

**City of Cape Coral, Florida  
Fiscal Years 2017-2019  
Adopted  
Operating Budget**



**City Council**

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

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Victoria Bateman, Financial Services Director

City of Cape Coral, Florida  
FY 2017 – 2019 Adopted Operating Budget



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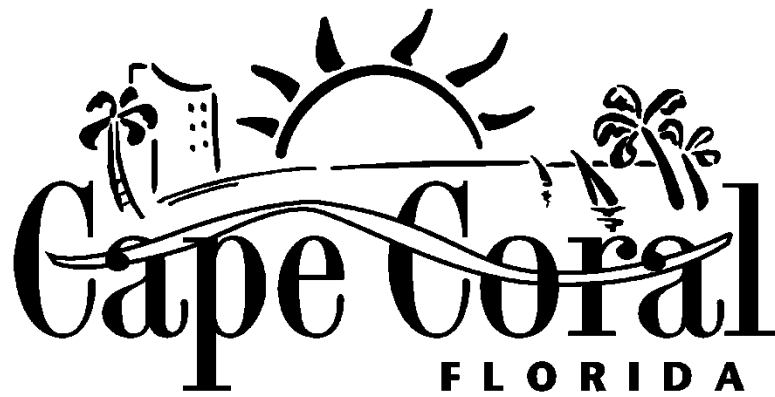


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INTRODUCTION

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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 166,508 (Florida League of Cities).

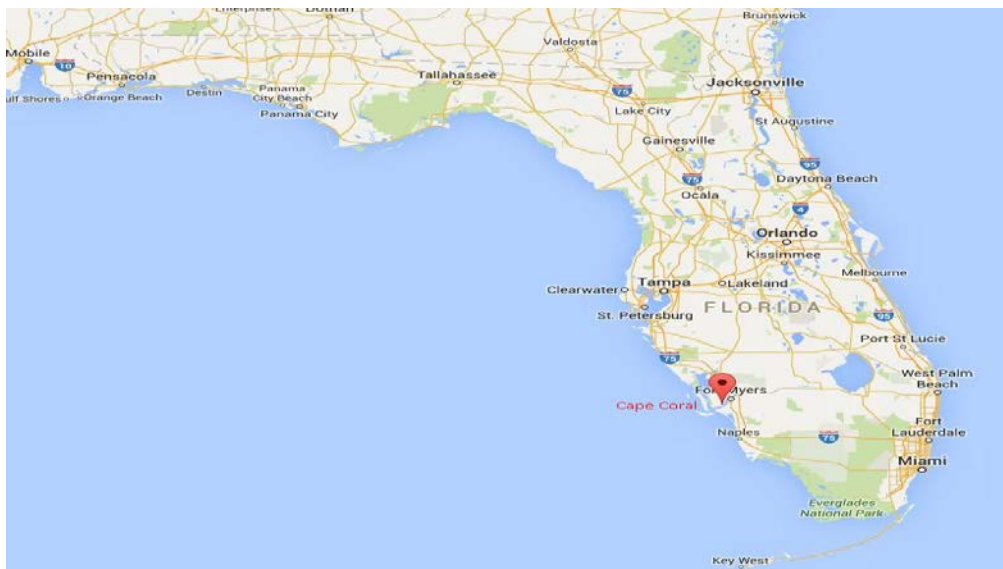
In addition to broad boulevards and paved streets, the City is interlaced with over 400 miles of waterways, providing home sites with access to the Intracoastal Waterway and the Gulf of Mexico. A number of City-owned parks, a City-owned municipal golf course, a City-owned yacht club and community park,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

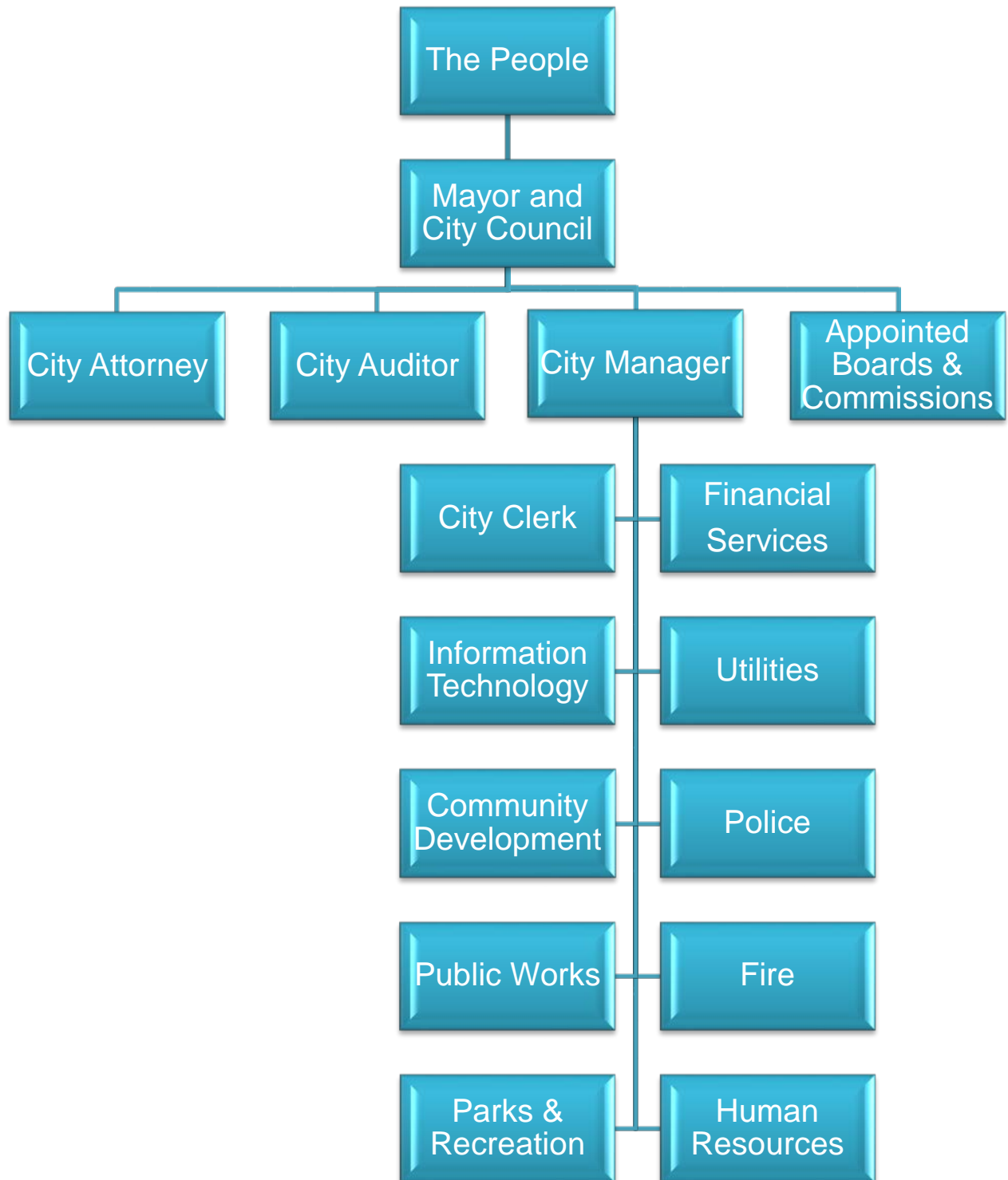
The City of Cape Coral operates under the Council-City Manager form of government. City Council members are elected at large from seven districts. The Mayor also is elected at large and is the eighth member of council. The Mayor presides over council meetings.

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](http://www.capecoral.net).



## ORGANIZATIONAL CHART



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

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

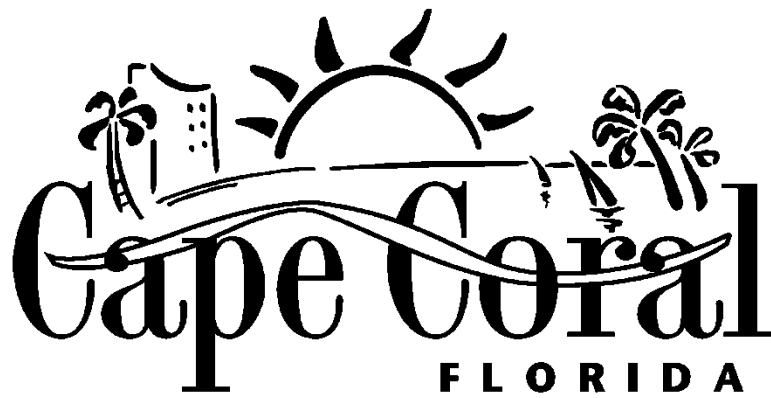
**City of Cape Coral  
Florida**

For the Fiscal Year Beginning

**October 1, 2015**

Executive Director

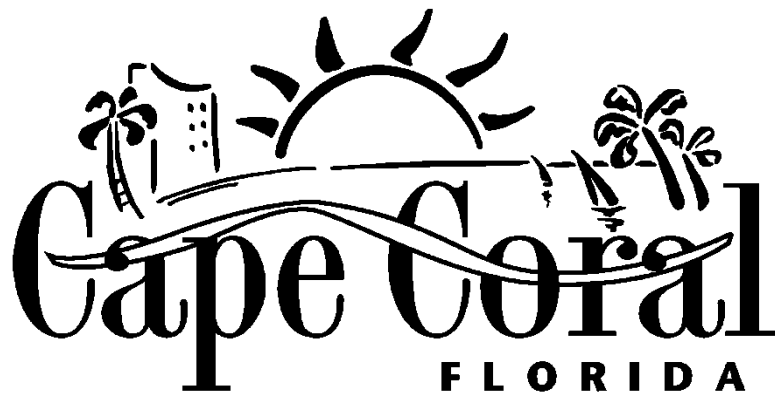
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**BUDGET MESSAGE**

**Budget Message..... 2**  
*Budget Message .....2-3*

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**City of Cape Coral  
Financial Services Department**

TO: Mayor Sawicki and Council Members

FROM: John Szerlag, City Manager   
Victoria L. Bateman, CPA, CGFM, Financial Services Director 

DATE: November 28, 2016

SUBJECT: FY 2017 Adopted Budget Update

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**November 2016**

Following the release of the City Manager's FY 2017-2019 Proposed Budget on July 18, 2016, the City Council held budget workshops as well as conducted the two required public hearings for the adoption of the budget. While the City Manager provided a three-year budget, only the first year (FY 2017) was adopted by City Council.

The City Manager's Proposed Budget for the General Fund was developed with the assumption that vehicles and equipment purchases would be cash funded. During the workshops, City Council agreed and voted to cash fund these purchases. In order to preserve fund balance, the General Fund operating model includes the use of debt funding for certain upcoming construction projects to include the Fleet Maintenance Building, Fire Station #11 (FY 2017) and #12 (FY 2019), and the planned Public Safety Facility during fiscal years 2017 - 2021.

The tentative budget as approved at the first public hearing was subsequently adopted at the second and final public hearing on September 22, 2016. The following provides a summary of the changes by fund group between the City Manager's Proposed Budget and the Adopted Budget approved by City Council.

**General Fund**

The General fund was adopted in the amount of \$195,691,726 which was \$784,446 above the City Manager's proposed budget at \$194,907,280.

**Revenues:**

- Fire Service Assessment estimated revenue was increased by \$784,446.

**Expenditures:**

- \$30,000 was allocated to the Good Wheels program of Lee County.
- Reduction to Debt Service Transfer of \$407,730.
- Undesignated reserves were increased by \$1,192,176.

**Special Revenue Funds**

Special Revenue Funds were adopted as proposed at \$52,634,819.

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**Debt Service Fund**

The Debt Service Fund was adopted as proposed at \$22,273,239.

**Capital Project Funds**

Capital Projects Funds were adopted as proposed at \$16,233,510.

**Enterprise Funds – Charter Schools**

- Increase in revenue and expenditures of \$1,879,515 based on budget approved by the Governing Board on August 9, 2016 for an adopted budget of \$30,182,046.

**Internal Service Funds**

Internal Service Funds were adopted as proposed at \$42,902,442.

The following table illustrates the difference between the City Manager's Proposed Budget and the FY 2017 Adopted Budget by fund group.

<b>Fund Group</b>	<b>City Manager's FY 2017 Proposed Budget</b>		<b>FY 2017 Adopted Budget</b>	
General	\$	194,907,280	\$	195,691,726
Special Revenue		52,634,819		52,634,819
Debt Service		22,273,239		22,273,239
Capital Projects		16,233,510		16,233,510
Enterprise		369,238,326		369,238,326
Internal Service		42,902,442		42,902,442
<b>Total</b>	<b>\$</b>	<b>698,189,616</b>	<b>\$</b>	<b>698,974,062</b>

Documents presented during the workshop and public hearings are available on the City's website: [www.capecoral.net](http://www.capecoral.net).

Additionally, the comparative tables throughout the document have been updated to reflect the FY 2016 final amended budget as contained within Ordinance 53-16 as approved on November 28, 2016.



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**CITY OF CAPE CORAL**

**MEMORANDUM**

**TO:** Honorable Mayor and City Council  
**FROM:** John Szerlag, City Manager  
**DATE:** July 13, 2016  
**SUBJECT:** FY 2017-2019 Proposed Rolling Budget

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Dear Mayor and City Council Members,

I am pleased to submit for your consideration the FY 2017-2019 Proposed Rolling Budget for the City of Cape Coral. Although City Council only will be adopting the budget for FY 2017, this 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.

The FY 2017-2019 Proposed Rolling Budget continues moving the city in the positive direction we began in 2012. Our citizens can read through this budget and see how the financial decisions made by City Council since 2012 have enabled Cape Coral to become an economically sustainable, financially responsible city. We made promises to our citizens at that time, and this budget will carry forward with keeping those promises.

As the first steps toward economic sustainability, City Council approved two new revenue sources – public service tax and fire services assessment. Pension reforms also were enacted that are saving the City about \$185 million over 25 years. Along with these steps, the taxpayers were promised and received a 1 mil reduction in their property tax rate – 0.25 in FY 2014 and 0.75 in FY 2016.

The property tax cut was bifurcated due to our need to ensure the legality of the City's new methodology for the fire services assessment. Our methodology required a greater contribution from vacant parcels than the traditional "calls for service" methodology. To affirm the legality of the methodology, the City initiated a bond validation process. This legal process took two years to complete – first in Lee County Circuit Court and ultimately with an affirmative opinion from the Florida Supreme Court in May 2015.

While we were confident our methodology was sound, we took the prudent position of holding in escrow all revenues collected from the fire services assessment until we had a decision. While Council was able to provide a portion of the property tax reduction, it was equally prudent to wait for a final determination before the total reduction was implemented. The Florida Supreme Court decision allowed for the final piece of the promise to be kept – a 0.75 mil reduction in the property tax rate in FY 2016 added to the previous 0.25 reduction.

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***Investing in the Future – Capital Improvements in FY 2016***

With all the financial pieces in place, FY 2016 was the City's first budget to be presented absent any "what if" scenarios. Our Public Works staff moved ahead with paving projects that had been put on hold while awaiting the Florida Supreme Court decision. Roads identified for paving in FY 2014 and FY 2015, which were delayed by the court process, finally moved forward. In fact, City Council added \$400,000 to the annual investment of \$6.5 million in FY 2016 to enable Public Works to accelerate their efforts and get back on schedule with their five-year paving plan. This included resurfacing 60 miles of local roadways.

The City continued to play "catch up" with capital needs. We "cash funded" \$5.4 million for vehicle and equipment replacements. Another \$900,000 was set aside for alley paving and median improvements. The City invested \$200,000 in new street lights in FY 2016 to improve public safety. Since restarting this program in FY 2015, the City has added nearly 300 street lights to key intersections throughout the city.

Other important capital investments in FY 2016 included:

- \$1.3 million for capital maintenance of parks and general government facilities
- \$720,000 to fund the replacement of fire apparatus

***Investing in the Future – Organizational Changes in FY 2016***

We invested in our organizational infrastructure and improved public safety by reinstating five police officers this past year. We also are retaining and attracting talented staff by following a pay philosophy that will position the compensation level our City employees at or near the 75<sup>th</sup> percentile of pay with comparable cities. We did not want to have the highest paid city employees but we did not want to be the lowest paid either. We now are on the right track toward responsible and reasonable pay structures and compensation for our dedicated City employees.

We continued to follow our stated goal within our Department of Community Development to be fast, fair and predictable. In FY 2016, City Council approved the Hearing Examiner process for reviewing land use changes, planned development projects and site plan reviews, requests for deviations and special exceptions. A hearing examiner will bring consistency to our planning and review process.

Our Permitting Division worked with our Information Technology Services Department on the task to establish the best online permitting system by expanding ePermitting services. The City is providing contractors the capability of applying for permits electronically using eTRAKIT. At least 35 permits now can be acquired electronically, with more permits being added on a regular basis.

***Investing in the Future – Major Projects and Master Plans in FY 2016***

The City made significant progress on major projects and master plans. Our utilities extension project in the Southwest 6 & 7 area is substantially complete with most of the homes now connected. Design work on the North 2 utilities area is nearly done, and the project will be out to bid before the end of the fiscal year.

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The Bimini Basin project continues to move forward with one land use change expected to be completed this fiscal year along with the Bimini Basin District zoning changes.

Preliminary concepts for the Northwest Cape / 7 Islands development were presented to the community for feedback and City Council for discussion. Final concepts are expected to be completed this fiscal year, and they will be advanced for additional community input and Council direction.

An initial review of the Parks Master Plan was provided to City Council with the final report expected in FY 2017. City staff also is working to complete an Economic Development Master Plan

***Summary of FY 2016***

In FY 2016, the City continued moving forward with providing significant and much-needed investment in our community. While operating budgets typically are fluid documents and require occasional tweaking throughout the fiscal year depending on a variety of circumstances, the City generally adhered to the footprint of the FY 2016 budget plan. By sticking to the budget plan, we are better-positioned to make a smooth transition into our FY 2017 budget year.

***Implementing Strategic Plan Elements for FY 2017 Budget Planning***

In preparing for the FY 2017-2019 Proposed Rolling Budget, City Council and City staff conducted a joint strategic planning session to identify and prioritize our strategic goals. As a follow up to the strategic planning workshop, Council and staff held a “capital projects” workshop to identify potential projects for advancement or placement within the City’s Five-Year Asset Management Plan.

The main components within the proposed Strategic Plan FY 2017– FY 2019 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.*

***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 relationship with our residents and valuable partnerships with other organizations, and continually provide a well-balanced and positive workplace for our internal stakeholders.

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**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.

***Moving Forward in FY 2017 – A Progressive Budget***

“If everything is moving forward, then success takes care of itself.” Henry Ford encapsulates where we want to go as an organization and what we want to achieve. We have taken the right steps these past four years, and our future outlook reflects a well-positioned city from a financial standpoint. Our FY 2017 proposed budget not only maintains our progress but builds on our successes.

I liken the proposed budget for the upcoming fiscal year to a hockey game where defense and offense complement each other to achieve a goal. On the defensive side, we have kept our eyes on the bottom line and a check on spending. We have not slashed important projects from the budget just for the sake of cutting. On the offensive side, our power play scores just the right balance between necessary additional investments and passing some tax savings to our property owners. We are not yet ahead in the game, and we are still playing “catch up” regarding our infrastructure needs. The FY 2017 proposed budget provides an assist in this area and will help us achieve our ultimate goal for Cape Coral – A community that offers a winning combination of affordability and desirability.

According to the Lee County Property Appraiser, the total taxable value for the City of Cape Coral in 2016 is just over \$12 billion – an increase of 8.37 percent from 2015, which is higher than our estimate of 6 percent. Although our values continue to recover, the City’s taxable value still falls well below the high point of \$21.6 billion less than 10 years ago in 2007.

As a result of the higher increase in taxable value than estimated, the City will receive \$1.6 million in additional tax revenue. While additional revenue is always welcome news, because we use a three-year budget to plan our revenues and expenditures, this \$1.6 million is not crucial for our operations in FY 2017. As such, my proposed budget for FY 2017 recommends returning these dollars and a few more to the property owners via a millage rate reduction. The proposed millage rate for FY 2017 is 6.75 mils – a reduction of 0.207 mils. This reduction in the tax rate will return \$2,393,579 of property tax revenue to our taxpayers.

The total proposed budget for FY 2017 for all City funds is \$669,887,085. The General Fund represents \$194,907,280 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 2017 General Fund. Additional budget information and highlights for all City funds can be found in Section 5.

- Millage Rate proposed at 6.750 – a decrease of 0.207 mils. This is a reduction of 2.98 percent from the current rate of 6.9570. This millage rate produces property tax revenue of \$78.1 million. This is \$2.1 million more in revenue than the “rollback rate” of 6.5702.
- Public Service Tax: Rate remains at 7 percent with estimated revenue of \$7.6 million
- Fire Service Assessment: Cost Recovery remains at 64 percent with estimated revenue of \$21.8 million
- Use of Fund Balance: The FY 2017 proposed budget includes the use of \$8,374,745 from Fund Balance. This is \$2.8 million less than projected in the current, three-year

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rolling budget for use in FY 2017. Our Fund Balance will maintain 2.57 months of expenditures, which exceeds our current Financial Policies.

- \$100,000 annually to continue street light program enhancements for installation of new fixtures as well as the ongoing costs
- Cash funding various capital projects:
  - \$6.5 million annually for local road resurfacing
  - \$306,000 annually for median improvements
  - \$510,000 annually for an alley paving program
  - \$789,000 annual average for capital maintenance of parks and general government facilities
- Adds 17 full time positions. See position summary beginning in Section 5-27.

This will be the third time in four years the City has reduced the property tax rate for our citizens. In FY 2013, the City's property tax rate stood at 7.9570. With the proposed reduction in the FY 2017 budget, Cape Coral's property tax rate of 6.75 mills will be 15 percent lower than FY 2013.

Please know that even though the recovery rate for the fire services assessment remains the same as FY 2017 at 64 percent, the actual financial impact to the property owner will be slightly higher than FY 2016. The City will be issuing debt to build a new fire station, and we also have additional personnel and equipment costs factored into the fire services costs being recovered. The financial impact of the fire services assessment on a homesteaded property with a "building cost" value of \$150,000 will be an increase of \$12.21 in FY 2017.

While the fire services assessment is slightly higher, the proposed property tax reduction will more than offset this increase. If the same homesteaded property in the example above has a \$150,000 "assessed" value, the property owner will receive a tax cut of \$20.70 (based on a "taxable" value of \$100,000 after \$50,000 homestead exemption). The overall savings to the homeowner in FY 2017 is \$8.49.

The 17 positions in the General Fund budget include nine firefighters required to staff the new Fire Station #11, which will be located at Burnt Store Road North and NW 11<sup>th</sup> Street. The new station will be completed toward the end of FY 2017. Three police officers are being reinstated as well.

The FY 2017 budget includes a 3 percent wage increase for City employees. These salary increases will be distributed among employees based on performance as well as continued pay parity adjustments. This wage increase is 2 percent lower than the 5 percent increase initially included for FY 2017 in the three-year rolling budget and reduces personnel costs by more than \$1 million in the General Fund.

***We Want to Keep Cape Coral an Affordable City***

Our goal in crafting the FY 2017 budget is to make sure Cape Coral remains one of the most affordable cities in Florida. This does not mean we want to be a "cheap" place to live. We want to provide a good level of service to our citizens at a reasonable cost, and this proposed budget meets those parameters.

Based on FY 2014 financial benchmarking data submitted to the state of Florida by municipalities (the latest numbers available), Cape Coral was 5<sup>th</sup> lowest in spending per capita

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for all funds within our 15-city regional planning area. The four cities in the area that ranked lower than Cape Coral are not full-service cities – they do not provide all public safety services. In addition, Cape Coral ranked 8<sup>th</sup> in spending per capita when compared to nine other Florida cities with populations over 100,000.

As a result of the combined efforts of City Council and City administration, our organization is in a much stronger position to deliver services to our community within a more stable financial environment. We have reduced our reliance on an unstable property tax system to fund our general operations. Ad valorem taxes now comprise 49.8 percent of our General Fund revenues as compared to 63 percent in FY 2013.

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

***Continued Pursuit of Best Practices***

There has been significant progress in Cape Coral these past three years. As we move forward, we will continue to evaluate our operations to ensure we are providing services to our citizens efficiently and economically. As I have said in previous budget messages, our customers should expect and receive services delivered in a consistent manner that is fast, fair, and predictable.

While we can be proud of this progress, we cannot lose sight of where we want to be and how we get there. Charles Kettering said, “High achievement always takes place in the framework of high expectation.” Cape Coral is the 10<sup>th</sup> largest city in the state of Florida, and we are going to be challenged to live up to the expectations our current and future residents will demand from us. This can only be accomplished through a shared vision and communication. We must continue to build and maintain the public trust. We must tell our citizens what we are going to do and then do it.

**Conclusion**

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

I would like to express my thanks to the many residents who gave their time to participate in the numerous stakeholder groups we assembled this past year to assist City staff in developing policy recommendations. This includes the volunteers on the Architectural Review group, Species Management group and the Building Process Review group. Your input has been invaluable to moving our organization forward.

Thank you as well to our citizens and organizations throughout the city that continue to recognize and support our efforts to move Cape Coral forward. Your support and encouragement is much-needed and appreciated by me and my staff.

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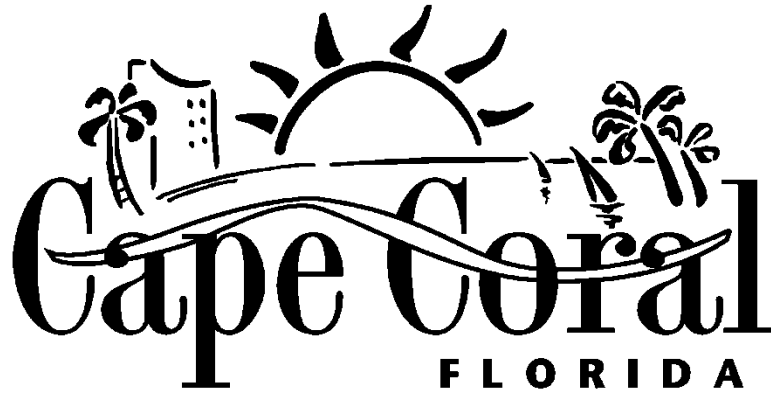
Finally, I would like to thank our Mayor and City Council members for their desire to improve our city image and for having a shared vision of a better Cape Coral. You demonstrate your leadership and commitment to these principles every day by what you say and what you do as the elected representatives of our city.

Sincerely,

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

John Szerlag  
City Manager

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BUDGET OVERVIEW

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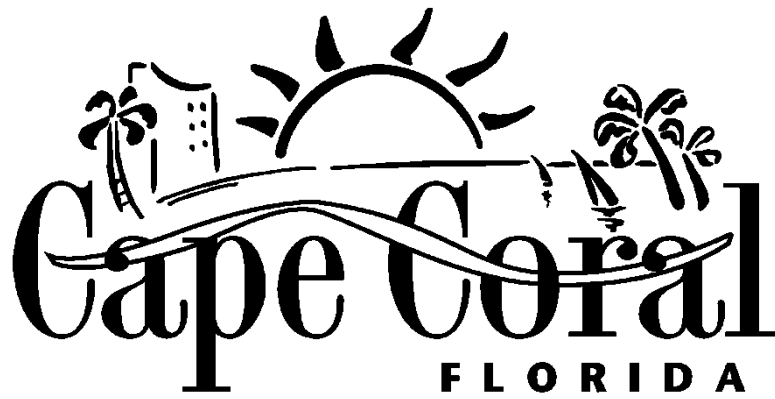
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## **UNDERSTANDING THE BUDGET**

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

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

### **Budget Message**

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

### **Budget Overview**

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

### **Strategic Planning**

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

### **Financial Highlights**

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

### **Fund Group / Department Budget Information**

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

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**Asset Management Program**

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

**Debt Management & Structure**

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

**Appendices**

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

## **BUDGET PROCESS**

Preparation of the FY 2017-2019 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**

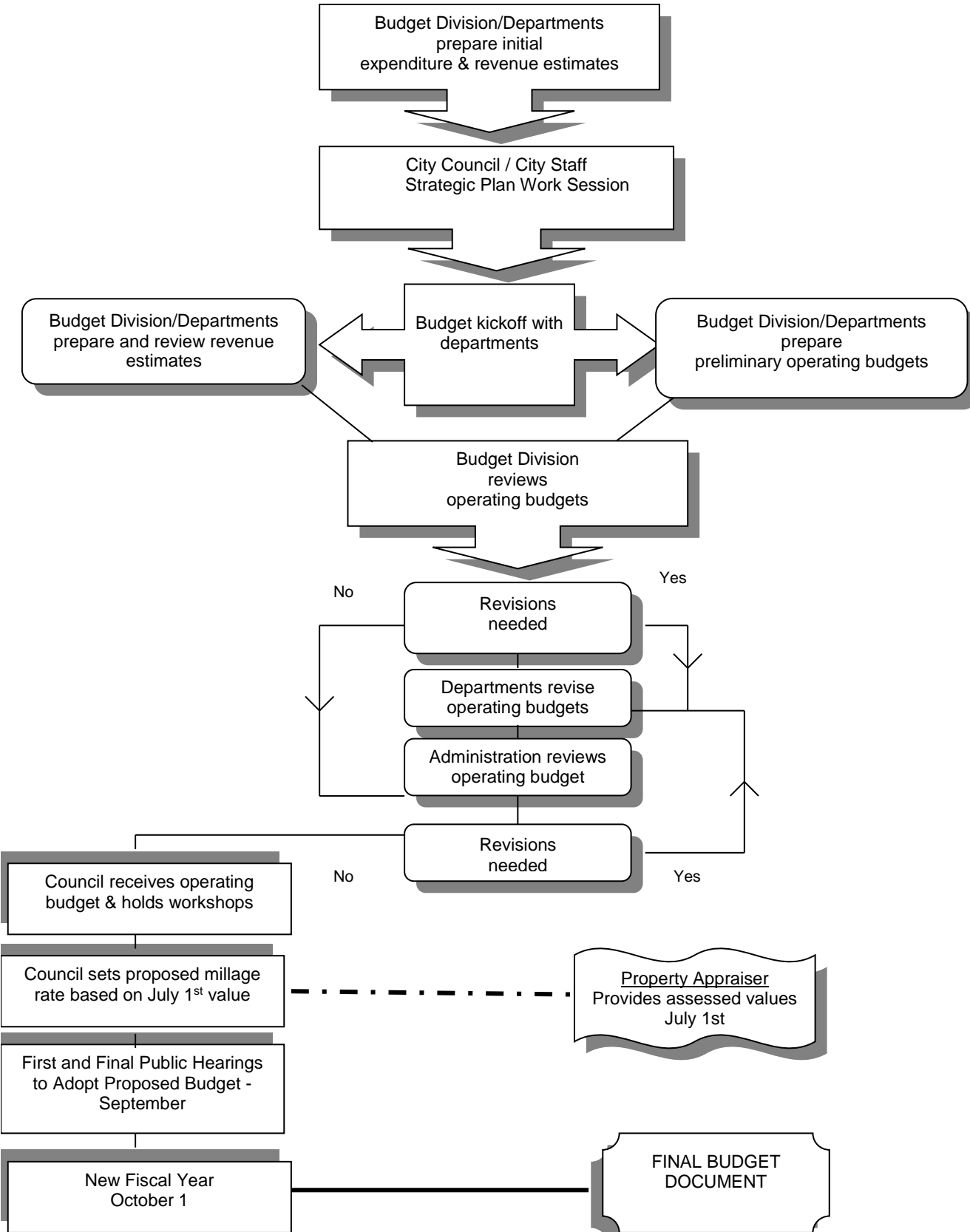
The budget presents the City's fiscal resources through a process of needs analysis, service delivery priorities and contingency planning. The document includes the current and long-term debt obligations, list of major projects (including an asset improvement plan) and the basis of budgeting for all 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 2016									FY 2017		
	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC
Strategic Plan Update			X									
Budget Packages and Policy Guidelines sent to Departments		X										
Department Preparation			X									
Budget Workshops, Final Review Development of City Manager's Proposed Budget				X	X	X	X					
City Manager's Proposed Budget Presented to City Council							X					
City Council Adopts Proposed Millage Rate							X					
Review of City Manager's Proposed Budget by Budget Review Committee							X	X				
City Council Workshops								X				
City Council conducts two public hearings on proposed budget and proposed millage									X			
City Council Adopts FY 2017 Budget									X			
Final Document Publication											X	X
Research Financial Trends and Develop FY 2018 - 2023 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)

### **August**

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

Property Appraiser mails TRIM notices to all property owners.

### **September – Public Hearings**

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

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



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must contain a summary of the budget, all millage rates, and tax increase percentages over the rolled back rate millage. The final budget and millage levies are adopted at the second public hearing.

**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 six years of the program. A proposed update of the six-year Asset Improvement Program is presented during annual budget review. The proposed update is reviewed and modified by the departments. The first year of the updated Asset Management Program as modified is integrated into the proposed annual budget. When the final budget is adopted, the final update of the six-year Asset Management Program is produced.

**Budget Amendment Policy**

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

**Basis of Budgeting**

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

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

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

**Basis of Accounting**

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

All governmental funds, expendable trust funds, and agency funds are accounted for using a current financial resources measurement focus. With this measurement focus, only current assets and current liabilities are included on the balance sheet. The modified accrual basis of accounting is used by these fund types. Under the modified accrual basis of accounting, revenues are recognized when they become

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

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

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## **FINANCIAL MANAGEMENT POLICIES**

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

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

### **BUDGET MANAGEMENT**

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

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

**ECONOMIC RESOURCES**

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

**OPERATING MANAGEMENT**

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

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

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

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

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

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

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

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

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

**DEBT AND TREASURY MANAGEMENT**

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

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

**ACCOUNTS MANAGEMENT & FINANCIAL PLANNING**

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

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

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

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

**FUND DESIGNATIONS**

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

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

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

**C. DEBT SERVICE FUND**

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

**D. CAPITAL IMPROVEMENT FUNDS**

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



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**E. ENTERPRISE FUNDS**

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

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

**F. INTERNAL SERVICE FUNDS**

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

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

**G. PENSION TRUST FUNDS**

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

**H. AGENCY FUNDS**

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

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

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

**FUND BALANCE**

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

A.      General Fund:    Minimum Amount \*

1.      Unassigned:                      2 months operating expenditures

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

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

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

B.      Water & Sewer:

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

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

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

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

**A. DEFINITIONS**

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

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

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

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

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

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

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

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

**B. PURPOSE**

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

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

This Fund Balance Policy establishes:

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

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**C. FUND BALANCE POLICY (GENERAL FUND)**

**1. RESTRICTED FUND BALANCE**

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

**2. COMMITTED FUND BALANCE**

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

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

**3. ASSIGNED FUND BALANCE**

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

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

**4. NON-SPENDABLE FUND BALANCE**

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

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**5. MINIMUM LEVEL OF UNASSIGNED FUND BALANCE**

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

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

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

**D. RESERVATIONS OF FUND BALANCE (GENERAL FUND)**

**1. COMMITTED FUND BALANCE**

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

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

**2. ASSIGNED FUND BALANCE**

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

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

**E. BUDGETING**

**1. APPROPRIATION OF UNRESTRICTED FUND BALANCE**

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

**2. ESTIMATED FUND BALANCE**

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

**F. SPENDING ORDER OF FUND BALANCES**

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

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G. ANNUAL REVIEW AND DETERMINATION OF FUND BALANCE POLICY

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

H. ADDITIONAL INFORMATION, REQUIREMENTS/RESPONSIBILITIES

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



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**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 2017-2019 Adopted Budget includes:

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

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

**Actions & Status**

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

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

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

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

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

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

*Status: A stormwater cost recovery study was completed during FY 2015 by an outside consultant. Rate increases are included in the FY 2017 – 2019 budget.*

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

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

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

*Status: Minor funds are reviewed by internal staff.*

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

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

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

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

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**FUND DESCRIPTIONS**

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

**GOVERNMENTAL FUND TYPES**

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

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

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

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

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

**PROPRIETARY FUND TYPES**

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

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

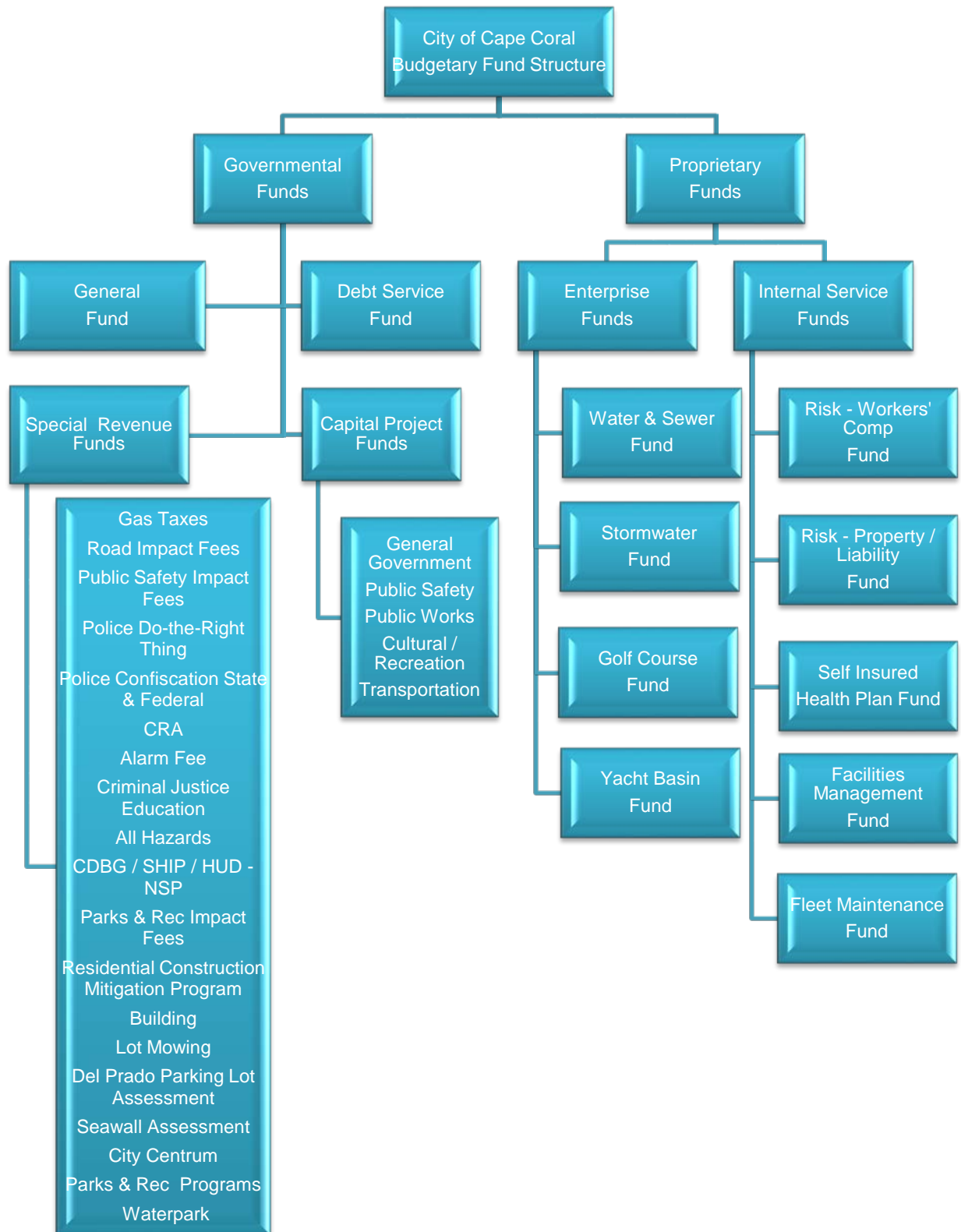
**Internal Service Funds** - Account for the financing of goods or services provided by one department or agency to other departments or agencies of the governmental unit, on a cost reimbursement basis.

**FIDUCIARY FUND TYPES**

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

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**Fund Structure**

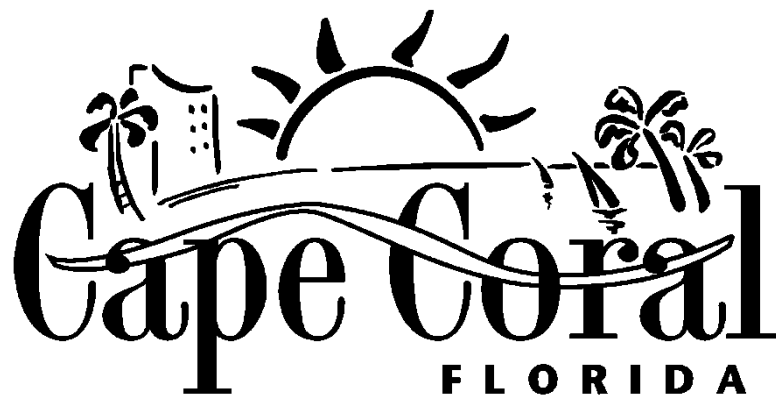


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## Department and Fund Relationships

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

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STRATEGIC PLANNING

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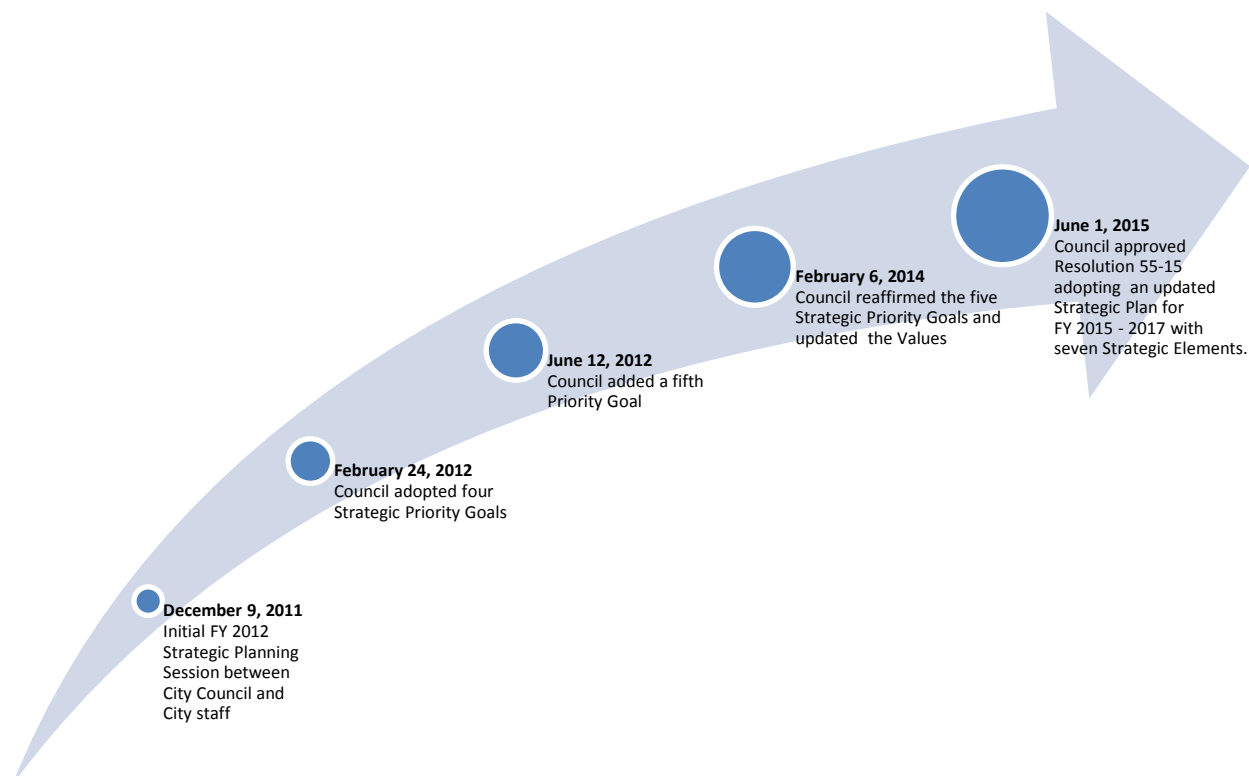
## Strategic Plan Summary

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

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

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

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





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

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

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

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

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

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

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

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RESOLUTION 55 - 15

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

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

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

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

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

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

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

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

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

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

  
MARNI L. SAWICKI, MAYOR

VOTE OF MAYOR AND COUNCILMEMBERS:

SAWICKI  
BURCH  
CARIOSCIA  
NESTA  
LEON  
ERBRICK  
WILLIAMS  
DONNELL

Aye  
Aye  
Aye  
Aye  
Aye  
Aye  
Aye  
Aye

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

  
for REBECCA VAN DEUTEKOM  
CITY CLERK

APPROVED AS TO FORM:

  
DOLORES D. MENENDEZ  
CITY ATTORNEY  
res/Strategic Plan

**DRAFT DOCUMENT ONLY**

**PENDING FURTHER REVISIONS  
AND COUNCIL APPROVAL**



# **STRATEGIC PLAN**

## **Fiscal Years 2017-2019**

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

## **CITY OF CAPE CORAL MISSION, VISION AND VALUES**

### **MISSION**

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

### **VISION**

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

### **VALUES**

#### **INTEGRITY**

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

#### **EMPATHY**

We will be compassionate to others.

#### **TEAMWORK**

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

#### **CUSTOMER SATISFACTION**

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

#### **QUALITY OF LIFE**

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

#### **FINANCIAL ACCOUNTABILITY**

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

#### **COMMUNICATION**

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

# Strategic Plan Elements and Initiatives

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

### INITIATIVE A.1: **Increase recruitment of new businesses to the City**

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

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

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

#### Action Steps:

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

**City of Cape Coral, Florida**  
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<b>ELEMENT A: INCREASE ECONOMIC DEVELOPMENT AND REDEVELOPMENT IN THE CITY.</b>								
<b>Strategic Initiative A.1: Increase recruitment of new business to the City.</b>								
<b>Key Performance Indicator(s)</b>	<b>Dept</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Target</b>	<b>FY 2017 Estimate</b>	<b>FY 2018 Estimate</b>	<b>FY 2019 Estimate</b>	<b>3 - 5 Yr Goal</b>
<b>1. Objective: Determine the feasibility of developing the P3 Athletic Training Complex and Athletic Suites</b>								
Project determined feasible (Y/N)	P&R	TBD	TBD	TBD	TBD	TBD	TBD	TBD
<b>2. Objective: Develop Club Square</b>								
% Completion of Club Square project development cycle	City Manager EDO/ DCD	0%	0%	10%	30%	50%	60%	60%
<b>3. Objective: Increase the number of businesses, job creation and investment, thereby creating a more positive image, and stabilize the tax base of the City</b>								
# of New construction & renovation projects	City Manager EDO	135	163	180	145	150	150	715
Dollar value of new projects	City Manager EDO	\$10,544,500	\$19,068,436	\$11,500,000	\$11,500,000	\$12,000,000	\$12,500,000	\$56,000,000
# of New jobs created	City Manager EDO	1,650	2,026	1,800	1,800	1,900	1,900	8,850
# of New businesses	City Manager EDO	1300	1596	1550	1700	1850	1700	7800
Increase in commercial assessed values	City Manager EDO	\$8,918,183	\$35,458,131	\$12,842,184	\$15,410,620	\$18,492,744	\$16,000,000	\$66,365,500
# of Recruitment events	City Manager EDO	18	31	30	35	40	40	143
# of Incentives provided	City Manager EDO	1	1	4	6	8	6	20
Dollar value of incentives provided	City Manager EDO	\$29,000	\$46,500	\$200,000	\$350,000	\$500,000	\$400,000	\$1,129,000
<b>4. Continue to support City Council/Mayor for special projects such as community planning, land acquisition planning, public/private partnerships and master planning.</b>								
Begin the following projects in FY 15 & complete in FY 16:	DCD Planning							
Community Visioning: % Complete	DCD Planning	N/A	On Hold	On Hold	N/A	N/A	N/A	N/A
Parks Master Plan: % Complete	DCD Planning	N/A	10%	100%	N/A	N/A	N/A	N/A
LUDR: Rewrite % Complete	DCD Planning	N/A	25%	75%	N/A	N/A	N/A	N/A
Seven Islands/NW Area: % Complete	DCD Planning	N/A	25%	100%	N/A	N/A	N/A	N/A
Hearing Examiner: % Complete	DCD Planning	N/A	25%	100%	100%	100%	N/A	100%
Bimini Basin: % of Visioning Complete	DCD Planning	N/A	20%	100%	N/A	N/A	N/A	N/A

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

Champion(s): City Manager, EDO, DCD

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

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

**Action Steps:**

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

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ELEMENT A: INCREASE ECONOMIC DEVELOPMENT AND REDEVELOPMENT IN THE CITY.								
Strategic Initiative A.2: Increase retention and expansion of existing businesses in the City.								
Key Performance Indicator(s)	Dept	FY 2014 Actual	FY 2015 Actual	FY 2016 Target	FY 2017 Estimate	FY 2018 Estimate	FY 2019 Estimate	3 - 5 Yr Goal
<b>1. Objective: Enhance redevelopment in the City by streamlining Land</b>								
Rate of turn around for special exceptions, variances, deviation, appeals	DCD Planning	38.20	44.00	30.00	30.00	30.00	30.00	30.00
Time for initial review for PDP's (days)	DCD Planning	4.58	9	8	8	8	8	8
Customer wait time average at permit counter (minutes)	DCD Building	17	17	<15	<15	<15	<18	<15
Review time for misc. permits (days)	DCD Building	7	<7	<7	<7	<7	<7	<7
Review time for residential permits (days)	DCD Building	10	<8	<8	<8	<8	<8	<8
Review time for commercial permits (days)	DCD Building	10	<10	>8	<8/10	<8/10	<8/10	<8/10
Completion of inspections on requested date	DCD Building	93%	92%	<95%	<95%	<95%	<95%	95%
Proactive enforcement rate	DCD Code	72%	65%	58%	55%	57%	58%	60%
Call response time for high priority calls (hours)	DCD Code	N/A	1	1	1	1	1	1
Call response time for standard calls (business days)	DCD Code	3	3	2	1	1	1	1
Time to accept application, review and comment (business days)	DCD Dev Svcs	6	8	8	<8	<8	<8	<8
Turnaround time for permits processed by Development Services (days)	DCD Dev Svcs	5	7	6	<6	<6	<6	<6
<b>2. Create a positive business climate where existing businesses know</b>								
# of Renovation & expansion projects	City Manager EDO	120	119	130	135	135	140	650
Dollar value of renovation & expansion projects	City Manager EDO	\$11,178,888	\$14,587,356	\$12,700,000	\$13,500,000	\$14,000,000	\$13,000,000	63,378,888
# of Jobs created due to expansion	City Manager EDO	547	637	621	661	685	575	3,101
<b>3. Objective: Create a positive business climate where growing businesses can obtain support and program based assistance thereby increasing</b>								
# of Organizational relationships established	City Manager EDO	31	39	40	43	47	45	47
# of Business retention outreach visits	City Manager EDO	574	616	800	800	800	800	3524



## **ELEMENT B: ENHANCE FINANCIAL SUSTAINABILITY DURING ALL ECONOMIC TIMES**

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

Champion(s): City Manager, FINANCE DEPARTMENT

STAKEHOLDERS: RESIDENTS, CITY COUNCIL, CITY STAFF, AND RATING AGENCIES

DESIRED OUTCOME: DEVELOP, PRESENT, AND HAVE ADOPTED A FULLY-BALANCED BUDGET THAT MAINTAINS ADEQUATE LEVELS OF RESERVES WHILE PROVIDING CORE SERVICES TO INCLUDE PLANS THAT ADDRESS THE CAPITAL AND INFRASTRUCTURE REQUIREMENTS FOR PROVIDING THOSE CORE SERVICES.

### **Action Steps:**

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

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<b>ELEMENT B: ENHANCE FINANCIAL SUSTAINABILITY DURING ALL ECONOMIC TIMES.</b>								
<b>Strategic Initiative B.1: Develop a balanced multi-year budget which provides the City's core services, capital assets and infrastructure, maintains appropriate reserves and debt service levels, and protects the City's credit</b>								
<b>Key Performance Indicator(s)</b>	<b>Dept</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Target</b>	<b>FY 2017 Estimate</b>	<b>FY 2018 Estimate</b>	<b>FY 2019 Estimate</b>	<b>3 - 5 Yr Goal</b>
<b>1. Objective: Annually prepare and present a multi-year budget to Council for its consideration</b>								
Annual 3 year budget adopted	Finance	Yes	Yes	Yes	Yes	Yes	Yes	Yes
<b>2. Objective: Annually present a final year-end report</b>								
Issue City's annual CAFR with an unqualified auditor opinion and no material weaknesses identified	Finance	Yes	Yes	Yes	Yes	Yes	Yes	Yes
<b>3. Objective: Regularly meet with credit rating agencies (Moody's, Fitch, etc.), underwriters and financial advisor to inform them on the status of the City's finances and any changes in policy or future plans.</b>								
All credit ratings maintained or improved annually	Finance	Yes	Yes	Yes	Yes	Yes	Yes	Yes
<b>4. Objective: Update the City's financial policies; Amend the current Financial Policy Resolution as necessary and obtain Council approval to include new or revised sources/uses.</b>								
Operating reserves maintained at or above the 2 month operating regular non-reoccurring operating expenses.	Finance	Yes	Yes	Yes	Yes	Yes	Yes	Yes
<b>5. Objective: Implement action plan for all audit findings identified through our internal and external auditors</b>								
Meet the deadlines for completion of items identified in audit plan to address audit findings	Finance	Yes	Yes	Yes	Yes	Yes	Yes	Yes

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

Champion(s): City Manager, Finance Department

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

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

**Action Steps:**

- Maintain reliance and dependency on ad valorem tax receipts at or below 58% of annual general fund revenue sources excluding balances brought forward.
- Compare Franchise Agreement LCEC and MEU for best electric service provision in City.

<b>ELEMENT B: ENHANCE FINANCIAL SUSTAINABILITY DURING ALL ECONOMIC TIMES.</b>									
<b>Strategic Initiative B.2: Diversify the City's finances in order to address the Council's priorities each fiscal year.</b>									
<b>Key Performance Indicator(s)</b>	<b>Dept</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Target</b>	<b>FY 2016 Estimate</b>	<b>FY 2017 Estimate</b>	<b>FY 2018 Estimate</b>	<b>FY 2019 Estimate</b>	<b>3 - 5 Yr Goal</b>
<b>1. Maintain reliance and dependency on ad valorem tax receipts at or below 58% of annual General Fund revenue sources excluding balances brought forward</b>									
Ad Valorem receipts as percentage of total General Fund revenue sources excluding balances brought forward	Finance	53%	48%	50%	50%	50%	50%	50%	50%
<b>2. Objective: Develop competing alternatives for municipalizing the City's electric utility versus extending the franchise agreement with LCEC.</b>									
% Complete	City Manager	25%	50%	75%	75%	100%	N/A	N/A	N/A

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

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

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

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

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

### **ACTION STEPS:**

- Continue to secure FDEP SRF project funding
- Utilities Master Plan for North 1 and North 2
- North 2 Project Design and Assessment Completion
- North 2 Project Construction Completion
- North 1 Project Design and Assessment
- North 1 Project Construction
- Utilities Master Plan for North 3 through North 8 with focus on areas for proposed businesses
- Evaluate fiber optics and traffic calming opportunities in conjunction with UEP Projects

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<b>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.</b>									
<b>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.</b>									
	<b>Key Performance Indicator(s)</b>	<b>Dept</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Target</b>	<b>FY 2017 Estimate</b>	<b>FY 2018 Estimate</b>	<b>FY 2019 Estimate</b>	<b>3 - 5 Yr Goal</b>
<b>1.</b>	<b>Objective: Secure FDEP SRF Project Funding</b>								
	% of Funds Secured	City Manager UEP	100%	N/A	50%	100%	N/A	N/A	100%
<b>2.</b>	<b>Objective: Utilities Master Plan for North 1 and North 2</b>								
	Utilities Master Plan % of completion	City Manager UEP	N/A	100%	N/A	N/A	N/A	N/A	100%
<b>3.</b>	<b>Objective: North 2 Project Design and Assessment completion</b>								
	North 2 Project Design & Assessment % of completion	City Manager UEP	N/A	40%	100%	N/A	N/A	N/A	100%
<b>4.</b>	<b>Objective: North 2 Project Construction Completion</b>								
	North 2 Project Construction & Final Completion % of completion	City Manager UEP	N/A	N/A	30%	90%	100%	N/A	100%
<b>5.</b>	<b>Objective: North 1 Project Design</b>								
	North 1 Project Design % of completion	City Manager UEP	N/A	N/A	20%	80%	100%	N/A	100%
<b>6.</b>	<b>Objective: North 1 Project Construction</b>								
	North 1 Project Construction % of completion	City Manager UEP	N/A	N/A	N/A	N/A	30%	100%	100%
<b>7.</b>	<b>Objective: Utilities Master Plan for North 3 through North 8</b>								
	% of Completion	City Manager UEP	N/A	N/A	50%	100%	N/A	N/A	100%

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

Champion(s): Respective Departments, Financial Services Department

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

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

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

*CHAMPION: UTILITIES DEPARTMENT*

*STAKEHOLDERS: CITY STAFF, COUNCIL MEMBERS, CURRENT & FUTURE UTILITY RATEPAYERS, BOND HOLDERS, LOCAL BUSINESSES, ENGINEERING FIRMS AND CONSTRUCTION-RELATED INDUSTRY, FLORIDA DEPARTMENT OF ENVIRONMENTAL PROTECTION, CITY OF FT. MYERS, SOUTHWEST FLORIDA REGIONAL PLANNING COUNCIL, CHARLOTTE HARBOR NATIONAL ESTUARY PROGRAM, LEE COUNTY, AND SOUTH FLORIDA WATER MANAGEMENT DISTRICT.*

*DESIRED OUTCOME: CONSTRUCT A RECLAIMED WATER RIVER CROSSING THAT ALLOWS THE CITY TO RECEIVE RECLAIMED WATER FROM THE CITY OF FT. MYERS THEREBY INCREASING CAPE CORAL'S IRRIGATION WATER CAPACITY WHILE IMPROVING THE WATER QUALITY OF THE CALOOSAHATCHEE RIVER BY ELIMINATING THE NEED FOR FT. MYERS' CURRENT WASTEWATER DISCHARGE INTO THE RIVER. DESIGN AND PERMIT AQUIFER STORAGE AND RECOVERY (ASR) WELL SURFACE FACILITIES.*

**ACTION STEPS:**

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

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<b>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.</b>								
<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.</b>								
<b>Key Performance Indicator(s)</b>	<b>Dept</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Target</b>	<b>FY 2017 Estimate</b>	<b>FY 2018 Estimate</b>	<b>FY 2019 Estimate</b>	<b>3 - 5 Yr Goal</b>
1. <b>Objective: Begin work on at least 80% of authorized capital projects within the fiscal year the project was funded</b>								
Percentage of capital projects started in the funded fiscal year	Utilities	31%	38%	50%	50%	60%	65%	80%

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

Champion: Public Works Department

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

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

Action Steps:

- Provide annual updates on 5 year paving plan for local roads, major roads
- Bid Opening Phase II (Subject to FSA)
- Department Recommendation Phase II (Subject to FSA)
- Council Consideration/Award Contract Phase II (Subject to FSA)
- Issue Notice to Process Phase II (Subject to FSA)
- Implement annual paving plan for major and local roads
- Implement annual sidewalk plan
- Initiate and complete the City's Bicycle Pedestrian Master Plan
- Determine the feasibility of expanding LeeTran Routes in Cape Coral towards Burnt Store Road
- Maintain the level of services of the bridges over the Caloosahatchee River servicing Cape Coral (Cape Coral Bridge, Midpoint Bridge, US41)
- Expand and enhance Median Beautification



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	ELEMENT C: INVEST IN COMMUNITY INFRASTRUCTURE INCLUDING UTILITIES EXPANSION IMPROVEMENTS TO ENHANCE THE CITY'S ABILITY TO MEET THE NEEDS OF ITS CURRENT AND FUTURE RESIDENTS AND BUSINESSES.								
	Strategic Initiative C.2.b: Develop a master plan for an on-going Transportation Program. This includes determining a sustainable funding source related to this effort to maintain the City's existing transportation network.								
	Key Performance Indicator(s)	Dept	FY 2014 Actual	FY 2015 Actual	FY 2016 Target	FY 2017 Estimate	FY 2018 Estimate	FY 2019 Estimate	3 - 5 Yr Goal
1.	Objective: Implement Annual Paving Plan for major and local roads								
	Annual Paving Plan % of completion	Public Works	65%	16%	100%	100%	100%	100%	100%
2.	Objective: Implement Annual Sidewalk Plan								
	Annual Sidewalk Plan % of completion	Public Works	90%	100%	90%	100%	100%	100%	100%
3.	Objective: Determine the feasibility of expanding LeeTran Routes in Cape								
	Route Expansion determined feasible? (Y/N)	Public Works	N/A	N/A	N/A	N/A	N/A	N/A	N/A
4.	Objective: Maintain the level of service of the bridges over the Caloosahatchee River servicing Cape Coral								
	Level of Service Rating E/D (1)	Public Works	C/A (2)	CC Bridge - C Midpoint B	N/A	N/A	N/A	N/A	C/A
(1)	E/D = Cape Coral Bridge Adopted Level of Service (LOS) "E" Midpoint Bridge Adopted Level of Service (LOS) "D" 2015 Source: Concurrency Report (Lee								
(2)	Per LCDOT AADT Counts								
5.	Objective: Expand and enhance median beautification								
	Miles of median beautified	Public Works	N/A	N/A	2.0 Mi	2.5 Mi	2.5 Mi	2.5 Mi	7.5 Mi

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**INITIATIVE C.2C: Stormwater Master Plan**

Champion: Public Works Department

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

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

Action Steps:

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

Strategic Initiative C.2.c: Stormwater Master Plan									
	Key Performance Indicator(s)	Dept	FY 2014 Actual	FY 2015 Actual	FY 2016 Target	FY 2017 Estimate	FY 2018 Estimate	FY 2019 Estimate	3 - 5 Yr Goal
1.	<b>Objective: Update stormwater fee rate analysis</b>								
	% of Update completed	Public Works	N/A	100%	100%	N/A	N/A	100%	N/A
2.	<b>Objective: Determine if stormwater fees are cost effective for business owners and conduct an analysis with rate consultant</b>								
	Fees are cost effective (Y/N)	Public Works	Y	Y	Y	Y	Y	Y	Y

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**INITIATIVE C.2D: Parks Master Plan**

Champion: Parks and Recreation Department

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

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

**Action Steps:**

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

Strategic Initiative C.2.d: Parks Master Plan									
Key Performance Indicator(s)	Dept	FY 2014 Actual	FY 2015 Actual	FY 2016 Target	FY 2017 Estimate	FY 2018 Estimate	FY 2019 Estimate	3 - 5 Yr Goal	
1. Objective: Update Parks Master Plan									
% Completed	P&R	NA	10%	100%	N/A	N/A	100%	100%	
% of Parks Master Plan Implemented	P&R	NA	N/A	N/A	2%	2%	4%	4%	

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**INITIATIVE C.2E: Public Safety Facility Master Plan**

*CHAMPION(S): POLICE DEPARTMENT, FIRE DEPARTMENT*

*STAKEHOLDERS: RESIDENTS, VISITORS, CITY COUNCIL, AND CITY STAFF*

*DESIRED OUTCOME: CREATE A MASTER PLAN THAT PROVIDES PUBLIC SAFETY FACILITIES TO BE STRATEGICALLY PLACED THROUGHOUT THE CITY TO ACHIEVE SERVICE LEVELS BASED ON INDUSTRY STANDARDS TO INCLUDE FIRE STATIONS, POLICE SUBSTATIONS, AND ASSOCIATED TRAINING FACILITIES.*

**Action Steps:**

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

Strategic Initiative C.2.e: Public Safety Facility Master Plan									
	Key Performance Indicator(s)	Dept	FY 2014 Actual	FY 2015 Actual	FY 2016 Target	FY 2017 Estimate	FY 2018 Estimate	FY 2019 Estimate	3 - 5 Yr Goal
1.	<b>Objective: Develop a Facility Master Plan for the Fire Department</b>								
	% of Plan completed	Fire	20%	30%	40%	70%	80%	90%	100%
2.	<b>Objective: Implement a Medical Priority Dispatch Plan to maximize the Cape Coral Fire Department's resources</b>								
	% of Plan implemented	Fire	25%	50%	75%	100%	100%	100%	100%
3.	<b>Objective: Complete Public Safety Training Facility Master Plan</b>								
	% of Plan completed	Police/ Fire	0%	20%	100%	100%	100%	100%	100%

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**Initiative C.2f: Economic Development Master Plan**

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

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

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

Action Steps:

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

	Strategic Initiative C.2.f: Economic Development Master Plan								
	Key Performance Indicator(s)	Dept	FY 2014 Actual	FY 2015 Actual	FY 2016 Target	FY 2017 Estimate	FY 2018 Estimate	FY 2019 Estimate	3 - 5 Yr Goal
1.	Objective: Create Economic Development Master Plan								
	% Completed	City Manager EDO	0%	0%	100%	100%	100%	100%	100%
	Develop target areas to attract key development: %	City Manager EDO / DCD	10%	20%	50%	60%	70%	75%	70%
2.	Objective: Re-visit the plan annually to ensure work plans are achieving								
	% of Plan Implemented	City Manager EDO	0%	0%	0%	25%	35%	40%	35%

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

**INITIATIVE D.1: Emphasize the City’s success and positive attributes**

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

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

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

**Action Steps:**

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

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<b>Strategic Initiative D.1: Emphasize the City's successes and positive attributes.</b>									
	<b>Key Performance Indicator(s)</b>	<b>Dept</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Target</b>	<b>FY 2017 Estimate</b>	<b>FY 2018 Estimate</b>	<b>FY 2019 Estimate</b>	<b>3 - 5 Yr Goal</b>
<b>1.</b>	<b>Objective: Publish quarterly community newsletter and distribute to all residents and businesses highlighting City programs and accomplishments</b>								
	# of Newsletters distributed to residents	City Mgr PIO	N/A	N/A	71,000	72,000/qtr	73,000/qtr	73,000/qtr	100%
	# of Newsletters distributed to businesses	City Mgr PIO	N/A	N/A	3,500	3,600/qtr	3,700/qtr	3,700/qtr	100%
<b>2.</b>	<b>Objective: Use City's social media tools (specifically Facebook) to publicize successes</b>								
	# of People reached via Facebook posts	City Mgr PIO	N/A	N/A	70%	2,500/wk	2,500/wk	2,500/wk	80%
<b>3.</b>	<b>Objective: Provide "good news" options to the media</b>								
	# of "Good News" stories provided	City Mgr PIO	N/A	N/A	26	26/yr	26/yr	26/yr	100%
<b>4.</b>	<b>Objective: Weekly press released highlighting areas of success or successful endeavors</b>								
	# of press releases	City Mgr PIO	N/A	N/A	52	52/yr	52/yr	52/yr	100%

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

Champion(s): City Manager, City Council

Stakeholders: Citizens, Employees, Elected Officials, Media

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

**Action Steps:**

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



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<b>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.</b>							
<b>Strategic Initiative D.2: Provide an open government, accountability and transparency to increase public trust and understanding.</b>							
<b>Key Performance Indicator(s)</b>	<b>Dept</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Actual</b>	<b>FY 2017 Estimate</b>	<b>FY 2018 Estimate</b>	<b>FY2019 Estimate</b>	<b>3 - 5 Yr Goal</b>
<b>1. Objective: Extend Electronic Permitting to encompass additional permit types</b>							
% of Residential Permit Applications that are electronic	DCD / ITS	17.0%	16.0%	43%	48%	50%	50%
% utilization of available electronic permit types	DCD / ITS	30.6%	69.4%	75%	75%	75%	75%
% of Permit types that were applied for that can be applied for electronically	DCD / ITS	8.9%	26.8%	35%	40%	50%	40%
<b>2. Objective: Implement Electronic Plan Review</b>							
# Types available at end of period	DCD / ITS	0	3	18	20	20	<20
<b>3. Objective: Implement CRW CivicTRAK for the one year trial period authorized by Council</b>							
% of Implementation completed	ITS	N/A	100%	N/A	N/A	N/A	N/A
<b>4. Objective: Maintain Munetrix Municipal Benchmarking application</b>							
% of Maintenance completed	Finance / ITS	N/A	100%	100%	100%	100%	100%
<b>5. Objective: Digitize 270 boxes of residential/commercial permits, 60 boxes of plans, 90 boxes of miscellaneous permits and 922 rolled plans and blueprints that are currently stored offsite</b>							
% of Permits, plans and blueprints digitized	City Clerk	N/A	30%	N/A	N/A	N/A	N/A
<b>6. Objective: Increase civic engagement and access to information</b>							
# of Followers, likes & email opt-in's	P&R	FB P & R 1867-2697, 830 FB Sun Splash 11468-14785, 3317 FB Coral Oaks 615-765, 150 Constant Contact 11601-13949, 2348	<b>FB likes P&amp;R: Beg 2701, End 4009; Diff 1308 +48%; FB SS: Beg 14790, End 17903, Diff 3113 +21%; FB</b>	Social Media-increase 15%  email increase 10%	Social Media-increase 15%  email increase 10%	Social Media-increase 15%  email increase 10%	Social Media-increase 15%  email increase 10%

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7. Objective: Use social media tools to provide information and access to the citizens (Facebook, Ustream)								
	# of Likes	City Mgr PIO	N/A	N/A	4,500	5,000	5,000	100%
	# Programs Broadcast via Ustream (DaCast)	City Mgr PIO	N/A	N/A	100/yr	100/yr	100/yr	100%
8. Objective: Conduct biennial Citizen Survey to seek input from the community								
	% of Survey respondents who rated City services as <i>Good</i> or <i>Excellent</i> in most recent survey	City Mgr PIO	N/A	63%	75%	N/A	N/A	100%
9. Objective: Use social media tools to engage citizens (e.g. chats)								
	# of chats hosted	City Mgr PIO	N/A	2	4	4	4	100%
10. Objective: Provide online Q&A outlet for citizens								
	# of inquiries answered on online support center	City Mgr PIO	N/A	436	500/yr	500/yr	500/yr	100%
11. Objective: Engage current and potential members of all volunteer boards								
	Average applicants per number of open board positions	City Clerk	85%	90%	100%	105%	110%	110%

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

Champion(s): City Manager, All Departments

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

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

Action Steps:

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

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<b>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.</b>									
<b>Strategic Initiative D.3: Establish and maintain proactive partnerships with community, organizations and external governmental agencies.</b>									
	<b>Key Performance Indicator(s)</b>	<b>Dept</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Target</b>	<b>FY 2017 Estimate</b>	<b>FY 2018 Estimate</b>	<b>FY 2019 Estimate</b>	<b>3 - 5 Yr Goal</b>
1.	<b>Objective: Determine the feasibility of negotiating inter-local agreement between Florida Governmental Utility Authority and/or Lee County and the City of Cape Coral for reclaimed water inter-connect and begin final engineering design and permitting</b>								
	Project determined feasible (Y/N)	Utilities	Yes	No	No	No	No	No	No
2.	<b>Objective: Continue to provide support for the Community Redevelopment Area Board</b>								
	# of Tasks assigned	DCD Planning	8	3	4	2	2	1	2
	% of Tasks completed	DCD Planning	100%	100%	100%	100%	100%	100%	100%
3.	<b>Objective: Continue to provide support for the Regional Planning Council</b>								
	# of Tasks assigned	DCD Planning	0	1	1	1	1	1	1
	% of Tasks completed	DCD Planning	0	100%	100%	100%	100%	100%	100%
4.	<b>Objective: Continue to maintain business relationships with the CCCIA along with the Chamber of Commerce, the Cape Coral Realtors Association and local business leaders.</b>								
	% Increase/decrease in # of functions and committee meetings participated in	DCD Building	100%	100%	100%	100%	100%	100%	100%
	% Increase/decrease	DCD	100%	100%	100%	100%	100%	100%	100%
5.	<b>Objective: Continue our community outreach programs through community presentations, participation in community events and educational opportunities</b>								
	% Increase/decrease in educational opportunities provided through community outreach	DCD Code	12%	25%	42%	58%	75%	80%	100%
6.	<b>Objective: Continue speaking engagements with state associations, realtor associations, community groups and neighborhood associations</b>								
	% Increase/decrease in scheduled engagements	All Depts	N/A	75%	50%	50%	50%	80%	80%
7.	<b>Objective: Continue to partner with the volunteer groups</b>								
	% Increase/decrease in # of volunteers	DCD Code	25%	80%	100%	300%	400%	400%	500%
	% of Violations abated as a result of voluntary compliance	DCD Code	96%	N/A	96%	96%	96%	75%	98%

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

CHAMPION(S): CITY MANAGER, HUMAN RESOURCES

STAKEHOLDERS: CITY STAFF, CITY COUNCIL

DESIRED OUTCOME: PROMOTE AND CONTINUE A POSITIVE AND PROACTIVE WORK ENVIRONMENT WITHIN THE CITY IN ORDER TO CREATE AND MAINTAIN GOOD WORKING RELATIONSHIPS.

**ACTION STEPS:**

- ENHANCE EMPLOYEE RECOGNITION PROGRAMS
- Development of employees to enhance skills, overall engagement, and internal networking. Strengthening internal relationships
- IMPLEMENT A LEARNING AND GROWTH MANAGEMENT SYSTEM
- RETAIN AND ATTRACT TALENTED EMPLOYEES FOR THE CITY

<b>Strategic Initiative D.4: Develop a culture of professionalism to retain and attract talented employees</b>								
<b>Key Performance Indicator(s)</b>	<b>Dept</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Target</b>	<b>FY 2017 Estimate</b>	<b>FY 2018 Estimate</b>	<b>FY 2019 Estimate</b>	<b>3 - 5 Yr Goal</b>
<b>Objective: Enhance Employee Recognition Programs</b>								
Conduct meetings to review programs in place and discuss implementation of new programs (Y/N)	HR	N/A	Y	Y	Y	Y	Y	Y
% of Programs implemented from meetings	HR	N/A	>80%	>80%	>80%	>80%	>80%	>80%
<b>Objective: Development of employees to enhance skills, overall engagement, and internal networking. Strengthen internal relationships. Leadership.</b>								
Develop committee to hold strategic review meetings to implement or renew programs (Y/N)	HR	N/A	Y	Y	Y	Y	Y	Y
% of Programs implemented or renewed	HR	100%	100%	>80%	100%	100%	100%	100%
<b>Objective: Implement a Learning and Growth Management System</b>								
% implemented	HR	N/A	N/A	100%	N/A	N/A	N/A	N/A
<b>Objective: Retain and attract talented employees for the City</b>								
Days to fill position openings	HR	42	<43	<43	<43	<43	<43	<43
% of Applicants who meet minimum job qualifications	HR	58%	58%	>50%	>50%	>50%	>50%	>50%

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

### INITIATIVE E.1A: **Traffic Safety**

Champion: Police Department

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

Desired Outcome: Implement strategies to enhance service delivery in order to promote traffic safety.

#### Action Steps:

- Obtain authorized staffing levels for dedicated traffic officers and patrol officers to increase pro-active traffic enforcement operations
- Continue to explore funding options for traffic safety equipment and personnel costs of officers involved in traffic enforcement operations.

	Strategic Initiative E.1.a Traffic Safety								
	Key Performance Indicator(s)	Dept	FY 2014 Actual	FY 2015 Actual	FY 2016 Target	FY 2017 Estimate	FY 2018 Estimate	FY2019 Estimate	3 - 5 Yr Goal
1. Objective: Obtain authorized staffing levels for dedicated traffic officers and patrol officers to increase pro-active									
	Personnel Allocation	Police	N/A	N/A	N/A	TBD	TBD	TBD	TBD
2 Objective: Continue to explore funding options for traffic safety equipment and personnel costs of officers involved in									
	Number of Grants	Police	N/A	3/3	5	5	5	5	>5

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**INITIATIVE E.1B: Public Safety Capital Asset Plan**

Champion: Fire Department

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

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

Action Steps:

- Implementation of a Fire Master Plan including capital investment

<b>ELEMENT E: INCREASE QUALITY OF LIFE FOR OUR CITIZENS BY DELIVERING PROGRAMS AND SERVICES THAT FOSTER A SAFE COMMUNITY.</b>								
<b>Strategic Initiative E.1.b: Public Safety Capital Asset Plan</b>								
<b>Key Performance Indicator(s)</b>	<b>Dept</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Target</b>	<b>FY 2017 Estimate</b>	<b>FY 2018 Estimate</b>	<b>FY 2019 Estimate</b>	<b>3 - 5 Yr Goal</b>
<b>1. Objective: Implementation of Fire Master Plan including capital investment</b>								
% of Plan implemented	Fire	N/A	10%	20%	40%	60%	80%	80%

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**INITIATIVE E.1C: Community/Police Collaboration**

Champion: Police Department

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

Desired Outcome: Strengthen partnerships with community's youth through recreational programs and implement program for direct contact of residents and businesses through advertised "community face to face" program.

**Action Steps:**

- Re-instate Youth Intervention Program(s)
- Community Face to Face Program

<b>Strategic Initiative E.1.c: Community/Police Collaboration</b>									
	<b>Key Performance Indicator(s)</b>	<b>Dept</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Target</b>	<b>FY 2017 Estimate</b>	<b>FY 2018 Estimate</b>	<b>FY 2019 Estimate</b>	<b>3 - 5 Yr Goal</b>
1.	<b>Objective: Implement program for direct citizen to Chief communication through advertised community face to face meetings</b>								
	# of Town Halls held	Police	N/A	Program Implemented	4	4	4	4	Maintain
	# of face to face	Police	N/A	N/A	30	100	110	120	10
2.	<b>Objective: Reinstate Youth Intervention Program(s)</b>								
	% of Program(s) implemented	Police	N/A	N/A	N/A	100%	100%	100%	Maintain



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**INITIATIVE E.2A: Establish a good level of service based on industry standards**

Champion(s): Police Department

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

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

Action Steps:

- Maintain accreditation through the Commission on Accreditation for Law Enforcement Agencies (CALEA) for Police and Communications

Strategic Initiative E.2.a: Establish a good level of service based on industry standards.									
	Key Performance Indicator(s)	Dept	FY 2014 Actual	FY 2015 Actual	FY 2016 Target	FY 2017 Estimate	FY 2018 Estimate	FY 2019 Estimate	3 - 5 Yr Goal
1.	Objective: Maintain accreditation through the Commission on Accreditation for Law Enforcement Agencies (CALEA) for Police and Communications								
	Accreditation maintained	Police	100%	100%	100%	100%	100%	100%	Maintain

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**INITIATIVE E.2B: Maintain the community's Insurance Services Office (ISO) rating**

Champion: Fire Department

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

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

**Action Steps:**

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

Strategic Initiative E.2.b: Maintain the community's Insurance Services Office (ISO) rating.									
	Key Performance Indicator(s)	Dept	FY 2014 Actual	FY 2015 Actual	FY 2016 Target	FY 2017 Estimate	FY 2018 Estimate	FY 2019 Estimate	3 - 5 Yr Goal
1.	<b>Objective: Conduct an independent review of our PPC classification</b>								
	% of Review completed	Fire	0%	100%	100%	100%	100%	100%	100%
2.	<b>Objective: Improve ISO rating</b>								
	ISO Rating	Fire	3	3	3	3	2	2	2

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**INITIATIVE E.2C: Increase the community's education and involvement in Emergency Management Programs**

CHAMPION(S): Fire Department

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

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

**ACTION STEPS:**

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

Strategic Initiative E.2.c: Increase the community's education and involvement in Public Safety Programs.								
Key Performance Indicator(s)	Dept	FY 2014 Actual	FY 2015 Actual	FY 2016 Target	FY 2017 Estimate	FY 2018 Estimate	FY 2019 Estimate	3 - 5 Yr Goal
1. Objective: Increase the number of CERT classes offered per year to four with a measured retention of 25 additional active CERT volunteers								
# of CERT classes offered	Fire	3	2	7	7	7	8	8
# of CERT volunteers added	Fire	75	44	140	150	160	170	170

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

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

CHAMPION: PARKS AND RECREATION DEPARTMENT

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

DESIRED OUTCOME: EXPANDED OPPORTUNITIES WITH ARTS STUDIO, ART LEAGUE, COMMUNITY THEATRE, AND ART FESTIVALS.

#### ACTION STEPS:

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

Strategic Initiative # F.1: Establish Cape Coral as a destination of Arts and culture for residents and visitors.										
	Key Performance Indicator(s)	Dept	FY 2014 Actual	FY 2015 Target	FY 2015 Actual	FY 2016 Target	FY 2017 Estimate	FY 2018 Estimate	FY 2019 Estimate	3 - 5 Yr Goal
1.	Objective: Coordinate with private fine arts and cultural arts organizations to provide expanded cultural and fine art opportunities									
	# of Partnerships	P&R	37	37	31	40	40	48	48	48
2.	Objective: Explore grant opportunities to add artwork and sculptures to the City									
	# of grants identified/researched	P&R	2	6	4	6	10	10	10	10
	# of grants applied for	P&R	0	0	1	0	2	2	2	2

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

CHAMPION: PARKS AND RECREATION DEPARTMENT

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

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

ACTION STEPS:

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

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Strategic Initiative # F.2: Increase the Community's education and involvement in Cape Coral's cultural and recreational opportunities									
Key Performance Indicator(s)	Dept	FY 2014 Actual	FY 2015 Actual	FY 2016 Target	FY 2017 Estimate	FY 2018 Estimate	FY2019 Estimate	3 - 5 Yr Goal	
1. Objective: Upgrade and expand facilities within existing parks									
% of Completion of AIP Projects	P&R	20%	42%	100%	100%	100%	100%	100%	
2. Objective: Continue to utilize Four Mile Cove Ecological Park, Sirenia Vista, and Rotary Park as centers for environmental education and recreational opportunities.									
# of attendance at Four Mile Cove Ecological Preserve & Rotary Park Environmental Center	P&R	97,760	98,900	100,000	101,800	103,100	105,000	105,000	
3. Objective: Expand aquatic programs in aquatic centers									
# of Attendance: Sun Splash & Yacht Club Pool	P&R	152,122	188,406	175,250	186,800	188,750	188,750	188,750	
4. Objective: Expand Youth programs									
# of Participants	P&R	N/A	20,935	18,360	18,720	19,080	19,440	19,440	
5. Objective: Expand eco-tourism and environmental programs									
# of Environmental Recreation programs offered	P&R	355	383	383	395	405	405	405	
6. Objective: Expand Special Needs programs									
# of Participants	P&R	164	180	188	191	194	195	195	

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

CHAMPION: PARKS AND RECREATION DEPARTMENT

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

DESIRED OUTCOME: MAINTAIN RECREATIONAL OPPORTUNITIES AND EXPAND WHEN RESOURCES BECOME AVAILABLE.

**ACTION STEPS:**

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

<b>Strategic Initiative # F.3: Provide a variety of experiences that are appealing, affordable, and accessible to all Cape Coral residents.</b>								
<b>Key Performance Indicator(s)</b>	<b>Dept</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Target</b>	<b>FY 2017 Estimate</b>	<b>FY 2018 Estimate</b>	<b>FY2019 Estimate</b>	<b>3 - 5 Yr Goal</b>
<b>1. Objective: Offer a diverse range of youth, adult, and senior recreational programming</b>								
# of Recreation programs offered	P&R	2,401	3,273	3,275	3,425	3,500	3,550	3,500
<b>2. Objective: Develop a festival gathering area within the City</b>								
% Completion of Festival Park property purchases	P&R/ Real Estate	78%	79%	83%	88%	100%	100%	100%
<b>3. Objective: Continue special events, such as art/craft shows, festivals, block parties, concerts and other events</b>								
# of Special Events Conducted/Hosted/Sponsored	P&R	76	82	82	86	90	92	90
<b>4. Objective: Increase access to the City's freshwater and saltwater canal systems for boating and other recreational opportunities.</b>								
# of Public Access Ramps/Launches	P&R	14	14	14	16	17	17	17

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

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

CHAMPION: PUBLIC WORKS DEPARTMENT, FACILITIES

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

DESIRED OUTCOME: DEVELOP AND IMPLEMENT CITY INITIATIVES AND OBJECTIVES WHICH AIM TO REDUCE TOTAL ENERGY CONSUMPTION. DEVELOP A PUBLIC UTILITY MANAGED COMMUNITY SOLAR PROGRAM. UPGRADE RESIDENTIAL STREET LIGHTING TO PROVIDE HIGHER QUALITY LIGHTING AT LOWER COST PER LIGHT REDUCING POWER USAGE BY AT LEAST 50%. CONTINUE PROGRESS TOWARD REDUCTION OF CITY OPERATIONS' ELECTRICITY USE BY 10% BY 2012 (PREVIOUSLY SURPASSED), 25% BY 2017, AND 40% BY 2025 (IN PROPORTION TO POPULATION FROM CALENDAR YEAR 2008 BASELINE) (RESOLUTION 28-09).

#### ACTION STEPS:

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

Strategic Initiative G.1: Reduce overall energy consumption within the City of Cape Coral.									
	Key Performance	Dept	FY 2014 Actual	FY 2015 Actual	FY 2016 Target	FY 2017 Estimate	FY 2018 Estimate	FY2019 Estimate	3 - 5 Yr Goal
1.	Objective: Evaluate additional energy saving measures including as part of MEU/Franchise Renewal such as LED, Street Lighting, Solar Power, and Charging Stations								
	# of Measures Evaluated	Public Works	0	1	1	1	1	1	4



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

CHAMPION: DEPARTMENT OF COMMUNITY DEVELOPMENT, PARKS AND RECREATION DEPARTMENT, CITY MANAGER

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

DESIRED OUTCOME: PURSUE OBJECTIVES WHICH PROTECT CAPE CORAL'S ENVIRONMENTAL LANDS AND WILDLIFE HABITATS.

**ACTION STEPS:**

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

	Strategic Initiative G.2: Work internally and with external associations to support healthy environments for Cape Coral's Wildlife.								
Key Performance Indicator(s)	Dept	FY 2014 Actual	FY 2015 Actual	FY 2016 Target	FY 2017 Estimate	FY 2018 Estimate	FY2019 Estimate	3 - 5 Yr Goal	
1. Objective: Remain committed stewards of natural habitats and wildlife									
# of Natural Area Acres Maintained	P&R	809	809	809	809	809	809	809	
2. Objective: Monitoring Bald Eagle population in accordance with City ordinance; seek new volunteers to assist.									
# of cases monitored	DCD	10	9	14	11	11	11	11	
# of volunteers	DCD	8	5	16	10	10	10	10	
3. Objective: Work with Friends of Wildlife and CCCIA to achieve a balance to protect wildlife while still promoting growth.									
# of interactions with stakeholder groups	City Manager/ DCD	0	3	4	5	5	2	5	

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**Initiative G.3: Work to sustain high water quality within the region.**

CHAMPION: PUBLIC WORKS DEPARTMENT, UTILITIES DEPARTMENT

STAKEHOLDERS: City Staff, City Council, Residents

DESIRED OUTCOME: ENGAGE IN ACTIVITIES AND SET STANDARDS FOR THE CITY WHICH INITIATIVE WATER QUALITY PROMOTION AND SUSTAINABILITY.

**ACTION STEPS:**

- NO WATER QUALITY VIOLATIONS OF STATE AND FEDERAL MAXIMUM CONTAMINANT LEVELS (MCL'S) AT THE POINT OF ENTRY (POE) TO THE DISTRIBUTION SYSTEM.
- MEET 90% OF THE 110 NPDES PERMIT ACTIVITIES

<b>Strategic Initiative G.3: Sustain high water quality within the City of Cape Coral.</b>									
	<b>Key Performance Indicator(s)</b>	<b>Dept</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Target</b>	<b>FY 2017 Estimate</b>	<b>FY 2018 Estimate</b>	<b>FY2019 Estimate</b>	<b>3 - 5 Yr Goal</b>
<b>1.</b>	<b>Objective: No water quality violations of State and Federal Maximum Contaminant Levels (MCL's) at the Point of Entry (POE) to the distribution system.</b>								
	Southwest R.O. Plant number of POE Finished Water Quality Violations of MCL's	Utilities	0	0	0	0	0	0	0
	North R.O. Plant number of POE Finished Water Quality Violations of MCL's	Utilities	0	0	0	0	0	0	0
<b>2.</b>	<b>Objective: Meet 90% of the 110 NPDES Activities</b>								
	% of activities accomplished	Public Works	97%	98%	98%	99%	100%	100%	100%
<b>3.</b>	<b>Objective: Educate the public on FYN (Florida Yards and Neighborhoods) Principles</b>								
	# of classroom participants	Public Works	171	183	185	190	195	195	184

**City of Cape Coral, Florida**  
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**Initiative G.4:**

**Promote environmental awareness and sustainability in the community and region and engage best practices to utilize irrigation water in the most cost effective and efficient manner while still promoting growth.**

CHAMPION: UTILITIES DEPARTMENT, PUBLIC WORKS, PARKS AND RECREATION, RESIDENTS

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

DESIRED OUTCOME: IDENTIFY WATER IRRIGATION BEST PRACTICES THROUGH INTERNAL ANALYSIS AND EXTERNAL RELATIONSHIPS TO PROMOTE THE MOST COST EFFECTIVE AND EFFICIENT ACTIVITIES WHILE STILL PROMOTING ECONOMIC GROWTH IN THE CITY.

**ACTION STEPS:**

- WORK WITH STAKEHOLDERS TO IDENTIFY BEST PRACTICES
- EDUCATE THE PUBLIC ON FYN (FLORIDA YARDS AND NEIGHBORHOODS) PRINCIPLES
- PROVIDE OUTREACH, EDUCATION ON IRRIGATION PRACTICES

	<b>Strategic Initiative G.4: Engage Best Practices to utilize irrigation water in the most cost effective and efficient manner while still promoting growth.</b>								
	<b>Key Performance Indicator(s)</b>	<b>Dept</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Target</b>	<b>FY 2017 Estimate</b>	<b>FY 2018 Estimate</b>	<b>FY2019 Estimate</b>	<b>3 - 5 Yr Goal</b>
<b>1.</b>	<b>Objective: Work with stakeholders to identify best practices</b>								
	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%

**City of Cape Coral, Florida**  
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**FY2016 STRATEGIC PLAN ACTION STEPS ACCOMPLISHED:**

**INITIATIVE C.1**

- SW 6/7 Construction Completion

**INITIATIVE C.2.B**

- Design and sign 90 miles of bike routes within the City
- Prepare specifications and estimates for Phase I to Procurement
- Prepare specifications and estimates for remaining portion of 2015 paving to Procurement Phase II
- Phase I

**Initiative C.2.c**

- Complete Cape Coral Stormwater Master Plan

**INITIATIVE D.2.**

- Migrate from SIRE Agenda to NovusAGENDA

**INITIATIVE E.1.A**

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

**Initiative E.1.c**

- Evaluate effectiveness of a 3-1-1 Call Center

**INITIATIVE E.2.A**

- Review results of Phase 1 with the City Manager and Council
- Upon Council approval, implement Phase II of Medical Priority Dispatch Plan

FINANCIAL HIGHLIGHTS

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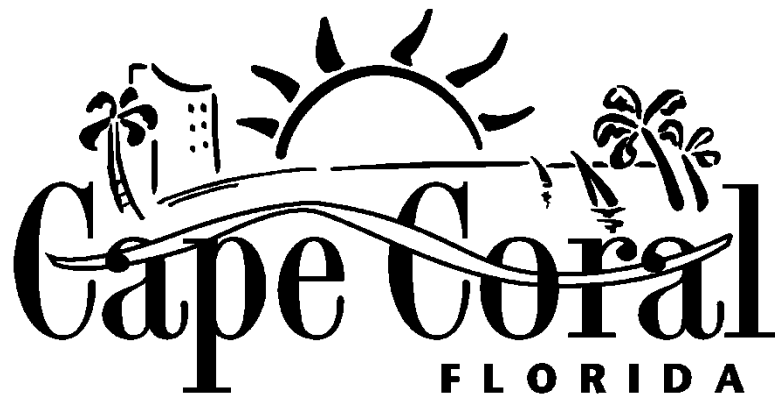
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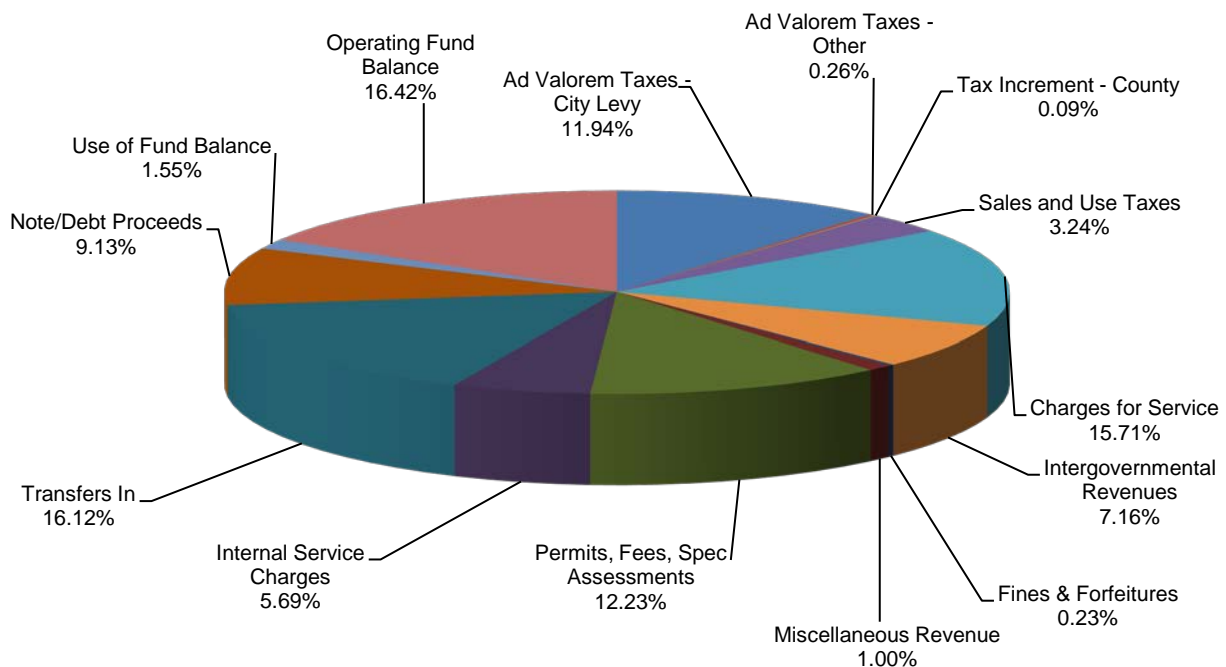
## Budget Highlights and Summary Schedules

The table below provides a summary of the total budget for all funds for Fiscal Year 2016–2019. The FY 2017 Adopted Budget is \$698.9 million and includes \$195.6 million for General Fund expenditures and reserves and \$503.2 million for non-general fund operations. Asset Improvement Program expenditures account for approximately \$112.7 million in all funds and interfund transactions are \$65.4 million.

<b>FUND TYPE SUMMARY</b>	<b>FY 2016 Adopted</b>	<b>FY 2016 Amended</b>	<b>FY 2017 Adopted</b>	<b>FY 2018 Proposed</b>	<b>FY 2019 Proposed</b>
General Fund	\$ 195,141,979	\$ 212,645,180	\$ 195,691,726	\$ 198,043,326	\$ 203,690,863
Special Revenue	46,687,953	55,475,844	52,634,819	52,191,757	56,121,521
Debt Service	28,940,439	32,294,279	22,273,239	22,744,007	23,173,346
Capital Project	10,333,661	10,787,945	16,233,510	8,249,614	11,286,807
Enterprise	309,982,823	320,529,263	369,238,326	372,971,321	421,821,143
Internal Service	38,283,089	43,267,844	42,902,442	46,182,333	49,310,823
<b>Total</b>	<b>\$ 629,369,944</b>	<b>\$ 675,000,355</b>	<b>\$ 698,974,062</b>	<b>\$ 700,382,358</b>	<b>\$ 765,404,503</b>

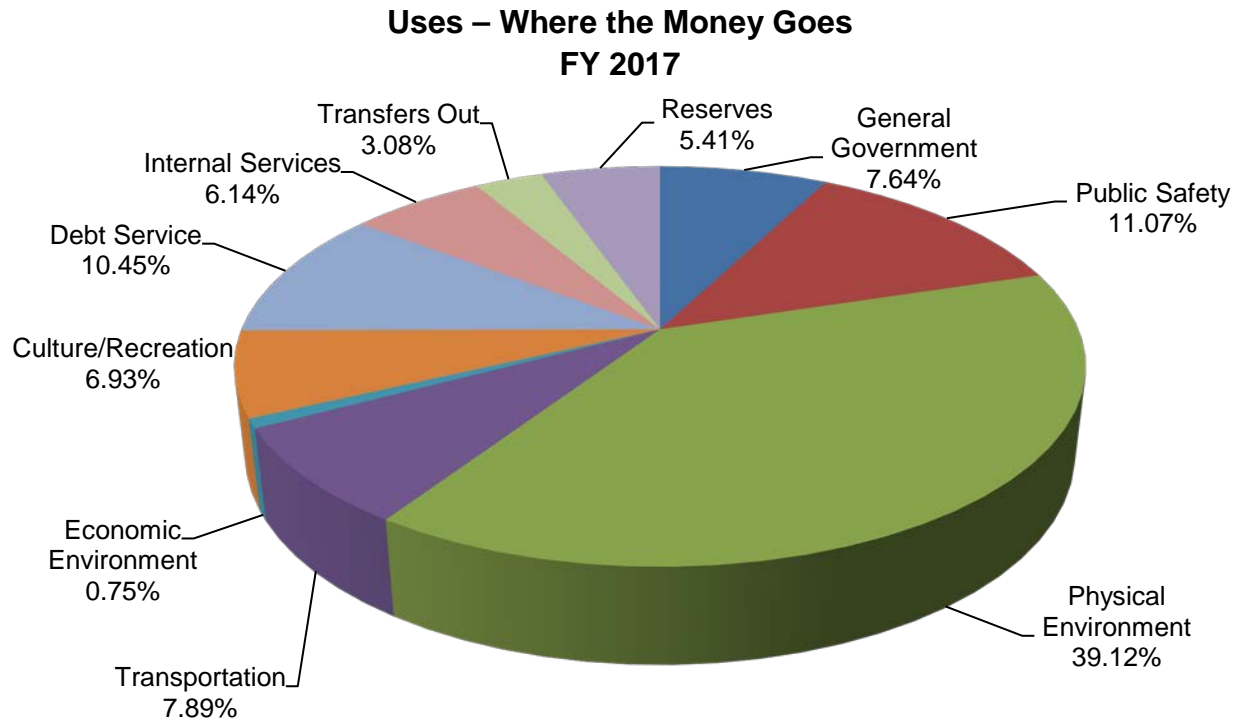
The City has several revenue sources, each representing a different percentage of total revenues. The following chart shows the sources:

**Sources – Where the Money Comes From  
FY 2017 All Funds**

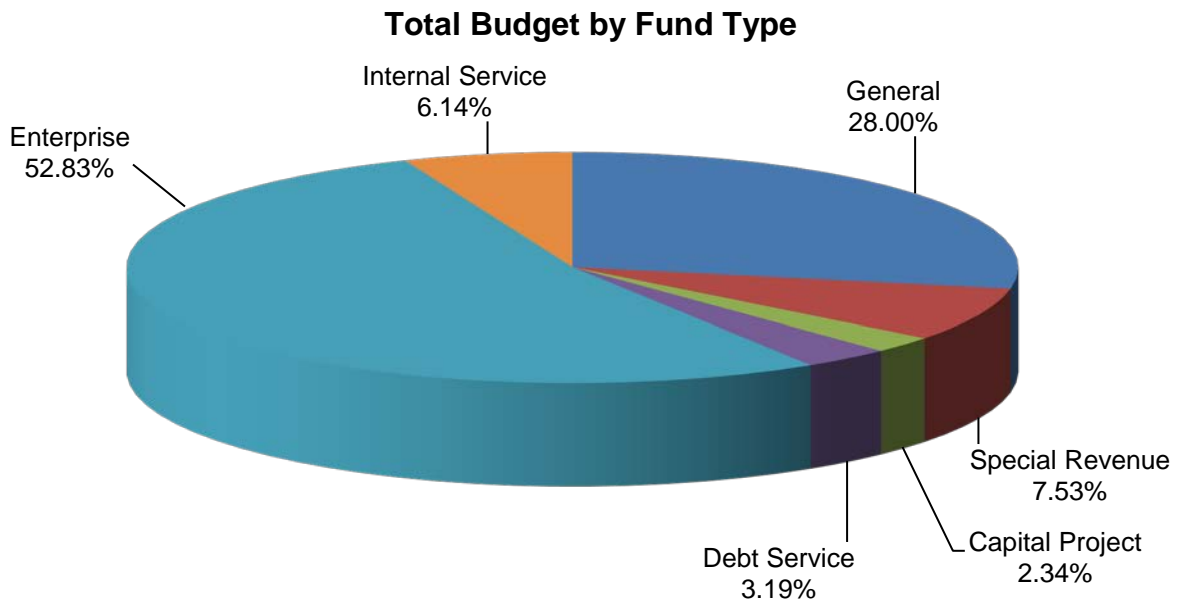


**City of Cape Coral, Florida**  
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The various uses of the budgeted funds are summarized in the following table:



Governmental accounting and budgeting utilizes fund types to account for activities. The chart below depicts the FY 2017 Adopted Budget by fund type:





**City of Cape Coral, Florida**  
**FY 2017 – 2019 Adopted Operating Budget**

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

<b>FUND TYPE SUMMARY</b>	<b>FY 2016 Adopted</b>	<b>FY 2016 Amended</b>	<b>FY 2017 Adopted</b>	<b>FY 2018 Proposed</b>	<b>FY 2019 Proposed</b>
General Fund	\$ 195,141,979	\$ 212,645,180	\$ 195,691,726	\$ 198,043,326	\$ 203,690,863
Special Revenue	46,687,953	55,475,844	52,634,819	52,191,757	56,121,521
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Capital Project	10,333,661	10,787,945	16,233,510	8,249,614	11,286,807
Enterprise	309,982,823	320,529,263	369,238,326	372,971,321	421,821,143
Internal Service	38,283,089	43,267,844	42,902,442	46,182,333	49,310,823
<b>Total</b>	<b>\$ 629,369,944</b>	<b>\$ 675,000,355</b>	<b>\$ 698,974,062</b>	<b>\$ 700,382,358</b>	<b>\$ 765,404,503</b>

**ALL FUNDS**

<b>Category - All Funds</b>	<b>FY 2016 Adopted</b>	<b>FY 2016 Amended</b>	<b>FY 2017 Adopted</b>	<b>FY 2018 Proposed</b>	<b>FY 2019 Proposed</b>
Payroll & Related Benefits	\$ 164,552,263	\$ 167,275,011	\$ 172,341,508	\$ 177,865,973	\$ 183,414,100
Operating	99,568,424	107,694,696	104,616,972	107,432,168	112,895,426
Capital/Infrastructure	106,584,576	118,104,166	110,843,239	118,100,203	124,826,595
Debt Service	73,313,522	72,752,207	73,027,356	70,439,359	71,025,382
Other	-	-	-	-	-
Transfers Out	65,408,873	68,041,216	112,672,411	90,767,565	107,905,640
Reserves	119,942,286	141,133,059	125,472,576	135,777,090	165,337,360
<b>Total</b>	<b>\$ 629,369,944</b>	<b>\$ 675,000,355</b>	<b>\$ 698,974,062</b>	<b>\$ 700,382,358</b>	<b>\$ 765,404,503</b>

**GENERAL FUND**

<b>Category - General Fund</b>	<b>FY 2016 Adopted</b>	<b>FY 2016 Amended</b>	<b>FY 2017 Adopted</b>	<b>FY 2018 Proposed</b>	<b>FY 2019 Proposed</b>
Payroll & Related Benefits	\$ 97,047,162	\$ 99,256,192	\$ 101,435,196	\$ 105,400,677	\$ 109,349,268
Operating	30,286,310	33,652,303	32,179,270	32,326,002	34,907,636
Capital/Infrastructure	7,350,762	13,709,493	7,336,589	5,017,466	7,299,692
Debt Service	-	-	-	-	-
Transfers Out	24,211,242	24,923,366	21,990,764	22,941,757	23,461,726
Reserves	36,246,503	41,103,826	32,749,907	32,357,424	28,672,541
<b>Total</b>	<b>\$ 195,141,979</b>	<b>\$ 212,645,180</b>	<b>\$ 195,691,726</b>	<b>\$ 198,043,326</b>	<b>\$ 203,690,863</b>

<b>General Fund</b>	<b>FY 2016 Adopted</b>	<b>FY 2016 Amended</b>	<b>FY 2017 Adopted</b>	<b>FY 2018 Proposed</b>	<b>FY 2019 Proposed</b>
Appropriations	\$ 158,895,476	\$ 171,541,354	\$ 162,941,819	\$ 165,685,902	\$ 175,018,322
Reserves:	36,246,503	41,103,826	32,749,907	32,357,424	28,672,541
<b>Total</b>	<b>\$ 195,141,979</b>	<b>\$ 212,645,180</b>	<b>\$ 195,691,726</b>	<b>\$ 198,043,326</b>	<b>\$ 203,690,863</b>

1 Month Operating	11,924,012	12,422,941	12,357,436	12,755,184	13,365,553
# Months of Reserves	3.04	3.31	2.65	2.54	2.15

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

## **Major Revenue Sources**

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

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

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

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

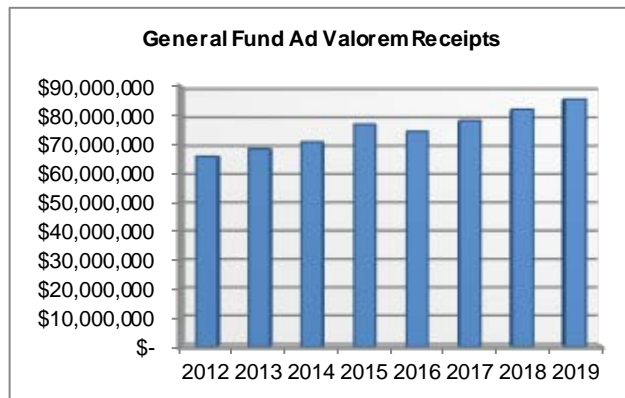
**City of Cape Coral, Florida**  
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**Ad Valorem Taxes (Property Taxes)**

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 2017 City Manager's Adopted Budget is based on the July 1 certified taxable value from the Lee County Property Appraiser and the millage rate decrease of 0.207 mills to 6.750 from 6.957. It is assumed that taxable property values will increase by 5% in FY 2018 and then dropping to 4% in FY 2019 and 2020 with the millage rate remaining at 6.750. Millage rate and taxable assessed value history can be found on page 5-16.



Fiscal Year	Amount
2012 Actual	\$65,698,746
2013 Actual	68,367,220
2014 Actual	70,734,362
2015 Actual	76,766,047
2016 Budget	74,339,445
2017 Budget	78,051,494
2018 Proposed	81,954,069
2019 Proposed	85,432,231

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



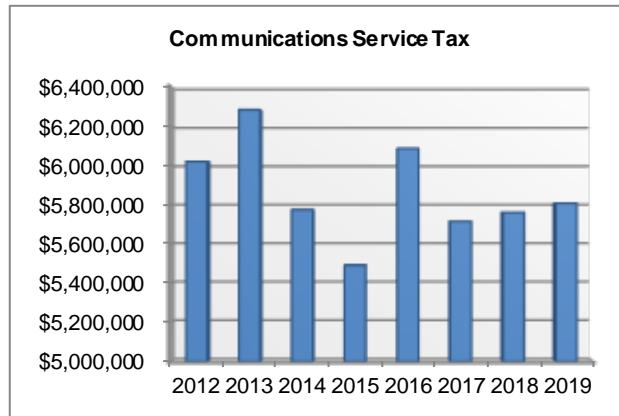
Fiscal Year	Amount
2012 Actual	\$ 539,293
2013 Actual	555,158
2014 Actual	594,769
2015 Actual	644,650
2016 Budget	732,796
2017 Budget	777,122
2018 Proposed	815,978
2019 Proposed	856,777

**City of Cape Coral, Florida  
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**Other Taxes**

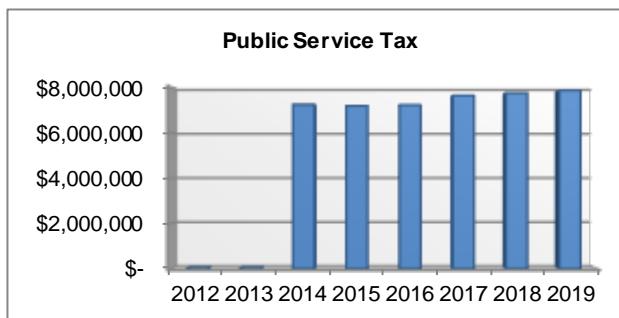
Other taxes include charges levied by the local unit of government that are not ad valorem but are imposed upon sale or consumption of goods and services. This category includes the communications service tax, public service tax, and local option gas taxes.

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



Fiscal Year	Amount
2012 Actual	\$ 6,017,787
2013 Actual	6,280,373
2014 Actual	5,773,054
2015 Actual	5,489,539
2016 Budget	6,084,283
2017 Budget	5,713,396
2018 Proposed	5,759,103
2019 Proposed	5,805,176

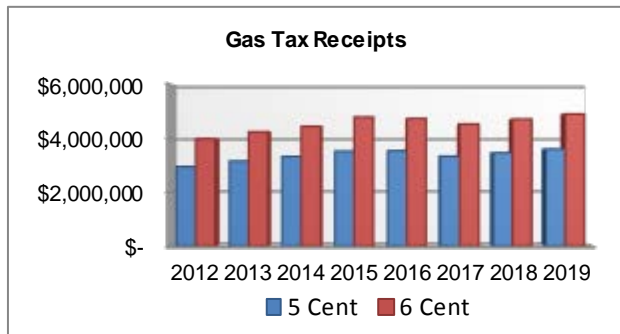
On April 29, 2013, City Council approved Ordinance 28-13, which authorized the implementation of the Public Service Tax on electric service. At the time of adoption of the tax, there was only one municipality in the State of Florida with a population of over 50,000 that did not have the tax. Although the tax can be levied up to a rate of 10%, City Council authorized a rate of 7%. The levy began on October 1, 2013. For residential customers, the first 500 kilowatts of usage has been exempted from the tax as allowable by Florida Statute 166.231. Assuming the “average” homeowner uses 1,200 kilowatts monthly, the resulting tax is approximately \$65 annually. Increases have been budgeted for FY 2017 – 2019 at 1.5% annually.



Fiscal Year	Amount
2012 Actual	\$ -
2013 Actual	-
2014 Actual	7,229,414
2015 Actual	7,168,083
2016 Budget	7,211,575
2017 Budget	7,621,186
2018 Proposed	7,735,504
2019 Proposed	7,851,536

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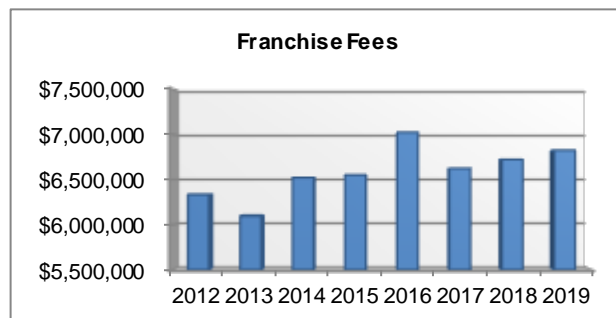
The gas taxes are collected on each gallon of gas sold within the county limits. The City's annual receipts are established upon a locally agreed upon distribution formula based on population and are recorded in Special Revenue Funds. The City's current allocation is 24.95% of the total distribution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



Fiscal Year	5 Cent	6 Cent
2012 Actual	\$ 2,961,313	\$ 3,987,475
2013 Actual	3,165,907	4,248,133
2014 Actual	3,331,047	4,450,639
2015 Actual	3,526,154	4,798,201
2016 Budget	3,543,372	4,738,099
2017 Budget	3,334,709	4,536,127
2018 Proposed	3,468,098	4,717,573
2019 Proposed	3,606,822	4,906,276

### Franchise Fees

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

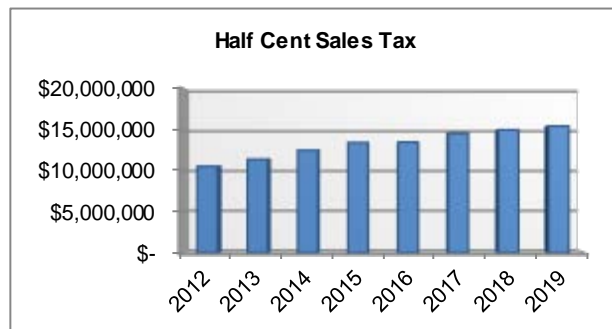


Fiscal Year	Amount
2012 Actual	\$ 6,333,908
2013 Actual	6,096,686
2014 Actual	6,520,354
2015 Actual	6,549,306
2016 Budget	7,018,937
2017 Budget	6,620,787
2018 Proposed	6,720,856
2019 Proposed	6,822,443

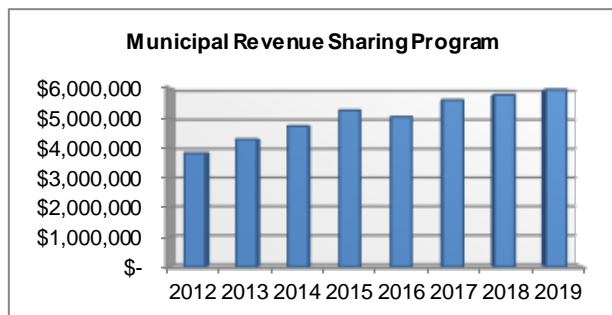
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**Intergovernmental Revenue**

Included are revenues received from federal, state, and other local governmental sources in the form of shared revenues. The state shared revenues of the most importance to the City government are local government half-cent sales tax and municipal revenue sharing. State shared revenue represents 12.1% of the General Fund current revenue sources. The annual revenue is budgeted at 95% of the estimate released by the State Department of Revenue (DOR). The DOR has estimated an increase of 7.9% in annual receipts for the half-cent sales tax distribution and 11.4% increase for the municipal revenue sharing.

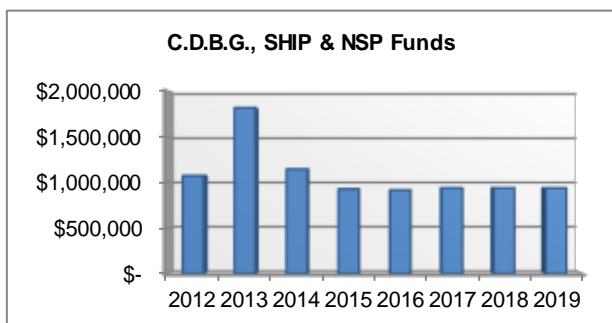


Fiscal Year	Amount
2012 Actual	\$10,571,010
2013 Actual	11,416,867
2014 Actual	12,505,015
2015 Actual	13,456,287
2016 Budget	13,494,991
2017 Budget	14,554,864
2018 Proposed	14,991,510
2019 Proposed	15,441,255



Fiscal Year	Amount
2012 Actual	\$ 3,821,991
2013 Actual	4,279,036
2014 Actual	4,723,010
2015 Actual	5,253,466
2016 Budget	5,027,461
2017 Budget	5,602,318
2018 Proposed	5,770,388
2019 Proposed	5,943,500

Additionally, shared funds come from the Federal Community Development Block Grant (CDBG) Program, Neighborhood Stabilization Program (NSP), and State Housing Initiative Partnership (SHIP) and are recorded in Special Revenue Funds. While the annual allocation from the federal government for CDBG programs has stayed at a fairly consistent level, state funding (SHIP) was dramatically decreased beginning in FY 2010.

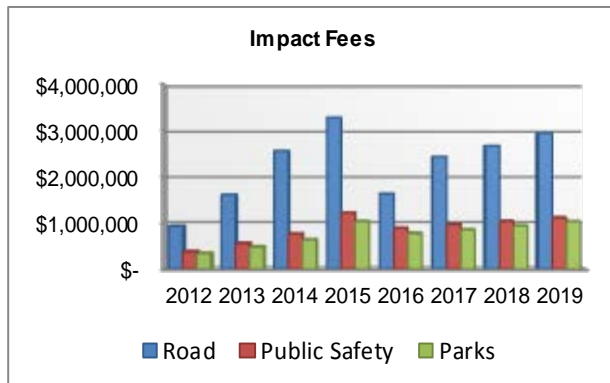


Fiscal Year	Amount
2012 Actual	\$ 1,075,433
2013 Actual	1,816,962
2014 Actual	1,147,757
2015 Actual	927,146
2016 Budget	917,441
2017 Budget	940,159
2018 Proposed	940,159
2019 Proposed	940,159

**City of Cape Coral, Florida**  
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**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.



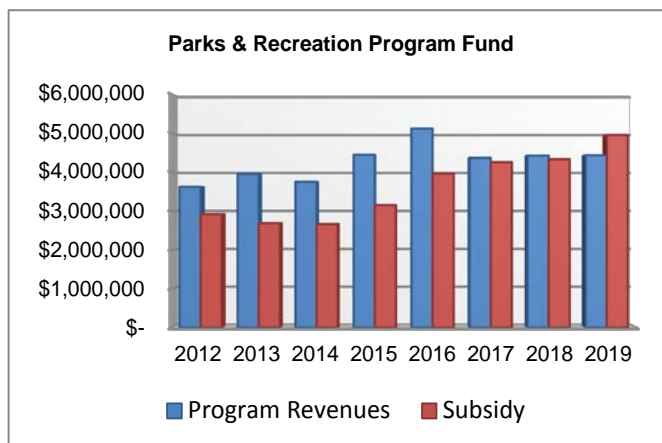
Fiscal Year	Road	Public Safety	Parks
2012 Actual	\$ 935,581	\$ 384,712	\$ 344,535
2013 Actual	1,616,363	562,783	489,485
2014 Actual	2,571,011	768,178	642,240
2015 Actual	3,290,520	1,221,495	1,041,410
2016 Budget	1,641,875	894,206	781,823
2017 Budget	2,438,205	976,231	858,550
2018 Proposed	2,679,679	1,046,570	944,405
2019 Proposed	2,948,233	1,122,182	1,038,065

**Charges for Service**

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

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

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

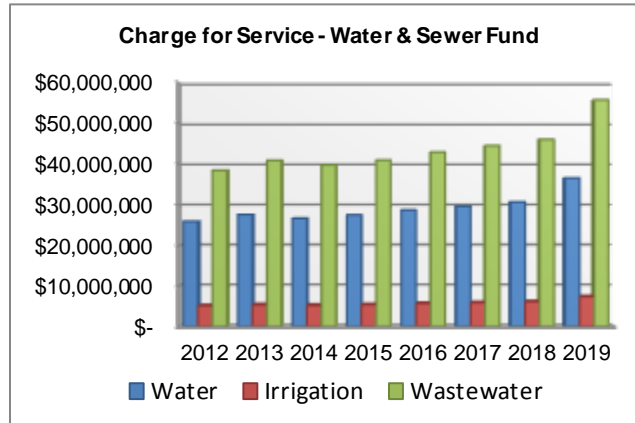


Fiscal Year	Program Revenues	Subsidy
2012 Actual	\$ 3,619,575	\$ 2,920,572
2013 Actual	3,951,784	2,682,278
2014 Actual	3,752,289	2,658,334
2015 Actual	4,441,529	3,150,587
2016 Budget	5,118,345	3,956,704
2017 Budget	4,362,503	4,256,917
2018 Proposed	4,419,235	4,328,583
2019 Proposed	4,429,333	4,951,833

*Does not include Waterpark*

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



Fiscal Year	Water	Irrigation	Wastewater	Total
2012 Actual	\$25,849,721	\$ 5,152,805	\$ 38,431,879	\$ 69,434,405
2013 Actual	27,504,420	5,390,182	40,867,446	73,762,048
2014 Actual	26,608,151	5,270,529	39,771,765	71,650,445
2015 Actual	27,439,764	5,419,273	40,934,805	73,793,842
2016 Budget	28,650,917	5,712,999	42,859,974	77,223,890
2017 Budget	29,610,506	5,926,966	44,476,773	80,014,245
2018 Proposed	30,621,919	6,151,417	46,014,012	82,787,348
2019 Proposed	36,490,857	7,376,200	55,745,917	99,612,974



**City of Cape Coral, Florida**  
**FY 2017 – 2019 Adopted Operating Budget**

**Special Assessments**

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

The City levies several special assessments. One is the Stormwater Annual Assessment, which is used to provide funds to maintain the current stormwater system, as well as design and construct system improvements that help prevent flooding and improve water quality. The assessment is billed using the equivalent residential unit (ERU). In FY 2006, the fee per ERU was increased to \$75. The City contracted with an outside consultant to perform a cost recovery study, which showed that a rate increase would be required each year to maintain the current level of service for the period of FY 2017 – FY 2021. The total increase was averaged to \$26, which would set the new annual rate at \$102 for the five-year period. The city manager opted for a tiered approach, and his FY 2017 – FY 2019 Adopted Rolling Budget is based on ERU rates of \$87, \$111 and \$115 respectively. As rates must be adopted on an annual basis, the adopted budget includes the first increase of \$7 per ERU to \$87 to be implemented in FY 2017.

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

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

The adopted FY 2017 assessment was based on a cost recovery of 64%. The estimated revenue from the assessment is \$22.6 million and will continue to be billed on the annual tax bill.

## Highlights of Other Major Funds

### **Water and Sewer Fund**

The adopted budget has been prepared to support the continuing operations of the existing utility facilities to include the water reclamation plants, reverse osmosis plants, and the existing collection, distribution, and transmission lines. Revenue and expenditures have been budgeted in accordance with the rate sufficiency model. Full time equivalents in this fund will increase by 9 in FY 2017. Changes in staffing requirements are a key consideration in the rate sufficiency model as the customer base is being increased annually through the utility extension program.

### **Stormwater Fund**

The primary revenue source for this fund is the stormwater utility fee that is charged on a per equivalent residential unit (ERU) basis. As discussed in the previous section, the City Manager's Proposed Budget includes a rate increase in each fiscal year. The proposed rate is \$87, \$111, and \$115 per ERU. The proposed rate increase is based on the outcome of the cost recovery study. The operating budgets in FY 2017 – 2018 will use funds which have previously been set aside for stormwater capital projects to support the cost of the drainage projects.

### **Parks & Recreation Program Fund**

Non-enterprise recreational programs are budgeted in a special revenue fund that has a total budget in FY 2017 of \$8.7 million. Each business unit is supported by a certain level of user fees. Program costs and projected revenues are evaluated annually to ensure the program costs are being recovered while maintaining fairly constant General Fund support. Program fees will cover approximately 56% of the program expenditures in the adopted budget with the remaining funding of 44% coming from interfund transfers. The subsidy is budgeted at \$4,256,917 from the General Fund and \$115,000 from the Yacht Basin Fund. The required subsidy is 7.6% higher than budgeted in FY 2016.

### **Waterpark Fund**

The FY 2017 Adopted Budget is \$2.9 million with expenditures to support current operations. Annual debt service related to the speed slide attraction has been budgeted in the amount of \$174,096. Additionally, the fund is required to make an interfund transfer to the General Fund in the amount of \$328,167 for general administrative overhead costs. Operating revenues are not forecasted to cover the fund's expenditures and a general fund subsidy of \$464,567 will be required. A planned renovation to the tot spot attraction became funded in FY 2015. It is anticipated revenues will increase when the renovated attraction opens.

### **Road Impact Fee and Gas Tax Funds**

No new major projects have been planned for FY 2017. Revenues will be used to support debt service of the Gas Tax Bonds and to support basic maintenance operations. An interfund transfer from the 6 Cent Gas Tax to the General Fund is budgeted in the amount of \$3.2 million and supports the transportation activities of the Public Works Department.

### **Park Impact Fee Funds**

While land acquisition and park development had been a focus during the period of FY 2005-2008, all available funds are now being used to satisfy annual debt service of \$2.7 million. As revenue collected will not be adequate to cover the debt service, the General Fund will continue to support a portion of the debt obligation.

**City of Cape Coral, Florida**  
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**Public Safety Impact Fee Funds**

In June 2006, City Council approved Public Safety Impact Fees, which encompass distinct component parts for Fire, Police, and Advanced Life Support (ALS). Fire impact fees have supported the construction of new fire stations and the equipment necessary to outfit the stations. Fire impact fees will be used for annual debt service in FY 2017, which totals \$175,556 related to the construction of Fire Station #11. A police substation is being planned for North Cape Coral in FY 2019. Funds have been set aside in FY 2018 to design this facility.

**Utility Capital Expansion Fee Funds**

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

**Building Fund**

The Building Fund has an adopted budget of \$8.3 million and provides funding for 48.45 full-time equivalents. Due to an increase in permitting activity, no subsidy has been required by the General Fund since FY 2010. An interfund transfer is made to the General Fund for general administrative overhead costs in the amount of \$742,189.

**Golf Course Fund**

The Golf Course Fund has an adopted budget of \$3 million and provides funding for 32 full-time equivalents. The fund is charged an internal service charge from the General Fund for the general administrative overhead costs. The fee in FY 2017 is \$318,307. Revenues continue to cover basic and on-going operational costs but have not yet reached a level that allows for the funding of normal renewal and replacement of capital assets. In FY 2017, the General Fund has budgeted for a potential subsidy of \$474,911.

**Yacht Basin Fund**

The Yacht Basin Fund has an adopted budget of \$1.4 million with approximately 62% of the sources of funds coming from fund balances. Lease payments from Ford's Boathouse are recorded in this fund. The fund is charged an internal service charge from the General Fund for the general administrative overhead costs. The fee in FY 2017 is \$79,897. FY 2017 planned expenditures include \$115,000 interfund transfer to the P&R Program Fund.

**Five-Year Asset Improvement Program**

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

The identified funding requirement for the asset improvement program for the current year is \$94.4 million for all components. The plan identifies general fund expenditures of \$14.7 million. The General Fund capital replacement requirements as previously presented to City Council as part of the Burton Model also incorporates the needs of the P&R Programs and Waterpark Funds.

**City of Cape Coral, Florida**  
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**MILLAGE RATE HISTORY**

<b>Fiscal Year</b>	<b>General Operations</b>	<b>Debt Service</b>	<b>Total</b>
2008	4.7698	0.0627	4.8325
2009	4.7698	0.0627	4.8325
2010	7.9702	0.0000	7.9702
2011	7.9702	0.0000	7.9702
2012	7.9570	0.0000	7.9570
2013	7.9570	0.0000	7.9570
2014	7.7070	0.0000	7.7070
2015	7.7070	0.0000	7.7070
2016	6.9570	0.0000	6.9570
2017	6.7500	0.0000	6.7500
2018 Proposed	6.7500	0.0000	6.7500
2019 Proposed	6.7500	0.0000	6.7500

\* Rolled back rate for FY 2017 is 6.5702.

**TAXABLE ASSESSED VALUE HISTORY**

<b>Fiscal Year</b>	<b>Taxable Assessed Value</b>	<b>New Construction</b>	<b>Percentage Change</b>
2008	\$20,991,527,700	\$1,662,239,285	-3.19%
2009	15,696,642,250	971,086,761	-25.22%
2010	10,494,876,370	175,205,783	-33.14%
2011	8,888,383,376	70,456,330	-15.31%
2012	8,566,590,016	81,896,264	-3.62%
2013	8,903,395,043	89,178,363	3.93%
2014	9,520,318,059	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 Projected	12,647,639,599	243,958,351	5.00%
2019 Projected	13,153,545,183	253,716,685	4.00%

**SINGLE FAMILY HOMES - HOMESTEAD & NON-HOMESTEAD**

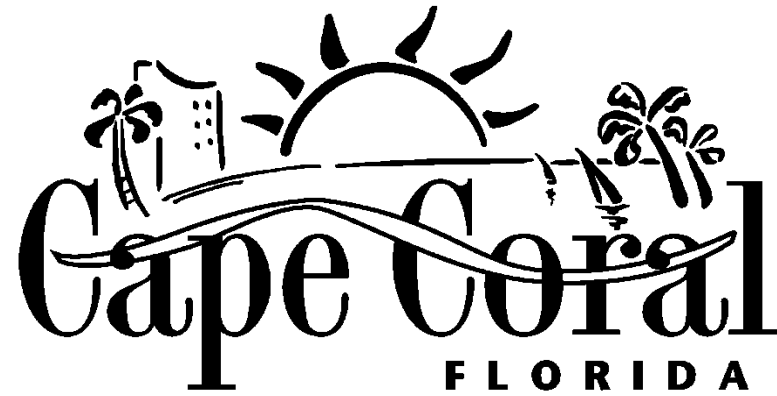
<b>Fiscal Year</b>	<b>Average Taxable Assessed Value</b>	<b>Change in Average Value</b>	<b>Percentage Change</b>
2008	\$196,977	\$10,079	5.39%
2009	153,543	(43,434)	-22.05%
2010	101,405	(52,138)	-33.96%
2011	89,684	(11,721)	-11.56%
2012	93,057	3,373	3.76%
2013	96,942	3,885	4.18%
2014	104,867	7,925	8.18%
2015	114,354	9,486	9.05%
2016	122,484	8,130	7.11%
2017	131,197	8,713	7.11%

**City of Cape Coral, Florida**  
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**BUDGET SUMMARY - FY 2017 ADOPTED BUDGET**

<b>ESTIMATED SOURCES</b>	<b>GENERAL FUND</b>	<b>SPECIAL REVENUE</b>	<b>DEBT SERVICE</b>	<b>CAPITAL PROJECT</b>	<b>ENTERPRISE FUNDS</b>	<b>INTERNAL SERVICE</b>	<b>TOTAL ALL FUNDS</b>
Taxes:							
Ad Valorem Taxes - City Levy @ 6.750	\$ 78,051,494	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 78,051,494
Ad Valorem Taxes - Other	1,022,885	777,122	-	-	-	-	1,800,007
Tax Increment - County	-	615,653	-	-	-	-	615,653
Sales and Use Taxes	14,788,145	7,870,836	-	-	-	-	22,658,981
Charges for Service	1,572,938	9,915,355	-	-	98,310,976	25,583	109,824,852
Intergovernmental Revenues	23,647,597	2,164,449	-	797,900	23,411,644	-	50,021,590
Fines & Forfeitures	656,543	106,340	-	-	828,238	-	1,591,121
Miscellaneous Revenue	1,286,290	320,827	3,707,194	-	1,557,110	140,000	7,011,421
Permits, Franchise, Impact Fees, Spec Assess	29,240,413	9,369,491	-	-	46,908,834	-	85,518,738
Internal Service Charges	4,653,149	-	-	-	609,840	34,450,062	39,713,051
<b>TOTAL SOURCES</b>	<b>\$154,919,454</b>	<b>\$31,140,073</b>	<b>\$3,707,194</b>	<b>\$797,900</b>	<b>\$171,626,642</b>	<b>\$34,615,645</b>	<b>\$396,806,908</b>
Transfers In	4,634,533	5,837,703	17,243,408	8,166,000	76,790,767	-	112,672,411
Note/Debt Proceeds	750,000	-	-	7,269,610	55,830,060	-	63,849,670
Use of Fund Balance	8,374,745	564,319	407,730	-	1,507,056	3,421	10,857,271
Operating Fund Balance	27,012,994	15,092,724	914,907	-	63,483,801	8,283,376	114,787,802
<b>TOTAL REVENUES, TRANSFERS &amp; BALANCE</b>	<b>\$ 195,691,726</b>	<b>\$ 52,634,819</b>	<b>\$ 22,273,239</b>	<b>\$ 16,233,510</b>	<b>\$ 369,238,326</b>	<b>\$ 42,902,442</b>	<b>\$ 698,974,062</b>
<b>ESTIMATED USES</b>							
General Government	\$ 53,345,358	\$ 52,259	\$ -	\$ -	\$ -	\$ -	\$ 53,397,617
Public Safety	71,005,570	14,366,944	-	2,569,610	-	-	87,942,124
Physical Environment	-	5,401,247	-	-	268,055,718	-	273,456,965
Transportation	8,973,327	15,682,884	-	13,663,900	16,861,868	-	55,181,979
Economic Environment	881,102	4,386,998	-	-	-	-	5,268,100
Culture/Recreation	7,216,168	12,565,325	-	-	28,644,363	-	48,425,856
Debt Service	-	98,639	21,358,332	-	51,573,365	-	73,030,336
Internal Services	-	-	-	-	-	31,805,913	31,805,913
<b>TOTAL EXPENDITURES</b>	<b>\$ 141,421,525</b>	<b>\$ 52,554,296</b>	<b>\$ 21,358,332</b>	<b>\$ 16,233,510</b>	<b>\$ 365,135,314</b>	<b>\$ 31,805,913</b>	<b>\$ 628,508,890</b>
Transfers Out	21,520,294	-	-	-	-	-	21,520,294
Reserves	32,749,907	80,523	914,907	-	4,103,012	11,096,529	48,944,878
<b>TOTAL APPROPRIATED EXPENDITURES, TRANSFERS &amp; RESERVES</b>	<b>\$ 195,691,726</b>	<b>\$ 52,634,819</b>	<b>\$ 22,273,239</b>	<b>\$ 16,233,510</b>	<b>\$ 369,238,326</b>	<b>\$ 42,902,442</b>	<b>\$ 698,974,062</b>

City of Cape Coral, Florida  
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**City of Cape Coral, Florida  
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**INTER & INTRAFUND TRANSFERS: FY 2017 ADOPTED BUDGET**

TRANSFER OUT	TRANSFERS IN									
	GENERAL FUND	SPECIAL REVENUE	DEBT SERVICE	CAPITAL PROJECT	Water and Sewer Operations (1)	Water and Sewer Capital Projects (2)	Golf Course Operations (3)	ENTERPRISE TOTAL (1+2+3)	Internal Service	TOTAL
<b>Interfund Transfers:</b>										
General Fund	\$ -	\$5,722,703 <sup>2</sup>	\$ 8,477,150 <sup>4</sup>	\$ 7,316,000 <sup>8</sup>	\$ -	\$ -	\$ 474,911 <sup>10</sup>	\$ 474,911	\$ -	\$ 21,990,764
Special Revenue	4,634,533 <sup>1</sup>	-	8,555,417 <sup>5</sup>	850,000 <sup>10</sup>	-	-	-	-	-	14,039,950
Capital Projects	-	-	114,207 <sup>6</sup>	-	-	-	-	-	-	114,207
Water and Sewer	-	-	96,634 <sup>7</sup>	-	-	-	-	-	-	96,634
Yacht Basin	-	115,000 <sup>3</sup>	-	-	-	-	-	-	-	115,000
Internal Service	-	-	-	-	-	-	-	-	-	-
<b>Intrafund Transfers:</b>										
Water & Sewer Operations	-	-	-	-	-	31,381,495 <sup>12</sup>	-	31,381,495	-	31,381,495
Water Impact & CFEC Fees	-	-	-	-	12,013,292 <sup>11</sup>	-	-	12,013,292	-	12,013,292
Sewer Impact & CFEC Fees	-	-	-	-	28,276,281 <sup>11</sup>	-	-	28,276,281	-	28,276,281
Irrigation Impact & CFEC Fees	-	-	-	-	4,644,788 <sup>11</sup>	-	-	4,644,788	-	4,644,788
<b>Total</b>	<b>\$ 4,634,533</b>	<b>\$ 5,837,703</b>	<b>\$ 17,243,408</b>	<b>\$ 8,166,000</b>	<b>\$ 44,934,361</b>	<b>\$ 31,381,495</b>	<b>\$ 474,911</b>	<b>\$ 76,790,767</b>	<b>\$ -</b>	<b>\$ 112,672,411</b>

**Interfund Transfers:**

- 1 Special Revenue (Six Cent Gas Tax) transfer of \$3,237,574 to the general fund to support transportation activities performed by Public Works.
- Special Revenue (Road Impact Fees) transfer of \$120,000 to the general fund for reimbursement for administrative services.
- Special Revenue (Alarm Fees) transfer of \$7,500 to the general fund for reimbursement of expenses for false alarm responses.
- Special Revenue (All Hazards Fund) transfer of \$180,000 to the general fund for reimbursement of fire special pay for hazardous materials.
- Special Revenue (Building Fund) transfer of \$742,189 to the general fund for reimbursement of general administrative overhead costs.
- Special Revenue (Waterpark Fund) transfer of \$328,167 to the general fund for reimbursement of general administrative overhead costs.
- Special Revenue (Community Development Block Grant Fund) transfer of \$19,103 to the general fund for reimbursement of general administrative overhead costs.
- 2 General Fund transfer of \$1,001,219 to Special Revenue (Community Redevelopment Agency) for established Tax Increment Financing (TIF) funding.
- General Fund transfer of \$464,567 to Special Revenue (Waterpark) for budgetary established levels to support operations.
- General Fund transfer of \$4,256,917 to Special Revenue (P&R Programs) for budgetary established levels to support operations.
- 3 Yacht Basin transfer of \$115,000 to Special Revenue (Yacht Club Complex) to support program activities to include maintenance / capital needs.
- 4 General Fund transfer of \$8,71,0324 to Other Governmental Fund (Debt Service) for debt service payments . Detail by debt is found in Sections 8 & 13.
- 5 Special Revenue (Parks Recreational Facilities Impact Fee, Fire Capital Improvements Impact Fee, Building Fund, Five and Six Cent Gas Tax, and Road Impact Fees) transfer to Debt Service for debt service payments in the amount of \$8,555,417. CRA Fund to Debt Service in the amount of \$416,848 for proportional share of 2012 Special Obligation Bond for undergrounding electric lines in the CRA.
- 6 Capital Projects (Santa Barbara Widening which is complete) to Debt Service Fund for interest payment on State Infrastructure Bank Loan for Widening of SR 78 from Chiquita to Burnt Store.
- 7 Water and Sewer Fund transfer of \$96,634 to Other Governmental Fund (Debt Service) for debt service payments - 2014 Capital Improvement and 2015 Special Obligation Revenue Note.
- 8 General Fund transfer to Transportation Capital Project Fund with \$6,500,000 for local road resurfacing; \$510,000 for Alley Paving; and \$306,000 for Median Improvements.
- 9 Special Revenue (Five Cent Gas Tax) transfer of \$150,000 to transportation capital improvements (Sidewalk installation) for construction.
- 10 General Fund transfer of \$474,911 to Enterprise Fund (Golf Course) for budgetary established levels to support operations.

**Intrafund Transfers:**

- 11 Utility Impact and CFEC funds transfer of \$44,934,361 to Water & Sewer Operations for annual debt service.
- 12 Water & Sewer Operations transfer of \$31,381,495 to Water & Sewer Capital Projects as contained within the Rate Sufficiency Study. Also listed in Sections 10 & 12.

**City of Cape Coral, Florida**  
**FY 2017 – 2019 Adopted Operating Budget**

**ALL FUNDS EXPENDITURES**

<b>Fund</b>	<b>FY 2015 Actual<sup>1</sup></b>	<b>FY 2016 Adopted Budget<sup>2</sup></b>	<b>FY 2016 Amended Budget<sup>2</sup></b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
<b>General Fund</b>	<b>\$ 139,995,382</b>	<b>\$ 195,141,979</b>	<b>\$ 212,645,180</b>	<b>\$ 195,691,726</b>	<b>\$ 198,043,326</b>	<b>\$ 203,690,863</b>
<b>Special Revenue Funds</b>						
Additional Five Cent Gas Tax	2,954,156	3,593,372	4,162,875	3,384,709	3,518,098	3,656,822
Six Cent Gas Tax	2,730,468	6,705,906	6,849,862	9,059,634	9,336,076	10,666,303
Road Impact Fee	4,051,833	2,442,622	5,994,740	3,238,541	3,480,015	3,748,569
Police Protection Impact Fee	3,821	1,282,052	1,440,682	1,906,996	2,418,409	2,890,830
Advanced Life Support (ALS) Impact Fee	220	151,144	160,723	189,241	219,138	250,496
Do The Right Thing	12,513	12,000	21,252	8,000	8,000	8,000
Confiscation/State	16,165	184,161	173,928	100,690	61,640	42,165
Confiscation/Federal	110,306	481,964	493,937	493,937	406,049	317,296
Criminal Justice Education (Police Training)	14,030	21,149	15,353	22,000	23,000	24,000
Police Evidence Fund (not budgeted)	41,605	-	-	-	-	-
Seawall Assessments	2,201	249,717	249,717	1,400	-	-
Fire Capital Improvement Impact Fee	343,646	696,300	670,563	1,267,456	1,415,704	1,587,524
Park Recreational Facility Impact Fee	1,041,410	791,823	1,568,823	868,550	954,405	1,048,065
Community Redevelopment Agency (CRA) <sup>3</sup>	889,305	2,787,690	2,951,285	3,446,839	1,703,416	1,771,324
City Centrum Business Park	47,370	64,911	55,015	12,849	-	-
All Hazards	825,270	1,861,643	1,751,668	1,848,995	1,839,563	1,964,175
Alarm Fee	102,954	149,415	144,916	145,619	151,183	156,212
Del Prado Mall Parking Lot Maintenance	35,363	214,920	195,148	217,172	122,523	126,513
Lot Mowing Program	3,018,831	5,360,084	5,328,244	5,401,247	5,018,352	4,674,441
Parks & Recreation Programs	7,139,597	8,592,920	9,281,778	8,734,420	8,862,818	9,496,166
HUD Neighborhood Stabilization (NSP) <sup>4</sup>	658,143	-	563,562	-	-	-
Building Fund	3,626,501	7,139,213	7,173,777	8,384,010	8,806,033	9,781,394
Waterpark Fund	2,390,700	2,963,433	3,715,753	2,962,355	2,907,176	2,971,067
Community Development Block Grant (CDBG) <sup>4</sup>	1,185,318	941,514	1,106,577	940,159	940,159	940,159
Residential Construction Mitigation Grant <sup>4</sup>	6,649	-	194,000	-	-	-
Local Housing Assistance (SHIP) <sup>4</sup>	509,003	-	1,211,666	-	-	-
<b>Special Revenue</b>	<b>31,757,378</b>	<b>46,687,953</b>	<b>55,475,844</b>	<b>52,634,819</b>	<b>52,191,757</b>	<b>56,121,521</b>
<b>Debt Service Fund</b>	<b>13,805,704</b>	<b>28,940,439</b>	<b>32,294,279</b>	<b>22,273,239</b>	<b>22,744,007</b>	<b>23,173,346</b>
<b>Capital Projects Funds<sup>4</sup></b>						
Academic Village	231,058	-	-	-	-	-
Finance Computer (ERP) System	-	-	300,000	-	-	-
Fire Station Construction	-	331,569	331,569	2,569,610	274,230	2,661,020
Parks Capital Projects	1,164,391	-	-	-	-	-
Transportation Capital Projects	3,627,805	9,677,092	9,831,376	8,963,900	7,975,384	8,625,787
Public Works Capital Projects	114,574	325,000	325,000	-	-	-
Fleet Maintenance Facility Construction	-	-	-	4,700,000	-	-
<b>Capital Projects Total</b>	<b>5,137,828</b>	<b>10,333,661</b>	<b>10,787,945</b>	<b>16,233,510</b>	<b>8,249,614</b>	<b>11,286,807</b>



**City of Cape Coral, Florida**  
**FY 2017 – 2019 Adopted Operating Budget**

**ALL FUNDS EXPENDITURES continued**

<b>Fund</b>	<b>FY 2015 Actual <sup>1</sup></b>	<b>FY 2016 Adopted Budget <sup>2</sup></b>	<b>FY 2016 Amended Budget <sup>2</sup></b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
<b>Enterprise Funds</b>						
Water & Sewer	122,632,473	119,441,413	128,065,427	153,399,530	153,178,489	185,274,140
Water & Sewer Capital Projects <sup>4,5</sup>	14,769,085	16,369,023	16,369,023	21,828,168	23,004,987	25,092,442
Water & Sewer Utility Extension <sup>4,6</sup>	39,608,081	97,964,871	97,964,871	89,299,580	112,455,748	112,482,970
Water & Sewer Utility Impact, CIAC, CFEC	1,668,399	26,068,825	27,379,529	45,245,924	22,165,731	34,381,341
Stormwater Utility	12,643,074	15,927,099	16,240,552	24,217,749	27,044,639	29,481,906
Stormwater Utility Capital Projects <sup>4</sup>	650,717	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000
Yacht Basin	445,829	1,332,227	1,561,089	1,417,888	1,431,725	1,437,713
Golf Course	2,451,214	2,835,071	3,174,515	3,026,956	2,887,471	2,868,100
Charter School Authority <sup>3,7</sup>	23,006,491	27,544,294	27,274,257	28,302,531	28,302,531	28,302,531
<b>Enterprise Total</b>	<b>217,875,363</b>	<b>309,982,823</b>	<b>320,529,263</b>	<b>369,238,326</b>	<b>372,971,321</b>	<b>421,821,143</b>
<b>Internal Service Fund</b>						
Workers Compensation Insurance	2,990,307	10,179,396	10,529,261	9,340,405	9,547,564	9,870,522
Property Liability Insurance	2,907,705	5,465,902	5,719,108	5,943,623	6,017,314	6,255,239
Self Insurance	-	13,776,908	16,419,553	18,345,316	21,457,556	23,865,150
Facilities Management	3,882,382	4,250,912	5,003,741	4,663,561	4,582,172	4,669,206
Fleet Maintenance	4,051,036	4,609,971	5,596,181	4,609,537	4,577,727	4,650,706
<b>Internal Service Fund Total</b>	<b>13,831,430</b>	<b>38,283,089</b>	<b>43,267,844</b>	<b>42,902,442</b>	<b>46,182,333</b>	<b>49,310,823</b>
<b>Total All Funds</b>	<b>\$ 422,403,084</b>	<b>\$ 629,369,944</b>	<b>\$ 675,000,355</b>	<b>\$ 698,974,062</b>	<b>\$ 700,382,358</b>	<b>\$ 765,404,503</b>

**Notes:**

<sup>1</sup> FY 2015 Actual is presented on budgetary basis.

<sup>2</sup> FY 2016 Budget was adopted through Ordinance 47-15 and has been amended through Ordinance 14-16 and Ordinance 53-16.

<sup>3</sup> 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.

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

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

<sup>6</sup> 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 2016 - 2019.

<sup>7</sup> The Charter School System has not prepared a multi-year budget so FY 2017 is being used for FY 2018 and FY 2019.

**City of Cape Coral, Florida**  
**FY 2017 – 2019 Adopted Operating Budget**

**ALL FUNDS REVENUES**

<b>Fund</b>	<b>FY 2015 Actual<sup>1</sup></b>	<b>FY 2016 Adopted Budget<sup>2</sup></b>	<b>FY 2016 Amended Budget<sup>2</sup></b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
<b>General Fund</b>	<b>\$ 158,450,843</b>	<b>\$ 195,141,979</b>	<b>\$ 212,645,180</b>	<b>\$ 195,691,726</b>	<b>\$ 198,043,326</b>	<b>\$ 203,690,863</b>
<b>Special Revenue Funds</b>						
Additional Five Cent Gas Tax	3,535,652	3,593,372	4,162,875	3,384,709	3,518,098	3,656,822
Six Cent Gas Tax	4,826,054	6,705,906	6,849,862	9,059,634	9,336,076	10,666,303
Road Impact Fee	4,052,587	2,442,622	5,994,740	3,238,541	3,480,015	3,748,569
Police Protection Impact Fee	607,293	1,282,052	1,440,682	1,906,996	2,418,409	2,890,830
Advanced Life Support (ALS) Impact Fee	36,348	151,144	160,723	189,241	219,138	250,496
Do The Right Thing	12,181	12,000	21,252	8,000	8,000	8,000
Confiscation/State	45,366	184,161	173,928	100,690	61,640	42,165
Confiscation/Federal	76,773	481,964	493,937	493,937	406,049	317,296
Criminal Justice Education (Police Training)	14,559	21,149	15,353	22,000	23,000	24,000
Police Evidence Fund (not budgeted)	41,914	-	-	-	-	-
Seawall Assessments	32,762	249,717	249,717	1,400	-	-
Fire Capital Improvement Impact Fee	586,882	696,300	670,563	1,267,456	1,415,704	1,587,524
Park Recreational Facility Impact Fee	1,041,432	791,823	1,568,823	868,550	954,405	1,048,065
Community Redevelopment Agency (CRA) <sup>3</sup>	845,608	2,787,690	2,951,285	3,446,839	1,703,416	1,771,324
City Centrum Business Park	889	64,911	55,015	12,849	-	-
All Hazards	654,129	1,861,643	1,751,668	1,848,995	1,839,563	1,964,175
Alarm Fee	102,503	149,415	144,916	145,619	151,183	156,212
Del Prado Mall Parking Lot Maintenance	136,008	214,920	195,148	217,172	122,523	126,513
Lot Mowing Program	3,210,825	5,360,084	5,328,244	5,401,247	5,018,352	4,674,441
Parks & Recreation Programs	7,836,116	8,592,920	9,281,778	8,734,420	8,862,818	9,496,166
HUD Neighborhood Stabilization (NSP) <sup>4</sup>	554,008	-	563,562	-	-	-
Building Fund	4,896,003	7,139,213	7,173,777	8,384,010	8,806,033	9,781,394
Waterpark Fund	3,124,075	2,963,433	3,715,753	2,962,355	2,907,176	2,971,067
Community Development Block Grant (CDBG) <sup>4</sup>	1,234,413	941,514	1,106,577	940,159	940,159	940,159
Residential Construction Mitigation Grant <sup>4</sup>	-	-	194,000	-	-	-
Local Housing Assistance (SHIP) <sup>4</sup>	924,828	-	1,211,666	-	-	-
<b>Special Revenue</b>	<b>38,429,207</b>	<b>46,687,953</b>	<b>55,475,844</b>	<b>52,634,819</b>	<b>52,191,757</b>	<b>56,121,521</b>
<b>Debt Service Fund</b>	<b>8,478,605</b>	<b>28,940,439</b>	<b>32,294,279</b>	<b>22,273,239</b>	<b>22,744,007</b>	<b>23,173,346</b>
<b>Capital Projects Funds<sup>4</sup></b>						
Academic Village	254,650	-	-	-	-	-
Fire Station Construction	1,820	331,569	331,569	2,569,610	274,230	2,661,020
Parks Capital Projects	20,533	-	-	-	-	-
Transportation Capital Projects	10,763,028	9,677,092	9,831,376	8,963,900	7,975,384	8,625,787
Public Works Capital Projects	550,836	325,000	325,000	-	-	-
Fleet Maintenance Facility Construction	-	-	-	4,700,000	-	-
Computer System Replacement	-	-	300,000	-	-	-
<b>Capital Projects Total</b>	<b>11,590,867</b>	<b>10,333,661</b>	<b>10,787,945</b>	<b>16,233,510</b>	<b>8,249,614</b>	<b>11,286,807</b>

**City of Cape Coral, Florida**  
**FY 2017 – 2019 Adopted Operating Budget**

**ALL FUNDS REVENUES continued**

<b>Fund</b>	<b>FY 2015 Actual<sup>1</sup></b>	<b>FY 2016 Adopted Budget<sup>2</sup></b>	<b>FY 2016 Amended Budget<sup>2</sup></b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
<b>Enterprise Funds</b>						
Water & Sewer	108,917,844	119,441,413	128,065,427	153,399,530	153,178,489	185,274,140
Water & Sewer Capital Projects <sup>4,5</sup>	23,526,702	16,369,023	16,369,023	21,828,168	23,004,987	25,092,442
Water & Sewer Utility Extension <sup>4,6</sup>	39,402,709	97,964,871	97,964,871	89,299,580	112,455,748	112,482,970
Water & Sewer Utility Impact, CIAC, CFEC	11,096,838	26,068,825	27,379,529	45,245,924	22,165,731	34,381,341
Stormwater Utility	12,587,092	15,927,099	16,240,552	24,217,749	27,044,639	29,481,906
Stormwater Utility Capital Projects <sup>4</sup>	3,409,716	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000
Yacht Basin	554,821	1,332,227	1,561,089	1,417,888	1,431,725	1,437,713
Golf Course	2,504,508	2,835,071	3,174,515	3,026,956	2,887,471	2,868,100
Charter School Authority <sup>3,7</sup>	23,812,738	27,544,294	27,274,257	28,302,531	28,302,531	28,302,531
<b>Enterprise Total</b>	<b>225,812,968</b>	<b>309,982,823</b>	<b>320,529,263</b>	<b>369,238,326</b>	<b>372,971,321</b>	<b>421,821,143</b>
<b>Internal Service Fund</b>						
Workers Compensation Insurance	3,751,854	10,179,396	10,529,261	9,340,405	9,547,564	9,870,522
Property Liability Insurance	3,367,784	5,465,902	5,719,108	5,943,623	6,017,314	6,255,239
Self Insurance	-	13,776,908	16,419,553	18,345,316	21,457,556	23,865,150
Facilities Management	3,947,223	4,250,912	5,003,741	4,663,561	4,582,172	4,669,206
Fleet Maintenance	4,039,436	4,609,971	5,596,181	4,609,537	4,577,727	4,650,706
<b>Internal Service Fund Total</b>	<b>15,106,296</b>	<b>38,283,089</b>	<b>43,267,844</b>	<b>42,902,442</b>	<b>46,182,333</b>	<b>49,310,823</b>
<b>Total All Funds</b>	<b>\$ 457,868,786</b>	<b>\$ 629,369,944</b>	<b>\$ 675,000,355</b>	<b>\$ 698,974,062</b>	<b>\$ 700,382,358</b>	<b>\$ 765,404,503</b>

**Notes:**

<sup>1</sup> FY 2015 Actual is presented on budgetary basis.

<sup>2</sup> FY 2016 Budget was adopted through Ordinance 47-15 and has been amended through Ordinance 14-16.

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<sup>6</sup> Includes construction and special assessments for utility extension areas such as Pine Island Rd Water, Wastewater, and Irrigation Southwest Areas I-III Water, Wastewater, and Irrigation; Southeast 1, Southwest 4, Southwest 5 and North Central Loop Water, Wastewater, & Irrigation; Southwest 6/7 Construction was authorized in FY 2013. North 1 and North 2 are included in FY 2015 - 2019.

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**City of Cape Coral, Florida**  
**FY 2017 – 2019 Adopted Operating Budget**

**Fund Balance Projections**

	General	% Chg	Transportation Capital Improvements	% Chg	Community Redevelopment Agency	% Chg	Debt Service Fund	% Chg	Other Governmental Funds	% Chg
<b>October 1, 2015 Fund Balance</b>	<b>\$ 54,824,284</b>		<b>\$ 26,251,700</b>		<b>\$ 1,746,773</b>		<b>\$ 11,032,707</b>		<b>\$ 15,229,316</b>	
FY 2016 Amended Revenues	\$ 151,382,909		\$ 9,831,376		\$ 1,617,050		\$ 21,195,615		\$ 42,589,817	
FY 2016 Amended Budget Expenditures	171,541,354		9,831,376		1,122,985		25,282,629		36,112,914	
Net Gain (Loss) to Fund Balance	\$ (20,158,445)		\$ -		\$ 494,065		\$ (4,087,014)		\$ 6,476,903	
<b>September 30, 2016 Year End Balance (Projected)</b>	<b>\$ 34,665,839</b>	<b>-37%</b>	<b>\$ 26,251,700</b>	<b>0%</b>	<b>\$ 2,240,838</b>	<b>28%</b>	<b>\$ 6,945,693</b>	<b>-37%</b>	<b>\$ 21,706,219</b>	<b>43%</b>
FY 2017 Adopted Budget Revenues	\$ 160,303,987		\$ 8,963,900		\$ 3,446,839		\$ 20,950,602		\$ 42,624,814	
FY 2017 Adopted Budget Expenditures	162,942,087		8,963,900		3,446,839		22,273,239		42,576,343	
Net Gain (Loss) to Fund Balance	\$ (2,638,100)		\$ -		\$ -		\$ (1,322,637)		\$ 48,471	
<b>September 30, 2017 Year End Balance (Projected)</b>	<b>\$ 32,027,739</b>	<b>-8%</b>	<b>\$ 26,251,700</b>	<b>0%</b>	<b>\$ 2,240,838</b>	<b>0%</b>	<b>\$ 5,623,056</b>	<b>-19%</b>	<b>\$ 21,754,690</b>	<b>0%</b>
FY 2018 Proposed Budget Revenues	\$ 165,293,419		\$ 7,975,384		\$ 1,703,416		\$ 21,875,440		\$ 36,876,324	
FY 2018 Proposed Budget Expenditures	165,685,902		7,975,384		1,703,416		22,744,004		35,074,985	
Net Gain (Loss) to Fund Balance	\$ (392,483)		\$ -		\$ -		\$ (868,564)		\$ 1,801,339	
<b>September 30, 2018 Year End Balance (Projected)</b>	<b>\$ 31,635,256</b>	<b>-1%</b>	<b>\$ 26,251,700</b>	<b>0%</b>	<b>\$ 2,240,838</b>	<b>0%</b>	<b>\$ 4,754,492</b>	<b>-15%</b>	<b>\$ 23,556,029</b>	<b>8%</b>
FY 2019 Proposed Budget Revenues	\$ 171,033,439		\$ 8,625,787		\$ 1,771,324		\$ 22,304,779		\$ 41,318,631	
FY 2019 Proposed Budget Expenditures	175,018,322		8,625,787		1,771,324		22,304,779		38,822,415	
Net Gain (Loss) to Fund Balance	\$ (3,984,883)		\$ -		\$ -		\$ -		\$ 2,496,216	
<b>September 30, 2019 Year End Balance (Projected)</b>	<b>\$ 27,650,373</b>	<b>-13%</b>	<b>\$ 26,251,700</b>	<b>0%</b>	<b>\$ 2,240,838</b>	<b>0%</b>	<b>\$ 4,754,492</b>	<b>0%</b>	<b>\$ 26,052,245</b>	<b>11%</b>

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

Changes in Fund Balances - Governmental Funds

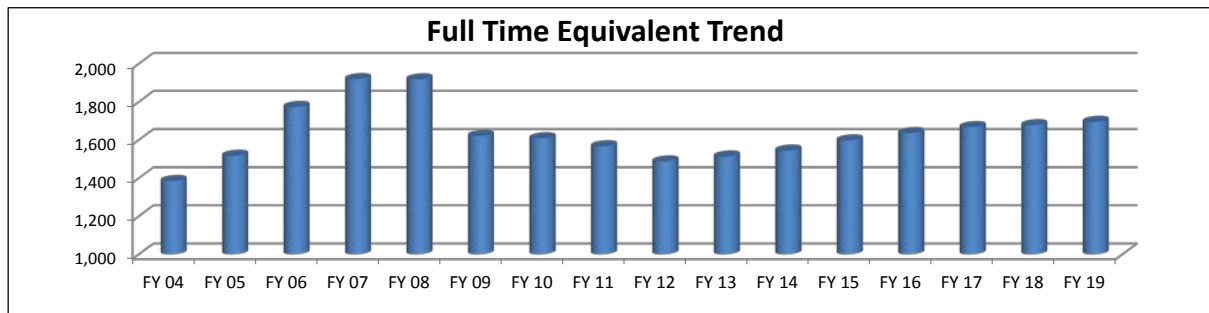
The City of Cape Coral has adopted a Fund Balance Policy. The purpose of the Fund Balance Policy is to provide enhanced financial stability, by ensuring the City maintains a prudent level of financial resources to protect against reducing service levels or raising taxes and fees because of temporary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

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

**City of Cape Coral, Florida**  
**FY 2017 – 2019 Adopted Operating Budget**

## Staffing Summary

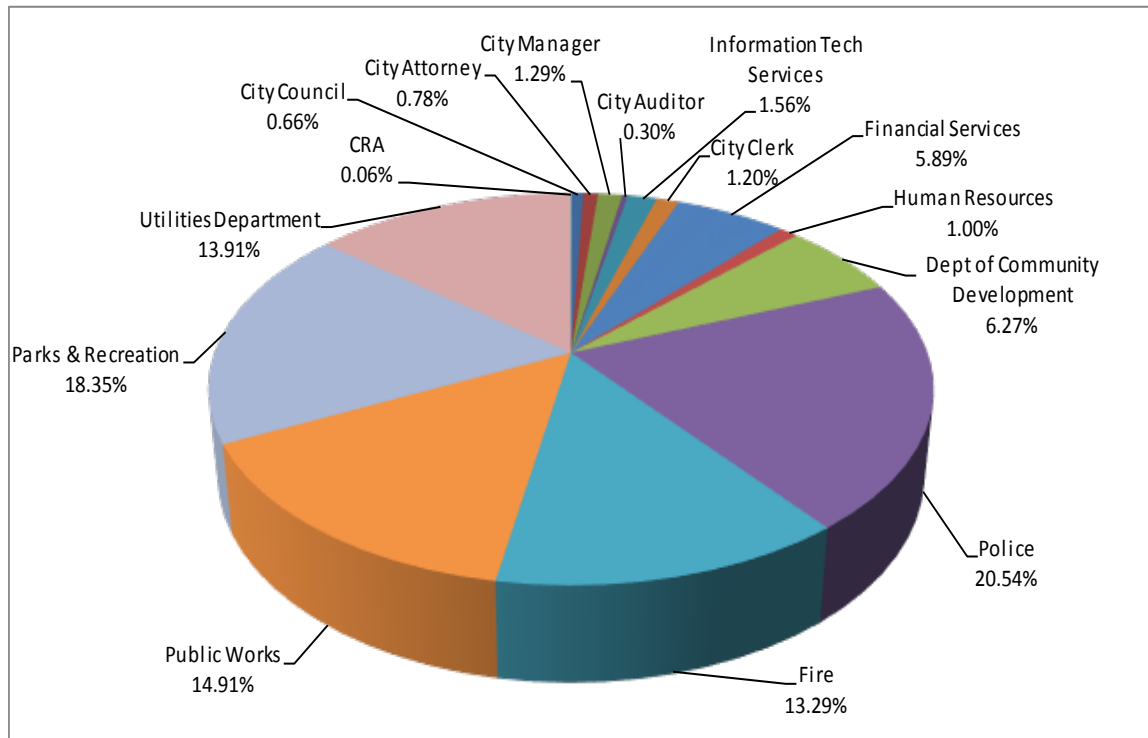
Fund/Department	FULL-TIME EQUIVALENTS						
	FUND LEVEL						
	FY 2015 Adopted Total	FY 2015 Amended Total	FY 2016 Adopted Total	FY 2016 Amended Total	FY 2017 Adopted Total	FY 2018 Proposed Total	FY 2019 Proposed Total
<b>General Fund:</b>							
City Council	10.00	10.00	11.00	11.00	11.00	11.00	11.00
City Attorney	12.00	12.00	12.00	12.00	13.00	14.00	14.00
City Manager	10.50	10.50	11.50	12.50	12.50	12.50	12.50
City Auditor	4.00	5.00	5.00	5.00	5.00	5.00	5.00
Information Tech Services	25.00	25.00	25.00	26.00	26.00	26.00	26.00
City Clerk	19.50	20.00	20.00	20.00	20.00	20.00	20.00
Financial Services	35.00	36.00	37.00	37.00	37.00	37.00	37.00
Human Resources	15.40	15.40	15.40	15.40	15.60	15.60	15.60
Dept of Community Development	52.25	54.25	54.50	54.00	54.00	54.00	55.00
Police	332.36	332.36	337.36	337.36	340.36	341.86	341.86
Fire	209.07	207.07	207.07	207.07	217.00	218.00	233.00
Public Works	68.00	67.00	67.00	67.00	69.00	69.00	70.00
Parks & Recreation	64.20	64.60	64.60	64.60	64.60	64.60	64.60
<b>Total General Fund</b>	<b>857.28</b>	<b>859.18</b>	<b>867.43</b>	<b>868.93</b>	<b>885.06</b>	<b>888.56</b>	<b>905.56</b>
Alarm Fee Fund	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Parks & Recreation Programs	144.12	144.12	144.12	144.12	145.12	146.12	146.12
Waterpark Fund	61.67	61.67	61.67	61.67	61.67	61.17	61.17
All Hazards	3.00	3.00	4.00	4.50	4.50	4.50	4.50
Lot Mowing Fund	3.50	3.50	3.50	3.50	4.00	4.00	4.00
CRA Fund	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Building Fund	32.50	36.45	36.45	48.45	48.45	48.45	48.45
CDBG/SHIP/NSP Funds	1.75	1.75	1.50	2.00	2.00	2.00	2.00
Transportation Capital Projects	16.00	16.00	16.00	16.00	16.00	18.00	18.00
Water & Sewer Utility Fund	273.15	275.15	285.15	285.15	296.15	298.15	298.15
Stormwater Utility Fund	96.00	96.00	96.00	96.00	96.00	96.00	96.00
Yacht Basin Fund	2.55	2.55	2.55	2.55	2.55	2.55	2.55
Golf Course Fund	32.00	32.00	32.00	32.00	32.00	32.00	32.00
Internal Service/HR	-	1.00	1.00	1.00	1.00	1.00	1.00
Internal Service/Facilities	35.50	35.50	38.50	39.50	41.50	43.50	43.50
Internal Service/Fleet	22.00	22.00	23.00	23.00	24.00	24.00	24.00
Internal Service/Workers'Comp & Prop/Liab	4.00	4.00	4.00	4.00	4.00	4.00	4.00
<b>Total All Funds</b>	<b>1,588.02</b>	<b>1,596.87</b>	<b>1,619.87</b>	<b>1,635.37</b>	<b>1,667.00</b>	<b>1,677.00</b>	<b>1,694.00</b>



**City of Cape Coral, Florida**  
**FY 2017 – 2019 Adopted Operating Budget**

Department	FY 2015 Adopted Total	FY 2015 Amended Total	FY 2016 Adopted Total	FY 2016 Amended Total	FY 2017 Adopted Total	FY 2018 Proposed Total	FY 2019 Proposed Total
City Council	10.00	10.00	11.00	11.00	11.00	11.00	11.00
City Attorney	12.00	12.00	12.00	12.00	13.00	14.00	14.00
City Manager	18.50	18.50	19.50	20.50	21.50	21.50	21.50
City Auditor	4.00	5.00	5.00	5.00	5.00	5.00	5.00
Information Tech Services	25.00	25.00	25.00	26.00	26.00	26.00	26.00
City Clerk	19.50	20.00	20.00	20.00	20.00	20.00	20.00
Financial Services	93.25	96.25	97.25	97.25	98.25	98.25	98.25
Human Resources	15.40	16.40	16.40	16.40	16.60	16.60	16.60
Dept of Community Development	86.50	92.45	92.45	104.45	104.45	104.45	105.45
Police	334.36	334.36	339.36	339.36	342.36	343.86	343.86
Fire	212.07	210.07	211.07	211.57	221.50	222.50	237.50
Public Works	239.00	238.00	242.00	243.00	248.50	252.50	253.50
Parks & Recreation	304.54	304.94	304.94	304.94	305.94	306.44	306.44
Utilities Department	212.90	212.90	222.90	222.90	231.90	233.90	233.90
Subtotal City Departments	1,587.02	1,595.87	1,618.87	1,634.37	1,666.00	1,676.00	1,693.00
CRA	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Total City	1,588.02	1,596.87	1,619.87	1,635.37	1,667.00	1,677.00	1,694.00

**STAFFING BY DEPARTMENT**



**City of Cape Coral, Florida**  
**FY 2017 – 2019 Adopted Operating Budget**

## STAFFING CHANGES

### FUNDED POSITION SUMMARY

<b>FY 2017</b>	<b>Fund</b>	<b>Dept</b>	<b>Position</b>	<b>FTE</b>
<b>Public Safety</b>				
General	Fire		Accounts Coordinator	1
General*	Fire		Firefighters for New Station #11	9
General	Police		Reinstate Police Lt	1
General	Police		Reinstate Traffic Officer	2
			<b>TOTAL PUBLIC SAFETY</b>	<b>13</b>
General	City Attorney		Paralegal	1
General	HR		Talent Acquisition Associate	1
General	HR		Contract Talent Acquisition Associate	-0.8
General	Finance		Sr. Management Budget Analyst	-1
General	Finance		Assistant Budget Administrator	1
General	Public Works		Reinstate Sr Equipment Op	2
			<b>TOTAL GENERAL FUND</b>	<b>3.2</b>
			<b>TOTAL GENERAL FUND</b>	<b>16.2</b>
Special Revenue	Parks & Rec		Recreation Specialist II	1
IS Facilities	Public Works		Alarm Technician	1
IS Facilities	Public Works		Electrical Specialist	1
IS Fleet	Public Works		Reinstate Fleet Technician III	1
Lot Mowing	Public Works		Chief Inspector	0.5
City Manager	UEP		Senior Construction Inspector	1
Water & Sewer	Finance		Accounts Payable Specialist	1
Water & Sewer	Utilities		Project Manager I	1
Water & Sewer	Utilities		Engineering Inspector I	2
Water & Sewer	Utilities		Equipment Operator I - UCD	1
Water & Sewer	Utilities		Equipment Operator II - UCD	1
Water & Sewer	Utilities		Laborer - WR	1
Water & Sewer	Utilities		Maintenance Mechanic - WR	1
Water & Sewer	Utilities		Plant Electrician	1
Water & Sewer	Utilities		Instrumentation Supervisor	1
			<b>TOTAL CHANGE</b>	<b>31.7</b>

\*Funding tied to and part of capital funding requirements.

<b>FY 2018</b>	<b>Fund</b>	<b>Dept</b>	<b>Position</b>	<b>FTE</b>
General	City Attorney		Assistant City Attorney	1
General	Police		Deputy Chief of Police	1
General	Police		Transfer of .5 FTE for CT Fingerprinting from Waterpark	0.5
General	Fire		Fire Training Lieutenant	1
General	Public Works		Resinstate Equipment Op I/II (Capital Projects)	2
			<b>TOTAL GENERAL FUND POSITIONS</b>	<b>5.5</b>
Special Revenue	Parks & Rec		Environmental Recreation Supervisor	1
Waterpark	Parks & Rec		Transfer .5 FTE CT Lifeguard to General Fund	-0.5
IS Facilities	Public Works		Customer Service Representative	1
IS Facilities	Public Works		Custodial Specialist	1
Water & Sewer	Utilities		Maintenance Mechanic - WR	1
Water & Sewer	Utilities		Lift Station Inspector - WR	1
			<b>TOTAL CHANGE</b>	<b>10</b>

<b>FY 2019</b>	<b>Fund</b>	<b>Dept</b>	<b>Position</b>	<b>FTE</b>
General	Public Works		Register Survey	1
General	Fire		Firefighters for New Station #12	9
General	Fire		Lieutenants for New Station #12	3
General	Fire		Battalion Chiefs for Geographic Zone	3
General	DCD		Zoning Inspector	1
			<b>TOTAL GENERAL FUND POSITIONS</b>	<b>17</b>
			<b>TOTAL CHANGE</b>	<b>17</b>

**City of Cape Coral, Florida**  
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**UNFUNDED POSITION REQUESTS**

<b>Fiscal Year</b>	<b>Fund</b>	<b>Dept</b>	<b>Position Request</b>
2017	General Fund	DCD	New Position CSR I
2017	General Fund	DCD	New Position CSR I
2017	General Fund	Finance	New Contract Position - Administrative
2017	General Fund	Fire	10 New Firefighters for Station 10 Gator Circle
2017	General Fund	Fire	New Position Fire Deputy Chief
2017	General Fund	Fire	New Position Administrative Specialist
2017	General Fund	Fire	New Position Fire Inspector
2017	General Fund	Fire	New Position Service Specialist
2017	General Fund	HR	New Position Recruitment Specialist
2017	General Fund	P&R	New Position Professional Grant Writer
2017	General Fund	Police	New Position 4 Position Police Officers
2017	General Fund	Police	New Position Police Sergeant
2017	General Fund	Public Works	New Position Chief Engineering Inspector
2017	General Fund	Public Works	New Position Project Manager
2017	Building	DCD	New 2 Positions improve/maintain service
2017	P&R Programs	P&R	New Position at Special Populations
2017	P&R Programs	P&R	New Position Recreation Specialist I
2017	Waterpark	P&R	Reinstate Aquatic Maintenance Specialist
2017	W&S Operations	Utilities	New Position Accounts Payable Specialist II
2017	W&S Operations	Utilities	New Position Engineering Inspector I
2017	ISF Facilities	Public Works	Reinstate Position Custodian
<b>Total Unfunded Positions: 34</b>			
2018	All Hazards	Fire	New Position Administrative Secretary
2018	General Fund	Fire	New Positions 3 Training Lieutenants
2018	Lot Mow ing	Public Works	New Position Laborer
2018	Lot Mow ing	Public Works	New Position Operator I
2018	Lot Mow ing	Public Works	New Position Operator II
2018	Capital - Sidew alks	Public Works	New Position Laborer
<b>Total Unfunded Positions: 8</b>			
2019	General Fund	Fire	New Position Fire Division Chief
2019	General Fund	Fire	New Position Administrative Secretary
2019	General Fund	Fire	New Position Fire Inspector
2019	General Fund	Fire	New Position Public Educations Specialist/PIO
2019	General Fund	Fire	New Position Service Specialist
2019	General Fund	Public Works	New Position GIS/Survey Tech II
<b>Total Unfunded Positions: 7</b>			
<b>TOTAL UNFUNDED FOR FY 2017 - 2019: 49 POSITIONS</b>			



**City of Cape Coral, Florida**  
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**FULL COST ALLOCATION**

A cost allocation plan (CAP) distributes central service overhead costs to operating departments. Central services are those administrative functions that mainly provide services to other governmental departments and not to the public. Examples include the Offices of the City Manager, City Attorney and City Auditor, as well as, Financial Services and Information Technology Services, etc. The allocated costs have been incorporated into the adopted budget for FY 2017 and the proposed budgets for FY 2018 – 2019.

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

Principally, these include:

Claiming indirect costs associated with Federal programs.

Charging Enterprise Funds for services provided by the General Fund.

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

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

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

**Methodology**

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

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

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

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

**City of Cape Coral, Florida**  
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Additionally, the General Fund receives reimbursement from other funds/agencies based on varying formulas as summarized below:

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

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

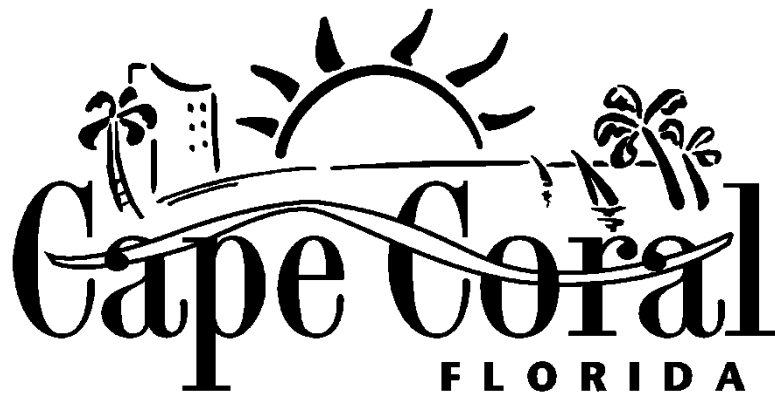
The following table summarizes the calculated charges through the full cost allocation of general administrative and overhead costs for FY 2015 - 2019.

**Reimbursement to the General Fund FY 2015 - FY 2019**

<b>Fund Name</b>	<b>FY 2015 Estimated Allocation</b>	<b>FY 2015 Actual Allocation</b>	<b>FY 2016 Estimated Allocation</b>	<b>FY 2017 Projected Allocation</b>	<b>FY 2018 Projected Allocation</b>	<b>FY 2019 Projected Allocation</b>
Water & Sewer Fund	2,618,066	2,618,066	2,834,164	2,919,189	3,006,765	3,096,968
Stormwater Fund	1,033,512	1,033,512	1,152,645	1,187,225	1,222,842	1,259,527
Building Fund	675,151	675,151	713,333	734,733	756,775	779,478
Waterpark Fund	272,713	272,713	342,120	352,384	362,956	373,845
Golf Course Fund	299,310	299,310	350,009	360,509	371,324	382,464
Yacht Basin Fund	69,735	69,735	78,959	81,328	83,768	86,281
CDBG Fund	28,702	28,702	21,033	21,664	22,314	22,983
<b>Total Charge Back for Central Service</b>	<b>4,997,189</b>	<b>4,997,189</b>	<b>5,492,263</b>	<b>5,657,032</b>	<b>5,826,744</b>	<b>6,001,546</b>

Note: Differences are due to rounding.

City of Cape Coral, Florida  
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**City of Cape Coral, Florida**  
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**Summary of Allocated Costs by Function**

**Total General Fund Amount to Charge Back**

**\$5,492,263**

Departments/Amounts to be Allocated		FY 2017 Basis of Allocation		Amount Allocated to Other Funds	General Fund Portion
<b>Human Resources</b>	<b>\$7,094,316</b>	<b>Human Resources Allocation</b>		<b>\$1,829,725</b>	<b>\$5,264,591</b>
		# of FTE	1,611.47		
Administration	\$442,697	% of Total FTE			
		<b>Amount of Allocation</b>		<b>\$141,088</b>	<b>\$301,609</b>
		# of FTE	1,611.47		
Employee Benefits	\$297,739	% of Total FTE			
		<b>Amount of Allocation</b>		<b>\$94,889</b>	<b>\$202,850</b>
		# of Retirees	602.00		
Retiree Health Care Costs	\$5,535,734	% of Total Retirees			
		<b>Amount of Allocation</b>		<b>\$1,333,005</b>	<b>\$4,202,729</b>
		# of FTE	1,611.47		
Compensation & Classification	\$196,935	% of Total FTE			
		<b>Amount of Allocation</b>		<b>\$62,763</b>	<b>\$134,172</b>
		# of FTE	1,611.47		
Employee Development	\$135,026	% of Total FTE			
		<b>Amount of Allocation</b>		<b>\$43,033</b>	<b>\$91,993</b>
		# of FTE	1,611.47		
Recruitment	\$390,751	% of Total FTE			
		<b>Amount of Allocation</b>		<b>\$124,532</b>	<b>\$266,219</b>
		# of FTE	1,611.47		
Employee/Labor Relations	\$95,434	% of Total FTE			
		<b>Amount of Allocation</b>		<b>\$30,415</b>	<b>\$65,019</b>
<b>Financial Services</b>	<b>\$3,093,637</b>	<b>Financial Services Allocation</b>		<b>\$1,014,069</b>	<b>\$2,079,568</b>
		# of FTE	1,611.47		
Administration	\$617,066	% of Total FTE			
		<b>Amount of Allocation</b>		<b>\$196,659</b>	<b>\$420,407</b>
		# of Accounting Transactions Processed	58,574.00		
Accounting & Debt Management	\$679,372	% of Total Accounting Transactions			
		<b>Amount of Allocation</b>		<b>\$166,242</b>	<b>\$513,130</b>
		# of Cashier Transactions Processed	4,286,385.00		
		# of Rec Trac Transactions Processed	290,484.00		
Treasury (Cashier)	\$23,892	% of Total Cashier/Rec Trac Transactions			
	\$215,025	<b>Amount of Allocation</b>		<b>\$180,005</b>	<b>\$58,912</b>
		# of FTE	1,611.47		
Payroll Services	\$146,695	% of Total FTE			
		<b>Amount of Allocation</b>		<b>\$46,752</b>	<b>\$99,943</b>
		\$ Amount of A/P Transactions Processed	116,633,626.16		
Accounts Payable	\$323,616	% of Total A/P Transactions			
		<b>Amount of Allocation</b>		<b>\$61,778</b>	<b>\$261,838</b>
		% of Budget Expenditures	238,349,963.00		
Management/Budget	\$440,776	% of Total Budget Expenditures			
		<b>Amount of Allocation</b>		<b>\$117,864</b>	<b>\$322,912</b>
		# of Purchase Orders Processed	4,357.00		
Procurement	\$647,195	% of Total Purchase Orders Processed			
		<b>Amount of Allocation</b>		<b>\$244,769</b>	<b>\$402,426</b>
<b>City Clerk</b>	<b>\$899,768</b>	<b>City Clerk Allocation</b>		<b>\$366,002</b>	<b>\$533,766</b>
		# of FTE	1,611.47		
Administration	\$506,181	% of Total FTE			
		<b>Amount of Allocation</b>		<b>\$161,320</b>	<b>\$344,861</b>
		# of FTE	1,611.47		
Communications	\$86,761	% of Total FTE			
		<b>Amount of Allocation</b>		<b>\$27,651</b>	<b>\$59,110</b>
		# of Files Imaged	445,803.00		
Records Management	\$187,991	% of Total Files Imaged			
		<b>Amount of Allocation</b>		<b>\$149,509</b>	<b>\$38,482</b>
		# of Complaints/Inquiries	13,489.00		
Citizen's Action Center	\$118,835	% of Total Complaints/Inquiries			
		<b>Amount of Allocation</b>		<b>\$27,522</b>	<b>\$91,313</b>

**City of Cape Coral, Florida**  
**FY 2017 – 2019 Adopted Operating Budget**

**Summary of Allocated Costs by Function**

**Total General Fund Amount to Charge Back**

**\$5,492,263**

Departments/Amounts to be Allocated		FY 2017 Basis of Allocation		Amount Allocated to Other Funds	General Fund Portion
<b>City Manager</b>	<b>\$1,418,242</b>	<b>City Manager Allocation</b>		<b>\$451,994</b>	<b>\$966,248</b>
Administration	\$961,326	# of FTE	1,611.47		
		% of Total FTE			
		<b>Amount of Allocation</b>		<b>\$306,375</b>	<b>\$654,951</b>
Public Information	\$456,916	# of FTE	1,611.47		
		% of Total FTE			
		<b>Amount of Allocation</b>		<b>\$145,619</b>	<b>\$311,297</b>
<b>ITS</b>	<b>\$4,142,663</b>	<b>ITS Allocation</b>		<b>\$673,308</b>	<b>\$3,469,355</b>
Administration	\$276,937	# of Computers	998.00		
		% of Total # of Computers			
		<b>Amount of Allocation</b>		<b>\$39,408</b>	<b>\$237,529</b>
Business Applications	\$2,095,618	# of Computers	998.00		
		% of Total # of Computers			
		<b>Amount of Allocation</b>		<b>\$298,206</b>	<b>\$1,797,412</b>
Network Administration	\$1,464,577	# of Computers	998.00		
		% of Total # of Computers			
		<b>Amount of Allocation</b>		<b>\$208,409</b>	<b>\$1,256,168</b>
Telecommunications	\$0	# of Communication Devices	606.00		
		% of Total # of Communication Devices			
		<b>Amount of Allocation</b>		<b>\$0</b>	<b>\$0</b>
GIS	\$305,531	# of Mapping & Analysis Requests	204.00		
		% of Total # of Mapping & Analysis Requests			
		<b>Amount of Allocation</b>		<b>\$127,284</b>	<b>\$178,247</b>
<b>City Auditor</b>	<b>\$691,605</b>	# of Internal Audit Hours	4,850.50		
		% of Total Internal Audit Hours			
		<b>Amount of Allocation</b>		<b>\$131,820</b>	<b>\$559,785</b>
<b>City Council</b>	<b>\$796,580</b>	# of Council Agenda Items	380.00		
		% of Total Council Agenda Items			
		<b>Amount of Allocation</b>		<b>\$69,223</b>	<b>\$727,357</b>
<b>City Attorney</b>	<b>\$1,518,185</b>	# of FTE	1,611.47		
		% of Total FTE			
		<b>Amount of Allocation</b>		<b>\$483,846</b>	<b>\$1,034,339</b>
<b>Department Overhead</b>	<b>\$2,044,635</b>	% of Overhead Allocation Total Allotted For Each Fund			
		<b>Amount of Allocation</b>		<b>\$760,932</b>	<b>\$1,283,703</b>
<b>Adjustment</b>					
		<b>FY 2015 True Up</b>		<b>(\$288,654)</b>	
<b>Total General Fund Allocations</b>	<b>\$21,699,631</b>			<b>\$5,492,263</b>	<b>\$15,918,713</b>

**Notes:**

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

**City of Cape Coral, Florida**  
**FY 2017 – 2019 Adopted Operating Budget**

**Summary of Allocated Costs by Fund**

Departments/Amounts to be Allocated		FY 2017 Basis of Allocation	Water & Sewer	Stormwater	Building	Waterpark
Human Resources	\$7,094,316	Human Resources Allocation	\$1,029,836	\$294,946	\$318,444	\$59,694
Financial Services	\$3,093,637	Financial Services Allocation	\$644,453	\$156,447	\$34,821	\$77,327
City Clerk	\$899,768	City Clerk Allocation	\$159,386	\$45,440	\$125,184	\$22,710
City Manager	\$1,418,242	City Manager Allocation	\$251,029	\$84,527	\$30,350	\$54,319
ITS	\$4,142,663	ITS Allocation	\$352,474	\$156,297	\$110,818	\$23,023
City Auditor	\$691,605	City Auditor Allocation	\$131,820	\$0	\$0	\$0
City Council	\$796,580	City Council Allocation	\$39,829	\$12,586	\$0	\$0
City Attorney	\$1,518,185	City Attorney Allocation	\$268,719	\$90,484	\$32,489	\$58,146
Department Overhead	\$1,806,992	Amount of Allocation	\$0	\$471,430	\$98,159	\$79,828
Adjustment		FY 2015 True Up	(\$43,382)	(\$159,512)	(\$36,931)	(\$32,926)
<b>Total General Fund Allocations</b>	<b>\$21,461,988</b>		<b>\$2,834,164</b>	<b>\$1,152,645</b>	<b>\$713,333</b>	<b>\$342,120</b>

**City of Cape Coral, Florida**  
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**Summary of Allocated Costs by Fund**

Departments/Amounts to be Allocated		FY 2017 Basis of Allocation	Golf Course	Yacht Basin	CDBG	Allocation
Human Resources	\$7,094,316	Human Resources Allocation	\$104,641	\$20,762	\$1,403	\$1,829,725
Financial Services	\$3,093,637	Financial Services Allocation	\$68,352	\$23,866	\$8,803	\$1,014,069
City Clerk	\$899,768	City Clerk Allocation	\$11,800	\$949	\$534	\$366,002
City Manager	\$1,418,242	City Manager Allocation	\$28,223	\$2,269	\$1,276	\$451,994
ITS	\$4,142,663	ITS Allocation	\$15,349	\$7,674	\$7,674	\$673,308
City Auditor	\$691,605	City Auditor Allocation	\$0	\$0	\$0	\$131,820
City Council	\$796,580	City Council Allocation	\$10,515	\$0	\$6,293	\$69,223
City Attorney	\$1,518,185	City Attorney Allocation	\$30,212	\$2,429	\$1,366	\$483,846
Department Overhead	\$1,806,992	Amount of Allocation	\$94,937	\$13,683	\$2,895	\$760,932
Adjustment		FY 2015 True Up	(\$14,019)	\$7,327	(\$9,211)	(\$288,654)
<b>Total General Fund Allocations</b>	<b>\$21,461,988</b>		<b>\$350,009</b>	<b>\$78,959</b>	<b>\$21,033</b>	<b>\$5,492,263</b>

Note: Differences are due to rounding.

**City of Cape Coral, Florida**  
**FY 2017 – 2019 Adopted Operating Budget**

**Departmental Overhead Allocations**

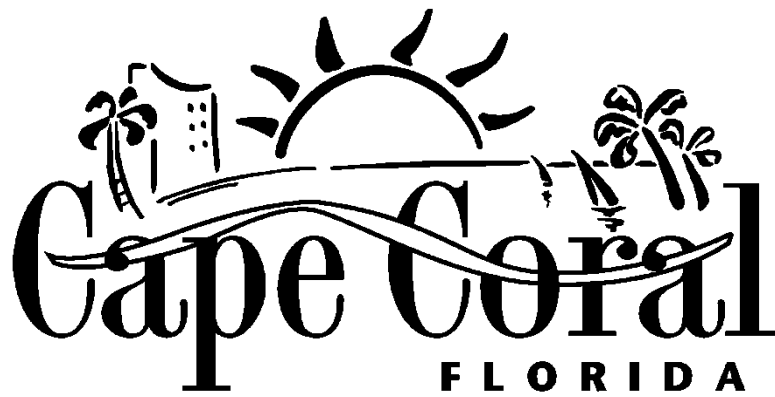
**Total Administrative Overhead Costs Allocated**

**\$760,932**

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



City of Cape Coral, Florida  
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**City of Cape Coral, Florida**  
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**General Fund Overhead Allocation to Water & Sewer Fund**

**Total General Fund Amount to Charge Back**

**\$2,834,164**

Departments/Amounts to be Allocated		FY 2017 Basis of Allocation		W&S Fund
<b>Human Resources</b>	<b>\$7,094,316</b>	<b>Human Resources Allocation</b>		<b>\$1,029,836</b>
Administration	\$442,697	# of FTE	1,611.47	285.15
		% of Total FTE		17.70%
		<b>Amount of Allocation</b>		<b>\$78,357</b>
Employee Benefits	\$297,739	# of FTE	1,611.47	285.15
		% of Total FTE		17.70%
		<b>Amount of Allocation</b>		<b>\$52,700</b>
Retiree Health Care Costs	\$5,535,734	# of Retirees	602.00	82.00
		% of Total Retirees		13.62%
		<b>Amount of Allocation</b>		<b>\$753,967</b>
Compensation & Classification	\$196,935	# of FTE	1,611.47	285.15
		% of Total FTE		17.70%
		<b>Amount of Allocation</b>		<b>\$34,857</b>
Employee Development	\$135,026	# of FTE	1,611.47	285.15
		% of Total FTE		17.70%
		<b>Amount of Allocation</b>		<b>\$23,900</b>
Recruitment	\$390,751	# of FTE	1,611.47	285.15
		% of Total FTE		17.70%
		<b>Amount of Allocation</b>		<b>\$69,163</b>
Employee/Labor Relations	\$95,434	# of FTE	1,611.47	285.15
		% of Total FTE		17.70%
		<b>Amount of Allocation</b>		<b>\$16,892</b>
<b>Financial Services</b>	<b>\$3,069,745</b>	<b>Financial Services Allocation</b>		<b>\$644,453</b>
Administration	\$617,066	# of FTE	1,611.47	285.15
		% of Total FTE		17.70%
		<b>Amount of Allocation</b>		<b>\$109,221</b>
Accounting & Debt Management	\$679,372	# of Accounting Transactions Processed	58,574.00	6498.00
		% of Total Accounting Transactions		11.09%
		<b>Amount of Allocation</b>		<b>\$75,342</b>
Treasury (Cashier)	\$215,025	# of Cashier Transactions Processed	4,286,385.00	3,189,163.00
		% of Total Cashier Transactions		74.40%
		<b>Amount of Allocation</b>		<b>\$159,979</b>
Payroll Services	\$146,695	# of FTE	1,611.47	285.15
		% of Total FTE		17.70%
		<b>Amount of Allocation</b>		<b>\$25,965</b>
Accounts Payable	\$323,616	\$ Amount of A/P Transactions Processed	116,633,626.16	15,073,229.24
		% of Total A/P Transactions		12.92%
		<b>Amount of Allocation</b>		<b>\$41,811</b>
Management/Budget	\$440,776	% of Budget Expenditures	238,349,963.00	42,161,287.00
		% of Total Budget Expenditures		17.69%
		<b>Amount of Allocation</b>		<b>\$77,973</b>
Procurement	\$647,195	# of Purchase Orders Processed	4,357.00	1,038.00
		% of Total Purchase Orders Processed		23.82%
		<b>Amount of Allocation</b>		<b>\$154,162</b>
<b>City Clerk</b>	<b>\$899,768</b>	<b>City Clerk Allocation</b>		<b>\$159,386</b>
Administration	\$506,181	# of FTE	1,611.47	285.15
		% of Total FTE		17.70%
		<b>Amount of Allocation</b>		<b>\$89,594</b>
Communications	\$86,761	# of FTE	1,611.47	285.15
		% of Total FTE		17.70%
		<b>Amount of Allocation</b>		<b>\$15,357</b>
Records Management	\$187,991	# of Files Imaged	445,803.00	90,464.00
		% of Total Files Imaged		20.29%
		<b>Amount of Allocation</b>		<b>\$38,143</b>
Citizen's Action Center	\$118,835	# of Complaints/Inquiries	13,489.00	1,850.00
		% of Total Complaints/Inquiries		13.71%
		<b>Amount of Allocation</b>		<b>\$16,292</b>

**City of Cape Coral, Florida**  
**FY 2017 – 2019 Adopted Operating Budget**

**General Fund Overhead Allocation to Water & Sewer Fund**

**Total General Fund Amount to Charge Back**

**\$2,834,164**

Departments/Amounts to be Allocated		FY 2017 Basis of Allocation		W&S Fund
<b>City Manager</b>	<b>\$1,418,242</b>	<b>City Manager Allocation</b>		<b>\$251,029</b>
Administration	\$961,326	# of FTE	1,611.47	285.15
		% of Total FTE		17.70%
		<b>Amount of Allocation</b>		<b>\$170,155</b>
Public Information	\$456,916	# of FTE	1,611.47	285.15
		% of Total FTE		17.70%
		<b>Amount of Allocation</b>		<b>\$80,874</b>
<b>Information Technology Services</b>	<b>\$4,142,663</b>	<b>Information Technology Services Allocation</b>		<b>\$352,474</b>
Administration	\$276,937	# of Computers	998.00	66.00
		% of Total # of Computers		6.61%
		<b>Amount of Allocation</b>		<b>\$18,306</b>
Business Applications	\$2,095,618	# of Computers	998.00	66.00
		% of Total # of Computers		6.61%
		<b>Amount of Allocation</b>		<b>\$138,520</b>
Network Administration	\$1,464,577	# of Computers	998.00	66.00
		% of Total # of Computers		6.61%
		<b>Amount of Allocation</b>		<b>\$96,809</b>
Telecommunications	\$0	# of Communication Devices	606.00	157.00
		% of Total # of Communication Devices		25.91%
		<b>Amount of Allocation</b>		<b>\$0</b>
GIS	\$305,531	# of Mapping & Analysis Requests	204.00	66.00
		% of Total # of Mapping & Analysis Requests		32.35%
		<b>Amount of Allocation</b>		<b>\$98,839</b>
<b>City Auditor</b>	<b>\$691,605</b>	# of Internal Audit Hours	4,850.50	924.50
		% of Total Internal Audit Hours		19.06%
		<b>Amount of Allocation</b>		<b>\$131,820</b>
<b>City Council</b>	<b>\$796,580</b>	# of Council Agenda Items	380.00	19.00
		% of Total Council Agenda Items		5.00%
		<b>Amount of Allocation</b>		<b>\$39,829</b>
<b>City Attorney</b>	<b>\$1,518,185</b>	# of FTE	1,611.47	285.15
		% of Total FTE		17.70%
		<b>Amount of Allocation</b>		<b>\$268,719</b>
<b>Adjustment</b>		<b>FY 2015 True Up</b>		<b>(\$43,382)</b>
<b>Total General Fund Allocations</b>	<b>\$19,631,104</b>			<b>\$2,834,164</b>

Note: Differences are due to rounding.

**City of Cape Coral, Florida**  
**FY 2017 – 2019 Adopted Operating Budget**

**General Fund Overhead Allocation to Stormwater Fund**

**Total General Fund Amount to Charge Back**

**\$1,152,645**

Departments/Amounts to be Allocated		FY 2017 Basis of Allocation		Stormwater Fund
<b>Human Resources</b>	<b>\$7,094,316</b>	<b>Human Resources Allocation</b>		<b>\$294,946</b>
		# of FTE	1,611.47	96.00
Administration	\$442,697	% of Total FTE		5.96%
		<b>Amount of Allocation</b>		<b>\$26,385</b>
		# of FTE	1,611.47	96.00
Employee Benefits	\$297,739	% of Total FTE		5.96%
		<b>Amount of Allocation</b>		<b>\$17,745</b>
		# of Retirees	602.00	22.00
Retiree Health Care Costs	\$5,535,734	% of Total Retirees		3.65%
		<b>Amount of Allocation</b>		<b>\$202,054</b>
		# of FTE	1,611.47	96.00
Compensation & Classification	\$196,935	% of Total FTE		5.96%
		<b>Amount of Allocation</b>		<b>\$11,737</b>
		# of FTE	1,611.47	96.00
Employee Development	\$135,026	% of Total FTE		5.96%
		<b>Amount of Allocation</b>		<b>\$8,048</b>
		# of FTE	1,611.47	96.00
Recruitment	\$390,751	% of Total FTE		5.96%
		<b>Amount of Allocation</b>		<b>\$23,289</b>
		# of FTE	1,611.47	96.00
Employee/Labor Relations	\$95,434	% of Total FTE		5.96%
		<b>Amount of Allocation</b>		<b>\$5,688</b>
<b>Financial Services</b>	<b>\$3,069,745</b>	<b>Financial Services Allocation</b>		<b>\$156,447</b>
		# of FTE	1,611.47	96.00
Administration	\$617,066	% of Total FTE		5.96%
		<b>Amount of Allocation</b>		<b>\$36,777</b>
		# of Accounting Transactions Processed	58,574.00	3826.00
Accounting & Debt Management	\$679,372	% of Total Accounting Transactions		6.53%
		<b>Amount of Allocation</b>		<b>\$44,363</b>
		# of Cashier Transactions Processed	4,286,385.00	2,305.00
Treasury (Cashier)	\$215,025	% of Total Cashier Transactions		0.05%
		<b>Amount of Allocation</b>		<b>\$108</b>
		# of FTE	1,611.47	96.00
Payroll Services	\$146,695	% of Total FTE		5.96%
		<b>Amount of Allocation</b>		<b>\$8,743</b>
		\$ Amount of A/P Transactions Processed	116,633,626.16	4,382,299.02
Accounts Payable	\$323,616	% of Total A/P Transactions		3.76%
		<b>Amount of Allocation</b>		<b>\$12,168</b>
		% of Budget Expenditures	238,349,963.00	12,426,145.00
Management/Budget	\$440,776	% of Total Budget Expenditures		5.21%
		<b>Amount of Allocation</b>		<b>\$22,964</b>
		# of Purchase Orders Processed	4,357.00	211.00
Procurement	\$647,195	% of Total Purchase Orders Processed		4.84%
		<b>Amount of Allocation</b>		<b>\$31,324</b>
<b>City Clerk</b>	<b>\$899,768</b>	<b>City Clerk Allocation</b>		<b>\$45,440</b>
		# of FTE	1,611.47	96.00
Administration	\$506,181	% of Total FTE		5.96%
		<b>Amount of Allocation</b>		<b>\$30,168</b>
		# of FTE	1,611.47	96.00
Communications	\$86,761	% of Total FTE		5.96%
		<b>Amount of Allocation</b>		<b>\$5,171</b>
		# of Files Imaged	445,803.00	0.00
Records Management	\$187,991	% of Total Files Imaged		0.00%
		<b>Amount of Allocation</b>		<b>\$0</b>
		# of Complaints/Inquiries	13,489.00	1,146.00
Citizen's Action Center	\$118,835	% of Total Complaints/Inquiries		8.50%
		<b>Amount of Allocation</b>		<b>\$10,101</b>

**City of Cape Coral, Florida**  
**FY 2017 – 2019 Adopted Operating Budget**  
**General Fund Overhead Allocation to Stormwater Fund**

**Total General Fund Amount to Charge Back**

**\$1,152,645**

Departments/Amounts to be Allocated		FY 2017 Basis of Allocation		Stormwater Fund
<b>City Manager</b>	<b>\$1,418,242</b>	<b>City Manager Allocation</b>		<b>\$84,527</b>
		# of FTE	1,611.47	96.00
Administration	\$961,326	% of Total FTE		5.96%
		<b>Amount of Allocation</b>		<b>\$57,295</b>
		# of FTE	1,611.47	96.00
Public Information	\$456,916	% of Total FTE		5.96%
		<b>Amount of Allocation</b>		<b>\$27,232</b>
<b>Information Technology Services</b>	<b>\$4,142,663</b>	<b>Information Technology Services Allocation</b>		<b>\$156,297</b>
		# of Computers	998.00	34.00
Administration	\$276,937	% of Total # of Computers		3.41%
		<b>Amount of Allocation</b>		<b>\$9,444</b>
		# of Computers	998.00	34.00
Business Applications	\$2,095,618	% of Total # of Computers		3.41%
		<b>Amount of Allocation</b>		<b>\$71,461</b>
		# of Computers	998.00	34.00
Network Administration	\$1,464,577	% of Total # of Computers		3.41%
		<b>Amount of Allocation</b>		<b>\$49,942</b>
		# of Communication Devices	606.00	33.00
Telecommunications	\$0	% of Total # of Communication Devices		5.45%
		<b>Amount of Allocation</b>		<b>\$0</b>
		# of Mapping & Analysis Requests	204.00	17.00
GIS	\$305,531	% of Total # of Mapping & Analysis Requests		8.33%
		<b>Amount of Allocation</b>		<b>\$25,451</b>
<b>City Auditor</b>	<b>\$691,605</b>	# of Internal Audit Hours	4,850.50	0.00
		% of Total Internal Audit Hours		0.00%
		<b>Amount of Allocation</b>		<b>\$0</b>
<b>City Council</b>	<b>\$796,580</b>	# of Council Agenda Items	380.00	6.00
		% of Total Council Agenda Items		1.58%
		<b>Amount of Allocation</b>		<b>\$12,586</b>
<b>City Attorney</b>	<b>\$1,518,185</b>	# of FTE	1,611.47	96.00
		% of Total FTE		5.96%
		<b>Amount of Allocation</b>		<b>\$90,484</b>
<b>Public Works Department Overhead</b>	<b>1,063,172</b>	Please refer to Departmental Overhead Allocations		44.34%
		% of Public Works Full Time Employees		
		<b>Amount of Allocation</b>		<b>\$471,430</b>
<b>Adjustment</b>				
		<b>FY 2015 True Up</b>		<b>(\$159,512)</b>
<b>Total General Fund Allocations</b>	<b>\$19,631,104</b>			<b>\$1,152,645</b>

Note: Differences are due to rounding.

**City of Cape Coral, Florida**  
**FY 2017 – 2019 Adopted Operating Budget**  
**General Fund Overhead Allocation to Building Fund**

**Total General Fund Amount to Charge Back**

**\$713,333**

Departments/Amounts to be Allocated		FY 2017 Basis of Allocation		Building Fund
<b>Human Resources</b>	<b>\$7,094,316</b>	<b>Human Resources Allocation</b>		<b>\$318,444</b>
		# of FTE	1,611.47	34.45
Administration	\$442,697	% of Total FTE		2.14%
		<b>Amount of Allocation</b>		<b>\$9,474</b>
		# of FTE	1,611.47	34.45
Employee Benefits	\$297,739	% of Total FTE		2.14%
		<b>Amount of Allocation</b>		<b>\$6,372</b>
		# of Retirees	602.00	31.00
Retiree Health Care Costs	\$5,535,734	% of Total Retirees		5.15%
		<b>Amount of Allocation</b>		<b>\$285,090</b>
		# of FTE	1,611.47	34.45
Compensation & Classification	\$196,935	% of Total FTE		2.14%
		<b>Amount of Allocation</b>		<b>\$4,214</b>
		# of FTE	1,611.47	34.45
Employee Development	\$135,026	% of Total FTE		2.14%
		<b>Amount of Allocation</b>		<b>\$2,890</b>
		# of FTE	1,611.47	34.45
Recruitment	\$390,751	% of Total FTE		2.14%
		<b>Amount of Allocation</b>		<b>\$8,362</b>
		# of FTE	1,611.47	34.45
Employee/Labor Relations	\$95,434	% of Total FTE		2.14%
		<b>Amount of Allocation</b>		<b>\$2,042</b>
<b>Financial Services</b>	<b>\$3,069,745</b>	<b>Financial Services Allocation</b>		<b>\$34,821</b>
		# of FTE	1,611.47	34.45
Administration	\$617,066	% of Total FTE		2.14%
		<b>Amount of Allocation</b>		<b>\$13,205</b>
		# of Accounting Transactions Processed	58,574.00	725.00
Accounting & Debt Management	\$679,372	% of Total Accounting Transactions		1.24%
		<b>Amount of Allocation</b>		<b>\$8,424</b>
		# of Cashier Transactions Processed	4,286,385.00	56,718.00
Treasury (Cashier)	\$215,025	% of Total Cashier Transactions		1.32%
		<b>Amount of Allocation</b>		<b>\$2,838</b>
		# of FTE	1,611.47	34.45
Payroll Services	\$146,695	% of Total FTE		2.14%
		<b>Amount of Allocation</b>		<b>\$3,139</b>
		\$ Amount of A/P Transactions Processed	116,633,626.16	154,688.65
Accounts Payable	\$323,616	% of Total A/P Transactions		0.13%
		<b>Amount of Allocation</b>		<b>\$421</b>
		% of Budget Expenditures	238,349,963.00	2,684,713.00
Management/Budget	\$440,776	% of Total Budget Expenditures		1.13%
		<b>Amount of Allocation</b>		<b>\$4,981</b>
		# of Purchase Orders Processed	4,357.00	12.00
Procurement	\$647,195	% of Total Purchase Orders Processed		0.28%
		<b>Amount of Allocation</b>		<b>\$1,812</b>
<b>City Clerk</b>	<b>\$899,768</b>	<b>City Clerk Allocation</b>		<b>\$125,184</b>
		# of FTE	1,611.47	34.45
Administration	\$506,181	% of Total FTE		2.14%
		<b>Amount of Allocation</b>		<b>\$10,832</b>
		# of FTE	1,611.47	34.45
Communications	\$86,761	% of Total FTE		2.14%
		<b>Amount of Allocation</b>		<b>\$1,857</b>
		# of Files Imaged	445,803.00	264,094.00
Records Management	\$187,991	% of Total Files Imaged		59.24%
		<b>Amount of Allocation</b>		<b>\$111,366</b>
		# of Complaints/Inquiries	13,489.00	128.00
Citizen's Action Center	\$118,835	% of Total Complaints/Inquiries		0.95%
		<b>Amount of Allocation</b>		<b>\$1,129</b>

**City of Cape Coral, Florida**  
**FY 2017 – 2019 Adopted Operating Budget**  
**General Fund Overhead Allocation to Building Fund**

**Total General Fund Amount to Charge Back**

**\$713,333**

Departments/Amounts to be Allocated		FY 2017 Basis of Allocation		Building Fund
<b>City Manager</b>	<b>\$1,418,242</b>	<b>City Manager Allocation</b>		<b>\$30,350</b>
Administration	\$961,326	# of FTE	1,611.47	34.45
		% of Total FTE		2.14%
		<b>Amount of Allocation</b>		<b>\$20,572</b>
Public Information	\$456,916	# of FTE	1,611.47	34.45
		% of Total FTE		2.14%
		<b>Amount of Allocation</b>		<b>\$9,778</b>
<b>Information Technology Services</b>	<b>\$4,142,663</b>	<b>Information Technology Services Allocation</b>		<b>\$110,818</b>
Administration	\$276,937	# of Computers	998.00	28.00
		% of Total # of Computers		2.81%
		<b>Amount of Allocation</b>		<b>\$7,782</b>
Business Applications	\$2,095,618	# of Computers	998.00	28.00
		% of Total # of Computers		2.81%
		<b>Amount of Allocation</b>		<b>\$58,887</b>
Network Administration	\$1,464,577	# of Computers	998.00	28.00
		% of Total # of Computers		2.81%
		<b>Amount of Allocation</b>		<b>\$41,155</b>
Telecommunications	\$0	# of Communication Devices	606.00	31.00
		% of Total # of Communication Devices		5.12%
		<b>Amount of Allocation</b>		<b>\$0</b>
GIS	\$305,531	# of Mapping & Analysis Requests	204.00	2.00
		% of Total # of Mapping & Analysis Requests		0.98%
		<b>Amount of Allocation</b>		<b>\$2,994</b>
<b>City Auditor</b>	<b>\$691,605</b>	# of Internal Audit Hours	4,850.50	0.00
		% of Total Internal Audit Hours		0.00%
		<b>Amount of Allocation</b>		<b>\$0</b>
<b>City Council</b>	<b>\$796,580</b>	# of Council Agenda Items	380.00	0.00
		% of Total Council Agenda Items		0.00%
		<b>Amount of Allocation</b>		<b>\$0</b>
<b>City Attorney</b>	<b>\$1,518,185</b>	# of FTE	1,611.47	34.45
		% of Total FTE		2.14%
		<b>Amount of Allocation</b>		<b>\$32,489</b>
<b>DCD Department Overhead</b>		Please refer to Departmental Overhead Allocations		37.95%
		% of Total DCD Budget		
		<b>Amount of Allocation</b>		<b>\$98,159</b>
<b>Adjustment</b>				
		<b>FY 2015 True Up</b>		<b>(\$36,931)</b>
<b>Total General Fund Allocations</b>	<b>\$19,631,104</b>			<b>\$713,333</b>

Note: Differences are due to rounding.

**City of Cape Coral, Florida**  
**FY 2017 – 2019 Adopted Operating Budget**

**General Fund Overhead Allocation to Waterpark Fund**

**Total General Fund Amount to Charge Back**

**\$342,120**

Departments/Amounts to be Allocated		FY 2017 Basis of Allocation		Waterpark Fund
<b>Human Resources</b>	<b>\$7,094,316</b>	<b>Human Resources Allocation</b>		<b>\$59,694</b>
		# of FTE	1,611.47	61.67
Administration	\$442,697	% of Total FTE		3.83%
		<b>Amount of Allocation</b>		<b>\$16,955</b>
		# of FTE	1,611.47	61.67
Employee Benefits	\$297,739	% of Total FTE		3.83%
		<b>Amount of Allocation</b>		<b>\$11,403</b>
		# of Retirees	602.00	0.00
Retiree Health Care Costs	\$5,535,734	% of Total Retirees		0.00%
		<b>Amount of Allocation</b>		<b>\$0</b>
		# of FTE	1,611.47	61.67
Compensation & Classification	\$196,935	% of Total FTE		3.83%
		<b>Amount of Allocation</b>		<b>\$7,543</b>
		# of FTE	1,611.47	61.67
Employee Development	\$135,026	% of Total FTE		3.83%
		<b>Amount of Allocation</b>		<b>\$5,171</b>
		# of FTE	1,611.47	61.67
Recruitment	\$390,751	% of Total FTE		3.83%
		<b>Amount of Allocation</b>		<b>\$14,966</b>
		# of FTE	1,611.47	61.67
Employee/Labor Relations	\$95,434	% of Total FTE		3.83%
		<b>Amount of Allocation</b>		<b>\$3,655</b>
<b>Financial Services</b>	<b>\$2,878,612</b>	<b>Financial Services Allocation</b>		<b>\$77,327</b>
		# of FTE	1,611.47	61.67
Administration	\$617,066	% of Total FTE		3.83%
		<b>Amount of Allocation</b>		<b>\$23,634</b>
		# of Accounting Transactions Processed	58,574.00	1105.00
Accounting & Debt Management	\$679,372	% of Total Accounting Transactions		1.89%
		<b>Amount of Allocation</b>		<b>\$12,840</b>
		# of Rec Trac Transactions Processed	290,484.00	129,330.00
Treasury (Cashier)	\$23,892	% of Total Rec Trac Transactions		44.52%
		<b>Amount of Allocation</b>		<b>\$10,637</b>
		# of FTE	1,611.47	61.67
Payroll Services	\$146,695	% of Total FTE		3.83%
		<b>Amount of Allocation</b>		<b>\$5,618</b>
		\$ Amount of A/P Transactions Processed	116,633,626.16	642,939.68
Accounts Payable	\$323,616	% of Total A/P Transactions		0.55%
		<b>Amount of Allocation</b>		<b>\$1,780</b>
		% of Budget Expenditures	238,349,963.00	2,044,371.00
Management/Budget	\$440,776	% of Total Budget Expenditures		0.86%
		<b>Amount of Allocation</b>		<b>\$3,791</b>
		# of Purchase Orders Processed	4,357.00	128.00
Procurement	\$647,195	% of Total Purchase Orders Processed		2.94%
		<b>Amount of Allocation</b>		<b>\$19,028</b>
<b>City Clerk</b>	<b>\$899,768</b>	<b>City Clerk Allocation</b>		<b>\$22,710</b>
		# of FTE	1,611.47	61.67
Administration	\$506,181	% of Total FTE		3.83%
		<b>Amount of Allocation</b>		<b>\$19,387</b>
		# of FTE	1,611.47	61.67
Communications	\$86,761	% of Total FTE		3.83%
		<b>Amount of Allocation</b>		<b>\$3,323</b>
		# of Files Imaged	445,803.00	0.00
Records Management	\$187,991	% of Total Files Imaged		0.00%
		<b>Amount of Allocation</b>		<b>\$0</b>
		# of Complaints/Inquiries	13,489.00	0.00
Citizen's Action Center	\$118,835	% of Total Complaints/Inquiries		0.00%
		<b>Amount of Allocation</b>		<b>\$0</b>



**City of Cape Coral, Florida**  
**FY 2017 – 2019 Adopted Operating Budget**

**General Fund Overhead Allocation to Waterpark Fund**

**Total General Fund Amount to Charge Back**

**\$342,120**

Departments/Amounts to be Allocated		FY 2017 Basis of Allocation		Waterpark Fund
<b>City Manager</b>	<b>\$1,418,242</b>	<b>City Manager Allocation</b>		<b>\$54,319</b>
Administration	\$961,326	# of FTE	1,611.47	61.67
		% of Total FTE		3.83%
		<b>Amount of Allocation</b>		<b>\$36,819</b>
Public Information	\$456,916	# of FTE	1,611.47	61.67
		% of Total FTE		3.83%
		<b>Amount of Allocation</b>		<b>\$17,500</b>
<b>Information Technology Services</b>	<b>\$4,142,663</b>	<b>Information Technology Services Allocation</b>		<b>\$23,023</b>
Administration	\$276,937	# of Computers	998.00	6.00
		% of Total # of Computers		0.60%
		<b>Amount of Allocation</b>		<b>\$1,662</b>
Business Applications	\$2,095,618	# of Computers	998.00	6.00
		% of Total # of Computers		0.60%
		<b>Amount of Allocation</b>		<b>\$12,574</b>
Network Administration	\$1,464,577	# of Computers	998.00	6.00
		% of Total # of Computers		0.60%
		<b>Amount of Allocation</b>		<b>\$8,787</b>
Telecommunications	\$0	# of Communication Devices	606.00	8.00
		% of Total # of Communication Devices		1.32%
		<b>Amount of Allocation</b>		<b>\$0</b>
GIS	\$305,531	# of Mapping & Analysis Requests	204.00	0.00
		% of Total # of Mapping & Analysis Requests		0.00%
		<b>Amount of Allocation</b>		<b>\$0</b>
<b>City Auditor</b>	<b>\$691,605</b>	# of Internal Audit Hours	4,850.50	0.00
		% of Total Internal Audit Hours		0.00%
		<b>Amount of Allocation</b>		<b>\$0</b>
<b>City Council</b>	<b>\$796,580</b>	# of Council Agenda Items	380.00	0.00
		% of Total Council Agenda Items		0.00%
		<b>Amount of Allocation</b>		<b>\$0</b>
<b>City Attorney</b>	<b>\$1,518,185</b>	# of FTE	1,611.47	61.67
		% of Total FTE		3.83%
		<b>Amount of Allocation</b>		<b>\$58,146</b>
<b>Parks &amp; Recreation Department Overhead</b>		Please refer to Departmental Overhead Allocations		
		% of Total P&R Budget		11.04%
		<b>Amount of Allocation</b>		<b>\$79,828</b>
<b>Adjustment</b>				
		<b>FY 2015 True Up</b>		<b>(\$32,926)</b>
<b>Total General Fund Allocations</b>	<b>\$19,439,971</b>			<b>\$342,120</b>

Note: Differences are due to rounding.

**City of Cape Coral, Florida**  
**FY 2017 – 2019 Adopted Operating Budget**

**General Fund Overhead Allocation to Golf Course Fund**

**Total General Fund Amount to Charge Back**

**\$350,009**

Departments/Amounts to be Allocated		FY 2017 Basis of Allocation		Golf Course Fund	
<b>Human Resources</b>	<b>\$7,094,316</b>	<b>Human Resources Allocation</b>			<b>\$104,641</b>
Administration	\$442,697	# of FTE	1,611.47	32.00	
		% of Total FTE		1.99%	
		<b>Amount of Allocation</b>			<b>\$8,810</b>
Employee Benefits	\$297,739	# of FTE	1,611.47	32.00	
		% of Total FTE		1.99%	
		<b>Amount of Allocation</b>			<b>\$5,925</b>
Retiree Health Care Costs	\$5,535,734	# of Retirees	602.00	8.00	
		% of Total Retirees		1.33%	
		<b>Amount of Allocation</b>			<b>\$73,625</b>
Compensation & Classification	\$196,935	# of FTE	1,611.47	32.00	
		% of Total FTE		1.99%	
		<b>Amount of Allocation</b>			<b>\$3,919</b>
Employee Development	\$135,026	# of FTE	1,611.47	32.00	
		% of Total FTE		1.99%	
		<b>Amount of Allocation</b>			<b>\$2,687</b>
Recruitment	\$390,751	# of FTE	1,611.47	32.00	
		% of Total FTE		1.99%	
		<b>Amount of Allocation</b>			<b>\$7,776</b>
Employee/Labor Relations	\$95,434	# of FTE	1,611.47	32.00	
		% of Total FTE		1.99%	
		<b>Amount of Allocation</b>			<b>\$1,899</b>
<b>Financial Services</b>	<b>\$2,878,612</b>	<b>Financial Services Allocation</b>			<b>\$68,352</b>
Administration	\$617,066	# of FTE	1,611.47	32.00	
		% of Total FTE		1.99%	
		<b>Amount of Allocation</b>			<b>\$12,280</b>
Accounting & Debt Management	\$679,372	# of Accounting Transactions Processed	58,574.00	1271.00	
		% of Total Accounting Transactions		2.17%	
		<b>Amount of Allocation</b>			<b>\$14,742</b>
Treasury (Cashier)	\$23,892	# of Rec Trac Transactions Processed	290,484.00	77,220.00	
		% of Total Rec Trac Transactions		26.58%	
		<b>Amount of Allocation</b>			<b>\$6,350</b>
Payroll Services	\$146,695	# of FTE	1,611.47	32.00	
		% of Total FTE		1.99%	
		<b>Amount of Allocation</b>			<b>\$2,919</b>
Accounts Payable	\$323,616	\$ Amount of A/P Transactions Processed	116,633,626.16	714,895.87	
		% of Total A/P Transactions		0.61%	
		<b>Amount of Allocation</b>			<b>\$1,974</b>
Management/Budget	\$440,776	% of Budget Expenditures	238,349,963.00	2,540,417.00	
		% of Total Budget Expenditures		1.07%	
		<b>Amount of Allocation</b>			<b>\$4,716</b>
Procurement	\$647,195	# of Purchase Orders Processed	4,357.00	171.00	
		% of Total Purchase Orders Processed		3.92%	
		<b>Amount of Allocation</b>			<b>\$25,370</b>
<b>City Clerk</b>	<b>\$899,768</b>	<b>City Clerk Allocation</b>			<b>\$11,800</b>
Administration	\$506,181	# of FTE	1,611.47	32.00	
		% of Total FTE		1.99%	
		<b>Amount of Allocation</b>			<b>\$10,073</b>
Communications	\$86,761	# of FTE	1,611.47	32.00	
		% of Total FTE		1.99%	
		<b>Amount of Allocation</b>			<b>\$1,727</b>
Records Management	\$187,991	# of Files Imaged	445,803.00	0.00	
		% of Total Files Imaged		0.00%	
		<b>Amount of Allocation</b>			<b>\$0</b>
Citizen's Action Center	\$118,835	# of Complaints/Inquiries	13,489.00	0.00	
		% of Total Complaints/Inquiries		0.00%	
		<b>Amount of Allocation</b>			<b>\$0</b>

**City of Cape Coral, Florida**  
**FY 2017 – 2019 Adopted Operating Budget**

**General Fund Overhead Allocation to Golf Course Fund**

**Total General Fund Amount to Charge Back**

**\$350,009**

Departments/Amounts to be Allocated		FY 2017 Basis of Allocation		Golf Course Fund
<b>City Manager</b>	<b>\$1,418,242</b>	<b>City Manager Allocation</b>		<b>\$28,223</b>
Administration	\$961,326	# of FTE	1,611.47	32.00
		% of Total FTE		1.99%
		<b>Amount of Allocation</b>		<b>\$19,130</b>
Public Information	\$456,916	# of FTE	1,611.47	32.00
		% of Total FTE		1.99%
		<b>Amount of Allocation</b>		<b>\$9,093</b>
<b>Information Technology Services</b>	<b>\$4,142,663</b>	<b>Information Technology Services Allocation</b>		<b>\$15,349</b>
Administration	\$276,937	# of Computers	998.00	4.00
		% of Total # of Computers		0.40%
		<b>Amount of Allocation</b>		<b>\$1,108</b>
Business Applications	\$2,095,618	# of Computers	998.00	4.00
		% of Total # of Computers		0.40%
		<b>Amount of Allocation</b>		<b>\$8,382</b>
Network Administration	\$1,464,577	# of Computers	998.00	4.00
		% of Total # of Computers		0.40%
		<b>Amount of Allocation</b>		<b>\$5,858</b>
Telecommunications	\$0	# of Communication Devices	606.00	7.00
		% of Total # of Communication Devices		1.16%
		<b>Amount of Allocation</b>		<b>\$0</b>
GIS	\$305,531	# of Mapping & Analysis Requests	204.00	0.00
		% of Total # of Mapping & Analysis Requests		0.00%
		<b>Amount of Allocation</b>		<b>\$0</b>
<b>City Auditor</b>	<b>\$691,605</b>	# of Internal Audit Hours	4,850.50	0.00
		% of Total Internal Audit Hours		0.00%
		<b>Amount of Allocation</b>		<b>\$0</b>
<b>City Council</b>	<b>\$796,580</b>	# of Council Agenda Items	380.00	5.00
		% of Total Council Agenda Items		1.32%
		<b>Amount of Allocation</b>		<b>\$10,515</b>
<b>City Attorney</b>	<b>\$1,518,185</b>	# of FTE	1,611.47	32.00
		% of Total FTE		1.99%
		<b>Amount of Allocation</b>		<b>\$30,212</b>
<b>Parks &amp; Recreation Department Overhead</b>		Please refer to Departmental Overhead Allocations		13.13%
		% of Total P&R Budget		
		<b>Amount of Allocation</b>		<b>\$94,937</b>
<b>Adjustment</b>		<b>FY 2015 True Up</b>		<b>(\$14,019)</b>
<b>Total General Fund Allocations</b>	<b>\$19,439,971</b>			<b>\$350,009</b>

Note: Differences are due to rounding.

**City of Cape Coral, Florida**  
**FY 2017 – 2019 Adopted Operating Budget**

**Total General Fund Amount to Charge Back**

**\$78,959**

Departments/Amounts to be Allocated		FY 2017 Basis of Allocation		Yacht Basin Fund
<b>Human Resources</b>	<b>\$7,094,316</b>	<b>Human Resources Allocation</b>		<b>\$20,762</b>
Administration	\$442,697	# of FTE	1,611.47	2.55
		% of Total FTE		0.16%
		<b>Amount of Allocation</b>		<b>\$708</b>
Employee Benefits	\$297,739	# of FTE	1,611.47	2.55
		% of Total FTE		0.16%
		<b>Amount of Allocation</b>		<b>\$476</b>
Retiree Health Care Costs	\$5,535,734	# of Retirees	602.00	2.00
		% of Total Retirees		0.33%
		<b>Amount of Allocation</b>		<b>\$18,268</b>
Compensation & Classification	\$196,935	# of FTE	1,611.47	2.55
		% of Total FTE		0.16%
		<b>Amount of Allocation</b>		<b>\$315</b>
Employee Development	\$135,026	# of FTE	1,611.47	2.55
		% of Total FTE		0.16%
		<b>Amount of Allocation</b>		<b>\$216</b>
Recruitment	\$390,751	# of FTE	1,611.47	2.55
		% of Total FTE		0.16%
		<b>Amount of Allocation</b>		<b>\$625</b>
Employee/Labor Relations	\$95,434	# of FTE	1,611.47	2.55
		% of Total FTE		0.16%
		<b>Amount of Allocation</b>		<b>\$153</b>
<b>Financial Services</b>	<b>\$2,878,612</b>	<b>Financial Services Allocation</b>		<b>\$23,866</b>
Administration	\$617,066	# of FTE	1,611.47	2.55
		% of Total FTE		0.16%
		<b>Amount of Allocation</b>		<b>\$987</b>
Accounting & Debt Management	\$679,372	# of Accounting Transactions Processed	58,574.00	516.00
		% of Total Accounting Transactions		0.88%
		<b>Amount of Allocation</b>		<b>\$5,978</b>
Treasury (Cashier)	\$23,892	# of Rec Trac Transactions Processed	290,484.00	1,125.00
		% of Total Rec Trac Transactions		0.39%
		<b>Amount of Allocation</b>		<b>\$93</b>
Payroll Services	\$146,695	# of FTE	1,611.47	2.55
		% of Total FTE		0.16%
		<b>Amount of Allocation</b>		<b>\$235</b>
Accounts Payable	\$323,616	\$ Amount of A/P Transactions Processed	116,633,626.16	684,156.98
		% of Total A/P Transactions		0.59%
		<b>Amount of Allocation</b>		<b>\$1,909</b>
Management/Budget	\$440,776	% of Budget Expenditures	238,349,963.00	936,882.00
		% of Total Budget Expenditures		0.39%
		<b>Amount of Allocation</b>		<b>\$1,719</b>
Procurement	\$647,195	# of Purchase Orders Processed	4,357.00	87.00
		% of Total Purchase Orders Processed		2.00%
		<b>Amount of Allocation</b>		<b>\$12,944</b>
<b>City Clerk</b>	<b>\$899,768</b>	<b>City Clerk Allocation</b>		<b>\$949</b>
Administration	\$506,181	# of FTE	1,611.47	2.55
		% of Total FTE		0.16%
		<b>Amount of Allocation</b>		<b>\$810</b>
Communications	\$86,761	# of FTE	1,611.47	2.55
		% of Total FTE		0.16%
		<b>Amount of Allocation</b>		<b>\$139</b>
Records Management	\$187,991	# of Files Imaged	445,803.00	0.00
		% of Total Files Imaged		0.00%
		<b>Amount of Allocation</b>		<b>\$0</b>
Citizen's Action Center	\$118,835	# of Complaints/Inquiries	13,489.00	0.00
		% of Total Complaints/Inquiries		0.00%
		<b>Amount of Allocation</b>		<b>\$0</b>

**City of Cape Coral, Florida**  
**FY 2017 – 2019 Adopted Operating Budget**

**Total General Fund Amount to Charge Back**

**\$78,959**

Departments/Amounts to be Allocated		FY 2017 Basis of Allocation		Yacht Basin Fund
<b>City Manager</b>	<b>\$1,418,242</b>	<b>City Manager Allocation</b>		<b>\$2,269</b>
Administration	\$961,326	# of FTE	1,611.47	2.55
		% of Total FTE		0.16%
		<b>Amount of Allocation</b>		<b>\$1,538</b>
Public Information	\$456,916	# of FTE	1,611.47	2.55
		% of Total FTE		0.16%
		<b>Amount of Allocation</b>		<b>\$731</b>
<b>Information Technology Services</b>	<b>\$4,142,663</b>	<b>Information Technology Services Allocation</b>		<b>\$7,674</b>
Administration	\$276,937	# of Computers	998.00	2.00
		% of Total # of Computers		0.20%
		<b>Amount of Allocation</b>		<b>\$554</b>
Business Applications	\$2,095,618	# of Computers	998.00	2.00
		% of Total # of Computers		0.20%
		<b>Amount of Allocation</b>		<b>\$4,191</b>
Network Administration	\$1,464,577	# of Computers	998.00	2.00
		% of Total # of Computers		0.20%
		<b>Amount of Allocation</b>		<b>\$2,929</b>
Telecommunications	\$0	# of Communication Devices	606.00	4.00
		% of Total # of Communication Devices		0.66%
		<b>Amount of Allocation</b>		<b>\$0</b>
GIS	\$305,531	# of Mapping & Analysis Requests	204.00	0.00
		% of Total # of Mapping & Analysis Requests		0.00%
		<b>Amount of Allocation</b>		<b>\$0</b>
<b>City Auditor</b>	<b>\$691,605</b>	# of Internal Audit Hours	4,850.50	0.00
		% of Total Internal Audit Hours		0.00%
		<b>Amount of Allocation</b>		<b>\$0</b>
<b>City Council</b>	<b>\$796,580</b>	# of Council Agenda Items	380.00	0.00
		% of Total Council Agenda Items		0.00%
		<b>Amount of Allocation</b>		<b>\$0</b>
<b>City Attorney</b>	<b>\$1,518,185</b>	# of FTE	1,611.47	2.55
		% of Total FTE		0.16%
		<b>Amount of Allocation</b>		<b>\$2,429</b>
<b>Parks &amp; Recreation Department Overhead</b>		Please refer to Departmental Overhead Allocations		
		% of Total P&R Budget		1.89%
		<b>Amount of Allocation</b>		<b>\$13,683</b>
<b>Adjustment</b>		<b>FY 2015 True Up</b>		<b>\$7,327</b>
<b>Total General Fund Allocations</b>	<b>\$19,439,971</b>			<b>\$78,959</b>

Note: Differences are due to rounding.

**City of Cape Coral, Florida**  
**FY 2017 – 2019 Adopted Operating Budget**

**Total General Fund Amount to Charge Back**

**\$21,033**

Departments/Amounts to be Allocated		FY 2017 Basis of Allocation		CDBG Fund
<b>Human Resources</b>	<b>\$7,094,316</b>	<b>Human Resources Allocation</b>		<b>\$1,403</b>
Administration	\$442,697	# of FTE	1,611.47	1.50
		% of Total FTE		0.09%
		<b>Amount of Allocation</b>		<b>\$398</b>
Employee Benefits	\$297,739	# of FTE	1,611.47	1.50
		% of Total FTE		0.09%
		<b>Amount of Allocation</b>		<b>\$268</b>
Retiree Health Care Costs	\$5,535,734	# of Retirees	602.00	0.00
		% of Total Retirees		0.00%
		<b>Amount of Allocation</b>		<b>\$0</b>
Compensation & Classification	\$196,935	# of FTE	1,611.47	1.50
		% of Total FTE		0.09%
		<b>Amount of Allocation</b>		<b>\$177</b>
Employee Development	\$135,026	# of FTE	1,611.47	1.50
		% of Total FTE		0.09%
		<b>Amount of Allocation</b>		<b>\$122</b>
Recruitment	\$390,751	# of FTE	1,611.47	1.50
		% of Total FTE		0.09%
		<b>Amount of Allocation</b>		<b>\$352</b>
Employee/Labor Relations	\$95,434	# of FTE	1,611.47	1.50
		% of Total FTE		0.09%
		<b>Amount of Allocation</b>		<b>\$86</b>
<b>Financial Services</b>	<b>\$3,069,745</b>	<b>Financial Services Allocation</b>		<b>\$8,803</b>
Administration	\$617,066	# of FTE	1,611.47	1.50
		% of Total FTE		0.09%
		<b>Amount of Allocation</b>		<b>\$555</b>
Accounting & Debt Management	\$679,372	# of Accounting Transactions Processed	58,574.00	390.00
		% of Total Accounting Transactions		0.67%
		<b>Amount of Allocation</b>		<b>\$4,552</b>
Treasury (Cashier)	\$215,025	# of Cashier Transactions Processed	4,286,385.00	19.00
		% of Total Cashier Transactions		0.00%
		<b>Amount of Allocation</b>		<b>\$0</b>
Payroll Services	\$146,695	# of FTE	1,611.47	1.50
		% of Total FTE		0.09%
		<b>Amount of Allocation</b>		<b>\$132</b>
Accounts Payable	\$323,616	\$ Amount of A/P Transactions Processed	116,633,626.16	623,194.39
		% of Total A/P Transactions		0.53%
		<b>Amount of Allocation</b>		<b>\$1,715</b>
Management/Budget	\$440,776	% of Budget Expenditures	238,349,963.00	938,907.00
		% of Total Budget Expenditures		0.39%
		<b>Amount of Allocation</b>		<b>\$1,719</b>
Procurement	\$647,195	# of Purchase Orders Processed	4,357.00	1.00
		% of Total Purchase Orders Processed		0.02%
		<b>Amount of Allocation</b>		<b>\$129</b>
<b>City Clerk</b>	<b>\$899,768</b>	<b>City Clerk Allocation</b>		<b>\$534</b>
Administration	\$506,181	# of FTE	1,611.47	1.50
		% of Total FTE		0.09%
		<b>Amount of Allocation</b>		<b>\$456</b>
Communications	\$86,761	# of FTE	1,611.47	1.50
		% of Total FTE		0.09%
		<b>Amount of Allocation</b>		<b>\$78</b>
Records Management	\$187,991	# of Files Imaged	445,803.00	0.00
		% of Total Files Imaged		0.00%
		<b>Amount of Allocation</b>		<b>\$0</b>
Citizen's Action Center	\$118,835	# of Complaints/Inquiries	13,489.00	0.00
		% of Total Complaints/Inquiries		0.00%
		<b>Amount of Allocation</b>		<b>\$0</b>

**City of Cape Coral, Florida**  
**FY 2017 – 2019 Adopted Operating Budget**

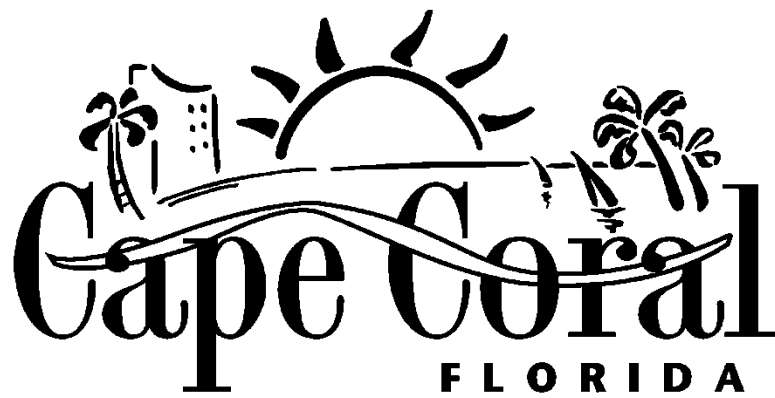
**Total General Fund Amount to Charge Back**

**\$21,033**

Departments/Amounts to be Allocated		FY 2017 Basis of Allocation		CDBG Fund
<b>City Manager</b>	<b>\$1,418,242</b>	<b>City Manager Allocation</b>		<b>\$1,276</b>
Administration	\$961,326	# of FTE	1,611.47	1.50
		% of Total FTE		0.09%
		<b>Amount of Allocation</b>		<b>\$865</b>
Public Information	\$456,916	# of FTE	1,611.47	1.50
		% of Total FTE		0.09%
		<b>Amount of Allocation</b>		<b>\$411</b>
<b>Information Technology Services</b>	<b>\$4,142,663</b>	<b>Information Technology Services Allocation</b>		<b>\$7,674</b>
Administration	\$276,937	# of Computers	998.00	2.00
		% of Total # of Computers		0.20%
		<b>Amount of Allocation</b>		<b>\$554</b>
Business Applications	\$2,095,618	# of Computers	998.00	2.00
		% of Total # of Computers		0.20%
		<b>Amount of Allocation</b>		<b>\$4,191</b>
Network Administration	\$1,464,577	# of Computers	998.00	2.00
		% of Total # of Computers		0.20%
		<b>Amount of Allocation</b>		<b>\$2,929</b>
Telecommunications	\$0	# of Communication Devices	606.00	2.00
		% of Total # of Communication Devices		0.33%
		<b>Amount of Allocation</b>		<b>\$0</b>
GIS	\$305,531	# of Mapping & Analysis Requests	204.00	0.00
		% of Total # of Mapping & Analysis Requests		0.00%
		<b>Amount of Allocation</b>		<b>\$0</b>
<b>City Auditor</b>	<b>\$691,605</b>	# of Internal Audit Hours	4,850.50	0.00
		% of Total Internal Audit Hours		0.00%
		<b>Amount of Allocation</b>		<b>\$0</b>
<b>City Council</b>	<b>\$796,580</b>	# of Council Agenda Items	380.00	3.00
		% of Total Council Agenda Items		0.79%
		<b>Amount of Allocation</b>		<b>\$6,293</b>
<b>City Attorney</b>	<b>\$1,518,185</b>	# of FTE	1,611.47	1.50
		% of Total FTE		0.09%
		<b>Amount of Allocation</b>		<b>\$1,366</b>
<b>DCD Department Overhead</b>		Please refer to Departmental Overhead Allocations		11.19%
		% of Total DCD Budget		
		<b>Amount of Allocation</b>		<b>\$2,895</b>
<b>Adjustment</b>				
		<b>FY 2015 True Up</b>		<b>(\$9,211)</b>
<b>Total General Fund Allocations</b>	<b>\$19,631,104</b>			<b>\$21,033</b>

Note: Differences are due to rounding.

City of Cape Coral, Florida  
FY 2017 – 2019 Adopted Operating Budget





City of Cape Coral, Florida  
FY 2017 - 2019 Adopted Operating Budget

**GENERAL FUND BUDGET SCHEDULES**

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**SUMMARY OF GENERAL FUND REVENUES BY CATEGORY**

	<b>FY 2015 Actual Revenue</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
Use of Fund Balance	\$ -	\$ 10,251,479	\$ 10,251,479	\$ 8,374,745	\$ 4,937,220	\$ 8,229,620
Operating Fund Balance	-	35,496,503	51,010,792	27,012,994	27,812,687	24,127,804
<b>Estimated Revenue</b>						
Ad Valorem Taxes	76,766,047	74,339,445	74,339,445	78,051,494	81,954,069	85,432,231
MSTU-Burnt Store	679,274	706,454	706,454	1,022,885	1,022,885	1,022,885
Franchise Fees	6,549,306	7,018,937	7,018,937	6,620,787	6,720,856	6,822,443
Communications Service Tax	5,489,539	6,084,283	6,084,283	5,713,396	5,759,103	5,805,176
Public Service Tax	7,168,083	7,211,575	7,211,575	7,621,186	7,735,504	7,851,536
Local Business Tax	916,554	925,000	925,000	1,453,563	1,473,175	1,490,908
Licenses and Permits	30,410	32,150	32,150	28,751	29,323	29,359
Fire Service Assessment	13,301,256	19,604,430	20,526,042	22,590,875	23,180,157	23,709,215
Intergovernmental-Federal Grants	213,191	-	235,793	-	-	-
Intergovernmental-Federal Shared Revenue	-	-	-	-	-	-
Intergovernmental-State Grants	68,487	-	45,013	-	-	-
Intergovernmental-State Shared Revenues	21,418,555	21,307,559	21,307,559	22,945,314	23,554,050	24,180,958
Intergovernmental-Local Grants	374,640	363,145	536,286	388,580	388,580	390,485
Intergovernmental-Local Shared Revenues	604,555	655,000	655,000	313,703	318,956	324,297
Charges for Service-General Government	720,279	618,300	618,300	724,587	729,382	735,575
Charges for Service-Public Safety	711,554	169,735	608,502	701,733	701,685	703,461
Charges for Service-Physical Environment	96,035	50,000	50,000	46,496	41,846	41,846
Charges for Service-Parks & Recreation	53,343	51,325	51,325	53,808	54,618	55,452
Charges for Service-Other	84,545	38,904	38,904	46,314	46,314	46,314
Internal Service Charges	4,310,164	4,520,946	4,520,946	4,653,149	4,789,123	4,924,883
Fines and Forfeits	683,829	846,750	846,750	656,543	637,381	642,419
Miscellaneous-Interest	494,208	294,500	294,500	384,154	400,259	414,712
Miscellaneous-Rents & Royalties	409,062	394,200	394,200	457,826	457,826	457,826
Miscellaneous-Disposition of Fixed Assets	318,911	-	-	-	-	-
Miscellaneous-Sale of Surplus Materials	15,613	15,000	15,000	6,479	6,479	6,479
Miscellaneous-Donations	11,050	-	2,500	-	-	-
Miscellaneous-Other	1,824,952	415,950	481,218	437,831	415,426	393,061
Other Sources-Interfund Transfer	3,453,250	3,730,409	3,837,227	4,634,533	4,876,422	5,026,918
Note/Debt Proceeds	11,684,152	-	-	750,000	-	825,000
<b>Total Sources</b>	<b>\$ 158,450,843</b>	<b>\$ 195,141,979</b>	<b>\$ 212,645,180</b>	<b>\$ 195,691,726</b>	<b>\$ 198,043,326</b>	<b>\$ 203,690,863</b>

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**Notes:**

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

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

**Ad Valorem Taxes:** FY 2017 estimated receipts calculated on 96% of levy based on July 1 certified value and rate of 6.7500. Projected taxable value increases 5% in FY 2018 and 4% in FY 2019 with millage rate remaining at 6.7500.

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

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

**Grants:** Grant funding is not budgeted until awarded. Local funding is in place for median maintenance of County roads in the amount \$105,000. WCIND funding of \$159,000 has been included for Police marine services, \$99,580 from Lee County TDC for maintenance of the Yacht Club Beach , Four Mile Cove Ecological Park, and Sirenia Vista Park. An additional \$25,000 is allocated for channel marker maintenance.

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

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

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

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

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

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**SUMMARY OF GENERAL FUND EXPENDITURES BY DEPARTMENT**

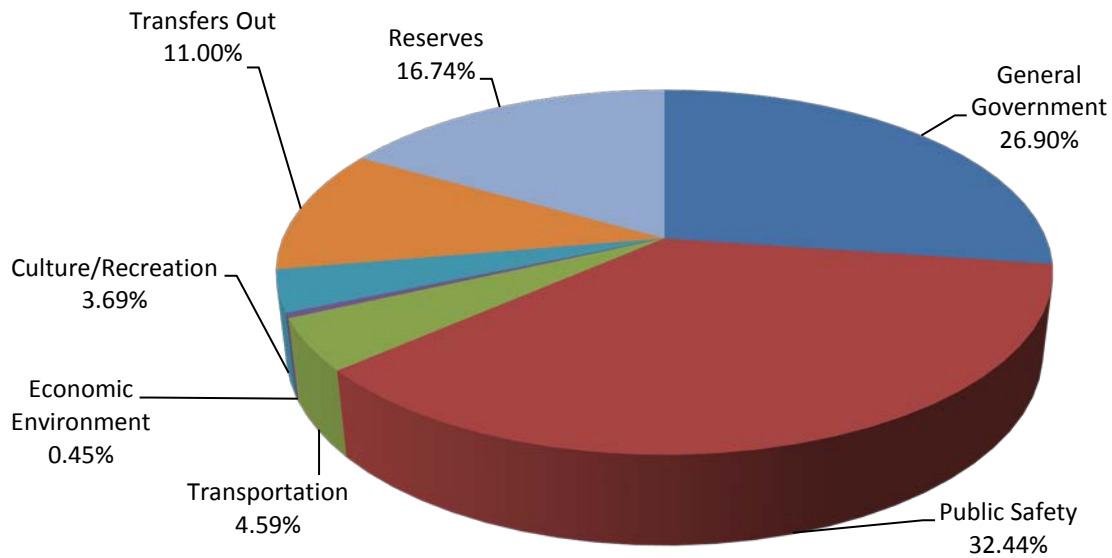
<b>Department</b>	<b>FY 2015 Actual Expenditures</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
City Council	\$ 468,167	\$ 589,239	\$ 747,646	\$ 796,580	\$ 807,086	\$ 840,581
City Attorney	991,398	1,301,523	1,366,499	1,518,185	1,717,178	1,764,594
City Auditor	508,566	668,521	716,064	691,605	709,744	700,155
City Clerk	1,152,553	1,313,141	1,313,141	1,418,916	1,454,052	1,497,920
City Manager	1,504,758	2,103,594	2,146,252	2,299,344	2,379,269	2,409,521
DCD	3,630,431	4,465,247	4,470,536	4,690,803	4,725,015	5,116,743
Finance	2,467,960	3,062,803	3,153,816	3,412,404	3,512,470	3,641,829
Fire	25,923,200	26,229,373	27,691,428	30,955,046	31,646,911	33,817,430
Human Resources	1,328,305	1,404,664	1,418,244	1,598,582	1,635,481	1,671,843
ITS	5,293,037	5,881,264	7,095,254	6,710,099	6,577,775	7,971,714
Parks & Rec	9,985,253	11,990,907	14,070,112	12,412,563	12,244,844	13,273,207
Police	31,997,655	33,398,212	34,802,545	35,359,721	35,892,775	37,332,193
Public Works	6,283,075	8,078,429	8,146,883	8,973,327	9,022,899	9,810,444
Government Services	48,461,022	58,408,559	64,402,934	52,104,644	53,360,403	55,170,148
Subtotal Expenditures	139,995,382	158,895,476	171,541,354	162,941,819	165,685,902	175,018,322
Reserves	-	36,246,503	41,103,826	32,749,907	32,357,424	28,672,541
<b>Total</b>	<b>\$ 139,995,382</b>	<b>\$ 195,141,979</b>	<b>\$ 212,645,180</b>	<b>\$ 195,691,726</b>	<b>\$ 198,043,326</b>	<b>\$ 203,690,863</b>

**Notes:**

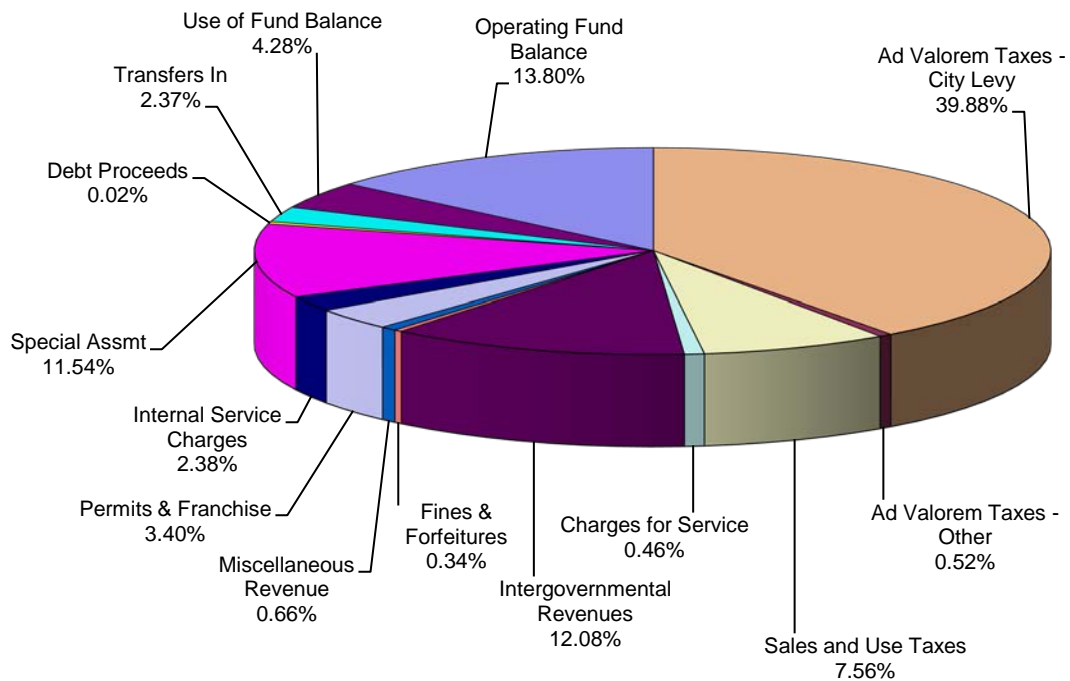
- 38 additional full-time equivalents are being proposed for FY 2017- 2019. FY 2017 - 16 FTEs, FY 2018 - 5 FTEs and FY 2019 - 17 FTEs. Departments: 1 City Attorney Office Position; 3 Police Positions; 10 Fire Positions, and 2 Public Works Positions.
  - Cost escalations are in accordance with Burton's General Fund Model.
  - Retiree Costs: Beginning in FY 2014, rather than budgeting the Unfunded Actuarial Accrued Liability (UAAL) at the department level, the cost is being calculated at the fund level. The General Fund's required contributions are budgeted under Government Services.
  - Debt Service: The General Fund will have responsibility for a portion of the annual debt service for the 2015 Special Obligation Refunding Bonds as projected Park Impact Fee Revenue will be inadequate.
  - Capital Requirements: The requirements for capital investment were included in the Burton Model.
- FY 2017 - New and Replacement Fleet rolling stock items are budgeted at the department/division level and not at fund level. The Fleet Manager and Public Works Director will manage all replacement purchases.
6. Transfers Out: In support of the reinstated local road resurfacing program, the General Fund will transfer \$6,500,000 in fiscal years FY 2017 - 2019 to the Transportation Capital Project Fund. A transfer of \$306,000 is proposed in FY 2017 to the Public Works Transportation Capital Project Fund for funding of Median Maintenance and \$510,000 for Alley Resurfacing. Also, a transfer is planned to Fire Capital Project Fund for the design of Fire Station #12 in FY 2018 for \$274,230.

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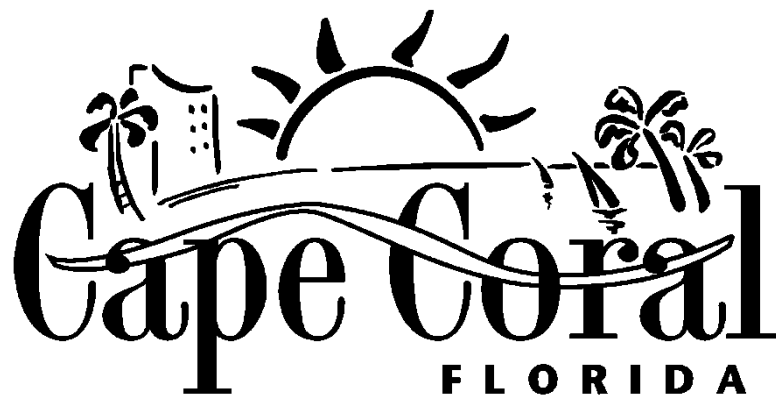
**FY 2017 General Fund Expenditures by Major Program Area**



**FY 2017 General Fund Revenue Sources by Classification**



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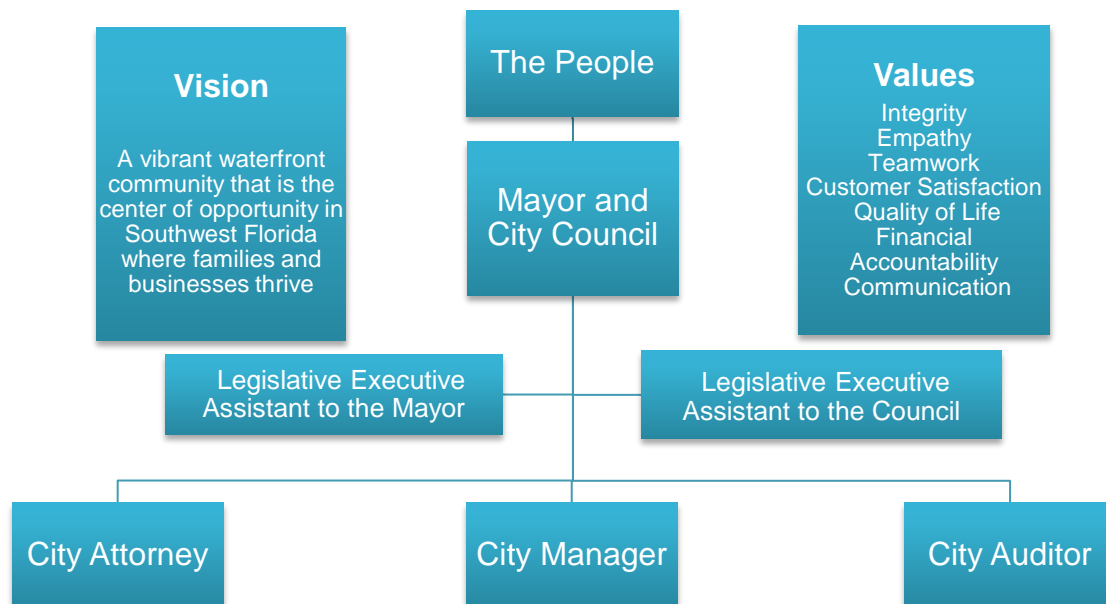
**City of Cape Coral, Florida**  
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## **City Council**

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.



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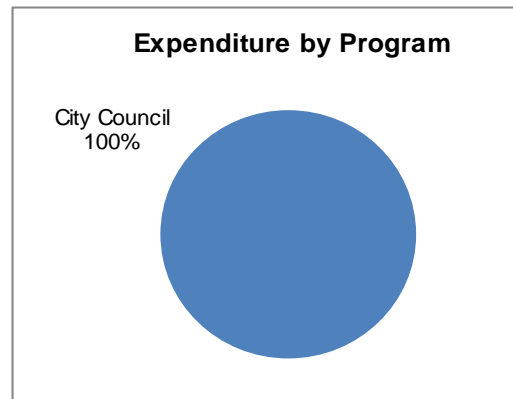
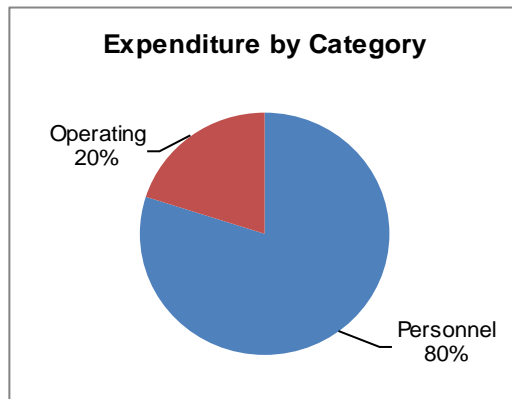
## Operating Expenditures

<b>Expenditure by Category</b>	<b>FY 2015 Actual Expenditures</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
Personnel <sup>1</sup>	\$ 353,067	\$ 433,122	\$ 530,876	\$ 636,777	\$ 639,829	\$ 662,999
Operating	115,100	156,117	216,770	159,803	167,257	177,582
Capital Outlay	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other	-	-	-	-	-	-
<b>Total</b>	<b>\$ 468,167</b>	<b>\$ 589,239</b>	<b>\$ 747,646</b>	<b>\$ 796,580</b>	<b>\$ 807,086</b>	<b>\$ 840,581</b>

<b>Expenditure by Program</b>	<b>FY 2015 Actual Expenditures</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
City Council	\$ 468,167	\$ 589,239	\$ 747,646	\$ 796,580	\$ 807,086	\$ 840,581
<b>Total</b>	<b>\$ 468,167</b>	<b>\$ 589,239</b>	<b>\$ 747,646</b>	<b>\$ 796,580</b>	<b>\$ 807,086</b>	<b>\$ 840,581</b>

Notes:

<sup>1</sup> FY 2016 City Council approved an additional Legislative Executive Admin Assistant to Council





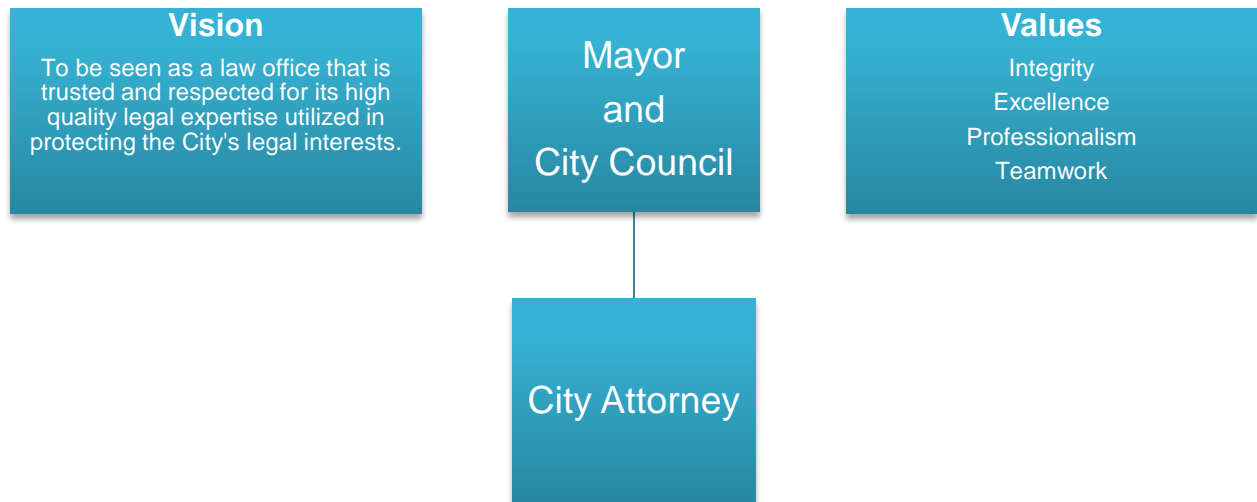
**City of Cape Coral, Florida  
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## **City Attorney**

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.



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**Department Function**

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

**FY 2016 Accomplishments**

- Developed regulations to update Fire Prevention and Emergency Management procedures.
- Developed regulations for the use of master stormwater systems as an alternative to onsite systems
- 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 rezonings of property within the City
- Worked with Council to develop desired outcome of the extended hours pilot program
- Represented the City, in conjunction with special counsel, in negotiations with LCEC concerning the franchise agreement and the alternative municipalization of electric facilities
- Represented the City in the renewal of the contract with Florida Government Utilities Association
- Provided representation to the City in the implementation of the NW 1 and 2 utilities expansion projects/prepared resolution to adopt Facilities Planning Update, and Resolutions of Necessity
- Developed regulations to implement a hearing examiner process to be used in lieu of the Planning and Zoning Commission for certain cases

**FY 2017 Goals & Priorities**

- Continued high quality of legal representation to the City Council, City Manager, and departments
- Provide extensive legal review of the rewrite of the Land Use and Development Regulations being drafted by a consultant
- Increasing in-house litigation, including, but not limited to, eminent domain

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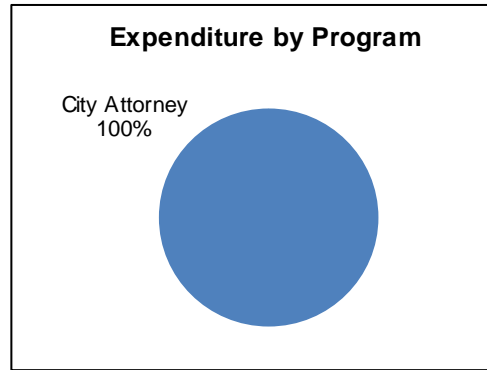
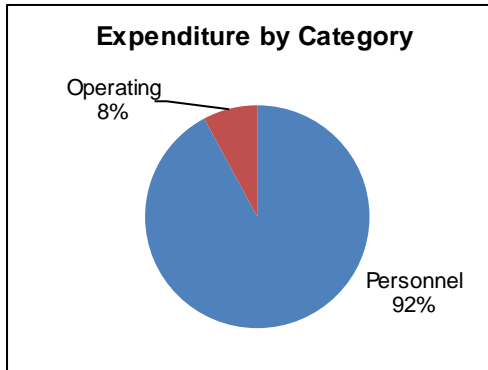
**Operating Budget**

<b>Expenditure by Category</b>	<b>FY 2015 Actual Expenditures</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
Personnel <sup>1</sup>	\$ 934,594	\$ 1,184,507	\$ 1,184,507	\$ 1,399,140	\$ 1,598,405	\$ 1,651,628
Operating	56,805	87,016	87,016	119,045	118,773	112,966
Capital Outlay	-	30,000	94,976	-	-	-
Debt Service	-	-	-	-	-	-
Other	-	-	-	-	-	-
<b>Total</b>	<b>\$ 991,398</b>	<b>\$ 1,301,523</b>	<b>\$ 1,366,499</b>	<b>\$ 1,518,185</b>	<b>\$ 1,717,178</b>	<b>\$ 1,764,594</b>

<b>Expenditure by Program</b>	<b>FY 2015 Actual Expenditures</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
Administration	\$ 991,398	\$ 1,301,523	\$ 1,366,499	\$ 1,518,185	\$ 1,717,178	\$ 1,764,594
<b>Total</b>	<b>\$ 991,398</b>	<b>\$ 1,301,523</b>	<b>\$ 1,366,499</b>	<b>\$ 1,518,185</b>	<b>\$ 1,717,178</b>	<b>\$ 1,764,594</b>

Notes:

<sup>1</sup> Paralegal I added in FY2017 and Assistant City Attorney added in FY2018



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**Performance Measures [Strategic Plan Element B]**

<b>Perspective: Financial</b>							
<b>Goal: Develop a balanced multi-year budget.</b>							
<b>Objective(s): Meet Budget Targets</b>							
Measurement Type	Key Performance Indicator(s)	FY 2015 Actual	FY 2016 Target	FY 2017 Estimate	FY 2018 Estimate	FY 2019 Estimate	3 - 5 Yr Goal
Output	Expenditures	\$991,399	\$ 1,366,499	\$ 1,518,185	\$ 1,717,178	\$ 1,764,594	5%
Efficiency	% of Budget Utilized	82%	100%	100%	100%	100%	100%
Outcome	% Increase/ (Decrease) from prior year	-18%	0%	0%	0%	0%	0%

<b>Perspective: Client</b>							
<b>Goal: Provide response timeframes for documents or issues considered routine/Transactional</b>							
<b>Objective: Meet response times for documents or issues considered routine/Transactional</b>							
Measurement Type	Key Performance Indicator(s)	FY 2015 Actual	FY 2016 Target	FY 2017 Estimate	FY 2018 Estimate	FY 2019 Estimate	3 - 5 Yr Goal
Output	# of matters requested	379	500	500	500	500	500
Efficiency	# of matters completed within specified timeframe	n/a	425	450	450	450	450
Outcome	% target response time met	n/a	85%	90%	90%	90%	90%

<b>Perspective: Client</b>							
<b>Goal: Provide litigation process for all departments/litigation</b>							
<b>Objective: Manage formal litigation holds throughout all departments/litigation</b>							
Measurement Type	Key Performance Indicator(s)	FY 2015 Actual	FY 2016 Target	FY 2017 Estimate	FY 2018 Estimate	FY 2019 Estimate	3 - 5 Yr Goal
Output	# of litigation holds per year	n/a	5	10	10	10	10
Efficiency	# of departments complied with retention of documents	n/a	up to 10	up to 10	up to 10	up to 10	up to 10
Outcome	% compliance with litigation hold process	n/a	100%	100%	100%	100%	100%

<b>Perspective: Internal</b>							
<b>Goal: Optimize use of technological resources</b>							
<b>Objective: Track and report measures in case management system</b>							
Measurement Type	Key Performance Indicator(s)	FY 2015 Actual	FY 2016 Target	FY 2017 Estimate	FY 2018 Estimate	FY 2019 Estimate	3 - 5 Yr Goal
Output	# of case matters/ transactional and litigation	did not yet have system	n/a	700	700	700	700
Efficiency	# of matters input into case management system	did not yet have system	n/a	630	700	700	665
Outcome	% efficiency of matters tracked for performance measures	did not yet have system	n/a	90%	100%	100%	95%

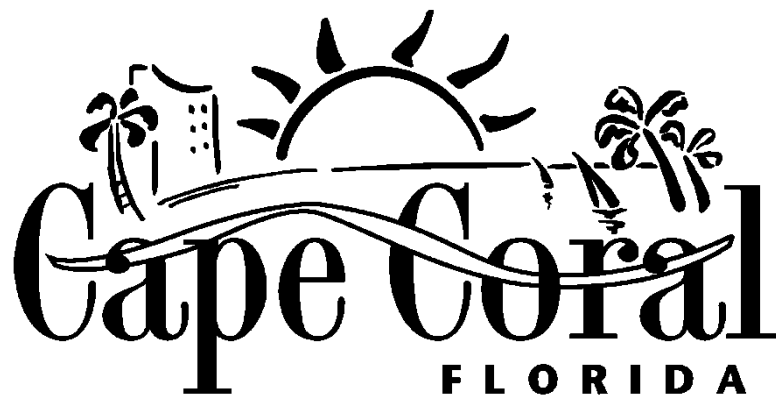
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<b>Perspective: Learning and Growth</b>							
<b>Goal: Provide appropriate training opportunities for employees</b>							
<b>Objective: Meet mandatory CLE requirements for attorneys and paralegals</b>							
<b>Measurement Type</b>	<b>Key Performance Indicator(s)</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Target</b>	<b>FY 2017 Estimate</b>	<b>FY 2018 Estimate</b>	<b>FY 2019 Estimate</b>	<b>3 - 5 Yr Goal</b>
<b>Output</b>	# of employees requiring CLE credits	6	7	8	8	8	8
<b>Efficiency</b>	# of employees met proportionate share of credits for reporting period	6	6	8	8	8	8
<b>Outcome</b>	% of employees maintaining CLE credits	100%	100%	100%	100%	100%	100%

<b>Perspective: Learning and Growth</b>							
<b>Goal: Increase employee effectiveness through training</b>							
<b>Objective: Provide at least one training opportunity for each non-CLE employee yearly</b>							
<b>Measurement Type</b>	<b>Key Performance Indicator(s)</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Target</b>	<b>FY 2017 Estimate</b>	<b>FY 2018 Estimate</b>	<b>FY 2019 Estimate</b>	<b>3 - 5 Yr Goal</b>
<b>Output</b>	# of employees	4	5	5	5	6	5
<b>Efficiency</b>	# of employees attended a training session	1	3	5	5	6	5
<b>Outcome</b>	% of employees attending yearly training	25%	60%	100%	100%	100%	100%

<b>Perspective: Client</b>							
<b>Goal: Support the learning and growth of employees</b>							
<b>Objective: Provide yearly evaluation of employees</b>							
<b>Measurement Type</b>	<b>Key Performance Indicator(s)</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Target</b>	<b>FY 2017 Estimate</b>	<b>FY 2018 Estimate</b>	<b>FY 2019 Estimate</b>	<b>3 - 5 Yr Goal</b>
<b>Output</b>	# completed	10	11	11	12	13	12
<b>Efficiency</b>	% of timely completions	10	11	11	12	13	12
<b>Outcome</b>	% complete	100%	100%	100%	100%	100%	100%

City of Cape Coral, Florida  
FY 2017 - 2019 Adopted Operating Budget



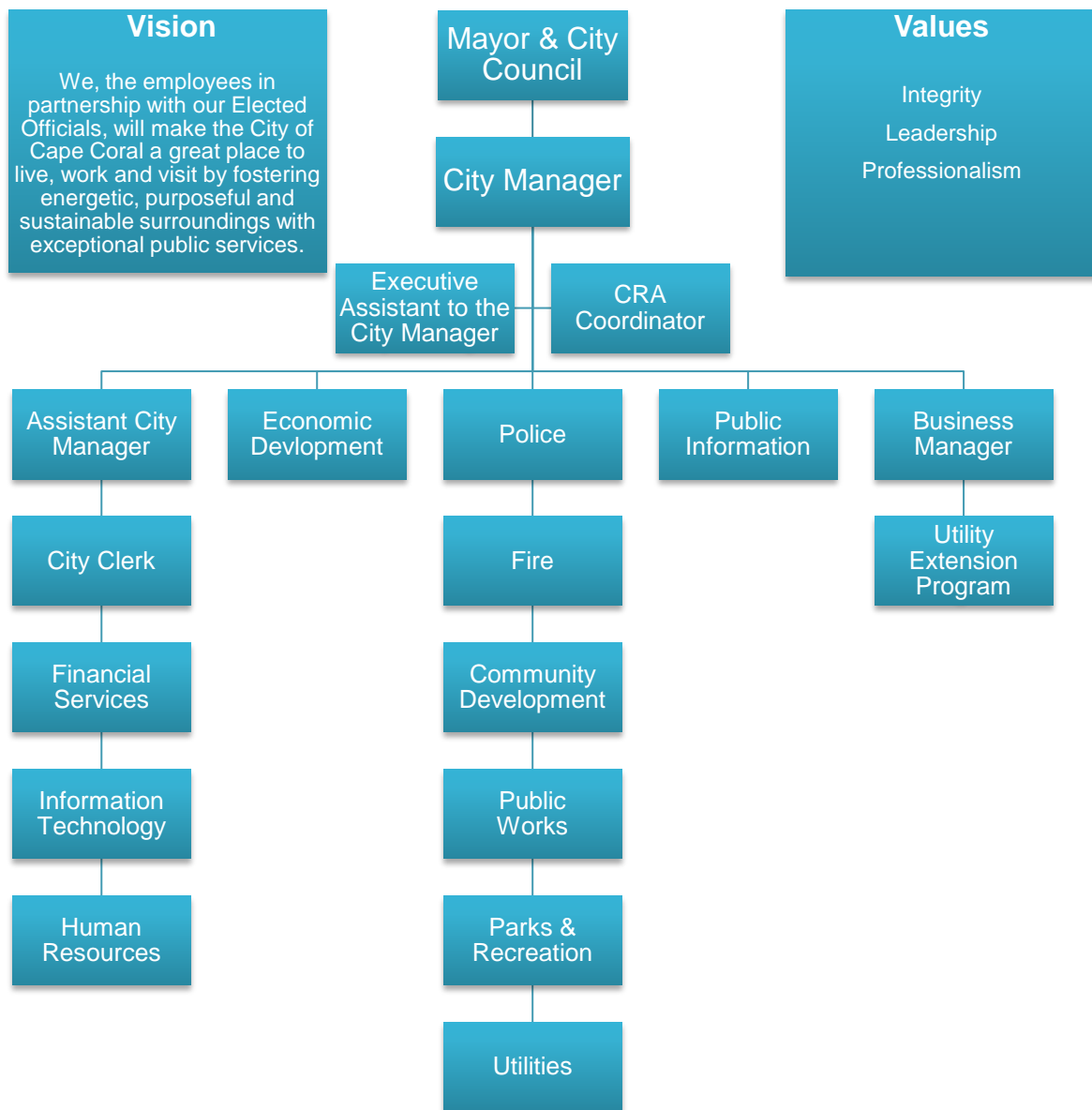
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**FY 2017 - 2019 Adopted Operating Budget**

## City Manager

The City Manager is the Chief Executive Officer of the City of Cape Coral and is responsible for management and administration of all City departments, excluding City Council, City Auditor and City Attorney. The 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, six-year Asset Improvements Program and such periodic financial and administrative reports as required. The Office also oversees a wide range of economic development and public information services.

### Mission

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



**City of Cape Coral, Florida**  
**FY 2017 - 2019 Adopted Operating Budget**

**Department Functions**

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

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

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

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

**FY 2016 Accomplishments**

- Updated the 3-year Rolling Budget Plan
- Achieved .75 mil tax rate reduction
- Upgraded Bond Ratings for Water/Sewer Revenue Debt (from A- to A) and Utility Assessment Bond Debt (from BBB to BBB+)
- Received Distinguished Budget Award from GFOA
- Completed FY2014 and FY2015 Paving Projects
- Completed NW/Seven Islands Master Plan
- Finalized North 2 UEP Design
- Implemented Performance Review Process
- Implemented Segal Waters 75<sup>th</sup> Percent to Market Compensation Plan for Managerial and Confidential Employees
- Reached Tentative Agreements with Police and General Unions
- Completed Transition from Board of Zoning Adjustment and Appeals to Hearing Examiner

**FY 2017 - 2019 Goals and Priorities**

- Complete E-Permitting
- Complete What Works City Engagement
- Implement Learning Management System
- Negotiate Labor Contract with Police Union
- Present Options for Provision of Electric Services (LCEC contract expires 2016)
- Begin North 1 UEP Design
- Begin North 2 Construction



**City of Cape Coral, Florida**  
**FY 2017 - 2019 Adopted Operating Budget**

**Operating Budget**

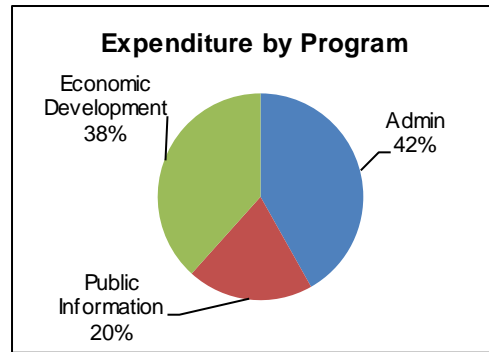
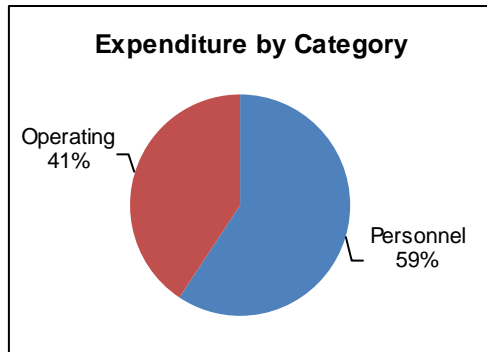
<b>Expenditure by Category</b>	<b>FY 2015 Actual Expenditures</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
Personnel <sup>1</sup>	\$ 979,434	\$ 1,246,295	\$ 1,246,295	\$ 1,363,497	\$ 1,394,227	\$ 1,459,723
Operating	525,324	857,299	899,957	935,847	955,042	949,798
Capital Outlay <sup>2</sup>	-	-	-	-	30,000	-
Debt Service	-	-	-	-	-	-
Other	-	-	-	-	-	-
<b>Total</b>	<b>\$ 1,504,758</b>	<b>\$ 2,103,594</b>	<b>\$ 2,146,252</b>	<b>\$ 2,299,344</b>	<b>\$ 2,379,269</b>	<b>\$ 2,409,521</b>

<b>Expenditure by Program</b>	<b>FY 2015 Actual Expenditures</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
Administration <sup>1</sup>	\$ 700,549	\$ 859,321	\$ 873,321	\$ 961,326	\$ 993,568	\$ 1,017,560
Public Information	333,837	374,824	374,824	456,916	464,946	483,128
Economic Development	470,372	869,449	898,107	881,102	890,755	908,833
Fleet Rolling Stock <sup>2</sup>	-	-	-	-	30,000	-
<b>Total</b>	<b>\$ 1,504,758</b>	<b>\$ 2,103,594</b>	<b>\$ 2,146,252</b>	<b>\$ 2,299,344</b>	<b>\$ 2,379,269</b>	<b>\$ 2,409,521</b>

Notes:

<sup>1</sup> An Administrative Specialist I was added in FY 2016.

<sup>2</sup> FY 2017 New and Replacement Fleet rolling stock items are budgeted at the department/division level, instead of the



**City of Cape Coral, Florida**  
**FY 2017 - 2019 Adopted Operating Budget**

**Performance Measures [Strategic Plan Elements A - G]**

<b>Perspective: Financial</b>							
<b>Goal: Develop a balanced multi-year budget.</b>							
<b>Objective: Meet budget targets</b>							
Measurement Type	Key Performance Indicator(s)	FY 2015 Actual	FY 2016 Target	FY 2017 Estimate	FY 2018 Estimate	FY 2019 Estimate	3 - 5 Yr Goal
<b>Output</b>	Expenditures	\$1,504,758	\$2,146,252	\$2,299,344	\$2,379,269	\$2,409,521	5%
<b>Efficiency</b>	% of Budget utilized	92%	100%	100%	100%	100%	100%
<b>Outcome</b>	% Increase/ (Decrease) from prior year	6%	0%	0%	0%	0%	0%

<b>Perspective: Customer</b>							
<b>Goal: Increase Quality of Life</b>							
<b>Objective: To make Cape Coral a community livable, attractive and a place where people want to be</b>							
Measurement Type	Key Performance Indicator(s)	FY 2015 Actual	FY 2016 Target	FY 2017 Estimate	FY 2018 Estimate	FY 2019 Estimate	3 - 5 Yr Goal
<b>Outcome</b>	% of residents who rated City services as <i>Good</i> or <i>Excellent</i> in most recent survey	63%	N/A	75%	N/A	75%	100%

<b>Perspective: Internal</b>							
<b>Goal: To provide an interactive civic and public information program to provide an opportunity for residents to learn more about their City government and the services delivered</b>							
<b>Objective: Increase participation in the Citizens Academy Program</b>							
Measurement Type	Key Performance Indicator(s)	FY 2015 Actual	FY 2016 Target	FY 2017 Estimate	FY 2018 Estimate	FY 2019 Estimate	3 - 5 Yr Goal
<b>Outcome</b>	# of participants	34	35	40	45	50	50

<b>Perspective: Learning &amp; Growth</b>							
<b>Goal: Support the learning and growth of department employees</b>							
<b>Objective: Complete all annual performance evaluations</b>							
Measurement Type	Key Performance Indicator(s)	FY 2015 Actual	FY 2016 Target	FY 2017 Estimate	FY 2018 Estimate	FY 2019 Estimate	3 - 5 Yr Goal
<b>Output</b>	# Completed	95%	100%	100%	100%	100%	100%
<b>Efficiency</b>	% of Timely completions	89%	100%	100%	100%	100%	100%
<b>Outcome *</b>	% Complete	95%	100%	100%	100%	100%	100%
* Percent complete by fiscal year end							

**City of Cape Coral, Florida  
FY 2017 - 2019 Adopted Operating Budget**

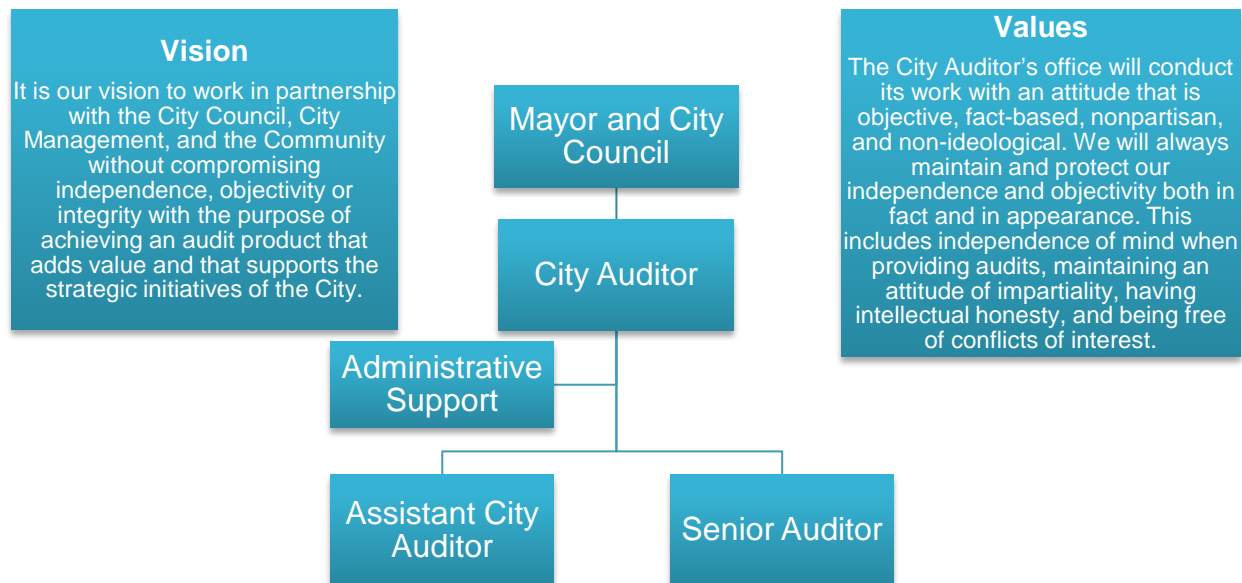
**City Auditor**

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

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

**Mission**

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



**City of Cape Coral, Florida**  
**FY 2017 - 2019 Adopted Operating Budget**

**Department Function**

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

**FY 2017 – 2019 Goals and Priorities**

- Utilize the City's Strategic Plan along with our City Wide Risk Assessment to allocate audit office resources.
- Champion the awareness and use of good governance and internal control frameworks within the City.
- Maintain a quality control process to provide assurance that all office work product is in compliance with Generally Accepted Government Auditing Standards (GAGAS).
- Pass a Peer Review with full compliance in FY2017 and support the Peer Review process by participating in peer reviews for other cities.
- Require staff to complete a minimum of 40 hours of continuing education annually as required by the GAGAS standards.
- Expand the number of internally prepared performance audits completed and delivered.

**City of Cape Coral, Florida**  
**FY 2017 - 2019 Adopted Operating Budget**

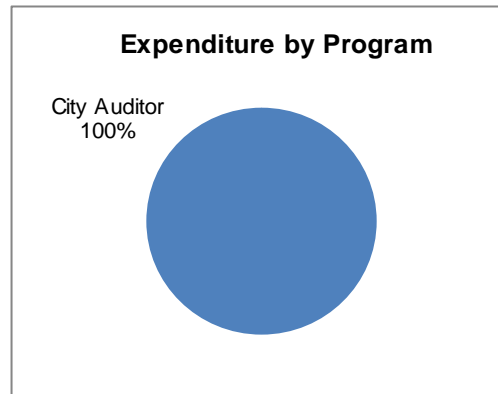
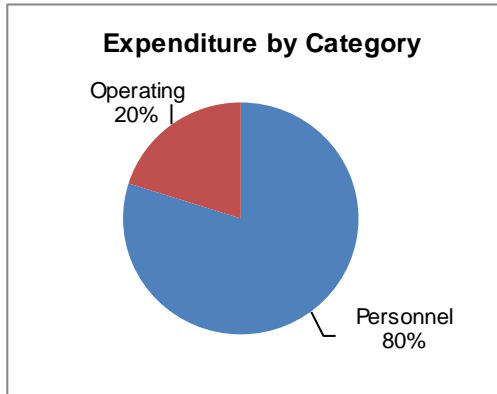
**Operating Budget**

	FY 2015 Actual Expenditures	FY 2016 Adopted Budget	FY 2016 Amended Budget	FY 2017 Adopted Budget	FY 2018 Proposed Budget	FY 2019 Proposed Budget
<b>Expenditure by Category</b>						
Personnel <sup>1</sup>	\$ 388,808	\$ 521,340	\$ 521,340	\$ 552,449	\$ 537,816	\$ 554,447
Operating	119,757	147,181	194,724	139,156	136,928	145,708
Capital Outlay	-	-	-	-	35,000	-
Debt Service	-	-	-	-	-	-
Other	-	-	-	-	-	-
<b>Total</b>	<b>\$ 508,566</b>	<b>\$ 668,521</b>	<b>\$ 716,064</b>	<b>\$ 691,605</b>	<b>\$ 709,744</b>	<b>\$ 700,155</b>

	FY 2015 Actual Expenditures	FY 2016 Adopted Budget	FY 2016 Amended Budget	FY 2017 Adopted Budget	FY 2018 Proposed Budget	FY 2019 Proposed Budget
<b>Expenditure by Program</b>						
Administration <sup>1</sup>	\$ 508,566	\$ 668,521	\$ 716,064	\$ 691,605	\$ 709,744	\$ 700,155
<b>Total</b>	<b>\$ 508,566</b>	<b>\$ 668,521</b>	<b>\$ 716,064</b>	<b>\$ 691,605</b>	<b>\$ 709,744</b>	<b>\$ 700,155</b>

Notes:

<sup>1</sup> FY 2015 City Council approved an additional Senior City Auditor position



**City of Cape Coral, Florida**  
**FY 2017 - 2019 Adopted Operating Budget**

**Performance Measures [Strategic Plan Element B]**

<b>Perspective: Financial</b>							
<b>Goal: Develop a balanced multi-year budget.</b>							
<b>Objective(s): Meet Budget Targets</b>							
<b>Measurement Type</b>	<b>Key Performance Indicator(s)</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Target</b>	<b>FY 2017 Estimate</b>	<b>FY 2018 Estimate</b>	<b>FY2019 Estimate</b>	<b>3 - 5 Yr Goal</b>
<b>Output</b>	Expenditures	\$508,566	\$716,064	\$691,605	\$709,744	\$700,155	3%
<b>Efficiency</b>	Total % Budget Utilized	77%	100%	100%	100%	100%	100%
<b>Outcome</b>	Under/(over) Budget (Includes CAFR Financial carry-over)	\$153,862	\$ -	\$ -	\$ -	\$ -	\$ -

**Performance Measures [Strategic Plan Element D]**

<b>Perspective: Customer</b>							
<b>Goal: Achieve and maintain professional peer review certification as required by yellow book every three years.</b>							
<b>Objective(s): Ensure that department performance is aligned with Generally Accepted Government Auditing Standards.</b>							
<b>Measurement Type</b>	<b>Key Performance Indicator(s)</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Target</b>	<b>FY 2017 Estimate</b>	<b>FY 2018 Estimate</b>	<b>FY2019 Estimate</b>	<b>3 - 5 Yr Goal</b>
<b>Output</b>	Perform an annual self assessment re quality control.	Not Done	In Process	Pending	Pending	Pending	Pending
<b>Efficiency</b>	150 man-hours allocated to self assessment process. / Every three years \$5000 budgeted for cost of Peer Review.	0 man-hours	150 man-hours	500 man-hours	150 man-hours	150 man-hours	150 man-hours
<b>Service Quality</b>	Peer reviewers will report no findings and/or recommendations for improvement.	N/A	N/A	0 (Pending)	N/A	N/A	N/A
<b>Outcome</b>	A pass rating from outside peer reviewers every 3 years	N/A	N/A	Pass (Pending)	N/A	N/A	N/A

**City of Cape Coral, Florida**  
**FY 2017 - 2019 Adopted Operating Budget**

**Performance Measures [Strategic Plan Element D]**

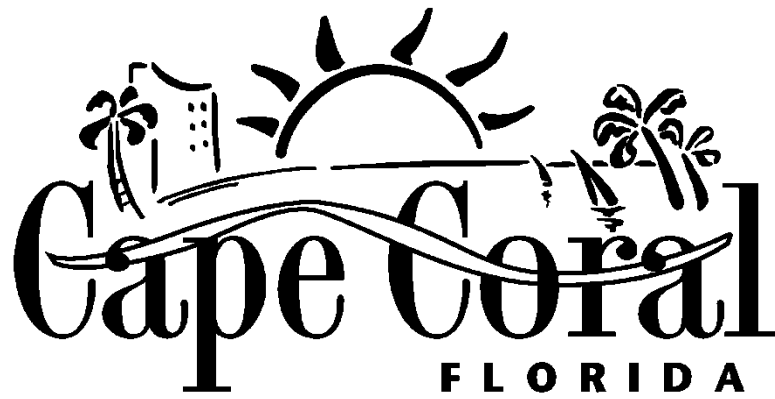
<b>Perspective: Internal</b>							
<b>Goal: Of the Auditor Staff (1 City Auditor, 1 Assistant City Auditor, 2 Senior Auditors) available man-hours, at least 80% are spent on direct audit related projects. Administrative hours are to be limited to no more than 20%</b>							
<b>Objective(s): Staffing resources are managed and directed towards achieving department objectives</b>							
Measurement Type	Key Performance Indicator(s)	FY 2015 Actual	FY 2016 Target	FY 2017 Estimate	FY 2018 Estimate	FY2019 Estimate	3 - 5 Yr Goal
<b>Output</b>	Hours on Audits and Projects	4,207	4,698				
	Hours on Administration	663	1,174				
	<b>Total Available Hours</b>	4,870	5,872				
<b>Efficiency</b>	% of Hours on Audits and Projects	86%	80%	80%	80%	80%	80%
	% of Hours on Administration	14%	20%	20%	20%	20%	20%
	Total Percent of Hours	100%	100%	100%	100%	100%	100%
<b>Outcome</b>	Goal was 80% or Greater (Y or N)	Y	Y	Y	Y	Y	Y
	Goal was 20% or less (Y or N)	Y	Y	Y	Y	Y	Y

<b>Perspective: Internal</b>							
<b>Goal: Achieve completion of engagement projects equal to 75% of the annual planned number of projects as defined by the Approved Audit Plan.</b>							
<b>Objective(s): To ensure manpower resources are used effectively.</b>							
Measurement Type	Key Performance Indicator(s)	FY 2015 Actual	FY 2016 Target	FY 2017 Estimate	FY 2018 Estimate	FY2019 Estimate	3 - 5 Yr Goal
<b>Output</b>	# of Audit Engagements Completed	15	14	17	17	17	17
<b>Efficiency</b>	# of Approved Audit Plan Projects	19	18	20	20	20	20
<b>Outcome</b>	Goal is to complete projects equal to 75% of the Approved Audit Plan	79%	78%	85%	85%	85%	85%
	Was goal of 75% or greater achieved. (Y or N)	Y	Y	Y	Y	Y	Y

**Performance Measures [Strategic Plan Element B]**

<b>Perspective: Learning &amp; Growth</b>							
<b>Goal: Support the learning and growth of department employees</b>							
<b>Objective: Complete all annual performance evaluations</b>							
Measurement Type	Key Performance Indicator(s)	FY 2015 Actual	FY 2016 Target	FY 2017 Estimate	FY 2018 Estimate	FY2019 Estimate	3 - 5 Yr Goal
<b>Output</b>	# Completed	100%	100%	100%	100%	100%	100%
<b>Efficiency</b>	% of Timely completions	100%	100%	100%	100%	100%	100%
<b>Outcome *</b>	% Complete	100%	100%	100%	100%	100%	100%
* Percent complete by fiscal year end. Note: Goal was achieved in first quarter of FY 2016.							

City of Cape Coral, Florida  
FY 2017 - 2019 Adopted Operating Budget





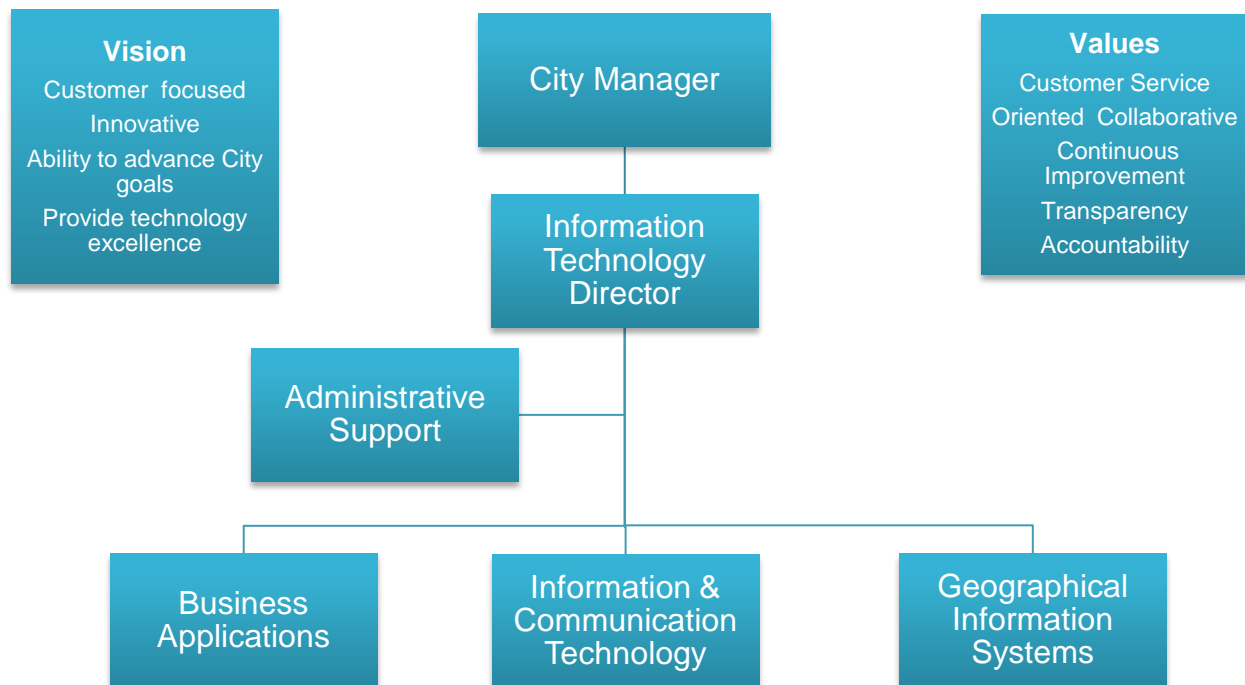
**City of Cape Coral, Florida**  
**FY 2017 - 2019 Adopted Operating Budget**

**Information Technology Services**

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

**Mission**

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



**City of Cape Coral, Florida**  
**FY 2017 - 2019 Adopted Operating Budget**

**Department Function**

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

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

**Geographical Information System (GIS):** This division supports the GIS system to provide all of the extensive map/geographical referenced data used by the City. GIS is a strategically important application, which is used across 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 2016 Projected Accomplishments:**

**Business Applications & GIS**

Electronic Permitting:

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

Implement ArcTools software for archiving Oracle/JD Edwards financial data

Implement Oracle/JD Edwards Tools version 9.1 capabilities

Develop custom web/workflow related solutions to improve productivity:

- Online Start-Service request capability for Utility customers
- Online Stop-Service request capability for Utility customers
- Automate Risk Management Forms

Upgrade to version 3 of the special assessments D-Fast system

Upgrade to current version of Kronos

Replace server-side TTE with Teletime IP

Upgrade to latest version of BMC FootPrints and Client Management

Implement various enhancements to the Denovo Utiligy system including implementation of the Lien Processing module

Issue RFP to replace the Active Network Point-of-Sale system and select the replacement vendor

Implement the Legal Case Management system selected by the City Attorney's Office

Implement the Learning Management system selected by Human Resources

Develop & implement various mobile applications and/or mobile web capabilities to enhance interaction with the City for residents and obtain productivity improvements for employees:

- New automated workflow module for Customer Billing Services Field Technicians
- Implement a mobile application for City residents

Develop custom GIS related applications to improve productivity:

- Utilities Data Acquisition w/GPS/ArcGIS Online (iPAD)
- Upgrade online GIS Services

**City of Cape Coral, Florida**  
**FY 2017 - 2019 Adopted Operating Budget**

**Network Infrastructure**

Upgrade GIS servers

Upgrade Data Center switches, routers, firewall equipment:

- Upgrade primary Firewall
- Implement a second redundant Firewall
- Upgrade Public Safety switches and routers
- Upgrading network communication for Youth Center and Everest Complex

Add CRW and Kronos to the Data replication infrastructure

Update the data back-up system

Increase Mobility, Public Wi-Fi and External Hosting solutions

- Implement Office365 in the Cloud

**FY 2017 - 2019 Proposed Goals and Priorities:**

**Business Applications & GIS**

- Electronic Permitting (FY 2017 -2019):
  - Support Community Development in expanding permit types available for electronic application via CRW Trakit
  - Support Community Development in expanding electronic permit review including use of BlueBeam Revu
- Implement the Cloud based Point-of-Sale system selected in FY 2016 (FY 2017)
- Upgrade to the current version of the Oracle/JD Edwards ERP (FY 2017)
- Implement Kronos Records Retention Manager (FY 2017)
- Implement additional modules of the Learning Management system (FY 2017)
- Migrate to the CRW Trakit 9 product for community services (FY 2018)
- Implement Auditing Software for City Auditor (FY 2018)
- Upgrade Kronos WFC (FY 2018)
- Upgrade Kronos IVR (FY 2018)
- Upgrade BMC Footprints (FY 2018)
- Develop custom GIS related applications to improve productivity (FY 2017 – 2019)
- Develop custom web/workflow related solutions to improve productivity (FY 2017 – 2019)
- Develop & implement various mobile applications and/or mobile web capabilities to enhance interaction with the City for residents and obtain productivity improvements for employees (FY 2017 – 2019)

**Network Infrastructure**

- Upgrade Public Safety Environmental unit (FY 2017)
- Upgrade Data Center UPS (FY 2017)
- Upgrade Data Center switches, routers, firewall equipment (FY 2017 - 2019)
- Migrate additional applications to the Gainesville fail-over site (FY 2017 – 2019)
- Increase Mobility, Public Wi-Fi and External Hosting solutions (FY 2017 – 2019)
- Expand Network Segmentation to Public Safety and Charter Schools (FY 2017 – 2019)
- Implement Data Governance Solutions for Internal Network (FY 2017 – 2019)
- Upgrade Access & Monitoring Systems (FY 2017 - 2019)
- Upgrade WiFi system (FY 2017 – 2019)
- Upgrade Backup Systems (FY 2018)
- Upgrade WAN Routers (FY 2018 – 2019)
- Upgrade ESX Server (FY 2018 – 2019)
- Upgrade VoIP Infrastructure (FY 2019)

**City of Cape Coral, Florida**  
**FY 2017 - 2019 Adopted Operating Budget**

## Operating Budget

	FY 2015	FY 2016	FY 2016	FY 2017	FY 2018	FY 2019
	Actual	Adopted	Amended	Adopted	Proposed	Proposed
<b>Expenditure by Category</b>	<b>Expenditures</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>
Personnel <sup>1</sup>	\$ 1,968,737	\$ 2,260,416	\$ 2,260,416	\$ 2,536,666	\$ 2,538,602	\$ 2,674,597
Operating	1,827,469	2,280,848	3,466,505	2,901,928	3,100,173	3,881,117
Capital Outlay <sup>4</sup>	1,496,830	1,340,000	1,368,333	1,271,505	939,000	1,416,000
Debt Service	-	-	-	-	-	-
Other	-	-	-	-	-	-
<b>Total</b>	<b>\$ 5,293,037</b>	<b>\$ 5,881,264</b>	<b>\$ 7,095,254</b>	<b>\$ 6,710,099</b>	<b>\$ 6,577,775</b>	<b>\$ 7,971,714</b>

	FY 2015	FY 2016	FY 2016	FY 2017	FY 2018	FY 2019
	Actual	Adopted	Amended	Adopted	Proposed	Proposed
<b>Expenditure by Program</b>	<b>Expenditures</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>
ITS Administration <sup>1</sup>	\$ 227,379	\$ 245,003	\$ 245,003	\$ 276,937	\$ 284,279	\$ 292,100
Business Applications	1,121,249	1,347,022	1,777,386	2,095,618	1,766,175	1,767,432
ITS Network Admin <sup>2,3</sup>	3,235,339	3,207,200	3,859,173	1,464,577	1,569,210	2,089,984
Public Safety Network	278,070	774,738	845,497	2,114,936	2,126,011	2,783,318
Telecommunications <sup>2</sup>	190,858	-	20,540	-	-	-
Special Projects	(560)	-	40,354	-	-	-
ITS Security <sup>3</sup>	-	-	-	452,500	480,098	527,517
Fleet Rolling Stock <sup>4</sup>	-	-	-	-	19,000	-
GIS	240,702	307,301	307,301	305,531	333,002	511,363
<b>Total</b>	<b>\$ 5,293,037</b>	<b>\$ 5,881,264</b>	<b>\$ 7,095,254</b>	<b>\$ 6,710,099</b>	<b>\$ 6,577,775</b>	<b>\$ 7,971,714</b>

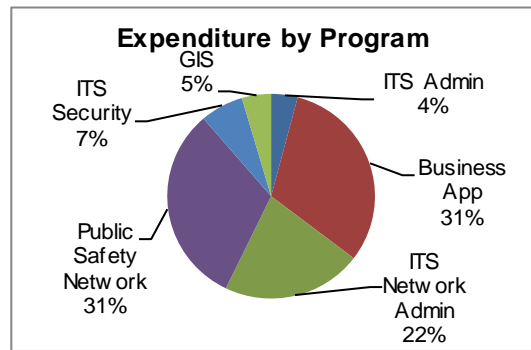
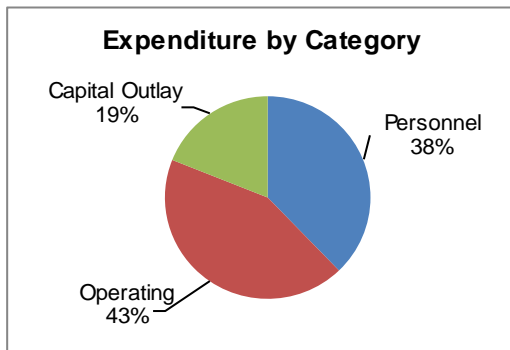
**Notes:**

<sup>1</sup> FY 2015 added Associate Network Security Specialist

<sup>2</sup> FY 2016 Telecommunications merged with ITS Network Administration

<sup>3</sup> FY 2016 ITS Security and ITS Network Administration split

<sup>4</sup> FY 2017 New/Replacement Fleet rolling stock items are budgeted at the department/division level, instead of fund level



**City of Cape Coral, Florida**  
**FY 2017 - 2019 Adopted Operating Budget**

**Performance Measures [Strategic Plan Element B]**

<b>Perspective: Financial</b>							
<b>Goal: Develop a balanced multi-year budget.</b>							
<b>Objective(s): Meet budget targets (General Fund excluding grants)</b>							
Measurement Type	Key Performance Indicator(s)	FY 2015 Actual	FY 2016 Target	FY 2017 Estimate	FY 2018 Estimate	FY 2019 Estimate	3 - 5 Yr Goal
<b>Output</b>	Expenditures	\$5,293,037	\$7,095,254	\$6,710,099	\$6,577,775	\$7,971,714	12%
<b>Efficiency</b>	% of Budget utilized	79%	100%	100%	100%	100%	100%
<b>Outcome</b>	% Increase / (Decrease) from prior year	-17%	0%	0%	0%	0%	0%

**Performance Measures [Strategic Plan Element D]**

<b>Perspective: Internal</b>							
<b>Goal: To meet Service Level targets in responding to Requests for Service (Tickets)</b>							
<b>Objective(s): Meet SLA targets 90% of time (i.e. breached % &lt;= 10%)</b>							
Measurement Type	Key Performance Indicator(s)	FY 2015 Actual	FY 2016 Target	FY 2017 Estimate	FY 2018 Estimate	FY 2019 Estimate	3 - 5 Yr Goal
<b>Service Quality</b>	Percentage Tickets - Resolution Time Breached	5.3%	<=10%	<=7.5%	<= 7.5%	<= 7.5%	<= 10%

**Performance Measures [Strategic Plan Element D]**

<b>Perspective: Customer</b>							
<b>Goal: Derive maximum value from investment in business application systems. Ensure software is properly maintained. Understand departmental business process flows &amp; seek opportunities to streamline operations &amp; add value via technology. Provide Project Management &amp; User Training as required. Meet Service Level Agreement objectives.</b>							
<b>Objective(s): Provide effective IT support</b>							
Measurement Type	Key Performance Indicator(s)	FY 2015 Actual	FY 2016 Target	FY 2017 Estimate	FY 2018 Estimate	FY 2019 Estimate	3 - 5 Yr Goal
<b>Service Quality</b>	% Users rating level of service as Satisfied to Excellent	99%	96%	96%	96%	96%	96%

**Performance Measures [Strategic Plan Element D]**

<b>Perspective: Customer</b>							
<b>Goal: Build and support an IT infrastructure supporting the City's needs. Encompasses the Network infrastructure including Telecommunications and the Public Safety infrastructure. Seek opportunities to introduce value adding technology providing significant return on investment.</b>							
<b>Objective(s): Provide effective IT Support</b>							
Measurement Type	Key Performance Indicator(s)	FY 2015 Actual	FY 2016 Target	FY 2017 Estimate	FY 2018 Estimate	FY 2019 Estimate	3 - 5 Yr Goal
<b>Service Quality</b>	% Users rating level of service as Satisfied to Excellent	94%	95%	96%	96%	96%	95%
<b>Outcome</b>	Service (Network/Application) availability %	98%	98%	98%	98%	98%	98%

**City of Cape Coral, Florida**  
**FY 2017 - 2019 Adopted Operating Budget**

**Performance Measures [Strategic Plan Element D]**

<b>Perspective: Customer</b>							
<b>Goal: To provide effective overall coordination to the City Enterprise GIS program. To provide effective support for the ESRI ArcGIS package. To seek new opportunities for providing additional value to City departments via deployment of GIS technology. To provide relevant GIS based analysis to support City projects.</b>							
<b>Objective(s): Provide effective GIS support</b>							
<b>Measurement Type</b>	<b>Key Performance Indicator(s)</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Target</b>	<b>FY 2017 Estimate</b>	<b>FY 2018 Estimate</b>	<b>FY 2019 Estimate</b>	<b>3 - 5 Yr Goal</b>
<b>Service Quality</b>	% Users rating level of service as Satisfied to Excellent	97%	96%	96%	96%	96%	96%

**Performance Measures [Strategic Plan Element D]**

<b>Perspective: Learning &amp; Growth</b>							
<b>Goal: Support the learning and growth of department employees</b>							
<b>Objective: Complete all annual performance evaluations</b>							
<b>Measurement Type</b>	<b>Key Performance Indicator(s)</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Target</b>	<b>FY 2017 Estimate</b>	<b>FY 2018 Estimate</b>	<b>FY 2019 Estimate</b>	<b>3 - 5 Yr Goal</b>
<b>Output</b>	# Completed	100	100	100	100	100	100
<b>Efficiency</b>	% of Timely completions	100%	100%	100%	100%	100%	100%
<b>Outcome *</b>	% Complete	100%	100%	100%	100%	100%	100%
* Percent complete by fiscal year end							

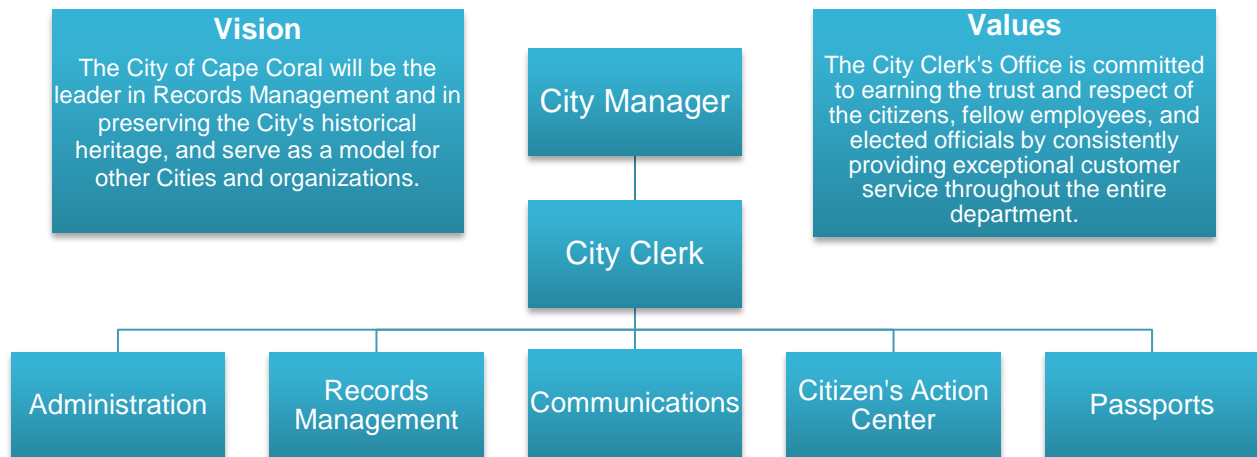
**City of Cape Coral, Florida**  
**FY 2017 - 2019 Adopted Operating Budget**

## **City Clerk**

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

### **Mission**

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



**City of Cape Coral, Florida**  
**FY 2017 - 2019 Adopted Operating Budget**

**Department Functions**

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

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

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

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

**FY 2016 Accomplishments**

- Complete a citywide Records Inventory throughout all departments by engaging the records liaisons in every department to accurately identify and log all documents located in their respective departments. At the conclusion of the inventory, the City Clerk's Office will coordinate the proper destruction of documents per State law.
- Digitize 270 boxes of residential/commercial permits, 60 boxes of plans, 90 boxes of miscellaneous permits and 922 rolled plans and blueprints that are currently stored offsite. *Strategic Initiative 4.2, Action Step 3) (Phase One)*
- Completed Phase I of our digitization of all remaining rolls of microfilm containing historical documents (including microfilm currently stored with the Florida Department of State)
- Completed a five-year plan for each division within the department
- Continued to provide full-service assistance to City Council, Boards, Commissions, and Committees
- Continued to provide citizens with a central contact point for inquiries, concerns, and issues
- Continued to provide citizens with a central information center to obtain copies of City records
- Adhered to the City's Strategic Plan by identify opportunities to enhance services, foster exceptional customer service, and diversify revenues.
- The City Clerk's Office consistently receives a 98-100% customer satisfaction rating each year covering all areas within the department. Citizens indicated that the City Clerk's staff is efficient, prompt, courteous, professional, and knowledgeable.
- Received a 100% on our Passport audit from the U.S. Department of State for the second time.

**FY 2017 - 2019 Goals & Priorities**

- Convert CAC to 311 Call Center.
- Expand service hours to accommodate citizen needs for passport processing.
- Implement Phase Two of our 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
- Enhance customer service experience by adding at least one new service in Cape Coral.
- Adhere to the City's Strategic Plan by identify opportunities to enhance services, foster exceptional customer service, and diversify revenues.
- Continue to support the learning and growth of department employees through timely completion of performance evaluations.



**City of Cape Coral, Florida**  
**FY 2017 - 2019 Adopted Operating Budget**

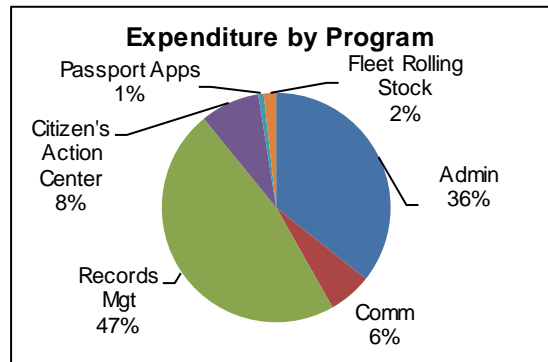
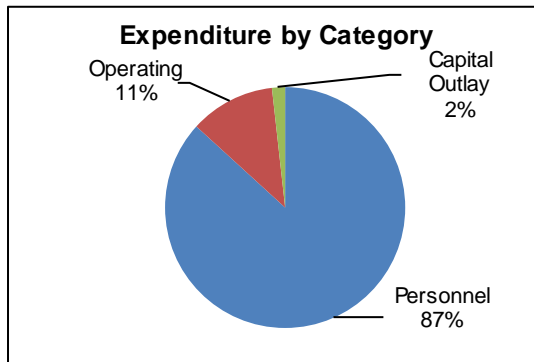
**Operating Budget**

<b>Expenditure by Category</b>	<b>FY 2015 Actual Expenditures</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
Personnel	\$ 1,014,643	\$ 1,164,496	\$ 1,164,496	\$ 1,231,036	\$ 1,262,279	\$ 1,300,355
Operating	127,875	142,645	148,645	162,880	177,173	180,565
Capital Outlay <sup>1</sup>	10,035	6,000	-	25,000	14,600	17,000
Debt Service	-	-	-	-	-	-
Other	-	-	-	-	-	-
<b>Total</b>	<b>\$ 1,152,553</b>	<b>\$ 1,313,141</b>	<b>\$ 1,313,141</b>	<b>\$ 1,418,916</b>	<b>\$ 1,454,052</b>	<b>\$ 1,497,920</b>

<b>Expenditure by Program</b>	<b>FY 2015 Actual Expenditures</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
Administration	\$ 367,752	\$ 451,088	\$ 450,709	\$ 506,181	\$ 526,454	\$ 538,716
Communications	69,873	82,917	82,917	86,761	88,341	89,918
Records Management	601,790	644,492	644,871	671,396	704,335	730,334
Citizen's Action Center	98,537	124,631	124,631	118,835	123,490	127,292
Passport Applications	14,602	10,013	10,013	10,743	11,432	11,660
Fleet Rolling Stock <sup>1</sup>	-	-	-	25,000	-	-
<b>Total</b>	<b>\$ 1,152,553</b>	<b>\$ 1,313,141</b>	<b>\$ 1,313,141</b>	<b>\$ 1,418,916</b>	<b>\$ 1,454,052</b>	<b>\$ 1,497,920</b>

Notes:

<sup>1</sup> FY 2017 New and Replacement Fleet rolling stock items are budgeted at the department/division level, instead of the fund level



**Performance Measures [Strategic Plan Element D]**

<b>Perspective: Financial</b>							
<b>Goal: Develop a balanced multi-year budget.</b>							
<b>Objective: Meet budget targets</b>							
<b>Measurement Type</b>	<b>Key Performance Indicator(s)</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Target</b>	<b>FY 2017 Estimate</b>	<b>FY 2018 Estimate</b>	<b>FY 2019 Estimate</b>	<b>3 - 5 Yr Goal</b>
<b>Output</b>	Revenue	\$ 141,694	\$ 107,500	\$ 133,059	\$ 133,059	\$ 134,330	1%
	Expenditures	\$1,152,553	\$1,313,141	\$1,418,916	\$1,454,052	\$1,497,920	5%
<b>Efficiency</b>	% of Budget utilized	95%	100%	100%	100%	100%	100%
<b>Outcome</b>	% Increase/ (Decrease) from prior year	-5%	0%	0%	0%	0%	0%

**City of Cape Coral, Florida**  
**FY 2017 - 2019 Adopted Operating Budget**

<b>Perspective: Customer</b>							
<b>Goal: Provide exceptional customer service to internal and external customers</b>							
<b>Objective: Achieve customer satisfaction ratings of at least 95% throughout the department (out of 100%).</b>							
Measurement Type	Key Performance Indicator(s)	FY 2015 Actual	FY 2016 Target	FY 2017 Estimate	FY 2018 Estimate	FY 2019 Estimate	3 - 5 Yr Goal
<b>Output</b>	Customer satisfaction rating for record requests - # of Records Requests	6,320	6,841	7,116	7,258	7,300	7,300
<b>Efficiency</b>	Avg. RR Daily	26	26	27	28	29	29
<b>Outcome</b>	% Case Rating above 95% approval.	89%	95%	96%	97%	98%	98%

<b>Perspective: Customer</b>							
<b>Goal: Provide exceptional customer service to internal and external customers</b>							
<b>Objective: Complete 85% of record requests for documents readily available within 48 hours.</b>							
Measurement Type	Key Performance Indicator(s)	FY 2015 Actual	FY 2016 Target	FY 2017 Estimate	FY 2018 Estimate	FY 2019 Estimate	3 - 5 Yr Goal
<b>Output</b>	Customer satisfaction rating for record requests - # of Records Requests Completed	6,320	6,841	7,116	7,258	7,300	7,300
<b>Efficiency</b>	Avg. RR Daily	26	26	27	28	29	29
<b>Outcome</b>	% of Requests completed within 48 hrs.	89%	86%	87%	88%	89%	89%

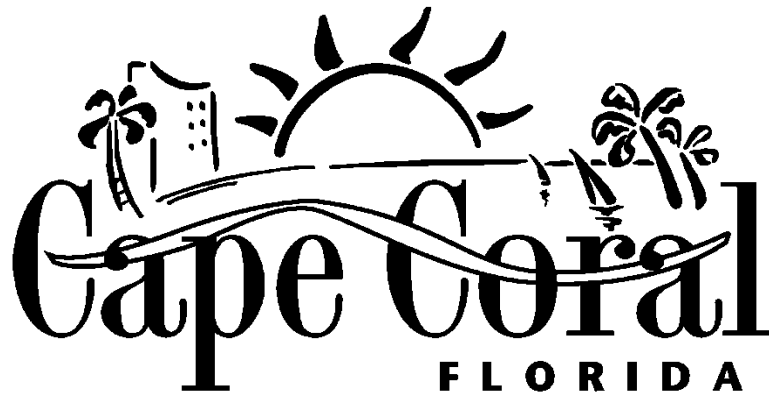
<b>Perspective: Customer</b>							
<b>Goal: Be responsive to customer needs by answering calls in a timely manner</b>							
<b>Objective: Reduce the number of abandoned calls in the Citizen's Action Center by 5%.</b>							
Measurement Type	Key Performance Indicator(s)	FY 2015 Actual	FY 2016 Target	FY 2017 Estimate	FY 2018 Estimate	FY 2019 Estimate	3 - 5 Yr Goal
<b>Output</b>	# of calls answered	23,631	23,500	24,000	24,500	25,000	25,000
<b>Efficiency</b>	Avg. number of calls taken each day	95	89	91	93	95	95
<b>Outcome</b>	Percentage of abandoned calls	1%	<2.5%	<2%	<1.5%	<1%	<1%

<b>Perspective: Internal</b>							
<b>Goal: Ensure that all digitized records fully meet statutory requirements</b>							
<b>Objective: To ensure that all Quality Control Errors for scanned documents are identified and corrected.</b>							
Measurement Type	Key Performance Indicator(s)	FY 2015 Actual	FY 2016 Target	FY 2017 Estimate	FY 2018 Estimate	FY 2019 Estimate	3 - 5 Yr Goal
<b>Output</b>	# of Pages Scanned	509,253	450,000	500,000	550,000	550,000	550,000
<b>Efficiency</b>	# of QC Errors	1,049	<45	<50	<40	<30	<30
<b>Outcome</b>	% Error Rate	0.2%	<1%	<1%	<1%	<1%	<1%
	# of Critical Errors	0	0	0	0	0	0

**City of Cape Coral, Florida**  
**FY 2017 - 2019 Adopted Operating Budget**

<b>Perspective: Learning &amp; Growth</b>							
<b>Goal: To increase employee effectiveness by providing quality training opportunities</b>							
<b>Objective: To provide at least one professional development training for each employee annually.</b>							
<b>Measurement Type</b>	<b>Key Performance Indicator(s)</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Target</b>	<b>FY 2017 Estimate</b>	<b>FY 2018 Estimate</b>	<b>FY 2019 Estimate</b>	<b>3 - 5 Yr Goal</b>
<b>Output</b>	# of employees	17	17	18	18	18	18
<b>Efficiency</b>	Total trainings attended per employee	0.5	1	1	1	1	1
<b>Outcome</b>	Number of Total employee training sessions	9	18	18	18	18	18

City of Cape Coral, Florida  
FY 2017 - 2019 Adopted Operating Budget



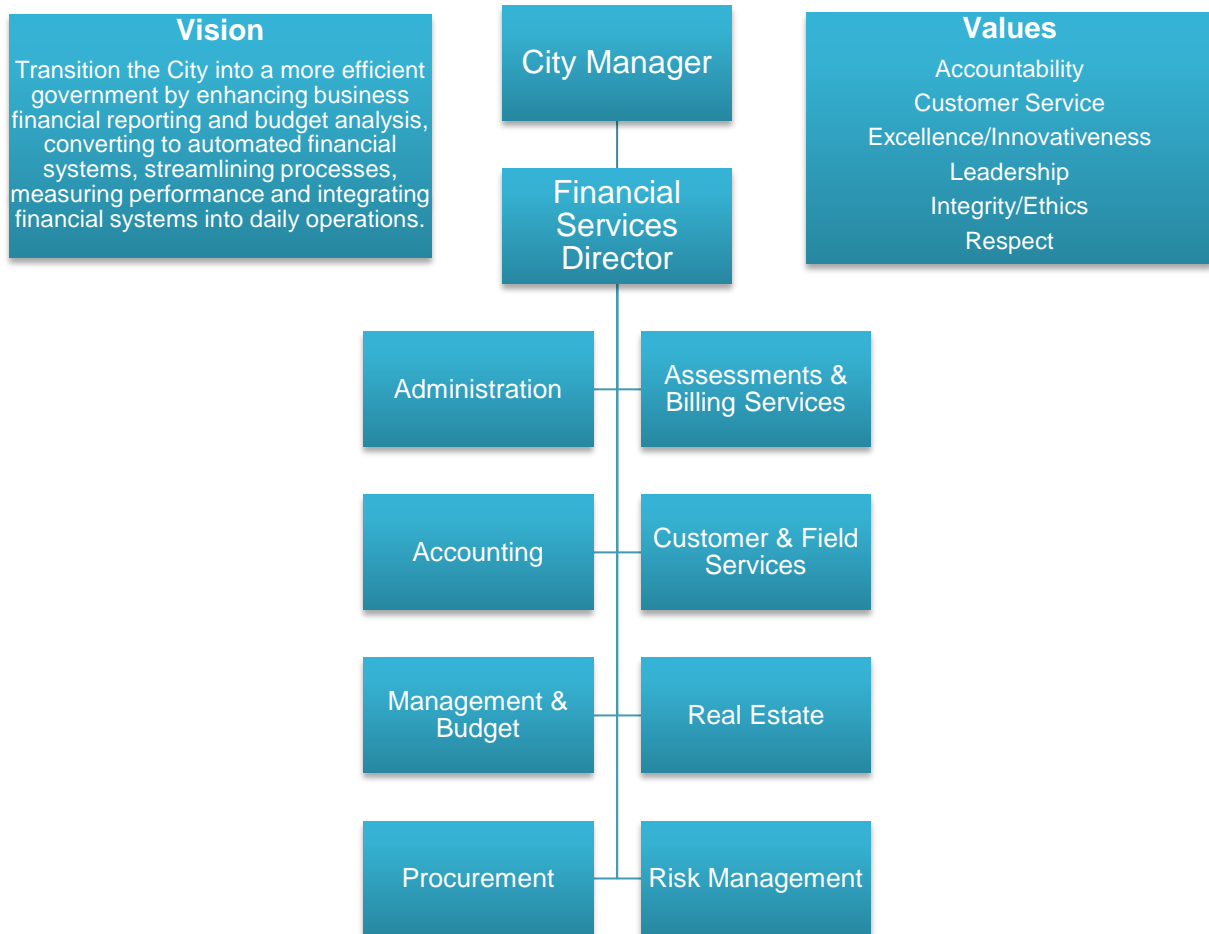
**City of Cape Coral, Florida**  
**FY 2017 - 2019 Adopted Operating Budget**

**Financial Services Department**

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

**Mission**

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



**City of Cape Coral, Florida**  
**FY 2017 - 2019 Adopted Operating 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.

**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-ways 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 2017 - 2019 Adopted Operating Budget**

**FY 2016 Accomplishments**

- Issued FY 2015 CAFR by required deadline and submit to the Government Finance Officers Association (GFOA) for the Certificate of Achievement for Excellence in Financial Reporting on 3/31/2016.
- Awarded the GFOA Distinguished Budget Award for the first time since FY 2007-08.
- Completed hiring of vacant positions in core financial functional areas of accounting, budget, and debt/treasury. Ongoing hiring taking place in the Customer Service and Budget areas.
- Have continued to demonstrate sound financial management through the reviews by rating agencies. Favorable Fitch rating received May 2016.
- Implement electronic workflow for Field Service Reps.
- In the process of implementing electronic workflow for online services for utility customers including new online application process.
- Organized at least two safety trainings per month.
- Periodic financial reporting of budget to actual of major funds was restarted in March 2016.
- Participated in multi-departmental teams for the evaluation of bargaining agreements and compensation matters.
- Awarded contract to replace Active Gov cashiering / point of sale system and began the implementation process.
- Completed review of all City buildings and updated insurance policies.

**FY 2017 – 2019 Goals & Priorities**

- Submit annual CAFRs to GFOA for Certificate of Achievement for Excellence in Financial Reporting.
- Submit annual operating budget to GFOA for the Distinguished Budget Award.
- Increase training provided to departments on various processes: budget preparation, accounts payable invoice processing, timekeeping, and procurement.
- Update the annual Revenue Manual for the budgeting process.
- Develop the staff to improve internal succession planning to avoid interruption of the work requirements of functional process and related roles.
- Implement electronic signature pads at utility counter – store customer signatures digitally.
- Visit and inspect at least 50% of all City facilities on an annual basis from a safety perspective.
- Automate, to the extent possible, financial reports for periodic monitoring reports as well as the preparation of annual financial statements and state reports.
- Continue to receive favorable ratings from S&P, Fitch and Moody's
- Implement the new cashiering/point of sale/merchant services system to become compliant with PII.
- Continue providing financial services to the Community Redevelopment Agency and Oasis Charter School Authority
- Refinance all available debt to lower interest rates to reduce annual interest costs.
- 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.

**City of Cape Coral, Florida**  
**FY 2017 - 2019 Adopted Operating Budget**  
**Operating Budget**

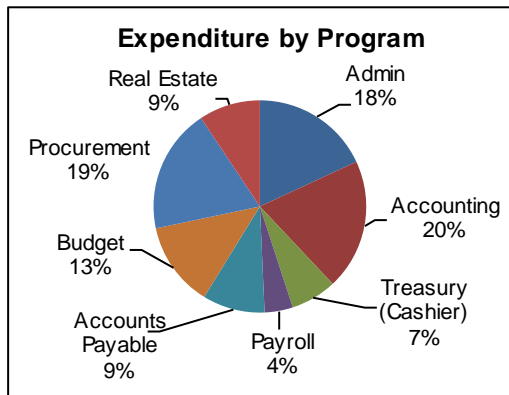
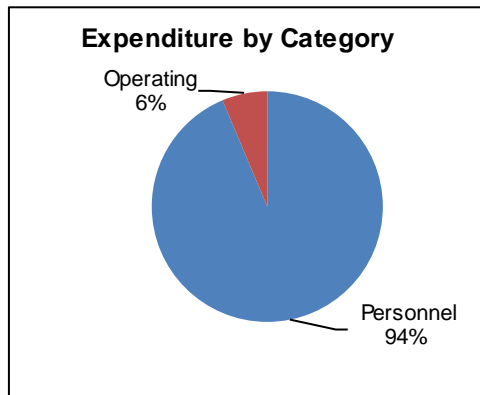
<b>Expenditure by Category</b>	<b>FY 2015 Actual Expenditures</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
Personnel <sup>1,2</sup>	\$ 2,332,510	\$ 2,878,255	\$ 2,876,846	\$ 3,196,131	\$ 3,282,098	\$ 3,384,823
Operating	135,451	184,548	276,970	216,273	230,372	257,006
Capital Outlay	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other	-	-	-	-	-	-
<b>Total</b>	<b>\$ 2,467,960</b>	<b>\$ 3,062,803</b>	<b>\$ 3,153,816</b>	<b>\$ 3,412,404</b>	<b>\$ 3,512,470</b>	<b>\$ 3,641,829</b>

<b>Expenditure by Program</b>	<b>FY 2015 Actual Expenditures</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
Administration <sup>1</sup>	\$ 419,485	\$ 545,145	\$ 651,022	\$ 617,066	\$ 632,256	\$ 648,914
Accounting	364,550	490,641	483,833	679,372	703,327	739,328
Treasury (Cashier)	225,485	239,652	241,852	238,917	244,025	254,535
Payroll	192,733	206,344	147,318	146,695	153,685	158,631
Accounts Payable	232,168	261,657	310,427	323,616	334,760	349,589
Budget	281,010	374,577	374,577	440,776	453,151	468,154
Procurement <sup>2</sup>	465,877	636,572	636,572	647,195	664,158	685,503
Real Estate	286,652	308,215	308,215	318,767	327,108	337,175
<b>Total</b>	<b>\$ 2,467,960</b>	<b>\$ 3,062,803</b>	<b>\$ 3,153,816</b>	<b>\$ 3,412,404</b>	<b>\$ 3,512,470</b>	<b>\$ 3,641,829</b>

Notes:

<sup>1</sup> The Assistant Financial Services Director, retitled Deputy Financial Services Director, was moved from Accounting to Administration in FY 2017. Sr Management Budget Administrator was eliminated and a Assistant Budget Administrator was added in FY 2017.

<sup>2</sup> 2 Contract Specialists added in Procurement - 1 for FY 2015 & 1 for FY 2016.





**City of Cape Coral, Florida**  
**FY 2017 - 2019 Adopted Operating Budget**

**Performance Measures [Strategic Plan Element B]**

<b>Perspective: Financial</b>							
<b>Goal: Develop a balanced multi-year budget.</b>							
<b>Objective: Meet budget targets</b>							
Measurement Type	Key Performance Indicator(s)	FY 2015 Actual	FY 2016 Target	FY 2017 Estimate	FY 2018 Estimate	FY 2019 Estimate	3 - 5 Yr Goal
<b>Output</b>	Expenditures	\$2,467,960	\$3,153,816	\$3,412,404	\$3,512,470	\$3,641,829	5%
<b>Efficiency</b>	% of Budget utilized	95%	100%	100%	100%	100%	100%
<b>Outcome</b>	% Increase/ (Decrease) from prior year	7%	6%	0%	0%	0%	0%

<b>Perspective: Customer</b>							
<b>Goal: Acquire and manage real estate for the highest public use and benefit.</b>							
<b>Objective: Acquire interests in Real Property for City Projects (Easements or Fee Simple)</b>							
Measurement Type	Key Performance Indicator(s)	FY 2015 Actual	FY 2016 Target	FY 2017 Estimate	FY 2018 Estimate	FY 2019 Estimate	3 - 5 Yr Goal
<b>Output</b>	Total # of properties acquired for City Projects (includes fee simple & easements)	51	30	20	20	20	75
<b>Efficiency</b>	Minimalize property acquisitions through eminent domain (goal is <30%)	0%	15%	20%	20%	20%	<30%
<b>Service Quality</b>	Percentage of properties closed within contractual timeframe	100%	95%	95%	95%	95%	95%
<b>Outcome</b>	Percentage of contracted properties purchased at or below the appraised value	88%	90%	85%	85%	85%	80%

<b>Perspective: Customer</b>							
<b>Goal: Provide timely, pertinent, and useful financial information and recommendations to stakeholders.</b>							
<b>Objective: Gain efficiencies through training and improving resources.</b>							
Measurement Type	Key Performance Indicator(s)	FY 2015 Actual	FY 2016 Target	FY 2017 Estimate	FY 2018 Estimate	FY 2019 Estimate	3 - 5 Yr Goal
<b>Output</b>	Number of formal training hours provided to departments to increase communication of budgeting procedures	did not track	5	10	15	18	20
<b>Efficiency</b>	To decrease # of days from month end for providing the monthly report	14	12	15	15	15	15
<b>Service Quality</b>	Develop and perform a customer satisfaction survey	0	0	1	2	2	2
<b>Outcome</b>	Exceed expectation on customer satisfaction survey	0	Score TBD	Score TBD	Score TBD	Score TBD	Score TBD

**City of Cape Coral, Florida**  
**FY 2017 - 2019 Adopted Operating Budget**

<b>Perspective: Customer</b>							
<b>Goal: To provide superior levels off customer service for water/sewer/irrigation customers of the City of Cape Coral.</b>							
<b>Objective: Provide timely, efficient and professional customer service by telephone, in-person, and through all channels.</b>							
<b>Measurement Type</b>	<b>Key Performance Indicator(s)</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Target</b>	<b>FY 2017 Estimate</b>	<b>FY 2018 Estimate</b>	<b>FY 2019 Estimate</b>	<b>3 - 5 Yr Goal</b>
<b>Output</b>	# of Field Service Work Orders	48,899	50,000	50,000	50,000	50,000	50,000
<b>Efficiency</b>	Speed-to-Answer (minutes)	5:15	4:30	3:45	3:45	3:45	3:45
<b>Service Quality</b>	% Users rating service as Above Average to Excellent	90%	85%	85%	85%	85%	85%
<b>Outcome</b>	Field Service work orders completed within 1 working day of issue.	90%	80%	80%	80%	85%	80%

<b>Perspective: Customer</b>							
<b>Goal: To provide complete and accurate property payoff requests to customers, realtors, title companies within 1 business day, meet service level agreement of 97%</b>							
<b>Objective: Provide completed payoffs within one business day - Meet SLA 97%</b>							
<b>Measurement Type</b>	<b>Key Performance Indicator(s)</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Target</b>	<b>FY 2017 Estimate</b>	<b>FY 2018 Estimate</b>	<b>FY 2019 Estimate</b>	<b>3 - 5 Yr Goal</b>
<b>Output</b>	# Payoffs received	20,360	19,200	19,000	19,000	19,000	19,000
<b>Efficiency</b>	# Payoffs processed within one business day	19,779	18,624	19,000	19,000	19,000	19,000
<b>Outcome</b>	% SLA Achieved	97%	97%	100%	100%	100%	100%

<b>Perspective: Customer</b>							
<b>Goal: Process tax billed assessment refunds within 60 days of tax roll transmission to the Tax Collector</b>							
<b>Objective: Provide tax billed assessment refunds within 60 days of tax rolls transmission to Tax Collector- Meet SLA 95%</b>							
<b>Measurement Type</b>	<b>Key Performance Indicator(s)</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Target</b>	<b>FY 2017 Estimate</b>	<b>FY 2018 Estimate</b>	<b>FY 2019 Estimate</b>	<b>3 - 5 Yr Goal</b>
<b>Output</b>	# of Refunds processed	116	122	60	60	60	60
<b>Efficiency</b>	# of Utility Deposit Refunds on Closed Accts within 45 days	Did not track	Did not track	95%	95%	95%	95%
	# of Utility Refunds on Closed Accts due to Overpayments within 45 days	Did not track	Did not track	95%	95%	95%	95%
<b>Outcome</b>	% SLA Achieved	93%	96%	95%	95%	95%	95%

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<b>Perspective: Customer</b>							
<b>Goal: To provide purchasing services to ensure procurement of specified goods at the best possible combination of price, quality and timeliness consistent with prevailing economic conditions while maintaining fair and equitable processes.</b>							
<b>Objective: To increase the percentage of contracts executed prior to expiration</b>							
<b>Measurement Type</b>	<b>Key Performance Indicator(s)</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Target</b>	<b>FY 2017 Estimate</b>	<b>FY 2018 Estimate</b>	<b>FY 2019 Estimate</b>	<b>3 - 5 Yr Goal</b>
<b>Output</b>	# of Contracts	185	250	250	250	250	250
<b>Efficiency</b>	Average # of contracts managed per Contract Specialist/Buyer	37	50	40	40	40	40
<b>Outcome</b>	% of Contracts executed prior to expiration	N/A	99%	100%	100%	100%	100%
	% of Vendor Protests	3%	0%	0%	0%	0%	0%

<b>Perspective: Internal</b>							
<b>Goal: To meet service level issuance of purchase orders</b>							
<b>Objective: To achieve an average turnaround time of one week</b>							
<b>Measurement Type</b>	<b>Key Performance Indicator(s)</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Target</b>	<b>FY 2017 Estimate</b>	<b>FY 2018 Estimate</b>	<b>FY 2019 Estimate</b>	<b>3 - 5 Yr Goal</b>
<b>Output</b>	# of Purchase Orders	5,949	5,000	5,000	5,000	5,000	5,000
<b>Efficiency</b>	Procurement Cycle time from the beginning of a process to the time a contract is executed	N/A	4 months	4.5 months	4.5 months	4.5 months	4.5 months

<b>Perspective: Internal</b>							
<b>Goal: Oversee the development and implementation of the 3-year rolling annual operating budget and 6-Year Asset</b>							
<b>Objective: Maintain financial stability by managing the budget according to Best Practices.</b>							
<b>Measurement Type</b>	<b>Key Performance Indicator(s)</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Target</b>	<b>FY 2017 Estimate</b>	<b>FY 2018 Estimate</b>	<b>FY 2019 Estimate</b>	<b>3 - 5 Yr Goal</b>
<b>Output</b>	Annual Operating Budget	1	1	1	1	1	1
<b>Efficiency</b>	Cost of Budget Services Per Capita	\$1.69	\$2.31	\$2.25	\$2.25	\$2.25	\$2.25
<b>Service Quality</b>	Awarded points for GFOA Distinguished Budget Award (372 max)	N/A	300	300	300	300	300
<b>Outcome</b>	Manage General Fund Current Expense To Revenue Ratio	88%	97%	96%	95%	95%	95%

**City of Cape Coral, Florida**  
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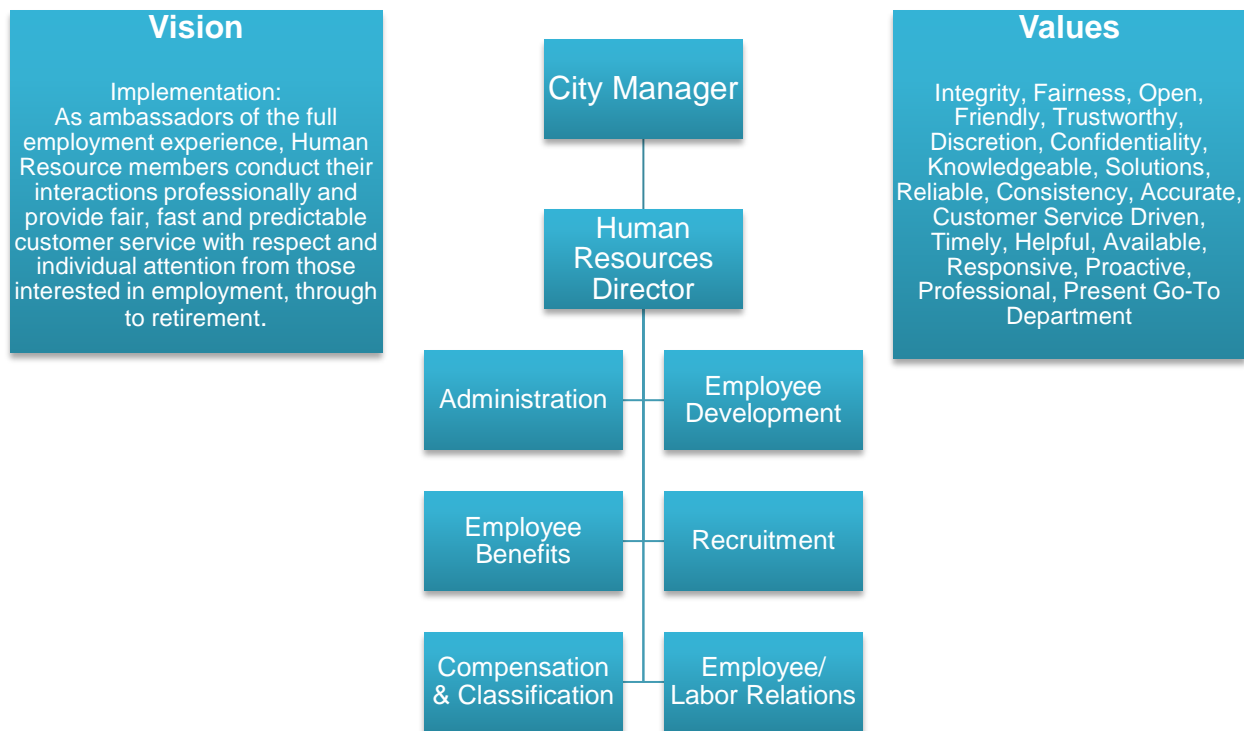
<b>Perspective: Learning &amp; Growth</b>							
<b>Goal: Achieve a higher level of performance</b>							
<b>Objective: Provide transparency and reliability in financial reporting.</b>							
<b>Measurement Type</b>	<b>Key Performance Indicator(s)</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Target</b>	<b>FY 2017 Estimate</b>	<b>FY 2018 Estimate</b>	<b>FY 2019 Estimate</b>	<b>3 - 5 Yr Goal</b>
<b>Output</b>	Training hours on reporting software	Did not track	Did not track	100	90	80	80
<b>Efficiency</b>	Increase # of automated reports utilized	Did not track	Did not track	5	7	10	10
<b>Service Quality</b>	Develop and perform a customer satisfaction survey	Did not track	Did not track	2	2	2	2
<b>Outcome</b>	Develop and provide effective analytical summaries for all levels of management and each department.	Did not track	Did not track	50%	70%	100%	100% of Dept's

**City of Cape Coral, Florida**  
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**Human Resources Department**

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

**Mission**

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



**City of Cape Coral, Florida**  
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**Human Resources and Labor Relations**

**Recruitment and Development Vision:**

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

**Benefits and Compensation Vision:**

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

**Employee and Labor Relations Vision:**

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

**Overall Compliance:**

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

**FY 2016 Accomplishments**

**Development**

- Learning Management System RFP: searched, purchased, installed
- Engagement Survey completed – all employees
- Learning & Development Division revitalized, implemented skill training, and Leadership training needs analysis

**Benefits**

- Self-funded Plan smoothly and successfully implemented effective 1-1-16
- Wellness programs increased in participation and robust

**Process Efficiency**

- AR's rewritten and readdressed
- Ordinance revised

**Compensation**

- Compensation and Classification in all units bargained, implemented
  - ✓ Supports City Strategy and budget.
- Segal Waters implemented
- 75th percentile to market pay philosophy adopted for Managerial/Confidential staff
- Competitive range placement to market for all bargaining groups continued
- Pay parity implemented for both Managerial/Confidential staff and bargaining units
- Review and update of all Human Resources Administrative Regulations continued, biannual review initiated for all Human Resources Administrative Regulations

**Labor Relations**

- 5 contracts closed (4 General, 1 Fire), 2 re-openers (PD) closed
- Pay bargained to implementation
- Continued revitalization and implementation of the performance evaluation process

**Talent Acquisition**

Days to fill maintained, AR 29, background check and safety sensitive researched, enhanced, implemented

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**FY 2017 - 2019 Goals and Priorities**

- Talent Acquisition - Application Software Upgrade or Transition to Newer Program
- Learning Management Software: city wide training and implementation
- Electronic Performance Reviews implemented through Talent Management System purchased in FY16.
- Continuation of Benefits Self-Insured program monitored
- Pay parity continued in accordance to implementation and planning
- Competitive range placement to market continued for all employee groups
- Continue Benefit package reviews throughout the City
- Continue succession and workforce planning
- Labor Relations:
  - ✓ Police negotiations contract expires 9/30/2016
  - ✓ Continue any possible contract openings and implementation of FY16 bargained changes
  - ✓ Administrative Regulation reviews/rewrites. Complete any remaining of 32 reviewed FY15-FY16
- Anticipated completion of Police collective bargaining agreements (2) – negotiable as to duration
- Integration of performance evaluation process with learning management system
- Electronic routing of status change notice
- Fire and General contracts in negotiation for FY18

**City of Cape Coral, Florida**  
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**Operating Budget**

<b>Expenditure Category</b>	<b>FY 2015 Actual Expenditures</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
Personnel <sup>1,2</sup>	\$ 1,073,062	\$ 1,199,772	\$ 1,199,772	\$ 1,310,359	\$ 1,344,613	\$ 1,380,668
Operating <sup>3</sup>	255,243	204,892	218,472	288,223	290,868	291,175
Capital Outlay	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other	-	-	-	-	-	-
<b>Total</b>	<b>\$ 1,328,305</b>	<b>\$ 1,404,664</b>	<b>\$ 1,418,244</b>	<b>\$ 1,598,582</b>	<b>\$ 1,635,481</b>	<b>\$ 1,671,843</b>

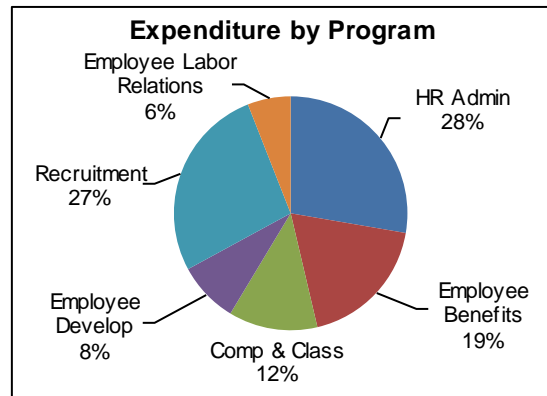
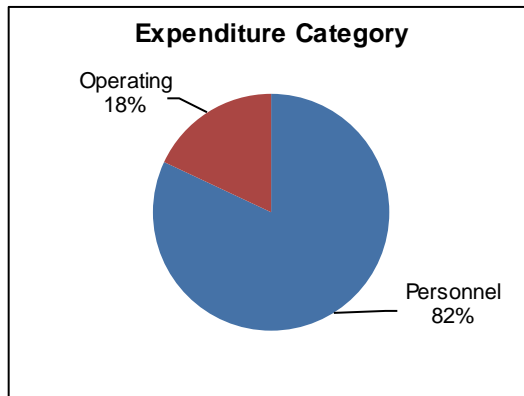
<b>Expenditure by Program</b>	<b>FY 2015 Actual Expenditures</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
HR Administration	\$ 451,360	\$ 418,844	\$ 441,428	\$ 442,697	\$ 456,160	\$ 464,836
Employee Benefits	271,565	297,942	285,206	297,739	305,408	313,902
Comp & Classification	221,415	187,619	187,929	196,935	201,860	207,041
Employee Development <sup>1</sup>	21,806	120,189	122,006	135,026	137,607	140,018
Recruitment <sup>1</sup>	274,592	287,794	289,199	430,751	436,403	445,204
Employee/Labor Relations	87,567	92,276	92,476	95,434	98,043	100,842
<b>Total</b>	<b>\$ 1,328,305</b>	<b>\$ 1,404,664</b>	<b>\$ 1,418,244</b>	<b>\$ 1,598,582</b>	<b>\$ 1,635,481</b>	<b>\$ 1,671,843</b>

Notes:

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

<sup>2</sup> Contract Talent Acquisition Associate was eliminated and a Talent Acquisition Associate was added in FY 2017.

<sup>3</sup> Increases in Operating expenditures in FY 2015 include funds to restart an in-house training program as well as support from outside firm for classification/compensation activities.





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

<b>Perspective: Financial</b>							
<b>Goal: Develop a balanced multi-year budget.</b>							
<b>Objective: Meet budget targets</b>							
<b>Measurement Type</b>	<b>Key Performance Indicator(s)</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Target</b>	<b>FY 2017 Estimate</b>	<b>FY 2018 Estimate</b>	<b>FY 2019 Estimate</b>	<b>3 - 5 Yr Goal</b>
<b>Output</b>	Expenditures	\$1,328,305	\$1,418,244	\$1,598,582	\$1,635,481	\$1,671,843	5%
<b>Efficiency</b>	% of Budget utilized	96%	100%	100%	100%	100%	100%
<b>Outcome</b>	% Increase/ (Decrease) from prior year	-3%	5%	0%	0%	0%	0%

<b>Perspective: Customer</b>							
<b>Goal: Business needs are met for filling Full Time positions</b>							
<b>Objective: Fill positions in a timely manner</b>							
<b>Measurement Type</b>	<b>Key Performance Indicator(s)</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Target</b>	<b>FY 2017 Estimate</b>	<b>FY 2018 Estimate</b>	<b>FY 2019 Estimate</b>	<b>3 - 5 Yr Goal</b>
<b>Output</b>	Manager assessment period	23	21	21	21	21	21
	H/R evaluation time period	16	22	22	22	22	22
<b>Efficiency</b>	Days to fill recruiting	33	<60	<60	<60	<60	<60
<b>Service Quality</b>	# of Qualified applicants referred to mgr	9,017	> or = 4	> or = 4	> or = 4	> or = 4	> or = 4
<b>Outcome</b>	% of positions filled at or under target	100%	80%	80%	80%	80%	80%

<b>Perspective: Internal</b>							
<b>Goal: Implement tracking for retention of employees.</b>							
<b>Objective: Track voluntary and involuntary terminations where DOH is pre 10/01/2003</b>							
<b>Measurement Type</b>	<b>Key Performance Indicator(s)</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Target</b>	<b>FY 2017 Estimate</b>	<b>FY 2018 Estimate</b>	<b>FY 2019 Estimate</b>	<b>3 - 5 Yr Goal</b>
<b>Output</b>	# of Voluntary terminations	27	N/A	TBD	TBD	TBD	TBD
	# of Involuntary terminations	1	N/A	TBD	TBD	TBD	TBD
<b>Efficiency</b>	Turnover rate for voluntary terminations	TBD	TBD	TBD	TBD	TBD	TBD
	Turnover rate for involuntary terminations	TBD	TBD	TBD	TBD	TBD	TBD
<b>Service Quality</b>	Develop a qualitative analysis to track reasons for departure. % Complete	20%	100%	100%	100%	100%	100%
<b>Outcome</b>	Determine acceptable % of voluntary departures for Cape Coral	TBD	TBD	TBD	TBD	TBD	TBD

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<b>Perspective: Learning &amp; Growth</b>							
<b>Goal: Support the learning and growth of department employees</b>							
<b>Objective: Complete all annual performance evaluations</b>							
<b>Measurement Type</b>	<b>Key Performance Indicator(s)</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Target</b>	<b>FY 2017 Estimate</b>	<b>FY 2018 Estimate</b>	<b>FY 2019 Estimate</b>	<b>3 - 5 Yr Goal</b>
<b>Output</b>	# Completed	100%	100%	100%	100%	100%	100%
<b>Efficiency</b>	% of Timely completions	100%	100%	100%	100%	100%	100%
<b>Outcome *</b>	% Complete	100%	100%	100%	100%	100%	100%
		* Percent complete by fiscal year end					

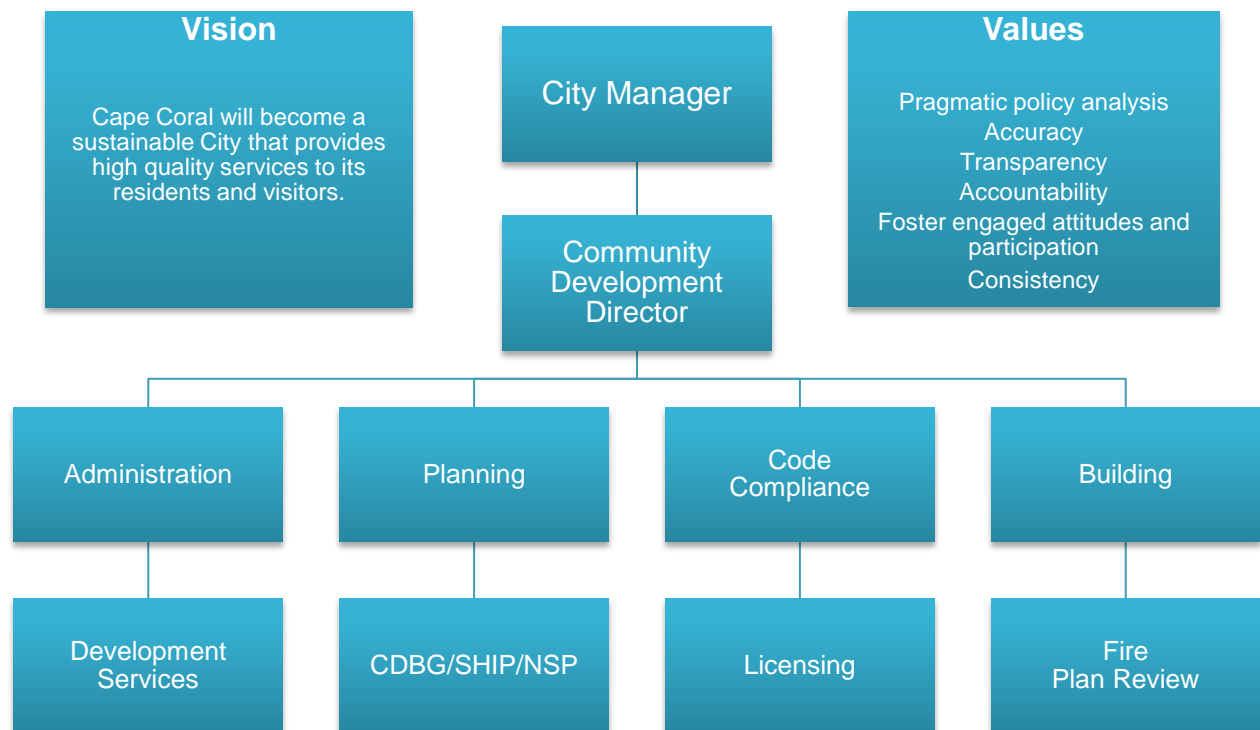
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## **Department of Community Development**

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

### **Mission**

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



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

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

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

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

**FY 2016 Accomplishments**

- Continuous update and improvement process for Development Services web page.
- Updated applications and permit guidelines to reflect online submittal options.
- All applications for miscellaneous site development permits now have the option for eTRAKiT online submittal.
- Approximately 35% of all miscellaneous site development permits have been submitted and reviewed electronically.
- Changed response areas for Code Officers to better distribute manpower.
- Assigned a Code Officer to review commercial landscaping to increase City beautification and ensure compliance with development orders.
- Developed weekly statistics review of code activity to ensure efficiency.
- Increased training for Code Officers to ensure proper preparation.
- Maintained participation in the 20<sup>th</sup> Judicial "Task Force for Unlicensed Contractors" as a cohesive unit for southwest Florida to address the continuing effects of unlicensed contractor activity.
- Collected over \$124,632.00 in liens from October 1, 2015 to February 29, 2016 that resulted in recording 89 release of liens.
- Continued to support special projects including: Bimini Basin Redevelopment, Seven Islands/Northwest Vision Plan, Land Use and Development Regulation Rewrite, Parks and Recreation Master Plan, Species Management, and Hearing Examiner.
- Completed the bi-annual update of the Build-Out Analysis planning document.

**City of Cape Coral, Florida**  
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- Transmitted a large scale future land use map amendment of 4,010 acres from the Urban Service Reserve Area to the Urban Service Transition Area to facilitate the North 1 and North 2 Utility Expansion Program.
- Completed Comprehensive Plan Text Amendments to be consistent with state law as outlined in the Evaluation and Appraisal Report notification letter.
- Completed two amendments to the City's Land Use and Development Regulations to improve the aesthetics of commercial development within the City.
- Continued implementation and coordination of the Utility Expansion Grant program to assist low income households connect their homes to City utilities in the SW6 and SW7 expansion areas with Community Development Block Grant and State Housing Initiative Partnership Program funds. Fifty low income households have applied and been approved for this program.
- The Building Division exceeded 41% of available permits online with 90% of all permit types available online applied for electronically by the end of 2016.
- The Building Division continues to be active in all industry partnerships, providing support and technical services.
- The Building Division participates in a new stakeholders group meeting with industry partners to improve service levels.
- Internal communication was enhanced by increasing the frequency of meetings with Department Director, Division Managers, Supervisors, and within sections.
- 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. Engagement letter being developed with assistance from the City Auditor.

**FY 2017 – FY 2019 Goals & Priorities**

**Administration**

- Complete the LUDR rewrite.

**Building Division**

- Permitting: Continue to complete our online permitting with a goal of 30% of all permits applied for online.
  - With more online permits, maintain an average wait time for counter applicants of 10 minutes.
- Plan Review: All reviewed miscellaneous permits processed in four days or less.
  - Residential: New construction and addition remodels completed in 8 days or less.
  - Commercial: All commercial permits through the completed review in 8 days or less.
- Inspections: Have 95% of all inspections completed on schedule.
  - Continued Education & Training to insure consistency with inspection results.
  - Maintain 12 to 15 inspections per day per inspector to minimize errors and maintain efficiency.
- Industry Partnership:  
Continue to maintain an active partnership with the CCCIA along with the Chamber of Commerce, the Cape Coral Realtors Association, and local business leaders.

**Code Compliance Division**

- Continue efforts to gain compliance and collect liens on outstanding cases through our amnesty and lien reduction programs.

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

**Development Services**

- Continue to assist Utilities Department with the development of new utility standards for commercial and residential development.
- Continue to assist Public Works Department on updates to the Engineering Design Standards.
- Assist with LUDR update, as applicable, to commercial and residential development projects.
- In conjunction with the LUDR update, clarify/establish plat review approval process for staff and applicants.
- Continuous update and improvement process for Development Services web page.
- Continuous update and improvement process for Development Services online development applications and permits.
- Clarify the City website link for “I Want To”/“Apply For” as it relates to the Development Services Group permit applications.
- Develop an online calendar for available Advisory Meeting time slots.

**Planning Division**

- Amend the Land Use and Development Regulations (LUDR) to be consistent, as needed, with updates and changes in the Comprehensive Plan.
- 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 support City Council/Mayor for special projects, such as community planning, land acquisition planning, Bimini Basin, public/private partnerships and the Seven Islands master planning.

**City of Cape Coral, Florida**  
**FY 2017 - 2019 Adopted Operating Budget**

- Continue to provide support for the Community Redevelopment Area Board and Advisory Board on City planning functions.
- Monitor risk management mapping related to the Federal Emergency Management Agency's effort to update the flood insurance rate maps (FIRM) so City interests are effectively represented.
- Continue to provide assistance to the Economic Development Office for City planning topics and customer service improvements.
- Continue to improve level of service (LOS) for customers, including establishing completion targets for all public hearing applications.
- Continue to add more public hearing applications and permits to "online permitting" to provide more methods of convenience to the public and development community.
- Continue speaking engagements with realtor associations, developers, community groups, and neighborhood associations.
- Continue to provide environment assistance by reviewing development applications, coordination with State and Federal permitting agencies, and offering training programs, as needed, to the local development community on listed species within Cape Coral.
- Continue implementation and monitoring of the City-wide Incidental Take Permit and Habitat Conservation Plan for the Florida scrub jay.

**City of Cape Coral, Florida**  
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**Operating Budget**

<b>Expenditure Category</b>	<b>FY 2015 Actual Expenditures</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
Personnel <sup>1</sup>	\$ 3,326,760	\$ 3,878,668	\$ 3,879,668	\$ 3,950,059	\$ 4,087,859	\$ 4,250,050
Operating <sup>2</sup>	303,671	578,079	584,341	643,504	575,893	587,389
Capital Outlay <sup>5</sup>	-	8,500	6,527	97,240	61,263	279,304
Debt Service	-	-	-	-	-	-
Other	-	-	-	-	-	-
<b>Total</b>	<b>\$ 3,630,431</b>	<b>\$ 4,465,247</b>	<b>\$ 4,470,536</b>	<b>\$ 4,690,803</b>	<b>\$ 4,725,015</b>	<b>\$ 5,116,743</b>

<b>Expenditure by Program</b>	<b>FY 2015 Actual Expenditures</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
Administration <sup>1</sup>	\$ 255,287	\$ 349,419	\$ 341,954	\$ 350,665	\$ 356,111	\$ 365,464
Development Services <sup>3</sup>	281,659	351,607	351,607	369,613	379,363	390,818
Planning	756,847	1,019,405	1,032,159	1,150,397	1,136,037	1,207,193
Code Compliance	2,067,190	2,381,155	2,379,055	2,352,087	2,411,869	2,481,767
Fleet Rolling Stock <sup>5</sup>	-	-	-	97,240	61,263	279,304
Licensing	166,245	185,400	187,500	193,061	197,980	204,211
Fire Plan Review <sup>4</sup>	103,203	178,261	178,261	177,740	182,392	187,986
<b>Total</b>	<b>\$ 3,630,431</b>	<b>\$ 4,465,247</b>	<b>\$ 4,470,536</b>	<b>\$ 4,690,803</b>	<b>\$ 4,725,015</b>	<b>\$ 5,116,743</b>

<sup>1</sup> Funding for the Community Development Director is included beginning with the FY 2014 budget.

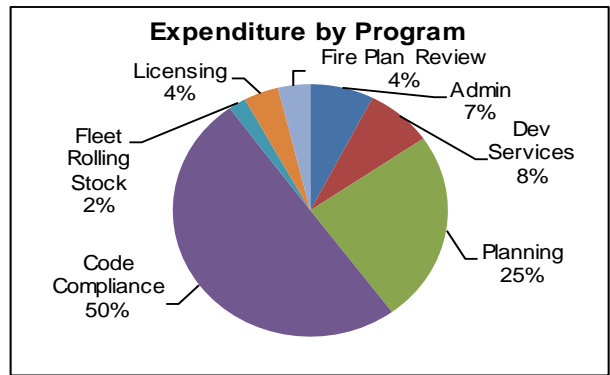
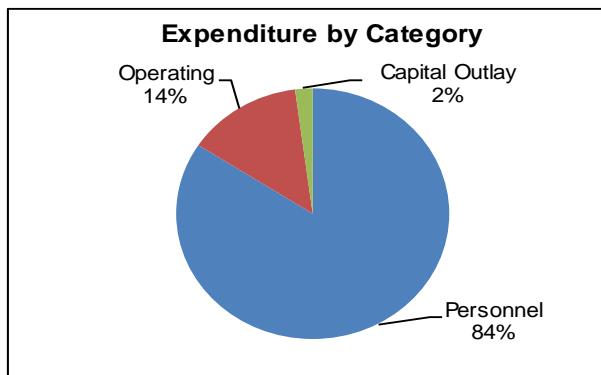
<sup>2</sup> A Special Magistrate/Hearing Examiner for development issues has been added based on Zucker recommendations.

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

<sup>4</sup> Fire Plan Review moved to Community Development in mid FY 2015.

<sup>5</sup> FY 2017 New and Replacement Fleet rolling stock items are budgeted at the department/division level, instead of the fund level

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





**City of Cape Coral, Florida**  
**FY 2017 - 2019 Adopted Operating Budget**

**Performance Measures [Strategic Plan Element A]**

<b>Perspective: Financial</b>							
<b>Goal: Develop a balanced multi-year budget.</b>							
<b>Objective: Meet budget targets</b>							
<b>Measurement Type</b>	<b>Key Performance Indicator(s)</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Target</b>	<b>FY 2017 Estimate</b>	<b>FY 2018 Estimate</b>	<b>FY 2019 Estimate</b>	<b>3 - 5 Yr Goal</b>
<b>Output</b>	Revenue (General Fund)	\$1,676,906	\$1,656,250	\$2,187,727	\$2,184,091	\$2,206,937	1%
	Expenditures (General Fund)	\$3,630,431	\$4,470,536	\$4,690,803	\$4,725,015	\$5,116,743	5%
<b>Efficiency</b>	% of Budget utilized	91%	100%	100%	100%	100%	100%
<b>Outcome</b>	% Increase/ (Decrease) from prior year	1%	9%	0%	0%	0%	0%

<b>Perspective: Customer</b>							
<b>Goal: To increase the # of construction site inspections for unlicensed contractors.</b>							
<b>Objective: Identify and cite construction workers operating without a license.</b>							
<b>Measurement Type</b>	<b>Key Performance Indicator(s)</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Target</b>	<b>FY 2017 Estimate</b>	<b>FY 2018 Estimate</b>	<b>FY 2019 Estimate</b>	<b>3 - 5 Yr Goal</b>
<b>Output</b>	# of Unlicensed contractor cases	1,149	500	1,000	1,000	275	3,000
<b>Efficiency</b>	# of Complaints handled per licensing investigator	1,149	1,000	500	500	600	1,500
<b>Outcome</b>	# of Unlicensed contractors identified/cited	39	35	30	25	25	90

<b>Perspective: Internal</b>							
<b>Goal: To Increase community partnerships and volunteer program within the Code Compliance Division.</b>							
<b>Objective: To recruit and utilize volunteers within the Code Compliance Division.</b>							
<b>Measurement Type</b>	<b>Key Performance Indicator(s)</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Target</b>	<b>FY 2017 Estimate</b>	<b>FY 2018 Estimate</b>	<b>FY 2019 Estimate</b>	<b>3 - 5 Yr Goal</b>
<b>Output</b>	Community meetings attended	5	6	8	10	8	24
<b>Efficiency</b>	# of Volunteers recruited	7	18	3	4	19	9
<b>Outcome</b>	# of Volunteer hours utilized	398	2,000	300	400	1,600	900

<b>Perspective: Internal</b>							
<b>Goal: To process subrecipient invoices in a timely manner.</b>							
<b>Objective: To process invoices for subrecipients within 14 days or less.</b>							
<b>Measurement Type</b>	<b>Key Performance Indicator(s)</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Target</b>	<b>FY 2017 Estimate</b>	<b>FY 2018 Estimate</b>	<b>FY 2019 Estimate</b>	<b>3 - 5 Yr Goal</b>
<b>Output</b>	# of Invoices received from subrecipients	167	145	88	88	100	274
<b>Efficiency</b>	Total # of invoices processed	167	145	88	88	100	274
<b>Outcome</b>	% of Invoices processed within 14 days or less	90%	90%	90%	90%	90%	90%

**City of Cape Coral, Florida**  
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<b>Perspective: Internal</b>							
<b>Goal: Ensure program compliance and timely processing of grants revenue funds for CDBG/SHIP/NSP programs.</b>							
<b>Objective: To ensure the grant revenue is properly processed/budgeted throughout the fiscal year.</b>							
<b>Measurement Type</b>	<b>Key Performance Indicator(s)</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Target</b>	<b>FY 2017 Estimate</b>	<b>FY 2018 Estimate</b>	<b>FY 2019 Estimate</b>	<b>3 - 5 Yr Goal</b>
<b>Output</b>	# of Revenue transactions received	24	10	10	10	10	32
<b>Efficiency</b>	# of Revenue transactions processed	24	10	10	10	10	32
<b>Outcome</b>	% of Revenue transactions processed within 7 days	100%	100%	100%	100%	100%	100%

**City of Cape Coral, Florida  
FY 2017 - 2019 Adopted Operating Budget**

**Police Department**

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

**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 2017 - 2019 Adopted Operating Budget**

**Department Functions**

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

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

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

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

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

**FY 2016 Accomplishments**

- Maintained the second safest City in Florida with a population over 150,000
- Decreased violent crimes by 16%, and property crimes by 4%
- Continued Body-Worn Camera Program by procuring an additional (60) cameras
- Increased Traffic Enforcement Unit by adding three Traffic Enforcement Officers
- Increased personnel training hours by 28%, while saving approximately \$68,000 in costs
- Implemented succession planning rotational policy for personnel growth and development
- Increased social media and community engagement programs

**FY 2017 - FY2019 Goals & Priorities**

- Become the safest city in Florida with a population over 150,000
- Ensure the safe movement of people and vehicles by reducing the number of serious injury/fatal traffic crashes
- Reduce emergency response times by patrol officers
- Increase case clearance rates for property and violent crimes
- Increase efficiencies in the receipt and dispatch of emergency calls for service
- Develop and implement youth services programs
- Maintain compliance with all applicable accreditation standards through the Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA) and the State of Florida Commission for Florida Accreditation (CFA)
- Completion of (Phase 1) of the planned public safety training facility
- Full deployment (approximately 180 units) of Body-Worn Cameras
- Order and equip all police vehicles to have more efficient and reliable equipment

**City of Cape Coral, Florida**  
**FY 2017 - 2019 Adopted Operating Budget**

**Operating Budget**

<b>Expenditure by Category</b>	<b>FY 2015 Actual Expenditures</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
Personnel <sup>1</sup>	\$ 27,602,396	\$ 28,938,582	\$ 30,332,742	\$ 29,414,654	\$ 30,236,239	\$ 31,208,150
Operating	4,120,276	4,276,130	4,101,655	4,577,670	4,638,013	4,768,643
Capital Outlay <sup>2</sup>	274,983	183,500	368,148	1,367,397	1,018,523	1,355,400
Debt Service	-	-	-	-	-	-
Other	-	-	-	-	-	-
<b>Total</b>	<b>\$ 31,997,655</b>	<b>\$ 33,398,212</b>	<b>\$ 34,802,545</b>	<b>\$ 35,359,721</b>	<b>\$ 35,892,775</b>	<b>\$ 37,332,193</b>

<b>Expenditure by Program</b>	<b>FY 2015 Actual Expenditures</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
Police Support Administration	\$ 5,006,918	\$ 5,596,783	\$ 4,863,025	\$ 5,882,860	\$ 6,138,633	\$ 6,376,789
Communication & Records	3,498,010	3,952,464	4,230,531	4,052,517	4,186,321	4,321,847
Investigative Services Bureau	6,002,205	6,218,498	6,507,745	6,384,655	6,559,468	6,788,011
Patrol Bureau	13,526,966	13,454,530	14,623,281	13,640,476	13,893,486	14,402,540
Police Special Operations	3,614,638	4,119,861	4,069,156	4,078,286	4,134,277	4,632,891
Do The Right Thing	54,446	56,076	58,610	58,530	60,067	62,115
Fleet Rolling Stock <sup>2</sup>	-	-	-	1,262,397	920,523	748,000
2015-JAGC-2414	43,333	-	-	-	-	-
2015-JAGC-LEE-7-D7-257	13,480	-	-	-	-	-
2016-JAGC-LEE-1-H3-091	-	-	32,976	-	-	-
2016-JAGC-LEE-7-E5-248	-	-	24,000	-	-	-
2014-DJ-BX-0113	18,728	-	-	-	-	-
2015-DJ-BX-0630	-	-	81,081	-	-	-
SaDIP 2014	28,001	-	-	-	-	-
DOT-High Visibility Bicycle Fd	40,212	-	-	-	-	-
HVE Ped/Bike 2015-16	-	-	20,013	-	-	-
FDOT Impaired Diving	40,644	-	-	-	-	-
FDOT Impaired DE 2015-17	-	-	25,000	-	-	-
WCIND15-16 Cont L436	-	-	169,391	-	-	-
VOCA 2014-15	110,075	-	-	-	-	-
VOCA 2015-16	-	-	97,736	-	-	-
<b>Total</b>	<b>\$ 31,997,655</b>	<b>\$ 33,398,212</b>	<b>\$ 34,802,545</b>	<b>\$ 35,359,721</b>	<b>\$ 35,892,775</b>	<b>\$ 37,332,193</b>

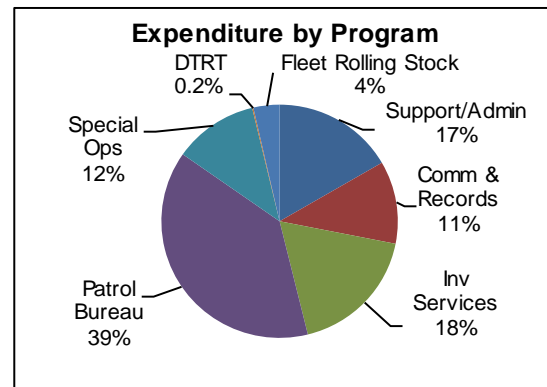
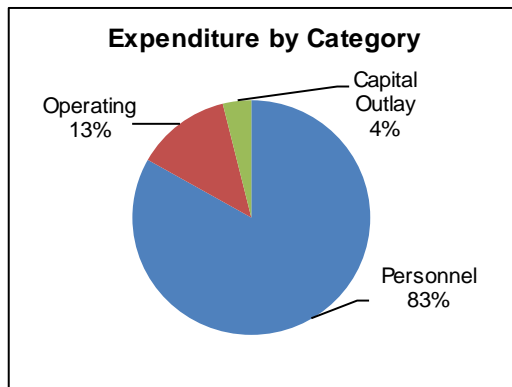
<sup>1</sup> FY 2016 1 Officer is being added to Patrol and 1 Lieutenant and 3 Traffic Officers are being added to Special Operations.

FY 2017 2 Officers and 1 Lieutenant are being added to Patrol.

FY 2018 a Deputy Chief is being added to Support Admin.

<sup>2</sup> FY 2017 New/Replacement Fleet rolling stock items are budgeted at the department/division level, instead of the fund level.

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



**City of Cape Coral, Florida**  
**FY 2017 - 2019 Adopted Operating Budget**

**Performance Measures [Strategic Element E]**

<b>Perspective: Financial</b>							
<b>Goal: Develop a balanced multi-year budget.</b>							
<b>Objective: Meet budget targets (General Fund excluding grants).</b>							
Measurement Type	Key Performance Indicator(s)	FY 2015 Actual	FY 2016 Target	FY 2017 Estimate	FY 2018 Estimate	FY 2019 Estimate	3 - 5 Yr Goal
<b>Output</b>	Revenue	\$ 1,363,243	\$ 1,434,964	\$ 860,481	\$ 860,481	\$ 860,481	1%
	Expenditures	\$31,703,183	\$34,352,348	\$35,359,721	\$35,892,775	\$37,332,193	5%
<b>Efficiency</b>	% of Budget utilized	99%	100%	100%	100%	100%	100%
<b>Outcome</b>	% Increase/ (Decrease) from prior year	0.4%	0%	0%	0%	0%	0%

<b>Perspective: Customer</b>							
<b>Goal: To enhance community partnerships.</b>							
<b>Objective: To increase social media and community oriented programs by five percent.</b>							
Measurement Type	Key Performance Indicator(s)	FY 2015 Actual	FY 2016 Target	FY 2017 Estimate	FY 2018 Estimate	FY 2019 Estimate	3 - 5 Yr Goal
<b>Output</b>	Total number of hours spent on social media interaction	720	720	1,157	1,215	1276	5%
	Total number of community oriented programs	76	23	25	27	28	5%
<b>Efficiency</b>	Number of hours per day spent engaging social media audience	3	3	3	3	3	3
<b>Outcome</b>	Total number of engaged social media participants	21,126	15,534	12,155	12,762	13,400	5%

<b>Perspective: Customer</b>							
<b>Goal: To increase the security and safety of our citizens through a rapid response to emergency calls for service by patrol</b>							
<b>Objective: To reduce patrol officer emergency response times by five percent initially, then maintain/re-evaluate.</b>							
Measurement Type	Key Performance Indicator(s)	FY 2015 Actual	FY 2016 Target	FY 2017 Estimate	FY 2018 Estimate	FY 2019 Estimate	3 - 5 Yr Goal
<b>Output</b>	Priority one citizen's requests for service	1894	1894	1,902	1,940	1979	2% yearly
<b>Efficiency</b>	Number of priority one calls per district:						
	South	711	711	725	739	754	2%
	Central	633	633	645	658	671	2%
	North	567	567	532	542	553	2%
	Minimum staffing requirements (per district)	5	5	5	5	5	5
<b>Outcome</b>	Average response time for priority one calls measured from time of dispatch to arrival	4:27	4:05	4:05	4:05	4:05	Maintain/ Re-evaluate

**City of Cape Coral, Florida**  
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<b>Perspective: Customer</b>							
<b>Goal: To reduce crime and victimization through the continued utilization of the Community Oriented Policing Strategic Tracking</b>							
<b>Objective: To assist in obtaining an average UCR index of 2175.</b>							
<b>Measurement Type</b>	<b>Key Performance Indicator(s)</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Target</b>	<b>FY 2017 Estimate</b>	<b>FY 2018 Estimate</b>	<b>FY 2019 Estimate</b>	<b>3 - 5 Yr Goal</b>
<b>Output</b>	Citizen's requests for service	93,596	93,596	93,696	94,633	95,579	1% yearly
	Self-initiated incidents	73,150	73,150	92,175	93,097	94,028	1% yearly
<b>Efficiency</b>	Number of COPSTAR and Focus meetings annually	48	48	36	36	36	36
	Number of problem solving initiatives by District Captains	24	24	12	12	12	12
<b>Outcome</b>	UCR Index Rate	2142	2175	2,175	2,175	2175	Maintain

<b>Perspective: Customer</b>							
<b>Goal: Ensure the safe movement of people and vehicles.</b>							
<b>Objective: To reduce the number of serious injury/fatal traffic crashes in the City by ten percent initially then maintain/re-evaluate.</b>							
<b>Measurement Type</b>	<b>Key Performance Indicator(s)</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Target</b>	<b>FY 2017 Estimate</b>	<b>FY 2018 Estimate</b>	<b>FY 2019 Estimate</b>	<b>3 - 5 Yr Goal</b>
<b>Output</b>	Number of Uniform Traffic Citations issued by Special Operations Personnel	2,966	2,966	3,136	3,199	3,263	2% yearly
	Number of Uniform Traffic Citations issued overall	8,765	8,765	9,311	9,497	9,687	2% yearly
	Number of Selective Enforcement Initiatives by Special Operations Personnel	2,420	2,420	3,077	3,139	3,202	2% yearly
<b>Efficiency</b>	Time Committed to Selective Traffic Initiatives (Hours)	1,648	297	303	309	315	2% yearly
<b>Outcome</b>	Overall number of serious injury/fatal traffic crashes	50	32.4	32.4	32.4	32.4	10% initially then maintain/re-evaluate

**City of Cape Coral, Florida**  
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<b>Perspective: Internal</b>							
<b>Goal: To increase the security and safety of our citizens through the rapid receipt and dispatch of Police, Fire and Rescue emergency calls.</b>							
<b>Objective: To answer 90 percent of 911 emergency calls within 10 seconds and dispatch all emergency calls within 2 minutes, then</b>							
<b>Measurement Type</b>	<b>Key Performance Indicator(s)</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Target</b>	<b>FY 2017 Estimate</b>	<b>FY 2018 Estimate</b>	<b>FY 2019 Estimate</b>	<b>3 - 5 Yr Goal</b>
<b>Output</b>	Calls received on non-emergency lines	206,635	208,701	210,788	212,895	215,024	1%
	Calls received on emergency lines	68,843	69,531	70,226	70,928	71,637	1%
	Incidents handled	196,125	198,086	202,067	204,087	206,128	1%
<b>Efficiency</b>	Number of calls per call taker	22,678	20,586	21,204	21,840	22,495	3%
	Number of calls dispatched per TC	9,537	4,507	4,642	4,781	4,924	3%
<b>Outcome</b>	Percentage of 911 calls answered within 10 seconds	86%	90%	95%	95%	95%	Maintain
	Percentage of emergency calls dispatched within 2 minutes	49%	95%	95%	95%	95%	Maintain

<b>Perspective: Learning &amp; Growth</b>							
<b>Goal: To increase employee development through current and future training needs.</b>							
<b>Objective: To increase personnel training hours by five percent initially, then maintain/re-evaluate.</b>							
<b>Measurement Type</b>	<b>Key Performance Indicator(s)</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Target</b>	<b>FY 2017 Estimate</b>	<b>FY 2018 Estimate</b>	<b>FY 2019 Estimate</b>	<b>3 - 5 Yr Goal</b>
<b>Output</b>	Total hours of internal training	15,269	12,470	12,470	12,470	12,470	Initially 5% then maintain/re-evaluate
	Total hours of external training	11,441	11,317	11,317	11,317	11,317	Initially 5% then maintain/re-evaluate
<b>Efficiency</b>	Average amount of training hours per officer	125.16	109	109	109	109	Initially 5% then maintain/re-evaluate
<b>Outcome</b>	Number of total training hours	26,709	23,787	23,787	23,787	23,787	Initially 5% then maintain/re-evaluate



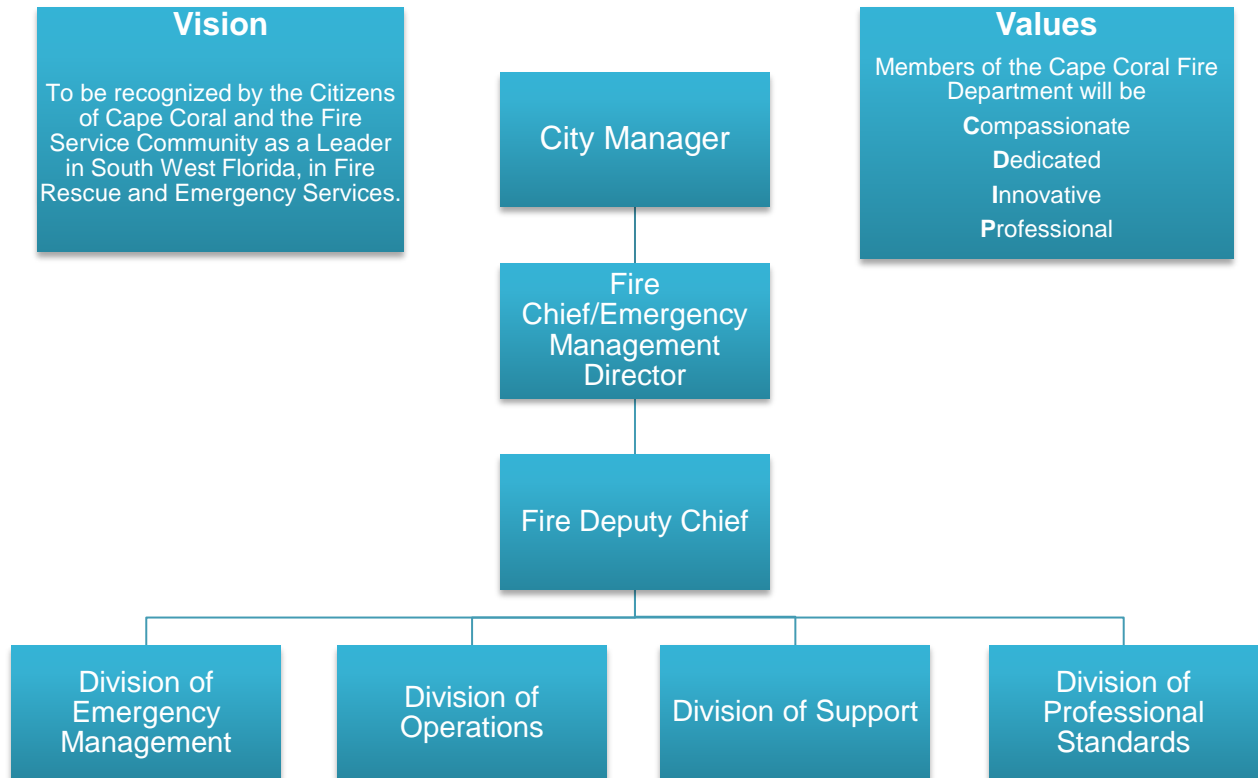
**City of Cape Coral, Florida  
FY 2017 - 2019 Adopted Operating Budget**

**Fire Department**

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

**Mission**

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



**City of Cape Coral, Florida**  
**FY 2017 - 2019 Adopted Operating Budget**

**Department Functions**

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

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

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

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

**FY 2016 Accomplishments**

- Held successful Toy Drive, with over 4,000 toys collected (up from 750 in FY15) and over 1,000 children received toys (up from 200 in FY15)
- Received grant from Firehouse Subs for Inflatable Fire Safety House
- Continued to increase number of people reached through programs, as well as increased number of programs
- Had greater attendance at Open House than any of the previous years
- Exceeded goals on number of Facebook followers
- Implemented Support Services Center swipe card access and video surveillance per City Audit.
- Implemented inventory control through the implementation of IntelliTrack software
- Created and implemented a Facilities Master plan
- Created Fire Fleet Master replacement plan used for budget forecasting
- Implemented CCFD barcode tag system used for master CCFD inventory below the capital amount.
- Specification and build of new fire apparatus E2, E5, Ladder 1, E9, E3, E8
- Stabilized Fire Fleet, including evaluation and implementation of new process
- Reduction of deferred parts for apparatus repairs
- Developed the Annual Training Plan
- Implemented Medical Priority Dispatch
- Completed new hire and promotional testing - 99.52% staffed currently
- Contract in place with a new Medical Director
- Improved ISO Compliance
- Completed Engineer Testing
- Completed Lieutenant Testing
- ISO training completed
- Strike Team S 330 certificate acquired
- Firefighter Survival Training conducted
- New grant submitted for 2016 Rescue Diver

**City of Cape Coral, Florida**  
**FY 2017 - 2019 Adopted Operating Budget**

- Set up multi-agency Hazmat training
- Changed the Hazmat building to a Special Operations Building; also removed all hazardous waste from the area
- Coordinated with Communications to improve response to incidents
- Conducted daily and Monthly meetings with the Battalion Chiefs for officer development and daily operations
- Operations personnel participated in the Lee County Co-op training
- Provided ongoing support and participation with the Ida Baker Fire Program.
- All target hazards have been inspected (154)
- Implemented online construction scheduling for Fire inspections
- Changed Fire Prevention Ordinance to current 5<sup>th</sup> Edition code
- All Life Safety forms have been converted to computer forms
- Life Safety web site added 20 interactive and customer friendly links
- Restructured inspection zones to achieve an efficient annual inspection system
- Life Safety Annual Training Plan created
- Customer survey questions have been completed and placed on survey monkey and posted on Fire website
- An inspection quality control system is in place; all inspectors have been checked twice a year
- All yearly school inspections done in September, October, and November
- Successfully conducted FEMA's week-long Integrated Emergency Management Course (IEMC) Training Grant which trained approximately 100 individuals from Cape Coral and other jurisdictions to respond to a disaster
- Completed a major technology upgrade to the Emergency Operations Center (EOC) which improved the City's operational readiness to emergencies and disasters as well as provided another large space to conduct trainings and meetings within the City
- Conducted more than a dozen new emergency management training courses for City staff, regional partners, and community members, which have helped to ensure that the City meets FEMA National Incident Management System (NIMS) compliance standards
- Conducted nearly a dozen disaster preparedness presentations throughout the community
- Presented a Best Practices Workshop at the Florida Emergency Preparedness Association (FEPA) Annual Conference
- Continued to meet with City Departments in order to improve operational readiness
- Conducted CERT Train-the-Trainer and CERT Program Manager Course - training 20 new regional CERT Instructors
- Completed Draft Emergency Operations Plan (EOP) update including Disaster Debris Management Plan (DDMP) and Recovery Plan Annexes

**Cape Coral Fire Department**

**Anticipated Accomplishments – Balance of FY 2016**

- Develop Social Media Policy
- Develop Ride Along Policy
- Complete update of the Fire Department's website
- Create Customer Satisfaction Survey link on the Fire Department's website
- Complete the design for Station 11
- Remodel Station 10
- Remodel Station 7
- Order 6 new CCFD Administration and Support vehicles

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- Complete the purchase of a Light Rescue apparatus for Station 2
- Implement ImageTrend software
- Complete the Fire Engineer/Driver and Fire Lieutenant promotional lists
- All vacant and promotional positions filled
- Complete the Public Safety Training Facility Master Plan
- Revise the Annual Training Plan for 2017
- Create the CCFD Hiring and Promotional Guide
- Improve the new recruit orientation course
- Conduct a Fire Lieutenant Proficiency class
- Conduct a Fire Battalion Chief Proficiency class
- Implement the High Rise SOG and new equipment
- Create new Proficiency Manual for the Hazmat team
- Continue to write WCIND grants and look into Hazmat grant opportunities
- Install a new boat lift for Marine 3
- Install surveillance cameras at the Special Operations Building
- Continue to reduce overtime costs
- Continue to reduce response times
- Write Standing Order for Fire Inspections and Fines
- Write Standing Order for Investigator Respiratory Mask Use
- Write Grants for Hearing Impaired Smoke Alarm Program and Home Inspections
- Begin Home Inspection Program
- Complete the final draft of the Emergency Operations Plan (EOP) with Council Resolution to adopt the plan
- Complete the RFP for Disaster Recovery Services
- Complete the RFP and implementation of the Video Teleconferencing Project (VTC)
- Update the City's Local State of Emergency Ordinance
- Sign the MOU between the City and Faith Presbyterian Church of Cape Coral for Responder Support Center
- Implement a new Community Emergency Response Team (CERT) training schedule
- Implement a new CERT Steering Committee
- Provision the Carousel Digital Bulletin Board
- Apply for the Annual Florida Division of Emergency Management (FDEM) CERT Grant
- Apply for the FEMA CERT Award
- Complete the CERT "Operation Refresh" exercise
- Complete the Emergency Operations Center (EOC) message center upgrade

**FY 2017 - 2019 Goals and Priorities**

Emergency Management

- Continue to increase Emergency Management's role within the City
- Seek additional funding from grant opportunities
- Maintain oversight of Damage Assessment program
- Develop Emergency Management (EM) Duty Officer program
- StormReady Re-certification
- Enhance Community Emergency Response Team (CERT) program
- Enhance Ping4Alerts training and Awareness

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- Develop and enhance planning documents
- Emergency Operations Plan (EOP) with Recovery Annex
- Disaster Debris Management Plan
- Continuity of Operations (COOP) and Continuity of Government Plan (COG)
- Complete Emergency Operations Center (EOC) remodel
- Explore internship opportunities with local institutions of Higher Learning
- Initiate the Emergency Management Accreditation Process (EMAP)
- Implement outreach to the Faith-Based and Public-Sector Communities
- Explore internship opportunities

Life Safety

- Inspect all identified target hazards within the City annually
- Inspect all commercial property annually
- Obtain approval for Fire Marshal position succession plan
- Evaluate Inspection Zones for effectiveness
- Create Community Risk Assessment and Mitigation program
- Begin home safety inspections
- Seek grant funding for Hearing Impaired Smoke Alarm program

Operations

- Increase the frequency of arriving on-scene within 5 minutes of dispatch
- Designate a dedicated Accountability/Safety Officer
- Reduce overtime
- Acquire a drone that would be utilized during brush fires, large structure fires, and search and rescue
- Develop a high rise/big box building response plan
- Reduce the Marine Unit response times
- Increase Departmental pride
- Upgrade TeleStaff to the web version

Professional Standards

- Develop the Public Safety Training Facility Master Plan
- Training Consistency and Compliance
- Develop and revise Training Policies
- Improve Training Programs
- Improve documentation
- Restructure credentialing process
- Establish an active role in local and State EMS policy creation/revision
- Improve ISO Compliance
- Increase grant opportunities for training programs
- Improve Inter-Agency Operability and Resource Utilization

Fire Public Education/Public Information

- Enhance Community Outreach
- Improve external communications
- Improve internal communications
- Increase grant opportunities for public education programs

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- Grow Public Education/Public Information areas
- Reach all 4<sup>th</sup> Grade students in Cape Coral with Public Education programs
- Align Public Safety programs with school standards

Support

- Development of a master inventory database
- Improve Fire Department's asset management policies
- Continue the Fire Department's station and facility construction in accordance with the Department's Master Plan
- Improve the Facilities Maintenance Plan

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**Operating Budget**

	FY 2015 Actual Expenditures	FY 2016 Adopted Budget	FY 2016 Amended Budget	FY 2017 Adopted Budget	FY 2018 Proposed Budget	FY 2019 Proposed Budget
<b>Expenditure by Category</b>						
Personnel <sup>1,2</sup>	\$22,211,396	\$22,386,130	\$23,041,851	\$23,596,015	\$24,928,663	\$25,889,253
Operating <sup>2</sup>	3,510,618	3,214,286	3,624,711	4,079,345	4,181,408	4,454,041
Capital Outlay <sup>3</sup>	201,186	628,957	674,866	2,809,216	1,547,240	2,300,808
Transfers Out	-	-	350,000	470,470	989,600	1,173,328
Other	-	-	-	-	-	-
<b>Total</b>	<b>\$25,923,200</b>	<b>\$26,229,373</b>	<b>\$27,691,428</b>	<b>\$30,955,046</b>	<b>\$31,646,911</b>	<b>\$33,817,430</b>

	FY 2015 Actual Expenditures	FY 2016 Adopted Budget	FY 2016 Amended Budget	FY 2017 Adopted Budget	FY 2018 Proposed Budget	FY 2019 Proposed Budget
<b>Expenditure by Program</b>						
Administration	\$ 532,207	\$ 631,089	\$ 716,199	\$ 884,744	\$ 910,712	\$ 940,634
EOC Operations	157,309	161,876	115,039	177,768	179,174	184,318
Support Services	1,569,018	1,184,842	992,090	975,201	1,003,069	1,034,085
Special Ops	59,259	191,750	271,516	325,799	292,861	312,051
Fire Training	43,408	194,411	236,302	188,802	304,300	315,371
Emergency Medical Ser	260,622	524,026	527,159	402,879	423,328	459,920
Life Safety	750,623	814,506	849,802	823,228	847,426	867,142
Professional Standards	6,738	226,527	268,184	274,684	282,732	292,456
Operations	22,530,140	22,205,354	23,602,740	25,020,192	26,858,557	27,132,549
Public Education	13,876	94,992	112,397	110,965	111,393	117,989
Fleet Rolling Stock <sup>3</sup>	-	-	-	1,770,784	433,359	2,160,915
<b>Total</b>	<b>\$25,923,200</b>	<b>\$26,229,373</b>	<b>\$27,691,428</b>	<b>\$30,955,046</b>	<b>\$31,646,911</b>	<b>\$33,817,430</b>

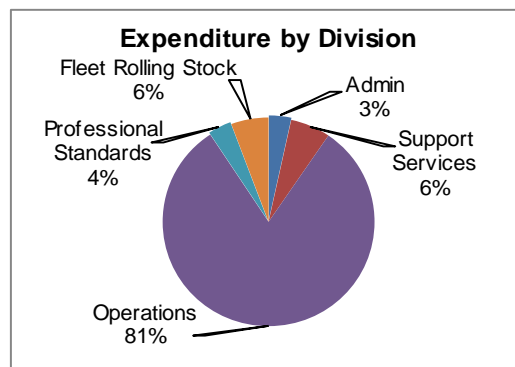
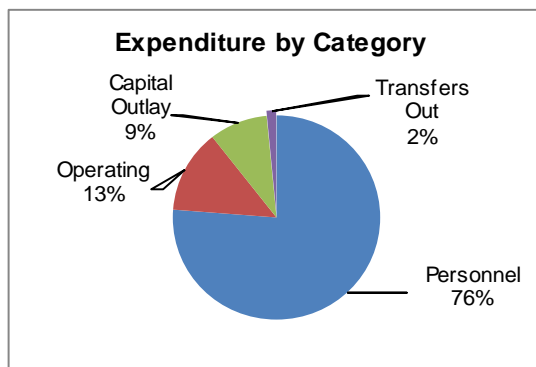
<sup>1,2</sup> FY 2017 provides funding for 9 new firefighter positions to staff Fire Station #11 in the 3rd quarter which is funded to be designed and constructed in FY 2016 -2017, to include associated capital and operating expenses.

<sup>1,2</sup> FY 2019 provides funding for 9 new firefighter and 3 new lieutenant positions to staff Fire Station #12 in the 3rd quarter which is funded to be designed and constructed in FY 2018 -2019, to include associated capital and operating expenses.

<sup>1,2</sup> FY 2019 provides funding for 3 new Battalion Chief positions in the 3rd quarter.

<sup>3</sup> FY 2017 New/Replacement Fleet rolling stock items are budgeted at the department/division level, instead of the fund level

Revenues from the Fire Service Assessment do not increase the Fire Department budget but provide an alternate funding source. Other related funds can be found under the Special Revenue section: Advanced Life Support Impact Fee, Fire, Rescue and Emergency Capital Improvement Impact Fee, and All Hazards.



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**Performance Measures Strategic Element E**

<b>Perspective: Financial</b>							
<b>Goal: Develop a balanced multi-year budget.</b>							
<b>Objective: Meet budget targets.</b>							
<b>Measurement Type</b>	<b>Key Performance Indicator(s)</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Target</b>	<b>FY 2017 Estimate</b>	<b>FY 2018 Estimate</b>	<b>FY 2019 Estimate</b>	<b>3 - 5 Yr Goal</b>
<b>Output</b>	Revenue	\$14,683,182	\$21,436,981	\$23,916,314	\$24,507,548	\$25,040,382	124%
	Expenditures	\$25,923,200	\$27,691,428	\$30,955,046	\$31,646,911	\$33,817,430	23%
<b>Efficiency</b>	% of Budget utilized	99%	100%	100%	100%	100%	100%
<b>Outcome</b>	% Increase / (Decrease) from prior year	-1%	0%	0%	0%	0%	0%

<b>Perspective: Internal</b>							
<b>Goal: Enhance its overall response time and fire safety to establish a high level of service.</b>							
<b>Objective(s): Respond to 60% of calls for service in 5 minutes or less</b>							
<b>Measurement Type</b>	<b>Key Performance Indicator(s)</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Target</b>	<b>FY 2017 Estimate</b>	<b>FY 2018 Estimate</b>	<b>FY 2019 Estimate</b>	<b>3 - 5 Yr Goal</b>
<b>Output</b>	Improve response ratio between percentage increase and response units	0.53	0.53	0.50	0.48	0.40	0.36
<b>Efficiency</b>	Number of response units	16.5	16.5	17	17	18	18
<b>Service Quality</b>	Ratings based on (1)Poor, (2)Below Average, (3)Average, (4)Above Average, and (5)Excellent	4	5	5	5	5	5
<b>Outcome</b>	Improve Annual Response Time %	31.0%	31.0%	34.0%	35.0%	45.0%	50.0%

<b>Perspective: Customer</b>							
<b>Goal: Increase the community's education and involvement in Public Safety Programs.</b>							
<b>Objective: To increase information provided through social media</b>							
<b>Measurement Type</b>	<b>Key Performance Indicator(s)</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Target</b>	<b>FY 2017 Estimate</b>	<b>FY 2018 Estimate</b>	<b>FY 2019 Estimate</b>	<b>3 - 5 Yr Goal</b>
<b>Output</b>	Total number of media releases and campaigns	30	35	40	45	50	50
<b>Efficiency</b>	5% Annual Reduction of Administrative Direct Labor (DL) hours	280	265	252	240	200	200
<b>Service Quality</b>	Ratings based on (1)Poor, (2)Below Average, (3)Average, (4)Above Average, and (5)Excellent	4	5	5	5	5	5
<b>Outcome</b>	5% Annual Increase of followers on social media outlets	4500	5500	6000	6500	7000	7000



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<b>Perspective: Customer</b>							
<b>Goal: Increase the community's education and involvement in Public Safety Programs.</b>							
<b>Objective: Increase participation in community orientated public education programs</b>							
<b>Measurement Type</b>	<b>Key Performance Indicator(s)</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Total</b>	<b>FY 2017 Estimate</b>	<b>FY 2018 Estimate</b>	<b>FY 2019 Estimate</b>	<b>3 - 5 Yr Goal</b>
<b>Output</b>	Total hosted community oriented programs	138	200	220	245	270	270
<b>Efficiency</b>	5% Annual Reduction of Administrative Direct Labor (DL) hours	280	100	381	363	346	346
<b>Service Quality</b>	Ratings based on (1)Poor, (2)Below Average, (3)Average, (4)Above Average, and (5)Excellent	4	4	5	5	5	5
<b>Outcome</b>	5% Annual Increase of student and citizen contacts	18,414	20,000	21,000	22,050	23,153	23,153

<b>Perspective: Learning &amp; Growth (Firefighters)</b>							
<b>Goal: To increase employee development through training.</b>							
<b>Objective: To increase personnel firefighter training hours by five (5) percent, while decreasing administrative direct labor (DL) hours by five (5) percent annually.</b>							
<b>Measurement Type</b>	<b>Key Performance Indicator(s)</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Target</b>	<b>FY 2017 Estimate</b>	<b>FY 2018 Estimate</b>	<b>FY 2019 Estimate</b>	<b>3 - 5 Yr Goal</b>
<b>Output</b>	Percentage of training hours for Administrative Direct Labor (DL)	6%	5%	5%	4%	4%	4%
<b>Efficiency</b>	Number of DL hours to administer program	1,100	1,361	1,296	1,234	1,200	5% decrease per year
<b>Service Quality</b>	Ratings based on (1)Poor, (2)Below Average, (3)Average, (4)Above Average, and (5)Excellent	3	3	4	4	4	4
<b>Outcome</b>	Total hours of Firefighter training	17,108	27,394	28,764	30,202	30,500	5% increase per year

<b>Objective: To increase personnel Engineer training hours by five (5) percent, while decreasing administrative direct labor (DL) hours by five (5) percent annually.</b>							
<b>Measurement Type</b>	<b>Key Performance Indicator(s)</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Target</b>	<b>FY 2017 Estimate</b>	<b>FY 2018 Estimate</b>	<b>FY 2019 Estimate</b>	<b>3 - 5 Yr Goal</b>
<b>Output</b>	Percentage of training hours to DL	6.99%	7.23%	6.55%	5.94%	6.00%	6%
<b>Efficiency</b>	Number of DL hours to administer program	1,300	907	864	823	800	5% decrease per year
<b>Service Quality</b>	Ratings based on (1)Poor, (2)Below Average, (3)Average, (4)Above Average, and (5)Excellent	3	3	4	4	4	4
<b>Outcome</b>	Total hours of Engineer training	18,587	12,552	13,180	13,839	14,000	5% increase per year

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<b>Objective: To increase personnel training Officer hours by five (5) percent, while decreasing administrative direct labor (DL) hours by five (5) percent annually.</b>							
<b>Measurement Type</b>	<b>Key Performance Indicator(s)</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Target</b>	<b>FY 2017 Estimate</b>	<b>FY 2018 Estimate</b>	<b>FY 2019 Estimate</b>	<b>3 - 5 Yr Goal</b>
<b>Output</b>	Percentage of training hours to DL	3.84%	3.37%	3.06%	2.77%	2.75%	3%
<b>Efficiency</b>	Number of DL hours to administer program	525	454	432	411	400	5% decrease per year
<b>Service Quality</b>	Ratings based on (1)Poor, (2)Below Average, (3)Average, (4)Above Average, and (5)Excellent	3	3	3	4	4	4
<b>Outcome</b>	Total hours of Officer training	13,654	13,463	14,136	14,843	15,000	5% increase per year

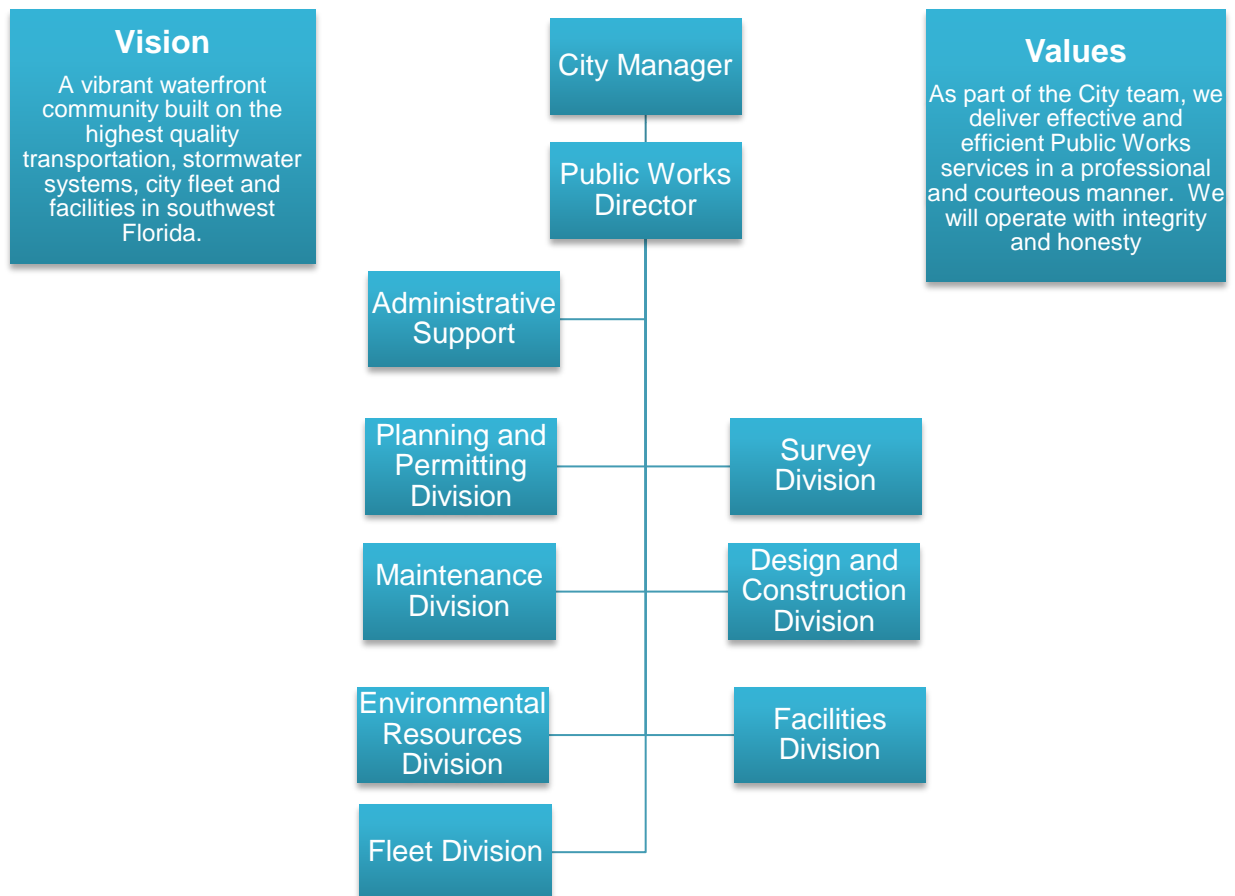
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## Public Works Department

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

### Mission

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



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**Department Function**

**Planning and Permitting:** Provides supervision and direction to support the long range planning efforts and the issuance of permits within the Public Works Department. Oversees the Geographic Information System (GIS) that is part of the Public Works Department.

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

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

**Design and Construction:** Prepares the necessary plans and specifications for Transportation and Drainage Capital Projects and then implements the construction of the improvements. The Capital Projects are identified by the Planning and Permitting Division, as well as other divisions, and using the information obtained by Survey and in coordination with the Environmental Resources Division, prepares the necessary construction plans. Project management and inspection services are provided during the construction of the improvements, whether by Maintenance staff or outside contractors.

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

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

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

**City of Cape Coral, Florida**  
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**FY 2016 Accomplishments**

- Local Road Resurfacing – 127 lane miles (this includes FY 2016 paving and the remaining portion of FY 2015 paving)
- Major Road Resurfacing – 83 lane miles (this includes FY 2016 paving and the remaining portion of FY 2015 paving)
- Alley – 1.8 miles (average 15 feet wide)
- Dredging – 2.2 miles with 4,700 cubic yards removed.
- Streetlights – 250 lights at bus stops
- Landscaping – 1 mile of upgraded median landscaping and 1 mile of new median landscaping
- Added 500+ TBMs (Benchmarks) to our existing Public Network.
- Anticipate to inform approximately 1,745 residents of environmental issues
- Lab passed Federal and State required inspections.
- Submittal of multiple grant applications for bike-ped facilities through MPO and CDBG programs
- Start and substantially completed Bicycle-Pedestrian Master Plan
- Coordinated scheduling and intergovernmental relations between FDOT, CDBG and City on sidewalk grant funding keeping 100% of the projects on schedule
- Coordinated with Lee County for the widening of Burnt Store Road. Segment 3 (Van Buren to Diplomat) to be completed FY 2016
- Completed the 2016 Stormwater rate analysis
- Established a successful pilot vehicle loaner program
- Improved the fleet asset disposal program
- Successfully completed several grant sidewalk projects on schedule and with minimal punch lists

**FY 2017 - 2019 Goals and Priorities**

- Increase support of design projects for City owned properties and facilities.
- Add a minimum of 500 Benchmarks to our existing Public Network
- Complete the Height Modernization Project by changing the Datum from NGVD 29' to NAVD 88'
- Continue to expand public education on environmental issues through civic clubs, schools and partnerships with Parks and Recreation Department.
- Continue to remove exotic animals and vegetation
- Increase City use of Florida Yards and Neighborhood principles.
- Pursue projects related to meeting Caloosahatchee Basin Management Action Plan (BMAP) goals
- Update the 5 year local and major road paving program and implement, as outlined
- Evaluate dredging needs in the freshwater canals and implement, as outlined
- Design and construct stormwater/water quality projects as identified in work program
- Continue implementing street lighting program
- Implement median landscaping upgrade plan
- Implement Alley Paving
- Continue design and grant approval process for sidewalk program
- Completion of the Bicycle-Pedestrian Master Plan
- Start implementation of the Bicycle-Pedestrian Master Plan
- Coordination with Lee County on the widening of Burnt Store Road Segment 2 (Diplomat to Tropicana) to start construction in FY 2017 and Segment 1 (SR-78 to Tropicana) to start construction by FY 2019
- Establish and conduct an annual fleet underutilization review
- Lower the average age of the City's fleet to standards
- Update the current Standard Operating Procedures (SOP) Manual
- Apply to and be recognized as a Top 100 Fleet

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- Become a Blue Seal Fleet Shop
- Complete and move into new Fleet Facility
- Perform swale grinding, storm pipe and road shoulder improvements/inspections in support of the paving program
- Complete sidewalk grant projects on Sands Boulevard, SW 20<sup>th</sup> Ave, SE 8<sup>th</sup> St, Tropicana Parkway, Palm Tree Boulevard, El Dorado Parkway, Skyline Boulevard and Pelican School.

**City of Cape Coral, Florida**  
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## Operating Budget

<b>Expenditure by Category</b>	<b>FY 2015 Actual Expenditures</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
Personnel <sup>1</sup>	\$ 4,052,525	\$ 4,985,953	\$ 4,985,953	\$ 5,175,541	\$ 5,417,468	\$ 5,687,470
Operating <sup>2</sup>	2,208,885	3,008,468	3,055,240	3,202,153	3,198,816	3,429,959
Capital Outlay <sup>3</sup>	21,665	84,008	105,690	595,633	406,615	693,015
Debt Service	-	-	-	-	-	-
Other	-	-	-	-	-	-
<b>Total</b>	<b>\$ 6,283,075</b>	<b>\$ 8,078,429</b>	<b>\$ 8,146,883</b>	<b>\$ 8,973,327</b>	<b>\$ 9,022,899</b>	<b>\$ 9,810,444</b>

<b>Expenditure by Program</b>	<b>FY 2015 Actual Expenditures</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
Administration Division	\$ 490,686	\$ 593,432	\$ 594,432	\$ 746,057	\$ 765,569	\$ 786,958
Transportation Division	5,792,390	7,484,997	7,552,451	7,727,589	7,902,854	8,359,799
Fleet Rolling Stock <sup>3</sup>	-	-	-	499,681	354,476	663,687
<b>Total</b>	<b>\$ 6,283,075</b>	<b>\$ 8,078,429</b>	<b>\$ 8,146,883</b>	<b>\$ 8,973,327</b>	<b>\$ 9,022,899</b>	<b>\$ 9,810,444</b>

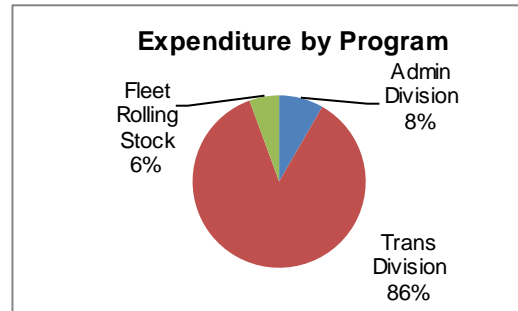
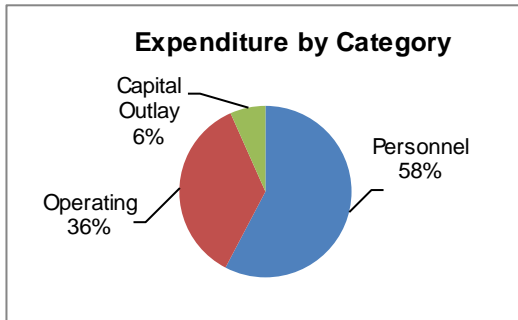
<sup>1</sup> FY 2015 Reinstated Business Manager (1/2 funded by Stormwater) and Project Manager/Professional Engineer for CIP Project support

FY 2016 additional Project Manager/Professional Manager reinstated and a Deputy Public Works Director

FY 2017 reinstates two Equipment Operators for infrastructure maintenance

<sup>2</sup> WCIND Grant transferred from Public Works to Parks & Recreation mid FY 2015

<sup>3</sup> FY 2017 New and Replacement Fleet rolling stock items are budgeted at the department/division level, instead of the fund level



**City of Cape Coral, Florida**  
**FY 2017 - 2019 Adopted Operating Budget**

**Performance Measures [Strategic Plan Element B]**

<b>Perspective: Financial</b>							
<b>Goal: Develop a balanced multi-year budget.</b>							
<b>Objective(s): Meet budget targets (General Fund)</b>							
Measurement Type	Key Performance Indicator(s)	FY 2015 Actual	FY 2016 Target	FY 2017 Estimate	FY 2018 Estimate	FY 2019 Estimate	3 - 5 Yr Goal
<b>Output</b>	Revenue	\$ 322,699	\$ 192,265	\$ 213,334	\$ 214,793	\$ 216,287	4%
	Expenditures	\$6,283,075	\$8,146,883	\$8,973,327	\$9,022,899	\$9,810,444	6%
<b>Efficiency</b>	% of Budget utilized	89%	100%	100%	100%	100%	100%
<b>Outcome</b>	% Increase / (Decrease) from prior year	-7%	0%	0%	0%	0%	0%

**Performance Measures [Strategic Plan Element C]**

**Performance Measures: Roadway Resurfacing**

<b>Perspective: Residents and internal</b>							
<b>Goal: To provide sound infrastructure and quality roads to the users of Cape Coral's roadway network within the optimal time frame to maintain the road surface at the lowest life cycle cost.</b>							
<b>Objective(s): Resurfacing of Local and Major Roads</b>							
Measurement Type	Key Performance Indicator(s)	FY 2015 Actual	FY 2016 Target	FY 2017 Estimate	FY 2018 Estimate	FY 2019 Estimate	3 - 5 Yr Goal
<b>Output</b>	Local Road Resurfacing (Lane Miles)	28.3	203.7	60.0	56.0	44.0	Avg 50
	Major Road Resurfacing (Lane Miles)	0.0	102.5	33.9	36.1	28.0	avg 30
<b>Efficiency</b>	Local Road Average Cost per Lane Mile	\$ 40,600	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	n/a
	Major Road Average Cost per Lane Mile	N/A	\$ 65,000	\$ 65,000	\$ 65,000	\$ 65,000	n/a
<b>Outcome</b>	Local Road City-wide Total (Lane Miles)	2430.0	2430.0	2430.0	2430.0	2430.0	n/a
	Local Roads Paved more than 20 years ago (Lane Miles)	664.0	460.3	404.0	348.0	304.0	reduce by avg of 50 per year
	% Local Roads paved more than 20 years ago (Lane Miles)	27.3%	18.9%	16.6%	14.3%	12.5%	n/a
	Major Road City-wide Total (Lane Miles)	721.0	721.0	721.0	721.0	721.0	n/a
	Major Roads OCI <75 (Lane Miles)	282.0	179.5	144.9	108.8	80.8	reduce by avg of 30 per year
	% Major Roads OCI <75 (Lane Miles)	39.1%	24.9%	20.1%	15.1%	11.2%	n/a
	% City Roads Improved within last 5 years	4.7%	14.5%	17.3%	20.3%	14.1%	n/a



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**Performance Measures [Strategic Plan Element C]**

**Performance Measures: Swale Program**

**Perspective: Customer and internal**

**Goal: To provide citizens with proper swale elevations in order to maintain a flood free environment; and to reduce pollutants and silt from entering canals.**

**Objective(s): Keep swale complaint backlog under 120 days in the dry season**

Measurement Type	Key Performance Indicator(s)	FY 2015 Actual	FY 2016 Target	FY 2017 Estimate	FY 2018 Estimate	FY 2019 Estimate	3 - 5 Yr Goal
<b>Output</b>	Number of swale grading requests received (in house and from Action Center)	346	252	239	226	220	<239
	Number of swales regraded	546	400	400	400	400	400
	Square feet of swale regrading performed	1,326,156	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
	Number of swale grading crews	5	5	5	5	5	5
<b>Efficiency</b>	Square feet of swale regrading performed per crew	265,226	300,000	300,000	300,000	300,000	300,000
<b>Service Quality</b>	Percent of projects receiving a positive score through the Survey Monkey system	100%	100%	100%	100%	100%	100%
<b>Outcome</b>	Average response time in days	53	60	55	50	50	<50

**Performance Measures [Strategic Plan Element C]**

**Performance Measures: Potholes**

**Perspective: Customer and internal**

**Goal: To provide citizens with safe roadways to travel upon, devoid of any major potholes**

**Objective(s): Respond to citizen pothole complaints within three business days**

Measurement Type	Key Performance Indicator(s)	FY 2015 Actual	FY 2016 Target	FY 2017 Estimate	FY 2018 Estimate	FY 2019 Estimate	3 - 5 Yr Goal
<b>Output</b>	Number of pothole requests received	920	0	950	900	875	900
	Total tons of asphalt used	840	0	750	700	700	700
<b>Efficiency</b>	Percent of requests filled	90-100%	90-100%	90-100%	90-100%	90-100%	90-100%
<b>Service Quality</b>	Percent of potholes having to be refilled	<5%	<5%	<5%	<5%	<5%	<5%
<b>Outcome</b>	Number of business days to respond	<3	<3	<3	<3	<3	<3

**Performance Measures [Strategic Plan Element D]**

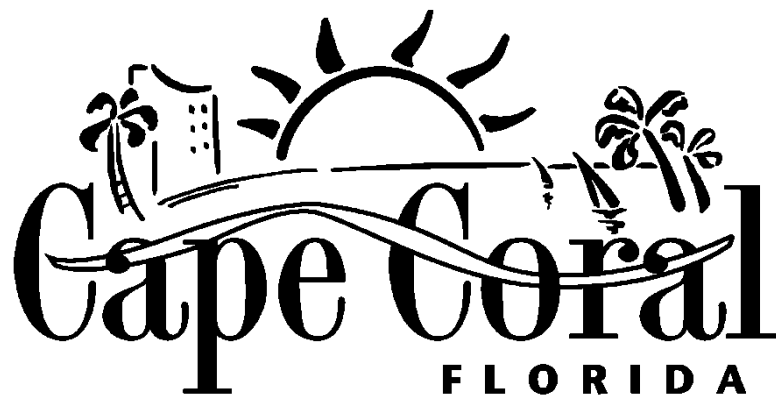
**Perspective: Learning & Growth**

**Goal: Support the learning and growth of department employees**

**Objective: Complete all annual performance evaluations**

Measurement Type	Key Performance Indicator(s)	FY 2015 Actual	FY 2016 Target	FY 2017 Estimate	FY 2018 Estimate	FY 2019 Estimate	3 - 5 Yr Goal
<b>Output</b>	# Completed	98%	100%	100%	100%	100%	100%
<b>Efficiency</b>	% of Timely completions	98%	100%	100%	100%	100%	100%
<b>Outcome *</b>	% Complete	98%	100%	100%	100%	100%	100%
* Percent complete by fiscal year end							

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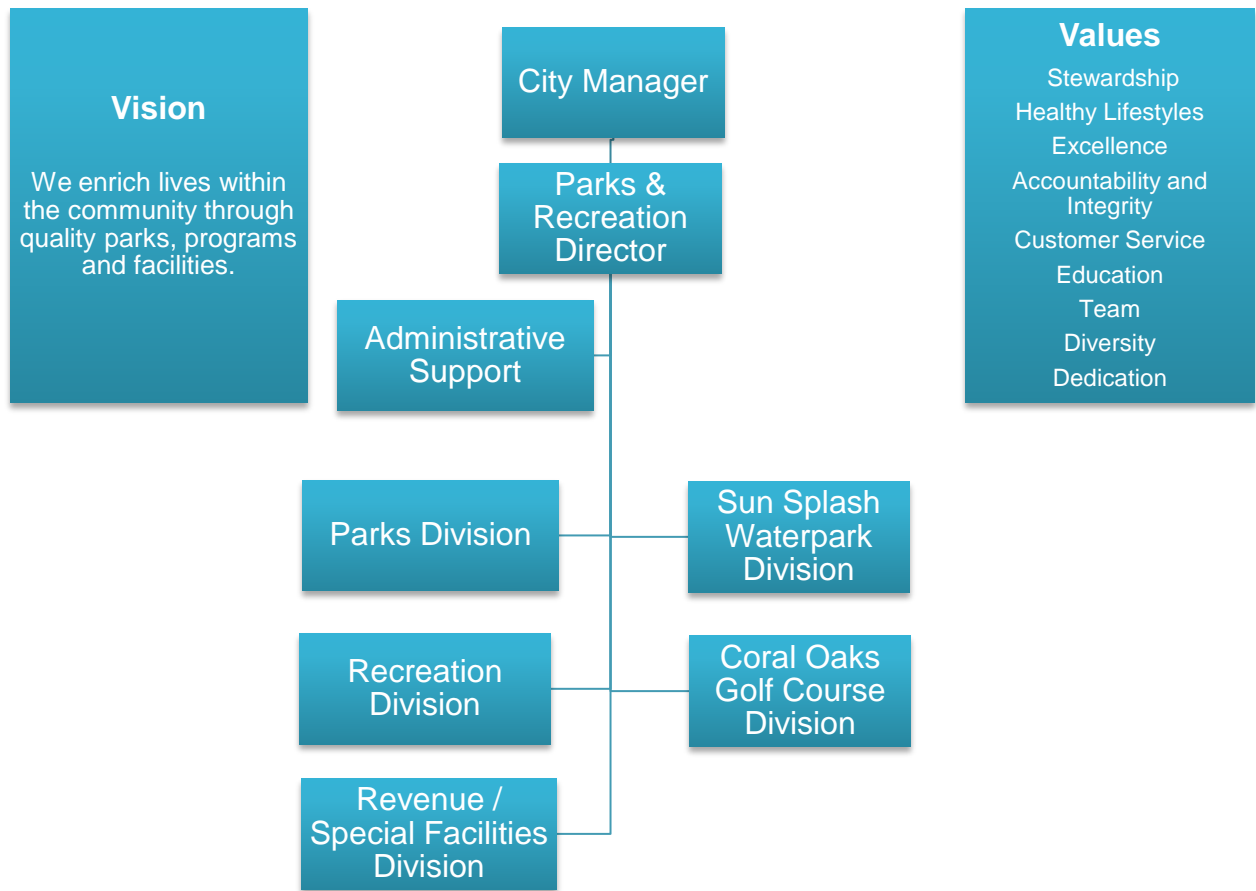
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Parks & Recreation Department

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

Mission

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



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**Department Functions**

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

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

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

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

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

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

**FY 2016 Accomplishments and Proposed Accomplishments**

- Held public workshops and began work on the City Wide Park Master Plan process.
- Partnered with the Rotary Club to develop the plans for the City Hall Community Garden with anticipated start date of fall 2016.
- Certified as Tree City USA for 2016 and 2015 (accomplished annually since 1992).
- Received \$82,000 in TDC (Tourist Development Council) grants for park maintenance at the Yacht Club, Eco Park and Sirenita Vista.
- Received \$250,000 in TDC grants for the development of an observation boardwalk at Sirenita Vista Park.
- Installed manatee/osprey cameras at Sirenita Vista which feed to the City website for live viewing.
- Installed lightning alert systems with sound and strobe lights at seventeen athletic and neighborhood parks.
- Host the largest Fourth of July "Red, White and Boom" Festival.
- Held the Inaugural Future Fest, a New Year's Eve party for high school participants, on Sun Splash Family Waterpark Fairgrounds.
- Completed demolition at the designated Sun Splash Family Waterpark Tot Spot area and began building process for new interactive water feature.
- Sun Splash Family Waterpark was invited to join the *Starguard Elite Program*.
- Established over seven routes and 90 miles, thanks to private – public partnerships, of interconnected bike routes with distinctive, easy to read signage.
- Increased cultural programs such as "Jam Sessions at the Park," "Blue Grass Festival," and "Dancing with Dolphins" (art festivals) due to private – public partnerships.
- Installed a new restroom/shower building at Rosen Park.

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- Hosted the Burrowing Owl Festival 2016 (partnership with Cape Coral Friends of Wildlife) which had over 3,000 attendees.
- Coral Oaks Golf Course Superintendent has created an agronomic plan which has reduced weeds and created healthier turf for better playing surfaces.
- Promoted comprehensive Anti-Bullying campaigns within youth programs.
- Utilized state funding to prepare/serve 34,000+ free meals to summer camp youth and 12,000+ meals to day care participants.
- Partnered with Fish Florida for a donation of 125 rods, reels and tackle kits for the annual Kids' Fishing Derby to promote responsible angling and encourage protection of marine fisheries and coastal habitats.
- Promote boater and swimmer safety via drowning prevention classes and lifejacket loaner stations.
- Acquired over \$17,400 in CDBG funds for Cape Coral Mini-Bus Service Fee Assistance Program which provides 2,900 round trip discounted rides to low income elderly individuals with disabilities and veterans for life sustaining services.
- Both senior centers instituted a "Snowbird" membership program to encourage part time residents to join at discounted rates.
- Lake Kennedy conducted "Lunch and Learn" Sessions with community experts to provide free education/information regarding health/wellness, Medicare information and fraud prevention.

**FY 2017 - 2019 Goals and Priorities**

- Implement City Wide Park Master Plan.
- Provide green and environmental resource education through special programming to adults and summer camp youth.
- Promote partnerships, sponsorships and agency support for Special Events Division.
- Continue to partner with the Guardian Angels for Special Populations.
- Continue to offer job training opportunities and professional development for staff.
- Ensure customer retention and recruitment at Coral Oaks Golf Course by re-grassing putting surfaces.
- Maintain PGA Growth of the Game targeting junior golfers.
- Maintain 5 Star rating with Star Fish Aquatics at all aquatic facilities.
- Adjust marketing strategies to maximize revenue while promoting the new interactive water feature, "Pirate's Cove" at Sun Splash Waterpark.
- Maintain a 95% customer satisfaction rating on surveys.
- Maintain or reduce the budgeted subsidy for all Parks and Recreation divisions.
- Maintain 100% compliance inspections with DCF and VPK attendance audits.
- Research grant opportunities to acquire funds that will help to further resources.
- Obtain and maintain top ratings on public travel rating sites such as Trip Advisor.

**City of Cape Coral, Florida**  
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**Operating Budget**

<b>Expenditure by Category</b>	<b>FY 2015 Actual Expenditures</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
Personnel <sup>1</sup>	\$ 3,438,207	\$ 3,727,243	\$ 3,724,843	\$ 3,894,168	\$ 3,986,787	\$ 4,103,276
Operating	2,079,573	2,062,192	2,349,753	2,174,825	2,325,571	2,400,586
Capital Outlay	200,966	1,411,200	2,835,297	1,147,175	965,225	1,201,265
Transfers Out	4,266,507	4,790,272	5,160,219	5,196,395	4,967,261	5,568,080
<b>Total</b>	<b>\$ 9,985,253</b>	<b>\$ 11,990,907</b>	<b>\$ 14,070,112</b>	<b>\$ 12,412,563</b>	<b>\$ 12,244,844</b>	<b>\$ 13,273,207</b>

<b>Expenditure by Program</b>	<b>FY 2015 Actual Expenditures</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
Administration	\$ 4,893,337	\$ 5,508,394	\$ 5,878,341	\$ 5,943,933	\$ 5,732,014	\$ 6,358,470
Recreation Administration	193,996	203,336	203,336	214,814	220,537	227,003
Marine Services	114,747	135,628	135,628	149,920	151,951	152,395
Rev & Special Facility Admin	164,757	176,608	176,608	195,509	200,536	206,249
Parks Maintenance	4,468,304	5,787,447	7,496,705	5,278,800	5,509,324	5,927,659
Park Rangers <sup>1</sup>	51,687	54,914	54,914	57,507	58,902	60,946
P&R Rolling Stock <sup>3</sup>	-	-	-	447,500	247,000	214,000
WCIND Grant <sup>2</sup>	20,225	25,000	25,000	25,000	25,000	25,000
TDC Beach Maint	40,210	45,497	45,497	45,497	45,497	45,497
TDC Eco Park Maint	37,991	43,592	43,592	43,592	43,592	45,497
TDC Sirenia Vista Maint	-	10,491	10,491	10,491	10,491	10,491
<b>Total</b>	<b>\$ 9,985,253</b>	<b>\$ 11,990,907</b>	<b>\$ 14,070,112</b>	<b>\$ 12,412,563</b>	<b>\$ 12,244,844</b>	<b>\$ 13,273,207</b>

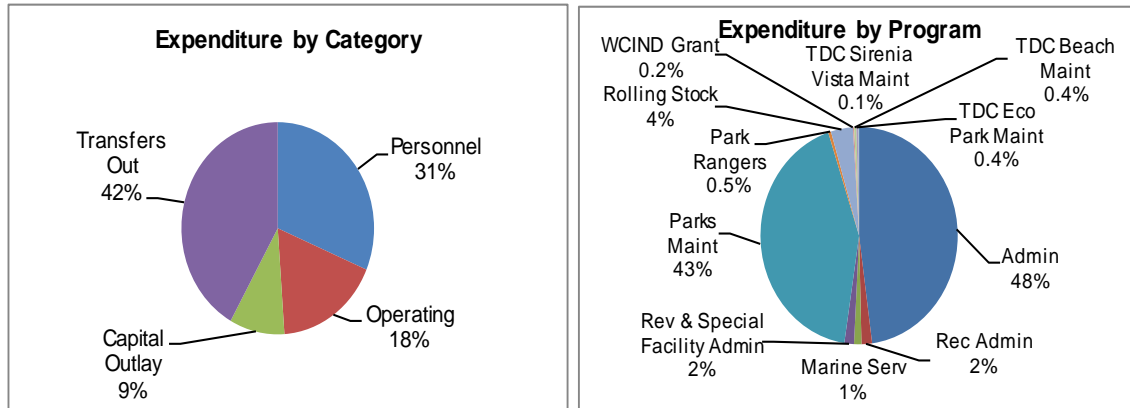
**Notes:**

<sup>1</sup> Two Park Rangers transferred back into Parks & Recreation mid FY 2014 from the Police Department

FY 2015 One Park Ranger transferred to Special Revenue Parking Program

<sup>2</sup> WCIND Grant transferred from Public Works to Parks & Recreation mid FY 2015

<sup>3</sup> Rolling Stock was transferred from Government Services to Parks & Recreation FY 2017



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**Performance Measures [Strategic Plan Element B]**

<b>Perspective: Financial</b>							
<b>Goal: Develop a balanced multi-year budget</b>							
<b>Objective(s)</b>							
<b>Measurement Type</b>	<b>Key Performance Indicator(s)</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Target</b>	<b>FY 2017 Estimate</b>	<b>FY 2018 Estimate</b>	<b>FY 2019 Estimate</b>	<b>3 - 5 Yr Goal</b>
<b>Output</b>	Expenditures	\$ 9,985,253	\$ 14,070,112	\$ 12,412,563	\$ 12,244,844	\$ 13,273,207	
<b>Efficiency</b>	% of Budget utilized	85%	100%	100%	100%	100%	100
<b>Outcome</b>	% Increase / (Decrease) from prior year	15%	18%	0%	0%	0%	0%

**Performance Measures [Strategic Plan Element D]**

<b>Perspective: Customer</b>							
<b>Goal: Increase, establish and maintain partnerships with the community and local organizations</b>							
<b>Objective(s): Increase symbiotic partnerships within the community</b>							
<b>Measurement Type</b>	<b>Key Performance Indicator(s)</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Target</b>	<b>FY 2017 Estimate</b>	<b>FY 2018 Estimate</b>	<b>FY 2019 Estimate</b>	<b>3 - 5 Yr Goal</b>
<b>Output</b>	Number of partnerships	3971	3176	3,255	3,336	3,419	Increase 2.5% annually
<b>Efficiency</b>	Donations	\$ 77,605	\$ 80,855	\$ 82,876	\$ 84,947	\$ 87,070	Increase 2.5% annually
<b>Service Quality</b>	Number of programs/events affected or enhanced	61	63	64	65	66	Increase 2.5% annually
<b>Outcome</b>	Average savings per program via partnerships	\$1,272	\$1,283	\$1,295	\$1,307	\$1,339	Increase 2.5% annually

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**Performance Measures [Strategic Plan Element F]**

<b>Perspective: Internal</b>							
<b>Goal: Increase volunteer hours on behalf of departmental activities</b>							
<b>Objective(s): Increase volunteer hours for all divisions within the department</b>							
<b>Measurement Type</b>	<b>Key Performance Indicator(s)</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Target</b>	<b>FY 2017 Estimate</b>	<b>FY 2018 Estimate</b>	<b>FY 2019 Estimate</b>	<b>3 - 5 Yr Goal</b>
<b>Output</b>	Number of volunteers	8963	10061	10,564	10,828	11,369	Increase 5% annually
<b>Efficiency</b>	volunteer	161115	172340	180,957	190,004	199,500	
<b>Service Quality</b>	FTE Equivalency	77.46	82.86	87	91.35	95.91	
<b>Outcome</b>	Dollar value of volunteers	\$ 3,481,695	\$ 3,724,267	\$ 3,910,480	\$ 4,105,986	\$ 4,311,195	
<b>2013 Hourly Value \$21.24</b>	2014 Hourly Value \$21.61 Per independentsector.org						

**Performance Measures [Strategic Plan Element D]**

<b>Perspective: Learning &amp; Growth</b>							
<b>Goal: Support the learning and growth of department employees</b>							
<b>Objective: Complete all annual performance evaluations</b>							
<b>Measurement</b>	<b>Key</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>3 - 5 Yr</b>
<b>Output</b>	# Completed	88 of 92%	100%	100%	100%	100%	100%
<b>Efficiency</b>	% of Timely completions	96%	100%	100%	100%	100%	100%
<b>Outcome *</b>	% Complete	96%	100%	100%	100%	100%	100%



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**Government Services**

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

<b>Expenditure Category</b>	<b>FY 2015 Actual Expenditures</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
Personnel	\$21,115,431	\$22,242,383	\$ 22,306,587	\$23,178,704	\$24,145,792	\$25,141,829
Operating	9,590,804	13,086,609	14,427,544	12,578,618	12,229,715	13,271,101
Capital Outlay <sup>1</sup>	4,417,948	3,658,597	8,255,656	23,423	-	36,900
Debt Service	-	-	-	-	-	-
Transfers Out	13,335,067	19,420,970	19,413,147	16,323,899	16,984,896	16,720,318
Subtotal Expenditures	48,459,250	58,408,559	64,402,934	52,104,644	53,360,403	55,170,148
Reserves	-	36,246,503	41,103,826	32,749,907	32,357,424	28,672,541
<b>Total</b>	<b>\$48,459,250</b>	<b>\$94,655,062</b>	<b>\$ 105,506,760</b>	<b>\$84,854,551</b>	<b>\$85,717,827</b>	<b>\$83,842,689</b>

<b>Program</b>	<b>FY 2015 Actual Expenditures</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
Donations						
Cape Coral Historical Soc	\$ 39,500	\$ 40,000	\$ 40,000	\$ 42,500	\$ 45,000	\$ 45,000
Good Weels	-	30,000	30,000	-	-	-
Bike/Pedestrian Paths	30,677	-	15,474	-	-	-
Public Private Partnership	42,251	-	-	-	-	-
Assessment Lot Mow & Utility <sup>3</sup>	459,098	509,240	509,240	821,605	821,605	821,605
General Fund Transfers						
Assessment Stormwater Fees	374,738	374,738	374,738	374,738	374,738	374,738
On-Behalf Pension Pymts	2,495,940	2,560,207	2,560,207	2,560,207	2,560,207	2,560,207
To Transportation Cap-Alleys <sup>4</sup>	-	500,000	500,000	510,000	520,000	520,000
To Transportation Cap-Medians	-	400,000	400,000	306,000	312,000	312,000
To PW Capital-Sign Shop <sup>6</sup>	525,000	325,000	325,000	-	-	-
To CDBG <sup>7</sup>	-	24,073	24,073	-	-	-
To CRA (Tax Increment) <sup>8</sup>	574,486	815,242	788,808	1,001,219	1,051,280	1,093,331
To City Centrum	-	-	1,000	-	-	-
To Computer ERP Systems	7,500	-	300,000	-	-	-
To Trans Cap -Road Resurf <sup>9</sup>	5,347,036	6,900,000	6,900,000	6,500,000	6,500,000	6,500,000
To Fire Cap-FS #11/12 Const <sup>10</sup>	-	331,569	331,569	-	274,230	-
To Self-Insurance Health	-	670,518	3,313,163	-	-	-
Charter School Charges <sup>11</sup>						
Full Time Accountant	43,061	62,904	62,904	42,192	43,328	44,709
Other City Costs	46,195	118,000	118,000	19,030	20,250	25,313
Charter School Buses	400,000	-	-	-	-	-
Retiree Cost						
Annual Costs - OPEB <sup>12</sup>	5,233,510	5,535,734	5,535,734	5,955,164	6,405,676	6,869,427
UAAL General Pension	5,362,471	5,846,064	5,846,064	6,018,304	6,198,853	6,384,819
UAAL Police Pension	4,523,225	4,248,877	4,248,877	4,236,511	4,363,606	4,494,515
UAAL Fire Pension	5,953,164	6,548,804	6,548,804	6,926,533	7,134,329	7,348,359
Outside Contracts						
Community Theatre & Bldg	35,000	35,000	35,000	35,000	35,000	35,000
Animal Control <sup>14</sup>	708,610	729,525	729,525	785,894	823,939	911,910

**City of Cape Coral, Florida**  
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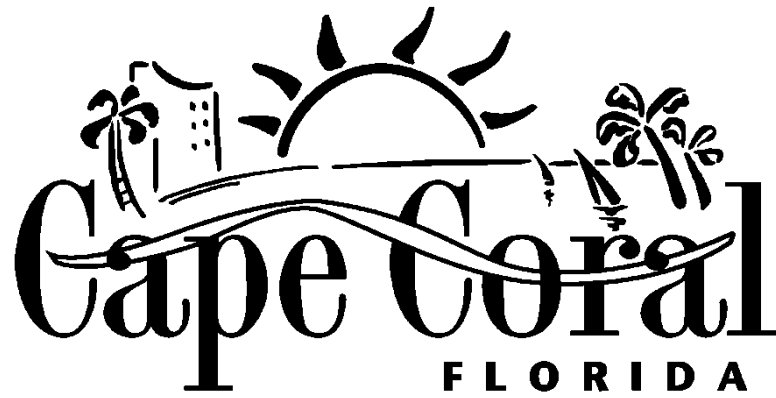
<b>Program</b>	<b>FY 2015 Actual Expenditures</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
<b>Debt Service</b>						
2005 Capital Imprmt Bonds <sup>15</sup>	\$ 1,255,920	\$ 960,857	\$ -	\$ -	\$ -	\$ -
2006 Land-Park Impact Fees <sup>16</sup>	1,223,832	512,332	-	-	-	-
2008 Bonds Police HQ	2,467,519	2,471,932	2,471,932	2,470,232	2,470,414	2,530,412
2012 Bonds Fire St 3 & 4	461,935	462,640	462,640	462,641	462,643	462,636
2014 Cap Imprvmt Bonds <sup>15</sup>	169,699	602,742	602,742	605,295	602,898	600,285
2012 Equipment Lease <sup>17</sup>	439,591	440,000	440,000	440,000	-	-
2015 Fire Service Assess <sup>18</sup>	25,986	350,000	1,799,868	1,801,446	1,801,539	1,803,648
2015 Equipment Lease <sup>19</sup>	-	1,450,000	-	-	-	-
2015 Special Obligation Note <sup>19</sup>	836,563	2,204,065	752,352	2,227,066	2,549,892	2,458,006
2018 Equipment Lease	-	-	-	-	440,000	440,000
Street Light Pow er <sup>22</sup>	2,585,386	2,999,728	2,999,728	3,001,705	3,103,735	3,879,669
Property/Liability Insurance <sup>23</sup>	853,158	884,857	884,857	902,554	920,605	943,620
<b>Miscellaneous:</b>						
Billing Service Fees	54,128	48,000	48,000	50,000	52,000	53,300
Nicholas Annex Util & Maint	26,119	7,663	7,663	7,806	7,952	9,950
Election Costs	-	173,056	178,056	178,000	180,000	225,000
Prod Rm Equip	29	10,000	12,400	10,000	10,000	10,000
Grant Softw are & FBC Memb	2,500	2,500	2,500	2,750	3,000	3,275
Other	248,228	17,580	265,780	15,700	16,250	18,800
Fleet Charges	-	1,404,329	1,231,329	748,800	452,116	351,671
City Hall Maint & Facility Chgs	726,124	2,083,765	1,629,019	2,109,275	2,102,264	2,321,889
Legal Fees	48,337	104,667	106,946	106,000	110,000	115,000
Actuarial Services	16,625	-	-	-	-	-
Accounting & Auditing	-	-	45,000	-	-	-
Outside Consulting Firms	1,633	110,000	323,031	211,500	115,500	119,600
Lobbyist-State & Federal	75,000	150,000	150,000	200,000	205,000	200,000
Daybreak Settlement	50,000	-	-	-	-	-
Land Purchase	82,942	-	1,800	1,800	1,800	1,800
Health Insurance Profit Share/M	238,936	-	-	-	-	-
Studies & Master Plans <sup>24</sup>	73,761	150,000	434,612	-	-	-
Employee Walkin Clinic	12,925	15,000	15,000	15,000	15,000	15,000
BCBS Wellness Program	202,241	150,000	576,338	100,000	75,000	50,000
Electric Franchise Agreement	76,305	200,000	282,114	100,000	-	-
Scrub Jay Habitat Mitigation	-	151,754	391,512	151,754	151,754	151,754
Matlacha Property Lease	95	27,000	27,000	27,000	27,000	27,000
Fleet /Rolling Stock Replace <sup>25</sup>	4,002,147	3,603,597	8,001,156	-	-	-
Nicholas Annex Exterior Impr	-	30,000	30,000	-	-	-
Capital Maintenance Projects <sup>21</sup>	124	-	372,000	23,423	-	36,900
Reseal City Hall Parking Lot	-	15,000	15,000	-	-	-
Fuel System EOC Generator Rep	-	10,000	10,000	-	-	-
Tornado 2016	-	-	294,379	-	-	-
<b>Subtotal Expenditures</b>	<b>48,459,250</b>	<b>58,408,559</b>	<b>64,402,934</b>	<b>52,104,644</b>	<b>53,360,403</b>	<b>55,170,148</b>
<b>Reserves</b>						
Designated: Disaster & Other <sup>26</sup>	-	5,394,737	20,909,026	4,544,737	4,544,737	4,544,737
Undesignated	-	30,851,766	20,194,800	28,205,170	27,812,687	24,127,804
<b>Total</b>	<b>\$ 48,459,250</b>	<b>\$ 94,655,062</b>	<b>\$ 105,506,760</b>	<b>\$ 84,854,551</b>	<b>\$ 85,717,827</b>	<b>\$ 83,842,689</b>

**City of Cape Coral, Florida**  
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Government Services Notes:

- <sup>1</sup> Capital funding is a result of FY 2015 Amended Budget rollover of rolling stock equipment from FY 2014. The Fleet Manager has the responsibility of replacing assets within the funding availability. The Fleet Manager is responsible for maintaining equipment listings.
- <sup>2</sup> Assessments Lot Mowing & Utility - FY 2017 includes an estimate for North 2 Assessments based on the amortization option.
- <sup>3</sup> To Transportation Capital Project-Alleys for Alley repaving project to complete gaps in alleyways on Del Prado Blvd
- <sup>4</sup> To Transportation Capital Project - Medians. Reinstatement of median landscaping program.
- <sup>5</sup> To PW Capital-Sign Shop - Additional funding in order to complete the project.
- <sup>6</sup> To CDBG - To provide additional funding to the FY 2016 funding plan as recommended by CDBG Citizens Advisory Board.
- <sup>7</sup> CRA Transfer includes tax increment and an additional \$100,000 annually in FY 2016 to support additional improvements.
- <sup>8</sup> To Transportation Capital - Road Resurfacing. FY 2017 Local Road Resurfacing program funded at \$6.5 million.
- <sup>9</sup> To Fire Station #11 / 12 Construction. Design begins for Station #11 in FY 2016 followed by construction in FY 2018. FY 2018 Design begins for Station #12 followed by construction in FY 2019.
- <sup>10</sup> The City is fully reimbursed for the cost incurred on the behalf of the Charter School Authority. The Charter School is unable to issue debt, as such, debt funding was secured by the City for the Charter School buses. Annual debt service is paid by the Charter School Authority.
- <sup>11</sup> Annual Cost - OPEB. Other post employment benefits (OPEB) include payment of health and life insurance premiums for retirees in accordance with eligibility under City ordinances. The City is only funding the annual pay-as-you amounts.
- <sup>12</sup> 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.
- <sup>13</sup> 2005 Capital Improvement Bonds. During FY 2014 there was a partial refunding of outstanding bonds. The FY 2015 budget was created with all debt having been refunded. Annual debt service for refunded bonds is identified as 2014 Cap Improvement Bonds.
- <sup>14</sup> 2006 Special Obligation Bonds. These bonds were issued for the purpose of buying land primarily for parks purposes and right-of-way for the widening of Del Prado and Santa Barbara Blvds. Funding has been established at 28.27% for Road Impact Fees and 71.73% for Park Impact Fees. The gas taxes provide additional funds if road impact fees are insufficient to cover annual debt service. This debt was refunded in FY 2015. The General Fund covers any shortfalls experienced by Park Impact Fees.
- <sup>15</sup> 2012 Equipment Lease. The last payment will be made in FY 2017.
- <sup>16</sup> 2017 Fire Service Assessment. In the final quarter of fiscal year 2015, \$1.5 million debt will be issued through a bank loan. Term will be 5 years and \$350,000 was estimated for budgeting purposes for the annual debt service.
- <sup>17</sup> 2015 Special Obligation Note. This note resulted from the refunding of the 2006 Special Obligation Bonds as discussed in note 16. Also included in the note was "new money" for the Charter School buses discussed in note 11 as well as \$4.4 million for other general fund vehicles and equipment.
- <sup>18</sup> 2018 Equipment Lease. This lease will be for the new lease of equipment in the 2012 Equipment Lease
- <sup>19</sup> FY 2014 Capital Maintenance Projects carried over into FY 2016( Big Johns Parking Lot Lighting Improvements, Chester Street a/c/ units, Mods to Police Building to eliminate CO from Generator, Nicholas Annex Exterior Improvements, Cultural Park Theatre a/c replacement, City Hall copper water line replacement)
- <sup>20</sup> The street light program was reinstated with the FY 2015 budget. \$100,000 is being added annually through 2018 for the installation of additional lights as well as the related recurring power costs. Permanent school bus stop locations are the highest priority locations.
- <sup>21</sup> 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.
- <sup>22</sup> These are one time non-recurring studies/activities that will position the City for future initiatives.
- <sup>23</sup> The City is moving to a centralized Fleet system. With adoption of the FY 2015 budget, funds were removed from the individual departments to a single business unit at the fund level. FY 2017 Rolling Stock was moved to owning departments
- <sup>24</sup> This category includes designated reserves identified within the financial policies plus \$544,737 for Economic Development.

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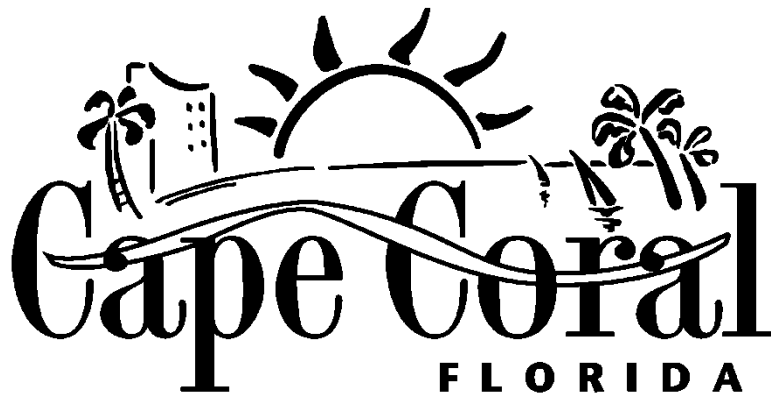


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**SPECIAL REVENUE FUNDS**

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## Additional Five-Cent Gas Tax

Additional Five Cent Gas Tax is used to account for the Local Option Gas Tax, which is used for construction of new roads or the reconstruction or resurfacing of existing paved roads.

<b>Revenue Category</b>	<b>FY 2015 Actual Revenue</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Fund Balance	-	50,000	619,503	50,000	50,000	50,000
Estimated Revenue:						
Sales, Use & Fuel Taxes	3,526,154	3,543,372	3,543,372	3,334,709	3,468,098	3,606,822
Intergovernmental	-	-	-	-	-	-
Miscellaneous	9,498	-	-	-	-	-
Interfund Transfers	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-
<b>TOTAL SOURCES</b>	<b>\$ 3,535,652</b>	<b>\$ 3,593,372</b>	<b>\$ 4,162,875</b>	<b>\$ 3,384,709</b>	<b>\$ 3,518,098</b>	<b>\$ 3,656,822</b>

<b>Expenditure Category</b>	<b>FY 2015 Actual Expenditures</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
<b>Appropriations</b>						
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other & Transfers Out	2,954,156	3,543,372	367,397	3,334,709	3,468,098	3,606,822
Reserves	-	50,000	3,795,478	50,000	50,000	50,000
<b>TOTAL USES</b>	<b>\$ 2,954,156</b>	<b>\$ 3,593,372</b>	<b>\$ 4,162,875</b>	<b>\$ 3,384,709</b>	<b>\$ 3,518,098</b>	<b>\$ 3,656,822</b>

<b>Program</b>	<b>FY 2015 Actual Expenditures</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
Transfers Out						
To General Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
To Capital Projects <sup>1</sup>	110,250	150,000	150,000	150,000	150,000	150,000
Gas Tax Rev Bonds	2,843,906	3,393,372	217,397	3,184,709	3,318,098	3,456,822
Reserves	-	50,000	3,795,478	50,000	50,000	50,000
<b>TOTAL USES</b>	<b>\$ 2,954,156</b>	<b>\$ 3,593,372</b>	<b>\$ 4,162,875</b>	<b>\$ 3,384,709</b>	<b>\$ 3,518,098</b>	<b>\$ 3,656,822</b>

Notes:

<sup>1</sup> To the Transportation Capital Projects Fund for non-grant related sidewalk construction.

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## Six-Cent Gas Tax

Six Cent Gas Tax Fund is used to account for the Local Option Gas Tax which is used for road improvements and related items.

<b>Revenue Category</b>	<b>FY 2015 Actual Revenue</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Fund Balance	-	1,967,807	2,111,763	4,523,507	4,618,503	5,760,027
Estimated Revenue:						
Sales, Use & Fuel Taxes	4,798,201	4,738,099	4,738,099	4,536,127	4,717,573	4,906,276
Charges for Services	-	-	-	-	-	-
Miscellaneous	27,853	-	-	-	-	-
Federal Grant	-	-	-	-	-	-
Interfund Transfers	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-
<b>TOTAL SOURCES</b>	<b>\$ 4,826,054</b>	<b>\$ 6,705,906</b>	<b>\$ 6,849,862</b>	<b>\$ 9,059,634</b>	<b>\$ 9,336,076</b>	<b>\$ 10,666,303</b>

<b>Expenditure Category</b>	<b>FY 2015 Actual Expenditures</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
<b>Appropriations</b>						
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other & Transfers Out	2,730,468	3,532,227	2,511,786	4,441,131	3,576,049	3,582,519
Reserves	-	3,173,679	4,338,076	4,618,503	5,760,027	7,083,784
<b>TOTAL USES</b>	<b>\$ 2,730,468</b>	<b>\$ 6,705,906</b>	<b>\$ 6,849,862</b>	<b>\$ 9,059,634</b>	<b>\$ 9,336,076</b>	<b>\$ 10,666,303</b>

<b>Program</b>	<b>FY 2015 Actual Expenditures</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
Transfers Out:						
To Road Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
To General Fund	2,230,468	2,411,786	2,411,786	3,237,574	3,426,779	3,523,808
To Capital Projects <sup>1</sup>	500,000	100,000	100,000	700,000	-	-
Operating Prog Costs	-	-	-	-	-	-
Gas Tax Rev Bonds	-	1,020,441	-	503,557	149,270	58,711
Reserves	-	3,173,679	4,338,076	4,618,503	5,760,027	7,083,784
<b>TOTAL USES</b>	<b>\$ 2,730,468</b>	<b>\$ 6,705,906</b>	<b>\$ 6,849,862</b>	<b>\$ 9,059,634</b>	<b>\$ 9,336,076</b>	<b>\$ 10,666,303</b>

Notes:

<sup>1</sup> To the Transportation Capital Projects Fund - North 2 and North 1 Non-Assessed Transportation improvements.



**City of Cape Coral, Florida**  
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## Road Impact Fee

Road Impact Fee Fund is used to account for the impact fees, which are used to provide new roads.

<b>Revenue Category</b>	<b>FY 2015 Actual Revenue</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Fund Balance	-	50,000	50,058	50,000	50,000	50,000
Estimated Revenue:						
Intergovernmental	754,762	743,343	743,343	743,343	743,343	743,343
Miscellaneous	7,305	7,404	7,404	6,993	6,993	6,993
Impact Fees	3,290,520	1,641,875	5,193,935	2,438,205	2,679,679	2,948,233
Interfund Transfers	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-
<b>TOTAL SOURCES</b>	<b>\$ 4,052,587</b>	<b>\$ 2,442,622</b>	<b>\$ 5,994,740</b>	<b>\$ 3,238,541</b>	<b>\$ 3,480,015</b>	<b>\$ 3,748,569</b>

<b>Expenditure Category</b>	<b>FY 2015 Actual Expenditures</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
<b>Appropriations</b>						
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	15,709	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other & Transfers Out	4,036,124	2,392,622	5,346,679	3,188,541	3,430,015	3,698,569
Reserves	-	50,000	648,061	50,000	50,000	50,000
<b>TOTAL USES</b>	<b>\$ 4,051,833</b>	<b>\$ 2,442,622</b>	<b>\$ 5,994,740</b>	<b>\$ 3,238,541</b>	<b>\$ 3,480,015</b>	<b>\$ 3,748,569</b>

<b>Program</b>	<b>FY 2015 Actual Expenditures</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
Transfers Out to:						
Capital Projects	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
To General Fund	98,716	100,000	155,818	120,000	140,000	160,000
To Internal Loan (Bond Res)	-	-	-	-	-	-
Misc Operating Expenses	15,709	-	-	-	-	-
2006 Special Obligation Bonds	809,887	424,842	-	-	-	-
2015 Special Obligation Bonds	-	572,144	-	994,781	994,837	994,215
Gas Tax Rev Bonds	3,127,521	1,295,636	5,190,861	2,073,760	2,295,178	2,544,354
Reserves	-	50,000	648,061	50,000	50,000	50,000
<b>TOTAL USES</b>	<b>\$ 4,051,833</b>	<b>\$ 2,442,622</b>	<b>\$ 5,994,740</b>	<b>\$ 3,238,541</b>	<b>\$ 3,480,015</b>	<b>\$ 3,748,569</b>

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## Police Protection Impact Fee

Police Protection Impact Fee Fund is used to account for impact fees, which are used for the purchase of capital improvements consisting of land, buildings, vehicles and equipment for police protection services.

<b>Revenue Category</b>	<b>FY 2015 Actual Revenue</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
Use Of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Fund Balance	-	848,837	1,007,467	1,432,022	1,897,501	2,319,812
Estimated Revenue:						
Charges for Services	-	-	-	-	-	-
Miscellaneous	5,757	200	200	200	200	200
Misc-Impact Fees	601,536	433,015	433,015	474,774	520,708	570,818
Interfund Transfers	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-
<b>TOTAL SOURCES</b>	<b>\$ 607,293</b>	<b>\$ 1,282,052</b>	<b>\$ 1,440,682</b>	<b>\$ 1,906,996</b>	<b>\$ 2,418,409</b>	<b>\$ 2,890,830</b>

<b>Expenditure Category</b>	<b>FY 2015 Actual Expenditures</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
<b>Appropriations</b>						
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	3,821	8,660	8,660	9,495	10,418	11,420
Capital Outlay	-	-	-	-	88,179	-
Debt Service	-	-	-	-	-	-
Other & Transfers Out	-	-	-	-	-	-
Reserves <sup>1</sup>	-	1,273,392	1,432,022	1,897,501	2,319,812	2,879,410
<b>TOTAL USES</b>	<b>\$ 3,821</b>	<b>\$ 1,282,052</b>	<b>\$ 1,440,682</b>	<b>\$ 1,906,996</b>	<b>\$ 2,418,409</b>	<b>\$ 2,890,830</b>

<b>Program</b>	<b>FY 2015 Actual Expenditures</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
Police Impact	\$ 3,821	\$ 1,282,052	\$ 1,440,682	\$ 1,906,996	\$ 2,418,409	\$ 2,890,830
<b>TOTAL USES</b>	<b>\$ 3,821</b>	<b>\$ 1,282,052</b>	<b>\$ 1,440,682</b>	<b>\$ 1,906,996</b>	<b>\$ 2,418,409</b>	<b>\$ 2,890,830</b>

Notes:

<sup>1</sup> 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.

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## Advanced Life Support Impact Fee

Advanced Life Support (ALS) Impact Fee Fund is used to account for impact fees, which are used for the purchase of capital improvements consisting of land, buildings, vehicles and equipment for Advanced Life Support Program.

<b>Revenue Category</b>	<b>FY 2015 Actual Revenue</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Fund Balance	-	124,434	134,013	160,192	188,663	218,532
Estimated Revenue:						
Charges for Services	-	-	-	-	-	-
Miscellaneous	902	140	140	160	180	200
Misc-Impact Fees	35,446	26,570	26,570	28,889	30,295	31,764
Interfund Transfers	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-
<b>TOTAL SOURCES</b>	<b>\$ 36,348</b>	<b>\$ 151,144</b>	<b>\$ 160,723</b>	<b>\$ 189,241</b>	<b>\$ 219,138</b>	<b>\$ 250,496</b>

<b>Expenditure Category</b>	<b>FY 2015 Actual Expenditures</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
<b>Appropriations</b>						
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	220	531	531	578	606	636
Capital Outlay	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other & Transfer Out	-	-	-	-	-	-
Reserves <sup>1</sup>	-	150,613	160,192	188,663	218,532	249,860
<b>TOTAL USES</b>	<b>\$ 220</b>	<b>\$ 151,144</b>	<b>\$ 160,723</b>	<b>\$ 189,241</b>	<b>\$ 219,138</b>	<b>\$ 250,496</b>

<b>Program</b>	<b>FY 2015 Actual Expenditures</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
Advanced Life Support Impact	\$ 220	\$ 151,144	\$ 160,723	\$ 189,241	\$ 219,138	\$ 250,496
<b>TOTAL USES</b>	<b>\$ 220</b>	<b>\$ 151,144</b>	<b>\$ 160,723</b>	<b>\$ 189,241</b>	<b>\$ 219,138</b>	<b>\$ 250,496</b>

Notes:

<sup>1</sup> Funds will be held in reserve until an eligible expenditure has been approved. An example might be the equipment required to establish an ALS program at one of the existing fire stations that are not considered an ALS station.

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## Do the Right Thing

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

<b>Revenue Category</b>	<b>FY 2015 Actual Revenue</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
Use of Fund Balance	\$ -	\$ 4,000	\$ 13,001	\$ -	\$ -	\$ -
Operating Fund Balance	-	-	-	-	-	-
Estimated Revenue:						
Charges for Services	-	-	-	-	-	-
Intergovernmental Rev	-	-	-	-	-	-
Miscellaneous	12,181	8,000	8,000	8,000	8,000	8,000
Interfund Transfers	-	-	251	-	-	-
Other Sources	-	-	-	-	-	-
<b>TOTAL SOURCES</b>	<b>\$ 12,181</b>	<b>\$ 12,000</b>	<b>\$ 21,252</b>	<b>\$ 8,000</b>	<b>\$ 8,000</b>	<b>\$ 8,000</b>

<b>Expenditure Category</b>	<b>FY 2015 Actual Expenditures</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
<b>Appropriations</b>						
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	12,513	12,000	21,252	8,000	8,000	8,000
Capital Outlay	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other & Transfers Out	-	-	-	-	-	-
Reserves	-	-	-	-	-	-
<b>TOTAL USES</b>	<b>\$ 12,513</b>	<b>\$ 12,000</b>	<b>\$ 21,252</b>	<b>\$ 8,000</b>	<b>\$ 8,000</b>	<b>\$ 8,000</b>

<b>Program</b>	<b>FY 2015 Actual Expenditures</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
Do the Right Thing	\$ 12,513	\$ 12,000	\$ 21,252	\$ 8,000	\$ 8,000	\$ 8,000
<b>TOTAL USES</b>	<b>\$ 12,513</b>	<b>\$ 12,000</b>	<b>\$ 21,252</b>	<b>\$ 8,000</b>	<b>\$ 8,000</b>	<b>\$ 8,000</b>

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## Police Confiscation/State

Police Confiscation-State Fund is used to account for monies received from the sale of confiscated items in non-federal cases and used to purchase equipment for the Police Department.

<b>Revenue Category</b>	<b>FY 2015 Actual Revenue</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
Use of Fund Balance	\$ -	\$ 73,238	\$ 73,238	\$ 39,050	\$ 19,475	\$ 19,475
Operating Fund Balance	-	110,823	100,590	61,540	42,065	22,590
Estimated Revenue:						
Fines & Forfeits	2,500	-	-	-	-	-
Miscellaneous	1,261	100	100	100	100	100
Interfund Transfers <sup>1</sup>	41,605	-	-	-	-	-
Other Sources	-	-	-	-	-	-
<b>TOTAL SOURCES</b>	<b>\$ 45,366</b>	<b>\$ 184,161</b>	<b>\$ 173,928</b>	<b>\$ 100,690</b>	<b>\$ 61,640</b>	<b>\$ 42,165</b>

<b>Expenditure Category</b>	<b>FY 2015 Actual Expenditures</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
<b>Appropriations</b>						
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	16,165	73,338	73,338	39,150	19,575	19,575
Capital Outlay	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other & Transfers Out	-	-	1,251	-	-	-
Reserves	-	110,823	99,339	61,540	42,065	22,590
<b>TOTAL USES</b>	<b>\$ 16,165</b>	<b>\$ 184,161</b>	<b>\$ 173,928</b>	<b>\$ 100,690</b>	<b>\$ 61,640</b>	<b>\$ 42,165</b>

<b>Program</b>	<b>FY 2015 Actual Expenditures</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
Confiscation	\$ 16,165	\$ 184,161	\$ 173,928	\$ 100,690	\$ 61,640	\$ 42,165
<b>TOTAL USES</b>	<b>\$ 16,165</b>	<b>\$ 184,161</b>	<b>\$ 173,928</b>	<b>\$ 100,690</b>	<b>\$ 61,640</b>	<b>\$ 42,165</b>

Notes:

<sup>1</sup> Transfer from Police Evidence Fund (unbudgeted fund) following judicial process.

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## Police Confiscation/Federal

Police Confiscation-Federal Fund is used to account for monies received from federal confiscation cases and used to purchase equipment for the Police Department.

<b>Revenue Category</b>	<b>FY 2015 Actual Revenue</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
Use of Fund Balance	\$ -	\$ 97,370	\$ 97,370	\$ 87,888	\$ 88,753	\$ 93,602
Operating Fund Balance	-	384,294	396,267	405,749	316,996	223,394
Estimated Revenue:						
Miscellaneous	76,773	300	300	300	300	300
Interfund Transfers	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-
<b>TOTAL SOURCES</b>	<b>\$ 76,773</b>	<b>\$ 481,964</b>	<b>\$ 493,937</b>	<b>\$ 493,937</b>	<b>\$ 406,049</b>	<b>\$ 317,296</b>

<b>Expenditure Category</b>	<b>FY 2015 Actual Expenditures</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
<b>Appropriations</b>						
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	110,306	97,670	291,275	88,188	89,053	93,902
Capital Outlay	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other & Transfers Out	-	-	-	-	-	-
Reserves	-	384,294	202,662	405,749	316,996	223,394
<b>TOTAL USES</b>	<b>\$ 110,306</b>	<b>\$ 481,964</b>	<b>\$ 493,937</b>	<b>\$ 493,937</b>	<b>\$ 406,049</b>	<b>\$ 317,296</b>

<b>Program</b>	<b>FY 2015 Actual Expenditures</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
Confiscation	\$ 110,306	\$ 481,964	\$ 493,937	\$ 493,937	\$ 406,049	\$ 317,296
<b>TOTAL USES</b>	<b>\$ 110,306</b>	<b>\$ 481,964</b>	<b>\$ 493,937</b>	<b>\$ 493,937</b>	<b>\$ 406,049</b>	<b>\$ 317,296</b>

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## Seawall Assessments

Seawall Assessment Funds are used to account for the collection of special assessments associated with the construction of seawalls.

<b>Revenue Category</b>	<b>FY 2015 Actual Revenue</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Fund Balance	-	216,987	216,987	-	-	-
Estimated Revenue:						
Charges for Services	(1,836)	-	-	-	-	-
Miscellaneous Revenue	4,956	-	-	-	-	-
Misc-Spec Assessment	28,325	31,330	31,330	-	-	-
Fines & Forfeits	1,318	1,400	1,400	1,400	-	-
Other Sources	-	-	-	-	-	-
<b>TOTAL SOURCES</b>	<b>\$ 32,762</b>	<b>\$ 249,717</b>	<b>\$ 249,717</b>	<b>\$ 1,400</b>	<b>\$ -</b>	<b>\$ -</b>

<b>Expenditure Category</b>	<b>FY 2015 Actual Expenditures</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
<b>Appropriations</b>						
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating <sup>1</sup>	2	212,315	212,315	1,400	-	-
Capital Outlay	-	-	-	-	-	-
Debt Service <sup>2</sup>	2,198	26,974	26,974	-	-	-
Other & Transfers Out	-	-	-	-	-	-
Reserves	-	10,428	10,428	-	-	-
<b>TOTAL USES</b>	<b>\$ 2,201</b>	<b>\$ 249,717</b>	<b>\$ 249,717</b>	<b>\$ 1,400</b>	<b>\$ -</b>	<b>\$ -</b>

Debt Service Payments related to repayment of advances from the General Fund for the cost of construction.

<b>Program</b>	<b>FY 2015 Actual Expenditures</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
Seawall Assmnt 7A-A3	\$ -	\$ 210,815	\$ 210,815	\$ 1,400	\$ -	\$ -
Seawall Assmt 7B	2,201	38,902	38,902	-	-	-
<b>TOTAL USES</b>	<b>\$ 2,201</b>	<b>\$ 249,717</b>	<b>\$ 249,717</b>	<b>\$ 1,400</b>	<b>\$ -</b>	<b>\$ -</b>

Notes:

<sup>1</sup> Assessment Refunds are planned for Assessment Phases 7A-A3 during FY 2016.

The final assessment billing for Phase B will be in FY 2016 followed by a refunding in FY 2017.

<sup>2</sup> Debt service payments are on a budgetary basis to the General Fund which funded the initial cost of the construction project.

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## 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.

<b>Revenue Category</b>	<b>FY 2015 Actual Revenue</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Fund Balance	-	-	-	-	-	-
Estimated Revenue:						
Federal Grants	927,146	917,441	917,441	940,159	940,159	940,159
Interfund Transfers <sup>1</sup>	-	24,073	24,073	-	-	-
Miscellaneous	307,266	-	165,063	-	-	-
Other Sources	-	-	-	-	-	-
<b>TOTAL SOURCES</b>	<b>\$ 1,234,413</b>	<b>\$ 941,514</b>	<b>\$ 1,106,577</b>	<b>\$ 940,159</b>	<b>\$ 940,159</b>	<b>\$ 940,159</b>

<b>Expenditure Category</b>	<b>FY 2015 Actual Expenditures</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
<b>Appropriations</b>						
Personnel	\$ 98,695	\$ 77,408	\$ 20,620	\$ 124,458	\$ 123,885	\$ 123,887
Operating	963,901	852,163	1,083,287	796,598	796,598	796,203
Capital Outlay	115,547	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other & Transfers Out	7,175	11,943	2,670	19,103	19,676	20,069
Reserves	-	-	-	-	-	-
<b>TOTAL USES</b>	<b>\$ 1,185,318</b>	<b>\$ 941,514</b>	<b>\$ 1,106,577</b>	<b>\$ 940,159</b>	<b>\$ 940,159</b>	<b>\$ 940,159</b>

<b>Program</b>	<b>FY 2015 Actual Expenditures</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
2011 CDBG	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2012 CDBG	-	-	(1,037)	-	-	-
2013 CDBG	-	-	(62,173)	-	-	-
2014 CDBG	350,336	-	(41,386)	-	-	-
2015 CDBG	834,792	-	(62,906)	-	-	-
2016 CDBG	144	941,514	1,274,079	-	-	-
2017 CDBG	45	-	-	940,159	-	-
2018 CDBG	-	-	-	-	940,159	-
2019 CDBG	-	-	-	-	-	940,159
<b>TOTAL USES</b>	<b>\$ 1,185,318</b>	<b>\$ 941,514</b>	<b>\$ 1,106,577</b>	<b>\$ 940,159</b>	<b>\$ 940,159</b>	<b>\$ 940,159</b>

Notes:

<sup>1</sup> City Council approved the General Fund transfer for FY 2016 in support of the annual expenditure plan based on the recommendations of the CDBG Citizens Advisory Board.



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## Fire Rescue and Emergency Capital Improvement Impact Fee

Fire Impact Fee Fund is used to account for impact fees, which are used to provide additional fire public safety facilities.

Revenue Category	FY 2015 Actual Revenue	FY 2016 Adopted Budget	FY 2016 Amended Budget	FY 2017 Adopted Budget	FY 2018 Proposed Budget	FY 2019 Proposed Budget
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Fund Balance	-	260,591	234,854	793,264	918,139	1,065,926
Estimated Revenue:						
Miscellaneous Revenue	2,367	1,088	1,088	1,624	1,998	1,998
Misc-Impact Fees	584,514	434,621	434,621	472,568	495,567	519,600
Interfund Transfers	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-
<b>TOTAL SOURCES</b>	<b>\$ 586,882</b>	<b>\$ 696,300</b>	<b>\$ 670,563</b>	<b>\$ 1,267,456</b>	<b>\$1,415,704</b>	<b>\$ 1,587,524</b>

Expenditure Category	FY 2015 Actual Expenditures	FY 2016 Adopted Budget	FY 2016 Amended Budget	FY 2017 Adopted Budget	FY 2018 Proposed Budget	FY 2019 Proposed Budget
<b>Appropriations</b>						
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	4,299	8,692	8,692	9,451	9,911	10,803
Capital Outlay	-	-	-	-	-	-
Debt Service <sup>1</sup>	-	-	-	-	-	-
Other & Transfers Out <sup>1</sup>	339,347	339,865	339,865	339,866	339,867	339,863
Reserves	-	347,743	322,006	918,139	1,065,926	1,236,858
<b>TOTAL USES</b>	<b>\$ 343,646</b>	<b>\$ 696,300</b>	<b>\$ 670,563</b>	<b>\$ 1,267,456</b>	<b>\$1,415,704</b>	<b>\$ 1,587,524</b>

Program	FY 2015 Actual Expenditures	FY 2016 Adopted Budget	FY 2016 Amended Budget	FY 2017 Adopted Budget	FY 2018 Proposed Budget	FY 2019 Proposed Budget
Fire Impact Fee	\$ 343,646	\$ 696,300	\$ 670,563	\$ 1,267,456	\$1,415,704	\$ 1,587,524
<b>TOTAL USES</b>	<b>\$ 343,646</b>	<b>\$ 696,300</b>	<b>\$ 670,563</b>	<b>\$ 1,267,456</b>	<b>\$1,415,704</b>	<b>\$ 1,587,524</b>

Notes:

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

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## Park Recreational Facilities Impact Fee

Park Impact Fee Fund is used to account for impact fees, which are used to provide recreational facilities.

<b>Revenue Category</b>	<b>FY 2015 Actual Revenue</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Fund Balance	-	10,000	10,000	10,000	10,000	10,000
Estimated Revenue:						
Misc-Impact Fees	1,041,410	781,823	1,558,823	858,550	944,405	1,038,065
Miscellaneous	22	-	-	-	-	-
Charges for Services	-	-	-	-	-	-
Interfund Transfers	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-
<b>TOTAL SOURCES</b>	<b>\$ 1,041,432</b>	<b>\$ 791,823</b>	<b>\$ 1,568,823</b>	<b>\$ 868,550</b>	<b>\$ 954,405</b>	<b>\$ 1,048,065</b>

<b>Expenditure Category</b>	<b>FY 2015 Actual Expenditures</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
<b>Appropriations</b>						
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	7,444	13,031	13,031	12,878	14,167	15,571
Capital Outlay	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other & Transfers Out <sup>1</sup>	1,033,966	768,792	-	845,672	930,238	1,022,494
Reserves	-	10,000	1,555,792	10,000	10,000	10,000
<b>TOTAL USES</b>	<b>\$ 1,041,410</b>	<b>\$ 791,823</b>	<b>\$ 1,568,823</b>	<b>\$ 868,550</b>	<b>\$ 954,405</b>	<b>\$ 1,048,065</b>

<b>Program</b>	<b>FY 2015 Actual Expenditures</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
Park Impact Fee	\$ 1,041,410	\$ 791,823	\$ 1,568,823	\$ 868,550	\$ 954,405	\$ 1,048,065
<b>TOTAL USES</b>	<b>\$ 1,041,410</b>	<b>\$ 791,823</b>	<b>\$ 1,568,823</b>	<b>\$ 868,550</b>	<b>\$ 954,405</b>	<b>\$ 1,048,065</b>

Notes:

<sup>1</sup> Funds are currently being used to support annual debt service related to the 2006 Special Obligation Revenue Bond and related 2015 Refunding Bonds issued for the purchase of parkland as well as the 2012 Special Obligation Note for park facilities. As impact fee revenue is insufficient to cover all debt service obligations, the General Fund has budgeted the following in FY 2017 - 2019 to cover the debt obligations

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## Community Redevelopment Agency (CRA)

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

<b>Revenue Category</b>	<b>FY 2015 Actual Revenue</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
Use of Fund Balance	\$ -	\$ -	\$ 205,798	\$ -	\$ -	\$ -
Operating Fund Balance	-	1,540,030	1,540,030	1,824,267	-	-
Estimated Revenue:						
Ad Valorem Taxes	255,534	426,718	410,949	615,653	646,436	672,293
Charges for Services	-	-	-	-	-	-
Miscellaneous	15,589	5,700	5,700	5,700	5,700	5,700
Interfund Transfer	574,486	815,242	788,808	1,001,219	1,051,280	1,093,331
Other Sources	-	-	-	-	-	-
<b>TOTAL SOURCES</b>	<b>\$ 845,608</b>	<b>\$ 2,787,690</b>	<b>\$ 2,951,285</b>	<b>\$ 3,446,839</b>	<b>\$ 1,703,416</b>	<b>\$ 1,771,324</b>

Tax increment from Lee County recorded in Ad Valorem Taxes. Tax Increment from Cape Coral recorded in Interfund Transfer.

<b>Expenditure Category</b>	<b>FY 2015 Actual Expenditures</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
<b>Appropriations</b>						
Personnel	\$ 79,647	\$ 80,807	\$ 80,807	\$ 83,628	\$ 87,350	\$ 88,047
Operating	54,282	194,451	194,451	209,880	90,330	90,330
Capital Outlay	339,152	410,000	430,879	2,736,484	1,108,888	1,176,092
Debt Service	-	-	-	-	-	-
Other & Transfers Out	416,224	416,848	416,848	416,847	416,848	416,855
Reserves	-	1,685,584	1,828,300	-	-	-
<b>TOTAL USES</b>	<b>\$ 889,305</b>	<b>\$ 2,787,690</b>	<b>\$ 2,951,285</b>	<b>\$ 3,446,839</b>	<b>\$ 1,703,416</b>	<b>\$ 1,771,324</b>

<b>Program</b>	<b>FY 2015 Actual Expenditures</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
CRA Management	\$ 473,081	\$ 2,370,842	\$ 2,534,437	\$ 3,029,992	\$ 1,286,568	\$ 1,354,469
LCEC Undergrounding	416,224	416,848	416,848	416,847	416,848	416,855
<b>TOTAL USES</b>	<b>\$ 889,305</b>	<b>\$ 2,787,690</b>	<b>\$ 2,951,285</b>	<b>\$ 3,446,839</b>	<b>\$ 1,703,416</b>	<b>\$ 1,771,324</b>

Notes:

Beginning with FY 2012, the Transfer Out is to the Debt Service Fund for the CRA's proportional share of the debt service for the 2012 Special Obligation Bonds and is related to the cost of undergrounding electric lines in the CRA.

The City Manager serves as the Executive Director and the City Council as the CRA Board of Commissioners. One full time position is funded by the CRA. The balance of support is provided by City staff.

In FY 2016 the General Fund transferred in \$100,000 to provide support for additional capital improvement projects with the balance being the tax increment.

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## City Centrum Business Park

City Centrum Business Park is used to account for monies collected from agencies that occupy the facilities.

<b>Revenue Category</b>	<b>FY 2015 Actual Revenue</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
Use of Fund Balance	\$ -	\$ 52,062	\$ 52,062	\$ 12,849	\$ -	\$ -
Operating Fund Balance	-	12,849	1,953	-	-	-
Estimated Revenue:						
Misc-Rent and Royalties	-	-	-	-	-	-
Misc-Other Revenues	889	-	-	-	-	-
Interfund Transfers	-	-	1,000	-	-	-
Other Sources	-	-	-	-	-	-
<b>TOTAL SOURCES</b>	<b>\$ 889</b>	<b>\$ 64,911</b>	<b>\$ 55,015</b>	<b>\$ 12,849</b>	<b>\$ -</b>	<b>\$ -</b>

<b>Expenditure Category</b>	<b>FY 2015 Actual Expenditures</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
<b>Appropriations</b>						
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	47,370	52,062	53,062	12,849	-	-
Capital Outlay	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other & Transfers Out	-	-	-	-	-	-
Reserves	-	12,849	1,953	-	-	-
<b>TOTAL USES</b>	<b>\$ 47,370</b>	<b>\$ 64,911</b>	<b>\$ 55,015</b>	<b>\$ 12,849</b>	<b>\$ -</b>	<b>\$ -</b>

<b>Program</b>	<b>FY 2015 Actual Expenditures</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
City Centrum Business Pk	\$ 47,370	\$ 64,911	\$ 55,015	\$ 12,849	\$ -	\$ -
<b>TOTAL USES</b>	<b>\$ 47,370</b>	<b>\$ 64,911</b>	<b>\$ 55,015</b>	<b>\$ 12,849</b>	<b>\$ -</b>	<b>\$ -</b>

Notes:

It is anticipated that City Centrum Business Park will be phased out by FY 2018.

**City of Cape Coral, Florida**  
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## All Hazards

All Hazards Fund is used to account for monies collected by Lee County in the All Hazards Protection District for the funding of shelters, emergency preparedness, and hazardous material response programs.

<b>Revenue Category</b>	<b>FY 2015 Actual Revenue</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
Use of Fund Balance	\$ -	\$ -	\$ -	\$ 48,288	\$ -	\$ -
Operating Fund Balance	-	1,128,847	1,018,872	1,023,585	1,023,585	1,107,398
Estimated Revenue:						
Ad Valorem Taxes	644,650	732,796	732,796	777,122	815,978	856,777
Intergovernmental	-	-	-	-	-	-
Miscellaneous	9,479	-	-	-	-	-
Interfund Transfers	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-
<b>TOTAL SOURCES</b>	<b>\$ 654,129</b>	<b>\$ 1,861,643</b>	<b>\$ 1,751,668</b>	<b>\$ 1,848,995</b>	<b>\$ 1,839,563</b>	<b>\$ 1,964,175</b>

<b>Expenditure Category</b>	<b>FY 2015 Actual Expenditures</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
<b>Appropriations</b>						
Personnel	\$ 215,885	\$ 399,127	\$ 399,127	\$ 428,243	\$ 439,961	\$ 453,776
Operating	85,895	93,520	95,761	187,167	112,204	110,450
Capital Outlay	383,490	72,626	94,626	30,000	-	-
Debt Service	-	-	-	-	-	-
Other & Transfers Out	140,000	160,000	160,000	180,000	180,000	180,000
Reserves	-	1,136,370	1,002,154	1,023,585	1,107,398	1,219,949
<b>TOTAL USES</b>	<b>\$ 825,270</b>	<b>\$ 1,861,643</b>	<b>\$ 1,751,668</b>	<b>\$ 1,848,995</b>	<b>\$ 1,839,563</b>	<b>\$ 1,964,175</b>

<b>Program</b>	<b>FY 2015 Actual Expenditures</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
All Hazards	\$ 825,270	\$ 1,861,643	\$ 1,751,668	\$ 1,848,995	\$ 1,839,563	\$ 1,964,175
<b>TOTAL USES</b>	<b>\$ 825,270</b>	<b>\$ 1,861,643</b>	<b>\$ 1,751,668</b>	<b>\$ 1,848,995</b>	<b>\$ 1,839,563</b>	<b>\$ 1,964,175</b>

**Notes:**

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. Capital Outlay includes technology and building improvements to the original part of the EOC building.

**City of Cape Coral, Florida**  
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## Alarm Fee

The Alarm Fee Fund is used to account for fees and fines collected by the City in connection with initial installation and false alarms thereafter.

<b>Revenue Category</b>	<b>FY 2015 Actual Revenue</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
Use of Fund Balance	\$ -	\$ 6,215	\$ 6,215	\$ 5,165	\$ -	\$ -
Operating Fund Balance	-	10,647	6,148	983	983	1,339
Estimated Revenue:						
Charges for Services	102,224	132,353	132,353	139,271	150,000	154,673
Intergovernmental	-	-	-	-	-	-
Miscellaneous	279	200	200	200	200	200
Interfund Transfers	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-
<b>TOTAL SOURCES</b>	<b>\$ 102,503</b>	<b>\$ 149,415</b>	<b>\$ 144,916</b>	<b>\$ 145,619</b>	<b>\$ 151,183</b>	<b>\$ 156,212</b>

<b>Expenditure Category</b>	<b>FY 2015 Actual Expenditures</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
<b>Appropriations</b>						
Personnel	\$ 81,256	\$ 114,908	\$ 114,908	\$ 120,366	\$ 128,190	\$ 127,642
Operating	14,198	16,360	16,360	16,770	14,154	17,616
Capital Outlay	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other & Transfers Out	7,500	7,500	7,500	7,500	7,500	7,500
Reserves	-	10,647	6,148	983	1,339	3,454
<b>TOTAL USES</b>	<b>\$ 102,954</b>	<b>\$ 149,415</b>	<b>\$ 144,916</b>	<b>\$ 145,619</b>	<b>\$ 151,183</b>	<b>\$ 156,212</b>

<b>Program</b>	<b>FY 2015 Actual Expenditures</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
Alarm Fee	\$ 102,954	\$ 149,415	\$ 144,916	\$ 145,619	\$ 151,183	\$ 156,212
<b>TOTAL USES</b>	<b>\$ 102,954</b>	<b>\$ 149,415</b>	<b>\$ 144,916</b>	<b>\$ 145,619</b>	<b>\$ 151,183</b>	<b>\$ 156,212</b>

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## 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.

<b>Revenue Category</b>	<b>FY 2015 Actual Revenue</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
Use of Fund Balance	\$ -	\$ 5,149	\$ (647)	\$ 5,000	\$ 5,000	\$ 5,000
Operating Fund Balance	-	-	-	-	-	-
Estimated Revenue:						
Fines & Forfeits	14,376	16,000	16,000	17,000	18,000	19,000
Miscellaneous	183	-	-	-	-	-
Other Sources	-	-	-	-	-	-
<b>TOTAL SOURCES</b>	<b>\$ 14,559</b>	<b>\$ 21,149</b>	<b>\$ 15,353</b>	<b>\$ 22,000</b>	<b>\$ 23,000</b>	<b>\$ 24,000</b>

<b>Expenditure Category</b>	<b>FY 2015 Actual Expenditures</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
<b>Appropriations</b>						
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	14,030	21,149	15,353	22,000	23,000	24,000
Capital Outlay	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other & Transfers Out	-	-	-	-	-	-
Reserves	-	-	-	-	-	-
<b>TOTAL USES</b>	<b>\$ 14,030</b>	<b>\$ 21,149</b>	<b>\$ 15,353</b>	<b>\$ 22,000</b>	<b>\$ 23,000</b>	<b>\$ 24,000</b>

<b>Program</b>	<b>FY 2015 Actual Expenditures</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
Criminal Justice Education	\$ 14,030	\$ 21,149	\$ 15,353	\$ 22,000	\$ 23,000	\$ 24,000
<b>TOTAL USES</b>	<b>\$ 14,030</b>	<b>\$ 21,149</b>	<b>\$ 15,353</b>	<b>\$ 22,000</b>	<b>\$ 23,000</b>	<b>\$ 24,000</b>

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## Del Prado Mall Parking Lot

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

<b>Revenue Category</b>	<b>FY 2015 Actual Revenue</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Fund Balance	-	75,920	56,148	78,172	80,523	84,513
Estimated Revenue:						
Fines & Forfeits	75	-	-	-	-	-
Misc-Spec Assessment <sup>1</sup>	122,201	122,000	122,000	122,000	37,000	37,000
Miscellaneous	13,732	17,000	17,000	17,000	5,000	5,000
Interfund Transfers	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-
<b>TOTAL SOURCES</b>	<b>\$ 136,008</b>	<b>\$ 214,920</b>	<b>\$ 195,148</b>	<b>\$ 217,172</b>	<b>\$ 122,523</b>	<b>\$ 126,513</b>

<b>Expenditure Category</b>	<b>FY 2015 Actual Expenditures</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
<b>Appropriations</b>						
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	22,641	38,050	38,050	38,010	38,010	39,148
Capital Outlay	-	-	-	-	-	-
Debt Service <sup>2</sup>	12,722	98,698	98,698	98,639	-	-
Other & Transfers Out	-	-	-	-	-	-
Reserves	-	78,172	58,400	80,523	84,513	87,365
<b>TOTAL USES</b>	<b>\$ 35,363</b>	<b>\$ 214,920</b>	<b>\$ 195,148</b>	<b>\$ 217,172</b>	<b>\$ 122,523</b>	<b>\$ 126,513</b>

<b>Program</b>	<b>FY 2015 Actual Expenditures</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
Del Prado Mall Parking Lot	\$ 35,363	\$ 214,920	\$ 195,148	\$ 217,172	\$ 122,523	\$ 126,513
<b>TOTAL USES</b>	<b>\$ 35,363</b>	<b>\$ 214,920</b>	<b>\$ 195,148</b>	<b>\$ 217,172</b>	<b>\$ 122,523</b>	<b>\$ 126,513</b>

Notes:

<sup>1</sup> FY 2017 will be the final assessment billing for the capital component as the repayment of the construction funding advance from the General Fund will have been satisfied.

<sup>2</sup> FY 2015 actual is reflected on a budgetary basis to include the principal repayment to the General Fund.



**City of Cape Coral, Florida  
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## Lot Mowing

The Lot Mowing Fund is used to account for fees collected for the maintenance of unimproved real property.

<b>Revenue Category</b>	<b>FY 2015 Actual Revenue</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
Use of Fund Balance	\$ -	\$ 300,000	\$ 300,000	\$ 366,079	\$ 327,177	\$ 331,787
Operating Fund Balance	-	1,752,966	1,721,126	1,549,483	1,222,306	890,519
Estimated Revenue:						
Special Assessment	(146,071)	-	-	-	-	-
Charges for Services	3,264,159	3,256,118	3,256,118	3,434,685	3,417,869	3,401,135
Fines & Forfeits	42,554	51,000	51,000	51,000	51,000	51,000
Miscellaneous	50,184	-	-	-	-	-
Interfund Transfers	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-
<b>TOTAL SOURCES</b>	<b>\$ 3,210,825</b>	<b>\$ 5,360,084</b>	<b>\$ 5,328,244</b>	<b>\$ 5,401,247</b>	<b>\$ 5,018,352</b>	<b>\$ 4,674,441</b>

<b>Expenditure Category</b>	<b>FY 2015 Actual Expenditure</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
<b>Appropriations</b>						
Personnel	\$ 347,302	\$ 367,194	\$ 367,194	\$ 415,962	\$ 427,947	\$ 441,745
Operating	2,671,529	3,239,924	3,919,032	3,405,802	3,341,921	3,342,177
Capital Outlay	-	-	26,000	30,000	26,178	-
Debt Service	-	-	-	-	-	-
Other & Transfers Out	-	-	-	-	-	-
Reserves	-	1,752,966	1,016,018	1,549,483	1,222,306	890,519
<b>TOTAL USES</b>	<b>\$ 3,018,831</b>	<b>\$ 5,360,084</b>	<b>\$ 5,328,244</b>	<b>\$ 5,401,247</b>	<b>\$ 5,018,352</b>	<b>\$ 4,674,441</b>

<b>Program</b>	<b>FY 2015 Actual Expenditure</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
Contracted Mow ing	\$ 1,920,329	\$ 4,225,484	\$ 4,113,227	\$ 4,221,599	\$ 3,833,873	\$ 3,505,646
Fin. Lot Mow ing Billing	117,627	87,891	87,891	90,821	92,910	95,935
Peppertree Program	734,596	824,300	878,717	824,846	825,833	826,641
PW Inspection Services	246,279	222,409	222,409	233,981	239,558	246,219
Fleet Replacement	-	-	26,000	30,000	26,178	-
<b>TOTAL USES</b>	<b>\$ 3,018,831</b>	<b>\$ 5,360,084</b>	<b>\$ 5,328,244</b>	<b>\$ 5,401,247</b>	<b>\$ 5,018,352</b>	<b>\$ 4,674,441</b>

**Notes:**

Beginning 2010, the City's lot mow ing program w as assessed on the tax bill. The program is divided into four districts and the calculation of the annual billing is based on the individual district's costs. Beginning 2013, PW Inspection Services were moved to a separate business unit. FY 2015-2019 utilizes fund balance to expand peppertree program.

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## 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.

<b>Revenue Category</b>	<b>FY 2015 Actual Revenue</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Fund Balance	-	-	-	-	-	-
Estimated Revenue:						
State Shared Revenues	725,470	-	1,052,741	-	-	-
Miscellaneous	199,358	-	158,925	-	-	-
Other Sources	-	-	-	-	-	-
<b>TOTAL SOURCES</b>	<b>\$ 924,828</b>	<b>\$ -</b>	<b>\$ 1,211,666</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

<b>Expenditure Category</b>	<b>FY 2015 Actual Expenditures</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
<b>Appropriations</b>						
Personnel	\$ 31,651	\$ -	\$ 33,128	\$ -	\$ -	\$ -
Operating	470,177	-	1,178,538	-	-	-
Capital Outlay	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other & Transfers Out	7,175	-	-	-	-	-
Reserves	-	-	-	-	-	-
<b>TOTAL USES</b>	<b>\$ 509,003</b>	<b>\$ -</b>	<b>\$ 1,211,666</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

<b>Program</b>	<b>FY 2015 Actual Expenditures</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
2009 SHIP	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2010 SHIP	-	-	-	-	-	-
2011 SHIP	-	-	-	-	-	-
2012 SHIP	23,852	-	-	-	-	-
2013 SHIP	56,814	-	-	-	-	-
2014 SHIP	170,172	-	-	-	-	-
2015 SHIP	258,165	-	(3,297)	-	-	-
2016 SHIP	-	-	162,222	-	-	-
2017 SHIP	-	-	1,052,741	-	-	-
<b>TOTAL USES</b>	<b>\$ 509,003</b>	<b>\$ -</b>	<b>\$ 1,211,666</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**Notes:**

The City was allocated \$725,470 for the State's FY 2014-2015 Budget which began July 1, 2014. These funds were included in FY 2015 Budget Amendment #2. Similarly on July 1, 2015, the City has been allocated for the State's FY 2015 - 2016 Plan in the amount of \$1,052,741. This allocation has been included in the City's budget amendment #2. As funding has not been guaranteed annually, none is being included for FY 2017, 2018 or 2019.

**City of Cape Coral, Florida  
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## 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.

<b>Revenue Category</b>	<b>FY 2015 Actual Revenue</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Fund Balance	-	-	-	-	-	-
Estimated Revenue:						
Charges for Services	-	-	-	-	-	-
Intergovernmental	-	-	194,000	-	-	-
Miscellaneous	-	-	-	-	-	-
Interfund Transfers	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-
<b>TOTAL SOURCES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 194,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

<b>Expenditure Category</b>	<b>FY 2015 Actual Expenditures</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
<b>Appropriations</b>						
Personnel	\$ 1,324	\$ -	\$ 19,250	\$ -	\$ -	\$ -
Operating	5,325	-	174,750	-	-	-
Capital Outlay	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other & Transfers Out	-	-	-	-	-	-
Reserves	-	-	-	-	-	-
<b>TOTAL USES</b>	<b>\$ 6,649</b>	<b>\$ -</b>	<b>\$ 194,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

<b>Program</b>	<b>FY 2015 Actual Expenditures</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
Res Const Mit Pgm Grant	\$ 6,649	\$ -	\$ 194,000	\$ -	\$ -	\$ -
<b>TOTAL USES</b>	<b>\$ 6,649</b>	<b>\$ -</b>	<b>\$ 194,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

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## Building

The fund is used to account for the activities of the Building and Permitting Services of the Department of Community Development as related to the construction of buildings and related structures within the City of Cape Coral.

<b>Revenue Category</b>	<b>FY 2015 Actual Revenue</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Fund Balance	-	2,362,788	2,397,352	3,129,960	3,026,578	3,438,672
Estimated Revenue:						
Building Permits	4,637,101	4,522,280	4,522,280	4,974,505	5,471,960	6,004,485
Charges for Services	208,836	219,215	219,215	241,130	265,250	291,776
Fines and Forfeits	29,517	32,855	32,855	36,140	39,755	43,731
Misc-Interest Earnings	20,112	1,975	1,975	2,175	2,390	2,630
Misc-Other	437	100	100	100	100	100
Interfund Transfers	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-
<b>TOTAL SOURCES</b>	<b>\$ 4,896,003</b>	<b>\$ 7,139,213</b>	<b>\$ 7,173,777</b>	<b>\$ 8,384,010</b>	<b>\$ 8,806,033</b>	<b>\$ 9,781,394</b>

<b>Expenditure by Category</b>	<b>FY 2015 Actual Expenditures</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
<b>Appropriations</b>						
Personnel <sup>1</sup>	\$ 2,693,682	\$ 3,220,947	\$ 3,220,947	\$ 4,124,735	\$ 4,208,801	\$ 4,342,629
Operating	236,271	285,503	260,769	323,036	331,184	340,468
Capital Outlay	-	-	229,948	145,344	40,842	107,210
Debt Service	-	-	-	-	-	-
Other & Transfers Out <sup>2</sup>	696,548	743,808	742,628	764,317	786,534	809,468
Reserves	-	2,888,955	2,719,485	3,026,578	3,438,672	4,181,619
<b>TOTAL USES</b>	<b>\$ 3,626,501</b>	<b>\$ 7,139,213</b>	<b>\$ 7,173,777</b>	<b>\$ 8,384,010</b>	<b>\$ 8,806,033</b>	<b>\$ 9,781,394</b>

<b>Expenditure Program</b>	<b>FY 2015 Actual Expenditures</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
Building	\$ 3,626,501	\$ 7,139,213	\$ 7,173,777	\$ 8,384,010	\$ 8,806,033	\$ 9,781,394
<b>TOTAL USES</b>	<b>\$ 3,626,501</b>	<b>\$ 7,139,213</b>	<b>\$ 7,173,777</b>	<b>\$ 8,384,010</b>	<b>\$ 8,806,033</b>	<b>\$ 9,781,394</b>

<sup>1</sup> In FY 2016, 12 full time positions were added mid-year as approved by Council as a result of customer volume.

<sup>2</sup> Interfund transfers include a payment to the General Fund for general administrative overhead costs incurred on the behalf of the Building Fund activities in the amount of \$742,189, \$764,455, and \$787,389 for FY 2017-2019 respectively.

**City of Cape Coral, Florida**  
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## 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.

<b>Revenue Category</b>	<b>FY 2015 Actual Revenue</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Fund Balance	-	-	-	-	-	-
Estimated Revenue:						
Federal Grant	-	-	-	-	-	-
Miscellaneous	653	-	-	-	-	-
<b>TOTAL SOURCES</b>	<b>\$ 653</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

<b>Expenditure Category</b>	<b>FY 2015 Actual Expenditures</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
<b>Appropriations</b>						
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other & Transfers Out	-	-	-	-	-	-
Reserves	-	-	-	-	-	-
<b>TOTAL USES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

<b>Program</b>	<b>FY 2015 Actual Expenditures</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
NSP 2008-2009	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
NSP 2010-2011	-	-	-	-	-	-
<b>TOTAL USES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**City of Cape Coral, Florida**  
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## 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.

<b>Revenue by Category</b>	<b>FY 2015 Actual Revenue</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Fund Balance	-	-	597,129	-	-	-
<b>Estimated Revenue:</b>						
Grants-Intergovmntl-Federal	193,970	214,844	214,844	242,630	242,630	242,630
Grants-Intergovmntl-State	250,058	199,633	228,874	238,317	238,767	238,767
Grants-Intergovmntl-Local	-	5,000	5,000	-	-	-
Charges for Service	3,295,449	3,803,866	3,853,819	3,614,357	3,669,867	3,671,668
Fines and Forfeits	3,873	800	800	800	800	800
Miscellaneous	27,743	5,244	5,244	7,100	7,240	7,383
Misc-Contribution/Donation	223,945	291,829	304,364	259,299	259,931	268,085
Interfund Transfers	3,265,587	4,071,704	4,071,704	4,371,917	4,443,583	5,066,833
Other Sources-Debt Proceed	575,491	-	-	-	-	-
<b>TOTAL SOURCES</b>	<b>\$ 7,836,116</b>	<b>\$ 8,592,920</b>	<b>\$ 9,281,778</b>	<b>\$ 8,734,420</b>	<b>\$ 8,862,818</b>	<b>\$ 9,496,166</b>
<b>Expenditure by Category</b>	<b>FY 2015 Actual Expenditures</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
Personnel <sup>1</sup>	\$ 4,610,889	\$ 5,218,420	\$ 5,305,069	\$ 5,494,520	\$ 5,695,837	\$ 5,866,542
Operating	2,523,509	2,879,575	2,954,189	2,836,650	2,924,981	2,980,124
Capital Outlay	5,199	494,925	1,022,520	403,250	242,000	649,500
Debt Service	-	-	-	-	-	-
Other	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-
Reserves	-	-	-	-	-	-
<b>TOTAL USES</b>	<b>\$ 7,139,597</b>	<b>\$ 8,592,920</b>	<b>\$ 9,281,778</b>	<b>\$ 8,734,420</b>	<b>\$ 8,862,818</b>	<b>\$ 9,496,166</b>
<b>Expenditure by Program</b>	<b>FY 2015 Actual Expenditures</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
Admin P&R	\$ 518,730	\$ 519,055	\$ 519,055	\$ 532,777	\$ 548,703	\$ 564,079
Aquatics	458,240	475,857	497,853	578,296	470,798	742,963
Art Studio	385,367	417,794	479,294	572,486	513,182	513,188
Athletics	534,238	607,416	607,416	559,763	571,667	585,109
Charter Before & After	-	-	-	232,249	194,169	203,362
Community Supported Event	66,763	71,600	71,600	72,600	72,600	72,600
Environmental Recreation	267,386	337,730	379,780	330,662	385,198	402,578
Four Freedoms	455,808	634,617	712,547	563,984	580,780	593,601
Lake Kennedy	342,628	345,273	375,273	364,570	371,088	382,900
Parking Program	113,927	171,248	171,248	207,610	214,993	208,091
Pops Café	177,310	173,864	186,538	150,218	153,686	157,329
Rotino Senior Center	307,264	381,416	387,301	391,505	402,460	413,165
Skate Park	122,961	273,217	294,964	-	-	-
Special Events	706,993	863,118	921,465	883,801	945,814	957,398
Special Population	909,175	1,055,848	1,075,534	1,080,560	1,095,186	1,152,390
Transportation	200,074	224,603	253,844	256,126	300,233	247,251
William Austin Youth Center	-	-	-	1,359,762	1,449,517	1,513,416
Yacht Club	482,585	575,629	604,690	567,451	562,744	668,746
Youth Center	529,891	632,043	672,778	-	-	-
Youth ChristaM	69,782	77,325	80,543	-	-	-
Youth Oasis	105,651	116,108	127,496	-	-	-
Youth Services	384,824	542,159	538,259	-	-	-
P&R Fleet Replacement	-	97,000	324,300	30,000	30,000	118,000
<b>TOTAL USES</b>	<b>\$ 7,139,597</b>	<b>\$ 8,592,920</b>	<b>\$ 9,281,778</b>	<b>\$ 8,734,420</b>	<b>\$ 8,862,818</b>	<b>\$ 9,496,166</b>

<sup>1</sup> FY 2015 12.1 FTE's added to include transfer of 1 full time Park Ranger from the General Fund; reinstatement of 3.6 FTE Park

Rangers and 7.5 FTE's for Youth Services/Youth Center in decreased child/teacher ratios.

FY 2017 Recreation Specialist II Art Studio. FY 2018 Recreation Program Supervisor - Environmental Recreation.

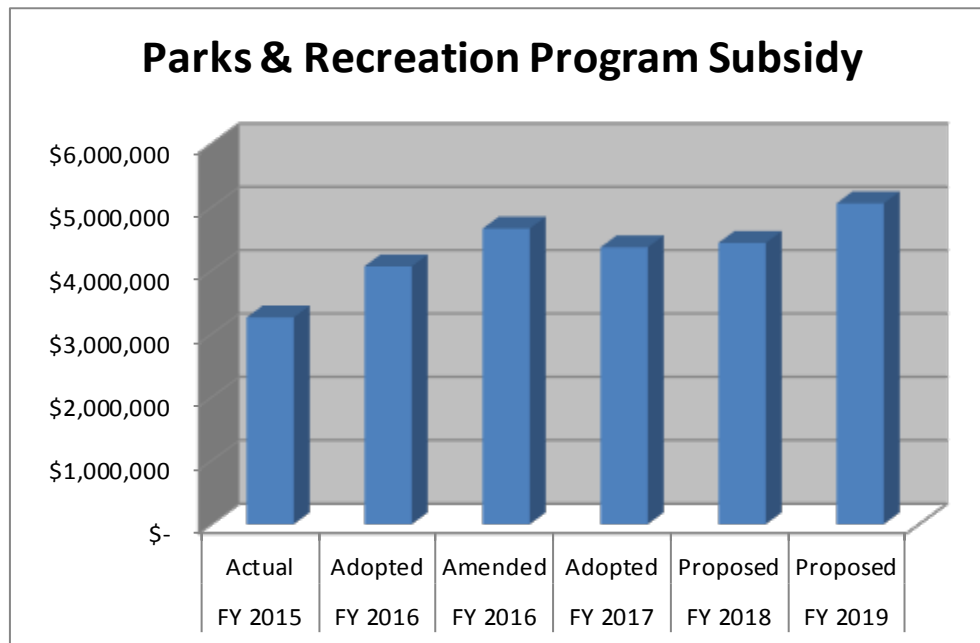
FY 2017 Merge of Skate Park, Youth Cente and, Youth Service into William Austin Youth Center

FY 2017 Merge of Youth ChristaM and Youth Oasis into Charter Before & After

**City of Cape Coral, Florida**  
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## Parks & Recreation Subsidy by Program

Program	FY 2015 Actual Revenue	FY 2016 Adopted Budget	FY 2016 Amended Budget	FY 2017 Adopted Budget	FY 2018 Proposed Budget	FY 2019 Proposed Budget
Administration	\$ 756,510	\$ 516,011	\$ 516,011	\$ 530,477	\$ 546,403	\$ 561,779
Aquatics	317,736	333,793	355,789	431,228	323,630	597,095
Art Studio	243,872	204,057	265,557	351,698	278,235	278,881
Athletics	77,114	105,916	105,916	101,263	101,634	104,659
Charter Before & After	-	-	-	26,249	(12,031)	(2,238)
Comm Supp Events	65,123	69,680	69,680	69,360	69,140	70,440
Environmental Rec	166,409	249,356	291,406	211,798	290,372	309,746
Four Freedoms	256,073	367,493	444,923	337,862	354,558	368,679
Lake Kennedy	212,770	191,493	221,493	208,430	213,088	225,200
Parking Program	2,828	71,368	71,368	86,554	90,243	80,938
Pops Café	31,528	15,580	28,254	1,450	5,102	6,459
Rotino Sr. Center	194,419	262,146	268,031	270,606	281,461	293,466
Skate Park	57,538	177,759	199,506	-	-	-
Special Events	248,300	168,238	191,238	318,100	365,828	365,576
Special Populations	340,337	422,220	429,871	421,030	411,168	469,672
Transportation	97,608	123,803	123,803	151,126	193,133	139,901
William Austin Youth Center	-	-	-	475,636	561,716	626,515
Yacht Club	271,360	354,910	383,971	349,050	339,903	452,065
Youth Center	185,035	286,170	326,905	-	-	-
Youth ChristaM	(21,491)	(2,385)	(13,773)	-	-	-
Youth Oasis	(10,493)	(7,737)	3,651	-	-	-
Youth Services	(91,690)	64,833	60,933	-	-	-
P&R Programs FleetReplace	(135,300)	97,000	324,300	30,000	30,000	118,000
<b>Total Subsidy:</b>	<b>\$ 3,265,587</b>	<b>\$ 4,071,704</b>	<b>\$ 4,668,833</b>	<b>\$ 4,371,917</b>	<b>\$ 4,443,583</b>	<b>\$ 5,066,833</b>



**Notes:**

Admin Budget includes UAAL General Retirement associated with all Program Areas.

Capital Outlay is funded through General Fund Subsidy

**City of Cape Coral, Florida**  
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## 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.

<b>Revenue by Category</b>	<b>FY 2015 Actual Revenue</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
Use of Fund Balance	\$ -	\$ -	\$ 752,320	\$ -	\$ -	\$ -
Operating Fund Balance	-	-	-	-	-	-
Estimated Revenue:						
Intergovernmental	-	-	-	-	-	-
Charges for Service	2,281,885	2,424,842	2,424,842	2,485,912	2,519,286	2,515,455
Miscellaneous	13,367	10,076	10,076	11,876	11,826	11,876
Misc-Contribution/Donation	3	-	-	-	-	-
Interfund Transfers	828,820	528,515	528,515	464,567	376,064	443,736
Debt Proceeds	-	-	-	-	-	-
<b>TOTAL SOURCES</b>	<b>\$ 3,124,075</b>	<b>\$ 2,963,433</b>	<b>\$ 3,715,753</b>	<b>\$ 2,962,355</b>	<b>\$ 2,907,176</b>	<b>\$ 2,971,067</b>

<b>Expenditure by Category</b>	<b>FY 2015 Actual Expenditures</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
Personnel	\$ 1,065,913	\$ 1,277,120	\$ 1,277,120	\$ 1,318,306	\$ 1,330,651	\$ 1,358,284
Operating	878,241	1,037,107	1,073,222	995,785	973,414	977,535
Capital Outlay	-	156,500	872,705	146,000	91,000	113,000
Debt Service	-	-	-	-	-	-
Other	-	-	-	-	-	-
Transfers Out <sup>1</sup>	446,545	492,706	492,706	502,264	512,111	522,248
Reserves	-	-	-	-	-	-
<b>TOTAL USES</b>	<b>\$ 2,390,700</b>	<b>\$ 2,963,433</b>	<b>\$ 3,715,753</b>	<b>\$ 2,962,355</b>	<b>\$ 2,907,176</b>	<b>\$ 2,971,067</b>

<b>Program</b>	<b>FY 2015 Actual Expenditures</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
Waterpark	\$ 1,439,060	\$ 1,878,059	\$ 1,888,059	\$ 1,837,134	\$ 1,811,955	\$ 1,862,779
Aquatic Maintenance	46,292	72,091	72,091	73,185	73,185	74,283
Food & Beverage	332,128	332,213	332,213	330,469	330,469	332,432
Cashiers	99,537	112,755	112,755	114,466	114,466	116,183
Group Sales	23,555	29,411	29,411	29,811	29,811	30,214
Lifeguards	345,507	421,619	421,619	428,019	428,019	434,439
Sales Clerks	104,620	117,285	117,285	119,271	119,271	120,737
Waterpark Improvements <sup>2</sup>	-	-	742,320	-	-	-
Waterpark Fleet Replacement	-	-	-	30,000	-	-
<b>TOTAL USES</b>	<b>\$ 2,390,700</b>	<b>\$ 2,963,433</b>	<b>\$ 3,715,753</b>	<b>\$ 2,962,355</b>	<b>\$ 2,907,176</b>	<b>\$ 2,971,067</b>

Notes:

<sup>1</sup> Transfers Out:

Annual Debt Service payment to Debt Service Fund

Payment to the General Fund for general administrative overhead costs incurred on the behalf of the waterpark activities in the amount of \$272,713, \$318,609, \$328,112, \$338,012 and \$348,152 for FY 2015 - 2019 respectively.

<sup>2</sup> Waterpark Improvements FY 2016 allocated for the TotSpot



**City of Cape Coral, Florida**  
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<b>Perspective: Financial</b>							
<b>Goal: Develop a balanced multi-year budget</b>							
<b>Objective(s): Meet budget targets</b>							
Measurement Type	Key Performance Indicator(s)	FY 2015 Actual	FY 2016 Target	FY 2017 Estimate	FY 2018 Estimate	FY 2019 Estimate	3 - 5 Yr Goal
<b>Output</b>	Expenditures	\$ 2,390,700	\$ 3,715,753	\$ 2,962,355	\$ 2,907,176	\$ 2,971,067	
<b>Efficiency</b>	% of Budget utilized	73%	100%	100%	100%	100%	100
<b>Outcome</b>	% Increase / (Decrease) from prior year	-18%	37%	0%	0%	0%	0

<b>Perspective: Customer</b>							
<b>Goal: Increase, establish and maintain partnerships with the community and local organizations</b>							
<b>Objective(s): Increase symbiotic partnerships within the community</b>							
Measurement Type	Key Performance Indicator(s)	FY 2015 Actual	FY 2016 Target	FY 2017 Estimate	FY 2018 Estimate	FY 2019 Estimate	3 - 5 Yr Goal
<b>Output</b>	Number of partnerships	146	135	141	147	150	increase 3-5% per year
<b>Output</b>	Donations	\$ 7,406	\$ 7,776	\$ 8,164	\$ 8,572	\$ 9,001	increase 5% per year
<b>Efficiency</b>	Average savings per program via partnerships	51	58	58	58	60	
<b>Service Quality</b>	Number of programs/events affected or enhanced	5	6	7	8	9	increase 1 per year
<b>Outcome</b>	Percentage increase in partnerships	8%		1%	1%		

<b>Perspective: Customer Attendance</b>							
<b>Goal: Increase Attendance</b>							
<b>Objective(s): Increase attendance to generate positive cash flow</b>							
Measurement Type	Key Performance Indicator(s)	FY 2015 Actual	FY 2016 Target	FY 2017 Estimate	FY 2018 Estimate	FY 2019 Estimate	3 - 5 Yr Goal
<b>Output</b>	Attendance	116,293	122,597	127,500	132,600	137,904	Increase 4% annually (assuming 122 days)
<b>Output</b>	Revenue generation based on attendance (ticket sales only)	\$1,377,122	\$1,423,351	\$1,480,275	\$1,539,486	\$1,539,486	\$1,539,486
<b>Output</b>	Maintain same amount of days open not to increase cost	122	105	122	122	122	122
<b>Efficiency</b>	Average revenue from admissions per operating day	\$ 11.84	\$ 11.61	\$ 11.61	\$ 11.61	\$ 11.61	12
<b>Service Quality</b>	Survey Maintain 96% overall rating	100	100	100%	100%	100%	100%
<b>Outcome</b>	Percentage increase in attendance	4%	3%	4%	4%	4%	4%

**City of Cape Coral, Florida**  
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<b>Perspective: Survey of guests</b>							
<b>Goal: Increase customer satisfaction</b>							
<b>Objective(s): Maintain Customer Satisfaction at or above 96%</b>							
<b>Measurement Type</b>	<b>Key Performance Indicator(s)</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Target</b>	<b>FY 2017 Estimate</b>	<b>FY 2018 Estimate</b>	<b>FY 2019 Estimate</b>	<b>3 - 5 Yr Goal</b>
<b>Output</b>	actual number of surveys completed	155	160	166	172	178	Survey birthday parties, groups and random
<b>Efficiency</b>	# of timely completed	100%	100%	100%	100%	100%	100
<b>Service Quality</b>	Maintain 96% rating	100%	100%	100%	100%	100%	100
<b>Outcome</b>	Customer Satisfaction percentage	100%	100%	100%	100%	100%	100

**DEBT SERVICE FUND**

**Debt Service Fund..... 8**  
    *Governmental Debt* .....8-2  
    *Debt Service Fund*.....8-3

**City of Cape Coral, Florida**  
**FY 2017 – 2019 Adopted Operating Budget**

## **Governmental Debt**

- **2005 Capital Improvement & Refunding Bonds** – Financed the cost of acquisition, construction and equipping of fire station 9 and the reconfiguration and renovation of Pelican Soccer Complex.
- **2006 Special Obligation Revenue Bonds** – Issued to finance the cost of acquisition of various land within the City. Primarily parkland and right-of-way for the widening of Del Prado and Santa Barbara Boulevards. A majority of the bonds were refunding in 2015.
- **2007 Special Obligation Revenue Bonds (Charter School)** – Issued to finance the cost of acquisition, construction and equipping of the City's two elementary and one middle schools. Annual debt service is paid by the Charter School Authority.
- **2008 Capital Improvement Revenue Bonds** - Issued to finance and refinance the cost of acquisition, construction and equipping of a new police headquarters facility.
- **2009, 2010, & 2014 Gas Tax Revenue Bonds** - Issued to finance and refinance the cost of acquisition, construction, and reconstruction of transportation improvements to include the widening of Del Prado and Santa Barbara Boulevards.
- **2011 Special Obligation Revenue Bonds (Charter Schools)** - Issued to finance and refinance the cost of acquisition, construction, and equipping of various capital improvements to the Oasis Campus to include the construction of a high school. Annual debt service is paid by the Charter School Authority.
- **2012 Special Obligation Bonds** - Refunded the outstanding Series 2009 Special Obligation Revenue Notes as well as commercial paper obligations issued to finance and refinance the acquisition, construction and equipping of various capital improvements with the City. The CRA pays a portion of the annual debt service related to the undergrounding of electric lines.
- **2014 Capital Improvement Refunding Revenue Bonds** – Issued to refund a portion of the City's outstanding Capital Improvement Revenue Bonds, Series 2005 in order to reduce total debt service.
- **2015 Special Obligation Refunding Bonds** – Parks Capital Projects Fund is used to account for the acquisition of parkland and improvements at various parks.
- **2012 Capital Lease (City)** – Issued to finance the acquisition of various police and fire vehicles, and information technology equipment.
- **2012 Capital Lease (Charter School)** – Issued to finance the acquisition of school buses for the City's Charter School. Annual debt service is paid by the Charter School Authority.
- **State Infrastructure Bank Loan** – Issued for the purpose of funding a capital improvement project which consisted of the construction of two additional travel lanes for State Road 78 from Chiquita Boulevard to Burnt Store Road capital improvement project. The principal will be repaid from the Federal Surface Transportation Program Urban Funds allocated through Lee County Metropolitan Planning Organization (MPO). The City is responsible for the interest only on this loan per the loan agreement.
- **2015 Fire Protection Assessment Revenue Note** – Issued to finance acquisition of fire apparatus and equipment. Annual debt service is paid by the Fire Protection Assessment
- **2015 Special Obligation Revenue Note** – Issued to finance acquisition of capital equipment and refunding remaining 2005 Capital Improvement & Refunding Bonds.

Please also refer to the Debt Management Section of this document and the Comprehensive Annual Financial Report (CAFR) for additional detail.

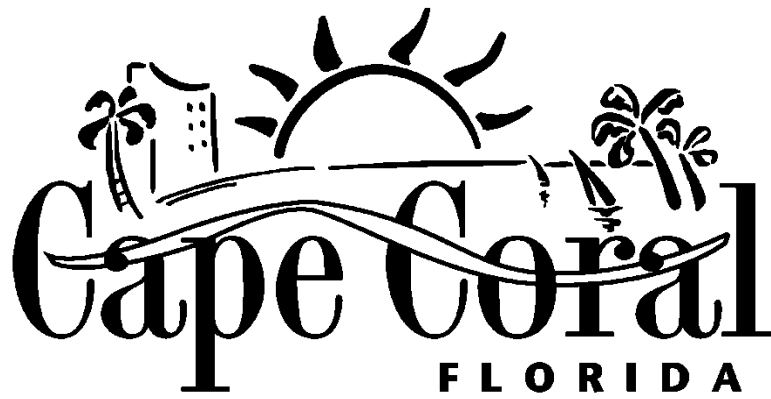
**City of Cape Coral, Florida**  
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## Debt Service Fund

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

<b>Revenue Category</b>	<b>FY 2015 Actual Revenue</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
Use of Fund Balance	\$ -	\$ -	\$ 3,985,880	\$ 407,730	\$ -	\$ -
Operating Fund Balance	-	6,982,940	7,112,784	914,907	868,567	868,567
Estimated Revenue:						
Ad Valorem Taxes	-	-	-	-	-	-
Fines and Forfeits	-	-	-	-	-	-
Miscellaneous	3,719,049	3,709,730	3,709,730	3,707,194	3,707,937	3,710,565
Interfund Transfers	17,019,200	18,247,769	17,485,885	17,243,408	18,167,503	18,594,214
Debt Proceeds	58,965,663	-	-	-	-	-
Other Sources	-	-	-	-	-	-
<b>TOTAL SOURCES</b>	<b>\$ 79,703,912</b>	<b>\$ 28,940,439</b>	<b>\$ 32,294,279</b>	<b>\$ 22,273,239</b>	<b>\$ 22,744,007</b>	<b>\$ 23,173,346</b>
<b>Expenditure Category</b>	<b>FY 2015 Actual Expenditures</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
<b>Appropriations</b>						
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	4,335	3,980	3,980	2,980	2,980	2,980
Capital Outlay	-	-	-	-	-	-
Debt Service	20,308,855	21,953,519	21,392,204	21,355,352	21,872,460	22,301,799
Other & Transfers Out	59,492,199	-	3,886,445	-	-	-
Reserves	-	6,982,940	7,011,650	914,907	868,567	868,567
<b>TOTAL USES</b>	<b>\$ 79,805,389</b>	<b>\$ 28,940,439</b>	<b>\$ 32,294,279</b>	<b>\$ 22,273,239</b>	<b>\$ 22,744,007</b>	<b>\$ 23,173,346</b>
<b>Program</b>	<b>FY 2015 Actual Expenditures</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
2005 Capital Imp & Ref DSF	\$ 1,382,534	\$ 1,037,990	\$ 500	\$ -	\$ -	\$ -
2006 Sp Ob Reserve (Land)	-	3,877,043	3,884,804	-	-	-
2006 Special Oblig (Land)	2,868,650	1,503,300	1,503,300	-	-	-
2007 Sp Ob Reserve (Charter)	-	2,195,677	2,200,072	-	-	-
2007 Special Oblig (Charter)	2,174,756	2,718,086	2,718,396	2,721,398	2,720,198	2,722,598
2008 Spec Ob (Police HQ)	2,470,513	2,471,932	6,457,812	2,470,232	2,470,414	2,530,412
2010 Gas Tax Revenue Bond	3,153,680	3,100,681	2,901,202	3,153,482	3,154,282	3,451,981
2011 Special Oblig (Charter)	1,282,022	1,602,317	1,602,430	1,602,079	1,604,119	1,604,119
2012 Lease \$1,342,755 Charter	185,360	231,700	231,709	231,700	185,361	185,360
2012 Lease \$2,315,706 City	440,000	440,000	440,000	440,000	-	-
2012 Special Oblig Rev Note	1,596,612	1,596,616	1,651,526	1,596,617	1,596,623	1,596,614
2014 Capital Improvement DSF	182,199	650,813	650,813	653,570	650,981	648,160
2014 Gas Tax Refunding Rev DSF	2,607,936	2,608,768	2,608,768	2,608,544	2,608,264	2,607,906
2015 Capital Lease DSF	-	1,450,000	-	-	-	-
2015 Fire Service Asmt Debt	37,146	350,000	350,000	470,470	989,600	1,173,328
2015 Special Oblig Ref Revenue	53,250,279	2,843,056	2,843,056	4,339,007	4,338,005	4,338,606
2015 Special Oblig Rev Note	7,799,074	-	1,870,175	1,871,933	1,871,953	1,874,262
2018 Lease	-	-	-	-	440,000	440,000
State Infrastructure Bank Loan	374,628	262,460	379,716	114,207	114,207	-
<b>TOTAL USES</b>	<b>\$ 79,805,389</b>	<b>\$ 28,940,439</b>	<b>\$ 32,294,279</b>	<b>\$ 22,273,239</b>	<b>\$ 22,744,007</b>	<b>\$ 23,173,346</b>

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CAPITAL PROJECTS FUNDS

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## Capital Projects

- **Academic Village** – Academic Village Fund is used to account for the design and permitting of the Academic Village site which was purchased with the intent of constructing institutions of higher education, a high school, library, and a recreational complex. Currently, costs being incurred are related to environmental mitigation and the site permit.
- **Charlie Disaster Fund** – Charlie Disaster Fund is used to account for the clean-up of Hurricane Charlie.
- **Computer (ERP) System** – Computer System Replacement Fund is used to account for the costs associated with replacing the City's financial operating software and related applications. FY 2015 is related to the Cashier System. FY2016 is related Budget and CAFR Software
- **Fire Station Construction**- Fire Stations Fund is used to account for the design and construction of new and replacement Fire Stations as well as the expansion of the Emergency Operations Center.
- **Santa Barbara Widening** - Santa Barbara Widening Fund is used to account for roadway improvements and access on Santa Barbara Boulevard from SR 78 to Cape Coral Parkway.
- **Del Prado Widening** - Del Prado Widening Fund is used to account for the roadway improvements of Del Prado Boulevard from State Road 78 to Kismet Parkway.
- **Road Resurfacing** – Road Resurfacing Fund is used to account for the roadway repaving throughout the City.
- **Non-Assessed Utility** – Non-Assessed Utility Fund is used to account for the restoration and repaving of roadways in coordination of the Utility Expansion Project.
- **Transportation Capital** – Transportation Capital Fund is used to account for improvements to various roadways including Median Landscaping, Sidewalks, Alleyway Resurfacing and miscellaneous road resurfacing.
- **Public Works Capital** – Public Works Capital Fund is used to account for various capital improvements including the Everest Complex perimeter wall, Sign/Stripping Building, Chiquita Lock Repairs, and North Spreader Waterway.
- **Fleet Maintenance Facility Construction** – Fleet Maintenance Facility Construction Fund is used to account for the design and construction of facilities.
- **Parks Capital Project** – Parks Capital Projects Fund is used to account for the acquisition of parkland and improvements at various parks.

On an annual basis, only additional appropriations to the capital project are budgeted.



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## Capital Projects

<b>Revenue Category</b>	<b>FY 2015 Actual Expenditures</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
Balances Forward	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Estimated Revenue:</b>						
Intergovernmental Revenues	1,759,791	1,527,092	1,681,376	797,900	493,384	1,143,787
Miscellaneous Revenues	3,085,327	-	-	-	-	-
Interfund Transfers	6,745,749	8,806,569	9,106,569	8,166,000	7,756,230	7,482,000
Debt Proceeds	-	-	-	7,269,610	-	2,661,020
<b>TOTAL SOURCES</b>	<b>\$ 11,590,867</b>	<b>\$ 10,333,661</b>	<b>\$ 10,787,945</b>	<b>\$ 16,233,510</b>	<b>\$ 8,249,614</b>	<b>\$ 11,286,807</b>

<b>Expenditure Category</b>	<b>FY 2015 Actual Expenditures</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
<b>Appropriations</b>						
Personnel	\$ 317,011	\$ 972,802	\$ 972,802	\$ 988,226	\$ 1,014,484	\$ 1,047,602
Operating <sup>1</sup>	319,234	(822,802)	(822,802)	(838,226)	(864,484)	(897,602)
Capital Outlay	3,209,483	9,921,201	10,375,485	15,969,303	7,985,407	11,136,807
Debt Service	-	-	-	-	-	-
Transfers	1,292,099	262,460	262,460	114,207	114,207	-
<b>TOTAL USES</b>	<b>\$ 5,137,827</b>	<b>\$ 10,333,661</b>	<b>\$ 10,787,945</b>	<b>\$ 16,233,510</b>	<b>\$ 8,249,614</b>	<b>\$ 11,286,807</b>

<b>Program</b>	<b>FY 2015 Actual Expenditures</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
<b>Government Service</b>						
Academic Village	\$ 231,058	\$ -	\$ -	\$ -	\$ -	\$ -
Computer System <sup>9</sup>	-	-	300,000	-	-	-
<b>Public Safety</b>						
Fire Station Construct <sup>2</sup>	-	331,569	331,569	2,569,610	274,230	2,661,020
<b>Public Works</b>						
Transportation Funds						
Santa Barbara Widening	428,072	-	-	-	-	-
Del Prado Widening	29,839	-	-	-	-	-
Road Resurfacing <sup>3</sup>	1,043,930	6,900,000	6,900,000	6,500,000	6,500,000	6,500,000
Sidewalks <sup>4</sup>	1,620,211	1,677,092	1,831,376	947,900	643,384	1,293,787
Transportation <sup>5</sup>	33,455	1,000,000	1,000,000	816,000	832,000	832,000
Non-Assessed Utility <sup>6</sup>	472,297	100,000	100,000	700,000	-	-
Public Works Capital <sup>7</sup>	114,574	325,000	325,000	-	-	-
Fleet Maint Facility Constr <sup>8</sup>	-	-	-	4,700,000	-	-
<b>Cultural/Recreation</b>						
Parks & Recreation	1,164,391	-	-	-	-	-
<b>TOTAL USES</b>	<b>\$ 5,137,827</b>	<b>\$ 10,333,661</b>	<b>\$ 10,787,945</b>	<b>\$ 16,233,510</b>	<b>\$ 8,249,614</b>	<b>\$ 11,286,807</b>

On an annual basis, only additional appropriations to the capital projects are budgeted.

<sup>1</sup> Operating expenditures within the Sidewalk Capital Project become capitalized expenses.

<sup>2</sup> Fire Station 11 & 12 construction is funded by debt service. Design is funded by transfer from the General Fund.

Station 11 construction is scheduled for FY2017 and Station 12 construction is scheduled for FY2019

<sup>3</sup> Road Resurfacing is funding by a General Fund transfer.

<sup>4</sup> Sidewalks are primarily funded by grant funds with \$150,000 being funded by Five Cent Gas Tax.

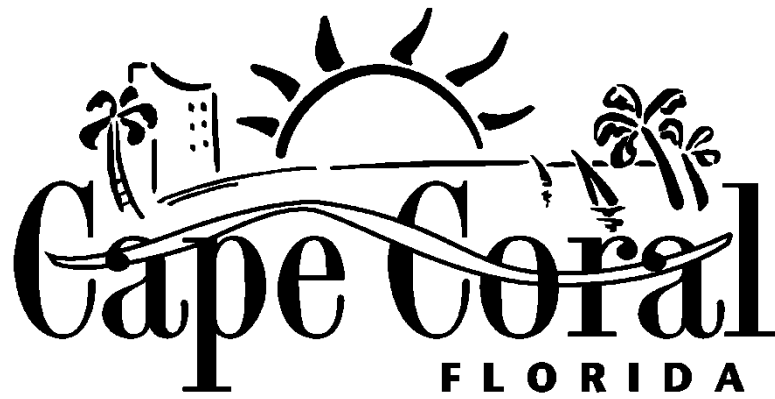
<sup>5</sup> The General Fund is transferring \$500,000 for alley paving, \$300,000 for median landscaping and \$100,000 is being transferred from the Yacht Basin. Yacht Basin funding is for median landscaping on Coronado Parkway south of Cape Coral Parkway to the Yacht Club.

<sup>6</sup> Funding will support non-assessed transportation work in North 1-2 utility extension areas and funded by 6 Cent Gas Tax.

<sup>7</sup> FY 2016 funding in Public Works Capital is to complete the replacement of the sign shop, funded by General Fund transfer.

<sup>8</sup> The Fleet Maintenance Facility Construction is being funded by a General Fund transfer.

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**ENTERPRISE FUNDS**

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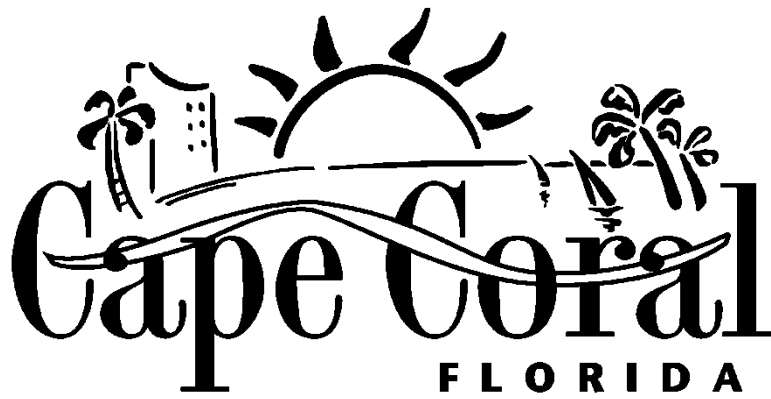
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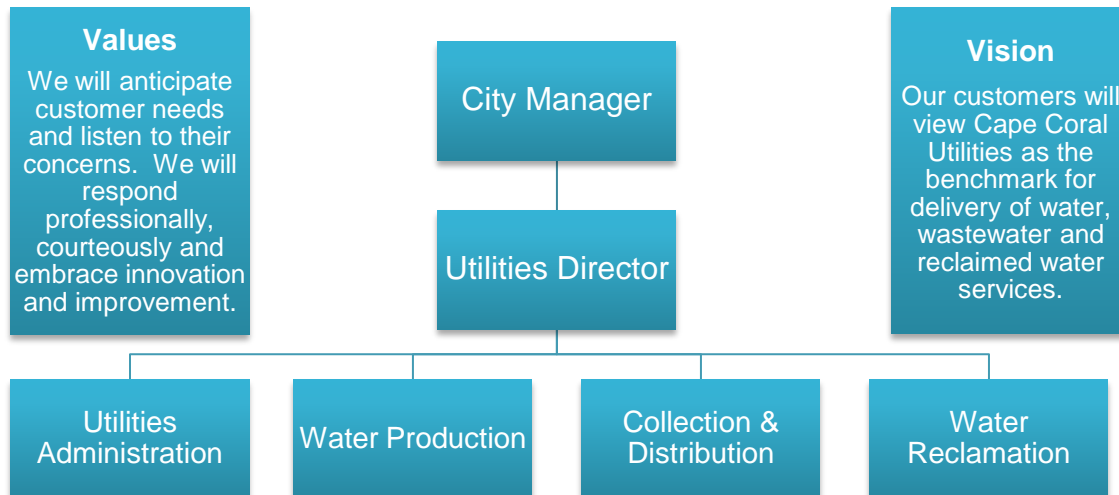


## Utilities

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

### Mission

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



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**Department Functions**

**Administration**

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

**Water Production**

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

**Collection and Distribution**

Collection and Distribution is broken down into three sections, water, sewer and irrigation. This Division is responsible for the operation and maintenance of over 2400 miles of water, sewer, and irrigation piping in conformance to regulatory standards along with appurtenances such as services, meters, valves, fire hydrants, and manholes, which are spread throughout the City. UCD repairs service leaks and major line breaks including restoration, performs new meter installation and meter change-outs, existing and new line inspections and utility locates.

**Water Reclamation**

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

**FY 2016 Accomplishments**

- Reduction in electrical usage from Southwest Reverse Osmosis (RO) membranes replacement with a new type of lower pressure membrane in an innovative configuration: Est. \$126,895 recurring annual cost avoidance for next 5 years.
- Achieve compliance w/LCEC load management agreement for peak load shaving at both RO Plants: Est. \$215,000 annual recurring electric cost savings.
- Begin engineering design and permitting for the Phase I-III Palm Tree Pump Station improvements.
- Complete plans/specifications for the Auxiliary Power and Control project at the Van Loon re-pump station.
- Select a contractor and began work on the Southwest RO warehouse project.
- Complete final technical specifications for the Southwest RO Plant Well Communication/Control retrofit project.
- Complete the CDM Grounding Study for the SW RO Plant.
- Begin implementing grounding improvements for the Southwest RO Well as per the CDM SW Well field Grounding Study to determine the best grounding template for the SW RO
- Plant Well Communication/Control retrofit project.
- Complete Switchgear/Breaker Maintenance for the Southwest RO Plant.
- Complete the North RO Plant SCADA System Optimization Project.

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- Complete Security System updates for monitoring and access control at the re-pump stations and both RO Plants
- Complete final engineering design and technical specifications for the Southwest RO Plant 1 structural improvements.
- Started preliminary engineering design for Southwest RO Odor Control Improvements.
- Complete repairs to the damaged primary buss duct that feeds power to the North RO Plant Operations and Production Building.
- Begin construction on the SWRO/SWWRF Deep Injection Well #2 as scheduled and required by the FDEP Consent Order.
- Complete recoating of the 30,000 gallon Acid Bulk Tank at North RO and decommission two temporary plastic tanks.
- Complete specifications and advertise an RFQ for Geological services to update the Hydrogeologic ground water model.
- Perform successful cleaning of the Reverse Osmosis membrane elements in both plants resulting in reduced operating pressures.
- Change out degassifier packing media at the Southwest RO Plant.
- Schedule on-line cleaning for all six Ground Storage Water Tanks (GST's).
- Complete installation of the centrifuges for the Southwest WRF.
- Complete construction of the new deep injection well at the Southwest RO and WRF facilities.
- Complete Everest WRF landscaping project.
- Complete construction on the Southwest RO Warehouse project.
- Select a design-build firm for demolition of existing operations building and construction of new Southwest WRF Operations building.
- Continue with radio read water meter change out replacement program.
- Complete Weir #11 Control Panel Relocation.
- Complete construction of the Southeast 34<sup>th</sup> Street Potable Watermain Upgrade Project.
- Southwest WRF 42-inch Force Main Interconnect Improvements. Complete engineering and permitting.
- Surface Water Storage Feasibility Study for Irrigation Water Supply.

**FY 2017 Goals & Priorities**

- Begin work on the North RO Perimeter Wall project as required by the PDP.
- Begin work on the North RO Plant Landscaping as required by the PDP.
- Begin work on the SW RO Plant Well Communication/Control retrofit project.
- Complete construction of the Southwest RO Plant Maintenance Warehouse.
- Begin construction on the Southwest RO Plant Odor Control Improvements.
- Complete construction on the Southwest RO Plant 1 structural improvements.
- Begin construction on the Phase I Palm Tree Pump Station improvements.
- Complete the Auxiliary Power and Control project at the Van Loon re-pump station.
- Complete the update for the City-wide hydro-geologic ground water model.
- Select a design engineer for North RO Deep Injection Well design and permitting.
- Begin design on the Southwest RO Plant Control System Retrofit.
- Complete the IT assessment of the Industrial Control System (ICS) for the North RO Plant.
- Complete the CDM Switchgear/Breaker Shutdown & Maintenance procedures for the North RO Plant.
- Replace the existing GE Busway equipment with cable and conduit at the North RO plant.
- Change out degassifier packing media at the North RO Plant.
- Renew Deep Injection Well (DIW) permits for both RO Plants.
- Perform a Mechanical Integrity Test (MIT) on the North DIW.
- Complete lift station rehabs.
- Complete Phases 3a and 3b Galvanized Pipe Replacement Project. Complete inflow and infiltration gravity sewer pipe lining annual contract.

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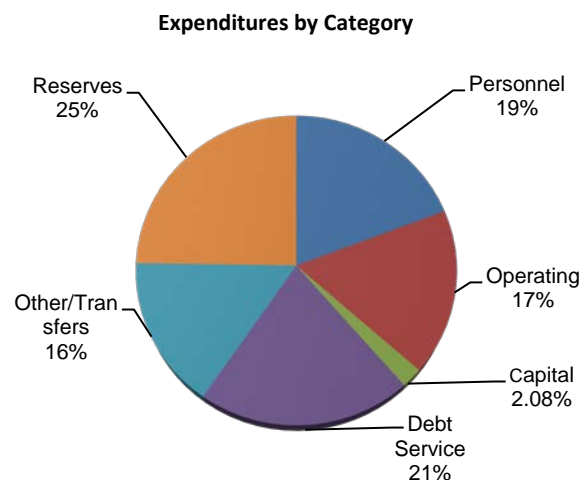
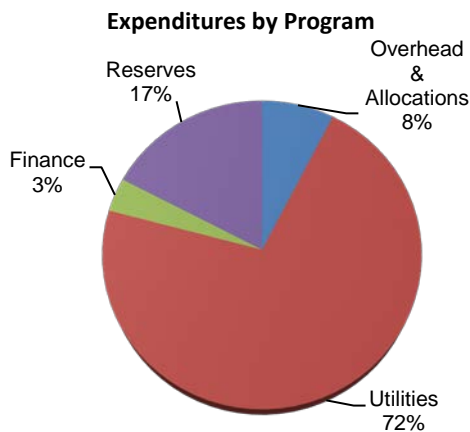
- Complete manhole rehab annual contract.
- Begin construction on next phase of fire sprinkler conversion areas to potable water.
- Complete utility casing project for Burnt Store Road widening.
- Continue with radio read water meter change out replacement program.
- Complete final engineering design on pilot ASR well for additional water storage.

**FY 2018 Goals & Priorities**

- Complete lift station rehabs.
- Complete next phases for the Galvanized Pipe Replacement Project.
- Complete inflow and infiltration gravity sewer pipe lining annual contract.
- Complete manhole rehab annual contract.
- Begin construction on next phase of fire sprinkler conversion areas to potable water.
- Continue with radio read water meter change out replacement program.
- Complete engineering design and permitting for new reuse water storage reservoir.
- Apply protective coatings to all exterior structures at Everest and Southwest WRF.
- Begin feasibility study for bio-solids to consider most effective method for disposal.
- Increase large flow water meter testing program.
- Begin construction of pilot ASR well for additional water storage.

**FY 2019 Goals & Priorities**

- Complete lift station rehabs.
- Complete next phases for the Galvanized Pipe Replacement Project.
- Complete inflow and infiltration gravity sewer pipe lining annual contract.
- Complete manhole rehab annual contract.
- Begin construction on next phase of fire sprinkler conversion areas to potable water.
- Continue with radio read water meter change out replacement program.





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**Water & Sewer Operations**

<b>Revenue Category</b>	<b>FY 2015 Actual Revenue</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
Use of Fund Balance	\$ -	\$ 6,302,688	\$ 6,302,688	\$ -	\$ -	\$ -
Operating Fund Balance	-	20,812,231	29,388,045	16,308,086	35,474,887	36,149,051
Internal Service	222,137	583,944	583,944	609,840	631,891	671,703
Licenses and Permits	-	-	-	-	-	-
Intergovernmental	-	790,135	790,135	-	-	-
Charges for Services	75,171,917	77,742,576	77,742,576	80,538,056	83,329,181	100,173,450
Fines & Forfeits	609,075	773,574	773,574	773,574	773,574	773,574
Miscellaneous	794,120	596,267	644,467	682,286	836,173	2,572,707
Other & Transfers In	32,120,595	11,839,998	11,839,998	54,487,688	32,132,783	44,933,655
<b>TOTAL SOURCES</b>	<b>\$ 108,917,844</b>	<b>\$ 119,441,413</b>	<b>\$ 128,065,427</b>	<b>\$ 153,399,530</b>	<b>\$ 153,178,489</b>	<b>\$ 185,274,140</b>

<b>Expenditure Category</b>	<b>FY 2015 Actual Expenditures</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
<b>Appropriations</b>						
Personnel <sup>1</sup>	\$ 19,709,022	\$ 24,931,260	\$ 24,931,260	\$ 25,850,590	\$ 26,623,894	\$ 27,348,722
Operating <sup>2</sup>	18,812,032	23,228,952	23,795,031	24,609,477	25,705,641	26,200,052
Capital	1,494,888	4,316,639	5,887,927	4,173,407	3,237,853	3,048,357
Debt Service	31,437,163	29,779,651	29,779,651	31,866,371	28,859,547	28,989,009
Other & Transfers Out	53,835,599	16,470,490	16,465,344	31,478,129	32,655,834	37,110,859
Reserves	-	20,714,421	27,206,214	35,421,556	36,095,720	62,577,141
<b>TOTAL USES</b>	<b>\$ 125,288,704</b>	<b>\$ 119,441,413</b>	<b>\$ 128,065,427</b>	<b>\$ 153,399,530</b>	<b>\$ 153,178,489</b>	<b>\$ 185,274,140</b>

<b>Program</b>	<b>FY 2015 Actual Expenditures</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
Overhead & Allocations <sup>3</sup>	\$ 7,575,031	\$ 9,040,501	\$ 9,040,501	\$ 9,590,110	\$ 9,850,543	\$ 10,118,319
Utilities Department <sup>4,6</sup>	114,309,820	85,466,251	87,562,002	104,108,261	102,847,672	108,070,489
Financial Services <sup>5</sup>	3,403,853	4,220,240	4,256,710	4,279,603	4,384,554	4,508,191
Reserves	-	20,714,421	27,206,214	35,421,556	36,095,720	62,577,141
<b>TOTAL USES</b>	<b>\$ 125,288,704</b>	<b>\$ 119,441,413</b>	<b>\$ 128,065,427</b>	<b>\$ 153,399,530</b>	<b>\$ 153,178,489</b>	<b>\$ 185,274,140</b>

<b>Utilities Divisions</b>	<b>FY 2015 Actual Expenditures</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
Utilities Administration	\$ 54,030,208	\$ 19,301,738	\$ 19,512,878	\$ 33,932,265	\$ 35,031,502	\$ 39,526,505
Water Production	7,514,754	9,178,377	9,586,817	9,990,296	10,086,493	10,166,849
Collection & Distribution	7,706,416	10,232,291	10,232,291	10,835,142	10,915,461	11,264,768
Water Reclamation	10,966,773	13,551,448	13,841,819	14,611,228	15,326,735	15,924,001
Operations Debt Service	33,294,911	29,779,651	29,790,901	31,866,371	28,859,547	28,989,009
UEP Administration	787,758	1,188,275	1,199,945	1,385,933	1,399,434	1,372,357
Utilities Fleet Rolling Stock	9,001	2,234,471	3,397,351	1,487,026	1,228,500	827,000
<b>TOTAL USES</b>	<b>\$ 114,309,820</b>	<b>\$ 85,466,251</b>	<b>\$ 87,562,002</b>	<b>\$ 104,108,261</b>	<b>\$ 102,847,672</b>	<b>\$ 108,070,489</b>

Notes: FY 2015 Expenditures are on a budgetary basis.

<sup>1</sup> Personnel does not reflect OPEB of \$2,635,965 as this is a non-cash accounting entry.

<sup>2</sup> Operating costs do not include Depreciation of \$6,074,781 as this is a non-cash accounting entry.

<sup>3</sup> Overhead & Allocations include Pension UAAL, Full Cost Allocation to General Fund, and Property/Liability Insurance.

<sup>4</sup> Utilities Department includes Utilities Admin, Water Production, Water Reclamation, Collection/Distribution Maintenance and the UEP. Debt service payments and Utilities Fleet Replacement are included in this total.

<sup>5</sup> Financial Services includes accounting, billing, procurement and customer service operations.

<sup>6</sup> Utilities Fleet Rolling Stock includes new and replacement Rolling Stock; Heavy Equipment and Vehicles.

**City of Cape Coral, Florida**  
**FY 2017 - 2019 Adopted Operating Budget**

**Water & Sewer Capital Project Fund**

<b>Revenue Category</b>	<b>FY 2015 Actual Revenue</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Fund Balance	-	-	-	-	-	-
Estimated Revenue:						
Intergovernmental	-	-	-	-	-	-
Miscellaneous	263,981	-	-	-	-	-
Other Sources	23,262,721	16,369,023	16,369,023	21,828,168	23,004,987	25,092,442
<b>TOTAL SOURCES</b>	<b>\$ 23,526,702</b>	<b>\$ 16,369,023</b>	<b>\$ 16,369,023</b>	<b>\$ 21,828,168</b>	<b>\$ 23,004,987</b>	<b>\$ 25,092,442</b>

<b>Expenditure Category</b>	<b>FY 2015 Actual Expenditures</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
<b>Appropriations</b>						
Personnel <sup>1</sup>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating <sup>2</sup>	129,519	-	-	-	-	-
Capital <sup>1,3</sup>	5,030,778	16,369,023	16,369,023	21,828,168	23,004,987	25,092,442
Debt Service	-	-	-	-	-	-
Other & Transfers Out	-	-	-	-	-	-
Reserves	-	-	-	-	-	-
<b>TOTAL USES</b>	<b>\$ 5,160,297</b>	<b>\$ 16,369,023</b>	<b>\$ 16,369,023</b>	<b>\$ 21,828,168</b>	<b>\$ 23,004,987</b>	<b>\$ 25,092,442</b>

<b>Program<sup>4</sup></b>	<b>FY 2015 Actual Expenditures</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
WSCP Adm SW WR Facility Exp	156,702	-	-	-	-	-
ADM-36 Palm Tree Bl Phase 1	37,382	1,700,000	1,700,000	-	-	-
ADM-37 Galvanized Pipe Rpl 1A	986,494	-	(223,948)	-	-	-
IRR-14 SW 6/7 Non Assd Util	286,240	-	-	-	-	-
UCD-1 Administration Building	12,167	-	-	-	500,000	4,000,000
ADM-47 Forcemain I/C Veterans	-	100,000	100,000	-	1,750,000	500,000
IRR-15 Weir#29 Construction	170,133	-	-	-	-	-
ADM-38 Fire Sprinkler ConvFY14	289,189	-	-	-	-	-
IRR-16 Weir# 16 & 17 Const	-	1,450,000	750,000	-	-	-
IRR-17 Reuse River Crossing	-	-	-	-	1,000,000	1,250,000
ADM-39 Potable Wtr Infr FY14	54,429	-	-	-	-	-
IRR-18 Reuse Main Ext (FGUA)	-	-	(500,000)	-	-	-
WRE3 Everest Landscaping	26,658	-	35,000	-	-	-
WRC-8 Plant LS Rehabs FY13	299,012	-	(59,782)	-	-	-
ADM-40 Infiltrn & Inflow FY14	614,935	-	-	-	-	-
WRB-2 Biosolids Centrifuge	162,777	-	247,977	-	-	-
UCD-8 Manhole Rehab FY14	418,235	-	(16,966)	-	-	-
WRC-9 Lift Station Rehab FY12	4,334	-	(98,656)	-	-	-
WRE-4 Plant LS Rehab FY13	24,779	-	-	-	-	-
WRSW-4 Operations Building	147,253	-	500,000	1,500,000	-	-
WRSW-5 Plant LS Rehabs FY13	295	-	(70,247)	-	-	-
NRO-4 Mod control Sys(SCADA)	321,928	-	-	-	-	-
SRO-4 Plant 1 Structural Upgrd	32,575	250,000	250,000	-	-	-
SRO-5 Retrofit Well Field Com	32,703	-	-	-	-	-
SRO-6 Control System Upgrade	58,762	250,000	250,000	250,000	-	-
SRO-7 Underground Well Feeds	-	46,423	46,423	47,816	-	-
SRO-8 Deep Injection Well# IW2	242,698	-	-	-	-	-
SRO-9 Whse & Storage Bldg	9,440	-	-	-	-	-
SRO-10 Lightning & Grounding	13,361	-	-	-	-	-
NRO-5 Deep Injection Well IW1	-	1,500,000	1,500,000	-	3,000,000	-
NRO-8 Aux Power Van Loon PS	6,469	-	-	-	-	-
NRO-9 Distribtn Sys Automate	-	-	-	-	240,000	390,000
<b>SUBTOTAL USES</b>	<b>\$ 4,408,949</b>	<b>\$ 5,296,423</b>	<b>\$ 4,409,801</b>	<b>\$ 1,797,816</b>	<b>\$ 6,490,000</b>	<b>\$ 6,140,000</b>

**City of Cape Coral, Florida**  
**FY 2017 - 2019 Adopted Operating Budget**

<b>Program<sup>4</sup></b>	<b>FY 2015 Actual Expenditures</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
NRO-10 Rehab/Rpl Raw Wtr Well	-	-	-	100,000	800,000	800,000
WRC-11 Lift Station Rehab FY14	37,762	-	130,029	-	-	-
WRC-12 Lift Station Rehab FY16	-	1,487,600	1,487,600	-	-	-
WRC-13 Lift Station Rehab FY17	-	-	-	1,790,352	-	-
WRE-5 Building for Analyzers	10,676	-	-	-	-	-
ADM-48 Infiltrn & Inflow FY15	15	-	27,515	-	-	-
ADM-43 42" Forcemain Intercon	41,592	2,000,000	2,000,000	500,000	-	-
SRO-11 Landscaping	29,784	-	-	-	-	-
ADM-44 Unspecified Projects	-	-	(278,570)	-	-	-
ADM-45 ASR/IRR Supply FY14	9,277	-	-	-	-	-
SRO-3 Odor Control Mod	21,921	-	-	-	-	-
ADM-24 Land Purchases	454,027	1,765,000	1,765,000	1,025,000	975,000	865,000
WRSW-1 Chlorine Chamber Coatg	-	-	-	150,000	-	-
IRR-1 Weir Improvements	-	-	-	100,000	1,000,000	1,000,000
WRC-1 Lift Station Rehab FY18	-	-	-	-	2,114,987	-
IRR-2 NE 10MG Stor Tank & Pump	-	-	500,000	-	100,000	5,950,000
IRR-3 SW 5MG Stor Tank & Pump	-	1,000,000	500,000	1,500,000	-	-
UCD-7 MARS Test Bench	-	-	(1,445)	-	-	-
WRE/WRSW-1 Clar/Launder Trough	-	-	-	-	-	210,000
WRE-2 Reseal EWR CI Chamber	-	120,000	120,000	-	-	-
WRC-5 LS Odor Control Rehab	-	75,000	75,000	75,000	75,000	75,000
ADM-1 Smoke Testing I&I	-	50,000	50,000	50,000	50,000	50,000
IRR-7 Reuse Sys Improve FY15	48,307	-	-	-	-	-
WRC-6 Maint Bldg-Gen Storage	-	-	-	1,000,000	-	-
ADM-3 Galvanized Pipe Rpl 3A	13,665	-	-	-	-	-
ADM-4 Galvanized Pipe Rpl 3B	-	1,650,000	1,838,267	-	-	-
ADM-5 Galvanized Pipe Rpl 2A	-	-	16,470	1,700,000	-	-
ADM-6 Galvanized Pipe Rpl 2B	-	-	-	-	1,350,000	-
WRC-2 Lift Station Rehab FY19	-	-	-	-	-	2,452,442
ADM-8 Fire Sprinkler Conv FY16	-	500,000	500,000	-	-	-
ADM-10 Fire Sprnkler ConvFY18	-	-	-	-	500,000	-
ADM-11 Fire Sprnkler ConvFY19	-	-	-	-	-	500,000
ADM-12 Potable Wtr Infr FY15	8,633	-	-	-	-	-
ADM-13 Potable Wtr Infr FY16	-	100,000	100,000	-	-	-
ADM-14 Potable Wtr Infr FY17	-	-	-	300,000	-	-
ADM-15 Potable Wtr Infr FY18	-	-	-	-	300,000	-
ADM-16 Potable Wtr Infr FY19	-	-	-	-	-	300,000
ADM-49 ASR/IRR Supply FY15	29,016	-	(208,000)	-	-	-
UCD-2 Manhole Rehab FY16	-	500,000	516,966	-	-	-
UCD-3 Manhole Rehab FY17	-	-	-	500,000	-	-
UCD-4 Manhole Rehab FY18	-	-	-	-	500,000	-
UCD-5 Manhole Rehab FY19	-	-	-	-	-	500,000
ADM-54 Burnt St Widg-Casings	20,113	-	-	-	-	-
ADM-19 Infiltrn & Inflow FY16	-	500,000	500,485	-	-	-
ADM-20 Infiltrn & Inflow FY17	-	-	-	750,000	-	-
ADM-21 Infiltrn & Inflow FY18	-	-	-	-	750,000	-
ADM-22 Infiltrn & Inflow FY19	-	-	-	-	-	750,000
SRO-2 Plt 2 Bldg Replacement	-	-	-	-	-	500,000
NRO-3 Reconst Van Loon PS Bldg	-	-	-	-	250,000	250,000
ADM-26 ASR/IRR Supply FY16	-	100,000	100,000	-	-	-
ADM-27 ASR/IRR Supply FY17	-	-	-	100,000	-	-
ADM-28 ASR/IRR Supply FY18	-	-	-	-	100,000	-
ADM-29 ASR/IRR Supply FY19	-	-	-	-	-	100,000
ADM-42 Irr to PW (F/H) FY15	-	-	(20,000)	-	-	-
ADM-31 Irr to PW (F/H) FY16	-	500,000	500,000	-	-	-
ADM-33 Irr to PW (F/H) FY18	-	-	-	-	500,000	-
ADM-34 Irr to PW (F/H) FY19	-	-	-	-	-	500,000
IRR-8 Reuse Sys Improve FY16	-	350,000	370,000	-	-	-
IRR-9 Reuse Sys Improve FY17	-	-	-	350,000	-	-
IRR-10 Reuse Sys Improve FY18	-	-	-	-	350,000	-
<b>SUBTOTAL USES</b>	<b>\$ 724,788</b>	<b>\$ 10,697,600</b>	<b>\$ 10,589,317</b>	<b>\$ 9,990,352</b>	<b>\$ 9,714,987</b>	<b>\$ 14,802,442</b>

**City of Cape Coral, Florida**  
**FY 2017 - 2019 Adopted Operating Budget**

<b>Program<sup>4</sup></b>	<b>FY 2015 Actual Expenditures</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
IRR-11 Reuse Sys Improve FY19	-	-	-	-	-	350,000
IRR-4 NaClO Storage Rooms	26,560	25,000	13,694	-	-	-
WRC-7 Rehab Master LS 200	-	-	98,656	80,000	-	-
WRSW-7 Vault Coating FY16	-	-	25,000	-	-	-
WRE-6 Vault Coating FY16	-	-	40,000	-	-	-
WRE/WRSW-2 Clarifier Ctnng FY16	-	-	100,000	100,000	100,000	50,000
ADM-56 NE Reservoir	-	-	500,000	-	-	-
ADM-57 NC Reservoir	-	-	200,000	400,000	-	-
SRO-12 Containment Pits	-	-	-	300,000	-	-
NRO-2 Containment Pits	-	350,000	350,000	-	-	-
SRO-13 Pit 2 MCC Replacement	-	-	42,555	750,000	-	-
WRE-7 Headworks & Structl Ctg	-	-	-	200,000	200,000	-
WRE-9 Bleach Containment Ctg	-	-	-	250,000	-	-
WRSW-6 Rpl Utility Mains MCC-1	-	-	-	-	-	150,000
ADM-58 Burnt St-Casings Ph II	-	-	-	600,000	-	-
ADM-62 Fiber Optics	-	-	-	750,000	750,000	500,000
ADM-63 WAS Line	-	-	-	500,000	1,000,000	1,000,000
ADM-65 FM/MOV/MPS Sys & Comr	-	-	-	1,000,000	500,000	1,000,000
IRR-21 Irrigation System Comm	-	-	-	500,000	-	-
ADM-71 North 2 Canal PS (1)	-	-	-	3,500,000	3,500,000	-
WRE-10 MCC Blower Conduit Clar	-	-	-	50,000	-	-
WRSW-8 Odor Control Rehab	-	-	-	60,000	-	-
IRR-22 North 2 Non Assd Util	-	-	-	1,000,000	-	-
IRR-23 North 1 Non Assd Util	-	-	-	-	-	350,000
ADM-64 F/Main Replace Pelican	-	-	-	-	-	750,000
ADM-59 Burnt St-Casings Ph III	-	-	-	-	750,000	-
<b>TOTAL USES</b>	<b>\$ 5,160,297</b>	<b>\$ 16,369,023</b>	<b>\$ 16,369,023</b>	<b>\$ 21,828,168</b>	<b>\$ 23,004,987</b>	<b>\$ 25,092,442</b>

Notes: FY 2015 Expenditures are on a budgetary basis.

<sup>1</sup> Personnel costs are related to inspection and project administration; these costs become part of the capitalized asset.

<sup>2</sup> Operating costs do not include Depreciation of \$14,769,085 as these are non-cash accounting entries.

<sup>3</sup> Capital outlay includes capitalized assets that are recorded on the balance sheet for financial reporting purposes.

<sup>4</sup> Capital Projects are in accordance with the Rate Sufficiency Analysis prepared for City by consultant.

**City of Cape Coral, Florida**  
**FY 2017 - 2019 Adopted Operating Budget**

**Water & Sewer Utility Extension Capital Projects**

<b>Revenue Category</b>	<b>FY 2015 Actual Revenue</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Fund Balance	-	14,293,608	14,293,608	13,809,858	16,705,526	19,936,227
Estimated Revenue:						
Permits, Assessments	15,323,957	21,011,680	21,011,680	22,159,662	22,495,053	19,291,574
Fines & Forfeits	190,858	-	-	-	-	-
Miscellaneous	8,288,119	-	-	-	-	-
Other/Transfer In	18,309,489	-	-	-	-	-
Debt Proceeds	-	62,659,583	62,659,583	53,330,060	73,255,169	73,255,169
Charges for Service	(2,709,713)	-	-	-	-	-
<b>TOTAL SOURCES</b>	<b>\$ 39,402,709</b>	<b>\$ 97,964,871</b>	<b>\$ 97,964,871</b>	<b>\$ 89,299,580</b>	<b>\$ 112,455,748</b>	<b>\$ 112,482,970</b>

<b>Expenditure Category</b>	<b>FY 2015 Actual Expenditures</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
<b>Appropriations</b>						
Payroll	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating <sup>1</sup>	53,162	-	-	-	-	-
Capital <sup>2</sup>	29,509,629	62,659,583	62,659,583	53,330,060	73,255,169	73,255,169
Debt Service <sup>3</sup>	15,232,740	21,011,680	21,011,680	19,263,994	19,264,352	19,291,574
Other	-	-	-	-	-	-
Transfers Out	21,979,470	-	-	-	-	-
Reserves	-	14,293,608	14,293,608	16,705,526	19,936,227	19,936,227
<b>TOTAL USES</b>	<b>\$ 66,775,001</b>	<b>\$ 97,964,871</b>	<b>\$ 97,964,871</b>	<b>\$ 89,299,580</b>	<b>\$ 112,455,748</b>	<b>\$ 112,482,970</b>

<b>Program</b>	<b>FY 2015 Actual Expenditures</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
Southeast 1	\$ 3,870,225	\$ -	\$ -	\$ -	\$ -	\$ -
Surfside	303,014	-	-	-	-	-
Blue & Green Water	382	-	-	-	-	-
Southw est Area I	2,527,337	-	-	-	-	-
Southw est Area II	4,071,550	-	-	-	-	-
Southw est Area III	3,941,446	-	-	-	-	-
Southw est Area IV	9,786,681	-	-	-	-	-
Southw est Area V	6,833,917	-	-	-	-	-
Southw est Area VIVII	14,113	-	-	-	-	-
Striped Green Wastew ater	62	-	-	-	-	-
Orange Wastew ater	13,961	-	-	-	-	-
Pine Island Area	1,018,205	-	-	-	-	-
North Central Loop Area	102,756	-	-	-	-	-
SRF Drinking Watr 360103 SW6/7	199,518	-	-	-	-	-
SRF Clean Wtr 360100	4,267,918	-	-	-	-	-
SW6/7 Water Distribution	2,659,174	-	-	-	-	-
SW6/7 WW Collection Construct	4,562,488	-	-	-	-	-
SW6/7 Irrig Distrib Construct	2,075,645	-	-	-	-	-
SW6/7 Water Trans Construct	83,162	-	-	-	-	-
SW6/7 WW Trans Construct	3,284,769	-	-	-	-	-
SW6/7 Irrig Trans Construct	392,563	-	-	-	-	-
SW 6/7 All Srvs C/D/T Constr	15,198,288	-	-	-	-	-
N1 All Services CDT Construct	8,671	5,637,862	5,637,862	-	65,962,983	65,962,983
N2 All Services CDT Construct	1,559,157	57,021,721	57,021,721	53,330,060	-	-
N3 All Services Predesign	-	-	-	-	7,292,186	7,292,186
Utility Ext Special Assessment	-	35,305,288	35,305,288	35,969,520	39,200,579	39,227,801
<b>TOTAL USES</b>	<b>\$ 66,775,001</b>	<b>\$ 97,964,871</b>	<b>\$ 97,964,871</b>	<b>\$ 89,299,580</b>	<b>\$ 112,455,748</b>	<b>\$ 112,482,970</b>

Notes: FY 2015 Expenditures are on a budgetary basis.

<sup>1</sup> FY 2015 Operating does not include Depreciation of \$11,694,029 as this is a non-cash accounting entry.

<sup>2</sup> Capital outlay includes capitalized assets that are recorded on the balance sheet for financial reporting purposes.

<sup>3</sup> Debt service includes principal costs which are recorded on the balance sheet for financial reporting purposes.

**City of Cape Coral, Florida**  
**FY 2017 - 2019 Adopted Operating Budget**

**Water & Sewer Impact, Capital Facility Expansion Charges (CFEC) &  
Contribution in Aid of Construction (CIAC) Fees**

<b>Revenue Category</b>	<b>FY 2015 Actual Revenue</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
Use of Fund Balance	\$ -	\$ 14,750	\$ 14,750	\$ 600	\$ 700	\$ 800
Operating Fund Balance	-	13,746,390	15,057,094	19,974,025	294,913	713,906
Estimated Revenue:						
Special Assessment	5,639,629	-	-	-	-	-
Charges for Service	(104,404)	-	-	-	-	-
Fines & Forfeits	95,804	-	-	-	-	-
Permits, Impacts	4,328,696	11,839,998	11,839,998	24,745,512	21,286,231	33,024,648
Miscellaneous	1,137,113	-	-	-	-	-
Misc Other Sources <sup>1</sup>	-	467,687	467,687	525,787	583,887	641,987
Transfer In	-	-	-	-	-	-
<b>TOTAL SOURCES</b>	<b>\$ 11,096,838</b>	<b>\$ 26,068,825</b>	<b>\$ 27,379,529</b>	<b>\$ 45,245,924</b>	<b>\$ 22,165,731</b>	<b>\$ 34,381,341</b>

<b>Expenditure Category</b>	<b>FY 2015 Actual Expenditures</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
<b>Appropriations</b>						
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating <sup>2</sup>	42,192	14,750	14,750	15,950	17,150	18,350
Capital	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other & Transfers Out <sup>3</sup>	1,591,239	11,839,998	11,839,998	44,934,361	21,273,831	33,011,648
Reserves	-	14,214,077	15,524,781	295,613	874,750	1,351,343
<b>TOTAL USES</b>	<b>\$ 1,633,430</b>	<b>\$ 26,068,825</b>	<b>\$ 27,379,529</b>	<b>\$ 45,245,924</b>	<b>\$ 22,165,731</b>	<b>\$ 34,381,341</b>

<b>Program</b>	<b>FY 2015 Actual Expenditures</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
Water Impact & CFEC Fees	\$ 784,779	\$ 3,496,930	\$ 3,496,930	\$ 7,130,890	\$ 4,814,942	\$ 7,454,708
Sewer Impact & CFEC Fees	714,249	8,446,006	9,756,710	20,696,671	14,216,147	22,010,075
Sewer Impact Fees Dist 2	2,367	1,084,739	1,084,739	1,440,903	1,500	800
Irrigation Impact & CFEC Fees	128,084	2,123,493	2,123,493	3,981,644	2,255,142	3,559,865
Water CIAC Fees	1,232	4,449,462	4,449,462	4,886,452	160,794	176,794
Sewer CIAC Fees	2,393	5,882,603	5,882,603	6,442,820	390,593	494,273
Irrigation CIAC Fees	326	585,592	585,592	666,544	326,613	684,826
<b>TOTAL USES</b>	<b>\$ 1,633,430</b>	<b>\$ 26,068,825</b>	<b>\$ 27,379,529</b>	<b>\$ 45,245,924</b>	<b>\$ 22,165,731</b>	<b>\$ 34,381,341</b>

Notes: FY 2015 Expenditures are on a budgetary basis.

<sup>1</sup> Other Sources include capital contributions in aid of construction from private sources.

<sup>2</sup> Operating costs do not include Depreciation of \$34,969 as this is a non-cash accounting entry.

<sup>3</sup> 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.

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**Department Performance Measures**

<b>Perspective: Learning and Growth</b>							
<b>Goal: Implement effective employee development.</b>							
<b>Objective: Training Hours per Employee (hours)</b>							
Measurement Type	Key Performance Indicator(s)	FY 2015 Actual	FY 2016 Target	FY 2017 Estimate	FY 2018 Estimate	FY 2019 Estimate	3 - 5 Yr Goal
<b>Output</b>	Total annual hours	7,124	8,178	9,200	9,250	9,300	7,420
<b>Efficiency</b>	Average amount of training hours per employee	45	45	40	40	40	35
<b>Outcome</b>	Number of total training hours	9,540	9,540	8,480	8,480	8,480	7,420

<b>Perspective: Internal</b>							
<b>Goal: Provide good levels of service to customer accounts.</b>							
<b>Objective: Increase levels of service to individual accounts.</b>							
Measurement Type	Key Performance Indicator(s)	FY 2015 Actual	FY 2016 Target	FY 2017 Estimate	FY 2018 Estimate	FY 2019 Estimate	3 - 5 Yr Goal
<b>Output</b>	# Employees			TBD	TBD		TBD
<b>Efficiency</b>	# Accounts	103,000	103,000	106,000	110,000		TBD
<b>Service Quality</b>	# Accts/Employee		485	480	475		475
<b>Outcome</b>	Survey Response		TBD	TBD	TBD		TBD

<b>Perspective: Learning &amp; Growth</b>							
<b>Goal: Decrease employee turnover rates.</b>							
<b>Objective: Develop and implement effective position evaluation to increase retention.</b>							
Measurement Type	Key Performance Indicator(s)	FY 2015 Actual	FY 2016 Target	FY 2017 Estimate	FY 2018 Estimate	FY 2019 Estimate	3 - 5 Yr Goal
<b>Output</b>	Voluntary Terminations - Retirees	8	TBD	TBD	TBD		TBD
<b>Efficiency</b>	Turnover	4.8%	5.5%	5.3%	5.0%		5.0%
<b>Outcome</b>	New Hires		TBD	TBD	TBD		TBD

<b>Perspective: Learning and Growth</b>							
<b>Goal: Maintain institutional knowledge among workforce.</b>							
<b>Objective: Develop and implement succession planning efforts.</b>							
Measurement Type	Key Performance Indicator(s)	FY 2015 Actual	FY 2016 Target	FY 2017 Estimate	FY 2018 Estimate	FY 2019 Estimate	3 - 5 Yr Goal
<b>Output</b>	Employee Retirements	7	TBD	TBD	TBD		TBD
<b>Efficiency</b>	Hours OOT		TBD	TBD	TBD		TBD
<b>Outcome</b>	Internal Promotions	22	25	20	20		15

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**Water Production Division Performance Measures**

Perspective: Internal							
Goal: Provide an uninterrupted supply of safe potable water for the consumer at a reasonable production cost.							
Objective: Maintain and promote increased efficiencies across industry recognized benchmarks.							
Measurement Type	Key Performance Indicator(s)	FY 2015 Actual	FY 2016 Target	FY 2017 Estimate	FY 2018 Estimate	FY 2019 Estimate	3 - 5 Yr Goal
Output	<b>Average Daily</b> Amount of Potable Water Pumped to system in Millions of Gallons per Day (MGD)	9.982	10.353	10.596	11.020	11.389	12.000
	<b>Maximum Day</b> Amount of Potable Water Pumped to system in Millions of Gallons per Day (MGD)	17.124	12.715	13.224	13.224	13.667	14.400
Efficiency	<b>Percent of Unaccounted for System Water Losses</b>	10.10%	< 10.00%	10.00%	10.00%	10.00%	<10.00%
	<b>Cost per 1,000</b> Gallons Produced	\$ 1.72	\$ 1.79	\$ 1.86	\$ 1.94	\$ 2.00	<\$2.00
Outcome	<b>Southwest R.O. Plant</b> number of POE Finished Water Quality Violations of MCL's	0	0	0	0	0	0
	<b>North R.O. Plant</b> number of POE Finished Water Quality Violations of MCL's	0	0	0	0	0	0

**UCD/CBS Performance Measure**

Perspective: Customer							
Goal: Provide for effective water and sewer collection and distribution services for the consumer at							
Objective: Coordinate meter read conversion across Utility to reduce unaccounted water losses and reduce							
Measurement Type	Key Performance Indicator(s)	FY 2015 Actual	FY 2016 Target	FY 2017 Estimate	FY 2018 Estimate	FY 2019 Estimate	3 - 5 Yr Goal
Output	Replace manual read meters with radio read meters.	823	800	6,000	6,000	5,088	18,840
Efficiency	Decrease meter reading cost per month.	230	224	1,680	1,680	1,419	5,275
Outcome	100% radio meter reading.	71%	70%	90%	100%	100%	100%

**W&S Performance Measures**

Perspective: Financial							
Goal: Develop a balanced multi-year budget.							
Objective: Effectively manage financial resources to established plan across Utility.							
Measurement Type	Key Performance Indicator(s)	FY 2015 Actual	FY 2016 Target	FY 2017 Estimate	FY 2018 Estimate	FY 2019 Estimate	3 - 5 Yr Goal
Output	W&S Revenues	\$ 182,944,093	\$ 269,778,850	\$ 309,773,202	\$ 310,804,955	\$ 357,230,893	\$0 Rate Increase
	Utilities Expenditures*	\$ 178,678,038	\$ 269,778,850	\$ 309,773,202	\$ 310,804,955	\$ 357,230,893	\$0 Rate Increase
Efficiency	% Utilized	65%	100%	100%	100%	100%	100.00%
Outcome	% Increase or (Decrease) from prior year	-19%	35%	0%	0%	0%	\$0 Rate Increase

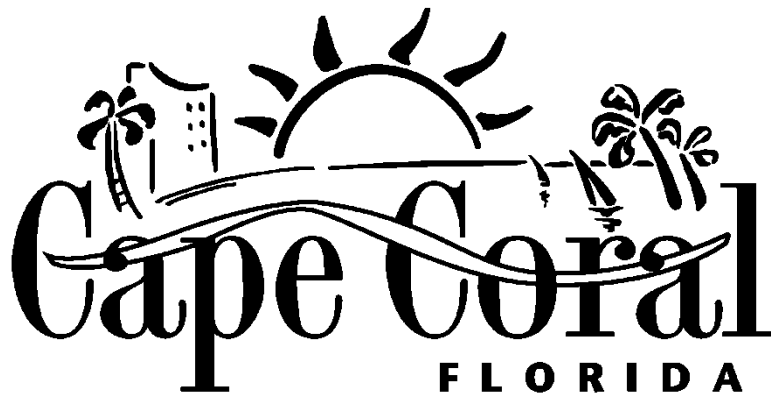


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**Water Reclamation Division Performance Measures**

<b>Perspective: Internal</b>								
<b>Goal: Provide safe and effectively water reclamation services for the consumer at a reasonable production cost.</b>								
<b>Objective: Maintain and promote increased efficiencies across industry recognized benchmarks.</b>								
Measurement Type	Key Performance Indicator(s)	FY 2015 Actual	FY 2016 Target	FY 2017 Estimated	FY 2018 Estimated	FY 2019 Estimate	5 Year Estimated Yearly Avg. or Benchmark	
		Avg. or Total	Avg. or Total	Avg. or Total	Avg. or Total	Avg. or Total	Avg. or Total	Benchmark
<b>Output</b>	<u>Average</u> amount of Wastewater treated daily in Millions of Gallons per Day (MGD)	12.79	13.00	14.99	17.27**	17.900	14.37	N/A
<b>Efficiency</b>	<u>Total</u> of SSO's Per Fiscal Year caused by Lift Station failures	0	0	0	0	0	< 1	< 5
<b>Efficiency</b>	<u>Average</u> Cost per 1,000 Gallons Produced	\$1.23	\$1.32	\$1.38	\$1.42	\$1.30	\$1.34	< \$1.80
<b>Efficiency</b>	<u>Average</u> Percentage Reuse (%)	99.33%	99.80%	99.80%	99.80%	99.50%	99.91%	> 99.00%
<b>Efficiency</b>	<u>Average</u> amount of CBOD removed per day in %	>98.67%	>98.00	>98.00%	>98.00%	>98.00%	>98.13%	> 95.00%
<b>Efficiency</b>	<u>Average</u> amount of TSS removed per day in %	>99.52%	>99.00	> 99.00%	> 99.00%	>99.00%	> 99.07%	> 95.00%
<b>Outcome</b>	Southwest WRF <u>Total</u> permit violations in fiscal year	0	0	0	0	0	0	<1
	Everest WRF <u>Total</u> permit violations in fiscal year	0	0	0	0	0	0	<1

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## Stormwater Operations

In 1990, City Council passed Ordinance #18-90 creating a Stormwater Utility Program in order to meet City stormwater management goals and responsibilities in compliance with Environmental Protection Agency and State regulations.

<b>Revenue Category</b>	<b>FY 2015 Actual Revenue</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
Use of Fund Balance	\$ -	\$ 2,803,606	\$ 2,803,606	\$ 524,834	\$ -	\$ 12,163,299
Operating Fund Balance	-	-	313,453	9,412,881	9,412,881	-
Estimated Revenue:						
Licenses and Permits	4,450	3,660	3,660	3,660	3,660	-
Intergovernmental	-	-	-	-	-	-
Charges for Services	12,133,601	12,961,563	12,961,563	14,112,848	17,464,572	17,155,081
Fines & Forfeits	46,932	51,570	51,570	54,664	54,664	54,664
Miscellaneous	402,109	106,700	106,700	108,862	108,862	108,862
Interfund Transfers	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-
<b>TOTAL SOURCES</b>	<b>\$ 12,587,092</b>	<b>\$ 15,927,099</b>	<b>\$ 16,240,552</b>	<b>\$ 24,217,749</b>	<b>\$ 27,044,639</b>	<b>\$ 29,481,906</b>

<b>Expenditure Category</b>	<b>FY 2015 Actual Expenditures</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
<b>Appropriations</b>						
Personnel <sup>1</sup>	\$ 6,254,869	\$ 7,520,527	\$ 7,520,527	\$ 7,710,317	\$ 7,920,308	\$ 8,155,832
Operating <sup>2</sup>	4,912,233	5,673,900	5,922,792	5,451,551	5,318,032	5,440,977
Capital Outlay <sup>3</sup>	1,099,800	1,200,000	1,698,680	1,200,000	1,200,000	267,392
Debt Service <sup>4</sup>	-	443,000	443,000	443,000	443,000	443,000
Other & Transfers Out <sup>5</sup>	-	-	-	-	-	-
Reserves	-	1,089,672	655,553	9,412,881	12,163,299	15,174,705
<b>TOTAL USES</b>	<b>\$ 12,266,902</b>	<b>\$ 15,927,099</b>	<b>\$ 16,240,552</b>	<b>\$ 24,217,749</b>	<b>\$ 27,044,639</b>	<b>\$ 29,481,906</b>

<b>Program</b>	<b>FY 2015 Actual Expenditures</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
PW Administration <sup>6</sup>	\$ 1,087,503	\$ 1,193,389	\$ 1,193,389	\$ 1,228,521	\$ 1,264,667	\$ 1,296,255
Stormwater Operations <sup>7</sup>	9,639,590	11,953,593	11,747,841	20,173,034	22,940,410	26,178,378
Surface Water Mgmt <sup>8</sup>	334,843	350,551	350,551	438,976	437,241	446,245
Environmental Division <sup>9</sup>	1,118,975	1,237,957	1,254,945	1,173,725	1,145,955	1,161,196
Financial Services <sup>10</sup>	85,991	130,482	134,019	135,169	140,066	143,345
Stormwater Fleet Replace <sup>11</sup>	-	1,061,127	1,559,807	1,068,324	1,116,300	256,487
<b>TOTAL USES</b>	<b>\$ 12,266,902</b>	<b>\$ 15,927,099</b>	<b>\$ 16,240,552</b>	<b>\$ 24,217,749</b>	<b>\$ 27,044,639</b>	<b>\$ 29,481,906</b>

**Notes:**

<sup>1</sup> Personnel costs do not include "OPEB" at \$575,820 as this is a non-cash accounting entry.

<sup>2</sup> Operating costs do not include "Depreciation" of \$900,152 as this is a non-cash accounting entry.

<sup>3</sup> Capital outlay includes capitalized assets that are recorded on the balance sheet for financial reporting purposes.

<sup>4</sup> Debt service includes principal costs which are recorded on the balance sheet for financial reporting purposes.

Related to non-assessed drainage improvements in SW 6/7 funded by the SRF loan.

<sup>5</sup> Other & transfers out includes dollars transferred to the Stormwater Capital Project Fund but eliminated for financial reporting purposes.

<sup>6</sup> PW Administration includes interfund service payments to the General Fund, Property/Liability Fund and Water & Sewer are budgeted and recorded here.

<sup>7</sup> Stormwater Operations includes programs such as drainpipe replacement, catch basins, drainage management, swales, regrading, and canal maintenance.

<sup>8</sup> Surface Water Management is associated with new construction and related drainage issues in right-of-ways.

<sup>9</sup> Environmental Division is responsible for testing of canal waters and the operation of the laboratory.

<sup>10</sup> Financial Services includes accounting and billing costs.

<sup>11</sup> Stormwater Fleet Replacement includes Rolling Stock, Heavy Equipment and Vehicles.

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## Stormwater Capital Projects

Revenue Category	FY 2015 Actual Revenue	FY 2016 Adopted Budget	FY 2016 Amended Budget	FY 2017 Adopted Budget	FY 2018 Proposed Budget	FY 2019 Proposed Budget
Balances Forward	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Estimated Revenue:						
Intergovernmental	-	-	-	-	-	-
Miscellaneous	32,152	-	-	-	-	-
Interfund Transfer	3,377,565	-	-	-	-	-
Other Sources	-	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000
<b>TOTAL SOURCES</b>	<b>\$ 3,409,716</b>	<b>\$ 2,500,000</b>	<b>\$ 2,500,000</b>	<b>\$ 2,500,000</b>	<b>\$ 2,500,000</b>	<b>\$ 2,500,000</b>

Expenditure Category	FY 2015 Actual Expenditures	FY 2016 Adopted Budget	FY 2016 Amended Budget	FY 2017 Adopted Budget	FY 2018 Proposed Budget	FY 2019 Proposed Budget
<b>Appropriations</b>						
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating <sup>1</sup>	57,312	-	-	-	-	-
Capital Outlay <sup>2</sup>	1,995,026	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000
Debt Service	-	-	-	-	-	-
Other	-	-	-	-	-	-
Reserves	-	-	-	-	-	-
<b>TOTAL USES</b>	<b>\$ 2,052,338</b>	<b>\$ 2,500,000</b>	<b>\$ 2,500,000</b>	<b>\$ 2,500,000</b>	<b>\$ 2,500,000</b>	<b>\$ 2,500,000</b>

Program	FY 2015 Actual Revenue	FY 2016 Adopted Budget	FY 2016 Amended Budget	FY 2017 Adopted Budget	FY 2018 Proposed Budget	FY 2019 Proposed Budget
SWR CPF-DP Improvements	\$ 750,832	\$ -	\$ -	\$ -	\$ -	\$ -
SWR CPF-CRA DP Imprvmnts	-	-	-	-	-	-
Env. Resources -Building	55,504	-	-	-	-	-
SW6/7 DP Improvements	1,174,033	-	-	-	-	-
NW Drainage Improvements	71,969	-	-	-	-	-
SWR CPF-NA N1 DP Improvermer	-	-	-	2,500,000	2,500,000	2,500,000
SWR CPF-NA N2 DP Improvermer	-	2,500,000	2,500,000	-	-	-
<b>TOTAL USES</b>	<b>\$ 2,052,338</b>	<b>\$ 2,500,000</b>	<b>\$ 2,500,000</b>	<b>\$ 2,500,000</b>	<b>\$ 2,500,000</b>	<b>\$ 2,500,000</b>

Notes: Actual Expenditures are on a budgetary basis:

<sup>1</sup> Operating costs do not include "Depreciation" at \$648,909 as this is a non-cash accounting entry.

<sup>2</sup> Capital outlay includes capitalized assets that are recorded on the balance sheet for financial reporting purposes.

Capital improvements will be accomplished with existing funds in the Capital Project.

Capital outlay in FY 2017-2019 is to support non-assessed stormwater work in the North 1 and 2 utility extension areas and is anticipated to be funded by State Revolving Loan Funds.

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## Yacht Basin

The Yacht Basin is responsible for providing wet slip storage for deep-water recreational boats and provides regular access from the freshwater canals to saltwater canals and the Gulf of Mexico. The basin offers over 99 slips for monthly and transient dockage.

<b>Revenue by Category</b>	<b>FY 2015 Actual Revenue</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
Use of Fund Balance	\$ -	\$ 180,878	\$ 180,878	\$ -	\$ -	\$ -
Operating Fund Balance	-	611,022	750,123	877,561	891,398	895,195
Estimated Revenue:						
Charges for Service	561,945	539,127	578,888	539,127	539,127	541,318
Fines & Forfeits	-	-	-	-	-	-
Miscellaneous	(7,123)	1,200	1,200	1,200	1,200	1,200
Misc-Contributions/Donation	-	-	-	-	-	-
Interfund Transfers	-	-	50,000	-	-	-
Other Sources	-	-	-	-	-	-
<b>TOTAL SOURCES</b>	<b>\$ 554,821</b>	<b>\$ 1,332,227</b>	<b>\$ 1,561,089</b>	<b>\$ 1,417,888</b>	<b>\$ 1,431,725</b>	<b>\$ 1,437,713</b>

<b>Expenditure by Category</b>	<b>FY 2015 Actual Expenditures</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
Personnel <sup>1</sup>	\$ 137,314	\$ 155,017	\$ 155,017	\$ 165,868	\$ 169,120	\$ 172,779
Operating <sup>2</sup>	180,741	234,188	234,285	245,622	252,410	250,663
Capital Outlay <sup>3</sup>	-	25,000	366,342	-	-	-
Debt Service	-	-	-	-	-	-
Other	-	-	-	-	-	-
Transfers Out <sup>4</sup>	115,000	215,000	265,000	115,000	115,000	115,000
Reserves	-	703,022	540,445	891,398	895,195	899,271
<b>TOTAL USES</b>	<b>\$ 433,054</b>	<b>\$ 1,332,227</b>	<b>\$ 1,561,089</b>	<b>\$ 1,417,888</b>	<b>\$ 1,431,725</b>	<b>\$ 1,437,713</b>

<b>Expenditure by Program</b>	<b>FY 2015 Actual Expenditures</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
Yacht Basin	\$ 420,783	\$ 1,275,427	\$ 1,406,255	\$ 1,382,998	\$ 1,394,634	\$ 1,400,912
Rosen Park	12,271	31,800	108,748	34,890	37,091	36,801
Yacht Basin Fleet Replacemer	-	25,000	46,086	-	-	-
<b>TOTAL USES</b>	<b>\$ 433,054</b>	<b>\$ 1,332,227</b>	<b>\$ 1,561,089</b>	<b>\$ 1,417,888</b>	<b>\$ 1,431,725</b>	<b>\$ 1,437,713</b>

Notes: FY 2015 Expenditures are on a budgetary basis:

<sup>1</sup>Personnel costs do not include "OPEB" recorded at \$7,239 as this is a non-cash accounting entry.

<sup>2</sup>Operating costs do not include "Depreciation" recorded at \$20,014 as this is a non-cash accounting entry.

Operating also includes an interfund service payment to the General Fund in the amounts of \$69,692, \$77,995, \$80,331 and \$82,736 and \$87,377 for FY 2015 - 2019 respectively.

<sup>3</sup> Capital Outlay in FY 2015 & FY 2016 includes the repaving/resurfacing of roadways/parking areas within the Yacht Club Complex.

2018 \$115,000 for P&R Program Fund has been included to support the activities of the facilities at the Yacht Basin Complex.

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**Performance Measures [Strategic Plan Element B]**

<b>Perspective: Financial</b>							
<b>Goal: Develop a balanced multi-year budget</b>							
<b>Objective(s): Meet budget targets</b>							
<b>Measurement Type</b>	<b>Key Performance Indicator(s)</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Target</b>	<b>FY 2017 Estimate</b>	<b>FY 2018 Estimate</b>	<b>FY 2019 Estimate</b>	<b>3 - 5 Yr Goal</b>
<b>Output</b>	Expenditures	\$ 433,054	\$ 1,020,644	\$ 526,490	\$ 536,530	\$ 538,442	
<b>Efficiency</b>	% of Budget utilized	62%	100%	100%	100%	100%	
<b>Outcome</b>	% Increase / (Decrease) from prior year	-50%	61%	0%	0%	0%	

**Performance Measures [Strategic Plan Element D]**

<b>Perspective: Customer</b>							
<b>Goal: Provide a premier venue that is affordable for both residents and visitors as well as economically</b>							
<b>Objective(s): Maintain 100% of Slips rented</b>							
<b>Measurement Type</b>	<b>Key Performance Indicator(s)</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Target</b>	<b>FY 2017 Estimate</b>	<b>FY 2018 Estimate</b>	<b>FY 2019 Estimate</b>	<b>3 - 5 Yr Goal</b>
<b>Output</b>	Total Number of Slips	89	89	89	89	89	89
<b>Efficiency</b>	Percentage of Slips rented	86%	96%	100%	100%	100%	100%
<b>Service Quality</b>	Survey Percentage of Good to Excellent	100%	100%	100%	100%	100%	100%
<b>Outcome</b>	Percentage of Slips rented	86%	92%	100%	100%	100%	100%

**Performance Measures [Strategic Plan Element D]**

<b>Perspective: Internal</b>							
<b>Goal: Provide excellent customer service measurable through survey</b>							
<b>Objective(s): Maintain 95% efficiency</b>							
<b>Measurement Type</b>	<b>Key Performance Indicator(s)</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Target</b>	<b>FY 2017 Estimate</b>	<b>FY 2018 Estimate</b>	<b>FY 2019 Estimate</b>	<b>3 - 5 Yr Goal</b>
<b>Output</b>	No surveys taken	45	50	50	50	50	50
<b>Efficiency</b>	staff hrs used	12	10	10	10	10	10
<b>Outcome</b>	Increaseservice level efficiency rating 3 %	100%	100%	100%	100%	100%	increase efficiency rating 3 %

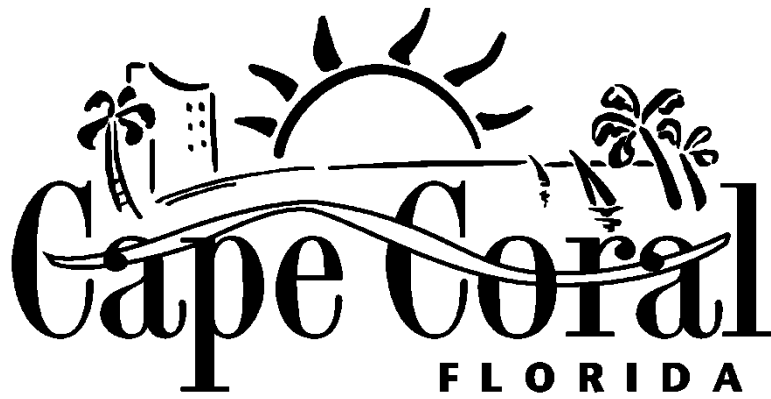
**City of Cape Coral, Florida**  
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**Performance Measures [Strategic Plan Element D]**

<b>Perspective: Learning &amp; Growth</b>							
<b>Goal: To increase employee development through current and future training needs.</b>							
<b>Objective(s): To increase personnel training hours by three percent</b>							
<b>Measurement Type</b>	<b>Key Performance Indicator(s)</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Target</b>	<b>FY 2017 Estimate</b>	<b>FY 2018 Estimate</b>	<b>FY 2019 Estimate</b>	<b>3 - 5 Yr Goal</b>
<b>Output</b>	Total hours of internal training	88	55	60	65	65	65 Annual
	Total hours of external training	0	25	0	25	25	25 hours Bi-Annually
<b>Efficiency</b>	Average amount of training hours per staff member	18	16	5	5	5	5 Each
<b>Outcome</b>	Number of total training hours	88	80	60	90	90	85

<b>Perspective: Learning &amp; Growth</b>							
<b>Goal: Support the learning and growth of department employees</b>							
<b>Objective: Complete all annual performance evaluations</b>							
<b>Measurement Type</b>	<b>Key Performance Indicator(s)</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Target</b>	<b>FY 2017 Estimate</b>	<b>FY 2018 Estimate</b>	<b>FY 2019 Estimate</b>	<b>3 - 5 Yr Goal</b>
<b>Output</b>	# Completed	100%	100%	100%	100%	100%	100%
<b>Efficiency</b>	% of Timely completions	100%	100%	100%	100%	100%	100%
<b>Outcome *</b>	% Complete	100%	100%	100%	100%	100%	100%
* Percent complete by fiscal year end							

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## Golf Course

The Coral Oaks Golf Course provides for a year-round municipal golf facility to include Clubhouse, Greens, and Restaurant operations.

<b>Revenue by Category</b>	<b>FY 2015 Actual Revenue</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
Use of Fund Balance	\$ -	\$ -	\$ 19,497	\$ -	\$ -	\$ -
Operating Fund Balance	-	-	-	-	-	-
<b>Estimated Revenue:</b>						
Charges for Service	2,212,778	2,529,510	2,529,510	2,535,545	2,607,862	2,678,424
Fines & Forfeits	-	-	-	-	-	-
Miscellaneous	2,694	-	-	-	-	-
Misc-Contributions/Donations	1,936	508	508	16,500	16,995	17,165
Interfund Transfers	287,100	305,053	625,000	474,911	262,614	172,511
Other Sources	-	-	-	-	-	-
<b>TOTAL SOURCES</b>	<b>\$ 2,504,508</b>	<b>\$ 2,835,071</b>	<b>\$ 3,174,515</b>	<b>\$ 3,026,956</b>	<b>\$ 2,887,471</b>	<b>\$ 2,868,100</b>

<b>Expenditure by Category</b>	<b>FY 2015 Actual Expenditures</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
Personnel <sup>1</sup>	\$ 1,157,445	\$ 1,514,315	\$ 1,518,480	\$ 1,487,961	\$ 1,538,563	\$ 1,593,126
Operating <sup>2</sup>	1,169,185	1,184,022	1,327,538	1,226,561	1,280,874	1,237,240
Capital <sup>3</sup>	14,025	136,734	309,000	312,434	68,034	37,734
Debt Service	-	-	-	-	-	-
Other	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-
Reserves	-	-	19,497	-	-	-
<b>TOTAL USES</b>	<b>\$ 2,340,655</b>	<b>\$ 2,835,071</b>	<b>\$ 3,174,515</b>	<b>\$ 3,026,956</b>	<b>\$ 2,887,471</b>	<b>\$ 2,868,100</b>

<b>Expenditure by Program</b>	<b>FY 2015 Actual Expenditures</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
Greens	\$ 942,717	\$ 1,148,018	\$ 1,218,797	\$ 1,486,736	\$ 1,211,992	\$ 1,235,826
Clubhouse	1,102,688	1,336,195	1,379,379	1,233,369	1,314,504	1,296,529
Restaurant	295,250	350,858	379,358	306,851	360,975	335,745
Fleet Replacement	-	-	196,981	-	-	-
<b>TOTAL USES</b>	<b>\$ 2,340,655</b>	<b>\$ 2,835,071</b>	<b>\$ 3,174,515</b>	<b>\$ 3,026,956</b>	<b>\$ 2,887,471</b>	<b>\$ 2,868,100</b>

Notes: FY 2015 Expenditures are on a budgetary basis:

<sup>1</sup>Personnel costs do not include "OPEB" recorded at \$46,107 as this is a non-cash accounting entry.

<sup>2</sup>Operating costs do not include "Depreciation" recorded at \$78,477 as this is a non-cash accounting entry.

Operating costs also include an interfund service payment to the General Fund in the amount of \$304,523, \$337,391, \$323,440, \$323,440 and \$331,527 for FY 2015 - 2019 respectively.

<sup>3</sup>Capital Outlay includes capitalized assets that are recorded on the balance sheet for financial reporting purposes.

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**Performance Measures [Strategic Plan Element B]**

<b>Perspective: Financial</b>							
<b>Goal: Develop a balanced multi-year budget</b>							
<b>Objective(s): Meet budget targets</b>							
Measurement Type	Key Performance Indicator(s)	FY 2015 Actual	FY 2016 Target	FY 2017 Estimate	FY 2018 Estimate	FY 2019 Estimate	3 - 5 Yr Goal
<b>Output</b>	Expenditures	\$2,340,655	\$3,174,515	\$3,026,956	\$2,887,471	\$2,868,100	
<b>Efficiency</b>	% of Budget utilized	90%	100%	100%	100%	100%	
<b>Outcome</b>	% Increase / (Decrease) from prior year	7%	0%	0%	0%	0%	

**Performance Measures [Strategic Plan Element D]**

<b>Perspective: Customer</b>							
<b>Goal: Increase, establish and maintain partnerships with the community and local organizations</b>							
<b>Objective(s): Increase symbiotic partnerships within the community</b>							
Measurement Type	Key Performance Indicator(s)	FY 2015 Actual	FY 2016 Target	FY 2017 Estimate	FY 2018 Estimate	FY 2019 Estimate	3 - 5 Yr Goal
<b>Output</b>	Number of partnerships	30	30	31	32	33	35
<b>Output</b>	Donations	\$ 17,100	\$ 17,000	\$ 17,500	\$ 18,000	\$ 18,500	\$ 20,000
<b>Efficiency</b>	Added Revenue to Tournament Stream	\$ 17,100	\$ 17,000	\$ 17,500	\$ 18,000	\$ 18,500	\$ 20,000
<b>Service Quality</b>	Number of programs/events affected or enhanced	4	4	4	5	5	5
<b>Outcome</b>	Percentage increase in Partnerships	7%	7%	3%	3%	3%	6%

<b>Perspective: Revenue Per Round</b>							
<b>Goal: Revenue and Round Growth</b>							
<b>Objective(s): Player and Revenue Growth</b>							
<b>18,500</b>							
Measurement Type	Key Performance Indicator(s)	FY 2015 Actual	FY 2016 Target	FY 2017 Estimate	FY 2018 Estimate	FY 2019 Estimate	3 - 5 Yr Goal
<b>Output</b>	Total Rounds	57,360.00	59,916.00	60,515.16	61,120.15	61,126.00	1%
	Total Revenue	\$2,224,207	\$2,530,018	\$2,611,775	\$2,599,239	\$2,599,239	Balanced Budget
<b>Efficiency</b>	Revenue per round	\$ 38.78	\$ 42.23	\$ 43.16	\$ 42.53	\$ 42.52	Balanced Budget
<b>Outcome</b>	Percentage increase in rounds		1%	1%	1%	0%	
<b>Outcome</b>	Percentage increase in Revenue	3%	4%	3%	0%	0%	

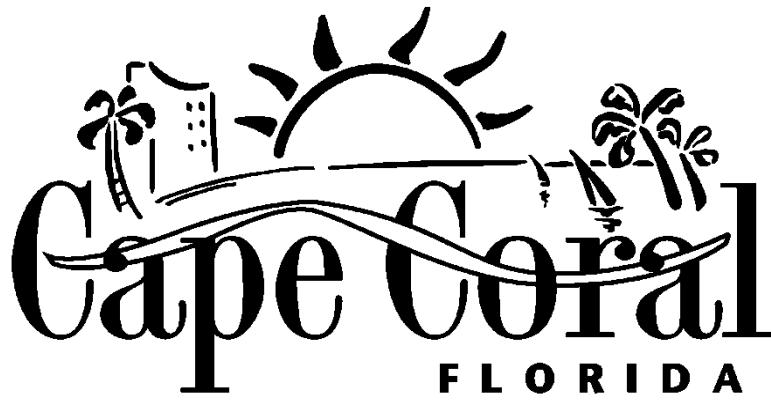
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**Performance Measures [Strategic Plan Element D]**

<b>Perspective: Internal</b>							
<b>Goal: Increase volunteer hours on behalf of departmental activities</b>							
<b>Objective(s): Maximize Volunteer hours</b>							
<b>Measurement Type</b>	<b>Key Performance Indicator(s)</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Target</b>	<b>FY 2017 Estimate</b>	<b>FY 2018 Estimate</b>	<b>FY 2019 Estimate</b>	<b>3 - 5 Yr Goal</b>
<b>Output</b>	Number of Volunteers	16	16	16	16	16	
<b>Output</b>	Number of Volunteer hours	3,643	3,552	3,615	3,660	3,714	1.5% increase in volunteer hours each year
<b>Efficiency</b>	Ratio of volunteer hours to total number of hours available	100%	100%	100%	100%	100%	Total hours available 3,660
<b>Service Quality</b>	Satisfaction Survey - service quality volunteer						
<b>Outcome</b>	Percentage of volunteer hours		0%	0%	0%	0%	Total hours available 3,660

<b>Perspective: Learning &amp; Growth</b>							
<b>Goal: Support the learning and growth of department employees</b>							
<b>Objective: Complete all annual performance evaluations</b>							
<b>Measurement Type</b>	<b>Key Performance Indicator(s)</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Target</b>	<b>FY 2017 Estimate</b>	<b>FY 2018 Estimate</b>	<b>FY 2019 Estimate</b>	<b>3 - 5 Yr Goal</b>
<b>Output</b>	# Completed	100%	100%	100%	100%	100%	100%
<b>Efficiency</b>	% of Timely completions	100%	100%	100%	100%	100%	100%
<b>Outcome *</b>	% Complete	100%	100%	100%	100%	100%	100%
* Percent complete by fiscal year end							

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## Charter School Authority

The Charter School Fund is used to account for the operations of the City of Cape Coral Charter School Authority as agreed to in a contract with the Lee County School District to establish a charter school system.

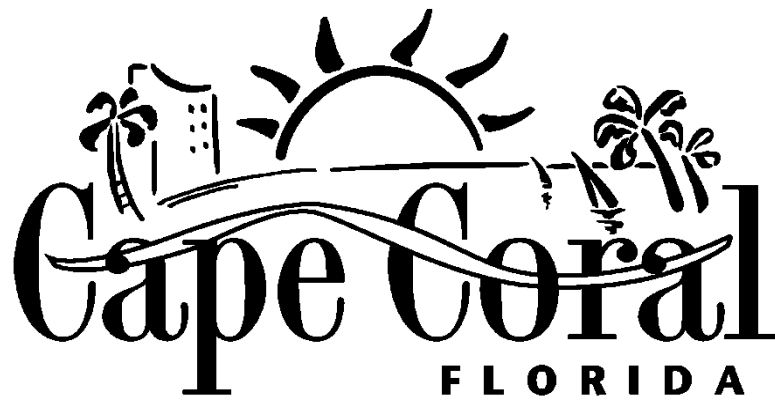
<b>Revenue Category</b>	<b>FY 2015 Actual Revenue</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
Use of Fund Balance	\$ -	\$ 263,948	\$ 1,008,044	\$ 981,622	\$ 981,622	\$ 981,622
Operating Fund Balance	-	3,567,989	2,830,523	3,101,390	3,101,390	3,101,390
Estimated Revenue:						
Intergovernmental	21,908,419	21,894,389	22,068,356	22,662,513	22,662,513	22,662,513
Capital Outlay	1,052,576	1,047,739	522,247	749,131	749,131	749,131
Charges for Serv	594,295	593,300	587,300	585,400	585,400	585,400
Miscellaneous	257,448	176,929	257,787	222,475	222,475	222,475
<b>TOTAL SOURCES</b>	<b>\$ 23,812,738</b>	<b>\$ 27,544,294</b>	<b>\$ 27,274,257</b>	<b>\$ 28,302,531</b>	<b>\$ 28,302,531</b>	<b>\$ 28,302,531</b>

<b>Expenditure Category</b>	<b>FY 2015 Actual Expenditures</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
<b>Appropriations</b>						
Personnel	\$ 15,614,927	\$ 16,220,033	\$ 16,457,331	\$ 16,692,799	\$ 16,692,799	\$ 16,692,799
Operating	7,363,966	7,688,272	7,829,985	7,429,520	7,429,520	7,429,520
Capital Outlay	27,598	68,000	484,852	77,200	77,200	77,200
Other Expenses	-	-	-	-	-	-
Reserves	-	3,567,989	2,502,089	4,103,012	4,103,012	4,103,012
<b>TOTAL USES</b>	<b>\$ 23,006,491</b>	<b>\$ 27,544,294</b>	<b>\$ 27,274,257</b>	<b>\$ 28,302,531</b>	<b>\$ 28,302,531</b>	<b>\$ 28,302,531</b>

<b>Program</b>	<b>FY 2015 Actual Expenditures</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
Basic Instruction	\$ 11,691,906	\$ 11,860,989	\$ 12,221,264	\$ 12,242,492	\$ 12,242,492	\$ 12,242,492
Exceptional	343,934	331,114	339,593	250,547	250,547	250,547
Guidance Services	309,072	304,589	311,520	374,747	374,747	374,747
Health Services	92,434	104,661	106,533	112,887	112,887	112,887
Other Pupil Services	115,500	167,441	146,658	186,632	186,632	186,632
Instructional Media Serv	168,813	196,257	192,050	178,499	178,499	178,499
Instr Staff Training Svcs	28,828	36,613	38,682	34,163	34,163	34,163
Board	47,997	54,143	29,143	24,166	24,166	24,166
General Administration	384,006	543,051	542,670	577,590	577,590	577,590
School Administration	1,758,117	1,879,377	1,852,708	2,055,417	2,055,417	2,055,417
Facilities Acq & Constr	-	30,000	-	-	-	-
Fiscal Services	290,331	367,632	367,632	319,929	319,929	319,929
Food Services	922,250	1,007,896	1,018,035	1,042,280	1,042,280	1,042,280
Data Processing Service	309,801	324,939	801,259	325,238	325,238	325,238
Pupil Transportation Serv	1,003,291	1,109,066	1,109,241	1,072,501	1,072,501	1,072,501
Operation of Plant	5,152,221	5,201,608	5,417,916	5,136,464	5,136,464	5,136,464
Maintenance of Plant	387,990	456,929	277,264	265,967	265,967	265,967
Reserves	-	3,567,989	2,502,089	4,103,012	4,103,012	4,103,012
<b>TOTAL USES</b>	<b>\$ 23,006,491</b>	<b>\$ 27,544,294</b>	<b>\$ 27,274,257</b>	<b>\$ 28,302,531</b>	<b>\$ 28,302,531</b>	<b>\$ 28,302,531</b>

The Charter School System is a component unit of the City of Cape Coral. The budget is approved by the Governing Board. The Charter School has not adopted a multi-year budget. The FY 2017 Adopted Budget is being used to populate the FY 2018 and 2019 Proposed Budget columns. FY 2017 Budget was adopted by the Governing Board on August 9, 2016. Additional information can also be found on the City's and Charter School websites.

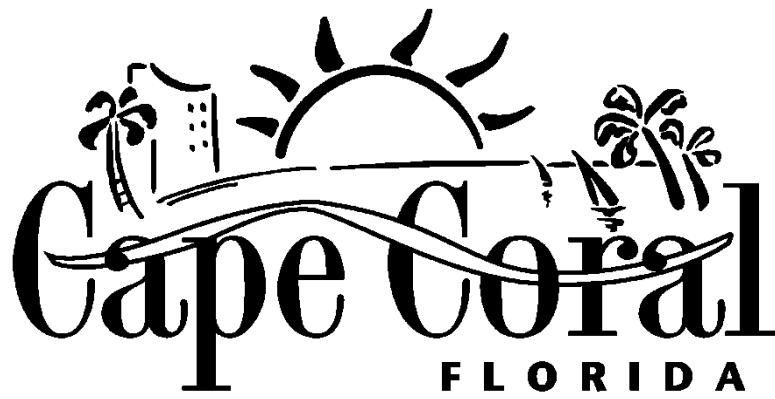
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## INTERNAL SERVICE FUNDS

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## Workers Compensation Insurance Fund

The Internal Service Fund of Workers' Compensation Insurance is to account for the self-insurance of workers compensation. The primary source of funding for cost recovery is through bi-weekly payroll contributions of the individual operating funds.

<b>Revenue Category</b>	<b>FY 2015 Actual Revenue</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Fund Balance	-	6,613,620	6,963,485	5,790,531	5,784,024	6,052,679
Estimated Revenue:						
Charges for Services	3,213,571	3,565,776	3,565,776	3,549,874	3,763,540	3,817,843
Interest	51,659	-	-	-	-	-
Interfund Transfers	-	-	-	-	-	-
Other	486,624	-	-	-	-	-
<b>TOTAL SOURCES</b>	<b>\$ 3,751,854</b>	<b>\$ 10,179,396</b>	<b>\$ 10,529,261</b>	<b>\$ 9,340,405</b>	<b>\$ 9,547,564</b>	<b>\$ 9,870,522</b>

<b>Expenditure Category</b>	<b>FY 2015 Actual Expenditures</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
<b>Appropriations</b>						
Personnel <sup>1</sup>	\$ 210,081	\$ 243,487	\$ 243,487	\$ 282,407	\$ 209,379	\$ 215,950
Operating <sup>2</sup>	2,773,049	2,989,152	2,989,152	3,105,349	3,116,881	3,134,210
Capital	28,547	25,000	25,000	-	-	-
Debt Service	-	-	-	-	-	-
Other	-	-	-	-	-	-
Reserves	-	6,921,757	7,271,622	5,952,649	6,221,304	6,520,362
<b>TOTAL USES</b>	<b>\$ 3,011,678</b>	<b>\$ 10,179,396</b>	<b>\$ 10,529,261</b>	<b>\$ 9,340,405</b>	<b>\$ 9,547,564</b>	<b>\$ 9,870,522</b>

<b>Program</b>	<b>FY 2015 Actual Expenditures</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
Workers' Comp Ins	\$ 3,011,678	\$ 10,179,396	\$ 10,529,261	\$ 9,340,405	\$ 9,547,564	\$ 9,870,522
<b>TOTAL USES</b>	<b>\$ 3,011,678</b>	<b>\$ 10,179,396</b>	<b>\$ 10,529,261</b>	<b>\$ 9,340,405</b>	<b>\$ 9,547,564</b>	<b>\$ 9,870,522</b>

Notes:

<sup>1</sup> Risk Manager is charged 100% to Workers' Comp Fund. Claims Examiner is charged to Property/Liability Fund.

Risk Generalist and Safety Officer (Added in FY 2015) are split equally at 50% each between Workers Comp and Property Liability Funds. Actual does not include OPEB costs of \$6,257 in FY15 as this is a non-cash accounting entry.

<sup>2</sup> Actual Operating does not include Depreciation of \$919 in FY 2015 as this is a non-cash accounting entry.

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## Property/Liability Insurance Fund

The Internal Service Fund of Property Liability Insurance is to account for the self-insurance liability. The primary source of funding is through an annual allocation to operating funds based on the recorded value of capital assets.

<b>Revenue Category</b>	<b>FY 2015 Actual Revenue</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
Use of Fund Balance	\$ -	\$ 440,933	\$ 440,933	\$ 3,421	\$ -	\$ -
Operating Fund Balance	-	1,673,506	1,926,712	2,084,569	2,084,569	2,243,050
Estimated Revenue:						
Charges for Services	3,202,901	3,351,463	3,351,463	3,855,633	3,932,745	4,012,189
Interest	13,933	-	-	-	-	-
Interfund Transfers	-	-	-	-	-	-
Other	150,950	-	-	-	-	-
<b>TOTAL SOURCES</b>	<b>\$ 3,367,784</b>	<b>\$ 5,465,902</b>	<b>\$ 5,719,108</b>	<b>\$ 5,943,623</b>	<b>\$ 6,017,314</b>	<b>\$ 6,255,239</b>

<b>Expenditure Category</b>	<b>FY 2015 Actual Expenditures</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
<b>Appropriations</b>						
Personnel <sup>1</sup>	\$ 207,182	\$ 196,933	\$ 196,933	\$ 207,100	\$ 212,171	\$ 218,685
Operating <sup>2</sup>	2,629,463	3,595,463	3,595,463	3,651,954	3,562,093	3,623,313
Capital	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other	-	-	-	-	-	-
Reserves	-	1,673,506	1,926,712	2,084,569	2,243,050	2,413,241
<b>TOTAL USES</b>	<b>\$ 2,836,646</b>	<b>\$ 5,465,902</b>	<b>\$ 5,719,108</b>	<b>\$ 5,943,623</b>	<b>\$ 6,017,314</b>	<b>\$ 6,255,239</b>

<b>Program</b>	<b>FY 2015 Actual Expenditures</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
Property/Liab. Ins	\$ 2,836,646	\$ 5,465,902	\$ 5,719,108	\$ 5,943,623	\$ 6,017,314	\$ 6,255,239
<b>TOTAL USES</b>	<b>\$ 2,836,646</b>	<b>\$ 5,465,902</b>	<b>\$ 5,719,108</b>	<b>\$ 5,943,623</b>	<b>\$ 6,017,314</b>	<b>\$ 6,255,239</b>

Notes:

<sup>1</sup> Risk Manager is charged 100% to Workers' Comp Fund. Claims Examiner is charged to Property/Liability Fund.

Risk Generalist and Safety Officer (Added in FY 2015) are split equally at 50% each between Workers Comp and Property Liability Funds. Actual does not include OPEB costs of \$67,153 in FY 15 as this is a non-cash accounting entry.

<sup>2</sup> Operating costs do not include Depreciation in the amount of \$3,907 in FY 2015 as this is a non-cash accounting entry.

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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.

<b>Revenue Category</b>	<b>FY 2015 Actual Revenue</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Fund Balance	-	-	-	408,276	3,059,311	4,330,956
Estimated Revenue:						
Charges for Services	-	12,730,640	12,730,640	17,797,040	18,258,245	19,394,194
Interest	-	-	-	-	-	-
Interfund Transfers	-	670,518	3,313,163	-	-	-
Other	-	375,750	375,750	140,000	140,000	140,000
<b>TOTAL SOURCES</b>	<b>\$ -</b>	<b>\$ 13,776,908</b>	<b>\$ 16,419,553</b>	<b>\$ 18,345,316</b>	<b>\$ 21,457,556</b>	<b>\$ 23,865,150</b>

<b>Expenditure Category</b>	<b>FY 2015 Actual Expenditures</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
<b>Appropriations</b>						
Personnel	\$ -	\$ 81,767	\$ 108,540	\$ 99,395	\$ 102,079	\$ 105,213
Operating	-	13,286,865	13,260,092	15,186,610	17,024,521	19,127,789
Capital	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Other	-	-	-	-	-	-
Reserves	-	408,276	3,050,921	3,059,311	4,330,956	4,632,148
<b>TOTAL USES</b>	<b>\$ -</b>	<b>\$ 13,776,908</b>	<b>\$ 16,419,553</b>	<b>\$ 18,345,316</b>	<b>\$ 21,457,556</b>	<b>\$ 23,865,150</b>

<b>Program</b>	<b>FY 2015 Actual Expenditures</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
Self-Insured Health Plan	\$ -	\$ 13,776,908	\$ 16,419,553	\$ 18,345,316	\$ 21,457,556	\$ 23,865,150
<b>TOTAL USES</b>	<b>\$ -</b>	<b>\$ 13,776,908</b>	<b>\$ 16,419,553</b>	<b>\$ 18,345,316</b>	<b>\$ 21,457,556</b>	<b>\$ 23,865,150</b>

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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.

<b>Revenue Category</b>	<b>FY 2015 Actual Revenue</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Fund Balance	-	-	334,509	-	-	-
Estimated Revenue:						
Charges for Services	3,923,408	4,250,912	4,633,782	4,663,561	4,582,172	4,669,206
Miscellaneous	23,815	-	35,450	-	-	-
Interfund Transfers	-	-	-	-	-	-
Other	-	-	-	-	-	-
<b>TOTAL SOURCES</b>	<b>\$ 3,947,223</b>	<b>\$ 4,250,912</b>	<b>\$ 5,003,741</b>	<b>\$ 4,663,561</b>	<b>\$ 4,582,172</b>	<b>\$ 4,669,206</b>

<b>Expenditure Category</b>	<b>FY 2015 Actual Expenditures</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
<b>Appropriations</b>						
Personnel <sup>1</sup>	\$ 2,608,916	\$ 3,046,101	\$ 3,046,101	\$ 3,273,976	\$ 3,448,307	\$ 3,557,832
Operating <sup>2</sup>	1,111,064	1,006,811	1,411,611	1,056,585	1,082,865	1,111,374
Capital	-	198,000	361,520	333,000	51,000	-
Debt Service	-	-	-	-	-	-
Other	-	-	-	-	-	-
Reserves	-	-	184,509	-	-	-
<b>TOTAL USES</b>	<b>\$ 3,719,980</b>	<b>\$ 4,250,912</b>	<b>\$ 5,003,741</b>	<b>\$ 4,663,561</b>	<b>\$ 4,582,172</b>	<b>\$ 4,669,206</b>

<b>Program</b>	<b>FY 2015 Actual Expenditures</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
Facilities Admin	\$ 930,121	\$ 1,126,252	\$ 1,460,761	\$ 1,106,918	\$ 1,177,412	\$ 1,214,614
Facilities Maintenance	2,166,436	2,144,865	2,399,665	2,335,337	2,397,629	2,469,762
Facilities Custodial Svcs	429,334	496,697	496,697	519,416	575,329	595,455
Facilities Project Admin	194,089	315,098	315,098	368,890	380,802	389,375
Facilities Fleet Rolling Stock	-	168,000	331,520	333,000	51,000	-
<b>TOTAL USES</b>	<b>\$ 3,719,980</b>	<b>\$ 4,250,912</b>	<b>\$ 5,003,741</b>	<b>\$ 4,663,561</b>	<b>\$ 4,582,172</b>	<b>\$ 4,669,206</b>

Notes:

<sup>1</sup> Personnel - FY 2015 - 1 new Laborer position. FY 2016 - 1 new Laborer position and 1 new Project Manager position  
FY 2017 - 1 new Alarm Technician position and 1 new Electrical Specialist position. FY 2018 - 1 new Customer Service Representative and 1 new Custodial Specialist. Personnel does not reflect OPEB of \$134,673 as this is a non-cash accounting entry.

<sup>2</sup> Operating costs do not include Depreciation of \$27,729 as this is a non-cash accounting entry.

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## Fleet Maintenance Fund

The Internal Service Fund of Fleet Maintenance is responsible for the maintenance of the City Fleet, the City's equipment repair facilities and the City's fueling operations, ensuring that sufficient resources are available to maintain equipment at a satisfactory level of operating efficiency. Cost recovery is through a work order system with a related general administrative overhead cost allocation.

<b>Revenue Category</b>	<b>FY 2015 Actual Revenue</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Fund Balance	-	-	645,118	-	-	-
Estimated Revenue:						
Charges for Services	3,996,454	4,609,971	4,951,063	4,609,537	4,577,727	4,650,706
Miscellaneous <sup>3</sup>	49,097	-	-	-	-	-
Interfund Transfers	-	-	-	-	-	-
Other	-	-	-	-	-	-
<b>TOTAL SOURCES</b>	<b>\$ 4,045,551</b>	<b>\$ 4,609,971</b>	<b>\$ 5,596,181</b>	<b>\$ 4,609,537</b>	<b>\$ 4,577,727</b>	<b>\$ 4,650,706</b>

<b>Expenditure Category</b>	<b>FY 2015 Actual Expenditures</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
<b>Appropriations</b>						
Personnel <sup>1</sup>	\$ 1,369,212	\$ 1,866,928	\$ 1,601,657	\$ 1,890,880	\$ 1,942,995	\$ 2,003,665
Operating <sup>2</sup>	2,365,584	2,062,460	2,668,823	2,426,657	2,528,732	2,581,041
Capital	25,417	680,583	680,583	292,000	106,000	66,000
Debt Service	-	-	-	-	-	-
Other <sup>3</sup>	-	-	-	-	-	-
Reserves	-	-	645,118	-	-	-
<b>TOTAL USES</b>	<b>\$ 3,760,213</b>	<b>\$ 4,609,971</b>	<b>\$ 5,596,181</b>	<b>\$ 4,609,537</b>	<b>\$ 4,577,727</b>	<b>\$ 4,650,706</b>

<b>Program</b>	<b>FY 2015 Actual Expenditures</b>	<b>FY 2016 Adopted Budget</b>	<b>FY 2016 Amended Budget</b>	<b>FY 2017 Adopted Budget</b>	<b>FY 2018 Proposed Budget</b>	<b>FY 2019 Proposed Budget</b>
Fleet Administration	\$ 659,843	\$ 810,581	\$ 1,456,299	\$ 788,303	\$ 799,756	\$ 832,302
Fleet Maintenance	3,074,953	3,381,807	3,211,370	3,296,243	3,278,810	3,398,928
Fleet Capital Outlay	25,417	417,583	417,583	135,000	90,000	-
Fleet-Fire Frontline <sup>4</sup>	-	-	510,929	389,991	409,161	419,476
<b>TOTAL USES</b>	<b>\$ 3,760,213</b>	<b>\$ 4,609,971</b>	<b>\$ 5,596,181</b>	<b>\$ 4,609,537</b>	<b>\$ 4,577,727</b>	<b>\$ 4,650,706</b>

Notes:

<sup>1</sup> Personnel - FY 2015 - 1 Fleet Technician III position reinstated. FY 2016 - 1 Fuel Technician position reinstated

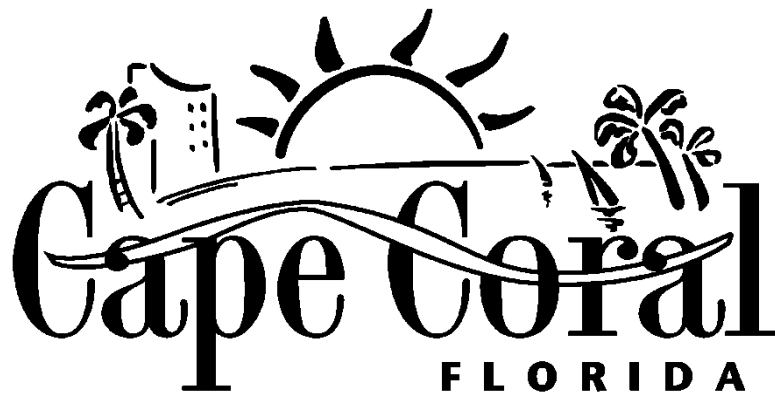
FY 2017 - 1 Fleet Technician III position reinstated. Personnel does not reflect OPEB of \$16,482 as this is a non-cash accounting entry.

<sup>2</sup> Operating costs do not include Depreciation of \$299,758 as this is a non-cash accounting entry.

<sup>3</sup> The loss on the sale of a fixed asset in the amount of \$6,115 was excluded.

<sup>4</sup> FY 2016 Maintenance of Fire Frontline was split out from Fleet Maintenance

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## ASSET MANAGEMENT PROGRAM

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## **Asset Management Program**

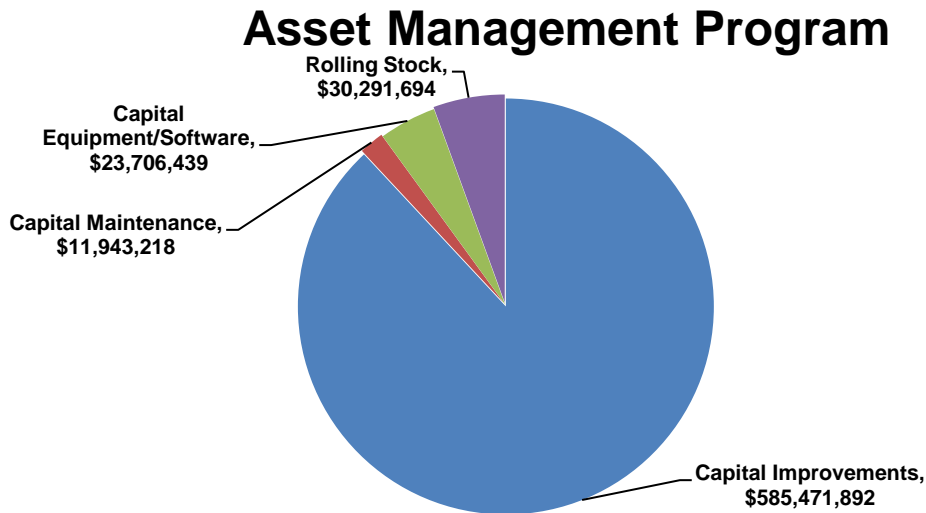
The City of Cape Coral Asset Management Program is a comprehensive program including a summary of assets owned by the City coupled with the condition and future plans for those assets. The Asset Management Program's budgetary process encompasses the integration of revenues and expenditures along with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

The goals and objectives of the Program are:

- To increase efficiency of City operations by maintaining assets in acceptable condition.
- To recommend an annual level of combined expenditures for capital, major maintenance and vehicle and equipment replacement to aid in the stabilization of property tax levies from year to year.
- To identify assets no longer needed by the City and assess the salvage/recoverable value of these assets, if any.
- To reduce utility and maintenance costs by identifying improvements that will result in annual cost savings.
- To suggest a long-term plan for each asset.
- To identify a plan for the proposed maintenance and replacement of existing assets and acquisition of new assets which is based on a reasonable expectation of what the City can afford.
- To be an on-going tool for annual asset tracking, to update the asset inventory and re-assess long-term plans.

The funding requirements of the Asset Management Program for FY 2017-2021 are summarized below:

Capital Improvements	\$585,471,892
Capital Maintenance	11,943,218
Capital Equipment/Software	23,706,439
Rolling Stock	<u>30,291,694</u>
Total	\$651,413,243



The Program presents a structured plan to support orderly growth patterns with relevant capital improvements, to include:

- Compliance with the capital improvement element of the Comprehensive Plan.
- Design and construction of Fire Station #12 and relocation and modernization of Fire Station #2.
- Design and construction of the Police North Sub Station.



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- Design and construction of the Public Safety Training Facility.
- Construction of sidewalks along major transportation corridors.
- Resurfacing and strategic improvements to existing roadways.
- Stormwater improvements.
- Enhanced median landscaping.
- Increased streetlighting.
- Expansion of utility services.
- Maintenance, repair and modernization of existing utilities.

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

**Capital Improvement Plan (CIP) Selection Process**

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

The CIP is updated annually to accommodate changes based on the community's needs, changes in the availability and cost of funds, and to extend the program plan by one year to replace the prior budget year completed. The CIP process begins in early December with an evaluation of the capital budgeting process to determine necessary changes to improve the budgeting process. Submissions from City departments are aggregated by the budget division for sequential review by the Finance Director, City Manager, Citizen's Budget Review Committee, and City Council. Projects related to the Utilities Department are evaluated in a similar manner, but are also submitted to the City's rate consultant to determine the potential impact of the proposed projects on water and sewer rates.

**Unfunded Improvements**

The identified but unfunded improvement projects total \$450,626,478 and include additional transportation projects, enhanced street lighting, and the development and renovation of various Parks and Recreation properties.

**Elements of the Program**

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

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**PROGRAM CALENDAR**

January-February	Departments prepare and submit program elements to Financial Services
February-June	Program integrated into annual budget preparation and reviewed by staff
July	Program presented to City Council Program revised and adopted in accordance with public hearing review

**Definitions**

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

Capital Improvement – New construction, acquisition of assets and one-time projects which have a value greater than \$50,000 and an expected life longer than one year and are not vehicles or equipment. The projects also extend the useful life, increase the asset value or increase the asset's productive capacity.

Equipment – Assets used in an operation or activity with a per unit cost greater than \$5,000, an expected life longer than one year, and are not rolling stock. Also included in this list are assets generally related to electronic data processing, including but not limited to laptop computers, certain software, printers, modems, and related accessories.

Fleet/Rolling Stock – Assets which can generally be described as licensed or unlicensed rolling stock that have a life expectancy greater than one year and a per unit cost greater than \$5,000.

On-going Maintenance – Regular maintenance performed on at least an annual basis that should be included in departmental operating budgets.

**Limitations of the Program**

The Program includes projected asset replacement, acquisition and maintenance expenses related to City assets for the period from FY 2017–2021. The Program addresses projected asset needs while still operating within projected financial constraints. City staff makes every effort to develop reasonable, educated estimates to prioritize asset expenditures.

The City's Fleet/Rolling Stock program for years 2017–2021 is based primarily on the replacement costs of existing assets. The limited funding for both new and replacement vehicles has necessitated that staff focus on maintaining the essential elements of the existing fleet first and expansion second. To this end, the Fleet Manager reviews the life expectancy criteria against the actual maintenance record of each vehicle scheduled for replacement (see attached chart). Where indicated, some exceptions are approved and vehicles can be kept in service subject to ongoing review.

The on-going maintenance referenced in the Program consists of a description of the general types of items accounted for as maintenance expenses associated with individual assets. In most cases, departments that manage the assets include maintenance expenses for several assets in one line item in their annual budget. City staff attempts to itemize utility and maintenance costs by asset on the individual data pages to be maintained by the City which are included in the Program.

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

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## **Relationship to Comprehensive Plans**

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

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

The Comprehensive Plan contains 11 elements:

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

Each element contains one or more goals. In order to achieve said goal, the City has adopted a series of short-term goals called objectives. These objectives are met by the implementation of policies – measurable and specific programs that are in essence the building blocks of the plan. Together, the goals, objectives and policies form a strategy that will move the City forward through the Twenty-first Century. Rule 9J-5.005(7) requires that the City establish procedures to monitor, evaluate, and update its Comprehensive Plan in the preparation of its five-year Evaluation and Appraisal Reports. This requirement is in addition to the annual procedures established in the Comprehensive Plan's Capital Improvements Element. The FY 2017 – 2021 Capital Improvements Program is in compliance with the proposed amendments to the City's Capital Improvements Element of the Comprehensive Plan.

## **Community Issues**

The Capital Improvements Program is impacted by a number of community issues that have a direct relationship to the sustainability of the community and the quality of life in our City. Some of the issues that have the most significant impact on the Program are the need to provide utility services, public safety, upgrades to transportation infrastructure, parks and recreational opportunities, and stormwater management.

Utility Service - The Capital Program includes approximately \$119.2 million for the design and construction of utility improvements and \$261.6 million in the extension of Utility services, \$30.3 million for rolling stock, and \$23.6 million for equipment, in addition to ongoing maintenance across the system through FY2021.

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Public Safety – In order to provide the community with adequate services in the area of public safety, the police and fire departments must upgrade and expand facilities, technology and vehicles. As the community grows, public safety facilities must be added and/or renovated as well as upgrading equipment to include computer and communication systems to keep up with changing technology. Over the next five years, \$15.0 million will be utilized for the design and construction of public safety facilities, \$13.7 million for the purchase of rolling stock and \$3.2 million in equipment to enable the public safety departments to provide a high level of service to the community.

Transportation Infrastructure – The transportation infrastructure consists of over 3,000 lane miles of paved streets. Roadways are repaired through an on-going local road re-surfacing program. Additionally, roadway modifications are made based on changing traffic patterns to include new or widened streets as well as sidewalks and bike lanes. Included in this Program is \$45.1 million for essential capital projects.

Parks and Recreational Opportunities – The City owns and operates a municipal golf course, a waterpark, a swimming pool, a yacht basin, two senior centers, an arts studio, a special populations facility, tennis and racquetball facilities, a beach, thirty-four developed parks and twenty-four undeveloped parks. This program identifies \$77.0 million in unfunded capital projects, \$6.7 million for equipment, \$2.7 million for rolling stock and \$3.6 million for on-going maintenance.

Stormwater Management - Effective management of the City's drainage system and compliance with stormwater quality regulations will require an investment of approximately \$12.5 million over the next five years.

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**Impact on Operating Budget and Debt Service**

The relationship between the Capital Improvements Program and the annual operating budget/debt service obligations is often misunderstood. The Capital Program has two direct impacts on the operating budget. The primary impact is reflected in the various debt service accounts.

Assuming an average interest rate of 4.0% and \$1 million of bonds issued, the following table delineates debt service costs.

<u>YEAR</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
1	\$50,000	\$40,000	\$90,000
2	50,000	38,000	88,000
3	50,000	36,000	86,000
4	50,000	34,000	84,000
5	50,000	32,000	82,000
6	50,000	30,000	80,000
7	50,000	28,000	78,000
8	50,000	26,000	76,000
9	50,000	24,000	74,000
10	50,000	22,000	72,000
11	50,000	20,000	70,000
12	50,000	18,000	68,000
13	50,000	16,000	66,000
14	50,000	14,000	64,000
15	50,000	12,000	62,000
16	50,000	10,000	60,000
17	50,000	8,000	58,000
18	50,000	6,000	56,000
19	50,000	4,000	54,000
20	<u>50,000</u>	<u>2,000</u>	<u>52,000</u>
<b>TOTAL</b>	<b>\$1,000,000</b>	<b>\$420,000</b>	<b>\$1,420,000</b>

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**Vehicle/ Equipment Life Expectancy Chart**

Car	10 years/100,000* miles
Police Patrol	7 years / 75,000 miles
Pick up (Gas)	10 years / 100,000* miles
Van (Gas)	10 years / 100,000* miles
Truck (Light/Gas) in excess of 1 ton GVWR, F450 or F550 equivalent	10 years / 100,000 miles
Truck (Medium/Diesel) F450-F800, equivalent	12 years / 140,000 miles
Truck (Heavy/Diesel) F-80000-9000, equivalent	12 years / 200,000 miles
Construction Equipment	10 years / 6,000 hours
Farm Tractor	10 years and/or 6,000 hours
Trailers	12 years (all trailers)
Mowers	5 years
Miscellaneous Equipment	5 years
Truck (Fire/Brush)	10 years
Truck (Fire/Custom Pumper)	15 years Front Line/5 years Reserve
Truck (Fire/Aerial Ladder-Platform)	15 years Front Line/5 Years Reserve

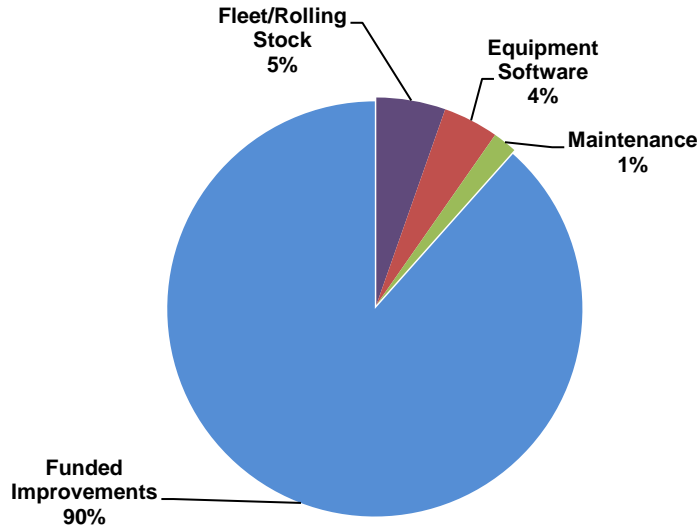
\*Use drop dead age of 12 years or 120,000 miles  
(Vehicles w/less than 100,000 miles but >= 12 years – Replace)  
(Vehicles w/less than 10 years but >= 120,000 miles – Replace)

\*May require input from Fleet eff. 12.16.14

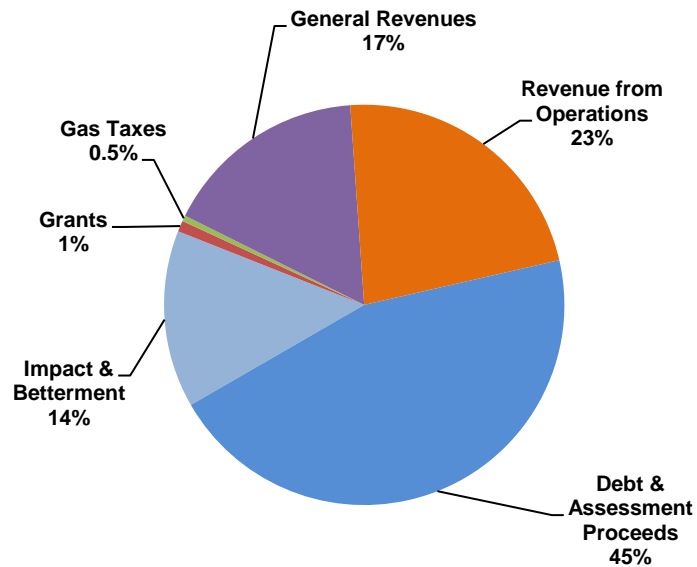
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ASSET MANAGEMENT PROGRAM  
FY 2017– FY 2021

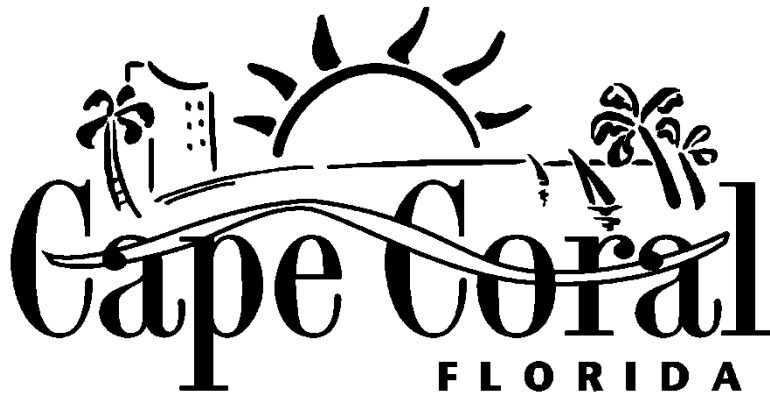
Expenditures by Program Area



Expenditures by Funding Source



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**Department Requested Capital Improvement Program**

**SUMMARY OF REQUIRED REVENUES**

	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>TOTAL</b>
Capital Facility Expansion Charge	\$ 40,587,934	\$ 16,340,132	\$ 16,340,132	\$ 24,114,252	\$ 24,114,252	\$ 121,496,702
Federal, State, Local Grants	797,900	493,384	1,874,868	646,565	-	3,812,717
Five Cent Gas Tax	121,551	127,628	134,010	140,711	147,746	671,646
General Fund	14,685,610	7,706,230	11,682,020	17,575,765	9,749,610	61,399,235
Golf Course Revenues	306,700	-	-	-	-	306,700
Police Impact Fees	-	88,179	965,950	-	-	1,054,129
Six Cent Gas Tax	700,000	-	800,000	-	800,000	2,300,000
Stormwater Revenues	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	12,500,000
Tax Increment Funding	482,000	100,000	235,000	115,000	115,000	1,047,000
Utility Special Assessment	12,742,126	56,915,038	56,915,041	67,546,126	67,546,126	261,664,458
Water/Sewer User Fees	21,828,168	23,004,987	25,092,442	28,179,709	21,084,000	119,189,306
All Hazards	30,000	-	-	-	-	30,000
<b>Grand Total</b>	<b>\$ 94,781,990</b>	<b>\$ 107,275,578</b>	<b>\$ 116,539,463</b>	<b>\$ 140,818,128</b>	<b>\$ 126,056,734</b>	<b>\$ 585,471,892</b>

**SUMMARY BY TYPE**

	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>TOTAL</b>
Public Building	\$ 7,299,610	\$ 362,409	\$ 5,199,970	\$ 10,111,765	\$ 2,269,610	\$ 25,243,364
Recreation	306,700	-	-	-	-	306,700
Stormwater	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	12,500,000
Transportation	9,517,451	8,153,012	10,491,878	8,366,276	8,542,746	45,071,363
UEP	53,330,061	73,255,170	73,255,173	91,660,378	91,660,378	383,161,159
Utilities	21,828,168	23,004,987	25,092,442	28,179,709	21,084,000	119,189,306
<b>Grand Total</b>	<b>\$ 94,781,990</b>	<b>\$ 107,275,578</b>	<b>\$ 116,539,463</b>	<b>\$ 140,818,128</b>	<b>\$ 126,056,734</b>	<b>\$ 585,471,892</b>

**City of Cape Coral, Florida**  
**FY 2017 - 2019 Adopted Operating Budget**

**CAPITAL IMPROVEMENT PROGRAM FY2017-FY2021**

The budget process includes a review of all departmental requests for capital improvement projects. Those projects with value to the community are ultimately designated as funded capital improvement projects, funded recurring capital improvement projects, or identified but unfunded capital improvement projects.

**FUNDED CAPITAL PROJECTS**

COMMON DESCRIPTION	FUNDING SOURCE	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	TOTAL
Fire Station #11	General Fund	2,569,610	-	-	-	-	2,569,610
Fire Station #12	General Fund	-	274,230	2,661,020	-	-	2,935,250
Fire Station #2	General Fund	-	-	-	261,765	2,269,610	2,531,375
Fire Training/Support Facility	General Fund	-	-	-	2,500,000	-	2,500,000
EOC Storage Facility	All Hazards	30,000	-	-	-	-	30,000
Public Safety Training Facility	General Fund	-	-	1,573,000	7,350,000	-	8,923,000
North Sub Station	Police Impact Fees	-	88,179	965,950	-	-	1,054,129
Fleet Maintenance Facility	General Fund	4,700,000	-	-	-	-	4,700,000
Coral Oaks Greens Renovation	Golf Course Revenues	306,700	-	-	-	-	306,700
North Area 1 Stormwater	Stormwater Revenues	2,500,000	2,500,000	-	-	-	5,000,000
North Area 3 Stormwater	Stormwater Revenues	-	-	2,500,000	2,500,000	-	5,000,000
North Area 4 Stormwater	Stormwater Revenues	-	-	-	-	2,500,000	2,500,000
CRA District Enhancements	Tax Increment Funding	482,000	100,000	235,000	115,000	115,000	1,047,000
Median Landscaping	General Fund	306,000	312,000	318,000	324,000	330,000	1,590,000
Alley Paving	General Fund	510,000	520,000	530,000	540,000	550,000	2,650,000
Road Resurfacing	General Fund	6,500,000	6,500,000	6,500,000	6,500,000	6,500,000	32,500,000
North Area 1 Transportation	Six Cent Gas Tax	700,000	-	-	-	-	700,000
Sidewalks CPF - TEA	Federal, State, Local Grants	797,900	493,384	1,874,868	646,565	-	3,812,717
Sidewalks CPF	Five Cent Gas Tax	121,551	127,628	134,010	140,711	147,746	671,646
Streetlighting	General Fund	100,000	100,000	100,000	100,000	100,000	500,000
North Area 3 Transportation	Six Cent Gas Tax	-	-	800,000	-	-	800,000
North Area 4 Transportation	Six Cent Gas Tax	-	-	-	-	800,000	800,000
North Area 1 Irrigation Transmission	Capital Facility Expansion	-	6,225,618	6,225,618	-	-	12,451,236
North Area 1 Potable Water Transmission	Capital Facility Expansion	-	447,117	447,117	-	-	894,234
North Area 1 Wastewater Transmission	Capital Facility Expansion	-	7,746,618	7,746,618	-	-	15,493,236
North Area 1 Irrigation Collection & Distribution	Utility Special Assessment	-	11,618,773	11,618,773	-	-	23,237,547
North Area 1 Potable Water Collection &	Utility Special Assessment	-	11,121,848	11,121,848	-	-	22,243,697
North Area 1 Wastewater Collection &	Utility Special Assessment	-	28,803,009	28,803,009	-	-	57,606,019
North Area 2 Irrigation Transmission	Capital Facility Expansion	12,707,793	-	-	-	-	12,707,793
North Area 2 Irrigation Transmission - CPS	Capital Facility Expansion	9,933,709	-	-	-	-	9,933,709
North Area 2 Potable Water Transmission	Capital Facility Expansion	6,864,933	-	-	-	-	6,864,933
North Area 2 Wastewater Transmission	Capital Facility Expansion	11,081,499	-	-	-	-	11,081,499
North Area 2 Potable Water Collection &	Utility Special Assessment	6,412,987	-	-	-	-	6,412,987
North Area 2 Wastewater Collection &	Utility Special Assessment	6,329,139	-	-	-	-	6,329,139
North Area 3 Irrigation Transmission	Capital Facility Expansion	-	696,843	696,843	8,153,061	8,153,061	17,699,807
North Area 3 Potable Water Transmission	Capital Facility Expansion	-	185,743	185,743	2,173,192	2,173,192	4,717,870
North Area 3 Wastewater Transmission	Capital Facility Expansion	-	1,038,193	1,038,193	12,146,853	12,146,853	26,370,092
North Area 3 Irrigation Collection & Distribution	Utility Special Assessment	-	1,143,865	1,143,866	13,383,224	13,383,224	29,054,180
North Area 3 Potable Water Collection &	Utility Special Assessment	-	1,391,893	1,391,894	16,285,153	16,285,153	35,354,094
North Area 3 Wastewater Collection &	Utility Special Assessment	-	2,835,649	2,835,650	33,177,093	33,177,093	72,025,486
North Area 4 Irrigation Transmission	Capital Facility Expansion	-	-	-	655,116	655,116	1,310,233
North Area 4 Potable Water Transmission	Capital Facility Expansion	-	-	-	27,869	27,869	55,737
North Area 4 Wastewater Transmission	Capital Facility Expansion	-	-	-	958,161	958,161	1,916,323
North Area 4 Irrigation Collection & Distribution	Utility Special Assessment	-	-	-	1,015,506	1,015,506	2,031,012
North Area 4 Potable Water Collection &	Utility Special Assessment	-	-	-	1,167,703	1,167,703	2,335,407
North Area 4 Wastewater Collection &	Utility Special Assessment	-	-	-	2,517,446	2,517,446	5,034,891
UCD-1 Administration Building	Water/Sewer User Fees	-	500,000	4,000,000	3,000,000	-	7,500,000
ADM-47 Forcemain I/C Veterans	Water/Sewer User Fees	-	1,750,000	500,000	-	-	2,250,000
IRR-17 Reuse River Crossing	Water/Sewer User Fees	-	1,000,000	1,250,000	4,750,000	3,000,000	10,000,000
UCD-9 Manhole Rehab FY21	Water/Sewer User Fees	-	-	-	-	500,000	500,000
WRSW-4 Operations Building	Water/Sewer User Fees	1,500,000	-	-	-	-	1,500,000
SRO-6 Control System Upgrade	Water/Sewer User Fees	250,000	-	-	-	-	250,000
SRO-7 Underground Well Feeds	Water/Sewer User Fees	47,816	-	-	-	-	47,816
NRO-5 Deep Injection Well IW1	Water/Sewer User Fees	-	3,000,000	-	-	-	3,000,000
NRO-9 Distribtn Sys Automate	Water/Sewer User Fees	-	240,000	390,000	-	-	630,000
NRO-10 Rehab/Rpl Raw Wtr Well	Water/Sewer User Fees	100,000	800,000	800,000	1,600,000	1,600,000	4,900,000
WRC-13 Lift Station Rehab FY17	Water/Sewer User Fees	1,790,352	-	-	-	-	1,790,352
ADM-43 42" Forcemain Intercon	Water/Sewer User Fees	500,000	-	-	-	-	500,000
ADM-24 Land Purchases	Water/Sewer User Fees	1,025,000	975,000	865,000	715,000	615,000	4,195,000
WRSW-1 Chlorine Chamber Coatq	Water/Sewer User Fees	150,000	-	-	-	-	150,000
IRR-1 Weir Improvements	Water/Sewer User Fees	100,000	1,000,000	1,000,000	1,500,000	-	3,600,000
WRC-1 Lift Station Rehab FY18	Water/Sewer User Fees	-	2,114,987	-	-	-	2,114,987
IRR-2 NE 10MG Stor Tank & Pump	Water/Sewer User Fees	-	100,000	5,950,000	5,950,000	-	12,000,000

(Continued Next Page)

**City of Cape Coral, Florida**  
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COMMON DESCRIPTION	FUNDING SOURCE	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	TOTAL
IRR-3 SW 5MG Stor Tank & Pump	Water/Sewer User Fees	1,500,000	-	-	-	-	1,500,000
WRE/WRSW-1 Clar/Launders Trough	Water/Sewer User Fees	-	-	210,000	165,000	-	375,000
WRC-5 LS Odor Control Rehab	Water/Sewer User Fees	75,000	75,000	75,000	75,000	75,000	375,000
ADM-1 Smoke Testing I&I	Water/Sewer User Fees	50,000	50,000	50,000	50,000	50,000	250,000
WRC-6 Maint Bldg-Gen Storage	Water/Sewer User Fees	1,000,000	-	-	-	-	1,000,000
ADM-5 Galvanized Pipe Rpl 2A	Water/Sewer User Fees	1,700,000	-	-	-	-	1,700,000
ADM-6 Galvanized Pipe Rpl 2B	Water/Sewer User Fees	-	1,350,000	-	-	-	1,350,000
WRC-2 Lift Station Rehab FY19	Water/Sewer User Fees	-	-	2,452,442	-	-	2,452,442
WRC-3 Lift Station Rehab FY20	Water/Sewer User Fees	-	-	-	2,524,709	-	2,524,709
WRC-4 Lift Station Rehab FY21	Water/Sewer User Fees	-	-	-	-	2,594,000	2,594,000
ADM-10 Fire Sprinkler ConvFY18	Water/Sewer User Fees	-	500,000	-	-	-	500,000
ADM-11 Fire Sprinkler ConvFY19	Water/Sewer User Fees	-	-	500,000	-	-	500,000
ADM-14 Potable Wtr Infr FY17	Water/Sewer User Fees	300,000	-	-	-	-	300,000
ADM-15 Potable Wtr Infr FY18	Water/Sewer User Fees	-	300,000	-	-	-	300,000
ADM-16 Potable Wtr Infr FY19	Water/Sewer User Fees	-	-	300,000	-	-	300,000
ADM-17 Potable Wtr Infr FY20	Water/Sewer User Fees	-	-	-	300,000	-	300,000
UCD-3 Manhole Rehab FY17	Water/Sewer User Fees	500,000	-	-	-	-	500,000
UCD-4 Manhole Rehab FY18	Water/Sewer User Fees	-	500,000	-	-	-	500,000
UCD-5 Manhole Rehab FY19	Water/Sewer User Fees	-	-	500,000	-	-	500,000
UCD-6 Manhole Rehab FY20	Water/Sewer User Fees	-	-	-	500,000	-	500,000
ADM-20 Infiltrn & Inflow FY17	Water/Sewer User Fees	750,000	-	-	-	-	750,000
ADM-21 Infiltrn & Inflow FY18	Water/Sewer User Fees	-	750,000	-	-	-	750,000
ADM-22 Infiltrn & Inflow FY19	Water/Sewer User Fees	-	-	750,000	-	-	750,000
ADM-23 Infiltrn & Inflow FY20	Water/Sewer User Fees	-	-	-	750,000	-	750,000
SRO-2 Plt 2 Bldg Replacement	Water/Sewer User Fees	-	-	500,000	3,000,000	4,000,000	7,500,000
NRO-3 Reconst Van Loon PS Bldg	Water/Sewer User Fees	-	250,000	250,000	250,000	-	750,000
ADM-27 ASR/IRR Supply FY17	Water/Sewer User Fees	100,000	-	-	-	-	100,000
ADM-28 ASR/IRR Supply FY18	Water/Sewer User Fees	-	100,000	-	-	-	100,000
ADM-29 ASR/IRR Supply FY19	Water/Sewer User Fees	-	-	100,000	-	-	100,000
ADM-30 ASR/IRR Supply FY20	Water/Sewer User Fees	-	-	-	100,000	-	100,000
ADM-33 Irr to PW (F/H) FY18	Water/Sewer User Fees	-	500,000	-	-	-	500,000
ADM-34 Irr to PW (F/H) FY19	Water/Sewer User Fees	-	-	500,000	-	-	500,000
ADM-35 Irr to PW (F/H) FY20	Water/Sewer User Fees	-	-	-	500,000	-	500,000
IRR-9 Reuse Sys Improve FY17	Water/Sewer User Fees	350,000	-	-	-	-	350,000
IRR-10 Reuse Sys Improve FY18	Water/Sewer User Fees	-	350,000	-	-	-	350,000
IRR-11 Reuse Sys Improve FY19	Water/Sewer User Fees	-	-	350,000	-	-	350,000
IRR-12 Reuse Sys Improve FY20	Water/Sewer User Fees	-	-	-	350,000	-	350,000
WRC-7 Rehab Master LS 200	Water/Sewer User Fees	80,000	-	-	-	-	80,000
WRE/WRSW-2 Clarifier Ctng FY16	Water/Sewer User Fees	100,000	100,000	50,000	-	-	250,000
ADM-57 NC Reservoir	Water/Sewer User Fees	400,000	-	-	-	-	400,000
SRO-12 Containment Pits	Water/Sewer User Fees	300,000	-	-	-	-	300,000
SRO-13 Pit 2 MCC Replacement	Water/Sewer User Fees	750,000	-	-	-	-	750,000
WRE-7 Headworks & Structl Ctg	Water/Sewer User Fees	200,000	200,000	-	-	-	400,000
WRE-9 Bleach Containment Ctg	Water/Sewer User Fees	250,000	-	-	-	-	250,000
WRSW-6 Rpl Utility Mains MCC-1	Water/Sewer User Fees	-	-	150,000	-	-	150,000
ADM-58 Burnt St-Casings Ph II	Water/Sewer User Fees	600,000	-	-	-	-	600,000
ADM-62 Fiber Optics	Water/Sewer User Fees	750,000	750,000	500,000	-	-	2,000,000
ADM-63 WAS Line	Water/Sewer User Fees	500,000	1,000,000	1,000,000	-	-	2,500,000
ADM-65 FM/MOV/MPS Sys & Comm	Water/Sewer User Fees	1,000,000	500,000	1,000,000	1,000,000	1,000,000	4,500,000
IRR-21 Irrigation System Comm	Water/Sewer User Fees	500,000	-	-	-	-	500,000
ADM-71 North 2 Canal PS (1)	Water/Sewer User Fees	3,500,000	3,500,000	-	-	-	7,000,000
WRE-10 MCC Blower Conduit Clar	Water/Sewer User Fees	50,000	-	-	-	-	50,000
WRSW-8 Odor Control Rehab	Water/Sewer User Fees	60,000	-	-	-	-	60,000
IRR-22 North 2 Non Assd Util	Water/Sewer User Fees	1,000,000	-	-	-	-	1,000,000
IRR-23 North 1 Non Assd Util	Water/Sewer User Fees	-	-	350,000	350,000	-	700,000
IRR-24 North 3 Non Assd Util	Water/Sewer User Fees	-	-	-	250,000	250,000	500,000
ADM-64 F/Main Replace Pelican	Water/Sewer User Fees	-	-	750,000	-	-	750,000
ADM-59 Burnt St-Casings Ph III	Water/Sewer User Fees	-	750,000	-	-	-	750,000
ADM-66 Fire Sprinkler ConvFY20	Water/Sewer User Fees	-	-	-	500,000	-	500,000
ADM-51 Infiltrn & Inflow FY21	Water/Sewer User Fees	-	-	-	-	750,000	750,000
ADM-52 ASR/IRR Supply FY21	Water/Sewer User Fees	-	-	-	-	3,000,000	3,000,000
ADM-53 Irr to PW (F/H) FY21	Water/Sewer User Fees	-	-	-	-	1,000,000	1,000,000
IRR-13 Reuse Sys Improve FY21	Water/Sewer User Fees	-	-	-	-	350,000	350,000
NSRO-3 Replace Membranes	Water/Sewer User Fees	-	-	-	-	1,500,000	1,500,000
ADM-67 Fire Sprinkler ConvFY21	Water/Sewer User Fees	-	-	-	-	500,000	500,000
ADM-69 Potable Wtr Infr FY21	Water/Sewer User Fees	-	-	-	-	300,000	300,000
<b>TOTAL</b>		<b>94,781,990</b>	<b>107,275,578</b>	<b>116,539,463</b>	<b>140,818,128</b>	<b>126,056,734</b>	<b>585,471,892</b>

Order number does not represent a priority ranking.

**City of Cape Coral, Florida**  
**FY 2017 - 2019 Adopted Operating Budget**

<b>FUNDED CAPITAL IMPROVEMENTS</b>		
<b>TYPE</b>	<b>DESCRIPTION</b>	<b>FY17-21 TOTAL</b>
Utilities	<b>Administration Building</b>	<b>7,500,000</b>
Project Name	<b>UCD-1 Administration Building</b>	
Description	To have a building built that is up to code and standards and that will have enough room to accommodate staff, current building is inadequate and doesn't meet hurricane code.	
Operating Impact	Department has indicated that completion of this project would not increase annual operating costs	
Utilities	<b>42" Forcemain Intercon</b>	<b>500,000</b>
Project Name	<b>ADM-43 42" Forcemain Intercon</b>	
Description	Construct forcemain interconnect between Everest Water Reclamation Facility and SW Water Reclamation Facility; master station will use forcemain on very limited interim basis. Provide wastewater capacity for future customers and ability to transfer flows between Water Reclamation Facilities to maintain and enhance shutdown, emergency and maintenance capabilities. This will also allow the transfer flows from the North to the South Water Reclamation Facilities. This will use available capacity and postpone the construction of the North Water Reclamation Facility.	
Operating Impact	Department has indicated that completion of this project would not increase annual operating costs	
Utilities	<b>ASR/IRR Supply</b>	<b>100,000</b>
Project Name	<b>ADM-27 ASR/IRR Supply FY17</b>	
Description	Construction of above ground pumping facilities for completed well; design and construction of new ASR wells to provide additional water for irrigation supply. With the City's current demand and growth additional irrigation water is needed. ASR wells will provide additional irrigation storage.	
Operating Impact	Department has indicated that completion of this project would not increase annual operating costs	
Utilities	<b>ASR/IRR Supply</b>	<b>100,000</b>
Project Name	<b>ADM-28 ASR/IRR Supply FY18</b>	
Description	Construction of above ground pumping facilities for completed well; design and construction of new ASR wells to provide additional water for irrigation supply. With the City's current demand and growth additional irrigation water is needed. ASR wells will provide additional irrigation storage.	
Operating Impact	Department has indicated that completion of this project would not increase annual operating costs	
Utilities	<b>ASR/IRR Supply</b>	<b>100,000</b>
Project Name	<b>ADM-29 ASR/IRR Supply FY19</b>	
Description	Construction of above ground pumping facilities for completed well; design and construction of new ASR wells to provide additional water for irrigation supply. With the City's current demand and growth additional irrigation water is needed. ASR wells will provide additional irrigation storage.	
Operating Impact	Department has indicated that completion of this project would not increase annual operating costs	
Utilities	<b>ASR/IRR Supply</b>	<b>100,000</b>
Project Name	<b>ADM-30 ASR/IRR Supply FY20</b>	
Description	Construction of above ground pumping facilities for completed well; design and construction of new ASR wells to provide additional water for irrigation supply. With the City's current demand and growth additional irrigation water is needed. ASR wells will provide additional irrigation storage.	
Operating Impact	Department has indicated that completion of this project would not increase annual operating costs	
Utilities	<b>ASR/IRR Supply</b>	<b>3,000,000</b>
Project Name	<b>ADM-52 ASR/IRR Supply FY21</b>	
Description	Construction of above ground pumping facilities for completed well; design and construction of new ASR wells to provide additional water for irrigation supply. With the City's current demand and growth additional irrigation water is needed. ASR wells will provide additional irrigation storage.	
Operating Impact	Department has indicated that completion of this project would not increase annual operating costs	
Utilities	<b>Control System Upgrade</b>	<b>250,000</b>
Project Name	<b>SRO-6 Control System Upgrade</b>	
Description	Control system upgrade.	
Operating Impact	Department has indicated that completion of this project would not increase annual operating costs	
Utilities	<b>Deep Injection Well IW1</b>	<b>3,000,000</b>
Project Name	<b>NRO-5 Deep Injection Well IW1</b>	
Description	Supply backup for current injection well for use when running MIT(Mechanical Integrity Testing). Emergency backup in the event of failure of current UIC IW-1. When performing MIT and in the event of failure of IW-2 the North RO Plant will be able to dispose of concentrate and be able to produce potable water to customers.	
Operating Impact	Department has indicated that completion of this project would not increase annual operating costs	
Utilities	<b>Distribtn Sys Automate</b>	<b>630,000</b>
Project Name	<b>NRO-9 Distribtn Sys Automate</b>	
Description	To entirely automate the city's potable water distribution system. Due to the large and growing size and complexities of the distribution system, an automated system would help to provide more consistently stable pressures throughout city. Also, the system will help to optimize how much water is pulled from each plant and the two pump stations and more quickly respond to pressure drops due to main breaks.	
Operating Impact	Department has indicated that completion of this project would not increase annual operating costs	

**City of Cape Coral, Florida**  
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**FUNDED CAPITAL IMPROVEMENTS**

<b>TYPE</b>	<b>DESCRIPTION</b>	<b>FY17-21 TOTAL</b>
<b>Utilities</b>	<b>Forcemain I/C Veterans</b>	<b>2,250,000</b>
<b>Project Name</b>	<b>ADM-47 Forcemain I/C Veterans</b>	
<b>Description</b>	Construct forcemain interconnect between Everest Water Reclamation Facility and SW Water Reclamation Facility; master station will use forcemain on very limited interim basis. Provide wastewater capacity for future customers and ability to transfer flows between Water Reclamation Facilities to maintain and enhance shutdown, emergency and maintenance capabilities. This will also allow the transfer flows from the North to the South Water Reclamation Facilities. This will use available capacity and postpone the construction of the North Water Reclamation Facility.	
<b>Operating Impact</b>	Department has indicated that completion of this project would not increase annual operating costs	
<b>Utilities</b>	<b>Galvanized Pipe Rpl</b>	<b>1,700,000</b>
<b>Project Name</b>	<b>ADM-5 Galvanized Pipe Rpl 2A</b>	
<b>Description</b>	Replace existing 2" galvanized pipe in the designated project area. The 2" galvanized pipe water lines, installed approximately 40-50 years ago, have become corroded both internally and externally causing numerous leaks and delivery problems. In some cases the internal corrosion has virtually blocked the pipe opening thereby reducing flow and pressure to a fraction of that normally required for household use. Replacing the 2" galvanized pipe will improve service delivery, reduce the number of leaks, reduce maintenance cost & reduce unaccounted for water loss.	
<b>Operating Impact</b>	Department has indicated that completion of this project would not increase annual operating costs	
<b>Utilities</b>	<b>Irr to PW (F/H)</b>	<b>500,000</b>
<b>Project Name</b>	<b>ADM-33 Irr to PW (F/H) FY18</b>	
<b>Description</b>	Replace irrigation FH (Purple) with Potable water FH. The City Currently has approximately 846 reuse Fire Hydrants, the reuse system does not have the redundancy of a potable water system and during a drought season the reuse system is negatively effected by this	
<b>Operating Impact</b>	Department has indicated that completion of this project would not increase annual operating costs	
<b>Utilities</b>	<b>Irr to PW (F/H)</b>	<b>500,000</b>
<b>Project Name</b>	<b>ADM-34 Irr to PW (F/H) FY19</b>	
<b>Description</b>	Replace irrigation FH (Purple) with Potable water FH. The City Currently has approximately 846 reuse Fire Hydrants, the reuse system does not have the redundancy of a potable water system and during a drought season the reuse system is negatively effected by this	
<b>Operating Impact</b>	Department has indicated that completion of this project would not increase annual operating costs	
<b>Utilities</b>	<b>Irr to PW (F/H)</b>	<b>500,000</b>
<b>Project Name</b>	<b>ADM-35 Irr to PW (F/H) FY20</b>	
<b>Description</b>	Replace irrigation FH (Purple) with Potable water FH. The City Currently has approximately 846 reuse Fire Hydrants, the reuse system does not have the redundancy of a potable water system and during a drought season the reuse system is negatively effected by this	
<b>Operating Impact</b>	Department has indicated that completion of this project would not increase annual operating costs	
<b>Utilities</b>	<b>Irr to PW (F/H)</b>	<b>1,000,000</b>
<b>Project Name</b>	<b>ADM-53 Irr to PW (F/H) FY21</b>	
<b>Description</b>	Replace irrigation FH (Purple) with Potable water FH. The City Currently has approximately 846 reuse Fire Hydrants, the reuse system does not have the redundancy of a potable water system and during a drought season the reuse system is negatively effected by this	
<b>Operating Impact</b>	Department has indicated that completion of this project would not increase annual operating costs	
<b>Utilities</b>	<b>Land Purchases</b>	<b>4,195,000</b>
<b>Project Name</b>	<b>ADM-24 Land Purchases</b>	
<b>Description</b>	To obtain land for additional resources needed by expanding utilities. Land would be purchased for lift station relocations, reuse storage tanks, etc.	
<b>Operating Impact</b>	Department has indicated that completion of this project would not increase annual operating costs	
<b>Utilities</b>	<b>NE 10MG Stor Tank &amp; Pump</b>	<b>12,000,000</b>
<b>Project Name</b>	<b>IRR-2 NE 10MG Stor Tank &amp; Pump</b>	
<b>Description</b>	This receiving and storage tank, with high pressure pumps, will be an integral part of the Fort Myers interconnect and meeting UEP irrigation demands and pressure.	
<b>Operating Impact</b>	Department has indicated that completion of this project would not increase annual operating costs	
<b>Utilities</b>	<b>Operations Building</b>	<b>1,500,000</b>
<b>Project Name</b>	<b>WRSW-4 Operations Building</b>	
<b>Description</b>	Projects represents the replacement of the SW WRF Operations Building. Approximately 2007 a structural analysis was conducted of the subject building. Significant deficiencies exists that replacement is comparable to refurbishment cost. This was planned as a phased project. Design completed 2008 ready for construction. Phase I - the SCADA control center was moved to a temporary trailer - Completed 2008. Phase II - Demo Old Building, construct New building. Phase III Relocate control center into new building.	
<b>Operating Impact</b>	Department has indicated that completion of this project would not increase annual operating costs	

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<b>TYPE</b>	<b>DESCRIPTION</b>	<b>FY17-21 TOTAL</b>
<b>Utilities</b>	<b>Plt 2 Bldg Replacement</b>	<b>7,500,000</b>
<b>Project Name</b>	<b>SRO-2 Plt 2 Bldg Replacement</b>	
<b>Description</b>	Replace the existing Plant 2 metal building that is deteriorating and does not meet current wind code requirements with a new concrete building. Also, install a new metal roof, traveling bridge crane, drop ceiling, and lighting. Existing building for P-2 is 27 years old. Only one of four walls is concrete block. This is in good condition. The other three walls are metal and are deteriorating, rusting, and in very poor condition. Expansion of Plant equipment limits usefulness of current fixed rail system. Fixed rail system did not pass safety	
<b>Operating Impact</b>	Department has indicated that completion of this project would not increase annual operating costs	
<b>Utilities</b>	<b>Reconst Van Loon PS Bldg</b>	<b>750,000</b>
<b>Project Name</b>	<b>NRO-3 Reconst Van Loon PS Bldg</b>	
<b>Description</b>	To construct a new building which will meet current and future needs as well as meet City's Codes. Existing building was constructed in 1979 and no longer meets the needs of the current and future demands for potable water. This pump station is critical to supply potable water during normal and emergency situations.	
<b>Operating Impact</b>	Department has indicated that completion of this project would not increase annual operating costs	
<b>Utilities</b>	<b>Rehab/Rpl Raw Wtr Well</b>	<b>4,900,000</b>
<b>Project Name</b>	<b>NSRO-2 Rehab/Replace Raw Wtr Well</b>	
<b>Description</b>	Relocate/Rehabilitate existing poor water quality wells. In order to maintain capacity, an adequate source water is needed to prevent higher electrical, chemical and labor costs associated with the treatment process.	
<b>Operating Impact</b>	Department has indicated that completion of this project would not increase annual operating costs	
<b>Utilities</b>	<b>Replace Membranes</b>	<b>1,500,000</b>
<b>Project Name</b>	<b>NSRO-3 Membrane Replacement</b>	
<b>Description</b>	Replace all reverse osmosis membrane elements at the North RO Plant. Membrane elements have a limited useful life span (usually 5-7 years). With innovative cleaning techniques, staff has been able to extend the membrane life to a total 10-12 years. At this point the elements need to be replaced to ensure optimum water quality and efficiency. As the membranes age the pressure required increases. This requires higher energy	
<b>Operating Impact</b>	Department has indicated that completion of this project would not increase annual operating costs	
<b>Utilities</b>	<b>Reuse River Crossing</b>	<b>10,000,000</b>
<b>Project Name</b>	<b>IRR-17 Reuse River Crossing</b>	
<b>Description</b>	Construct a reuse water transmission main across the Caloosahatchee River connecting the City of Fort Myers effluent system to the City of Cape Coral's Reuse System. This interconnect will provide the opportunity to receive 9.0 MGD and ultimately 12.0 MGD to enhance the City's reuse system.	
<b>Operating Impact</b>	Department has indicated that completion of this project would not increase annual operating costs	
<b>Utilities</b>	<b>Reuse Sys Improve</b>	<b>350,000</b>
<b>Project Name</b>	<b>IRR-9 Reuse Sys Improve FY17</b>	
<b>Description</b>	Information is needed to calibrate the hydraulic model and provide reuse diurnal curves of actual usage of the reuse system. This will support the Drought study, operational requirements of the reuse dashboard. This will provide ongoing critical information of the City's Reuse System.	
<b>Operating Impact</b>	Department has indicated that completion of this project would not increase annual operating costs	
<b>Utilities</b>	<b>Reuse Sys Improve</b>	<b>350,000</b>
<b>Project Name</b>	<b>IRR-10 Reuse Sys Improve FY18</b>	
<b>Description</b>	Information is needed to calibrate the hydraulic model and provide reuse diurnal curves of actual usage of the reuse system. This will support the Drought study, operational requirements of the reuse dashboard. This will provide ongoing critical information of the City's Reuse System.	
<b>Operating Impact</b>	Department has indicated that completion of this project would not increase annual operating costs	
<b>Utilities</b>	<b>Reuse Sys Improve</b>	<b>350,000</b>
<b>Project Name</b>	<b>IRR-11 Reuse Sys Improve FY19</b>	
<b>Description</b>	Information is needed to calibrate the hydraulic model and provide reuse diurnal curves of actual usage of the reuse system. This will support the Drought study, operational requirements of the reuse dashboard. This will provide ongoing critical information of the City's Reuse System.	
<b>Operating Impact</b>	Department has indicated that completion of this project would not increase annual operating costs	
<b>Utilities</b>	<b>Reuse Sys Improve</b>	<b>350,000</b>
<b>Project Name</b>	<b>IRR-12 Reuse Sys Improve FY20</b>	
<b>Description</b>	Information is needed to calibrate the hydraulic model and provide reuse diurnal curves of actual usage of the reuse system. This will support the Drought study, operational requirements of the reuse dashboard. This will provide ongoing critical information of the City's Reuse System.	
<b>Operating Impact</b>	Department has indicated that completion of this project would not increase annual operating costs	

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<b>TYPE</b>	<b>DESCRIPTION</b>	<b>FY17-21 TOTAL</b>
Utilities	Reuse Sys Improve	350,000
Project Name	IRR-13 Reuse Sys Improve FY21	
Description	Information is needed to calibrate the hydraulic model and provide reuse diurnal curves of actual usage of the reuse system. This will support the Drought study, operational requirements of the reuse dashboard. This will provide ongoing critical information of the City's Reuse System.	
Operating Impact	Department has indicated that completion of this project would not increase annual operating costs	
Utilities	SW SMG Stor Tank & Pump	1,500,000
Project Name	IRR-3 SW SMG Stor Tank & Pump	
Description	Construct 5 million gallon storage tank.	
Operating Impact	Department has indicated that completion of this project would not increase annual operating costs	
Utilities	Underground Well Feeds	47,816
Project Name	SRO-7 Underground Well Feeds	
Description	Have all south production well power supplies converted from overhead to underground. Prevent electrical service interruption during a storm event. Personnel safety during submersible pump removal and installation	
Operating Impact	Department has indicated that completion of this project would not increase annual operating costs	
Utilities	Weir Improvements	3,600,000
Project Name	IRR-1 Weir Improvements	
Description	Construct new weirs and a canal transfer pump station, design as needed. As the Utility Irrigation System expands additional capacity is required to provide irrigation water to new customer and help maintain system pressure. Also during low rainy seasons the added basins will provide much needed capacity.	
Operating Impact	Department has indicated that completion of this project would not increase annual operating costs	
Utilities	Manhole Rehab	500,000
Project Name	UCD-9 Manhole Rehab FY21	
Description	Manholes are suffering from the corrosive nature of the wastewater flows. Structural failure, collapsed manhole and roads will result if left un-addressed. High Inflow & Intrusion (I&I) inflow increases operating cost and reduced apacity at the Water Reclamation Facilities. Design, permitting, bidding, construction and in-house labor will be used when possible.	
Operating Impact	Department has indicated that completion of this project would not increase annual operating costs	
Utilities	WRC-13 Lift Station Rehab FY17	1,790,352
Project Name	WRC-13 Lift Station Rehab FY17	
Description	Rehabilitation to existing Lift Stations to improve reliability and extend station life / prevent structural and/or mechanical failures / health and welfare of the environment and citizens. Prepare concrete, apply protective coating to wet-well and/or valve vault. Replace pipes, valves, lids, hatches, control panels, pumps, pump accessories, and hardware, install new valve vault and/or wet-well on selected lift stations, bore underground, replace LCEC service drops on selected lift stations, install stationary emergency generator on selected lift stations.	
Operating Impact	Department has indicated that completion of this project would not increase annual operating costs	
Utilities	WRSW-1 Chlorine Chamber Coatg	150,000
Project Name	WRSW-1 Chlorine Chamber Coatg	
Description	To protect and prolong life of structure and associated equipment. Structure is the original contact chambers of the facility, constructed in 1992. Due to age and the corrosive properties of water stored in the chamber, the original coating has deteriorated, cracked and has peeled, leaving the chambers in a vulnerable state for concrete deterioration. Because the coating of the #1 and #2 chambers were not in the scope of the original work for the facility expansion, it is necessary to budget the work to protectively coat these two chambers for fiscal year 2017.	
Operating Impact	Department has indicated that completion of this project would not increase annual operating costs	
Utilities	WRC-1 Lift Station Rehab FY18	2,114,987
Project Name	WRC-1 Lift Station Rehab FY18	
Description	Rehabilitation to existing Lift Stations to improve reliability and extend station life / prevent structural and/or mechanical failures / health and welfare of the environment and citizens. Prepare concrete, apply protective coating to wet-well and/or valve vault. Replace pipes, valves, lids, hatches, control panels, pumps, pump accessories, and hardware, install new valve vault and/or wet-well on selected lift stations, bore underground, replace LCEC service drops on selected lift stations, install stationary emergency generator on selected lift stations.	
Operating Impact	Department has indicated that completion of this project would not increase annual operating costs	
Utilities	WRE/WRSW-1 Clar/Launder Trough	375,000
Project Name	WRE/WRSW-1 Clar/Launder Trough	
Description	Prepare and apply protective coating to walls and floors.	
Operating Impact	Department has indicated that completion of this project would not increase annual operating costs	
Utilities	WRC-5 LS Odor Control Rehab	375,000
Project Name	WRC-5 LS Odor Control Rehab	
Description	Maintaining lift station operation of odor control units to meet condition of the systems.	
Operating Impact	Department has indicated that completion of this project would not increase annual operating costs	

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<b>TYPE</b>	<b>DESCRIPTION</b>	<b>FY17-21 TOTAL</b>
<b>Utilities</b>	<b>ADM-1 Smoke Testing I&amp;I</b>	<b>250,000</b>
<b>Project Name</b>	<b>ADM-1 Smoke Testing I&amp;I</b>	
<b>Description</b>	Locating and repairing the sources of I&I will greatly reduce the amount of "outside" water that enters the sanitary sewer collection system that is pumped through the lift stations and treated at the wastewater reclamation facilities. Correcting these problems will save the City the extra treatment and pumping costs as well as free-up additional treatment capacity at the wastewater treatment for use for future developments within the City.	
<b>Operating Impact</b>	Department has indicated that completion of this project would not increase annual operating costs	
<b>Utilities</b>	<b>WRC-6 Maintenance Bldg Gen Storage</b>	<b>1,000,000</b>
<b>Project Name</b>	<b>WRC-6 Maintenance Bldg Gen Storage</b>	
<b>Description</b>	Construction of trailer mounted portable generator/pump equipment Canopy / Awning cover along the North edge of the Blo-solids Windrow area to current codes. Also, include electrical outlets for battery charger at each trailer site with under canopy lighting. Installation of paved access road and concrete pad under canopy. Supply ample cover, storage & staging area, charging area and access road for portable emergency generator or pumping equipment. This structure will preserve the longevity and condition of the equipment and ensure readiness for utilization of equipment during a storm event.	
<b>Operating Impact</b>	Department has indicated that completion of this project would not increase annual operating costs	
<b>Utilities</b>	<b>ADM-6 Galvanized Pipe Rpl 2B</b>	<b>1,350,000</b>
<b>Project Name</b>	<b>ADM-6 Galvanized Pipe Rpl 2B</b>	
<b>Description</b>	The 2" galvanized pipe water lines, installed approximately 40-50 years ago, have become corroded both internally and externally causing numerous leaks and delivery problems. In some cases the internal corrosion has virtually blocked the pipe opening thereby reducing flow and pressure to a fraction of that normally required for household use. Replacing the 2" galvanized pipe will improve service delivery, reduce the number of leaks, reduce maintenance cost & reduce unaccounted for water loss	
<b>Operating Impact</b>	Department has indicated that completion of this project would not increase annual operating costs	
<b>Utilities</b>	<b>WRC-2 Lift Station Rehab FY19</b>	<b>2,452,442</b>
<b>Project Name</b>	<b>WRC-2 Lift Station Rehab FY19</b>	
<b>Description</b>	Rehabilitation to existing Lift Stations to improve reliability and extend station life / prevent structural and/or mechanical failures / health and welfare of the environment and citizens. Prepare concrete, apply protective coating to wet-well and/or valve vault. Replace pipes, valves, lids, hatches, control panels, pumps, pump accessories, and hardware, install new valve vault and/or wet-well on selected lift stations, bore underground, replace LCEC service drops on selected lift stations, install stationary emergency generator on selected lift stations.	
<b>Operating Impact</b>	Department has indicated that completion of this project would not increase annual operating costs	
<b>Utilities</b>	<b>WRC-3 Lift Station Rehab FY20</b>	<b>2,524,709</b>
<b>Project Name</b>	<b>WRC-3 Lift Station Rehab FY20</b>	
<b>Description</b>	Rehabilitation to existing Lift Stations to improve reliability and extend station life / prevent structural and/or mechanical failures / health and welfare of the environment and citizens. Prepare concrete, apply protective coating to wet-well and/or valve vault. Replace pipes, valves, lids, hatches, control panels, pumps, pump accessories, and hardware, install new valve vault and/or wet-well on selected lift stations, bore underground, replace LCEC service drops on selected lift stations, install stationary emergency generator on selected lift stations.	
<b>Operating Impact</b>	Department has indicated that completion of this project would not increase annual operating costs	
<b>Utilities</b>	<b>WRC-4 Lift Station Rehab FY21</b>	<b>2,594,000</b>
<b>Project Name</b>	<b>WRC-4 Lift Station Rehab FY21</b>	
<b>Description</b>	Rehabilitation to existing Lift Stations to improve reliability and extend station life / prevent structural and/or mechanical failures / health and welfare of the environment and citizens. Prepare concrete, apply protective coating to wet-well and/or valve vault. Replace pipes, valves, lids, hatches, control panels, pumps, pump accessories, and hardware, install new valve vault and/or wet-well on selected lift stations, bore underground, replace LCEC service drops on selected lift stations, install stationary emergency generator on selected lift stations.	
<b>Operating Impact</b>	Department has indicated that completion of this project would not increase annual operating costs	
<b>Utilities</b>	<b>ADM-10 Fire Sprinkler ConvFY18</b>	<b>500,000</b>
<b>Project Name</b>	<b>ADM-10 Fire Sprinkler ConvFY18</b>	
<b>Description</b>	Convert fire protection sprinkler system from irrigation pipeline system to potable water pipeline system. The irrigation system is not designed and constructed to support the pressure and reliability requirements of a fire sprinkler system.	
<b>Operating Impact</b>	Department has indicated that completion of this project would not increase annual operating costs	
<b>Utilities</b>	<b>ADM-11 Fire Sprinkler ConvFY19</b>	<b>500,000</b>
<b>Project Name</b>	<b>ADM-11 Fire Sprinkler ConvFY19</b>	
<b>Description</b>	Convert fire protection sprinkler system from irrigation pipeline system to potable water pipeline system. The irrigation system is not designed and constructed to support the pressure and reliability requirements of a fire sprinkler system.	
<b>Operating Impact</b>	Department has indicated that completion of this project would not increase annual operating costs	



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<b>TYPE</b>	<b>DESCRIPTION</b>	<b>FY17-21 TOTAL</b>
Utilities	<b>ADM-14 Potable Wtr Infr FY17</b>	<b>300,000</b>
Project Name	<b>ADM-14 Potable Wtr Infr FY17</b>	
Description	Replacement of undersized potable water mains. Model simulations have been used to identify pipeline segments in the potable water distribution system that can produce high rates of head loss during peak flow conditions (example 4" upgraded with 12" main.).	
Operating Impact	Department has indicated that completion of this project would not increase annual operating costs	
Utilities	<b>ADM-15 Potable Wtr Infr FY18</b>	<b>300,000</b>
Project Name	<b>ADM-15 Potable Wtr Infr FY18</b>	
Description	Replacement of undersized potable water mains. Model simulations have been used to identify pipeline segments in the potable water distribution system that can produce high rates of head loss during peak flow conditions (example 4" upgraded with 12" main.).	
Operating Impact	Department has indicated that completion of this project would not increase annual operating costs	
Utilities	<b>ADM-16 Potable Wtr Infr FY19</b>	<b>300,000</b>
Project Name	<b>ADM-16 Potable Wtr Infr FY19</b>	
Description	Replacement of undersized potable water mains. Model simulations have been used to identify pipeline segments in the potable water distribution system that can produce high rates of head loss during peak flow conditions (example 4" upgraded with 12" main.).	
Operating Impact	Department has indicated that completion of this project would not increase annual operating costs	
Utilities	<b>ADM-17 Potable Wtr Infr FY20</b>	<b>300,000</b>
Project Name	<b>ADM-17 Potable Wtr Infr FY20</b>	
Description	Replacement of undersized potable water mains. Model simulations have been used to identify pipeline segments in the potable water distribution system that can produce high rates of head loss during peak flow conditions (example 4" upgraded with 12" main.).	
Operating Impact	Department has indicated that completion of this project would not increase annual operating costs	
Utilities	<b>UCD-3 Manhole Rehab FY17</b>	<b>500,000</b>
Project Name	<b>UCD-3 Manhole Rehab FY17</b>	
Description	Manholes are suffering from the corrosive nature of the wastewater flows. Structural failure, collapsed manhole and roads will result if left un-addressed. High Inflow & Intrusion (I&I) inflow increases operating cost and reduced apacity at the Water Reclamation Facilities. Design, permitting, bidding, construction and in-house labor will be used when possible.	
Operating Impact	Department has indicated that completion of this project would not increase annual operating costs	
Utilities	<b>UCD-4 Manhole Rehab FY17</b>	<b>500,000</b>
Project Name	<b>UCD-4 Manhole Rehab FY18</b>	
Description	Manholes are suffering from the corrosive nature of the wastewater flows. Structural failure, collapsed manhole and roads will result if left un-addressed. High Inflow & Intrusion (I&I) inflow increases operating cost and reduced apacity at the Water Reclamation Facilities. Design, permitting, bidding, construction and in-house labor will be used when possible.	
Operating Impact	Department has indicated that completion of this project would not increase annual operating costs	
Utilities	<b>UCD-5 Manhole Rehab FY19</b>	<b>500,000</b>
Project Name	<b>UCD-5 Manhole Rehab FY19</b>	
Description	Manholes are suffering from the corrosive nature of the wastewater flows. Structural failure, collapsed manhole and roads will result if left un-addressed. High Inflow & Intrusion (I&I) inflow increases operating cost and reduced apacity at the Water Reclamation Facilities. Design, permitting, bidding, construction and in-house labor will be used when possible.	
Operating Impact	Department has indicated that completion of this project would not increase annual operating costs	
Utilities	<b>UCD-6 Manhole Rehab FY20</b>	<b>500,000</b>
Project Name	<b>UCD-6 Manhole Rehab FY20</b>	
Description	Manholes are suffering from the corrosive nature of the wastewater flows. Structural failure, collapsed manhole and roads will result if left un-addressed. High Inflow & Intrusion (I&I) inflow increases operating cost and reduced apacity at the Water Reclamation Facilities. Design, permitting, bidding, construction and in-house labor will be used when possible.	
Operating Impact	Department has indicated that completion of this project would not increase annual operating costs	
Utilities	<b>ADM-20 Infiltrn &amp; Inflow FY17</b>	<b>750,000</b>
Project Name	<b>ADM-20 Infiltrn &amp; Inflow FY17</b>	
Description	CIP lining of failing gravity sewer lines directly contributing to I&I Reducing I&I will increase energy savings and relive plan capacity. Additional benefits include reducing chloride concentrations to the plant and the irrigation system.	
Operating Impact	Department has indicated that completion of this project would not increase annual operating costs	
Utilities	<b>ADM-21 Infiltrn &amp; Inflow FY18</b>	<b>750,000</b>
Project Name	<b>ADM-21 Infiltrn &amp; Inflow FY18</b>	
Description	CIP lining of failing gravity sewer lines directly contributing to I&I Reducing I&I will increase energy savings and relive plan capacity. Additional benefits include reducing chloride concentrations to the plant and the irrigation system.	
Operating Impact	Department has indicated that completion of this project would not increase annual operating costs	

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<b>TYPE</b>	<b>DESCRIPTION</b>	<b>FY17-21 TOTAL</b>
<b>Utilities</b>	<b>ADM-22 Infiltrn &amp; Inflow FY19</b>	<b>750,000</b>
<b>Project Name</b>	<b>ADM-22 Infiltrn &amp; Inflow FY19</b>	
<b>Description</b>	CIP lining of failing gravity sewer lines directly contributing to I&I Reducing I&I will increase energy savings and relive plan capacity. Additional benefits include reducing chloride concentrations to the plant and the irrigation system.	
<b>Operating Impact</b>	Department has indicated that completion of this project would not increase annual operating costs	
<b>Utilities</b>	<b>ADM-23 Infiltrn &amp; Inflow FY20</b>	<b>750,000</b>
<b>Project Name</b>	<b>ADM-23 Infiltrn &amp; Inflow FY20</b>	
<b>Description</b>	CIP lining of failing gravity sewer lines directly contributing to I&I Reducing I&I will increase energy savings and relive plan capacity. Additional benefits include reducing chloride concentrations to the plant and the irrigation system.	
<b>Operating Impact</b>	Department has indicated that completion of this project would not increase annual operating costs	
<b>Utilities</b>	<b>WRC-7 Rehab Master LS 200</b>	<b>80,000</b>
<b>Project Name</b>	<b>WRC-7 Rehab Master LS 200</b>	
<b>Description</b>	Rehabilitation to existing Lift Stations to improve reliability and extend station life / prevent structural and/or mechanical failures / health and welfare of the environment and citizens. This project was originally budgeted in FY2011 and lost it's identity through years of fiscal rollovers and needs to be rebudgeted for FY15. Prepare concrete, apply protective coating to wet-well and/or valve vault. Replace pipes, valves, lids, hatches, control panels, pumps, pump accessories, and hardware, install new valve vault and/or wet-well on selected lift stations, bore underground, replace LCEC service drops on selected lift stations, install stationary emergency generator on selected lift stations.	
<b>Operating Impact</b>	Department has indicated that completion of this project would not increase annual operating costs	
<b>Utilities</b>	<b>WRE/WRSW-2 Clarifier Ctng FY16</b>	<b>250,000</b>
<b>Project Name</b>	<b>WRE/WRSW-2 Clarifier Ctng FY16</b>	
<b>Description</b>	The metal structure that comprises a clarifier drive consists of materials which can significantly rust and corrode that will greatly shorten the life expectancy of the equipment. A complete replacement of the clarifier drive components would cost several hundred thousand dollars; applying protective coating that stops or inhibits rust and corrosion will extend the life expectancy of the drive and reduce the possibility of drive replacement from metal degradation .	
<b>Operating Impact</b>	Department has indicated that completion of this project would not increase annual operating costs	
<b>Utilities</b>	<b>ADM-57 NC Reservoir</b>	<b>400,000</b>
<b>Project Name</b>	<b>ADM-57 NC Reservoir</b>	
<b>Description</b>	Supplemental irrigation/reuse potential via reservoir storage.	
<b>Operating Impact</b>	Department has indicated that completion of this project would not increase annual operating costs	
<b>Utilities</b>	<b>SRO-12 Containment Pits</b>	<b>300,000</b>
<b>Project Name</b>	<b>SRO-12 Containment Pits</b>	
<b>Description</b>	The existing containment pit coatings are failing due to age and moisture penetrating the bottom of the containment pits. A moisture barrier will be put in place after removing the old coating and before putting the new coating down. This will dramatically increase the effectiveness of the coating, prevent peeling, and prolong the life of the new coating system. Coatings are required by rule to ensure the integrity of the containment pits so that any chemical leaks are contained and not released to the environment.	
<b>Operating Impact</b>	Department has indicated that completion of this project would not increase annual operating costs	
<b>Utilities</b>	<b>SRO-13 Plt 2 MCC Replacement</b>	<b>750,000</b>
<b>Project Name</b>	<b>SRO-13 Plt 2 MCC Replacement</b>	
<b>Description</b>	The existing Southwest Plant 2 Motor Control Center (MCC) is critical electrical equipment that was originally installed in 1986 and it provides power for the Plant 2 production facility and process equipment including eight (8) 150 horsepower high pressure pumps and three (3) 200 horsepower high service pumps. Recent scheduled preventative maintenance on the breakers/switchgear has revealed the poor condition of the equipment. This critical electric equipment has exceeded it's life expectancy and needs to be replaced.	
<b>Operating Impact</b>	Department has indicated that completion of this project would not increase annual operating costs	
<b>Utilities</b>	<b>WRE-7 Headworks &amp; Structural Coating</b>	<b>400,000</b>
<b>Project Name</b>	<b>WRE-7 Headworks &amp; Structural Coating</b>	
<b>Description</b>	Due to moisture seeping upward through the concrete, the current coating system is peeling away from the concrete and in need of replacement. A moisture barrier will be put in place after removing the old coating and before putting the new coating down. This will dramatically increase the effectiveness of the coating, prevent peeling, and prolong the life of the new coating system.	
<b>Operating Impact</b>	Department has indicated that completion of this project would not increase annual operating costs	

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**FUNDED CAPITAL IMPROVEMENTS**

<b>TYPE</b>	<b>DESCRIPTION</b>	<b>FY17-21 TOTAL</b>
<b>Utilities</b>	<b>WRE-9 Bleach Containment Coating</b>	<b>250,000</b>
<b>Project Name</b>	<b>WRE-9 Bleach Containment Coating</b>	
<b>Description</b>	The existing containment pit coatings are failing due to age and moisture penetrating the bottom of the containment pits. A moisture barrier will be put in place after removing the old coating and before putting the new coating down. This will dramatically increase the effectiveness of the coating, prevent peeling, and prolong the life of the new coating system. Coatings are required by rule to ensure the integrity of the containment pits so that any chemical leaks are contained and not released to the environment.	
<b>Operating Impact</b>	Department has indicated that completion of this project would not increase annual operating costs	
<b>Utilities</b>	<b>WRSW-6 Rpl Utility Mains MCC-1</b>	<b>150,000</b>
<b>Project Name</b>	<b>WRSW-6 Rpl Utility Mains MCC-1</b>	
<b>Description</b>	The metal structure that comprises a clarifier drive consists of materials which can significantly rust and corrode that will greatly shorten the life expectancy of the equipment. A complete replacement of the clarifier drive components would cost several hundred thousand dollars; applying protective coating that stops or inhibits rust and corrosion will extend the life expectancy of the drive and reduce the possibility of drive replacement from metal degradation .	
<b>Operating Impact</b>	Department has indicated that completion of this project would not increase annual operating costs	
<b>Utilities</b>	<b>ADM-58 Burnt St-Casings Ph II</b>	<b>600,000</b>
<b>Project Name</b>	<b>ADM-58 Burnt St-Casings Ph II</b>	
<b>Description</b>	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.	
<b>Operating Impact</b>	Department has indicated that completion of this project would not increase annual operating costs	
<b>Utilities</b>	<b>ADM-62 Fiber Optics</b>	<b>2,000,000</b>
<b>Project Name</b>	<b>ADM-62 Fiber Optics</b>	
<b>Description</b>	Install fiber optic lines to all utility plants and facilities.	
<b>Operating Impact</b>	Department has indicated that completion of this project would not increase annual operating costs	
<b>Utilities</b>	<b>ADM-63 WAS Line</b>	<b>2,500,000</b>
<b>Project Name</b>	<b>ADM-63 WAS Line</b>	
<b>Description</b>	To continue the SWWRF WAS line that terminates.	
<b>Operating Impact</b>	Department has indicated that completion of this project would not increase annual operating costs	
<b>Utilities</b>	<b>ADM-65 FM MOV/MPS Sys &amp; Comm</b>	<b>4,500,000</b>
<b>Project Name</b>	<b>ADM-65 FM MOV/MPS Sys &amp; Comm</b>	
<b>Description</b>	To implement the force main motor operated valves & master pump station system and communications.	
<b>Operating Impact</b>	Department has indicated that completion of this project would not increase annual operating costs	
<b>Utilities</b>	<b>IRR-21 Irrigation System Comm</b>	<b>500,000</b>
<b>Project Name</b>	<b>IRR-21 Irrigation System Comm</b>	
<b>Description</b>	To implement a citywide irrigation system communications platform.	
<b>Operating Impact</b>	Department has indicated that completion of this project would not increase annual operating costs	
<b>Utilities</b>	<b>ADM-71 North 2 Canal PS (1)</b>	<b>7,000,000</b>
<b>Project Name</b>	<b>ADM-71 North 2 Canal PS (1)</b>	
<b>Description</b>	To fund UEP North 2 canal pump station	
<b>Operating Impact</b>	Department has indicated that completion of this project would not increase annual operating costs	
<b>Utilities</b>	<b>WRE-10 MCC Blower Conduit-Clar</b>	<b>50,000</b>
<b>Project Name</b>	<b>WRE-10 MCC Blower Conduit-Clar</b>	
<b>Description</b>	Install a new set of electrical conduits from the MCC 2 (Blower) electrical building to one specific clarifier and/or surrounding area. Remove and replace existing junction box with an elevated box that minimizes water intrusion from rains or flooding; pull all new wire for electrical outlets, lighting and equipment.	
<b>Operating Impact</b>	Department has indicated that completion of this project would not increase annual operating costs	
<b>Utilities</b>	<b>WRSW-8 Odor Control Rehab</b>	<b>60,000</b>
<b>Project Name</b>	<b>WRSW-8 Odor Control Rehab</b>	
<b>Description</b>	Prepare and apply protective coating (Gel-coat) to walls, roof, and fan enclosures of both odor control units.	
<b>Operating Impact</b>	Department has indicated that completion of this project would not increase annual operating costs	
<b>Utilities</b>	<b>IRR-22 North 2 Non Assessed Utilities</b>	<b>1,000,000</b>
<b>Project Name</b>	<b>IRR-22 North 2 Non Assessed Utilities</b>	
<b>Description</b>	To fund North 2 UEP utilities irrigation, diversions and other non SRF funded improvements	
<b>Operating Impact</b>	Department has indicated that completion of this project would not increase annual operating costs	

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<b>TYPE</b>	<b>DESCRIPTION</b>	<b>FY17-21 TOTAL</b>
<b>Utilities</b>	<b>IRR-23 North 1 Non Assessed Utilities</b>	<b>700,000</b>
<b>Project Name</b>	<b>IRR-23 North 1 Non Assessed Utilities</b>	
<b>Description</b>	To fund North 1 UEP utilities irrigation, diversions and other non SRF funded improvements	
<b>Operating Impact</b>	Department has indicated that completion of this project would not increase annual operating costs	
<b>Utilities</b>	<b>IRR-24 North 3 Non Assessed Utilities</b>	<b>500,000</b>
<b>Project Name</b>	<b>IRR-24 North 3 Non Assessed Utilities</b>	
<b>Description</b>	To fund North 3 UEP utilities irrigation, diversions and other non SRF funded improvements	
<b>Operating Impact</b>	Department has indicated that completion of this project would not increase annual operating costs	
<b>Utilities</b>	<b>ADM-64 F/Main Replace-Pelican</b>	<b>750,000</b>
<b>Project Name</b>	<b>ADM-64 F/Main Replace-Pelican</b>	
<b>Description</b>	Replace forcemain in Peleican area.	
<b>Operating Impact</b>	Department has indicated that completion of this project would not increase annual operating costs	
<b>Utilities</b>	<b>ADM-59 Burnt St-Casings Ph III</b>	<b>750,000</b>
<b>Project Name</b>	<b>ADM-59 Burnt St-Casings Ph III</b>	
<b>Description</b>	Installation of underground utility casings for futur potable water, irrigation and force main carrier pipes underneath Burnt Store Road and also avoid any future conflict(s) with the road widening projects.	
<b>Operating Impact</b>	Department has indicated that completion of this project would not increase annual operating costs	
<b>Utilities</b>	<b>ADM-66 Fire Sprnkler ConvFY20</b>	<b>500,000</b>
<b>Project Name</b>	<b>ADM-66 Fire Sprnkler ConvFY20</b>	
<b>Description</b>	Convert fire protection sprinkler system from irrigation pipline system to potable water pipeline system. The irrigation system is not designed and constructed to support the pressure and reliability requirements of a fire sprinkler system.	
<b>Operating Impact</b>	Department has indicated that completion of this project would not increase annual operating costs	
<b>Utilities</b>	<b>ADM-51 Infiltrn &amp; Inflow FY21</b>	<b>750,000</b>
<b>Project Name</b>	<b>ADM-51 Infiltrn &amp; Inflow FY21</b>	
<b>Description</b>	CIP lining of failing gravity sewer lines directly contributing to I&I Reducing I&I will increase energy savings and relive plan capacity. Additional benefits include reducing chloride concentrations to the plant and the irrigation system.	
<b>Operating Impact</b>	Department has indicated that completion of this project would not increase annual operating costs	
<b>Utilities</b>	<b>ADM-67 Fire Sprnkler ConvFY21</b>	<b>500,000</b>
<b>Project Name</b>	<b>ADM-67 Fire Sprnkler ConvFY21</b>	
<b>Description</b>	Convert fire protection sprinkler system from irrigation pipline system to potable water pipeline system. The irrigation system is not designed and constructed to support the pressure and reliability requirements of a fire sprinkler system.	
<b>Operating Impact</b>	Department has indicated that completion of this project would not increase annual operating costs	
<b>Utilities</b>	<b>ADM-69 Potable Wtr Infr FY21</b>	<b>300,000</b>
<b>Project Name</b>	<b>ADM-69 Potable Wtr Infr FY21</b>	
<b>Description</b>	Replacement of undersized potable water mains. Model simulations have been used to identify pipeline segments in the potable water distribution system that can produce high rates of head loss during peak flow conditions (example 4" upgraded with 12" main.).	
<b>Operating Impact</b>	Department has indicated that completion of this project would not increase annual operating costs	
<b>Utility Extension</b>	<b>North Area 2 UEP W/I/WW Transmission</b>	<b>40,587,934</b>
<b>Project Name</b>	<b>North Area 2 UEP W/I/WW Transmission</b>	
<b>Description</b>	The City's utilities provide a reliable source of drinking water and wastewater services to the property owners in the area. The City completed the construction of a new water treatment facility in the North Cape with the expectation that utilities extension projects would continue in a sequenced fashion throughout the remainder of the areas of the City without utilities.	
<b>Operating Impact</b>	Department has incorporated related operating costs of Utility expansion into operating budget	
<b>Utility Extension</b>	<b>North Area 1 UEP W/I/WW Transmission</b>	<b>28,838,706</b>
<b>Project Name</b>	<b>North Area 1 UEP W/I/WW Transmission</b>	
<b>Description</b>	The City's utilities provide a reliable source of drinking water and wastewater services to the property owners in the area. The City completed the construction of a new water treatment facility in the North Cape with the expectation that utilities extension projects would continue in a sequenced fashion throughout the remainder of the areas of the City without utilities.	
<b>Operating Impact</b>	Department has incorporated related operating costs of Utility expansion into operating budget	

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<b>TYPE</b>	<b>DESCRIPTION</b>	<b>FY17-21 TOTAL</b>
<b>Utility Extension</b>	<b>North Area 3 UEP W/I/WW Transmission</b>	<b>48,787,768</b>
<b>Project Name</b>	<b>North Area 3 UEP W/I/WW Transmission</b>	
<b>Description</b>	The City's utilities provide a reliable source of drinking water and wastewater services to the property owners in the area. The City completed the construction of a new water treatment facility in the North Cape with the expectation that utilities extension projects would continue in a sequenced fashion throughout the remainder of the areas of the City without utilities.	
<b>Operating Impact</b>	Department has incorporated related operating costs of Utility expansion into operating budget	
<b>Utility Extension</b>	<b>North Area 4 UEP W/I/WW Transmission</b>	<b>3,282,293</b>
<b>Project Name</b>	<b>North Area 4 UEP W/I/WW Transmission</b>	
<b>Description</b>	The City's utilities provide a reliable source of drinking water and wastewater services to the property owners in the area. The City completed the construction of a new water treatment facility in the North Cape with the expectation that utilities extension projects would continue in a sequenced fashion throughout the remainder of the areas of the City without utilities.	
<b>Operating Impact</b>	Department has incorporated related operating costs of Utility expansion into operating budget	
<b>Utility Extension</b>	<b>North Area 2 UEP W/I/WW Collection &amp; Distribution</b>	<b>12,742,126</b>
<b>Project Name</b>	<b>North Area 2 UEP W/I/WW Collection &amp; Distribution</b>	
<b>Description</b>	The City's utilities provide a reliable source of drinking water and wastewater services to the property owners in the area. The City completed the construction of a new water treatment facility in the North Cape with the expectation that utilities extension projects would continue in a sequenced fashion throughout the remainder of the areas of the City without utilities.	
<b>Operating Impact</b>	Department has incorporated related operating costs of Utility expansion into operating budget	
<b>Utility Extension</b>	<b>North Area 1 UEP W/I/WW Collection &amp; Distribution</b>	<b>103,087,262</b>
<b>Project Name</b>	<b>North Area 1 UEP W/I/WW Collection &amp; Distribution</b>	
<b>Description</b>	The City's utilities provide a reliable source of drinking water and wastewater services to the property owners in the area. The City completed the construction of a new water treatment facility in the North Cape with the expectation that utilities extension projects would continue in a sequenced fashion throughout the remainder of the areas of the City without utilities.	
<b>Operating Impact</b>	Department has incorporated related operating costs of Utility expansion into operating budget	
<b>Utility Extension</b>	<b>North Area 3 UEP W/I/WW Collection &amp; Distribution</b>	<b>136,433,759</b>
<b>Project Name</b>	<b>North Area 3 UEP W/I/WW Collection &amp; Distribution</b>	
<b>Description</b>	The City's utilities provide a reliable source of drinking water and wastewater services to the property owners in the area. The City completed the construction of a new water treatment facility in the North Cape with the expectation that utilities extension projects would continue in a sequenced fashion throughout the remainder of the areas of the City without utilities.	
<b>Operating Impact</b>	Department has incorporated related operating costs of Utility expansion into operating budget	
<b>Utility Extension</b>	<b>North Area 4 UEP W/I/WW Collection &amp; Distribution</b>	<b>9,401,310</b>
<b>Project Name</b>	<b>North Area 4 UEP W/I/WW Collection &amp; Distribution</b>	
<b>Description</b>	The City's utilities provide a reliable source of drinking water and wastewater services to the property owners in the area. The City completed the construction of a new water treatment facility in the North Cape with the expectation that utilities extension projects would continue in a sequenced fashion throughout the remainder of the areas of the City without utilities.	
<b>Operating Impact</b>	Department has incorporated related operating costs of Utility expansion into operating budget	
<b>Transportation</b>	<b>Road Resurfacing</b>	<b>32,500,000</b>
<b>Project Name</b>	<b>Road Resurfacing</b>	
<b>Description</b>	Repave local and major roads throughout Cape Coral to extend their serviceability.	
<b>Operating Impact</b>	Department has indicated that completion of this project would not increase annual operating costs	
<b>Transportation</b>	<b>Streetlighting</b>	<b>500,000</b>
<b>Project Name</b>	<b>Roadway Lighting</b>	
<b>Description</b>	Enhance safe roadway environment during nighttime driving	
<b>Operating Impact</b>	Department has indicated that completion of this project would not increase annual operating costs	
<b>Transportation</b>	<b>Landscaping</b>	<b>1,590,000</b>
<b>Project Name</b>	<b>Median Landscaping</b>	
<b>Description</b>	Provide median landscaping on existing or future curbed medians	
<b>Operating Impact</b>	Department has indicated that completion of this project would not increase annual operating costs	
<b>Transportation</b>	<b>Sidewalks CPF</b>	<b>671,646</b>
<b>Project Name</b>	<b>Sidewalks</b>	
<b>Description</b>	Promote multimodal transportation system.	
<b>Operating Impact</b>	Department has indicated that completion of this project would not increase annual operating costs	
<b>Transportation</b>	<b>Sidewalks CPF - TEA</b>	<b>3,812,717</b>
<b>Project Name</b>	<b>Sidewalks</b>	
<b>Description</b>	Promote multimodal transportation system.	
<b>Operating Impact</b>	Department has indicated that completion of this project would not increase annual operating costs	

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**FUNDED CAPITAL IMPROVEMENTS**

<b>TYPE</b>	<b>DESCRIPTION</b>	<b>FY17-21 TOTAL</b>
<b>Transportation</b>	<b>Alley Paving</b>	<b>2,650,000</b>
<b>Project Name</b>	<b>Alley Paving</b>	
<b>Description</b>	Resurface existing alleys, fill in gaps between paved alleys and provide for regular schedule of resurfacing	
<b>Operating Impact</b>	Department has indicated that completion of this project would not increase annual operating costs	
<b>Transportation</b>	<b>CRA District Enhancements</b>	<b>1,047,000</b>
<b>Project Name</b>	<b>CRA District Enhancements</b>	
<b>Description</b>	Enhance safe roadway environment during nighttime driving with streetway and decorative lighting. Enhance parking at Big John's lot and implement beautification efforts through streetscape, median and Club Square improvements.	
<b>Operating Impact</b>	Department has indicated that completion of this project would not increase annual operating costs	
<b>Transportation</b>	<b>North Area 1 Transportation</b>	<b>700,000</b>
<b>Project Name</b>	<b>North Area 1 Transportation</b>	
<b>Description</b>	Road repaving and widening as part of the UEP projects.	
<b>Operating Impact</b>	Department has indicated that completion of this project would not increase annual operating costs	
<b>Transportation</b>	<b>North Area 3 Transportation</b>	<b>800,000</b>
<b>Project Name</b>	<b>North Area 3 Transportation</b>	
<b>Description</b>	Road repaving and widening as part of the UEP projects.	
<b>Operating Impact</b>	Department has indicated that completion of this project would not increase annual operating costs	
<b>Transportation</b>	<b>North Area 4 Transportation</b>	<b>800,000</b>
<b>Project Name</b>	<b>North Area 4 Transportation</b>	
<b>Description</b>	Road repaving and widening as part of the UEP projects.	
<b>Operating Impact</b>	Department has indicated that completion of this project would not increase annual operating costs	
<b>Stormwater</b>	<b>North Area 1 Stormwater</b>	<b>5,000,000</b>
<b>Project Name</b>	<b>North Area 1 Stormwater Improvements</b>	
<b>Description</b>	Coordination of stormwater draining improvements to run concurrent with utilities expansion program and eliminate the need for future demolition of new road surfaces and resources.	
<b>Operating Impact</b>	Department has indicated that completion of this project would not increase annual operating costs	
<b>Stormwater</b>	<b>North Area 3 Stormwater</b>	<b>5,000,000</b>
<b>Project Name</b>	<b>North Area 3 Stormwater</b>	
<b>Description</b>	Coordination of stormwater draining improvements to run concurrent with utilities expansion program and eliminate the need for future demolition of new road surfaces and resources.	
<b>Operating Impact</b>	Department has indicated that completion of this project would not increase annual operating costs	
<b>Stormwater</b>	<b>North Area 4 Stormwater</b>	<b>2,500,000</b>
<b>Project Name</b>	<b>North Area 4 Stormwater</b>	
<b>Description</b>	Coordination of stormwater draining improvements to run concurrent with utilities expansion program and eliminate the need for future demolition of new road surfaces and resources.	
<b>Operating Impact</b>	Department has indicated that completion of this project would not increase annual operating costs	
<b>Public Building</b>	<b>Fire Station #11</b>	<b>2,569,610</b>
<b>Project Name</b>	<b>Fire Station #11 New Station</b>	
<b>Description</b>	To reach response times of 5 minutes or less 90% of the time. Current response times of 5 minutes or less are reached 34.3% of the time. Cape Coral Fire Department has set a performance level for response times of 5 minutes or less 60% of the time. Construction will provide decreased response times which will provide safe efficient Fire Department operations and improve survivability and quality of life to the community. Develop site plan, final design, and accomplish construction of a new fire station based upon the Neighborhood Fire Station concept date February 12, 2014. Coordinate site design with development of new Burnt Store Road current phase and later expanded planning to provide fast / safe emergency driveway egress onto north bound and south bound Burnt Store Road. The facility will be located on SW corner of Burnt Store Road and NW 11th Street, Block 4199A. The facility will include 2 apparatus bays and accommodations for 5 plus 1 officer. An emergency signal is required on Burnt Store Road for fast, safe emergency response. Scope and preliminary cost estimates based upon the Neighborhood Fire Station Conceptual Floor Plan, dated February 12, 2014 and the Conceptual Site Plan, dated January 23, 2015. This building design will be re-used for fire stations 12 and 2 planned for later years. Cost for an emergency signal is estimated at \$250,000 based on proposals received for an earlier project. Site is two (2) parcels of approximately 2.9 acres (Tract A at 121,968 sq ft and Lot 21 at 5,000 sq ft), acquired at the April 2012 foreclosure auction and paid for by the Stormwater Fund (the SW fund will need to be re-imbursed by FD based on appraised value).	
<b>Operating Impact</b>	Department has indicated that completion of this project would increase annual operating costs	
<b>Operating Impact \$</b>		<b>3,501,219</b>

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<b>TYPE</b>	<b>DESCRIPTION</b>	<b>FY17-21 TOTAL</b>
<b>Public Building</b>	<b>Fire Station #12</b>	<b>2,935,250</b>
<b>Project Name</b>	<b>Fire Station #12 New Station</b>	
<b>Description</b>	To reach response times of 5 minutes or less 90% of the time. Current response times of 5 minutes or less are reached 34.3% of the time. Cape Coral Fire Department has set a performance level for response times of 5 minutes or less 60% of the time. Construction will provide decreased response times which will provide safe efficient Fire Department operations and improve survivability and quality of life to the community.	
<b>Operating Impact</b>	Department has indicated that completion of this project would increase annual operating costs	
<b>Operating Impact \$</b>		<b>3,886,543</b>
<b>Public Building</b>	<b>Fire Station #2</b>	<b>2,531,375</b>
<b>Project Name</b>	<b>Fire Station #2 Rebuild Station</b>	
<b>Description</b>	Replace an aging Station which was built 1974 on City Owned property. Reduce rising maintenance and repair cost. Provide faster and more efficient response times. Increasing survivability and reducing property dollar loss. To reach a Cape Coral Fire Department Internal goal of meeting calls for service within 5 minutes 60% of the	
<b>Operating Impact</b>	Department has indicated that completion of this project would not increase annual operating costs	
<b>Public Building</b>	<b>Fire Support Facility</b>	<b>2,500,000</b>
<b>Project Name</b>	<b>Fire Support Services Administration</b>	
<b>Description</b>	To establish a warehousing and distribution center for operating and reserve resources with relocation from Nicholas Annex	
<b>Operating Impact</b>	Department has indicated that completion of this project would not increase annual operating costs	
<b>Public Building</b>	<b>EOC Storage Facility</b>	<b>30,000</b>
<b>Project Name</b>	<b>EOC Storage Facility</b>	
<b>Description</b>	Modification of existing Facilities/EOC storage facility.	
<b>Operating Impact</b>	Department has indicated that completion of this project would not increase annual operating costs	
<b>Public Building</b>	<b>Public Safety Training Facility</b>	<b>8,923,000</b>
<b>Project Name</b>	<b>Public Safety Multi Purpose Training Facility</b>	
<b>Description</b>	To establish/create a city training facility for the purpose of conducting mandatory and additional rigorous high liability law enforcement and emergency/fire training. To provide efficient and better high liability training for Fire and Police personnel to include but not limited to: SWAT, K-9, Firearms, Control Management, Tactical Driving, First Aid/CPR, Waterborne Operations, Fire Suppression and Containment, Emergency Medical Care, HAZMAT, Vehicle Extraction, and provide additional storage of emergency vehicles and equipment. Accomplish all design work associated with developing a Public Safety Training Facility. The first phase of the project would be to design and construct a gun range to include a 25-yard, 50-yard, and 100-yard open air firing range with 40 covered lanes, classroom building with associated parking. The building would have a large classroom, workshop, ammunition storage, range master office, and break area. Within strategic plan to provide a public	
<b>Operating Impact</b>	Department has indicated that completion of this project would not increase annual operating costs.	
<b>Public Building</b>	<b>Police North Sub Station</b>	<b>1,054,129</b>
<b>Project Name</b>	<b>Police North Sub Station</b>	
<b>Description</b>	Develop plans, final design, and construct a 3,500 sq. ft. CCPD North Sub Station located at 1020 Kismet Pkwy. West adjacent to the north City water plant. The north sub station will be accessible to the public to file and retrieve police reports, will provide a meeting place for police north district units, and provide storage for police related equipment for quicker access. The property consists of 4.75 acres of city owned land.	
<b>Operating Impact</b>	Department has indicated that completion of this project would not increase annual operating costs	
<b>Public Building</b>	<b>Fleet Maintenance Facility</b>	<b>4,700,000</b>
<b>Project Name</b>	<b>Fleet Maintenance and Repair Facility</b>	
<b>Description</b>	Reconstruction of existing Fleet repair and maintenance facility.	
<b>Operating Impact</b>	Department has indicated that completion of this project would not increase annual operating costs	
<b>Recreation</b>	<b>Green Renovations</b>	<b>306,700</b>
<b>Project Name</b>	<b>Coral Oaks Green Renovations</b>	
<b>Description</b>	Renovate golf course greens for improved playability.	
<b>Operating Impact</b>	Department has indicated that completion of this project would not increase annual operating costs	
<b>TOTAL</b>		<b>\$ 585,471,892</b>

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**Identified/Unfunded Capital Improvement Projects**

PROJECT #	DEPARTMENT	DESCRIPTION	FUNDING SOURCE	ESTIMATED COST
1	Parks & Rec	Yacht Club Pool Gatehouse/Restrooms Renovations	Program Revenues	900,000
2	Parks & Rec	Eco Park Kayak/Nature Center	General Fund	5,000,000
3	Parks & Rec	Lake Saratoga Park Kayak rental/launch	General Fund	200,000
4	Parks & Rec	Rotary Nature Center/add more office space	General Fund	150,000
5	Parks & Rec	Rotary Park Board walk from Rotary to Glover	General Fund	500,000
6	Parks & Rec	Rotary Park Observation Tower Replace	Program Revenues	90,000
7	Parks & Rec	Serenia Vista Kayak Rental Center	General Fund	150,000
8	Parks & Rec	Serenia Vista manatee education center	General Fund	300,000
9	Parks & Rec	Yellow Fever Creek parking lot per master plan	General Fund	150,000
10	Parks & Rec	Four Freedoms - Water Enhancement	Program Revenues	65,000
11	Parks & Rec	Boat Access Park Development	Park Impact Fees	2,000,000
12	Parks & Rec	Festival Park Development	Park Impact Fees	7,000,000
13	Parks & Rec	Freshwater Boat Access	General Fund	75,000
14	Parks & Rec	Horton Park - Small Fish Pier	General Fund	150,000
15	Parks & Rec	Jaycee Park - Replace Australian Pine on Shoreline	General Fund	90,000
16	Parks & Rec	Lake Meade - NE Community Park	Park Impact Fees	10,000,000
17	Parks & Rec	Land Acquisition - Various Parks	Park Impact Fees	4,000,000
18	Parks & Rec	Lost Pond Loop	General Fund	500,000
19	Parks & Rec	Major Park - Yellow Fever Creek	Park Impact Fees	4,100,000
20	Parks & Rec	Neighborhood Park #10 Devlpmt Adult	Park Impact Fees	5,000,000
21	Parks & Rec	Neighborhood Park #2 Development	Park Impact Fees	4,000,000
22	Parks & Rec	Neighborhood Park #3 Dvlpmnt. - Football	Park Impact Fees	4,000,000
23	Parks & Rec	Neighborhood Park #6 Development Sand Blvd.	Park Impact Fees	3,000,000
24	Parks & Rec	Neighborhood Park #8 Development	Park Impact Fees	4,000,000
25	Parks & Rec	Neighborhood Park #9 - Youth Baseball/Softball Devlpmt.	Park Impact Fees	5,000,000
26	Parks & Rec	New Park - Neighborhood Park #7 Development	Park Impact Fees	4,000,000
27	Parks & Rec	Nursery - Parks Maintenance Bldg. - Relocation Operations	General Fund	500,000
28	Parks & Rec	Sirena Vista Park education center/bdwk	Park Impact Fees	450,000
29	Parks & Rec	Southwest Community Park Development	Park Impact Fees	7,000,000
30	Parks & Rec	Waterpark Interactive Water Playground	Waterpark Revenues	1,000,000
31	Parks & Rec	Waterpark Parking Lot Expansion	Waterpark Revenues	500,000
32	Public Works	Chiquita Lock	Undetermined	13,000,000
33	Public Works	Drainage Projects	Stormwater Capital Proj Funds	8,976,564
34	Public Works	Access management & circulation improvements	Five Cent Gas Tax	6,000,000
35	Public Works	Access management & circulation improvements	Transportation Capital Proj	1,450,000
36	Public Works	Andalusia/Cultural Connection	Road Impact Fees	17,000,000
37	Public Works	Chiquita Blvd. Ph. I (Veterans - SR 78)	Road Impact Fees	35,000,000
38	Public Works	Chiquita Blvd. Ph. II (Veterans - CCPW)	Road Impact Fees	35,000,000
39	Public Works	Downtown Circulation	Five Cent Gas Tax	56,959,000
40	Public Works	Downtown Circulation	Transportation Capital Proj	250,000
41	Public Works	Intersection/roadway lighting	Five Cent Gas Tax	75,000
42	Public Works	Intersection/Roadway Lighting	Transportation Capital Proj	450,000
43	Public Works	Median curbing projects	Five Cent Gas Tax	1,000,000
44	Public Works	Median curbing with local match	Five Cent Gas Tax	120,000
45	Public Works	NCGC Sign Shop & Future Signal Maint.	General Fund	900,000
46	Public Works	North Cape East/West Arterial Phase I	Road Impact Fees	100,000,000
47	Public Works	Skyline Blvd C/C Pkwy to SR 78	Road Impact Fees	40,000,000
48	Public Works	SR-78 Parallel Access Road	Five Cent Gas Tax	27,000,000
49	Public Works	Street Programs	Six Cent Gas Tax	19,752,914
50	Public Works	Traffic Control Devices/Intersection Impr	Five Cent Gas Tax	1,350,000
51	Public Works	Weir 1 Re-Design	Stormwater Fund	75,000
52	Public Works	Weir 1 Re-Construction	Stormwater Fund	425,000
53	Public Works	Weir 20 Re-Design	Stormwater Fund	112,000
54	Public Works	Weir 20 Re-Construction	Stormwater Fund	658,000
55	Public Works	Secondary Drainage Improvements & Water Quality Projects	Stormwater Fund	8,050,000
56	Parks & Rec	Fuel pumps (gas/diesel) Rosen Park	Yacht Basin Revenues 450001	100,000
57	Parks & Rec	Rosen Park Marina - shops, store, restaurant	Yacht Basin Revenues 450001	750,000
58	Parks & Rec	Designate triangle piece of land for parking lot expansion	General Fund 172001	100,000
59	Parks & Rec	Expansion of Clubhouse w/ outside covered deck	Golf Course Revenues	150,000
60	Parks & Rec	Cart Paths Renovation	Golf Course Revenues	120,000
61	Parks & Rec	Driving and Practice Green Renovation	Golf Course Revenues	85,000
62	Parks & Rec	Greens Renovation - Regrassing	Golf Course Revenues	500,000
63	Parks & Rec	Irrigation System - Replacement	Golf Course Revenues	998,000
64	Parks & Rec	Parking Lot Re Paving	Golf Course Revenues	100,000
65	Parks & Rec	Tee Renovation	Golf Course Revenues	250,000
65	City Council	Seven Islands	Undetermined	Undetermined
65	City Council	Bimini Basin	Undetermined	Undetermined

Project # listing does not represent a priority order.

**\$ 450,626,478.00**



**City of Cape Coral, Florida**  
**FY 2017 - 2019 Adopted Operating Budget**

**Department Requested Capital Equipment/Software**

**CAPITAL EQUIPMENT/SOFTWARE PROGRAM FY2017-FY2021**

**SUMMARY OF REQUIRED REVENUES**

	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>TOTAL</b>
Building Fees	\$ 87,000	\$ -	\$ -	\$ -	\$ -	\$ 87,000
General Fund	2,523,067	1,956,192	2,571,021	2,183,043	1,908,975	11,142,298
Golf Course Revenues	5,734	19,534	21,234	-	8,500	55,002
IS Fleet Fund	157,000	16,000	66,000	-	-	239,000
P&R Programs	88,000	122,000	80,000	139,000	55,000	484,000
Stormwater Revenues	131,676	83,700	10,905	12,500	25,191	263,972
Water/Sewer Fees	2,686,381	2,009,353	2,221,357	2,259,152	2,071,926	11,248,168
Waterpark Revenues	81,000	31,000	28,000	26,000	21,000	187,000
<b>TOTAL</b>	<b>\$5,759,858</b>	<b>\$4,237,779</b>	<b>\$4,998,517</b>	<b>\$4,619,694</b>	<b>\$4,090,592</b>	<b>\$23,706,439</b>

**SUMMARY BY DEPARTMENT**

	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>TOTAL</b>
City Auditor	\$ -	\$ 35,000	\$ -	\$ -	\$ -	\$ 35,000
City Clerk	-	14,600	17,000	14,600	-	46,200
DCD	87,000	-	-	-	-	87,000
Fire	823,110	766,453	129,293	129,581	147,975	1,996,412
Human Resources	-	-	-	6,200	-	6,200
ITS	1,271,505	920,000	1,416,000	1,612,500	1,460,000	6,680,005
Parks & Recreation	402,234	242,534	501,234	270,000	84,500	1,500,502
Police	105,000	98,000	607,400	295,000	270,000	1,375,400
Public Works	384,628	151,839	106,233	32,662	56,191	731,553
Utilities	2,686,381	2,009,353	2,221,357	2,259,152	2,071,926	11,248,168
<b>TOTAL</b>	<b>\$5,759,858</b>	<b>\$4,237,779</b>	<b>\$4,998,517</b>	<b>\$4,619,694</b>	<b>\$4,090,592</b>	<b>\$23,706,439</b>

Detailed schedule can be found in Appendix Section D.

**City of Cape Coral, Florida**  
**FY 2017 - 2019 Adopted Operating Budget**

**Department Requested Capital Maintenance**

**CAPITAL MAINTENANCE PROGRAM FY2017-FY2021**

**SUMMARY OF REQUIRED REVENUES**

	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>TOTAL</b>
General Fund	\$ 710,920	\$ 1,005,385	\$ 662,765	\$ 280,250	\$ 83,500	\$ 2,787,820
Golf Course Revenues	-	48,500	16,500	190,000	15,000	280,000
IS Facilities	-	-	-	45,000	-	45,000
P&R Programs	285,250	90,000	451,500	186,000	74,000	1,086,750
Tax Increment Funding	2,736,484	1,108,888	1,176,092	1,176,092	1,176,092	7,373,648
Waterpark Revenues	35,000	60,000	85,000	15,000	25,000	220,000
Yacht Basin Revenues	-	-	-	150,000	-	150,000
<b>TOTAL</b>	<b>\$ 3,767,654</b>	<b>\$ 2,312,773</b>	<b>\$ 2,391,857</b>	<b>\$ 2,042,342</b>	<b>\$ 1,373,592</b>	<b>\$ 11,943,218</b>

**SUMMARY BY DEPARTMENT**

	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>TOTAL</b>
Community Redevelopment	\$ 2,736,484	\$ 1,108,888	\$ 1,176,092	\$ 1,176,092	\$ 1,176,092	\$ 7,373,648
Fire	215,322	347,428	10,600	162,000	11,000	746,350
Governmental Services	23,423	9,732	36,900	78,250	-	148,305
Parks & Recreation	792,425	846,725	1,168,265	581,000	186,500	3,629,915
Public Works	-	-	-	45,000	-	45,000
<b>TOTAL</b>	<b>\$ 3,767,654</b>	<b>\$ 2,312,773</b>	<b>\$ 2,391,857</b>	<b>\$ 2,042,342</b>	<b>\$ 1,373,592</b>	<b>\$ 11,943,218</b>

**City of Cape Coral, Florida**  
**FY 2017 - 2019 Adopted Operating Budget**

**Fleet/Rolling Stock**

**FLEET ROLLING STOCK PROGRAM FY2017-FY2021**

**SUMMARY BY DEPARTMENT**

	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>TOTAL</b>
City Clerk	\$ 25,000	\$ -	\$ -	\$ -		\$ 25,000
City Manager	30,000	30,000	-	35,000	-	95,000
DCD	155,584	102,105	386,514	175,000	232,000	1,051,203
Finance	-	-	-	24,000	-	24,000
Fire	1,770,784	433,359	2,160,915	1,870,000	1,629,000	7,864,058
ITS	-	19,000	-	40,000	-	59,000
Parks & Recreation	507,500	277,000	332,000	753,000	877,500	2,747,000
Police	1,262,397	920,523	748,000	1,300,000	1,759,000	5,989,920
Public Works	2,111,036	1,715,277	920,174	2,100,000	1,121,000	7,967,487
Utilities	1,457,026	1,228,500	827,000	693,000	263,500	4,469,026
<b>TOTAL</b>	<b>\$ 7,319,327</b>	<b>\$ 4,725,764</b>	<b>\$ 5,374,603</b>	<b>\$ 6,990,000</b>	<b>\$ 5,882,000</b>	<b>\$ 30,291,694</b>

**TYPE/FUND**

	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>TOTAL</b>
<b>Additional</b>						
General Fund	\$ 891,000	\$ 41,000	\$ 1,013,415	\$ -	\$ -	\$ 1,945,415
IS Facilities Fund	27,000	-	-	-	-	27,000
All Hazards	-	-	-	-	-	-
Lot Mowing Fees	30,000	-	-	-	-	30,000
Water/Sewer Fees	459,694	123,625	60,000	118,000	-	761,319
Subtotal	\$ 1,407,694	\$ 164,625	\$ 1,073,415	\$ 118,000	\$ -	\$ 2,763,734
<b>Replacement</b>						
Building Fees	\$ 58,344	\$ 40,842	\$ 107,210	\$ 60,000	\$ 24,000	290,396
General Fund	3,211,602	2,024,621	3,052,491	4,802,000	4,390,500	17,481,214
Golf Course Revenues	-	-	-	30,000	445,000	475,000
IS Facilities Fund	306,000	51,000	-	145,000	210,000	712,000
IS Fleet Fund	135,000	90,000	-	100,000	-	325,000
Lot Mowing Fees	-	26,178	-	30,000	-	56,178
Risk Fund	-	-	-	-	-	-
Stormwater Revenues	1,068,324	1,116,300	256,487	730,000	470,000	3,641,111
Waterpark Revenues	30,000	-	-	-	-	30,000
Yacht Basin Revenues	-	-	-	30,000	-	30,000
All Hazards	-	-	-	15,000	-	15,000
P&R Programs	30,000	30,000	118,000	140,000	79,000	397,000
Water/Sewer Fees	1,027,332	1,104,875	767,000	575,000	263,500	3,737,707
Transportation	45,031	77,323	-	215,000	-	337,354
Subtotal	\$ 5,911,633	\$ 4,561,139	\$ 4,301,188	\$ 6,872,000	\$ 5,882,000	\$ 27,527,960
<b>TOTAL</b>	<b>\$ 7,319,327</b>	<b>\$ 4,725,764</b>	<b>\$ 5,374,603</b>	<b>\$ 6,990,000</b>	<b>\$ 5,882,000</b>	<b>\$ 30,291,694</b>

Detailed schedule can be found in Appendix Section D.

**City of Cape Coral, Florida**  
**FY 2017 - 2019 Adopted Operating Budget**

**Ongoing/Existing Capital Projects**

TYPE	DESCRIPTION	FUNDING SOURCE	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY17-21 TOTAL
Stormwater	Drainage Projects	Existing Stormwater Capital Proj Funds	\$ 1,215,506	\$ 1,276,282	\$ 1,340,096	\$ 1,410,627	\$ 1,484,871	\$ 6,727,382
Stormwater	Land Acquisition	Existing Stormwater Capital Proj Funds	50,000	50,000	50,000	-	-	150,000
Transportation	N2 Widen Old Burnt Store, Tropicana & Nelson	Existing Transportation Capital Proj Funds	220,000	220,000	220,000	220,000	220,000	1,100,000
Transportation	Access Management	Existing Transportation Capital Proj Funds	150,000	100,000	250,000	250,000	250,000	1,000,000
Transportation	Downtown Circulation	Existing Transportation Capital Proj Funds	250,000	-	-	-	-	250,000
Transportation	Intersection/Roadway Lighting	Existing Transportation Capital Proj Funds	50,000	75,000	75,000	75,000	75,000	350,000
Transportation	Kismet/Littleton Realignment	Existing Transportation Capital Proj Funds	312,500	825,000	-	-	-	1,137,500
Transportation	Median Curbing Projects	Existing Transportation Capital Proj Funds	300,000	300,000	300,000	300,000	300,000	1,500,000
Transportation	North Cape East/West Corridor	Existing Transportation Capital Proj Funds	-	-	1,780,000	-	-	1,780,000
Transportation	S.R. 78 4 Lining Chiquita Blvd. to BSR	Existing Transportation Capital Proj Funds	111,277	-	-	-	-	111,277
Transportation	S.R. 78 Parallel Access Road	Existing Transportation Capital Proj Funds	250,000	250,000	250,000	250,000	250,000	1,250,000
Transportation	Traffic Control Devices/Intersection Imp	Existing Transportation Capital Proj Funds	350,000	350,000	350,000	350,000	350,000	1,750,000
Transportation	Turn Lane Improvement	Existing Transportation Capital Proj Funds	-	200,000	-	200,000	-	400,000
Transportation	Chiquita Blvd Improvements	Existing Transportation Capital Proj Funds	1,280,000	1,380,000	420,000	-	-	3,080,000
Transportation	Road resurfacing - Pelican Blvd	Existing Transportation Capital Proj Funds	500,000	-	-	-	-	500,000

**\$ 5,039,283   \$ 5,026,282   \$ 5,035,096   \$ 3,055,627   \$ 2,929,871   \$ 21,086,159**

**SUMMARY OF REQUIRED REVENUES**

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	TOTAL
Existing Stormwater Capital Proj Funds	\$ 1,265,506	\$ 1,326,282	\$ 1,390,096	\$ 1,410,627	\$ 1,484,871	\$ 6,877,382
Existing Transportation Capital Proj Funds	3,773,777	3,700,000	3,645,000	1,645,000	1,445,000	14,208,777
<b>TOTAL</b>	<b>\$ 5,039,283</b>	<b>\$ 5,026,282</b>	<b>\$ 5,035,096</b>	<b>\$ 3,055,627</b>	<b>\$ 2,929,871</b>	<b>\$ 21,086,159</b>

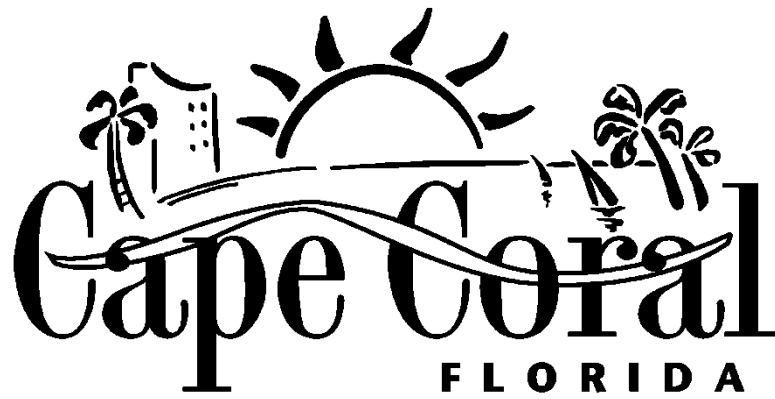
**SUMMARY BY FUNCTIONAL AREA**

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	TOTAL
Stormwater	\$ 1,265,506	\$ 1,326,282	\$ 1,390,096	\$ 1,410,627	\$ 1,484,871	\$ 6,877,382
Transportation	3,773,777	3,700,000	3,645,000	1,645,000	1,445,000	14,208,777
<b>TOTAL</b>	<b>\$ 5,039,283</b>	<b>\$ 5,026,282</b>	<b>\$ 5,035,096</b>	<b>\$ 3,055,627</b>	<b>\$ 2,929,871</b>	<b>\$ 21,086,159</b>

**DEBT MANAGEMENT PROGRAM**

**Debt Management Program..... 13**  
*Debt Management..... 13-3*

City of Cape Coral, Florida  
FY 2017 – 2019 Adopted Operating Budget



## **Debt Management**

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

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

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

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

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

### **Debt Per Capita**

Direct debt is defined as a government unit's gross debt less the enterprise system's self-supporting debt. The City will strive to maintain Direct Debt per Capita at or below the standard municipal rating agency median for cities of comparable size. In any case, the amount should not exceed 135% of such median. The Direct Debt per Capita shall be calculated by dividing the Governmental Direct Debt by the most current population within the City. Our Direct Debt per Capita is estimated at \$1,031 for the fiscal year ending September 30, 2015.

Rating agency median	2,141
135% of rating agency median	2,890
City of Cape Coral estimated population at September 30, 2015	163,602
Direct debt	\$ 168,741,478
Direct debt per capita	\$ 1,031

**City of Cape Coral, Florida**  
**FY 2017 – 2019 Adopted Operating Budget**

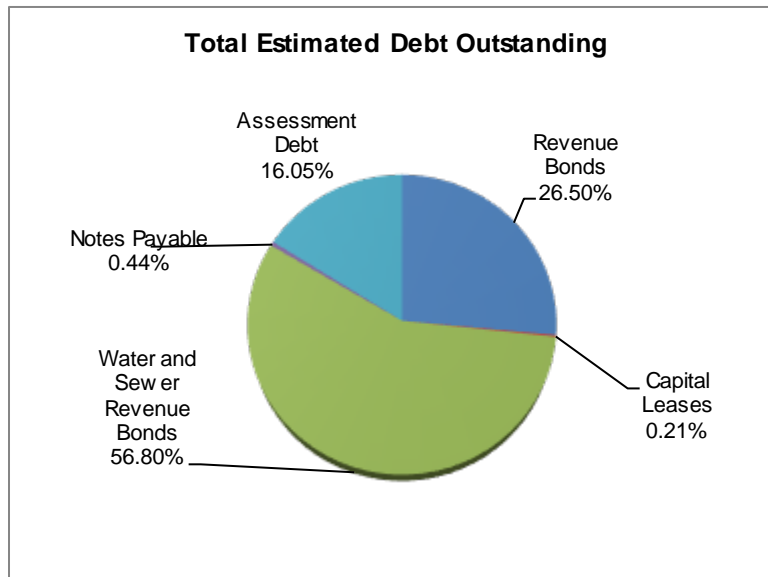
**Debt Administration**

As of September 30, 2015, the City had total outstanding debt of \$852,032,135. The following is a summary of the debt by type.

<b>Category</b>	<b>Outstanding 9/30/2015</b>	<b>Percentage of Total</b>
Governmental Fund Debt	\$ 216,566,813	25.42%
Enterprise - Water & Sewer Debt	635,465,322	74.58%
	<u>\$ 852,032,135</u>	<u>100.00%</u>

**Total Estimated Debt Outstanding**

	<b>9/30/2015</b>
Governmental	
Revenue Bonds	\$ 214,902,530
Capital Leases	1,664,283
Total Governmental Debt	<u>\$ 216,566,813</u>
Enterprise	
Water and Sewer Revenue Bonds	\$ 446,600,000
Notes Payable	68,925,322
Assessment Debt	119,940,000
Total Enterprise Debt	<u>\$ 635,465,322</u>
Total Estimated Debt Outstanding	<u><u>\$ 852,032,135</u></u>





**City of Cape Coral, Florida**  
**FY 2017 – 2019 Adopted Operating Budget**

**Proposed New Debt**

In September 2013, City Council approved a loan agreement with the State of Florida. The State Revolving Fund Loan is for the purpose of extending water, sewer, and irrigation collection and transmission lines in the area known as Southwest 6 & 7. This loan was approved by City Council in September 2013. Debt service schedules will not be established until final project close out which is expected in late 2016. The adopted budget provides \$6.5 million for annual debt service.

It is anticipated the City will seek another State Revolving Fund Loan for utility improvements in the next planned area known as North 2. No annual debt service has been included in the budget.

**City of Cape Coral, Florida**  
**FY 2017 – 2019 Adopted Operating Budget**

**FY 2017 - FY 2042 Debt Service Schedule**

	Original Issue Amount	Principal Outstanding 9/30/2016	FY 2017 Principal	FY 2017 Interest	FY 2017 Requirement
<b>Governmental</b>					
Revenue Bonds					
2005 Special Obligation Revenue	\$ -	\$ -	\$ -	\$ -	\$ -
2006 Special Obligation Revenue*	60,000,000	1,445,000	-	-	-
2007 Special Obligation Revenue	35,380,000	29,455,000	905,000	1,268,794	2,173,794
2008 Capital Improvement Revenue	28,200,000	24,960,000	1,055,000	1,415,232	2,470,232
2010 Gas Tax Revenue	40,000,000	24,960,000	730,000	2,422,501	3,152,501
2011 Special Obligation Revenue	17,690,000	16,752,000	360,000	919,116	1,279,116
2012 Special Obligation Revenue	17,669,950	11,482,190	1,317,600	279,017	1,596,617
2014 Gas Tax Revenue Bond	21,433,000	16,752,000	2,240,000	368,544	2,608,544
2014 Capital Improvement&Refund	5,300,000	4,700,000	545,000	108,570	653,570
2015 Special Obligation Revenue	51,790,000	50,915,000	2,150,000	2,189,006	4,339,006
2015 Fire Protection Assessment Revenue	1,500,000	1,405,000	275,000	20,914	295,914
2015 Special Obligation Note	13,675,000	12,092,000	1,618,000	253,932	1,871,932
Capital Leases					
2012 Lease - City	2,315,707	435,163	435,163	4,837	440,000
2012 Lease - Charter School Bus	1,342,755	627,623	175,609	9,751	185,360
State Infrastructure Bank Loan Note	759,875	-	-	114,207	114,207
<b>Total Governmental Debt</b>	<b>\$ 297,056,287</b>	<b>\$ 195,980,976</b>	<b>\$ 11,806,372</b>	<b>\$ 9,374,421</b>	<b>\$ 21,180,793</b>
<b>Enterprise</b>					
Revenue Bonds					
2006 Water & Sewer Revenue Refunding	\$ 2,865,000	\$ 2,865,000	\$ 2,865,000	\$ 137,625	\$ 3,002,625
2011 Water & Sewer Revenue Refunding	185,000,000	176,185,000	2,060,000	8,126,788	10,186,788
2011A Water & Sewer Revenue	185,000,000	179,285,000	1,565,000	4,953,600	6,518,600
2013 Water & Sewer Revenue Refunding	10,440,000	4,265,000	2,120,000	59,284	2,179,284
2015 Water & Sewer Revenue Refunding	72,415,000	72,415,000	-	3,393,900	3,393,900
2015 Water & Sewer Revenue	94,740,000	93,310,000	4,215,000	2,355,032	6,570,031
Notes - State Revolving Fund Loans					
State Revolving Fund Loan #7516L-01	682,496	308,464	40,316	8,745	49,061
State Revolving Fund Loan #7516L-02	2,898,884	1,466,876	154,352	41,857	196,209
State Revolving Fund Loan #7516P	2,390,719	1,196,324	133,654	35,789	169,443
Special Assessment Bonds					
2003 Water Improvement Assessment (SW3)	2,085,000	1,865,000	230,000	84,230	314,230
2005 Wastewater & Irrigation Water Refunding Assessment	15,140,000	12,905,000	2,265,000	528,063	2,793,063
2005 Utility Improvement Assessment Bond (SW 2)	15,350,000	14,070,000	1,335,000	574,931	1,909,931
2006 Utility Improvement Assessment (SE 1)	15,690,000	14,525,000	1,210,000	593,035	1,803,035
2007 Utility Improvement Assessment (SW 4)	41,775,000	39,055,000	2,840,000	1,726,131	4,566,131
2007 Utility Improvement Assessment(SW 5 & Surfside)	29,900,000	28,135,000	1,825,000	1,279,713	3,104,713
<b>Total Enterprise Debt</b>	<b>\$ 676,372,099</b>	<b>\$ 641,851,664</b>	<b>\$ 22,858,321</b>	<b>\$ 23,898,722</b>	<b>\$ 46,757,043</b>
<b>Total Debt</b>	<b>\$ 973,428,386</b>	<b>\$ 837,832,640</b>	<b>\$ 34,664,693</b>	<b>\$ 33,273,143</b>	<b>\$ 67,937,836</b>

\* 2006 Special Obligation Bonds refunded in FY 2015 as 2015 Special Obligation Refunding Bonds.

Additional Note: Proposed new debt is not included in this schedule.

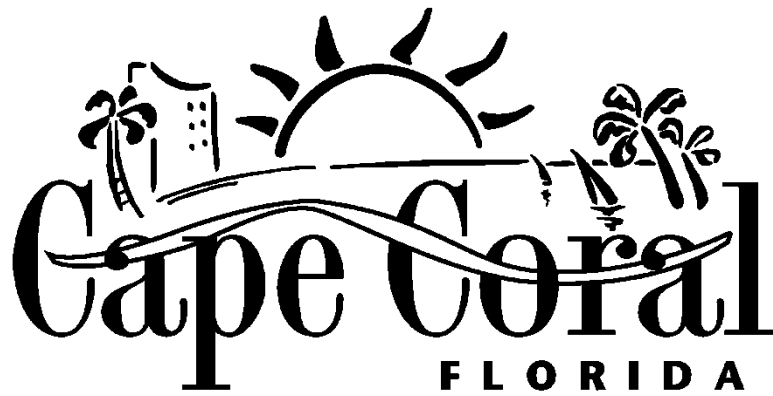
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	FY 2018 Principal	FY 2018 Interest	FY 2018 Requirement	FY 2019 Principal	FY 2019 Interest	FY 2019 Requirement	FY 2020 - 2042 Requirement
<b>Governmental</b>							
Revenue Bonds							
2005 Special Obligation Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2006 Special Obligation Revenue*	-	-	-	-	-	-	1,445,000
2007 Special Obligation Revenue	940,000	1,232,594	2,172,594	980,000	1,194,994	2,174,994	26,630,000
2008 Capital Improvement Revenue	1,115,000	1,355,414	2,470,414	1,175,000	1,355,412	2,530,412	21,615,000
2010 Gas Tax Revenue	760,000	2,393,301	3,153,301	795,000	2,656,001	3,451,001	22,675,000
2011 Special Obligation Revenue	375,000	906,156	1,281,156	390,000	891,156	1,281,156	15,627,000
2012 Special Obligation Revenue	1,349,621	247,002	1,596,623	1,382,410	214,204	1,596,614	7,432,558
2014 Gas Tax Revenue Bond	2,289,000	319,264	2,608,264	2,339,000	268,906	2,607,906	9,884,000
2014 Capital Improvement&Refund	555,000	95,981	650,981	565,000	83,160	648,160	3,035,000
2015 Special Obligation Revenue	2,235,000	2,103,006	4,338,006	2,325,000	2,013,606	4,338,606	44,205,000
2015 Fire Protection Assessment Revenue	275,000	16,376	291,376	280,000	11,798	291,798	575,000
2015 Special Obligation Note	1,652,000	219,954	1,871,954	1,689,000	185,262	1,874,262	7,133,000
Capital Leases							
2012 Lease - City	-	-	-	-	-	-	-
2012 Lease - Charter School Bus	178,554	6,807	185,361	181,548	3,812	185,360	91,911
State Infrastructure Bank Loan Note	-	114,207	114,207	-	-	-	-
<b>Total Governmental Debt</b>	<b>\$ 11,724,175</b>	<b>\$ 9,010,062</b>	<b>\$ 20,734,237</b>	<b>\$ 12,101,958</b>	<b>\$ 8,878,311</b>	<b>\$ 20,980,269</b>	<b>\$ 160,348,469</b>
<b>Enterprise</b>							
Revenue Bonds							
2006 Water & Sewer Revenue Refunding	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2011 Water & Sewer Revenue Refunding	2,115,000	8,064,988	10,179,988	2,225,000	7,892,488	10,117,488	169,785,000
2011A Water & Sewer Revenue	1,645,000	4,878,600	6,523,600	1,710,000	4,812,800	6,522,800	174,365,000
2013 Water & Sewer Revenue Refunding	2,145,000	29,816	2,174,816	-	-	-	-
2015 Water & Sewer Revenue Refunding	-	3,393,900	3,393,900	-	3,393,900	3,393,900	72,415,000
2015 Water & Sewer Revenue	4,310,000	2,261,134	6,571,134	6,825,000	2,144,916	8,969,916	77,960,000
Notes - State Revolving Fund Loans							
State Revolving Fund Loan #7516L-01	41,506	7,556	49,062	42,731	6,330	49,061	183,912
State Revolving Fund Loan #7516L-02	158,908	37,302	196,210	163,598	37,301	200,899	990,018
State Revolving Fund Loan #7516P	137,911	32,499	170,410	142,303	28,107	170,410	782,457
Special Assessment Bonds							
2003 Water Improvement Assessment (SW3)	240,000	74,455	314,455	250,000	64,135	314,135	1,145,000
2005 Wastewater & Irrigation Water Refunding Assessment	2,345,000	437,463	2,782,463	2,445,000	343,663	2,788,663	5,850,000
2005 Utility Improvement Assessment Bond (SW 2)	1,390,000	521,531	1,911,531	1,440,000	465,931	1,905,931	9,905,000
2006 Utility Improvement Assessment (SE 1)	1,260,000	546,148	1,806,148	1,305,000	495,748	1,800,748	10,750,000
2007 Utility Improvement Assessment (SW 4)	2,975,000	1,597,431	4,572,431	3,095,000	1,469,631	4,564,631	30,145,000
2007 Utility Improvement Assessment(SW 5 & Surfside)	1,900,000	1,204,431	3,104,431	1,985,000	1,123,681	3,108,681	22,425,000
<b>Total Enterprise Debt</b>	<b>\$ 20,663,324</b>	<b>\$ 23,087,254</b>	<b>\$ 43,750,578</b>	<b>\$ 21,628,631</b>	<b>\$ 22,278,631</b>	<b>\$ 43,907,262</b>	<b>\$ 576,701,388</b>
<b>Total Debt</b>	<b>\$ 32,387,499</b>	<b>\$ 32,097,317</b>	<b>\$ 64,484,816</b>	<b>\$ 33,730,589</b>	<b>\$ 31,156,942</b>	<b>\$ 64,887,531</b>	<b>\$ 737,049,857</b>

\* 2006 Special Obligation Bonds refunded in FY 2015 as 2015 Special Obligation Refunding Bonds.

Additional Note: Proposed new debt is not included in this schedule.

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APPENDICES

**Appendices..... 14**

*Financial Terms..... Section 14-A1*

*Statistical Section..... Section 14-B1*

*Pay Scales ..... Section 14-C1*

*Detailed Asset Improvement Schedules..... Section 14-D1*

*Capital Equipment/Software Program Plan*

*Capital Maintenance Program Plan*

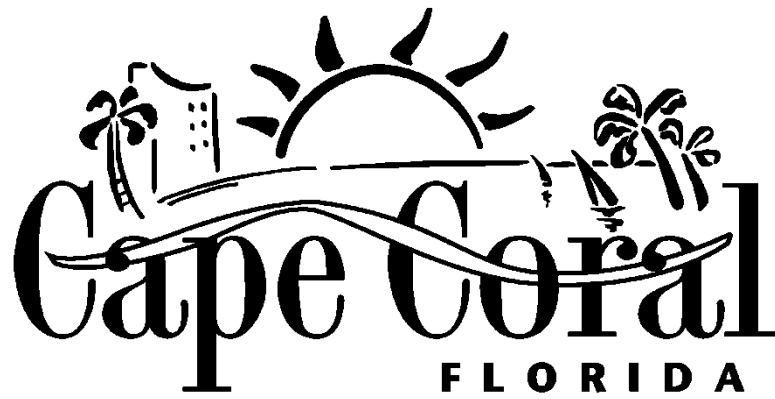
*Rolling Stock Program Plan*

*Ordinance..... Section 14-E1*

*Ordinance 45-16*

*Ordinance 46-16*

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## Financial Terms

**Account:** Financial reporting unit for budget, management, or accounting purposes.

**Accounting Period:** A period of time (e.g. one month, one year) where the city determines its financial position and results of operations.

**Accrual Basis:** The basis whereby transactions and events are recognized when they occur, regardless of when cash is received or paid.

**Actuarial:** A person or methodology that makes determinations of required contributions to achieve future funding levels that addresses risk and time.

**Ad Valorem Tax:** Tax levied in proportion to the value of the property against which it is levied.

**Adopted Budget:** The proposed budget as initially formally approved by the City Council.

**Aggregate Millage Rate:** A rate obtained by dividing the sum of all ad valorem taxes levied by the governing body by the taxable value of the municipality, expressed as an average tax rate.

**All Years Budgeting:** The method of budgeting and reporting grant and capital project appropriations and expenditures from grant or project inception through the reporting period, as opposed to, budgeting and reporting on a fiscal year basis. As a result, each year's budget only reflects that year's changes in funding, such as additional funds being added to a project budget or unneeded funds being subtracted from the budget.

**Allocation:** Component of an appropriation earmarking expenditures for a specific purpose and/or level of organization.

**Amendments:** Process in which budget appropriations are increased or decreased as a result of unanticipated changes in sources/uses. Amendments must be approved by the City Council in the same form the budget was originally approved.

**Appropriation:** A legal authorization granted by the legislative body to incur expenditures and obligations for a specific purpose. An appropriation is usually limited in amount, and as to the time when it may be expended.

**Assessed Valuation:** A valuations set upon real estate or other property by a government as a basis for levying taxes. Taxable valuation is calculated from an assessed valuation. In Florida, assessed value is required to approach 100% of market value.

**Balanced Budget:** A budget in which the amount available from taxation and other sources, including balances brought forward from prior fiscal years, equal the total appropriations for expenditures and reserves.

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**Benchmark:** To determine the quality of products, services and practices by measuring critical factors (i.e., how fast, how reliable a product or service is) and compare the results to those of comparable entities.

**Bond:** Written evidence of the issuer's obligation to repay a specified principal amount on a certain date (maturity date), together with interest at a stated rate, or according to a formula for determining that rate.

**Bond Rating:** The rating established by a rating company (Moody's, Standard and Poor's, Fitch) that assesses the City's financial stability, resources and capacity to repay the financing issue by evaluating the organization's administrative management, financial management, debt load and local economy.

**Budget:** A plan of financial operation embodying an estimate of proposed expenditures for a given period, and the proposed means of financing. Used without any modifier, the term usually indicates a financial plan for a single fiscal year. The term "budget" is used in two senses in practice. Sometimes it designates the financial plan presented to the appropriating body for adoption, and sometimes the plan finally approved by that body. It is usually necessary to specify whether the budget under consideration is proposed and tentative, or whether it has been approved by the appropriating body. The budget, once adopted, is the legal authorization to expend city funds during the fiscal year. The budget may be amended during the fiscal year by the governing body and/or management, in accordance with procedures specified by law, charter, and/or administrative rules and regulations.

**Budget Calendar:** The schedule of key dates, which the City follows in the preparation, and adoption of the budget.

**Budget Message:** A general discussion of the proposed budget as presented in writing to the legislative body.

**Capital Expenditure (Outlay):** An expenditure to acquire long-term assets. The asset will have a unit cost of \$5,000 or more and a useful life in excess of one year.

**Capital Improvement Program (CIP):** A plan for capital expenditures to be incurred each year over a period of years to meet capital needs arising from the long-term work program. It sets forth each project and its related expenditures and specifies the full resources estimated to be available to finance the projected expenditures.

**Capital Lease:** An agreement conveying the right to use property, plant, or equipment usually for a stated period of time where the lessee assumes all the risks and rewards of ownership.

**Capitalized Interest:** When interest cost is added to the cost of an asset and expensed over the useful life of an asset.

**Charges for Service:** This revenue results from user fees for various City services. Golf course fees, fees for planning and zoning services, and charges for utility service are examples.

**Charter School:** A school receiving public money but operates independently of the established public school system.



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**City Core Service:** A service that cost-effectively enhances the health, safety, and welfare of the general population, is not redundant to services provided by other government entities or the private sector; is equitably apportioned among the general population not special sectors or groups and is one in which resources are located and distributed to make the service universally accessible to the general population.

**Commercial Paper:** An unsecured promissory note that is used for a specific amount, maturing on a specific day. Normally, the maximum maturity is 270 days, but the most common length is 30 days.

**Communication Services Tax Simplification Law:** A law created by Florida Legislature to combine communication services revenues with a two-tiered tax composed of State and local-option tax.

**Comprehensive Annual Financial Report (CAFR):** This report is prepared by the Accounting Division of the Financial Services Department. It is usually referred to by its abbreviation, and summarizes financial data for a fiscal year in a standardized format. The CAFR is organized by fund and contains two basic types of information: a balance sheet that compares assets with liabilities and fund balance; and an operating statement that compares revenues with expenditures.

**Comprehensive Plan:** As required by Florida Statutes, the comprehensive plan is a definitive guide for growth management of our community. The Plan consists of eleven elements in such areas as capital improvements, land use, housing, transportation, recreation and infrastructure and provides goals, objectives, policies and supporting documentation.

**Community Development Block Grant (CDBG):** An entitlement grant program authorized by the federal government, which provides a federal grant for each year in which the program is authorized by Congress. The entitlement is based upon a formula, which includes the City's population. The CDBG is limited in eligible uses of the funds to projects generally affecting low and moderate-income persons or the elimination of slums and blight.

**Community Redevelopment Agency (CRA):** The Community Redevelopment Agency is a dependent special district established pursuant to State law by a local government. A CRA is established in an area suffering from blighted conditions. As the property within the district's boundaries is improved, ad valorem revenue generated from the difference between the base year taxable value and the current year taxable value is returned to the CRA fund. Generated revenue is used as a mechanism to finance additional capital improvements within the area.

**Continuing Appropriations:** Funding approved in the current budget but not expended during that current budget year. These appropriations are carried forward into the next fiscal year for their intended purposes. (Grants and capital projects)

**Debt Limit:** The maximum amount of gross or net debt that is legally permitted. The Constitution of the State of Florida (FS 200.181) and the City of Cape Coral set no legal debt limit.

**Debt Ratios:** Comparative statistics showing the relationship between the issuer's outstanding debt and such factors as its tax base, income or population. Such ratios are often used in the process of determining credit quality of an issue.

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**Debt Service:** The annual payments required to support debt issues, including interest and principal payments.

**Department:** A basic organizational unit of government that may be sub-divided into divisions, programs, activity groups, and/or activities.

**Depreciation:** The decrease in value of physical assets due to use and the passage of time.

**Distinguished Budget Presentation Award Program:** A voluntary program administered by the Government Finance Officers Association to encourage governments to publish efficiently organized and easily readable budget documents and to provide peer recognition and technical assistance to the fiscal officers preparing them.

**Efficiency:** A relationship between the resource allocation (input) and the ultimate product or service delivered (output) for a particular activity. Usually expressed as “cost per service provided.”

**Encumbrance:** Purchase orders, contracts, salaries or other commitments which are chargeable to an appropriation and for which a part of the appropriation is obligated. They cease to be encumbrances when the obligations are paid or otherwise liquidated.

**Enterprise Fund:** A fund used to account for operations that are financed and operated in a manner similar to private business enterprises, wherein the stated intent is that the costs (including depreciation) of providing goods and services be financed from revenues recovered primarily through user fees.

**Escrow:** Money or property held in the custody of a third party that is returned only after the fulfillment of specific conditions.

**Expenditures:** Decreases in net financial resources. Expenditures include current operating expenses, which require the current or future use of net current assets, debt service, and capital outlays.

**Financial Management Policies:** A comprehensive set of financial management policies that are necessary to strengthen the city's financial condition and bond ratings. These policies, which are based on widely accepted credit industry measures and standards, are applied to the ongoing management of the City's finances.

**Fines and Forfeitures:** Consists of a variety of fees, fines and forfeitures collected by the State Court System, including bail forfeitures, garnishments, legal defenders recoupment and juror/witness fees.

**Fiscal Year:** A 12-month period to which the annual operating budget applies, and at the end of which a government determines its financial position and the results of its operations. Cape Coral's fiscal year begins October 1<sup>st</sup> and ends September 30<sup>th</sup> of each year.

**Fixed Assets:** Assets of a long-term character which are intended to continue to be held or used, such as land, building, improvements other than buildings, machinery, and equipment. Also see capital expenditures.

**Franchise Fee:** Charges to utilities for exclusive rights to operate within municipal right-of-ways or to provide a service. Examples are electricity and solid waste.

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**Full Cost Allocation Plan:** A plan to distribute central services overhead costs to operating departments. Central services are those administrative functions that mainly provide services to other governmental departments and not to the public.

**Full-Time Equivalent Position (FTE):** A position converted to the decimal equivalent of a full time position based on 2,080 hours per year. For example, a clerk working for 20 hours per week would be the equivalent to .5 of a full-time position.

**Functions:** Expenditure classification according to the principal purposes for which expenditures are made. Examples are general government, culture/recreation, public safety, and transportation.

**Fund:** A fiscal and accounting entity with a self-balancing set of accounts recording assets, liabilities, revenues and expenditures associated with a particular purpose.

**Fund Balance:** The difference between a governmental fund's assets and liabilities.

**Funded Positions:** A term referring to the number of authorized positions for which funding is included in a given fiscal year's budget.

**Government Accounting Standards Board (GASB):** The independent organization that establishes and improves standards of accounting and financial reporting for U.S. state and local governments.

**General Fund:** This fund is used to account for all financial transactions applicable to the general operations of the city. Revenues are derived principally from property taxes, state shared revenues, franchise fees, fines, licenses and permits, and grants. This fund accounts for the general operating expenditures of the City including police and fire protection, engineering/public works, parks and recreation, planning and development, and general administration.

**Generally Accepted Accounting Principles (GAAP):** Uniform minimum standards and guidelines for financial accounting and reporting that govern the form and content of the basic financial statements of an entity. GAAP encompass the conventions, rules, and procedures necessary to define accounting practices. They include not only broad guidelines of general application, but also detailed practices and procedures. The primary authoritative statement on the application of GAAP to state and local governments are GASB pronouncements. Every government should prepare and publish financial statements in conformity with GAAP.

**General Obligation Bonds:** Bonds, which are secured by the full faith and credit of the issuer. General obligation bonds issued by local units of government are secured by a pledge of the issuer's ad valorem taxing power. Such bonds constitute debts of the issuer and require voter approval prior to issuance in the State of Florida.

**Government Finance Officers Association (GFOA):** GFOA is the professional association of state/provincial and local finance officers in the United States and Canada, as has served the public finance profession since 1906. Approximately 16,000 GFOA members are dedicated to the sound management of government financial resources.

**Homestead Exemption:** Pursuant to the Florida State Constitution, when someone owns property and makes it his or her permanent residence or the permanent residence of his or her dependent, the

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property owner maybe be eligible to receive a homestead exemption up to \$50,000. The first \$25,000 applies to all property taxes, including school district taxes. The additional exemption up to \$25,000 applies to the assessed value between \$50,000 and \$75,000 and only to non-school taxes.

**Impact Fee:** A fee imposed on new development to for all or a portion of the costs of providing public services to the new development.

**Indirect Costs:** Costs associated but not directly attributable to, the providing of a product or service. These costs are usually incurred by a department in the support of other operating departments.

**Infrastructure:** Public domain fixed assets including roads, bridges, curbs, gutters, sidewalks, drainage systems, lighting systems and other items that have value only to the City.

**Interest Income:** Revenue associated with the City cash management activities of investing fund balances.

**Intergovernmental Revenue:** Revenue collected by one government and distributed (usually through some predetermined formula) to another level of government(s).

**Interlocal Agreement:** A contractual agreement between two or more governmental entities.

**Internal Service Fund:** A fund established to account for an entity which provides goods and services to other City entities and charges those entities for the goods and services provided. Example: self-insurance funds and maintenance funds for Fleet and Facilities.

**Legally Adopted Budget:** The total of the budgets of each City fund including budgeted transactions between funds.

**Licenses and Permits:** This category includes revenue raised for the purpose of recovering the costs associated with regulating business activity. Many of these fees are regulatory in nature in order to ensure compliance with the law.

**Mandate:** A requirement from a higher level of government that a lower government perform a task in a particular way or standard.

**Measurement:** A variety of methods used to assess the results achieved and improvements still required in a process or a system. Measurement gives the basis for continuous improvement by helping evaluate what is working and what is not working.

**Mil:** One thousandth of a dollar or \$1.00 of tax per \$1,000 assessed valuation.

**Millage Rate:** A rate expressed in thousandths. As used with ad valorem (property) taxes the rate expresses the dollars of tax per one thousand dollars of taxable value.

**Mission Statement:** A broad statement of purpose derived from an organization's and/or community's values and goals.

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**Modified Accrual Basis:** The basis of accounting under which revenues are recognized when measurable and available to pay liabilities and expenditures are recognized when the liability is incurred. Exceptions to this rule include principal and interest on long term debt as well as expenditures related to compensated absences and claims and judgments which are recognized when due. All governmental funds are accounted for using the modified accrual basis of accounting.

**Multi-Year Fiscal Forecast:** An estimation of revenues and expenditures over a period of five or more years with the use of relevant financial, economic and demographic information. It serves as an aid to elected and administrative officials in anticipating future fiscal issues, enabling them to take corrective action where necessary. It also assists the staff and Council in operations planning and strengthens estimates of revenues and expenditures in the annual budget process.

**Net position:** The differences between an enterprise fund's assets and liabilities.

**Non-Ad Valorem Assessment:** A fee levied on certain properties to defray all or part of the cost of a specific capital improvement or service deemed to benefit those properties. The value of the property is not considered when calculating a Non-Ad Valorem Assessment. Instead, the cost of the facility or service is allocated proportionately to the benefited properties in a defined area. It is sometimes referred to as a Special Assessment. Generally, this is collected by the Tax Collector's Office on the annual consolidated tax bill along with Ad Valorem Taxes.

**Objective:** Something to be accomplished in specific, well defined and measurable terms and that is achievable within a specified time frame. A good statement of objectives should state a specific standard of performance for a given program: (1) An operational objective focuses on service delivery. (2) A managerial objective focuses on those aspects of management that help staff achieve operational objectives; i.e., staff training, work plan development, etc.

**Operating Lease:** A lease that is paid out of current operating income.

**Operating Transfers:** Legally authorized transfers between object codes as needed to balance specific line items.

**Ordinance:** A formal legislative enactment by the City that carries the full faith and effect of the law within corporate boundaries of the City unless in conflict with any higher form of law, such as state or federal.

**Outcomes:** Quality performance measures of effectiveness and of achieving goals. (e.g. customer satisfaction, awareness level, etc.)

**Outputs:** Process performance measures of efficiency and productivity. (e.g., per capita expenditures, transactions per day, etc.)

**Pay-as-You-Go Financing:** A method of paying for the capital projects that relies on current tax and grant revenues rather than on debt.

**Per capita:** A measurement of the proportion of some statistic to an individual resident determined by dividing the statistic by the current population.

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**Performance Budget:** A budget which relates expenditures to measures of activity and performance.

**Performance Measures:** Data collected to determine how effective and and/or efficient a program is in achieving its objectives. The measures are also reported for prior years to allow comparison and evaluation. Performance measures include workload indicators, effectiveness and efficiency standards, and outcomes.

**Potable Water:** Water that is safe to drink.

**Present Value:** The discounted value of a future amount of cash, assuming a given rate of interest, to take into account the time value of money. A dollar is worth a dollar today, but is worth less than today's dollar tomorrow.

**Projected Expense:** The estimated expense through the end of the current fiscal year for a respective budget line item.

**Property Tax:** Another term for Ad Valorem Tax. See Ad Valorem Tax.

**Quality:** Excellence as defined by the customer.

**Resolution:** A legislative act by the City with less legal formality than an ordinance.

**Revenues:** Monies received from all sources (with exception of fund balance) which will be used to fund expenditures in a fiscal year.

**Rolled-Back Rate:** The operating millage rate required to raise the same ad valorem tax revenues as were levied in the prior year, exclusive of new construction, additions to structures, deletions and property added, i.e. annexations.

**Rolling Stock:** Wheeled vehicles in the City's fleet.

**Self-Insurance Fund:** Internal service funds used to centrally manage the City's insurance coverage for workers' compensation, property/liability and health.

**Service Level:** Service(s) or product(s), which comprise actual (or expected, depending on whether one is describing a current or future service level) output of a given program. Focus is on results not measures of workload.

**Special Assessment:** Another name for Non-Ad Valorem Assessment.

**Special Assessment Bonds:** Obligations payable from special assessment revenues or charges imposed against property in a particular locality because that property receives a special benefit by virtue of a public improvement, separate and apart from the general benefit accruing to the public at large.

**Special Revenue Funds:** Funds, exclusive of the General Fund and capital funds, which are separately administered because they are associated with a distinct function or purpose.

**Statute:** A written law enacted by a duly organized and constituted legislative body.

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**Strategic Plan:** A document outlining long-term goals, critical issues and action plans, which will increase the organization's effectiveness in attaining its mission, priorities, goals and objectives. Strategic planning starts with examining the present, envisioning the future, choosing how to get there, and making it happen.

**Supplemental Requests:** Budget requests by Departments for new positions, new equipment, and/or program expansions.

**Taxes:** Compulsory charges levied by a government for the purpose of financing services performed for the common benefit. This term does not include specific charges made against particular persons or property for current or permanent benefits, such as special assessments. Neither does the term include charges for services rendered only to those paying such charges as, for example, sewer service charges.

**Tax Rate:** The amount tax stated in terms of a unit of the tax base; for example, 5 mills equal 5 dollars per thousand of taxable value.

**Taxable Valuation:** The value used for computing the ad valorem taxes levied against property. The taxable value is the assessed value less any exemptions allowed by law. The most common exemption is the \$50,000 homestead exemption. There are also exemptions for disability, government-owned, and non-profit-owned property.

**Transfers In/Out:** Amounts transferred from one fund to another to assist in financing the services of the recipient fund. Transfers do not constitute revenues or expenditures of the governmental unit, but only of the individual funds.

**TRIM Notice:** A tentative tax notice sent to all property owners in August, to provide information reflecting tentatively adopted millage rates.

**Truth in Millage:** The Florida Truth in Millage Act (TRIM) serves to formalize the property tax levying process by requiring a specific method of tax rate calculation, form of notice, public hearing requirements and advertising specifications prior to the adoption of a budget tax rate. The intent of TRIM is to inform taxpayers that their property taxes are changing (up or down), the cause (a change in the assessed value of their property and/or an increase in the proposed spending level) and how the proposed new tax rate compares to the rate that would generate the same property tax dollars as the current year (the "rolled-back" rate).

**Unappropriated:** Not obligated for a specific purposes, undesignated.

**Undesignated:** Without a specific purpose.

**User Fees:** Charges for specific governmental services. These fees cover the cost of providing that service to the user (ex. building permits). The key to effective utilization of user fees is being able to identify specific beneficiaries of services and then determine the full cost of the service they are consuming. Also see Charges for Service.

**Vision:** A guiding statement describing a desirable future state toward which efforts should be directed. An effective vision statement inspires creativity while keeping an organization "on track" for the future by aligning its priorities.

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**Acronyms**

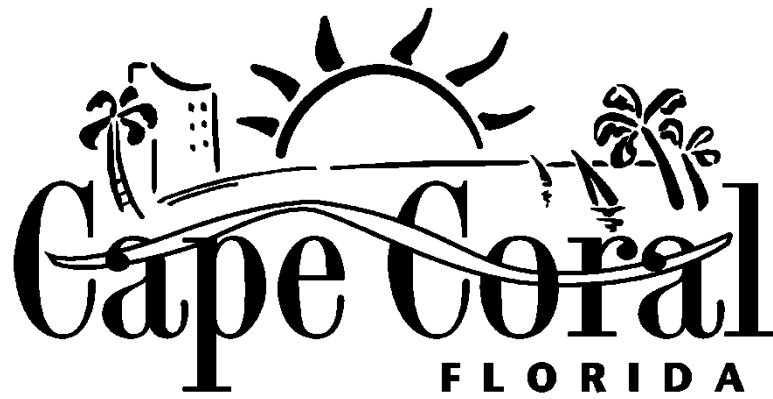
ADA	Americans with Disabilities Act
ALS	Advanced Life Support
AMP	Asset Management Program
ARRA	American Recovery and Reinvestment Act
BIOC	Building Industry Oversight Committee
BLS	Basic Life Support
BRC	Budget Review Committee
CAD	Computer Aided Dispatch
CAFR	Comprehensive Annual Financial Report
CFEC	Capital Facility Expansion Charges
CIAC	Contribution in Aid of Construction
CDBG	Community Development Block Grant
CERT	Community Emergency Response Team
CIP	Capital Improvement Plan
CPI	Consumer Price Index
CRA	Community Redevelopment Agency
DCD	Department of Community Development
EAR	Evaluation and Appraisal Report
EFT	Electronic Funds Transfer
EMS	Emergency Medical Services
EPA	Environmental Protection Agency
ERU	Equivalent Residential Unit
FAPPO	Florida Association of Public Procurement Officials
FDEP	Florida Department of Environmental Protection
FDLE	Florida Department of Law Enforcement
FDOT	Florida Department of Transportation
FEMA	Federal Emergency Management Agency
FS	Florida Statute
FTE	Full Time Equivalent
FY	Fiscal Year
GAAP	Generally Accepted Accounting Principles
GASB	Governmental Accounting Standards Board
GFOA	Government Finance Officers Association
GIS	Geographic Information Systems
HR	Human Resources
IT	Information Technology
JPA	Joint Participation Agreement
LAP	Local Agency Program
MGD	Million Gallons per Day
MHz	Megahertz
MPO	Metropolitan Planning Organization
NFPA	National Fire Protection Association
NPDES	National Pollutant Discharge Elimination System
PILOT	Payment in Lieu of Taxes
RO	Reverse Osmosis



**City of Cape Coral, Florida**  
**FY 2017 – 2019 Adopted Operating Budget**

ROW	Right-Of-Way
SCADA	Supervisory Control and Data Acquisition
SWFWMD	Southwest Florida Water Management District
TDC	Tourist Development Council
TIF	Tax Incremental Financing
TRIM	Truth in Millage
UEP	Utilities Extension Project
WCIND	West Coast Inland Navigation District
WTP	Water Treatment Plant
WWTP	Wastewater Treatment Plant

City of Cape Coral, Florida  
FY 2017 – 2019 Adopted Operating Budget



## **Statistical Section**

### **Geography and Community Profile**

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

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

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

Since incorporating in August 1970, Cape Coral's population has experienced rapid growth. With nearly 170,000 residents, Cape Coral's population is anticipated to grow at an annual rate of 1.44 percent through 2020. At build out, the Cape Coral population is estimated to be more than 400,000.

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

### **Seasonal Normal Temperatures**

Winter (Dec-Feb) 56-77° F

Spring (Mar-May) 59-89° F

Summer (Jun-Aug) 73-92° F

Autumn (Sep-Nov) 62-90° F

**Source: Southeast Regional Climate Center**



### **Date of Incorporation**

August 1970

**City of Cape Coral, Florida**  
**FY 2017 – 2019 Adopted Operating Budget**

**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**

2016 Tax Year/2017 Fiscal Year	
July Certified	\$ 12,044,983,615
October Final	\$ 12,045,371,047
Proposed Budget	\$ 698,974,062

**Property Tax Millage Rate:**

FY2017 General Operating	6.7500
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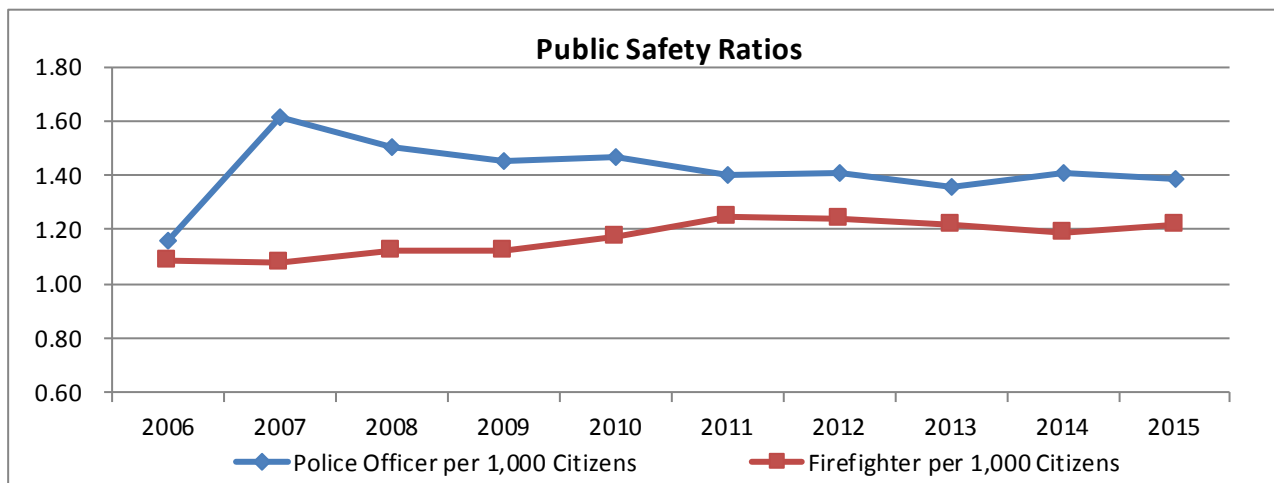
**Public Safety**

The Cape Coral Police Department is comprised of a number of units-Patrol, Investigations, Traffic, K9, Aviation, Marine, and others to serve the varied needs of our community.

Police Uniform Strength	226
Number of calls dispatched	275,478
Police Officer per 1,000 Citizens	1.387

The Cape Coral Fire Department consists of the Operations, Administration, Professional Standards and Life Safety Divisions.

Fire Uniform Strength	198
Calls for service	20,321
Fire Inspections	8,092
Number of Fire Stations	11
Firefighter per 1,000 Citizens	1.215



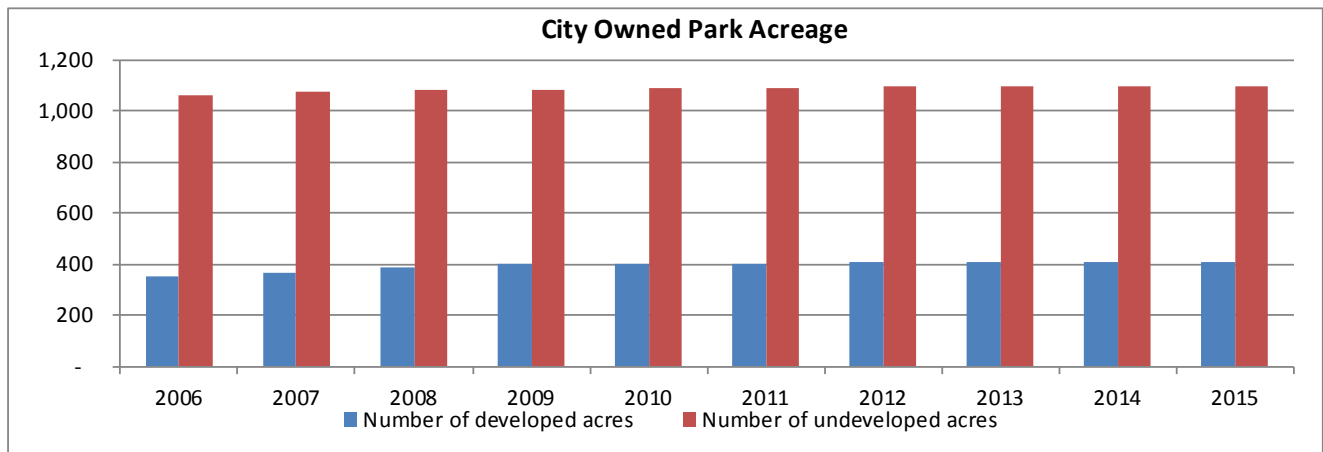
**2015 CAFR City of Cape Coral, Population, Police/Firefighter, 2015 ESRI Forecast**

**City of Cape Coral, Florida**  
**FY 2017 – 2019 Adopted Operating Budget**

**Parks & Recreation**

The Department is made up of five (5) Divisions: Administration, Coral Oaks Golf Course, Parks, Recreation & Social Services, and Revenue & Special Facilities. The department operates two enterprise funds and one special revenue fund: Coral Oaks Golf Course, the Cape Coral (Godman) Yacht Basin and Sun Splash Family Waterpark, respectively.

Number of developed parks	34
Number of undeveloped parks	24
Number of developed acres	409
Number of undeveloped acres	1,098
City owned boat launches, lifts and locks	22
City owned golf courses	1
Rounds played	57,390
City owned waterpark	1
Admissions	116,293
Cultural Park Theater (seats)	187
City owned yacht basin	1
Number of slips	112
Senior Activity Centers	2
Senior center memberships	751
Mini-bus Transportation (total miles)	85,173



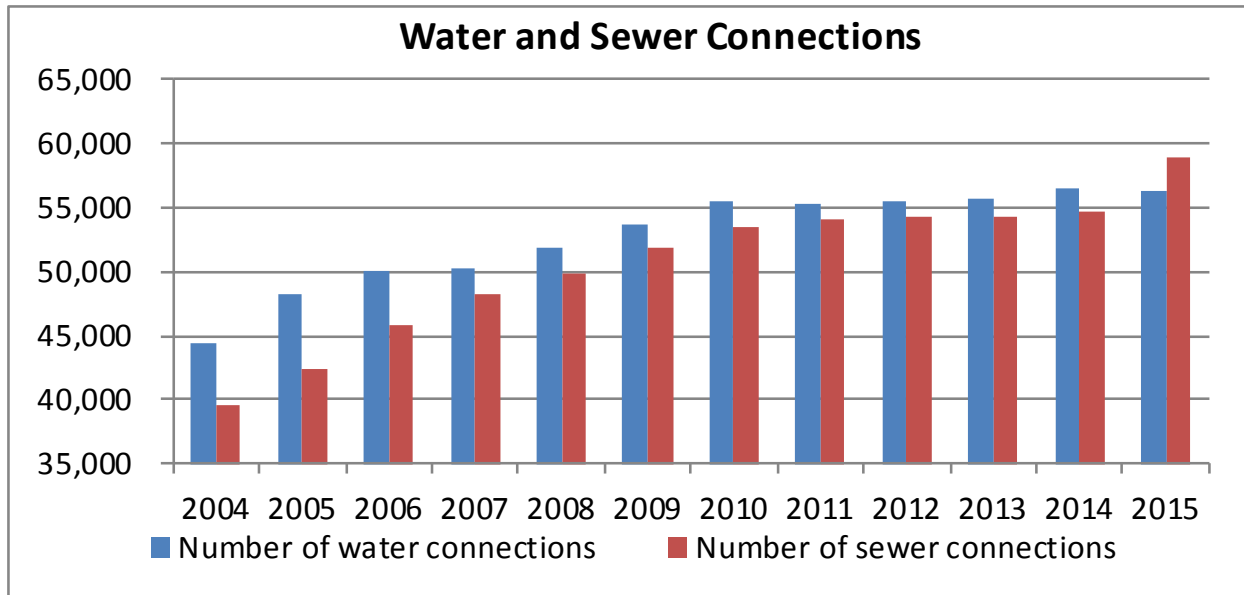
**Source: 2015 CAFR City of Cape Coral, Parks and Recreation**

**Water and Sewer**

The Utilities Department consists of the Water Production, Water Reclamation, Collection and Distribution and Administration divisions.

Number of water meters	56,215
Number of sewer connections	58,899
Miles of water distribution	907
Finished water pumped to system	3,644 million gallons
Dry tons of bio-solids generated	1,763

**City of Cape Coral, Florida  
FY 2017 – 2019 Adopted Operating Budget**

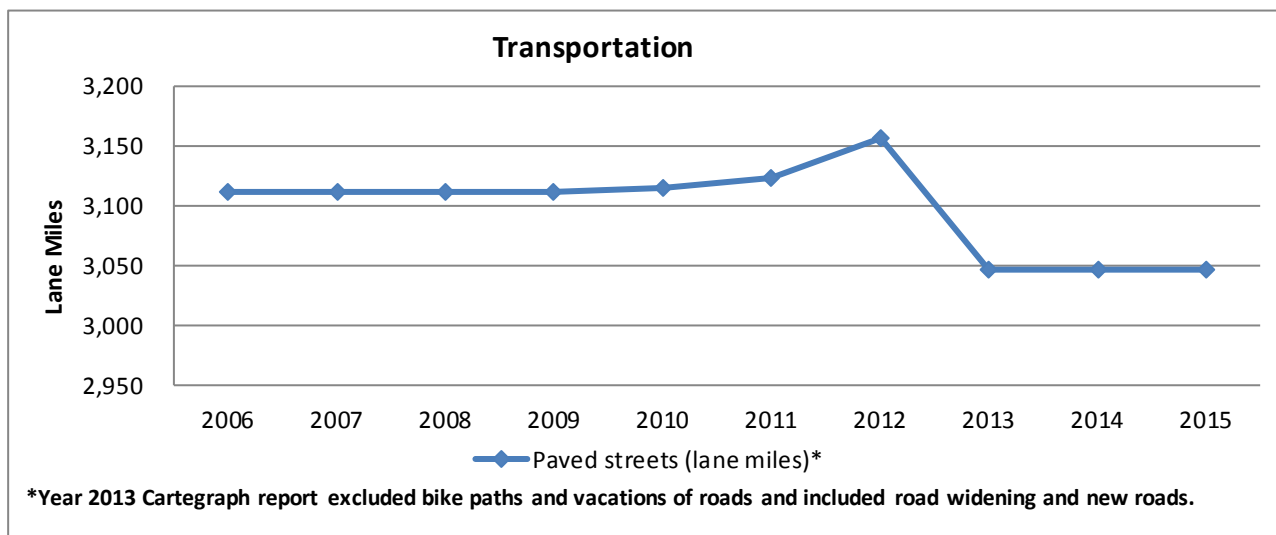


Source: 2015 CAFR City of Cape Coral, Water and Sewer

#### 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.).

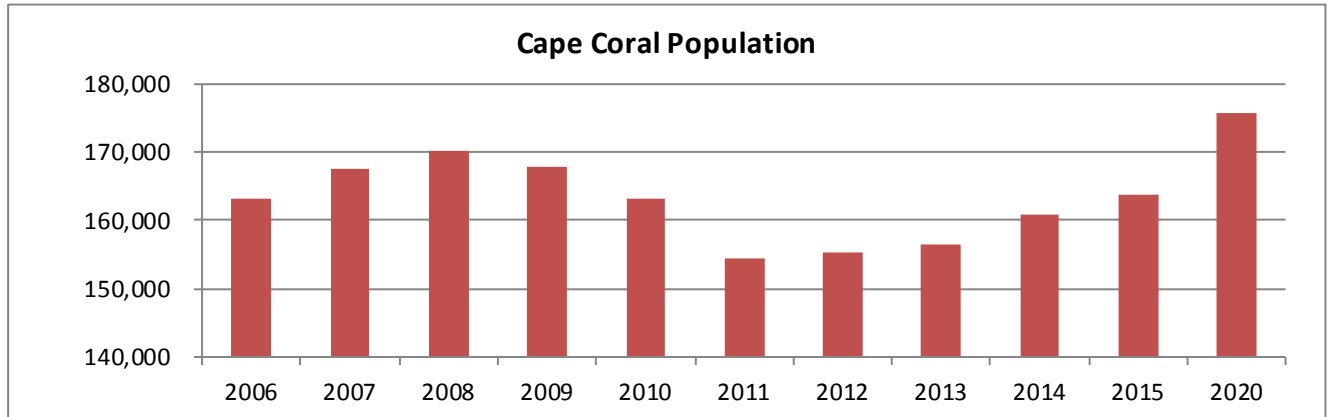
Stormwater drainage pipes (miles)	519
Swales (miles)	3,363
Catch basins	22,940
Paved streets	3,047
Sidewalks (miles)	209
Paved alleys (miles)	12



Source: 2015 CAFR City of Cape Coral, Transportation

**City of Cape Coral, Florida  
FY 2017 – 2019 Adopted Operating Budget**

**Demographics**

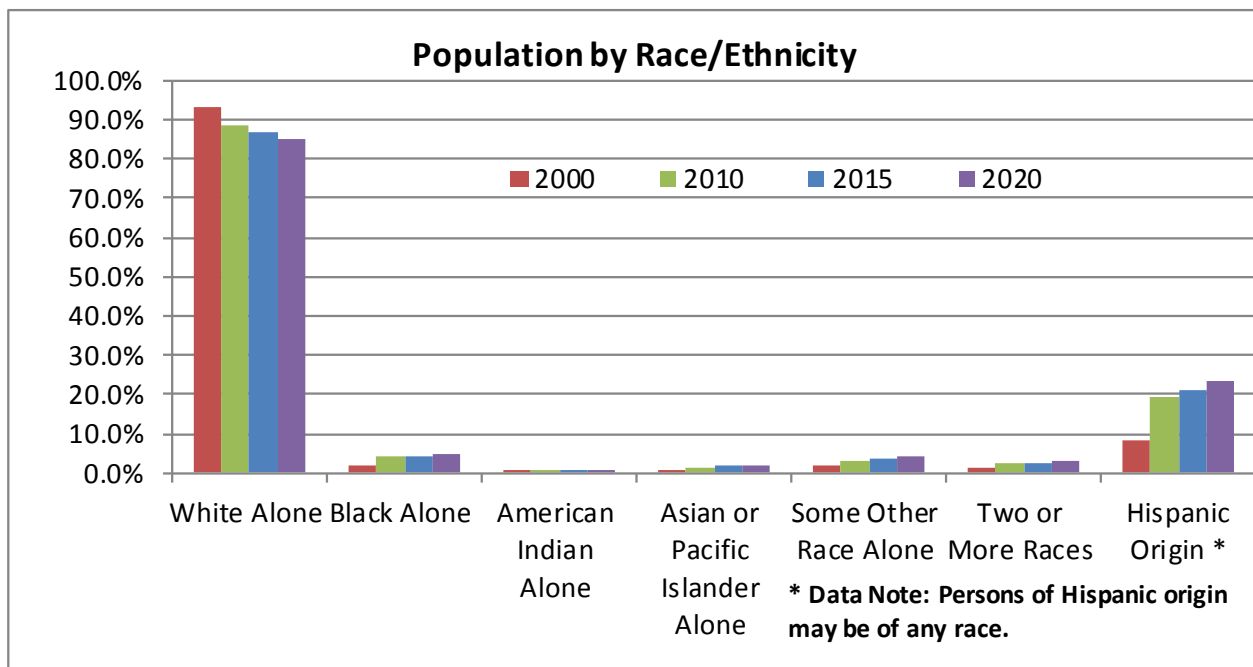


**Source: 2015 CAFR per Cape Coral EDO and ESRI Forecast FY15 and FY20**

***Fast Fact - Cape Coral recorded the third highest population growth rate in the decade, according to the U.S. Census Bureau (CNN Money, May 2013)***

In 2008, immediately prior to the extended period of economic decline, Cape Coral's population peaked at an estimated 170,074. The area population is currently rebounding and is forecasted to increase to 175,699 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**

**City of Cape Coral, Florida**  
**FY 2017 – 2019 Adopted Operating Budget**

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

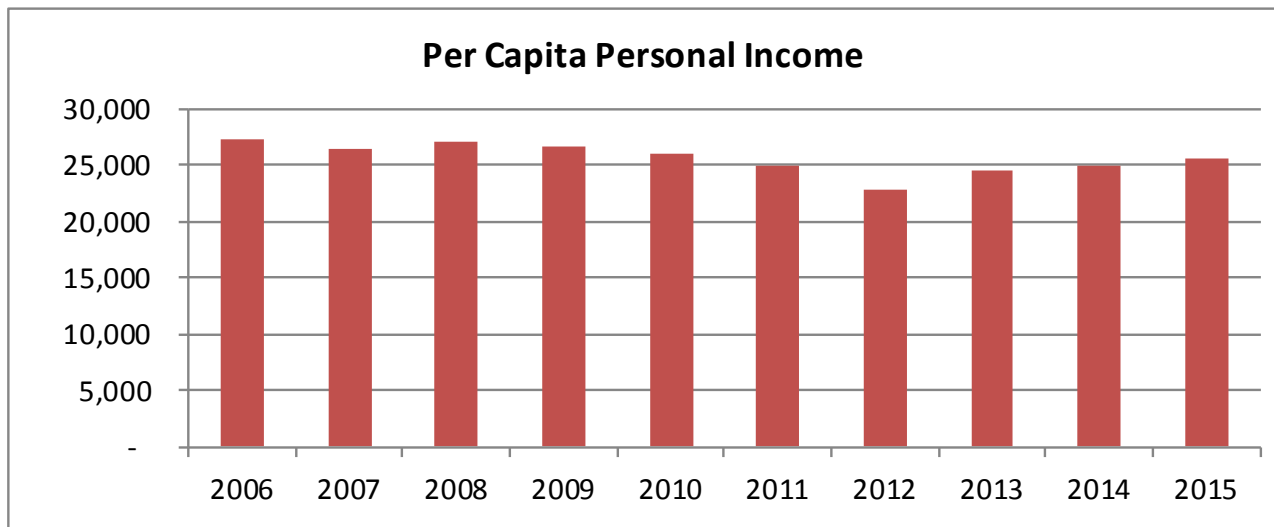
**Source: 2000 Census Population & Housing, 2010 Census, EDO/ESRI Data 2015 & 2020**

**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**

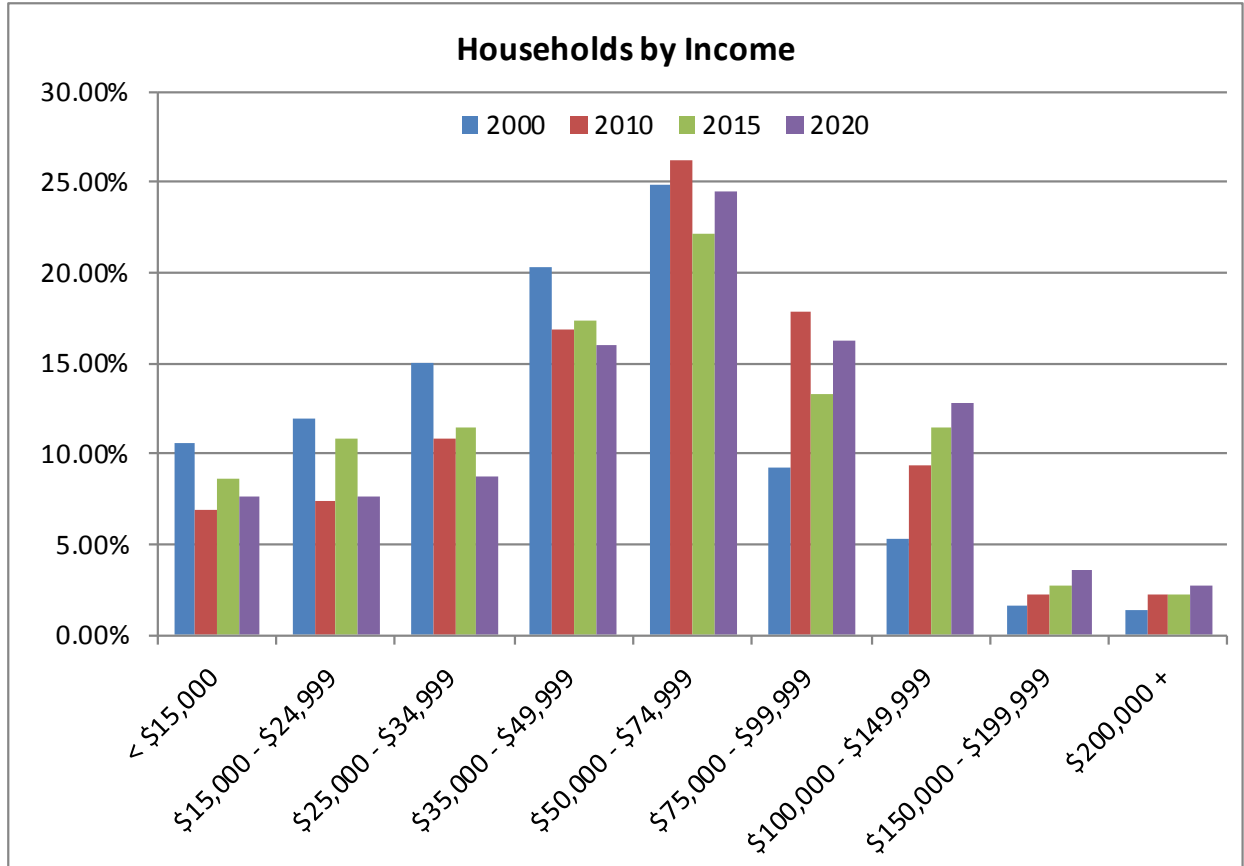
***Fast Fact - The American Chamber of Commerce Research Association's 2012 Cost of Living Index scored the Cape Coral-Fort Myers metropolitan area as having the third best cost-of-living score in the nation.***



**Source: 2015 CAFR; Lee County Economic Development, per capita income is for entire Lee County as City of Cape Coral was not available.**

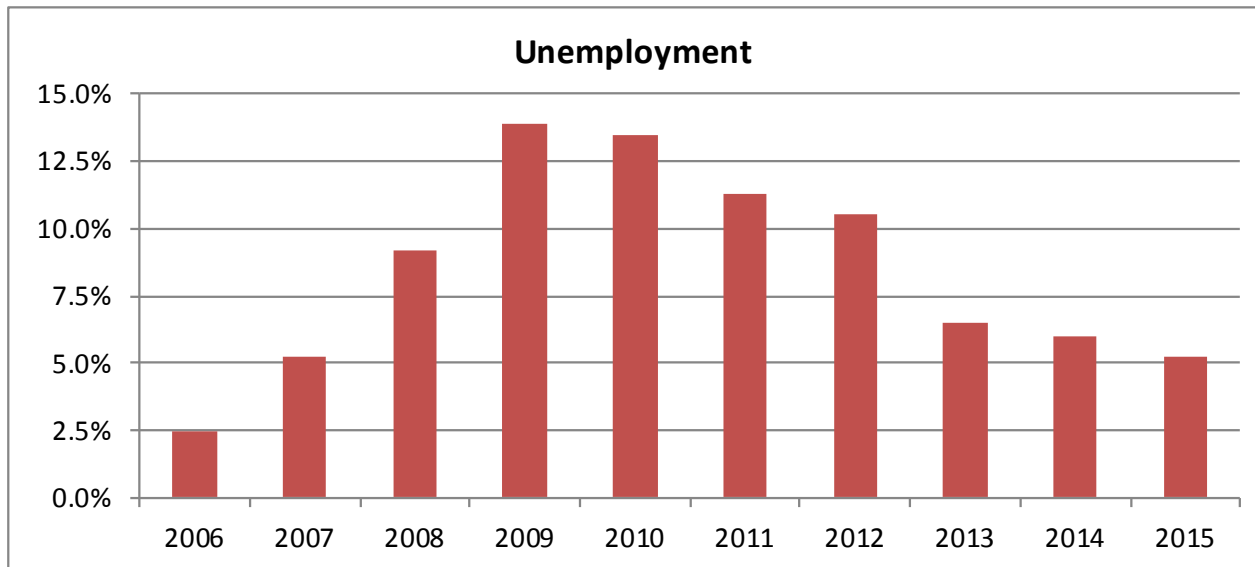


**City of Cape Coral, Florida  
FY 2017 – 2019 Adopted Operating Budget**



Source: 2000 Census Population & Housing, 2010 Census, EDO/ESRI Data 2015 & 2020

***Fast Fact - Cape Coral ranked as the No. 2 "Best City in the Nation for Jobs" (Forbes 2013).***



Source: 2015 CAFR per Department of Labor, Bureau of Labor Statistics

**City of Cape Coral, Florida**  
**FY 2017 – 2019 Adopted Operating Budget**

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

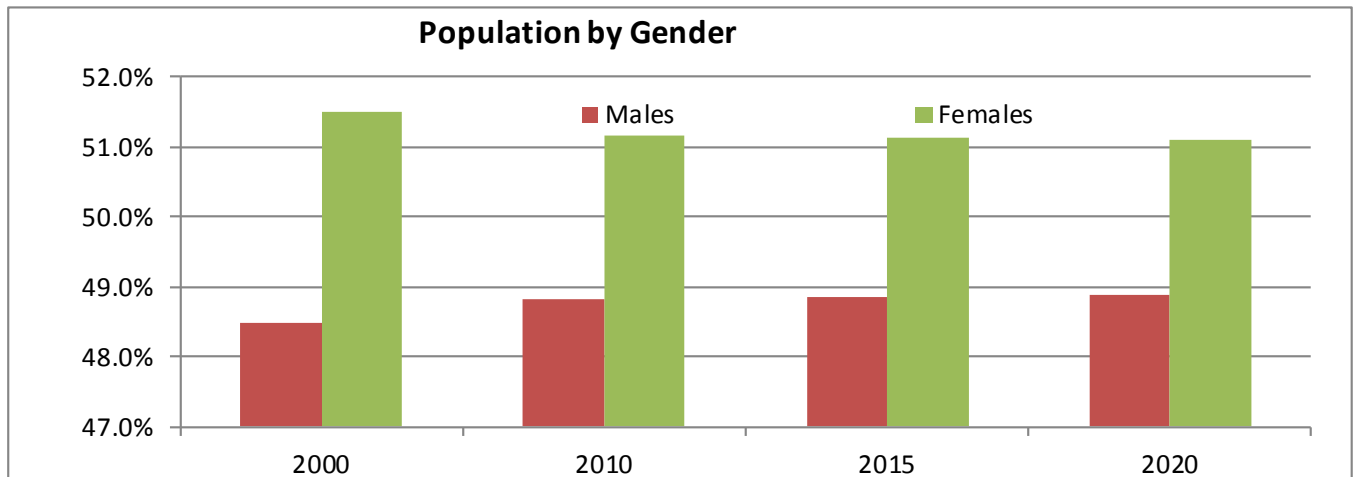
***Fast Fact - According to a Forbes survey, the percentage of residents who moved into the 100 most populous metropolitan areas were attracted by the presence of quality higher education, and Cape Coral ranked No. 7 in the U.S.***

Almost 60% of the Cape Coral workforce is employed in largely white-collar occupations, such as management, professional, sales and administrative support. The retail and service industries are Cape Coral's top employers.

**Median Age**

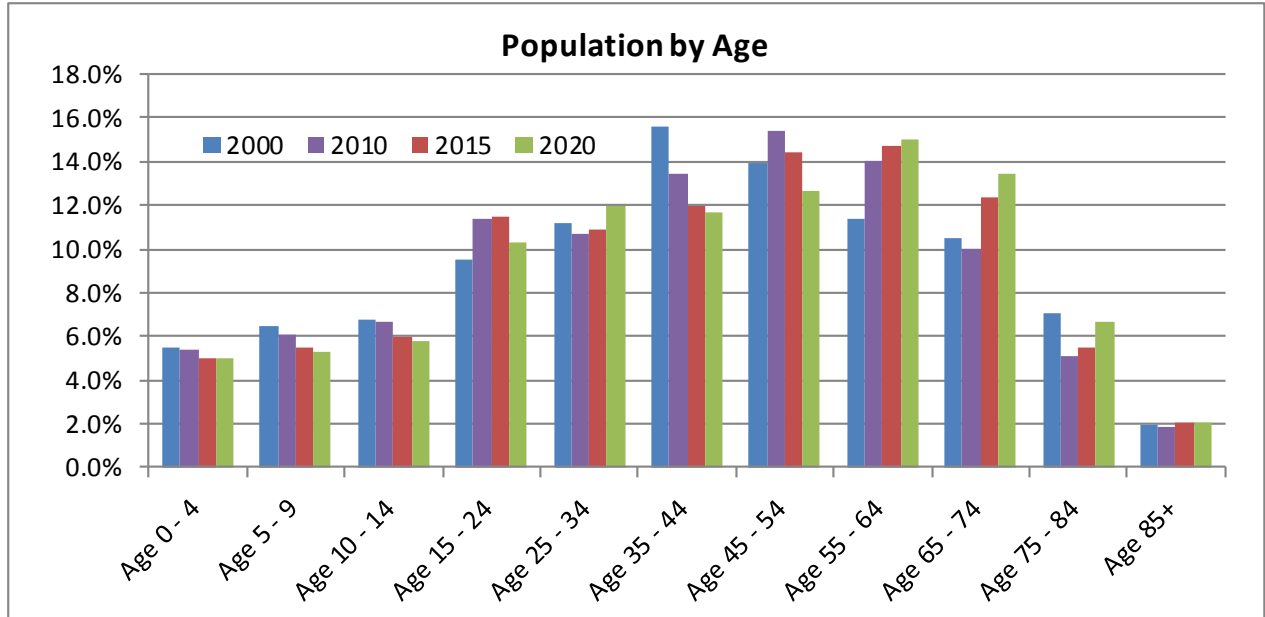
2000	41.7
2010	42.4
2015	44.4
2020	44.8

**Source: 2000 Census Population & Housing, EDO/ESRI Data 2010, 2015 & 2020**



**Source: 2000 Census Population & Housing, EDO/ESRI Data 2010, 2015 & 2020**

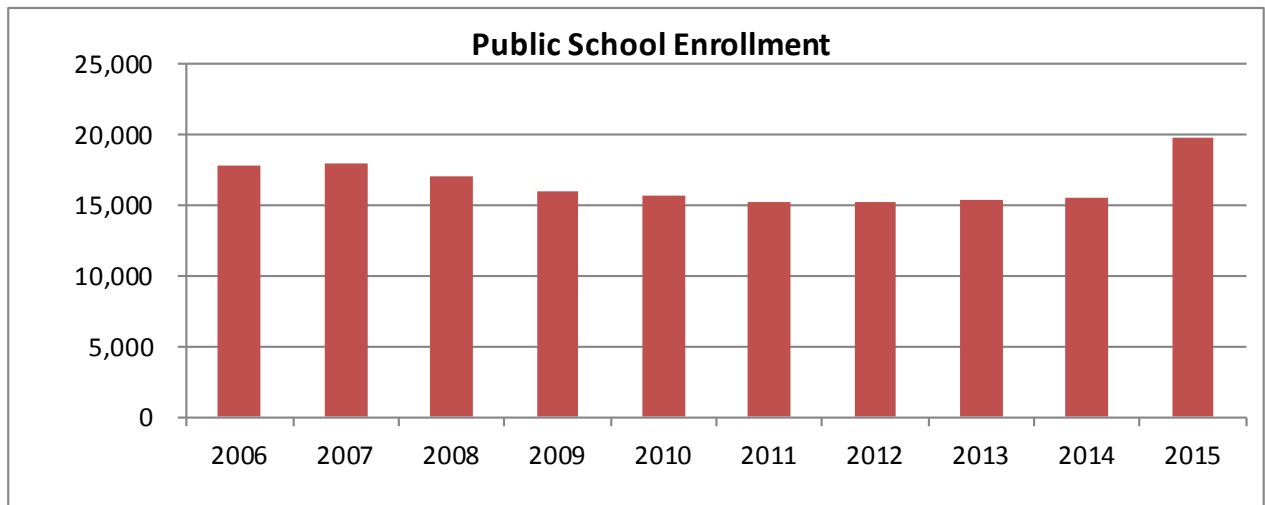
**City of Cape Coral, Florida  
FY 2017 – 2019 Adopted Operating Budget**



**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.

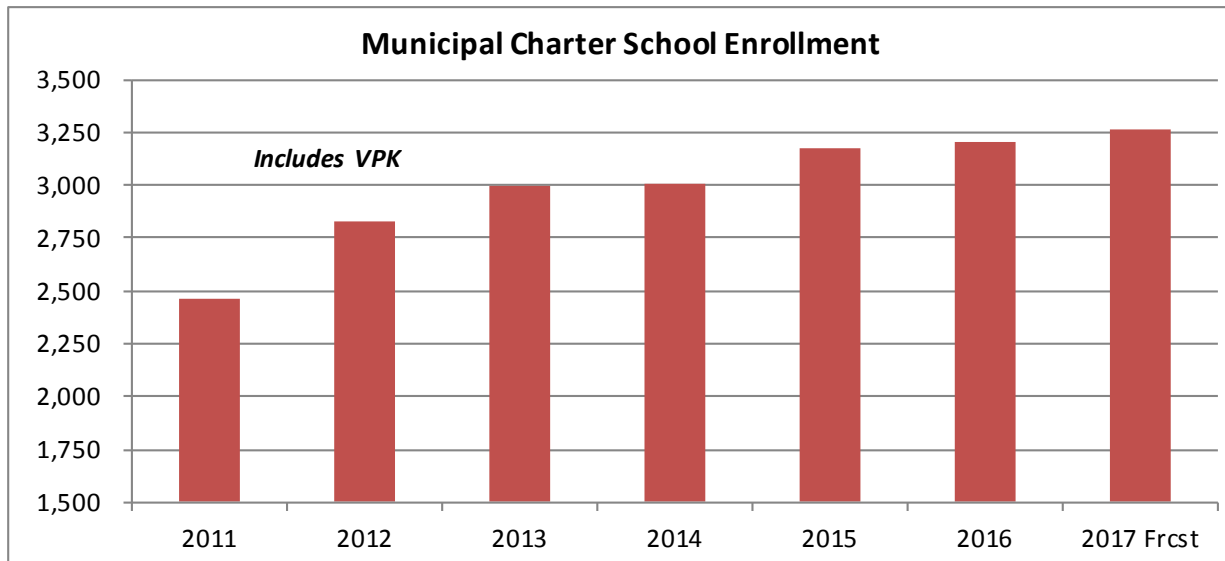
Growth momentum in Cape Coral is sustained by continuously expanding public and private school systems with high performance standards. Public schools are operated by the Lee County School District, which is the ninth-largest district in the state. It operates eight elementary, six middle and four high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



**Source: 2015 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.

**City of Cape Coral, Florida  
FY 2017 – 2019 Adopted Operating Budget**



**Source: Cape Coral Charter School FY16-17 Proposed Budget** [www.capecharterschools.org](http://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.

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.

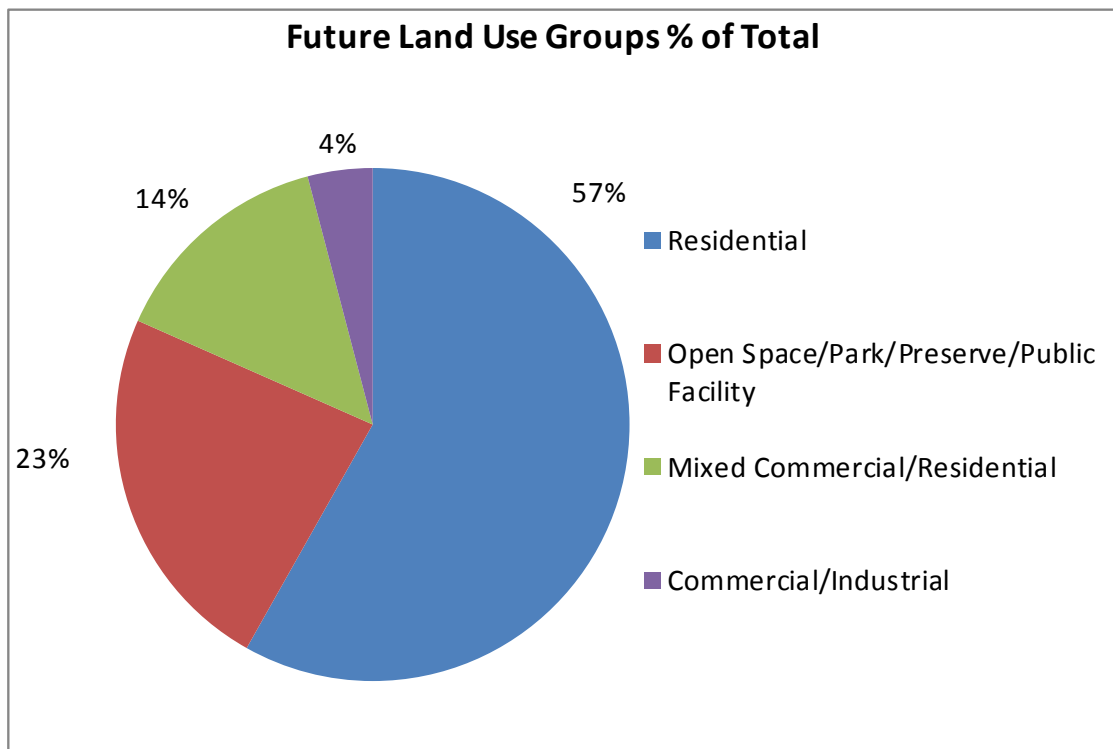
The city offers more than six distinct investment areas that include two industrial parks and two Foreign Trade Zones for a total of 3,844 acres for commercial/industrial development. Commercial properties are available for competitive, low-cost leasing. Cape Coral has approximately 65 square miles of unimproved commercial and residential land within its total 120 square miles.

**City of Cape Coral, Florida**  
**FY 2017 – 2019 Adopted Operating Budget**

Residents of Cape Coral enjoy living in a widely renowned locale with plenty of educational, cultural and recreational opportunities. The American Chamber of Commerce Research Association's 2012 Cost of Living Index scored the Cape Coral-Fort Myers metropolitan area as having the third, best cost of living rate in the nation. At build-out, the Cape's population is estimated to be more than 400,000.

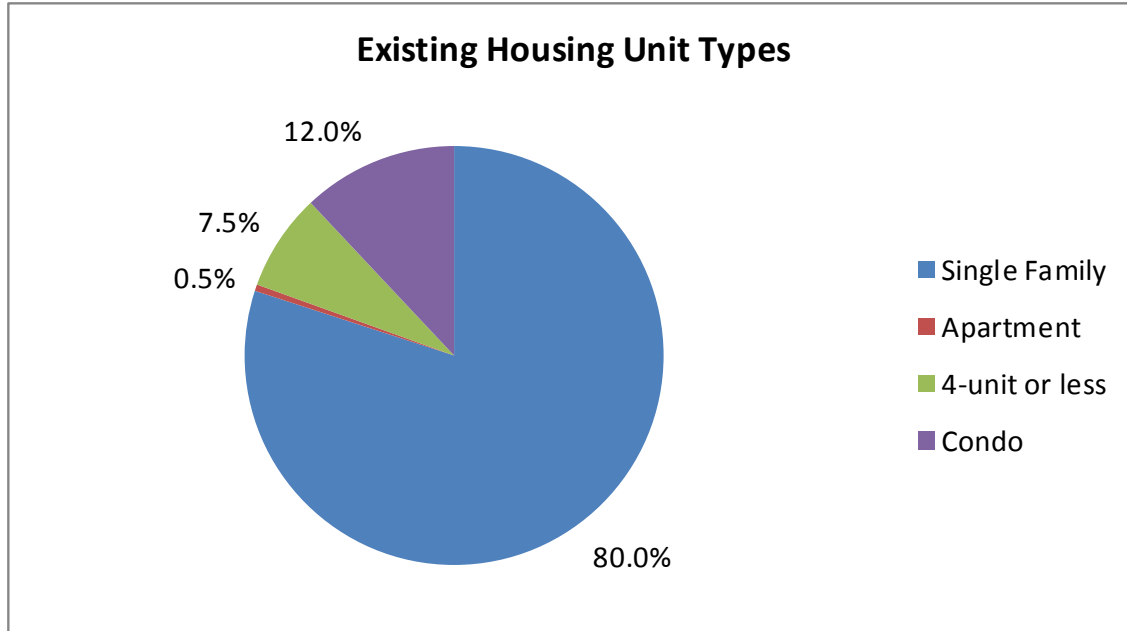
	Number of Parcels	% by Parcel Count	% by Land Area
Improved Parcels	69,833	54%	35%
Unimproved Parcels	59,421	46%	65%
Total	129,254	100%	100%

Source: Cape Coral Department of Community Development, Planning & Growth Management, 2015



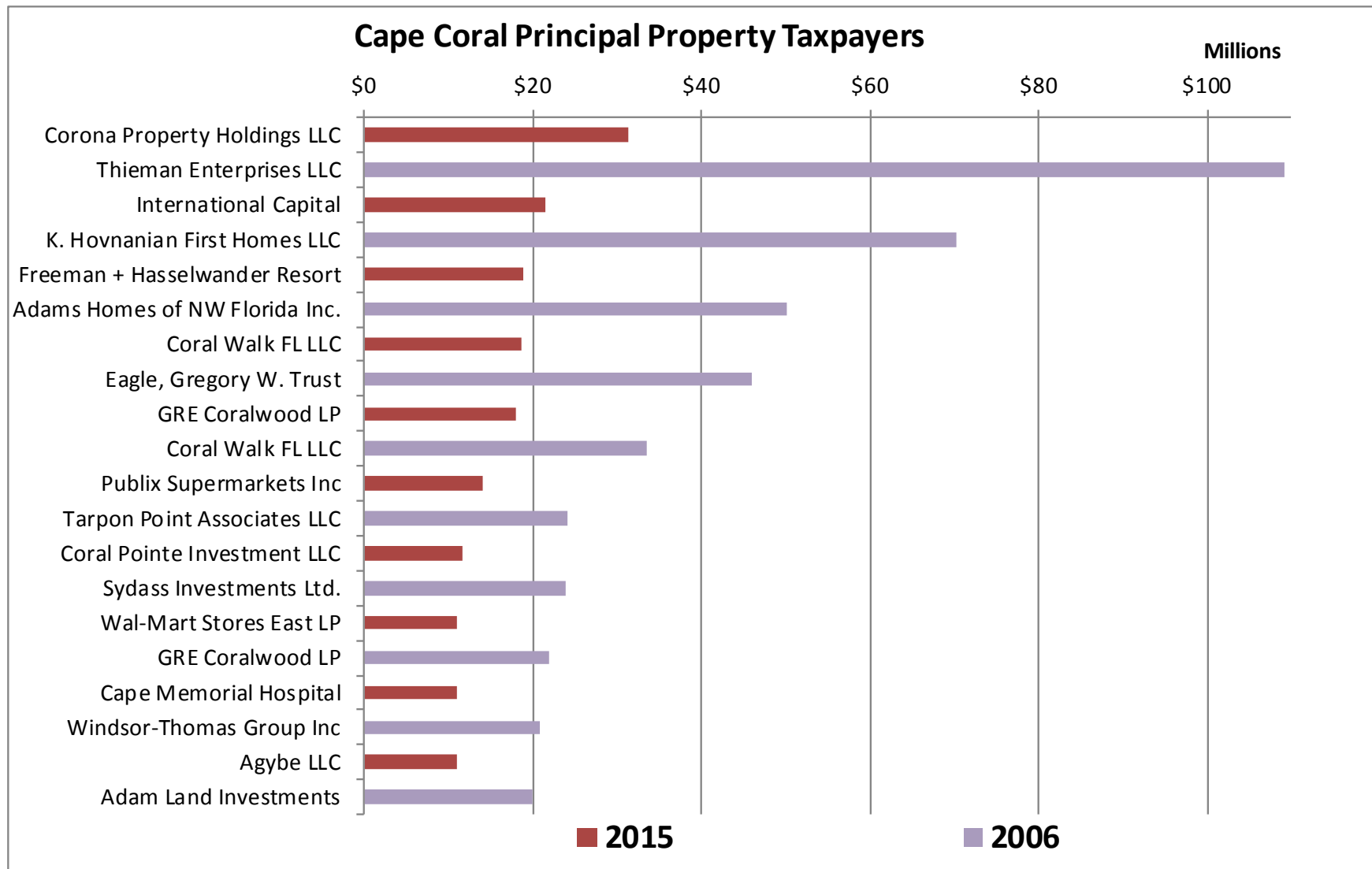
Source: Cape Coral Department of Community Development, Planning & Growth Management, 2015

**City of Cape Coral, Florida  
FY 2017 – 2019 Adopted Operating Budget**



Source: Cape Coral Department of Community Development, Planning & Growth Management, 2015

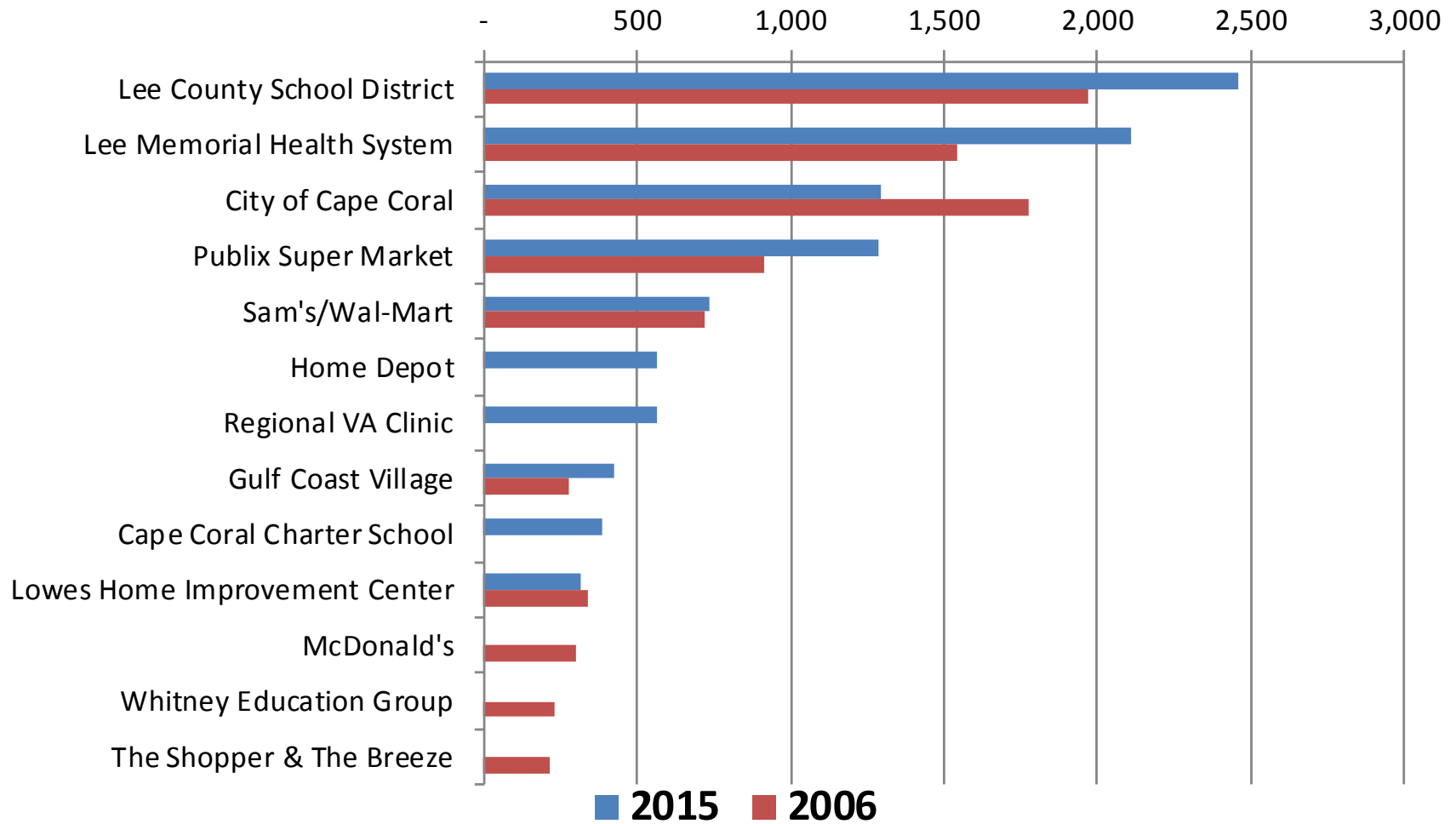
**City of Cape Coral, Florida  
FY 2017 – 2019 Adopted Operating Budget**



Source: Lee County Property Appraiser, 2015 CAFR City of Cape Coral

City of Cape Coral, Florida  
FY 2017 – 2019 Adopted Operating Budget

### Cape Coral Principal Employers



Source: City of Cape Coral, Economic Development Office, 2015 CAFR City of Cape Coral



City of Cape Coral, Florida  
FY 2017 – 2019 Adopted Operating Budget

**Pay Scales**  
**DIRECTOR PAY PLAN**

Effective 10/01/2015

Grade	Range Minimum	Range Midpoint	Range Maximum
DIRI	\$ 47.60	\$ 63.07	\$ 78.53
DIRII	\$ 53.51	\$ 70.90	\$ 88.29

**ENGINEERING PAY PLAN**

Effective 10/01/2015

Grade	Range Minimum	Range Midpoint	Range Maximum
Engineer 1	\$ 24.50	\$ 30.63	\$ 36.75
Engineer 2	\$ 26.95	\$ 33.69	\$ 40.42
Engineer 3	\$ 29.91	\$ 37.39	\$ 44.87
Engineer 4	\$ 33.20	\$ 41.50	\$ 49.80
Engineer 5	\$ 36.85	\$ 46.07	\$ 55.28

**INFORMATION TECHNOLOGY PAY PLAN**

Effective 10/01/2015

Grade	Range Minimum	Range Midpoint	Range Maximum
IT01	\$ 23.53	\$ 30.00	\$ 36.47
IT02	\$ 24.71	\$ 31.50	\$ 38.29
IT03	\$ 25.94	\$ 33.08	\$ 40.21
IT04	\$ 27.24	\$ 34.73	\$ 42.22
IT05	\$ 28.60	\$ 36.47	\$ 44.33
IT06	\$ 30.03	\$ 38.29	\$ 46.54
IT07	\$ 31.82	\$ 40.58	\$ 49.34
IT08	\$ 34.06	\$ 43.43	\$ 52.79
IT09	\$ 36.44	\$ 46.47	\$ 56.49
IT10	\$ 39.36	\$ 50.18	\$ 61.00

**City of Cape Coral, Florida**  
**FY 2017 – 2019 Adopted Operating Budget**

**NON-BARGAINING PAY PLAN**

Effective 10/01/2015

<b>Grade</b>	<b>Range Minimum</b>	<b>Range Midpoint</b>	<b>Range Maximum</b>
NB100	\$ 14.35	\$ 18.66	\$ 22.96
NB101	\$ 15.07	\$ 19.59	\$ 24.11
NB102	\$ 15.82	\$ 20.57	\$ 25.32
NB103	\$ 16.62	\$ 21.60	\$ 26.58
NB104	\$ 17.45	\$ 22.68	\$ 27.91
NB105	\$ 18.32	\$ 23.82	\$ 29.31
NB106	\$ 19.24	\$ 25.01	\$ 30.77
NB107	\$ 20.20	\$ 26.26	\$ 32.31
NB108	\$ 21.21	\$ 27.57	\$ 33.93
NB109	\$ 22.27	\$ 28.95	\$ 35.63
NB110	\$ 23.38	\$ 30.40	\$ 37.41
NB111	\$ 24.55	\$ 31.92	\$ 39.28
NB112	\$ 25.78	\$ 33.51	\$ 41.24
NB113	\$ 27.07	\$ 35.19	\$ 43.30
NB114	\$ 28.42	\$ 36.95	\$ 45.47
NB115	\$ 29.84	\$ 38.79	\$ 47.74
NB116	\$ 31.33	\$ 40.73	\$ 50.13
NB117	\$ 33.21	\$ 43.18	\$ 53.14
NB118	\$ 35.20	\$ 45.77	\$ 56.33
NB119	\$ 37.67	\$ 48.97	\$ 60.27
NB120	\$ 40.68	\$ 52.89	\$ 65.09
NB121	\$ 44.34	\$ 57.65	\$ 70.95

**City of Cape Coral, Florida**  
**FY 2017 – 2019 Adopted Operating Budget**

**CITY ATTORNEY'S STAFF PAY PLAN**

Effective 10/01/2015

<b>Position</b>	<b>Range Minimum</b>	<b>Range Midpoint</b>	<b>Range Maximum</b>
Administrative Clerk	\$ 17.44	\$ 22.68	\$ 27.91
Legal Secretary	\$ 19.19	\$ 24.95	\$ 30.70
Legal /Admin Assistant to the City Attorney	\$ 21.30	\$ 27.69	\$ 34.08
Paralegal I	\$ 22.13	\$ 28.77	\$ 35.41
Paralegal II	\$ 23.90	\$ 31.07	\$ 38.24
Senior Paralegal	\$ 25.82	\$ 33.56	\$ 41.30
Assistant City Attorney I	\$ 33.24	\$ 44.21	\$ 55.18
Assistant City Attorney II	\$ 36.20	\$ 48.15	\$ 60.09
Assistant City Attorney III	\$ 46.21	\$ 61.58	\$ 76.94
City Attorney	Negotiable per Contract		

City of Cape Coral, Florida  
FY 2017 – 2019 Adopted Operating Budget

**POLICE UNION PAY PLANS**

Effective 10/10/2015

Hourly Pay Rate			
Step	Officers	Sergeants	Lieutenants
1	\$ 21.65	\$ 33.73	\$ 41.91
2	\$ 22.85	\$ 35.45	\$ 43.98
3	\$ 23.95	\$ 37.11	\$ 45.82
4	\$ 25.14	\$ 38.60	\$ 47.21
5	\$ 26.34	\$ 40.90	\$ 48.57
6	\$ 27.54		
7	\$ 28.75		
8	\$ 29.87		
9	\$ 31.13		
10	\$ 32.50		
11	\$ 34.29		

**City of Cape Coral, Florida  
FY 2017 – 2019 Adopted Operating Budget**

**FIRE UNION PAY PLANS**

Effective 10/08/2016

**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		

**Forty (40) Hour Work Week  
Non-Shift Employees:**

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

**Supervisory Employees  
(Battalion Chief and Fire Marshal):**

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 2017 – 2019 Adopted Operating Budget**

**GENERAL UNION PAY PLAN**

Effective 3/26/2016

<b>Grade</b>	<b>Range Minimum</b>	<b>Range Midpoint</b>	<b>Range Maximum</b>
4	\$ 11.67	\$ 14.97	\$ 18.26
5	\$ 12.25	\$ 15.71	\$ 19.17
6	\$ 12.86	\$ 16.50	\$ 20.13
7	\$ 13.51	\$ 17.32	\$ 21.13
8	\$ 14.18	\$ 18.19	\$ 22.19
9	\$ 14.89	\$ 19.10	\$ 23.30
10	\$ 15.63	\$ 20.05	\$ 24.46
11	\$ 16.42	\$ 21.06	\$ 25.69
12	\$ 17.24	\$ 22.11	\$ 26.97
13	\$ 18.10	\$ 23.21	\$ 28.32
14	\$ 19.00	\$ 24.37	\$ 29.74
15	\$ 19.95	\$ 25.59	\$ 31.22
16	\$ 20.95	\$ 26.87	\$ 32.78
17	\$ 22.00	\$ 28.21	\$ 34.42
18	\$ 23.10	\$ 29.62	\$ 36.14
19	\$ 24.25	\$ 31.10	\$ 37.95
20	\$ 25.47	\$ 32.66	\$ 39.85
21	\$ 26.74	\$ 34.29	\$ 41.84
22	\$ 28.08	\$ 36.01	\$ 43.93
23	\$ 29.48	\$ 37.81	\$ 46.13
24	\$ 30.95	\$ 39.70	\$ 48.44
25	\$ 32.50	\$ 41.68	\$ 50.86
26	\$ 34.13	\$ 43.77	\$ 53.40
27	\$ 35.83	\$ 45.95	\$ 56.07
28	\$ 37.63	\$ 48.26	\$ 58.88
29	\$ 39.51	\$ 50.67	\$ 61.82
30	\$ 41.48	\$ 53.20	\$ 64.91

**DETAILED ASSET MANAGEMENT SCHEDULES**

**Detail Asset Management Schedules ..... 14-D1**  
    *Capital Equipment/Software Program Plan..... 14-D3*  
    *Capital Maintenance Program Plan..... 14-D13*  
    *Rolling Stock Program Plan..... 14-D19*

City of Cape Coral, Florida  
FY 2017 – 2019 Adopted Operating Budget





**City of Cape Coral, Florida**  
**FY 2017 – 2019 Adopted Operating Budget**

**CAPITAL EQUIPMENT/SOFTWARE PROGRAM FY2017-FY2021**

**SUMMARY OF REQUIRED REVENUES**

	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>TOTAL</b>
Building Fees	\$ 87,000	\$ -	\$ -	\$ -	\$ -	\$ 87,000
General Fund	2,523,067	1,956,192	2,571,021	2,183,043	1,908,975	11,142,298
Golf Course Revenues	5,734	19,534	21,234	-	8,500	55,002
IS Fleet Fund	157,000	16,000	66,000	-	-	239,000
P&R Programs	88,000	122,000	80,000	139,000	55,000	484,000
Stormwater Revenues	131,676	83,700	10,905	12,500	25,191	263,972
Water/Sewer Fees	2,686,381	2,009,353	2,221,357	2,259,152	2,071,926	11,248,168
Waterpark Revenues	81,000	31,000	28,000	26,000	21,000	187,000
<b>TOTAL</b>	<b>\$ 5,759,858</b>	<b>\$ 4,237,779</b>	<b>\$ 4,998,517</b>	<b>\$ 4,619,694</b>	<b>\$ 4,090,592</b>	<b>\$ 23,706,439</b>

**SUMMARY BY DEPARTMENT**

	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>TOTAL</b>
City Auditor	\$ -	\$ 35,000	\$ -	\$ -	\$ -	\$ 35,000
City Clerk	-	14,600	17,000	14,600	-	46,200
DCD	87,000	-	-	-	-	87,000
Fire	823,110	766,453	129,293	129,581	147,975	1,996,412
Human Resources	-	-	-	6,200	-	6,200
ITS	1,271,505	920,000	1,416,000	1,612,500	1,460,000	6,680,005
Parks & Recreation	402,234	242,534	501,234	270,000	84,500	1,500,502
Police	105,000	98,000	607,400	295,000	270,000	1,375,400
Public Works	384,628	151,839	106,233	32,662	56,191	731,553
Utilities	2,686,381	2,009,353	2,221,357	2,259,152	2,071,926	11,248,168
<b>TOTAL</b>	<b>\$ 5,759,858</b>	<b>\$ 4,237,779</b>	<b>\$ 4,998,517</b>	<b>\$ 4,619,694</b>	<b>\$ 4,090,592</b>	<b>\$ 23,706,439</b>

**City of Cape Coral, Florida**  
**FY 2017 – 2019 Adopted Operating Budget**

*Capital Equipment/Software Program Plan*

DEPARTMENT	ASSET*YEAR*MAKE*MODEL	FUNDING SOURCE	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
City Auditor	Auditing Software	General Fund	-	35,000	-	-	-
City Clerk	WorkGroup Scanner(s) 26394,26933	General Fund	-	-	6,000	-	-
City Clerk	Digital Microfilm Machine 22764	General Fund	-	-	11,000	-	-
City Clerk	Blueprint Scanner(s) 26318/25248	General Fund	-	14,600	-	14,600	-
DCD	In Wall Filing System	Building Fees	87,000	-	-	-	-
Fire	Repl/Outboard motors M-7 #24612	General Fund	40,000	-	-	-	-
Fire	Replace 3 Ton Air Handler - Fire Station	General Fund	4,080	-	-	-	-
Fire	Replace 3 Ton Air Handler - Officers Bedrooms	General Fund	-	4,680	-	-	-
Fire	Portable Radio for 3 New BCs Station 12 FY19 Only	General Fund	-	-	5,067	-	-
Fire	Replace 3 Ton Air Handler	General Fund	5,100	-	-	-	-
Fire	Replace 4 Ton Air Handler	General Fund	5,100	-	-	-	-
Fire	Replace 4 Ton Air Handler - Downstairs	General Fund	-	5,200	-	-	-
Fire	Replace 5 Ton Air Handler	General Fund	-	-	5,300	-	-
Fire	Replace 4 Ton Air Handler	General Fund	-	-	-	5,400	-
Fire	Replace 5 Ton Air Handler - Upstairs	General Fund	-	-	5,830	-	-
Fire	Replace 5 Ton Pkg Unit	General Fund	6,120	-	-	-	-
Fire	Replace 5 Ton Air Handler	General Fund	6,120	-	-	-	-
Fire	Replace 2 - 2.5 Ton Air Handlers - Bathrooms/Offices	General Fund	6,630	-	-	-	-
Fire	Replace 7.5 Ton Air Handler - Training Room	General Fund	7,650	-	-	-	-
Fire	Replace 7.5 Ton Air Handler - Upstairs Bedrooms	General Fund	-	10,400	-	-	-
Fire	Gear Washer/Extractor	General Fund	9,503	9,740	9,984	10,500	10,762
Fire	Breathing Air Compressor for HP System	General Fund	36,468	37,379	-	44,650	45,766
Fire	Thermal imaging camera - (5 yr. exp. Life)	General Fund	34,848	35,719	36,612	36,634	25,033
Fire	Hydraulic Rescue	General Fund	61,491	63,335	66,500	32,397	66,414
Fire	Air Packs(119) Air Bottles (220), Masks (250)	General Fund	600,000	600,000	-	-	-
Human Resources	Heavy Duty Scanner Replacement (#24516) Admin.	General Fund	-	-	-	6,200	-
ITS	Backup System Upgrade - Media Server(s)	General Fund	-	50,000	-	-	250,000
ITS	Server & Virtualization Upgrade	General Fund	150,000	-	45,000	-	200,000
ITS	Switches & Routers Upgrade	General Fund	100,000	65,000	150,000	75,000	45,000
ITS	Upgrade Network Security Systems	General Fund	-	50,000	-	-	250,000
ITS	Data Recovery & Backup	General Fund	45,000	-	-	300,000	-
ITS	Server Upgrade (DR Sites)	General Fund	-	120,000	-	45,000	-
ITS	Network Blades	General Fund	-	-	65,000	-	45,000
ITS	ESX Server Upgrade	General Fund	-	50,000	-	50,000	-
ITS	Routers Upgrade	General Fund	-	50,000	150,000	-	-
ITS	Security Log Appliance - SPAM/Anti-Virus	General Fund	-	25,000	-	100,000	45,000
ITS	Access & Monitoring Systems Upgrade - Cameras; Video Storage	General Fund	100,000	-	-	50,000	-
ITS	IPS - Intrusion Prevention Systems Upgrade	General Fund	-	-	45,000	-	45,000
ITS	UPS Upgrade - City Hall (Data Center Power)	General Fund	25,000	25,000	35,000	-	45,000
ITS	WiFi Systems Upgrade	General Fund	50,000	-	25,000	-	45,000

**City of Cape Coral, Florida**  
**FY 2017 – 2019 Adopted Operating Budget**

*Capital Equipment/Software Program Plan (Continued)*

DEPARTMENT	ASSET*YEAR*MAKE*MODEL	FUNDING SOURCE	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
ITS	Firewall Upgrade	General Fund	-	-	-	45,000	-
ITS	Miscellaneous Equipment Replacement -Emer Basis	General Fund	25,000	-	25,000	25,000	-
ITS	Environmental Systems - AC & Humidity	General Fund	-	45,000	-	-	45,000
ITS	Identity Management Systems - FASTPASS	General Fund	-	-	-	-	45,000
ITS	Printer Replacement	General Fund	-	-	15,000	15,000	15,000
ITS	Fire Suppression Systems	General Fund	-	45,000	-	-	-
ITS	VO/IP Infrastructure	General Fund	-	15,000	200,000	25,000	25,000
ITS	Cable Plant Infrastructure	General Fund	-	-	20,000	50,000	25,000
ITS	Inspectors	General Fund	-	-	11,000	45,000	15,000
ITS	Laptop Replacements	General Fund	-	-	12,000	25,000	-
ITS	Server Upgrade	General Fund	45,000	45,000	45,000	150,000	75,000
ITS	Access & Monitoring Systems Upgrade - Cameras; Video Storage	General Fund	-	-	45,000	-	150,000
ITS	UPS Upgrade-Data Center	General Fund	95,000	-	-	150,000	-
ITS	Cooling System Upgrade	General Fund	50,000	-	-	50,000	-
ITS	WiFi Systems Upgrade	General Fund	-	-	50,000	-	25,000
ITS	Fire Suppression Systems-EOC	General Fund	20,000	-	20,000	-	-
ITS	Police Toughbooks	General Fund	-	-	200,000	200,000	-
ITS	Fire Toughbooks	General Fund	-	-	48,000	25,000	65,000
ITS	Server Infrastructure	General Fund	-	-	175,000	-	-
ITS	CRW Enhancements	General Fund	-	-	25,000	25,000	-
ITS	D-Fast3 - Provision for customization	General Fund	-	-	5,000	5,000	5,000
ITS	Faster Fleet Tanks Module	General Fund	-	15,000	-	-	-
ITS	CRW TrakIT 9 Implementation	General Fund	-	50,000	-	-	-
ITS	JDE Upgrades 9.0 to 9.1 **	General Fund	540,000	-	-	-	-
ITS	Kronos IVR Upgrade	General Fund	-	20,000	-	20,000	-
ITS	Kronos Records Retention Manager *****	General Fund	26,505	-	-	-	-
ITS	Kronos WFC: Future upgrades	General Fund	-	60,000	-	60,000	-
ITS	Provision for Hyland OnBase Customization	General Fund	-	-	5,000	7,500	-
ITS	Provision for new software modules for Faster, FootPrints	General Fund	-	70,000	-	70,000	-
ITS	Business Continuity Software ***	General Fund	-	120,000	-	-	-
Parks & Recreation	Playground Equipment Replacement	General Fund	-	50,000	-	80,000	-
Parks & Recreation	Playground Equipment Replace - Multi Sports	General Fund	-	-	101,000	-	-
Parks & Recreation	Playground Equipment Replace - Veterans	General Fund	95,000	-	-	-	-
Parks & Recreation	Playground Equipment Replace - Giuffrida	General Fund	-	-	90,000	-	-
Parks & Recreation	Playground Equipment Replace - Storm Complex	General Fund	-	-	86,000	-	-
Parks & Recreation	Playground Equipment Replacement	General Fund	-	-	40,000	-	-
Parks & Recreation	Playground Equipment Replace - Saratoga	General Fund	50,000	-	-	-	-
Parks & Recreation	Playground Equipment Replace - Caloosa	General Fund	-	-	55,000	-	-
Parks & Recreation	Playground Equipment Replacement - Yacht Club Pool	General Fund	50,000	-	-	-	-
Parks & Recreation	Misc. Small Equip. Replacements	General Fund	10,000	10,000	-	-	-
Parks & Recreation	Playground Equipment Replace - Lake Kennedy	General Fund	12,500	-	-	-	-

**City of Cape Coral, Florida**  
**FY 2017 – 2019 Adopted Operating Budget**

*Capital Equipment/Software Program Plan (Continued)*

DEPARTMENT	ASSET*YEAR*MAKE*MODEL	FUNDING SOURCE	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Parks & Recreation	Ice Machine Replacements (Multi)	General Fund	10,000	-	-	-	-
Parks & Recreation	Multi Sports - Maint Bldg. Ice Machine replace	General Fund	-	10,000	-	-	-
Parks & Recreation	Picnic Tables	General Fund	-	-	-	10,000	-
Parks & Recreation	Park Bench Replacements	General Fund	-	-	-	10,000	-
Parks & Recreation	Yorkrake #24424 (2007)	General Fund	-	-	-	5,000	-
Parks & Recreation	* Pool Motor & Pump Replacement	Waterpark Revenues	15,000	15,000	15,000	18,000	15,000
Parks & Recreation	Tot Spot Floatables	Waterpark Revenues	27,000	-	-	-	-
Parks & Recreation	Funbrellas	Waterpark Revenues	-	-	8,000	-	-
Parks & Recreation	Filter Media Replacement	Waterpark Revenues	15,000	-	-	-	-
Parks & Recreation	Transformer Replacement	Waterpark Revenues	-	6,000	-	-	-
Parks & Recreation	Electrical Switching Panels	Waterpark Revenues	-	-	5,000	-	-
Parks & Recreation	Oven Replacement	Waterpark Revenues	6,000	-	-	-	-
Parks & Recreation	Pool Filter Replacement (speed slide)	Waterpark Revenues	6,000	-	-	-	-
Parks & Recreation	Pool Pump Impellers	Waterpark Revenues	6,000	-	-	-	6,000
Parks & Recreation	Utility Car Replacement	Waterpark Revenues	6,000	-	-	-	-
Parks & Recreation	Stormwater Liftstation Motor/Pump	Waterpark Revenues	-	5,000	-	-	-
Parks & Recreation	Air Conditioning Replacement	Waterpark Revenues	-	5,000	-	-	-
Parks & Recreation	Filter Media Replacement	Waterpark Revenues	-	-	-	8,000	-
Parks & Recreation	5 Ton Air Handler & Conditioner	P&R Programs	7,000	-	-	-	-
Parks & Recreation	New Movie screen & Projector	P&R Programs	-	16,000	-	-	-
Parks & Recreation	All Purpose Deck for City stage	P&R Programs	9,000	-	-	-	5,000
Parks & Recreation	Hydraulic Replacement on Stage	P&R Programs	-	8,000	5,000	-	-
Parks & Recreation	Replace 20x30 Tent	P&R Programs	-	8,000	-	-	-
Parks & Recreation	Stage Back Drop, Front Skirt and Sidewalls	P&R Programs	-	6,000	-	-	-
Parks & Recreation	All Purpose Deck and Z Stands Drum Riser	P&R Programs	-	-	-	-	5,000
Parks & Recreation	Replace Distribution boxes/electric panel	P&R Programs	-	5,000	-	-	-
Parks & Recreation	Box Trussing	P&R Programs	5,000	-	-	-	-
Parks & Recreation	Replace 125KW Generator	P&R Programs	-	-	30,000	-	-
Parks & Recreation	Replace 70KW Generator	P&R Programs	-	-	-	25,000	-
Parks & Recreation	Replace Event trailer	P&R Programs	-	-	-	16,000	-
Parks & Recreation	Lake Kennedy ADD Sensor to Automatic Front Doors	P&R Programs	3,000	-	-	-	-
Parks & Recreation	Replace Funbrella, Canvas & Pole, #128948 (1 of 2) ORIG Line	P&R Programs	14,000	14,000	-	-	-
Parks & Recreation	Replace pool blankets	P&R Programs	-	-	-	14,500	-
Parks & Recreation	Replace pool pump motor 15HP, 3 phase Orig line	P&R Programs	-	-	-	8,000	-
Parks & Recreation	Replace kitchen Range	P&R Programs	-	-	-	5,000	-
Parks & Recreation	Replace kitchen Range	P&R Programs	-	-	-	5,000	-
Parks & Recreation	Audio Visual Equipment	P&R Programs	5,000	5,000	5,000	5,000	5,000
Parks & Recreation	Electronic/Game Equipment Replacement	P&R Programs	5,000	5,000	-	5,500	-
Parks & Recreation	Skate Ramp Additions	P&R Programs	20,000	20,000	20,000	20,000	20,000
Parks & Recreation	Replacement/Repair of Equipment	P&R Programs	20,000	20,000	20,000	20,000	20,000
Parks & Recreation	Skate Park Reconfiguration	P&R Programs	-	15,000	-	15,000	-

**City of Cape Coral, Florida**  
**FY 2017 – 2019 Adopted Operating Budget**

*Capital Equipment/Software Program Plan (Continued)*

DEPARTMENT	ASSET*YEAR*MAKE*MODEL	FUNDING SOURCE	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Parks & Recreation	Versa Vac - NEW EQPT	Golf Course Revenues	5,734	5,734	-	-	-
Parks & Recreation	Electric Range Ball Dis.#20102 (2003)	Golf Course Revenues	-	6,000	-	-	-
Parks & Recreation	Versa Vac - NEW EQPT	Golf Course Revenues	-	-	5,734	-	-
Parks & Recreation	Sand Pro 3040 / Bunker Rake (2009)	Golf Course Revenues	-	-	15,500	-	-
Parks & Recreation	Stove grid, 4 burn & 2 ovens #17564 (2000)	Golf Course Revenues	-	-	-	-	8,500
Parks & Recreation	Walk In Cooler # 20304 (2003)	Golf Course Revenues	-	7,800	-	-	-
Police	Firearms Training Simulator - (New)	General Fund	-	-	-	56,000	-
Police	Polygraph Machine (Replacement)	General Fund	-	-	-	-	10,000
Police	Shredder in Records (Replacement)	General Fund	-	-	9,000	-	-
Police	Shredder in Comm Ctr (Replacement)	General Fund	-	-	-	9,000	-
Police	FRED- Forensic Recovery Unit (Replacement)	General Fund	-	-	-	-	30,000
Police	Fingerprint Machine	General Fund	-	-	-	-	30,000
Police	Alt. Light Source-Forensics (Replacement)	General Fund	-	18,000	-	-	-
Police	Fume Hood-Forensics (Replacement)	General Fund	-	-	12,000	-	-
Police	AFIT (AFIX) Retro (Replacement)	General Fund	-	-	30,000	30,000	-
Police	Polygraph Equipment (Replacement)	General Fund	-	-	-	10,000	-
Police	Shoe Print Comparison Equip. (New)	General Fund	-	-	-	5,000	-
Police	DSC4 Forensic Light Source & Camera (Replace)	General Fund	-	-	-	50,000	-
Police	Up-Flow Air Chamber - Forensics Lab (Replacement)	General Fund	7,000	-	-	-	-
Police	Police Segway's - Model I2 (2 new & 2 Replace)	General Fund	-	-	-	30,000	-
Police	Police K-9 (Replacement)	General Fund	10,000	10,000	9,000	10,000	15,000
Police	Sniper Optics (1) (Replacement)	General Fund	-	-	-	7,000	-
Police	SWAT Communications (Replacement)	General Fund	-	-	32,400	-	-
Police	Personal Watercraft (2) (Replacement)	General Fund	-	-	34,000	-	-
Police	Fixed Wing Aircraft w/FLIR System-Aviation (New)	General Fund	-	-	375,000	-	-
Police	In-Car Video Cameras (Replacement)	General Fund	-	-	84,000	75,000	75,000
Police	Electronic Message Boards (Replacement)	General Fund	-	-	-	13,000	-
Police	Marine Law Enforcement Boats (Replacement)	General Fund	60,000	70,000	-	-	-
Police	License Plate Readers (Replacement)	General Fund	22,000	-	22,000	-	40,000
Police	Event Data Recorder (New)	General Fund	6,000	-	-	-	-
Police	360 Degree DSD System	General Fund	-	-	-	-	70,000
Public Works	Replace 1999 Grinder/Planer #16569	General Fund	-	-	-	5,162	-
Public Works	New Computer for future FTE	General Fund	5,000	-	-	-	-
Public Works	New Computer for future FTE	General Fund	5,000	-	-	-	-
Public Works	Repair 2012 GPS Base Station	General Fund	5,000	5,000	5,000	5,000	5,000
Public Works	Repair 2012 Total Stations	General Fund	5,000	5,000	5,000	5,000	5,000
Public Works	Repair 2012 GPS Rovers	General Fund	5,000	5,000	5,000	5,000	5,000
Public Works	Replace Walk Behind Paint Sprayer #24346	General Fund	6,468	-	-	-	-
Public Works	Replace 1990 PM Eraser/Grinder #11440	General Fund	-	-	-	-	9,000
Public Works	Replace Bitminus Machine #25432	General Fund	-	6,517	-	-	7,000
Public Works	Replace Sign Shop Plotter #19947	General Fund	-	-	14,328	-	-

**City of Cape Coral, Florida**  
**FY 2017 – 2019 Adopted Operating Budget**

*Capital Equipment/Software Program Plan (Continued)*

DEPARTMENT	ASSET*YEAR*MAKE*MODEL	FUNDING SOURCE	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Public Works	# 24422 * 2007 * FW * MANUAL AUGER *	General Fund	29,003	-	-	-	-
Public Works	Replace Walk Behind Thermo Machine #25317	General Fund	-	30,622	-	-	-
Public Works	Replace Thermo Applicator #24494	General Fund	35,481	-	-	-	-
Public Works	Replace Panasonic laptop #22910	Stormwater Revenues	5,074	-	-	-	-
Public Works	Replace NEI Trimble GEO Explorer Survey System	Stormwater Revenues	-	6,500	-	-	-
Public Works	Replace HydroLab MS5 & Survey #26437	Stormwater Revenues	12,000	-	-	-	-
Public Works	Replace Muffle Furnace #26011	Stormwater Revenues	-	-	-	5,000	-
Public Works	Replace Easy Block Digester #21203	Stormwater Revenues	5,000	-	-	-	-
Public Works	Replace Easy Block Digester #25434	Stormwater Revenues	5,000	-	-	-	-
Public Works	Replace # 23186 Circulating Water Bath	Stormwater Revenues	-	-	5,000	-	-
Public Works	Replace #26359 Recirculating Water Bath	Stormwater Revenues	-	5,000	-	-	-
Public Works	Replace Scale AX204 # 19331	Stormwater Revenues	-	-	-	7,500	-
Public Works	Purchase Sterilizer/Autoclave	Stormwater Revenues	-	10,000	-	-	-
Public Works	Replace #26349 Sterilizer/Autoclave	Stormwater Revenues	10,000	-	-	-	-
Public Works	Replace #26481 Fluorometer	Stormwater Revenues	10,000	-	-	-	-
Public Works	Replace Balance	Stormwater Revenues	-	-	-	-	10,000
Public Works	Replace Ion Chromatograph ISC #25936	Stormwater Revenues	38,000	-	-	-	-
Public Works	Replace 4x4 Infrared Heater #22977	Stormwater Revenues	-	6,609	-	-	-
Public Works	Replace 07 Portable Air compressor #24452	Stormwater Revenues	15,690	-	-	-	-
Public Works	Replace Panasonic laptop #22907	Stormwater Revenues	5,074	-	-	-	-
Public Works	Replace Panasonic laptop #22908	Stormwater Revenues	5,074	-	-	-	-
Public Works	Replace Panasonic laptop #22909	Stormwater Revenues	5,074	-	-	-	-
Public Works	# 18151-22180 * NA * Replace 60" Ditch Bucket	Stormwater Revenues	-	9,390	-	-	-
Public Works	Replace Air compressor #24485	Stormwater Revenues	-	-	5,905	-	-
Public Works	Replace 10X16 Miter band saw #22088	Stormwater Revenues	-	6,124	-	-	-
Public Works	Replace Mig welder #24324	Stormwater Revenues	-	-	-	-	7,561
Public Works	Replace Pipe Threading Machine #22181	Stormwater Revenues	-	-	-	-	7,630
Public Works	Replace 06 Air Compressor #23570	Stormwater Revenues	15,690	-	-	-	-
Public Works	Replace 17' Alum boat w/motor #22838	Stormwater Revenues	-	9,588	-	-	-
Public Works	Replace Pontoon Boat #24685	Stormwater Revenues	-	30,489	-	-	-
Public Works	Replace Lift SE (1of2) #17821	IS Fleet Fund	7,000	-	-	-	-
Public Works	Replace Lift HE #17779	IS Fleet Fund	-	16,000	-	-	-
Public Works	Replace Lift CB (4of4) #24348	IS Fleet Fund	-	-	16,000	-	-
Public Works	Replace office furniture	IS Fleet Fund	-	-	20,000	-	-
Public Works	Replace Lift HT Bay #24455	IS Fleet Fund	-	-	30,000	-	-
Public Works	New portable 20 ton lift (6)	IS Fleet Fund	150,000	-	-	-	-
Utilities	Replace Plant 1 Magmeters (Concentrate)	Water/Sewer Fees	-	6,000	-	-	-
Utilities	Replace Plant 2 Magmeter (Concentrate)	Water/Sewer Fees	-	6,000	-	-	-
Utilities	New Rosemount Handheld Calibrator Model 3051	Water/Sewer Fees	-	-	6,300	-	-
Utilities	Replace Paint Storage Locker	Water/Sewer Fees	-	-	-	7,000	-
Utilities	Replace 1 Spectrophotometer	Water/Sewer Fees	-	8,500	-	-	-

**City of Cape Coral, Florida**  
**FY 2017 – 2019 Adopted Operating Budget**

*Capital Equipment/Software Program Plan (Continued)*

DEPARTMENT	ASSET*YEAR*MAKE*MODEL	FUNDING SOURCE	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Utilities	Replace Plant 2 Magmeter (Product)	Water/Sewer Fees	-	9,000	-	-	-
Utilities	Replace Plant 2 Magmeter-Blend	Water/Sewer Fees	-	-	-	-	10,000
Utilities	Plant Flowmeter for Scale Inhibitor	Water/Sewer Fees	5,000	-	-	5,384	-
Utilities	Replace 2 Air Compressors P1	Water/Sewer Fees	-	12,000	-	-	-
Utilities	Replace 2 Air Compressors P2	Water/Sewer Fees	-	12,000	-	-	-
Utilities	# New * NA * NA * NEW MAINTENANCE CART *	Water/Sewer Fees	-	-	-	12,000	-
Utilities	Plant Transmitter for CHLORINE Analyzer	Water/Sewer Fees	-	-	6,719	-	7,059
Utilities	Replace 3 - 4,000 gal Bleach Tanks	Water/Sewer Fees	-	-	24,200	-	-
Utilities	Replace Plant #1 Ultrasonic Meters (2)	Water/Sewer Fees	-	-	10,000	15,769	-
Utilities	Replace Total Concentrate Flowmeter	Water/Sewer Fees	-	31,399	-	-	-
Utilities	Replace Plant 2 Magmeter-RAW	Water/Sewer Fees	-	-	-	-	38,000
Utilities	Replace Worchester 6" Ball Valve (1/yr)	Water/Sewer Fees	8,803	-	9,683	9,925	10,173
Utilities	# Replace * NA * Replace 4' Diesel Pump (Portable/Maint)	Water/Sewer Fees	-	-	40,000	-	-
Utilities	Plant Transmitter for FLOW-Ultrasonic (1/yr)	Water/Sewer Fees	6,000	-	11,735	12,028	12,329
Utilities	Replace Degas Blowers with Aluminum Blowers	Water/Sewer Fees	-	75,289	-	-	-
Utilities	Security Equipment Replacements	Water/Sewer Fees	-	-	-	-	80,000
Utilities	Replace Well Pumps and Accessories(2/yr)	Water/Sewer Fees	-	30,375	-	31,914	32,712
Utilities	Wellfield VFD's 50 HP	Water/Sewer Fees	27,204	28,020	28,860	29,582	30,322
Utilities	Replace 1 High Pressure Pump for Plant 1	Water/Sewer Fees	-	-	-	200,000	-
Utilities	Replace Well Motors 50 HP w/motor leads (approx 5/yr)	Water/Sewer Fees	23,800	49,025	50,496	51,758	53,052
Utilities	Replace VFD's Plant 1 & 2 Prod. Train (2/yr)	Water/Sewer Fees	54,921	56,294	57,702	59,144	60,623
Utilities	Replace 1 Spectrophotometer	Water/Sewer Fees	-	8,500	-	-	-
Utilities	Calibrator and Verification Equipment	Water/Sewer Fees	-	-	-	11,000	-
Utilities	Replace 2 Air Compressors	Water/Sewer Fees	-	26,000	-	-	-
Utilities	Replace Bleach Tanks	Water/Sewer Fees	-	30,000	-	-	-
Utilities	Flow Meters for Chemical System	Water/Sewer Fees	-	6,000	10,335	10,593	10,858
Utilities	Replace Ball Valves	Water/Sewer Fees	17,600	-	18,304	18,762	-
Utilities	Security Equipment Replacements	Water/Sewer Fees	-	-	-	-	60,000
Utilities	Vertical Sump Pump	Water/Sewer Fees	-	-	-	60,000	-
Utilities	New SS Silent Check Valve High Pressure Pump Distr. System	Water/Sewer Fees	-	37,856	-	-	40,695
Utilities	Radio (SCADA) Supervisory Control & Data Acquisition	Water/Sewer Fees	-	80,000	-	-	-
Utilities	Wellfield VFD's 50 HP	Water/Sewer Fees	27,204	28,020	28,860	29,582	30,322
Utilities	Replace Well Pumps and Accessories (3/yr)	Water/Sewer Fees	29,475	30,375	31,286	32,068	32,870
Utilities	Replace Chemical Pumps 3/yr	Water/Sewer Fees	-	39,881	40,679	41,696	42,738
Utilities	Replace Well Motors 50 HP w/motor leads (approx 5/yr)	Water/Sewer Fees	23,800	49,025	50,496	51,758	53,052
Utilities	Replacement Components for Multiple VFD's	Water/Sewer Fees	54,921	56,294	57,702	59,144	60,623
Utilities	Buss Duct Replacements	Water/Sewer Fees	815,000	-	-	-	-
Utilities	Replace 3.5 ton condensing unit & air handler in Admin Bldg	Water/Sewer Fees	-	-	-	5,657	-
Utilities	"NEW" Radiodetection RD1000 GPR	Water/Sewer Fees	-	-	-	17,387	-
Utilities	Replace (2) 3.5ton AC units, 7.5 air handler & duct work Admn Bldg	Water/Sewer Fees	-	-	-	20,000	-
Utilities	# Replace * NA * Replace 4' Diesel Pump (Portable/Maint) * NA *	Water/Sewer Fees	-	-	40,000	40,000	-

**City of Cape Coral, Florida**  
**FY 2017 – 2019 Adopted Operating Budget**

*Capital Equipment/Software Program Plan (Continued)*

DEPARTMENT	ASSET*YEAR*MAKE*MODEL	FUNDING SOURCE	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Utilities	"NEV" InsertValve Installation Equipment (Valves 4", 6", 8", 10, 12")	Water/Sewer Fees	180,653	-	-	-	-
Utilities	E26 MINI EXCAVATOR -Description Change	Water/Sewer Fees	-	-	-	-	35,000
Utilities	# New * NA * New 4" Diesel Pump (Portable/Maint) * NA *	Water/Sewer Fees	-	38,000	-	-	-
Utilities	# New * NA * New Portable Pump 6" Diesel * NA *	Water/Sewer Fees	-	-	44,000	-	-
Utilities	# New * NA * New 6" Portable Silent Run Diesel Pump * NA *	Water/Sewer Fees	-	-	-	92,000	-
Utilities	#New Portable Generator 100KW	Water/Sewer Fees	-	-	-	-	150,000
Utilities	# New * NA * New Portable Generators 100 KW * NA *	Water/Sewer Fees	-	175,000	125,000	-	-
Utilities	New SCADA System Up-Grades	Water/Sewer Fees	-	100,000	125,000	-	150,000
Utilities	Replacement LIFT STATIONS Pumps	Water/Sewer Fees	311,000	260,000	300,000	315,000	330,000
Utilities	Replace Chlorine Analyzers	Water/Sewer Fees	-	-	9,000	-	-
Utilities	Replace Turbidity Meter	Water/Sewer Fees	-	-	-	10,000	-
Utilities	Replacement of Overhead Door & Opener	Water/Sewer Fees	-	-	10,000	-	-
Utilities	Replace CL2 Recirculating Pump	Water/Sewer Fees	-	11,000	-	-	-
Utilities	Replace Orp Receivers	Water/Sewer Fees	-	-	-	14,000	-
Utilities	Replace Odor Control Fan & Motors	Water/Sewer Fees	-	7,000	-	8,000	-
Utilities	Replacement Floating Mixer Motor	Water/Sewer Fees	-	-	-	15,000	-
Utilities	Replace Composite Sampler	Water/Sewer Fees	8,000	-	-	10,000	-
Utilities	Replace Service Water Motor	Water/Sewer Fees	10,000	-	-	-	15,000
Utilities	Replace Valve Actuator Motor	Water/Sewer Fees	-	15,000	-	15,000	-
Utilities	Replace Service Water Pump	Water/Sewer Fees	-	-	30,000	-	-
Utilities	SECURITY & CCTV	Water/Sewer Fees	10,000	-	10,000	-	10,000
Utilities	Replace Odor Control Recirculating Pump	Water/Sewer Fees	13,000	-	15,000	-	15,000
Utilities	SPARE/REPLACEMENT ELECTRICAL CIRCUIT BREAKERS	Water/Sewer Fees	-	25,000	-	25,000	-
Utilities	Replace Chemical Feed Pumps	Water/Sewer Fees	20,000	20,000	-	13,000	-
Utilities	Replacement Mix Liquor Return pump	Water/Sewer Fees	-	-	30,000	-	30,000
Utilities	Replacement W.A.S. Pumps	Water/Sewer Fees	-	30,000	-	-	30,000
Utilities	Replace Submersible Pumps (Scum, AB Filter & Liftstations)	Water/Sewer Fees	-	20,000	22,500	22,500	22,500
Utilities	Server/Computer Hardware	Water/Sewer Fees	-	50,000	-	50,000	-
Utilities	Replacement WAS Transfer Pumps	Water/Sewer Fees	-	50,000	-	-	50,000
Utilities	Replace Bleach Tanks	Water/Sewer Fees	-	-	100,000	-	-
Utilities	Replace 80 ton A/C EWRF Operations Bldg-Acct #662301	Water/Sewer Fees	-	-	100,000	-	-
Utilities	Replace Grit Equipment	Water/Sewer Fees	-	-	60,000	-	60,000
Utilities	Replace Transfer Pump & Motor	Water/Sewer Fees	75,000	-	75,000	-	-
Utilities	Replace Reuse Pump / Motor	Water/Sewer Fees	120,000	-	-	30,000	-
Utilities	Replace VFD	Water/Sewer Fees	50,000	30,000	30,000	30,000	30,000
Utilities	Replacement R.A.S. Pumps (Pumps & Motors)	Water/Sewer Fees	60,000	-	60,000	-	60,000
Utilities	Replace Aeration Blower / Motor	Water/Sewer Fees	-	200,000	-	-	-
Utilities	Replacement Bar screen Equipment	Water/Sewer Fees	215,000	-	-	-	-
Utilities	SCADA SERVER PLC COMPONENTS-NEW LINE	Water/Sewer Fees	25,000	75,000	25,000	75,000	47,500
Utilities	Replace Reuse Pump Check Valve	Water/Sewer Fees	6,000	-	-	-	-
Utilities	Replace CL2 Recirculating Pump	Water/Sewer Fees	-	-	10,000	-	-



**City of Cape Coral, Florida**  
**FY 2017 – 2019 Adopted Operating Budget**

*Capital Equipment/Software Program Plan (Continued)*

DEPARTMENT	ASSET*YEAR*MAKE*MODEL	FUNDING SOURCE	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Utilities	Replace Turbidity Meter	Water/Sewer Fees	-	-	10,000	-	-
Utilities	New Mechanical Seals	Water/Sewer Fees	-	-	15,000	-	-
Utilities	Replacement Floating Mixer	Water/Sewer Fees	-	-	15,000	-	-
Utilities	Replace Step Screen Motor/Gearbox	Water/Sewer Fees	-	-	-	15,000	-
Utilities	Replace MLR 24" Checkvalve	Water/Sewer Fees	-	-	-	-	20,000
Utilities	Replace Grit Pump	Water/Sewer Fees	-	-	20,000	-	-
Utilities	Replace Composite Sampler	Water/Sewer Fees	7,500	-	8,000	-	8,000
Utilities	Replace Overhead Door & Opener	Water/Sewer Fees	10,000	-	-	15,000	-
Utilities	Replace Odor Control Recirculating Pump	Water/Sewer Fees	-	10,000	-	-	15,000
Utilities	Replace Valve Actuator Motor & Controller	Water/Sewer Fees	-	15,000	-	16,000	-
Utilities	New Small Portable Manlift -	Water/Sewer Fees	-	-	44,000	-	-
Utilities	Replace Chemical Feed Pumps	Water/Sewer Fees	15,000	-	15,000	-	15,000
Utilities	Replacement Air Compressor & Drier	Water/Sewer Fees	-	-	-	50,000	-
Utilities	SCADA REPLACEMENT PARTS (Description Change)	Water/Sewer Fees	-	25,000	-	25,000	-
Utilities	Replace Bleach Tanks	Water/Sewer Fees	-	-	50,000	-	-
Utilities	Replace VFD's	Water/Sewer Fees	12,500	12,500	12,500	12,500	12,500
Utilities	Replacement W.A.S. Pumps	Water/Sewer Fees	-	30,000	-	-	35,000
Utilities	Replacement Mix Liquor Return pump	Water/Sewer Fees	35,000	-	35,000	-	-
Utilities	SECURITY & CCTV -NEW LINE ITEM	Water/Sewer Fees	50,000	-	10,000	-	10,000
Utilities	Replace Jockey Pump/ Motor Description Change	Water/Sewer Fees	25,000	-	-	50,000	-
Utilities	Replace Flygt Pumps (Scum, AB Filter & Liftstations)	Water/Sewer Fees	25,000	-	25,000	-	25,000
Utilities	Replace 450HP Turblex Blower/ Motor Descrip Change	Water/Sewer Fees	-	-	-	75,000	-
Utilities	New Launder Trough Covers for Clarifiers	Water/Sewer Fees	-	-	100,000	-	-
Utilities	Replacement R.A.S. Pumps	Water/Sewer Fees	60,000	-	50,000	-	-
Utilities	Replace Reuse Pump / Motor -Description Change	Water/Sewer Fees	45,000	-	-	100,000	-
Utilities	Replace Transfer Pump /Motor -Description Change	Water/Sewer Fees	40,000	-	-	105,000	-
Utilities	New Waste Transfer VFD's	Water/Sewer Fees	-	-	-	-	10,000
Utilities	Chemical Pump	Water/Sewer Fees	-	-	-	10,000	-
Utilities	Centrifuge Motor VFD	Water/Sewer Fees	25,000	-	-	-	-
Utilities	Sludge Grinder Pumps	Water/Sewer Fees	-	-	-	30,000	-
Utilities	Centrifuge Motor	Water/Sewer Fees	-	-	-	35,000	-
Utilities	Replace Flow Meter (CPS) Ultrasonic/Storage Tanks	Water/Sewer Fees	-	-	-	-	12,000
Utilities	Canal Station RTU	Water/Sewer Fees	-	-	10,000	10,000	-
Utilities	New CPS Chlorine Feed Pumps	Water/Sewer Fees	-	-	12,000	12,000	-
Utilities	New Solar RTU Weir Telemetry (CPS)	Water/Sewer Fees	-	25,000	-	-	-
Utilities	Replace Magmeters CPS	Water/Sewer Fees	35,000	-	-	-	-
Utilities	New SCADA RTU Upgrade (CPS)	Water/Sewer Fees	-	-	35,000	-	-
Utilities	Replace Grinder Pumps CPS#5	Water/Sewer Fees	-	12,000	12,000	12,000	-
Utilities	Replace Bleach Tanks (5 Double Wall Tanks) (CPS)	Water/Sewer Fees	12,000	13,000	14,000	30,000	-
Utilities	Replacement Pump CPS #5	Water/Sewer Fees	-	-	-	-	70,000
Utilities	Replacement Pump CPS #8	Water/Sewer Fees	-	-	-	-	70,000
Utilities	REHAB Adams Strainers all CPS	Water/Sewer Fees	-	45,000	-	-	45,000
Utilities	Replace VFD's (CPS)	Water/Sewer Fees	22,000	-	25,000	25,000	24,000
Utilities	Canal Transfer Pumps	Water/Sewer Fees	70,000	-	-	75,000	-

TOTAL

\$	5,759,858	\$	4,237,779	\$	4,998,517	\$	4,619,694	\$	4,090,592
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City of Cape Coral, Florida  
FY 2017 – 2019 Adopted Operating Budget



**City of Cape Coral, Florida**  
**FY 2017 – 2019 Adopted Operating Budget**

**CAPITAL MAINTENANCE PROGRAM FY2017-FY2021**

**SUMMARY OF REQUIRED REVENUES**

	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>TOTAL</b>
General Fund	\$ 710,920	\$ 1,005,385	\$ 662,765	\$ 280,250	\$ 83,500	\$ 2,787,820
Golf Course Revenues	-	48,500	16,500	190,000	15,000	280,000
IS Facilities	-	-	-	45,000	-	45,000
P&R Programs	285,250	90,000	451,500	186,000	74,000	1,086,750
Tax Increment Funding	2,736,484	1,108,888	1,176,092	1,176,092	1,176,092	7,373,648
Waterpark Revenues	35,000	60,000	85,000	15,000	25,000	220,000
Yacht Basin Revenues	-	-	-	150,000	-	150,000
<b>TOTAL</b>	<b>\$ 3,767,654</b>	<b>\$ 2,312,773</b>	<b>\$ 2,391,857</b>	<b>\$ 2,042,342</b>	<b>\$ 1,373,592</b>	<b>\$ 11,943,218</b>

**SUMMARY BY DEPARTMENT**

	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>TOTAL</b>
Community Redevelopment	\$ 2,736,484	\$ 1,108,888	\$ 1,176,092	\$ 1,176,092	\$ 1,176,092	\$ 7,373,648
Fire	215,322	347,428	10,600	162,000	11,000	746,350
Governmental Services	23,423	9,732	36,900	78,250	-	148,305
Parks & Recreation	792,425	846,725	1,168,265	581,000	186,500	3,629,915
Public Works	-	-	-	45,000	-	45,000
<b>TOTAL</b>	<b>\$ 3,767,654</b>	<b>\$ 2,312,773</b>	<b>\$ 2,391,857</b>	<b>\$ 2,042,342</b>	<b>\$ 1,373,592</b>	<b>\$ 11,943,218</b>

**City of Cape Coral, Florida**  
**FY 2017 – 2019 Adopted Operating Budget**

*Capital Maintenance Program Plan*

DEPARTMENT	DESCRIPTION	FUNDING SOURCE	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
CRA	Improvements Other than Building	Tax Increment Funding	2,736,484	1,108,888	1,176,092	1,176,092	1,176,092
Fire	Bay Floor Paint, Sealing & Striping	General Fund	5,100	-	-	-	-
Fire	Bay Floor Paint, Sealing & Striping	General Fund	5,100	-	-	-	-
Fire	Bay Floor Paint, Sealing & Striping	General Fund	-	-	5,300	-	-
Fire	Lanai & Window screens repaired/replaced	General Fund	2,040	-	-	-	-
Fire	Paint Exterior	General Fund	-	-	5,300	-	-
Fire	Paint Exterior	General Fund	6,120	-	-	-	-
Fire	Paint Exterior	General Fund	6,120	-	-	-	-
Fire	Paint Exterior	General Fund	6,120	-	-	-	-
Fire	Paint Exterior	General Fund	-	6,240	-	-	-
Fire	Paint Exterior	General Fund	-	-	-	-	6,600
Fire	Parking lot sealed and painted	General Fund	3,060	-	-	-	-
Fire	Parking lot sealed and painted	General Fund	-	3,120	-	-	-
Fire	Parking lot sealed and painted	General Fund	6,120	-	-	-	-
Fire	Parking lot sealed and painted	General Fund	-	-	-	-	4,400
Fire	Remodel (Major)	General Fund	-	156,000	-	-	-
Fire	Remodel (Major)	General Fund	-	-	-	162,000	-
Fire	Remodel (Minor)	General Fund	-	26,068	-	-	-
Fire	Remodel Interior (Major)	General Fund	-	156,000	-	-	-
Fire	Remodel Interior (Minor)	General Fund	15,300	-	-	-	-
Fire	Replace 38 2X4 Fl Lay In fixtures w/LED	General Fund	3,060	-	-	-	-
Fire	Replace Bay Doors	General Fund	13,260	-	-	-	-
Fire	Replace Bay lighting with LED	General Fund	5,100	-	-	-	-
Fire	Replace Bay lighting with LED	General Fund	5,100	-	-	-	-
Fire	Replace Bay lighting with LED	General Fund	5,100	-	-	-	-
Fire	Replace Bay lighting with LED	General Fund	5,100	-	-	-	-
Fire	Replace Bay lighting with LED	General Fund	5,100	-	-	-	-
Fire	Replace Bay lighting with LED	General Fund	5,100	-	-	-	-
Fire	Replace Bay lighting with LED	General Fund	5,100	-	-	-	-
Fire	Replace Bay lighting with LED	General Fund	5,202	-	-	-	-
Fire	Replace flooring with tile	General Fund	5,100	-	-	-	-
Fire	Replace Ice Machine	General Fund	4,080	-	-	-	-
Fire	Replace interior Lighting with LED	General Fund	6,630	-	-	-	-
Fire	Replace interior Lighting with LED	General Fund	6,630	-	-	-	-
Fire	Replace interior Lighting with LED	General Fund	6,630	-	-	-	-
Fire	Replace interior Lighting with LED	General Fund	6,630	-	-	-	-
Fire	Replace interior Lighting with LED	General Fund	6,630	-	-	-	-
Fire	Replace interior Lighting with LED	General Fund	6,630	-	-	-	-
Fire	Replace interior Lighting with LED	General Fund	6,630	-	-	-	-
Fire	Re-Roof with Peel & Stick Base 85 SQ	General Fund	40,800	-	-	-	-
Governmental Services	6 chiller fan motor replacements	General Fund	-	-	-	3,250	-
Governmental Services	Building Pressure Washing/Painting	General Fund	-	-	-	75,000	-
Governmental Services	Chester Street office section re-roof	General Fund	-	-	36,900	-	-
Governmental Services	Nicholas Annex Exterior Improvements	General Fund	23,423	9,732	-	-	-

**City of Cape Coral, Florida**  
**FY 2017 – 2019 Adopted Operating Budget**

*Capital Maintenance Program Plan (Continued)*

DEPARTMENT	DESCRIPTION	FUNDING SOURCE	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Parks & Recreation	Art Studio - parking lot repave	General Fund	-	10,000	-	-	-
Parks & Recreation	Art Studio - parking lot repave	General Fund	-	-	10,000	-	-
Parks & Recreation	BMX Park Reroof with 5V Metal - Admin Bldg	General Fund	-	6,500	-	-	-
Parks & Recreation	BMX Admin Building Repair at the track	General Fund	-	13,500	-	-	-
Parks & Recreation	Burnt Store Boat Ramp Impact Fees - Utilities	General Fund	50,000	-	-	-	-
Parks & Recreation	Caloosa Park replace plumbing-locker rom	General Fund	-	-	7,500	-	-
Parks & Recreation	Caloosa ParkRemodel locker room and restroom	General Fund	-	25,000	-	-	-
Parks & Recreation	CC Sports Complet softball walkway	General Fund	-	-	-	-	25,000
Parks & Recreation	Chantry Canal repave parking lot (Rosen Park)	General Fund	-	-	40,000	-	-
Parks & Recreation	Eco Park - Replace Storage/Office Building	General Fund	-	-	45,000	-	-
Parks & Recreation	Eco Preserve Invasive Removal	General Fund	-	-	-	5,000	10,000
Parks & Recreation	Eco Preserve Invasive Removal	General Fund	10,000	10,000	10,000	-	-
Parks & Recreation	Fence Backstops Replacements	General Fund	-	15,000	45,000	-	-
Parks & Recreation	Fences repairs misc contract out	General Fund	-	15,000	-	-	-
Parks & Recreation	Glover Bight- repaveparking lot	General Fund	-	-	5,000	-	-
Parks & Recreation	Horton Park seawall repair	General Fund	-	-	-	-	10,000
Parks & Recreation	Irrigation Pump Replace	General Fund	25,000	25,000	45,000	-	-
Parks & Recreation	Jason Verdow Park - Roof-Concs/Rstrm/Maint./Shed	General Fund	15,300	-	-	-	-
Parks & Recreation	Jaycee parking lot repave - Walkpath	General Fund	-	-	25,000	-	-
Parks & Recreation	Jeffers Park - repave parking lot and pathway	General Fund	-	-	30,000	-	-
Parks & Recreation	Jim Jeffers Resurface basketball courts	General Fund	-	-	-	5,000	-
Parks & Recreation	Jim Jeffers-Resurface Tennis Courts	General Fund	-	-	-	5,000	-
Parks & Recreation	Lake Kennedy Special Pops- repave parking lot	General Fund	-	-	30,000	-	-
Parks & Recreation	Lake Kennedy walk path	General Fund	-	5,000	-	-	-
Parks & Recreation	LK Parks House-reroof shingle 32 square	General Fund	-	12,000	-	-	-
Parks & Recreation	Miscellaneous Repairs - Fishing Pier	General Fund	-	5,000	-	-	-
Parks & Recreation	Miscellaneous Repairs - Fishing Pier	General Fund	-	5,000	-	-	-
Parks & Recreation	Multi Perimeter Ditches - Maintenance	General Fund	-	-	-	10,000	-
Parks & Recreation	Multi Perimeter Ditches - Maintenance	General Fund	-	-	-	-	10,000
Parks & Recreation	Multi Sport baseball replace perimeter fence	General Fund	-	-	20,000	-	-
Parks & Recreation	Multi Sport soccer replace perimeter fence	General Fund	-	15,000	-	-	-
Parks & Recreation	Multi Sport soccer replace perimeter fence	General Fund	-	25,000	-	-	-
Parks & Recreation	Multi Sport softball replace perimeter fence	General Fund	-	-	20,000	-	-
Parks & Recreation	Multi Sports - replace office stairs	General Fund	-	-	5,000	-	-
Parks & Recreation	Multi Sports Complex - Replace Plumbing	General Fund	-	-	18,000	-	-
Parks & Recreation	New Paint for Park Buildings, Restrooms and Shelters - (2011 thru 2013 none) facilities just painted	General Fund	-	5,000	5,000	-	-
Parks & Recreation	Northwest Softball Impact Fees - Utilities	General Fund	-	50,000	-	-	-
Parks & Recreation	Nursery parking lot repave	General Fund	5,000	-	-	-	-
Parks & Recreation	NW Softball Complex replace perimeter fencing	General Fund	-	-	15,000	-	-
Parks & Recreation	NW Softball-Replace well system	General Fund	-	-	-	10,000	-
Parks & Recreation	Park Electrical Repairs	General Fund	35,000	35,000	35,000	-	-
Parks & Recreation	Pelican Baseball Concession bldg. re-roof	General Fund	10,875	-	-	-	-
Parks & Recreation	Pelican b-ball complex repave parking lots	General Fund	-	-	45,000	-	-
Parks & Recreation	Pelican soccer repave parking lot	General Fund	-	30,000	-	-	-

**City of Cape Coral, Florida**  
**FY 2017 – 2019 Adopted Operating Budget**

*Capital Maintenance Program Plan (Continued)*

DEPARTMENT	DESCRIPTION	FUNDING SOURCE	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Parks & Recreation	Perimeter replace Fencing/Signage for Major Park	General Fund	-	-	23,030	-	-
Parks & Recreation	Playground repair parts	General Fund	79,000	50,000	22,735	-	-
Parks & Recreation	Pump Station Repair - Athletic Complexes	General Fund	-	6,000	-	-	-
Parks & Recreation	Replace Playgd. Mulch - Camelot	General Fund	6,000	-	-	-	-
Parks & Recreation	Replace Playgd. Mulch - Koza	General Fund	-	5,000	-	-	-
Parks & Recreation	Replace Playgd. Mulch - Rotary	General Fund	-	-	8,000	-	-
Parks & Recreation	Re-Sod-Turf - BMX Athletic Fields	General Fund	35,000	-	-	-	-
Parks & Recreation	Re-Sod Turf - Burton Athletic Fields	General Fund	-	-	26,000	-	-
Parks & Recreation	Re-Sod-Turf - Caloosa Athletic Fields	General Fund	-	20,000	-	-	-
Parks & Recreation	Re-Sod Turf - Koza Athletic Fields	General Fund	-	-	-	-	-
Parks & Recreation	Re-Sod-Turf - Pelican Baseball Athletic Fields	General Fund	-	70,000	-	-	-
Parks & Recreation	Re-Sod-Turf - Verdow Athletic Fields	General Fund	26,000	-	-	-	-
Parks & Recreation	Rotary park dog paths, turf & fencing	General Fund	20,000	-	-	-	-
Parks & Recreation	Rotary Park Invasive Removal	General Fund	10,000	5,000	10,000	5,000	10,000
Parks & Recreation	Sanborn NP#1 - repave parking lot and pathway	General Fund	-	8,000	-	-	-
Parks & Recreation	Saratoga Lake Park - replace 200 Main Sq. D (poles around	General Fund	-	-	10,000	-	-
Parks & Recreation	Saratoga Park - Lighting - Improvements	General Fund	-	-	-	-	-
Parks & Recreation	Saratoga Park Repave Parking Lot and Walkpath	General Fund	10,000	-	-	-	-
Parks & Recreation	Seahawk Park Repave Runway	General Fund	15,000	-	-	-	-
Parks & Recreation	Storm football/concession/restroom roof	General Fund	-	20,000	-	-	-
Parks & Recreation	Storm locker room shingle roof w/ Peel&stick 26sq	General Fund	-	11,050	-	-	-
Parks & Recreation	Tennis Courts-Remodel restroom	General Fund	-	-	-	-	7,500
Parks & Recreation	Tennis Pro Shop-replace roof/Harbormaster Bldg	General Fund	-	6,175	-	-	-
Parks & Recreation	Various Parks - ADA Handicap Access at Various Parks	General Fund	50,000	50,000	50,000	-	-
Parks & Recreation	Various Parks - Irrigation System - Ball Parks replace	General Fund	40,000	-	-	-	-
Parks & Recreation	Various Parks - Various Bleacher Replacements	General Fund	30,000	30,000	-	-	-
Parks & Recreation	Verdow park perimeter fence replacements	General Fund	-	-	10,000	-	-
Parks & Recreation	Veterans Park - Landscape - Improvements	General Fund	-	15,000	-	-	-
Parks & Recreation	Veterans Park - Lighting Improvements	General Fund	-	20,000	-	-	-
Parks & Recreation	Veterans Park repave parking lot	General Fund	-	25,000	-	-	-
Parks & Recreation	Impellers	Waterpark Revenues	-	-	7,000	-	-
Parks & Recreation	Main Drain Replacement	Waterpark Revenues	-	-	-	15,000	-
Parks & Recreation	Paint Exterior - All Buildings	Waterpark Revenues	-	-	25,000	-	-
Parks & Recreation	Pool Paint	Waterpark Revenues	27,500	-	27,500	-	-
Parks & Recreation	Renovate public restrooms All	Waterpark Revenues	-	35,000	-	-	-
Parks & Recreation	Repave Parking Lot	Waterpark Revenues	-	25,000	-	-	-
Parks & Recreation	Replace piping - various	Waterpark Revenues	-	-	-	-	10,000
Parks & Recreation	Roof Replacement (Guest Relations)	Waterpark Revenues	-	-	-	-	15,000
Parks & Recreation	Shade Structure Roof Replacement	Waterpark Revenues	-	-	18,000	-	-
Parks & Recreation	Water Park Roof Replacement	Waterpark Revenues	7,500	-	7,500	-	-
Parks & Recreation	Remodel kitchen - Enclave area	P&R Programs	-	-	-	-	8,500
Parks & Recreation	Repave parking lot	P&R Programs	-	-	15,000	-	-
Parks & Recreation	Replace copper piping - All	P&R Programs	-	-	10,000	-	-
Parks & Recreation	Replace VCT flooring - Main areas	P&R Programs	-	-	-	-	10,000

**City of Cape Coral, Florida**  
**FY 2017 – 2019 Adopted Operating Budget**

*Capital Maintenance Program Plan (Continued)*

DEPARTMENT	DESCRIPTION	FUNDING SOURCE	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Parks & Recreation	Replace water heater/pump with commerical grade	P&R Programs	5,000	-	-	-	-
Parks & Recreation	Refurbish Stage	P&R Programs	20,000	-	-	-	-
Parks & Recreation	Paint interior - Environmental Bldg	P&R Programs	-	5,000	-	-	-
Parks & Recreation	Remodel/update restrooms	P&R Programs	-	-	-	10,000	-
Parks & Recreation	Repave parking lot - Glover Bight	P&R Programs	-	-	5,000	-	-
Parks & Recreation	Replace Carpeting - Offices and Display	P&R Programs	-	-	10,000	-	-
Parks & Recreation	Paint exterior	P&R Programs	-	-	-	-	6,000
Parks & Recreation	Remodel unisex restroom	P&R Programs	-	-	-	5,000	-
Parks & Recreation	Remodel Womens Restroom	P&R Programs	-	-	-	10,000	-
Parks & Recreation	Re-pipe Main Building	P&R Programs	-	-	-	6,500	-
Parks & Recreation	Replace exterior beams	P&R Programs	-	-	-	35,000	-
Parks & Recreation	Repave entrance road	P&R Programs	-	60,000	-	-	-
Parks & Recreation	Repave parking lot	P&R Programs	25,000	-	-	20,000	-
Parks & Recreation	Remodel interior restroom Gallery Bldg #1	P&R Programs	-	-	-	5,000	-
Parks & Recreation	Repair interior of art rooms Gallery Bldg 1	P&R Programs	-	-	-	-	5,000
Parks & Recreation	Repave parking lot	P&R Programs	-	10,000	-	-	-
Parks & Recreation	Replace Plumbing - B1 (Gallery)	P&R Programs	-	-	-	-	7,500
Parks & Recreation	Replace roof 90 Sq.\$850 SQ Flat Tear Off B2	P&R Programs	76,500	-	-	-	-
Parks & Recreation	Renovate all Classrooms	P&R Programs	-	-	-	-	12,000
Parks & Recreation	Main pool resurfacing	P&R Programs	-	-	255,000	-	-
Parks & Recreation	Pool deck surface maintenance	P&R Programs	-	-	-	-	19,500
Parks & Recreation	Remodel Shower Facility/pool gatehouse	P&R Programs	125,000	-	-	-	-
Parks & Recreation	Remove Diving Boards, Install Slide Feature	P&R Programs	-	-	19,500	-	-
Parks & Recreation	Replace 15HP Pool Pump	P&R Programs	-	-	-	15,000	-
Parks & Recreation	Pavilion Roof, Shingle to Shingle	P&R Programs	33,750	-	-	-	-
Parks & Recreation	Renovate Pavilion restrooms	P&R Programs	-	-	-	-	5,500
Parks & Recreation	Renovate Restrooms in East Hallway	P&R Programs	-	-	35,000	-	-
Parks & Recreation	Repave Parking Lot	P&R Programs	-	-	50,000	-	-
Parks & Recreation	Replace B/R wallpaper, stage valance, & skirt	P&R Programs	-	15,000	-	-	-
Parks & Recreation	Replace carpeting in hallway & office	P&R Programs	-	-	5,000	-	-
Parks & Recreation	Replace exterior beams	P&R Programs	-	-	-	65,000	-
Parks & Recreation	Replace plumbing in Main Bldg	P&R Programs	-	-	-	14,500	-
Parks & Recreation	Resurface Shuffleboard Courts	P&R Programs	-	-	7,000	-	-
Parks & Recreation	Repave Parking Lot-Youth Center	P&R Programs	-	-	20,000	-	-
Parks & Recreation	Repave Parking Lot-Skate Park	P&R Programs	-	-	20,000	-	-
Parks & Recreation	Replace piles Center Pier due to age	Yacht Basin Revenues	-	-	-	150,000	-
Parks & Recreation	Rest Area / Ball Machine Enclosure	Golf Course Revenues	-	-	-	150,000	-
Parks & Recreation	Carpet for clubhouse and Proshop	Golf Course Revenues	-	10,000	-	-	-
Parks & Recreation	Carpet for clubhouse and Proshop	Golf Course Revenues	-	-	-	-	-
Parks & Recreation	Ceiling and Insulation Replacement	Golf Course Revenues	-	-	-	40,000	-
Parks & Recreation	Ceiling and insulation replacement	Golf Course Revenues	-	38,500	-	-	-
Parks & Recreation	Clubhouse Doors- Replace	Golf Course Revenues	-	-	6,500	-	-
Parks & Recreation	Replace Carpeting - Knickers Pub	Golf Course Revenues	-	-	10,000	-	-
Parks & Recreation	Tables and Chairs-Knickers Pub	Golf Course Revenues	-	-	-	-	15,000
Public Works	Replace roof - Main Bldg	IS Facilities	-	-	-	45,000	-
<b>TOTAL</b>			<b>\$ 3,767,654</b>	<b>\$ 2,312,773</b>	<b>\$ 2,391,857</b>	<b>\$ 2,042,342</b>	<b>\$ 1,373,592</b>

City of Cape Coral, Florida  
FY 2017 – 2019 Adopted Operating Budget





**City of Cape Coral, Florida**  
**FY 2017 – 2019 Adopted Operating Budget**

**FLEET ROLLING STOCK PROGRAM FY2017-FY2021**

**SUMMARY BY DEPARTMENT**

	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>TOTAL</b>
City Clerk	\$ 25,000	\$ -	\$ -	\$ -		\$ 25,000
City Manager	30,000	30,000	-	35,000	-	95,000
DCD	155,584	102,105	386,514	175,000	232,000	1,051,203
Finance	-	-	-	24,000	-	24,000
Fire	1,770,784	433,359	2,160,915	1,870,000	1,629,000	7,864,058
ITS	-	19,000	-	40,000	-	59,000
Parks & Recreation	507,500	277,000	332,000	753,000	877,500	2,747,000
Police	1,262,397	920,523	748,000	1,300,000	1,759,000	5,989,920
Public Works	2,111,036	1,715,277	920,174	2,100,000	1,121,000	7,967,487
Utilities	1,457,026	1,228,500	827,000	693,000	263,500	4,469,026
<b>TOTAL</b>	<b>\$ 7,319,327</b>	<b>\$ 4,725,764</b>	<b>\$ 5,374,603</b>	<b>\$ 6,990,000</b>	<b>\$ 5,882,000</b>	<b>\$ 30,291,694</b>

**TYPE/FUND**

	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>TOTAL</b>
<b>Additional</b>						
General Fund	\$ 891,000	\$ 41,000	\$ 1,013,415	\$ -	\$ -	\$ 1,945,415
IS Facilities Fund	27,000	-	-	-	-	27,000
All Hazards	-	-	-	-	-	-
Lot Mowing Fees	30,000	-	-	-	-	30,000
Water/Sewer Fees	459,694	123,625	60,000	118,000	-	761,319
Subtotal	\$ 1,407,694	\$ 164,625	\$ 1,073,415	\$ 118,000	\$ -	\$ 2,763,734
<b>Replacement</b>						
Building Fees	\$ 58,344	\$ 40,842	\$ 107,210	\$ 60,000	\$ 24,000	290,396
General Fund	3,211,602	2,024,621	3,052,491	4,802,000	4,390,500	17,481,214
Golf Course Revenues	-	-	-	30,000	445,000	475,000
IS Facilities Fund	306,000	51,000	-	145,000	210,000	712,000
IS Fleet Fund	135,000	90,000	-	100,000	-	325,000
Lot Mowing Fees	-	26,178	-	30,000	-	56,178
Risk Fund	-	-	-	-	-	-
Stormwater Revenues	1,068,324	1,116,300	256,487	730,000	470,000	3,641,111
Waterpark Revenues	30,000	-	-	-	-	30,000
Yacht Basin Revenues	-	-	-	30,000	-	30,000
All Hazards	-	-	-	15,000	-	15,000
P&R Programs	30,000	30,000	118,000	140,000	79,000	397,000
Water/Sewer Fees	1,027,332	1,104,875	767,000	575,000	263,500	3,737,707
Transportation	45,031	77,323	-	215,000	-	337,354
Subtotal	\$ 5,911,633	\$ 4,561,139	\$ 4,301,188	\$ 6,872,000	\$ 5,882,000	\$ 27,527,960
<b>TOTAL</b>	<b>\$ 7,319,327</b>	<b>\$ 4,725,764</b>	<b>\$ 5,374,603</b>	<b>\$ 6,990,000</b>	<b>\$ 5,882,000</b>	<b>\$ 30,291,694</b>

**City of Cape Coral, Florida**  
**FY 2017 – 2019 Adopted Operating Budget**

**Rolling Stock Program Plan**

**ROLLING STOCK**

DEPARTMENT	ASSET*YEAR*MAKE*MODEL	FUNDING SOURCE	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
City Clerk	*20848*2005*DODGE*CARAVAN	General Fund	25,000				
City Manager	*22270*2006*FORD*EXPLORER	General Fund		30,000			
City Manager	*24913*2008*FORD*EXPLORER	General Fund				35,000	
City Manager	# New Pickup UEP Engineering Inspector II ACM Approved	Water/Sewer Fees	30,000				
DCD	*21695*2005*FORD*F150	Building Fees	19,448				
DCD	*21702*2005*FORD*F150	Building Fees	19,448				
DCD	*22255*2006*FORD*F150	Building Fees	19,448				
DCD	*21560*2005*FORD*F150	Building Fees		20,421			
DCD	*23565*2007*FORD*F150	Building Fees		20,421			
DCD	*22254*2006*FORD*F150	Building Fees			21,442		
DCD	*22256*2006*FORD*F150	Building Fees			21,442		
DCD	*23568*2007*FORD*F150	Building Fees			21,442		
DCD	*23569*2007*FORD*F150	Building Fees			21,442		
DCD	*24292*2007*FORD*F150	Building Fees			21,442		
DCD	*22253*2006*FORD*F150	Building Fees					24,000
DCD	*23566*2007*FORD*F150	Building Fees				30,000	
DCD	*23567*2007*FORD*F150	Building Fees				30,000	
DCD	*21504*2005*FORD*TAURUS	General Fund			21,442		
DCD	*22894*2006*FORD*EXPLORER	General Fund			21,442		
DCD	# New DCD Explorer Zoning Inspector FY19 CM Approved	General Fund			22,000		
DCD	*21664*2005*CHEVROLET*IMPALA	General Fund	19,448				
DCD	*21496*2005*FORD*F150	General Fund	19,448				
DCD	*22169*2006*FORD*RANGER	General Fund		20,421			
DCD	*22170*2006*FORD*RANGER	General Fund		20,421			
DCD	*22333*2006*FORD*RANGER	General Fund		20,421			
DCD	*22331*2006*FORD*RANGER	General Fund			21,442		
DCD	*22332*2006*FORD*RANGER	General Fund			21,442		
DCD	*22334*2006*FORD*RANGER	General Fund			21,442		
DCD	*22335*2006*FORD*RANGER	General Fund			21,442		
DCD	*22336*2006*FORD*RANGER	General Fund			21,442		
DCD	*22596*2006*FORD*RANGER	General Fund			21,442		
DCD	*23820*2007*FORD*RANGER	General Fund			21,442		
DCD	*23821*2007*FORD*RANGER	General Fund			21,442		
DCD	*23822*2007*FORD*RANGER	General Fund			21,442		
DCD	*22260*2006*FORD*F150	General Fund			21,442		
DCD	*20642*2004*FORD*TAURUS	General Fund					26,000
DCD	*20643*2004*FORD*TAURUS	General Fund					26,000

**City of Cape Coral, Florida**  
**FY 2017 – 2019 Adopted Operating Budget**

*Rolling Stock Program Plan (Continued)*

DEPARTMENT	ASSET*YEAR*MAKE*MODEL	FUNDING SOURCE	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
DCD	*20645*2004*FORD*TAURUS	General Fund					26,000
DCD	*20646*2004*FORD*TAURUS	General Fund					26,000
DCD	*21579*2005*FORD*TAURUS	General Fund					26,000
DCD	*22595*2006*FORD*RANGER	General Fund				30,000	
DCD	*21570*2005*FORD*TAURUS	General Fund	19,448				26,000
DCD	*21571*2005*FORD*TAURUS	General Fund	19,448				26,000
DCD	*21658*2005*FORD*TAURUS	General Fund	19,448				26,000
DCD	*16337*1998*FORD*E-350 BOX VAN	General Fund				85,000	
Finance	*18287*2001*FORD*TAURUS	General Fund				24,000	
Fire	*20496*2004*WEL*ENCLOSED CARGO TRAILER WEL	All Hazards				15,000	
Fire	*21545*2005*DODGE*RAM 1500	General Fund			35,000		
Fire	*21642*2005*FORD*F150	General Fund	21,392				
Fire	*21698*2005*FORD*F150	General Fund	21,392				
Fire	*22530*2006*DODGE*GRAND CARAVAN VAN	General Fund		23,359			
Fire	*20665*2004*FORD*F150	General Fund	27,000				
Fire	*20806*2004*FORD*F150	General Fund			27,000		
Fire	*21643*2005*FORD*F150	General Fund	28,000				
Fire	*23168*2006*DODGE*3500 CARGO VAN	General Fund		35,000			
Fire	*21559*2005*FORD*F150	General Fund				35,000	
Fire	# New * NA * Truck for New Station #11 * for Operations	General Fund	750,000				
Fire	# New * NA * Truck for New Station #12 * for Operations	General Fund			825,000		
Fire	*24175*2007*WEL*WELLS CARGO TRAILER	General Fund			15,000		
Fire	*20148*2003*ARA*DECON/SHOWER TRAILER	General Fund		85,000			
Fire	*13142*1992*UNKNOWN*TRAILER	General Fund					14,500
Fire	*21180*2005*FRR*TANDEM AXLE TRAILER FRR	General Fund					14,500
Fire	*21723*2005*FORD*F150	General Fund	28,000				
Fire	*16640*1994*AERO*	General Fund	30,000				
Fire	*22774*2006*CHEVROLET*IMPALA	General Fund			30,000		
Fire	*21505*2005*FORD*F250	General Fund			30,000		
Fire	*24064*2007*FORD*CROWN VICTORIA	General Fund			35,000		
Fire	*19946*2003*DODGE*RAM 1500	General Fund			35,000		
Fire	*22327*2006*FORD*F150	General Fund			37,500		
Fire	*22328*2006*FORD*F150	General Fund			37,500		
Fire	*22326*2006*FORD*F150	General Fund			37,500		
Fire	*21678*2005*FORD*F550	General Fund	50,000				
Fire	*17936*2001*FORD*EXPEDITION	General Fund				55,000	
Fire	*23823*2008*FORD*F250	General Fund	65,000				
Fire	# New BC Truck (1) w Outfitting St 12 CM Approved	General Fund			96,415		

**City of Cape Coral, Florida**  
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*Rolling Stock Program Plan (Continued)*

DEPARTMENT	ASSET*YEAR*MAKE*MODEL	FUNDING SOURCE	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Fire	*22113*2006*FORD*F550	General Fund		145,000			
Fire	*22114*2006*FORD*F550	General Fund		145,000			
Fire	*21983*2005*E1*RESCUE/PUMPER TYPHOON	General Fund				440,000	
Fire	*16739*1999*E1*PUMPER/EMERGENCY-ONEE3	General Fund			450,000		
Fire	*19903*2003*PIERCE*RESCUE/PUMPER QUANTUM	General Fund			470,000		
Fire	*18835*2002*PIERCE*PUMPER/TANKER	General Fund				500,000	
Fire	*22516*2006*INTERNATIONAL*4400	General Fund					550,000
Fire	Council Discretionary Replacement Funding to Fire Ops	General Fund	750,000				
Fire	*11145*1991*SUTPHEN*AERIAL PLATFORM	General Fund				825,000	
Fire	*23147*2006*E1*AERIAL-LADDER 75'	General Fund					1,050,000
ITS	*19005*2002*FORD*WINDSTAR	General Fund		19,000			
ITS	*21646*2005*CHEVROLET*ASTRO	General Fund				40,000	
Parks & Recreation	*17254*2000*PERFORMANCE*KAYAK TRAILER	General Fund					14,500
Parks & Recreation	*18482*2001*FORD*F150	General Fund		18,000			
Parks & Recreation	*22691*2006*FORD*EXPLORER	General Fund			20,000		
Parks & Recreation	*22692*2006*FORD*EXPLORER	General Fund			20,000		
Parks & Recreation	*22833*2007*FORD*EXPLORER	General Fund		20,000			
Parks & Recreation	*21724*2005*FORD*F150	General Fund	27,000				
Parks & Recreation	*24598*2007*DCW*TANDEM AXLE TRAILER DCW	General Fund		5,000			
Parks & Recreation	# *NEW*2007*DITCH TRAILER*DITCH TRAILER	General Fund			6,000		
Parks & Recreation	*19237*2002*TORO*BOOM-ROTARY	General Fund	6,000				
Parks & Recreation	*22657*2006*AOK*ENCLOSED CARGO TRAILER AOK	General Fund		7,000			
Parks & Recreation	*24674*2007*CLUB CAR*UTILITY CART	General Fund	8,500				
Parks & Recreation	*20817*2004*TORO*TOP DRESSER	General Fund	12,000				
Parks & Recreation	*1175*2000*ROCKET*BOAT TRAILER ROCKET	General Fund					14,500
Parks & Recreation	*20346*2003*ROLLS RITE*TRAILER TILT RAMP	General Fund					14,500
Parks & Recreation	*21152*2004**SWEEPER	General Fund	18,000				
Parks & Recreation	*24789*2005*TORO*SAND PRO 3020	General Fund	18,000				
Parks & Recreation	*19986*2003*FORD*F250	General Fund		23,000			
Parks & Recreation	*19393*2003*CHEVROLET*MALIBU	General Fund				24,000	
Parks & Recreation	*24205*2008*FORD*F250	General Fund			25,000		
Parks & Recreation	*20321*2003*FORD*F-350 PICKUP DUMP	General Fund		28,000			
Parks & Recreation	*24838*2007*TOR*TORO MOWER 3280D	General Fund	30,000				
Parks & Recreation	*24839*2007*TOR*TORO MOWER 3280D	General Fund	30,000				
Parks & Recreation	*18420*2001*GMC*SONOMA	General Fund				30,000	
Parks & Recreation	*18909*2002*FORD*F150	General Fund				30,000	
Parks & Recreation	*19913*2003*FORD*F150	General Fund				30,000	
Parks & Recreation	*19928*2003*FORD*F150	General Fund				30,000	

**City of Cape Coral, Florida**  
**FY 2017 – 2019 Adopted Operating Budget**

*Rolling Stock Program Plan (Continued)*

DEPARTMENT	ASSET*YEAR*MAKE*MODEL	FUNDING SOURCE	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Parks & Recreation	*20884*2004*CHEVROLET*SILVERADO 2500	General Fund	30,000				
Parks & Recreation	*22942*2007*FORD*F250	General Fund		30,000			
Parks & Recreation	# *NEW DETHACHER*NEW DETHACHER	General Fund			30,000		
Parks & Recreation	*23466*2006*JOHN DEERE*TRACTOR/LOADER	General Fund	35,000				
Parks & Recreation	*26452*2011*JOHN DEERE*LOADER JOHN DEERE	General Fund			35,000		
Parks & Recreation	*18918*2002*CHEVROLET*BLAZER	General Fund				35,000	
Parks & Recreation	*23295*2006*JOHN DEERE*TURF TRACTOR	General Fund	38,000				
Parks & Recreation	*22803*2007*FORD*F250	General Fund				38,000	
Parks & Recreation	*19012*2002*FORD*F-350 PICKUP DUMP	General Fund		38,000			
Parks & Recreation	*21740*2005*FORD*F-350 TRUCK DUMP	General Fund		38,000			
Parks & Recreation	*22068*2005*FORD*F-350 PICKUP DUMP	General Fund			38,000		
Parks & Recreation	*24087*2007*ASTEC*TRENCHER 360 ASTEC	General Fund	40,000				
Parks & Recreation	*23092*2006*VER*VERMEER CHIPPER	General Fund		40,000			
Parks & Recreation	*23093*2006*VER*VERMEER CHIPPER	General Fund			40,000		
Parks & Recreation	*22937*2006*FORD*E-350 VAN CUTAWAY	General Fund	45,000				
Parks & Recreation	*20405*2003*FORD*F-350 PICKUP W/UTILITY	General Fund				48,000	
Parks & Recreation	*24833*2007*TOR*TORO MOWER 3280D	General Fund				50,000	
Parks & Recreation	*23513*2006*TOR*TORO MOWER 4500D	General Fund	55,000				
Parks & Recreation	*23514*2006*TOR*TORO MOWER 4500D	General Fund	55,000				
Parks & Recreation	*20816*2004*TORO*687	General Fund					60,000
Parks & Recreation	*18825*2002*FORD*F350	General Fund				65,000	
Parks & Recreation	*24347*2007*FORD*F-350 PICKUP DUMP	General Fund				65,000	
Parks & Recreation	*21453*2005*INTERNATIONAL*DUMP TRUCK 5 YD	General Fund				108,000	
Parks & Recreation	*23163*2006*TORO*SANDPRO 3040	General Fund					250,000
Parks & Recreation	*26533*2012*GATOR*GOLF CART GATOR	Golf Course Revenues					9,000
Parks & Recreation	*9746*1988*HUDSON*TRAILER 10' TILT BED	Golf Course Revenues					14,500
Parks & Recreation	*20596*2004*VER*VERMEER CHIPPER	Golf Course Revenues					14,500
Parks & Recreation	*16500*1999*FORD*RANGER	Golf Course Revenues					22,000
Parks & Recreation	*18407*2001*JACOBSEN*MOWER,FAIRWAY LF 3400	Golf Course Revenues					25,000
Parks & Recreation	*20669*1900*MOWER-JACOBSEN GREENSKING IV,	Golf Course Revenues					25,000
Parks & Recreation	*20670*1900*MOWER-JACOBSEN GREENSKING IV,J	Golf Course Revenues					25,000
Parks & Recreation	*21014*1900*JACOBSEN*GREENSAIR 24 JAQ-5449	Golf Course Revenues					25,000
Parks & Recreation	*18910*2002*FORD*F150	Golf Course Revenues				30,000	
Parks & Recreation	*23018*2006*UNKNOWN*TRACTOR/LOADER	Golf Course Revenues					35,000
Parks & Recreation	*16328*2000*JACOBSEN*GREENS KING IV	Golf Course Revenues					250,000
Parks & Recreation	*22840*2006*CHEVROLET*3500 VAN	P&R Programs			32,000		
Parks & Recreation	*21084*2004*GLA*BUS 20 PASSENGER	P&R Programs			66,000		
Parks & Recreation	*21725*2005*CHEVROLET*G3500	P&R Programs	30,000				47,000

**City of Cape Coral, Florida**  
**FY 2017 – 2019 Adopted Operating Budget**

*Rolling Stock Program Plan (Continued)*

DEPARTMENT	ASSET*YEAR*MAKE*MODEL	FUNDING SOURCE	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Parks & Recreation	*22239*2006*FORD*TAURUS	P&R Programs			20,000		
Parks & Recreation	*20005*2004*DODGE*INTREPID	P&R Programs				25,000	
Parks & Recreation	*20043*2003*FORD*WINDSTAR	P&R Programs					32,000
Parks & Recreation	*23086*2006*FORD*E350	P&R Programs				45,000	
Parks & Recreation	*23156*2006*FORD*E350	P&R Programs				45,000	
Parks & Recreation	*17366*2000*FORD*TAURUS	P&R Programs				25,000	
Parks & Recreation	*17393*2000*CHEVROLET*G3500	P&R Programs		30,000			
Parks & Recreation	*20455*2004*DODGE*DAKOTA	Waterpark Revenues	30,000				
Parks & Recreation	*19920*2003*GMC*SONOMA	Yacht Basin Revenues				30,000	
Police	*27432*2014*DODGE*CARAVAN	General Fund					32,000
Police	* Replacement *NEW**All Terrain Vehicle	General Fund		18,000	18,000		
Police	# *NEW*Crisis Negotiation Truck*	General Fund			40,000		
Police	*Replace*Multi*ASSINGED VEHICLES - *Bulk Purchase	General Fund	1,139,397	843,523	672,000	1,300,000	1,450,000
Police	*18557*2002*HAR*MOTORCYCLE FLHP-I	General Fund					38,000
Police	*18558*2002*HAR*MOTORCYCLE FLHP-I	General Fund					38,000
Police	*18559*2002*HAR*MOTORCYCLE FLHP-I	General Fund					38,000
Police	*18560*2002*HAR*MOTORCYCLE FLHP-I	General Fund					38,000
Police	*18561*2002*HAR*MOTORCYCLE FLHP-I	General Fund					38,000
Police	* Replacement *NEW**All Terrain Vehicle	General Fund		18,000	18,000		-
Police	# New Vehicle - New Position (Patrol Officer)	General Fund	41,000				
Police	# New Vehicle - New Position (Patrol Officer)	General Fund	41,000				
Police	# New Vehicle - New Position (Patrol Officer)	General Fund	41,000				
Police	*13188*1992*UNKNOWN*MOTORCYCLE TRAILER	General Fund					14,500
Police	*15182*1996*TOW*TOWMASTER BOAT TRAILER	General Fund					14,500
Police	*17886*2000*TRP*TROPIC CARGO TRAILER	General Fund					14,500
Police	*19254*2003*BOATMASTER*BOAT TRAILER	General Fund					14,500
Police	*19397*2002*MAG*LIGHT TOWER TRAILER	General Fund					14,500
Police	*20439*2003*BOATMASTER*BOAT TRAILER	General Fund					14,500
Police	NEW*NEW**Officer Car for Deputy Chief Position	General Fund		41,000			
Public Works	*22800*2006*FORD*EXPEDITION	General Fund		33,000			
Public Works	*22598*2006*CHEVROLET*VANUPLANDER	General Fund		16,000			
Public Works	*22761*2007*FORD*TAURUS	General Fund		19,000			
Public Works	*23833*2007*WAN*WANCO ARROWBOARD	General Fund	5,357				
Public Works	*23834*2007*WAN*WANCO ARROWBOARD	General Fund	5,357				
Public Works	*22081*2005*TOW*TOWMASTER TRAILER	General Fund	5,483				
Public Works	*20878**UNKNOWN*AH-6	General Fund			7,800		
Public Works	*20879**UNKNOWN*AH-6	General Fund			7,800		
Public Works	*11280*1990*UNKNOWN*ARROW BOARD	General Fund					14,500

**City of Cape Coral, Florida**  
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*Rolling Stock Program Plan (Continued)*

DEPARTMENT	ASSET*YEAR*MAKE*MODEL	FUNDING SOURCE	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Public Works	*18176*1991*ASC*MESSAGEBOARD CMST 300	General Fund					14,500
Public Works	*1026*1994*ROCKET*BOAT TRAILER ROCKET	General Fund					14,500
Public Works	*15028*1995*ROCKET*BOAT TRAILER ROCKET	General Fund					14,500
Public Works	*18331*2001*WAN*WANCO ARROWBOARD	General Fund					14,500
Public Works	*20329*2003*TRP*TROPIC TRAILER	General Fund					14,500
Public Works	*23518*2006*SAKAI*HS66ST	General Fund					15,000
Public Works	*24936*2009*INTERNATIONAL*TRUCK W/CHIPPER BOX	General Fund			19,891		
Public Works	*24081*2007*IMPERIAL*TRAILER IMPERIAL	General Fund			22,263		
Public Works	*16491*1998*CROSLEY*TRAILER TRI-AXLE	General Fund					25,000
Public Works	*24252*2007*HUSTLER*MOWER 4600	General Fund			29,833		
Public Works	*20038*2003*CHEVROLET*BLAZER	General Fund				30,000	
Public Works	*25040*2008*FORD*F350	General Fund			30,316		
Public Works	*24779*2008*FORD*F350	General Fund		30,359			
Public Works	*24780*2008*FORD*F350	General Fund	30,359				
Public Works	*24439*2008*FORD*F350	General Fund			32,292		
Public Works	*25026*2008*FORD*F350	General Fund			45,319		
Public Works	*21155*2004*HUSTLER*MOWER 3400 ZT	General Fund				50,000	
Public Works	*21719*2005*TOR*TORO MOWER 4000D	General Fund				50,000	
Public Works	*26936*2012*HUSTLER*MOWER 3700 ISM	General Fund				50,000	
Public Works	*24881*2008*FORD*F-450 CREWCAB DUMP	General Fund				65,000	
Public Works	*25223*2008*CASE*TRACTOR AGRI MAXXUM 115	General Fund		67,060			
Public Works	*22749*2006*INTERNATIONAL*DUMP TRUCK LOW-SIDE	General Fund		67,614			
Public Works	*22080*2005*CATERPILLAR*SKID STEER CATERPILLAR	General Fund			72,937		
Public Works	*24912*2008*CATERPILLAR*416E	General Fund		73,023			
Public Works	*24680*2007*INTERNATIONAL*4300	General Fund			74,011		
Public Works	*20255*2003*NEW HOLLAND*SKID STEER	General Fund				85,000	
Public Works	*21225*2005*INTERNATIONAL*7400	General Fund	91,767				
Public Works	*24682*2007*INTERNATIONAL*7400	General Fund	105,028				
Public Works	*24898*2008*CASE*EXCAVATOR CASE	General Fund			111,718		
Public Works	*25313*2009*INTERNATIONAL*7400	General Fund				120,000	
Public Works	*18803*2002*CASE*621D	General Fund			127,562		
Public Works	*23543*2007*LEEBOY*GRADER	General Fund	132,474				
Public Works	*19984*2003*INTERNATIONAL*4400	General Fund				145,000	
Public Works	*16569*1999*SMITH*PLANER	General Fund					250,000
Public Works	*16913*1999*ACTION CRAFT*BOAT TRAILER	General Fund					14,500
Public Works	*21278*2005*FORD*SPORT TRAC	General Fund	27,000				
Public Works	*22187*2006*FORD*E250	General Fund		26,000			
Public Works	*20085*2003*FORD*E250	General Fund					35,000

**City of Cape Coral, Florida**  
**FY 2017 – 2019 Adopted Operating Budget**

*Rolling Stock Program Plan (Continued)*

DEPARTMENT	ASSET*YEAR*MAKE*MODEL	FUNDING SOURCE	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Public Works	*24990*2008*LITTLE BEAVER*AUGER PTO ON TRUCK (22	General Fund		5,321			
Public Works	*20667*2003*MGS*TRAILER FLATBED	General Fund					14,500
Public Works	*22271*2006*FORD*F150	General Fund		17,099			
Public Works	*24422*2007*FW*MANUAL AUGER	General Fund	29,003				
Public Works	*24438*2008*FORD*F-450 STAKEBODY	General Fund	49,853				
Public Works	*25446*2009*FORD*F-450 PICKUP	General Fund			81,945		
Public Works	*24935*2008*GMC*T7500	General Fund				250,000	
Public Works	*22206*2006*FORD*EXPLORER	General Fund				35,000	
Public Works	# NEW*NEW*Spare*SPARE	General Fund	18,000				
Public Works	*21556*2005*FORD*F150	IS Facilities Fund	18,000				
Public Works	*22272*2006*FORD*F150	IS Facilities Fund	18,000				
Public Works	*21669*2005*FORD*EXPLORER	IS Facilities Fund	27,000				
Public Works	*21563*2005*FORD*E250	IS Facilities Fund	24,000				
Public Works	*23511*2006*FORD*E250	IS Facilities Fund	24,000				
Public Works	*23802*2007*FORD*E250	IS Facilities Fund	24,000				
Public Works	*25384*2009*FORD*E250	IS Facilities Fund		24,000			
Public Works	*21331*2004*FORD*E-350 BOX VAN	IS Facilities Fund	27,000				
Public Works	# NEW FORD*E-350 BOX VAN New Electrical Specialist	IS Facilities Fund	27,000				
Public Works	*25383*2009*FORD*E-450 BOX VAN	IS Facilities Fund		27,000			
Public Works	*18268*2001*FORD*E250	IS Facilities Fund					35,000
Public Works	*18780*2002*FORD*E250	IS Facilities Fund					35,000
Public Works	*18781*2002*FORD*E250	IS Facilities Fund					35,000
Public Works	*19994*2003*FORD*E250	IS Facilities Fund					35,000
Public Works	*21960*2006*FORD*E250	IS Facilities Fund	24,000				35,000
Public Works	*22599*2006*FORD*E250	IS Facilities Fund	24,000				35,000
Public Works	*20431*2002*FORD*F-550 BUCKET TRUCK 37'	IS Facilities Fund	96,000				
Public Works	*27122*2002*FREIGHTLINER*FL80 AERIAL BUCKET TRU	IS Facilities Fund				145,000	
Public Works	*21004*2004*FORD*F150	IS Fleet Fund		30,000			
Public Works	*21706*2005*FORD*F150	IS Fleet Fund		30,000			
Public Works	*21709*2005*FORD*F150	IS Fleet Fund		30,000			
Public Works	*17941*2001*DODGE*RAM 2500	IS Fleet Fund	30,000				
Public Works	*17252*2000*CHEVROLET*BLAZER	IS Fleet Fund				35,000	
Public Works	*16495*1999*FORD*RANGER	IS Fleet Fund				35,000	
Public Works	*23084*2006*FORD*F-350 PICKUP	IS Fleet Fund	40,000				
Public Works	*23426*2007*FORD*F-350 PICKUP	IS Fleet Fund	40,000				
Public Works	*21830*2005*FORD*RANGER	IS Fleet Fund	25,000			30,000	
Public Works	Equipment	Lot Mowing Fees	15,000	0	-	-	-
Public Works	# New Truck Chief Eng Insp Lot Mow 50% & Solid Waste 50%	Lot Mowing Fees	15,000				



**City of Cape Coral, Florida**  
**FY 2017 – 2019 Adopted Operating Budget**

*Rolling Stock Program Plan (Continued)*

DEPARTMENT	ASSET*YEAR*MAKE*MODEL	FUNDING SOURCE	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Public Works	*26325***GRAPPLE LOADER RAKE (NOT IN FASTER)	Lot Mowing Fees		26,178			
Public Works	*23601*2007*FORD*F150	Lot Mowing Fees				30,000	
Public Works	*24914*2008*FORD*SPORT TRAC	Stormwater Revenues		30,833			
Public Works	*13147*1992*UNKNOWN*BOAT TRAILER DOUBLE DECK	Stormwater Revenues					14,500
Public Works	*13391*1992*UNKNOWN*UTILITY TRAILER 5X8	Stormwater Revenues					14,500
Public Works	*13730*1993*TRO*TROPIC UTILITY TRAILER	Stormwater Revenues					14,500
Public Works	*14156*1993*MAG*MAGIC TILT BOAT TRAILER	Stormwater Revenues					14,500
Public Works	*19053*2002*PERFORMANCE*BOAT TRAILER	Stormwater Revenues					14,500
Public Works	*16555*1999*GMC*SIERRA 1500	Stormwater Revenues				30,000	
Public Works	*25458*2009*FORD*F150	Stormwater Revenues			30,000		
Public Works	*22810*2007*FORD*FREESTAR	Stormwater Revenues				30,000	
Public Works	*20042*2003*FORD*WINDSTAR	Stormwater Revenues				30,000	
Public Works	*20846*2005*DODGE*CARAVAN	Stormwater Revenues				30,000	
Public Works	*24421*2007*BUTLER*TRAILER BUTLER	Stormwater Revenues			7,022		
Public Works	*23113*2007*WEL*WELLS CARGO TRAILER	Stormwater Revenues		7,923			
Public Works	*24452*2007*SULLAIR*185CA	Stormwater Revenues					15,500
Public Works	*24325*2007*TPM*PUMP 6"	Stormwater Revenues	38,807				
Public Works	*24325 * 2007 * TPM * PUMP 6" *	Stormwater Revenues	38,807				
Public Works	*23085*2007*FORD*F-350 PICKUP	Stormwater Revenues	44,638				
Public Works	*24441*2008*FORD*F350	Stormwater Revenues				45,000	
Public Works	*25460*2009*FORD*F350	Stormwater Revenues				45,000	
Public Works	*23275*2006*BOBCAT*EXCAVATOR BOBCAT	Stormwater Revenues					52,000
Public Works	*23582*2007*CATERPILLAR*430E	Stormwater Revenues					90,000
Public Works	*22269*2006*FORD*EXPLORER	Stormwater Revenues		27,500			
Public Works	*26480*2012*FORD*F-550 PICKUP W/MT CRANE	Stormwater Revenues					70,000
Public Works	*25246*2008*INTERNATIONAL*TRUCK STAKE BODY W/CRANE	Stormwater Revenues		108,732			
Public Works	*23098*2006*CATERPILLAR*TILLER	Stormwater Revenues			7,363		
Public Works	*26242*2009*TUR*HYDROSEEDING SYSTEM	Stormwater Revenues			13,154		
Public Works	*20300*2003*TRP*TROPIC TRAILER	Stormwater Revenues					14,500
Public Works	*22642*2006*IMPERIAL*TRAILER IMPERIAL	Stormwater Revenues		20,906			
Public Works	*22658*2006*IMPERIAL*TRAILER IMPERIAL	Stormwater Revenues		20,906			
Public Works	*22659*2006*IMPERIAL*TRAILER IMPERIAL	Stormwater Revenues		20,906			
Public Works	*22678*2006*IMPERIAL*TRAILER IMPERIAL	Stormwater Revenues		20,906			
Public Works	*24079*2008*CLARK*TRAILER 45' CLARK	Stormwater Revenues			26,744		
Public Works	*24875*2008*HYSTER*FORKLIFT HYSTER	Stormwater Revenues		28,827			
Public Works	*25027*2008*FORD*F350	Stormwater Revenues		30,316			
Public Works	*25456*2009*FORD*F350	Stormwater Revenues			32,031		
Public Works	*25457*2009*FORD*F350	Stormwater Revenues			32,031		

**City of Cape Coral, Florida**  
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*Rolling Stock Program Plan (Continued)*

DEPARTMENT	ASSET*YEAR*MAKE*MODEL	FUNDING SOURCE	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Public Works	*19110*2003*INTERNATIONAL*7500	Stormwater Revenues				85,000	
Public Works	*25771*2010*INTERNATIONAL*7400	Stormwater Revenues			108,142		
Public Works	*24679*2007*INTERNATIONAL*7600	Stormwater Revenues	116,960				
Public Works	*23296*2006*JOHN DEERE*80C	Stormwater Revenues	131,344			135,000	
Public Works	*23027*2006*GRADALL*XL3100	Stormwater Revenues		332,360		160,000	
Public Works	*22180**UNKNOWN*BUCKET	Stormwater Revenues		9,390			
Public Works	*23570*2007*SULLAIR*185CA	Stormwater Revenues					15,500
Public Works	*25242*2008*FORD*F350	Stormwater Revenues		37,529			
Public Works	*25250*2008*FORD*F350	Stormwater Revenues		33,345			
Public Works	*20375*2003*CASE*LOADER CASE	Stormwater Revenues				140,000	
Public Works	*23089*2006*CASE*621D	Stormwater Revenues					140,000
Public Works	*23581*2007*CATERPILLAR*LONG REACH 325DL	Stormwater Revenues	383,007				
Public Works	CDM Cost Recovery Study Placeholder Budget per SN/SRM	Stormwater Revenues	314,761	385,921			
Public Works	*24440*2008*FORD*F350	Transportation					
Public Works	*24512*2008*FORD*F350	Transportation					
Public Works	*24518*2008*FORD*F350	Transportation					
Public Works	*19067*2002*FORD*F-350 PICKUP DUMP	Transportation				65,000	
Public Works	*19068*2002*FORD*F-350 PICKUP DUMP	Transportation				65,000	
Public Works	*24616*2007*BOBCAT*SKID STEER BOBCAT	Transportation				85,000	
Public Works	*24440*2008*FORD*F350	Transportation		32,292			
Public Works	*24512*2008*FORD*F350	Transportation	45,031				
Public Works	*24518*2008*FORD*F350	Transportation		45,031			
Utilities	*NEW***NEW MAINTENANCE CART	Water/Sewer Fees		8,625			
Utilities	# New Truck for Project Manager I CM Approved	Water/Sewer Fees	24,694				
Utilities	*22507*2006*FORD*EXPLORER	Water/Sewer Fees					36,000
Utilities	*20470*2003*ELITE*CARGO TRAILER	Water/Sewer Fees					14,500
Utilities	*24871*2008*CHRYSLER*TOWN & COUNTRY	Water/Sewer Fees			25,000		
Utilities	*22249*2006*FORD*F150	Water/Sewer Fees	26,708				
Utilities	*23556*2007*FORD*F150	Water/Sewer Fees	28,000				
Utilities	# New Pickup Wpro Instrumentation Supervisor CM Approved	Water/Sewer Fees	30,000				
Utilities	*24918*2008*FORD*F150	Water/Sewer Fees	34,500				
Utilities	*24994*2008*FORD*F150	Water/Sewer Fees		34,500			
Utilities	*24995*2008*FORD*F150	Water/Sewer Fees		34,500			
Utilities	*25126*2008*FORD*F-550 UTLY W/CRANE	Water/Sewer Fees		85,000			
Utilities	*22250*2006*FORD*F150	Water/Sewer Fees		18,000			
Utilities	# New * NA * New Acid Trailer * NA *	Water/Sewer Fees				18,000	
Utilities	*22811*2007*FORD*FREESTAR	Water/Sewer Fees		25,000			
Utilities	*Asset #s***REPLACE GOLF CARTS(3) NORTH	Water/Sewer Fees		25,875			

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*Rolling Stock Program Plan (Continued)*

DEPARTMENT	ASSET*YEAR*MAKE*MODEL	FUNDING SOURCE	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Utilities	*22248*2006*FORD*F150	Water/Sewer Fees	26,708				
Utilities	*22839*2006*FORD*F150	Water/Sewer Fees	26,708				
Utilities	*23555*2007*FORD*F150	Water/Sewer Fees	26,708				
Utilities	*24916*2008*FORD*F150	Water/Sewer Fees		34,500			
Utilities	*24917*2008*FORD*F150	Water/Sewer Fees		34,500			
Utilities	*24993*2008*FORD*F150	Water/Sewer Fees		34,500			
Utilities	*15671*1997*BUTLER*TRIALER	Water/Sewer Fees				15,000	
Utilities	*20299*2003*TRP*TROPIC TRAILER	Water/Sewer Fees				15,000	
Utilities	*22590*2006*BUTLER*TRAILER BUTLER	Water/Sewer Fees				15,000	
Utilities	*18322*2001*BUTLER*TRAILER BUTLER	Water/Sewer Fees				15,000	
Utilities	*22197*2005*BUTLER*TRAILER BUTLER	Water/Sewer Fees				15,000	
Utilities	*19381*2002*INGERSOLL*P185	Water/Sewer Fees					15,500
Utilities	*19170*2002*FORD*F350	Water/Sewer Fees				30,000	
Utilities	# *NEW**HYSTER*NEW FORKLIFT	Water/Sewer Fees			30,000		
Utilities	# New * NA * NA * NEW FORKLIFT *	Water/Sewer Fees			30,000		
Utilities	*27166*2012*ASTEC*TRENCHER 360 ASTEC	Water/Sewer Fees					45,000
Utilities	*18824*2002*FORD*F350	Water/Sewer Fees				45,000	
Utilities	*25318*2008*FORD*F350	Water/Sewer Fees				45,000	
Utilities	*24860*2008*BOBCAT*430 (budget deferral)	Water/Sewer Fees	-				
Utilities	*24861*2008*BOBCAT*EXCAVATOR BOBCAT	Water/Sewer Fees	48,000				
Utilities	*24862*2008*BOBCAT*430	Water/Sewer Fees	48,000				
Utilities	*25411*2008*FREIGHTLINER*VAN WALK IN	Water/Sewer Fees	65,000				
Utilities	*25412*2008*FREIGHTLINER*VAN WALK IN	Water/Sewer Fees	65,000				
Utilities	*17774*2000*FORD*F350	Water/Sewer Fees				65,000	
Utilities	*24004*2007*INTERNATIONAL*7400	Water/Sewer Fees	275,000				
Utilities	*25310*2008*CHEVROLET*C5500 TV TRUCK	Water/Sewer Fees		300,000			
Utilities	*25462*2009*FREIGHTLINER*VAN WALK IN TV TRUCK	Water/Sewer Fees			300,000		
Utilities	*18760*2001*JOHN DEERE*M655	Water/Sewer Fees					8,500
Utilities	*14483*1994*UNKNOWN*UTILITY TRAILER 12'	Water/Sewer Fees					14,500
Utilities	*18610*2002*EXP*ENCLOSED CARGO TRAILER EXP	Water/Sewer Fees					14,500
Utilities	*22969*2007*FORD*FREESTAR	Water/Sewer Fees	30,000				
Utilities	*25044*2008*FORD*F250	Water/Sewer Fees		40,000			
Utilities	*25045*2008*FORD*F250	Water/Sewer Fees		40,000			
Utilities	*24683*2008*BOBCAT*SKID STEER BOBCAT	Water/Sewer Fees			45,000		
Utilities	*21816*2005*CASE*FORKLIFT 4X4 CASE	Water/Sewer Fees			50,000		
Utilities	*20387*2004*UNKNOWN*TANKER-TRAILER 7500GAL	Water/Sewer Fees			55,000		
Utilities	*22542*2006*UNKNOWN*TANKER TRAILER 7500 GAL	Water/Sewer Fees			55,000		
Utilities	*23425*2006*CASE*580M	Water/Sewer Fees			62,000		

**City of Cape Coral, Florida**  
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*Rolling Stock Program Plan (Continued)*

DEPARTMENT	ASSET*YEAR*MAKE*MODEL	FUNDING SOURCE	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Utilities	*24269*2007*TOYOTA*TOYOTA FORKLIFT	Water/Sewer Fees			28,000		45,000
Utilities	*25033*2008*FORD*F-550 PICKUP W/CRANE	Water/Sewer Fees		90,000			
Utilities	*24787*2008*FORD*F-550 PICKUP UTIL W/CRANE	Water/Sewer Fees		90,000			
Utilities	*24788*2008*FORD*F-550 PICKUP UTIL W/CRANE	Water/Sewer Fees		90,000			
Utilities	# New * NA * NA * NEW Crane Truck *	Water/Sewer Fees		90,000			
Utilities	*24829*2008*FORD*F-750 PICKUP UTIL W/CRANE	Water/Sewer Fees		120,000			
Utilities	*21863*2006*INTERNATIONAL*7400	Water/Sewer Fees	280,000				
Utilities	# NEW VACTOR TRUCK	Water/Sewer Fees	280,000				
Utilities	*26057*2010*CLUB CAR*CART	Water/Sewer Fees	7,000				
Utilities	# New Truck for Plant Electrician CM Approved	Water/Sewer Fees	22,000				
Utilities	*21814*2006*FORD*E250	Water/Sewer Fees				30,000	
Utilities	*21589*2005*CASE*621D	Water/Sewer Fees				140,000	
Utilities	*24830*2008*FORD*F-750 PICKUP UTIL W/CRANE	Water/Sewer Fees			140,000		
Utilities	*26070*2010*CLUB CAR*CART	Water/Sewer Fees	7,000				
Utilities	*23584*2010*CLUB CAR*CART	Water/Sewer Fees			7,000		
Utilities	*22647*2006*CLUB CAR*CART	Water/Sewer Fees	8,000				
Utilities	*33648*2006*CLUB CAR*CART	Water/Sewer Fees		8,500			
Utilities	*25063*2008*FORD*E250	Water/Sewer Fees	25,000				35,000
Utilities	# New 30YD Trailer	Water/Sewer Fees				50,000	
Utilities	# New 30YD Trailer	Water/Sewer Fees				50,000	
Utilities	# New * NA * NA * NEW Pick-Up *	Water/Sewer Fees	25,000				
Utilities	# New * NA * NA * NEW Pick-Up *	Water/Sewer Fees		25,000			
Utilities	*20474*2004*CHEVROLET*BLAZER	Water/Sewer Fees					35,000
Utilities	*20390*2003*FORD*F-350 PICKUP W/CRANE	Water/Sewer Fees				85,000	
Utilities	*17129*2000*FORD*RANGER	Water/Sewer Fees				30,000	
Utilities	*27431*2013*FORD*F150	Water/Sewer Fees				30,000	
Utilities	# New F150 4x2 Extended Cab Util Eng Insp I CM Approved	Water/Sewer Fees	24,000				
Utilities	# New F150 4x2 Extended Cab Util Eng Insp I CM Approved	Water/Sewer Fees	24,000				

**TOTAL**

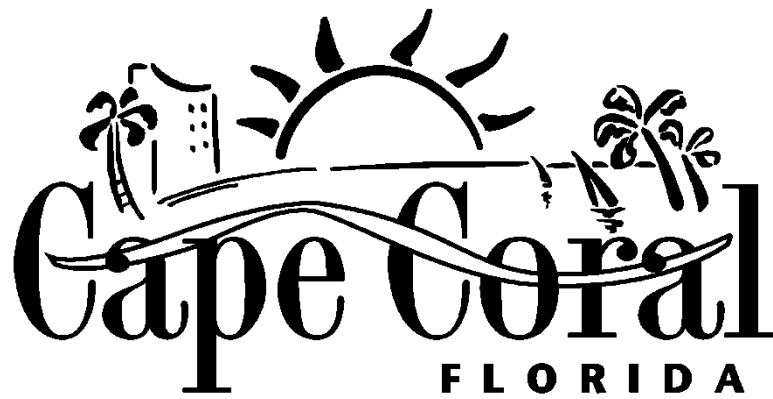
<b>\$</b>	<b>7,319,327</b>	<b>\$</b>	<b>4,725,764</b>	<b>\$</b>	<b>5,374,603</b>	<b>\$</b>	<b>6,990,000</b>	<b>\$</b>	<b>5,882,000</b>
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City of Cape Coral, Florida  
FY 2017 – 2019 Adopted Operating Budget

ORDINANCE

Ordinance .....14-E1  
    Ordinance 45-16 ..... 14-E3  
    Ordinance 46-16 ..... 14-E5

City of Cape Coral, Florida  
FY 2017 – 2019 Adopted Operating Budget



**City of Cape Coral, Florida**  
**FY 2017 – 2019 Adopted Operating Budget**

ORDINANCE 45-16

AN ORDINANCE TO ESTABLISH AND LEVY AD VALOREM TAXES WITHIN THE CORPORATE LIMITS OF THE CITY OF CAPE CORAL, FLORIDA, FOR THE TAX YEAR 2016; PROVIDING FOR THE LEVY OF AD VALOREM TAXES IN THE AMOUNT OF 6.7500 MILLS (\$6.7500 PER \$1,000) BASED ON THE ASSESSED VALUE ON NON-EXEMPT REAL AND PERSONAL PROPERTY LOCATED WITHIN THE CITY LIMITS OF THE CITY OF CAPE CORAL; PROVIDING FOR THE MANNER OF ASSESSMENT AND COLLECTION; PROVIDING SEVERABILITY; REPEALING ALL ORDINANCES IN CONFLICT WITH THIS ORDINANCE; PROVIDING AN EFFECTIVE DATE.

NOW, THEREFORE, THE CITY OF CAPE CORAL, FLORIDA, HEREBY ORDAINS THIS ORDINANCE:

SECTION 1. The Charter of the City of Cape Coral and the applicable State Laws of Florida grant to the City Council of the City of Cape Coral the power to establish and fix and levy ad valorem taxes for the purpose of providing general funds for the operation of functions of the City, and for other purposes.

The City Council of the City of Cape Coral does hereby establish and fix and levy ad valorem taxes for the tax year 2016 in the amount of 6.7500 mills, \$6.7500 for each \$1,000 of assessed valuation, less exemptions. The millage rate levied is more than the roll-back rate of 6.5702 mills by 0.1798 mills computed pursuant to Florida Law and amounts to a 2.74% 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 2016 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, 2016, and ending September 30, 2017, for the City of Cape Coral, Florida, except that taxes budgeted for Capital Improvements may continue to be available for a period of three (3) years.

SECTION 2. If the property appraiser notifies the City of an aggregate change in the assessment roll from the certified assessment roll, from corrections of errors in the assessment roll, the millage will be adjusted by the City Manager by issuing a certificate of adjusted millage. The adjustment shall be such that the taxes computed by applying the adopted rate against the certified taxable value are equal to the taxes computed by applying the adjusted adopted rate to the taxable value on the roll to be extended. The certificate shall be delivered to the property appraiser not later than three days after receipt of notification of the aggregate change in the assessment roll.

SECTION 3. Severability. In the event that any portion or Section of this ordinance is determined to be invalid, illegal or unconstitutional by a court of competent jurisdiction, such decision shall in no manner affect the remaining portions or Sections of this ordinance which shall remain in full force and effect.

SECTION 4. All ordinances or parts of ordinances in conflict herewith shall be, and the same are hereby repealed.

SECTION 5. Effective Date. This ordinance shall become October 1, 2016.

ADOPTED BY THE COUNCIL OF THE CITY OF CAPE CORAL AT ITS REGULAR SESSION THIS 22nd DAY OF September, 2016.

  
MARNI L. RETZER, MAYOR

VOTE OF MAYOR AND COUNCILMEMBERS:

RETZER	<u>aye</u>
BURCH	<u>aye</u>
CARIOSCIA	<u>aye</u>
STOUT	<u>aye</u>

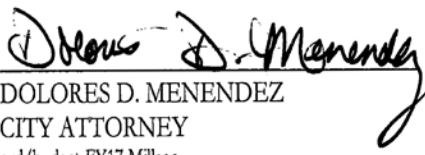
LEON	<u>nay</u>
ERBRICK	<u>nay</u>
WILLIAMS	<u>aye</u>
COSDEN	<u>aye</u>

**City of Cape Coral, Florida**  
**FY 2017 – 2019 Adopted Operating Budget**

ATTESTED TO AND FILED IN MY OFFICE THIS 22nd DAY OF September,  
2016.

for   
REBECCA VAN DEUTEKOM  
CITY CLERK

APPROVED AS TO FORM:

  
DOLORES D. MENENDEZ  
CITY ATTORNEY  
ord/budget-FY17 Millage  
8/23/16



**City of Cape Coral, Florida**  
**FY 2017 – 2019 Adopted Operating Budget**

ORDINANCE 46 - 16

AN ORDINANCE ADOPTING THE CITY OF CAPE CORAL OPERATING BUDGET, REVENUES (SOURCES) AND EXPENDITURES (USES), AND CAPITAL BUDGET FOR THE FISCAL YEAR 2017 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 2017.

SECTION 2. The City Council, in duly called sessions, reviewed the budget and, having made certain amendments thereto, adopted a tentative budget.

SECTION 3. The City Council authorized Public Hearings for September 8, 2016, at 5:05 P.M. and September 22, 2016, 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 2017, 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 2017 – 2019 Adopted Operating Budget**

SECTION 7. Reserve appropriations shall not be expended without approval of the City Council.

SECTION 8. All ordinances or parts of ordinances in conflict herewith shall be and the same are hereby repealed.

SECTION 9. Severability. In the event that any portion or Section of this ordinance is determined to be invalid, illegal or unconstitutional by a court of competent jurisdiction, such decision shall in no manner affect the remaining portions or Sections of this ordinance which shall remain in full force and effect.

SECTION 10. Effective Date. This ordinance shall become effective immediately after its adoption by the Cape Coral City Council.

ADOPTED BY THE COUNCIL OF THE CITY OF CAPE CORAL AT ITS REGULAR SESSION THIS 22nd DAY OF September, 2016.

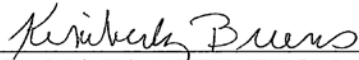
  
MARNI L. RETZER, MAYOR

VOTE OF MAYOR AND COUNCILMEMBERS:

RETZER	<u>aye</u>
BURCH	<u>aye</u>
CARIOSCIA	<u>aye</u>
STOUT	<u>aye</u>

LEON	<u>may</u>
ERBRICK	<u>may</u>
WILLIAMS	<u>aye</u>
COSDEN	<u>aye</u>

ATTESTED TO AND FILED IN MY OFFICE THIS 22nd DAY OF September, 2016.

for   
REBECCA VAN DEUTEKOM  
CITY CLERK

APPROVED AS TO FORM:

  
DOLORES D. MENENDEZ  
CITY ATTORNEY  
ord/Budget-FY17 Operating  
8/24/16

**City of Cape Coral, Florida**  
**FY 2017 – 2019 Adopted Operating Budget**

**CITY OF CAPE CORAL**  
**FY 2017 BUDGET - FUND LEVEL SUMMARY**  
**ATTACHMENT TO ORDINANCE 46-16**

	<u>ADOPTED ORD 46-16</u>
<b>GENERAL FUND</b>	
<u>SOURCES</u>	
Balances Brought Forward	\$ 35,387,739
Revenues:	
Ad Valorem Taxes	79,074,379
Sales & Use Taxes	14,788,145
Licenses, Permits, Franchise, Impact Fees & Special Assessments	29,240,413
Charges for Service	1,572,938
Internal Service Charges	4,653,149
Intergovernmental	23,647,597
Fines & Forfeitures	656,543
Miscellaneous	1,286,290
Interfund Transfers	4,634,533
Debt Proceeds	750,000
Total General Fund Sources	<u>\$ 195,691,726</u>
<u>USES</u>	
City Council	\$ 796,580
City Attorney	1,518,185
City Manager	2,299,344
City Auditor	691,605
Information Services	6,710,099
City Clerk	1,393,916
Financial Services	3,412,404
Human Resources	1,598,582
Community Development	4,593,563
Police	34,097,324
Fire	29,184,262
Public Works	8,473,646
Parks & Recreation	11,965,063
Government Services	
Expenditures	56,237,246
Reserves	
Restricted	4,544,737
Unrestricted	27,978,638
Committed - Fire Negotiations	196,532
Appropriations & Reserves General Fund	<u>\$ 195,691,726</u>

**City of Cape Coral, Florida**  
**FY 2017 – 2019 Adopted Operating Budget**

**CITY OF CAPE CORAL**  
**FY 2017 BUDGET - FUND LEVEL SUMMARY**  
**ATTACHMENT TO ORDINANCE 46-16**

	<u>ADOPTED ORD 46-16</u>
<b>SPECIAL REVENUE FUNDS</b>	
<b>ADDITIONAL FIVE CENT GAS TAX FUND</b>	
<u>SOURCES</u>	
Balances Brought Forward	\$ 50,000
Revenues:	
Sales & Use Taxes	3,334,709
Intergovernmental	-
Miscellaneous	-
Interfund Transfers	-
Total Additional Five Cent Gas Tax Fund Sources	<u>\$ 3,384,709</u>
<u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ -
Debt Service	-
Transfers Out	3,334,709
Reserves	50,000
Appropriations & Reserves Additional Five Cent Gas Tax Fund	<u>\$ 3,384,709</u>
<b>SIX CENT GAS TAX FUND</b>	
<u>SOURCES</u>	
Balances Brought Forward	\$ 4,523,507
Revenues:	
Sales & Use Taxes	4,536,127
Intergovernmental	-
Miscellaneous	-
Interfund Transfers	-
Total Six Cent Gas Tax Fund Sources	<u>\$ 9,059,634</u>
<u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ -
Debt Service	-
Transfers Out	4,441,131
Reserves	4,618,503
Appropriations & Reserves Six Cent Gas Tax Fund	<u>\$ 9,059,634</u>
<b>ROAD IMPACT FUND</b>	
<u>SOURCES</u>	
Balances Brought Forward	\$ 50,000
Revenues:	
Intergovernmental	743,343
Licenses, Permits, Franchise, Impact Fees & Special Assessments	2,438,205
Miscellaneous	6,993
Interfund Transfers	-
Total Road Impact Fund Sources	<u>\$ 3,238,541</u>
<u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ -
Debt Service	-
Transfers Out	3,188,541

**City of Cape Coral, Florida**  
**FY 2017 – 2019 Adopted Operating Budget**

**CITY OF CAPE CORAL**  
**FY 2017 BUDGET - FUND LEVEL SUMMARY**  
**ATTACHMENT TO ORDINANCE 46-16**

	<u>ADOPTED ORD 46-16</u>
Reserves	50,000
Appropriations & Reserves Road Impact Fee Fund	<u>\$ 3,238,541</u>
<b>POLICE PROT. IMPACT FEES</b>	
<u>SOURCES</u>	
Balances Brought Forward	\$ 1,432,022
Revenues:	
Licenses, Permits, Franchise, Impact Fees & Special Assessments	474,774
Miscellaneous	200
Interfund Transfers	-
Total Police Protection Impact Fee Fund Sources	<u>\$ 1,906,996</u>
<u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 9,495
Debt Service	-
Transfers Out	-
Reserves	1,897,501
Appropriations & Reserves Police Protection Impact Fee Fund	<u>\$ 1,906,996</u>
<b>ALS IMPACT FEES</b>	
<u>SOURCES</u>	
Balances Brought Forward	\$ 160,192
Revenues:	
Licenses, Permits, Franchise, Impact Fees & Special Assessments	28,889
Miscellaneous	160
Interfund Transfers	-
Total ALS Fund Sources	<u>\$ 189,241</u>
<u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 578
Debt Service	-
Transfers Out	-
Reserves	188,663
Appropriations & Reserves ALS Fund	<u>\$ 189,241</u>
<b>PARK IMPACT FEE FUNDS</b>	
<u>SOURCES</u>	
Balances Brought Forward	\$ 10,000
Revenues:	
Licenses, Permits, Franchise, Impact Fees & Special Assessments	858,550
Miscellaneous	-
Interfund Transfers	-
Total Park Impact Fee Funds Sources	<u>\$ 868,550</u>
<u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 12,878
Debt Service	-

**City of Cape Coral, Florida**  
**FY 2017 – 2019 Adopted Operating Budget**

**CITY OF CAPE CORAL**  
**FY 2017 BUDGET - FUND LEVEL SUMMARY**  
**ATTACHMENT TO ORDINANCE 46-16**

	<b>ADOPTED ORD 46-16</b>
Transfers Out	845,672
Reserves	10,000
Appropriations & Reserves Park Impact Fee Funds	<u>\$ 868,550</u>
<b>FIRE IMPACT CAPITAL IMPROVEMENT FUND</b>	
<u>SOURCES</u>	
Balances Brought Forward	\$ 793,264
Revenues:	
Licenses, Permits, Franchise, Impact Fees & Special Assessments	472,568
Miscellaneous	1,624
Interfund Transfers	-
Total Fire Capital Improvement Fund Sources	<u>\$ 1,267,456</u>
<u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 9,451
Debt Service	-
Transfers Out	339,866
Reserves	918,139
Appropriations & Reserves Fire Capital Improvement Fund	<u>\$ 1,267,456</u>
<b>DO THE RIGHT THING</b>	
<u>SOURCES</u>	
Balances Brought Forward	\$ -
Revenues:	
Miscellaneous	8,000
Interfund Transfers	-
Total Do The Right Thing Fund Sources	<u>\$ 8,000</u>
<u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 8,000
Debt Service	-
Transfers Out	-
Reserves	-
Appropriations & Reserves Do The Right Thing Fund	<u>\$ 8,000</u>
<b>CRIMINAL JUSTICE EDUCATION (Police Training)</b>	
<u>SOURCES</u>	
Balances Brought Forward	\$ 5,000
Reserves	
Fines & Forfeitures	17,000
Miscellaneous	-
Total Police Confiscation-State Fund Sources	<u>\$ 22,000</u>
<u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 22,000
Debt Service	-
Transfers Out	-
Reserves	-

**City of Cape Coral, Florida**  
**FY 2017 – 2019 Adopted Operating Budget**

**CITY OF CAPE CORAL**  
**FY 2017 BUDGET - FUND LEVEL SUMMARY**  
**ATTACHMENT TO ORDINANCE 46-16**

	<u>ADOPTED ORD</u> <u>46-16</u>
Appropriations & Reserves Police Confiscation - State Fund	<u>\$ 22,000</u>
<b>POLICE CONFISCATION - STATE</b>	
<u>SOURCES</u>	
Balances Brought Forward	\$ 100,590
Reserves	
Miscellaneous	100
Interfund Transfers	-
Total Police Confiscation-State Fund Sources	<u>\$ 100,690</u>
<u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 39,150
Debt Service	-
Transfers Out	-
Reserves	61,540
Appropriations & Reserves Police Confiscation - State Fund	<u>\$ 100,690</u>
<b>POLICE CONFISCATION - FEDERAL</b>	
Balances Brought Forward	\$ 493,637
Reserves	
Miscellaneous	300
Interfund Transfers	-
Total Police Confiscation-State Fund Sources	<u>\$ 493,937</u>
<u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 88,188
Debt Service	-
Transfers Out	-
Reserves	405,749
Appropriations & Reserves Police Confiscation - Federal Fund	<u>\$ 493,937</u>
<b>ALARM FEE FUND</b>	
<u>SOURCES</u>	
Balances Brought Forward	\$ 6,148
Revenues:	
Charges for Service	139,271
Miscellaneous	200
Interfund Transfers	-
Total Alarm Fee Fund Sources	<u>\$ 145,619</u>
<u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 137,136
Debt Service	-
Transfers Out	7,500
Reserves	983
Appropriations & Reserves Alarm Fee Fund	<u>\$ 145,619</u>
<b>ALL HAZARDS FUND</b>	

**City of Cape Coral, Florida**  
**FY 2017 – 2019 Adopted Operating Budget**

**CITY OF CAPE CORAL**  
**FY 2017 BUDGET - FUND LEVEL SUMMARY**  
**ATTACHMENT TO ORDINANCE 46-16**

	<u>ADOPTED ORD 46-16</u>
<u>SOURCES</u>	
Balances Brought Forward	\$ 1,071,873
Revenues:	
Ad Valorem Taxes	777,122
Intergovernmental	-
Miscellaneous	-
Interfund Transfers	-
Total All Hazards Fund Sources	<u>\$ 1,848,995</u>
<u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 645,410
Debt Service	-
Transfers Out	180,000
Reserves	1,023,585
Appropriations & Reserves All Hazards Fund	<u>\$ 1,848,995</u>
 <u>DEL PRADO PARKING LOT MAINTENANCE</u>	
<u>SOURCES</u>	
Balances Brought Forward	\$ 78,172
Revenues:	
Licenses, Permits, Franchise, Impact Fees & Special Assessments	122,000
Miscellaneous	17,000
Interfund Transfers	-
Total Del Prado Mall Maintenance Fund Sources	<u>\$ 217,172</u>
<u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 38,010
Debt Service	98,639
Transfers Out	-
Reserves	80,523
Appropriations & Reserves Del Prado Mall Maintenance Fund	<u>\$ 217,172</u>
 <u>LOT MOWING FUND</u>	
<u>SOURCES</u>	
Balances Brought Forward	\$ 1,915,562
Revenues:	
Charges for Service	3,434,685
Miscellaneous	-
Fines & Forfeitures	51,000
Interfund Transfers	-
Total Lot Mowing Fund Sources	<u>\$ 5,401,247</u>
<u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 3,851,764
Debt Service	-
Transfers Out	-
Reserves	1,549,483



**City of Cape Coral, Florida**  
**FY 2017 – 2019 Adopted Operating Budget**

**CITY OF CAPE CORAL**  
**FY 2017 BUDGET - FUND LEVEL SUMMARY**  
**ATTACHMENT TO ORDINANCE 46-16**

	<u>ADOPTED ORD 46-16</u>
Appropriations & Reserves Lot Mowing Fund	<u>\$ 5,401,247</u>
<b>BUILDING DIVISION FUND</b>	
<u>SOURCES</u>	-
Balances Brought Forward	\$ 3,129,960
Revenues:	-
Licenses, Permits, Franchise, Impact Fees & Special Assessments	4,974,505
Charges for Service	241,130
Fines & Forfeitures	36,140
Miscellaneous	2,275
Interfund Transfers	-
Total Building Division Sources	<u>\$ 8,384,010</u>
<u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 4,593,115
Debt Service	-
Transfers Out	764,317
Reserves	3,026,578
Appropriations & Reserves Building Division Fund	<u>\$ 8,384,010</u>
<b>COMMUNITY REDEVELOPMENT TRUST FUND</b>	
<u>SOURCES</u>	
Balances Brought Forward	\$ 1,824,267
Revenues:	
Ad Valorem Taxes	615,653
Charges for Service	-
Miscellaneous	5,700
Interfund Transfers	1,001,219
Total Community Redevelopment Trust Fund Sources	<u>\$ 3,446,839</u>
<u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 3,029,992
Debt Service	-
Transfers Out	416,847
Reserves	-
Appropriations & Reserves Community Redevelopment Trust Fund	<u>\$ 3,446,839</u>
<b>CITY CENTRUM BUSINESS PARK FUND</b>	
<u>SOURCES</u>	
Balances Brought Forward	\$ 12,849
Revenues:	-
Intergovernmental	-
Miscellaneous	-
Interfund Transfers	-

**City of Cape Coral, Florida**  
**FY 2017 – 2019 Adopted Operating Budget**

**CITY OF CAPE CORAL**  
**FY 2017 BUDGET - FUND LEVEL SUMMARY**  
**ATTACHMENT TO ORDINANCE 46-16**

	<b>ADOPTED ORD 46-16</b>
Total City Centrum Business Park Fund Sources	<u><u>\$ 12,849</u></u>
<u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 12,849
Debt Service	-
Transfers Out	-
Reserves	-
Appropriations & Reserves City Centrum Business Park Fund	<u><u>\$ 12,849</u></u>
<b>SEAWALL ASSESSMENTS</b>	
<u>SOURCES</u>	
Balances Brought Forward	\$ -
Revenues:	-
Licenses, Permits, Franchise, Impact Fees & Special Assessments	-
Fines & Forfeitures	1,400
Miscellaneous	-
Interfund Transfers	-
Total Seawall Assessment Funds Sources	<u><u>\$ 1,400</u></u>
<u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 1,400
Debt Service	-
Transfers Out	-
Reserves	-
Appropriations & Reserves Seawall Assessment Funds	<u><u>\$ 1,400</u></u>
<b>SUN SPLASH WATERPARK FUND</b>	
<u>SOURCES</u>	
Balances Brought Forward	\$ -
Revenues:	
Intergovernmental	-
Charges for Service	2,485,912
Miscellaneous	11,876
Interfund Transfers	464,567
Debt Proceeds	-
Total Sun Splash Waterpark Fund Sources	<u><u>\$ 2,962,355</u></u>
<u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 2,460,091
Debt Service	-
Transfers Out	502,264
Reserves	-
Appropriations & Reserves Sun Splash Waterpark Fund	<u><u>\$ 2,962,355</u></u>
<b>PARK &amp; RECREATION PROGRAMS FUND</b>	
<u>SOURCES</u>	
Balances Brought Forward	\$ -

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**CITY OF CAPE CORAL**  
**FY 2017 BUDGET - FUND LEVEL SUMMARY**  
**ATTACHMENT TO ORDINANCE 46-16**

	<b>ADOPTED ORD 46-16</b>
Reserves	
Intergovernmental	480,947
Charges for Service	3,614,357
Fines & Forfeitures	800
Miscellaneous	266,399
Interfund Transfers	4,371,917
Debt Proceeds	-
 Total P&R Programs Fund Sources	 <u><u>\$ 8,734,420</u></u>
<u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 8,734,420
Debt Service	-
Transfers Out	-
Reserves	-
 Appropriations & Reserves Park Programs Fund	 <u><u>\$ 8,734,420</u></u>
 <b>NEIGHBORHOOD STABILIZATION (NSP/HUD) FUND</b>	
<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	-
Reserves	-
 Appropriations & Reserves Neighborhood Stabilization Fund (NSP/HL)	 <u><u>\$ -</u></u>
 <b>COMMUNITY DEVELOPMENT BLOCK GRANT FUND (CDBG)</b>	
<u>SOURCES</u>	
Balances Brought Forward	\$ -
Revenues:	
Intergovernmental	940,159
Miscellaneous	
Interfund Transfers	-
 Total Community Development Block Grant Fund Sources	 <u><u>\$ 940,159</u></u>
<u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 921,056
Debt Service	-
Transfers Out	19,103

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**FY 2017 BUDGET - FUND LEVEL SUMMARY**  
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	<u>ADOPTED ORD 46-16</u>
Reserves	-
Appropriations & Reserves Community Development Block Grant Fund	<u>\$ 940,159</u>
<b>LOCAL HOUSING ASSISTANCE PROGRAM</b>	
<b>TRUST FUND (S.H.I.P)</b>	
<u>SOURCES</u>	
Balances Brought Forward	\$ -
Revenues:	
Intergovernmental	-
Miscellaneous	-
Interfund Transfers	-
Total Local Housing (S.H.I.P.) Fund Sources	<u>\$ -</u>
<u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ -
Debt Service	-
Transfers Out	-
Reserves	-
Appropriations & Reserves Local Housing Assistance Program Trust Fi	<u>\$ -</u>
<b>RESIDENTIAL CONSTRUCTION MITIGATION FUND</b>	
<u>SOURCES</u>	
Balances Brought Forward	\$ -
Revenues:	
Intergovernmental	-
Miscellaneous	-
Interfund Transfers	-
Total Residential Construction Mitigation Fund Sources	<u>\$ -</u>
<u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ -
Debt Service	-
Transfers Out	-
Reserves	-
Appropriations & Reserves Residential Construction Mitigation Fund	<u>\$ -</u>
<b>DEBT SERVICE FUND</b>	
<u>SOURCES</u>	
Balances Brought Forward	\$ 1,322,637
Revenues:	
Miscellaneous	3,707,194
Interfund Transfers	17,243,408
Total Debt Service Fund Sources	<u>\$ 22,273,239</u>

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**FY 2017 BUDGET - FUND LEVEL SUMMARY**  
**ATTACHMENT TO ORDINANCE 46-16**

	<u>ADOPTED ORD 46-16</u>
<u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 2,980
Debt Service	21,355,352
Transfers Out	-
Reserves	914,907

Appropriations & Reserves Debt Service Fund	<u>\$ 22,273,239</u>
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**CAPITAL PROJECTS FUNDS**

**FIRE STATION CONSTRUCTION CAPITAL PROJECT FUND**

<u>SOURCES</u>	
Balances Brought Forward	\$ -
Revenues:	
Intergovernmental	-
Miscellaneous	-
Interfund Transfers	-
Debt Proceeds	2,569,610

Total Fire Station Capital Project Fund Sources	<u>\$ 2,569,610</u>
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<u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 2,569,610
Debt Service	-
Transfers Out	-
Reserves	-

Appropriations & Reserves Fire Station Construction Cap Fund	<u>\$ 2,569,610</u>
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**TRANSPORTATION CAPITAL PROJECTS FUND**

<u>SOURCES</u>	
Balances Brought Forward	\$ -
Revenues:	
Intergovernmental	797,900
Miscellaneous	-
Interfund Transfers	8,166,000
Debt Proceeds	-

Total Transportation Capital Project Fund Sources	<u>\$ 8,963,900</u>
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<u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 8,849,693
Debt Service	-
Transfers Out	114,207
Reserves	-

Appropriations & Reserves Transportation Capital Fund	<u>\$ 8,963,900</u>
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**PUBLIC WORKS CAPITAL PROJECT FUND**

SOURCES

**City of Cape Coral, Florida**  
**FY 2017 – 2019 Adopted Operating Budget**

**CITY OF CAPE CORAL**  
**FY 2017 BUDGET - FUND LEVEL SUMMARY**  
**ATTACHMENT TO ORDINANCE 46-16**

	<u>ADOPTED ORD 46-16</u>
Balances Brought Forward	\$ -
Revenues:	
Miscellaneous	-
Interfund Transfers	-
Debt Proceeds	4,700,000
Total Public Works Capital Project Fund Sources	<u>\$ 4,700,000</u>
<u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 4,700,000
Debt Service	-
Transfers Out	-
Reserves	-
<u>Appropriations &amp; Reserves Public Works Capital Fund</u>	<u>\$ 4,700,000</u>
 <b>ENTERPRISE FUNDS</b>	
<b>WATER &amp; SEWER UTILITY FUND</b>	
<u>SOURCES</u>	
Balances Brought Forward	\$ 50,092,569
Revenues:	
Licenses, Permits, Franchise, Impact Fees & Special Assessments	46,905,174
Charges for Service	80,538,056
Internal Service Charges	609,840
Intergovernmental	-
Fines & Forfeitures	773,574
Miscellaneous	1,208,073
Debt Proceeds	53,330,060
Interfund Transfers	76,315,856
Total Water & Sewer Utility Fund Sources	<u>\$ 309,773,202</u>
<u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 129,807,650
Debt Service	51,130,365
Transfers Out	76,412,490
Reserves	52,422,697
<u>Appropriations &amp; Reserves Water &amp; Sewer Utility Fund</u>	<u>\$ 309,773,202</u>
 <b>STORMWATER UTILITY FUND</b>	
<u>SOURCES</u>	
Balances Brought Forward	\$ 9,937,715
Revenues:	
Licenses, Permits, Franchise, Impact Fees & Special Assessments	3,660
Intergovernmental	-
Charges for Service	14,112,848
Fines & Forfeitures	54,664
Miscellaneous	108,862
Interfund Transfers	-
Debt Proceeds	2,500,000

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**FY 2017 BUDGET - FUND LEVEL SUMMARY**  
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	<u>ADOPTED ORD 46-16</u>
Total Stormwater Utility Fund Sources	<u>\$ 26,717,749</u>
<u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 16,861,868
Debt Service	443,000
Transfers Out	-
Reserves	9,412,881
Appropriations & Reserves Stormwater Utility Fund	<u>\$ 26,717,749</u>
<b>YACHT BASIN FUND</b>	
<u>SOURCES</u>	
Balances Brought Forward	\$ 877,561
Revenues:	
Charges for Service	539,127
Miscellaneous	1,200
Interfund Transfers	-
Total Yacht Basin Fund Sources	<u>\$ 1,417,888</u>
<u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 411,490
Debt Service	-
Transfers Out	115,000
Reserves	891,398
Appropriations & Reserves Yacht Basin Fund	<u>\$ 1,417,888</u>
<b>GOLF COURSE FUND</b>	
<u>SOURCES</u>	
Balances Brought Forward	\$ -
Revenues:	
Charges for Service	2,535,545
Miscellaneous	16,500
Interfund Transfers	474,911
Total Golf Course Fund Sources	<u>\$ 3,026,956</u>
<u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 3,026,956
Debt Service	-
Transfers Out	-
Reserves	-
Appropriations & Reserves Golf Course Fund	<u>\$ 3,026,956</u>
<b>CHARTER SCHOOL OPERATING FUND</b>	
<u>SOURCES</u>	
Balances Brought Forward	\$ 4,083,012
Revenues:	

**City of Cape Coral, Florida**  
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**CITY OF CAPE CORAL**  
**FY 2017 BUDGET - FUND LEVEL SUMMARY**  
**ATTACHMENT TO ORDINANCE 46-16**

	<b>ADOPTED ORD 46-16</b>
Intergovernmental	22,662,513
Charges for Service	1,334,531
Miscellaneous	222,475
Total Charter School Operating Fund Sources	<u><u>\$ 28,302,531</u></u>
<u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 24,199,519
Debt Service	-
Other	-
Reserves	4,103,012
Appropriations & Reserves Charter School Operating Fund	<u><u>\$ 28,302,531</u></u>
 <b>WORKERS COMP INSURANCE FUND</b>	
<u>SOURCES</u>	
Balances Brought Forward	\$ 5,790,531
Revenues:	
Internal Service Charges	-
Miscellaneous	3,549,874
Interfund Transfers	-
Total Workers Compensation Insurance Fund Sources	<u><u>\$ 9,340,405</u></u>
<u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 3,387,756
Debt Service	-
Transfers Out	-
Reserves	5,952,649
Appropriations & Reserves Workers Compensation Insurance Fund	<u><u>\$ 9,340,405</u></u>
 <b>PROPERTY LIABILITY INSURANCE FUND</b>	
<u>SOURCES</u>	
Balances Brought Forward	\$ 2,087,990
Revenues:	
Charges for Service	-
Internal Service Charges	3,855,633
Miscellaneous	-
Interfund Transfers	-
Total Property Liability Insurance Fund Sources	<u><u>\$ 5,943,623</u></u>
<u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 3,859,054
Debt Service	-
Transfers Out	-
Reserves	2,084,569
Appropriations & Reserves Property Liability Insurance Fund	<u><u>\$ 5,943,623</u></u>
 <b>FACILITIES INTERNAL SERVICE</b>	
<u>SOURCES</u>	
Balances Brought Forward	\$ -



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**CITY OF CAPE CORAL**  
**FY 2017 BUDGET - FUND LEVEL SUMMARY**  
**ATTACHMENT TO ORDINANCE 46-16**

	<u>ADOPTED ORD 46-16</u>
Revenues:	
Internal Service Charges	4,663,561
Miscellaneous	-
Interfund Transfers	-
Total Internal Service Fund Sources	<u>\$ 4,663,561</u>
<u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 4,663,561
Debt Service	-
Transfers Out	-
Reserves	-
Appropriations & Reserves Facilities Internal Service Fund	<u>\$ 4,663,561</u>
<b>FLEET INTERNAL SERVICE</b>	
<u>SOURCES</u>	
Balances Brought Forward	\$ -
Revenues:	
Internal Service Charges	4,609,537
Miscellaneous	-
Interfund Transfers	-
Total Fleet Internal Service Fund Sources	<u>\$ 4,609,537</u>
<u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 4,609,537
Debt Service	-
Transfers Out	-
Reserves	-
Appropriations & Reserves Fleet Internal Service Fund	<u>\$ 4,609,537</u>
<b>SELF INSURED HEALTH PLAN INTERNAL SERVICE</b>	
<u>SOURCES</u>	
Balances Brought Forward	\$ 408,276
Revenues:	
Internal Service Charges	17,797,040
Miscellaneous	140,000
Interfund Transfers	-
Total Self Insured Health Plan Internal Service Fund Sources	<u>\$ 18,345,316</u>
<u>USES</u>	
Personnel, Operating, Capital Expenditures	\$ 15,286,005
Debt Service	-
Transfers Out	-
Reserves	3,059,311
Appropriations & Reserves Self Insured Health Plan Int Serv Fund	<u>\$ 18,345,316</u>

**City of Cape Coral, Florida**  
**FY 2017 – 2019 Adopted Operating Budget**

CITY OF CAPE CORAL  
FY 2017 BUDGET - FUND LEVEL SUMMARY  
ATTACHMENT TO ORDINANCE 46-16

	<u>ADOPTED ORD 46-16</u>
TOTAL FY 2016 BUDGET	\$ 698,974,062
TOTAL FY 2017 REVENUE (SOURCES) BUDGET	\$ 698,974,062
TOTAL FY 2017 EXPENDITURE (USES) BUDGET	\$ 698,974,062

FUND TYPE SUMMARY	<u>AS ADOPTED</u>
General Fund	\$ 195,691,726
Special Revenue	52,634,819
Debt Service	22,273,239
Capital Project	16,233,510
Enterprise	369,238,326
Internal Service	42,902,442
Total	<u>\$ 698,974,062</u>
ANNUAL OPERATING	\$ 604,821,244
MULTI YEAR GRANT PROGRAMS & CAPITAL PROJECTS	94,152,818
TOTAL BUDGET	<u>\$ 698,974,062</u>

**City of Cape Coral, Florida**  
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