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

City Manager
John Szerlag
City Attorney
Dolores Menendez
City Auditor
Andrea R. Butola
City Clerk
Kimberly Bruns

1015 Cultural Park Blvd.
Cape Coral, FL

AGENDA
JOINT CITY COUNCIL AND BUDGET REVIEW COMMITTEE
BUDGET WORKSHOP

August 13, 2019	1:00 PM	Council Chambers

PLEDGE OF CIVILITY

We will be respectful of each other even when we disagree.
We will direct all comments to the issues. We will avoid personal attacks.

1. MEETING CALLED TO ORDER

A. MAYOR COVIELLO

2. INVOCATION/MOMENT OF SILENCE

3. PLEDGE OF ALLEGIANCE

4. ROLL CALL

A. MAYOR COVIELLO, COUNCIL MEMBERS CARIOSCIA, COSDEN, GUNTER, NELSON, STOKES, STOUT, WILLIAMS

B. BOTKIN, EIDSON, GRUBER, HAYDEN, JACQUET-CASTOR, OSBORN, STARNER

5. BUSINESS:

A. CITIZENS INPUT TIME

A maximum of 60 minutes is set for input of citizens on matters concerning the City Government; 3 minutes per individual.

B. DISCUSSION

(1) Status Report from August 6, 2019 Joint Budget Workshop

(2) Departmental Budget Presentations in Order of Appearance: Parks and Recreation; Legislative/Executive/Legal (Includes City Council, City Manager, City Attorney, City Auditor, City

Clerk, Financial Services, Information Technology, and Human Resources); Government Services; and Time Permitting: Community Redevelopment Agency (CRA) and Charter School

(3) Time Permitting: Budget Review Committee Presentation

6. TIME AND PLACE OF FUTURE MEETINGS

A. A Regular Meeting of the Cape Coral City Council is Scheduled for Monday, August 19, 2019 at 4:30 p.m. in Council Chambers

B. A Joint Cape Coral City Council and Budget Review Committee Budget Workshop is Scheduled for Tuesday, August 20, 2019 at 1:00 p.m. in Council Chambers

7. MOTION TO ADJOURN

GENERAL RULES AND PROCEDURES REGARDING THE CAPE CORAL CITY COUNCIL AGENDA

In accordance with the Americans with Disabilities Act and Section of 286.26, Florida Statutes, persons with disabilities needing special accommodation to participate in this meeting should contact the Office of the City Clerk at least forty-eight (48) hours prior to the meeting. If hearing impaired, telephone the Florida Relay Service Numbers, 1-800-955-8771 (TDD) or 1-800-955-8770 (v) for assistance.

Persons wishing to address Council under Citizens Input or the Consent Agenda may do so during the designated times at each meeting. No prior scheduling is necessary.

All speakers must have their presentations approved by the City Clerk's office no later than 3:00 PM the day of the meeting.

Any citizen may appear before the City Council at the scheduled PUBLIC HEARING/INPUT to comment on the specific agenda item being considered. No prior scheduling is necessary.

When recognized by the presiding officer, a speaker shall address the City Council from the designated speaker's lectern, and shall state his or her name and whom, if anyone, he or she represents. An address shall only be required if necessary to comply with a federal, state of local law.

Copies of the agenda are available in the main lobby of Cape Coral City Hall and in the City Council Office, 1015 Cultural Park Boulevard. Copies of all back-up documentation are also available for review in the lobby of Council Chambers. You are asked to refrain from removing any documentation. If you desire copies, please request they be made for you. Copies are 15 cents per page. Agendas and back-up documentation are also available on-line on the City website (capecoral.net) after 4:00 PM on the Thursday prior to the Council Meeting.

*PUBLIC HEARINGS
DEPARTMENT OF COMMUNITY DEVELOPMENT CASES

In all public hearings for which an applicant or applicants exist and which would affect a relatively limited land area, including but not limited to PDPs, appeals concerning variances or special exceptions, and small-scale

rezonings, the following procedures shall be utilized in order to afford all parties or their representatives a full opportunity to be heard on matters relevant to the application:

1. The applicant, as well as witnesses offering testimony or presenting evidence, will be required to swear or affirm that the testimony they provide is the truth.

2. The order of presentation will begin with the City staff report, the presentation by the applicant and/or the applicant's representative; witnesses called by the applicant, and then members of the public.

3. Members of the City Council may question any witness on relevant issues, by the applicant and/or the applicant's representative, City staff, or by any member of the public.

4. The Mayor may impose reasonable limitations on the offer of testimony or evidence and refuse to hear testimony or evidence that is not relevant to the issue being heard. The Mayor may also impose reasonable limitations on the number of witnesses heard when such witnesses become repetitive or are introducing duplicate testimony or evidence. The Mayor may also call witnesses and introduce evidence on behalf of the City Council if it is felt that such witnesses and/or evidence are necessary for a thorough consideration of the subject.

5. After the introduction of all-relevant testimony and evidence, the applicant shall have the opportunity to present a closing statement.

6. If a person decides to appeal any decision made by the City Council with respect to any matter considered at such meeting or hearing, he or she will need a record of the proceedings, and that, for such purpose, he or she may need to ensure that a verbatim record of the proceedings is made, which record includes the testimony and evidence upon which the appeal is to be based.

Item Number:	**B.(1)**
Meeting Date:	**8/13/2019**
Item Type:	**DISCUSSION - JOINT MEETING ONLY**

AGENDA REQUEST FORM
CITY OF CAPE CORAL

TITLE:
Status Report from August 6, 2019 Joint Budget Workshop

REQUESTED ACTION:

STRATEGIC PLAN INFO:

1. Will this action result in a Budget Amendment?
2. Is this a Strategic Decision?
   If Yes, Priority Goals Supported are listed below.
   If No, will it harm the intent or success of the Strategic Plan?

PLANNING & ZONING/HEARING EXAMINER/STAFF RECOMMENDATIONS:

SUMMARY EXPLANATION AND BACKGROUND:

LEGAL REVIEW:

EXHIBITS:
Status Report presented at workshop

PREPARED BY:
Division- Department-

SOURCE OF ADDITIONAL INFORMATION:

ATTACHMENTS:

	Description	Type
🗋	Status Report presented at workshop	Backup Material

FY 2020 – 2022 City Manager Recap from August 6, 2019 Workshop

- Millage Rollback - $884,834 decrease to revenue FY 2020. $2.65 million impact on 3 year budget
- 3 Additional Code officers at $289,000 in FY 2020. $192,000 impact on subsequent budgets
- Additional Medians at $1 million annually, $ 3 million impact on 3 year budget
- Additional Sidewalks at $1.5 million annually, $4.5 million impact on 3 year budget
- Streetlights at $500k annually, $1.5 million impact on 3 year budget
- Total Revenue decrease = $884,834 annually
- Estimated Expenditure increase = $3,189,000 annually
- Net Impact = $4 million annual, $12 million on 3 year budget

FROM: John Szerlag, City Manager

DATE: August 9, 2019

SUBJECT: Fund Balances, Impact Fees, Personnel Costs

As previously discussed, our assignment for the wrap-up session with Mayor and Council is to determine if there are additional revenue sources so that the millage rate can be further reduced along with an associated increase in expenditures than what is currently proposed. Of course, underpinning this entire assignment is the long-term economic sustainability of the City of Cape Coral.

On the expense side of the equation, we need a further explanation of payroll costs and the impact to them on vacancies throughout the year. In particular, how many positions have been vacant for more than one year, and why? Also, incorporate all elements associated with personnel costs; indicate whether they are budgeted.

Let's circle back to revenues and start with fund balances. As such, please provide information for each fund balance:

1. What is the amount?
2. What is designated?
3. How much is undesignated?
4. What do our financial policies require for maintaining a certain amount of undesignated fund balance?
5. What can fund balances be used for?
6. Applicable capital needs and estimated costs thereof for each need.

7. Just like expenses, revenues are either variable or recurring. As an example, fund balance is a variable revenue unlike ad valorem revenues, which are recurring. Thus, use of fund balance as a variable revenue should go toward variable costs, i.e. capital and equipment.

In terms of impact fees, please identify them along with associated uses and restrictions. Also indicate how they are currently or planned on being used in the future. Identify what's left over for uses requested by Council. So too, advise where General Fund and impact fee funds combine to pay debt service.

Identify uses and restrictions for gas tax revenues. Also incorporate future plans with specific capital projects. Most likely, we can take an extra $100,000 out of this for streetlights, but you will need to advise if it is feasible to take out $1.5 million annually for sidewalks.

Thank you all for your assistance in this regard.

JS:pd

C: Dolores Menendez, City Attorney

Stantec Full Cost Allocation Model

	A	B	C	D	E
1	Fund	City's Current FY 2019 Allocation	City's FY 2020 Projected Allocation	Calculated Allocation in This Report	Increase/ (Decrease) of Calculated Allocation versus City's FY 2020 Projected Allocation
2	Water & Sewer Fund	$3,400,825	$3,936,596	$4,621,990	$685,394
3	Stormwater Fund	$1,509,711	$1,343,159	$1,082,850	($260,309)
4	Building Fund	$1,049,198	$1,057,917	$1,878,990	$821,073
5	Waterpark Fund	$419,061	$378,414	$272,644	($105,770)
6	Golf Course Fund	$389,222	$398,783	$333,869	($64,914)
7	Yacht Basin Fund	$82,240	$24,243	$48,583	$24,340
8	CDBG Fund	$54,782	$50,674	$47,865	($2,809)
9	Total	$6,905,039	$7,189,786	$8,286,791	$1,097,005

FY 2020 Future Budget Discussions

- Charter Schools possible solutions – Loan, Debt Service sharing, lease restructuring; currently utilizing Charter School fund balance to balance budget
- Allocation of FEMA reimbursements once received, anticipated maximum recovery is $16.2 million (75% - 90% maximum allowed recovery of costs). Disbursements to Capital Projects / Disaster Relief Fund / Seawall Hardship Special Assessment is recommended
- Fleet Facility project currently estimated to be $18 million
- Gun Range project currently estimated to be $8 million
- Athletic fields

FY 2020 Future Budget Discussions

Golf Course Maintenance – options (in-house or Privatized with no layoffs) – Estimated savings for Privatization is between $100k and $350k

Seeking Council direction

Item Number:	**B.(2)**
Meeting Date:	**8/13/2019**
Item Type:	**DISCUSSION - JOINT MEETING ONLY**

AGENDA REQUEST FORM
CITY OF CAPE CORAL

TITLE:
Departmental Budget Presentations in Order of Appearance: Parks and Recreation; Legislative/Executive/Legal (Includes City Council, City Manager, City Attorney, City Auditor, City Clerk, Financial Services, Information Technology, and Human Resources); Government Services; and Time Permitting: Community Redevelopment Agency (CRA) and Charter School

REQUESTED ACTION:

STRATEGIC PLAN INFO:

1. Will this action result in a Budget Amendment?
2. Is this a Strategic Decision?
   If Yes, Priority Goals Supported are listed below.
   If No, will it harm the intent or success of the Strategic Plan?

PLANNING & ZONING/HEARING EXAMINER/STAFF RECOMMENDATIONS:

SUMMARY EXPLANATION AND BACKGROUND:

LEGAL REVIEW:

EXHIBITS:
REVISED - Budget Workshop - All presentations
Updated CM Slide

PREPARED BY:
Division- Department-

SOURCE OF ADDITIONAL INFORMATION:

ATTACHMENTS:

Description	Type

- REVISED - Budget Workshop All Presentations Backup Material
- Updated CM slide Backup Material

FY 2020 – 2022 Department Highlights
Police Department

Expenditure by Category	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Amended Budget	FY 2020 Requested Budget	FY 2021 Requested Budget	FY 2022 Requested Budget
1 Payroll	32,257,894	33,966,756	34,301,160	36,333,635	37,725,522	39,184,638
2 Operating	4,387,234	5,302,367	5,442,554	5,044,433	5,026,930	5,210,675
3 Capital Outlay	1,854,768	1,002,469	1,613,741	1,835,300	1,309,000	1,497,000
6 Transfer Out	165,500	-	-	-	-	-
Grand Total	**38,665,396**	**40,271,592**	**41,357,455**	**43,213,368**	**44,061,452**	**45,892,313**

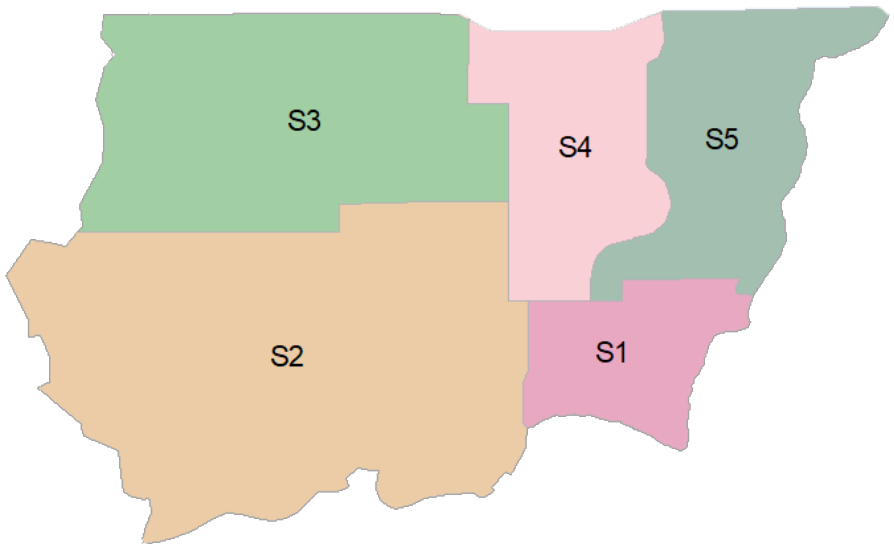
FY 2020 FTE Additions: 11

Position Title	Salary	Total Budgetary Impact
Police Officer (8)	$ 582,669	$ 1,250,413
Police Sergeant (2)	210,712	377,648
911 Operator	55,936	56,297

Highlights / Major Initiatives

- FTE additions: (5) Traffic Enforcement Officers; (2) South District Zone-1 Officers; (1) City Hall Officer; (1) Traffic Enforcement Sgt; (1) SRO Sgt; (1) 911 Operator.
- Operating costs reduced to align with historical actuals (fuel, electric and small equipment).
- Lee County GCN radio fees increased.
- $1,100,000 is budgeted each year for fleet replacements.
- FY21 and FY22 $75,000 in-car video camera replacements.
- FY22 $110,000 for AV system upgrade in the Communications Center.
- FY22 $70,000 for marine law enforcement boat replacement.

FY 2020 – 2022 Department Highlights
Police Department

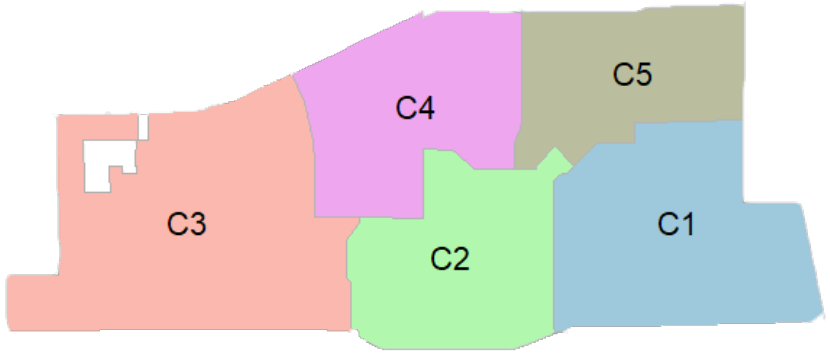


South District - City of Cape Coral:

- 2019 Population Estimate = 87,095
- Size = 36.47 square miles

Comparative FL Cities	Population	Size
Melbourne	85,106	43.25 mi^2
Fort Myers	87,019	49 mi^2
Largo	89,056	19.23 mi^2
Miami Beach	90,927	15.22 mi^2

FY 2020 – 2022 Department Highlights
Police Department

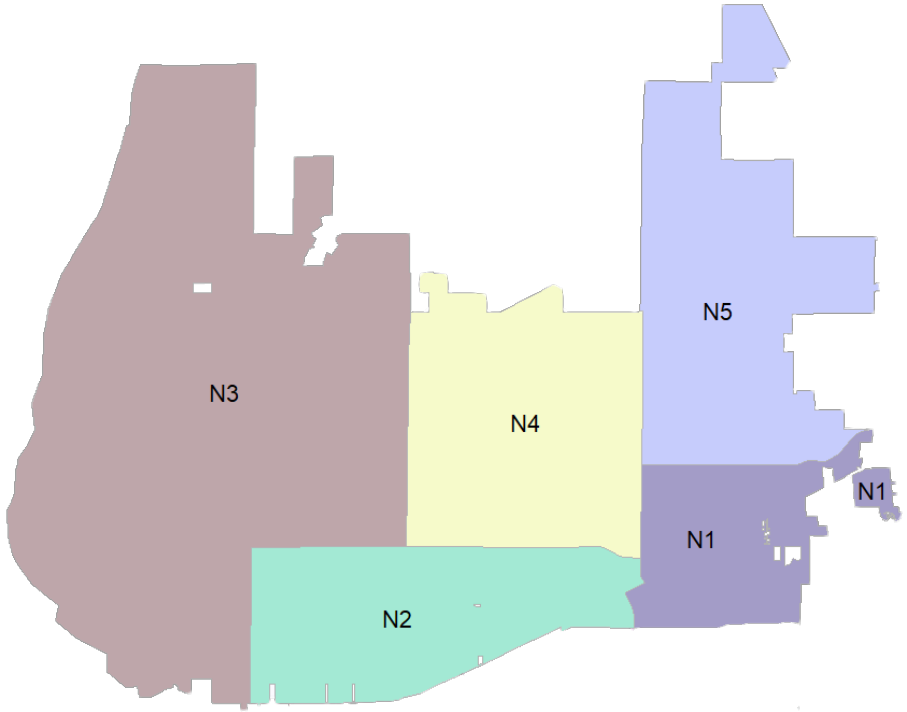


Central District - City of Cape Coral:

- 2019 Population Estimate = 47,656
- Size = 19.4 square miles

Comparative FL Cities	Population	Size
Oakland Park	45,049	8.178 mi^2
Winter Garden	46,938	17.87 mi^2
Fort Pierce	47,812	29.27 mi^2
Titusville	48,242	34.19 mi^2

FY 2020 – 2022 Department Highlights
Police Department



North District - City of Cape Coral:

- 2019 Population Estimate = 54,476
- Size = 63.4 square miles

Comparative FL Cities	Population	Size
Apopka	52,878	34.82 mi^2
Pinellas Park	53,820	16.55 mi^2
Pensacola	54,607	40.76 mi^2
Palm Beach Gardens	56,496	56.27 mi^2
Bradenton	59,496	17.15 mi^2

FY 2020 – 2022 Department Highlights
Police Impact Fee

Revenue by Category	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Amended Budget	FY 2020 Requested Budget	FY 2021 Requested Budget	FY 2022 Requested Budget
Balances Forward-Op Res	-	4,118,919	4,687,552	5,771,388	6,932,139	8,175,295
Impact Fees	1,538,112	1,091,606	1,091,606	1,166,772	1,247,306	1,333,806
Misc-Interest	17,634	12,357	12,357	17,314	20,796	24,526
Grand Total	**1,555,747**	**5,222,882**	**5,791,515**	**6,955,474**	**8,200,241**	**9,533,627**

Expenditure by Category	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Amended Budget	FY 2020 Requested Budget	FY 2021 Requested Budget	FY 2022 Requested Budget
2 Operating	11,530	21,832	21,832	23,335	24,946	26,676
7 Fund Balance	-	5,201,050	5,769,683	6,932,139	8,175,295	9,506,951
Grand Total	**11,530**	**5,222,882**	**5,791,515**	**6,955,474**	**8,200,241**	**9,533,627**

Highlights / Major Initiatives

- Gun Range to be discussed with City Council.

FY 2020 – 2022 Department Highlights
False Alarm Fee

Revenue by Category	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Amended Budget	FY 2020 Requested Budget	FY 2021 Requested Budget	FY 2022 Requested Budget
Balances Forward-Op Res	-	37,862	-	12,164	-	-
Charges for Service-PubSaf	90,566	119,000	119,000	90,000	90,000	90,000
Misc-Interest	45	-	-	-	-	-
Misc-Other	123	-	-	-	-	-
Transfer In	-	-	-	6,039	21,942	25,861
Grand Total	**90,734**	**156,862**	**119,000**	**108,203**	**111,942**	**115,861**

Expenditure by Category	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Amended Budget	FY 2020 Requested Budget	FY 2021 Requested Budget	FY 2022 Requested Budget
1 Payroll	88,045	79,670	79,670	80,543	83,778	87,179
2 Operating	15,494	19,666	19,666	20,160	20,664	21,182
6 Transfer Out	7,500	7,500	7,500	7,500	7,500	7,500
7 Fund Balance	-	50,026	12,164	-	-	-
Grand Total	**111,039**	**156,862**	**119,000**	**108,203**	**111,942**	**115,861**

Highlights / Major Initiatives

- As of FY20, a transfer in from General Fund is budgeted to cover expenditures due to insufficient revenue.

FY 2020 – 2022 Department Highlights
Fire Department

Expenditure by Category	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Amended Budget	FY 2020 Requested Budget	FY 2021 Requested Budget	FY 2022 Requested Budget
1 Payroll	25,610,535	25,959,264	25,959,264	27,796,933	28,820,592	30,713,733
2 Operating	5,159,742	4,603,662	4,992,433	4,966,245	5,177,751	5,467,921
3 Capital Outlay	2,772,065	215,060	586,064	1,977,724	2,070,397	1,580,362
6 Transfer Out	760,964	734,915	734,915	864,375	1,929,633	1,116,387
Grand Total	**34,303,306**	**31,512,901**	**32,272,676**	**35,605,277**	**37,998,373**	**38,878,403**
Staff Identified Changes[1]				666,521	48,677	52,629
Adjusted Total	**34,303,306**	**31,512,901**	**32,272,676**	**36,271,798**	**38,047,050**	**38,931,032**

FY 2020 FTE Additions[3]: 1

Position Title	Salary	Total Budgetary Impact
Fire Quality Assurance Specialist[1]	$ 83,832	$98,667

Highlights / Major Initiatives

- 6 new Firefighters to reduce overtime - approved mid-year FY2019
- Fire Station #2 in FY2020 $4,251,063
  - Groundbreaking 12/2019 Completion 12/2020
- Purchase of 2 Engines and a 100' Ladder in FY2020
- 100% ALS: FY2020
- Fire Station #12[2] in FY2021/2022 $5,252,641
  - Design: 12/2021
  - Engine purchase: FY2021
  - Groundbreaking: 12/2021 Completion 12/2022
  - 18 personnel hired: mid-year FY2022

[1] City Manager has approved replacement of an Engine ($620,000) and promote new contract position to full time
[2] Fire Station Cost has been revised since the City Manager's Proposed Budget (previously $5.8M)
[3] 1 Fire Inspector position to be added in FY2020, funded through Building Fund

FY 2020 – 2022 Department Highlights
All Hazards

Revenue by Category	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Amended Budget	FY 2020 Requested Budget	FY 2021 Requested Budget	FY 2022 Requested Budget
Balances Forward-Op Res	-	1,280,218	1,318,873	1,248,165	1,122,916	1,236,927
Misc-Interest	7,091	-	-	-	-	-
Taxes-All Hazards	809,429	920,137	920,137	996,092	1,025,975	1,056,754
Transfer In	-	-	-	-	-	-
Grand Total	**816,520**	**2,200,355**	**2,239,010**	**2,244,257**	**2,148,891**	**2,293,681**

Expenditure by Category	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Amended Budget	FY 2020 Requested Budget	FY 2021 Requested Budget	FY 2022 Requested Budget
1 Payroll	476,537	546,643	546,643	572,915	594,791	617,799
2 Operating	118,305	180,146	191,695	226,676	186,763	208,347
3 Capital Outlay	41,213	322,386	363,907	228,150	36,810	40,600
6 Transfer Out	93,600	93,600	93,600	93,600	93,600	93,600
7 Fund Balance	-	1,057,580	1,043,165	1,122,916	1,236,927	1,333,335
Grand Total	**729,655**	**2,200,355**	**2,239,010**	**2,244,257**	**2,148,891**	**2,293,681**

Highlights / Major Initiatives

- Development of a post-disaster redevelopment plan
- Hazard Mitigation Grant Program fund match
- Replace and upgrade Hazardous Material Decontamination trailer
- Continue installing WeatherSTEM devices, 1 new location per year

FY 2020 – 2022 Department Highlights
Fire Impact Fee

Revenue by Category	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Amended Budget	FY 2020 Requested Budget	FY 2021 Requested Budget	FY 2022 Requested Budget
Balances Forward-Op Res	-	2,310,265	2,763,411	3,461,564	4,234,166	5,085,149
Impact Fees	1,488,434	1,052,128	1,052,128	1,124,573	1,202,192	1,285,562
Misc-Interest	9,642	6,931	6,931	10,385	12,702	13,191
Grand Total	**1,498,075**	**3,369,324**	**3,822,470**	**4,596,522**	**5,449,060**	**6,383,902**

Expenditure by Category	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Amended Budget	FY 2020 Requested Budget	FY 2021 Requested Budget	FY 2022 Requested Budget
2 Operating	11,154	21,043	21,043	22,491	24,044	25,711
3 Capital Outlay	91,744	-	-	-	-	-
6 Transfer Out	338,101	339,863	339,863	339,865	339,867	339,863
7 Fund Balance	-	3,008,418	3,461,564	4,234,166	5,085,149	6,018,328
Grand Total	**440,999**	**3,369,324**	**3,822,470**	**4,596,522**	**5,449,060**	**6,383,902**

Highlights / Major Initiatives

- Live Fire Training Facility FY2021/2022 $3,462,000 Total
  - Design: 12/2020 - $517,000 (anticipated)
  - Groundbreaking: 12/2021 - $2,945,000 (anticipated)
  - Completion: 12/2022 (anticipated)

FY 2020 – 2022 Department Highlights
Public Works – All Funds

- Street Paving Program
- Alley Paving Program
- Median Landscaping Program
- Median Maintenance Program
- Streetlight Program
- Sidewalk Program
- Nicholas Pkwy. East and West Road Reconstruction, Drainage and Utilities Project
- Construction of Kismet Parkway SUN Trail Phase 1
- Construction of Kismet/Littleton Realignment – Lee County/Cape Coral Project
- Chiquita Lock Removal (Pending)
- Finalize Evaluation of Dredging Needs, Purchase New Dredge, Update Canal Dredging Program
- Survey Vertical Datum Modernization Initiative
- North 2 UEP Construction Completion
- North 1 UEP Design, Permitting, Assessment/Funding and Construction
- Fleet Ranked #15 in the 100 Best Fleets in North America
- Fleet Ranked #12 in the 50 Leading Fleets

FY 2020 – 2022 Department Highlights
Public Works – General Fund

Category	FY2018 Actual Expenditures	FY2019 Adopted Budget	FY2019 Amended Budget	FY2020 Proposed Budget	FY2021 Proposed Budget	FY2022 Proposed Budget
1 Payroll	5,257,157	6,063,694	6,062,061	6,366,034	6,620,826	6,888,525
2 Operating	5,394,814	6,650,517	6,782,163	8,941,171	8,188,965	8,449,807
3 Capital Outlay	624,395	428,100	737,177	582,662	435,000	357,500
6 Transfer Out	36,160	-	-	-	-	-
Grand Total	**11,312,526**	**13,142,311**	**13,581,401**	**15,889,867**	**15,244,791**	**15,695,832**

Operating Budget Increase in FY2020

- $ 502,000 – Transportation Corridor Analysis
- $ 276,200 – Bridge Maintenance
- $ 261,300 – Street Light Power
- $ 75,000 – Survey Modernization Initiative
- $ 38,000 – Cartegraph Software Renewal
- $1,000,000 – Median Maintenance

FY 2020 FTE Additions:

Position Title	Salary	Total Budgetary Impact
[1]Registered Surveyor	$108,218	Approved in FY19 budget cycle for FY20

[1]Survey vertical datum modernization initiative

Highlights / Major Initiatives

- Paving - $6.5 M ($2.5 M FY20 General Fund and $4 M FY20 Gas Tax Proceeds)
- Median Landscaping - $312,000 FY20 General Fund
- Alley Paving - $520,000 FY20 General Fund
- Streetlights - $100,000 FY20 General Fund
- Sidewalks - $1.5 M from Grants
- Kismet SUN Trail Phase 1 - $5.3 M from Grants

FY 2020 – 2022 Department Highlights
PW - Stormwater - Expenditure

Category	FY2018 Actual Expenditures	FY2019 Adopted Budget	FY2019 Amended Budget	FY2020 Proposed Budget	FY2021 Proposed Budget	FY2022 Proposed Budget
1 Payroll	8,091,859	9,071,669	9,071,669	9,031,472	9,381,735	9,750,224
2 Operating	3,893,835	5,270,841	5,298,577	5,462,682	5,568,802	5,815,490
3 Capital Outlay	962,169	840,600	849,694	1,467,907	725,476	920,000
4 Debt Service	-	443,000	443,000	443,000	443,000	443,000
6 Transfer Out	4,780,301	4,668,846	5,668,846	5,125,098	5,199,342	4,417,766
7 Fund Balance	-	5,290,359	6,398,402	5,995,153	4,840,285	3,648,374
Grand Total	**17,728,164**	**25,585,315**	**27,730,188**	**27,525,312**	**26,158,640**	**24,994,854**

FY 2020 FTE Additions:

Position Title	Salary	Total Budgetary Impact
Customer Service Rep	$63,597	FTE Transferred from Fleet

Highlights / Major Initiatives

- FY20 Not-To-Exceed rate of $119.00 was approved on 7-22-19
- Keep current LOS for maintenance
- Cash contributions and debt payments for stormwater improvements within UEP areas
- $900,000 Bio-swale grant match in North 2 UEP
- Weir improvements in coordination with Utilities
- Proactive flood prevention
- Canal bathymetric survey to prioritize future dredging areas; capital reflects proposed new dredge
- Review technologies approved by DEP to reduce nutrients and mitigate blue green algae

FY 2020 – 2022 Department Highlights
Lot Mowing - Expenditure

Category	FY2018 Actual Expenditures	FY2019 Adopted Budget	FY2019 Amended Budget	FY2020 Proposed Budget	FY2021 Proposed Budget	FY2022 Proposed Budget
1 Payroll	465,131	510,610	510,610	446,305	463,187	482,474
2 Operating	4,192,040	3,359,294	3,359,294	3,348,667	3,349,874	3,352,934
3 Capital Outlay	119,722	-	-	-	-	-
7 Fund Balance	-	1,450,625	526,664	1,234,339	840,190	406,854
Grand Total	**4,776,893**	**5,320,529**	**4,396,568**	**5,029,311**	**4,653,251**	**4,242,262**

FY 2020 FTE Additions:

Position Title	Salary	Total Budgetary Impact
N/A		

Highlights / Major Initiatives

- Districts 1-4 NTE rate of $73.40 through $55.48 approved on 7-22-2019
- Parcels mowed 7 times a year
- Over 59,000 parcels (10,000 sq. ft. Lot)
- Program begins in March and continues through December
- Owl Nest Trimming begins in July and continues through January
- Pepper Tree Removal

FY 2020 – 2022 Department Highlights
Public Works – UEP Administration

Category	FY2018 Actual Expenditures	FY2019 Adopted Budget	FY2019 Amended Budget	FY2020 Proposed Budget	FY2021 Proposed Budget	FY2022 Proposed Budget
1 Payroll	(0)	1,150,453	1,150,453	1,193,640	1,233,782	1,275,921
2 Operating	38,986	338,103	338,103	384,308	348,208	327,343
Grand Total	**38,986**	**1,488,556**	**1,488,556**	**1,577,948**	**1,581,990**	**1,603,264**

FY 2020 FTE Additions:

Position Title	Salary	Total Budgetary Impact
N/A		

Highlights / Major Initiatives

- $269 M - Complete North 2 UEP Construction
- $175 M - North 1 UEP Design, Permitting, Assessment/Funding and Construction

Note: FY18 Actual expenditures for UEP Administration are allocated to the specific UEP Capital Projects

FY 2020 – 2022 Department Highlights
Utilities - Operations

Highlights / Major Initiatives

- FY-2020 will mark 7 consecutive years of no Utility bill rate increases
- Current projections show no rate increase through FY-2029 based on continuing the UEP program
- Continue Meter Replacement Program @ 10% annually
- Continue Production Well Acidization Program @ 10 wells annually
- Continue Rehabilitation of multiple lift stations
- Anticipated permitting approval for utilization of surface water from SW Aggregates' Mine to supplement irrigation
- Now receiving reclaimed water from FGUA connection
- Begin design on Ft. Myers Reclaimed Water Interconnect Project
- Begin construction of new Southwest WRF Operations Building
- Florida Benchmarking Consortium ranked Cape Coral w/2nd lowest O&M cost for wastewater operations per account
- Florida Benchmarking Consortium ranked Cape Coral w/4th lowest O&M cost for water operations per account

FY 2020 – 2022 Department Highlights
Utilities - Operations

Category	FY2018 Actual Expenditures	FY2019 Adopted Budget	FY2019 Amended Budget	FY2020 Proposed Budget	FY2021 Proposed Budget	FY2022 Proposed Budget
1 Payroll	21,402,585	24,898,346	23,923,346	25,346,971	26,291,401	27,272,023
2 Operating	22,448,313	24,924,165	26,374,758	26,153,428	26,546,053	27,771,523
3 Capital Outlay	5,287,969	5,266,542	3,932,284	7,473,764	5,942,928	5,827,426
4 Debt Service	31,585,299	28,093,166	28,093,166	28,091,023	28,092,050	28,139,540
6 Transfer Out	27,577,396	14,305,797	17,221,440	32,288,977	24,732,520	25,329,594
7 Fund Balance	-	13,980,098	11,052,200	14,612,724	15,002,202	15,620,683
Grand Total	**108,301,561**	**111,468,114**	**110,597,194**	**133,966,887**	**126,607,154**	**129,960,789**

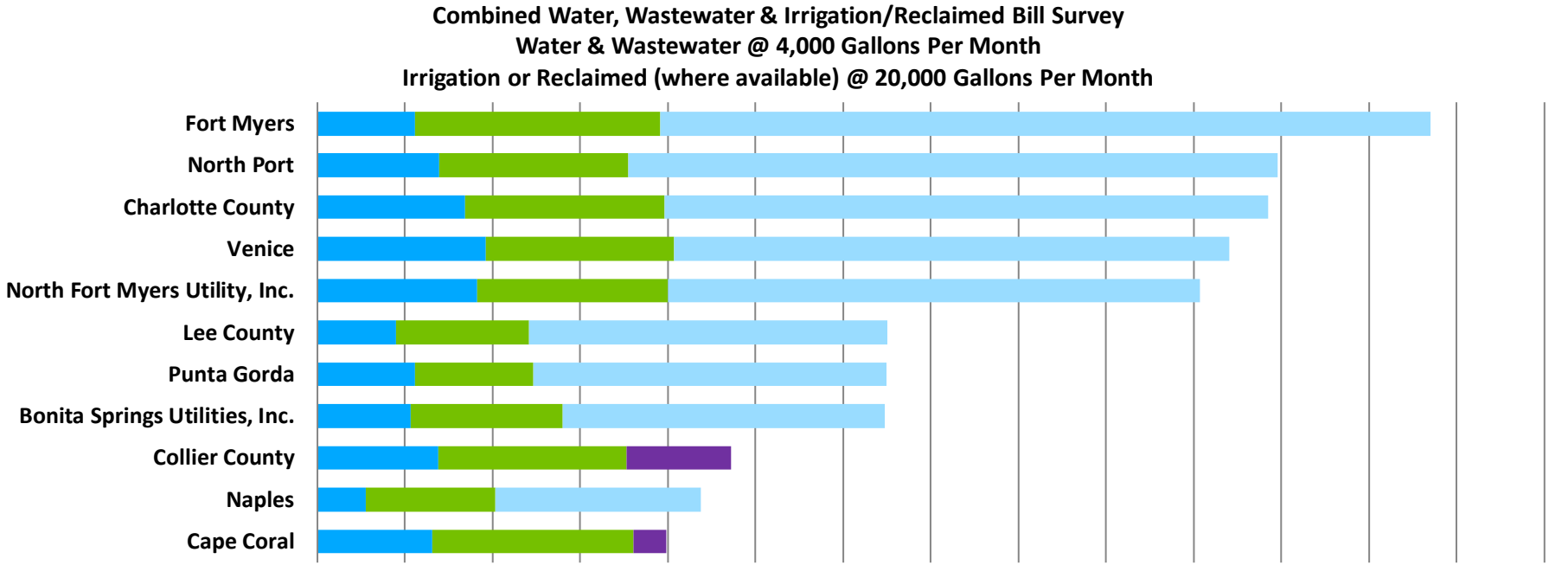
Highlights / Major Initiatives

- Payroll includes 6 new FTEs pus related capital & fleet expense in FY20
- Capital reflects acceleration and shift of meter replacement program.
- Transfer Out includes funding of Capital Projects and the Debt Service Fund.

FY 2020 FTE Additions:

Position Title	Salary	Total Budgetary Impact
Water Plant Operator Trainee	$53,725	$54,275
Utilities Field Technician	$62,424	$72,627
Utilities Field Supervisor	$70,218	$605,421 w/outfitted TV Truck
Lift Station Technician	$57,408	$86,266 w/Pick-up
Waste Water Operator C	$61,970	$62,528
Electrical/Instrument Asst Supervisor	$72,512	$100,370 w/Pick-up

Cape Coral Bill Survey Results



	Cape Coral	Naples	Collier County	Bonita Springs Utilities, Inc.	Punta Gorda	Lee County	North Fort Myers Utility, Inc.	Venice	Charlotte County	North Port	Fort Myers
Water Bill	$32.92	$14.01	$34.69	$26.81	$28.02	$22.40	$45.62	$48.17	$42.31	$34.77	$28.05
Wastewater Bill	$57.23	$36.88	$53.52	$43.28	$33.66	$38.00	$54.42	$53.75	$56.86	$54.08	$69.95
Irrigation Bill	$-	$58.49	$-	$91.92	$100.80	$102.23	$151.80	$158.35	$172.07	$185.08	$219.50
Reclaimed Bill	$9.50	$-	$29.90	$-	$-	$-	$-	$-	$-	$-	$-

FY 2020 – 2022 Department Highlights
Department of Community Development

Divisions include Administration, Code Compliance, Code Unlicensed Contractors, Development Services, Licensing, Planning and Fleet

Expenditure by Category	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Amended Budget	FY 2020 Requested Budget	FY 2021 Requested Budget	FY 2022 Requested Budget
1 Payroll	3,949,638	4,399,498	4,399,498	4,626,278	4,805,578	4,997,406
2 Operating	461,114	599,511	599,511	654,127	674,145	696,803
3 Capital Outlay	172,304	26,000	26,000	135,000	29,000	-
6 Transfer Out	-	-	-	-	-	-
Grand Total	**4,583,056**	**5,025,009**	**5,025,009**	**5,415,405**	**5,508,723**	**5,694,209**

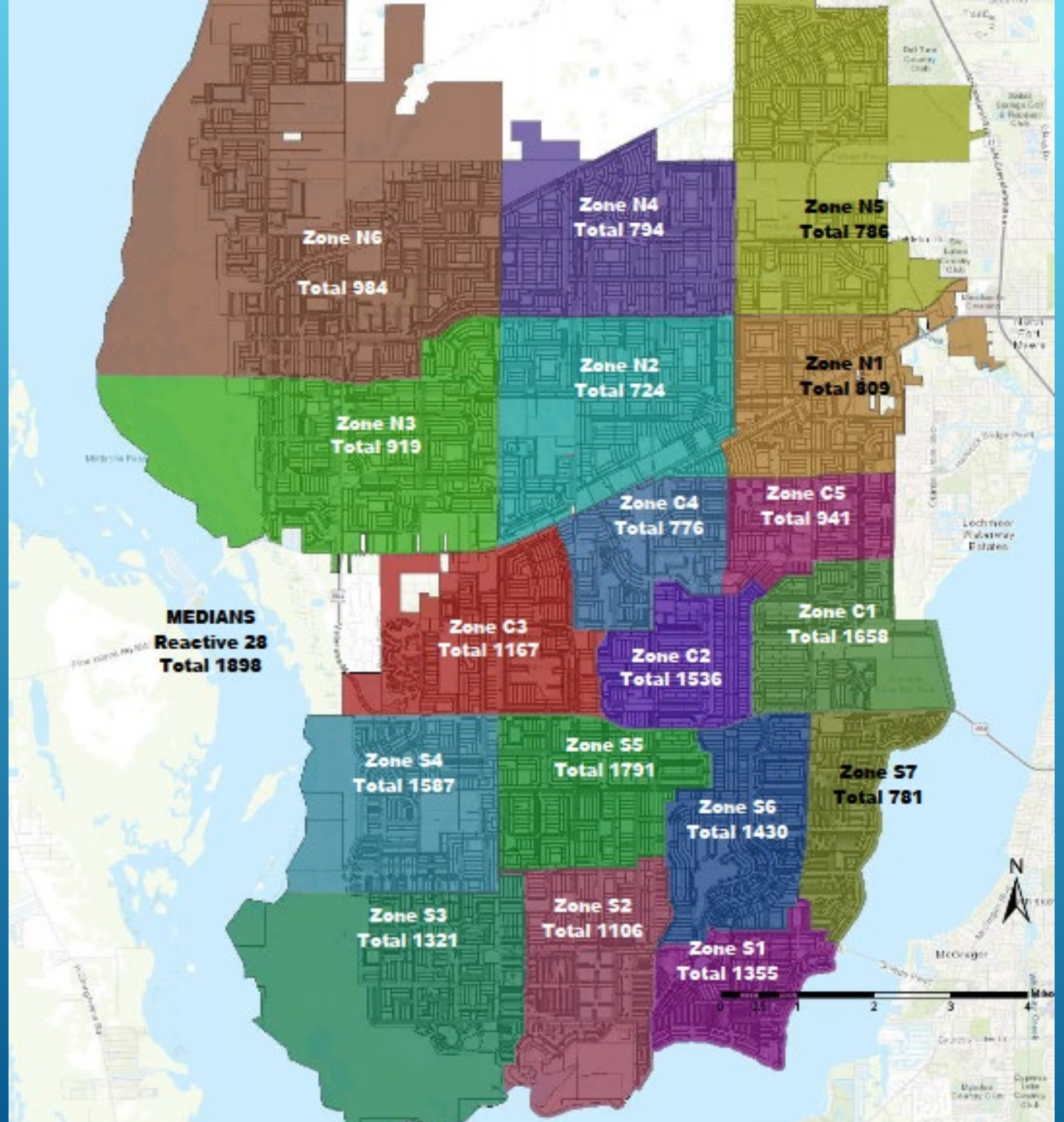
FY 2020 FTE Additions: 1

Position Title	Salary	Total Budgetary Impact
Zoning Inspector	$53,870	$84,650

Highlights / Major Initiatives

- $25,000 for outside engineering services to assist with review of site development plans, special exceptions, variances, and other applications.
- FY20 and FY21 capital is fleet replacement
- Project with ITS on a $5 million software initiative (EnerGov) to make every permit available on-line and create more efficiencies.

CODE ENFORCEMENT OFFICER ALLOCATION MODEL



CODE ENFORCEMENT FTE'S

- Since 2015 there has been a total of 24 FTE's Code Enforcement Officers, in 2019 staffing increased to 25 Officers.
- Zone Configuration: North (6) zones, Central (5) zones, and South (7) zones. There are a total of 18 code officers assigned to zones. Three (3) code officers are cover units or perform sweep operations, and other specialized assignments as needed.
- Code Officer carry an average of 40 open cases on a daily basis.
- Two (2) code officers are funded by Utilities handling watering issues.
- Two (2) code officers are funded by the building fund and assigned to handle licensed and unlicensed contractor complaints and licensing issues.

FY 2019 TOP 10 CODE CASE TYPES		
1	WATERING RESTRICTION	4,705
2	VEHICLE	2,668
3	SIGNS	2,600
4	LITTER AND DEBRIS	1,402
5	MULTIPLE VIOLATIONS	1,105
6	VACANT LOT	1,061
7	OBNOXIOUS GROWTH	1,016
8	BOAT OR BOAT TRAILER	904
9	BULK TRASH	670
10	HORTICULTURE DEBRIS	475

Name	2018 Population	2019 Population	Population Change	Percentage	Size Sq Mi	Annual Budget	Code Officers FT	Code Officers PT	CO Specialist	CO Supervisors	# of Code Cases	# of Cases per CO	# of cases per Sq Mi	# of Cases per Capita	Cost Per Citizen
Cape Coral	189,648	194,570	+4,922	+2.5%	120.0	$2,128,834.00	21	4	4	4	21,673	1,032	180	115	$11.23
Port St. Lucie	196,890	202,769	+5,879	+2.9%	120.0	$1,561,174.00	14	0	0	3	8,500	607	71	43	$7.93
North Port	68,386	70,442	+2,056	+2.9%	99.6	$784,580.00	5	0	0	1	14,248	2,850	143	208	$11.47
Coral Springs	132,551	133,797	+1,246	+0.9%	23.8	$3,000,000.00	11	1		2	15,209	1,267	639	115	$22.63
Fort Myers	83,728	87,019	+3,291	+3.8%	40.0	$1,400,000.00	5	0		3	4819	964	121	58	$16.72
Naples	22,603	22,982	+0,379	+1.6%	12.3	$100,000.00	2	1		0.5	5000	1,667	406	221	$4.42
Collier County	372,880	378,488	+5,608	+1.5%	2,305.0	$4,630,723.00	26	2		2	7760	277	3	21	

Comparative Data

- Cape Coral vs. Port St. Lucie
  - 120 Sq. Miles vs.120 Sq. Miles
  - # of code officers (excluding specialty):
  - Cape Coral: 21 (1,032 cases per CO)
  - Port St. Lucie: 14 (607 cases per CO)
- **One methodology does not fit all**
  - Age of community
  - Socio economics
  - Residential, Commercial, Industrial makeup
  - Rural vs. Urban
  - Other influences: gated communities, ordinances
  - Community Values
  - Proactive vs. Reactive

- The FY19 proactive enforcement ratio for Code Compliance in the City of Cape Coral is currently at 53%.
- The duration of time to gain compliance has remained approximately at two weeks even with the increased number of code cases.
- Response times are monitored regularly to ensure proper service levels to the citizens and they continue to improve each year since 2015

2015	22,112 cases	Overall Average: 0.87 days		2016	26,466 cases	Overall Average: 0.90 days		2017	24,418 cases	Overall Average: 0.69 days		2018	21,673 cases	Overall Average: 0.88 days		2019	16,578 cases	Overall Average: 0.50 days
0 Days	10,739	48.21%		0 Days	15,511	58.79%		0 Days	15,756	63.77%		0 Days	15,302	66.98%		0 Days	11,940	71.92%
1-3 Days	3,894	17.66%		1-3 Days	4,155	15.77%		1-3 Days	4,265	17.86%		1-3 Days	5,081	22.67%		1-3 Days	3,195	19.31%
4+ Days	1,489	6.87%		4+ Days	1,638	6.08%		4+ Days	1,273	5.59%		4+ Days	1,207	5.61%		4+ Days	640	3.94%
Closed before Initial investigation	157	0.70%		Closed before Initial investigation	114	0.42%		Closed before Initial investigation	105	0.47%		Closed before Initial investigation	147	63.00%		Closed before Initial investigation	160	0.94%
No Initial Investigation	5,833	26.57%		No Initial Investigation	5,048	18.95%		No Initial Investigation	3,019	12.31%		No Initial Investigation	954	4.12%		No Initial Investigation	634	3.89%

Recommendation

- No increase in staff is being requested at this time based on the current service level expectations of 50% proactivity.
- Continue to conduct periodic checks on code cases, some areas could reach saturation levels to create a need for additional FTE code enforcement officers.
  - Possibility of zone reconfiguration, enhancement of educational strategies, and compliance techniques.

FY 2020 – 2022 Department Highlights
Building Fund (Revenue)

Revenue by Category	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Amended Budget	FY 2020 Requested Budget	FY 2021 Requested Budget	FY 2022 Requested Budget
Balances Forward-Op Res	-	10,955,004	9,607,414	6,983,009	7,287,570	7,740,610
Charges for Service-GenGov	447,787	273,730	273,730	284,679	296,067	307,910
Charges for Service-PubSaf	18,510	18,046	18,046	18,767	19,519	20,301
Fines & Forfeits	19,499	43,731	43,731	45,480	47,300	49,192
License&Permits	8,620,291	6,103,405	6,103,405	7,248,542	7,538,487	7,840,029
Misc-Fixed Asset AuctionPro	31,205	-	-	-	-	-
Misc-Interest	48,152	2,630	2,630	2,735	2,845	2,960
Misc-Other	(1,844)	100	100	100	100	100
Grand Total	**9,183,600**	**17,396,646**	**16,049,056**	**14,583,312**	**15,191,888**	**15,961,102**

FY 2020 – 2022 Department Highlights Building Fund (Expenditures)

Expenditure by Category	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Amended Budget	FY 2020 Requested Budget	FY 2021 Requested Budget	FY 2022 Requested Budget
1 Payroll	4,679,373	5,196,530	5,196,530	5,689,737	5,903,975	6,139,621
2 Operating	428,815	364,681	373,691	1,510,399	1,525,194	1,573,380
3 Capital Outlay	287,390	2,424,549	110,000	73,407	-	-
6 Transfer Out	1,044,655	1,071,277	3,385,826	22,199	22,109	22,148
7 Fund Balance	-	8,339,609	6,983,009	7,287,570	7,740,610	8,225,953
Grand Total	**6,440,233**	**17,396,646**	**16,049,056**	**14,583,312**	**15,191,888**	**15,961,102**

FY 2020 FTE Additions: 4

Position Title	Salary	Total Budgetary Impact
Plans Examiner I	$ 80,341	$ 82,641
Construction Inspector	72,968	105,618
Fire Inspector (Fire)	84,470	155,802
Customer Service Rep (City Clerk)	52,466	54,530

Highlights / Major Initiatives

- Increased travel and training related expenditures for staff certifications.
  - Added $21,380 in FY20 and $43,459 in FY21.
- Payment to the General Fund for general administrative overhead costs has been reclassified as an operating expense vs a transfer out.
  - FY18 $1,022,617 and FY19 $1,049,198 budgeted in transfer out.
  - FY20 $1,057,917, FY21 1,089,655 and FY22 $1,122,345 budgeted in operating.

FY 2020 – 2022 Department Highlights
Parks & Recreation

Category	FY2018 Actual Expenditures	FY2019 Adopted Budget	FY2019 Amended Budget	FY2020 Proposed Budget	FY2021 Proposed Budget	FY2022 Proposed Budget
1 Payroll	3,915,303	4,210,101	4,242,414	4,230,578	4,387,417	5,403,999
2 Operating	2,487,917	3,058,189	3,155,181	3,087,515	3,371,861	4,380,579
3 Capital Outlay	776,113	404,000	489,684	-	168,500	497,300
6 Transfer Out	7,059,158	6,263,279	6,326,305	6,254,690	5,890,215	5,880,521
Grand Total	**14,238,491**	**13,935,569**	**14,213,584**	**13,572,783**	**13,817,993**	**16,162,399**

Category	FY2018 Actual Expenditures	FY2019 Adopted Budget	FY2019 Amended Budget	FY2020 Proposed Budget	FY2021 Proposed Budget	FY2022 Proposed Budget
Marine Services	136,352	144,996	144,996	147,993	149,773	151,606
Park Rangers	49,257	71,336	71,336	72,333	75,315	78,468
Parks and Rec General Adm	7,663,288	6,952,356	7,045,090	6,974,834	6,635,300	6,651,744
Parks Maintenance	5,394,859	6,052,902	6,205,237	5,634,957	6,024,301	8,052,040
Parks&Rec Fleet Rolling Stock	443,693	27,000	27,633	-	168,500	444,000
Recreation Administration	225,492	322,208	322,208	340,480	350,694	361,470
Revenue/Special Facilities Adm	212,588	228,722	228,722	237,186	249,110	258,071
TDC Eco Park Maintenance	51,904	48,569	53,000	53,000	53,000	53,000
TDC Glover Bight Maint	108	-	8,000	8,000	8,000	8,000
TDC Sirenia Vista Maintenance	3,016	11,681	13,362	10,000	10,000	10,000
TDC Sirenia Vista Ph III Brdwk	-	-	-	-	-	-
TDC YC Beach Maintenance	53,301	50,799	69,000	69,000	69,000	69,000
WCIND - Navigational Aids	4,634	25,000	25,000	25,000	25,000	25,000
Grand Total	**14,238,491**	**13,935,569**	**14,213,584**	**13,572,783**	**13,817,993**	**16,162,399**

Highlights/Major Initiatives:

- FY 2022 additional personnel in support of new parks budgetary impact $798K annual salary with benefits
- FY 2022 additional operating in support of new parks budgetary impact $902K
- FY 2022 additional capital equipment in support of new parks budgetary impact $313K

FY 2022 FTE Additions: 19

Position Title	Salary	Total Budgetary Impact
Park Ranger (1)	$55,058	$55,437
Groundskeeper (3)	141,396	142,533
Recreation Specialist (2)	124,259	125,017
Irrigation Specialist (2)	105,889	106,647
Customer Service Rep (1)	54,898	55,277
Chemical Specialist (1)	55,058	55,437
Contract Grounds Maint II (4)	112,130	112,509
Contract Park Ranger (4)	121,474	122,990
Contract Admin Aide (1)	28,033	28,412

FY 2020 – 2022 Department Highlights
Coral Oaks Golf Course

Category	FY2018 Actual Revenue	FY2019 Adopted Budget	FY2019 Amended Budget	FY2020 Proposed Budget	FY2021 Proposed Budget	FY2022 Proposed Budget
Charges for Service	2,437,625	2,696,181	2,696,181	2,599,888	2,611,706	2,624,989
Fines & Forfeits	5	-	-	-	-	-
Miscellaneous	14,630	-	-	-	-	-
Misc-Contributions/Donation	200	20,000	20,000	22,000	22,000	22,110
Interfund Transfers	940,000	352,975	353,661	654,318	426,712	496,182
Grand Total	**3,392,460**	**3,069,156**	**3,069,842**	**3,276,206**	**3,060,418**	**3,143,281**

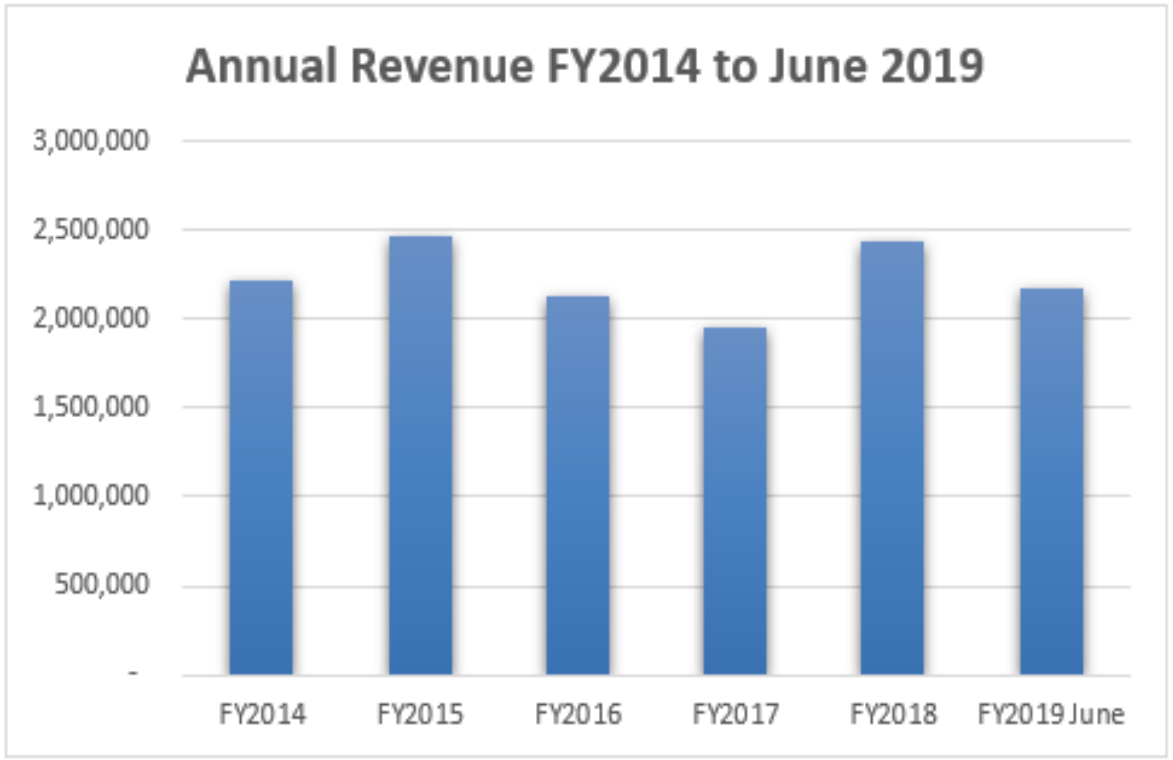
Category	FY2018 Actual Expenditures	FY2019 Adopted Budget	FY2019 Amended Budget	FY2020 Proposed Budget	FY2021 Proposed Budget	FY2022 Proposed Budget
1 Payroll	1,503,762	1,581,853	1,581,853	1,581,548	1,629,692	1,680,486
2 Operating	1,387,873	1,338,803	1,339,489	1,549,158	1,430,726	1,452,795
3 Capital Outlay	212,839	148,500	148,500	145,500	-	10,000
Grand Total	**3,104,474**	**3,069,156**	**3,069,842**	**3,276,206**	**3,060,418**	**3,143,281**

- Subsidy increased due to more accurate calibration of revenue forecast

Highlights / Major Initiatives

- Coral Oaks in conjunction with the South Florida Section of the PGA coordinated a PGA Hope Program for Military Veterans
- Maintain PGA Growth of the Game Opportunities including the Cape Coral Junior Golf Association Summer Program, Youth Crime Intervention Saturday Free Kids Clinic, Middle School and High School Junior Golf Programs, PGA instructional programs, Ladies Night and points game

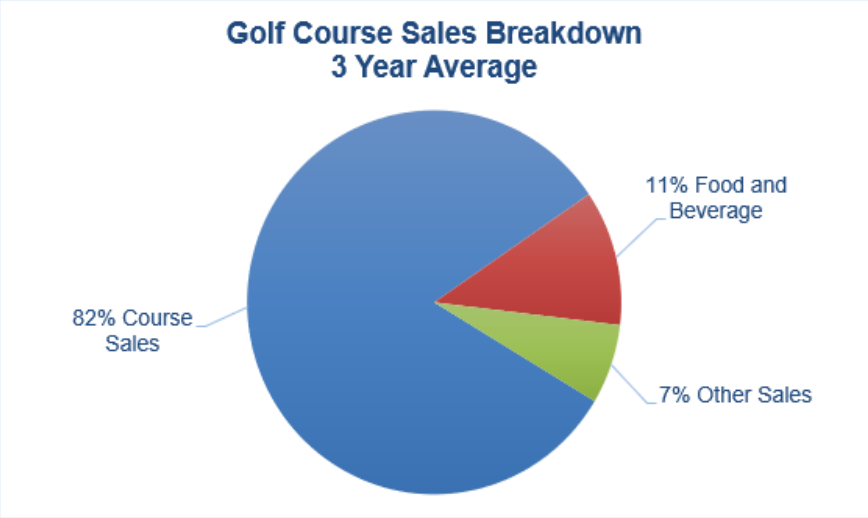
FY 2020 – 2022 Department Highlights
Coral Oaks Golf Course

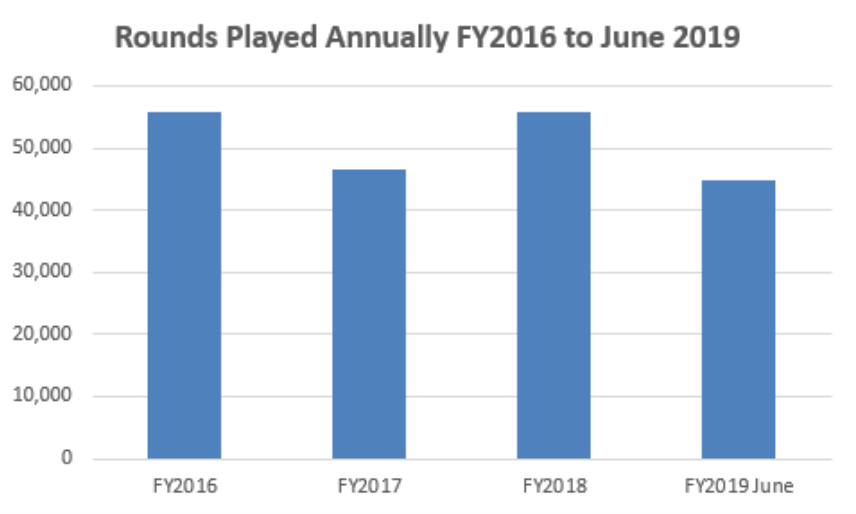


Highlights / Major Initiatives

- FY2019 current revenue projections show potential of $2.5M in revenue
- Projections based on holding revenue to FY2018 Q4 actuals
- FY2020 subsidy variance to FY2021 – FY2022 due to supplemental requests
- Request Council's consideration of privatizing greens maintenance with projected savings to be between $100,000 and $350,000
- Request Council's consideration of option to enter public-private partnership for Coral Oaks restaurant

FY 2020 – 2022 Department Highlights
Coral Oaks Golf Course





Highlights / Major Initiatives

- Other sales comprised of handicap service charge, tournaments, merchandise, and lessons
- Course play remains comparative to previous years with Q2 being the busiest time of year; on target to finish FY2019 at approx. 55.6K rounds
- Food and beverage FY18 actuals $291K; $54.2K increase to FY14 – FY17 average of $236.7K
- FY19 as of June food and beverage $259.7K; projections show could reach comparable levels to FY18

FY 2020 – 2022 Department Highlights
Sun Splash Waterpark

Category	FY2018 Actual Revenue	FY2019 Adopted Budget	FY2019 Amended Budget	FY2020 Proposed Budget	FY2021 Proposed Budget	FY2022 Proposed Budget
Charges for Service	2,101,463	2,627,997	2,627,997	2,407,918	2,457,951	2,604,425
Miscellaneous	12,442	10,026	10,026	11,826	11,945	12,243
Misc-Contributions/Donation	-	-	-	-	-	-
Interfund Transfers	874,158	370,166	402,831	639,596	622,527	603,746
Grand Total	**2,988,063**	**3,008,189**	**3,040,854**	**3,059,340**	**3,092,423**	**3,220,414**

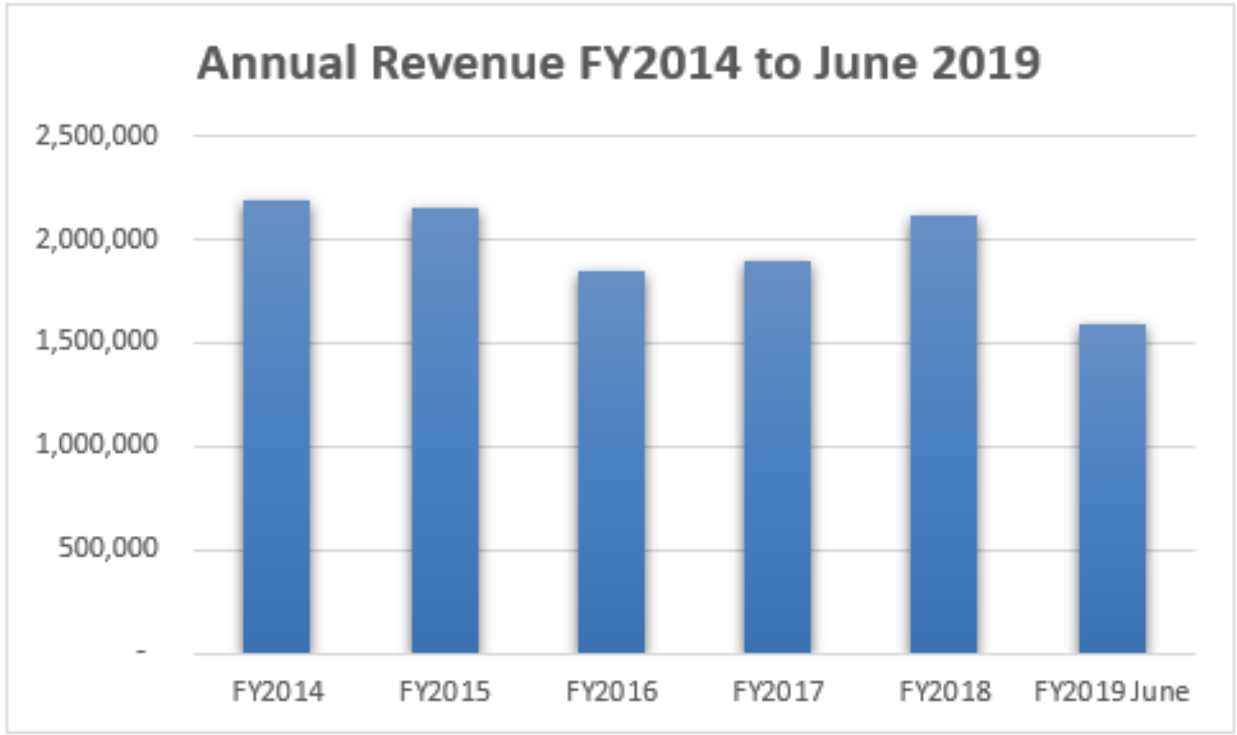
Category	FY2018 Actual Expenditures	FY2019 Adopted Budget	FY2019 Amended Budget	FY2020 Proposed Budget	FY2021 Proposed Budget	FY2022 Proposed Budget
1 Payroll	1,171,801	1,384,981	1,384,981	1,418,962	1,441,343	1,505,180
2 Operating	1,084,763	1,030,051	981,325	1,466,280	1,467,982	1,541,138
3 Capital Outlay	252,965	-	81,391	-	9,000	-
6 Transfer Out	530,205	593,157	593,157	174,098	174,098	174,096
Grand Total	**3,039,734**	**3,008,189**	**3,040,854**	**3,059,340**	**3,092,423**	**3,220,414**

- Subsidy increased due to more accurate calibration of revenue forecast

Highlights / Major Initiatives

- FY 2019 launched pilot program of alcohol sales
- Current revenue in alcohol sales as of July 28th was $44,860 with 0 incidents reported
- Continue monitoring alcohol sales for future viability and growth
- Continuing renovations and repairs throughout park

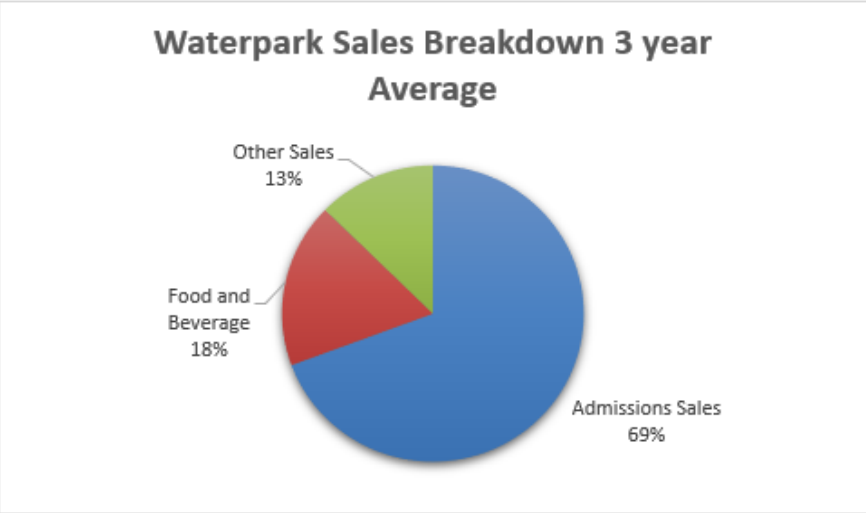
FY 2020 – 2022 Department Highlights
Sun Splash Waterpark

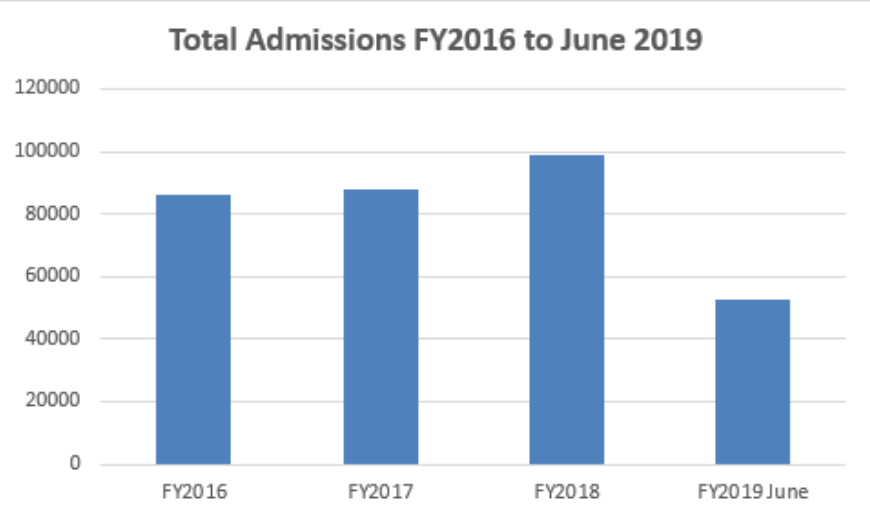


Highlights / Major Initiatives

- FY2016 and FY2017 outlier years due to fire and hurricane damages
- FY2019 current revenue projections show potential of $2.2M in revenue
- Projections based on holding revenue to FY2018 Q4 actuals

FY 2020 – 2022 Department Highlights
Sun Splash Waterpark





Highlights / Major Initiatives

- Other sales comprised of cabanas, loungers, lessons, and merchandise
- Admission counts current as of last week in June
- June through August typically strongest performing months subject to school schedule
- Sales breakdown 3 year average FY16 to FY18; does not include alcohol sales

FY 2020 – 2022 Department Highlights P&R Programs

Category	FY2018 Actual Revenue	FY2019 Adopted Budget	FY2019 Amended Budget	FY2020 Proposed Budget	FY2021 Proposed Budget	FY2022 Proposed Budget
Charges for Service-CultRec	3,292,827	3,794,988	3,794,988	3,703,687	3,763,515	4,347,381
Fines & Forfeits	9,494	11,800	11,800	11,800	12,020	12,020
Intergov-Fed Grant	228,523	283,484	283,484	284,104	299,104	305,086
Intergov-Local Grant	1,288	-	-	-	-	-
Intergov-State Grant	344,278	342,219	342,219	358,902	375,198	380,764
Misc-Donation	117,099	228,605	228,605	103,038	107,658	109,058
Misc-Fixed Asset AuctionProceeds	11,300	2,000	2,000	1,550	2,102	2,102
Misc-Interest	2,294	1,500	1,500	22,500	22,100	22,300
Misc-Other	8,830	16,883	16,883	18,623	19,066	57,459
Interfund Transfers	5,360,000	5,655,138	5,684,813	5,075,776	4,955,976	4,895,593
Grand Total	**9,371,345**	**10,336,617**	**10,366,292**	**9,579,980**	**9,556,739**	**10,131,763**

Category	FY2018 Actual Expenditures	FY2019 Adopted Budget	FY2019 Amended Budget	FY2020 Proposed Budget	FY2021 Proposed Budget	FY2022 Proposed Budget
1 Payroll	5,756,028	6,450,392	6,450,392	5,969,022	6,111,747	6,451,825
2 Operating	3,057,578	3,791,725	3,652,525	3,382,058	3,265,992	3,553,938
3 Capital Outlay	488,727	94,500	263,375	228,900	179,000	126,000
6 Transfer Out	4,000	-	-	-	-	-
Grand Total	**9,306,332**	**10,336,617**	**10,366,292**	**9,579,980**	**9,556,739**	**10,131,763**

- Subsidy increased due to more accurate calibration of revenue forecast

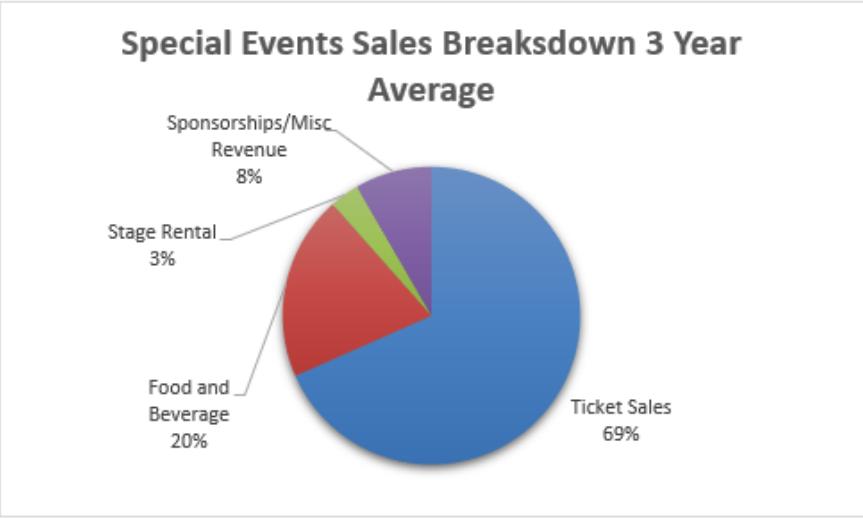
Highlights / Major Initiatives

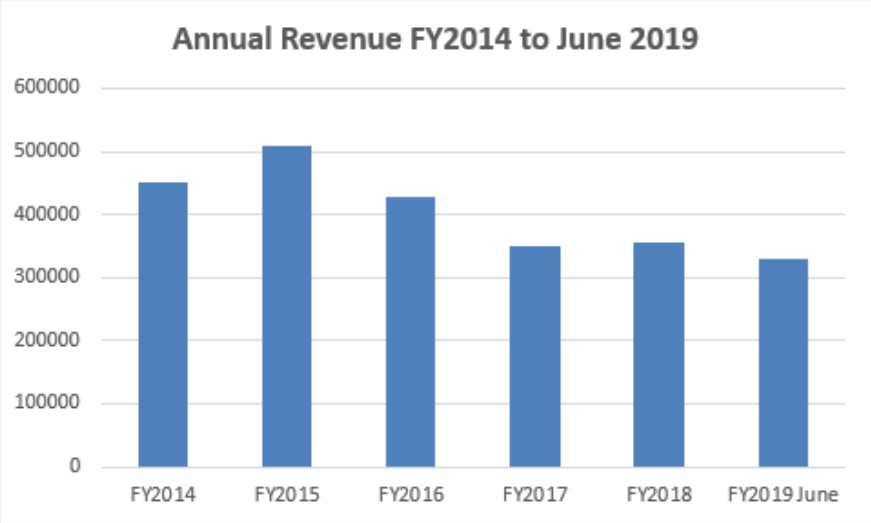
- FY 2022 additional personnel in support of new parks budgetary impact $168.8K annual salary with benefits
- FY2022 additional operating in support of new parks budgetary impact $173K

FY 2022 FTE Additions: 4

Position Title	Salary	Total Budgetary Impact
Sr Rec Specialist (1)	$70,308	$70,687
Contract Center Att (3)	102,786	103,923

FY 2020 – 2022 Department Highlights
Special Events





Highlights / Major Initiatives

- FY 2020 reduced 2.5 FTE contract counselor Youth Center
- FY 2020 converted contract Counselor to full time Recreation Specialist in Special Events for an additional .32 FTE; no budgetary effect due to YC reduction in FTE
- Average approximately $320K annually in city produced events through ticket sales, stage rentals, and food and beverage

FY 2020 – 2022 Department Highlights
Special Events

Category	Sponsor Name	Logo on Website	Non Cash Donation Value	Description
Advertising	Beasley	Coconut Festival/ Bike Night	$ 42,000.00	Radio Advertisement - 4 Bike Nights, Coconut Festival
Advertising	Cat Country 107.1/iHeart Radio	BOOM/ Coconut Festival	$ 50,000.00	Radio Advertisement for Boom, Coconut, payment for opening acts Boom
Advertising	KMK - Happenings Magazine	All Events	$ 13,125.00	Advertisements for events
Advertising	Sunbroadcasting	None	$ 2,500.00	Radio Advertisements
Food and Beverage	Achieva Credit Union	All Events	$ 500.00	Popcorn movies in the park &parks & rec day, Rest stop food at Tour
Food and Beverage	Ends of Earth Cycling	Tour De Cape	$ 250.00	Food Tour De Cape
Food and Beverage	Hooters	Bike Night	$ 200.00	Food 4 Bike Nights
Food and Beverage	Jason's Deli	All Events	$ 5,000.00	Food for volunteers
Food and Beverage	Mast Family Culligan	Tour De Cape/ Coconut Festival	$ 250.00	Water for Coconut & Tour De Cape
Food and Beverage	Scotty's Bierwerks	Tour De Cape	$ 200.00	Beer Sampling for Tour De Cape
Food and Beverage	Suncoast Beverage	All Events	$ 800.00	Beer for VIP areas
Food and Beverage	The French Press	Tour De Cape	$ 200.00	Coffee for Tour De Cape
Food and Beverage	Wicked Dolphin Rum	Coconut Festival	$ 2,500.00	Rum for Coconut Festival
Giveaways	Dolphin Key Resort	Boom/Coconut/Bike Night	$ 350.00	Room nights
Giveaways	Grizzly Coolers	Red, White & BOOM	$ 1,000.00	Coolers for Events
Giveaways	Lightning Wireless Solutions	All Events	$ 450.00	Radios for events
Giveaways	Paradise Grills	Red, White & BOOM	$ 900.00	Light up cups for VIP area
Giveaways	Rockstar Harley Davidson	Boom/Bike Night	$ 1,200.00	Gift cards for slow bike races
Giveaways	The Westin	BOOM/Coconut/ SOJ	$ 5,600.00	28 room nights
Lodging	Hampton Inn & Suites	Coconut	$ 756.00	Rooms for performers
Lodging	Holiday Inn Express	Red, White & BOOM / Tour De Cape	$ 600.00	Rooms for performers
Logistical Support	Camping World	BOOM/Coconut/Sounds of Jazz	$ 8,000.00	4 RVs for Coconut, 4 for Boom, 2 for Sounds of Jazz ($800 per RV)
Logistical Support	SeaTow	BOOM/ Holiday Boat-a-Long	$ 1,000.00	Securing perimeter of Boom fireworks, running parade for boat-a-long
Logistical Support	Waste Pro	All Events	$ 5,000.00	Dumpsters for events
Logistical Support/Giveaways	Hollywood Bicycle Center	Tour De Cape	$ 1,000.00	Road Support for Tour De Cape, bicycle for kids ride
Logistical Support/Giveaways	Trek Bicycle	Tour De Cape	$ 1,000.00	Road support for Tour De Cape, gift cards for Trek Speed Zone
Venue	Cape Harbour	Tour De Cape	$ 2,000.00	Venue for Tour De Cape
Venue	Tarpon Point Marina	Sounds of Jazz & Blues	$ 2,500.00	Venue for Sounds of Jazz

Highlights / Major Initiatives

- FY 2019 Sponsorship-In-Kind as of July valued at $148.8K resulting in offset to expense across various events

- In-Kind Totals by Category:

  - Advertising $107.6K
  - Food and Beverage $9.9K
  - Giveaways $9.5K
  - Lodging $1.4K
  - Logistical Support $16K
  - Venue $4.5K

FY 2020 – 2022 Department Highlights
Special Events

Supported Event	Items Provided and/or Installed
Art Festival	Bleachers, barricades, pop-up tents, generator, 2 distro boxes, 200' of 50 amp cable
Bluegrass Jamboree	Tents, stage, generator, fencing, labor staff, barricades, tent lights
BMX State Championship	Bleachers, Barricades
Burrowing Owl Festival	PA, podium, speakers, speaker stands, cones
Cardboard Boat Regatta	Bleachers, Generator, distro boxes, Fuel, cable ramps
Charter Authority Rally	Stage, Generator
Coral Oaks Re-Opening	PA, podium, chairs
Coral Oaks BBQ	Tents, generator, fuel, setup tables, chairs, linens, coordinate catering, band
Country Concert	Tents, stage, generators, fuel, barricades, labor staff, tables, setup fencing
Cultural Park Barricades	Barricades
Dedications (4 per year average)	PA, podium, chairs
Gold Star Mothers unveiling at Eco Park	PA, podium, chairs
Golf Tournament Animal Shelter	City tent, lights, tables, chairs, table covers
Good Shepherd Event	Stage, 50' of 50 amp cable, 1 distro box, labor staff
Halloween Street Party - Dixie Roadhouse	Road closure, barricades
Heroes & Hounds Animal Shelter	Bleachers, barricades, city tent
Holiday Festival of Lights	Road, 5 generators, fuel
Irish Festival	Stage, tents, bleachers
Iwo Jima	Chairs, PA, podium, speakers, speaker stands, extension cords, trip mats
Kids Fest	Stage, PA, speakers, speaker stands, 2 generators, golf carts, trash receptacles
Latin Festival	Stage, Bleacher
Memorial Day Parade	Chairs, cooler with water, podium, PA
National Pray Day	PA, podium, speakers, speaker stands, extension cords
New Years Eve	Movie screen, generator, fuel, PA, podium, projector, sound equipment, tents, labor
Parade of Heroes	Barricades, tents, generators, fuel
Pride Parade	Chairs, PA, tents
Public Works Day	Chairs, PA, tents
ReggaeFest	Stage, labor staff
Relay for Life	Stage, generators, fuel
Seahawk Park Air Show	Bleachers
Storm Football Field	Bleachers
Taste of the Cape	Stage, road closure, trash cans/liners, distro boxes, cones, generator
Taste the Cape	Stage, generator, labor staff
Touch a Truck	Barricades, tents, generators, fuel
Viva Cape Coral	Stage, barricades, generators, tents, event cleanup, trash cleanup
Wreaths Across America	Chairs, PA, speakers, extension cords
Yacht Club Movie	Movie screen, PA, projector, speakers, speaker cables, extension cords

Highlights / Major Initiatives

- Special Events directly produces 15 city events while providing logistical and technical support for 30+ events annually
- Addition of Craft Beer Festival in FY2020
- Currently in planning stages for Cape Coral 50Th Anniversary

FY 2020 – 2022 Department Highlights
Yacht Basin

Category	FY2018 Actual Revenue	FY2019 Adopted Budget	FY2019 Amended Budget	FY2020 Proposed Budget	FY2021 Proposed Budget	FY2022 Proposed Budget
Balances Forward-Op Res	-	537,393	968,321	672,702	579,585	451,408
Charges for Service-CultRec	686,589	671,237	671,237	672,235	653,621	670,941
Intergov-Fed Grant	-	-	-	-	-	-
Intergov-State Grant	-	-	-	-	-	-
Miscellaneous	11,790	1,200	1,200	1,230	1,230	1,230
Misc-Donation	-	-	-	-	-	-
Grand Total	**698,379**	**1,209,830**	**1,640,758**	**1,346,167**	**1,234,436**	**1,123,579**

Category	FY2018 Actual Expenditures	FY2019 Adopted Budget	FY2019 Amended Budget	FY2020 Proposed Budget	FY2021 Proposed Budget	FY2022 Proposed Budget
1 Payroll	165,389	160,048	160,048	149,966	153,057	156,243
2 Operating	238,970	262,080	326,542	501,616	514,971	359,819
6 Transfer Out	115,000	115,000	115,000	115,000	115,000	115,000
7 Fund Balance	-	672,702	1,039,168	579,585	451,408	492,517
Grand Total	**519,359**	**1,209,830**	**1,640,758**	**1,346,167**	**1,234,436**	**1,123,579**

Highlights / Major Initiatives

- 89 active slips at Yacht Basin and 19 active slips at Rosen for a total of 108 slips
- Current wait list of 116 people seeking slip space
- Extensive repair project for north marina seawall and north Floridian Court planned across FY20 to FY24
- Additional repair projects may be assigned as needed
- Starting October 1st, Yacht Basin will increase all rates per the following:
  - Slip Charge: $10/$12 per ft
  - Water/Electric $40/$50 per month
  - Live Aboard: $50/month

FY 2020 – 2022 Department Highlights
Yacht Basin

Rates as of July 2019	Monthly Slip Charge*	Annual Slip Charge	Monthly Water/Electric**	Monthly Live Aboard Fee***	Monthly Facility Use Fee	Monthly Parking Fee
Cape Coral Yacht Basin	12.00	N/A	45.00	44.00	N/A	N/A
Marina Town	13.00	12.00	Metered	50.00	N/A	N/A
Burnt Store Marina	16.50	13.50	Metered	150.00	N/A	N/A
Legacy Harbor	19.00	15.00	Metered	130.00	N/A	N/A
Fort Myers City	17.00	11.00	Metered	100.00	10.00	45.00
Snook Bight Marina (FMB)	19.50	17.00	75.00	130.00	N/A	N/A

* Yacht Basin currently $9.00/mth for residents and $12.00/mth for non-residents. Ft Myers City charges $17.00 Nov to April and $14.00 May to Oct.
** Yacht Basin currently charges $35.00 per month for north/north center dock and $45.00 per month for south/south center dock.
*** Marina Town currently charges $50.00 per person live aboard fee. All others are based upon per vessel.

Cost Comparision: Non-resident couple with a 35' vessel staying for 3 months (January - March)
All metered water/electric assumed at a rate of $100.00 per month. Yacht Basin projecting at north dock water/electric rate.

	Current Rate	New Rate
Cape Coral Yacht Basin	1,395.00	1,515.00
Marina Town	1,665.00	
Burnt Store Marina	2,032.50	
Legacy Harbor	2,295.00	
Fort Myers City	2,250.00	
Snook Bight Marina (FMB)	2,272.50	

FY 2020 – 2022 Department Highlights
It Starts In Parks

tripadvisor Cape Coral

Love it

I moved here 3 years ago and just love it. I wish I had made this move much earlier in my life. There is always something to do. There is music, festivals, farmers markets, dining, shopping, etc.. If you are bored here in the Cape, it's your own fault.
Show less

Date of experience: April 2019

Cape Coral Yacht Club

Cape Coral is a fast growing city. The Cape Coral Yacht Club has a lot of activities to do. The Cape Coral Beach and children's playground is located close by and the boardwalk. Nice grounds plenty of parking.

Date of experience: March 2019

This amazing park has something for everyone!

The butterfly garden has a wide variety of butterflies- so does the garden surrounding the main building. Inside are exhibits of turtles, snakes and other reptiles- great for families to learn about wildlife in our community. There are long and short paths, picnic tables and grills, a playground and a dog park. LOTS OF SHADE, makes this park a great place to visit all year round.
Show less

Date of experience: May 2019

FY 2020 – 2022 Department Highlights
City Council

Category	FY2018 Actual Expenditures	FY2019 Adopted Budget	FY2019 Amended Budget	FY2020 Proposed Budget	FY2021 Proposed Budget	FY2022 Proposed Budget
1 Payroll	513,646	650,386	650,386	654,206	677,655	702,436
2 Operating	212,611	191,440	191,440	197,577	199,538	205,947
3 Capital Outlay	-	-	-	-	-	-
Grand Total	**726,258**	**841,826**	**841,826**	**851,783**	**877,193**	**908,383**

Highlights / Major Initiatives

- Youth Council budget of $5,000

FY 2020 – 2022 Department Highlights
City Manager

Category	FY2018 Actual Expenditures	FY2019 Adopted Budget	FY2019 Amended Budget	FY2020 Proposed Budget	FY2021 Proposed Budget	FY2022 Proposed Budget
1 Payroll	1,183,373	1,591,937	1,591,937	1,606,116	1,678,212	1,740,231
2 Operating	809,542	1,104,688	1,149,861	1,253,423	1,136,477	1,169,837
3 Capital Outlay	26,276	-	-	-	-	35,000
Grand Total	**2,019,191**	**2,696,625**	**2,741,798**	**2,859,539**	**2,814,689**	**2,945,068**

Category	FY2018 Actual Expenditures	FY2019 Adopted Budget	FY2019 Amended Budget	FY2020 Proposed Budget	FY2021 Proposed Budget	FY2022 Proposed Budget
City Manager Administration	847,001	1,059,063	1,075,436	1,053,145	1,088,250	1,122,565
City Manager Economic Dev	702,304	1,146,571	1,169,371	1,315,461	1,187,011	1,230,940
City Manager Public Info	443,610	490,991	496,991	490,933	539,428	556,563
City Mgr Fleet Rolling Stock	26,276	-	-	-	-	35,000
Grand Total	**2,019,191**	**2,696,625**	**2,741,798**	**2,859,539**	**2,814,689**	**2,945,068**

Highlights / Major Initiatives

- Complete design phase and begin development of GO bond park initiatives with projected completion by December 2021
- Secure agreement with qualified developer for Seven Islands project
- Investigate feasibility of commercial/industrial development on Academic Village site
- City rebranding project FY 2020 $150K
- FY 2020 reduce 1.0 FTE grants coordinator; add 1.0 FTE marketing coordinator; no budgetary impact

FY 2020 – 2022 Department Highlights
City Attorney

Category	FY 2018 Actual Revenue	FY 2019 Adopted Budget	FY 2019 Amended Budget	FY 2020 Proposed Budget	FY 2021 Proposed Budget	FY 2022 Proposed Budget
1 Payroll	1,318,465	1,473,025	1,473,025	1,544,916	1,605,412	1,668,960
2 Operating	135,455	152,001	160,001	116,547	119,459	121,934
3 Capital Outlay	-	-	-	-	-	-
Transfer In	**1,453,920**	**1,625,026**	**1,633,026**	**1,661,463**	**1,724,871**	**1,790,894**

Highlights / Major Initiatives

- The City Attorney's Office strives to provide a competent and efficient office to serve the City Council and the City's Departments with their legal needs.
- Remained constant in our staffing and anticipate being fully staffed for FY 2020.

FY 2020 – 2022 Department Highlights
City Auditor

Category	FY 2018 Actual Expenditures	FY 2019 Adopted Budget	FY 2019 Amended Budget	FY 2020 Proposed Budget	FY 2021 Proposed Budget	FY 2022 Proposed Budget
1 Payroll	530,667	647,300	647,300	615,686	639,530	664,538
2 Operating	108,913	141,444	185,593	204,708	202,173	204,529
3 Capital Outlay	-	-	201	-	-	-
Grand Total	**639,580**	**788,744**	**833,094**	**820,394**	**841,703**	**869,067**

Highlights / Major Initiatives

- Completed a quality control process to ensure audits and reviews adhere to Generally Accepted Government Auditing Standards (GAGAS).
- Closed a significant amount of outstanding audit recommendations from prior years.
- Revised and leaned office policy and procedures to seamlessly implement electronic workpaper software with minimal to no effect on City Departments
- FY 2020 goal to complete at least 75% of the audits on the Approved Audit Plan.

FY 2020 – 2022 Department Highlights
City Clerk, HR and ITS

City Clerk Expenditure by Category	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Amended Budget	FY 2020 Requested Budget	FY 2021 Requested Budget	FY 2022 Requested Budget
1 Payroll	1,303,049	1,415,532	1,406,032	1,459,698	1,516,070	1,575,465
2 Operating	220,626	202,336	214,936	211,742	189,554	209,961
3 Capital Outlay	21,833	17,000	24,115	-	-	31,600
Grand Total	**1,545,508**	**1,634,868**	**1,645,083**	**1,671,440**	**1,705,624**	**1,817,026**

Human Resources Expenditure by Category	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Amended Budget	FY 2020 Requested Budget	FY 2021 Requested Budget	FY 2022 Requested Budget
1 Payroll	1,310,717	1,310,717	1,310,717	1,375,322	1,426,674	1,480,530
2 Operating	392,358	352,858	392,358	331,977	340,133	348,281
3 Capital Outlay	-	-	-	6,200	-	-
Grand Total	**1,703,075**	**1,663,575**	**1,703,075**	**1,713,499**	**1,766,807**	**1,828,811**

Information Technology Expenditure by Category	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Amended Budget	FY 2020 Requested Budget	FY 2021 Requested Budget	FY 2022 Requested Budget
1 Payroll	2,472,206	2,890,346	2,890,346	2,995,668	3,107,516	3,224,904
2 Operating	3,697,076	3,629,968	3,783,738	4,124,264	4,410,185	4,290,118
3 Capital Outlay	334,820	860,000	1,091,352	875,000	1,140,000	1,560,000
Grand Total	**6,504,102**	**7,380,314**	**7,765,436**	**7,994,932**	**8,657,701**	**9,075,022**

City Clerk Highlights / Major Initiatives

- Municipal Election Services for even year elections

HR Highlights / Major Initiatives

- Current and future workforce readiness and planning through all HR/LR efforts.
- Electronic personnel file storage as a long-term project will culminate in FY20 through FY21.

ITS Highlights / Major Initiatives

- Connect City sites with City owned Fiber to increase reliability and reduce cost
- FY20 Tyler software $524,000
- FY22 cable infrastructure/WiFi system upgrades in capital outlay

FY 2020 – 2022 Department Highlights
Financial Services

Category	FY2018 Actual Expenditures	FY2019 Adopted Budget	FY2019 Amended Budget	FY2020 Proposed Budget	FY2021 Proposed Budget	FY2022 Proposed Budget
1 Payroll	2,919,499	3,392,169	3,392,169	3,411,395	3,546,547	3,690,615
2 Operating	136,063	210,845	222,845	227,307	245,243	252,227
3 Capital Outlay	-	-	-	-	-	35,000
Grand Total	**3,055,562**	**3,603,014**	**3,615,014**	**3,638,702**	**3,791,790**	**3,977,842**

Category	FY2018 Actual Expenditures	FY2019 Adopted Budget	FY2019 Amended Budget	FY2020 Proposed Budget	FY2021 Proposed Budget	FY2022 Proposed Budget
Accounting	514,032	630,894	642,894	575,951	602,561	624,763
Accounts Payable	325,346	392,569	392,569	409,914	430,858	451,607
Budget	402,357	426,487	426,487	432,540	448,766	465,833
Cashier	257,351	278,706	278,706	294,251	306,998	318,538
Finance Administration	601,577	645,135	645,135	657,670	681,535	705,992
Payroll	164,806	172,742	172,742	172,180	181,701	190,461
Procurement	568,849	687,981	687,981	716,644	746,567	778,740
Real Estate	221,245	368,500	368,500	379,552	392,804	406,908
Grand Total	**3,055,562**	**3,603,014**	**3,615,014**	**3,638,702**	**3,791,790**	**3,942,842**

Highlights / Major Initiatives

- Awarded the GFOA Distinguished Budget Award
- Monitored North 2 Utilities Expansion Program which included 13 contracts for over $220 million total.
- Implementation of new Accounting software in FY 2020 to automate/streamline many daily activities providing for a more efficient workflow.
- Refinance all available debt to lower interest rates to reduce annual interest costs when feasible

FY 2020 – 2022 Department Highlights Government Services

Category	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Amended Budget	FY 2020 Proposed Budget - B8	FY 2021 Proposed Budget - B5	FY 2022 Proposed Budget - B2
1 Payroll	28,048,176	29,511,898	29,511,898	27,626,260	28,574,897	29,603,577
2 Operating	21,334,425	12,261,740	12,959,037	12,670,047	12,427,032	12,892,087
3 Capital Outlay	406,082	902,211	100,000	-	-	1,500,000
6 Transfer Out	19,900,810	7,886,704	8,931,915	13,470,906	16,724,661	17,421,728
Subtotal	69,689,493	50,562,553	51,502,850	53,767,213	57,726,590	61,417,392
7 Fund Balance	-	36,958,565	42,732,996	45,789,465	46,090,502	42,492,266
Grand Total	69,689,493	87,521,118	94,235,846	99,556,678	103,817,092	103,909,658

Highlights / Major Initatives

Retirement Cost

UAAL General Retirement	6,451,749
UAAL Police Retirement	5,354,764
UAAL Fire Retirement	7,540,549
Life,Health,Disability Insurance	2,065,505
Self-Insured Health Plan	5,217,994
Medicare Part B Subsidy Insurance	722,994
Opt Out Health Ins Subsidy	57,600
Retiree Health Ins Subsidy	40,717
Total Retirement Cost	27,451,872
Charter School Payroll	174,388
Total Payroll Cost	27,626,260

Transfer Out

Government Services – Transfer Out Increase
- Transportation Capital Projects:
  - Road Resurfacing $3,500,000
- Debt Service:
  - Old Golf Course $1,171,189

- Decrease in UAAL per October 1, 2018 Actuarial Reports General Fund portion. $2,930,539 decrease from FY 2020 Proposed
- Charter School Payroll consist of a Senior Accountant and a Human Resource Liaison. The City is reimbursed by Charter School

FY 2020 – 2022 Department Highlights
Community Redevelopment Agency (CRA)

Category	FY 2018 Actual Revenue	FY 2019 Adopted Budget	FY 2019 Amended Budget	FY 2020 Proposed Budget	FY 2021 Proposed Budget	FY 2022 Proposed Budget
Balances ForwardOp Res	-	-	128,807	-	-	-
MiscInterest	17,602	5,700	5,700	3,200	3,200	3,200
MiscOther	86	-	-	-	-	-
TaxesIncrement	822,594	830,075	999,177	1,149,862	1,195,855	1,243,690
Transfer In	**1,370,788**	**1,383,254**	**1,383,254**	**1,961,522**	**1,896,058**	**1,990,861**

Category	FY 2018 Actual Expenditures	FY 2019 Adopted Budget	FY 2019 Amended Budget	FY 2020 Proposed Budget	FY 2021 Proposed Budget	FY 2022 Proposed Budget
1 Payroll	84,546	88,536	88,536	142,547	96,237	100,132
2 Operating	114,424	273,700	422,694	1,162,350	392,555	392,561
3 Capital Outlay	-	-	-	-	-	-
6 Transfer Out	2,039,928	1,856,793	2,005,708	1,809,687	2,606,321	2,745,058
Grand Total	**2,238,897**	**2,219,029**	**2,516,938**	**3,114,584**	**3,095,113**	**3,237,751**

CRA - Capital Projects	FY 2018 Actual Expenditures	FY 2019 Adopted Budget	FY 2019 Amended Budget	FY 2020 Proposed Budget	FY 2021 Proposed Budget	FY 2022 Proposed Budget
3140020 CRA Streetscape	8,261,733	953,161	(1,302,948)	-	-	-
3140022 - CRA Pedestrian Bridge	-	-	-	500,000	5,000,000	-
3140023 - CRA Parking Garage	-	-	-	1,000,000	9,000,000	-
Grand Total	**8,261,733**	**953,161**	**(1,302,948)**	**1,500,000**	**14,000,000**	**-**

Highlights / Major Initiatives

- Capital projects of pedestrian bridge and parking garage study phase to begin Q4 FY19 with construction projected to begin FY20
- Estimated cost of pedestrian bridge $5.5M inclusive of study, design, and construction; location TBD
- Estimated cost of parking garage $10M inclusive of study, design, and construction; location TBD
- Use of CRA tax incremental revenues as well as debt proceeds to fund
- Economic development incentives of $500K to stimulate growth

Cape Coral
Charter School Authority

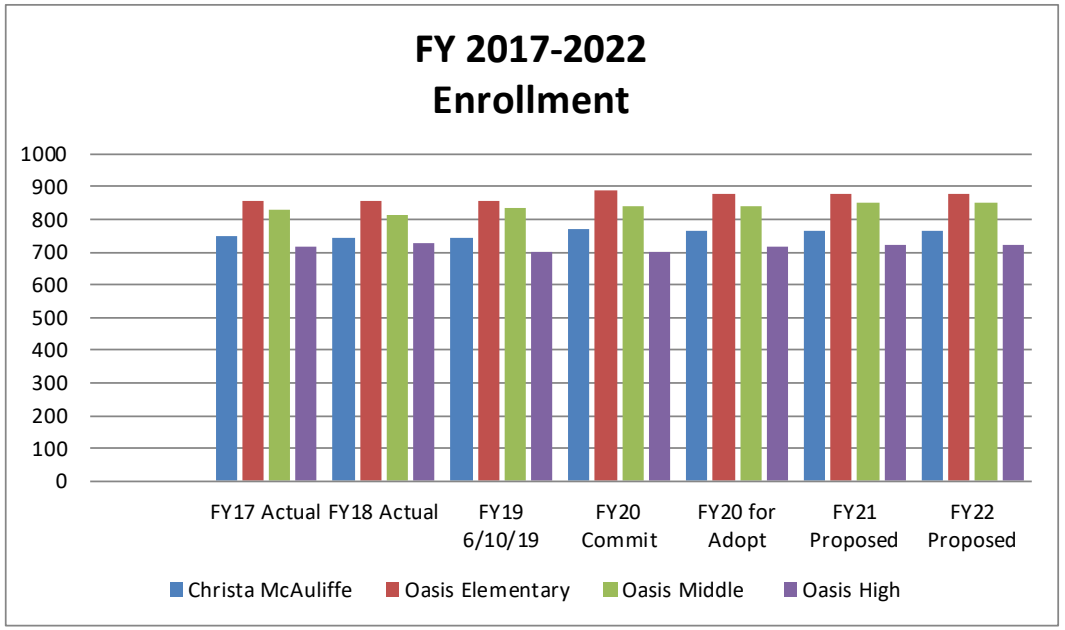
FY 2020-FY 2022
Adopted Operating Budget
August 13, 2019

Revenues, Expenditures and Use of Fund Balance

Proposed Revenues all Sources	$25,628,850
Proposed Expenditures all Categories	$27,022,781
Expenditures over Revenues (Use of Fund Balance)	$ 1,393,931

FY 2017-2022
ADOPTED ENROLLMENT

School (FTE)	FY17 Actual	FY18 Actual	FY19 6/10/19	FY20 Commit	FY20 for Adopt	FY21 Proposed	FY22 Proposed
Christa McAuliffe	748.51	745.00	745.57	773.00	766.00	766.00	766.00
Oasis Elementary	855.17	856.00	857.23	891.00	880.00	880.00	880.00
Oasis Middle	831.06	811.44	835.76	843.00	840.00	850.00	850.00
Oasis High	718.62	728.62	698.57	701.00	715.00	720.00	725.00
Total:	**3,153.36**	**3,141.06**	**3,137.13**	**3,208.00**	**3,201.00**	**3,216.00**	**3,221.00**
VPK (FTE)	40.00	40.00	40.00	-	-	-	-
Total (with VPK):	**3,193.36**	**3,181.06**	**3,177.13**	**3,208.00**	**3,201.00**	**3,216.00**	**3,221.00**



FY 2019-2020
ADOPTED OPERATING BUDGET
REVENUES

Revenue Category - Sources	FY 2020 Proposed	Changes	FY 2020 for Adoption	FY 2021 Proposed	FY 2022 Proposed
Committed Fund Balance	$ 233,289	$ (3,790)	$ 229,499	$ 229,499	$ 229,499
Restricted Fund Balance	1,697,980	-	1,697,980	1,697,980	1,697,980
Use of Fund Balance	747,647	888,598	1,636,245	1,534,071	1,642,918
Unassigned Fund Balance	4,622,116	2,189,333	6,811,449	5,510,729	4,322,066
Total Balance Forward:	**$ 7,301,032**	**$ 3,074,141**	**10,375,173**	**8,972,279**	**7,892,463**
Intergovernmental	22,836,978	65,057	22,902,035	23,149,803	23,466,141
Public Education Capital Outlay	1,695,185	(167,316)	1,527,869	1,527,869	1,527,869
Charges for Services	778,535	-	778,535	790,205	802,148
Miscellaneous	270,707	14,055	284,762	242,887	244,689
Transfers in	149,704	(14,055)	135,649	150,703	152,423
Total By Category:	**$ 25,731,109**	**$ (102,259)**	**$ 25,628,850**	**$ 25,861,467**	**$ 26,193,270**
Total Sources:	**$ 33,032,141**	**$ 2,971,882**	**$ 36,004,023**	**$ 34,833,746**	**$ 34,085,733**

FY 2019-2020
ADOPTED OPERATING BUDGET
EXPENDITURES

Expenditure Category - Uses	FY 2020 Proposed	Changes	FY 2020 for Adoption	FY 2021 Proposed	FY 2022 Proposed
Restricted Fund Balance	1,697,980	-	1,697,980	1,697,980	1,697,980
Committed Fund Balance	233,289	(3,790)	229,499	229,499	229,499
Assigned Fund Balance	-	-	-	-	-
Unassigned Fund Balance	5,246,679	1,807,084	7,053,763	5,711,844	4,476,321
Total Reserves:	**$ 7,177,948**	**$ 1,803,294**	**$ 8,981,242**	**$ 7,639,323**	**$ 6,403,800**
Personnel	$ 17,605,069	$ 368,793	$ 17,973,862	$ 18,494,514	$ 19,057,638
Operating	7,798,125	416,211	8,214,336	8,136,952	8,181,264
Capital Outlay	102,140	383,584	485,724	492,000	370,000
Debt Service	348,859	-	348,859	70,957	73,031
Total Expenditures by Category:	**$ 25,854,193**	**$ 1,168,588**	**27,022,781**	**27,194,423**	**27,681,933**
Total Uses:	**$ 33,032,141**	**$ 2,971,882**	**$ 36,004,023**	**$ 34,833,746**	**$ 34,085,733**

FY 2019-2020 ADOPTED PERSONNEL CHANGES

- Accounts for 66.51% of the Adopted Operating Budget or $17.9 mil; includes Base, Add Pays, Sub Pay, FICA, Medicare, Workers' Comp, Benefits, FRS, Merit Pay, VAM, and Salary Adjustments
  - Adjusted VAM Payouts to be $800 for Effective Rating and $1,400 for Highly Effective Rating to match District (previously $750 and $1,000)
  - Adjusted Support Staff increases by an additional 2% for a total of 3%
  - Included new payroll and benefits for HR Manager, Security Guard and IT positions

FY 2019-2020
ADOPTED OPERATING EXPENDITURES

- Accounts for $8.2 mil or 30.4% of Operating Budget
  - Added 2 ovens for Food Service - $6k
  - Added Title IV Funds - $65k
  - Rollover purchase orders from previous year in which work was not completed - $46k
  - Increased computer refreshing/equipment by $288k as part of Best Practice Recommendation

FY 2019-2020
ADOPTED CAPITAL EXPENDITURES

- Currently budgeted at $486k or 1.80% of budget:
  - Added back OHS AC Unit which was not completed in FY 2019 - $180k
  - Added $210k for the two new buses which were not received in FY 2019
  - Both of these items were approved for purchase by the Governing Board in FY 2019

FAMS-XL | Cape Coral Charter School Authority

Stantec

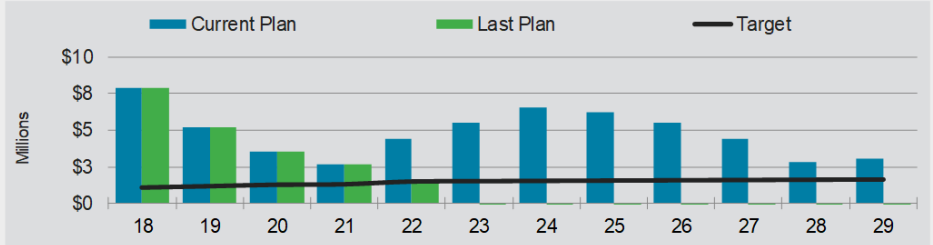
CALC | SAVE | LAST | CTRL | OVR

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
Cash Flow Surplus/(Deficit) $M	$ (2.70)	$ (1.66)	$ (0.90)	$ 1.76	$ 1.13	$ 0.99	$ (0.32)	$ (0.70)	$ (1.11)	$ (1.54)	$ 0.24
End of Year Fund Balance $M	$ 5.20	$ 3.55	$ 2.65	$ 4.41	$ 5.54	$ 6.52	$ 6.21	$ 5.50	$ 4.39	$ 2.85	$ 3.10
Target Fund Balance $M	$ 1.20	$ 1.30	$ 1.32	$ 1.50	$ 1.52	$ 1.54	$ 1.56	$ 1.58	$ 1.60	$ 1.62	$ 1.63
Balance % of Revenues	21.63%	13.65%	9.99%	14.68%	18.19%	21.13%	19.85%	17.40%	13.73%	8.82%	9.47%
Reserve Target %	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%
What if - Revenues $M	$ -	$ 1.16	$ 1.19	$ 4.21	$ 4.24	$ 4.27	$ 4.29	$ 4.32	$ 4.35	$ 4.38	$ 4.41
What if - Expenses $M	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -

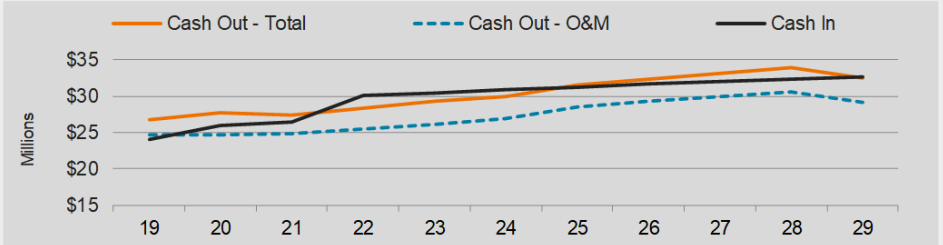
Scenario Manager

Payroll	3.0%
Operating	2.5%
Option	2
City Charge	100.0%

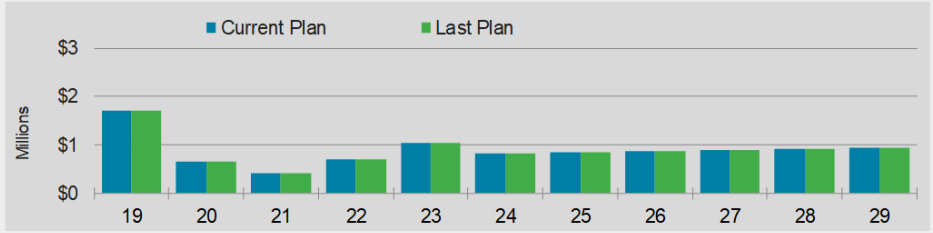
End of Year Fund Balance



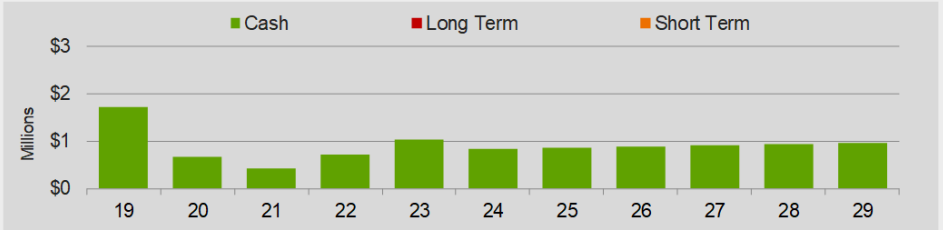
Revenues vs. Expenses



CIP Spending



CIP Funding



FY 2020 – 2022 Department Highlights
City Manager

Category	FY2018 Actual Expenditures	FY2019 Adopted Budget	FY2019 Amended Budget	FY2020 Proposed Budget	FY2021 Proposed Budget	FY2022 Proposed Budget
1 Payroll	1,183,373	1,591,937	1,591,937	1,606,116	1,678,212	1,740,231
2 Operating	809,542	1,104,688	1,149,861	1,253,423	1,136,477	1,169,837
3 Capital Outlay	26,276	-	-	-	-	35,000
Grand Total	**2,019,191**	**2,696,625**	**2,741,798**	**2,859,539**	**2,814,689**	**2,945,068**

Category	FY2018 Actual Expenditures	FY2019 Adopted Budget	FY2019 Amended Budget	FY2020 Proposed Budget	FY2021 Proposed Budget	FY2022 Proposed Budget
City Manager Administration	847,001	1,059,063	1,075,436	1,053,145	1,088,250	1,122,565
City Manager Economic Dev	702,304	1,146,571	1,169,371	1,315,461	1,187,011	1,230,940
City Manager Public Info	443,610	490,991	496,991	490,933	539,428	556,563
City Mgr Fleet Rolling Stock	26,276	-	-	-	-	35,000
Grand Total	**2,019,191**	**2,696,625**	**2,741,798**	**2,859,539**	**2,814,689**	**2,945,068**

Highlights / Major Initiatives

- Complete design phase and begin development of GO bond park initiatives with projected completion by December 2021
- Secure agreement with qualified developer for Seven Islands project
- Investigate feasibility of commercial/industrial development on Academic Village site
- City rebranding project FY 2020 $150K

- FY 2020 reduce 1.0 FTE Grants Coordinator; add 1.0 FTE Sr. Public Information Specialist (replacing Public Affairs Manager)
- FY 2020 add 1.0 FTE Marketing Coordinator in Economic Development; no budgetary impact due to contract elimination
- Title change Quality Assurance Projects Coordinator to Executive Projects Coordinator
- Title change CRA Coordinator to Economic Development Analyst

Item Number:	**B.(3)**
Meeting Date:	**8/13/2019**
Item Type:	**DISCUSSION - JOINT MEETING ONLY**

AGENDA REQUEST FORM
CITY OF CAPE CORAL

TITLE:
Time Permitting: Budget Review Committee Presentation

REQUESTED ACTION:

STRATEGIC PLAN INFO:

1. Will this action result in a Budget Amendment?
2. Is this a Strategic Decision?

   If Yes, Priority Goals Supported are listed below.

   If No, will it harm the intent or success of the Strategic Plan?

PLANNING & ZONING/HEARING EXAMINER/STAFF RECOMMENDATIONS:

SUMMARY EXPLANATION AND BACKGROUND:

LEGAL REVIEW:

EXHIBITS:
Budget Review Committee presentation
Back up provided from City Auditor

PREPARED BY:
Budget Review Committee members Division- Department-

SOURCE OF ADDITIONAL INFORMATION:

ATTACHMENTS:

	Description	Type
🗋	Budget Review Committee Presentation	Backup Material
🗋	Back up provided from City Auditor	Backup Material

Budget Review Committee Recommendations for the FY 2020 City Manager's Proposed Budget

Budget Review Committee Members:

George Starner, Chair
Michael Botkin
Joanne Gruber
Tom Hayden
Gary Eidson, Vice-Chair
Beatrice Jacquet-Castor
William Osborn

Council Liaison:

Councilmember John Gunter

2020 Proposed Budget

The Budget Review Committee supports the concept of the City Manager's three year rolling budget projections, recognizing that the actual budget is for a one year period.

Additional Revenue

There are three major areas of additional revenue for 2020:

- ✓ Increase in property values of 7.96% vs. expected 4% = $4.3MM
- ✓ Rejection of Amendment #1 = $3.8MM
- ✓ Reduction in required pension plan contributions = $4.8MM

This is a total of $12.9MM. We believe this supports a larger reduction of the millage rate.

Diversified Revenue

We recommend reducing the millage to the rollback rate of 6.4903.

We support increasing the FSA from 62% to 64%.

We support leaving the PST at 7%.

Impact of Various Millage Rates ($150,000 taxable value home)

Rates	Ad Valorem	FSA	PST	GO Bond	Total	Increase
2019 Millage 6.75 FSA 62%, PST 7%	$1,012.50	$207.79	$54.18		$1,274.47	-
2020 Millage 6.55, FSA 64%, PST 7%						
Homestead	$1,002.15	$224.66	$54.18	$9.18	$1,290.17	$15.70
Non Homestead	$1,060.12	$224.66	$54.18	$9.18	$1,348.14	$73.67
2020 Millage 6.4903,FSA 64%, PST 7%						
Homestead	$993.02	$224.66	$54.18	$9.18	$1,281.04	$6.57
Non Homestead	$1,050.46	$224.66	$54.18	$9.18	$1,338.48	$64.01

Millage Rate	Revenue	Increase
2019 - 6.75 - Current	$92,754,000	-
2020 - 6.75 - Not to exceed	$100,044,000	$7,290,000
2020 - 6.55 - CM proposed	$97,080,000	$4,326,000
2020 - 6.4903 – BRC proposed	$96,195,000	$3,441,000

Public Private Partnerships Opportunities

- While the golf course and the waterpark are important to the quality of life in Cape Coral, the subsidies past, present and future are a financial drag on the budget:
  - Waterpark Subsidies 2018 – 2022 = $3,142,858
  - Golf Course Subsidies 2018 – 2022 = $2,870,873
  - Total 5 year Subsidy = $6,013,731
- To reduce or eliminate subsidies, the Budget Review Committee continues to recommend exploring the use of public private partnerships at Sun Splash and Coral Oaks Golf Course similar to the success of the Boathouse public private partnership.

Use of Reserves

Committee endorses maintaining Unassigned Reserves at three months of expenditures when possible.

When FEMA money is received we recommend returning it to the disaster reserve fund and general fund reserves.

Economic Development

The current ratio of ad valorem taxes of 92% residential and 8% business places a heavy burden on home owners.

We believe a goal of 80/20 is achievable with a more robust budget and increased staffing. A budget of $1.30MM (0.0014% of total City budget) is low for a city the size of Cape Coral.

While Cape Coral has challenges (no expressway, railroad or airport), it does have one thing many cities don't… vacant land. With several trade schools and universities near by, there is also a willing and qualified labor pool.

It appears Economic Development Incentives only increased $17,000 from last year's total of $183,000 to $200,000. We feel the dollar amount is inadequate for the stated goal of 80/20.

Tax abatements are a tool the City should consider for Economic Development.

Code Compliance

Code Compliance defines the “curb appeal” of Cape Coral.

BRC recommends adding three (3) Code Compliance Officers.

The first year cost will be $279,000 and $192,000 in subsequent years.

This addition will improve the level of service, encouraging new businesses and additional jobs.

Code Compliance

This chart reflects one measurement that shows the need for additional Code Compliance Officers.

Department	2005 FTE	2020 FTE	% Change
Police	186	243	+28%
Fire Dept	166	213	+31%
Code Compliance	29 (2010)	27	-6.9%
CC Population	150,000	195,000	+30%

Human Resources

We recommend eliminating unfilled funded positions that have been vacant for two or more years.

We recommend these positions be reallocated to areas of need such as Code Enforcement and or Economic Development.

Charter Schools

Our recommendation is for the City to continue to subsidize the Charter Schools until such time the legal action re: PECO money is resolved.

The FY 2020 subsidy is $568,000 (in-kind) for support services, an increase of 82.6% over FY 2019.

It appears the in-kind contribution is in direct conflict with Charter School Code Chapter 26-17.

External Performance Audit

External performance audits provide management and the legislative body with an objective third party analysis of their operations to help them improve performance, reduce costs, and make informed data driven decisions.

Performance audits can result in lowering costs, increasing efficiencies in resource usage, and improved effectiveness in meeting objectives.

Audits can be customized to include a range of government functions for one department or an entire city. Any service or function could be analyzed, for example:

- Staffing and employee compensation
- Procurement, public utilities, and transportation
- Facility and fleet management, public safety, and IT

External Performance Audit-Continued

Results may identify cost savings, redundant or underused services that could be reduced or eliminated. Performance audits are collaborative efforts requiring the participation of the government being audited during all three phases of the engagement:

- Planning
- Fieldwork
- Reporting

An external performance audit can be used by any government seeking to improve operations and identify cost savings.

Our recommendation is City Council consider this opportunity.

City Auditor's Office
Duties and Responsibilities

City Charter- establishes the office independent of the City Manager reporting Directly to Council

- Provide independent audit functions to evaluate City policies, programs and services…

Ordinance 79-10

- Provides additional clarification for office independence
- Discusses the audit plan and how it can be changed

Resolution 46-10

- Mentions audits completed in accordance with Yellow Book (Generally Accepted Government Audit Standards- GAGAS)
- Added requirement for risk-based audit plan
  - Processes, departments and programs deemed higher risk based on risk assessments must take priority
- Moved coordination and oversight of the City's year-end External Financial Audit from the Finance Department to CAO
  - Intent of the move was to strengthen independence, in fact and appearance, and to provide an objective point of contact for the External Auditors

Ordinance 99-08

- Established the Audit Committee and defined their responsibilities and powers to include:
  - Assist City Council in the selection of External Financial Auditors
  - Make recommendations to Council with respect to the appointment and dismissal of the External Auditors
  - Safeguard independence of the audit process
  - Review and recommend annual audit plan
  - Ensure audit process in accordance with GAGAS

Resolution 17-06

- Empowered the existing Selection Advisory Committee to act as the Audit Committee for purposes of making recommendations to the City Council for the selection of the External Financial Auditors
- Florida State Statute 218.391 created a requirement for the City to have an independent Audit Committee for this purpose

City Auditor's Office

Key Points for Consideration for performance audits

- Discussed a proposed "city-wide performance audit" with current external auditors from Clifton Larson Allen. In order to complete a performance audit of the entire City:
  - Would result in a struggle to define work to complete as the scope would be massive"
  - With no focus/ massive scope what is the benefit/ payback of the audit
  - Cost would easily exceed $100,000
    - CAFR FY2019 cost $95,000
    - "A project like that could cost the city hundreds of thousands of dollars"
  - Cost benefit extends to the usefulness/ timeliness of recommendations
    - Could result in so many recommendations it would be difficult to monitor and test implementation
    - "Without laser focus (for the scope) what's the benefit?"

City Auditor's Office

BRC suggestions for audit are all included in current audits or the FY20 and FY21 audit plan approved by Council 8/12/2019.

See excerpt below:

Audits can be customized to include a range of government functions for one department or an entire city. Any service or function could be analyzed, for example:

- Staffing and employee compensation
- Procurement, public utilities, and transportation
- Facility and fleet management, public safety, and IT

13

Current audits – address BRC suggestions:

- Staffing and Employee compensation is addressed by 'Citywide Overtime Hours and Authorization' Audit currently in fieldwork. Started June 2019.

Completed/ Issued Audits* – address BRC suggestions:

- 'Citywide Fleet Vehicles' Audit issued 5/22/2019
- Public Safety is addressed by 'Cape Coral Police Department Seized and Forfeited Assets' Audit issued 10/3/2017
- ITS is addressed by 'ITS Department Review' issued 4/30/18

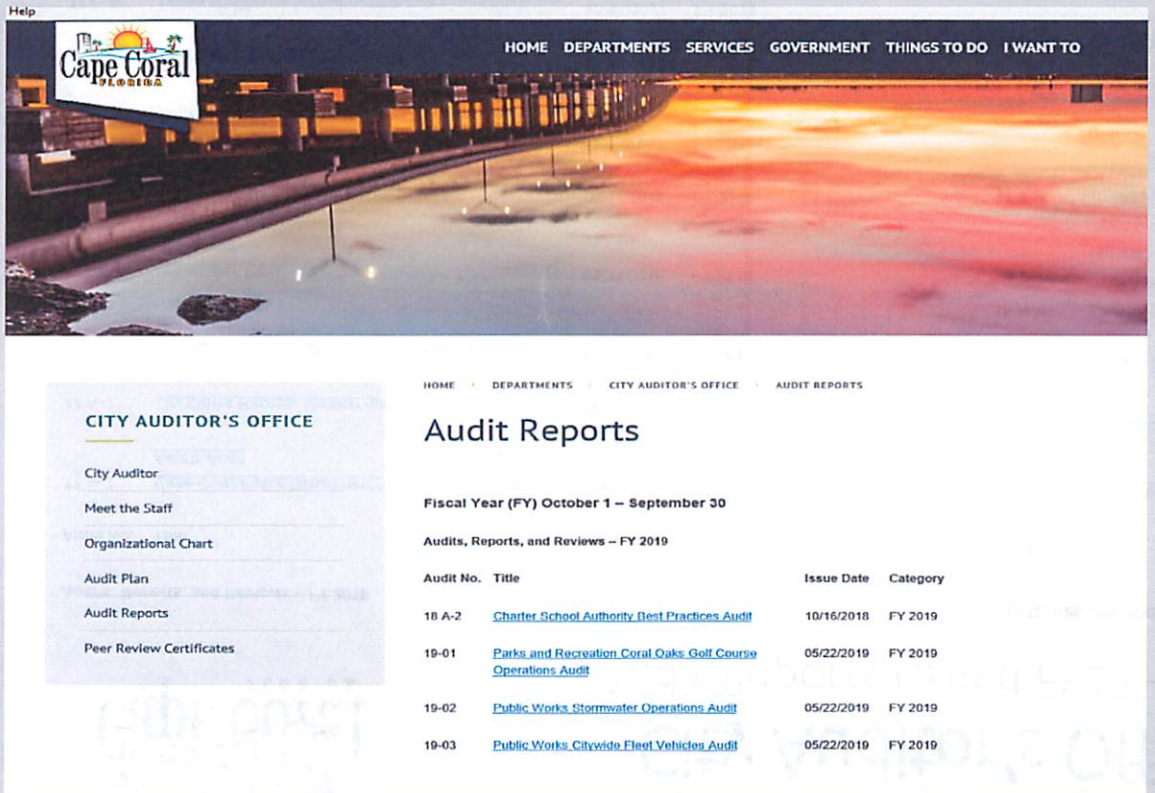
* Located on the City Auditor's Office page on City website

City Auditor's Office

FY20/ FY21 Planned Audits:

- Staffing and employee compensation will be addressed again by 'Citywide Add Pay and Certifications' FY21
- Procurement FY20
- Public Utilities will be addressed by 'Public Works (PW) – Utilities Expansion Program Management'
- Transportation, although the City is not responsible for public transportation (Lee County provides) will be addressed by 'PW – Road Bridge and Canal Maintenance FY20'
- Facility Management will be addressed by 'Citywide Facilities Maintenance' FY20
- Public Safety will be addressed by:
  - 'Fire Emergency Management Operations Program' FY20
  - 'Fire Logistics Division' FY21

City Auditor's Office



Cape Coral FLORIDA

A complete list of audits issued by the CAO for from FY17 through present is available on the City Auditor's Office website page on the City's website

City Auditor's Office

Audit Reports Issued FY17 – FY18

Audits, Reports, and Reviews – FY 2018

Audit No.	Title	Issue Date	Category
17 A–2	Cape Coral Police Department Seized and Forfeited Assets Audit	10/03/2017	FY 2018
17 A–7	City Clerks Records Division Audit	04/17/2018	FY 2018
17 F–1.F	Follow up – Fuel Acquisition, Monitoring, Disbursement and Usage	12/28/2017	FY 2018
17 F–1.P	Follow up – Parts Acquisition, Monitoring, Disbursement and Usage	01/31/2018	FY 2018
17 F–2	Follow up – Timekeeping	06/14/2018	FY 2018
17 F–4	Follow up – Charter School Internal Funds – Consulting Report	12/11/2017	FY 2018
17 F–5	Follow up – Pension Census Data	12/19/2017	FY 2018
17 F–6	Follow up-Charter School-Special Project-Compensation practices leave-without-pay	10/05/2017	FY 2018
17 N–4	Citywide Risk Assessment FY 2019, 2020 and 2021	07/17/2018	FY 2018
18 N–1	ITS Department Review	04/30/2018	FY 2018

Audits, Reports, and Reviews – FY 2017

Audit No.	Title	Issue Date	Category
16 A–1	Public Works – Road Resurfacing Contracts Audit	03/02/2017	FY 2017
16 A–2	Utilities – Capital Project – Contract Audit	03/03/2017	FY 2017
16 A–3	Charter School – Internal Funds Audit	02/21/2017	FY 2017
16 A–4	Charter School – External Financial CAFR Audit FY 2016 (06/30/2016) http://www.capecharterschools.org/financial-reports	10/13/2016	FY 2017
17 A–1	Police Department Annual Review of Property and Evidence Procedures 2016	03/30/2017	FY 2017
17 F–3	Follow up – Human Resources Department	07/21/2017	FY 2017
17 N–1	Ballot Counting – Proposed North 2 UEDP Memorandum	02/13/2017	FY 2017
17 N–2	Peer Review, External Quality Assessment (ALGA) with Auditor's Response	01/13/2017	FY 2017
17 N–3	North 2 UEP Labor Rates Review	08/02/2017	FY 2017