing	193,119	216,329	231,329	223,517	232,727	242,465
Fire Plan Review ²	188,248	-	-	-	-	-
Total	\$ 4,771,304	\$ 5,025,009	\$ 5,041,409	\$ 5,703,816	\$ 5,710,605	\$ 5,905,565

Note:

¹ See section 15-C for personnel changes.

² FY 2019 Fire Plan Review has been moved back to the Fire Dept.



**City of Cape Coral, Florida
FY 2020 - 2022 Adopted Budget**

**Police
Operating Budget**

Expenditures by Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Personnel ¹	\$32,257,894	\$33,966,756	\$34,211,452	\$36,333,635	\$37,725,522	\$39,184,638
Operating	4,387,234	5,302,367	5,491,956	5,044,433	5,026,930	5,210,675
Capital Outlay ²	1,854,768	1,002,469	1,635,838	1,835,300	1,309,000	1,497,000
Other/Transfers Out ³	165,500	-	4,112	-	-	-
Total	\$38,665,396	\$40,271,592	\$41,343,358	\$43,213,368	\$44,061,452	\$45,892,313

Expenditures by Program	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Support Administration	\$ 6,122,436	\$ 6,769,690	\$ 6,693,221	\$ 6,590,096	\$ 6,703,509	\$ 6,995,326
Communication & Records	4,191,555	4,519,056	4,310,056	4,801,757	4,950,338	5,264,578
Investigative Services	5,950,403	6,532,806	5,832,820	6,745,287	7,035,160	7,305,579
Patrol	14,886,988	14,759,882	13,962,637	14,861,425	15,396,847	15,992,231
Special Operations	4,388,360	4,445,888	4,246,584	4,309,556	4,548,369	4,743,508
Do The Right Thing	64,260	65,765	69,765	68,268	70,855	73,895
Community Services ²	885,177	2,275,308	4,280,259	4,004,314	4,154,742	4,311,612
Explorer Program ⁴	-	-	28,400	-	-	-
Project Lifesaver ⁴	-	-	6,450	-	-	-
Fleet Rolling Stock	1,863,804	811,469	1,335,641	1,734,800	1,100,000	1,100,000
Police Grants	312,415	91,728	577,525	97,865	101,632	105,584
Total	\$38,665,396	\$40,271,592	\$41,343,358	\$43,213,368	\$44,061,452	\$45,892,313

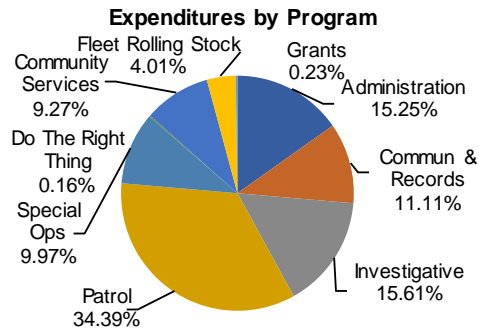
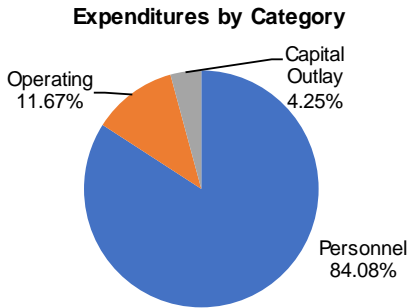
Note:

¹ See section 15-C for personnel changes.

² FY 2018 Community Service Bureau was created. The School Resource Officer Program is budgeted in this Bureau starting FY 2019.

³ FY 2018 Transfer Out to Fire Department for purchase of vehicles.

⁴ FY 2019 Created Explorer Program and Project Lifesaver for specific programs operating from donations.



**City of Cape Coral, Florida
FY 2020 - 2022 Adopted Budget**

**Fire
Operating Budget**

Expenditures by Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Personnel ¹	\$25,424,846	\$25,959,264	\$27,489,694	\$27,836,784	\$28,864,051	\$30,761,002
Operating ²	5,157,183	4,603,662	4,509,433	4,975,719	5,183,395	5,473,707
Capital Outlay ²	2,772,065	215,060	949,491	2,599,641	2,070,397	1,580,362
Other/Transfers Out ²	760,964	734,915	813,915	864,375	1,566,796	1,116,387
Total	\$34,115,058	\$31,512,901	\$33,762,533	\$36,276,519	\$37,684,639	\$38,931,458

Expenditures by Program	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Administration	\$ 901,942	\$ 1,029,715	\$ 1,052,522	\$ 1,248,771	\$ 1,294,270	\$ 1,356,567
EOC Operations	238,224	198,379	242,761	195,579	212,070	218,326
Grants	51,315	-	5,000	-	-	-
Logistics	783,251	1,002,477	877,537	886,927	922,307	1,030,321
Special Operations	307,280	312,044	324,464	336,388	333,168	344,014
Fire Training	208,936	341,130	259,130	256,786	281,936	273,559
Emergency Medical Ser	390,358	517,881	508,881	508,951	557,437	573,905
Life Safety	872,752	915,059	863,508	906,948	962,258	975,448
Fire Plan Review ³	-	199,681	184,681	217,000	225,454	234,414
Operations	27,267,429	26,480,370	28,330,292	28,542,363	30,179,582	31,811,240
Public Affairs	124,159	131,366	142,166	153,095	157,547	163,814
Professional Standards	397,176	340,799	584,325	676,345	707,328	732,193
Fleet Rolling Stock	2,572,236	44,000	387,266	2,347,366	1,851,282	1,217,657
Total	\$34,115,058	\$31,512,901	\$33,762,533	\$36,276,519	\$37,684,639	\$38,931,458

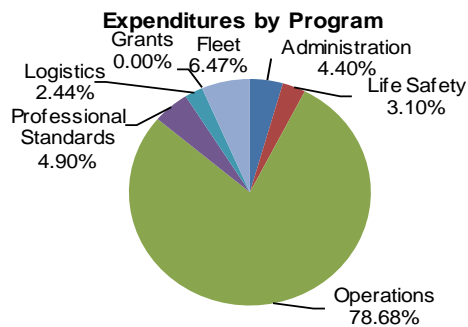
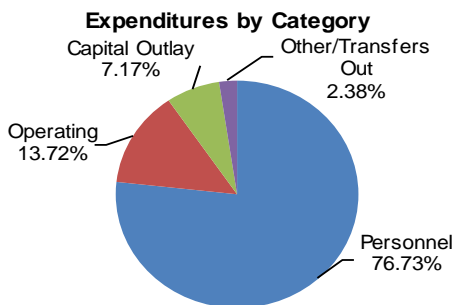
Note:

¹ See section 15-C for personnel changes.

² FY 2018 Station 11 debt associated costs and Station 2 design costs. FY 2019 Station 11 operating costs upon construction completion. FY 2020 Station 2 debt payments begin in Quarter 4. FY 2021 Station 12 design costs are budgeted and FY 2022 Station 12 debt payments begin in the 4th Quarter.

³ FY 2019 Fire Plan Review moved back to Fire Dept, previously in DCD.

*Revenues from the Fire Service Assessment do not increase the Fire Department budget but provide an alternate funding source.



**City of Cape Coral, Florida
FY 2020 - 2022 Adopted Budget**

**Public Works
Operating Budget**

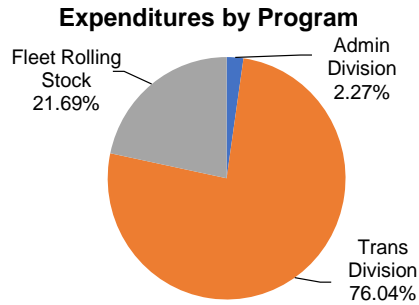
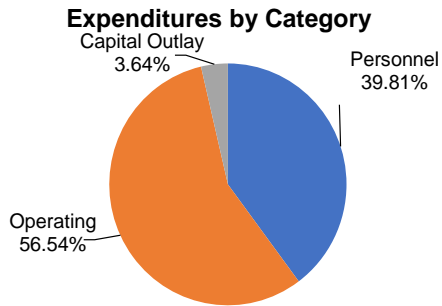
Expenditures by Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Personnel ¹	\$ 5,257,157	\$ 6,063,694	\$ 6,016,561	\$ 6,366,034	\$ 6,620,826	\$ 6,888,525
Operating ²	5,394,814	6,650,517	6,789,163	9,041,171	8,288,965	8,549,807
Capital Outlay	624,395	428,100	751,542	582,662	435,000	357,500
Other/Transfers Out	36,160	-	24,135	-	-	-
Total	\$ 11,312,526	\$ 13,142,311	\$ 13,581,401	\$ 15,989,867	\$ 15,344,791	\$ 15,795,832

Expenditures by Program	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Administration Division	\$ 387,489	\$ 294,091	\$ 279,458	\$ 363,226	\$ 389,924	\$ 404,243
Transportation Division	8,261,606	9,746,721	10,206,444	12,158,415	11,198,610	11,547,058
Fleet Rolling Stock	2,663,432	3,101,499	3,095,499	3,468,226	3,756,257	3,844,531
Total	\$ 11,312,526	\$ 13,142,311	\$ 13,581,401	\$ 15,989,867	\$ 15,344,791	\$ 15,795,832

Note:

1 See section 15-C for personnel changes.

2 FY 2019 forward, Transportation related Street Lighting costs included in Public Works.



**City of Cape Coral, Florida
FY 2020 - 2022 Adopted Budget**

**Parks & Recreation
Operating Budget**

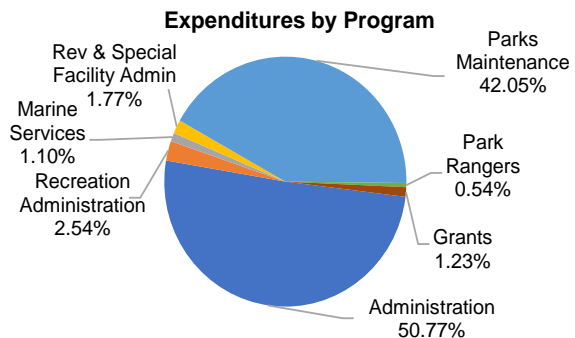
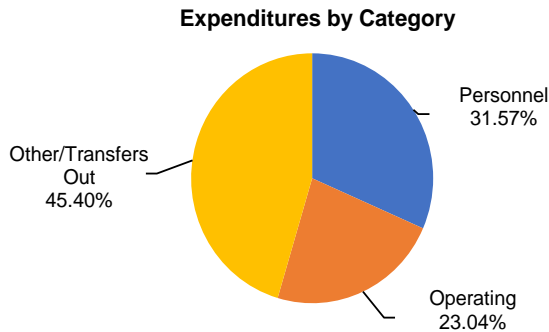
Expenditures by Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Personnel ¹	\$ 3,915,303	\$ 4,210,101	\$ 4,239,052	\$ 4,230,578	\$ 4,387,417	\$ 5,403,999
Operating ²	2,487,917	3,058,189	3,103,356	3,087,515	3,371,861	4,380,579
Capital Outlay	776,113	404,000	569,484	-	168,500	497,300
Debt Service	-	-	-	-	-	-
Other/Transfers Out	7,059,158	6,263,279	7,521,390	6,084,006	5,714,411	5,699,444
Reserves	-	-	-	-	-	-
Total	\$ 14,238,491	\$ 13,935,569	\$ 15,433,282	\$ 13,402,099	\$ 13,642,189	\$ 15,981,322

Expenditures by Program	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Administration	\$ 7,663,288	\$ 6,952,356	\$ 8,196,850	\$ 6,804,150	\$ 6,459,496	\$ 6,470,667
Recreation Administration	225,492	322,208	322,208	340,480	350,694	361,470
Marine Services	136,352	144,996	152,796	147,993	149,773	151,606
Rev & Special Facility Admin	212,588	228,722	228,722	237,186	249,110	258,071
Parks Maintenance	5,394,859	6,052,902	6,109,112	5,634,957	6,024,301	8,052,040
Park Rangers	49,257	71,336	71,336	72,333	75,315	78,468
P&R Rolling Stock	443,693	27,000	187,258	-	168,500	444,000
WCIND Grant	4,634	25,000	25,000	25,000	25,000	25,000
TDC Beach Maint	53,301	50,799	69,000	69,000	69,000	69,000
TDC Eco Park Maint	51,904	48,569	53,000	53,000	53,000	53,000
TDC Sirenia Vista Maint	3,016	11,681	10,000	10,000	10,000	10,000
TDC Glover Bight Maint	108	-	8,000	8,000	8,000	8,000
Total	\$ 14,238,491	\$ 13,935,569	\$ 15,433,282	\$ 13,402,099	\$ 13,642,189	\$ 15,981,322

Note:

¹ See section 15-C for personnel changes.

² Historical Society donation of \$45k and Community Theatre donation of \$35k moved from Government Services to P&R in FY 2019.



**City of Cape Coral, Florida
FY 2020 - 2022 Adopted Budget**

**Government Services
Operating Budget**

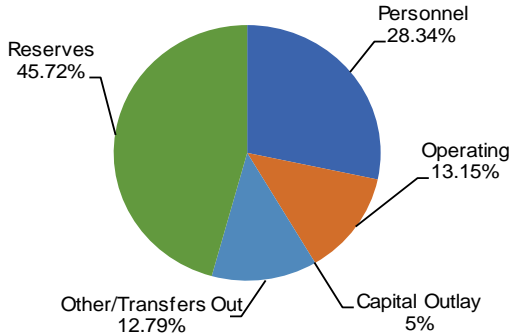
Expenditures by Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Personnel	\$ 28,048,177	\$ 29,511,898	\$ 29,580,398	\$ 27,626,260	\$ 28,574,897	\$ 29,603,577
Operating	21,334,425	12,261,740	14,187,828	12,824,047	12,527,032	12,992,087
Capital Outlay	406,082	-	100,000	-	-	1,500,000
Debt Service	-	-	-	-	-	-
Other/Transfers Out	19,900,810	8,788,915	10,238,172	12,470,906	16,724,661	17,421,728
Subtotal Expenditures	69,689,494	50,562,553	54,106,398	52,921,213	57,826,590	61,517,392
Reserves	-	36,958,565	48,205,823	44,568,337	44,475,983	40,084,900
Total	\$ 69,689,494	\$ 87,521,118	\$ 102,312,221	\$ 97,489,550	102,302,573	\$ 101,602,292

Expenditures by Program	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Donations						
Cape Coral Historical Society ¹	\$ 45,000	\$ -	\$ -	\$ -	\$ -	\$ -
Good Wheels	30,000	40,000	40,000	54,000	-	-
Wildlife Conservation	-	-	-	100,000	100,000	100,000
Bike/Pedestrian Paths	2,152	-	17,707	-	-	-
Assessment Lot Mow & Utility ²	471,732	875,000	1,128,044	1,150,000	1,150,000	1,150,000
Property/Liability Insurance ³	1,003,365	1,024,700	1,180,430	1,139,153	1,161,936	1,185,175
General Fund Transfers ⁴						
Assessment Stormwater Fees	556,831	600,000	600,000	600,000	600,000	600,000
On-Behalf Pension Pymts	2,887,280	2,560,207	2,560,207	2,900,000	2,900,000	2,900,000
To Alarm Fee	-	-	57,036	6,039	21,942	25,861
To CRA (Tax Increment)	1,370,788	1,383,254	1,665,050	1,961,522	1,896,058	1,990,861
To City Centrium	102,800	90,559	110,559	91,483	92,461	94,775
To Computer ERP Systems ⁵	-	902,211	902,211	-	-	-
To Trans Cap -Road Resurface	10,022,147	-	142,940	2,500,000	5,500,000	6,500,000
To Transportation Cap-Alleys	312,000	-	-	312,000	312,000	312,000
To Transportation Cap-Medians	510,000	-	-	520,000	520,000	520,000
To Academic Village	90,000	90,000	793,040	-	-	-
To CRA Streetscape	-	-	101,445	-	-	-
To Art Studio	200,000	-	-	-	-	-
To Festival Park	200,000	-	-	-	-	-
To Parks Capital Projects	222,297	-	143,000	-	-	-
To Self-Insurance Health	1,000,000	-	-	-	-	-
Debt Service⁶						
2008 Bonds Police HQ	1,238,506	1,241,623	1,241,623	-	-	-
2012 Bonds Fire St 3 & 4	460,246	462,637	462,637	462,641	462,642	462,637
2014 Cap Improvement Bonds	604,826	600,286	600,286	607,085	598,943	603,282
2015 Special Obligation Note	1,791,885	1,803,649	1,803,649	1,805,086	1,802,996	1,804,849
2015 Special Obligation Note	749,683	754,696	754,696	984,456	1,715,179	1,301,523
2017 Special Obligation Note	1,015,635	1,020,000	1,020,000	2,195,000	2,191,250	2,194,750
Capital Lease	-	440,000	440,000	440,000	440,000	440,000
Capital Debt	-	-	-	585,594	1,171,190	1,171,190
Retiree Cost⁶						
Annual Costs - Retirement	6,804,668	7,752,125	7,752,125	8,104,810	8,465,862	8,889,157
UAAL General Pension	7,672,175	7,606,035	7,606,035	6,451,749	6,645,302	6,844,662
UAAL Police Pension	5,172,689	5,883,212	5,883,212	5,354,764	5,515,407	5,680,870
UAAL Fire Pension	8,168,514	8,145,923	8,145,923	7,540,549	7,766,766	7,999,769
Outside Contracts⁷						
Community Theatre & Bldg	35,000	-	-	-	-	-
Animal Control	623,934	664,121	664,121	684,045	704,567	725,705
Other Outside Contracts	-	247,789	247,789	250,663	253,509	256,323
Charter School⁸						
Payroll	166,039	124,603	190,603	174,388	181,560	189,119
Operating	616,373	29,713	550,913	573,476	574,032	2,074,614
Street Light Power ⁹	-	-	-	-	-	-

**City of Cape Coral, Florida
FY 2020 - 2022 Adopted Budget**

Expenditures by Program	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Professional Services:						
Legal Fees	53,197	175,000	175,000	200,000	200,000	200,000
Accounting & Auditing	56,400	76,125	125,625	70,000	80,000	80,000
Lobbyist-State & Federal	100,000	100,000	100,000	100,000	100,000	100,000
Outside Professional Services	29,100	100,000	150,000	208,000	216,320	224,973
Outside Services	6,511	119,600	119,600	150,000	150,000	156,000
Studies & Plans ¹⁰						
Bimini Basin	41,595	75,000	75,000	75,000	75,000	75,000
7 Islands Master Plan	-	75,000	106,983	75,000	75,000	75,000
Land Cost	11,277	1,800	1,800	1,800	1,800	1,800
Billing Service Fees	67,357	65,000	65,000	65,000	66,950	67,118
Election Costs	450,050	250,000	250,000	500,000	250,000	500,000
Fleet Charges	-	978,601	978,601	186,386	185,549	224,500
Facility Charges	551,382	2,296,405	2,296,405	2,226,699	2,486,155	2,569,738
Facility Custodial City Annex	925,622	691,190	691,190	613,889	642,575	671,372
City Annex	199,498	124,020	224,020	532,701	184,600	185,040
Chester reroof	-	36,900	36,900	-	-	-
Animal Shelter	50,488	-	-	-	-	-
Various Fees & Advertising	6,410	12,750	12,750	13,109	13,504	13,843
Computer & Prod Room Equip	17,610	5,000	5,000	5,125	5,279	5,411
Ping4Alerts	-	20,000	20,000	20,000	20,000	20,000
Grant Software & FBC Memb	3,000	3,275	3,275	3,357	3,458	3,545
Small Equipment & Repair/Maint	236,511	5,000	39,105	5,125	5,279	5,411
Rifle Program	721	-	-	-	-	-
Employee Walkin Clinic	13,575	15,000	15,000	15,000	15,000	15,000
BCBS Wellness Program	137,510	50,000	154,263	150,000	150,000	150,000
Scrub Jay Habitat Mitigation	-	788,025	788,025	-	-	-
Matlacha Property Lease	4,616	56,519	56,519	56,519	56,519	56,519
Public Private Partnership	9,617	-	-	-	-	-
Electric Franchise Agreement	121,225	100,000	100,000	100,000	100,000	100,000
Fleet /Rolling Stock Replace ¹¹	290,126	-	-	-	-	-
Hurricane Irma	12,154,688	-	521,339	-	-	-
Algae Bloom	4,843	-	189,717	-	-	-
Subtotal Expenditures	69,689,494	50,562,553	54,106,398	52,921,213	57,826,590	61,517,392
Reserves						
Designated: Disaster & Other ¹²	-	4,544,000	18,200,421	8,544,000	8,544,000	8,544,000
Undesignated	-	32,414,565	30,005,402	36,024,337	35,931,983	31,540,900
Total	\$ 69,689,494	\$ 87,521,118	\$ 102,312,221	\$ 97,489,550	102,302,573	\$ 101,602,292

Expenditures by Category



City of Cape Coral, Florida
FY 2020 - 2022 Adopted Budget

Note:

¹ Cape Coral Historical Society donation moved to P&R Administration budget in FY 2019.

² Assessments, Lot Mowing & Utility - The General Fund is responsible for the allocation related to the City's governmental assets. Assessment includes an estimate for North 2 Assessments based on the amortization option.

³ Property/Liability Insurance-This is an interfund service charge to the internal service fund. Allocation is based on estimated expenditures of the internal service fund with apportionment based on the value of the City's assets. The General Fund is responsible for the allocation related to the City's governmental assets.

⁴ General Fund Transfer out

To Alarm Fee to maintain support of daily operation and maintenance

To CRA Transfer includes tax increment

To City Centrum to maintain support of daily operation and maintenance

To Governmental Capital Project -Computer ERP System

To Transportation Capital - Road Resurfacing Program

To Transportation Capital Project-Alleys for Alley repaving project to complete gaps in alleyways on Del Prado Blvd

To Transportation Capital Project - Median landscaping program.

To CRA Capital Project - Streetscape General Fund portion for IT related items

To P&R Capital Project - Art Studio Grant match

To P&R Capital Project - Saratoga Lake Grant Match

To Self Insurance Fund to maintain required Reserves

⁵ Debt Service

2012 Bonds for the construction of Fire Station 3 & 4

2015 Special Obligation Note. This note resulted from the refunding of the 2006 Special Obligation Bonds. These bonds were issued for the purpose of buying land primarily for parks purposes and right-of-way for the widening of Del Prado and Santa Barbara Blvds.

Funding has been established at 28.27% for Road Impact Fees and 71.73% for Park Impact Fees. The gas taxes provide additional 2015 Special Obligation Note. This note resulted from the refunding of the 2005 Special Obligation Bonds partial refunded the 2005 and 1999 Capital Improvement & refunding bonds for City Hall, Fire Station, Art Studio and Recreational Park

2017 Special Obligation Note refunds the 2007, 2008 & 2011 bonds for Police Headquarters and Charter Schools

2018 Debt. Proposed Lease will be for the new lease of equipment in the 2012 Equipment Lease. Proposed

new debt in FY 2020 for purchase of golf course in Southeast Cape Coral

⁶ Retiree Cost

Annual Cost - OPEB. Other post employment benefits (OPEB) include payment of health and life insurance premiums for retirees in accordance with eligibility under City ordinances. The City is only funding the annual pay-as-you-go amounts.

⁷ Outside Services

Community Theatre & Building moved to P&R Administration budget FY 2019.

Animal Control Services - An interlocal agreement exists with Lee County for providing animal control services. Annual funding is adjusted in accordance with a formally approved formula.

⁸ The Cost incurred on the behalf of the Charter School Authority. The Charter School is unable to issue debt, as such, debt funding was secured by the City for the Charter School buses. Annual debt service is paid by the Charter School Authority.

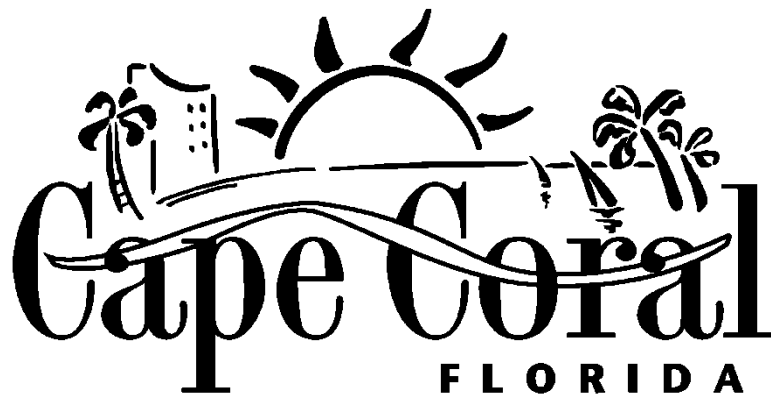
⁹ The street light program was reinstated with the FY 2015 budget. Permanent school bus stop locations are the highest priority locations. FY 2019 budget for Street Lightening Program was moved to Public Works. In FY 2018 for presentation purpose the total amount of is \$2,663,432 is rolled up into Public Works and not included in Government Services.

¹⁰ These are one time non-recurring studies/activities that will position the City for future initiatives.

¹¹ The City has moved to a centralized Fleet system. With adoption of the FY 2015 budget, funds were removed from the individual departments to a single business unit at the fund level. FY 2017 Rolling Stock was moved to owning departments, the remaining FY 2018 Actual is the result of encumbrance rollover.

¹² This category includes designated reserves identified within the financial policies.

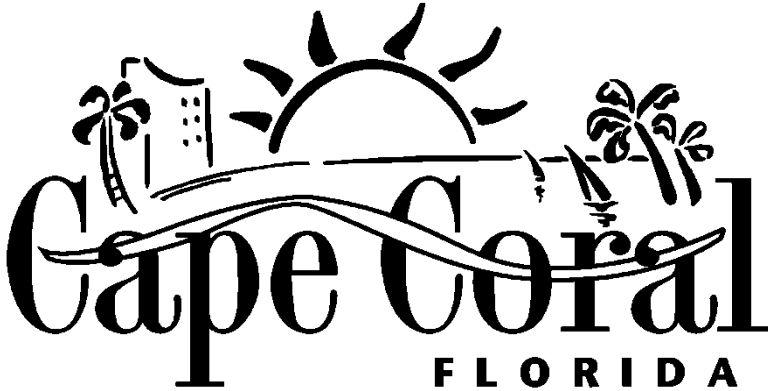
City of Cape Coral, Florida
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SPECIAL REVENUE FUNDS

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Community Redevelopment Agency (CRA)

Community Redevelopment Agency Fund is a restricted fund that may only be used to account for monies received from tax incremental revenue by all taxing authorities in the community redevelopment area. For financial reporting purposes, this fund is a blended component unit.

Revenues by Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Reserves	\$ -	\$ -	\$ 128,807	\$ -	\$ -	\$ -
Revenue:						
Ad Valorem Taxes	822,594	830,075	999,177	1,149,862	1,195,855	1,243,690
Miscellaneous	17,687	5,700	5,700	3,200	3,200	3,200
Transfers In ¹	1,370,788	1,383,254	1,665,050	1,961,522	1,896,058	1,990,861
Other Sources	-	-	-	-	-	-
Total	\$ 2,211,069	\$ 2,219,029	\$ 2,798,734	\$ 3,114,584	\$ 3,095,113	\$ 3,237,751

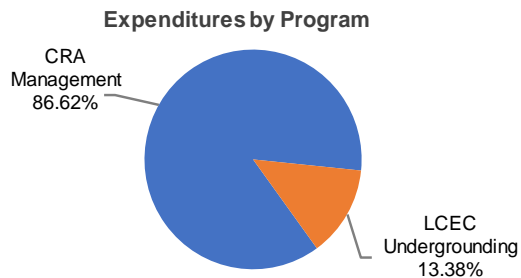
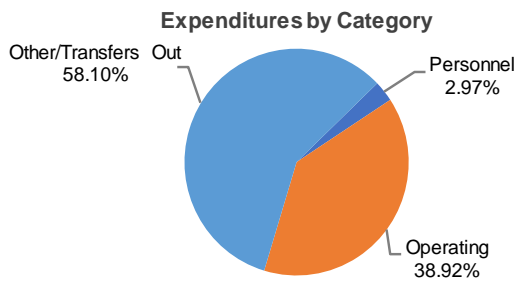
Expenditures by Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Personnel	\$ 84,546	\$ 88,536	\$ 88,536	\$ 92,547	\$ 96,237	\$ 100,132
Operating	114,424	273,700	422,694	1,212,350	392,555	392,561
Capital Outlay	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other/Transfers Out ²	2,039,928	1,856,793	2,005,708	1,809,687	2,606,321	2,745,058
Reserves	-	-	281,796	-	-	-
Total	\$ 2,238,897	\$ 2,219,029	\$ 2,798,734	\$ 3,114,584	\$ 3,095,113	\$ 3,237,751

Expenditures by Program	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
CRA Management	\$ 1,824,245	\$ 1,802,173	\$ 2,381,878	\$ 2,697,729	\$ 2,678,261	\$ 2,820,901
LCEC Undergrounding	414,652	416,856	416,856	416,855	416,852	416,850
CRA Projects	-	-	-	-	-	-
Total	\$ 2,238,897	\$ 2,219,029	\$ 2,798,734	\$ 3,114,584	\$ 3,095,113	\$ 3,237,751

Note:

¹ Tax increment from Lee County recorded in Ad Valorem Taxes. Tax Increment from Cape Coral recorded in transfers in.

² Transfers out consist of Debt Payment for LCEC Under grounding and SE 47th Street Streetscape. FY 2020 transfer out for CRA Parking Garage capital project.



**City of Cape Coral, Florida
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Police Protection Impact Fee

Police Protection Impact Fee Fund is a restricted fund that may only be used to account for impact fees. These fees are used for the purchase of capital improvements consisting of land, buildings, vehicles, and equipment for police protection services.

Revenues by Category	FY 2018	FY 2019	FY 2019	FY 2020	FY 2021	FY 2022
	Actual	Adopted	Amended	Adopted	Proposed	Proposed
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Fund Balance	-	4,118,919	4,687,552	5,771,388	6,932,139	8,175,295
Revenue:						
Charges for Services	-	-	-	-	-	-
Miscellaneous	17,634	12,357	12,357	17,314	20,796	24,526
Misc-Impact Fees	1,538,112	1,091,606	1,091,606	1,166,772	1,247,306	1,333,806
Interfund Transfers	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-
Total	\$ 1,555,747	\$ 5,222,882	\$ 5,791,515	\$ 6,955,474	\$ 8,200,241	\$ 9,533,627

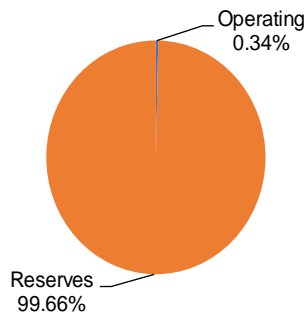
Expenditures by Category	FY 2018	FY 2019	FY 2019	FY 2020	FY 2021	FY 2022
	Actual	Adopted	Amended	Adopted	Proposed	Proposed
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	11,530	21,832	21,832	23,335	24,946	26,676
Capital Outlay	-	-	650,000	-	-	-
Debt Service	-	-	-	-	-	-
Other/Transfers Out	-	-	-	-	-	-
Reserves ¹	-	5,201,050	5,119,683	6,932,139	8,175,295	9,506,951
Total	\$ 11,530	\$ 5,222,882	\$ 5,791,515	\$ 6,955,474	\$ 8,200,241	\$ 9,533,627

Expenditures by Program	FY 2018	FY 2019	FY 2019	FY 2020	FY 2021	FY 2022
	Actual	Adopted	Amended	Adopted	Proposed	Proposed
Police Impact	\$ 11,530	\$ 5,222,882	\$ 5,791,515	\$ 6,955,474	\$ 8,200,241	\$ 9,533,627
Total	\$ 11,530	\$ 5,222,882	\$ 5,791,515	\$ 6,955,474	\$ 8,200,241	\$ 9,533,627

Note:

¹ Funds will be held in reserve until such time as an eligible project has been approved such as creation of a sub-station, driving range, firing range, and/or training facility.

Expenditures by Category



**City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget**

Do the Right Thing

The "Do the Right Thing" Program is a restricted fund sponsored by the Police Department that may only be used to reward the youth population in the community for "doing the right thing". This fund, which previously resided in the General Fund, was established to account for the program donations that are used to offset the operating expenses of the program. Expenses include prizes and rewards for the program recipients.

Revenues by Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Use of Fund Balance	\$ -	\$ -	\$ 17,359	\$ -	\$ -	\$ -
Operating Fund Balance	-	-	-	-	-	-
Revenue:						
Charges for Services	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-
Miscellaneous	11,932	8,000	17,800	8,000	8,000	8,000
Interfund Transfers	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-
Total	\$ 11,932	\$ 8,000	\$ 35,159	\$ 8,000	\$ 8,000	\$ 8,000

Expenditures by Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	12,142	8,000	18,500	8,000	8,000	8,000
Capital Outlay	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other/Transfers Out	-	-	-	-	-	-
Reserves	-	-	16,659	-	-	-
Total	\$ 12,142	\$ 8,000	\$ 35,159	\$ 8,000	\$ 8,000	\$ 8,000

Expenditures by Program	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Do the Right Thing	\$ 12,142	\$ 8,000	\$ 35,159	\$ 8,000	\$ 8,000	\$ 8,000
Total	\$ 12,142	\$ 8,000	\$ 35,159	\$ 8,000	\$ 8,000	\$ 8,000

**City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget**

Police Evidence

Police Evidence is an unbudgeted fund used for asset recognition during police investigations.

Revenues by Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Fund Balance	-	-	-	-	-	-
Revenue:						
Miscellaneous	129,254	-	-	-	-	-
Interfund Transfers	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-
Total	\$ 129,254	\$ -	\$ -	\$ -	\$ -	\$ -

Expenditures by Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other/Transfers Out	135,370	-	-	-	-	-
Reserves	-	-	-	-	-	-
Total	\$ 135,370	\$ -	\$ -	\$ -	\$ -	\$ -

Expenditures by Program	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Confiscation	\$ 135,370	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ 135,370	\$ -	\$ -	\$ -	\$ -	\$ -

**City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget**

Police Confiscation/State

Police Confiscation-State Fund is a restricted fund that may only be used to account for monies received from the sale of confiscated items in non-federal cases. These monies are used to purchase equipment for the Police Department. Monies received from the Police Evidence Fund are transferred to this fund following judicial process.

Revenues by Category	FY 2018	FY 2019	FY 2019	FY 2020	FY 2021	FY 2022
	Actual	Adopted	Amended	Adopted	Proposed	Proposed
Use of Fund Balance	\$ -	\$ 19,475	\$ 19,475	\$ 19,519	\$ 19,519	\$ 19,519
Operating Fund Balance	-	288,778	434,415	376,213	356,694	337,175
Revenue:						
Fines & Forfeits	5,000	-	7,500	-	-	-
Miscellaneous	22,225	100	100	100	100	100
Interfund Transfers ¹	135,370	-	-	-	-	-
Other Sources	-	-	-	-	-	-
Total	\$ 162,596	\$ 308,353	\$ 461,490	\$ 395,832	\$ 376,313	\$ 356,794

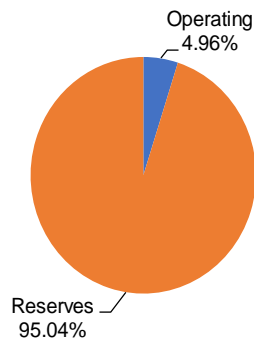
Expenditures by Category	FY 2018	FY 2019	FY 2019	FY 2020	FY 2021	FY 2022
	Actual	Adopted	Amended	Adopted	Proposed	Proposed
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	38,479	19,575	27,075	19,619	19,619	19,619
Capital Outlay	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other/Transfers Out	17,430	-	38,683	-	-	-
Reserves	-	288,778	395,732	376,213	356,694	337,175
Total	\$ 55,909	\$ 308,353	\$ 461,490	\$ 395,832	\$ 376,313	\$ 356,794

Expenditures by Program	FY 2018	FY 2019	FY 2019	FY 2020	FY 2021	FY 2022
	Actual	Adopted	Amended	Adopted	Proposed	Proposed
Confiscation	\$ 55,909	\$ 308,353	\$ 461,490	\$ 395,832	\$ 376,313	\$ 356,794
Total	\$ 55,909	\$ 308,353	\$ 461,490	\$ 395,832	\$ 376,313	\$ 356,794

Note:

¹ Transfer from Police Evidence Fund (unbudgeted fund) following judicial process.

Expenditures by Category



City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget

Police Confiscation/Federal

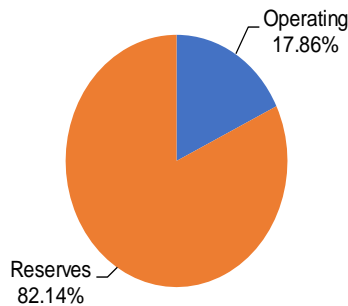
Police Confiscation-Federal Fund is a restricted fund that may only be used to account for monies received from federal confiscation cases. These monies are used to purchase equipment for the Police Department.

Revenues by Category	FY 2018	FY 2019	FY 2019	FY 2020	FY 2021	FY 2022
	Actual	Adopted	Amended	Adopted	Proposed	Proposed
Use of Fund Balance	\$ -	\$ 97,602	\$ 97,602	\$ 37,526	\$ 40,310	\$ 41,327
Operating Fund Balance	-	361,685	427,251	173,996	133,686	92,359
Revenue:						
Miscellaneous	34,054	300	300	300	300	300
Interfund Transfers	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-
Total	\$ 34,054	\$ 459,587	\$ 525,153	\$ 211,822	\$ 174,296	\$ 133,986

Expenditures by Category	FY 2018	FY 2019	FY 2019	FY 2020	FY 2021	FY 2022
	Actual	Adopted	Amended	Adopted	Proposed	Proposed
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	72,693	97,902	313,631	37,826	40,610	41,627
Capital Outlay	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other/Transfers Out	82,150	-	-	-	-	-
Reserves	-	361,685	211,522	173,996	133,686	92,359
Total	\$ 154,843	\$ 459,587	\$ 525,153	\$ 211,822	\$ 174,296	\$ 133,986

Expenditures by Program	FY 2018	FY 2019	FY 2019	FY 2020	FY 2021	FY 2022
	Actual	Adopted	Amended	Adopted	Proposed	Proposed
Confiscation	\$ 154,843	\$ 459,587	\$ 525,153	\$ 211,822	\$ 174,296	\$ 133,986
Total	\$ 154,843	\$ 459,587	\$ 525,153	\$ 211,822	\$ 174,296	\$ 133,986

Expenditures by Category



**City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget**

Criminal Justice Education Fund

The Criminal Justice Education Fund is used to account for fines collected by the City in connection with citations issued by the Police Department. The \$2 fee per ticket is to be used for training purposes.

Revenues by Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Use of Fund Balance	\$ -	\$ 5,000	\$ 38,787	\$ 4,600	\$ 4,215	\$ 4,845
Operating Fund Balance	-	-	-	-	-	-
Revenue:						
Fines & Forfeits	23,546	19,000	19,000	20,000	21,000	21,000
Miscellaneous	85	-	-	-	-	-
Other Sources	-	-	-	-	-	-
Total	\$ 23,631	\$ 24,000	\$ 57,787	\$ 24,600	\$ 25,215	\$ 25,845

Expenditures by Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	10,446	24,000	57,787	24,600	25,215	25,845
Capital Outlay	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other/Transfers Out	-	-	-	-	-	-
Reserves	-	-	-	-	-	-
Total	\$ 10,446	\$ 24,000	\$ 57,787	\$ 24,600	\$ 25,215	\$ 25,845

Expenditures by Program	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Criminal Justice Education	\$ 10,446	\$ 24,000	\$ 57,787	\$ 24,600	\$ 25,215	\$ 25,845
Total	\$ 10,446	\$ 24,000	\$ 57,787	\$ 24,600	\$ 25,215	\$ 25,845

**City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget**

Alarm Fee

The Alarm Fee Fund is a restricted fund that may only be used to account for fees and fines collected by the City in connection with initial installation and false alarms thereafter.

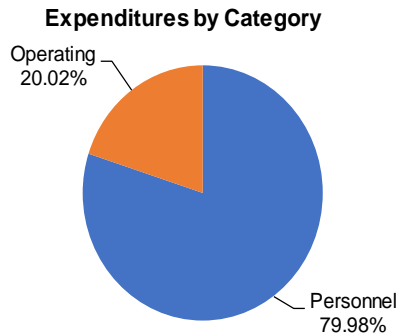
Revenues by Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Fund Balance	-	37,862	-	12,164	-	-
Revenue:						
Charges for Services	90,566	119,000	49,000	90,000	90,000	90,000
Intergovernmental	-	-	-	-	-	-
Miscellaneous	168	-	-	-	-	-
Interfund Transfers	-	-	57,036	6,039	21,942	25,861
Other Sources	-	-	-	-	-	-
Total	\$ 90,734	\$ 156,862	\$ 106,036	\$ 108,203	\$ 111,942	\$ 115,861

Expenditures by Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Personnel ¹	\$ 88,045	\$ 79,670	\$ 78,870	\$ 80,543	\$ 83,778	\$ 87,179
Operating	15,494	19,666	19,666	20,160	20,664	21,182
Capital Outlay	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other/Transfers Out	7,500	7,500	7,500	7,500	7,500	7,500
Reserves	-	50,026	-	-	-	-
Total	\$ 111,039	\$ 156,862	\$ 106,036	\$ 108,203	\$ 111,942	\$ 115,861

Expenditures by Program	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Alarm Fee	\$ 111,039	\$ 156,862	\$ 106,036	\$ 108,203	\$ 111,942	\$ 115,861
Total	\$ 111,039	\$ 156,862	\$ 106,036	\$ 108,203	\$ 111,942	\$ 115,861

Note:

¹ See section 15-C for personnel changes.



City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget

Advanced Life Support Impact Fee

Advanced Life Support (ALS) Impact Fee Fund is a restricted fund that may only be used to account for impact fees. These fees are used for the purchase of capital improvements consisting of land, buildings, vehicles, and equipment for Advanced Life Support Program.

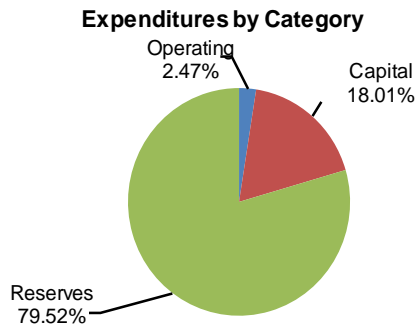
Revenues by Category	FY 2018	FY 2019	FY 2019	FY 2020	FY 2021	FY 2022
	Actual	Adopted	Amended	Adopted	Proposed	Proposed
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Fund Balance	-	318,334	276,498	229,203	237,486	187,672
Revenue:						
Charges for Services	-	-	-	-	-	-
Miscellaneous	1,409	955	955	688	712	563
Misc-Impact Fees	90,670	64,321	64,321	68,750	73,495	78,592
Interfund Transfers	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-
Total	\$ 92,079	\$ 383,610	\$ 341,774	\$ 298,641	\$ 311,693	\$ 266,827

Expenditures by Category	FY 2018	FY 2019	FY 2019	FY 2020	FY 2021	FY 2022
	Actual	Adopted	Amended	Adopted	Proposed	Proposed
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	708	12,996	24,420	7,377	13,776	1,572
Capital Outlay	75,682	88,150	88,150	53,778	110,245	-
Debt Service	-	-	-	-	-	-
Other/Transfers Out	-	-	-	-	-	-
Reserves ¹	-	282,464	229,204	237,486	187,672	265,255
Total	\$ 76,391	\$ 383,610	\$ 341,774	\$ 298,641	\$ 311,693	\$ 266,827

Expenditures by Program	FY 2018	FY 2019	FY 2019	FY 2020	FY 2021	FY 2022
	Actual	Adopted	Amended	Adopted	Proposed	Proposed
Advanced Life Support	\$ 76,391	\$ 383,610	\$ 341,774	\$ 298,641	\$ 311,693	\$ 266,827
Total	\$ 76,391	\$ 383,610	\$ 341,774	\$ 298,641	\$ 311,693	\$ 266,827

Note:

¹ Funds will be held in reserve until such time as an eligible project has been approved such as equipment required to establish an ALS program at one of the existing fire stations that are not considered an ALS Station.



**City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget**

Fire Rescue and Emergency Capital Improvement Impact Fee

Fire Rescue and Emergency Capital Improvement Impact Fee Fund is a restricted fund that may only be used to account for impact fees. These fees are used for the purchase of capital improvements consisting of land, building, vehicle, and equipment for fire public safety facilities.

Revenues by Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Fund Balance	-	2,310,265	2,763,411	3,461,564	4,234,166	5,085,149
Revenue:						
Miscellaneous	9,642	6,931	6,931	10,385	12,702	13,191
Misc-Impact Fees	1,488,434	1,052,128	1,352,128	1,124,573	1,202,192	1,285,562
Interfund Transfers	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-
Total	\$ 1,498,075	\$ 3,369,324	\$ 4,122,470	\$ 4,596,522	\$ 5,449,060	\$ 6,383,902

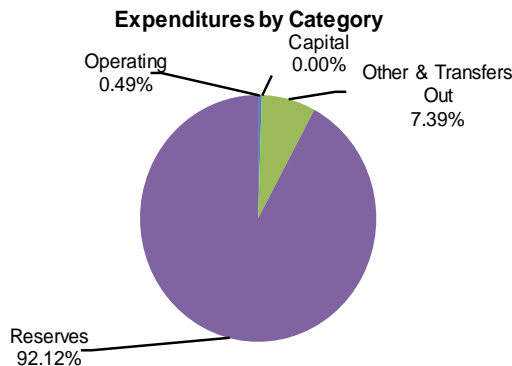
Expenditures by Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	11,154	21,043	21,043	22,491	24,044	25,711
Capital Outlay	91,744	-	27,000	-	-	-
Debt Service	-	-	-	-	-	-
Other/Transfers Out ¹	338,101	339,863	339,863	339,865	339,867	339,863
Reserves ²	-	3,008,418	3,734,564	4,234,166	5,085,149	6,018,328
Total	\$ 440,999	\$ 3,369,324	\$ 4,122,470	\$ 4,596,522	\$ 5,449,060	\$ 6,383,902

Expenditures by Program	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Fire Impact Fee	\$ 440,999	\$ 3,369,324	\$ 4,122,470	\$ 4,596,522	\$ 5,449,060	\$ 6,383,902
Total	\$ 440,999	\$ 3,369,324	\$ 4,122,470	\$ 4,596,522	\$ 5,449,060	\$ 6,383,902

Note:

¹ Funds are currently being transferred out to pay debt service for Fire Station #9.

² Funds will be held in reserve until such time as an eligible project has been approved such as land for future Fire Stations and training facility.



**City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget**

All Hazards

All Hazards Fund is a restricted fund that may only be used to account for monies collected by Lee County in the All Hazards Protection District. These monies are used for the funding of shelters, emergency preparedness, and hazardous material response programs.

Revenues by Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Fund Balance	-	1,280,218	1,318,873	1,248,165	1,122,916	1,236,927
Revenue:						
Ad Valorem Taxes	809,429	920,137	850,137	996,092	1,025,975	1,056,754
Intergovernmental	-	-	-	-	-	-
Miscellaneous	7,091	-	-	-	-	-
Interfund Transfers	-	-	29,000	-	-	-
Other Sources	-	-	-	-	-	-
Total	\$ 816,520	\$ 2,200,355	\$ 2,198,010	\$ 2,244,257	\$ 2,148,891	\$ 2,293,681

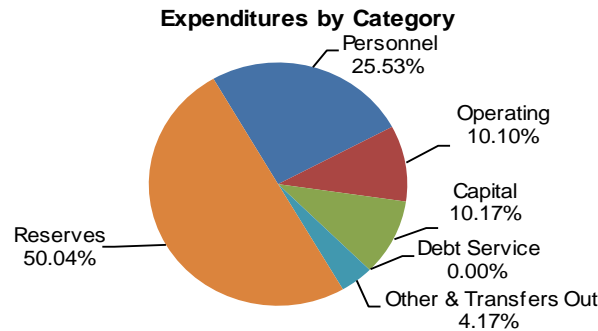
Expenditures by Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Personnel ¹	\$ 476,537	\$ 546,643	\$ 546,643	\$ 572,915	\$ 594,791	\$ 617,799
Operating	118,305	180,146	191,695	226,676	186,763	208,347
Capital Outlay	41,213	322,386	158,907	228,150	36,810	40,600
Debt Service	-	-	-	-	-	-
Other/Transfers Out	93,600	93,600	126,600	93,600	93,600	93,600
Reserves	-	1,057,580	1,174,165	1,122,916	1,236,927	1,333,335
Total	\$ 729,655	\$ 2,200,355	\$ 2,198,010	\$ 2,244,257	\$ 2,148,891	\$ 2,293,681

Expenditures by Program	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
All Hazards	\$ 688,442	\$ 1,981,355	\$ 2,063,223	\$ 2,021,257	\$ 2,148,891	\$ 2,258,581
Fleet Rolling Stock	41,213	219,000	134,787	223,000	-	35,100
Total	\$ 729,655	\$ 2,200,355	\$ 2,198,010	\$ 2,244,257	\$ 2,148,891	\$ 2,293,681

Note:

¹ See section 15-C for personnel changes.

* Through an interlocal agreement, the City has elected to participate in the All Hazards Protection District. The tax levy is made by the Lee County Board of County Commissioners. The tax rate is 0.0693 mills per \$1,000 of taxable value. 100% of net revenues from Cape Coral properties are returned to the City.



City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget

Additional Five-Cent Gas Tax

The Additional Five Cent Gas Tax is a restricted fund that may only be used to account for the Local Option Gas Tax. This tax is used for transportation expenditures per the requirements of the capital improvement element of the adopted local government comprehensive plan.

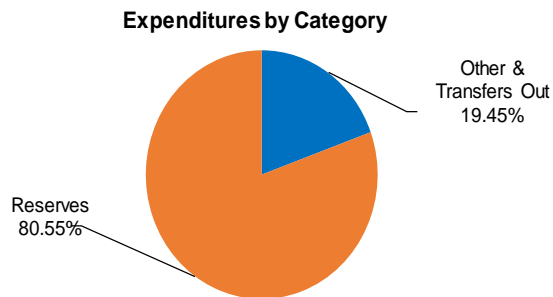
Revenues by Category	FY 2018	FY 2019	FY 2019	FY 2020	FY 2021	FY 2022
	Actual	Adopted	Amended	Adopted	Proposed	Proposed
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Fund Balance	-	11,334,781	12,145,409	16,784,424	17,372,294	21,081,301
Revenue:						
Sales, Use & Fuel Taxes	3,860,413	3,920,262	3,920,262	4,037,870	4,159,007	4,283,778
Intergovernmental	-	-	-	-	-	-
Miscellaneous	43,987	-	-	-	-	-
Interfund Transfers	592,327	-	-	-	-	-
Other Sources	-	-	-	-	-	-
Total	\$ 4,496,728	\$ 15,255,043	\$ 16,065,671	\$ 20,822,294	\$ 21,531,301	\$ 25,365,079

Expenditures by Category	FY 2018	FY 2019	FY 2019	FY 2020	FY 2021	FY 2022
	Actual	Adopted	Amended	Adopted	Proposed	Proposed
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other/Transfers Out	150,000	150,000	507,053	4,050,000	950,000	1,450,000
Reserves	-	15,105,043	15,558,618	16,772,294	20,581,301	23,915,079
Total	\$ 150,000	\$ 15,255,043	\$ 16,065,671	\$ 20,822,294	\$ 21,531,301	\$ 25,365,079

Expenditures by Program	FY 2018	FY 2019	FY 2019	FY 2020	FY 2021	FY 2022
	Actual	Adopted	Amended	Adopted	Proposed	Proposed
Transfers Out						
To General Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
To Capital Projects ¹	150,000	150,000	507,053	4,050,000	950,000	1,450,000
To Road Impact Fees	-	-	-	-	-	-
To Gas Tax Rev Bonds	-	-	-	-	-	-
Reserves	-	15,105,043	15,558,618	16,772,294	20,581,301	23,915,079
Total	\$ 150,000	\$ 15,255,043	\$ 16,065,671	\$ 20,822,294	\$ 21,531,301	\$ 25,365,079

Note:

¹ To the Transportation Capital Projects Fund for non-grant related sidewalk construction and miscellaneous projects.



**City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget**

Six-Cent Gas Tax

Six Cent Gas Tax Fund is a restricted fund that may only be used to account for the Local Option Gas Tax. This tax is used for construction of new roads, reconstruction and/or resurfacing of existing paved roads, and related items.

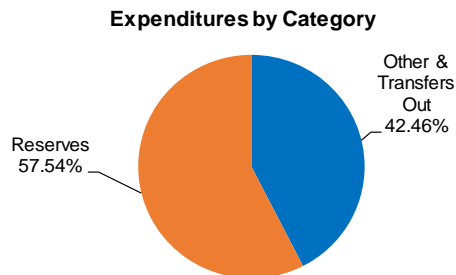
Revenues by Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Fund Balance	-	9,056,846	14,157,272	14,735,337	11,665,988	9,371,802
Revenue:						
Sales, Use & Fuel Taxes	5,282,389	5,379,196	5,379,196	5,540,572	5,706,790	5,877,994
Charges for Services	-	-	-	-	-	-
Miscellaneous	46,153	-	-	-	-	-
Federal Grant	-	-	-	-	-	-
Interfund Transfers	7,354,640	-	-	-	-	-
Other Sources	-	-	-	-	-	-
Total	\$ 12,683,183	\$ 14,436,042	\$ 19,536,468	\$ 20,275,909	\$ 17,372,778	\$ 15,249,796

Expenditures by Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other/Transfers Out	6,772,255	5,855,287	15,331,707	8,609,921	8,000,976	7,466,972
Reserves	-	8,580,755	4,204,761	11,665,988	9,371,802	7,782,824
Total	\$ 6,772,255	\$ 14,436,042	\$ 19,536,468	\$ 20,275,909	\$ 17,372,778	\$ 15,249,796

Expenditures by Program	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Transfers Out:						
To Road Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
To General Fund	3,564,262	5,855,287	5,855,287	6,820,025	6,457,566	6,616,506
To Capital Projects ¹	3,207,993	-	9,476,420	1,789,896	1,543,410	850,466
To Gas Tax Rev Bonds	-	-	-	-	-	-
Reserves	-	8,580,755	4,204,761	11,665,988	9,371,802	7,782,824
Total	\$ 6,772,255	\$ 14,436,042	\$ 19,536,468	\$ 20,275,909	\$ 17,372,778	\$ 15,249,796

Note:

¹ FY 2018 Capital Projects transfer includes \$400,000 to Sidewalks/Bikepaths for the UEP and \$400,000 to Sidewalks/Bikepaths non-UEP. FY20 includes transfer out of \$200,000 to Sidewalks and \$250,000 for non-assessed utility work.



**City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget**

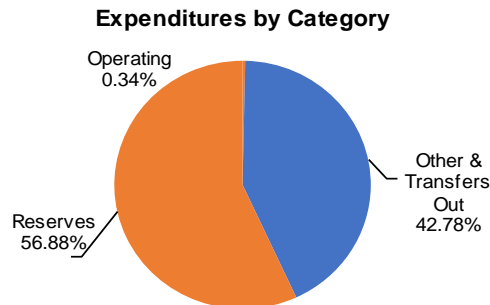
Road Impact Fee

Road Impact Fee Fund is a restricted fund that may only be used to account for impact fees. These fees are used to provide new roads or increase roadway capacity.

Revenues by Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Fund Balance	-	1,922,004	5,983,377	9,187,079	9,260,813	8,203,986
Revenue:						
Federal Grants						
Intergovernmental	760,441	743,343	743,343	743,343	743,343	743,343
Miscellaneous	11,399	7,062	7,062	7,062	7,062	7,062
Impact Fees	8,700,676	5,656,815	5,656,815	6,344,050	5,138,945	4,145,210
Interfund Transfers	2,544,699	-	-	-	-	-
Other	-	-	-	-	-	-
Total	\$ 12,017,215	\$ 8,329,224	\$ 12,390,597	\$ 16,281,534	\$ 15,150,163	\$ 13,099,601

Expenditures by Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	61,638	-	69,000	55,000	50,000	45,000
Capital Outlay	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other/Transfers Out	7,009,292	6,927,829	6,959,829	6,965,721	6,896,177	6,855,918
Reserves	-	1,401,395	5,361,768	9,260,813	8,203,986	6,198,683
Total	\$ 7,070,930	\$ 8,329,224	\$ 12,390,597	\$ 16,281,534	\$ 15,150,163	\$ 13,099,601

Expenditures by Program	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Misc Operating Expenses	\$ 61,638	\$ -	\$ 69,000	\$ 55,000	\$ 50,000	\$ 45,000
Transfers Out:						
To Capital Projects	-	-	-	-	-	-
To General Fund	261,020	169,705	201,705	190,322	154,169	124,357
To Internal Loan (Bond Res)	-	-	-	-	-	-
To 2006 Special Obligation Bond	-	-	-	-	-	-
To 2015 Special Obligation Bond	991,609	994,216	994,216	994,004	995,488	994,286
To Gas Tax Rev Bonds	5,756,663	5,763,908	5,763,908	5,781,395	5,746,520	5,737,275
Reserves	-	1,401,395	5,361,768	9,260,813	8,203,986	6,198,683
Total	\$ 7,070,930	\$ 8,329,224	\$ 12,390,597	\$ 16,281,534	\$ 15,150,163	\$ 13,099,601



**City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget**

Del Prado Mall Parking Lot

The Del Prado Mall Parking Lot Fund is a restricted fund that may only be used to account for assessment fees collected by the City in connection with the maintenance of a city owned parking lot.

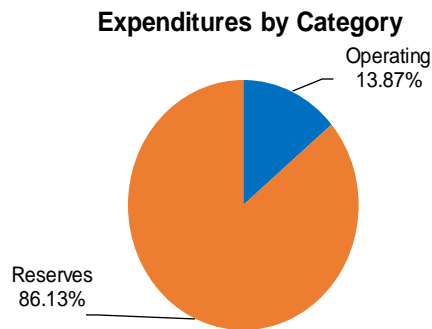
Revenues by Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Fund Balance	-	-	127,136	116,655	133,291	150,712
Revenue:						
Fines & Forfeits	17	-	-	-	-	-
Misc-Spec Assessment	39,813	36,388	36,388	38,095	39,965	41,964
Miscellaneous	1,082	-	-	-	-	-
Total	\$ 40,911	\$ 36,388	\$ 163,524	\$ 154,750	\$ 173,256	\$ 192,676

Expenditures by Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating ¹	21,619	36,388	36,388	21,459	22,544	173,280
Capital Outlay	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other/Transfers Out	-	-	-	-	-	-
Reserves	-	-	127,136	133,291	150,712	19,396
Total	\$ 21,619	\$ 36,388	\$ 163,524	\$ 154,750	\$ 173,256	\$ 192,676

Expenditures by Program	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Del Prado Mall Parking Lot	\$ 21,619	\$ 36,388	\$ 163,524	\$ 154,750	\$ 173,256	\$ 192,676
Total	\$ 21,619	\$ 36,388	\$ 163,524	\$ 154,750	\$ 173,256	\$ 192,676

Note:

¹ Operating costs are for the maintenance of a City owned parking lot.



**City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget**

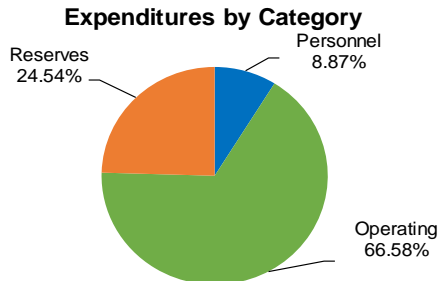
Lot Mowing

The Lot Mowing Fund is a restricted fund that may only be used to account for fees collected for the maintenance of unimproved real property. Beginning 2010, the City's lot mowing program was assessed on the tax bill. The program is divided into four districts and the calculation of the annual billing is based on the individual district's costs. Expansion of Peppertree Program utilizes fund balance.

Revenues by Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Use of Fund Balance	\$ -	\$ 417,769	\$ 417,769	\$ 359,489	\$ 394,149	\$ 433,336
Operating Fund Balance	-	1,450,625	526,664	1,234,339	840,190	406,854
Revenue:						
Special Assessment	(154,504)	-	-	-	-	-
Charges for Services	3,489,113	3,401,135	3,401,135	3,384,483	3,367,912	3,351,072
Fines & Forfeits	37,279	51,000	51,000	51,000	51,000	51,000
Miscellaneous	72,872	-	-	-	-	-
Interfund Transfers	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-
Total	\$ 3,444,759	\$ 5,320,529	\$ 4,396,568	\$ 5,029,311	\$ 4,653,251	\$ 4,242,262

Expenditures by Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Personnel	\$ 465,131	\$ 510,610	\$ 510,610	\$ 446,305	\$ 463,187	\$ 482,474
Operating	4,192,040	3,359,294	3,359,294	3,348,667	3,349,874	3,352,934
Capital Outlay	119,722	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other/Transfers Out	-	-	-	-	-	-
Reserves	-	1,450,625	526,664	1,234,339	840,190	406,854
Total	\$ 4,776,893	\$ 5,320,529	\$ 4,396,568	\$ 5,029,311	\$ 4,653,251	\$ 4,242,262

Expenditures by Program	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Contracted Mowing	\$ 2,220,675	\$ 4,046,426	\$ 3,122,465	\$ 3,775,862	\$ 3,383,245	\$ 2,951,516
Fin. Lot Mowing Billing	85,461	110,307	110,307	109,696	113,236	118,252
Peppertree Program	2,058,786	829,119	829,119	828,787	829,929	831,134
PW Inspection Services	292,250	334,677	334,677	314,966	326,841	341,360
Fleet Rolling Stock	119,722	-	-	-	-	-
Total	\$ 4,776,893	\$ 5,320,529	\$ 4,396,568	\$ 5,029,311	\$ 4,653,251	\$ 4,242,262



City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget

Building

The Building Fund is a restricted fund that may only be used to account for the activities of the Building and Permitting Services of the Department of Community Development as related to the construction of buildings and related structures within the City of Cape Coral.

Revenues by Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Fund Balance	-	10,955,004	9,607,414	6,983,009	6,466,497	6,073,832
Revenue:						
Building Permits	8,620,291	6,103,405	7,206,405	7,248,542	7,538,487	7,840,029
Charges for Services	466,297	291,776	291,776	303,446	315,586	328,211
Fines and Forfeits	19,499	43,731	43,731	45,480	47,300	49,192
Miscellaneous	77,513	2,730	2,730	2,835	2,945	3,060
Total	\$ 9,183,600	\$17,396,646	\$17,152,056	\$14,583,312	\$14,370,815	\$14,294,324

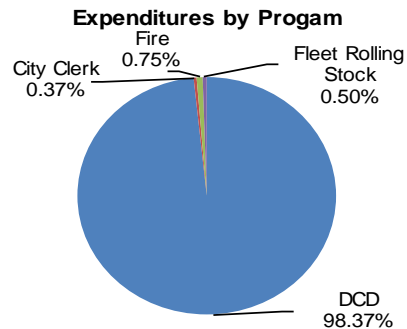
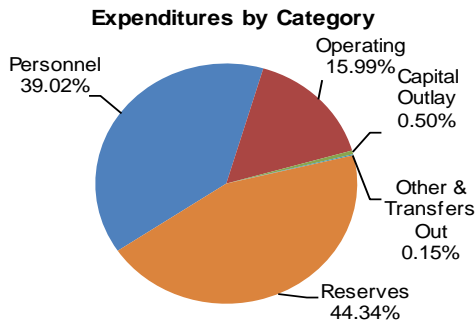
Expenditures by Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Personnel ¹	\$ 4,679,373	\$ 5,196,530	\$ 5,396,530	\$ 5,689,737	\$ 5,903,975	\$ 6,139,621
Operating	428,815	364,681	456,691	2,331,472	2,370,899	2,444,455
Capital Outlay	287,390	2,424,549	110,000	73,407	-	-
Debt Service	-	-	-	-	-	-
Other/Transfers Out ²	1,044,655	1,071,277	3,405,826	22,199	22,109	22,148
Reserves	-	8,339,609	7,783,009	6,466,497	6,073,832	5,688,100
Total	\$ 6,440,233	\$17,396,646	\$17,152,056	\$14,583,312	\$14,370,815	\$14,294,324

Expenditures by Program	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
DCD	\$ 6,242,822	\$17,286,646	\$17,022,056	\$14,346,080	\$14,218,754	\$14,134,331
City Clerk	-	-	-	54,430	55,055	57,815
Fire	-	-	-	109,395	97,006	102,178
Fleet Rolling Stock	197,411	110,000	130,000	73,407	-	-
Total	\$ 6,440,233	\$17,396,646	\$17,152,056	\$14,583,312	\$14,370,815	\$14,294,324

Note:

¹ See section 15-C for personnel changes.

² General administrative overhead costs incurred on behalf of the Building Fund activities are now classified as an operating expenditure, as of FY 2020. Prior years, the expense was classified under Other/Transfers Out.



**City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget**

Community Development Block Grant (C.D.B.G.)

Community Development Block Grant (CDBG) is used to account for monies received from the U.S. Department of Housing and Urban Development for community redevelopment.

Revenues by Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Fund Balance	-	-	-	-	-	-
Revenue:						
Federal Grants	785,195	940,159	1,278,955	1,248,144	1,052,598	1,052,473
Interfund Transfers	-	-	-	-	-	-
Miscellaneous	331,882	-	518,490	-	-	-
Other Sources	-	-	-	-	-	-
Total	\$ 1,117,077	\$ 940,159	\$ 1,797,445	\$ 1,248,144	\$ 1,052,598	\$ 1,052,473

Expenditures by Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Personnel	\$ 56,069	\$ 7,158	\$ 449,651	\$ -	\$ -	\$ -
Operating	957,762	878,219	1,293,012	1,248,144	1,052,598	1,052,473
Capital Outlay	97,626	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other/Transfers Out	17,295	54,782	54,782	-	-	-
Reserves	-	-	-	-	-	-
Total	\$ 1,128,751	\$ 940,159	\$ 1,797,445	\$ 1,248,144	\$ 1,052,598	\$ 1,052,473

Expenditures by Program	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
2016 CDBG	\$ 13,585	\$ -	\$ -	\$ -	\$ -	\$ -
2017 CDBG	292,032	-	-	-	-	-
2018 CDBG	823,135	-	-	-	-	-
2019 CDBG	-	940,159	1,797,445	-	-	-
2020 CDBG	-	-	-	1,248,144	-	-
2021 CDBG	-	-	-	-	1,052,598	-
2022 CDBG	-	-	-	-	-	1,052,473
Total	\$ 1,128,751	\$ 940,159	\$ 1,797,445	\$ 1,248,144	\$ 1,052,598	\$ 1,052,473

City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget

Local Housing Assistance (S.H.I.P.)

Local Housing Assistance Fund is used to account for monies received from the State to provide assistance to low and moderate-income families for the purpose of obtaining affordable housing in the City.

Revenues by Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Fund Balance	-	-	-	-	-	-
Revenue:						
State Shared Revenues	794,019	-	1,260,586	-	-	-
Miscellaneous	155,627	-	242,037	-	-	-
Other Sources	-	-	-	-	-	-
Total	\$ 949,646	\$ -	\$ 1,502,623	\$ -	\$ -	\$ -

Expenditures by Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Personnel	\$ 15,321	\$ -	\$ 15,288	\$ -	\$ -	\$ -
Operating	648,630	-	1,487,335	-	-	-
Capital Outlay	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other/Transfers Out	17,295	-	-	-	-	-
Reserves	-	-	-	-	-	-
Total	\$ 681,245	\$ -	\$ 1,502,623	\$ -	\$ -	\$ -

Expenditures by Program	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
2015 SHIP	\$ 1,000	\$ -	\$ -	\$ -	\$ -	\$ -
2016 SHIP	152,873	-	-	-	-	-
2017 SHIP	475,358	-	11,675	-	-	-
2018 SHIP	52,014	-	758,563	-	-	-
2019 SHIP	-	-	453,225	-	-	-
Total	\$ 681,245	\$ -	\$ 1,502,623	\$ -	\$ -	\$ -

Note:

*Funding is not guaranteed annually, therefore none is budgeted for FY 2020 - FY 2022. As funding is awarded, the amounts are entered through a Budget Amendment.

City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget

Residential Construction Mitigation Program Grant Fund

This fund is used to account for residential wind mitigation retrofit improvements funded by the State of Florida, Division of Emergency Management.

Revenues by Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Fund Balance	-	-	-	-	-	-
Revenue:						
Intergovernmental	-	-	-	-	-	-
Miscellaneous	16,240	-	6,676	-	-	-
Other Sources	-	-	-	-	-	-
Total	\$ 16,240	\$ -	\$ 6,676	\$ -	\$ -	\$ -

Expenditures by Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	28,824	-	6,676	-	-	-
Capital Outlay	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other/Transfers Out	-	-	-	-	-	-
Reserves	-	-	-	-	-	-
Total	\$ 28,824	\$ -	\$ 6,676	\$ -	\$ -	\$ -

Expenditures by Program	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Res Const Mit Pgm Grant	\$ 28,824	\$ -	\$ 6,676	\$ -	\$ -	\$ -
Total	\$ 28,824	\$ -	\$ 6,676	\$ -	\$ -	\$ -

City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget

HUD Neighborhood Stabilization

The Neighborhood Stabilization Program (NSP) was established for the purpose of stabilizing communities that have suffered from foreclosures and abandonment.

NSP is a component of the Community Development Block Grant (CDBG). The CDBG regulatory structure is the platform used to implement NSP and the HOME program provides a safe harbor for NSP affordability requirements.

NSP funds may be used for activities, which include, but are not limited to:

- Establish financing mechanisms for purchase and redevelopment of foreclosed homes and residential properties
- Purchase and rehabilitate homes and residential properties abandoned or foreclosed
- Establish land banks for foreclosed homes
- Demolish blighted structures
- Redevelop demolished or vacant properties.

Revenues by Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Fund Balance	-	-	-	-	-	-
Revenue:						
Federal Grant	-	-	-	-	-	-
Miscellaneous	619,786	-	274,191	-	-	-
Total	\$ 619,786	\$ -	\$ 274,191	\$ -	\$ -	\$ -

Expenditures by Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Personnel	\$ 39,744	\$ -	\$ 25,320	\$ -	\$ -	\$ -
Operating	796,170	-	248,871	-	-	-
Capital Outlay	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other/Transfers Out	34,589	-	-	-	-	-
Reserves	-	-	-	-	-	-
Total	\$ 870,502	\$ -	\$ 274,191	\$ -	\$ -	\$ -

Expenditures by Program	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
NSP 2008-2009	\$ 720,039	\$ -	\$ 178,754	\$ -	\$ -	\$ -
NSP 2010-2011	150,464	-	95,437	-	-	-
Total	\$ 870,502	\$ -	\$ 274,191	\$ -	\$ -	\$ -

City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget

Park Recreational Facilities Impact Fee

Park Recreational Facilities Impact Fee is a restricted fund that may only be used to account for impact fees. These fees are used to provide recreational facilities and support debt services.

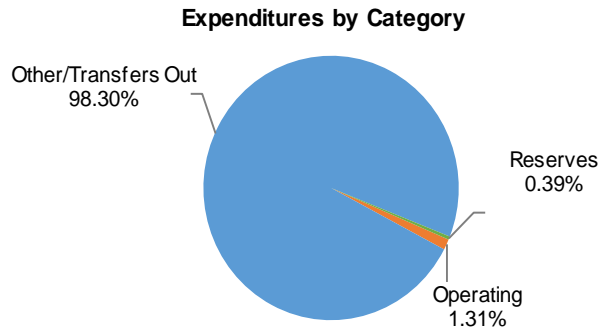
Revenues by Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Reserves	\$ -	\$ 1,598,706	\$ 1,592,475	\$ 324,975	\$ 10,000	\$ 10,000
Revenue:						
Misc-Impact Fees	2,737,325	2,011,460	2,011,460	2,213,275	1,792,920	1,446,155
Miscellaneous	13,060	-	-	-	-	-
Total	\$ 2,750,385	\$ 3,610,166	\$ 3,603,935	\$ 2,538,250	\$ 1,802,920	\$ 1,456,155

Expenditures by Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	21,502	30,172	30,172	33,200	26,894	21,693
Capital Outlay	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other/Transfers Out ¹	2,718,097	2,725,805	2,725,805	2,495,050	1,766,026	1,424,462
Reserves	-	854,189	847,958	10,000	10,000	10,000
Total	\$ 2,739,599	\$ 3,610,166	\$ 3,603,935	\$ 2,538,250	\$ 1,802,920	\$ 1,456,155

Expenditures by Program	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Park Impact Fee	\$ 2,739,599	\$ 3,610,166	\$ 3,603,935	\$ 2,538,250	\$ 1,802,920	\$ 1,456,155
Total	\$ 2,739,599	\$ 3,610,166	\$ 3,603,935	\$ 2,538,250	\$ 1,802,920	\$ 1,456,155

Note:

¹ Funds are currently being used to support annual debt service related to the 2006 Special Obligation Revenue Bond, which was refunded with 2015 Refunding Bonds issued for the purchase of parkland, and the 2012 Special Obligation Note for park facilities. If impact fee revenue is insufficient to cover all debt service obligations, the General Fund will cover the debt obligations.



**City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget**

Waterpark

Sun Splash Family Waterpark is a combination of pools and water slides that provide a wide variety of water related participatory recreation activities. This aquatic center and leisure complex is designed with family in mind and gives individuals, groups, and organizations a place to gather with catering services. Sun Splash offers community programs such as swimming lessons, water safety training, specialized youth activity programming as well as many seasonal special events.

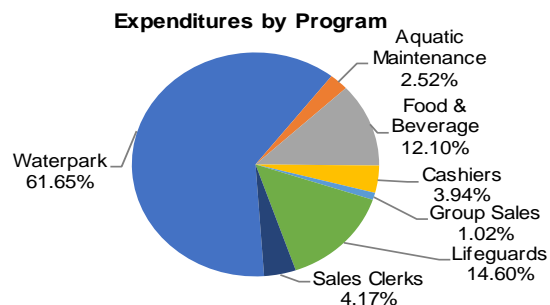
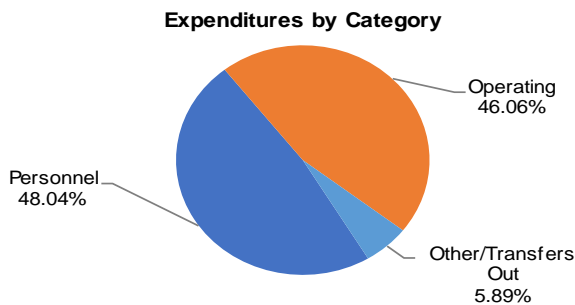
Revenues by Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Reserves	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Revenue:						
Charges for Service	2,101,463	2,627,997	2,234,997	2,407,918	2,457,951	2,604,425
Miscellaneous	12,442	10,026	28,500	11,826	11,945	12,243
Transfers in	874,158	370,166	1,032,679	533,826	513,584	491,535
Total	\$ 2,988,063	\$ 3,008,189	\$ 3,296,176	\$ 2,953,570	\$ 2,983,480	\$ 3,108,203

Expenditures by Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Personnel	\$ 1,171,801	\$ 1,384,981	\$ 1,398,981	\$ 1,418,962	\$ 1,441,343	\$ 1,505,180
Operating	1,084,763	1,030,051	1,226,447	1,360,510	1,359,039	1,428,927
Capital Outlay	252,965	-	77,591	-	9,000	-
Debt Service	-	-	-	-	-	-
Other/Transfers Out ¹	530,205	593,157	593,157	174,098	174,098	174,096
Reserves	-	-	-	-	-	-
Total	\$ 3,039,734	\$ 3,008,189	\$ 3,296,176	\$ 2,953,570	\$ 2,983,480	\$ 3,108,203

Expenditures by Program	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Waterpark	\$ 1,878,239	\$ 1,922,030	\$ 1,922,667	\$ 1,820,840	\$ 1,836,021	\$ 1,932,775
Aquatic Maintenance	55,392	74,329	74,329	74,329	74,329	74,329
Food & Beverage	259,321	332,515	344,715	357,507	362,623	389,515
Cashiers	102,453	113,958	127,758	116,254	116,254	116,254
Group Sales	22,705	30,231	30,431	30,231	30,306	30,383
Lifeguards	358,860	414,327	414,327	431,340	431,340	431,340
Sales Clerks	110,290	120,799	126,627	123,069	123,607	133,607
Waterpark Improvements	252,473	-	255,322	-	-	-
Waterpark Fleet Replacement	-	-	-	-	9,000	-
Total	\$ 3,039,734	\$ 3,008,189	\$ 3,296,176	\$ 2,953,570	\$ 2,983,480	\$ 3,108,203

Note:

¹ Annual Debt Service payment to Debt Service Fund and payment to General Fund for general administrative overhead costs incurred. See section D Full Cost Allocation. Beginning FY 2020, payment to General Fund for overhead costs will be recognized in operating category rather than transfer out category.



City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget

Parks & Recreation Programs

Parks & Recreation Programs are used to account for the recreational programs for individuals of various ages, skill levels, interests, social needs, and economic capabilities that collectively enhance the overall quality of life within the City.

Revenues by Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Reserves	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Revenue:						
Grants	574,089	625,703	625,703	643,006	674,302	685,850
Charges for Service	3,292,827	3,794,988	3,674,488	3,703,687	3,763,515	4,347,381
Fines and Forfeits	9,494	11,800	11,800	11,800	12,020	12,020
Miscellaneous	17,835	20,383	20,383	42,673	43,268	81,861
Misc-Contribution/Donation	117,099	228,605	78,605	103,038	107,658	109,058
Transfers In	5,360,000	5,655,138	5,978,047	5,075,776	4,955,976	4,895,593
Other Sources	-	-	-	-	-	-
Total	\$ 9,371,345	\$10,336,617	\$10,389,026	\$ 9,579,980	\$ 9,556,739	\$10,131,763

Expenditures by Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Personnel ¹	\$ 5,756,028	\$ 6,450,392	\$ 6,350,767	\$ 5,969,022	\$ 6,111,747	\$ 6,472,375
Operating	3,057,578	3,791,725	3,775,021	3,382,058	3,265,992	3,533,388
Capital Outlay	488,727	94,500	260,238	228,900	179,000	126,000
Debt Service	-	-	-	-	-	-
Other/Transfers Out	4,000	-	3,000	-	-	-
Reserves	-	-	-	-	-	-
Total	\$ 9,306,332	\$10,336,617	\$10,389,026	\$ 9,579,980	\$ 9,556,739	\$10,131,763

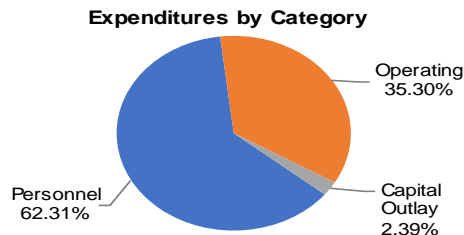
Expenditures by Program	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Admin P&R ²	\$ 768,966	\$ 722,759	\$ 762,759	\$ 127,194	\$ 135,270	\$ 137,110
Aquatics	479,042	821,337	1,002,937	692,062	583,259	594,039
Art Studio	514,562	774,949	722,533	489,570	516,653	530,647
Athletics	609,246	606,655	606,725	639,420	658,353	1,043,945
Charter Before & After	222,650	356,810	356,810	245,093	248,736	252,545
Community Supported Event	65,621	72,600	67,600	72,600	72,600	72,600
Environmental Recreation	332,443	468,705	468,705	485,886	501,669	516,067
Four Freedoms	508,568	567,025	567,025	598,643	593,059	622,199
Lake Kennedy	400,807	380,441	433,211	405,990	392,717	402,817
Parking Program	171,729	220,483	206,558	220,483	224,724	229,176
Pops Café	191,790	165,518	196,718	177,088	182,511	188,334
Rotino Senior Center	329,271	408,381	408,381	461,375	427,820	451,154
Special Events ³	925,123	1,154,489	1,039,419	1,225,318	1,249,283	1,271,424
Special Population	1,060,219	1,131,363	1,144,413	1,184,316	1,232,010	1,270,466
Transportation	348,949	292,955	323,085	303,054	307,464	315,109
William Austin Youth Center	1,685,318	1,459,379	1,349,379	1,453,127	1,429,834	1,457,462
Yacht Club	627,820	692,768	692,536	692,761	631,777	650,669
P&R Fleet Replacement	64,210	40,000	40,232	106,000	169,000	126,000
Total	\$ 9,306,332	\$10,336,617	\$10,389,026	\$ 9,579,980	\$ 9,556,739	\$10,131,763

Note:

¹ See section 15-C for personnel changes

² FY 2020 decrease in UAAL

³ FY2020 - 2022 addition of new events in Special Events

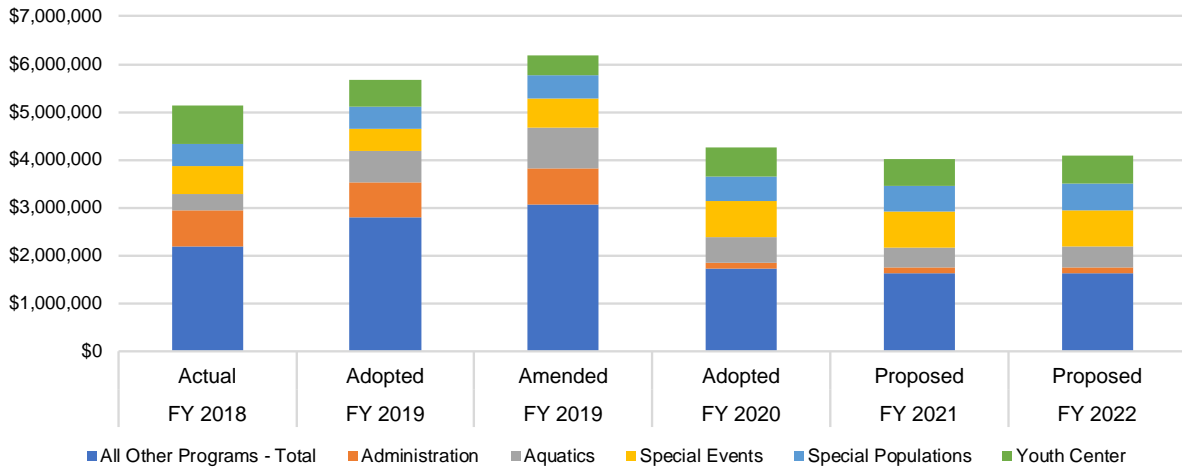


**City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget**

**Parks & Recreation
Subsidy by Program**

Program	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Administration	\$ 754,846	\$ 720,459	\$ 760,459	\$ 124,894	\$ 133,470	\$ 135,310
Aquatics	335,781	670,555	852,155	534,642	423,708	433,180
Art Studio	351,476	544,911	492,495	256,534	276,821	289,877
Athletics	179,777	126,205	146,775	154,161	162,409	112,500
Charter Before & After	(68,205)	118,160	118,160	(21,907)	(18,264)	(22,555)
Comm Supp Events	63,625	70,440	65,440	69,760	69,750	69,680
Environmental Rec	233,403	344,151	344,151	355,751	370,829	384,932
Four Freedoms	284,644	332,245	332,245	357,993	346,387	369,357
Lake Kennedy	288,917	224,741	277,511	230,150	216,017	224,817
Parking Program	48,696	82,330	68,405	78,515	79,915	(52,508)
Pops Café	58,673	19,848	51,048	30,104	35,511	37,034
Rotino Sr. Center	241,118	310,468	310,468	361,512	327,847	351,291
Special Events	568,786	462,667	597,597	742,378	748,493	757,341
Special Populations	463,380	463,794	476,844	510,398	528,092	555,472
Transportation	190,447	125,277	155,407	125,822	129,436	136,889
William Austin Youth Center	817,263	543,616	433,616	608,727	568,434	581,212
Yacht Club	429,451	455,271	455,039	449,842	388,121	405,764
P&R Programs FleetReplace	52,910	40,000	40,232	106,500	169,000	126,000
Total Subsidy:	\$ 5,294,987	\$ 5,655,138	\$ 5,978,047	\$ 5,075,776	\$ 4,955,976	\$ 4,895,593

Subsidy by Program



Note: Chart reflects top 5 programs contributing to subsidy. All other programs shown as total.

**City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget**

Golf Course

The Coral Oaks Golf Course provides for a year-round municipal golf facility to include Clubhouse, Greens, and Restaurant operations.

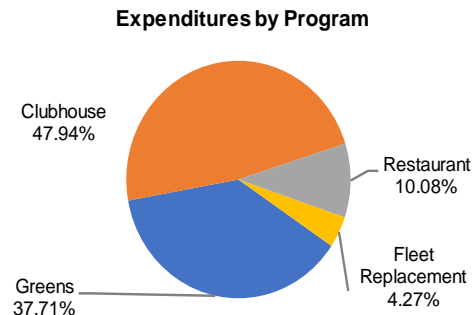
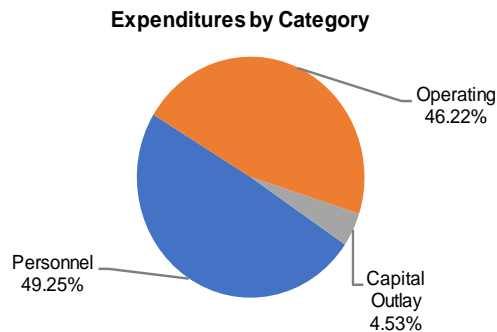
Revenues by Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Reserves	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Revenue:						
Charges for Service	2,437,625	2,696,181	2,486,981	2,599,888	2,611,706	2,624,989
Fines & Forfeits	5	-	-	-	-	-
Miscellaneous	14,630	-	10,379	-	-	-
Misc-Contributions/Donations	200	20,000	-	22,000	22,000	22,110
Transfers In	940,000	352,975	600,614	589,404	359,851	427,316
Other Sources	-	-	-	-	-	-
Total	\$ 3,392,460	\$ 3,069,156	\$ 3,097,974	\$ 3,211,292	\$ 2,993,557	\$ 3,074,415

Expenditures by Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Personnel	\$ 1,503,762	\$ 1,581,853	\$ 1,608,553	\$ 1,581,548	\$ 1,629,692	\$ 1,680,486
Operating	1,387,873	1,338,803	1,339,489	1,484,244	1,363,865	1,383,929
Capital Outlay	212,839	148,500	137,682	145,500	-	10,000
Debt Service	-	-	-	-	-	-
Other/Transfers Out	-	-	-	-	-	-
Reserves	-	-	12,250	-	-	-
Total	\$ 3,104,474	\$ 3,069,156	\$ 3,097,974	\$ 3,211,292	\$ 2,993,557	\$ 3,074,415

Expenditures by Program	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Greens	\$ 1,167,254	\$ 1,213,811	\$ 1,222,914	\$ 1,210,902	\$ 1,238,515	\$ 1,273,190
Clubhouse	1,389,409	1,413,224	1,404,617	1,539,576	1,436,494	1,466,276
Restaurant	331,734	293,621	320,511	323,814	318,548	324,949
Fleet Replacement	216,078	148,500	149,932	137,000	-	10,000
Total	\$ 3,104,474	\$ 3,069,156	\$ 3,097,974	\$ 3,211,292	\$ 2,993,557	\$ 3,074,415

Note:

Actual expenditures are on a budgetary basis and do not include OPEB or depreciation. Capital outlay includes capitalized assets that are recorded on the balance sheet for financial reporting purposes.



City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget

City Centrum Business Park

City Centrum Business Park is used to account for monies collected from agencies that occupy the facilities.

Revenues by Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Fund Balance	-	-	-	-	-	-
Revenue:						
Misc-Rent and Royalties	-	-	-	-	-	-
Misc-Other Revenues	466	-	-	-	-	-
Interfund Transfers	102,800	90,559	110,559	91,483	92,461	94,775
Other Sources	-	-	-	-	-	-
Total	\$ 103,266	\$ 90,559	\$ 110,559	\$ 91,483	\$ 92,461	\$ 94,775

Expenditures by Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	103,012	90,559	110,559	91,483	92,461	94,775
Capital Outlay	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other/Transfers Out	-	-	-	-	-	-
Reserves	-	-	-	-	-	-
Total	\$ 103,012	\$ 90,559	\$ 110,559	\$ 91,483	\$ 92,461	\$ 94,775

Expenditures by Program	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
City Centrum Business Park	\$ 103,012	\$ 90,559	\$ 110,559	\$ 91,483	\$ 92,461	\$ 94,775
Total	\$ 103,012	\$ 90,559	\$ 110,559	\$ 91,483	\$ 92,461	\$ 94,775

City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget

Seawall Assessments

Seawall Assessment Funds are used to account for the collection of special assessments associated with the construction of seawalls.

Revenues by Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Fund Balance	-	-	-	-	-	-
Revenue:						
Special Assessment	-	-	-	-	-	-
Charges for Services	18,417	-	-	-	-	-
Fines & Forfeits	-	-	-	-	-	-
Miscellaneous	1,431	-	100	-	-	-
Total	\$ 19,848	\$ -	\$ 100	\$ -	\$ -	\$ -

Expenditures by Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	3,336	-	100	-	-	-
Capital Outlay	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other/Transfers Out	-	-	-	-	-	-
Reserves	-	-	-	-	-	-
Total	\$ 3,336	\$ -	\$ 100	\$ -	\$ -	\$ -

Expenditures by Program	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Seawall Asmt Ph 7A3	\$ 3,336	\$ -	\$ 100	\$ -	\$ -	\$ -
Total	\$ 3,336	\$ -	\$ 100	\$ -	\$ -	\$ -

DEBT SERVICE FUND

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**City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget**

Governmental Debt

- **2007 Special Obligation Revenue Bonds (Charter School)** – Issued to finance the cost of acquisition, construction and equipping of the City's two elementary and one middle schools. Annual debt service is paid by the Charter School Authority.
- **2008 Capital Improvement Revenue Bonds** - Issued to finance and refinance the cost of acquisition, construction and equipping of a new police headquarters facility.
- **2010 & 2014 Gas Tax Revenue Bonds** - Issued to finance and refinance the cost of acquisition, construction, and reconstruction of transportation improvements to include the widening of Del Prado and Santa Barbara Boulevards.
- **2011 Special Obligation Revenue Bonds (Charter Schools)** - Issued to finance and refinance the cost of acquisition, construction, and equipping of various capital improvements to the Oasis Campus to include the construction of a high school. Annual debt service is paid by the Charter School Authority.
- **2012 Special Obligation Bonds** - Refunded the outstanding Series 2009 Special Obligation Revenue Notes as well as commercial paper obligations issued to finance and refinance the acquisition, construction and equipping of various capital improvements with the City. The CRA pays a portion of the annual debt service related to the undergrounding of electric lines.
- **2014 Capital Improvement Refunding Revenue Bonds** – Issued to refund a portion of the City's outstanding Capital Improvement Revenue Bonds, Series 2005 in order to reduce total debt service.
- **2015 Special Obligation Refunding Bonds** – Parks Capital Projects Fund is used to account for the acquisition of parkland and improvements at various parks.
- **2012 Capital Lease (Charter School)** – Issued to finance the acquisition of school buses for the City's Charter School. Annual debt service is paid by the Charter School Authority.
- **2015 Fire Protection Assessment Revenue Note** – Issued to finance acquisition of fire apparatus and equipment. Annual debt service is paid by the Fire Protection Assessment
- **2015 Special Obligation Revenue Note** – Issued to finance acquisition of capital equipment and refunding remaining 2005 Capital Improvement & Refunding Bonds.
- **2017 Special Obligation Refunding Revenue Note** – Issued to refund the 2007 Special Revenue Bond, 2008 Special Revenue Bond and the 2011 Special Revenue Bond in order to reduce debt service.
- **2018 Special Obligation Revenue Note** – Issued for the purpose of funding capital improvement project which consist of construction of Fire Station 2 and SE47th Terrace Streetscape
- **2019 \$10.2 GO Note** – Issued for the purpose of funding capital improvement project which consist of construction of Phase 1 Parks Master Plan.

Please also refer to the Debt Management Section of this document and the Comprehensive Annual Financial Report (CAFR) for additional detail.

**City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget**

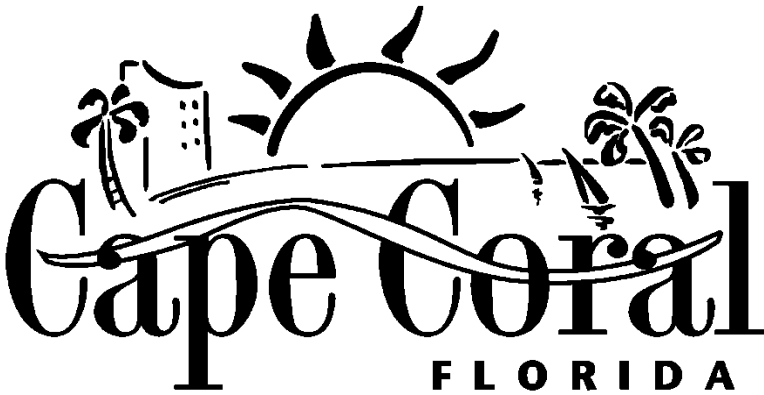
Summary of Debt Service

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

Revenues by Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Operating Fund Balance	\$ -	\$ 345,966	\$ 4,424,232	\$ 345,966	\$ 299,389	\$ -
Revenue:						
Ad Valorem Taxes	-	-	-	841,744	5,274,027	5,274,027
Fines and Forfeits	-	-	-	-	-	-
Miscellaneous	3,548,223	3,444,028	3,444,028	3,352,983	3,262,644	3,192,875
Interfund Transfers	17,024,632	18,077,817	22,872,152	18,751,410	19,678,201	19,924,492
Debt Proceeds	7,912,705	-	10,200,000	-	-	-
Total	\$ 28,485,560	\$ 21,867,811	\$ 40,940,412	\$ 23,292,103	\$ 28,514,261	\$ 28,391,394

Expenditures by Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Proposed	FY 2021 Proposed	FY 2022 Proposed
Appropriations						
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	3,287	1,000	1,000	1,000	1,000	-
Capital Outlay	-	-	-	-	-	-
Debt Service	20,576,271	21,520,845	21,682,705	22,945,137	28,213,872	28,391,394
Other/Transfers Out	7,026,163	-	7,263,212	-	-	-
Reserves	-	345,966	11,993,495	345,966	299,389	-
Total	\$ 27,605,720	\$ 21,867,811	\$ 40,940,412	\$ 23,292,103	\$ 28,514,261	\$ 28,391,394

Expenditures by Program	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Proposed	FY 2021 Proposed	FY 2022 Proposed
2007 Sp Ob Reserve (Charter)	\$ 15	\$ -	\$ -	\$ -	\$ -	\$ -
2008 Spec Ob (Police HQ)	1,244,843	1,241,623	1,241,623	-	-	-
2010 Gas Tax Revenue Bond	3,154,515	3,156,002	10,129,150	3,156,220	3,137,674	3,120,652
2011 Special Oblig (Charter)	445,640	558,604	558,604	557,029	558,804	-
2012 Special Oblig Rev Note	1,596,620	1,596,616	1,596,616	1,596,625	1,596,625	1,596,610
2012 Lease \$1,342,755 Charter	185,360	231,937	231,937	139,258	-	-
2014 Gas Tax Refunding Revenue	2,626,683	2,607,906	2,607,906	2,625,175	2,608,846	2,616,623
2014 Capital Improvement	656,518	648,162	648,162	655,504	646,773	651,398
2015 Fire Service Asmt Debt	291,376	478,571	478,571	478,910	479,166	-
2015 Special Oblig Ref Revenue	4,338,717	4,338,608	6,238,061	4,337,358	4,340,358	3,517,107
2015 Spec Oblig Rev Note	1,871,954	1,874,264	1,874,264	1,875,796	1,873,549	1,875,590
2017 Special Oblig Ref Revenue	3,765,835	3,765,625	3,765,625	4,943,875	4,940,875	5,387,625
2018 Special Obli Revenue	7,427,646	-	929,893	929,895	929,894	929,893
2019 \$10.2 GO Note	-	-	10,200,000	841,744	5,274,027	5,274,027
Capital Lease	-	440,000	440,000	440,000	440,000	440,000
Capital Debt	-	929,893	-	714,714	1,687,670	2,981,869
Total	\$ 27,605,720	\$ 21,867,811	\$ 40,940,412	\$ 23,292,103	\$ 28,514,261	\$ 28,391,394



CAPITAL PROJECTS FUND

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Capital Projects

- **Academic Village** – Academic Village Fund is used to account for the design and permitting of the Academic Village site which was purchased with the intent of constructing institutions of higher education, a high school, library, and a recreational complex. Currently, costs being incurred are related to environmental mitigation and the site permit.
- **Computer (ERP) System** – Computer System Replacement Fund is used to account for the costs associated with replacing the City’s financial operating software and related applications. FY 2015 is related to the Cashier System. FY2016 is related Budget and CAFR Software
- **CRA Streetscape** – CRA Streetscape Fund is used to account for CRA District improvements.
- **CRA Parking Garage** – CRA Parking Garage Fund is used to account for CRA improvements related to the building of a parking garage within the CRA district
- **Fire Station Construction-** Fire Stations Fund is used to account for the design and construction of new and replacement Fire Stations as well as the expansion of the Emergency Operations Center.
- **Non-Assessed Utility** – Non-Assessed Utility Fund is used to account for the restoration and repaving of roadways in coordination of the Utility Expansion Project.
- **Transportation Capital** – Transportation Capital Fund is used to account for improvements to various roadways including Median Landscaping, Sidewalks, Alleyway Resurfacing and miscellaneous Road Resurfacing. Road resurfacing is an annual ongoing program.
- **Public Works Capital** – Public Works Capital Fund is used to account for various capital improvements including the Everest Complex perimeter wall, Sign/Striping Building, Chiquita Lock Repairs, and North Spreader Waterway.
- **Parks Capital Project** – Parks Capital Projects Fund is used to account for the acquisition of parkland and improvements at various parks. Funding for the Parks and Recreation GO Bond will be accounted for during FY2019 Budget Amendment #2.

On an annual basis, only additional appropriations to the capital project are budgeted.

**City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget**

Capital Projects Funds

Revenues by Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Balances Forward	\$ -	\$ -	\$ (1,142,989)	\$ -	\$ -	\$ -
Revenue:						
Intergovernmental Revenues	215,687	-	5,440,641	1,000,000	792,412	1,787,487
Miscellaneous Revenues	567,093	-	68,262	-	-	-
Interfund Transfers	23,683,560	1,193,161	23,064,563	10,327,951	20,092,908	15,274,323
Debt Proceeds	-	-	-	4,251,063	-	-
Total	\$ 24,466,340	\$ 1,193,161	\$ 27,430,477	\$ 15,579,014	\$ 20,885,320	\$ 17,061,810

Expenditures by Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Personnel ¹	\$ 569,315	\$ 1,146,145	\$ 1,146,145	\$ 1,222,398	\$ 1,269,312	\$ 1,324,969
Operating ¹	371,989	(906,145)	(499,386)	(1,132,502)	(1,025,902)	(1,074,503)
Capital Outlay	23,889,364	953,161	23,688,836	15,489,118	20,641,910	16,811,344
Debt Service	-	-	-	-	-	-
Other/Transfers out	15,805,410	-	3,094,882	-	-	-
Total	\$ 40,636,078	\$ 1,193,161	\$ 27,430,477	\$ 15,579,014	\$ 20,885,320	\$ 17,061,810

Expenditures by Program	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Government Service ²						
Academic Village	\$ 109,614	\$ 90,000	\$ 793,040	\$ -	\$ -	\$ -
Computer System	74,788	-	5,258,248	-	-	-
CRA Streetscape	8,261,733	953,161	(1,193,576)	-	-	-
CRA Capital Projects	-	-	2,405,024	(93,945)	1,702,692	704,023
CRA Parking Garage	-	-	-	1,000,000	9,000,000	-
Public Safety ³						
Fire Station Construct	3,582,652	-	(1,092,989)	4,251,063	314,806	4,937,834
Public Works ⁴						
Fleet Maint Facility	-	-	-	-	-	-
Public Works Capital	82,468	-	525,123	250,000	250,000	-
Transportation ⁴						
Median Curbing & Alleyway	9,295,037	-	1,993,916	1,171,896	1,175,410	1,182,466
Road Resurfacing	15,371,327	-	7,625,444	6,500,000	6,500,000	6,500,000
Sidewalk/Bikepath Rd Resurface	103,603	-	-	300,000	300,000	300,000
Sidewalk/Bikepath UEP	203,668	-	-	-	-	200,000
Sidewalks	1,691,133	150,000	5,452,164	1,950,000	1,642,412	2,237,487
Non-Assessed Utility	1,332,284	-	-	250,000	-	1,000,000
Cultural/Recreation ⁵						
Parks & Recreation	527,771	-	5,664,083	-	-	-
Total	\$ 40,636,078	\$ 1,193,161	\$ 27,430,477	\$ 15,579,014	\$ 20,885,320	\$ 17,061,810

City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget

Note:

On an annual basis, only additional appropriations to the capital projects are budgeted.

¹ Payroll and Operating expenditures within the Sidewalk Capital Project become capitalized expenses. For budgeting purpose the contra entry is in the Operating Category, Actual contra entry is based on the work orders processed in the Payroll and Operating Category.

² Government Services: Academic Village cost associated with environmental mitigation and the site permit. CRA Streetscape cost associated with the design and improvement of CRA District. CRA Parking Garage design phase starting FY 2020.

³ Public Safety: Fire Station 11 and 2 construction is funded by debt service. Design is funded by transfer from the General Fund. Station 11 construction was in FY 2018 and Station 2 construction is scheduled for FY 2020. Design for Station 12 is budgeted in FY 2021.

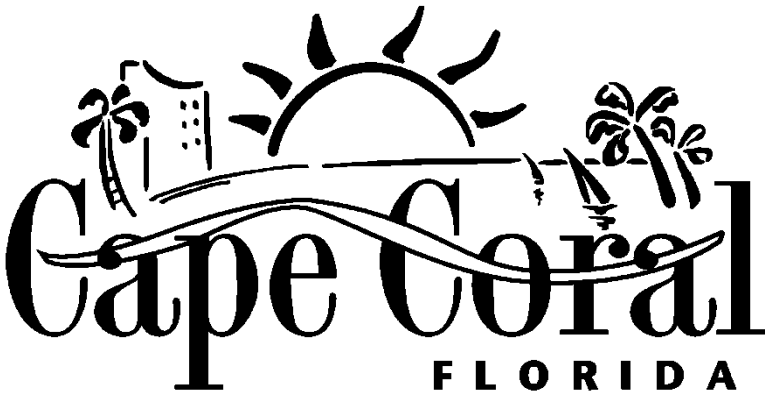
⁴ Transportation: In FY 2020 - FY 2022 Median Curbing includes General Fund transfer of \$312,000 for Median Landscaping and \$520,000 for Alleyway Resurfacing, and the remaining funded by 6 Cent Gas Tax contributions. FY 2020 and FY 2021 Road Resurfacing has been funded by a General Fund transfer and 6 Cent Gas Tax contributions. Sidewalks are primarily funded by grant funds with \$950,000 being funded by Five Cent and Six Cent Gas Tax for FY 2020, \$850,000 for FY 2021 and \$450,000 for FY 2022. Funding from 5 Cent Gas Tax will support sidewalk/bikepath resurfacing and 6 Cent Gas Tax will support non-assessed transportation work in North 1-2 utility extension areas.

⁵ Cultural/Recreation: Parks & Recreation account for land purchase and park development. The Parks GO Bond was approved and development began in FY 2019.

ENTERPRISE FUND

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City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget

Water & Sewer Operations

Water & Sewer Operations Fund provides revenue to fund costs incidental to the operation of the utility system. This fund has reserve requirements of 25% retained for operations and maintenance annual cost plus the equivalent of 5% prior fiscal year gross revenue to fund repair and replacement. The remainder is restricted for use by water & sewer operations.

Revenues by Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Use of Fund Balance	\$ -	\$ 16,572,230	\$ 16,572,230	\$ 21,800,318	\$ 11,323,602	\$ 7,682,216
Restricted Fund Balance	-	-	(850,462)	13,927,330	14,296,246	14,893,549
Revenue						
Internal Service	228,657	671,703	671,703	235,494	242,569	249,854
Intergovernmental	16,534	4,307	4,307	14,374	14,806	15,251
Charges for Services	83,309,174	84,527,047	84,527,047	89,272,088	92,202,008	94,292,415
Fines & Forfeits	583,803	773,574	773,574	638,443	657,597	677,326
Miscellaneous	863,353	834,919	842,663	374,690	385,933	397,514
Other/Transfers In	28,160,684	14,636,100	27,855,347	14,636,100	14,636,100	19,171,100
Total	\$113,162,204	\$118,019,880	\$130,396,409	\$140,898,837	\$133,758,861	\$137,379,225

Expenditures by Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Personnel ¹	\$ 24,381,456	\$ 29,771,376	\$ 29,626,376	\$ 30,502,394	\$ 31,650,315	\$ 32,854,460
Operating	23,484,410	26,602,901	29,040,216	28,615,349	29,044,802	30,334,656
Capital	5,287,969	5,266,542	4,071,238	7,473,764	5,942,928	5,827,426
Debt Service	21,232,388	28,093,166	28,093,166	28,091,023	28,092,050	28,139,540
Other/Transfers Out	27,577,396	14,305,797	20,483,190	32,288,977	24,732,520	25,329,594
Reserves	-	13,980,098	19,082,223	13,927,330	14,296,246	14,893,549
Total	\$101,963,619	\$118,019,880	\$130,396,409	\$140,898,837	\$133,758,861	\$137,379,225

Expenditures by Program	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Overhead & Allocations ²	\$ 10,368,092	\$ 10,653,480	\$ 11,588,480	\$ 11,685,243	\$ 12,011,924	\$ 12,347,943
Utilities Department ³	87,580,559	86,834,536	93,153,482	108,354,314	100,298,984	102,719,297
Financial Services ⁴	3,975,982	5,063,210	5,083,668	5,354,002	5,569,717	5,815,172
Public Works/UEP	38,986	1,488,556	1,488,556	1,577,948	1,581,990	1,603,264
Reserves	-	13,980,098	19,082,223	13,927,330	14,296,246	14,893,549
Total	\$101,963,619	\$118,019,880	\$130,396,409	\$140,898,837	\$133,758,861	\$137,379,225

Note: Actual expenditures are on a budgetary basis and do not include OPEB or Depreciation.

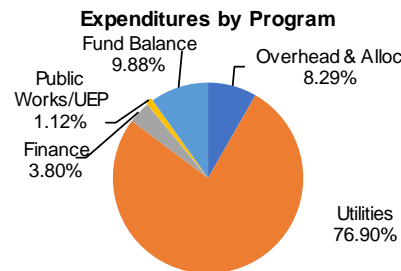
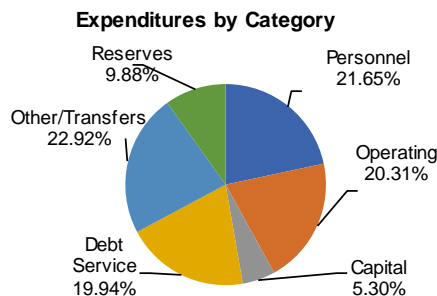
¹ See section 15-C for personnel changes.

² Overhead & Allocations include Pension UAAL, Full Cost Allocation to General Fund, and Property/Liability Insurance.

³ Utilities Department includes Utilities Admin, Water Production, Water Reclamation and Collection/Distribution.

Debt service payments and Utilities Fleet Rolling Stock are included in this total. UEP is a division of Public Works.

⁴ Financial Services are dedicated Accounting, Billing, Payroll, Budget, Procurement, Real Estate & Customer Service operations in the W&S Fund.



**City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget**

Water & Sewer Capital Projects

Revenues by Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Balance Forward	-	-	-	-	-	-
Revenue:						
Intergovernmental	-	-	4,115,000	-	-	-
Miscellaneous	224,950	-	-	-	-	-
Other/Transfers In	-	-	9,088,974	30,675,358	30,688,606	30,718,015
Total	\$ 224,950	\$ -	\$ 13,203,974	\$ 30,675,358	\$ 30,688,606	\$ 30,718,015

Expenditures by Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	379,298	-	-	-	-	-
Capital	13,178,052	-	13,203,974	30,675,358	30,688,606	30,718,015
Debt Service	-	-	-	-	-	-
Other/Transfers Out	-	-	-	-	-	-
Reserves	-	-	-	-	-	-
Total	\$ 13,557,349	\$ -	\$ 13,203,974	\$ 30,675,358	\$ 30,688,606	\$ 30,718,015

Expenditures by Program¹	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
ADM-36 Palm Tree BI Phase 1	\$ 2,380	\$ -	\$ -	\$ 2,715,052	\$ -	\$ -
ADM-47 Forcemain I/C Veterans	-	-	-	-	100,000	1,600,000
IRR-15 Weir#29 Construction	45,640	-	-	200,000	1,500,000	-
ADM-38 Fire Sprinkler ConvFY14	203,479	-	-	-	-	-
IRR-16 Weir# 16 & 17 Const	117,364	-	-	275,000	-	-
IRR-17 Reuse River Crossing	6,205	-	3,000,000	1,785,925	3,500,000	7,000,000
ADM-39 Potable Wtr Infr FY14	5,750	-	-	-	-	-
IRR-18 Reuse Main Ext (FGUA)	2,569,970	-	-	-	-	-
WRE-4 Plant LS Rehab FY13	1,320	-	-	-	-	-
UCD-11 Meter Replacement Prog	83,062	-	1,000,000	-	-	-
WRSW-4 Operations Building	9,207	-	-	1,000,000	5,379,512	5,379,512
SRO-5 Retrofit Well Field Com	132,297	-	-	-	-	-
SRO-6 Control System Upgrade	328,091	-	-	1,241,370	896,854	-
SRO-7 Underground Well Feeds	10,989	-	-	-	-	-
SRO-8 Deep Injection Well# IW2	519,808	-	-	-	-	-
UCD-12 Road Resurfacing Adj	616,246	-	1,210,675	750,000	750,000	750,000
NRO-5 Deep Injection Well IW1	413,809	-	-	-	-	-
NRO-6 Perimeter Wall	4,900	-	-	137,812	200,000	500,000
NRO-8 Aux Power Van Loon PS	135,605	-	-	-	-	-
NRO-9 Distribtn Sys Automate	-	-	-	456,000	-	-
NRO-10 Rehab/Rpl Raw Wtr Well	59,579	-	-	4,500,000	3,600,000	3,600,000
WRC-11 Lift Station Rehab FY14	712,549	-	-	-	-	-
WRC-12 Lift Station Rehab FY16	76,004	-	-	2,105,347	-	-
ADM-43 42" Forcemain Intercon	1,913,181	-	779,363	-	-	-
ADM-44 Unspecified Projects	-	-	-	1,405,000	500,000	63,500
SRO-3 Odor Control Mod	24,115	-	-	-	-	-
NRO-1 Bulk Diesel Storage Mod	29,436	-	-	-	-	-
ADM-24 Land Purchases	385,417	-	-	200,001	200,001	200,001
IRR-1 Weir Improvements	12,775	-	-	500,000	500,000	500,000
IRR-2 NE 10MG Stor Tank & Pump	537	-	-	-	-	-
IRR-3 SW 5MG Stor Tank & Pump	-	-	1,193,026	2,250,000	2,250,000	5,500,000
WRC-5 LS Odor Control Rehab	-	-	-	100,000	100,000	100,000
ADM-1 Smoke Testing I&I	60,570	-	-	75,000	75,000	75,000
ADM-5 Galvanized Pipe Rpl 2A	1,465,373	-	749,267	-	-	-
ADM-6 Galvanized Pipe Rpl 2B	8,135	-	749,267	-	-	-
WSCP North RO Facility - MWH	-	-	-	180,000	-	-

**City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget**

Water & Sewer Capital Projects

Expenditures by Program	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
ADM-7 Fire Sprinkler Conv FY15	\$ 220,814	\$ -	\$ -	\$ -	\$ -	\$ -
ADM-10 Fire Sprnkler Conv FY18	-	-	-	-	-	-
ADM-11 Fire Sprnkler Conv FY19	-	-	-	1,307,568	1,000,001	1,000,001
ADM-12 Potable Wtr Infr FY15	1,560	-	-	-	-	-
ADM-14 Potable Wtr Infr FY17	-	-	-	-	-	-
ADM-15 Potable Wtr Infr FY18	379,732	-	175,052	-	-	-
ADM-16 Potable Wtr Infr FY19	-	-	-	300,000	300,000	300,000
UCD-2 Manhole Rehab FY16	-	-	-	-	-	-
UCD-3 Manhole Rehab FY17	52,527	-	-	-	-	-
UCD-4 Manhole Rehab FY18	435,115	-	-	-	-	-
UCD-5 Manhole Rehab FY19	-	-	-	500,000	500,000	500,000
ADM-54 Burnt St Widg-Casings	4,851	-	-	-	-	-
ADM-20 Infiltrn & Inflow FY17	354,980	-	-	-	-	-
ADM-21 Infiltrn & Inflow FY18	-	-	-	850,000	850,000	850,000
SRO-2 Plt 2 Bldg Replacement	-	-	-	-	-	200,000
ADM-29 ASR/IRR Supply FY19	-	-	-	100,000	500,000	500,000
IRR-11 Reuse Sys Improve FY19	-	-	-	1,336,282	350,000	350,000
WRC-7 Rehab Master LS 200	-	-	-	-	2,325,032	-
WRE/WRSW-2 Clarifier Ctnng FY16	89,964	-	-	-	-	-
ADM-56 US 41 Conveyance	425,878	-	1,115,000	-	500,000	500,000
SRO-13 Pit 2 MCC Replacement	74,139	-	-	-	-	-
WRE-9 Bleach Containment Ctg	-	-	-	250,000	-	-
WRSW-6 Rpl Utility Mains MCC-1	-	-	-	150,000	-	-
ADM-62 Fiber Optics	-	-	779,364	500,001	500,001	500,001
ADM-63 WAS Line	51,110	-	-	200,000	750,000	750,000
ADM-65 FM/MOV/MPS Sys & Comm	37,095	-	779,363	-	-	-
ADM-71 North 2 Canal PS (1)	778,313	-	-	-	-	-
WRE-10 MCC Blower Conduit Clar	29,770	-	1,109,847	-	-	-
WRE-13 VFD Replace-Deep Well	61,977	-	-	-	-	-
IRR-22 North 2 Non Assd Util	143,308	-	-	-	-	-
ADM-64 F/Main Replace Pelican	-	-	-	750,000	-	-
ADM-59 Burnt St-Casings Ph III	-	-	-	-	1,322,205	-
SRO-14 Ground Storage Tank Ctg	6,437	-	-	-	-	-
NRO-11 GST Exterior CTG	115,612	-	-	-	-	-
SRO-15 Facility Refurbs	88,683	-	-	-	-	-
WRE-12 Recoat Aeration Ext	190,692	-	-	-	-	-
WRSW-11 New Turblex Blower	-	-	-	425,000	-	-
WRSW-12 Bleach Cntmnt Coating	-	-	-	300,000	-	-
WRSW-16 CROM Tank Repair	61,000	-	-	-	-	-
ADM-76 Nchls/Cntry Club Repipe	-	-	-	3,500,000	-	-
NRO-12 Palm Tree CS Upgrades	-	-	563,750	-	-	-
WRE-14 Clarifier Launder Cvr	-	-	-	-	375,000	-
WRE-15 Reuse, Pump Pad, Valves	-	-	-	-	400,000	-
WRSW-17 Reuse Pump, Check Vlv	-	-	-	-	325,000	-
WRSW-18 Reroute Elctrcl Cable	-	-	-	-	750,000	-
WRE-16 CPS Replace Breakers	-	-	-	-	390,000	-
NRO-12 Analyzer Bldg	-	-	-	80,000	-	-
SRO-17 New Guard House	-	-	-	100,000	-	-
ADM-77 Infiltrn & Inflow FY21	-	-	-	150,000	-	-
Total	\$ 13,557,349	\$ -	\$13,203,974	\$30,675,358	\$30,688,606	\$30,718,015

Note: Actual expenditures are on a budgetary basis and do not include OPEB or Depreciation. Capital outlay includes capitalized assets that are recorded on the balance sheet for financial reporting purposes.

¹ Capital Projects are in accordance with the Rate Sufficiency Analysis prepared for City by consultant.

City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget

Water & Sewer Utility Extension Capital Projects

The Water & Sewer Utility Extension Capital Projects fund is used to address the needs for additional capital funds to support the orderly expansion of the city's water system, wastewater system, and irrigation system to meet the burdens imposed by new users. This fund may only be used for upgrading of systems related to capacity. This fund may not be used for the cost of operation, maintenance, repair, replacement, rehabilitation, renewal, updating, or bringing the present system into compliance with any change in laws.

Revenues by Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Balances Forward-Op Res	\$ -	\$ 18,681,914	\$ 18,681,914	\$ -	\$ -	\$ -
Revenue						
Charges for Service-Phys Env	596,849	-	-	-	-	-
Debt Proceeds	-	88,015,484	88,015,484	61,812,417	104,786,314	104,786,311
Fines & Forfeits	668,766	-	-	-	-	-
Misc-Disp of Fixed Asset	-	-	-	-	-	-
Misc-Interest	3,900,457	-	-	-	-	-
Other/Transfers In	21,643,459	4,705,779	4,705,779	4,448,511	4,448,511	4,448,511
Special Asmt	26,859,178	16,966,651	16,966,651	16,071,937	15,596,832	14,696,332
Total	\$ 53,668,710	\$ 128,369,828	\$ 128,369,828	\$ 82,332,865	\$ 124,831,657	\$ 123,931,154

Expenditure by Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Payroll	\$ 4,418	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	112,433	-	-	-	-	-
Capital	82,623,956	88,015,484	88,015,484	61,812,417	104,786,314	104,786,311
Debt Service ¹	3,720,585	17,707,509	17,707,509	17,032,335	16,557,230	15,656,730
Other/Transfers Out	20,673,347	3,964,921	3,964,921	3,488,113	3,488,113	3,488,113
Reserves	-	18,681,914	18,681,914	-	-	-
Total	\$ 107,134,739	\$ 128,369,828	\$ 128,369,828	\$ 82,332,865	\$ 124,831,657	\$ 123,931,154

Expenditures by Program	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Southeast 1	\$ 1,980,821	\$ -	\$ -	\$ -	\$ -	\$ -
Surfside	136,038	-	-	-	-	-
Blue & Green Water	33,776	-	-	-	-	-
Southwest Area I	1,265,292	392,420	392,420	392,420	392,420	392,420
Southwest Area II	2,052,300	-	-	-	-	-
Southwest Area III	1,802,737	-	-	-	-	-
Southwest Area IV	4,867,184	-	-	-	-	-
Southwest Area V	3,263,440	-	-	-	-	-
Southwest Area VI/VII	4,104,587	3,719,650	3,719,650	3,242,842	3,242,842	3,242,842
Striped Green Wastewater	164	-	-	-	-	-
Orange Wastewater	25,762	-	-	-	-	-
Pine Island Area	488,444	98,122	98,122	98,122	98,122	98,122
North Central Loop Area	30,225	-	-	-	-	-
SRF Drinking Wtr 360103 SW6/7	987,600	1,078,775	1,078,775	821,507	821,507	821,507
SRF Clean Wtr 360100	3,394,384	3,381,733	3,381,733	3,381,733	3,381,733	3,381,733
SW6/7 All Serv Construct	316,615	-	-	-	-	-
N1 All Services CDT Construct	-	65,962,987	65,962,987	54,520,232	-	-
N2 W SR IRR Prepay	73,610	-	-	-	-	-
N2 All Services CDT Construct	82,311,759	22,052,497	22,052,497	-	-	-
N3 All Services CDT Predesign	-	-	-	7,292,185	98,444,513	98,444,510
N4 All Services Predesign	-	-	-	-	6,341,801	6,341,801
Utility Ext Special Assessment	-	31,683,644	31,683,644	12,583,824	12,108,719	11,208,219
Total	\$ 107,134,739	\$ 128,369,828	\$ 128,369,828	\$ 82,332,865	\$ 124,831,657	\$ 123,931,154

Note: Actual expenditures are on a budgetary basis and do not include OPEB or Depreciation. Capital outlay includes capitalized assets that are recorded on the balance sheet for financial reporting purposes.

¹ Debt service includes principal costs which are recorded on the balance sheet for financial reporting purposes.

City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget

Water & Sewer Impact, Capital Facility Expansion Charges (CFEC) & Contribution in Aid of Construction (CIAC) Fees

Water & Sewer Impact, CFEC, and CIAC fees are restricted funds that may only be used for the payment of the cost of expansion of the respective system and to the payment of any bonds to which contributions in the aid of construction may have been pledged or may be legally used pursuant to City Code of Ordinances 2-24.

Revenues by Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fund Balance	-	67,159,579	67,077,205	95,900,843	112,391,273	115,841,759
Revenue:						
Special Assessment	11,100,488	-	-	17,081,505	13,942,298	14,111,368
Charges for Service	86,544	-	-	-	-	-
Fines & Forfeits	(28,002)	-	-	-	-	-
Permits, Impacts	7,936,666	13,231,888	13,231,888	13,303,813	10,973,225	11,125,460
Miscellaneous	739,176	-	-	-	-	-
Misc Other Sources ¹	6,171	-	-	-	-	-
Total	\$ 19,841,043	\$ 80,391,467	\$ 80,309,093	\$ 126,286,161	\$ 137,306,796	\$ 141,078,587

Expenditures by Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Operating	\$ 133,909	\$ 17,750	\$ 17,750	\$ 18,550	\$ 19,650	\$ 20,750
Capital	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other/Transfers Out ²	1,187,294	849,823	19,160,762	13,876,338	21,445,387	25,413,157
Reserves	-	79,523,894	61,130,581	112,391,273	115,841,759	115,644,680
Total	\$ 1,321,203	\$ 80,391,467	\$ 80,309,093	\$ 126,286,161	\$ 137,306,796	\$ 141,078,587

Expenditures by Program	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Water Impact CFEC	\$ 73,967	\$ 6,478,613	\$ 6,478,613	\$ 13,587,548	\$ 11,973,931	\$ 12,807,354
Sewer Impact CFEC	414,027	20,426,997	20,426,997	42,678,170	48,643,599	47,946,785
Irrigation Impact CFEC	339,345	3,251,695	3,251,695	13,906,472	11,458,191	4,972,612
Water Impact	268,388	7,265,127	7,182,753	8,526,507	10,822,611	13,150,789
Sewer Impact	72,033	18,057,437	18,057,437	18,076,233	22,305,226	26,583,591
Irrigation Impact	144,294	7,732,307	7,732,307	11,414,679	14,559,402	17,747,179
Sewer Impact District 2	3,707	2,303,098	2,303,098	2,538,298	2,537,398	2,536,398
Water CIAC	2,911	5,919,434	5,919,434	6,193,470	5,769,424	5,455,320
Sewer CIAC	2,328	8,092,922	8,092,922	8,307,321	8,037,871	8,533,496
Irrigation CIAC	204	863,837	863,837	1,057,463	1,199,143	1,345,063
Total	\$ 1,321,203	\$ 80,391,467	\$ 80,309,093	\$ 126,286,161	\$ 137,306,796	\$ 141,078,587

Note: Actual expenditures are on a budgetary basis and do not include OPEB or Depreciation. Capital outlay includes capitalized assets that are recorded on the balance sheet for financial reporting purposes.

¹ Other Sources include capital contributions in aid of construction from private sources.

² Other uses includes transfers out to various utility capital expansion funds and water & sewer operations to cover the cost of debt service; for financial reporting these transactions would be eliminated.

City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget

Stormwater Operations

Stormwater operations fund is used to account for the activities of the City's stormwater drainage program in compliance with the Environmental Protection Agency and local/state regulations. This includes any related capital improvements. This fund has reserve requirements of two months total operating expenditures for renewal and replacement. The remainder is restricted for use by stormwater operations.

Revenues by Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Use of Fund Balance	\$ -	\$ 1,819,865	\$ 1,819,865	\$ 2,118,854	\$ 886,750	\$ 915,749
Operating Fund Balance	-	5,290,359	7,438,952	6,255,462	5,368,712	4,452,963
Revenue:						
Licenses and Permits	4,783	3,660	3,660	3,660	3,660	3,660
Intergovernmental	-	-	-	-	-	-
Charges for Services	18,363,980	18,515,133	18,515,133	19,211,074	20,228,399	20,228,399
Fines & Forfeits	79,504	1,664	1,664	1,664	1,664	1,664
Miscellaneous	472,131	108,862	108,862	108,802	108,802	108,802
Other/Transfers In	141,619	-	22,788	-	-	-
Total	\$ 19,062,016	\$ 25,739,543	\$ 27,910,924	\$ 27,699,516	\$ 26,597,987	\$ 25,711,237

Expenditures by Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Personnel ¹	\$ 8,153,891	\$ 9,140,405	\$ 9,119,405	\$ 9,118,448	\$ 9,471,338	\$ 9,845,744
Operating	3,935,452	5,356,333	5,402,800	5,289,601	5,390,119	5,631,764
Capital Outlay	962,169	840,600	855,683	1,467,907	725,476	920,000
Debt Service ²	-	443,000	443,000	443,000	443,000	443,000
Other/Transfers Out ³	4,780,301	4,668,846	6,146,916	5,125,098	5,199,342	4,417,766
Reserves	-	5,290,359	5,943,120	6,255,462	5,368,712	4,452,963
Total	\$ 17,831,814	\$ 25,739,543	\$ 27,910,924	\$ 27,699,516	\$ 26,597,987	\$ 25,711,237

Expenditures by Program	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
PW Administration	\$ 1,594,440	\$ 1,590,742	\$ 1,590,742	\$ 1,172,008	\$ 1,206,277	\$ 1,241,556
Stormwater Operations	13,379,435	20,992,544	23,155,205	23,370,532	22,241,356	20,955,821
Surface Water Mgmt	698,774	896,528	901,528	909,007	929,939	966,909
Environmental Division	1,116,443	1,382,001	1,382,001	1,464,765	1,494,377	1,553,995
Financial Services ⁴	103,649	154,228	157,948	174,204	179,038	187,956
Fleet Rolling Stock	939,072	723,500	723,500	609,000	547,000	805,000
Total	\$ 17,831,814	\$ 25,739,543	\$ 27,910,924	\$ 27,699,516	\$ 26,597,987	\$ 25,711,237

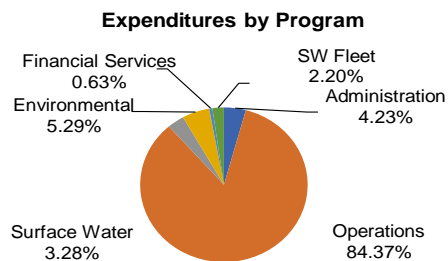
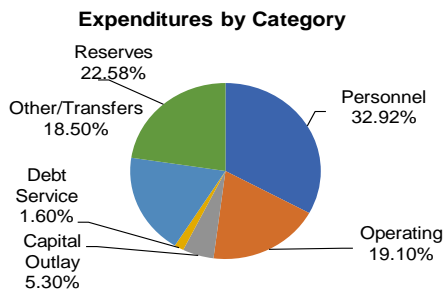
Note: Actual expenditures are on a budgetary basis and do not include OPEB or Depreciation. Capital outlay includes capitalized assets that are recorded on the balance sheet for financial reporting purposes.

¹ See section 15-C for personnel changes.

² Debt service includes principal costs which are recorded on the balance sheet for financial reporting purposes related to non-assessed drainage improvements in the UEP program funded by the SRF loan.

³ Other & transfers out includes dollars transferred to the Stormwater Capital Project Fund but eliminated for financial reporting purposes.

⁴ Financial Services includes accounting, billing and real estate operating costs.



**City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget**

Stormwater Capital Projects

Revenues by Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Balances Forward	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Revenue:						
Intergovernmental	-	-	310,000	-	-	-
Miscellaneous	33,350	-	-	-	-	-
Interfund Transfer	4,500,000	4,351,096	5,661,096	4,621,627	4,695,871	4,164,295
Other Sources	-	-	-	-	-	-
Total	\$ 4,533,350	\$ 4,351,096	\$ 5,971,096	\$ 4,621,627	\$ 4,695,871	\$ 4,164,295

Expenditures by Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	611	-	-	-	-	-
Capital Outlay ¹	3,055,831	4,351,096	5,971,096	4,621,627	4,695,871	4,164,295
Debt Service	-	-	-	-	-	-
Other/Transfers out	-	-	-	-	-	-
Reserves	-	-	-	-	-	-
Total	\$ 3,056,442	\$ 4,351,096	\$ 5,971,096	\$ 4,621,627	\$ 4,695,871	\$ 4,164,295

Expenditures by Program	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
SWR CPF Environmental	\$ 111	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -
SWR CPF-DP Improvements	586,501	1,340,096	1,340,096	1,410,627	1,484,871	1,492,295
SWR CPF-NA SW6/7 DP Improv	11,243	-	-	-	-	-
SWR CPF-NW Drainage Improv	500	-	-	-	-	-
SWR CPF-NA N1 DP Improv	-	-	(2,600,000)	-	-	461,000
SWR CPF-NA N2 DP Improv	2,458,088	461,000	4,681,000	461,000	461,000	461,000
SW Contribution N1 UEP Prog	-	1,000,000	1,000,000	1,000,000	1,000,000	-
SW Flood Prevention Program	-	500,000	500,000	750,000	750,000	750,000
SW Weir Program	-	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Total	\$ 3,056,442	\$ 4,351,096	\$ 5,971,096	\$ 4,621,627	\$ 4,695,871	\$ 4,164,295

Note:

Actual expenditures are on a budgetary basis and do not include OPEB or Depreciation. Capital outlay includes capitalized assets that are recorded on the balance sheet for financial reporting purposes.

¹ Capital outlay in FY 2018-2022 includes support of non-assessed stormwater work in the SW 6/7 and North 1/2 utility extension areas and is anticipated to be funded by State Revolving Loan Funds.

**City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget**

Yacht Basin

The Yacht Basin fund is used to account for the activities of the City's public marina and docks and may only be used in support of the public marina and docks.

Revenues by Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Fund Balance	-	537,393	968,321	1,039,168	921,711	768,464
Revenue:						
Charges for Service	686,589	671,237	671,237	672,235	653,621	670,941
Fines & Forfeits	-	-	-	-	-	-
Grants	-	-	-	-	-	-
Miscellaneous	11,790	1,200	1,200	1,230	1,230	1,230
Total	\$ 698,379	\$ 1,209,830	\$ 1,640,758	\$ 1,712,633	\$ 1,576,562	\$ 1,440,635

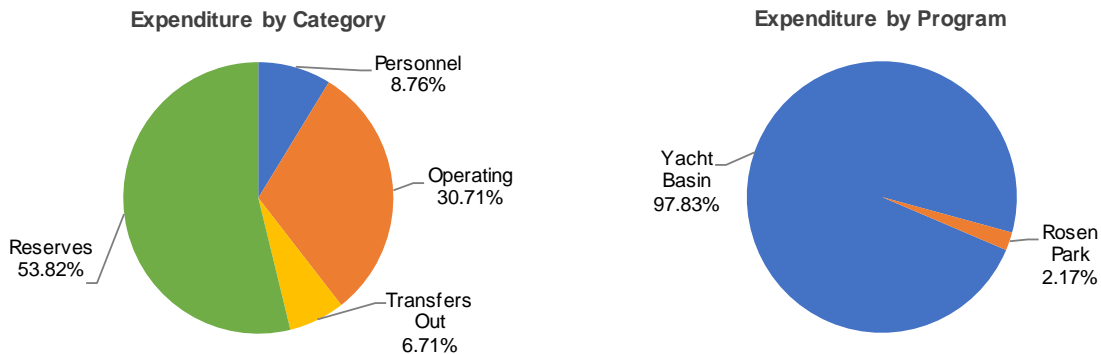
Expenditures by Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Personnel	\$ 165,389	\$ 160,048	\$ 160,048	\$ 149,966	\$ 153,057	\$ 156,243
Operating	238,970	262,080	408,542	525,956	540,041	385,642
Capital Outlay	-	-	-	-	-	-
Other/Transfers Out ¹	115,000	115,000	115,000	115,000	115,000	115,000
Debt Service	-	-	-	-	-	-
Reserves	-	672,702	957,168	921,711	768,464	783,750
Total	\$ 519,359	\$ 1,209,830	\$ 1,640,758	\$ 1,712,633	\$ 1,576,562	\$ 1,440,635

Expenditures by Program	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Yacht Basin	\$ 493,006	\$ 1,173,665	\$ 1,575,593	\$ 1,675,498	\$ 1,536,424	\$ 1,401,458
Rosen Park	26,353	36,165	65,165	37,135	40,138	39,177
Yacht Basin Fleet Replacement	-	-	-	-	-	-
Total	\$ 519,359	\$ 1,209,830	\$ 1,640,758	\$ 1,712,633	\$ 1,576,562	\$ 1,440,635

Note:

Actual expenditures are on a budgetary basis and do not include OPEB or depreciation. Capital outlay includes capitalized assets that are recorded on the balance sheet for financial reporting purposes.

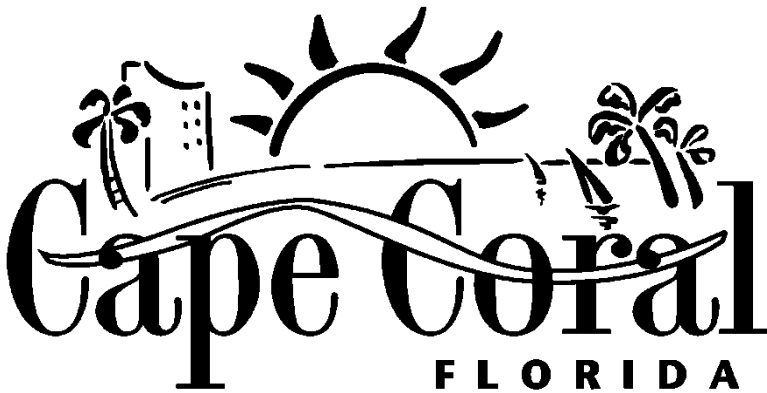
¹ Transfers out FY 2018 - 2022 include \$115,000 for P&R Program Fund to support the activities of the facilities at the Yacht Basin Complex.



INTERNAL SERVICE FUND

Internal Service Funds..... 12

- Workers Compensation Insurance Fund..... 12-3*
- Property/Liability Insurance Fund 12-4*
- Self-Insured Health Plan Fund..... 12-5*
- Facilities Management Fund..... 12-6*
- Fleet Maintenance Fund..... 12-7*



City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget

Workers Compensation Insurance Fund

The Internal Service Fund of Workers' Compensation Insurance is to account for the self-insurance of workers compensation. The primary source of funding for cost recovery is through bi-weekly payroll contributions of the individual operating funds.

Revenues by Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Reserves	\$ -	\$ 8,666,206	\$ 3,196,139	\$ 4,011,024	\$ 4,561,716	\$ 5,189,129
Revenue:						
Charges for Services	4,092,887	4,231,245	4,231,245	4,024,893	4,146,244	4,321,483
Miscellaneous	267,774	-	-	-	-	-
Total	\$ 4,360,661	\$ 12,897,451	\$ 7,427,384	\$ 8,035,917	\$ 8,707,960	\$ 9,510,612

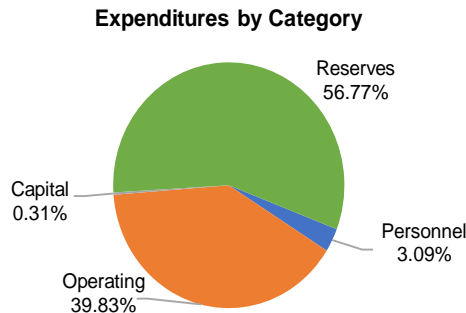
Expenditures by Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Personnel ¹	\$ 264,370	\$ 237,029	\$ 275,029	\$ 248,616	\$ 254,910	\$ 267,118
Operating	2,877,031	3,119,445	3,141,331	3,200,585	3,263,921	3,316,058
Capital	-	-	-	25,000	-	-
Debt Service	-	-	-	-	-	-
Other/Transfers Out	-	-	-	-	-	-
Reserves	-	9,540,977	4,011,024	4,561,716	5,189,129	5,927,436
Total	\$ 3,141,401	\$ 12,897,451	\$ 7,427,384	\$ 8,035,917	\$ 8,707,960	\$ 9,510,612

Expenditures by Program	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Workers' Comp Ins	\$ 3,141,401	\$ 12,897,451	\$ 7,427,384	\$ 8,035,917	\$ 8,707,960	\$ 9,510,612
Total	\$ 3,141,401	\$ 12,897,451	\$ 7,427,384	\$ 8,035,917	\$ 8,707,960	\$ 9,510,612

Note:

Actual expenditures are on a budgetary basis and do not include OPEB or depreciation. Capital outlay includes capitalized assets that are recorded on the balance sheet for financial reporting purposes.

¹ Risk Manager is charged 100% to Workers' Comp Fund. Risk Generalist and Safety Officer are split equally at 50% each between Workers Comp and Property Liability Funds. Claims Examiner is charged to Property/Liability Liability Funds.



City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget

Property/Liability Insurance Fund

The Internal Service Fund of Property Liability Insurance is to account for the self-insurance liability. The primary source of funding is through an annual allocation to operating funds based on the recorded value of capital assets.

Revenues by Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Reserves	\$ -	\$ 2,410,695	\$ 2,645,668	\$ 2,370,146	\$ 2,353,119	\$ 2,321,368
Revenue:						
Charges for Services	3,510,180	3,592,588	3,592,588	3,893,649	3,983,102	4,063,697
Miscellaneous	216,441	-	-	-	-	-
Total	\$ 3,726,621	\$ 6,003,283	\$ 6,238,256	\$ 6,263,795	\$ 6,336,221	\$ 6,385,065

Expenditures by Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Personnel ¹	\$ 185,085	\$ 211,472	\$ 211,472	\$ 235,188	\$ 240,853	\$ 252,392
Operating	3,148,616	3,615,113	3,656,638	3,675,488	3,774,000	3,887,894
Capital	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other/Transfer Out	-	-	-	-	-	-
Reserves	-	2,176,698	2,370,146	2,353,119	2,321,368	2,244,779
Total	\$ 3,333,700	\$ 6,003,283	\$ 6,238,256	\$ 6,263,795	\$ 6,336,221	\$ 6,385,065

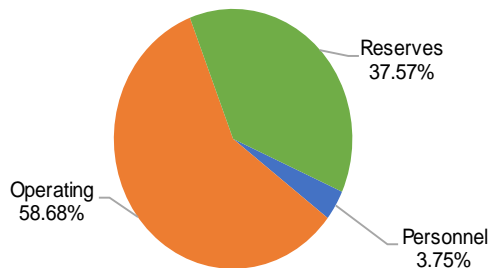
Expenditures by Program	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Property/Liab. Ins	\$ 3,333,700	\$ 6,003,283	\$ 6,238,256	\$ 6,263,795	\$ 6,336,221	\$ 6,385,065
Total	\$ 3,333,700	\$ 6,003,283	\$ 6,238,256	\$ 6,263,795	\$ 6,336,221	\$ 6,385,065

Note:

Actual expenditures are on a budgetary basis and do not include OPEB or depreciation. Capital outlay includes capitalized assets that are recorded on the balance sheet for financial reporting purposes.

¹ Risk Manager is charged 100% to Workers' Comp Fund. Claims Examiner is charged to Property/Liability Fund. Risk Generalist and Safety Officer are split equally at 50% each between Workers Comp and Property/Liability Funds.

Expenditures by Category



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Self-Insured Health Plan Fund

The Internal Service Fund of Self-Insured Health Plan is to account for the self-insurance of medical insurance. The primary source of funding for cost recovery is through bi-weekly payroll contributions of the individual operating funds.

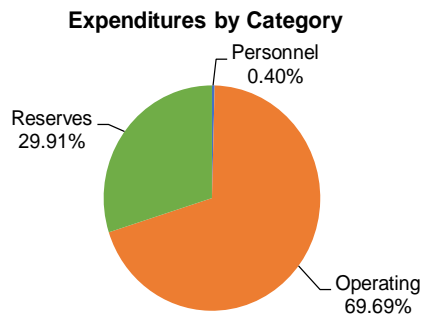
Revenues by Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Fund Balance	-	4,456,885	3,828,945	7,200,590	9,894,261	12,444,695
Revenue:						
Charges for Services	19,598,196	24,111,819	20,611,819	25,476,968	27,584,421	30,051,716
Interest	27,806	-	-	-	-	-
Interfund Transfers	1,000,000	-	-	-	-	-
Other	1,042,193	400,000	400,000	400,000	400,000	400,000
Total	\$ 21,668,196	\$ 28,968,704	\$ 24,840,764	\$ 33,077,558	\$ 37,878,682	\$ 42,896,411

Expenditures by Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Personnel ¹	\$ 50,248	\$ 131,856	\$ 150,856	\$ 131,848	\$ 136,717	\$ 141,811
Operating	20,564,716	21,008,318	20,989,318	23,051,449	25,297,270	27,765,965
Capital	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other/Transfers Out	-	-	-	-	-	-
Reserves	-	7,828,530	3,700,590	9,894,261	12,444,695	14,988,635
Total	\$ 20,614,964	\$ 28,968,704	\$ 24,840,764	\$ 33,077,558	\$ 37,878,682	\$ 42,896,411

Expenditures by Program	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Self-Insured Health Plan	\$ 20,614,964	\$ 28,968,704	\$ 24,840,764	\$ 33,077,558	\$ 37,878,682	\$ 42,896,411
Total	\$ 20,614,964	\$ 28,968,704	\$ 24,840,764	\$ 33,077,558	\$ 37,878,682	\$ 42,896,411

Note:

¹ Actual expenditures are on a budgetary basis and do not include OPEB or depreciation.



City of Cape Coral, Florida
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Facilities Management Fund

The Internal Service Fund of Facilities Management provides project management, facilities management and contract management services for a broad spectrum of municipal capital improvement and maintenance projects. Cost recovery is through a work order system with a related general administrative overhead cost allocation.

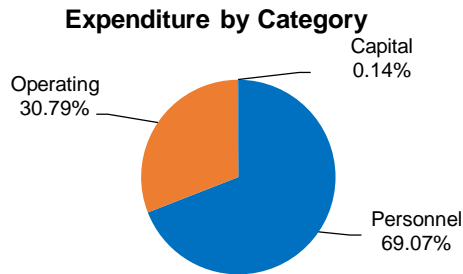
Revenues by Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Fund Balance	-	-	-	-	-	-
Revenue:						
Charges for Services	5,821,547	5,692,360	5,716,654	5,898,591	6,198,897	6,446,763
Miscellaneous	34,892	-	-	-	-	-
Interfund Transfers	20,400	-	-	-	-	-
Other	-	-	-	-	-	-
Total	\$ 5,876,839	\$ 5,692,360	\$ 5,716,654	\$ 5,898,591	\$ 6,198,897	\$ 6,446,763

Expenditures by Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Personnel ¹	\$ 3,434,015	\$ 4,211,348	\$ 4,211,348	\$ 4,074,196	\$ 4,240,954	\$ 4,412,180
Operating	1,314,030	1,451,012	1,442,457	1,815,995	1,901,943	1,944,583
Capital	181,820	30,000	62,849	8,400	56,000	90,000
Debt Service	-	-	-	-	-	-
Other/Transfer out	-	-	-	-	-	-
Reserves	-	-	-	-	-	-
Total	\$ 4,929,865	\$ 5,692,360	\$ 5,716,654	\$ 5,898,591	\$ 6,198,897	\$ 6,446,763

Expenditures by Program	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Administration	\$ 1,122,906	\$ 1,483,070	\$ 1,483,070	\$ 1,653,771	\$ 1,704,211	\$ 1,754,481
Facilities Maintenance	2,560,240	2,974,801	2,966,246	3,101,175	3,275,215	3,375,279
Custodial Srvs	589,604	691,190	691,190	613,889	642,575	671,372
Facilities Project Admin	481,188	513,299	502,299	529,756	546,896	570,631
Fleet Rolling Stock	175,927	30,000	73,849	-	30,000	75,000
Total	\$ 4,929,865	\$ 5,692,360	\$ 5,716,654	\$ 5,898,591	\$ 6,198,897	\$ 6,446,763

Note: Actual expenditures are on a budgetary basis and do not include OPEB or Depreciation. Capital outlay includes capitalized assets that are recorded on the balance sheet for financial reporting purposes.

¹ See section 15-C for personnel changes.



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Fleet Maintenance Fund

The Internal Service Fund of Fleet Maintenance is responsible for the maintenance of the City Fleet, the City's equipment repair facilities and the City's fueling operations, ensuring that sufficient resources are available to maintain equipment at a satisfactory level of operating efficiency. Cost recovery is through a work order system with a related general administrative overhead cost allocation.

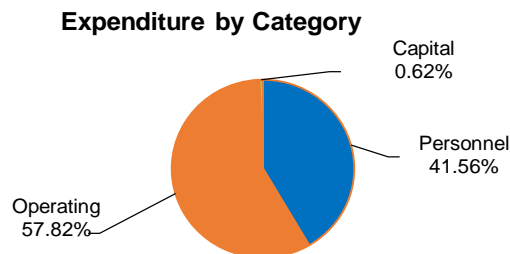
Revenues by Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Fund Balance	-	-	-	-	-	-
Revenue:						
Charges for Services	4,111,480	4,833,343	4,833,343	4,806,846	4,875,916	5,030,299
Miscellaneous	1,658	-	-	-	-	-
Interfund Transfers	69,453	-	-	-	-	-
Other	-	-	-	-	-	-
Total	\$ 4,182,591	\$ 4,833,343	\$ 4,833,343	\$ 4,806,846	\$ 4,875,916	\$ 5,030,299

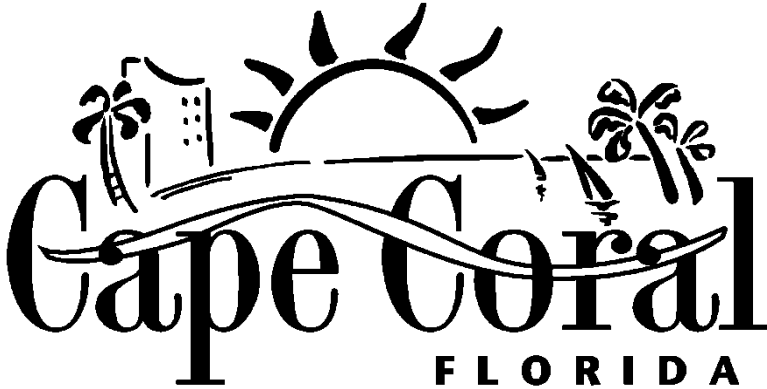
Expenditures by Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Personnel ¹	\$ 1,793,380	\$ 2,114,795	\$ 2,114,795	\$ 1,997,652	\$ 2,087,932	\$ 2,169,086
Operating	2,136,753	2,592,548	2,572,548	2,779,194	2,735,984	2,806,213
Capital	127,091	126,000	146,000	30,000	52,000	55,000
Debt Service	-	-	-	-	-	-
Other/Transfers Out	1,000	-	-	-	-	-
Reserves	-	-	-	-	-	-
Total	\$ 4,058,223	\$ 4,833,343	\$ 4,833,343	\$ 4,806,846	\$ 4,875,916	\$ 5,030,299

Expenditures by Program	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Fleet Administration	\$ 995,961	\$ 1,035,977	\$ 1,031,977	\$ 937,807	\$ 967,201	\$ 991,717
Fleet Maintenance	2,945,467	3,797,366	3,801,366	3,869,039	3,908,715	4,038,582
Fleet Capital Outlay	114,286	-	-	-	-	-
Fleet-Fire Frontline	2,510	-	-	-	-	-
Total	\$ 4,058,223	\$ 4,833,343	\$ 4,833,343	\$ 4,806,846	\$ 4,875,916	\$ 5,030,299

Note: Actual expenditures are on a budgetary basis and do not include OPEB or Depreciation. Capital outlay includes capitalized assets that are recorded on the balance sheet for financial reporting purposes.

¹ See section 15-C for personnel changes.

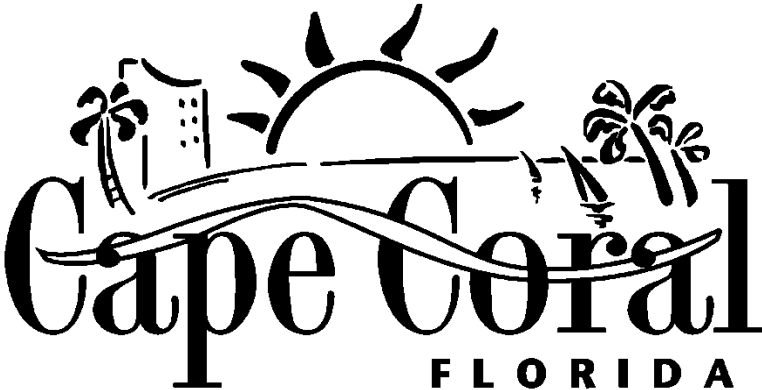




CITY OF CAPE CORAL CHARTER SCHOOL AUTHORITY

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Charter School Authority

The Charter School Fund is used to account for the operations of the City of Cape Coral Charter School Authority as agreed to in a contract with the Lee County School District to establish a charter school system.

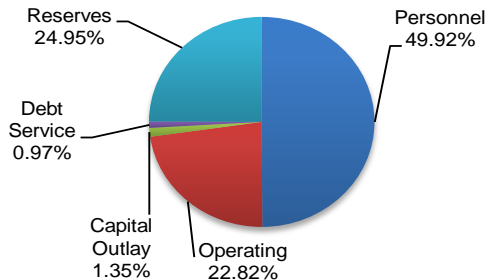
Revenues by Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Unassigned Fund Balance	\$ -	\$ 3,937,621	\$ 6,588,274	\$ 6,811,449	\$ 5,510,729	\$ 4,322,066
Assigned Fund balance	-	1,876,671	703,154	1,636,245	1,534,071	1,642,918
Committed Fund Balance	-	778,490	229,499	229,499	229,499	229,499
Restricted Fund Balance	-	1,697,980	1,697,980	1,697,980	1,697,980	1,697,980
Revenue:						
Intergovernmental	25,445,024	23,307,425	25,202,054	24,429,904	24,677,672	24,994,010
Charges for Serv	578,577	650,000	745,423	778,535	790,205	802,148
Miscellaneous	486,386	154,529	414,850	292,001	242,887	244,689
Transfers In	(800,000)	-	250,695	128,410	150,703	152,423
Total	\$ 25,709,987	\$ 32,402,716	\$ 35,831,929	\$ 36,004,023	\$ 34,833,746	\$ 34,085,733

Expenditures by Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Personnel	\$ 16,407,845	\$ 17,401,785	\$ 16,859,755	\$ 17,973,862	\$ 18,494,514	\$ 19,057,638
Operating	6,598,805	7,332,047	8,142,912	8,214,336	8,136,952	8,181,264
Capital Outlay	86,733	949,434	1,431,513	485,724	492,000	370,000
Debt Service	306,079	305,359	312,547	348,859	70,957	73,031
Other/Transfers Out	-	-	-	-	-	-
Reserves	-	6,414,091	9,085,202	8,981,242	7,639,323	6,403,800
Total	\$ 23,399,462	\$ 32,402,716	\$ 35,831,929	\$ 36,004,023	\$ 34,833,746	\$ 34,085,733

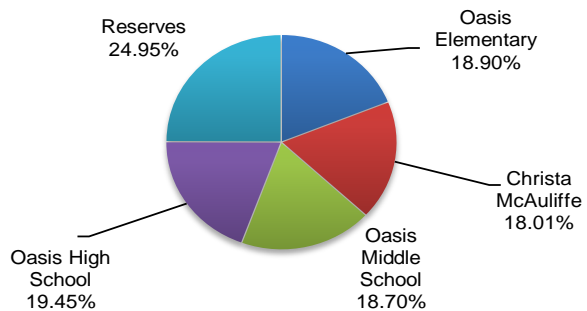
Expenditures by School	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
Oasis Elementary	\$ 6,022,401	\$ 6,828,313	\$ 6,939,803	\$ 6,803,783	\$ 6,940,813	\$ 7,076,829
Christa McAuliffe	5,731,891	6,265,527	6,364,761	6,483,507	6,545,271	6,662,017
Oasis Middle School	5,794,484	6,541,978	6,901,971	6,732,137	6,781,890	6,919,856
Oasis High School	5,850,686	6,352,807	6,540,192	7,003,354	6,926,449	7,023,231
Reserves	-	6,414,091	9,085,202	8,981,242	7,639,323	6,403,800
Total	\$ 23,399,462	\$ 32,402,716	\$ 35,831,929	\$ 36,004,023	\$ 34,833,746	\$ 34,085,733

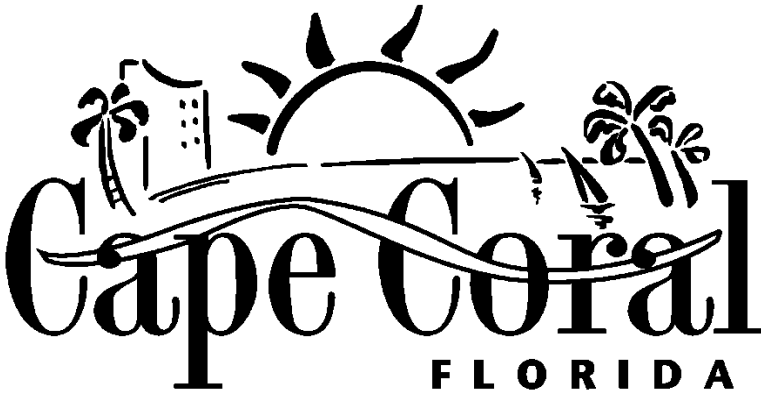
The Charter School System is a component unit of the City of Cape Coral. The budget is approved by the Governing Board. The Charter School prepares a three-year rolling budget, with the adoption the first year, similar to the City of Cape Coral. Additional information can also be found on the City's and Charter School websites.

Expenditures by Category



Expenditures by School





ASSET MANAGEMENT PROGRAM

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Asset Management Program

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

The goals and objectives of the Program are:

- 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.
- Design and construction of a parking garage to enhance the CRA area.
- Relocation and modernization of Fire Station #2 and design for construction of Fire Station #12.
- 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.

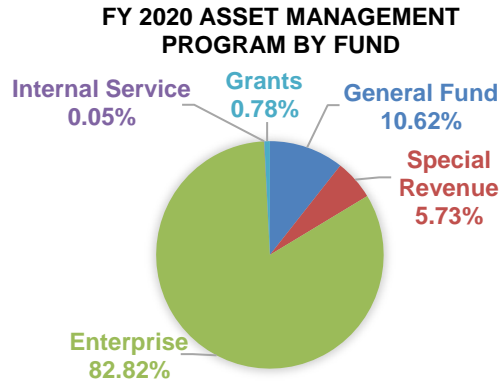
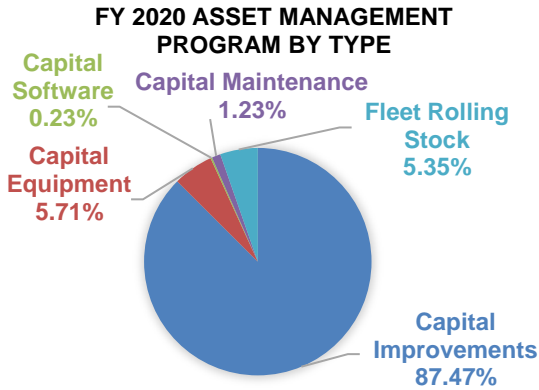
**City of Cape Coral, Florida
FY 2020 - 2022 Adopted Budget**

The funding requirements of the Asset Management Program for FY 2020 - 2024 are summarized below:

Capital Program	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Improvements	\$112,598,520	\$160,812,701	\$156,479,965	\$136,297,297	\$132,041,995
Equipment	7,059,636	6,502,574	7,128,531	7,401,334	7,362,450
Software	300,000	275,000	275,000	950,000	950,000
Maintenance	1,587,900	526,000	2,060,000	745,000	500,000
Fleet Rolling Stock ¹	6,902,073	4,997,782	4,710,257	4,646,821	3,138,000
Total	\$128,448,129	\$173,114,057	\$170,653,753	\$150,040,452	\$143,992,445
Charter School ²	485,724	492,000	370,000	935,000	240,000
Total All Funds	\$128,933,853	\$173,606,057	\$171,023,753	\$150,975,452	\$144,232,445

¹ Transportation Fleet Rolling Stock is funded by prior year grant funding. FY21 \$38,000 and FY22 \$46,000.

² Charter School Authority is a component unit of the City of Cape Coral. The budget is approved and adopted by their Governing Boards and transmitted to the City for inclusion in the total budget.



Asset Management Program (AMP) Selection Process

In general, submissions for the AMP are prepared by individual departments. Replacement capital vehicles and rolling stock are scheduled for funding and replacement by the Fleet division and integrated into the overall Asset Management Program. Requests for new vehicles and new and replacement capital equipment are submitted by the individual departments as supplemental requests 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 by ITS for compatibility with current information systems and submitted as a supplemental request for review. Non-Utility related Capital Improvement Projects (CIP) are reviewed by the Facilities Management division for thoroughness and accuracy of costs. The CIP submissions include the project title, project location, department/division, objective of project, justification of project, scope of project, linkage to strategic and comprehensive plans, funding source and schedule, impact on operating budget, and project detail.

The AMP is updated annually to accommodate changes based on the community's needs, changes in the availability and cost of funds, and to extend the program plan by one year to

City of Cape Coral, Florida
FY 2020 - 2022 Adopted Budget

replace the prior budget year completed. The AMP is included with the city-wide budget process, as described in Section 3. Projects related to the Utilities Department are evaluated and also 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 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 five-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, increase the assets value or increase an asset's productive capacity. The completion of these projects may span across several fiscal years.

Equipment– Assets used in an operation or activity with a per unit cost greater than \$5,000, an expected life of greater than one year, and are not rolling stock. Also included in this list are assets generally related to electronic data processing, including but not limited to laptop computers, printers, modems, and related accessories.

Software – Software licenses with a value greater than \$25,000.

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.

Limitations of the Program

The Program includes projected asset replacement, acquisition and maintenance expenses related to City assets for the period from FY 2020–2024. 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.

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The City's Fleet/Rolling Stock program for fiscal years 2020–2024 is based primarily on the replacement costs of existing assets. The limited funding for both new and replacement vehicles has necessitated that staff focus on maintaining the essential elements of the existing fleet first and expansion second. To this end, the Fleet Manager reviews the life expectancy criteria against the actual maintenance record of each vehicle scheduled for replacement (see attached chart). Where indicated, some exceptions are approved and vehicles can be kept in service subject to ongoing review.

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

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,

City of Cape Coral, Florida
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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 a number of community issues that have a direct relationship to the sustainability of the community and the quality of life in our City. Some of the issues that have the most significant impact on the Program are the need to provide utility services, public safety, upgrades to transportation infrastructure, parks and recreational opportunities, and stormwater management. The Asset Management Program tables on the follow pages, gives a description of the funding items included in the comprehensive program.

Parks GO Bond

In the Fall of 2018, Cape Coral voters approved a \$60 million expansion of the City's parks & recreation amenities. The approved 15-year general obligation (GO) bond will fund major parks and recreation improvements throughout the City. These improvements include seven new neighborhood parks, development of three community parks and Yellow Fever Creek Environmental Park and improvements to 19 existing parks. All GO Bond projects are expected to be completed by 2022.

City of Cape Coral, Florida
 FY 2020 – 2022 Adopted Budget

Capital Improvement Program FY 2020 – FY 2024

Summary of Required Revenues

Fund	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
CRA - TIF Tax	\$ 906,055	\$ 10,702,692	\$ 704,023	\$ -	\$ -
Federal, State, Local Grants	1,000,000	792,412	1,787,487	275,740	-
Five Cent Gas Tax	1,050,000	800,000	1,300,000	1,300,000	300,000
General Fund	7,583,063	6,646,806	12,269,834	7,332,000	7,332,000
Six Cent Gas Tax	4,700,000	1,450,000	750,000	850,000	750,000
Stormwater Revenues	4,871,627	4,945,871	4,164,295	4,171,757	4,776,740
Capital Facility Expansion Charge	25,813,753	47,475,065	51,442,833	43,001,383	40,341,838
Utility Special Assessment	47,973,645	77,214,661	77,214,659	68,291,417	68,291,417
W&S CIAC Fees	3,160,856	558,334	558,334	225,000	225,000
Water & Sewer User Fees	15,539,521	10,226,860	6,288,500	10,850,000	10,025,000
Total	\$ 112,598,520	\$ 160,812,701	\$ 156,479,965	\$ 136,297,297	\$ 132,041,995

Summary by Department

Department	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
CRA	\$ 906,055	\$ 10,702,692	\$ 704,023	\$ -	\$ -
Fire	4,251,063	314,806	4,937,834	-	-
Public Works	76,766,044	119,106,597	120,120,093	106,116,841	105,346,084
Utilities	30,675,358	30,688,606	30,718,015	30,180,456	26,695,911
Total	\$ 112,598,520	\$ 160,812,701	\$ 156,479,965	\$ 136,297,297	\$ 132,041,995

**City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget**

Capital Improvement Program FY 2020 – FY 2024

Funded Capital Projects

Project Title	5 Year Capital Budget	5 Year Operating Impact	Project Title	5 Year Capital Budget	5 Year Operating Impact
CRA Capital Project	2,312,770	-	ADM-11 Fire Sprnkler ConvFY19	3,307,570	-
CRA Parking Garage	10,000,000	3,412,230	ADM-16 Potable Wtr Infr FY19	1,500,000	-
Fire Station #2	4,251,063	2,195,040	UCD-5 Manhole Rehab FY19	2,500,000	-
Fire Station #12	5,252,640	2,526,874	ADM-22 Infiltrn & Inflow FY19	4,250,000	-
Alley Resurfacing/Paving (misc paving)	2,600,000	-	SRO-2 Plt 2 Bldg Replacement	3,200,000	-
Median Landscaping	1,560,000	250,000	NRO-3 Reconst Van Loon PS Bldg	750,000	-
Road Resurfacing	32,500,000	-	ADM-29 ASR/IRR Supply FY19	2,100,000	110,000
North Area 1 Utilities Extension Program	54,520,232	-	IRR-11 Reuse Sys Improve FY19	2,736,282	-
North Area 3 Utilities Extension Program	204,181,208	-	WRC-7 Rehab Master LS 200	2,325,032	-
North Area 4 Utilities Extension Program	183,912,240	-	ADM-56 US 41 Conveyance	2,000,000	100,000
North Area 5 Utilities Extension Program	13,146,050	-	WRE-9 Bleach Containment Ctg	250,000	-
CPF DP Improvements	7,492,290	-	WRSW-6 Rpl Utility Mains MCC-1	150,000	-
SWR CPF-NA N1 DP Improv (SRF)	1,383,000	-	ADM-62 Fiber Optics	2,500,003	-
SWR-CPF-NA N2 DP Improv (SRF)	2,305,000	-	ADM-63 WAS Line	1,700,000	-
SWR-CPF-NA N3 DP Improv (SRF)	500,000	-	ADM-71 North 2 Canal PS (1)	8,000,000	-
SW Contribution N1 UEP	2,000,000	-	ADM-64 F/Main Replace Pelican	750,000	-
SWR Flood Prevention Projects	3,750,000	-	ADM-59 Burnt St-Casings Ph III	1,322,205	-
SW Weir Improvement Projects	5,000,000	-	WRSW-9 Reroute Clar Pipe-ABW	1,200,000	-
SW Xfer Out Chiquita Lock Project	500,000	-	WRSW-11 New Turblex Blower	425,000	-
Transportation Sidewalks (Contra)	5,605,639	-	WRSW-12 Bleach Cntmnt Coating	300,000	-
Suntrail Roadway Improvements (City Responsible)*	1,100,000	-	ADM-76 Nchls/Cntry Club Repipe	3,500,000	-
N1 Non Assessed Trans Imp	2,250,000	-	NSRO-3 Replace Membranes	3,000,000	-
Sidewalks/Bikepaths, Separate/Part of Road Resurf	1,500,000	-	WRE-8 Rehab Biosolids Bldg	1,000,000	-
Sidewalks/Bikepaths, Part of UEP	400,000	-	WRSW-14 RAS Roof Mod	200,000	-
North 2 UEP 2nd Lift Paving	1,250,000	-	WRSW-15 Conc & Liner Repair	200,000	-
ADM-36 Palm Tree BI Phase 1	7,485,052	-	WRE-14 Clarifier Launder Cvrs	375,000	(180,000)
ADM-47 Forcemain I/C Veterans	100,000	-	WRE-15 Reuse, Pump Pad, Valves	400,000	-
IRR-15 Weir#29 Construction	1,700,000	-	WRSW-17 Reuse Pump, Check Vlv	325,000	-
IRR-16 Weir# 16 & 17 Const	275,000	-	WRSW-18 Reroute Elctrc Cable	750,000	-

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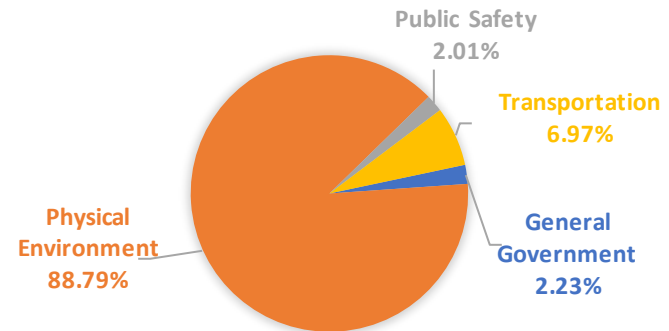
**City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget**

Funded Capital Projects

Project Title	5 Year Capital Budget	5 Year Operating Impact
IRR-17 Reuse River Crossing	14,785,925	110,000
WRSW-4 Operations Building	11,759,024	-
SRO-6 Control System Upgrade	2,138,224	-
UCD-12 Road Resurfacing Adj	3,750,000	-
NRO-5 Deep Injection Well IW1	7,000,000	10,000
NRO-6 Perimeter Wall	1,337,812	-
NRO-9 Distribtn Sys Automate	456,000	-
NRO-10 Rehab/Rpl Raw Wtr Well	19,700,000	-
WRC-12 Lift Station Rehab FY16	2,105,347	-
ADM-24 Land Purchases	1,000,003	-
IRR-1 Weir Improvements	4,756,367	20,000
IRR-2 NE 10MG Stor Tank & Pump	2,125,000	-
IRR-3 SW 5MG Stor Tank & Pump	10,000,000	180,000
WRC-5 LS Odor Control Rehab	500,000	-
ADM-1 Smoke Testing I&I	375,000	-
WRC-2 Lift Station Rehab FY19	180,000	-

Project Title	5 Year Capital Budget	5 Year Operating Impact
WRE-16 CPS Replace Breakers	390,000	-
NRO-12 Analyzer Bldg	80,000	-
SRO-17 New Guard House	100,000	-
SRO-19 DIW-2 Control Consol.	150,000	-
SRO-20 Pressure Monitor Retrofit	130,000	-
SRO-21 Chemical Sys Upgrades	275,000	-
NRO-13 PLC Replace & Program	150,000	-
WRE-18 EWR Blower Bldg Rehab	1,000,000	-
WRE-19 EWR Clarifier Catwalks	1,000,000	-
WRE-20 EWR Headworks Rebuild	1,000,000	-
WRSW-19 Chlorine Chamber Cvr	63,500	(45,000)
WRSW-20 Launder Cvr & Baffles	500,000	(100,000)
WRSW-21 CROM Tank MH Drain	75,000	-
WRB-3 Conveyor Belt Replace	500,000	-
IRR-26 NSTS Upgrade	250,000	-
IRR-27 Replace UST's @CPS	750,000	-

Project Type	5 Year CIP		
	Capital Budget	Operating Budget	Total Budget
General Government	\$ 12,312,770	\$ 3,412,230	\$ 15,725,000
Physical Environment	627,148,366	205,000	627,353,366
Public Safety	9,503,703	4,721,914	14,225,617
Transportation	49,265,639	-	49,265,639
Total Uses	\$ 698,230,478	\$ 8,339,144	\$ 706,569,622



**City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget**

CIP Impact on Operating Budget and Debt Service

The relationship between the Capital Improvements Program and the annual operating budget/debt service obligations is often misunderstood. The primary impact the Capital Program has on the operating budget is reflected in the various debt service accounts.

Total Principal Outstanding as of September 30, 2019

Category	Outstanding 09/30/2019	Percentage of Total Debt
Governmental Fund Debt	\$ 185,089,125	25.40%
Enterprise Fund Debt	543,467,544	74.60%
	\$ 728,556,669	100.00%

Debt service costs are a component of capital project operating costs, as they are on-going debt service payments. The following table breaks out the debt service component of the operating impacts for capital projects.

Debt Payments	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed	FY 2023 Proposed	FY 2024 Proposed	5 Year Total
CRA Parking Garage	\$ -	\$ -	\$ 1,137,410	\$ 1,137,410	\$ 1,137,410	\$ 3,412,230
Fire Station 2	129,120	516,480	516,480	516,480	516,480	2,195,040
Fire Station 12	-	-	156,790	627,160	627,160	1,411,110
Total Debt	\$ 129,120	\$ 516,480	\$ 1,810,680	\$ 2,281,050	\$ 2,281,050	\$ 7,018,380

Reference Section 15 Debt Management for further details related to the level of debt within legal debt limitations, as well as proposed new debt.

**City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget**

Funded Capital Projects Project Details	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed	FY 2023 Proposed	FY 2024 Proposed	5 Year Total
Alley Resurfacing/Paving (misc paving) - Recurring						
Budget:	520,000	520,000	520,000	520,000	520,000	2,600,000
Description:	Resurface existing alleys, fills in gaps between paved alleys, provide for regular resurfacing of alleys and other spot paving requirements.					
Type:	Transportation					
Funding Source:	General Fund					
Operating Impact:	<i>No impact to the operating budget. Recurring project for routine maintenance.</i>					
Median Landscaping - Recurring						
Budget:	312,000	312,000	312,000	312,000	312,000	1,560,000
Description:	Provide median landscaping on existing or future curbed medians.					
Type:	Transportation					
Funding Source:	General Fund					
Operating Impact:	50,000	50,000	50,000	50,000	50,000	250,000
	<i>Ongoing median maintenance for new landscaping is budgeted annually.</i>					
Road Resurfacing - Recurring						
Budget:	6,500,000	6,500,000	6,500,000	6,500,000	6,500,000	32,500,000
Description:	Repave local and major roads throughout Cape Coral to extend their serviceability.					
Type:	Transportation					
Funding Source:	General Fund and Six Cent Gas Tax for FY20 and FY21. 100% General Fund FY22 and beyond.					
Operating Impact:	<i>No impact to the operating budget. Routine maintenance.</i>					
Transportation Sidewalks - Recurring						
Budget:	1,350,000	992,412	2,087,487	675,740	500,000	5,605,639
Description:	Annual expansion of sidewalk miles.					
Type:	Physical Environment					
Funding Source:	Federal/State/Local Grants, Five Cent Gas Tax and Six Cent Gas Tax.					
Operating Impact:	<i>No impact to the operating budget. Improvements to existing roadways.</i>					
Sidewalks/Bikepaths (Part of Road Resurfacing) - Recurring						
Budget:	300,000	300,000	300,000	300,000	300,000	1,500,000
Description:	Upgrade facilities to meet ADA requirements.					
Type:	Physical Environment					
Funding Source:	Five Cent Gas Tax					
Operating Impact:	<i>No impact to the operating budget. Improvements to existing roadways.</i>					

**City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget**

Funded Capital Projects Project Details	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed	FY 2023 Proposed	FY 2024 Proposed	5 Year Total
UCD-12 Road Surfacing Adjustments - Recurring						
Budget:	750,000	750,000	750,000	750,000	750,000	3,750,000
Description:	Install new rings & covers and valve box adjustments for the City-wide road paving programs.					
Type:	Physical Environment					
Funding Source:	Water & Sewer Operations					
Operating Impact:	<i>No impact to the operating budget. Recurring project.</i>					
NRO-10 Rehab/Peplace Raw Water Wells - Recurring						
Budget:	4,500,000	3,600,000	3,600,000	4,000,000	4,000,000	19,700,000
Description:	Relocate/rehabilitate existing poor water quality wells to maintain an adequate source of water.					
Type:	Physical Environment					
Funding Source:	Water & Sewer Operations					
Operating Impact:	<i>No impact to the operating budget. Maintenance on existing wells is already budgeted. The rehabilitated water wells are anticipated to reduce routine maintenance costs. However, the funding level will continue and will shift to other water wells needing maintenance.</i>					
ADM-24 Land Purchases - Recurring						
Budget:	200,001	200,001	200,001	200,000	200,000	1,000,003
Description:	Obtain land for additional resources needed by expanding utilities (lift stations, reuse storage tanks, etc.)					
Type:	Physical Environment					
Funding Source:	33.3% Water CFEC, 33.3% Sewer CFEC and 33.3% Irrigation CFEC					
Operating Impact:	<i>No impact to the operating budget. Vacant land.</i>					
IRR-1 Weir Improvements - Recurring						
Budget:	500,000	500,000	500,000	1,085,456	2,170,911	4,756,367
Description:	Construct new weirs and a canal transfer pump station to provide irrigation water for additional capacity of the Utility Irrigation System.					
Type:	Physical Environment					
Funding Source:	Irrigation CFEC					
Operating Impact:	-	5,000	5,000	5,000	5,000	20,000
	Annual operating costs for electric.					
WRC-5 Lift Station Odor Control Rehab - Recurring						
Budget:	100,000	100,000	100,000	100,000	100,000	500,000
Description:	Maintaining lift station operation of odor control units to meet condition of the systems.					
Type:	Physical Environment					
Funding Source:	Water & Sewer Operations					
Operating Impact:	<i>No impact to the operating budget. Odor control maintenance is already budgeted. The rehabilitations are anticipated to reduce routine maintenance costs. However, the funding level will continue and will shift to other lift stations needing maintenance.</i>					

**City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget**

Funded Capital Projects Project Details	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed	FY 2023 Proposed	FY 2024 Proposed	5 Year Total
ADM-1 Smoke Testing Inflow & Infiltration - Recurring						
Budget:	75,000	75,000	75,000	75,000	75,000	375,000
Description:	Locate and repair the sources of inflow and infiltration to reduce treatment and pumping costs, as well as free-up additional treatment capacity for future development within the City.					
Type:	Physical Environment					
Funding Source:	Water & Sewer Operations					
Operating Impact:	<i>No impact to the operating budget. Maintenance on existing sanitary sewer collection is already budgeted. The repairs are anticipated to reduce treatment and pumping costs. However, the funding level will continue and will shift to other areas with suspected inflow and infiltration issues.</i>					
ADM-16 Potable Water Infr - Recurring						
Budget:	300,000	300,000	300,000	300,000	300,000	1,500,000
Description:	Replacement of undersized potable water mains.					
Type:	Physical Environment					
Funding Source:	25% Water & Sewer Operations and 75% Water CIAC					
Operating Impact:	No impact to the operating budget.					
UCD-5 Manhole Rehab - Recurring						
Budget:	500,000	500,000	500,000	500,000	500,000	2,500,000
Description:	Rehab and replace failing manholes to prevent structural failure and collapsed manholes/roads.					
Type:	Physical Environment					
Funding Source:	Water & Sewer Operations					
Operating Impact:	<i>No impact to the operating budget.</i>					
ADM-22 Infiltration and Inflow - Recurring						
Budget:	850,000	850,000	850,000	850,000	850,000	4,250,000
Description:	CIP lining of failing gravity sewer lines directly contributing to infiltration and inflow.					
Type:	Physical Environment					
Funding Source:	Water & Sewer Operations					
Operating Impact:	<i>No impact to the operating budget. Maintenance on existing gravity sewer lines is already budgeted. The improvements are anticipated to reduce energy costs. However, the funding level will continue and will shift to other lift stations that need maintenance.</i>					
ADM-56 US 41 Conveyance - Recurring						
Budget:	-	500,000	500,000	500,000	500,000	2,000,000
Description:	Supplemental irrigation/reuse potential via reservoir storage.					
Type:	Physical Environment					
Funding Source:	Irrigation CFEC					
Operating Impact:	-	-	-	-	100,000	100,000
	<i>Annual operating costs for additional personnel.</i>					

**City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget**

Funded Capital Projects Project Details	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed	FY 2023 Proposed	FY 2024 Proposed	5 Year Total
ADM-62 Fiber Optics - Recurring						
Budget:	500,001	500,001	500,001	500,000	500,000	2,500,003
Description:	Install fiber optic lines to all utility plants and facilities.					
Type:	Physical Environment					
Funding Source:	33.3% Water CFEC, 33.3% Sewer CFEC and 33.3% Irrigation CFEC					
Operating Impact:	<i>No impact to the operating budget. Replacing existing F/O casings.</i>					
CPF DP Improvements - Recurring						
Budget:	1,410,627	1,484,871	1,492,295	1,499,757	1,604,740	7,492,290
Description:	Inspect and grade the existing steel outfall and lateral stormwater pipes. Pipes will be replaced with HDPE pipe or relined depending on the ground conditions. When necessary, the catch basins connected to the degraded pipes will be replaced.					
Type:	Physical Environment					
Funding Source:	Stormwater					
Operating Impact:	<i>No impact to the operating budget. Routine maintenance.</i>					
SWR Flood Prevention Projects - Recurring						
Budget:	750,000	750,000	750,000	750,000	750,000	3,750,000
Description:	Proactive approach to prevent future flooding issues. Looking for opportunities to improve the drainage storage capacity or stormwater conveyance system in areas prone to flooding due to poor soil percolation, flat terrain or other specific site conditions.					
Type:	Physical Environment					
Funding Source:	Stormwater					
Operating Impact:	<i>No impact to the operating budget. Routine maintenance.</i>					
SW Weir Improvement Projects - Recurring						
Budget:	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
Description:	Replace weirs and upgrade monitoring equipment based on the recommendations of the Stormwater Master Plan.					
Type:	Physical Environment					
Funding Source:	Stormwater					
Operating Impact:	<i>No impact to the operating budget. Routine maintenance and improvements.</i>					

**City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget**

Funded Capital Projects Project Details	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed	FY 2023 Proposed	FY 2024 Proposed	5 Year Total
CRA Capital Project						
Budget:	(93,945)	1,702,692	704,023	-	-	2,312,770
Description:	Funds held in this project are not assigned to a specific project, but are available to fund CRA specific projects.					
Type:	General Government					
Funding Source:	CRA - TIF Tax					
Operating Impact:	<i>No impact to the operating budget. Specific capital projects have not been identified at this time.</i>					
CRA Parking Garage						
Budget:	1,000,000	9,000,000	-	-	-	10,000,000
Description:	CRA improvements related to building a parking garage within the CRA District.					
Type:	General Government					
Funding Source:	CRA - TIF Tax					
Operating Impact:	-	-	1,137,410	1,137,410	1,137,410	3,412,230
	Annual debt payments and maintenance.					
Fire Station 2						
Budget:	4,251,063	-	-	-	-	4,251,063
Description:	Relocate and re-construct Fire Station #2 to provide a greater margin of safety for the public.					
Type:	Public Safety					
Funding Source:	General Fund					
Operating Impact:	129,120	516,480	516,480	516,480	516,480	2,195,040
	Annual operating costs for debt payments.					
Fire Station 12						
Budget:	-	314,806	4,937,834	-	-	5,252,640
Description:	Design and construction of a new Fire Station to provide safe efficient Fire Department operations and improve survivability and quality of life to the community.					
Type:	Public Safety					
Funding Source:	General Fund					
Operating Impact:	-	-	603,511	956,738	966,625	2,526,874
	Initial startup costs budgeted in FY22 for \$446,721 with 1 Quarter of debt \$156,790. Annual operating costs will be approximately \$957,000 with a 3% per year inflation factor. Costs include debt payments, utilities, fuel, facilities/building maintenance, small equipment, janitorial supplies, etc.					

City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget

Funded Capital Projects	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	5 Year Total
Project Details	Adopted	Proposed	Proposed	Proposed	Proposed	
North 1 Utilities Extension Program - Design and Construction						
Budget:	54,520,232	-	-	-	-	54,520,232
Description:	Construction of potable water, sanitary gravity sewer, irrigation water, stormdrain replacement and road improvements for North 1 area of the Utilities Extension Program (UEP).					
Type:	Physical Environment					
Funding Source:	Water CFEC, Sewer CFEC, Irrigation CFEC and Utility Special Assessment					
Operating Impact:	Debt service schedules will not be established until final project closes out. No overall impact to the operating budget. Anticipated revenues will cover ongoing costs for adding this area to the system.					
North 3 Utilities Extension Program - Design and Construction						
Budget:	7,292,185	98,444,513	98,444,510	-	-	204,181,208
Description:	Design and construction of potable water, sanitary gravity sewer, irrigation water, stormdrain replacement and road improvements for North 3 area of the Utilities Extension Program (UEP).					
Type:	Physical Environment					
Funding Source:	Water CFEC, Sewer CFEC, Irrigation CFEC and Utility Special Assessment					
Operating Impact:	Debt service schedules will not be established until final project closes out. No overall impact to the operating budget. Anticipated revenues will cover ongoing costs for adding this area to the system.					
North 4 Utilities Extension Program - Design and Construction						
Budget:	-	6,341,801	6,341,801	85,614,319	85,614,319	183,912,240
Description:	Design and construction of potable water, sanitary gravity sewer, irrigation water, stormdrain replacement and road improvements for North 4 area of the Utilities Extension Program (UEP).					
Type:	Physical Environment					
Funding Source:	Water CFEC, Sewer CFEC, Irrigation CFEC and Utility Special Assessment					
Operating Impact:	Debt service schedules will not be established until final project closes out. No overall impact to the operating budget. Anticipated revenues will cover ongoing costs for adding this area to the system.					
North 5 Utilities Extension Program - Design						
Budget:	-	-	-	6,573,025	6,573,025	13,146,050
Description:	Design of potable water, sanitary gravity sewer, irrigation water, stormdrain replacement and road improvements for North 5 area of the Utilities Extension Program (UEP).					
Type:	Physical Environment					
Funding Source:	Water CFEC, Sewer CFEC, Irrigation CFEC and Utility Special Assessment					
Operating Impact:	No impact to the operating budget. Design only.					

**City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget**

Funded Capital Projects Project Details	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed	FY 2023 Proposed	FY 2024 Proposed	5 Year Total
SWR CPF-NA N1 DP Improv (SRF)						
Budget:	-	-	461,000	461,000	461,000	1,383,000
Description:	Improve and update stormwater system in coordination with the Utilites Extension Program (UEP). Perform catch basin and pipe upgrade to new standards as part of UEP and system upsizing as recommended by Stormwater Master Plan.					
Type:	Physical Environment					
Funding Source:	Stormwater					
Operating Impact:	<i>No impact to the operating budget. Routine maintenance and upgrades.</i>					
SWR CPF-NA N2 DP Improv (SRF)						
Budget:	461,000	461,000	461,000	461,000	461,000	2,305,000
Description:	Improve and update stormwater system in coordination with the Utilites Extension Program (UEP). Perform catch basin and pipe upgrade to new standards as part of UEP and system upsizing as recommended by Stormwater Master Plan.					
Type:	Physical Environment					
Funding Source:	Stormwater					
Operating Impact:	<i>No impact to the operating budget. Routine maintenance and upgrades.</i>					
SWR CPF-NA N3 DP Improv (SRF)						
Budget:	-	-	-	-	500,000	500,000
Description:	Improve and update stormwater system in coordination with the Utilites Extension Program (UEP). Perform catch basin and pipe upgrade to new standards as part of UEP and system upsizing as recommended by Stormwater Master Plan.					
Type:	Physical Environment					
Funding Source:	Stormwater					
Operating Impact:	<i>No impact to the operating budget. Routine maintenance and upgrades.</i>					
SW Contribution N1 UEP						
Budget:	1,000,000	1,000,000	-	-	-	2,000,000
Description:	Cash contribution to Improve and update stormwater system in coordination with the Utilites Extension Program (UEP). Perform catch basin and pipe upgrade to new standards as part of UEP and system upsizing as recommended by Stormwater Master Plan.					
Type:	Physical Environment					
Funding Source:	Stormwater					
Operating Impact:	<i>No impact to the operating budget. Routine maintenance and upgrades.</i>					

**City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget**

Funded Capital Projects	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	5 Year Total
Project Details	Adopted	Proposed	Proposed	Proposed	Proposed	
SW Xfer Out Chiquita Lock Project						
Budget:	250,000	250,000				500,000
Description:	Expand boat traffic capacity, reduce passage wait times, and increase property values in SW Cape adjacent to the Spreader canal system.					
Type:	Physical Environment					
Funding Source:	Stormwater					
Operating Impact:	<i>No impact to the operating budget. Current lock would be removed and replaced with a pump system.</i>					
Suntrail Roadway Improvements						
Budget:	600,000	500,000	-	-	-	1,100,000
Description:	Roadway paving and widening to be completed in coordination with SunTrail.					
Type:	Physical Environment					
Funding Source:	Five Cent Gas Tax					
Operating Impact:	<i>No impact to the operating budget. Improvements to existing roadways.</i>					
N1 Non Assessed Trans Imp						
Budget:	250,000	-	1,000,000	1,000,000	-	2,250,000
Description:	Roadway paving and widening to be completed in coordination with UEP projects.					
Type:	Physical Environment					
Funding Source:	Six Cent Gas Tax in FY20. Five Cent Gas Tax in FY22 and FY23.					
Operating Impact:	<i>No impact to the operating budget. Maintenance and improvements to existing roadways.</i>					
Sidewalks/Bikepaths (Part of UEP)						
Budget:	-	-	200,000	200,000	-	400,000
Description:	Upgrade facilities to meet ADA requirements.					
Type:	Physical Environment					
Funding Source:	Six Cent Gas Tax					
Operating Impact:	<i>No impact to the operating budget. Improvements to existing roadways.</i>					
North 2 UEP 2nd Lift Paving						
Budget:	250,000	250,000	250,000	250,000	250,000	1,250,000
Description:	Final pavement surface after UEP completion.					
Type:	Physical Environment					
Funding Source:	Six Cent Gas Tax					
Operating Impact:	<i>No impact to the operating budget. Paving existing roadways.</i>					

**City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget**

Funded Capital Projects Project Details	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed	FY 2023 Proposed	FY 2024 Proposed	5 Year Total
ADM-36 Palm Tree Blvd						
Budget:	2,715,052	-	-	2,370,000	2,400,000	7,485,052
Description:	Construction of potable water transmission main in 3 phases. Phase 1 from Cape Coral Parkway to Palm Tree Pump Station, phase 2 Palm Tree Pump Station to Coronado Blvd, and phase 3 Palm Tree to Del Prado Blvd.					
Type:	Physical Environment					
Funding Source:	Water CFEC					
Operating Impact:	<i>No impact to the operating budget. Replacement of water main infrastructure only.</i>					
 ADM-47 Forcemain Interconnect Veterans						
Budget:		100,000				100,000
Description:	Construct a forcemain interconnect between Everest Water Rec and SouthWest Water Rec, to provide wastewater capacity for future customers and the ability to transfer flows between Facilities to maintain and enhance maintenance and emergency capabilities.					
Type:	Physical Environment					
Funding Source:	Sewer CFEC					
Operating Impact:	<i>No impact to the operating budget. Forcemain use would be on a limited interim bases and use current available capacity.</i>					
 IRR-15 Weir #29 Construction						
Budget:	200,000	1,500,000	-	-	-	1,700,000
Description:	Design and construct a new weir and canal transfer pump station to provide irrigation water to new customers and help maintain system pressure.					
Type:	Physical Environment					
Funding Source:	Irrigation CFEC					
Operating Impact:	<i>No impact to the operating budget. Weir improvement will fix the current control problems of the weirs.</i>					
 IRR-16 Weir #16and 17 Construction						
Budget:	275,000	-	-	-	-	275,000
Description:	Design and construct a new weir and canal transfer pump station to provide irrigation water to new customers and help maintain system pressure.					
Type:	Physical Environment					
Funding Source:	Irrigation CFEC					
Operating Impact:	<i>No impact to the operating budget. Weir improvement will fix the current problems with the weirs.</i>					

**City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget**

Funded Capital Projects Project Details	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed	FY 2023 Proposed	FY 2024 Proposed	5 Year Total
IRR-17 Reuse River Crossing						
Budget:	1,785,925	3,500,000	7,000,000	2,500,000		14,785,925
Description:	Construct a reuse water transmission main across the Caloosahatchee River connecting the City of Fort Myers effluent system to the City of Cape Cora's reuse system.					
Type:	Physical Environment					
Funding Source:	Irrigation CFEC					
Operating Impact:	-	-	-	-	110,000	110,000
	Annual operating costs for personnel and electric.					
WRSW-4 Operations Building						
Budget:	1,000,000	5,379,512	5,379,512	-	-	11,759,024
Description:	Replace the SW WRF Operations Building.					
Type:	Physical Environment					
Funding Source:	Sewer CFEC					
Operating Impact:	No impact to the operating budget. Movement of personnel and other resources to a more centralized location.					
SRO-6 Control System Upgrade						
Budget:	1,241,370	896,854	-	-	-	2,138,224
Description:	Upgrade Southwest plant system and equipment with the current software/hardware configurations.					
Type:	Physical Environment					
Funding Source:	Water & Sewer Operations					
Operating Impact:	No impact to the operating budget. Current system is being upgraded to new SCADA configurations.					
NRO-5 Deep Injection Well IW1						
Budget:	-	-	-	4,000,000	3,000,000	7,000,000
Description:	Drill a deep injection well to supply backup for current injection well during Mechanical Integrity Testing (MIT).					
Type:	Physical Environment					
Funding Source:	Water CFEC, Sewer CFEC and Irrigation CFEC					
Operating Impact:	-	-	-	-	10,000	10,000
	Annual operating costs for electricity.					
NRO-6 Perimeter Wall						
Budget:	137,812	200,000	500,000	500,000	-	1,337,812
Description:	Complete installation of North RO Plant perimeter wall per the PDP requirements.					
Type:	Physical Environment					
Funding Source:	Water CFEC					
Operating Impact:	No impact to the operating budget.					

**City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget**

Funded Capital Projects Project Details	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed	FY 2023 Proposed	FY 2024 Proposed	5 Year Total
NRO-9 Distribution System Automate						
Budget:	456,000	-	-	-	-	456,000
Description:	To provide more consistently stable pressure throughout the City by automating the entire city's potable water distribution system.					
Type:	Physical Environment					
Funding Source:	Water & Sewer Operations					
Operating Impact:	<i>No impact to the operating budget.</i>					
WRC-12 Lift Station Rehab						
Budget:	2,105,347	-	-	-	-	2,105,347
Description:	Rehabilitation to existing lift stations to improve reliability, extend station life, prevent structural and/or mechanical failures, and improve the health and welfare of the environment and citizens.					
Type:	Physical Environment					
Funding Source:	75% Water & Sewer Operations and 25% Sewer CFEC					
Operating Impact:	<i>No impact to the operating budget. 5 lift station rehabs to be done in this round.</i>					
IRR-2 NE 10MG Storage Tank & Pump						
Budget:	-	-	-	625,000	1,500,000	2,125,000
Description:	Desin and construct a receiving and storage tank to meet the increased irrigation needs with UEP and the Fort Myers interconnect.					
Type:	Physical Environment					
Funding Source:	Irrigation CFEC					
Operating Impact:	<i>Potential operating costs may occur from this project in future years.</i>					
IRR-3 SW 5MG Storage Tank & Pump						
Budget:	2,250,000	2,250,000	5,500,000	-	-	10,000,000
Description:	Desin and construct 2 5 MG storage tanks to service the SW 6/7 UEP area.					
Type:	Physical Environment					
Funding Source:	Irrigation CFEC					
Operating Impact:	-	-	-	60,000	120,000	180,000
	Annual operating costs for personnel, electric, and routine maintenance.					

**City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget**

Funded Capital Projects Project Details	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed	FY 2023 Proposed	FY 2024 Proposed	5 Year Total
WRC-2 Lift Station Rehab						
Budget:	180,000	-	-	-	-	180,000
Description:	Rehabilitation to existing lift stations to improve reliability, extend station life, prevent structural and/or mechanical failures, and improve the health and welfare of the environment and citizens.					
Type:	Physical Environment					
Funding Source:	75% Water & Sewer Operations and 25% Sewer CFEC					
Operating Impact:	<i>No impact to the operating budget. Maintenance on existing lift stations is already budgeted. The rehabs are anticipated to reduce routine maintenance costs (electric, chemicals, labor, etc.). However, the funding level will continue and will shift to other lift stations that need maintenance.</i>					
ADM-11 Fire Sprinkler Conversion						
Budget:	1,307,568	1,000,001	1,000,001	-	-	3,307,570
Description:	Convert the fire protection sprinkler system from irrigation to potable water, to properly support the pressure and reliability requirements of a fire sprinkler system.					
Type:	Physical Environment					
Funding Source:	66.7% Water CFEC and 33.3% Water CIAC					
Operating Impact:	<i>No impact to the operating budget.</i>					
SRO-2 Plant 2 Building Replacement						
Budget:	-	-	200,000	-	3,000,000	3,200,000
Description:	Replace existing metal building with a concrete building that meets current wind code requirements.					
Type:	Physical Environment					
Funding Source:	50% Water & Sewer Operations and 50% Water CFEC					
Operating Impact:	<i>No impact to the operating budget. Replacing existing building.</i>					
NRO-3 Reconstruct Van Loon Pump Station Building						
Budget:	-	-	-	750,000	-	750,000
Description:	Replace existing building to meet current and future needs for potable water during normal and emergency situations.					
Type:	Physical Environment					
Funding Source:	Water CFEC					
Operating Impact:	<i>No impact to the operating budget. Replacing existing building.</i>					

**City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget**

Funded Capital Projects Project Details	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed	FY 2023 Proposed	FY 2024 Proposed	5 Year Total
ADM-29 ASR/IRR Supply						
Budget:	100,000	500,000	500,000	500,000	500,000	2,100,000
Description:	Construct an above ground pumping facility for new ASR wells to provide additional water for irrigation supply.					
Type:	Physical Environment					
Funding Source:	Irrigation CFEC					
Operating Impact:	-	-	-	-	110,000	110,000
	<i>Annual operating costs anticipated once the River Crossing comes on line.</i>					
IRR-11 Reuse System Improvements						
Budget:	1,336,282	350,000	350,000	350,000	350,000	2,736,282
Description:	Software and equipment for engineering analysis to gather data for the hydraulic modeling and conservation programs. FY20 is budgeted to improve the Hancock Bridge Water Main Abandonment.					
Type:	Physical Environment					
Funding Source:	50% Water & Sewer Operations and 50% Irrigation CFEC					
Operating Impact:	<i>No impact to the operating budget.</i>					
WRC-7 Rehab Master LS 200						
Budget:	-	2,325,032	-	-	-	2,325,032
Description:	Rehabilitation to existing lift stations to improve reliability, extend station life, prevent structural and/or mechanical failures, and improve the health and welfare of the environment and citizens.					
Type:	Physical Environment					
Funding Source:	80% Sewer CFEC and 20% Water & Sewer Operations					
Operating Impact:	<i>No impact to the operating budget. Replacing piping, concrete, etc only.</i>					
WRE-9 Bleach Containment Ctg						
Budget:	250,000	-	-	-	-	250,000
Description:	Replace protective coating in the EWR Facility.					
Type:	Physical Environment					
Funding Source:						
Operating Impact:	<i>No impact to the operating budget. Coating only.</i>					
WRSW-6 Replace Utility Mains Motor Control Center-1						
Budget:	150,000	-	-	-	-	150,000
Description:	Replace two (2) large Utility Main Breakers with rackable style breakers.					
Type:	Physical Environment					
Funding Source:	Water & Sewer Operations					
Operating Impact:	<i>No impact to the operating budget. Replacing outdated breakers.</i>					

City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget

Funded Capital Projects Project Details	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed	FY 2023 Proposed	FY 2024 Proposed	5 Year Total
ADM-63 WAS line						
Budget:	200,000	750,000	750,000	-	-	1,700,000
Description:	Continue the Southwest Water Rec Facility WAS line that terminates.					
Type:	Physical Environment					
Funding Source:	Sewer CFEC					
Operating Impact:	<i>No impact to the operating budget is expected.</i>					
ADM-71 North 2 Canal Pump Station						
Budget:	-	-	-	4,000,000	4,000,000	8,000,000
Description:	Continue the Southwest Water Rec Facility WAS line that terminates.					
Type:	Physical Environment					
Funding Source:	Irrigation CFEC					
Operating Impact:	<i>Potential operating costs may occur from this project in future years.</i>					
ADM-64 Force Main Replacement Pelican						
Budget:	750,000	-	-	-	-	750,000
Description:	Replace the force main motor operated valves, master pump station system and communications.					
Type:	Physical Environment					
Funding Source:	Sewer CIAC					
Operating Impact:	<i>No impact to the operating budget. Replacing existing main.</i>					
ADM-59 Burnt Store Casings Phase III						
Budget:	-	1,322,205	-	-	-	1,322,205
Description:	Installation of underground utility casings for future potable water, irrigation and force main carrier pipes underneath Burnt Store Road and also avoid any future conflict(s) with the road widening projects.					
Type:	Physical Environment					
Funding Source:	33.3% Water CFEC, 33.3% Sewer CFEC and 33.3% Irrigation CFEC					
Operating Impact:	<i>No impact to the operating budget. Installation of casings to be used for future utility expansion.</i>					
WRSW-9 Reroute Clarifier Pipe-Automatic Backwash Filters						
Budget:	-	-	-	200,000	1,000,000	1,200,000
Description:	Prepare and install pipe and motor operated valves to allow the effluent flow from Clarifiers 1 and 2 to the					
Type:	Physical Environment					
Funding Source:	Water & Sewer Operations					
Operating Impact:	<i>No impact to the operating budget. Maintenance on existing clarifiers is already budgeted. The improvements are anticipated to reduce maintenance costs. However, the funding level will continue and will shift to other clarifiers that need maintenance.</i>					

**City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget**

Funded Capital Projects Project Details	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed	FY 2023 Proposed	FY 2024 Proposed	5 Year Total
WRSW-11 New Turblex Blower						
Budget:	425,000	-	-	-	-	425,000
Description:	Install a 450hp blower to help with reliability and increasing flows to facility.					
Type:	Physical Environment					
Funding Source:	Water & Sewer Operations					
Operating Impact:	<i>No impact to the operating budget. This will be a blower on standby if a current one goes down.</i>					
WRSW-12 Bleach Containment Coating						
Budget:	300,000	-	-	-	-	300,000
Description:	Replace protective coating of the Bulk Bleach tank containment area.					
Type:	Physical Environment					
Funding Source:						
Operating Impact:	<i>No impact to the operating budget. Coating only.</i>					
ADM-76 Nicholas/Country Club Repipe						
Budget:	3,500,000	-	-	-	-	3,500,000
Description:	Repiping of Nicholas Parkway and County Club Boulevard.					
Type:	Physical Environment					
Funding Source:	50% Water & Sewer Operations and 50% Water CIAC					
Operating Impact:	<i>No impact to the operating budget. Replacing existing piping.</i>					
NSRO-3 Replace Membranes						
Budget:	-	-	-	2,000,000	1,000,000	3,000,000
Description:	Replace all reverse osmosis membrane elements at the North RO Plant.					
Type:	Physical Environment					
Funding Source:						
Operating Impact:	<i>Only impact to the operating budget would be a decrease in electrical power costs.</i>					
WRE-8 Rehab Biosolids Building						
Budget:	-	-	-	1,000,000	-	1,000,000
Description:	Rehabilitate the current Biosolids Building at the Everest Facility in order to create office and storage space.					
Type:	Physical Environment					
Funding Source:						
Operating Impact:	<i>No impact to the operating budget. Replacing existing building.</i>					

**City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget**

Funded Capital Projects Project Details	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed	FY 2023 Proposed	FY 2024 Proposed	5 Year Total
WRSW-14 RAS Roof Mod						
Budget:	-	-	-	200,000	-	200,000
Description:	Modify the RAS/WAS roof to allow easier maintenance access to remove and install equipment that fails or repairs.					
Type:	Physical Environment					
Funding Source:						
Operating Impact:	<i>No impact to the operating budget. Replacing existing roof on the RAS building.</i>					
WRSW-15 Concrete and Liner Repair						
Budget:	-	-	-	200,000	-	200,000
Description:	Rehabilitate the 5 MG reuse storage tank by repairing and recoating any damaged concrete inside of tank.					
Type:	Physical Environment					
Funding Source:						
Operating Impact:	<i>No impact to the operating budget. Coating only.</i>					
WRE-14 Clarifier Launder Covers						
Budget:	-	375,000	-	-	-	375,000
Description:	Install Launder Covers to each of the four (4) clarifiers at Everest Water Reclamation Facility.					
Type:	Physical Environment					
Funding Source:	Water & Sewer Operations					
Operating Impact:	-	-	(60,000)	(60,000)	(60,000)	(180,000)
	<i>Annual operating costs are expected to reduce about \$60,000 a year.</i>					
WRE-15 Reuse Pumping Building Rehab						
Budget:	-	400,000	-	-	-	400,000
Description:	Rehabilitate the reuse pumping building at the Everest Water Reclamation Facility.					
Type:	Physical Environment					
Funding Source:	Water & Sewer Operations					
Operating Impact:	<i>No impact to the operating budget. Rehabilitating current building.</i>					
WRSW-17 Reuse Pump Check Valves						
Budget:	-	325,000	-	-	-	325,000
Description:	Replace five (5) pump in-line, shut-off valves, expansion joints and check valves to improve the flow and pressure to the reuse system.					
Type:	Physical Environment					
Funding Source:	Water & Sewer Operations					
Operating Impact:	<i>No impact to the operating budget is anticipated.</i>					

City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget

Funded Capital Projects Project Details	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed	FY 2023 Proposed	FY 2024 Proposed	5 Year Total
WRSW-18 Reroute Electrical Cable						
Budget:	-	750,000	-	-	-	750,000
Description:	Re-route electrical cables within the facility to reduce the number of emergency generators.					
Type:	Physical Environment					
Funding Source:	Water & Sewer Operations					
Operating Impact:	<i>No impact to the operating budget. Re-routing cable would allow 3 of the 6 generators to be retired and sold off. The remaining generators for stationary and for emergency situations.</i>					
WRE-16 CPS Replace Breakers						
Budget:	-	390,000	-	-	-	390,000
Description:	Replace aged electrical breaker equipment for better performance based on the Industry Standard.					
Type:	Physical Environment					
Funding Source:	Water & Sewer Operations					
Operating Impact:	<i>No impact to the operating budget. Replacing outdated breakers.</i>					
NRO-12 Analyzer Building						
Budget:	80,000	-	-	-	-	80,000
Description:	Replace and upgrade the chemical analyzer building at the North RO Water Treatment Plant.					
Type:	Physical Environment					
Funding Source:	Water & Sewer Operations					
Operating Impact:	<i>No impact to the operating budget is anticipated.</i>					
SRO--17 New Guard House						
Budget:	100,000	-	-	-	-	100,000
Description:	Replace and upgrade the guard house structure at the South RO Water Treatment Plant.					
Type:	Physical Environment					
Funding Source:	Water & Sewer Operations					
Operating Impact:	<i>No impact on the operating budget. Replacing an existing guard house.</i>					
SRO-19 DIW-2 Control Consolidation						
Budget:	150,000	-	-	-	-	150,000
Description:	Install an additional PLC & related I/O equipment with integration to improve monitoring, control and data collection for South RO and Swwrf.					
Type:	Physical Environment					
Funding Source:	Water & Sewer Operations					
Operating Impact:	<i>No impact to the operating budget. This is a change in design of existing controls.</i>					

**City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget**

Funded Capital Projects	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	5 Year Total
Project Details	Adopted	Proposed	Proposed	Proposed	Proposed	
SRO-20 Pressure Monitor Retrofit						
Budget:	130,000	-	-	-	-	130,000
Description:	Retrofit existing Communications System for remote pressure transmitters in the distribution system.					
Type:	Physical Environment					
Funding Source:	Water & Sewer Operations					
Operating Impact:	<i>No impact to the operating budget. Replacing existing system.</i>					
SRO-21 Chemical System Upgrades						
Budget:	275,000	-	-	-	-	275,000
Description:	Upgrade the Chemical systems to provide standardization and match the NRO Plant system.					
Type:	Physical Environment					
Funding Source:	Water & Sewer Operations					
Operating Impact:	<i>No impact to the operating budget. Upgrades to existing system.</i>					
NRO-13 PLC Replace & Program						
Budget:	-	-	-	150,000	-	150,000
Description:	Replace outdated and obsolete chemical PLC processors to maintain continued system support and uninterrupted operation of the critical ICS.					
Type:	Physical Environment					
Funding Source:						
Operating Impact:	<i>No impact to the operating budget. Upgrades to existing system PLC's.</i>					
WRE-18 Everest Water Rec Building Rehab						
Budget:	-	-	550,000	450,000	-	1,000,000
Description:	Rehab the blower building at Everest Water Reclamation and convert the generator room into electric motor storage.					
Type:	Physical Environment					
Funding Source:	Sewer CFEC					
Operating Impact:	<i>No impact to the operating budget. Rehabilitating existing building and converting the generator room will not have an impact on operating maintenance that is already budgeted.</i>					

City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget

Funded Capital Projects Project Details	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed	FY 2023 Proposed	FY 2024 Proposed	5 Year Total
WRE-19 Everest Water Rec Clarifier Catwalks						
Budget:	-	-	550,000	450,000	-	1,000,000
Description:	Install a catwalk around the 4 Clarifiers to allow entry to the trough for inspecting the clarifier operation, launders, and weirs.					
Type:	Physical Environment					
Funding Source:	Sewer CFEC					
Operating Impact:	<i>No impact to the operating budget.</i>					
Everest Water Rec Facility New Headworks Building						
Budget:	-	-	500,000	500,000	-	1,000,000
Description:	Rehabilitate or construct a new Headworks building for the waste water treatment facility.					
Type:	Physical Environment					
Funding Source:	Sewer CFEC					
Operating Impact:	<i>No impact to the operating budget. Replacing an existing building.</i>					
WRSW-19 Chlorine Chamber Cover						
Budget:	-	-	63,500	-	-	63,500
Description:	Install covers on both chlorine contact chambers to reduce loss of disinfectant to interaction with sunlight.					
Type:	Physical Environment					
Funding Source:	Water & Sewer Operations					
Operating Impact:	-	-	(15,000)	(15,000)	(15,000)	(45,000)
	<i>Annual operating costs are expected to decrease for chlorine usage.</i>					
WRSW-20 Launder Cover and Density Baffle Installation						
Budget:	-	-	-	500,000	-	500,000
Description:	Furnish and install FRP density current baffles and launder cover systems for three (3) clarifiers.					
Type:	Physical Environment					
Funding Source:	Water & Sewer Operations					
Operating Impact:	-	-	-	-	(100,000)	(100,000)
	<i>Annual operating costs are expected to decrease from eliminating bleach use to the weirs.</i>					
WRSW-21 Reroute CROM Tank Manhole Drain						
Budget:	-	-	-	75,000	-	75,000
Description:	Install piping from the Reuse storage tank drain manhole to a nearby manhole to allow proper drainage to the facility lift station.					
Type:	Physical Environment					
Funding Source:	Water & Sewer Operations					
Operating Impact:	<i>No impact to the operating budget. Installing pipe, which won't require annual maintenance.</i>					

**City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget**

Funded Capital Projects	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	5 Year Total
Project Details	Adopted	Proposed	Proposed	Proposed	Proposed	
WRB-3 Conveyor Belt Replace						
Budget:	-	500,000	-	-	-	500,000
Description:	Replace Biosolids Facility conveyor belt with a Serpentix conveyor system.					
Type:	Physical Environment					
Funding Source:	Water & Sewer Operations					
Operating Impact:	<i>No impact to the operating budget. Replacing existing conveyor belt.</i>					
IRR-26 North South Transfer Station Expansion						
Budget:	250,000	-	-	-	-	250,000
Description:	Install a fifth pump at the North South Transfer Station along with upgrading electrical service.					
Type:	Physical Environment					
Funding Source:	Water & Sewer Operations					
Operating Impact:	<i>No impact to the operating budget. Minimal increase in total electric will be consumed within current funding levels.</i>					
IRR-27 Replace UST's at Canal Pump Station						
Budget:	750,000	-	-	-	-	750,000
Description:	Replace diesel underground storage tanks for the back-up power generators at Canal Pump Station 2 and 5.					
Type:	Physical Environment					
Funding Source:	Water & Sewer Operations					
Operating Impact:	<i>No impact to the operating budget. Replace existing storage tanks.</i>					
Total	112,598,520	160,812,701	156,479,965	136,297,297	132,041,995	698,230,478

City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget

Capital Equipment Program FY 2020 – FY 2024

Summary of Required Revenues

Fund	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
All Hazards	\$ 5,150	\$ 36,810	\$ 5,500	\$ 5,700	\$ -
ALS Impact Fees	53,778	110,245	-	57,913	-
Facilities	8,400	-	-	12,000	20,000
Fleet	30,000	52,000	55,000	45,000	38,000
General	983,137	1,311,115	2,139,105	2,361,601	1,944,257
Golf Course	8,500	-	-	-	-
P&R Programs	25,000	10,000	-	74,500	-
Sidewalks	-	-	-	-	10,000
Stormwater	858,907	178,476	115,000	56,000	447,500
Water & Sewer	5,086,764	4,803,928	4,813,926	4,788,620	4,902,693
Total	\$ 7,059,636	\$ 6,502,574	\$ 7,128,531	\$ 7,401,334	\$ 7,362,450

Summary by Department

Department	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
City Clerk	\$ -	\$ -	\$ 31,600	\$ 14,600	\$ 6,000
Fire	311,203	366,170	293,205	339,114	402,257
HR	6,200	-	-	-	-
ITS	575,000	865,000	1,360,000	1,255,000	1,255,000
Parks & Rec	33,500	10,000	53,300	142,000	-
Police	70,500	209,000	352,000	553,000	248,000
Public Works	976,469	248,476	224,500	309,000	548,500
Utilities	5,086,764	4,803,928	4,813,926	4,788,620	4,902,693
Total	\$ 7,059,636	\$ 6,502,574	\$ 7,128,531	\$ 7,401,334	\$ 7,362,450

City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget

Capital Equipment

Department	Description	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
City Clerk	Blueprint Scanner(s) 26318	General	\$ -	\$ -	\$ 14,600	\$ -	\$ -
City Clerk	Blueprint Scanner(s) 25248	General	-	-	-	14,600	-
City Clerk	Digital Microfilm Machine 22764	General	-	-	11,000	-	-
City Clerk	Workgroup Scanner(s) 27823	General	-	-	-	-	6,000
City Clerk	Workgroup Scanner(s) 26933	General	-	-	6,000	-	-
Fire	Weatherstem Community All-Hazards Weather Station	All Hazards	5,150	5,350	5,500	5,700	-
Fire	Air Conditioner Replacement - EOC	All Hazards	-	31,460	-	-	-
Fire	Cardiac Monitors At ALS Stations (ADD)	ALS Impact Fees	53,778	110,245	-	57,913	-
Fire	Breathing Air Compressor For HP System	General	39,188	40,169	-	-	-
Fire	PPE Gear Washer/Extractor	General	-	5,160	5,300	10,860	5,566
Fire	Hydraulic Rescue	General	35,323	69,952	74,221	76,076	116,967
Fire	Thermal Imaging Camera - (5 Yr. Exp. Life)	General	42,217	43,272	33,265	34,097	34,950
Fire	Fire Pump Marine 1 (Replacement)	General	20,862	-	-	-	-
Fire	Motorola (New Constructed Station)	General	30,750	-	32,307	-	33,942
Fire	Gear Dryer (New Constructed Station)	General	7,175	-	7,538	-	7,920
Fire	Mako (New Constructed Station)	General	-	-	40,922	-	-
Fire	Engine Exhaust Removal System Conversions	General	42,500	43,563	44,652	45,768	46,912
Fire	2016 Bullex Fire Simulator	General	-	16,999	-	-	-
Fire	Sta#5 5 Ton Trane	General	8,500	-	-	-	-
Fire	Sta#5 5 Ton Trane	General	8,500	-	-	-	-
Fire	Sta#6 5 Ton Trane	General	8,500	-	-	-	-
Fire	Sta#6 5 Ton Trane	General	8,760	-	-	-	-
Fire	Sta#4 5 Ton Units Aaon	General	-	-	49,500	-	-
Fire	Sta#1 Aaon Unit Upstairs	General	-	-	-	50,000	-
Fire	Sta#1 Aaon Unit Downstairs	General	-	-	-	50,000	-
Fire	Sta#2 4 Ton Split System	General	-	-	-	8,700	-
Fire	Sta#8 Aaon Unit	General	-	-	-	-	52,000
Fire	Sta#9 Aaon Unit Upstairs	General	-	-	-	-	52,000
Fire	Sta#9 Aaon Unit Downstairs	General	-	-	-	-	52,000
HR	Heavy Duty Scanner Replacement (#24516) Admin	General	6,200	-	-	-	-
ITS	Cable Infrastructure/Fiber/Light Control etc	General	235,000	90,000	400,000	400,000	400,000
ITS	Networking Equipment & Systems	General	-	50,000	-	-	-
ITS	Connectivity And Hardware Infrastructure	General	50,000	100,000	100,000	100,000	100,000
ITS	Switches & Routers Upgrade	General	-	-	-	100,000	100,000
ITS	Voip/Wifi Systems Upgrade	General	-	-	60,000	95,000	95,000
ITS	Access & Monitoring (Cameras, Video Storage, Access Systems)	General	75,000	100,000	75,000	100,000	100,000

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**City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget**

Capital Equipment (Continued)

Department	Description	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
ITS	Server & Virtualization Upgrade	General	-	200,000	300,000	100,000	100,000
ITS	Server Upgrades	General	100,000	175,000	125,000	150,000	150,000
ITS	EOC Dc Power Upgrades	General	-	50,000	-	60,000	60,000
ITS	UPS Upgrade-Data Center	General	-	-	150,000	-	-
ITS	DC Security	General	-	-	50,000	50,000	50,000
ITS	Security Upgrade	General	115,000	100,000	100,000	100,000	100,000
Parks & Rec	Front End Loader Attachment For Utility Tractor - New Parks	General	-	-	10,000	-	-
Parks & Rec	Broadcast Spreader - New Parks	General	-	-	1,800	-	-
Parks & Rec	Rotary-Motion Aerator Attachment For Tractor - New Parks	General	-	-	10,000	-	-
Parks & Rec	Drag Mat - New Parks	General	-	-	1,000	-	-
Parks & Rec	Field Painting Equipment - New Parks	General	-	-	15,000	-	-
Parks & Rec	Trimmers - New Parks	General	-	-	500	-	-
Parks & Rec	Topdresser - New Parks	General	-	-	15,000	-	-
Parks & Rec	Charter School AC Units - Split Cost	General	-	-	-	67,500	-
Parks & Rec	Stove Grid, 4 Burn & 2 Ovens #17564 (2000)	Golf Course	8,500	-	-	-	-
Parks & Rec	All Purpose Deck And Z Stands Drum Riser	P&R Programs	-	5,000	-	-	-
Parks & Rec	All Purpose Deck For City Stage	P&R Programs	-	5,000	-	-	-
Parks & Rec	Replace 70Kw Generator SE	P&R Programs	25,000	-	-	-	-
Parks & Rec	Replace Rotino Air Handlers	P&R Programs	-	-	-	9,500	-
Parks & Rec	Replace Rotino Condensing Unit	P&R Programs	-	-	-	6,500	-
Parks & Rec	Purchase Of An Ada Ramp For Baby Pool	P&R Programs	-	-	-	24,000	-
Parks & Rec	Replace Yacht Club Pool Blanket	P&R Programs	-	-	-	15,000	-
Parks & Rec	Replace Yacht Club Air Handler (1)	P&R Programs	-	-	-	12,000	-
Parks & Rec	Replace Yacht Club Condensing Unit (1)	P&R Programs	-	-	-	7,500	-
Police	Electronic Message Boards (Replacement)	General	6,500	-	-	13,000	-
Police	Event Data Recorder (New)	General	-	7,000	-	-	-
Police	Fingerprint Machine	General	-	30,000	-	-	-
Police	In-Car Video Cameras (Replacement)	General	-	75,000	75,000	75,000	75,000
Police	License Plate Readers (Replacement)	General	-	40,000	-	-	-
Police	Marine Law Enforcement Boats/Motors (Replacement)	General	-	-	70,000	100,000	86,000
Police	Police K-9 (Replacement)	General	10,000	12,000	12,000	28,000	28,000
Police	Polygraph Equipment (Replacement)	General	-	-	-	10,000	-
Police	Polygraph Machine (Replacement)	General	-	10,000	-	-	-
Police	Shoe Print Comparison Equip. (New)	General	5,000	-	-	-	-
Police	Sniper Optics (1) (Replacement)	General	7,000	-	-	9,000	-
Police	AV System For Interview Rooms (Replacement)	General	-	-	35,000	-	-

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**City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget**

Capital Equipment (Continued)

Department	Description	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Police	AV System Upgrade-Communications Center (Replacement)	General	-	-	110,000	-	-
Police	All Wheel Speedometer Calibration Machine (New)	General	-	-	42,000	-	-
Police	Raven Surveillance System For VIN (Replacement)	General	-	-	8,000	-	-
Police	Throw Phone (New)	General	-	25,000	-	-	-
Police	Vehicle Digital Forensics - MSAB (New)	General	-	10,000	-	-	-
Police	ParaDNA System (New)	General	-	-	-	250,000	-
Police	Av System Upgrade In Training Room (Replacement)	General	35,500	-	-	-	-
Police	82L Forensic Light Source Table Top (Replacement)	General	-	-	-	-	9,000
Police	Blood Drying Chamber (New)	General	-	-	-	-	22,000
Police	Firearms Training Simulator - Fats (New)	General	-	-	-	-	28,000
Police	Water Heater Replacements	General	-	-	-	8,000	-
Police	A/C Units In It Server Room	General	-	-	-	60,000	-
Police	Boat Lift At Yacht Club For Marine Unit (Replacement)	General	6,500	-	-	-	-
Public Works	Replace 5 Ton A/C	Facilities	8,400	-	-	-	-
Public Works	Replace Two Table Saws W/Safety Switches	Facilities	-	-	-	12,000	-
Public Works	Central Vacuum System In Cabinet Shop	Facilities	-	-	-	-	20,000
Public Works	Replace Portable Lift #24342	Fleet	-	21,000	-	-	-
Public Works	Replace Vertical Milling Machine # 25472	Fleet	-	6,000	-	-	-
Public Works	Replace Iron Worker Machine #16566	Fleet	-	-	55,000	-	-
Public Works	Replace Fuel Pumps At City Hall	Fleet	-	25,000	-	-	-
Public Works	Replace Fuel Pumps At Fleet Management	Fleet	25,000	-	-	-	-
Public Works	Replace A/C Recycle Machines (4) # 24467; 25913; 25914; 25596	Fleet	-	-	-	20,000	-
Public Works	Replace Lift #24814 Fire Bay	Fleet	-	-	-	25,000	-
Public Works	Replace Wheel Balancer Machine #18290	Fleet	5,000	-	-	-	-
Public Works	Replace Small Engine Shop Compressor #22023	Fleet	-	-	-	-	7,500
Public Works	Replace Rotary 2 Post Lift 18,000 Lb #27236	Fleet	-	-	-	-	18,000
Public Works	Replace Miller 300D Portable Welder #18796	Fleet	-	-	-	-	5,000
Public Works	Replace Main Compressor #25911	Fleet	-	-	-	-	7,500
Public Works	Replace 1999 Grinder/Planer #16569	General	5,162	-	-	-	-
Public Works	Replace Attachment Sweepster (20878)	General	-	-	-	-	6,500
Public Works	Replace Tandem Trailer (24421)	General	-	-	-	-	7,500
Public Works	Replace Skid Steer Jackhammer attachment (25092)	General	-	-	-	-	6,500
Public Works	Replace Tamper (26339)	General	-	-	-	6,500	-
Public Works	Replace Pressure Washer Trailer (27129)	General	-	-	-	-	12,500
Public Works	New-Mini Milling Machine	General	50,000	-	-	-	-

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**City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget**

Capital Equipment (Continued)

Department	Description	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Public Works	Replace 2012 Total Station #1	General	-	-	-	52,000	-
Public Works	Replace 2012 Total Station #2	General	-	-	-	52,000	-
Public Works	Purchase UAV-Data Collection Drone	General	24,000	-	-	-	-
Public Works	Replace 2012 GPS Reference Station	General	-	-	-	26,000	-
Public Works	Replace 1990 PM Eraser/Grinder #24080	General	-	10,000	-	-	-
Public Works	Replace Walk Behind Paint Sprayer #24346	General	-	8,000	-	-	-
Public Works	Replace Grinder #28678	General	-	-	9,000	-	-
Public Works	Replace Bituminous Machine #28643	General	-	-	6,500	-	-
Public Works	Replace Walk Behind Thermo Applicator #28630	General	-	-	39,000	-	-
Public Works	Replace Walk Behind Paint Sprayer #28614	General	-	-	-	9,500	-
Public Works	Sign Inkjet Plotter/Laminator	General	-	-	-	50,000	-
Public Works	Replace Trailer (27784) -Sidewalks	Sidewalks	-	-	-	-	10,000
Public Works	Boat ,Trailer, And Motor (Asset Num Needed)	Stormwater	-	-	-	-	50,000
Public Works	Sonde 28618	Stormwater	-	-	-	-	10,000
Public Works	Probe	Stormwater	-	-	-	-	10,000
Public Works	Microscope	Stormwater	-	-	-	-	5,000
Public Works	Replace Boat #27983	Stormwater	-	-	-	-	30,000
Public Works	Replace Boat Trailer #25801	Stormwater	-	-	-	-	5,000
Public Works	Replace Motor #12720	Stormwater	-	-	-	-	15,000
Public Works	Replace Balance	Stormwater	-	10,250	-	-	-
Public Works	Replace Discrete Auto Analyzer #25434	Stormwater	-	-	70,000	-	-
Public Works	Replace Scale Ax204 # 19331	Stormwater	7,688	-	-	-	-
Public Works	Replace Muffle Furnace #26011	Stormwater	5,125	-	-	-	-
Public Works	Purchase Balance (2)	Stormwater	11,070	-	-	-	-
Public Works	Purchase Balance (1)	Stormwater	-	5,535	-	-	-
Public Works	Walk In Cooler	Stormwater	9,024	-	-	-	-
Public Works	Ion Chromatograph	Stormwater	-	70,000	-	-	-
Public Works	PC Titrator Equipment	Stormwater	70,000	-	-	-	-
Public Works	Memmert Incubator (2)	Stormwater	-	-	18,000	-	-
Public Works	Cole Palmer Bod Incubator (2)	Stormwater	-	-	12,000	-	-
Public Works	Cole Palmer Bod Incubator (1)	Stormwater	-	-	-	6,000	-
Public Works	Di Water System	Stormwater	-	7,500	-	-	-
Public Works	CHL Extraction System	Stormwater	-	-	-	-	30,000
Public Works	Gravity Convection Incubator	Stormwater	-	-	-	-	7,000
Public Works	Microbiology Incubator	Stormwater	-	-	-	-	7,500
Public Works	Laboratory Information Management System (Lims)	Stormwater	-	-	-	-	70,000

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**City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget**

Capital Equipment (Continued)

Department	Description	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Public Works	New Mini Milling Machine	Storm water	-	-	-	50,000	-
Public Works	Inspection Camera (Pole And/Or Rover)	Storm water	-	70,000	-	-	-
Public Works	Replace Plate Compactor (27107)	Storm water	-	-	-	-	6,500
Public Works	Replace Camera Rover (27540)	Storm water	-	-	-	-	80,000
Public Works	Replace Jackhammer Attachment (27542)	Storm water	-	-	-	-	15,000
Public Works	Replace Pole Camera (27700)	Storm water	-	-	-	-	18,500
Public Works	Replace Pole Camera (27701)	Storm water	-	-	-	-	18,500
Public Works	Replace Tiller Attachment (23098)	Storm water	-	-	-	-	6,500
Public Works	Repalce Sod Trailer	Storm water	-	-	-	-	8,000
Public Works	Welder	Storm water	6,000	-	-	-	-
Public Works	Replace Mig Welder #24324	Storm water	-	7,561	-	-	-
Public Works	Replace Pipe Threading Machine #22181	Storm water	-	7,630	-	-	-
Public Works	Replace Compressor (23570)	Storm water	-	-	-	-	15,000
Public Works	Replace Fourstroke Boat Engine (27543)	Storm water	-	-	-	-	10,000
Public Works	Jon Boat And/Or Motor For Dredge Crew (22838)	Storm water	-	-	15,000	-	-
Public Works	Replace Boat (27538)	Storm water	-	-	-	-	15,000
Public Works	Dredge	Storm water	750,000	-	-	-	-
Public Works	Replace 4" Booster Pump (24656)	Storm water	-	-	-	-	15,000
Utilities	Maintenance Cart	Water & Sewer	12,000	-	-	-	-
Utilities	4' Diesel Pump (Portable/Maint)	Water & Sewer	-	-	-	-	56,570
Utilities	Replace Ultrasonic Flowmeters (multiple sizes)	Water & Sewer	12,028	28,492	38,375	45,000	45,000
Utilities	Replace magnetic Flowmeters (multiple sizes)	Water & Sewer	-	25,375	23,180	34,000	35,000
Utilities	Plant Flowmeter for Scale Inhibitor	Water & Sewer	5,384	-	-	-	-
Utilities	Plant Transmitter for CHLORINE Analyzer	Water & Sewer	7,059	-	-	7,416	-
Utilities	Replace 1 High Pressure Pump for Plant 1	Water & Sewer	200,000	-	-	-	-
Utilities	Replace 1 Spectrophotometer	Water & Sewer	-	-	-	9,618	-
Utilities	Replace Paint Storage Locker	Water & Sewer	-	7,000	-	-	-
Utilities	Replace VFD's Plant 1 & 2 Prod. Train (2/yr)	Water & Sewer	28,687	31,070	62,138	32,642	33,460
Utilities	Replace Well Motors 50 HP w/motor leads (approx 5/yr)	Water & Sewer	51,758	53,052	54,378	55,737	57,130
Utilities	Replace Well Pumps and Accessories (2/yr)	Water & Sewer	31,914	32,712	33,530	34,368	35,230
Utilities	Replace Worchester 6" Ball Valve (1/yr)	Water & Sewer	9,925	10,173	10,427	10,688	10,955
Utilities	Security Equipment Replacements	Water & Sewer	-	80,000	-	-	-
Utilities	Wellfield VFD's 50 HP	Water & Sewer	29,582	30,322	31,080	31,857	32,655
Utilities	Plant 1 - High Service Pump (2000)	Water & Sewer	30,000	-	-	-	-
Utilities	Plant 1 - High Service Motor	Water & Sewer	60,000	-	-	-	-
Utilities	Calibrator and Verification Equipment	Water & Sewer	-	15,000	-	-	-

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**City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget**

Capital Equipment (Continued)

Department	Description	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Utilities	Flow Meters for Chemical System	Water & Sewer	10,593	10,858	11,130	11,408	11,693
Utilities	New SS Silent Check Valve on High Pressure Pump Distr. System	Water & Sewer	-	40,695	-	41,712	-
Utilities	Replace 1 Spectrophotometer	Water & Sewer	-	-	9,382	-	-
Utilities	Replace Ball Valves	Water & Sewer	18,762	-	19,712	-	20,710
Utilities	Replace Chemical Pumps 3/yr	Water & Sewer	41,696	42,738	43,807	44,905	46,028
Utilities	Replace Well Motors 50 HP w/motor leads (approx 5/yr)	Water & Sewer	51,758	53,052	54,378	55,737	57,130
Utilities	Replace Well Pumps and Accessories (3/yr)	Water & Sewer	32,068	32,870	33,691	34,533	35,396
Utilities	Replacement Components for Multiple VFD's	Water & Sewer	30,311	31,070	62,138	14,327	33,458
Utilities	Replace High Service Pump	Water & Sewer	-	-	-	-	130,000
Utilities	Replace UPS & Batteries	Water & Sewer	-	-	-	36,630	-
Utilities	Security Equipment Replacements	Water & Sewer	-	60,000	-	-	-
Utilities	Vertical Sump Pump	Water & Sewer	60,000	-	-	-	80,000
Utilities	Wellfield VFD's 50 HP	Water & Sewer	29,582	30,322	31,080	13,542	32,653
Utilities	Server Upgrade (SCADA)	Water & Sewer	-	250,627	-	-	-
Utilities	NEW Radiodetection GPR (Ground Penetrating Radar)	Water & Sewer	20,000	-	-	-	-
Utilities	4" Hydraulic Diesel Pump (Portable/Maint)	Water & Sewer	40,000	-	-	-	-
Utilities	Replace (2) 3.5ton AC units, 7.5 air handler & duct work Admn Bldg	Water & Sewer	20,000	-	-	-	-
Utilities	Replace 3.5 ton condensing unit & air handler in Admin Bldg	Water & Sewer	5,657	-	-	-	-
Utilities	Meter Program	Water & Sewer	2,800,000	2,500,000	2,500,000	2,500,000	2,500,000
Utilities	Replacement LIFT STATIONS Pumps	Water & Sewer	415,000	430,000	445,000	460,000	475,000
Utilities	Replace Chlorine Analyzers	Water & Sewer	-	-	10,000	-	-
Utilities	Replace Aeration Blower / Motor	Water & Sewer	40,000	-	40,000	-	55,000
Utilities	Replace Bleach Tanks	Water & Sewer	-	-	100,000	-	-
Utilities	Replace Chemical Feed Equipment	Water & Sewer	13,000	-	100,000	-	22,000
Utilities	Replace Composite Sampler	Water & Sewer	7,000	-	10,000	-	11,000
Utilities	Replace Grit Equipment	Water & Sewer	-	50,000	100,000	50,000	-
Utilities	Replace Odor Control Equipment	Water & Sewer	8,000	10,000	8,000	15,000	16,500
Utilities	Replace Reuse Pump / Motor	Water & Sewer	30,000	-	130,000	-	44,000
Utilities	Replace Service Water Motor /Pump	Water & Sewer	-	15,000	30,000	-	33,000
Utilities	Replace Submersible Pumps	Water & Sewer	-	10,000	-	20,000	-
Utilities	Replace Transfer Pump & Motor	Water & Sewer	-	75,000	-	80,000	-
Utilities	Replace Instrumentation Meters	Water & Sewer	10,000	-	-	10,000	-
Utilities	Replace Valve Actuator Motor	Water & Sewer	15,000	-	15,000	-	-
Utilities	Replace VFD	Water & Sewer	25,000	30,000	35,000	50,000	55,000
Utilities	Replacement Floating Mixer Motor	Water & Sewer	15,000	-	35,000	-	-
Utilities	Replacement Mix Liquor Return pump	Water & Sewer	-	30,000	-	30,000	-

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**City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget**

Capital Equipment (Continued)

Department	Description	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Utilities	Replacement of Overhead Door & Opener	Water & Sewer	-	-	-	10,000	-
Utilities	Replacement R.A.S. Pumps (Pumps & Motors)	Water & Sewer	-	58,000	-	60,000	-
Utilities	Replacement W.A.S. Pumps/Motors	Water & Sewer	-	30,000	-	30,000	-
Utilities	Replacement WAS Transfer Pumps/Motors	Water & Sewer	-	50,000	-	50,000	-
Utilities	Replace Orp Receivers	Water & Sewer	14,000	-	-	-	-
Utilities	Scada Server/ Plc Hardware Components	Water & Sewer	116,000	47,000	50,000	45,000	55,000
Utilities	Security & Cctv	Water & Sewer	-	10,000	-	10,000	-
Utilities	Spare/Replacement Electrical Circuit Breakers	Water & Sewer	25,000	25,000	25,000	25,000	27,500
Utilities	Replacement Valves	Water & Sewer	25,000	30,000	30,000	30,000	40,000
Utilities	Replace Bleach Tanks	Water & Sewer	-	-	-	30,000	-
Utilities	Replace Chemical Feed Pumps Equipment	Water & Sewer	-	15,000	-	20,000	-
Utilities	Replace Composite Sampler	Water & Sewer	-	7,000	-	7,000	-
Utilities	Replace Pumps/Motors	Water & Sewer	295,000	25,000	165,000	25,000	307,500
Utilities	Replace Grit Pump Equipment	Water & Sewer	-	85,000	-	20,000	-
Utilities	Replace Valves	Water & Sewer	-	20,000	15,000	-	30,750
Utilities	Replace Odor Control Recirculating Pump Equipment	Water & Sewer	-	15,000	-	20,000	-
Utilities	Replace Overhead Door & Opener	Water & Sewer	15,000	-	-	20,000	-
Utilities	Replace Instrumentation Meters	Water & Sewer	-	10,000	-	10,000	-
Utilities	Replace Valve Actuator Motor & Controller	Water & Sewer	16,000	15,000	16,000	-	20,500
Utilities	Replace VFD's	Water & Sewer	12,500	12,500	12,500	12,500	15,375
Utilities	Replacement Air Compressor & Drier	Water & Sewer	-	-	-	-	51,250
Utilities	Replacement Floating Mixer	Water & Sewer	-	15,000	-	15,000	-
Utilities	Replacement R.A.S. Pumps Equipment	Water & Sewer	50,000	-	50,000	-	51,250
Utilities	Replacement W.A.S. Pumps Equipment	Water & Sewer	-	35,000	-	35,000	-
Utilities	Replace Blower/ Motor	Water & Sewer	25,000	-	-	350,000	-
Utilities	Replace Bar Screen Equipment	Water & Sewer	15,000	-	-	-	30,750
Utilities	Scada Replacement Parts	Water & Sewer	25,000	-	25,000	-	25,625
Utilities	Security & Cctv	Water & Sewer	-	10,000	-	10,000	-
Utilities	Spare/Replacement Electrical Circuit Breakers	Water & Sewer	-	-	25,000	-	25,625
Utilities	Centrifuge Motor	Water & Sewer	-	-	35,000	25,000	-
Utilities	Centrifuge Motor VFD	Water & Sewer	-	10,000	25,000	25,000	-
Utilities	Chemical Pump Feed Equipment	Water & Sewer	30,000	40,000	-	40,000	-
Utilities	Sludge Grinder Pumps	Water & Sewer	25,000	-	-	-	30,000
Utilities	Replace Conveyor Belt Equipment	Water & Sewer	15,000	-	-	-	25,000
Utilities	Sludge Feed Pump	Water & Sewer	-	-	-	25,000	-
Utilities	New Air Compressor	Water & Sewer	-	-	15,000	-	-

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**City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget**

Capital Equipment (Continued)

Department	Description	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Utilities	SCADA Equipment	Water & Sewer	27,500	10,000	10,000	10,000	15,000
Utilities	Replace Bleach Tanks (5 Double Wall Tanks) (CPS)	Water & Sewer	15,000	15,000	-	13,000	-
Utilities	Replace Flow Meters	Water & Sewer	-	-	-	12,000	-
Utilities	Replace VFD's (CPS)	Water & Sewer	25,000	14,000	12,000	25,000	25,000
Utilities	Replacement Pump/Motor	Water & Sewer	-	140,000	-	-	70,000
Utilities	Canal Transfer Pumps	Water & Sewer	75,000	-	50,000	50,000	-
Utilities	New CPS Chlorine Feed Pumps	Water & Sewer	12,000	-	12,000	-	12,000
Utilities	REHAB Adams Strainers all CPS	Water & Sewer	-	45,000	-	-	45,000
Utilities	Replace Grinder Pumps	Water & Sewer	12,000	-	15,000	-	15,000
Utilities	New Bi-Directional Asr Pump	Water & Sewer	-	-	150,000	-	-
Utilities	New Water Quality Instrumentation	Water & Sewer	-	-	-	-	20,000
Total			\$ 7,059,636	\$ 6,502,574	\$ 7,128,531	\$ 7,401,334	\$ 7,362,450

**City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget**

Capital Software Program FY 2020 – FY 2024

Summary of Required Revenues

Fund	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
General Fund	\$ 300,000	\$ 275,000	\$ 275,000	\$ 950,000	\$ 950,000
Total	\$ 300,000	\$ 275,000	\$ 275,000	\$ 950,000	\$ 950,000

Summary by Department

Department	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Fire	\$ -	\$ -	\$ 75,000	\$ -	\$ -
ITS	300,000	275,000	200,000	950,000	950,000
Total	\$ 300,000	\$ 275,000	\$ 275,000	\$ 950,000	\$ 950,000

Capital Software

Department	Description	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Fire	Radio Frequency Identification (Rfid)	General	\$ -	\$ -	\$ 75,000	\$ -	\$ -
ITS	It Software Tools/Datawarehouse	General	100,000	-	-	-	-
ITS	Upgrades	General	-	-	-	700,000	200,000
ITS	Software Customizations/Upgrades	General	120,000	200,000	50,000	150,000	150,000
ITS	Provision For New Sw/New Sw Modules	General	80,000	75,000	150,000	100,000	600,000
Total			\$300,000	\$275,000	\$275,000	\$950,000	\$950,000

**City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget**

Capital Maintenance Program FY 2020 – FY 2024

Summary of Required Revenues

Fund	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Facilities	\$ -	\$ 26,000	\$ 15,000	\$ 50,000	\$ -
General	90,000	-	1,545,000	195,000	-
P&R Programs	97,900	-	-	-	-
Water & Sewer	1,400,000	500,000	500,000	500,000	500,000
Total	\$1,587,900	\$526,000	\$2,060,000	\$745,000	\$500,000

Summary by Department

Department	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Govt Serv	\$ -	\$ -	\$ 1,500,000	\$ -	\$ -
Parks & Rec	97,900	-	-	195,000	-
Police	-	-	45,000	-	-
Public Works	90,000	26,000	15,000	50,000	-
Utilities	1,400,000	500,000	500,000	500,000	500,000
Total	\$1,587,900	\$526,000	\$2,060,000	\$745,000	\$500,000

**City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget**

Capital Maintenance

Department	Description	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Govt Serv	Charter School Maintenance	General	\$ -	\$ -	\$ 1,500,000	\$ -	\$ -
Parks & Rec	Cultural Park Restroom	General	-	-	-	120,000	-
Parks & Rec	Ccsc Baseball Batting Cages	General	-	-	-	15,000	-
Parks & Rec	Bmx Maint Shed W/ Garage Door	General	-	-	-	60,000	-
Parks & Rec	Precast Concrete Restroom	P&R Programs	97,900	-	-	-	-
Police	Upgrade Security System: Gates And Door Locks	General	-	-	45,000	-	-
Public Works	Facilities Maintenance Building Improvements	Facilities	-	-	-	50,000	-
Public Works	Gate & Opener/Controller	Facilities	-	26,000	-	-	-
Public Works	Survey Related Equipment Repair And Maintenance	Facilities	-	-	15,000	-	-
Public Works	Modify Everest Perimeter Wall & Gates For Improved Security & Safety	General	50,000	-	-	-	-
Public Works	Equipment Washdown	General	10,000	-	-	-	-
Public Works	Supply Shed	General	10,000	-	-	-	-
Public Works	Equipment Awning	General	20,000	-	-	-	-
Utilities	Meter Program Install	Water & Sewer	500,000	500,000	500,000	500,000	500,000
Utilities	Ground Storage Tank Exterior Coating	Water & Sewer	250,000	-	-	-	-
Utilities	Ground Storage Tank Exterior Coating	Water & Sewer	250,000	-	-	-	-
Utilities	Canal Pump Station (Cps) Roof Repair	Water & Sewer	400,000	-	-	-	-
Total			\$ 1,587,900	\$ 526,000	\$ 2,060,000	\$ 745,000	\$ 500,000

City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget

Fleet Rolling Stock FY 2020 – FY 2024

Summary of Required Revenues

Fund	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
All Hazards	\$ 223,000	\$ -	\$ 35,100	\$ -	\$ -
Building	73,407	-	-	-	-
Facilities	-	30,000	75,000	120,000	42,000
Fleet	-	-	-	50,500	50,000
General	4,741,666	3,565,782	3,099,657	3,878,321	2,352,000
Golf Course	137,000	-	10,000	-	-
P&R Programs	106,000	169,000	126,000	-	-
Stormwater	609,000	547,000	805,000	549,000	694,000
Transportation	-	38,000	46,000	49,000	-
Water & Sewer	987,000	639,000	513,500	-	-
Waterpark	-	9,000	-	-	-
Workers Comp	25,000	-	-	-	-
Total	\$6,902,073	\$4,997,782	\$4,710,257	\$4,646,821	\$3,138,000

Summary by Department

Department	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
City Manager	\$ -	\$ -	\$ 35,000	\$ -	\$ -
DCD	289,407	29,000	-	32,000	-
Finance	25,000	-	-	-	-
Fire	2,570,366	1,851,282	1,252,757	2,333,321	872,000
ITS	-	-	-	30,500	-
Parks & Rec	243,000	346,500	580,000	-	-
Police	1,764,800	1,100,000	1,100,000	1,100,000	1,130,000
Public Works	1,022,500	1,032,000	1,229,000	1,151,000	1,136,000
Utilities	987,000	639,000	513,500	-	-
Total	\$6,902,073	\$4,997,782	\$4,710,257	\$4,646,821	\$3,138,000

**City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget**

Fleet Rolling Stock

Department	Description	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
City Manager	2008 Ford Explorer (Low Usage)	General	\$ -	\$ -	\$ 35,000	\$ -	\$ -
DCD	2020 Ford F-150 Construction Inspector	Building	27,000	-	-	-	-
DCD	2020 Ford F-150 Fire Inspector	Building	46,407	-	-	-	-
DCD	2007 Ford Ranger	General	27,000	-	-	-	-
DCD	2007 Ford Ranger	General	27,000	-	-	-	-
DCD	2006 Ford Ranger	General	27,000	-	-	-	-
DCD	2006 Ford Ranger	General	27,000	-	-	-	-
DCD	2020 Ford F-150 Zoning Inspector	General	27,000	-	-	-	-
DCD	2006 Ford F150	General	-	29,000	-	-	-
DCD	2005 Chevy Impala	General	-	-	-	32,000	-
DCD	2020 Ford F-150 Code Compliance Officer	General	27,000	-	-	-	-
DCD	2020 Ford F-150 Code Compliance Officer	General	27,000	-	-	-	-
DCD	2020 Ford F-150 Code Compliance Officer	General	27,000	-	-	-	-
Finance	2006 Chevrolet Impala	Workers Comp	25,000	-	-	-	-
Fire	2002 John Deere Gator	All Hazards	-	-	27,100	-	-
Fire	Fire Trailer (Enclosed) - All Hazards Multi Use (Rpl #22243)	All Hazards	50,000	-	-	-	-
Fire	2003 Tropic Tandem Trailer For ATV	All Hazards	-	-	8,000	-	-
Fire	2003 Advanced MDT208 Decon Trailer	All Hazards	173,000	-	-	-	-
Fire	2007 Ford Crown Victoria	General	-	-	-	54,500	-
Fire	2004 Ford F150	General	-	-	53,000	-	-
Fire	2006 Ford F150	General	-	-	53,000	-	-
Fire	2006 Dodge Grand Caravan (Low Usage)	General	-	-	-	-	56,000
Fire	2006 Chevrolet Impala (Low Usage)	General	-	-	-	-	56,000
Fire	2005 Ford F150	General	-	-	-	54,500	-
Fire	2006 Ford F150	General	-	-	-	54,500	-
Fire	2006 Dodge Sprinter	General	-	-	-	-	75,000
Fire	2007 John Deere Hpx4X4 Atv	General	-	-	27,100	-	-
Fire	2006 Boatmaster 2628Hdh Trailer	General	-	-	-	14,000	-
Fire	2002 Pierce Dash (Engine 5) Tender #1	General	-	-	350,000	-	-
Fire	2008 Ford F250 W/ Lift Gate	General	62,449	-	-	-	-
Fire	2005 E-One Typhoon Engine 9 #2	General	-	-	640,000	-	-
Fire	2007 International 4400 Rescue #3	General	608,000	-	-	-	-
Fire	2006 E-One Typhoon Ladder 7 #4	General	1,055,000	-	-	-	-
Fire	2006 E-One Typhoon Ladder 6 #5	General	-	1,100,137	-	-	-
Fire	Engine (Diesel) RPL Provisioning #25389	General	621,917	-	-	-	-
Fire	2009 International 4400 Rescue 4 #6	General	-	-	-	665,000	-
Fire	Engine For Fire Station #12	General	-	751,145	-	-	-

(Continued Next Page)

**City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget**

Fleet Rolling Stock (Continued)

Department	Description	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Fire	2021 Chevrolet Tahoe Battalion Chief	General	-	-	94,557	-	-
Fire	2008 E-One Typhoon Engine 3 #8	General	-	-	-	-	685,000
Fire	1985 Amg MBrush Truck #9	General	-	-	-	251,000	-
Fire	Ladder Truck For Fire Station #13	General	-	-	-	1,239,821	-
ITS	2005 Chevrolet Astro (Low Usage)	General	-	-	-	30,500	-
Parks & Rec	2005 Ford F150	General	-	30,000	-	-	-
Parks & Rec	2000 Ryan Sod Cutter	General	-	-	7,500	-	-
Parks & Rec	2007 Club Car Golf Cart	General	-	-	15,000	-	-
Parks & Rec	2008 Ford F250	General	-	32,000	-	-	-
Parks & Rec	2002 Ford F350	General	-	40,000	-	-	-
Parks & Rec	2003 Crosley Trailer	General	-	11,500	-	-	-
Parks & Rec	2007 Ford F-350 Pickup Dump	General	-	55,000	-	-	-
Parks & Rec	2005 Ford F-350 Truck Dump	General	-	-	55,000	-	-
Parks & Rec	2005 Toro Workman 1100	General	-	-	13,500	-	-
Parks & Rec	2006 Ford Explorer	General	-	-	38,000	-	-
Parks & Rec	2006 Aok Encl Cargo Trlr	General	-	-	10,000	-	-
Parks & Rec	2003 Ford F-350 Dump	General	-	-	45,000	-	-
Parks & Rec	2022 Toro Chemical Sprayer On Cart	General	-	-	50,000	-	-
Parks & Rec	2022 Toro Utility Tractor	General	-	-	40,000	-	-
Parks & Rec	2022 Toro Work Cart	General	-	-	15,000	-	-
Parks & Rec	2022 Toro Rotary Mower	General	-	-	75,000	-	-
Parks & Rec	2022 Ford Crew Cab Pickup	General	-	-	40,000	-	-
Parks & Rec	2022 Ford Crew Cab Pickup	General	-	-	40,000	-	-
Parks & Rec	2012 Tru-Turf R548-11D	Golf Course	18,000	-	-	-	-
Parks & Rec	2009 Toro Workman Hd	Golf Course	22,000	-	-	-	-
Parks & Rec	2010 Toro Sandpro 3040	Golf Course	22,000	-	-	-	-
Parks & Rec	2002 Ford F150	Golf Course	25,000	-	-	-	-
Parks & Rec	2006 Kubota Tractor/Loader	Golf Course	35,000	-	-	-	-
Parks & Rec	2003 Club Car Carryall Turf li	Golf Course	15,000	-	-	-	-
Parks & Rec	2012 Gator Golf Cart	Golf Course	-	-	10,000	-	-
Parks & Rec	2002 Ford Explorer	P&R Programs	30,000	-	-	-	-
Parks & Rec	2005 Chevrolet G3500	P&R Programs	-	42,000	-	-	-
Parks & Rec	2006 Chevrolet Express 3500	P&R Programs	35,000	-	-	-	-
Parks & Rec	2000 Chevrolet G3500	P&R Programs	41,000	-	-	-	-
Parks & Rec	2007 Wells Cargo Trailer	P&R Programs	-	16,000	-	-	-
Parks & Rec	2007 Wells Cargo Trailer	P&R Programs	-	16,000	-	-	-

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**City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget**

Fleet Rolling Stock (Continued)

Department	Description	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Parks & Rec	2013 Ford E450	P&R Programs	-	95,000	-	-	-
Parks & Rec	2006 Ford E350	P&R Programs	-	-	60,000	-	-
Parks & Rec	2005 Chevrolet G3500	P&R Programs	-	-	66,000	-	-
Parks & Rec	2003 Club Car Carryall II	Waterpark	-	9,000	-	-	-
Police	2000 Continental Cargo Trailer	General	7,500	-	-	-	-
Police	2007 American Signal GP 432	General	10,000	-	-	-	-
Police	Replacement Vehicles Per Fleet Replacement Plan	General	1,082,500	1,100,000	1,100,000	1,100,000	1,100,000
Police	(2) Police Side-By-Side ATVs For Sp Ops (New)	General	30,000	-	-	-	30,000
Police	NEW 2020 Ford Explorer (2) Police Sergeant	General	126,960	-	-	-	-
Police	NEW 2020 Ford Explorer (8) Police Officers	General	507,840	-	-	-	-
Public Works	2005 Ford F150	Facilities	-	30,000	-	-	-
Public Works	2006 Ford F350	Fleet	-	-	-	-	50,000
Public Works	2008 Se Metal Products 52Kdblbrk 24 Ft Trlr	General	11,000	-	-	-	-
Public Works	1999 New Holland TS100	General	170,000	-	-	-	-
Public Works	2011 Hustler Mower 4600	General	26,000	-	-	-	-
Public Works	2008 Ford F-450 Crewcab Dump	General	65,000	-	-	-	-
Public Works	2012 Hustler Mower 3700 Ism	General	35,000	-	-	-	-
Public Works	2009 International 4300 W/Chipper Box	General	100,000	-	-	-	-
Public Works	2007 Wanco Arrowboard	General	6,500	-	-	-	-
Public Works	2010 Hyd Trk Conveyor M1218P	General	-	15,000	-	-	-
Public Works	2007 International 7400 Dump 12-14 Cu Yd	General	-	115,000	-	-	-
Public Works	2009 Ford F-450	General	-	83,000	-	-	-
Public Works	2006 Ford F150	General	-	30,000	-	-	-
Public Works	2008 Ford F350	General	-	45,000	-	-	-
Public Works	2007 Vermeer Chipper	General	-	39,000	-	-	-
Public Works	2005 Caterpillar Skid Steer	General	-	90,000	-	-	-
Public Works	2008 Ford F350	General	-	-	36,000	-	-
Public Works	2005 Tor0 Mower 4000D	General	-	-	68,000	-	-
Public Works	2003 New Holland Tractor TN65	General	-	-	35,000	-	-
Public Works	2006 International Dump Truck Low-Side	General	-	-	78,000	-	-
Public Works	2006 Ford Explorer	General	-	-	35,000	-	-
Public Works	2006 Vermeer Vermeer Chipper	General	-	-	-	40,000	-
Public Works	2008 Schulte Bat Wing Mower S150	General	-	-	21,000	-	-
Public Works	2013 Hustler 3700	General	-	-	-	35,000	-
Public Works	2007 Ford Ranger	General	-	-	30,000	-	-
Public Works	2008 Caterpillar 416E	General	-	-	-	86,000	-
Public Works	2006 Ford E250	General	-	-	-	26,000	-
Public Works	2007 Imperial Trailer	General	-	-	-	25,000	-

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**City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget**

Fleet Rolling Stock (Continued)

Department	Description	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Public Works	2009 International 7400 Hvy Duty Dump 12-14 Cy	General	-	-	-	125,000	-
Public Works	2016 Pj Trailer Trailer	General	-	-	-	7,500	-
Public Works	2006 Ford Expedition	General	-	-	-	38,000	-
Public Works	2008 GMC T7500 (Striper)	General	-	-	-	-	350,000
Public Works	2012 Ford F-550 W/ lmt Crane	Stormwater	-	-	-	90,000	-
Public Works	2006 Ford Explorer	Stormwater	-	-	-	35,000	-
Public Works	2009 Ford F150	Stormwater	-	-	-	-	30,000
Public Works	2007 Caterpillar 430E	Stormwater	112,000	-	-	-	-
Public Works	2007 Thompson Pump	Stormwater	-	80,000	-	-	-
Public Works	2006 Honda Em7000ls	Stormwater	-	-	-	5,000	-
Public Works	2007 Sterling Lt9500	Stormwater	117,000	-	-	-	-
Public Works	2008 Case 621E	Stormwater	-	-	-	145,000	-
Public Works	2007 Sullair 185Ca	Stormwater	-	-	-	-	20,000
Public Works	2007 International 7600	Stormwater	135,000	-	-	-	-
Public Works	2002 International 2654	Stormwater	120,000	-	-	-	-
Public Works	2006 Case 570 Mxt	Stormwater	-	90,000	-	-	-
Public Works	2006 Gradall Xl3100	Stormwater	-	350,000	-	-	-
Public Works	2006 Imperial Trailer	Stormwater	-	24,000	-	-	-
Public Works	2013 Carryon 14 Ft Trailer	Stormwater	-	3,000	-	-	-
Public Works	2006 Imperial Trailer	Stormwater	-	-	-	24,000	-
Public Works	2014 Rolls Rite Trailer	Stormwater	-	-	-	8,000	-
Public Works	2006 Case 570 Mxt	Stormwater	-	-	-	95,000	-
Public Works	2006 Imperial Trailer	Stormwater	-	-	-	25,000	-
Public Works	2007 Caterpillar 430E	Stormwater	-	-	-	122,000	-
Public Works	2007 Sterling Lt7500	Stormwater	-	-	-	-	132,000
Public Works	2007 Sterling Lt7500	Stormwater	-	-	-	-	134,000
Public Works	2010 International 7400	Stormwater	-	-	-	-	120,000
Public Works	2005 Caterpillar 325 Cl	Stormwater	-	-	365,000	-	-
Public Works	2007 Caterpillar 325 Dl	Stormwater	-	-	440,000	-	-
Public Works	2007 Ford F-450 Pickup	Stormwater	-	-	-	-	78,000
Public Works	2006 Case 621D	Stormwater	-	-	-	-	180,000
Public Works	2020 Truck 2,000 Gallon Water Truck	Stormwater	125,000	-	-	-	-
Public Works	2008 Ford F350 Crew Cab	Transp Grant	-	38,000	-	-	-
Public Works	2008 Ford F350 Crew Cab	Transp Grant	-	-	46,000	-	-
Public Works	2008 Ford F350	Transp Grant	-	-	-	49,000	-
Public Works	2002 Freightliner Fl80 Aerial Bucket Trk	Facilities	-	-	-	90,000	-
Public Works	2009 Ford E-450 Box Van	Facilities	-	-	45,000	-	-

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City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget

Fleet Rolling Stock (Continued)

Department	Description	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Public Works	2006 Ford F150	Facilities	-	-	30,000	-	-
Public Works	2009 Ford E250	Facilities	-	-	-	30,000	-
Public Works	2004 Ford E350	Facilities	-	-	-	-	42,000
Public Works	2007 Ford F350	Fleet	-	-	-	50,500	-
Utilities	2020 Truck Tv Sewer Truck	Water & Sewer	400,000	-	-	-	-
Utilities	2020 Attachment Manhole Inspection System	Water & Sewer	125,000	-	-	-	-
Utilities	2020 Truck Small Pick Up - Lift Station Tech	Water & Sewer	27,000	-	-	-	-
Utilities	2020 Truck Small Pick Up - Elect/Instr Asst Sup	Water & Sewer	27,000	-	-	-	-
Utilities	2006 Ford Explorer	Water & Sewer	35,000	-	-	-	-
Utilities	2008 Ford F-550 Utly W/Crane	Water & Sewer	154,000	-	-	-	-
Utilities	2002 Hyster Forklift Propane	Water & Sewer	-	-	35,000	-	-
Utilities	2007 Wacker Roller-Vibrator	Water & Sewer	25,000	-	-	-	-
Utilities	2007 Ford F150	Water & Sewer	30,000	-	-	-	-
Utilities	2004 Club Car Carryall	Water & Sewer	10,000	-	-	-	-
Utilities	2008 Freightliner Mt45	Water & Sewer	-	-	80,000	-	-
Utilities	2005 International 7400	Water & Sewer	106,000	-	-	-	-
Utilities	2008 Ford F350	Water & Sewer	-	50,000	-	-	-
Utilities	2012 Bobcat E350	Water & Sewer	-	-	48,000	-	-
Utilities	2014 Ford F250	Water & Sewer	-	35,000	-	-	-
Utilities	2001 John Deere M655 Riding Mower	Water & Sewer	11,000	-	-	-	-
Utilities	2006 Ford E250	Water & Sewer	-	33,000	-	-	-
Utilities	2008 Imperial Trailer	Water & Sewer	-	15,000	-	-	-
Utilities	2002 Exp Enclosed Cargo Trlr	Water & Sewer	-	-	14,500	-	-
Utilities	2006 International 7400 Vac Trk	Water & Sewer	-	450,000	-	-	-
Utilities	2006 Ford E250	Water & Sewer	37,000	-	-	-	-
Utilities	2006 Ford E250	Water & Sewer	-	38,000	-	-	-
Utilities	2007 John Deere Gator	Water & Sewer	-	18,000	-	-	-
Utilities	2006 Jlg Lift Articulating 60'	Water & Sewer	-	-	115,000	-	-
Utilities	2006 Ford F250	Water & Sewer	-	-	48,000	-	-
Utilities	2006 Ford F250	Water & Sewer	-	-	48,000	-	-
Utilities	2006 International 7600	Water & Sewer	-	-	125,000	-	-
Total			\$ 6,902,073	\$ 4,997,782	\$ 4,710,257	\$ 4,646,821	\$ 3,138,000

**City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget**

Ongoing/Existing Capital Projects

Summary by Utilized Revenues

Department	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Five Cent Gas Tax	\$ 3,325,000	\$ 3,300,000	\$ 2,500,000	\$ 2,450,000	\$ 2,900,000
Road Impact Fee	1,500,000	100,000	-	-	-
Six Cent Gas Tax	-	2,400,000	-	250,000	-
Total	\$ 4,825,000	\$ 5,800,000	\$ 2,500,000	\$ 2,700,000	\$ 2,900,000

Existing Transportation and Stormwater Funded Capital Improvements

Type	Description	Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Transportation	Downtown Circulation	Five Cent Gas Tax	\$ 250,000	\$ 250,000	\$ 250,000	\$ -	\$ 250,000
Transportation	Downtown Circulation	Six Cent Gas Tax	-	-	-	250,000	-
Transportation	Kismet/Littleton Realignment	Road Impact Fee	1,500,000	100,000	-	-	-
Transportation	Kismet/Littleton Realignment	Six Cent Gas Tax	-	1,400,000	-	-	-
Transportation	S.R. 78 Parallel Access Road	Five Cent Gas Tax	175,000	250,000	250,000	250,000	250,000
Transportation	Nicholas Parkway West Construction	Five Cent Gas Tax	1,800,000	-	-	-	-
Transportation	Nicholas Parkway East Construction	Five Cent Gas Tax	-	800,000	-	-	-
Transportation	Nicholas Parkway East Construction	Six Cent Gas Tax	-	1,000,000	-	-	-
Transportation	Traffic Control Devices/Intersection Imp	Five Cent Gas Tax	400,000	400,000	400,000	400,000	400,000
Transportation	Turn Lane Improvement	Five Cent Gas Tax	100,000	500,000	500,000	500,000	500,000
Transportation	Median Curbing Projects	Five Cent Gas Tax	50,000	300,000	300,000	500,000	500,000
Transportation	Access Management	Five Cent Gas Tax	50,000	300,000	300,000	300,000	500,000
Transportation	Bridge Replacement	Five Cent Gas Tax	500,000	500,000	500,000	500,000	500,000
Total			\$ 4,825,000	\$ 5,800,000	\$ 2,500,000	\$ 2,700,000	\$ 2,900,000

**City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget**

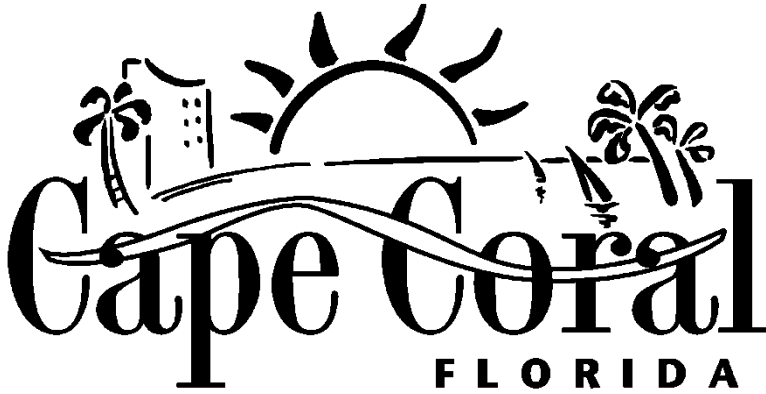
Identified/Unfunded Capital Projects

Department	Description	Funding Source	Estimated Cost
Fire	Public Safety Training Facility	Fire Impact Fees	\$ 3,462,000
Fire	Logistics Warehouse (Old Fire Station #2)	General Fund	225,000
Fire	Logistics Warehouse (New Building)	General Fund	TBD
Fire	Fire Department Administrative Headquarters	General Fund	TBD
Fire	Fire Station #13	General Fund	5,936,641
Fire	Everest Boat Lift Compound	General Fund	40,000
Fire	Marine 11 Boat Lift Compound	General Fund	40,000
Fire	Land Acquisition for future Fire Stations	General Fund	TBD
Fire	Station #10 (Design and Build of a New Station #10)	General Fund	TBD
Fire	Fire Department Emergency Operations Center	General Fund	TBD
Parks & Rec	Yacht Club Pool Gatehouse/Restrooms Renovations	P&R Programs	-
Parks & Rec	Eco Park Kayak/Nature Center	General Fund	5,000,000
Parks & Rec	Lake Saratoga Park Kayak rental/launch	General Fund	200,000
Parks & Rec	Rotary Nature Center/add more office space	General Fund	150,000
Parks & Rec	Rotary Park Board walk from Rotary to Glover	General Fund	500,000
Parks & Rec	Rotary Park Observation Tower Replace	P&R Programs	90,000
Parks & Rec	Fuel pumps (gas/diesel) Rosen Park	Yacht Basin	100,000
Parks & Rec	Rosen Park Marina - shops, store, restaurant	Yacht Basin	750,000
Parks & Rec	Designate triangle piece of land for parking lot expansion	General Fund	100,000
Parks & Rec	Expansion of Clubhouse w/ outside covered deck	Golf Course	150,000
Parks & Rec	Cart Paths Renovation	Golf Course	120,000
Parks & Rec	Driving and Practice Green Renovation	Golf Course	85,000
Parks & Rec	Greens Renovation - Regrassing	Golf Course	500,000
Parks & Rec	Irrigation System - Replacement	Golf Course	998,000
Parks & Rec	Parking Lot Re Paving	Golf Course	100,000
Parks & Rec	Tee Renovation	Golf Course	250,000
Parks & Rec	Replace Admin bldg	Waterpark	350,000
Parks & Rec	Replace existing Skate Park building	P&R Programs	490,000
Police	Cape Coral Police Training Facility	Police Impact Fees	8,964,299
Police	Cape Coral Police Crime Center	Confiscation Funds	290,000
Public Works	Secondary Drainage Improvements & Water Quality Projects	Stormwater	5,750,000
Public Works	Citywide General Access Management & Circulation Improv	Transportation	3,750,000
Public Works	Andalusia/Cultural Connection	Transportation	TBD
Public Works	Chiquita Blvd. Ph. I (Veterans - SR 78)	Transportation	TBD
Public Works	Chiquita Blvd. Ph. II (Veterans - CCPW)	Transportation	TBD
Public Works	Downtown Circulation CRA	Transportation	TBD
Public Works	North Cape East/West Arterial Phase I	Transportation	TBD
Public Works	Skyline Blvd C/C Pkwy to SR 78	Transportation	TBD
Public Works	SR-78 Parallel Access Road	Transportation	TBD
Public Works	NE 24th Ave Widening	Transportation	TBD
Public Works	Andalusia Extension to Jacaranda Parkway	Transportation	TBD
Public Works	Surfside Extension - Trafalgar to SR 78	Transportation	TBD
Public Works	Chiquita Boat Lock	General Fund	500,000
Public Works	Traffic Control Devices/Intersection Impr	Transportation	5,000,000
Public Works	Street Programs	Transportation	15,000,000
Public Works	Median Landscaping, Access Management, Curbing, Irrigation	Transportation	5,000,000

DEBT MANAGEMENT PROGRAM

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Debt Management

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

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

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

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

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

Debt Per Capita

Direct debt is defined as a government unit's gross debt less the enterprise system's self-supporting debt. The City will strive to maintain Direct Debt per Capita at or below the standard municipal rating agency median for cities of comparable size. In any case, the amount should not exceed 135% of such median. The Direct Debt per Capita shall be calculated by dividing the Governmental Direct Debt by the most current population within the City. Our Direct Debt per Capita is estimated at \$996 for the fiscal year ending September 30, 2019.

Rating agency median		2,141
135% of rating agency median		2,890
City of Cape Coral estimated population at September 30, 2019		185,837
Direct debt	\$	185,089,125
Direct debt per capita	\$	996

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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	2.4%
135% of rating agency median	3.2%
Direct debt	\$ 185,089,125
Taxable assessed value	\$ 15,438,898,927
Direct debt to taxable assessed value	1.20%

Debt Service Safety Margin

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

	Water & Sewer	Stormwater
Rating agency median	2.10	n/a *
Actual coverage	1.40	-
Required coverage	1.20	1.25
Debt service safety margin	0.20	-

* Not rated as a median

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. Due to the time of closing out Fiscal Year 2019, FY 2018 was used for the Enterprise Funds.

	Water & Sewer ¹	Stormwater
Debt	\$ 495,677,479	\$ -
Net capital assets	\$ 505,392,925	\$ 35,676,412
Working capital	\$ 13,055,758	\$ 12,572,191
Debt ratio	96%	0%
Rating agency median	53%	n/a ²

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

**City of Cape Coral, Florida
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Debt Administration

As of September 30, 2019, the City had total outstanding debt of \$728,556,669. The following is a summary of the debt by type.

Total Principal Outstanding as of September 30, 2019

Category	Outstanding 09/30/2019	Percentage of Total Debt
Governmental Fund Debt	\$ 185,089,125	25.40%
Enterprise Fund Debt	543,467,544	74.60%
	\$ 728,556,669	100.00%

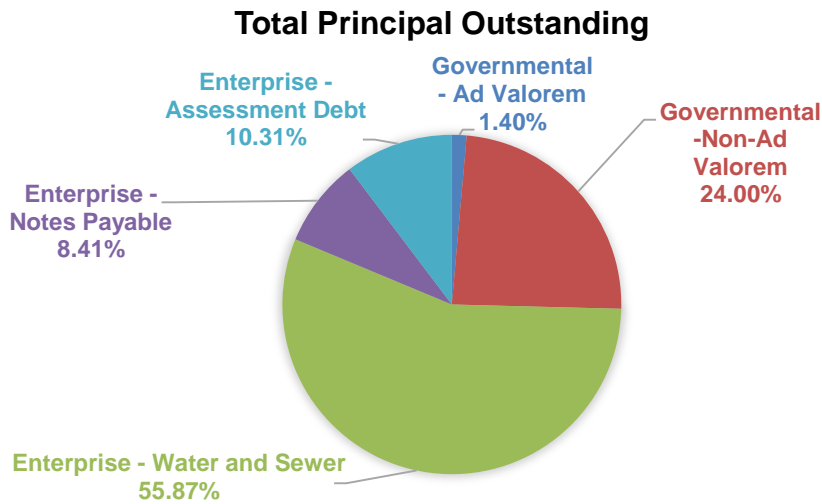
Governmental

General Obligation Bonds	\$ 10,200,000
Revenue Bonds	160,546,559
Notes Payable	14,250,653
Capital Leases	91,913
Total Governmental Debt	\$ 185,089,125

Enterprise

Water and Sewer Revenue Bonds	\$ 407,070,000
Notes Payable	61,267,544
Assessment Debt	75,130,000
Total Enterprise Debt	\$ 543,467,544

Total Governmental & Enterprise Debt	\$ 728,556,669
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City of Cape Coral, Florida
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FY 2020 - FY 2043 Debt Service Schedule

	Original Issue Amount	Principal Outstanding 9/30/2019	FY 2020 Principal	FY 2020 Interest	FY 2020 Requirement
Governmental					
General Obligation Bond					
2019 \$10.2 GO Note Parks	10,200,000	10,200,000	\$ 530,000	\$ 272,219	\$ 802,219
Revenue Bonds					
2008 Capital Improvement Revenue	28,200,000	-	-	-	-
2010 Gas Tax Revenue	40,000,000	33,815,000	830,000	2,326,220	3,156,220
2011 Special Obligation Revenue	17,690,000	830,000	405,000	38,413	443,413
2012 Special Obligation Revenue	17,669,950	7,432,559	1,416,011	180,614	1,596,625
2014 Gas Tax Revenue Bond	21,433,000	9,884,000	2,391,000	234,175	2,625,175
2014 Capital Improvement&Refund Revenue	5,300,000	3,035,000	580,001	75,503	655,504
2015 Special Obligation Revenue	51,427,288	44,205,000	2,440,001	1,897,357	4,337,358
2015 Fire Protection Assessment Revenue	1,500,000	575,000	285,000	7,137	292,137
2017 Special Obligation Bond	62,595,000	60,770,000	2,160,000	2,783,875	4,943,875
Notes Payable					
2015 Special Obligation Note	13,675,000	7,133,000	1,726,002	149,794	1,875,796
2018 Special Obligation Revenue Note	7,912,705	7,117,653	720,999	208,896	929,895
Capital Leases					
2012 Lease - Charter School Bus	1,342,755	91,913	91,913	768	92,681
Total Governmental Debt	\$ 278,945,698	\$185,089,125	\$ 13,575,927	\$ 8,174,971	\$ 21,750,898
Enterprise					
Revenue Bonds					
2011 Water & Sewer Revenue Refunding	\$ 185,000,000	\$ 4,700,000	\$ 2,295,000	\$ 235,000	\$ 2,530,000
2011A Water & Sewer Revenue Refunding	185,000,000	3,640,000	1,775,000	182,000	1,957,000
2015 Water & Sewer Revenue Refunding	72,415,000	72,415,000	-	3,393,900	3,393,900
2015A Series Water & Sewer Refunding	94,740,000	77,960,000	6,975,000	1,992,923	8,967,923
2017 Series Water & Sewer Refunding	248,355,000	248,355,000	-	11,071,788	11,071,788
Notes - State Revolving Fund Loans					
State Revolving Fund Loan #7516L-01	682,496	183,912	43,992	5,069	49,061
State Revolving Fund Loan #7516L-02	2,898,884	990,018	168,426	27,783	196,209
State Revolving Fund Loan #DW360103 SW6/7	12,401,582	11,127,712	573,442	248,064	821,506
State Revolving Fund Loan #WW3600100 SW6/7	54,662,273	48,183,445	2,388,345	993,386	3,381,731
State Revolving Fund Loan #7516P	2,390,719	782,457	146,835	23,575	170,410
Special Assessment Bonds					
2017 Utility Improvement Assessment (all areas)	101,155,000	75,130,000	10,795,000	1,788,824	12,583,824
Total Enterprise Debt	\$ 959,700,953	\$543,467,544	\$ 25,161,040	\$ 19,962,311	\$ 45,123,351
Total Debt	\$1,238,646,651	\$728,556,669	\$ 38,736,967	\$ 28,137,282	\$ 66,874,249

Note: Proposed new debt is not included in this schedule.

**City of Cape Coral, Florida
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	FY 2021 Principal	FY 2021 Interest	FY 2021 Requirement	FY 2022 Principal	FY 2022 Interest	FY 2022 Requirement	FY 2023 - 2043 Requirement
2019 \$10.2 GO Note Parks	\$ 575,000	\$ 257,081	832,081	\$ 590,000	\$ 241,120	831,120	8,505,000
Revenue Bonds							
2008 Capital Improvement Revenue	-	-	-	-	-	-	-
2010 Gas Tax Revenue	860,000	2,277,672	3,137,672	895,000	2,225,652	3,120,652	31,230,000
2011 Special Obligation Revenue	425,000	20,188	445,188	-	-	-	-
2012 Special Obligation Revenue	1,450,422	146,205	1,596,627	1,485,652	110,958	1,596,610	3,080,474
2014 Gas Tax Revenue Bond	2,444,000	177,527	2,621,527	2,497,000	119,623	2,616,623	2,552,000
2014 Capital Improvement&Refund Revenue	590,001	61,074	651,075	605,001	46,397	651,398	1,259,997
2015 Special Obligation Revenue	2,565,001	1,775,358	4,340,359	1,870,000	1,647,107	3,517,107	37,329,998
2015 Fire Protection Assessment Revenue	290,000	2,393	292,393	-	-	-	-
2017 Special Obligation Bond	2,265,000	2,675,875	4,940,875	2,825,000	2,562,625	5,387,625	53,520,000
Notes Payable							
2015 Special Obligation Note	1,760,001	113,549	1,873,550	1,799,001	76,589	1,875,590	1,847,996
2018 Special Obligation Revenue Note	743,242	186,652	929,894	766,170	163,723	929,893	4,887,242
Capital Leases							
2012 Lease - Charter School Bus	-	-	-	-	-	-	-
Total Governmental Debt	\$ 13,967,667	\$ 7,693,574	\$ 21,661,241	\$ 13,332,824	\$ 7,193,794	\$ 20,526,618	\$ 144,212,707
Enterprise							
Revenue Bonds							
2011 Water & Sewer Revenue Refunding	\$ 2,405,000	\$ 120,250	\$ 2,525,250	\$ -	\$ -	\$ -	-
2011A Water & Sewer Revenue Refunding	1,865,000	93,250	1,958,250	-	-	-	-
2015 Water & Sewer Revenue Refunding	-	3,393,900	3,393,900	-	3,393,900	3,393,900	72,415,000
2015A Series Water & Sewer Refunding	7,135,000	1,837,450	8,972,450	7,290,000	1,678,440	8,968,440	56,560,000
2017 Series Water & Sewer Refunding	-	11,071,788	11,071,788	4,535,000	11,071,788	15,606,788	243,820,000
Notes - State Revolving Fund Loans							
State Revolving Fund Loan #7516L-01	45,290	3,770	49,061	46,627	2,434	49,061	48,003
State Revolving Fund Loan #7516L-02	173,397	22,812	196,209	178,515	17,694	196,209	469,680
State Revolving Fund Loan #DW360103 SW6/7	573,442	248,064	821,506	573,442	248,064	821,506	9,407,388
State Revolving Fund Loan SW 6/7 (DW)	2,438,389	943,342	3,381,731	2,489,490	892,241	3,381,731	40,867,220
State Revolving Fund Loan #7516P	151,512	18,898	170,410	156,338	14,072	170,410	327,772
Special Assessment Bonds							
2017 Utility Improvement Assessment (all areas)	10,525,000	1,583,719	12,108,719	\$ 9,835,000	1,373,219	11,208,219	43,975,000
Total Enterprise Debt	\$ 25,312,030	\$ 19,337,242	\$ 44,649,273	\$ 25,104,412	\$ 18,691,852	\$ 43,796,263	\$ 467,890,062
Total Debt	\$ 39,279,697	\$ 27,030,816	\$ 66,310,514	\$ 38,437,236	\$ 25,885,646	\$ 64,322,881	\$ 612,102,769

Note: Proposed new debt is not included in this schedule.

City of Cape Coral, Florida
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Proposed New Debt

The City is anticipating issuing the following governmental debt:

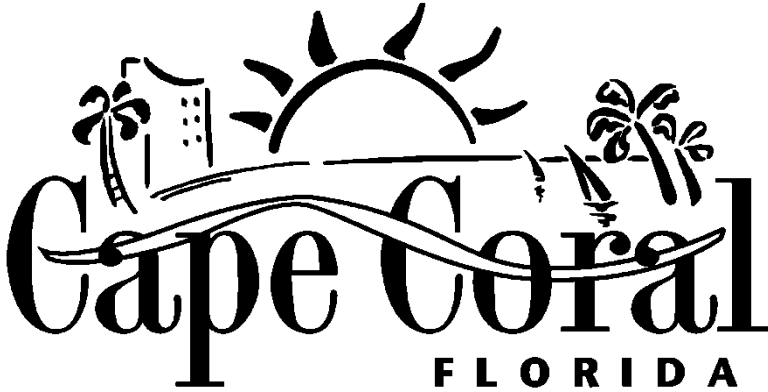
1. FY 2020 – Bank Note for \$11,500,000 for the purchase of the golf course in Southeast Cape Coral. The budget provides \$441,180 for annual debt service in FY 2020 and \$1,332,540 for annual debt service in FY 2021.
2. FY 2021 - Fire Assessment Note for \$4,300,000 for the purpose of construction of Fire Station #2. The proposed budget provides \$443,117 for annual debt service.
3. FY 2022 - Community Redevelopment Area (CRA) Bank Note for \$9,000,000 for the purpose of construction a Parking Garage in the CRA. The proposed budget provides \$1,137,410 for annual debt service
4. In August 2017, City Council approved a loan agreement with the State of Florida. The State Revolving Fund Loan is for the purpose of extending water, sewer, and irrigation collection and transmission lines in the area known as North 2 Utility Expansion Project. This loan was approved by City Council in August 2017. Debt service schedules will not be established until final project close out which is expected in late 2019.
5. In November 2018 Cape Coral voters approved a \$60,000,000 expansion of the city's parks and recreation amenities. FY 2019 – City Council approved \$10,200,000 loan for a General Obligation GO Bond to begin the first phase of the Parks Improvement Plan. The remainder \$49,800,000 is projected to begin in FY 2021.

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APPENDICES

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Staffing..... Section 16-C1
Full Cost Allocation..... Section 16-D1
Ordinance..... Section 16-E1

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Glossary of Financial Terms

Account: Financial reporting unit for budget, management, or accounting purposes.

Accounting Period: A period of time (e.g. one month, one year) where the city determines its financial position and results of operations.

Accrual Basis: The basis whereby transactions and events are recognized when they occur, regardless of when cash is received or paid.

Actuarial: A person or methodology that makes determinations of required contributions to achieve future funding levels that addresses risk and time.

Ad Valorem Tax: Tax levied in proportion to the value of the property against which it is levied.

Adopted Budget: The proposed budget as initially formally approved by the City Council.

Aggregate Millage Rate: A rate obtained by dividing the sum of all ad valorem taxes levied by the governing body by the taxable value of the municipality, expressed as an average tax rate.

All Years Budgeting: The method of budgeting and reporting grant and capital project appropriations and expenditures from grant or project inception through the reporting period, as opposed to, budgeting and reporting on a fiscal year basis. As a result, each year's budget only reflects that year's changes in funding, such as additional funds being added to a project budget or unneeded funds being subtracted from the budget.

Allocation: Component of an appropriation earmarking expenditures for a specific purpose and/or level of organization.

Amendments: Process in which budget appropriations are increased or decreased as a result of unanticipated changes in sources/uses. Amendments must be approved by the City Council in the same form the budget was originally approved.

Appropriation: A legal authorization granted by the legislative body to incur expenditures and obligations for a specific purpose. An appropriation is usually limited in amount, and as to the time when it may be expended.

Assessed Valuation: A 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.

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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.

Balanced Budget: A budget in which the amount available from taxation and other sources, including balances brought forward from prior fiscal years, equal the total appropriations for expenditures and reserves.

Benchmark: To determine the quality of products, services and practices by measuring critical factors (i.e., how fast, how reliable a product or service is) and compare the results to those of comparable entities.

Bond: Written evidence of the issuer's obligation to repay a specified principal amount on a certain date (maturity date), together with interest at a stated rate, or according to a formula for determining that rate.

Bond Rating: The rating established by a rating company (Moody's, Standard and Poor's, Fitch) that assesses the City's financial stability, resources and capacity to repay the financing issue by evaluating the organization's administrative management, financial management, debt load and local economy.

Budget: A plan of financial operation embodying an estimate of proposed expenditures for a given period, and the proposed means of financing. Used without any modifier, the term usually indicates a financial plan for a single fiscal year. The term "budget" is used in two senses in practice. Sometimes it designates the financial plan presented to the appropriating body for adoption, and sometimes the plan finally approved by that body. It is usually necessary to specify whether the budget under consideration is proposed and tentative, or whether it has been approved by the appropriating body. The budget, once adopted, is the legal authorization to expend city funds during the fiscal year. The budget may be amended during the fiscal year by the governing body and/or management, in accordance with procedures specified by law, charter, and/or administrative rules and regulations.

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

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

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

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

Capital Project: A major capital construction project costing over \$50,000 and spanning over a period of years. Included in the Capital Improvement Program.

Capitalized Interest: When interest cost is added to the cost of an asset and expensed over the useful life of an asset.

Charges for Service: This revenue results from user fees for various City services. Golf course fees, fees for planning and zoning services, and charges for utility service are examples.

Charter School: A school receiving public money but operates independently of the established public school system.

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

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

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

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

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

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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.

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

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

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

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

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

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Encumbrance: Purchase orders, contracts, salaries or other commitments which are chargeable to an appropriation and for which a part of the appropriation is obligated. They cease to be encumbrances when the obligations are paid or otherwise liquidated.

Enterprise Fund: A fund used to account for operations that are financed and operated in a manner similar to private business enterprises, wherein the stated intent is that the costs (including depreciation) of providing goods and services be financed from revenues recovered primarily through user fees.

Escrow: Money or property held in the custody of a third party that is returned only after the fulfillment of specific conditions.

Expenditures: Decreases in net financial resources. Expenditures include current operating expenses, which require the current or future use of net current assets, debt service, and capital outlays.

Financial Management Policies: A comprehensive set of financial management policies that are necessary to strengthen the city's financial condition and bond ratings. These policies, which are based on widely accepted credit industry measures and standards, are applied to the ongoing management of the City's finances.

Fines and Forfeitures: Consists of a variety of fees, fines and forfeitures collected by the State Court System, including bail forfeitures, garnishments, legal defenders recoupment and juror/witness fees.

Fiscal Year: A 12-month period to which the annual operating budget applies, and at the end of which a government determines its financial position and the results of its operations. Cape Coral's fiscal year begins October 1st and ends September 30th of each year.

Fixed Assets: Assets of a long-term character which are intended to continue to be held or used, such as land, building, improvements other than buildings, machinery, and equipment. Also see capital expenditures.

Franchise Fee: Charges to utilities for exclusive rights to operate within municipal right-of-way's or to provide a service. Examples are electricity and solid waste.

Full Cost Allocation Plan: A plan to distribute central services overhead costs to operating departments. Central services are those administrative functions that mainly provide services to other governmental departments and not to the public.

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.

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Functions: Expenditure classification according to the principal purposes for which expenditures are made. Examples are general government, culture/recreation, public safety, and transportation.

Fund: A fiscal and accounting entity with a self-balancing set of accounts recording assets, liabilities, revenues and expenditures associated with a particular purpose.

Fund Balance: The difference between a governmental fund's assets and liabilities.

Funded Positions: A term referring to the number of authorized positions for which funding is included in a given fiscal year's budget.

Government Accounting Standards Board (GASB): The independent organization that establishes and improves standards of accounting and financial reporting for U.S. state and local governments.

General Fund: This fund is used to account for all financial transactions applicable to the general operations of the city. Revenues are derived principally from property taxes, state shared revenues, franchise fees, fines, licenses and permits, and grants. This fund accounts for the general operating expenditures of the City including police and fire protection, engineering/public works, parks and recreation, planning and development, and general administration.

General Obligation Bonds: Bonds, which are secured by the full faith and credit of the issuer. General obligation bonds issued by local units of government are secured by a pledge of the issuer's ad valorem taxing power. Such bonds constitute debts of the issuer and require voter approval prior to issuance in the State of Florida.

Generally Accepted Accounting Principles (GAAP): Uniform minimum standards and guidelines for financial accounting and reporting that govern the form and content of the basic financial statements of an entity. GAAP encompass the conventions, rules, and procedures necessary to define accounting practices. They include not only broad guidelines of general application, but also detailed practices and procedures. The primary authoritative statement on the application of GAAP to state and local governments are GASB pronouncements. Every government should prepare and publish financial statements in conformity with GAAP.

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

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

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

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Homestead Exemption: Pursuant to the Florida State Constitution, when someone owns property and makes it his or her permanent residence or the permanent residence of his or her dependent, the property owner maybe be eligible to receive a homestead exemption up to \$50,000. The first \$25,000 applies to all property taxes, including school district taxes. The additional exemption up to \$25,000 applies to the assessed value between \$50,000 and \$75,000 and only to non-school taxes.

Impact Fee: A fee imposed on new development to for all or a portion of the costs of providing public services to the new development.

Indirect Costs: Costs associated but not directly attributable to, the providing of a product or service. These costs are usually incurred by a department in the support of other operating departments.

Infrastructure: Public domain fixed assets including roads, bridges, curbs, gutters, sidewalks, drainage systems, lighting systems and other items that have value only to the City.

Interest Income: Revenue associated with the City cash management activities of investing fund balances.

Interfund Transfers: Amounts transferred from one fund to another, primarily for work or services provided.

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.

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Measurement: A variety of methods used to assess the results achieved and improvements still required in a process or a system. Measurement gives the basis for continuous improvement by helping evaluate what is working and what is not working.

Mill: One thousandth of a dollar or \$1.00 of tax per \$1,000 assessed valuation.

Millage Rate: A rate expressed in thousandths. As used with ad valorem (property) taxes the rate expresses the dollars of tax per one thousand dollars of taxable value.

Mission Statement: A broad statement of purpose derived from an organization's and/or community's values and goals.

Modified Accrual Basis: The basis of accounting under which revenues are recognized when measurable and available to pay liabilities and expenditures are recognized when the liability is incurred. Exceptions to this rule include principal and interest on long term debt as well as expenditures related to compensated absences and claims and judgments which are recognized when due. All governmental funds are accounted for using the modified accrual basis of accounting.

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

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

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

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

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

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

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

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

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

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

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

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

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

Potable Water: Water that is safe to drink.

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

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

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

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

Quality: Excellence as defined by the customer.

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

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

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Rolled-Back Rate: The operating millage rate required to raise the same ad valorem tax revenues as were levied in the prior year, exclusive of new construction, additions to structures, deletions and property added, i.e. annexations.

Rolling Stock: Wheeled vehicles in the City's fleet.

Self-Insurance Fund: Internal service funds used to centrally manage the City's insurance coverage for workers' compensation, property/liability and health.

Service Level: Service(s) or product(s), which comprise actual (or expected, depending on whether one is describing a current or future service level) output of a given program. Focus is on results not measures of workload.

Special Assessment: Another name for Non-Ad Valorem Assessment.

Special Assessment Bonds: Obligations payable from special assessment revenues or charges imposed against property in a particular locality because that property receives a special benefit by virtue of a public improvement, separate and apart from the general benefit accruing to the public at large.

Special Revenue Funds: Funds, exclusive of the General Fund and capital funds, which are separately administered because they are associated with a distinct function or purpose.

Statute: A written law enacted by a duly organized and constituted legislative body.

Strategic Plan: A document outlining long-term goals, critical issues and action plans, which will increase the organization's effectiveness in attaining its mission, priorities, goals and objectives. Strategic planning starts with examining the present, envisioning the future, choosing how to get there, and making it happen.

Supplemental Requests: Budget requests by Departments for new positions, new equipment, and/or program expansions.

Taxes: Compulsory charges levied by a government for the purpose of financing services performed for the common benefit. This term does not include specific charges made against particular persons or property for current or permanent benefits, such as special assessments. Neither does the term include charges for services rendered only to those paying such charges as, for example, sewer service charges.

Tax Rate: The amount tax stated in terms of a unit of the tax base; for example, 5 mils equal 5 dollars per thousand of taxable value.

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Taxable Valuation: The value used for computing the ad valorem taxes levied against property. The taxable value is the assessed value less any exemptions allowed by law. The most common exemption is the \$50,000 homestead exemption. There are also exemptions for disability, government-owned, and non-profit-owned property.

Transfers In/Out: Amounts transferred from one fund to another to assist in financing the services of the recipient fund. Transfers do not constitute revenues or expenditures of the governmental unit, but only of the individual funds.

TRIM Notice: A tentative tax notice sent to all property owners in August, to provide information reflecting tentatively adopted millage rates.

Truth in Millage: The Florida Truth in Millage Act (TRIM) serves to formalize the property tax levying process by requiring a specific method of tax rate calculation, form of notice, public hearing requirements and advertising specifications prior to the adoption of a budget tax rate. The intent of TRIM is to inform taxpayers that their property taxes are changing (up or down), the cause (a change in the assessed value of their property and/or an increase in the proposed spending level) and how the proposed new tax rate compares to the rate that would generate the same property tax dollars as the current year (the “rolled-back” rate).

Unappropriated: Not obligated for a specific purposes, undesignated.

Undesignated: Without a specific purpose.

User Fees: Charges for specific governmental services. These fees cover the cost of providing that service to the user (ex. building permits). The key to effective utilization of user fees is being able to identify specific beneficiaries of services and then determine the full cost of the service they are consuming. Also see Charges for Service.

Vision: A guiding statement describing a desirable future state toward which efforts should be directed. An effective vision statement inspires creativity while keeping an organization “on track” for the future by aligning its priorities.

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Acronyms

ADA	Americans with Disabilities Act
ALS	Advanced Life Support
AMP	Asset Management Program
ARRA	American Recovery and Reinvestment Act
BIOC	Building Industry Oversight Committee
BRC	Budget Review Committee
CAD	Computer Aided Dispatch
CAFR	Comprehensive Annual Financial Report
CFEC	Capital Facility Expansion Charges
CIAC	Contribution in Aid of Construction
CDBG	Community Development Block Grant
CERT	Community Emergency Response Team
CIP	Capital Improvement Plan
CPI	Consumer Price Index
CRA	Community Redevelopment Agency
DCD	Department of Community Development
EAR	Evaluation and Appraisal Report
EFT	Electronic Funds Transfer
EMS	Emergency Medical Services
EPA	Environmental Protection Agency
ERU	Equivalent Residential Unit
FAPPO	Florida Association of Public Procurement Officials
FDEP	Florida Department of Environmental Protection
FDLE	Florida Department of Law Enforcement
FDOT	Florida Department of Transportation
FEMA	Federal Emergency Management Agency
FS	Florida Statute
FTE	Full Time Equivalent
FY	Fiscal Year
GAAP	Generally Accepted Accounting Principles
GASB	Governmental Accounting Standards Board
GFOA	Government Finance Officers Association
GIS	Geographic Information Systems
GO	General Obligation
HR	Human Resources
IT	Information Technology
JPA	Joint Participation Agreement
LAP	Local Agency Program
MGD	Million Gallons per Day
MHz	Megahertz
MPO	Metropolitan Planning Organization
NFPA	National Fire Protection Association
NPDES	National Pollutant Discharge Elimination System
PILOT	Payment in Lieu of Taxes
RO	Reverse Osmosis
ROW	Right-Of-Way
SCADA	Supervisory Control and Data Acquisition
SWFWMD	Southwest Florida Water Management District
TDC	Tourist Development Council
TIF	Tax Incremental Financing
TRIM	Truth in Millage
UEP	Utilities Extension Project
WCIND	West Coast Inland Navigation District
WTP	Water Treatment Plant
WWTP	Wastewater Treatment Plan

Statistical Section

Geography and Community Profile

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

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

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

Since incorporating in August 1970, Cape Coral's population has experienced rapid growth. With nearly 190,000 residents, Cape Coral's population is anticipated to grow at an annual rate of 1.44 percent through 2020. At build out, the Cape Coral population is estimated to be more than 400,000.

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

Seasonal Normal Temperatures

Winter (Dec-Feb) 56-77° F

Spring (Mar-May) 59-89° F

Summer (Jun-Aug) 73-92° F

Autumn (Sep-Nov) 62-90° F

Source: Southeast Regional Climate Center



Date of Incorporation

August 1970

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Form of Government

The City of Cape Coral operates under the Council-City Manager form of government. City Council members are nonpartisan and elected at large from seven districts. The Mayor is also nonpartisan and elected at large. The Mayor serves as the eighth member of council and presides over council meetings. The City Council enacts ordinances and resolutions, adopts the budget, comprehensive plan and land-use regulations. The Council appoints the City Manager, City Auditor and City Attorney, as well as the members of all boards and commissions. The City Manager hires all department directors and oversees the day-to-day operations of the city.

Assessed Taxable Property Valuation

2019 Tax Year/2020 Fiscal Year	
July Certified	\$ 15,438,898,927
October Final	\$ 15,438,898,927
Adopted Budget	\$ 895,185,539

Property Tax Millage Rate:

FY 2020 General Operating	Adopted 6.4903
FY 2020 Voted GO Bond Parks	Adopted 0.0600

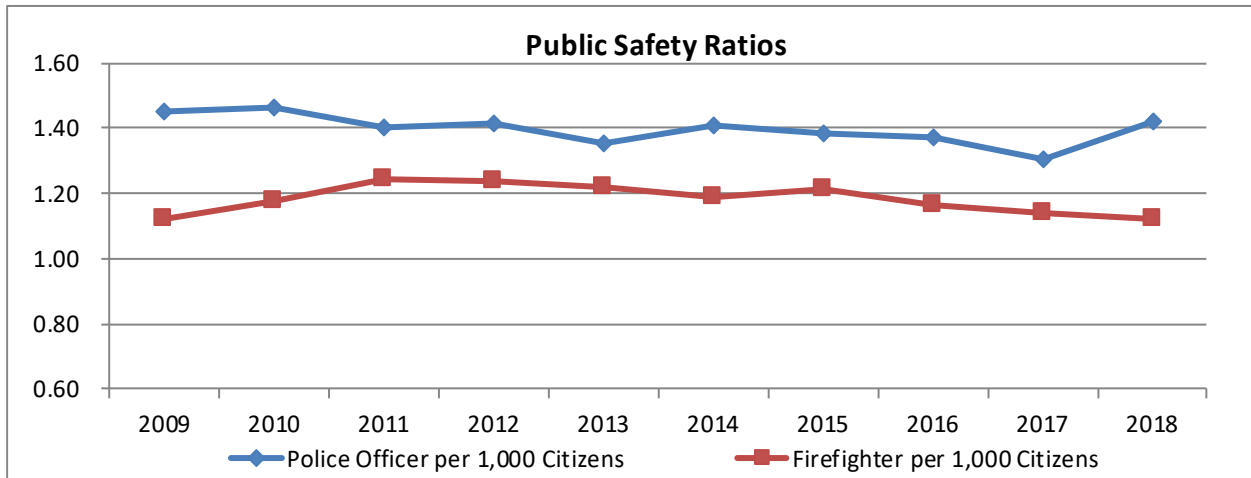
Public Safety

The Cape Coral Police Department is comprised of a number of units-Patrol, Investigations, Traffic, K9, Aviation, Marine, and others to serve the varied needs of our community.

Police Uniform Strength	260
Number of calls dispatched	277,286
Police Officer per 1,000 Citizens	1.418

The Cape Coral Fire Department consists of the Operations, Administration, Professional Standards and Life Safety Divisions.

Fire Uniform Strength	206
Calls for service	20,401
Fire Inspections	7,261
Number of Fire Stations	11
Firefighter per 1,000 Citizens	1.123



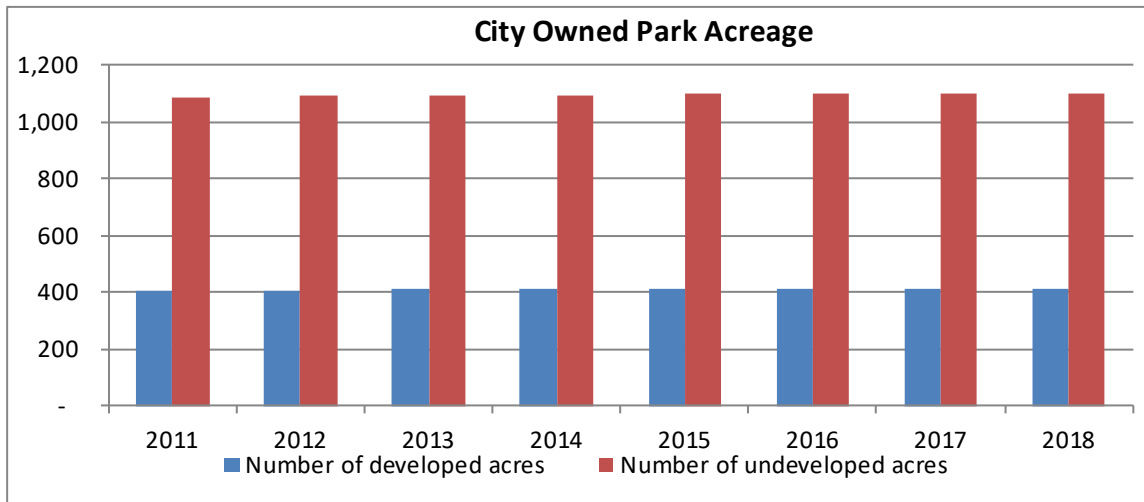
2018 CAFR City of Cape Coral, Population, Police/Firefighter, 2015 ESRI Forecast

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Parks & Recreation

The Department is made up of five (5) Divisions: Administration, Coral Oaks Golf Course, Parks, Recreation & Social Services, and Revenue & Special Facilities. The department operates one enterprise fund and two special revenue funds: the Cape Coral (Godman) Yacht Basin, Coral Oaks Golf Course and Sun Splash Family Waterpark, respectively.

Number of developed parks	34
Number of undeveloped parks	24
Number of developed acres	409
Number of undeveloped acres	1,101
City owned boat launches, lifts and locks	22
City owned golf courses	1
Rounds played	55,688
City owned waterpark	1
Admissions	96,220
Cultural Park Theater (seats)	187
City owned yacht basin	1
Number of slips	84
Senior Activity Centers	2
Senior center memberships	643
Mini-bus Transportation (total miles)	107,832



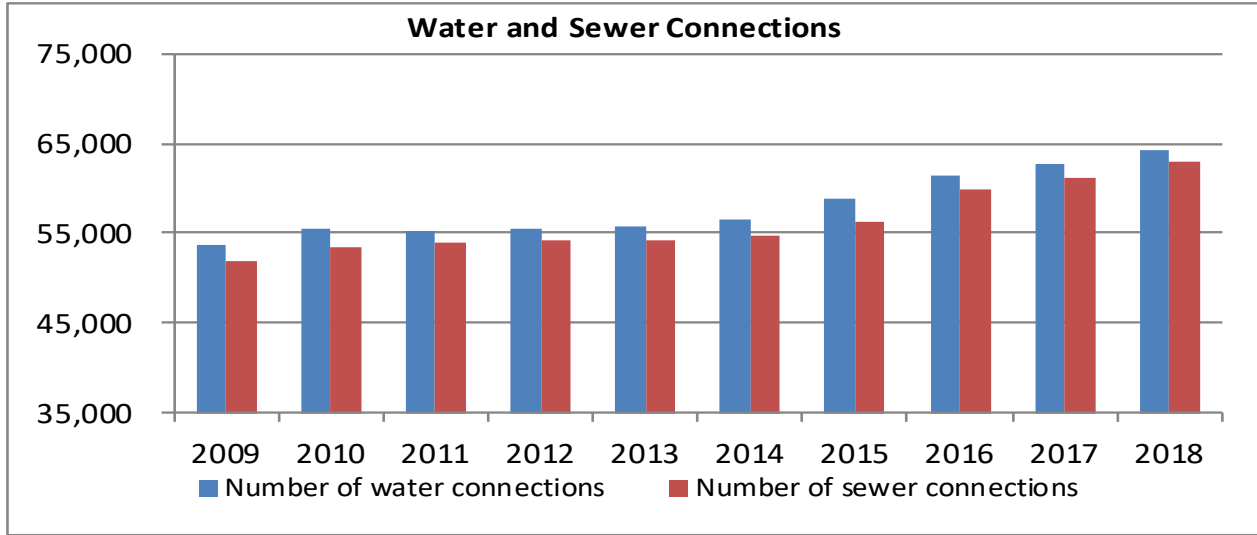
Source: 2018 CAFR City of Cape Coral, Parks and Recreation

Water and Sewer

The Utilities Department consists of the Water Production, Water Reclamation, Collection and Distribution and Administration divisions.

Number of water connections	64,225
Number of sewer connections	62,842
Miles of water distribution	908

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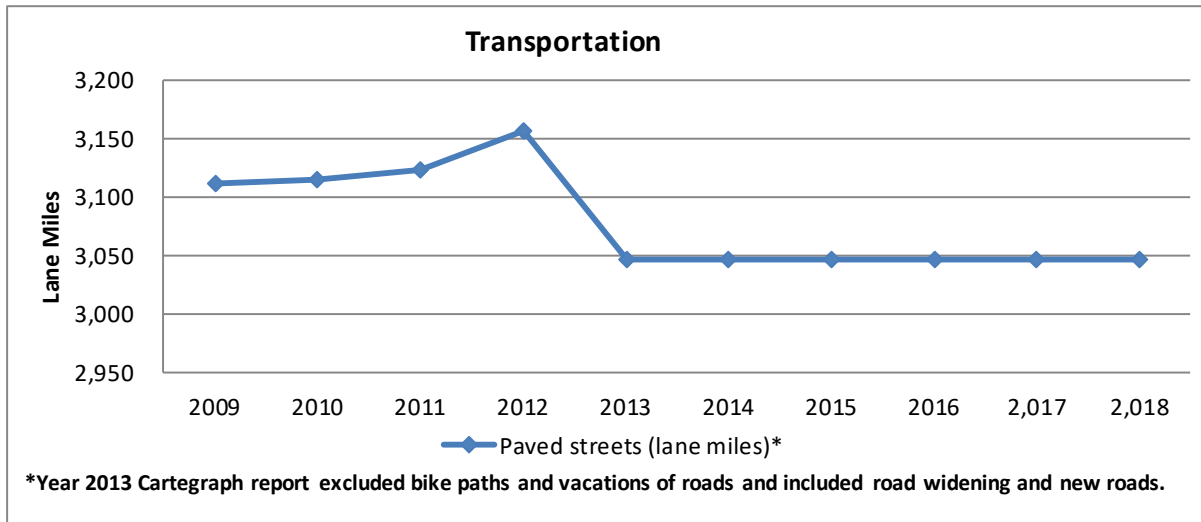


Source: 2018 CAFR City of Cape Coral, Water and Sewer

Public Works

The Public Works Department is primarily responsible for construction, maintenance, operations, testing, and engineering/scientific guidance/support for Cape Coral's infrastructure (to include: planning, design, roads, canals, stormwater systems, city buildings, fleet, etc.).

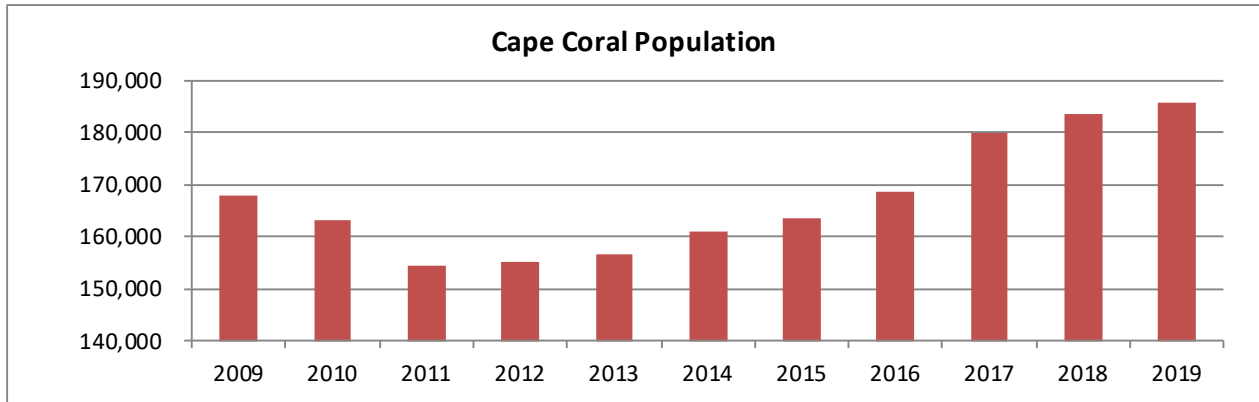
Stormwater drainage pipes (miles)	540
Swales (miles)	3,363
Catch basins	23,733
Paved streets	3,047
Sidewalks (miles)	226
Paved alleys (miles)	11



Source: 2018 CAFR City of Cape Coral, Transportation

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Demographics

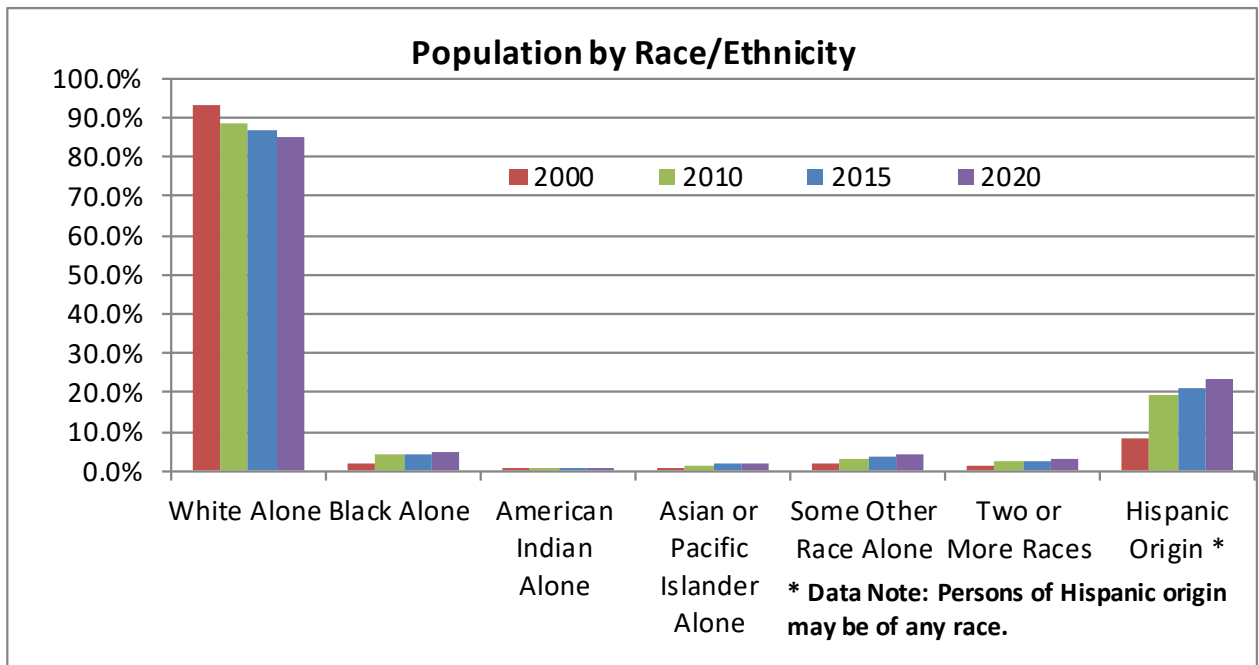


Source: Pre-2019 City of Cape Coral CAFR; 2019 University of Florida Research

Fast Fact – Cape Coral ranked 9th on Forbes’ list of “America’s Fastest-Growing Cities” in 2018. It was 1st in projected population and gross market product growth.

In 2008, immediately prior to the extended period of economic decline, Cape Coral’s population peaked at an estimated 170,074. The area population is currently rebounding and has already surpassed the forecasted increase to 175,699 by 2020. By 2020, the gender profile for Cape Coral will be 51.1% female and 48.9% male. The median age is anticipated to increase from 44.4 years of age in 2015 to 44.8 years of age by 2020. By 2020, 51.4% of the population will be between the ages of 25 and 64 with 26.4% under the age of 24 and 22.2% over the age of 64.

Source: Cape Coral EDO and ESRI Forecast FY15 and FY20



Source: 2000 Census Population & Housing, 2010 Census, EDO/ESRI Data 2015 & 2020

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Due to population and job growth, Cape Coral's median income increased from \$43,523 in 2000 to 2015's median of \$51,370. Cape Coral has a nationally recognized suite of Florida workforce development programs and its mixed population of young and mature (45-60 year-olds) residents provides a pool of both experienced and educated workers for the economy.

Per Capita Income

2000	\$21,021
2010	\$26,031
2015	\$25,599
2020	\$28,934

Source: 2000 Census Population & Housing, 2010 Census, EDO/ESRI Data 2015 & 2020

Median Household Income

2000	\$43,523
2010	\$55,989
2015	\$51,370
2020	\$57,518

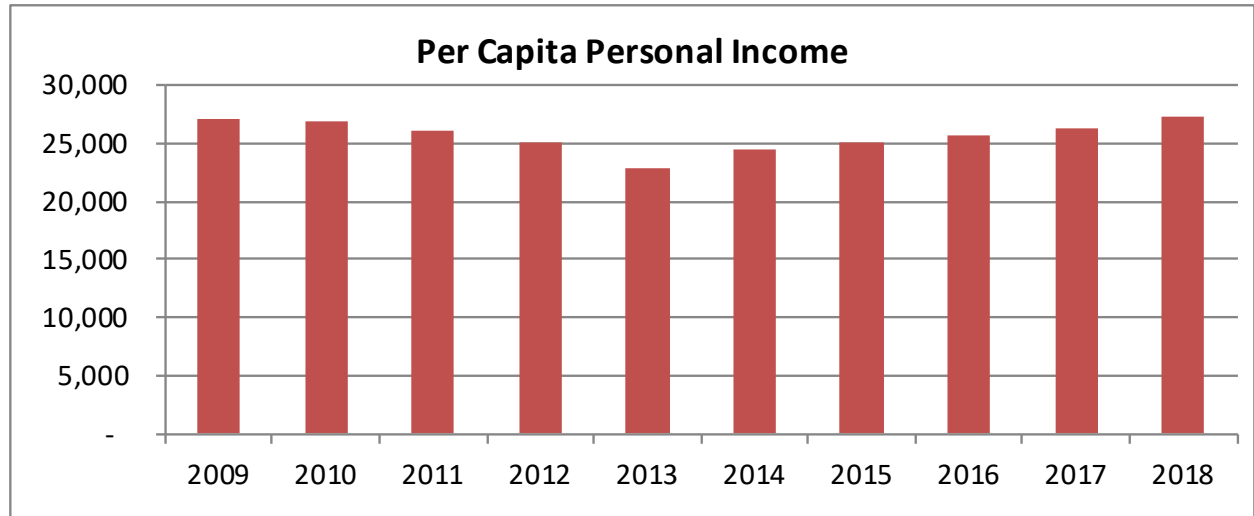
Source: 2000 Census Population & Housing, 2010 Census, EDO/ESRI Data 2015 & 2020

Median Home Value

2000	\$106,471
2010	\$135,665
2015	\$158,399
2020	\$205,207

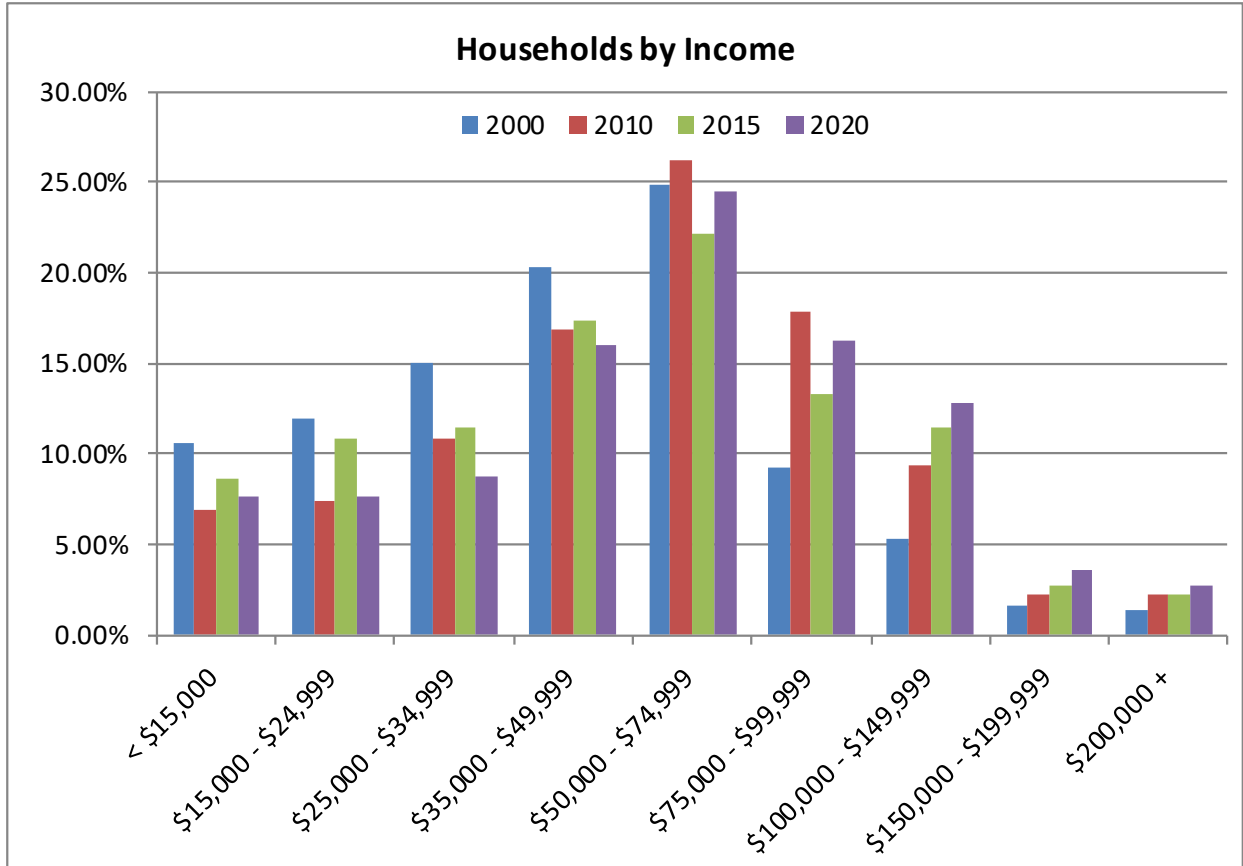
Source: 2000 Census Population & Housing, 2010 Census, EDO/ESRI Data 2015 & 2020

Fast Fact – Manpower Group Employment Outlook Survey - Cape Coral ranked 2nd in “Best in Nation” for expected job growth.



Source: 2018 CAFR; Lee County Economic Development, per capita income is for entire Lee County as City of Cape Coral was not available.

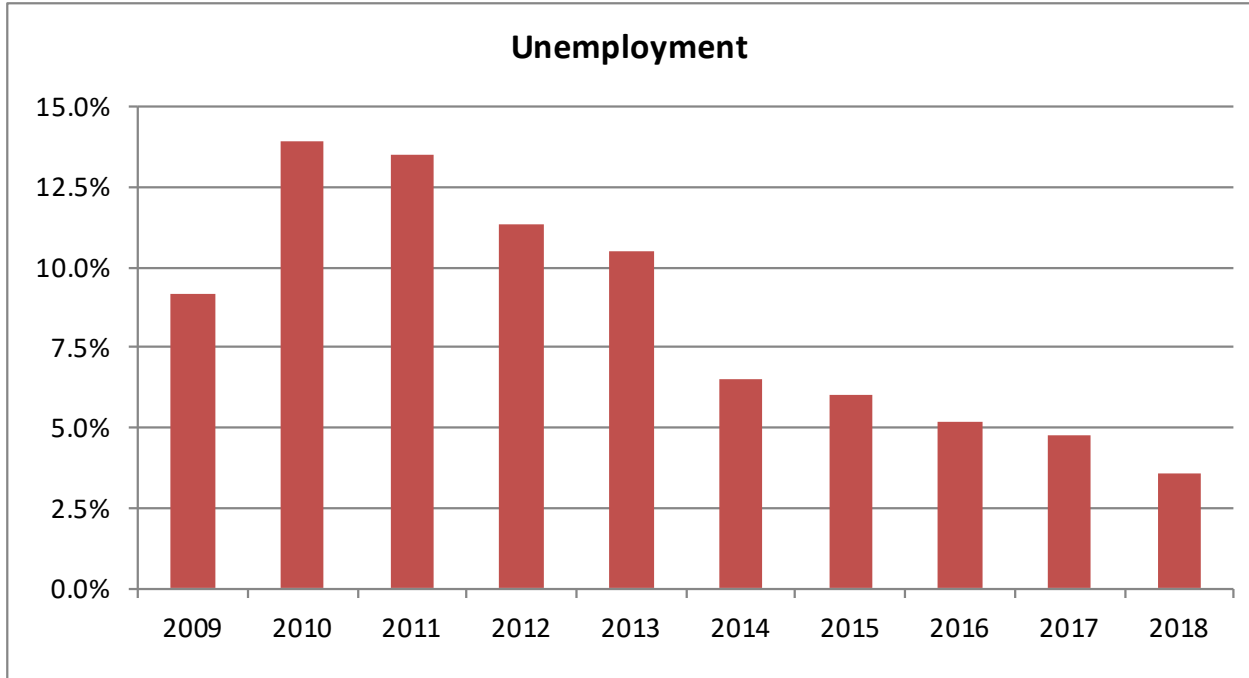
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Source: 2000 Census Population & Housing, 2010 Census, EDO/ESRI Data 2015 & 2020

Fast Fact – Cape Coral was among 10 cities named “Top Markets to Target” in 2019 by real estate tech marketing firm SetSchedule.

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Source: 2018 CAFR per Department of Labor, Bureau of Labor Statistics

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

Almost 60% of the Cape Coral workforce is employed in largely white-collar occupations, such as management, professional, sales and administrative support. The retail and service industries are Cape Coral’s top employers.

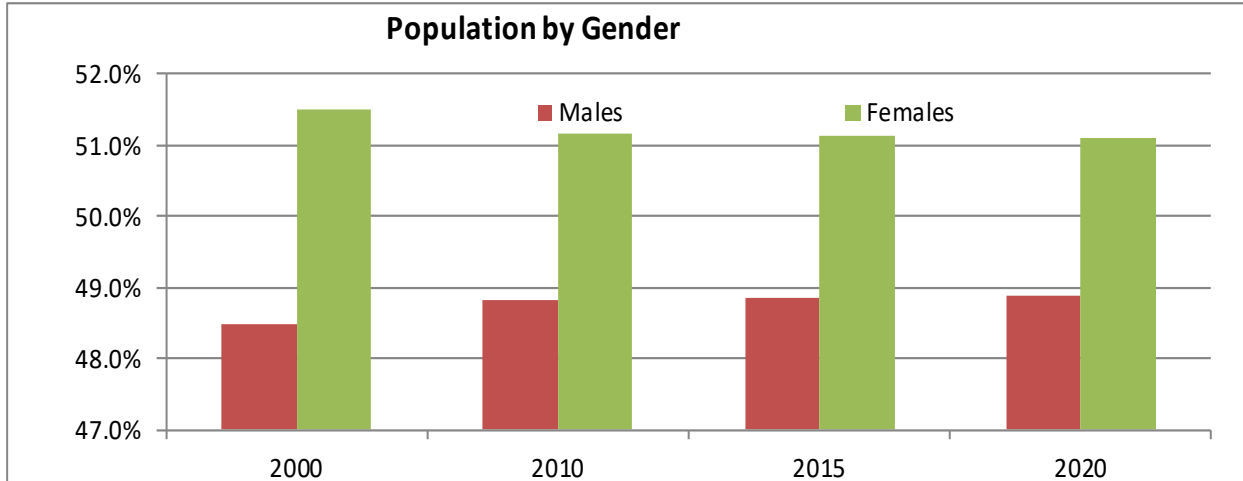
Median Age

2000	41.7
2010	42.4
2015	44.4
2020	44.8

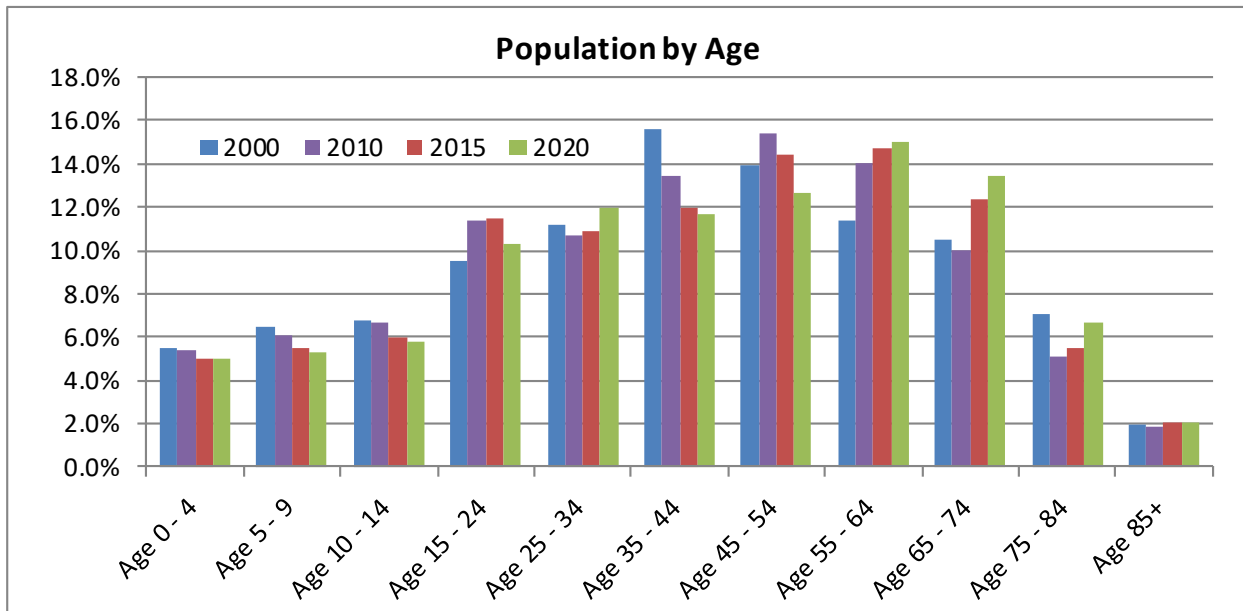
Source: 2000 Census Population & Housing, EDO/ESRI Data 2010, 2015 & 2020

Fast Fact – Cape Coral was ranked 1st in Florida in the “Happiest Cities in America” in 2019, according to WalletHub.

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Source: 2000 Census Population & Housing, EDO/ESRI Data 2010, 2015 & 2020



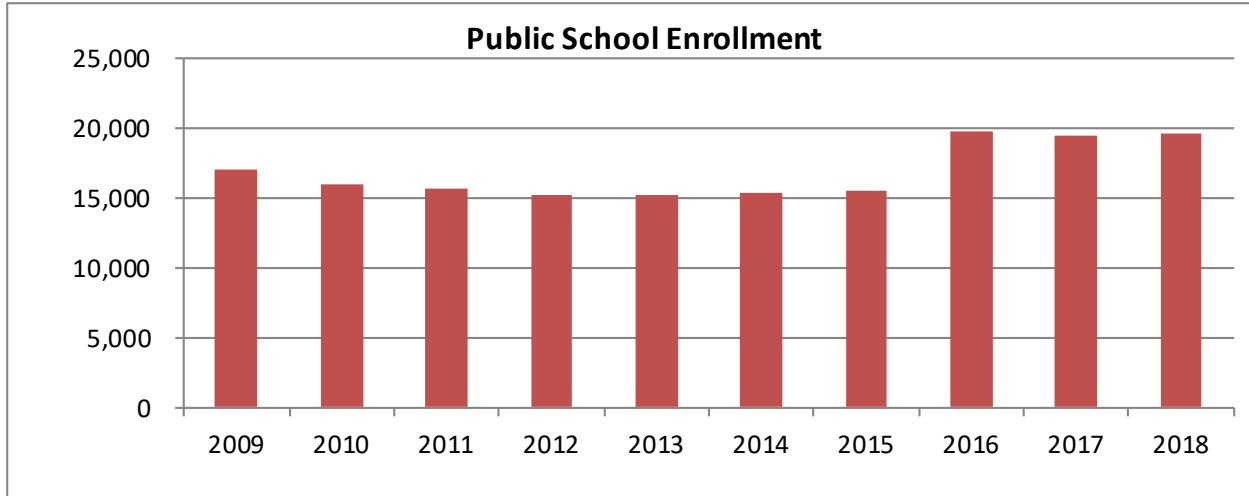
Source: 2000 Census Population & Housing, EDO/ESRI Data 2010, 2015 & 2020

Southwest Florida is well-served by 10 colleges and a state university and has an array of choices for K-12 education in public, private and charter schools.

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

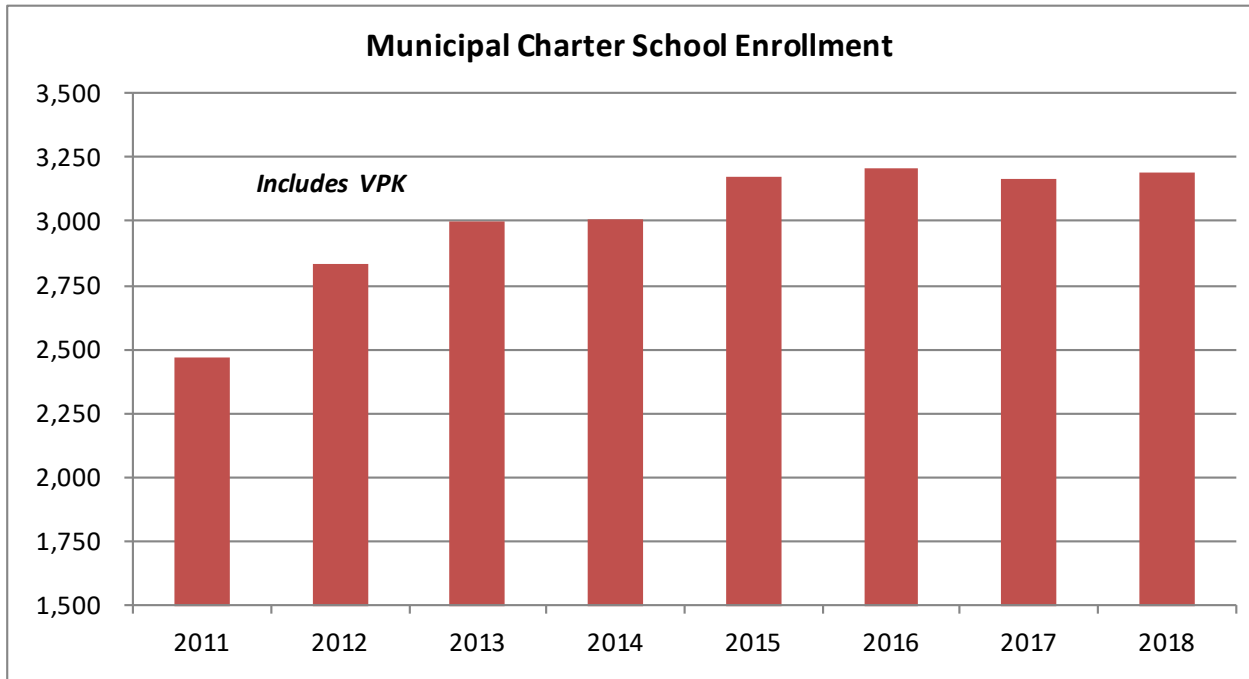
Fast Fact – Cape Coral was 24th of 182 cities surveyed in WalletHub’s “Safest Cities in America” in 2018.

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Source: 2018 CAFR per School District of Lee County (Excludes Charter Schools)

The City of Cape Coral has created a municipal charter school system that is governed by the Cape Coral Charter School Authority. It provides a challenging curriculum in a small classroom environment. Students can begin with a voluntary pre-K and carry their educational pursuits all the way through to Oasis High School. The four charter schools provide a seamless opportunity for nurturing students during their pre-college years. Because the system is public, there is no tuition. The municipal charter schools are available exclusively to children who live in Cape Coral.



Source: Cape Coral Charter School FY18-20 Budget www.capecharterschools.org

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

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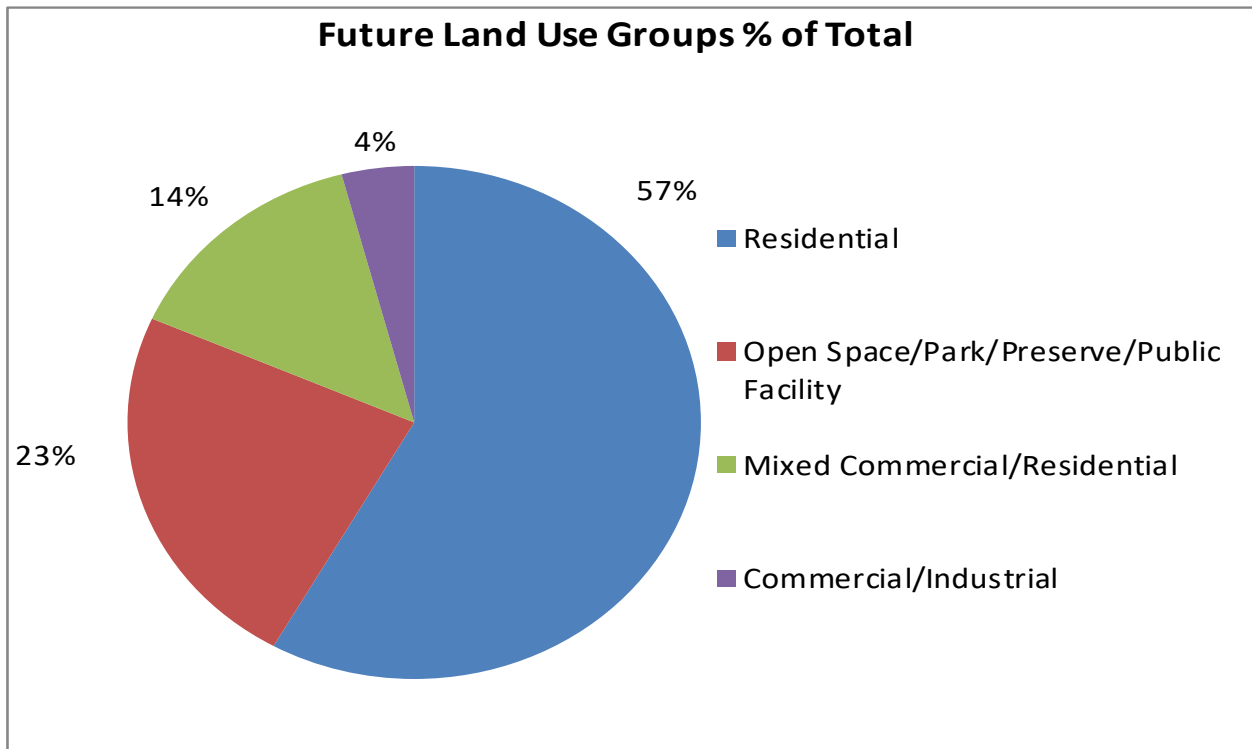
The region's largest higher education facility is Florida Gulf Coast University (FGCU) located in Fort Myers. Now known nationally as "Dunk City," FGCU is one of Florida's youngest state universities, but has exceeded annual enrollment rates of 10,000-plus students since opening in 1997. FGCU is located only 20 miles from Cape Coral and offers undergraduate, graduate and doctorate degrees. The nationally recognized Lutgert College of Business' Center for Leadership and Innovation provides the region's premier executive and technology education programs for middle and upper managers in the private and public sectors. FGCU partnered with Cape Coral to offer a Small Business Development Center office in the city and has established a Cape Coral satellite facility, which provides free and confidential business assistance.

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

Land Use

Cape Coral is Florida's third largest city by land mass at 120 square miles and currently only at 45% of build-out. With 6,500 businesses, the city's year-round population of 165,000 swells to 185,000 during the winter months with seasonal residents, tourists and European visitors. Despite being hard-hit during the economic recession, Cape Coral experienced the largest amount of growth throughout the last decade.

The city offers more than six distinct investment areas that include two industrial parks and two Foreign Trade Zones for a total of 3,844 acres for commercial/industrial development. Commercial properties are available for competitive, low-cost leasing. Cape Coral has approximately 65 square miles of unimproved commercial and residential land within its total 120 square miles.



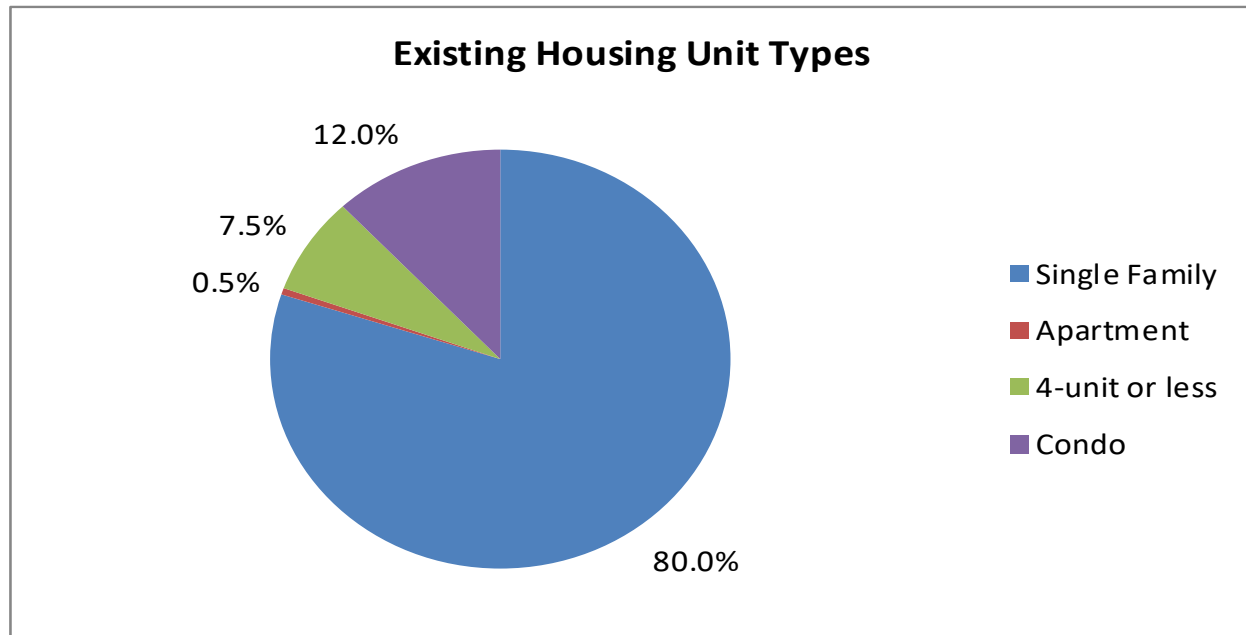
Source: Cape Coral Department of Community Development, Planning Division, 2015

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Residents of Cape Coral enjoy living in a widely renowned locale with plenty of educational, cultural and recreational opportunities. The American Chamber of Commerce Research Association’s 2012 Cost of Living Index scored the Cape Coral-Fort Myers metropolitan area as having the third, best cost of living rate in the nation. At build-out, the Cape’s population is estimated to be more than 400,000.

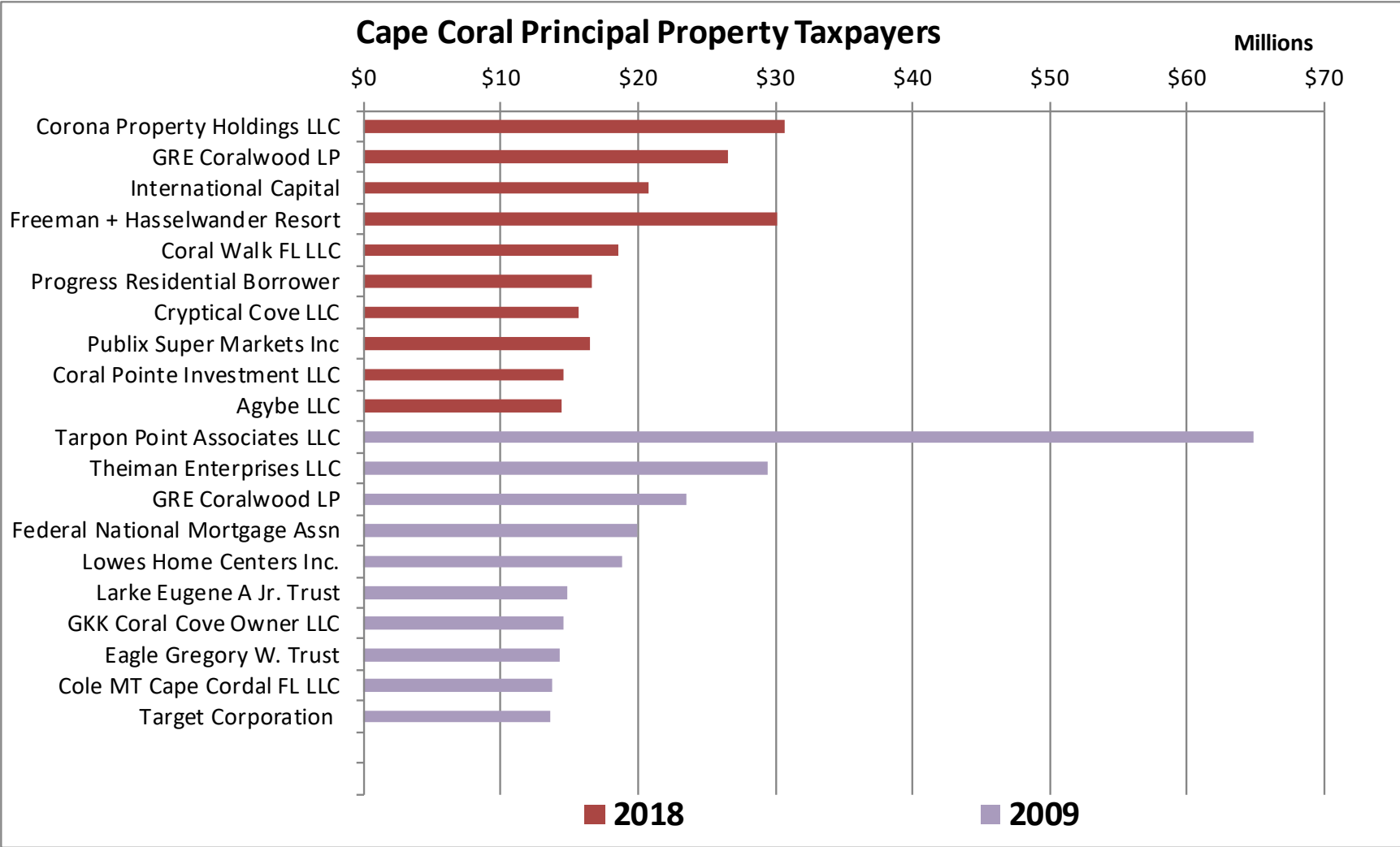
	Number of Parcels	% by Parcel Count	% by Land Area
Improved Parcels	69,833	54%	35%
Unimproved Parcels	59,421	46%	65%
Total	129,254	100%	100%

Source: Cape Coral Department of Community Development, Planning Division, 2015



Source: Cape Coral Department of Community Development, Planning Division, 2015

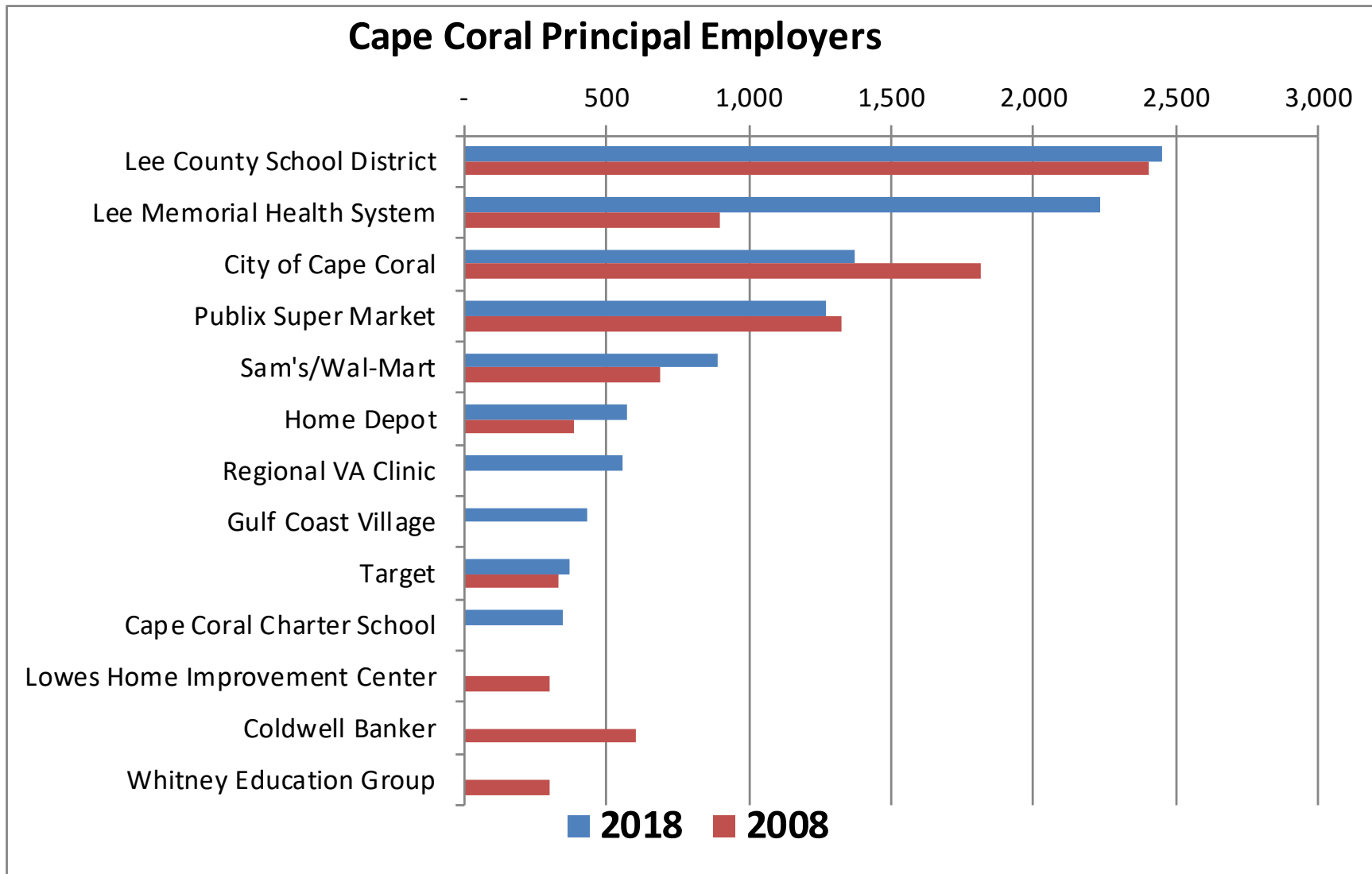
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Source: Lee County Property Appraiser, 2018 CAFR City of Cape Coral

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Cape Coral Principal Employers



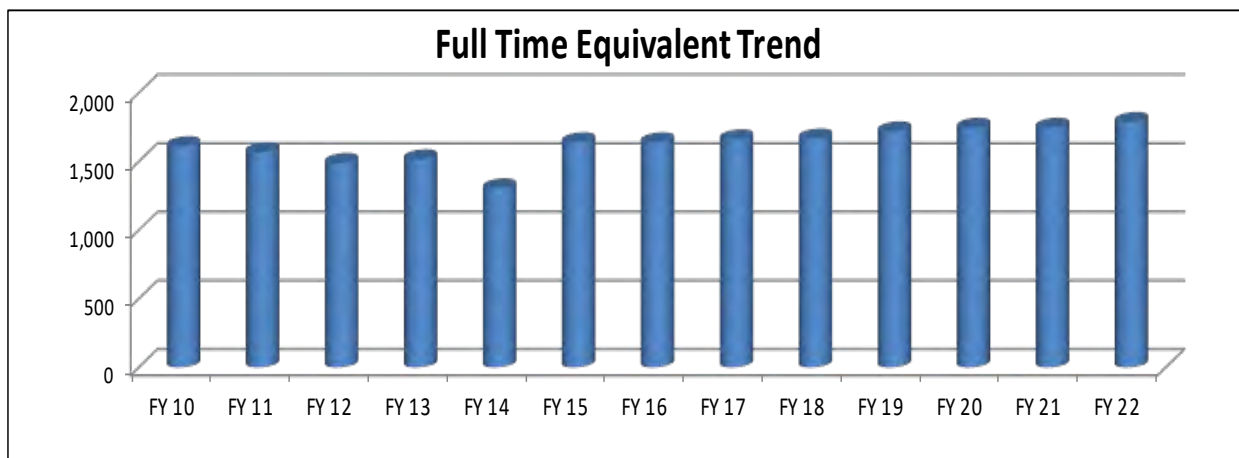
Source: City of Cape Coral, Economic Development Office, 2018 CAFR City of Cape Coral

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Staffing Summary

Full-Time Equivalents Fund Level

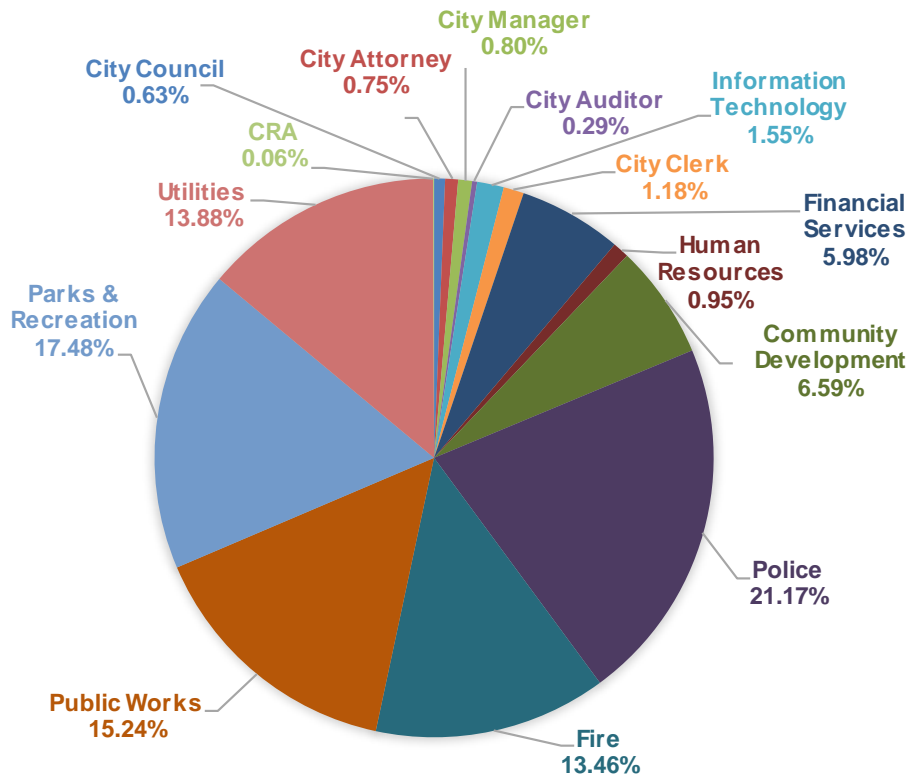
Fund/Department	FY 2018 Adopted	FY 2018 Amended	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
General Fund:							
City Council	11.00	11.00	11.00	11.00	11.00	11.00	11.00
City Attorney	13.00	13.00	13.00	13.00	13.00	13.00	13.00
City Manager	12.50	13.00	14.00	14.00	14.00	14.00	14.00
City Auditor	5.00	5.00	5.00	5.00	5.00	5.00	5.00
Information Technology	26.00	26.00	27.00	27.00	27.00	27.00	27.00
City Clerk	20.00	20.00	20.00	20.00	19.50	19.50	19.50
Financial Services	38.00	38.00	39.00	39.00	39.00	39.00	39.00
Human Resources	15.60	15.60	15.60	15.60	15.60	15.60	15.60
Community Development	54.00	54.00	53.00	53.00	57.00	57.00	57.00
Police	330.93	333.93	356.93	356.93	367.93	367.93	367.93
Fire	217.00	217.00	221.00	227.00	228.00	228.00	246.00
Public Works	70.00	70.00	72.00	72.00	73.00	73.00	73.00
Parks & Recreation	64.60	64.60	63.60	63.60	63.60	63.60	82.60
Total General Fund	877.63	881.13	911.13	917.13	933.63	933.63	970.63
Alarm Fee Fund	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Parks & Recreation Programs	146.43	145.93	147.43	147.43	145.25	145.25	150.25
Waterpark Fund	61.17	61.17	61.17	61.17	61.17	61.17	61.17
All Hazards	5.50	5.50	5.50	5.50	5.50	5.50	5.50
Lot Mowing Fund	4.00	4.00	4.00	4.00	4.00	4.00	4.00
CRA Fund	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Building Fund	49.45	50.88	52.88	53.88	57.88	57.88	57.88
CDBG/SHIP/NSP Funds	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Transportation Capital Projects	16.00	16.00	17.00	17.00	17.00	17.00	17.00
Water & Sewer Utility Fund	298.15	298.15	302.15	302.15	309.65	309.65	309.65
Stormwater Utility Fund	96.00	96.00	97.00	97.00	98.50	98.50	98.50
Yacht Basin Fund	2.55	2.55	2.55	2.55	2.55	2.55	2.55
Golf Course Fund	32.00	32.00	32.00	32.00	32.00	32.00	32.00
Self-Insured Health Plan	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Facilities Management	42.50	42.50	43.50	43.50	43.50	43.50	43.50
Fleet Maintenance	24.00	24.00	24.00	24.00	23.00	23.00	23.00
Workers Comp & Prop/Liab	4.00	4.00	4.00	4.00	4.00	4.00	4.00
Total All Funds	1,664.38	1,668.80	1,709.30	1,716.30	1,742.62	1,742.62	1,784.62



**City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget**

Departmental Basis

Department	FY 2018 Adopted	FY 2018 Amended	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Proposed
City Council	11.00	11.00	11.00	11.00	11.00	11.00	11.00
City Attorney	13.00	13.00	13.00	13.00	13.00	13.00	13.00
City Manager	12.50	13.00	14.00	14.00	14.00	14.00	14.00
City Auditor	5.00	5.00	5.00	5.00	5.00	5.00	5.00
Information Technology	26.00	26.00	27.00	27.00	27.00	27.00	27.00
City Clerk	20.00	20.00	20.00	20.00	20.50	20.50	20.50
Financial Services	99.25	99.25	102.25	102.25	104.25	104.25	104.25
Human Resources	16.60	16.60	16.60	16.60	16.60	16.60	16.60
Community Development	105.45	106.88	107.88	108.88	114.88	114.88	114.88
Police	331.93	334.93	357.93	357.93	368.93	368.93	368.93
Fire	222.50	222.50	226.50	232.50	234.50	234.50	252.50
Public Works	259.50	259.50	264.50	264.50	265.50	265.50	265.50
Parks & Recreation	306.75	306.25	306.75	306.75	304.57	304.57	328.57
Utilities	233.90	233.90	235.90	235.90	241.90	241.90	241.90
Subtotal City Departments	1,663.38	1,667.80	1,708.30	1,715.30	1,741.62	1,741.62	1,783.62
CRA	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Total City	1,664.38	1,668.80	1,709.30	1,716.30	1,742.62	1,742.62	1,784.62



**City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget**

Staffing Changes

FY 2019 Amended

Fund	Dept	Position	FTE
General	City Attorney	Budgetary Impact - Reclassified (1) Paralegal II to Sr Paralegal	-
General	City Auditor	Budgetary Impact - Reclassified (1) Sr Auditor to Internal Auditor	-
General	City Council	Budgetary Impact - Reclassified (1) Legislative Exec Admin Assist to Legislative Clerk	-
General	DCD	Budgetary Impact - Reclassified (1) Plans Examiner to Principal Engineer	-
General	Fire	Firefighters	6.00
General	HR	Budgetary Impact - Reclassified (1) Talent Acquisition Associate to Talent Acq Specialist	-
General	Parks & Rec	Budgetary Impact - Reclassified (1) CSR to Sr CSR	-
Total Change General Fund			6.00
Building	DCD	Budgetary Impact - Reclassified (1) Bldg Inspector III to Plans Examiner III	-
Building	DCD	Customer Service Supervisor	1.00
Total Change			7.00

FY 2020

Fund	Dept	Position	FTE
General	City Clerk	Eliminate Contract Scanning Technician (Convert to Full time CSR under Bldg Fund)	(0.50)
General	City Manager	Marketing Coordinator	1.00
General	City Manager	Eliminate Grant Coordinator (outsourcing grant services - budgeted in operating)	(1.00)
General	DCD	Code Compliance Officer	3.00
General	DCD	Zoning Inspector	1.00
General	Finance	Budgetary Impact - Reclassified (1) Budget Analyst to Sr Budget Analyst	-
General	Fire	Quality Assurance Specialist	1.00
General	Police	911 Operator	1.00
General	Police	Police Officers	8.00
General	Police	Police Sergeants	2.00
General	Public Works	Registered Surveyor	1.00
Total Change General Fund			16.50
Building	City Clerk	Customer Service Representative - Records	1.00
Building	DCD	Plans Examiner I	1.00
Building	DCD	Construction Inspector	1.00
Building	Fire	Fire Inspector	1.00
Internal Service	Fleet	Eliminate 1 Fleet Mechanic	(1.00)
P&R Programs	P&R	Convert Contract Counselor to Full Time Recreation Specialist - Special Events	0.32
P&R Programs	P&R	Reduce Contract Counselor/Instructor - WA Youth Center	(2.50)
Stormwater	Finance	Administrative Assistant	0.50
Stormwater	Public Works	Customer Service Representative	1.00
Water & Sewer	Finance	Administrative Assistant	0.50
Water & Sewer	Finance	Senior Procurement Specialist	1.00
Water & Sewer	Utilities	Electrical/Instrumentation Asst Supervisor	1.00
Water & Sewer	Utilities	Lift Station Technician	1.00
Water & Sewer	Utilities	Utilities Field Supervisor - UCD	1.00
Water & Sewer	Utilities	Utilities Technician - UCD	1.00
Water & Sewer	Utilities	Wastewater Oper C - Lift Stations	1.00
Water & Sewer	Utilities	Water Plant Oper Trainee S	1.00
Total Change			26.32

FY 2021

Fund	Dept	Position	FTE
No anticipated staffing changes at this time			

FY 2022

Fund	Dept	Position	FTE
General	Fire	Firefighters - Station 12	12.00
General	Fire	Fire Lieutenants (Shift) - Station 12	3.00
General	Fire	Fire Battalion Chief - Station 12	3.00
General	P&R	Park Ranger (Parks & Rec Master Plan)	1.00
General	P&R	Groundskeeper (Parks & Rec Master Plan)	3.00
General	P&R	Recreation Specialist - YFC (Parks & Rec Master Plan)	2.00
General	P&R	Irrigation Specialist (Parks & Rec Master Plan)	2.00

(continued on next page)

**City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget**

FY 2022 continued

Fund	Dept	Position	FTE
General	P&R	Customer Service Representative (Parks & Rec Master Plan)	1.00
General	P&R	Chemical Specialist (Parks & Rec Master Plan)	1.00
General	P&R	Contract Grounds Maintenance II (Parks & Rec Master Plan)	4.00
General	P&R	Contract Park Ranger (Parks & Rec Mater Plan)	4.00
General	P&R	Contract Administrative Aide - YFC (Parks & Rec Master Plan)	1.00
Total Change General Fund			37.00
P&R Programs	P&R	Sr Recreation Specialist - Athletics (Parks & Rec Master Plan)	1.00
P&R Programs	P&R	Contract Center Attendant (Parks & Rec Master Plan)	4.00
Total Change			42.00

**City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget**

Unfunded Positions

Fund	Dept	FY 2020 Position Request	FTE
Building	DCD	Asst Community Dev Director - split 70/30 Building and General Fund	0.3
Building	DCD	Customer Service Representative	3.0
General	DCD	Asst Community Dev Director - split 70/30 Building and General Fund	0.7
General	Fire	Fire Facilities Coordinator	1.0
General	HR	Accounts Coordinator	1.0
General	ITS	Systems Administrator	1.0
General	ITS	Webmaster	1.0
General	Public Works	Principal Planner	1.0
General	Public Works	Split CAD GIS Design Specialist 50/50 General Fund and Stormwater	0.5
General	Public Works	Move SR Construction Inspector positions to General Fund from Lot Mowing	2.0
General	Public Works	Move Construction Inspector position to Lot Mowing from General Fund	-1.0
General	Public Works	Split Principal Engineer 50/50 General Fund and Lot Mowing	0.5
General	Public Works	Convert & Transfer Fleet Mechanic to Admin Assistant General Fund	1.0
IS Facilities	Public Works	Administrative Action - Transfer 0.5 FTEs withing Facilities Maintenance	0.0
IS Fleet	Public Works	Convert & Transfer Fleet Mechanic to Admin Assistant General Fund	-1.0
Lot Mowing	Public Works	Move Sr Construction Inspector positions to General Fund from Lot Mowing	-2.0
Lot Mowing	Public Works	Move Construction Inspector position to Lot Mowing from General Fund	1.0
Lot Mowing	Public Works	Split Principal Engineer 50/50 General Fund and Lot Mowing	-1.0
Lot Mowing	Public Works	Split CAD GIS Design Specialist 50/50 General Fund and Lot Mowing	0.5
P&R Programs	Parks & Rec	Recreation Assistant	1.0
P&R Programs	Parks & Rec	Recreation Specialist	1.0
Stormwater	Public Works	Split CAD GIS Design Specialist 50/50 General Fund and Stormwater	-1.0
Stormwater	Public Works	Split Principal Engineer 50/50 General Fund and Lot Mowing	0.5
W&S	Utilities	Laborer	1.0
W&S	Utilities	Pre-Treatment Technician	1.0
W&S	Utilities	Util Field Supervisor & Util Technician for Vector Truck	2.0
W&S	Utilities	Water Conservation Technician	1.0
W&S	Utilities	Reclassify Customer Service Rep to Senior Customer Service Rep	0.0
Yacht Basin	Parks & Rec	Contract Administrative Aide	1.0
Total FY 2020 Unfunded Position Requests			17.0

Fund	Dept	FY 2021 Position Request	FTE
General	City Clerk	Senior Customer Service Representative	1.0
General	Fire	Administrative Specialist	1.0
General	Fire	Contract Counselor/Instructor	0.7
General	Fire	Contract Data Specialist	0.7
General	Fire	Fire Deputy Chief	1.0
General	ITS	Senior Software Test Engineer	1.0
General	Police	911 Operator	1.0
General	Police	Crime Analyst	1.0
General	Police	Police Officers assigned to Special Operations Bureau	5.0
General	Police	Police Sergeant assigned to Special Operations Bureau	1.0
General	Public Works	Survey Tech IV	1.0
Total FY 2021 Unfunded Position Requests			14.4

Fund	Dept	FY 2022 Position Request	FTE
General Fund	Fire	Fire Inspector	1.0
General Fund	Fire	Fire Lieutenant	1.0
General Fund	Fire	Fire Logistics Coordinator	1.0
General Fund	Fire	Fire Marshal	1.0
General Fund	Police	Police Officers assigned to Patrol Bureau	5.0
General Fund	Police	Police Sergeant assigned to Community Service Bureau	1.0
General Fund	Police	Police Sergeant assigned to Patrol Bureau	1.0
W&S	Utilities	Water Plant Operator Trainee	1.0
Total FY 2022 Unfunded Position Requests			12.0

City of Cape Coral, Florida
 FY 2020 – 2022 Adopted Budget

Pay Scales

DIRECTOR PAY PLAN

Effective 10/01/2017

Grade	Range Minimum	Range Midpoint	Range Maximum
DIRI	\$48.55	\$64.33	\$80.10
DIRII	\$54.58	\$72.32	\$90.06

ENGINEERING PAY PLAN

Effective 3/26/2016

Grade	Range Minimum	Range Midpoint	Range Maximum
ENG1	\$24.50	\$30.63	\$36.75
ENG2	\$26.95	\$33.69	\$40.42
ENG3	\$29.91	\$37.39	\$44.87
ENG4	\$33.20	\$41.50	\$49.80
ENG5	\$36.85	\$46.07	\$55.28

INFORMATION TECHNOLOGY PAY PLAN

Effective 3/26/2016

Grade	Range Minimum	Range Midpoint	Range Maximum
IT01	\$23.53	\$30.00	\$36.47
IT02	\$24.71	\$31.50	\$38.29
IT03	\$25.94	\$33.08	\$40.21
IT04	\$27.24	\$34.73	\$42.22
IT05	\$28.60	\$36.47	\$44.33
IT06	\$30.03	\$38.29	\$46.54
IT07	\$31.82	\$40.58	\$49.34
IT08	\$34.06	\$43.43	\$52.79
IT09	\$36.44	\$46.47	\$56.49
IT10	\$39.36	\$50.18	\$61.00

**City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget**

NON-BARGAINING PAY PLAN

Effective 10/01/2017

Grade	Range Minimum	Range Midpoint	Range Maximum
NB100	\$14.64	\$19.03	\$23.42
NB101	\$15.37	\$19.98	\$24.59
NB102	\$16.14	\$20.99	\$25.83
NB103	\$16.95	\$22.03	\$27.11
NB104	\$17.80	\$23.14	\$28.47
NB105	\$18.69	\$24.30	\$29.90
NB106	\$19.62	\$25.51	\$31.39
NB107	\$20.60	\$26.78	\$32.96
NB108	\$21.63	\$28.12	\$34.61
NB109	\$22.72	\$29.53	\$36.34
NB110	\$23.85	\$31.01	\$38.16
NB111	\$25.04	\$32.56	\$40.07
NB112	\$26.30	\$34.18	\$42.06
NB113	\$27.61	\$35.89	\$44.17
NB114	\$28.99	\$37.69	\$46.38
NB115	\$30.44	\$39.57	\$48.69
NB116	\$31.96	\$41.55	\$51.13
NB117	\$33.87	\$44.04	\$54.20
NB118	\$35.90	\$46.68	\$57.46
NB119	\$38.42	\$49.95	\$61.48
NB120	\$41.49	\$53.94	\$66.39
NB121	\$45.23	\$58.80	\$72.37

CITY ATTORNEY'S STAFF PAY PLAN

Effective 10/01/2017

Position	Range Minimum	Range Midpoint	Range Maximum
Administrative Clerk	\$17.79	\$23.13	\$28.47
Legal Secretary	\$19.57	\$25.44	\$31.31
Legal/Admin Assistant to the City Attorney	\$21.73	\$28.25	\$34.76
Paralegal I	\$22.57	\$29.35	\$36.12
Paralegal II	\$24.38	\$31.69	\$39.00
Senior Paralegal	\$26.34	\$34.24	\$42.13
Assistant City Attorney I	\$33.90	\$45.09	\$56.28
Assistant City Attorney II	\$36.92	\$49.11	\$61.29
Assistant City Attorney III	\$47.13	\$62.81	\$78.48
City Attorney	Negotiable per Contract		

**City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget**

POLICE UNION PAY PLANS

Effective 10/6/2019

FY 2020 Hourly Pay Rate			
Step	Officers	Sergeants	Lieutenants
1	\$ 26.45	\$ 39.74	\$ 47.30
2	\$ 27.00	\$ 41.40	\$ 49.50
3	\$ 28.19	\$ 44.00	\$ 50.77
4	\$ 29.00	\$ 46.00	\$ 52.80
5	\$ 30.32	\$ 49.06	\$ 55.00
6	\$ 31.71		
7	\$ 32.60		
8	\$ 34.00		
9	\$ 35.84		
10	\$ 37.45		
11	\$ 39.43		

POLICE UNION PAY PLANS

Effective 10/3/2020

FY 2021 Hourly Pay Rate			
Step	Officers	Sergeants	Lieutenants
1	\$ 26.95	\$ 39.94	\$ 47.30
2	\$ 28.15	\$ 41.95	\$ 49.75
3	\$ 29.05	\$ 44.05	\$ 50.80
4	\$ 30.20	\$ 46.20	\$ 52.85
5	\$ 31.25	\$ 49.56	\$ 55.30
6	\$ 32.50		
7	\$ 33.80		
8	\$ 36.00		
9	\$ 37.64		
10	\$ 39.94		

POLICE UNION PAY PLANS

Effective 10/2/2020

FY 2022 Hourly Pay Rate			
Step	Officers	Sergeants	Lieutenants
1	\$ 27.39	\$ 40.09	\$ 47.30
2	\$ 28.15	\$ 42.43	\$ 49.75
3	\$ 29.06	\$ 44.05	\$ 50.90
4	\$ 30.26	\$ 46.30	\$ 53.50
5	\$ 31.41	\$ 50.00	\$ 56.28
6	\$ 32.91		
7	\$ 34.11		
8	\$ 36.00		
9	\$ 38.21		
10	\$ 40.39		

**City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget**

FIRE UNION PAY PLANS

Effective 10/06/2018

Forty-Eight (48) Hour Work Week Shift Employees:

Step	Hourly Pay Rate		
	Fire Fighter	Fire Engineer / Driver	Fire Lieutenant
1	\$20.14	\$22.52	\$27.43
2	\$21.34	\$24.16	\$29.33
3	\$22.54	\$25.81	\$31.23
4	\$23.73	\$27.45	\$33.13
5	\$24.93	\$29.10	\$35.03
6	\$26.13	\$30.74	\$36.93
7	\$27.33	\$32.39	\$38.82
8	\$28.52	\$34.04	\$40.72
9	\$29.72		
10	\$30.92		
11	\$32.12		

**Supervisory Employees
(Battalion Chief and Fire Marshal):**

Step	Hourly Pay Rate	
	Supervisory Shift	Supervisory Non-Shift
1	\$34.79	\$41.78
2	\$36.18	\$43.44
3	\$37.56	\$45.09
4	\$38.94	\$46.75
5	\$40.32	\$48.40
6	\$41.71	\$50.06
7	\$43.50	\$51.71
8	\$44.47	\$53.37
9	\$45.85	\$55.12
10	\$47.23	\$56.68

**Forty (40) Hour Work Week
Non-Shift Employees:**

Step	Hourly Pay Rate	
	Fire Lieutenant	Fire Inspector
1	\$32.92	\$27.55
2	\$35.20	\$29.16
3	\$37.48	\$30.76
4	\$39.76	\$32.37
5	\$42.04	\$33.98
6	\$44.31	\$35.58
7	\$46.59	\$37.19
8	\$48.87	\$38.79

City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget

GENERAL UNION PAY PLAN

Effective 3/26/2018

Grade	Range Minimum	Range Midpoint	Range Maximum
4	\$12.39	\$15.90	\$19.40
5	\$12.89	\$16.53	\$20.17
6	\$13.41	\$17.20	\$20.98
7	\$13.94	\$17.88	\$21.82
8	\$14.64	\$18.78	\$22.91
9	\$15.37	\$19.71	\$24.05
10	\$16.14	\$20.70	\$25.26
11	\$16.95	\$21.74	\$26.52
12	\$17.79	\$22.82	\$27.84
13	\$18.68	\$23.96	\$29.24
14	\$19.62	\$25.16	\$30.70
15	\$20.60	\$26.42	\$32.23
16	\$21.63	\$27.74	\$33.85
17	\$22.71	\$29.13	\$35.54
18	\$23.85	\$30.58	\$37.31
19	\$25.04	\$32.11	\$39.18
20	\$26.29	\$33.72	\$41.14
21	\$27.60	\$35.40	\$43.20
22	\$28.99	\$37.18	\$45.36
23	\$30.43	\$39.03	\$47.62
24	\$31.96	\$40.99	\$50.01
25	\$33.55	\$43.03	\$52.51
26	\$35.23	\$45.18	\$55.13
27	\$36.99	\$47.44	\$57.89
28	\$38.84	\$49.81	\$60.78
29	\$40.78	\$52.30	\$63.82
30	\$42.82	\$54.92	\$67.01

Full Cost Allocation

Stantec Consulting Services, Inc. performed the Cost Allocation Study for FY 2020.

A cost allocation plan (CAP) distributes central service overhead costs to operating departments. Central services provide support functions to other governmental departments. Examples include the Offices of the City Manager, City Attorney and City Auditor, as well as, Financial Services and Information Technology Services, etc. The allocated costs have been incorporated into the budget for FY 2020 - 2022.

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 CAP's 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. In an effort to manage programs better, more agencies are utilizing this information.

Methodology

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

The costs of the following services were allocated:

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

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.



City of Cape Coral, FL

FY 2019 Cost Allocation Study – Draft Report

August 7, 2019





August 7, 2019

Mr. John Szerlag
City Manager
City of Cape Coral
1015 Cultural Park Blvd.
Cape Coral, FL 33990

Dear Mr. Szerlag,

Stantec Consulting Services Inc. is pleased to present this Draft Report of the FY 2019 Cost Allocation Study that we performed for the City of Cape Coral, Florida. We appreciate the fine assistance provided by you and all of the members of the City staff who participated in the study.

If you or others at the City have any questions, please do not hesitate to call me at (904) 247-0787 or email me at Michael.Burton@stantec.com. We appreciate the opportunity to be of service to the City and look forward to the possibility of doing so again in the near future.

Sincerely,

A handwritten signature in blue ink, appearing to read "Michael Burton".

Michael Burton
Vice President – Financial Services
Stantec Consulting Services, Inc.
4651 Salisbury Rd., Suite 350
Jacksonville, FL 32256
Office - (904) 247-0787
Direct – (904) 923-1466
Michael.Burton@stantec.com

Enclosure

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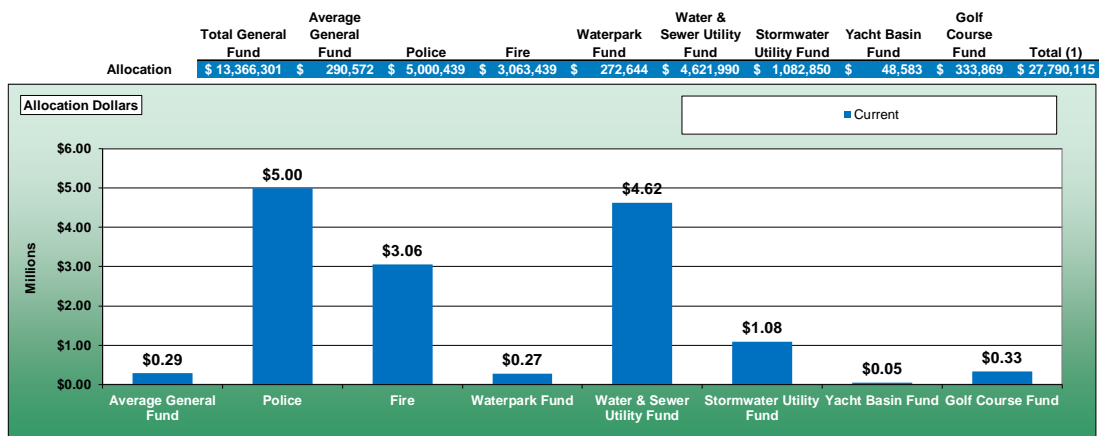
1. EXECUTIVE SUMMARY

Stantec Consulting Services Inc. was requested to perform a cost allocation study to determine the appropriate annual allocation of General Fund administrative and overhead costs to two special revenue funds, the Sun Splash Waterpark and the Municipal Golf Course. In order to accomplish this objective, a full cost allocation study of all departments was performed to accurately estimate the allocation of costs to these two special revenue funds. Appropriate cost allocation factors were identified in consultation with City staff for each general fund administrative and overhead department and costs were allocated using these allocation factors to all departments benefitting from the General Fund administrative, and overhead departments. Based upon the analysis conducted, which is described in detail in this report, it was determined that the appropriate allocation of General Fund administrative and overhead costs to these two special revenue funds is as follows:

	Calculated Allocation	Current FY 2019 Allocation
Sun Splash Water Park	\$272,644	419,061
Municipal Golf Course	\$333,869	387,132

As can be seen in the table above, the current FY 2019 allocation of General Fund administrative and overhead costs to the Sun Splash Water Park and the Municipal Golf Course are both higher than the calculated costs above. Therefore, the City should reduce the administrative transfers for these funds to the calculated amount above for FY 2020.

A summary of the allocation results to these special revenue funds and the other major service, and enterprise funds and the average allocation to the General Fund Departments is presented in the following figure. A detailed presentation of the allocation to all funds is presented in the Appendix of this report.



(1) The Total amount includes Total General Fund, Police, Fire, Waterpark Fund, Water & Sewer Utility, Stormwater Utility, Yacht Basin Fund, and Golf Course, and does not include Average General Fund.

These allocations should be increased annually by escalation rates consistent with the General Fund and reviewed in detail every 3-4 years as outlined in this study.

2. INTRODUCTION

This report presents the results of a cost allocation study to properly allocate administrative and overhead costs incurred in City Organizational Units that benefit other City Organizational Units.

2.1 OBJECTIVE AND SCOPE

The objective of this study was to develop a cost allocation methodology to allocate administrative and overhead costs of City Organizational Units that provide benefit (Source Organizational Units) to other City Organizational Units (Benefitting Organizational Units), with specific focus on the Sun Splash Waterpark and the Municipal Golf Course.

2.2 STUDY PROCEDURES

During this study we reviewed the current City organization and determined cost allocation factors to be used in the analysis such as full-time equivalents (FTEs) per department, departmental budget, building space, etc. We discussed the allocations with City staff, conducted the cost allocation analysis, reported the results in summary form for inclusion in the FY 2020 budget preparation, and prepared this Report.

3. ANALYSIS AND RESULTS

This section presents the basis for, and the results of, the cost allocation analysis. The first task was to identify those Source Organizational Units that provide benefit to Benefitting Organizational Units. The second task was to identify the Benefitting Organizational Units that receive benefit, direct or indirect, from the Source Organizational Units.

3.1 SOURCE ORGANIZATIONAL UNITS

The Source Organizational Units to be allocated are those Organizational Units that provide either direct or indirect benefit to other City Organizational Units. After reviewing the City's organization and discussing the activities of Source Organizational Units with City staff, we determined that the following City Organizational Units are the Source Organizational Units.

1. City Council
2. City Attorney
3. City Auditor
4. City Manager
5. City Clerk - Administration
6. City Clerk - Communications
7. City Clerk - Records Management
8. City Clerk - Citizen's Action Center
9. Financial Services - Administration
10. Financial Services - Accounting and Debt Management
11. Financial Services - Treasury (Cashier)
12. Financial Services - Payroll Services
13. Financial Services - Accounts Payable
14. Financial Services - Management/Budget
15. Financial Services - Procurement
16. Financial Services - Real Estate
17. Human Resources - Administration
18. Human Resources - Employee Benefits
19. Human Resources - Retiree Health Care Costs
20. Human Resources - Comp and Classification
21. Human Resources - Employee Development
22. Human Resources - Recruitment
23. Human Resources - Employee/Labor Relations
24. Information Resources - GIS
25. Information Resources - All Other

3.2 BENEFITTING ORGANIZATIONAL UNITS

The Benefitting Organizational Units are those Organizational Units that receive either direct or indirect benefit from the Source Organizational Units. After reviewing the City's organization and discussing the activities of Source Organizational Units with City staff, we determined that all City organizational units receive benefit from the Source Organizational Units, including the Source Organizational Units. For instance, all General Fund departments receive benefit from the Payroll function in Financial Services. Therefore, each of the Organizational Units identified in the prior section are considered Benefitting Organization Units as well as the following organizational units which are also included as Benefitting Organizational Units.

1. All Source Organizational Units in Section 3.1, plus:
2. Police
3. Fire
4. Public Works
5. Community Development
6. Alarm Fee Fund
7. Parks & Rec Programs
8. Waterpark Fund
9. All Hazards
10. Lot Mowing Fund
11. CRA Fund
12. Building Fund
13. CDBG/SHIP/NSP Funds
14. Transportation Capital Projects
15. Water & Sewer Utility Fund
16. Stormwater Utility Fund
17. Yacht Basin Fund
18. Golf Course Fund
19. Self-Insured Health Plan
20. Parks & Rec

3.3 COST ALLOCATION FACTORS

After determining the Source Organizational Units and the Benefitting Organizational Units, we next determined the appropriate factors for allocating the costs incurred in the Source Organizational Units to the Benefitting Organizational Units. The cost allocation factors were determined to reflect the metric that was judged to be the best-fit regarding the distribution of benefit from the Source Organizational Units to the Benefitting Organizational Units. In some instances, a specific allocation factor could not be identified because the Source Organizational Unit provides overall indirect benefit to all Benefitting Organizational Units. In those instances, a weighted allocation of the combined overall allocation of Source

Organizational Units to Benefitting Organizational Units was used. Figure 1 below presents the allocation factors used for the allocations.

Figure 1 – Cost Allocation Factors

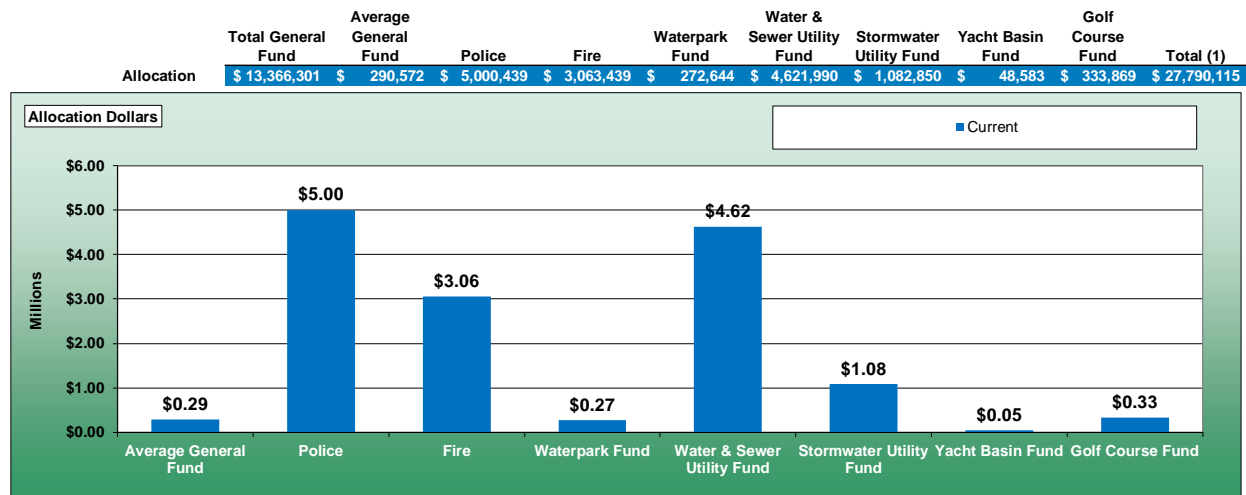
Organizational Units Providing Benefit to Other Organizational Units		Allocation Factor
1	City Council	Weighted
2	City Attorney	Weighted
3	City Auditor	Weighted
4	City Manager	Weighted
5	City Clerk – Administration ¹	NA
6	City Clerk - Communications	Weighted
7	City Clerk - Records Management	Files Imaged
8	City Clerk - Citizen's Action Center	Complaints/Inquiries
9	Financial Services - Administration ¹	NA
10	Financial Services - Accounting and Debt Mgmt.	Accounting Transactions
11	Financial Services - Treasury (Cashier)	Cashier Transactions
12	Financial Services - Payroll Services	FTEs
13	Financial Services - Accounts Payable	A/P Transactions
14	Financial Services - Management/Budget	Budget
15	Financial Services - Procurement	POs Processed
16	Financial Services - Real Estate	# of Real Estate Items for Council Action
17	Human Resources - Administration ¹	NA
18	Human Resources - Employee Benefits	FTEs
19	Human Resources - Retiree Health Care Costs	# of Retirees
20	Human Resources - Comp and Classification	FTEs
21	Human Resources - Employee Development	FTEs
22	Human Resources - Recruitment	FTEs
23	Human Resources - Employee/Labor Relations	FTEs
24	Information Resources - GIS	# of Devices
25	Information Resources - All Other	# of Devices

¹ Departmental Administration is allocated to the organizational units within the subject department.

3.4 COST ALLOCATION

After determining the appropriate cost allocation factor for each Source Organizational Unit, we developed a Summary Cost Allocation Spreadsheet to determine the amount of total costs that each Benefitting Organizational Unit receives from the Source Organizational Units. The Summary Cost Allocation Results are presented in Figure 2 below and the Detailed Cost Allocation Spreadsheet which supports the Summary Cost Allocation Results is presented in the Appendix.

Figure 2 – Summary Cost Allocation Results



(1) The Total amount includes Total General Fund, Police, Fire, Waterpark Fund, Water & Sewer Utility, Stormwater Utility, Yacht Basin Fund, and Golf Course, and does not include Average General Fund.

3.5 ANNUAL ADJUSTMENT

Each year all departments of the City will experience inflationary increases in costs, including increases in the costs of purchased goods and services and salary increases. In order for the Cost Allocation results to more accurately reflect the costs being allocated to the benefiting departments, we recommend adoption of an annual adjustment to account for these increases in costs. We recommend that the annual increase in Operations and Maintenance Costs identified each year in the General Fund Financial Sustainability Analysis that Stantec conducts for the City be applied to the cost allocation amounts identified in this Study and as adjusted from year to year. However, because the actual costs by Source Organizational Units may increase at different rates, we also recommend that in addition to this annual adjustment, this Cost Allocation Analysis be updated every 3 to 4 years to ensure that over time the allocation of costs to benefiting departments is accurate.

APPENDIX: SCHEDULE OF RESULTS AND SCHEDULES SUPPORTING THE ANALYSIS

The Detailed Cost Allocation Spreadsheets which supports the Summary Cost Allocation Results that are presented in Section 3.4 are presented on the following pages.

Schedule 1 Detailed Allocation Results (This schedule shows the allocation factors used by Source Organizational Units and the detailed allocation results)

Schedule 2 Allocation Factors (These allocation factors are available for use to allocate costs)

Schedule 3 Allocation Percentages (These are derived from the Allocation Factors presented in Schedule 2)

Schedule 1

	A	B	C	D	E	Benefiting Departments			
	Organizational Units Providing Benefit to Other Organizational Units	FY 2017 Actual	Adjustment	Adjusted FY 2017 Actual	Allocation Factor	City Council	City Attorney	City Auditor	City Manager
						1	2	3	4
1	City Council	\$ 867,280	\$ -	\$ 867,280	Weighted	\$ 9,733	\$ 9,939	\$ 7,475	\$ 9,962
2	City Attorney	\$ 1,656,122	\$ -	\$ 1,656,122	Weighted	\$ 18,587	\$ 18,979	\$ 14,275	\$ 19,023
3	City Auditor	\$ 765,037	\$ -	\$ 765,037	Weighted	\$ 8,586	\$ 8,767	\$ 6,594	\$ 8,788
4	City Manager	\$ 1,554,720	\$ -	\$ 1,554,720	Weighted	\$ 17,449	\$ 17,817	\$ 13,401	\$ 17,858
5	City Clerk - Administration	\$ 580,766	\$ (580,766)	\$ -	Staff Estimates 2	\$ -	\$ -	\$ -	\$ -
6	City Clerk - Communications	\$ 99,085	\$ 53,850	\$ 152,935	Weighted	\$ 1,716	\$ 1,753	\$ 1,318	\$ 1,757
7	City Clerk - Records Management	\$ 832,841	\$ 452,623	\$ 1,285,464	Files Imaged	\$ 2,666	\$ -	\$ 416	\$ 1,873
8	City Clerk - Citizen's Action Center	\$ 136,702	\$ 74,293	\$ 210,995	Complaints/Inquiries	\$ -	\$ -	\$ -	\$ -
9	Financial Services - Administration	\$ 655,196	\$ (655,196)	\$ -	Staff Estimates 2	\$ -	\$ -	\$ -	\$ -
10	Financial Services - Accounting and Debt M	\$ 574,328	\$ 125,898	\$ 700,226	Accounting Transactions	\$ 2,714	\$ 2,535	\$ 2,328	\$ 5,438
11	Financial Services - Treasury (Cashier)	\$ 293,804	\$ 64,405	\$ 358,209	Cashier Transactions	\$ 0	\$ -	\$ -	\$ -
12	Financial Services - Payroll Services	\$ 171,913	\$ 37,685	\$ 209,598	FTEs	\$ 1,343	\$ 1,588	\$ 611	\$ 1,710
13	Financial Services - Accounts Payable	\$ 409,273	\$ 89,717	\$ 498,990	A/P Transactions	\$ 3,511	\$ 2,375	\$ 1,755	\$ 4,541
14	Financial Services - Management/Budget	\$ 441,237	\$ 96,724	\$ 537,961	Budget	\$ 1,728	\$ 3,300	\$ 1,524	\$ 5,422
15	Financial Services - Procurement	\$ 719,618	\$ 157,747	\$ 877,365	POs Processed	\$ 2,103	\$ 1,147	\$ 1,530	\$ 5,736
16	Financial Services - Real Estate	\$ 378,723	\$ 83,020	\$ 461,743	# of Real Estate Items for Council Action	\$ -	\$ -	\$ -	\$ -
17	Human Resources - Administration	\$ 419,670	\$ (419,670)	\$ -	Staff Estimates 2	\$ -	\$ -	\$ -	\$ -
18	Human Resources - Employee Benefits	\$ 321,477	\$ 14,388	\$ 335,865	FTEs	\$ 2,153	\$ 2,544	\$ 978	\$ 2,740
19	Human Resources - Retiree Health Care Co	\$ 8,104,810	\$ 362,736	\$ 8,467,546	# of Retirees	\$ 149,576	\$ 149,576	\$ 149,576	\$ 149,576
20	Human Resources - Comp and Classificatio	\$ 237,693	\$ 10,638	\$ 248,331	FTEs	\$ 1,592	\$ 1,881	\$ 723	\$ 2,026
21	Human Resources - Employee Developmen	\$ 151,509	\$ 6,781	\$ 158,290	FTEs	\$ 1,014	\$ 1,199	\$ 461	\$ 1,291
22	Human Resources - Recruitment	\$ 452,597	\$ 20,256	\$ 472,853	FTEs	\$ 3,031	\$ 3,582	\$ 1,378	\$ 3,857
23	Human Resources - Employee/Labor Relatic	\$ 108,822	\$ 4,870	\$ 113,692	FTEs	\$ 729	\$ 861	\$ 331	\$ 927
24	Information Resources - GIS	\$ 524,907	\$ -	\$ 524,907	# of Devices	\$ 5,589	\$ 6,055	\$ 2,329	\$ 5,123
25	Information Resources - All Other	\$ 7,331,985	\$ -	\$ 7,331,985	# of Devices	\$ 78,069	\$ 84,575	\$ 32,529	\$ 71,563
26	Facilities Management	\$ -	\$ -	\$ -	FTEs	\$ -	\$ -	\$ -	\$ -
27	Fleet Maintenance	\$ -	\$ -	\$ -	FTEs	\$ -	\$ -	\$ -	\$ -
28	Workers Comp and Prop/Liab	\$ -	\$ -	\$ -	FTEs	\$ -	\$ -	\$ -	\$ -
29	Total	\$ 27,790,115	\$ 0	\$ 27,790,115	Total	\$ 311,889	\$ 318,471	\$ 239,532	\$ 319,210

Schedule 1

	A	B	C	D	E	J	K	L	M
	Organizational Units Providing Benefit to Other Organizational Units	FY 2017 Actual	Adjustment	Adjusted FY 2017 Actual	Allocation Factor	Benefiting Departments			
						City Clerk - Administration	City Clerk - Communications	City Clerk - Records Management	City Clerk - Citizen's Action Center
						5	6	7	8
1	City Council	\$ 867,280	\$ -	\$ 867,280	Weighted	\$ 14,057	\$ 5,870	\$ 6,309	\$ 5,848
2	City Attorney	\$ 1,656,122	\$ -	\$ 1,656,122	Weighted	\$ 26,843	\$ 11,210	\$ 12,048	\$ 11,167
3	City Auditor	\$ 765,037	\$ -	\$ 765,037	Weighted	\$ 12,400	\$ 5,178	\$ 5,565	\$ 5,159
4	City Manager	\$ 1,554,720	\$ -	\$ 1,554,720	Weighted	\$ 25,199	\$ 10,523	\$ 11,310	\$ 10,483
5	City Clerk - Administration	\$ 580,766	\$ (580,766)	\$ -	Staff Estimates 2	\$ -	\$ -	\$ -	\$ -
6	City Clerk - Communications	\$ 99,085	\$ 53,850	\$ 152,935	Weighted	\$ 2,479	\$ 1,035	\$ 1,113	\$ 1,031
7	City Clerk - Records Management	\$ 832,841	\$ 452,623	\$ 1,285,464	Files Imaged	\$ 33,068	\$ -	\$ -	\$ -
8	City Clerk - Citizen's Action Center	\$ 136,702	\$ 74,293	\$ 210,995	Complaints/Inquiries	\$ -	\$ -	\$ -	\$ -
9	Financial Services - Administration	\$ 655,196	\$ (655,196)	\$ -	Staff Estimates 2	\$ -	\$ -	\$ -	\$ -
10	Financial Services - Accounting and Debt M	\$ 574,328	\$ 125,898	\$ 700,226	Accounting Transactions	\$ 2,517	\$ 1,932	\$ 2,957	\$ 1,870
11	Financial Services - Treasury (Cashier)	\$ 293,804	\$ 64,405	\$ 358,209	Cashier Transactions	\$ 3	\$ -	\$ 93	\$ -
12	Financial Services - Payroll Services	\$ 171,913	\$ 37,685	\$ 209,598	FTEs	\$ 672	\$ 220	\$ 1,282	\$ 269
13	Financial Services - Accounts Payable	\$ 409,273	\$ 89,717	\$ 498,990	A/P Transactions	\$ 2,385	\$ 391	\$ 973	\$ 10
14	Financial Services - Management/Budget	\$ 441,237	\$ 96,724	\$ 537,961	Budget	\$ 1,157	\$ 197	\$ 1,659	\$ 272
15	Financial Services - Procurement	\$ 719,618	\$ 157,747	\$ 877,365	POs Processed	\$ 1,530	\$ 574	\$ 1,147	\$ -
16	Financial Services - Real Estate	\$ 378,723	\$ 83,020	\$ 461,743	# of Real Estate Items for Council Action	\$ -	\$ -	\$ -	\$ -
17	Human Resources - Administration	\$ 419,670	\$ (419,670)	\$ -	Staff Estimates 2	\$ -	\$ -	\$ -	\$ -
18	Human Resources - Employee Benefits	\$ 321,477	\$ 14,388	\$ 335,865	FTEs	\$ 1,076	\$ 352	\$ 2,055	\$ 431
19	Human Resources - Retiree Health Care Co	\$ 8,104,810	\$ 362,736	\$ 8,467,546	# of Retirees	\$ 149,576	\$ 149,576	\$ 149,576	\$ 149,576
20	Human Resources - Comp and Classification	\$ 237,693	\$ 10,638	\$ 248,331	FTEs	\$ 796	\$ 260	\$ 1,519	\$ 318
21	Human Resources - Employee Development	\$ 151,509	\$ 6,781	\$ 158,290	FTEs	\$ 507	\$ 166	\$ 968	\$ 203
22	Human Resources - Recruitment	\$ 452,597	\$ 20,256	\$ 472,853	FTEs	\$ 1,515	\$ 496	\$ 2,893	\$ 606
23	Human Resources - Employee/Labor Relations	\$ 108,822	\$ 4,870	\$ 113,692	FTEs	\$ 364	\$ 119	\$ 696	\$ 146
24	Information Resources - GIS	\$ 524,907	\$ -	\$ 524,907	# of Devices	\$ 11,644	\$ -	\$ -	\$ -
25	Information Resources - All Other	\$ 7,331,985	\$ -	\$ 7,331,985	# of Devices	\$ 162,644	\$ -	\$ -	\$ -
26	Facilities Management	\$ -	\$ -	\$ -	FTEs	\$ -	\$ -	\$ -	\$ -
27	Fleet Maintenance	\$ -	\$ -	\$ -	FTEs	\$ -	\$ -	\$ -	\$ -
28	Workers Comp and Prop/Liab	\$ -	\$ -	\$ -	FTEs	\$ -	\$ -	\$ -	\$ -
29	Total	\$ 27,790,115	\$ 0	\$ 27,790,115	Total	\$ 450,431	\$ 188,100	\$ 202,163	\$ 187,388

Schedule 1

		A	B	C	D	E	Benefiting Departments			
		Organizational Units Providing Benefit to Other Organizational Units	FY 2017 Actual	Adjustment	Adjusted FY 2017 Actual	Allocation Factor	Financial Services - Administration	Financial Services - Accounting and Debt Management	Financial Services - Treasury (Cashier)	Financial Services - Payroll Services
							9	10	11	12
1	City Council	\$	867,280	\$ -	\$ 867,280	Weighted	\$ 16,722	\$ 6,112	\$ 5,988	\$ 5,870
2	City Attorney	\$	1,656,122	\$ -	\$ 1,656,122	Weighted	\$ 31,931	\$ 11,671	\$ 11,434	\$ 11,209
3	City Auditor	\$	765,037	\$ -	\$ 765,037	Weighted	\$ 14,751	\$ 5,391	\$ 5,282	\$ 5,178
4	City Manager	\$	1,554,720	\$ -	\$ 1,554,720	Weighted	\$ 29,976	\$ 10,956	\$ 10,734	\$ 10,523
5	City Clerk - Administration	\$	580,766	\$ (580,766)	\$ -	Staff Estimates 2	\$ -	\$ -	\$ -	\$ -
6	City Clerk - Communications	\$	99,085	\$ 53,850	\$ 152,935	Weighted	\$ 2,949	\$ 1,078	\$ 1,056	\$ 1,035
7	City Clerk - Records Management	\$	832,841	\$ 452,623	\$ 1,285,464	Files Imaged	\$ 6,543	\$ -	\$ -	\$ -
8	City Clerk - Citizen's Action Center	\$	136,702	\$ 74,293	\$ 210,995	Complaints/Inquiries	\$ -	\$ -	\$ -	\$ -
9	Financial Services - Administration	\$	655,196	\$ (655,196)	\$ -	Staff Estimates 2	\$ -	\$ -	\$ -	\$ -
10	Financial Services - Accounting and Debt M	\$	574,328	\$ 125,898	\$ 700,226	Accounting Transactions	\$ 2,858	\$ 2,139	\$ 2,202	\$ 2,112
11	Financial Services - Treasury (Cashier)	\$	293,804	\$ 64,405	\$ 358,209	Cashier Transactions	\$ 0	\$ 0	\$ -	\$ -
12	Financial Services - Payroll Services	\$	171,913	\$ 37,685	\$ 209,598	FTEs	\$ 611	\$ 855	\$ 488	\$ 244
13	Financial Services - Accounts Payable	\$	409,273	\$ 89,717	\$ 498,990	A/P Transactions	\$ 2,070	\$ 925	\$ 1,040	\$ 458
14	Financial Services - Management/Budget	\$	441,237	\$ 96,724	\$ 537,961	Budget	\$ 1,306	\$ 1,144	\$ 585	\$ 343
15	Financial Services - Procurement	\$	719,618	\$ 157,747	\$ 877,365	POs Processed	\$ 765	\$ 574	\$ 382	\$ -
16	Financial Services - Real Estate	\$	378,723	\$ 83,020	\$ 461,743	# of Real Estate Items for Council Action	\$ -	\$ -	\$ -	\$ -
17	Human Resources - Administration	\$	419,670	\$ (419,670)	\$ -	Staff Estimates 2	\$ -	\$ -	\$ -	\$ -
18	Human Resources - Employee Benefits	\$	321,477	\$ 14,388	\$ 335,865	FTEs	\$ 978	\$ 1,370	\$ 783	\$ 391
19	Human Resources - Retiree Health Care Co	\$	8,104,810	\$ 362,736	\$ 8,467,546	# of Retirees	\$ 149,576	\$ 149,576	\$ 149,576	\$ 149,576
20	Human Resources - Comp and Classificatio	\$	237,693	\$ 10,638	\$ 248,331	FTEs	\$ 723	\$ 1,013	\$ 579	\$ 289
21	Human Resources - Employee Developmen	\$	151,509	\$ 6,781	\$ 158,290	FTEs	\$ 461	\$ 646	\$ 369	\$ 184
22	Human Resources - Recruitment	\$	452,597	\$ 20,256	\$ 472,853	FTEs	\$ 1,378	\$ 1,929	\$ 1,102	\$ 551
23	Human Resources - Employee/Labor Relati	\$	108,822	\$ 4,870	\$ 113,692	FTEs	\$ 331	\$ 464	\$ 265	\$ 132
24	Information Resources - GIS	\$	524,907	\$ -	\$ 524,907	# of Devices	\$ 18,164	\$ -	\$ -	\$ -
25	Information Resources - All Other	\$	7,331,985	\$ -	\$ 7,331,985	# of Devices	\$ 253,724	\$ -	\$ -	\$ -
26	Facilities Management	\$	-	\$ -	\$ -	FTEs	\$ -	\$ -	\$ -	\$ -
27	Fleet Maintenance	\$	-	\$ -	\$ -	FTEs	\$ -	\$ -	\$ -	\$ -
28	Workers Comp and Prop/Liab	\$	-	\$ -	\$ -	FTEs	\$ -	\$ -	\$ -	\$ -
29	Total	\$	27,790,115	\$ 0	\$ 27,790,115	Total	\$ 535,817	\$ 195,842	\$ 191,864	\$ 188,097

Schedule 1

	A	B	C	D	E	Benefiting Departments			
	Organizational Units Providing Benefit to Other Organizational Units	FY 2017 Actual	Adjustment	Adjusted FY 2017 Actual	Allocation Factor	Financial Services - Accounts Payable	Financial Services - Management/ Budget	Financial Services - Procurement	Financial Services - Real Estate
						13	14	15	16
1	City Council	\$ 867,280	\$ -	\$ 867,280	Weighted	\$ 6,015	\$ 5,974	\$ 6,203	\$ 15,128
2	City Attorney	\$ 1,656,122	\$ -	\$ 1,656,122	Weighted	\$ 11,486	\$ 11,407	\$ 11,845	\$ 28,888
3	City Auditor	\$ 765,037	\$ -	\$ 765,037	Weighted	\$ 5,306	\$ 5,269	\$ 5,472	\$ 13,345
4	City Manager	\$ 1,554,720	\$ -	\$ 1,554,720	Weighted	\$ 10,783	\$ 10,709	\$ 11,120	\$ 27,119
5	City Clerk - Administration	\$ 580,766	\$ (580,766)	\$ -	Staff Estimates 2	\$ -	\$ -	\$ -	\$ -
6	City Clerk - Communications	\$ 99,085	\$ 53,850	\$ 152,935	Weighted	\$ 1,061	\$ 1,053	\$ 1,094	\$ 2,668
7	City Clerk - Records Management	\$ 832,841	\$ 452,623	\$ 1,285,464	Files Imaged	\$ -	\$ -	\$ 69	\$ 8
8	City Clerk - Citizen's Action Center	\$ 136,702	\$ 74,293	\$ 210,995	Complaints/Inquiries	\$ -	\$ -	\$ -	\$ -
9	Financial Services - Administration	\$ 655,196	\$ (655,196)	\$ -	Staff Estimates 2	\$ -	\$ -	\$ -	\$ -
10	Financial Services - Accounting and Debt M	\$ 574,328	\$ 125,898	\$ 700,226	Accounting Transactions	\$ 2,202	\$ 1,977	\$ 2,463	\$ 2,687
11	Financial Services - Treasury (Cashier)	\$ 293,804	\$ 64,405	\$ 358,209	Cashier Transactions	\$ -	\$ 0	\$ -	\$ 2
12	Financial Services - Payroll Services	\$ 171,913	\$ 37,685	\$ 209,598	FTEs	\$ 611	\$ 488	\$ 977	\$ 488
13	Financial Services - Accounts Payable	\$ 409,273	\$ 89,717	\$ 498,990	A/P Transactions	\$ 630	\$ 983	\$ 1,555	\$ 878
14	Financial Services - Management/Budget	\$ 441,237	\$ 96,724	\$ 537,961	Budget	\$ 816	\$ 879	\$ 1,434	\$ 755
15	Financial Services - Procurement	\$ 719,618	\$ 157,747	\$ 877,365	POs Processed	\$ 382	\$ -	\$ 765	\$ -
16	Financial Services - Real Estate	\$ 378,723	\$ 83,020	\$ 461,743	# of Real Estate Items for Council Action	\$ -	\$ -	\$ -	\$ 240,106
17	Human Resources - Administration	\$ 419,670	\$ (419,670)	\$ -	Staff Estimates 2	\$ -	\$ -	\$ -	\$ -
18	Human Resources - Employee Benefits	\$ 321,477	\$ 14,388	\$ 335,865	FTEs	\$ 978	\$ 783	\$ 1,566	\$ 783
19	Human Resources - Retiree Health Care Co	\$ 8,104,810	\$ 362,736	\$ 8,467,546	# of Retirees	\$ 149,576	\$ 149,576	\$ 149,576	\$ 149,576
20	Human Resources - Comp and Classificatio	\$ 237,693	\$ 10,638	\$ 248,331	FTEs	\$ 723	\$ 579	\$ 1,158	\$ 579
21	Human Resources - Employee Developmen	\$ 151,509	\$ 6,781	\$ 158,290	FTEs	\$ 461	\$ 369	\$ 738	\$ 369
22	Human Resources - Recruitment	\$ 452,597	\$ 20,256	\$ 472,853	FTEs	\$ 1,378	\$ 1,102	\$ 2,204	\$ 1,102
23	Human Resources - Employee/Labor Relati	\$ 108,822	\$ 4,870	\$ 113,692	FTEs	\$ 331	\$ 265	\$ 530	\$ 265
24	Information Resources - GIS	\$ 524,907	\$ -	\$ 524,907	# of Devices	\$ -	\$ -	\$ -	\$ -
25	Information Resources - All Other	\$ 7,331,985	\$ -	\$ 7,331,985	# of Devices	\$ -	\$ -	\$ -	\$ -
26	Facilities Management	\$ -	\$ -	\$ -	FTEs	\$ -	\$ -	\$ -	\$ -
27	Fleet Maintenance	\$ -	\$ -	\$ -	FTEs	\$ -	\$ -	\$ -	\$ -
28	Workers Comp and Prop/Liab	\$ -	\$ -	\$ -	FTEs	\$ -	\$ -	\$ -	\$ -
29	Total	\$ 27,790,115	\$ 0	\$ 27,790,115	Total	\$ 192,738	\$ 191,413	\$ 198,767	\$ 484,744

Schedule 1

	A	B	C	D	E	U	V	W	X
	Organizational Units Providing Benefit to Other Organizational Units	FY 2017 Actual	Adjustment	Adjusted FY 2017 Actual	Allocation Factor	Benefiting Departments			
						Human Resources - Administration	Human Resources - Employee Benefits	Human Resources - Retiree Health Care Costs	Human Resources - Comp and Classification
						17	18	19	20
1	City Council	\$ 867,280	\$ -	\$ 867,280	Weighted	\$ 11,596	\$ 5,958	\$ 6,367	\$ 5,887
2	City Attorney	\$ 1,656,122	\$ -	\$ 1,656,122	Weighted	\$ 22,143	\$ 11,377	\$ 12,158	\$ 11,242
3	City Auditor	\$ 765,037	\$ -	\$ 765,037	Weighted	\$ 10,229	\$ 5,256	\$ 5,616	\$ 5,193
4	City Manager	\$ 1,554,720	\$ -	\$ 1,554,720	Weighted	\$ 20,787	\$ 10,680	\$ 11,413	\$ 10,553
5	City Clerk - Administration	\$ 580,766	\$ (580,766)	\$ -	Staff Estimates 2	\$ -	\$ -	\$ -	\$ -
6	City Clerk - Communications	\$ 99,085	\$ 53,850	\$ 152,935	Weighted	\$ 2,045	\$ 1,051	\$ 1,123	\$ 1,038
7	City Clerk - Records Management	\$ 832,841	\$ 452,623	\$ 1,285,464	Files Imaged	\$ 24,606	\$ -	\$ -	\$ -
8	City Clerk - Citizen's Action Center	\$ 136,702	\$ 74,293	\$ 210,995	Complaints/Inquiries	\$ -	\$ -	\$ -	\$ -
9	Financial Services - Administration	\$ 655,196	\$ (655,196)	\$ -	Staff Estimates 2	\$ -	\$ -	\$ -	\$ -
10	Financial Services - Accounting and Debt M	\$ 574,328	\$ 125,898	\$ 700,226	Accounting Transactions	\$ 2,966	\$ 2,346	\$ 1,492	\$ 1,861
11	Financial Services - Treasury (Cashier)	\$ 293,804	\$ 64,405	\$ 358,209	Cashier Transactions	\$ -	\$ 0	\$ -	\$ -
12	Financial Services - Payroll Services	\$ 171,913	\$ 37,685	\$ 209,598	FTEs	\$ 562	\$ 366	\$ -	\$ 244
13	Financial Services - Accounts Payable	\$ 409,273	\$ 89,717	\$ 498,990	A/P Transactions	\$ 2,814	\$ 763	\$ 114	\$ 448
14	Financial Services - Management/Budget	\$ 441,237	\$ 96,724	\$ 537,961	Budget	\$ 824	\$ 641	\$ 16,149	\$ 474
15	Financial Services - Procurement	\$ 719,618	\$ 157,747	\$ 877,365	POs Processed	\$ 1,338	\$ 574	\$ -	\$ 574
16	Financial Services - Real Estate	\$ 378,723	\$ 83,020	\$ 461,743	# of Real Estate Items for Council Action	\$ -	\$ -	\$ -	\$ -
17	Human Resources - Administration	\$ 419,670	\$ (419,670)	\$ -	Staff Estimates 2	\$ -	\$ -	\$ -	\$ -
18	Human Resources - Employee Benefits	\$ 321,477	\$ 14,388	\$ 335,865	FTEs	\$ 900	\$ 587	\$ -	\$ 391
19	Human Resources - Retiree Health Care Co	\$ 8,104,810	\$ 362,736	\$ 8,467,546	# of Retirees	\$ 149,576	\$ 149,576	\$ 149,576	\$ 149,576
20	Human Resources - Comp and Classification	\$ 237,693	\$ 10,638	\$ 248,331	FTEs	\$ 666	\$ 434	\$ -	\$ 289
21	Human Resources - Employee Development	\$ 151,509	\$ 6,781	\$ 158,290	FTEs	\$ 424	\$ 277	\$ -	\$ 184
22	Human Resources - Recruitment	\$ 452,597	\$ 20,256	\$ 472,853	FTEs	\$ 1,267	\$ 827	\$ -	\$ 551
23	Human Resources - Employee/Labor Relati	\$ 108,822	\$ 4,870	\$ 113,692	FTEs	\$ 305	\$ 199	\$ -	\$ 132
24	Information Resources - GIS	\$ 524,907	\$ -	\$ 524,907	# of Devices	\$ 7,918	\$ -	\$ -	\$ -
25	Information Resources - All Other	\$ 7,331,985	\$ -	\$ 7,331,985	# of Devices	\$ 110,598	\$ -	\$ -	\$ -
26	Facilities Management	\$ -	\$ -	\$ -	FTEs	\$ -	\$ -	\$ -	\$ -
27	Fleet Maintenance	\$ -	\$ -	\$ -	FTEs	\$ -	\$ -	\$ -	\$ -
28	Workers Comp and Prop/Liab	\$ -	\$ -	\$ -	FTEs	\$ -	\$ -	\$ -	\$ -
29	Total	\$ 27,790,115	\$ 0	\$ 27,790,115	Total	\$ 371,563	\$ 190,910	\$ 204,008	\$ 188,638

Schedule 1

	A	B	C	D	E	Y	Z	AA	AB
						Benefiting Departments			
	Organizational Units Providing Benefit to Other Organizational Units	FY 2017 Actual	Adjustment	Adjusted FY 2017 Actual	Allocation Factor	Human Resources - Employee Development	Human Resources - Recruitment	Human Resources - Employee/Lab or Relations	Information Resources - GIS
						21	22	23	24
1	City Council	\$ 867,280	\$ -	\$ 867,280	Weighted	\$ 5,833	\$ 6,042	\$ 5,797	\$ 5,950
2	City Attorney	\$ 1,656,122	\$ -	\$ 1,656,122	Weighted	\$ 11,139	\$ 11,538	\$ 11,069	\$ 11,362
3	City Auditor	\$ 765,037	\$ -	\$ 765,037	Weighted	\$ 5,146	\$ 5,330	\$ 5,113	\$ 5,249
4	City Manager	\$ 1,554,720	\$ -	\$ 1,554,720	Weighted	\$ 10,457	\$ 10,831	\$ 10,392	\$ 10,667
5	City Clerk - Administration	\$ 580,766	\$ (580,766)	\$ -	Staff Estimates 2	\$ -	\$ -	\$ -	\$ -
6	City Clerk - Communications	\$ 99,085	\$ 53,850	\$ 152,935	Weighted	\$ 1,029	\$ 1,065	\$ 1,022	\$ 1,049
7	City Clerk - Records Management	\$ 832,841	\$ 452,623	\$ 1,285,464	Files Imaged	\$ -	\$ -	\$ -	\$ -
8	City Clerk - Citizen's Action Center	\$ 136,702	\$ 74,293	\$ 210,995	Complaints/Inquiries	\$ -	\$ -	\$ -	\$ -
9	Financial Services - Administration	\$ 655,196	\$ (655,196)	\$ -	Staff Estimates 2	\$ -	\$ -	\$ -	\$ -
10	Financial Services - Accounting and Debt M	\$ 574,328	\$ 125,898	\$ 700,226	Accounting Transactions	\$ 1,744	\$ 2,103	\$ 1,501	\$ 1,852
11	Financial Services - Treasury (Cashier)	\$ 293,804	\$ 64,405	\$ 358,209	Cashier Transactions	\$ -	\$ -	\$ -	\$ -
12	Financial Services - Payroll Services	\$ 171,913	\$ 37,685	\$ 209,598	FTEs	\$ 122	\$ 488	\$ 122	\$ 366
13	Financial Services - Accounts Payable	\$ 409,273	\$ 89,717	\$ 498,990	A/P Transactions	\$ 410	\$ 1,297	\$ 162	\$ 267
14	Financial Services - Management/Budget	\$ 441,237	\$ 96,724	\$ 537,961	Budget	\$ 302	\$ 902	\$ 217	\$ 1,046
15	Financial Services - Procurement	\$ 719,618	\$ 157,747	\$ 877,365	POs Processed	\$ 382	\$ 1,338	\$ -	\$ 956
16	Financial Services - Real Estate	\$ 378,723	\$ 83,020	\$ 461,743	# of Real Estate Items for Council Action	\$ -	\$ -	\$ -	\$ -
17	Human Resources - Administration	\$ 419,670	\$ (419,670)	\$ -	Staff Estimates 2	\$ -	\$ -	\$ -	\$ -
18	Human Resources - Employee Benefits	\$ 321,477	\$ 14,388	\$ 335,865	FTEs	\$ 196	\$ 783	\$ 196	\$ 587
19	Human Resources - Retiree Health Care Co	\$ 8,104,810	\$ 362,736	\$ 8,467,546	# of Retirees	\$ 149,576	\$ 149,576	\$ 149,576	\$ 149,576
20	Human Resources - Comp and Classificatio	\$ 237,693	\$ 10,638	\$ 248,331	FTEs	\$ 145	\$ 579	\$ 145	\$ 434
21	Human Resources - Employee Developmen	\$ 151,509	\$ 6,781	\$ 158,290	FTEs	\$ 92	\$ 369	\$ 92	\$ 277
22	Human Resources - Recruitment	\$ 452,597	\$ 20,256	\$ 472,853	FTEs	\$ 276	\$ 1,102	\$ 276	\$ 827
23	Human Resources - Employee/Labor Relati	\$ 108,822	\$ 4,870	\$ 113,692	FTEs	\$ 66	\$ 265	\$ 66	\$ 199
24	Information Resources - GIS	\$ 524,907	\$ -	\$ 524,907	# of Devices	\$ -	\$ -	\$ -	\$ -
25	Information Resources - All Other	\$ 7,331,985	\$ -	\$ 7,331,985	# of Devices	\$ -	\$ -	\$ -	\$ -
26	Facilities Management	\$ -	\$ -	\$ -	FTEs	\$ -	\$ -	\$ -	\$ -
27	Fleet Maintenance	\$ -	\$ -	\$ -	FTEs	\$ -	\$ -	\$ -	\$ -
28	Workers Comp and Prop/Liab	\$ -	\$ -	\$ -	FTEs	\$ -	\$ -	\$ -	\$ -
29	Total	\$ 27,790,115	\$ 0	\$ 27,790,115	Total	\$ 186,913	\$ 193,609	\$ 185,745	\$ 190,663

Schedule 1

	A	B	C	D	E	Benefiting Departments			
	Organizational Units Providing Benefit to Other Organizational Units	FY 2017 Actual	Adjustment	Adjusted FY 2017 Actual	Allocation Factor	Information Resources - All Other	Facilities Management	Fleet Maintenance	Workers Comp and Prop/Liab
						25	26	27	28
1	City Council	\$ 867,280	\$ -	\$ 867,280	Weighted	\$ 12,187	\$ 13,528	\$ 8,567	\$ 2,235
2	City Attorney	\$ 1,656,122	\$ -	\$ 1,656,122	Weighted	\$ 23,271	\$ 25,833	\$ 16,358	\$ 4,268
3	City Auditor	\$ 765,037	\$ -	\$ 765,037	Weighted	\$ 10,750	\$ 11,933	\$ 7,557	\$ 1,971
4	City Manager	\$ 1,554,720	\$ -	\$ 1,554,720	Weighted	\$ 21,847	\$ 24,251	\$ 15,357	\$ 4,006
5	City Clerk - Administration	\$ 580,766	\$ (580,766)	\$ -	Staff Estimates 2	\$ -	\$ -	\$ -	\$ -
6	City Clerk - Communications	\$ 99,085	\$ 53,850	\$ 152,935	Weighted	\$ 2,149	\$ 2,386	\$ 1,511	\$ 394
7	City Clerk - Records Management	\$ 832,841	\$ 452,623	\$ 1,285,464	Files Imaged	\$ 3,784	\$ 4,863	\$ 77	\$ 231
8	City Clerk - Citizen's Action Center	\$ 136,702	\$ 74,293	\$ 210,995	Complaints/Inquiries	\$ -	\$ 823	\$ -	\$ -
9	Financial Services - Administration	\$ 655,196	\$ (655,196)	\$ -	Staff Estimates 2	\$ -	\$ -	\$ -	\$ -
10	Financial Services - Accounting and Debt M	\$ 574,328	\$ 125,898	\$ 700,226	Accounting Transactions	\$ 12,125	\$ 16,727	\$ 15,567	\$ 7,954
11	Financial Services - Treasury (Cashier)	\$ 293,804	\$ 64,405	\$ 358,209	Cashier Transactions	\$ 0	\$ 0	\$ 1	\$ 8
12	Financial Services - Payroll Services	\$ 171,913	\$ 37,685	\$ 209,598	FTEs	\$ 2,931	\$ 5,434	\$ 2,931	\$ 488
13	Financial Services - Accounts Payable	\$ 409,273	\$ 89,717	\$ 498,990	A/P Transactions	\$ 9,635	\$ 40,324	\$ 15,082	\$ 3,644
14	Financial Services - Management/Budget	\$ 441,237	\$ 96,724	\$ 537,961	Budget	\$ 12,866	\$ 11,651	\$ 9,653	\$ 14,663
15	Financial Services - Procurement	\$ 719,618	\$ 157,747	\$ 877,365	POs Processed	\$ 37,282	\$ 32,120	\$ 44,738	\$ 765
16	Financial Services - Real Estate	\$ 378,723	\$ 83,020	\$ 461,743	# of Real Estate Items for Council Action	\$ -	\$ -	\$ -	\$ -
17	Human Resources - Administration	\$ 419,670	\$ (419,670)	\$ -	Staff Estimates 2	\$ -	\$ -	\$ -	\$ -
18	Human Resources - Employee Benefits	\$ 321,477	\$ 14,388	\$ 335,865	FTEs	\$ 4,697	\$ 8,708	\$ 4,697	\$ 783
19	Human Resources - Retiree Health Care Co	\$ 8,104,810	\$ 362,736	\$ 8,467,546	# of Retirees	\$ -	\$ -	\$ -	\$ -
20	Human Resources - Comp and Classificatio	\$ 237,693	\$ 10,638	\$ 248,331	FTEs	\$ 3,473	\$ 6,439	\$ 3,473	\$ 579
21	Human Resources - Employee Developmen	\$ 151,509	\$ 6,781	\$ 158,290	FTEs	\$ 2,213	\$ 4,104	\$ 2,213	\$ 369
22	Human Resources - Recruitment	\$ 452,597	\$ 20,256	\$ 472,853	FTEs	\$ 6,612	\$ 12,260	\$ 6,612	\$ 1,102
23	Human Resources - Employee/Labor Relati	\$ 108,822	\$ 4,870	\$ 113,692	FTEs	\$ 1,590	\$ 2,948	\$ 1,590	\$ 265
24	Information Resources - GIS	\$ 524,907	\$ -	\$ 524,907	# of Devices	\$ 14,904	\$ 13,973	\$ 7,918	\$ 1,863
25	Information Resources - All Other	\$ 7,331,985	\$ -	\$ 7,331,985	# of Devices	\$ 208,184	\$ 195,173	\$ 110,598	\$ 26,023
26	Facilities Management	\$ -	\$ -	\$ -	FTEs	\$ -	\$ -	\$ -	\$ -
27	Fleet Maintenance	\$ -	\$ -	\$ -	FTEs	\$ -	\$ -	\$ -	\$ -
28	Workers Comp and Prop/Liab	\$ -	\$ -	\$ -	FTEs	\$ -	\$ -	\$ -	\$ -
29	Total	\$ 27,790,115	\$ 0	\$ 27,790,115	Total	\$ 390,499	\$ 433,476	\$ 274,499	\$ 71,611

Schedule 1

	A	B	C	D	E	AG	AH	AI	AJ
						Benefiting Departments			
	Organizational Units Providing Benefit to Other Organizational Units	FY 2017 Actual	Adjustment	Adjusted FY 2017 Actual	Allocation Factor	Police	Fire	Public Works	Community Development
						29	30	31	32
1	City Council	\$ 867,280	\$ -	\$ 867,280	Weighted	\$ 156,055	\$ 95,604	\$ 28,900	\$ 34,215
2	City Attorney	\$ 1,656,122	\$ -	\$ 1,656,122	Weighted	\$ 297,996	\$ 182,562	\$ 55,187	\$ 65,336
3	City Auditor	\$ 765,037	\$ -	\$ 765,037	Weighted	\$ 137,658	\$ 84,334	\$ 25,493	\$ 30,182
4	City Manager	\$ 1,554,720	\$ -	\$ 1,554,720	Weighted	\$ 279,750	\$ 171,384	\$ 51,808	\$ 61,336
5	City Clerk - Administration	\$ 580,766	\$ (580,766)	\$ -	Staff Estimates 2	\$ -	\$ -	\$ -	\$ -
6	City Clerk - Communications	\$ 99,085	\$ 53,850	\$ 152,935	Weighted	\$ 27,518	\$ 16,859	\$ 5,096	\$ 6,033
7	City Clerk - Records Management	\$ 832,841	\$ 452,623	\$ 1,285,464	Files Imaged	\$ -	\$ 65,967	\$ 15,875	\$ 28,005
8	City Clerk - Citizen's Action Center	\$ 136,702	\$ 74,293	\$ 210,995	Complaints/Inquiries	\$ -	\$ -	\$ 54,801	\$ 30,755
9	Financial Services - Administration	\$ 655,196	\$ (655,196)	\$ -	Staff Estimates 2	\$ -	\$ -	\$ -	\$ -
10	Financial Services - Accounting and Debt M	\$ 574,328	\$ 125,898	\$ 700,226	Accounting Transactions	\$ 89,180	\$ 50,154	\$ 37,696	\$ 21,994
11	Financial Services - Treasury (Cashier)	\$ 293,804	\$ 64,405	\$ 358,209	Cashier Transactions	\$ 639	\$ 82	\$ 18	\$ 1,232
12	Financial Services - Payroll Services	\$ 171,913	\$ 37,685	\$ 209,598	FTEs	\$ 43,589	\$ 27,722	\$ 8,548	\$ 6,595
13	Financial Services - Accounts Payable	\$ 409,273	\$ 89,717	\$ 498,990	A/P Transactions	\$ 49,062	\$ 50,808	\$ 21,159	\$ 9,568
14	Financial Services - Management/Budget	\$ 441,237	\$ 96,724	\$ 537,961	Budget	\$ 79,612	\$ 65,037	\$ 27,245	\$ 10,445
15	Financial Services - Procurement	\$ 719,618	\$ 157,747	\$ 877,365	POs Processed	\$ 77,049	\$ 104,007	\$ 41,870	\$ 6,692
16	Financial Services - Real Estate	\$ 378,723	\$ 83,020	\$ 461,743	# of Real Estate Items for Council Action	\$ -	\$ -	\$ -	\$ -
17	Human Resources - Administration	\$ 419,670	\$ (419,670)	\$ -	Staff Estimates 2	\$ -	\$ -	\$ -	\$ -
18	Human Resources - Employee Benefits	\$ 321,477	\$ 14,388	\$ 335,865	FTEs	\$ 69,848	\$ 44,422	\$ 13,698	\$ 10,567
19	Human Resources - Retiree Health Care Co	\$ 8,104,810	\$ 362,736	\$ 8,467,546	# of Retirees	\$ 1,171,400	\$ 1,282,962	\$ 149,576	\$ 149,576
20	Human Resources - Comp and Classificatio	\$ 237,693	\$ 10,638	\$ 248,331	FTEs	\$ 51,644	\$ 32,844	\$ 10,128	\$ 7,813
21	Human Resources - Employee Developmen	\$ 151,509	\$ 6,781	\$ 158,290	FTEs	\$ 32,919	\$ 20,935	\$ 6,456	\$ 4,980
22	Human Resources - Recruitment	\$ 452,597	\$ 20,256	\$ 472,853	FTEs	\$ 98,336	\$ 62,540	\$ 19,285	\$ 14,877
23	Human Resources - Employee/Labor Relati	\$ 108,822	\$ 4,870	\$ 113,692	FTEs	\$ 23,644	\$ 15,037	\$ 4,637	\$ 3,577
24	Information Resources - GIS	\$ 524,907	\$ -	\$ 524,907	# of Devices	\$ 154,631	\$ 46,110	\$ 23,288	\$ 39,589
25	Information Resources - All Other	\$ 7,331,985	\$ -	\$ 7,331,985	# of Devices	\$ 2,159,910	\$ 644,070	\$ 325,288	\$ 552,989
26	Facilities Management	\$ -	\$ -	\$ -	FTEs	\$ -	\$ -	\$ -	\$ -
27	Fleet Maintenance	\$ -	\$ -	\$ -	FTEs	\$ -	\$ -	\$ -	\$ -
28	Workers Comp and Prop/Liab	\$ -	\$ -	\$ -	FTEs	\$ -	\$ -	\$ -	\$ -
29	Total	\$ 27,790,115	\$ 0	\$ 27,790,115	Total	\$ 5,000,439	\$ 3,063,439	\$ 926,054	\$ 1,096,357

Schedule 1

	A	B	C	D	E	Benefiting Departments			
	Organizational Units Providing Benefit to Other Organizational Units	FY 2017 Actual	Adjustment	Adjusted FY 2017 Actual	Allocation Factor	Alarm Fee Fund	Parks & Rec Programs	Waterpark Fund	All Hazards
						33	34	35	36
1	City Council	\$ 867,280	\$ -	\$ 867,280	Weighted	\$ 433	\$ 32,966	\$ 8,509	\$ 2,042
2	City Attorney	\$ 1,656,122	\$ -	\$ 1,656,122	Weighted	\$ 827	\$ 62,951	\$ 16,248	\$ 3,900
3	City Auditor	\$ 765,037	\$ -	\$ 765,037	Weighted	\$ 382	\$ 29,080	\$ 7,506	\$ 1,802
4	City Manager	\$ 1,554,720	\$ -	\$ 1,554,720	Weighted	\$ 776	\$ 59,097	\$ 15,253	\$ 3,661
5	City Clerk - Administration	\$ 580,766	\$ (580,766)	\$ -	Staff Estimates 2	\$ -	\$ -	\$ -	\$ -
6	City Clerk - Communications	\$ 99,085	\$ 53,850	\$ 152,935	Weighted	\$ 76	\$ 5,813	\$ 1,500	\$ 360
7	City Clerk - Records Management	\$ 832,841	\$ 452,623	\$ 1,285,464	Files Imaged	\$ -	\$ -	\$ -	\$ -
8	City Clerk - Citizen's Action Center	\$ 136,702	\$ 74,293	\$ 210,995	Complaints/Inquiries	\$ -	\$ -	\$ -	\$ -
9	Financial Services - Administration	\$ 655,196	\$ (655,196)	\$ -	Staff Estimates 2	\$ -	\$ -	\$ -	\$ -
10	Financial Services - Accounting and Debt M	\$ 574,328	\$ 125,898	\$ 700,226	Accounting Transactions	\$ 2,607	\$ 59,097	\$ 11,145	\$ 2,607
11	Financial Services - Treasury (Cashier)	\$ 293,804	\$ 64,405	\$ 358,209	Cashier Transactions	\$ 237	\$ 1	\$ 0	\$ 0
12	Financial Services - Payroll Services	\$ 171,913	\$ 37,685	\$ 209,598	FTEs	\$ 122	\$ 18,004	\$ 7,470	\$ 672
13	Financial Services - Accounts Payable	\$ 409,273	\$ 89,717	\$ 498,990	A/P Transactions	\$ 277	\$ 59,842	\$ 12,821	\$ 467
14	Financial Services - Management/Budget	\$ 441,237	\$ 96,724	\$ 537,961	Budget	\$ 200	\$ 18,437	\$ 4,895	\$ 1,548
15	Financial Services - Procurement	\$ 719,618	\$ 157,747	\$ 877,365	POs Processed	\$ 191	\$ 101,904	\$ 21,413	\$ 2,294
16	Financial Services - Real Estate	\$ 378,723	\$ 83,020	\$ 461,743	# of Real Estate Items for Council Action	\$ -	\$ -	\$ -	\$ -
17	Human Resources - Administration	\$ 419,670	\$ (419,670)	\$ -	Staff Estimates 2	\$ -	\$ -	\$ -	\$ -
18	Human Resources - Employee Benefits	\$ 321,477	\$ 14,388	\$ 335,865	FTEs	\$ 196	\$ 28,851	\$ 11,970	\$ 1,076
19	Human Resources - Retiree Health Care Co	\$ 8,104,810	\$ 362,736	\$ 8,467,546	# of Retirees	\$ -	\$ -	\$ -	\$ -
20	Human Resources - Comp and Classificatio	\$ 237,693	\$ 10,638	\$ 248,331	FTEs	\$ 145	\$ 21,331	\$ 8,851	\$ 796
21	Human Resources - Employee Developmen	\$ 151,509	\$ 6,781	\$ 158,290	FTEs	\$ 92	\$ 13,597	\$ 5,642	\$ 507
22	Human Resources - Recruitment	\$ 452,597	\$ 20,256	\$ 472,853	FTEs	\$ 276	\$ 40,618	\$ 16,853	\$ 1,515
23	Human Resources - Employee/Labor Relati	\$ 108,822	\$ 4,870	\$ 113,692	FTEs	\$ 66	\$ 9,766	\$ 4,052	\$ 364
24	Information Resources - GIS	\$ 524,907	\$ -	\$ 524,907	# of Devices	\$ 466	\$ 33,069	\$ 7,918	\$ 2,795
25	Information Resources - All Other	\$ 7,331,985	\$ -	\$ 7,331,985	# of Devices	\$ 6,506	\$ 461,909	\$ 110,598	\$ 39,035
26	Facilities Management	\$ -	\$ -	\$ -	FTEs	\$ -	\$ -	\$ -	\$ -
27	Fleet Maintenance	\$ -	\$ -	\$ -	FTEs	\$ -	\$ -	\$ -	\$ -
28	Workers Comp and Prop/Liab	\$ -	\$ -	\$ -	FTEs	\$ -	\$ -	\$ -	\$ -
29	Total	\$ 27,790,115	\$ 0	\$ 27,790,115	Total	\$ 13,874	\$ 1,056,332	\$ 272,644	\$ 65,441

Schedule 1

	A	B	C	D	E	Benefiting Departments			
	Organizational Units Providing Benefit to Other Organizational Units	FY 2017 Actual	Adjustment	Adjusted FY 2017 Actual	Allocation Factor	Lot Mowing Fund	CRA Fund	Building Fund	CDBG/SHIP/SP Funds
						37	38	39	40
1	City Council	\$ 867,280	\$ -	\$ 867,280	Weighted	\$ 3,089	\$ 1,091	\$ 58,640	\$ 1,494
2	City Attorney	\$ 1,656,122	\$ -	\$ 1,656,122	Weighted	\$ 5,898	\$ 2,083	\$ 111,976	\$ 2,852
3	City Auditor	\$ 765,037	\$ -	\$ 765,037	Weighted	\$ 2,725	\$ 962	\$ 51,727	\$ 1,318
4	City Manager	\$ 1,554,720	\$ -	\$ 1,554,720	Weighted	\$ 5,537	\$ 1,955	\$ 105,120	\$ 2,678
5	City Clerk - Administration	\$ 580,766	\$ (580,766)	\$ -	Staff Estimates 2	\$ -	\$ -	\$ -	\$ -
6	City Clerk - Communications	\$ 99,085	\$ 53,850	\$ 152,935	Weighted	\$ 545	\$ 192	\$ 10,340	\$ 263
7	City Clerk - Records Management	\$ 832,841	\$ 452,623	\$ 1,285,464	Files Imaged	\$ -	\$ -	\$ 777,151	\$ -
8	City Clerk - Citizen's Action Center	\$ 136,702	\$ 74,293	\$ 210,995	Complaints/Inquiries	\$ 14,094	\$ -	\$ 3,003	\$ -
9	Financial Services - Administration	\$ 655,196	\$ (655,196)	\$ -	Staff Estimates 2	\$ -	\$ -	\$ -	\$ -
10	Financial Services - Accounting and Debt M	\$ 574,328	\$ 125,898	\$ 700,226	Accounting Transactions	\$ 24,457	\$ 2,139	\$ 12,269	\$ 17,032
11	Financial Services - Treasury (Cashier)	\$ 293,804	\$ 64,405	\$ 358,209	Cashier Transactions	\$ 11	\$ 1	\$ 8,105	\$ 2
12	Financial Services - Payroll Services	\$ 171,913	\$ 37,685	\$ 209,598	FTEs	\$ 488	\$ 122	\$ 6,580	\$ 244
13	Financial Services - Accounts Payable	\$ 409,273	\$ 89,717	\$ 498,990	A/P Transactions	\$ 1,860	\$ 1,202	\$ 4,999	\$ 3,701
14	Financial Services - Management/Budget	\$ 441,237	\$ 96,724	\$ 537,961	Budget	\$ 7,760	\$ 836	\$ 11,471	\$ 2,406
15	Financial Services - Procurement	\$ 719,618	\$ 157,747	\$ 877,365	POs Processed	\$ 1,530	\$ 2,677	\$ 5,162	\$ 382
16	Financial Services - Real Estate	\$ 378,723	\$ 83,020	\$ 461,743	# of Real Estate Items for Council Action	\$ -	\$ -	\$ -	\$ -
17	Human Resources - Administration	\$ 419,670	\$ (419,670)	\$ -	Staff Estimates 2	\$ -	\$ -	\$ -	\$ -
18	Human Resources - Employee Benefits	\$ 321,477	\$ 14,388	\$ 335,865	FTEs	\$ 783	\$ 196	\$ 10,544	\$ 391
19	Human Resources - Retiree Health Care Co	\$ 8,104,810	\$ 362,736	\$ 8,467,546	# of Retirees	\$ -	\$ -	\$ 412,779	\$ -
20	Human Resources - Comp and Classificatio	\$ 237,693	\$ 10,638	\$ 248,331	FTEs	\$ 579	\$ 145	\$ 7,796	\$ 289
21	Human Resources - Employee Developmen	\$ 151,509	\$ 6,781	\$ 158,290	FTEs	\$ 369	\$ 92	\$ 4,969	\$ 184
22	Human Resources - Recruitment	\$ 452,597	\$ 20,256	\$ 472,853	FTEs	\$ 1,102	\$ 276	\$ 14,844	\$ 551
23	Human Resources - Employee/Labor Relati	\$ 108,822	\$ 4,870	\$ 113,692	FTEs	\$ 265	\$ 66	\$ 3,569	\$ 132
24	Information Resources - GIS	\$ 524,907	\$ -	\$ 524,907	# of Devices	\$ 1,863	\$ 1,397	\$ 17,233	\$ 932
25	Information Resources - All Other	\$ 7,331,985	\$ -	\$ 7,331,985	# of Devices	\$ 26,023	\$ 19,517	\$ 240,713	\$ 13,012
26	Facilities Management	\$ -	\$ -	\$ -	FTEs	\$ -	\$ -	\$ -	\$ -
27	Fleet Maintenance	\$ -	\$ -	\$ -	FTEs	\$ -	\$ -	\$ -	\$ -
28	Workers Comp and Prop/Liab	\$ -	\$ -	\$ -	FTEs	\$ -	\$ -	\$ -	\$ -
29	Total	\$ 27,790,115	\$ 0	\$ 27,790,115	Total	\$ 98,977	\$ 34,948	\$ 1,878,990	\$ 47,865

Schedule 1

	A	B	C	D	E	Benefiting Departments			
	Organizational Units Providing Benefit to Other Organizational Units	FY 2017 Actual	Adjustment	Adjusted FY 2017 Actual	Allocation Factor	Transportation Capital Projects	Water & Sewer Utility Fund	Stormwater Utility Fund	Yacht Basin Fund
						41	42	43	44
1	City Council	\$ 867,280	\$ -	\$ 867,280	Weighted	\$ 1,701	\$ 144,244	\$ 33,794	\$ 1,516
2	City Attorney	\$ 1,656,122	\$ -	\$ 1,656,122	Weighted	\$ 3,248	\$ 275,443	\$ 64,531	\$ 2,895
3	City Auditor	\$ 765,037	\$ -	\$ 765,037	Weighted	\$ 1,501	\$ 127,239	\$ 29,810	\$ 1,337
4	City Manager	\$ 1,554,720	\$ -	\$ 1,554,720	Weighted	\$ 3,049	\$ 258,578	\$ 60,580	\$ 2,718
5	City Clerk - Administration	\$ 580,766	\$ (580,766)	\$ -	Staff Estimates 2	\$ -	\$ -	\$ -	\$ -
6	City Clerk - Communications	\$ 99,085	\$ 53,850	\$ 152,935	Weighted	\$ 300	\$ 25,436	\$ 5,959	\$ 267
7	City Clerk - Records Management	\$ 832,841	\$ 452,623	\$ 1,285,464	Files Imaged	\$ -	\$ 320,262	\$ -	\$ -
8	City Clerk - Citizen's Action Center	\$ 136,702	\$ 74,293	\$ 210,995	Complaints/Inquiries	\$ 2,954	\$ 59,983	\$ 42,790	\$ -
9	Financial Services - Administration	\$ 655,196	\$ (655,196)	\$ -	Staff Estimates 2	\$ -	\$ -	\$ -	\$ -
10	Financial Services - Accounting and Debt M	\$ 574,328	\$ 125,898	\$ 700,226	Accounting Transactions	\$ 10,417	\$ 131,226	\$ 51,951	\$ 5,366
11	Financial Services - Treasury (Cashier)	\$ 293,804	\$ 64,405	\$ 358,209	Cashier Transactions	\$ 1	\$ 347,279	\$ 469	\$ 4
12	Financial Services - Payroll Services	\$ 171,913	\$ 37,685	\$ 209,598	FTEs	\$ 2,076	\$ 36,899	\$ 11,846	\$ 311
13	Financial Services - Accounts Payable	\$ 409,273	\$ 89,717	\$ 498,990	A/P Transactions	\$ 5,562	\$ 116,021	\$ 24,908	\$ 2,080
14	Financial Services - Management/Budget	\$ 441,237	\$ 96,724	\$ 537,961	Budget	\$ 2,886	\$ 115,952	\$ 29,467	\$ 999
15	Financial Services - Procurement	\$ 719,618	\$ 157,747	\$ 877,365	POs Processed	\$ 7,648	\$ 215,852	\$ 40,532	\$ 4,015
16	Financial Services - Real Estate	\$ 378,723	\$ 83,020	\$ 461,743	# of Real Estate Items for Council Action	\$ -	\$ 110,818	\$ 18,470	\$ -
17	Human Resources - Administration	\$ 419,670	\$ (419,670)	\$ -	Staff Estimates 2	\$ -	\$ -	\$ -	\$ -
18	Human Resources - Employee Benefits	\$ 321,477	\$ 14,388	\$ 335,865	FTEs	\$ 3,327	\$ 59,128	\$ 18,982	\$ 499
19	Human Resources - Retiree Health Care Co	\$ 8,104,810	\$ 362,736	\$ 8,467,546	# of Retirees	\$ -	\$ 1,126,775	\$ 334,686	\$ 11,156
20	Human Resources - Comp and Classification	\$ 237,693	\$ 10,638	\$ 248,331	FTEs	\$ 2,460	\$ 43,718	\$ 14,035	\$ 369
21	Human Resources - Employee Development	\$ 151,509	\$ 6,781	\$ 158,290	FTEs	\$ 1,568	\$ 27,866	\$ 8,946	\$ 235
22	Human Resources - Recruitment	\$ 452,597	\$ 20,256	\$ 472,853	FTEs	\$ 4,684	\$ 83,244	\$ 26,724	\$ 703
23	Human Resources - Employee/Labor Relations	\$ 108,822	\$ 4,870	\$ 113,692	FTEs	\$ 1,126	\$ 20,015	\$ 6,426	\$ 169
24	Information Resources - GIS	\$ 524,907	\$ -	\$ 524,907	# of Devices	\$ -	\$ 65,206	\$ 17,233	\$ 932
25	Information Resources - All Other	\$ 7,331,985	\$ -	\$ 7,331,985	# of Devices	\$ -	\$ 910,806	\$ 240,713	\$ 13,012
26	Facilities Management	\$ -	\$ -	\$ -	FTEs	\$ -	\$ -	\$ -	\$ -
27	Fleet Maintenance	\$ -	\$ -	\$ -	FTEs	\$ -	\$ -	\$ -	\$ -
28	Workers Comp and Prop/Liab	\$ -	\$ -	\$ -	FTEs	\$ -	\$ -	\$ -	\$ -
29	Total	\$ 27,790,115	\$ 0	\$ 27,790,115	Total	\$ 54,507	\$ 4,621,990	\$ 1,082,850	\$ 48,583

Schedule 1

	A	B	C	D	E	Benefiting Departments		
	Organizational Units Providing Benefit to Other Organizational Units	FY 2017 Actual	Adjustment	Adjusted FY 2017 Actual	Allocation Factor	Golf Course Fund	Self-Insured Health Plan	Parks & Rec
						45	46	47
1	City Council	\$ 867,280	\$ -	\$ 867,280	Weighted	\$ 10,419	\$ 2,306	\$ 23,108
2	City Attorney	\$ 1,656,122	\$ -	\$ 1,656,122	Weighted	\$ 19,897	\$ 4,404	\$ 44,126
3	City Auditor	\$ 765,037	\$ -	\$ 765,037	Weighted	\$ 9,191	\$ 2,035	\$ 20,384
4	City Manager	\$ 1,554,720	\$ -	\$ 1,554,720	Weighted	\$ 18,678	\$ 4,135	\$ 41,424
5	City Clerk - Administration	\$ 580,766	\$ (580,766)	\$ -	Staff Estimates 2	\$ -	\$ -	\$ -
6	City Clerk - Communications	\$ 99,085	\$ 53,850	\$ 152,935	Weighted	\$ 1,837	\$ 407	\$ 4,075
7	City Clerk - Records Management	\$ 832,841	\$ 452,623	\$ 1,285,464	Files Imaged	\$ -	\$ -	\$ -
8	City Clerk - Citizen's Action Center	\$ 136,702	\$ 74,293	\$ 210,995	Complaints/Inquiries	\$ -	\$ -	\$ 1,792
9	Financial Services - Administration	\$ 655,196	\$ (655,196)	\$ -	Staff Estimates 2	\$ -	\$ -	\$ -
10	Financial Services - Accounting and Debt M	\$ 574,328	\$ 125,898	\$ 700,226	Accounting Transactions	\$ 15,666	\$ 3,002	\$ 43,053
11	Financial Services - Treasury (Cashier)	\$ 293,804	\$ 64,405	\$ 358,209	Cashier Transactions	\$ 0	\$ 15	\$ 6
12	Financial Services - Payroll Services	\$ 171,913	\$ 37,685	\$ 209,598	FTEs	\$ 3,908	\$ 122	\$ 7,767
13	Financial Services - Accounts Payable	\$ 409,273	\$ 89,717	\$ 498,990	A/P Transactions	\$ 13,375	\$ 2,394	\$ 19,442
14	Financial Services - Management/Budget	\$ 441,237	\$ 96,724	\$ 537,961	Budget	\$ 6,017	\$ 46,193	\$ 14,645
15	Financial Services - Procurement	\$ 719,618	\$ 157,747	\$ 877,365	POs Processed	\$ 44,165	\$ 1,147	\$ 62,136
16	Financial Services - Real Estate	\$ 378,723	\$ 83,020	\$ 461,743	# of Real Estate Items for Council Action	\$ -	\$ -	\$ 92,349
17	Human Resources - Administration	\$ 419,670	\$ (419,670)	\$ -	Staff Estimates 2	\$ -	\$ -	\$ -
18	Human Resources - Employee Benefits	\$ 321,477	\$ 14,388	\$ 335,865	FTEs	\$ 6,262	\$ 196	\$ 12,446
19	Human Resources - Retiree Health Care Co	\$ 8,104,810	\$ 362,736	\$ 8,467,546	# of Retirees	\$ 89,250	\$ -	\$ 149,576
20	Human Resources - Comp and Classificatio	\$ 237,693	\$ 10,638	\$ 248,331	FTEs	\$ 4,630	\$ 145	\$ 9,202
21	Human Resources - Employee Developmen	\$ 151,509	\$ 6,781	\$ 158,290	FTEs	\$ 2,951	\$ 92	\$ 5,866
22	Human Resources - Recruitment	\$ 452,597	\$ 20,256	\$ 472,853	FTEs	\$ 8,816	\$ 276	\$ 17,522
23	Human Resources - Employee/Labor Relati	\$ 108,822	\$ 4,870	\$ 113,692	FTEs	\$ 2,120	\$ 66	\$ 4,213
24	Information Resources - GIS	\$ 524,907	\$ -	\$ 524,907	# of Devices	\$ 5,123	\$ 466	\$ 11,178
25	Information Resources - All Other	\$ 7,331,985	\$ -	\$ 7,331,985	# of Devices	\$ 71,563	\$ 6,506	\$ 156,138
26	Facilities Management	\$ -	\$ -	\$ -	FTEs	\$ -	\$ -	\$ -
27	Fleet Maintenance	\$ -	\$ -	\$ -	FTEs	\$ -	\$ -	\$ -
28	Workers Comp and Prop/Liab	\$ -	\$ -	\$ -	FTEs	\$ -	\$ -	\$ -
29	Total	\$ 27,790,115	\$ 0	\$ 27,790,115	Total	\$ 333,869	\$ 73,907	\$ 740,447

Schedule 1

Allocation

	A	B	C	D	E	AZ
	Organizational Units Providing Benefit to Other Organizational Units	FY 2017 Actual	Adjustment	Adjusted FY 2017 Actual	Allocation Factor	TOTAL
1	City Council	\$ 867,280	\$ -	\$ 867,280	Weighted	\$ 867,280
2	City Attorney	\$ 1,656,122	\$ -	\$ 1,656,122	Weighted	\$ 1,656,122
3	City Auditor	\$ 765,037	\$ -	\$ 765,037	Weighted	\$ 765,037
4	City Manager	\$ 1,554,720	\$ -	\$ 1,554,720	Weighted	\$ 1,554,720
5	City Clerk - Administration	\$ 580,766	\$ (580,766)	\$ -	Staff Estimates 2	\$ -
6	City Clerk - Communications	\$ 99,085	\$ 53,850	\$ 152,935	Weighted	\$ 152,935
7	City Clerk - Records Management	\$ 832,841	\$ 452,623	\$ 1,285,464	Files Imaged	\$ 1,285,464
8	City Clerk - Citizen's Action Center	\$ 136,702	\$ 74,293	\$ 210,995	Complaints/Inquiries	\$ 210,995
9	Financial Services - Administration	\$ 655,196	\$ (655,196)	\$ -	Staff Estimates 2	\$ -
10	Financial Services - Accounting and Debt M	\$ 574,328	\$ 125,898	\$ 700,226	Accounting Transactions	\$ 700,226
11	Financial Services - Treasury (Cashier)	\$ 293,804	\$ 64,405	\$ 358,209	Cashier Transactions	\$ 358,209
12	Financial Services - Payroll Services	\$ 171,913	\$ 37,685	\$ 209,598	FTEs	\$ 209,598
13	Financial Services - Accounts Payable	\$ 409,273	\$ 89,717	\$ 498,990	A/P Transactions	\$ 498,990
14	Financial Services - Management/Budget	\$ 441,237	\$ 96,724	\$ 537,961	Budget	\$ 537,961
15	Financial Services - Procurement	\$ 719,618	\$ 157,747	\$ 877,365	POs Processed	\$ 877,365
16	Financial Services - Real Estate	\$ 378,723	\$ 83,020	\$ 461,743	# of Real Estate Items for Council Action	\$ 461,743
17	Human Resources - Administration	\$ 419,670	\$ (419,670)	\$ -	Staff Estimates 2	\$ -
18	Human Resources - Employee Benefits	\$ 321,477	\$ 14,388	\$ 335,865	FTEs	\$ 335,865
19	Human Resources - Retiree Health Care Co	\$ 8,104,810	\$ 362,736	\$ 8,467,546	# of Retirees	\$ 8,467,546
20	Human Resources - Comp and Classificatio	\$ 237,693	\$ 10,638	\$ 248,331	FTEs	\$ 248,331
21	Human Resources - Employee Developmen	\$ 151,509	\$ 6,781	\$ 158,290	FTEs	\$ 158,290
22	Human Resources - Recruitment	\$ 452,597	\$ 20,256	\$ 472,853	FTEs	\$ 472,853
23	Human Resources - Employee/Labor Relati	\$ 108,822	\$ 4,870	\$ 113,692	FTEs	\$ 113,692
24	Information Resources - GIS	\$ 524,907	\$ -	\$ 524,907	# of Devices	\$ 524,907
25	Information Resources - All Other	\$ 7,331,985	\$ -	\$ 7,331,985	# of Devices	\$ 7,331,985
26	Facilities Management	\$ -	\$ -	\$ -	FTEs	\$ -
27	Fleet Maintenance	\$ -	\$ -	\$ -	FTEs	\$ -
28	Workers Comp and Prop/Liab	\$ -	\$ -	\$ -	FTEs	\$ -
29	Total	\$ 27,790,115	\$ 0	\$ 27,790,115	Total	\$ 27,790,115

Schedule 2

	A	B	C	D	E	F	G	H	I	J	K	L
Service Allocation Factors	Benefitting Departments											
	City Council	City Attorney	City Auditor	City Manager	City Clerk - Administration	City Clerk - Communications	City Clerk - Records Management	City Clerk - Citizen's Action Center	Financial Services - Administration	Financial Services - Accounting and Debt Management	Financial Services - Treasury (Cashier)	
1 FTEs	11	13	5	14	6	2	11	2	5	7	4	
2 Budget	\$867,280	\$1,656,122	\$765,037	\$2,721,322	\$580,766	\$99,085	\$832,841	\$136,702	\$655,196	\$574,328	\$293,804	
3 Accounting Transactions	302	282	259	605	280	215	329	208	318	238	245	
4 Council Agenda Items	0	0	0	0	0	0	0	0	3	0	0	
5 Internal Audit Hours	0	0	0	0	0	0	0	0	0	0	0	
6 Files Imaged	346	0	54	243	4,291	0	0	0	849	0	0	
7 Complaints/Inquiries	0	0	0	0	0	0	0	0	0	0	0	
8 Cashier Transactions	1	0	0	0	28	0	946	0	1	1	0	
9 A/P Transactions	368	249	184	476	250	41	102	1	217	97	109	
10 POs Processed	11	6	8	30	8	3	6	0	4	3	2	
11 Employee Accounts	9	12	5	7	5	2	11	2	5	5	4	
12 Square Ft. of Bldg. Space - City Hall	3,112	2,848	0	4,485	3,621	0	0	0	6,215	0	0	
13 Square Ft. of Bldg. Space - Nicholas Annex	0	0	1,455	0	0	0	0	0	0	0	0	
14 Maint. Hours	24	28	0	227	35	0	0	0	24	5	59	
15 Workers Comp Claims	0	0	0	2	0	0	0	0	0	0	0	
16 # of Retirees	13	13	13	13	13	13	13	13	13	13	13	
17 # of Devices	12	13	5	11	25	0	0	0	39	0	0	
18 # of Real Estate Items for Council Action	0	0	0	0	0	0	0	0	0	0	0	
19 # of Requisitions	2	0	2	1	0	0	1	1	0	4	0	
21 Staff Estimates 1	0	0	0	0	0	0	0	0	0	0	0	
22 Staff Estimates 2	0	0	0	0	0	0	0	0	0	0	0	
23 Budget - Central Services	867,280	1,656,122	765,037	1,554,720	580,766	99,085	832,841	136,702	655,196	574,328	293,804	

Schedule 2

		A	M	N	O	P	Q	R	S	T	U	V	W
		Benefiting Departments											
Service Allocation Factors		Financial Services - Payroll Services	Financial Services - Accounts Payable	Financial Services - Management /Budget	Financial Services - Procurement	Financial Services - Real Estate	Human Resources - Administration	Human Resources - Employee Benefits	Human Resources - Retiree Health Care Costs	Human Resources - Comp and Classification	Human Resources - Employee Development	Human Resources - Recruitment	
1	FTEs	2	5	4	8	4	5	3	0	2	1	4	
2	Budget	\$171,913	\$409,273	\$441,237	\$719,618	\$378,723	\$413,470	\$321,477	\$8,104,810	\$237,693	\$151,509	\$452,597	
3	Accounting Transactions	235	245	220	274	299	330	261	166	207	194	234	
4	Council Agenda Items	0	0	0	0	13	1	0	0	0	0	0	
5	Internal Audit Hours	0	0	0	0	0	0	0	0	0	0	0	
6	Files Imaged	0	0	0	9	1	3,193	0	0	0	0	0	
7	Complaints/Inquiries	0	0	0	0	0	0	0	0	0	0	0	
8	Cashier Transactions	0	0	1	0	18	0	1	0	0	0	0	
9	A/P Transactions	48	66	103	163	92	295	80	12	47	43	136	
10	POs Processed	0	2	0	4	0	7	3	0	3	2	7	
11	Employee Accounts	2	4	4	8	2	3	3	0	2	1	4	
12	Square Ft. of Bldg. Space - City Hall	0	0	0	0	0	3,550	0	0	0	0	0	
13	Square Ft. of Bldg. Space - Nicholas Annex	0	0	0	0	560	0	0	0	0	0	0	
14	Maint. Hours	1	7	1	56	37	34	4	0	0	0	0	
15	Workers Comp Claims	0	0	0	0	0	0	0	0	0	0	0	
16	# of Retirees	13	13	13	13	13	13	13	13	13	13	13	
17	# of Devices	0	0	0	0	0	17	0	0	0	0	0	
18	# of Real Estate Items for Council Action	0	0	0	0	13	0	0	0	0	0	0	
19	# of Requisitions	0	0	0	1	0	1	0	0	0	0	1	
21	Staff Estimates 1	0	0	0	0	0	0	0	0	0	0	0	
22	Staff Estimates 2	0	0	0	0	0	0	0	0	0	0	0	
23	Budget - Central Services	171,913	409,273	441,237	719,618	378,723	419,670	321,477	8,104,810	237,693	151,509	452,597	

Schedule 2

		A	X	Y	Z	AA	AB	AC	AD	AE	AF	AG
		Benefiting Departments										
Service Allocation Factors		Human Resources - Employee/Labor Relations	Information Resources - GIS	Information Resources - All Other	Facilities Management	Fleet Maintenance	Workers Comp and Prop/Liab	Police	Fire	Public Works	Community Development	
1	FTEs	1	3	24	45	24	4	357	227	70	54	
2	Budget	\$108,822	\$524,907	\$6,456,985	\$5,847,155	\$4,844,502	\$7,358,712	\$39,954,559	\$32,640,024	\$13,673,243	\$5,242,179	
3	Accounting Transactions	167	206	1,349	1,861	1,732	885	9,922	5,580	4,194	2,447	
4	Council Agenda Items	0	0	3	0	0	0	16	12	26	88	
5	Internal Audit Hours	0	0	0	0	0	0	0	0	0	0	
6	Files Imaged	0	0	491	631	10	30	0	8,560	2,060	3,634	
7	Complaints/Inquiries	0	0	0	34	0	0	0	0	2,263	1,270	
8	Cashier Transactions	0	0	2	3	11	81	6,512	838	181	12,552	
9	A/P Transactions	17	28	1,010	4,227	1,581	382	5,143	5,326	2,218	1,003	
10	POs Processed	0	5	195	168	234	4	403	544	219	35	
11	Employee Accounts	1	2	18	32	20	4	308	202	35	51	
12	Square Ft. of Bldg. Space - City Hall	0	0	3,766	0	0	0	0	2,633	0	8,629	
13	Square Ft. of Bldg. Space - Nicholas Annex	0	0	978	6,240	0	836	0	2,760	22,917	0	
14	Maint. Hours	0	0	467	1,635	1,124	81	943	2,915	791	26	
15	Workers Comp Claims	0	0	1	7	0	0	88	32	8	5	
16	# of Retirees	13	13	0	0	0	0	105	115	13	13	
17	# of Devices	0	0	32	30	17	4	332	99	50	85	
18	# of Real Estate Items for Council Action	0	0	0	0	0	0	0	0	0	0	
19	# of Requisitions	0	0	4	8	1	0	12	42	4	15	
21	Staff Estimates 1	0	0	0	0	0	0	15.0%	15.0%	0	0	
22	Staff Estimates 2	0	0	0	0	0	0	0	0	0	0	
23	Budget - Central Services	108,822	524,907	7,331,985	0	0	0	0	0	0	0	

Schedule 2

		A	AH	AI	AJ	AK	AL	AM	AN	AO	AP	AQ	AR
		Benefiting Departments											
Service Allocation Factors		Alarm Fee Fund	Parks & Rec Programs	Waterpark Fund	All Hazards	Lot Mowing Fund	CRA Fund	Building Fund	CDBG/SHIP/NSP Funds	Transportation Capital Projects	Water & Sewer Utility Fund	Stormwater Utility Fund	
1	FTEs	1	147	61	6	4	1	54	2	17	302	97	
2	Budget	\$100,601	\$9,253,119	\$2,456,750	\$776,948	\$3,894,581	\$419,597	\$5,756,747	\$1,207,435	\$1,448,512	\$58,192,730	\$14,788,382	
3	Accounting Transactions	290	6,575	1,240	290	2,721	238	1,365	1,895	1,159	14,600	5,780	
4	Council Agenda Items	0	1	0	0	0	11	3	4	1	38	2	
5	Internal Audit Hours	0	0	0	0	0	0	0	0	0	728	0	
6	Files Imaged	0	0	0	0	0	0	100,845	0	0	41,558	0	
7	Complaints/Inquiries	0	0	0	0	582	0	124	0	122	2,477	1,767	
8	Cashier Transactions	2,413	8	5	3	109	6	82,576	18	7	3,538,112	4,775	
9	A/P Transactions	29	6,273	1,344	49	195	126	524	388	583	12,162	2,611	
10	POs Processed	1	533	112	12	8	14	27	2	40	1,129	212	
11	Employee Accounts	1	73	6	6	4	1	40	2	0	206	35	
12	Square Ft. of Bldg. Space - City Hall	0	1,407	0	0	0	0	6,099	0	0	5,174	0	
13	Square Ft. of Bldg. Space - Nicholas Annex	0	0	0	0	0	0	0	0	0	4,339	0	
14	Maint. Hours	0	3,820	274	0	0	557	31	0	0	1,659	257	
15	Workers Comp Claims	0	35	14	0	0	0	1	0	1	57	15	
16	# of Retirees	0	0	0	0	0	0	37	0	0	101	30	
17	# of Devices	1	71	17	6	4	3	37	2	0	140	37	
18	# of Real Estate Items for Council Action	0	0	0	0	0	0	0	0	0	6	1	
19	# of Requisitions	0	9	2	3	0	0	26	0	6	85	12	
21	Staff Estimates 1	0	10.0%	10.0%	0	0	0	0	0	0	20.0%	10.0%	
22	Staff Estimates 2	0	0	0	0	0	0	0	0	0	0	0	
23	Budget - Central Services	0	0	0	0	0	0	0	0	0	0	0	

Schedule 2

Service Allocation Factors

		A	AS	AT	AU	AV	AW
		Benefitting Departments					
Service Allocation Factors		Yacht Basin Fund	Golf Course Fund	Self-Insured Health Plan	Parks & Rec	Total	
1	FTEs	3	32	1	64	1,716	
2	Budget	\$501,390	\$3,019,588	\$23,182,914	\$7,349,758	\$269,984,943	
3	Accounting Transactions	597	1,743	334	4,790	77,906	
4	Council Agenda Items	1	2	2	9	236	
5	Internal Audit Hours	0	0	0	0	728	
6	Files Imaged	0	0	0	0	166,805	
7	Complaints/Inquiries	0	0	0	74	8,713	
8	Cashier Transactions	43	5	151	59	3,649,467	
9	A/P Transactions	218	1,402	251	2,038	52,307	
10	POs Processed	21	231	6	325	4,589	
11	Employee Accounts	1	9	1	25	1,183	
12	Square Ft. of Bldg. Space - City Hall	0	0	0	7,426	58,965	
13	Square Ft. of Bldg. Space - Nicholas Annex	0	0	0	0	40,085	
14	Maint. Hours	523	1,032	0	2,790	19,464	
15	Workers Comp Claims	1	2	0	9	278	
16	# of Retirees	1	8	0	13	759	
17	# of Devices	2	11	1	24	1,127	
18	# of Real Estate Items for Council Action	0	0	0	5	25	
19	# of Requisitions	0	2	0	3	248	
21	Staff Estimates 1	10.0%	10.0%	0	0	100.0%	
22	Staff Estimates 2	0	0	0	0	0	
23	Budget - Central Services	0	0	0	0	27,790,115	

Schedule 3

A		E	F	G	G	H	I	J	K
Organizational Units Providing Benefit to Other Organizational Units		Allocation Factor	Benefiting Departments						
			City Council	City Attorney	City Auditor	City Manager	City Clerk - Administration	City Clerk - Communications	City Clerk - Records Management
1	City Council	Weighted	1.122%	1.146%	0.862%	1.149%	1.621%	0.677%	0.727%
2	City Attorney	Weighted	1.122%	1.146%	0.862%	1.149%	1.621%	0.677%	0.727%
3	City Auditor	Weighted	1.122%	1.146%	0.862%	1.149%	1.621%	0.677%	0.727%
4	City Manager	Weighted	1.122%	1.146%	0.862%	1.149%	1.621%	0.677%	0.727%
5	City Clerk - Administration	Staff Estimates 2	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
6	City Clerk - Communications	Weighted	1.122%	1.146%	0.862%	1.149%	1.621%	0.677%	0.727%
7	City Clerk - Records Management	Files Imaged	0.207%	0.000%	0.032%	0.146%	2.572%	0.000%	0.000%
8	City Clerk - Citizen's Action Center	Complaints/Inquiries	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
9	Financial Services - Administration	Staff Estimates 2	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
10	Financial Services - Accounting and Debt Management	Accounting Transactions	0.388%	0.362%	0.332%	0.777%	0.359%	0.276%	0.422%
11	Financial Services - Treasury (Cashier)	Cashier Transactions	0.000%	0.000%	0.000%	0.000%	0.001%	0.000%	0.026%
12	Financial Services - Payroll Services	FTEs	0.641%	0.757%	0.291%	0.816%	0.320%	0.105%	0.612%
13	Financial Services - Accounts Payable	A/P Transactions	0.704%	0.476%	0.352%	0.910%	0.478%	0.078%	0.195%
14	Financial Services - Management/Budget	Budget	0.321%	0.613%	0.283%	1.008%	0.215%	0.037%	0.308%
15	Financial Services - Procurement	POs Processed	0.240%	0.131%	0.174%	0.654%	0.174%	0.065%	0.131%
16	Financial Services - Real Estate	# of Real Estate Items for Council Action	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
17	Human Resources - Administration	Staff Estimates 2	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
18	Human Resources - Employee Benefits	FTEs	0.641%	0.757%	0.291%	0.816%	0.320%	0.105%	0.612%
19	Human Resources - Retiree Health Care Costs	# of Retirees	1.766%	1.766%	1.766%	1.766%	1.766%	1.766%	1.766%
20	Human Resources - Comp and Classification	FTEs	0.641%	0.757%	0.291%	0.816%	0.320%	0.105%	0.612%
21	Human Resources - Employee Development	FTEs	0.641%	0.757%	0.291%	0.816%	0.320%	0.105%	0.612%
22	Human Resources - Recruitment	FTEs	0.641%	0.757%	0.291%	0.816%	0.320%	0.105%	0.612%
23	Human Resources - Employee/Labor Relations	FTEs	0.641%	0.757%	0.291%	0.816%	0.320%	0.105%	0.612%
24	Information Resources - GIS	# of Devices	1.065%	1.154%	0.444%	0.976%	2.218%	0.000%	0.000%
25	Information Resources - All Other	# of Devices	1.065%	1.154%	0.444%	0.976%	2.218%	0.000%	0.000%

Schedule 3

A		E	L	M	N	O	P	Q	R
Organizational Units Providing Benefit to Other Organizational Units		Allocation Factor	Benefiting Departments						
			City Clerk - Citizen's Action Center	Financial Services - Administration	Financial Services - Accounting and Debt Management	Financial Services - Treasury (Cashier)	Financial Services - Payroll Services	Financial Services - Accounts Payable	Financial Services - Management /Budget
1	City Council	Weighted	0.674%	1.928%	0.705%	0.690%	0.677%	0.694%	0.689%
2	City Attorney	Weighted	0.674%	1.928%	0.705%	0.690%	0.677%	0.694%	0.689%
3	City Auditor	Weighted	0.674%	1.928%	0.705%	0.690%	0.677%	0.694%	0.689%
4	City Manager	Weighted	0.674%	1.928%	0.705%	0.690%	0.677%	0.694%	0.689%
5	City Clerk - Administration	Staff Estimates 2	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
6	City Clerk - Communications	Weighted	0.674%	1.928%	0.705%	0.690%	0.677%	0.694%	0.689%
7	City Clerk - Records Management	Files Imaged	0.000%	0.509%	0.000%	0.000%	0.000%	0.000%	0.000%
8	City Clerk - Citizen's Action Center	Complaints/Inquiries	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
9	Financial Services - Administration	Staff Estimates 2	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
10	Financial Services - Accounting and Debt Management	Accounting Transactions	0.267%	0.408%	0.305%	0.314%	0.302%	0.314%	0.282%
11	Financial Services - Treasury (Cashier)	Cashier Transactions	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
12	Financial Services - Payroll Services	FTEs	0.128%	0.291%	0.408%	0.233%	0.117%	0.291%	0.233%
13	Financial Services - Accounts Payable	A/P Transactions	0.002%	0.415%	0.185%	0.208%	0.092%	0.126%	0.197%
14	Financial Services - Management/Budget	Budget	0.051%	0.243%	0.213%	0.109%	0.064%	0.152%	0.163%
15	Financial Services - Procurement	POs Processed	0.000%	0.087%	0.065%	0.044%	0.000%	0.044%	0.000%
16	Financial Services - Real Estate	# of Real Estate Items for Council Action	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
17	Human Resources - Administration	Staff Estimates 2	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
18	Human Resources - Employee Benefits	FTEs	0.128%	0.291%	0.408%	0.233%	0.117%	0.291%	0.233%
19	Human Resources - Retiree Health Care Costs	# of Retirees	1.766%	1.766%	1.766%	1.766%	1.766%	1.766%	1.766%
20	Human Resources - Comp and Classification	FTEs	0.128%	0.291%	0.408%	0.233%	0.117%	0.291%	0.233%
21	Human Resources - Employee Development	FTEs	0.128%	0.291%	0.408%	0.233%	0.117%	0.291%	0.233%
22	Human Resources - Recruitment	FTEs	0.128%	0.291%	0.408%	0.233%	0.117%	0.291%	0.233%
23	Human Resources - Employee/Labor Relations	FTEs	0.128%	0.291%	0.408%	0.233%	0.117%	0.291%	0.233%
24	Information Resources - GIS	# of Devices	0.000%	3.461%	0.000%	0.000%	0.000%	0.000%	0.000%
25	Information Resources - All Other	# of Devices	0.000%	3.461%	0.000%	0.000%	0.000%	0.000%	0.000%

Schedule 3

A		E	S	T	U	V	W	X	
Organizational Units Providing Benefit to Other Organizational Units		Allocation Factor	Benefiting Departments						
			Financial Services - Procurement	Financial Services - Real Estate	Human Resources - Administration	Human Resources - Employee Benefits	Human Resources - Retiree Health Care Costs	Human Resources - Comp and Classification	Human Resources - Employee Development
1	City Council	Weighted	0.715%	1.744%	1.337%	0.687%	0.734%	0.679%	0.673%
2	City Attorney	Weighted	0.715%	1.744%	1.337%	0.687%	0.734%	0.679%	0.673%
3	City Auditor	Weighted	0.715%	1.744%	1.337%	0.687%	0.734%	0.679%	0.673%
4	City Manager	Weighted	0.715%	1.744%	1.337%	0.687%	0.734%	0.679%	0.673%
5	City Clerk - Administration	Staff Estimates 2	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
6	City Clerk - Communications	Weighted	0.715%	1.744%	1.337%	0.687%	0.734%	0.679%	0.673%
7	City Clerk - Records Management	Files Imaged	0.005%	0.001%	1.914%	0.000%	0.000%	0.000%	0.000%
8	City Clerk - Citizen's Action Center	Complaints/Inquiries	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
9	Financial Services - Administration	Staff Estimates 2	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
10	Financial Services - Accounting and Debt Management	Accounting Transactions	0.352%	0.384%	0.424%	0.335%	0.213%	0.266%	0.249%
11	Financial Services - Treasury (Cashier)	Cashier Transactions	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
12	Financial Services - Payroll Services	FTEs	0.466%	0.233%	0.268%	0.175%	0.000%	0.117%	0.058%
13	Financial Services - Accounts Payable	A/P Transactions	0.312%	0.176%	0.564%	0.153%	0.023%	0.090%	0.082%
14	Financial Services - Management/Budget	Budget	0.267%	0.140%	0.153%	0.119%	3.002%	0.088%	0.056%
15	Financial Services - Procurement	POs Processed	0.087%	0.000%	0.153%	0.065%	0.000%	0.065%	0.044%
16	Financial Services - Real Estate	# of Real Estate Items for Council Action	0.000%	52.000%	0.000%	0.000%	0.000%	0.000%	0.000%
17	Human Resources - Administration	Staff Estimates 2	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
18	Human Resources - Employee Benefits	FTEs	0.466%	0.233%	0.268%	0.175%	0.000%	0.117%	0.058%
19	Human Resources - Retiree Health Care Costs	# of Retirees	1.766%	1.766%	1.766%	1.766%	1.766%	1.766%	1.766%
20	Human Resources - Comp and Classification	FTEs	0.466%	0.233%	0.268%	0.175%	0.000%	0.117%	0.058%
21	Human Resources - Employee Development	FTEs	0.466%	0.233%	0.268%	0.175%	0.000%	0.117%	0.058%
22	Human Resources - Recruitment	FTEs	0.466%	0.233%	0.268%	0.175%	0.000%	0.117%	0.058%
23	Human Resources - Employee/Labor Relations	FTEs	0.466%	0.233%	0.268%	0.175%	0.000%	0.117%	0.058%
24	Information Resources - GIS	# of Devices	0.000%	0.000%	1.508%	0.000%	0.000%	0.000%	0.000%
25	Information Resources - All Other	# of Devices	0.000%	0.000%	1.508%	0.000%	0.000%	0.000%	0.000%

Schedule 3

A		E	Y						
Organizational Units Providing Benefit to Other Organizational Units		Allocation Factor	Benefiting Departments						
			Human Resources - Recruitment	Human Resources - Employee/Labor Relations	Information Resources - GIS	Information Resources - All Other	Facilities Management	Fleet Maintenance	Workers Comp and Prop/Liab
1	City Council	Weighted	0.697%	0.668%	0.686%	1.405%	1.560%	0.988%	0.258%
2	City Attorney	Weighted	0.697%	0.668%	0.686%	1.405%	1.560%	0.988%	0.258%
3	City Auditor	Weighted	0.697%	0.668%	0.686%	1.405%	1.560%	0.988%	0.258%
4	City Manager	Weighted	0.697%	0.668%	0.686%	1.405%	1.560%	0.988%	0.258%
5	City Clerk - Administration	Staff Estimates 2	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
6	City Clerk - Communications	Weighted	0.697%	0.668%	0.686%	1.405%	1.560%	0.988%	0.258%
7	City Clerk - Records Management	Files Imaged	0.000%	0.000%	0.000%	0.294%	0.378%	0.006%	0.018%
8	City Clerk - Citizen's Action Center	Complaints/Inquiries	0.000%	0.000%	0.000%	0.000%	0.390%	0.000%	0.000%
9	Financial Services - Administration	Staff Estimates 2	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
10	Financial Services - Accounting and Debt Management	Accounting Transactions	0.300%	0.214%	0.264%	1.732%	2.389%	2.223%	1.136%
11	Financial Services - Treasury (Cashier)	Cashier Transactions	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.002%
12	Financial Services - Payroll Services	FTEs	0.233%	0.058%	0.175%	1.398%	2.593%	1.398%	0.233%
13	Financial Services - Accounts Payable	A/P Transactions	0.260%	0.033%	0.054%	1.931%	8.081%	3.023%	0.730%
14	Financial Services - Management/Budget	Budget	0.168%	0.040%	0.194%	2.392%	2.166%	1.794%	2.726%
15	Financial Services - Procurement	POs Processed	0.153%	0.000%	0.109%	4.249%	3.661%	5.099%	0.087%
16	Financial Services - Real Estate	# of Real Estate Items for Council Action	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
17	Human Resources - Administration	Staff Estimates 2	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
18	Human Resources - Employee Benefits	FTEs	0.233%	0.058%	0.175%	1.398%	2.593%	1.398%	0.233%
19	Human Resources - Retiree Health Care Costs	# of Retirees	1.766%	1.766%	1.766%	0.000%	0.000%	0.000%	0.000%
20	Human Resources - Comp and Classification	FTEs	0.233%	0.058%	0.175%	1.398%	2.593%	1.398%	0.233%
21	Human Resources - Employee Development	FTEs	0.233%	0.058%	0.175%	1.398%	2.593%	1.398%	0.233%
22	Human Resources - Recruitment	FTEs	0.233%	0.058%	0.175%	1.398%	2.593%	1.398%	0.233%
23	Human Resources - Employee/Labor Relations	FTEs	0.233%	0.058%	0.175%	1.398%	2.593%	1.398%	0.233%
24	Information Resources - GIS	# of Devices	0.000%	0.000%	0.000%	2.839%	2.662%	1.508%	0.355%
25	Information Resources - All Other	# of Devices	0.000%	0.000%	0.000%	2.839%	2.662%	1.508%	0.355%

Schedule 3

		A	E	AB	AA	AA	AA	Z	AA	AB	
		Organizational Units Providing Benefit to Other Organizational Units			Benefiting Departments						
		Allocation Factor			Police	Fire	Public Works	Community Development	Alarm Fee Fund	Parks & Rec Programs	Waterpark Fund
1	City Council	Weighted			17.994%	11.023%	3.332%	3.945%	0.050%	3.801%	0.981%
2	City Attorney	Weighted			17.994%	11.023%	3.332%	3.945%	0.050%	3.801%	0.981%
3	City Auditor	Weighted			17.994%	11.023%	3.332%	3.945%	0.050%	3.801%	0.981%
4	City Manager	Weighted			17.994%	11.023%	3.332%	3.945%	0.050%	3.801%	0.981%
5	City Clerk - Administration	Staff Estimates 2			0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
6	City Clerk - Communications	Weighted			17.994%	11.023%	3.332%	3.945%	0.050%	3.801%	0.981%
7	City Clerk - Records Management	Files Imaged			0.000%	5.132%	1.235%	2.179%	0.000%	0.000%	0.000%
8	City Clerk - Citizen's Action Center	Complaints/Inquiries			0.000%	0.000%	25.973%	14.576%	0.000%	0.000%	0.000%
9	Financial Services - Administration	Staff Estimates 2			0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
10	Financial Services - Accounting and Debt Management	Accounting Transactions			12.736%	7.162%	5.383%	3.141%	0.372%	8.440%	1.592%
11	Financial Services - Treasury (Cashier)	Cashier Transactions			0.178%	0.023%	0.005%	0.344%	0.066%	0.000%	0.000%
12	Financial Services - Payroll Services	FTEs			20.796%	13.226%	4.079%	3.146%	0.058%	8.590%	3.564%
13	Financial Services - Accounts Payable	A/P Transactions			9.832%	10.182%	4.240%	1.918%	0.055%	11.993%	2.569%
14	Financial Services - Management/Budget	Budget			14.799%	12.090%	5.064%	1.942%	0.037%	3.427%	0.910%
15	Financial Services - Procurement	POs Processed			8.782%	11.854%	4.772%	0.763%	0.022%	11.615%	2.441%
16	Financial Services - Real Estate	# of Real Estate Items for Council Action			0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
17	Human Resources - Administration	Staff Estimates 2			0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
18	Human Resources - Employee Benefits	FTEs			20.796%	13.226%	4.079%	3.146%	0.058%	8.590%	3.564%
19	Human Resources - Retiree Health Care Costs	# of Retirees			13.834%	15.152%	1.766%	1.766%	0.000%	0.000%	0.000%
20	Human Resources - Comp and Classification	FTEs			20.796%	13.226%	4.079%	3.146%	0.058%	8.590%	3.564%
21	Human Resources - Employee Development	FTEs			20.796%	13.226%	4.079%	3.146%	0.058%	8.590%	3.564%
22	Human Resources - Recruitment	FTEs			20.796%	13.226%	4.079%	3.146%	0.058%	8.590%	3.564%
23	Human Resources - Employee/Labor Relations	FTEs			20.796%	13.226%	4.079%	3.146%	0.058%	8.590%	3.564%
24	Information Resources - GIS	# of Devices			29.459%	8.784%	4.437%	7.542%	0.089%	6.300%	1.508%
25	Information Resources - All Other	# of Devices			29.459%	8.784%	4.437%	7.542%	0.089%	6.300%	1.508%

Schedule 3

A		E	AC	AD	AE	AF	AG	AH	AI
Organizational Units Providing Benefit to Other Organizational Units		Allocation Factor	Benefiting Departments						
			All Hazards	Lot Mowing Fund	CRA Fund	Building Fund	CDBG/SHIP/NSP Funds	Transportation Capital Projects	Water & Sewer Utility Fund
1	City Council	Weighted	0.235%	0.356%	0.126%	6.761%	0.172%	0.196%	16.632%
2	City Attorney	Weighted	0.235%	0.356%	0.126%	6.761%	0.172%	0.196%	16.632%
3	City Auditor	Weighted	0.235%	0.356%	0.126%	6.761%	0.172%	0.196%	16.632%
4	City Manager	Weighted	0.235%	0.356%	0.126%	6.761%	0.172%	0.196%	16.632%
5	City Clerk - Administration	Staff Estimates 2	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
6	City Clerk - Communications	Weighted	0.235%	0.356%	0.126%	6.761%	0.172%	0.196%	16.632%
7	City Clerk - Records Management	Files Imaged	0.000%	0.000%	0.000%	60.457%	0.000%	0.000%	24.914%
8	City Clerk - Citizen's Action Center	Complaints/Inquiries	0.000%	6.680%	0.000%	1.423%	0.000%	1.400%	28.429%
9	Financial Services - Administration	Staff Estimates 2	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
10	Financial Services - Accounting and Debt Management	Accounting Transactions	0.372%	3.493%	0.305%	1.752%	2.432%	1.488%	18.741%
11	Financial Services - Treasury (Cashier)	Cashier Transactions	0.000%	0.003%	0.000%	2.263%	0.000%	0.000%	96.949%
12	Financial Services - Payroll Services	FTEs	0.320%	0.233%	0.058%	3.139%	0.117%	0.990%	17.605%
13	Financial Services - Accounts Payable	A/P Transactions	0.094%	0.373%	0.241%	1.002%	0.742%	1.115%	23.251%
14	Financial Services - Management/Budget	Budget	0.288%	1.443%	0.155%	2.132%	0.447%	0.537%	21.554%
15	Financial Services - Procurement	POs Processed	0.261%	0.174%	0.305%	0.588%	0.044%	0.872%	24.602%
16	Financial Services - Real Estate	# of Real Estate Items for Council Action	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	24.000%
17	Human Resources - Administration	Staff Estimates 2	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
18	Human Resources - Employee Benefits	FTEs	0.320%	0.233%	0.058%	3.139%	0.117%	0.990%	17.605%
19	Human Resources - Retiree Health Care Costs	# of Retirees	0.000%	0.000%	0.000%	4.875%	0.000%	0.000%	13.307%
20	Human Resources - Comp and Classification	FTEs	0.320%	0.233%	0.058%	3.139%	0.117%	0.990%	17.605%
21	Human Resources - Employee Development	FTEs	0.320%	0.233%	0.058%	3.139%	0.117%	0.990%	17.605%
22	Human Resources - Recruitment	FTEs	0.320%	0.233%	0.058%	3.139%	0.117%	0.990%	17.605%
23	Human Resources - Employee/Labor Relations	FTEs	0.320%	0.233%	0.058%	3.139%	0.117%	0.990%	17.605%
24	Information Resources - GIS	# of Devices	0.532%	0.355%	0.266%	3.283%	0.177%	0.000%	12.422%
25	Information Resources - All Other	# of Devices	0.532%	0.355%	0.266%	3.283%	0.177%	0.000%	12.422%

Schedule 3

Allocation Percentages

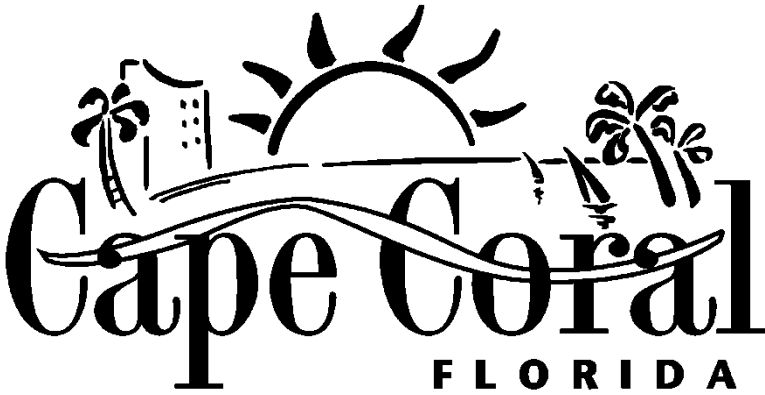
		A	E	AJ	AK	AL	AM	
		Benefiting Departments						
Organizational Units Providing Benefit to Other Organizational Units		Allocation Factor	Stormwater Utility Fund	Yacht Basin Fund	Golf Course Fund	Self-Insured Health Plan	Parks & Rec	Total
1	City Council	Weighted	3.897%	0.175%	1.201%	0.266%	2.664%	100.00%
2	City Attorney	Weighted	3.897%	0.175%	1.201%	0.266%	2.664%	100.00%
3	City Auditor	Weighted	3.897%	0.175%	1.201%	0.266%	2.664%	100.00%
4	City Manager	Weighted	3.897%	0.175%	1.201%	0.266%	2.664%	100.00%
5	City Clerk - Administration	Staff Estimates 2	0.000%	0.000%	0.000%	0.000%	0.000%	0.00%
6	City Clerk - Communications	Weighted	3.897%	0.175%	1.201%	0.266%	2.664%	100.00%
7	City Clerk - Records Management	Files Imaged	0.000%	0.000%	0.000%	0.000%	0.000%	100.00%
8	City Clerk - Citizen's Action Center	Complaints/Inquiries	20.280%	0.000%	0.000%	0.000%	0.849%	100.00%
9	Financial Services - Administration	Staff Estimates 2	0.000%	0.000%	0.000%	0.000%	0.000%	0.00%
10	Financial Services - Accounting and Debt Management	Accounting Transactions	7.419%	0.766%	2.237%	0.429%	6.148%	100.00%
11	Financial Services - Treasury (Cashier)	Cashier Transactions	0.131%	0.001%	0.000%	0.004%	0.002%	100.00%
12	Financial Services - Payroll Services	FTEs	5.652%	0.149%	1.864%	0.058%	3.706%	100.00%
13	Financial Services - Accounts Payable	A/P Transactions	4.992%	0.417%	2.680%	0.480%	3.896%	100.00%
14	Financial Services - Management/Budget	Budget	5.477%	0.186%	1.118%	8.587%	2.722%	100.00%
15	Financial Services - Procurement	POs Processed	4.620%	0.458%	5.034%	0.131%	7.082%	100.00%
16	Financial Services - Real Estate	# of Real Estate Items for Council Action	4.000%	0.000%	0.000%	0.000%	20.000%	100.00%
17	Human Resources - Administration	Staff Estimates 2	0.000%	0.000%	0.000%	0.000%	0.000%	0.00%
18	Human Resources - Employee Benefits	FTEs	5.652%	0.149%	1.864%	0.058%	3.706%	100.00%
19	Human Resources - Retiree Health Care Costs	# of Retirees	3.953%	0.132%	1.054%	0.000%	1.766%	100.00%
20	Human Resources - Comp and Classification	FTEs	5.652%	0.149%	1.864%	0.058%	3.706%	100.00%
21	Human Resources - Employee Development	FTEs	5.652%	0.149%	1.864%	0.058%	3.706%	100.00%
22	Human Resources - Recruitment	FTEs	5.652%	0.149%	1.864%	0.058%	3.706%	100.00%
23	Human Resources - Employee/Labor Relations	FTEs	5.652%	0.149%	1.864%	0.058%	3.706%	100.00%
24	Information Resources - GIS	# of Devices	3.283%	0.177%	0.976%	0.089%	2.130%	100.00%
25	Information Resources - All Other	# of Devices	3.283%	0.177%	0.976%	0.089%	2.130%	100.00%

City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget

ORDINANCE

Ordinance16-E1
Ordinance 43-19..... 16-E3
Ordinance 44-19 16-E5

City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget



City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget

ORDINANCE 43 - 19

AN ORDINANCE TO ESTABLISH AND LEVY AD VALOREM TAXES WITHIN THE CORPORATE LIMITS OF THE CITY OF CAPE CORAL, FLORIDA, FOR THE TAX YEAR 2019; PROVIDING FOR THE LEVY OF AD VALOREM TAXES IN THE AMOUNT OF 6.4903 MILLS (\$6.4903 PER \$1,000) BASED ON THE ASSESSED VALUE ON NON-EXEMPT REAL AND PERSONAL PROPERTY LOCATED WITHIN THE CITY LIMITS OF THE CITY OF CAPE CORAL; PROVIDING FOR THE LEVY OF AD VALOREM TAXES IN THE AMOUNT OF 0.0600 MILLS (\$.0600 PER \$1,000) BASED ON THE ASSESSED VALUE OF THE APPROPRIATE REAL AND PERSONAL PROPERTY LOCATED WITHIN THE CITY LIMITS OF THE CITY OF CAPE CORAL, FOR FUNDS FOR ANNUAL DEBT SERVICE FOR THE CITY OF CAPE CORAL, FLORIDA, GENERAL OBLIGATION BOND (BANK OF AMERICA), SERIES 2019; PROVIDING FOR THE MANNER OF ASSESSMENT AND COLLECTION; PROVIDING SEVERABILITY; REPEALING ALL ORDINANCES IN CONFLICT WITH THIS ORDINANCE; PROVIDING AN EFFECTIVE DATE.

WHEREAS, pursuant to City of Cape Coral Ordinance 83-18, the City issued General Obligation Bonds which constitute a general obligation for which the City is required by referendum to set a millage rate sufficient to pay the bonds as they mature; and

WHEREAS, the City of Cape Coral, by Ordinance 83-18, adopted by the City Council on January 7, 2019, and by Resolution 54-19, adopted by the City Council on March 18, 2019, authorized the issuance of \$10,200,000, City of Cape Coral, Florida, General Obligation Bond (Bank of America), Series 2019.

NOW, THEREFORE, THE CITY OF CAPE CORAL, FLORIDA, HEREBY ORDAINS THIS ORDINANCE:

SECTION 1. The Charter of the City of Cape Coral and the applicable State Laws of Florida grant to the City Council of the City of Cape Coral the power to establish and fix and levy ad valorem taxes for the purpose of providing general funds for the operation of functions of the City, and for other purposes.

The City Council of the City of Cape Coral does hereby establish and fix and levy ad valorem taxes for the tax year 2019 in the amount of 6.4903 mills, \$6.4903 for each \$1,000 of assessed valuation, less exemptions. The millage rate levied is the same as the roll-back rate of 6.4903 mills computed pursuant to Florida Law and amounts to no increase in property taxes.

The levy of taxes provided for shall be based on the assessed value of all non-exempt real and personal property assessed and established pursuant to law by the Lee County Property Appraiser for the year 2019 and shall be collected as provided by law. When collected, taxes fixed and levied by this Ordinance shall be used for all lawful purposes for the Fiscal Year beginning October 1, 2019, and ending September 30, 2020, for the City of Cape Coral, Florida, except that taxes budgeted for Capital Improvements may continue to be available for a period of three (3) years.

SECTION 2. The City Council of the City of Cape Coral does hereby establish and fix and levy ad valorem taxes for the taxable year of 2019 in the amount of 0.0600 mills (\$.0600 for each \$1,000 of assessed valuation, less appropriate exemptions). The levy of taxes provided for by this ordinance shall be based on the assessed value of all non-exempt real and personal property assessed and established pursuant to law by the Lee County Property Appraiser for the year 2019 and shall be collected as provided by law. When collected, taxes fixed and levied by this ordinance shall be used for debt retirement of the City of Cape Coral, Florida, General Obligation Bond (Bank of America), Series 2019, for the Fiscal Year beginning October 1, 2019 and ending September 30, 2020 for the City of Cape Coral, Florida, and the tax revenue obtained by this ad valorem tax levy shall be deposited into the Debt Service Fund: Parks General Obligation Bond Fund.

SECTION 3. If the property appraiser notifies the City of an aggregate change in the assessment roll from the certified assessment roll, from corrections of errors in the assessment roll, the millage will be adjusted by the City Manager by issuing a certificate of adjusted millage. The adjustment shall be such that the taxes computed by applying the adopted rate against the certified taxable value are equal to the taxes computed by applying the adjusted adopted rate to the taxable value on the roll to be extended. The certificate shall be delivered to the property appraiser not later than three days after receipt of notification of the aggregate change in the assessment roll.

**City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget**

SECTION 4. 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 5. All ordinances or parts of ordinances in conflict herewith shall be, and the same are hereby repealed.

SECTION 6. Effective Date. This ordinance shall become October 1, 2019.

ADOPTED BY THE COUNCIL OF THE CITY OF CAPE CORAL AT ITS SPECIAL SESSION THIS 19th DAY OF September, 2019.



JOE COVIELLO, MAYOR

VOTE OF MAYOR AND COUNCILMEMBERS:

COVIELLO
GUNTER
CARIOSCIA
STOUT

aye
aye
aye
aye

NELSON
STOKES
WILLIAMS
COSDEN


aye
excused
excused
aye

ATTESTED TO AND FILED IN MY OFFICE THIS 20th DAY OF September, 2019.



KIMBERLY BRUNS, CMC
CITY CLERK

APPROVED AS TO FORM:



DOLORES D. MENENDEZ
CITY ATTORNEY
ord/budget-FY20 Millage
8/28/19

City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget

ORDINANCE 44 - 19

AN ORDINANCE ADOPTING THE CITY OF CAPE CORAL OPERATING BUDGET, REVENUES (SOURCES) AND EXPENDITURES (USES), AND CAPITAL BUDGET FOR THE FISCAL YEAR 2020 FOR THE CITY OF CAPE CORAL, FLORIDA; REPEALING ALL ORDINANCES IN CONFLICT WITH THIS ORDINANCE; PROVIDING SEVERABILITY AND AN EFFECTIVE DATE.

NOW, THEREFORE, THE CITY OF CAPE CORAL, FLORIDA, HEREBY ORDAINS THIS ORDINANCE AS FOLLOWS:

SECTION 1. The City Manager of the City of Cape Coral, Florida, has presented to the City Council the budget covering the operating budget, revenues and expenditures, and capital budget as estimated to be required for the fiscal year 2020.

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 5, 2019, at 5:05 P.M. and September 19, 2019, at 5:05 P.M. at the Cape Coral City Hall, 1015 Cultural Park Boulevard, Cape Coral, Florida, and has caused notice of same to be published in a newspaper of general circulation in the City of Cape Coral according to law.

SECTION 4. The City of Cape Coral, Florida operating budget, sources (revenue), uses (expenditures), and capital budget for the fiscal year 2020, as provided for in Attachment A, is hereby adopted. A copy of the budget is attached hereto and incorporated herein by reference.

If at any time during the fiscal year it appears probable that the revenues available will be insufficient to meet the amount appropriated, the City Council shall then take such further action as necessary to prevent or minimize any deficit and for that purpose it may by ordinance reduce one or more appropriations.

Any time during the fiscal year the City Manager or the City Council may transfer part or all of any unencumbered appropriation balance among programs within a department, office or agency and upon request by the City Manager, the City Council may by ordinance transfer part or all of any unencumbered appropriation balance from one department, office, or agency to another.

No appropriation for debt service may be reduced or transferred, and no appropriation may be reduced below any amount required by law to be appropriated or by more than the amount of the unencumbered balance thereof.

SECTION 5. To meet a public emergency affecting life, health, property or the public peace, the City Council may make emergency appropriations. Such emergency appropriations may be made by emergency ordinance in accordance with the provisions of the City of Cape Coral Charter, Section 4.19. To the extent that there are no available unappropriated revenues to meet such appropriations, the City Council may by such emergency ordinance authorize the issuance of emergency notes which may be renewed from time to time, but the emergency notes and renewals of any fiscal year shall be paid not later than the last day the fiscal year next succeeding that in which the emergency appropriation was made. The supplemental and emergency appropriations and reduction or transfer of appropriations authorized may be made effective immediately upon adoption.

If during the fiscal year the City Manager certifies or City Council determines that there are available for appropriation revenues in excess of those estimated in this budget, the City Council by ordinance may make supplemental appropriations for the year up to the amount of such excess after advertising as required by law.

SECTION 6. Every appropriation, except an appropriation for a capital expenditure or multi-year grant program, shall lapse at the close of the fiscal year to the extent that it has not been expended or encumbered. An appropriation for a capital expenditure or multi-year grant program shall continue in force until the purpose for which it was made has been accomplished or abandoned; the purpose of any such appropriation shall be deemed abandoned if three (3) years pass without any disbursement from or encumbrance of the appropriation.

City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget

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

SECTION 8. All ordinances or parts of ordinances in conflict herewith shall be and the same are hereby repealed.

SECTION 9. Severability. In the event that any portion or Section of this ordinance is determined to be invalid, illegal or unconstitutional by a court of competent jurisdiction, such decision shall in no manner affect the remaining portions or Sections of this ordinance which shall remain in full force and effect.

SECTION 10. Effective Date. This ordinance shall become effective immediately after its adoption by the Cape Coral City Council.

ADOPTED BY THE COUNCIL OF THE CITY OF CAPE CORAL AT ITS SPECIAL SESSION THIS 19th DAY OF September, 2019.

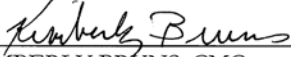


JOE COVIELLO, MAYOR

VOTE OF MAYOR AND COUNCILMEMBERS:

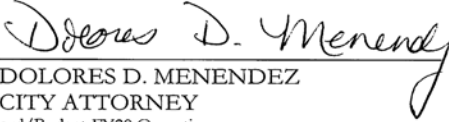
COVIELLO	<u>aye</u>	NELSON	<u>aye</u>
GUNTER	<u>aye</u>	STOKES	<u>excused</u>
CARIOSCIA	<u>aye</u>	WILLIAMS	<u>excused</u>
STOUT	<u>aye</u>	COSDEN	<u>aye</u>

ATTESTED TO AND FILED IN MY OFFICE THIS 20th DAY OF September, 2019.



KIMBERLY BRUNS, CMC
CITY CLERK

APPROVED AS TO FORM:



DOLORES D. MENENDEZ
CITY ATTORNEY
ord/Budget-FY20 Operating
8/28/19

**City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget**

**CITY OF CAPE CORAL
FY 2020 BUDGET - BY FUND
ATTACHMENT A TO ORDINANCE 44-19**

**ADOPTED ORD
44-19**

GENERAL FUND

SOURCES

Balances Brought Forward	\$ 42,732,996
Revenues:	
Ad Valorem Taxes	97,143,199
Sales & Use Taxes	13,537,158
Licenses, Permits, Franchise, Impact Fees & Special Assessments	31,913,907
Charges for Service	2,331,868
Internal Service Charges	7,936,962
Intergovernmental	27,105,917
Fines & Forfeitures	466,913
Miscellaneous	2,942,564
Interfund Transfers	7,161,447
Debt Proceeds	-
 Total General Fund Sources	 <u><u>\$ 233,272,931</u></u>

USES

City Council	\$ 851,783
City Attorney	1,661,463
City Auditor	820,394
City Manager	2,859,539
City Clerk	1,657,400
DCD	5,703,816
Finance	3,638,702
Fire	36,276,519
Human Resources	1,713,499
ITS	7,994,932
Parks & Rec	13,402,099
Police	43,213,368
Public Works	15,989,867
Government Services	-
Expenditures	52,921,213
Fund Balance	
Committed	8,544,000
Unassigned Fund Balance	36,024,337
 Appropriations & Fund Balance General Fund	 <u><u>\$ 233,272,931</u></u>

**City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget**

**CITY OF CAPE CORAL
FY 2020 BUDGET - BY FUND
ATTACHMENT A TO ORDINANCE 44-19**

**ADOPTED ORD
44-19**

**SPECIAL REVENUE FUNDS
ADDITIONAL FIVE CENT GAS TAX FUND**

SOURCES

Balances Brought Forward	\$ 16,784,424
Revenues:	
Sales & Use Taxes	4,037,870
Intergovernmental	-
Miscellaneous	-
Interfund Transfers	-
 Total Additional Five Cent Gas Tax Fund Sources	 <u><u>\$ 20,822,294</u></u>

USES

Personnel, Operating, Capital Expenditures	\$ -
Debt Service	-
Transfers Out	2,050,000
Fund Balance	18,772,294
Appropriations & Fund Balance Additional Five Cent Gas Tax Fund	<u><u>\$ 20,822,294</u></u>

SIX CENT GAS TAX FUND

SOURCES

Balances Brought Forward	\$ 14,735,337
Revenues:	
Sales & Use Taxes	5,540,572
Intergovernmental	-
Miscellaneous	-
Interfund Transfers	-
 Total Six Cent Gas Tax Fund Sources	 <u><u>\$ 20,275,909</u></u>

USES

Personnel, Operating, Capital Expenditures	\$ -
Debt Service	-
Transfers Out	11,609,880
Fund Balance	8,666,029
Appropriations & Fund Balance Six Cent Gas Tax Fund	<u><u>\$ 20,275,909</u></u>

**City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget**

**CITY OF CAPE CORAL
FY 2020 BUDGET - BY FUND
ATTACHMENT A TO ORDINANCE 44-19**

**ADOPTED ORD
44-19**

ROAD IMPACT FUND

SOURCES

Balances Brought Forward	\$ 9,187,079
Revenues:	
Intergovernmental	743,343
Licenses, Permits, Franchise, Impact Fees & Special Assessments	6,344,050
Miscellaneous	7,062
Interfund Transfers	-
 Total Road Impact Fund Sources	 <u><u>\$ 16,281,534</u></u>

USES

Personnel, Operating, Capital Expenditures	\$ 55,000
Debt Service	-
Transfers Out	6,965,721
Fund Balance	9,260,813
 Appropriations & Fund Balance Road Impact Fee Fund	 <u><u>\$ 16,281,534</u></u>

POLICE PROTECTION IMPACT FEES

SOURCES

Balances Brought Forward	\$ 5,771,388
Revenues:	
Licenses, Permits, Franchise, Impact Fees & Special Assessments	1,166,772
Miscellaneous	17,314
Interfund Transfers	-
 Total Police Protection Impact Fee Fund Sources	 <u><u>\$ 6,955,474</u></u>

USES

Personnel, Operating, Capital Expenditures	\$ 23,335
Debt Service	-
Transfers Out	-
Fund Balance	6,932,139
 Appropriations & Fund Balance Police Protection Impact Fee Fund	 <u><u>\$ 6,955,474</u></u>

**City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget**

**CITY OF CAPE CORAL
FY 2020 BUDGET - BY FUND
ATTACHMENT A TO ORDINANCE 44-19**

	ADOPTED ORD 44-19
 ALS IMPACT FEES	
<u>SOURCES</u>	
Balances Brought Forward	\$ 229,203
Revenues:	
Licenses, Permits, Franchise, Impact Fees & Special Assessments	68,750
Miscellaneous	688
Interfund Transfers	-
 Total ALS Fund Sources	 \$ 298,641
 <u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 61,155
Debt Service	-
Transfers Out	-
Fund Balance	237,486
 Appropriations & Fund Balance ALS Fund	 \$ 298,641
 PARK IMPACT FEE FUNDS	
<u>SOURCES</u>	
Balances Brought Forward	\$ 324,975
Revenues:	
Licenses, Permits, Franchise, Impact Fees & Special Assessments	2,213,275
Miscellaneous	-
Interfund Transfers	-
 Total Park Impact Fee Funds Sources	 \$ 2,538,250
 <u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 33,200
Debt Service	-
Transfers Out	2,495,050
Fund Balance	10,000
 Appropriations & Fund Balance Park Impact Fee Funds	 \$ 2,538,250

**City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget**

**CITY OF CAPE CORAL
FY 2020 BUDGET - BY FUND
ATTACHMENT A TO ORDINANCE 44-19**

**ADOPTED ORD
44-19**

FIRE IMPACT CAPITAL IMPROVEMENT FUND

SOURCES

Balances Brought Forward	\$ 3,461,564
Revenues:	
Licenses, Permits, Franchise, Impact Fees & Special Assessments	1,124,573
Miscellaneous	10,385
Interfund Transfers	-
 Total Fire Impact Capital Improvement Fund Sources	 <u><u>\$ 4,596,522</u></u>

USES

Personnel, Operating, Capital Expenditures	\$ 22,491
Debt Service	-
Transfers Out	339,865
Fund Balance	4,234,166
 Appropriations & Fund Balance Fire Impact Capital Improvement Fund	 <u><u>\$ 4,596,522</u></u>

DO THE RIGHT THING

SOURCES

Balances Brought Forward	\$ -
Revenues:	
Miscellaneous	8,000
Interfund Transfers	-
 Total Do The Right Thing Fund Sources	 <u><u>\$ 8,000</u></u>

USES

Personnel, Operating, Capital Expenditures	\$ 8,000
Debt Service	-
Transfers Out	-
Fund Balance	-
 Appropriations & Fund Balance Do The Right Thing Fund	 <u><u>\$ 8,000</u></u>

**City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget**

**FY 2020 BUDGET - BY FUND
ATTACHMENT A TO ORDINANCE 44-19**

	ADOPTED ORD 44-19
 CRIMINAL JUSTICE EDUCATION (Police Training)	
<u>SOURCES</u>	
Balances Brought Forward	\$ 4,600
Revenues:	
Fines & Forfeitures	20,000
Miscellaneous	-
 Total Police Confiscation-State Fund Sources	 \$ 24,600
 <u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 24,600
Debt Service	-
Transfers Out	-
Fund Balance	-
 Appropriations & Fund Balance Criminal Justice Education Fund	 \$ 24,600
 POLICE CONFISCATION - STATE	
<u>SOURCES</u>	
Balances Brought Forward	\$ 395,732
Revenues:	
Miscellaneous	100
Interfund Transfers	-
 Total Police Confiscation-State Fund Sources	 \$ 395,832
 <u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 19,619
Debt Service	-
Transfers Out	-
Fund Balance	376,213
 Appropriations & Fund Balance Police Confiscation - State Fund	 \$ 395,832

**City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget**

**CITY OF CAPE CORAL
FY 2020 BUDGET - BY FUND
ATTACHMENT A TO ORDINANCE 44-19**

	ADOPTED ORD 44-19
 POLICE CONFISCATION - FEDERAL	
Balances Brought Forward	\$ 211,522
Revenues:	
Miscellaneous	300
Interfund Transfers	-
 Total Police Confiscation-Federal Fund Sources	 \$ 211,822
 <u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 37,826
Debt Service	-
Transfers Out	-
Fund Balance	173,996
 Appropriations & Fund Balance Police Confiscation - Federal Fund	 \$ 211,822
 ALARM FEE FUND	
<u>SOURCES</u>	
Balances Brought Forward	\$ 12,164
Revenues:	
Charges for Service	90,000
Miscellaneous	-
Interfund Transfers	6,039
 Total Alarm Fee Fund Sources	 \$ 108,203
 <u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 100,703
Debt Service	-
Transfers Out	7,500
Fund Balance	-
 Appropriations & Fund Balance Alarm Fee Fund	 \$ 108,203

**City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget**

**CITY OF CAPE CORAL
FY 2020 BUDGET - BY FUND
ATTACHMENT A TO ORDINANCE 44-19**

**ADOPTED ORD
44-19**

ALL HAZARDS FUND

SOURCES

Balances Brought Forward	\$ 1,248,165
Revenues:	
Ad Valorem Taxes	996,092
Intergovernmental	-
Miscellaneous	-
Interfund Transfers	-
 Total All Hazards Fund Sources	 <u><u>\$ 2,244,257</u></u>

USES

Personnel, Operating, Capital Expenditures	\$ 1,027,741
Debt Service	-
Transfers Out	93,600
Fund Balance	1,122,916
 Appropriations & Fund Balance All Hazards Fund	 <u><u>\$ 2,244,257</u></u>

DEL PRADO PARKING LOT MAINTENANCE

SOURCES

Balances Brought Forward	\$ 116,655
Revenues:	
Licenses, Permits, Franchise, Impact Fees & Special Assessments	38,095
Miscellaneous	-
Interfund Transfers	-
 Total Del Prado Mall Maintenance Fund Sources	 <u><u>\$ 154,750</u></u>

USES

Personnel, Operating, Capital Expenditures	\$ 21,459
Debt Service	-
Transfers Out	-
Fund Balance	133,291
 Appropriations & Fund Balance Del Prado Mall Maintenance Fund	 <u><u>\$ 154,750</u></u>

**City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget**

**CITY OF CAPE CORAL
FY 2020 BUDGET - BY FUND
ATTACHMENT A TO ORDINANCE 44-19**

**ADOPTED ORD
44-19**

LOT MOWING FUND

SOURCES

Balances Brought Forward	\$ 1,593,828
Revenues:	
Charges for Service	3,384,483
Miscellaneous	51,000
Fines & Forfeitures	-
Interfund Transfers	-
 Total Lot Mowing Fund Sources	 <u><u>\$ 5,029,311</u></u>

USES

Personnel, Operating, Capital Expenditures	\$ 3,794,972
Debt Service	-
Transfers Out	-
Fund Balance	1,234,339
 Appropriations & Fund Balance Lot Mowing Fund	 <u><u>\$ 5,029,311</u></u>

BUILDING DIVISION FUND

SOURCES

Balances Brought Forward	\$ 6,983,009
Revenues:	
Licenses, Permits, Franchise, Impact Fees & Special Assessments	7,248,542
Charges for Service	303,446
Fines & Forfeitures	45,480
Miscellaneous	2,835
Interfund Transfers	-
 Total Building Division Sources	 <u><u>\$ 14,583,312</u></u>

USES

Personnel, Operating, Capital Expenditures	\$ 8,094,616
Debt Service	-
Transfers Out	22,199
Fund Balance	6,466,497
 Appropriations & Fund Balance Building Division Fund	 <u><u>\$ 14,583,312</u></u>

**City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget**

COMMUNITY REDEVELOPMENT TRUST FUND

SOURCES

Balances Brought Forward	\$ -
Revenues:	
Ad Valorem Taxes	1,149,862
Charges for Service	-
Miscellaneous	3,200
Interfund Transfers	1,961,522
Total Community Redevelopment Trust Fund Sources	\$ 3,114,584

USES

Personnel, Operating, Capital Expenditures	\$ 1,304,897
Debt Service	-
Transfers Out	1,809,687
Fund Balance	-
Appropriations & Fund Balance Community Redevelopment Trust Fund	\$ 3,114,584

CITY CENTRUM BUSINESS PARK FUND

SOURCES

Balances Brought Forward	\$ -
Revenues:	
Intergovernmental	-
Miscellaneous	-
Interfund Transfers	91,483
Total City Centrum Business Park Fund Sources	\$ 91,483

USES

Personnel, Operating, Capital Expenditures	\$ 91,483
Debt Service	-
Transfers Out	-
Fund Balance	-
Appropriations & Fund Balance City Centrum Business Park Fund	\$ 91,483

**City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget**

**CITY OF CAPE CORAL
FY 2020 BUDGET - BY FUND
ATTACHMENT A TO ORDINANCE 44-19**

**ADOPTED ORD
44-19**

SUN SPLASH WATERPARK FUND

SOURCES

Balances Brought Forward	\$ -
Revenues:	
Intergovernmental	-
Charges for Service	2,407,918
Miscellaneous	11,826
Interfund Transfers	533,826
 Total Sun Splash Waterpark Fund Sources	 <u><u>\$ 2,953,570</u></u>

USES

Personnel, Operating, Capital Expenditures	\$ 2,779,472
Debt Service	-
Transfers Out	174,098
Fund Balance	-
 Appropriations & Fund Balance Sun Splash Waterpark Fund	 <u><u>\$ 2,953,570</u></u>

PARK & RECREATION PROGRAMS FUND

SOURCES

Balances Brought Forward	\$ -
Revenues:	
Intergovernmental	643,006
Charges for Service	3,703,687
Fines & Forfeitures	11,800
Miscellaneous	145,711
Interfund Transfers	5,075,776
 Total P&R Programs Fund Sources	 <u><u>\$ 9,579,980</u></u>

USES

Personnel, Operating, Capital Expenditures	\$ 9,579,980
Debt Service	-
Transfers Out	-
Fund Balance	-
 Appropriations & Fund Balance Park Programs Fund	 <u><u>\$ 9,579,980</u></u>

**City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget**

**CITY OF CAPE CORAL
FY 2020 BUDGET - BY FUND
ATTACHMENT A TO ORDINANCE 44-19**

	ADOPTED ORD 44-19
 GOLF COURSE FUND	
<u>SOURCES</u>	
Balances Brought Forward	\$ -
Revenues:	
Charges for Service	2,599,888
Miscellaneous	22,000
Interfund Transfers	589,404
 Total Golf Course Fund Sources	 \$ 3,211,292
 <u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 3,211,292
Debt Service	-
Transfers Out	-
Fund Balance	-
 Appropriations & Fund Balance Golf Course Fund	 \$ 3,211,292
 COMMUNITY DEVELOPMENT BLOCK GRANT FUND (CDBG)	
<u>SOURCES</u>	
Balances Brought Forward	\$ -
Revenues:	
Intergovernmental	1,248,144
Miscellaneous	-
Interfund Transfers	-
 Total Community Development Block Grant Fund Sources	 \$ 1,248,144
 <u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 1,248,144
Debt Service	-
Transfers Out	-
 Appropriations & Fund Balance Community Development Block Grant Fund	 \$ 1,248,144

**City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget**

**FY 2020 BUDGET - BY FUND
ATTACHMENT A TO ORDINANCE 44-19**

	<u>ADOPTED ORD 44-19</u>
 NEIGHBORHOOD STABILIZATION (NSP/HUD) FUND	
<u>SOURCES</u>	
Balances Brought Forward	\$ -
Revenues:	
Intergovernmental	-
Miscellaneous	-
Interfund Transfers	-
 Total Neighborhood Stabilization Fund (NSP/HUD) Sources	 <u><u>\$ -</u></u>
 <u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ -
Debt Service	-
Transfers Out	-
Fund Balance	-
 Appropriations & Fund Balance Neighborhood Stabilization Fund (NSP/HUD)	 <u><u>\$ -</u></u>
 LOCAL HOUSING ASSISTANCE PROGRAM TRUST FUND (S.H.I.P)	
<u>SOURCES</u>	
Balances Brought Forward	\$ -
Revenues:	
Intergovernmental	-
Miscellaneous	-
Interfund Transfers	-
 Total Local Housing (S.H.I.P.) Fund Sources	 <u><u>\$ -</u></u>
 <u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ -
Debt Service	-
Transfers Out	-
Fund Balance	-
 Appropriations & Fund Balance Local Housing Assistance Program Trust Fund	 <u><u>\$ -</u></u>

**City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget**

**CITY OF CAPE CORAL
FY 2020 BUDGET - BY FUND
ATTACHMENT A TO ORDINANCE 44-19**

	ADOPTED ORD 44-19
 RESIDENTIAL CONSTRUCTION MITIGATION FUND	
<u>SOURCES</u>	
Balances Brought Forward	\$ -
Revenues:	
Intergovernmental	-
Miscellaneous	-
Interfund Transfers	-
Total Residential Construction Mitigation Fund Sources	\$ -
 <u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ -
Debt Service	-
Transfers Out	-
Fund Balance	-
Appropriations & Fund Balance Residential Construction Mitigation Fund	\$ -
 DEBT SERVICE FUND	
<u>SOURCES</u>	
Balances Brought Forward	\$ 345,966
Revenues:	
Ad Valorem Taxes	841,744
Miscellaneous	3,352,983
Interfund Transfers	18,751,410
Total Debt Service Fund Sources	\$ 23,292,103
 <u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 1,000
Debt Service	22,945,137
Transfers Out	-
Fund Balance	345,966
Appropriations & Fund Balance Debt Service Fund	\$ 23,292,103

**City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget**

**CITY OF CAPE CORAL
FY 2020 BUDGET - BY FUND
ATTACHMENT A TO ORDINANCE 44-19**

**ADOPTED ORD
44-19**

CAPITAL PROJECTS FUNDS

ACADEMIC VILLAGE CAPITAL PROJECT FUND

SOURCES

Balances Brought Forward	\$	-
Revenues:		
Miscellaneous		-
Interfund Transfers		-
Debt Proceeds		-
Total Academic Village Capital Project Fund Sources	<u>\$</u>	<u>-</u>

USES

Personnel, Operating, Capital Expenditures	\$	-
Debt Service		-
Transfers Out		-
Fund Balance		-
Appropriations & Fund Balance Academic Village Capital Fund	<u>\$</u>	<u>-</u>

COMPUTER SYSTEM CAPITAL PROJECT FUND

SOURCES

Balances Brought Forward	\$	-
Revenues:		
Miscellaneous		-
Interfund Transfers		-
Debt Proceeds		-
Total Computer System Capital Project Fund Sources	<u>\$</u>	<u>-</u>

USES

Personnel, Operating, Capital Expenditures	\$	-
Debt Service		-
Transfers Out		-
Fund Balance		-
Appropriations & Fund Balance Computer Capital Fund	<u>\$</u>	<u>-</u>

**City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget**

**CITY OF CAPE CORAL
FY 2020 BUDGET - BY FUND
ATTACHMENT A TO ORDINANCE 44-19**

**ADOPTED ORD
44-19**

CRA CAPITAL PROJECTS FUND

SOURCES

Balances Brought Forward	\$	-
Revenues:		
Intergovernmental		-
Miscellaneous		-
Interfund Transfers		906,055
Debt Proceeds		-
Total CRA Project Fund Sources	\$	906,055

USES

Personnel, Operating, Capital Expenditures	\$	906,055
Debt Service		-
Transfers Out		-
Fund Balance		-
Appropriations & Fund Balance CRA Capital Projects	\$	906,055

FIRE STATION CONSTRUCTION CAPITAL PROJECT FUNDS

SOURCES

Balances Brought Forward	\$	-
Revenues:		
Intergovernmental		-
Miscellaneous		-
Interfund Transfers		-
Debt Proceeds		4,251,063
Total Fire Station Capital Project Fund Sources	\$	4,251,063

USES

Personnel, Operating, Capital Expenditures	\$	4,251,063
Debt Service		-
Transfers Out		-
Fund Balance		-
Appropriations & Fund Balance Fire Station Construction Cap Fund	\$	4,251,063

**City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget**

**CITY OF CAPE CORAL
FY 2020 BUDGET - BY FUND
ATTACHMENT A TO ORDINANCE 44-19**

**ADOPTED ORD
44-19**

P&R CAPITAL PROJECTS FUND

SOURCES

Balances Brought Forward	\$	-
Revenues:		
Intergovernmental		-
Miscellaneous		-
Interfund Transfers		-
Debt Proceeds		-
Total P&R Project Fund Sources	\$	-

USES

Personnel, Operating, Capital Expenditures	\$	-
Debt Service		-
Transfers Out		-
Fund Balance		-
Appropriations & Fund Balance P&R Capital Fund	\$	-

Public Works Capital Projects

SOURCES

Balances Brought Forward	\$	-
Revenues:		
Intergovernmental		-
Miscellaneous		-
Interfund Transfers		250,000
Debt Proceeds		-
Total Public Works Capital Projects Fund Sources	\$	250,000

USES

Personnel, Operating, Capital Expenditures	\$	250,000
Debt Service		-
Transfers Out		-
Fund Balance		-
Appropriations & Fund Balance Public Works Capital Fund	\$	250,000

**City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget**

**CITY OF CAPE CORAL
FY 2020 BUDGET - BY FUND
ATTACHMENT A TO ORDINANCE 44-19**

**ADOPTED ORD
44-19**

TRANSPORTATION CAPITAL PROJECTS FUND

SOURCES

Balances Brought Forward	\$ -
Revenues:	
Intergovernmental	1,000,000
Miscellaneous	-
Interfund Transfers	9,171,896
Total Transportation Capital Project Fund Sources	\$ 10,171,896

USES

Personnel, Operating, Capital Expenditures	\$ 10,171,896
Debt Service	-
Transfers Out	-
Fund Balance	
Appropriations & Fund Balance Transportation Capital Fund	\$ 10,171,896

ENTERPRISE FUNDS

WATER & SEWER UTILITY FUND

SOURCES

Balances Brought Forward	\$ 131,628,491
Revenues:	
Licenses, Permits, Franchise, Impact Fees & Special Assessments	46,457,255
Charges for Service	89,521,956
Intergovernmental	-
Fines & Forfeitures	638,443
Miscellaneous	374,690
Debt Proceeds	61,812,417
Interfund Transfers	49,759,969
Total Water & Sewer Utility Fund Sources	\$ 380,193,221

USES

Personnel, Operating, Capital Expenditures	\$ 159,097,832
Debt Service	45,123,358
Transfers Out	49,653,428
Fund Balance	126,318,603
Appropriations & Fund Balance Water & Sewer Utility Fund	\$ 380,193,221

**City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget**

**CITY OF CAPE CORAL
FY 2020 BUDGET - BY FUND
ATTACHMENT A TO ORDINANCE 44-19**

**ADOPTED ORD
44-19**

STORMWATER UTILITY FUND

SOURCES

Balances Brought Forward	\$ 8,374,316
Revenues:	
Licenses, Permits, Franchise, Impact Fees & Special Assessments	3,660
Intergovernmental	-
Charges for Service	19,211,074
Fines & Forfeitures	1,664
Miscellaneous	108,802
Interfund Transfers	4,621,627
Debt Proceeds	-
 Total Stormwater Utility Fund Sources	 <u><u>\$ 32,321,143</u></u>

USES

Personnel, Operating, Capital Expenditures	\$ 20,497,583
Debt Service	443,000
Transfers Out	5,125,098
Fund Balance	6,255,462
 Appropriations & Fund Balance Stormwater Utility Fund	 <u><u>\$ 32,321,143</u></u>

YACHT BASIN FUND

SOURCES

Balances Brought Forward	\$ 1,039,168
Revenues:	
Charges for Service	672,235
Miscellaneous	1,230
Interfund Transfers	-
 Total Yacht Basin Fund Sources	 <u><u>\$ 1,712,633</u></u>

USES

Personnel, Operating, Capital Expenditures	\$ 675,922
Debt Service	-
Transfers Out	115,000
Fund Balance	921,711
 Appropriations & Fund Balance Yacht Basin Fund	 <u><u>\$ 1,712,633</u></u>

**City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget**

**CITY OF CAPE CORAL
FY 2020 BUDGET - BY FUND
ATTACHMENT A TO ORDINANCE 44-19**

**ADOPTED ORD
44-19**

**INTERNAL SERVICE FUNDS (ISF)
WORKERS COMP INSURANCE FUND**

SOURCES

Balances Brought Forward	\$ 4,011,024
Revenues:	
Internal Service Charges	4,024,893
Miscellaneous	-
Interfund Transfers	-
 Total Workers Compensation Insurance Fund Sources	 <u><u>\$ 8,035,917</u></u>

USES

Personnel, Operating, Capital Expenditures	\$ 3,474,201
Debt Service	-
Transfers Out	-
Fund Balance	4,561,716
 Appropriations & Fund Balance Workers Compensation Insurance Fund	 <u><u>\$ 8,035,917</u></u>

PROPERTY LIABILITY INSURANCE FUND

SOURCES

Balances Brought Forward	\$ 2,370,146
Revenues:	
Charges for Service	3,893,649
Internal Service Charges	-
Miscellaneous	-
Interfund Transfers	-
 Total Property Liability Insurance Fund Sources	 <u><u>\$ 6,263,795</u></u>

USES

Personnel, Operating, Capital Expenditures	\$ 3,910,676
Debt Service	-
Transfers Out	-
Fund Balance	2,353,119
 Appropriations & Fund Balance Property Liability Insurance Fund	 <u><u>\$ 6,263,795</u></u>

**City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget**

**CITY OF CAPE CORAL
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ATTACHMENT A TO ORDINANCE 44-19**

**ADOPTED ORD
44-19**

SELF INSURED HEALTH PLAN INTERNAL SERVICE

SOURCES

Balances Brought Forward	\$ 7,200,590
Revenues:	
Internal Service Charges	25,476,968
Miscellaneous	400,000
Interfund Transfers	-
 Total Self Insured Health Plan Internal Service Fund Sources	 <u><u>\$ 33,077,558</u></u>

USES

Personnel, Operating, Capital Expenditures	\$ 23,183,297
Debt Service	-
Transfer Out	-
Fund Balance	9,894,261
 Appropriations & Fund Balance Self Insured Health Plan Int Serv Fund	 <u><u>\$ 33,077,558</u></u>

CHARTER SCHOOL OPERATING FUND

SOURCES

Balances Brought Forward	\$ 10,375,173
Revenues:	
Intergovernmental	24,429,904
Charges for Service	778,535
Miscellaneous	292,001
Transfer in	128,410
 Total Charter School Operating Fund Sources	 <u><u>\$ 36,004,023</u></u>

USES

Personnel, Operating, Capital Expenditures	\$ 26,673,922
Debt Service	348,859
Transfer Out	-
Other	-
Fund Balance	8,981,242
 Appropriations & Fund Balance Charter School Operating Fund	 <u><u>\$ 36,004,023</u></u>

**City of Cape Coral, Florida
FY 2020 – 2022 Adopted Budget**

**CITY OF CAPE CORAL
FY 2020 BUDGET - BY FUND
ATTACHMENT A TO ORDINANCE 44-19**

	ADOPTED ORD 44-19
TOTAL FY 2020 BUDGET	\$ 895,185,539
TOTAL FY 2020 REVENUE (SOURCES) BUDGET	\$ 895,185,539
TOTAL FY 2020 EXPENDITURE (USES) BUDGET	\$ 895,185,539

	FUND TYPE SUMMARY	ADOPTED ORD 44-19
General Fund		\$ 233,272,931
Special Revenue		114,727,764
Debt Service		23,292,103
Capital Project		15,579,014
Enterprise		450,231,020
Internal Service		58,082,707
Total		\$ 895,185,539

**City of Cape Coral, Florida
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