

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



1015 Cultural Park Blvd.
Cape Coral, FL

City Manager

John Szerlag

City Attorney

Dolores Menendez

City Auditor

Andrea R. Butola

City Clerk

Rebecca van Deutekom

AGENDA
JOINT CITY COUNCIL AND BUDGET REVIEW COMMITTEE
BUDGET WORKSHOP MEETING

August 23, 2018

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. CHAIR STARNER, MEMBERS BOTKIN, DOVIK, EIDSON, JACQUET-CASTOR, OSBORN, WOLFSON, AND ALTERNATE SMITH

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) Answers to Questions from the 8/9 Joint Budget Workshop

6. TIME AND PLACE OF FUTURE MEETINGS

- A. A Special Meeting of the Cape Coral City Council is Scheduled for Monday, August 27, 2018 at 4:30 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 or 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:	8/23/2018
Item Type:	DISCUSSION - JOINT MEETING ONLY

**AGENDA REQUEST
FORM**
CITY OF CAPE CORAL



TITLE:

Answers to Questions from the 8/9 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:

Updated - Council Questions and Answers for August 23
BRC presentation responses
Resource Allocation Model
Memo
Additional Back up materials distributed at Workshop

PREPARED BY:

Division- Department-

SOURCE OF ADDITIONAL INFORMATION:

ATTACHMENTS:

Description	Type
▣ Updated - Council Questions and Answers for August 23	Backup Material
▣ BRC presentation responses	Backup Material
▣ Code Enforcement Officer Allocation model presentation	Backup Material
▣ Memo	Backup Material
▣ Additional Back up material distributed at workshop	Backup Material

Questions by Council for the August 23, 2018 Budget Workshop

- How much would an additional Sidewalk Crew cost? Annual salaries for a sidewalk crew, which includes 1 Senior Equipment Operator, 2 Equipment Operators, 5 Laborers and ½ Supervisor, is \$476,658. The annual cost for large and small equipment used (including O&M, fuel, insurance, etc.) is \$317,000. The annual cost for materials to build 4 miles of 5-foot wide concrete sidewalks is estimated at \$211,200. An additional sidewalk crew total would be \$1,004,858 and would be funded by re-prioritizing Transportation Fund projects.
- How much would 2 additional Code Compliance Officers cost? Including equipment, FY2019 would cost \$189,946. FY 2020 costs would be \$131,308 and FY 2021 would be \$135,746. DCD, Police and City Manager's office developed an Allocation Model to discover if the Codes Compliance Officers are distributed appropriately throughout the City. The presentation of that model will be made at this meeting. Please note the Allocation model indicates that no additional Code Officers are needed. The Building Fund could only fund additional Code Officers if the workload allowed the officers to be legally expensed in that code.
- With the Building Fund's fund balance at a high level, is the City charging the appropriate permit fees? The current building fee permit schedule was adopted in 2009. Since that time, staff in the Building Division have proposed new fees for various permits; however, a comprehensive analysis has not been completed since that time. With stakeholder group assistance, staff will conduct an analysis in FY19 to determine an appropriate level of fees based on best practices and new technology.
- How much would 2 additional dedicated Grant Writer positions cost? Added for FY 2019, Fire would cost \$69,506 based on the CCPD dedicated Grant Writer minimum pay grade. The City Manager's position would convert to full time and add \$19,506 to the proposed budget.



Questions by Council for the August 23, 2018 Budget Workshop

- How many unfilled positions for the last 2 years? **Please see attached memo.**
- How much profit did Coconut Festival at Sun Splash generate last year? How much does special events profit? **Please note that Special Events and Sun Splash are separate business units. See attached sheet.**
- What is the actual vs. budgeted subsidies for Parks & Rec's Programs, Sun Splash and Coral Oaks Golf Course over the last 5 years? **Please see attached sheet.**
- What is the patron count over the last year for Sunsplash and Coral Oaks Golf Course? **Please see attached sheet.**
- What is the special event revenue and expenses, on a cash basis, over this fiscal year? **Please see attached sheet.**
- What are our response to the BRC recommendations? **Responses will be shown on the BRC presentation.**
- Can we increase capacity at the Charter School Authority? **Please see attached response from Charter School.**

MEMORANDUM

CITY OF CAPE CORAL
HUMAN RESOURCES

TO: John Szerlag, City Manager

FROM: Connie Barron, Interim Assistant City Manager 
Lisa Sonogo, Human Resources Director  For L.S.

DATE: August 15, 2018

SUBJECT: Vacant Positions for Two (2) or More Years

Per the request of City Council and the Budget Review Committee, a review of positions that have been vacant for two (2) or more years was conducted. The review yielded five (5) classifications, for a total of seven (7) total vacancies.

Department	Position Title	Vacancies	Vacant Since	Fund	Base Salary
City Attorney's Office	Paralegal I	1	10/1/2016	General Fund	\$48,354
City Manager's Office	Business Recruitment/Retention Specialist for EDO	1	4/22/2016	General Fund	\$84,718
Public Works	Fleet Mechanic PW	2	8/1/2016 12/1/2016	Internal Service Fund	\$40,020
Public Works	Sr Fleet Mechanic PW	2	10/1/2016 10/1/2016	Internal Service Fund	\$42,034
Utilities	Sr Construction Inspector UT Eng	1	10/1/2016	Enterprise Fund	\$53,646

The impacted departments have provided the following brief explanations.

Paralegal I - City Attorney's Office

The Paralegal I position in the City Attorney's office was established at the same time as a new attorney position. The attorney position was filled; however, the City Attorney's office needed a physical reconfiguration in order to accommodate another employee. All offices and cubicles are occupied and have been since the creation of this position. The City Attorney's office has worked with City staff to explore available options to provide additional workspace within the confines of the office and even explored a possible route for expansion beyond the current physical office space. This process has taken longer than anticipated. However, the City Attorney's office now has a signed contract to have a cubicle installed in the office and are waiting for the company to provide a delivery and installation date. At that time the process of hiring the Paralegal I will be initiated. It is anticipated that the hiring will take place near the end of this fiscal year.

Business Recruitment / Retention Specialist – City Manager’s Office (Economic Development)

This position is one of two Business Recruitment / Retention Specialist positions available in EDO. One position was filled in March 2017. The second position has not posted since that time. As such, the role of the position currently is being evaluated by the City Manager’s Office.

Fleet Mechanic and Senior Fleet Mechanic – Public Works

When the current Fleet Manager was hired, time was needed to understand the needs of the organization and to evaluate the current City assets and the mechanics’ workload. During that time, workflows were streamlined and filling the positions was put on hold until that evaluation was completed.

Below are the Fleet Division’s proposed plans for these positions.

Fleet Mechanics (2)

1. One position was recently advertised and interviews are currently being scheduled.
2. One position is being reclassified / retitled to a parts / inventory clerk to assist in the parts warehouse and reduce the cost of the MANCON parts contract.

Senior Mechanics (2)

1. One position is currently being processed by Human Resources for advertisement to assist with the repair of fire equipment and with the building diesel generator maintenance.
2. If Fleet takes responsibility for Charter School bus maintenance, then this position will need to be filled.

Senior Construction Inspector – Utilities

The Utilities Collection and Distribution Division (UCD) began a comprehensive organizational review in early 2017. After that review, the intent was to change the “Senior Construction Inspector” to a “Plans Examiner II” position to assist with the increase in responsibilities for UCD pertaining to plan reviews and large-scale Site Development Projects. Due to the increased workload from CIP projects, UEP projects, private development, and Sunshine 811 locating requirements, UCD has forgone this positional change. The Senior Construction Inspector vacancy has been posted and is anticipated to be filled by the end of the fiscal year.

CB/LS

C: Dolores Menendez, City Attorney
Terri Hall, Interim Economic Development Manager
Paul Clinghan, Public Works Director
Jeff Pearson, Utilities Director

Special Events Program Activity

FY 2015 - FY 2018

*SE sheets have expenses and revenue excluding salary and outside event support

2018 Major Event	Expense	Revenue	Notes:
Coconut	\$ 230,202	\$ 140,360	Sponsorships reduced
Tour de Cape	\$ 27,634	\$ 26,972	Culvers
Sounds of Jazz	\$ 94,823	\$ 57,923	Storm Smart
Bike Night (4)	\$ 96,633	\$ 53,219	
Veterans Day	\$ 1,244	\$ 1,000	
Movie in Park (4)	\$ 7,393	\$ 1,879	
Red, White & Boom	\$ 133,212	\$ 44,703	Boom Rain Out
Holiday Boat a Long	\$ 13,228	\$ 4,250	Sponsorship across events
Total	\$ 604,369	\$ 330,306	\$19,055 minor event revenue
2017 Major Event	Expense	Revenue	Notes:
Coconut	\$ 206,256	\$ 126,967	Sponsorships reduced
Tour de Cape	\$ 14,310	\$ 31,313	SunCoast Beverage
Sounds of Jazz	\$ 77,817	\$ 44,760	
Bike Night (4)	\$ 77,764	\$ 68,084	
Veterans Day	\$ 1,492	\$ 1,000	
Movie in Park (4)	\$ 3,455	\$ 741	
Red, White & Boom	\$ 123,575	\$ 58,044	
Holiday Boat a Long	\$ 9,756	\$ 3,901	
Total	\$ 514,425	\$ 334,810	\$15,229 minor event revenue
68% cost recovery			

2016 Major Event	Expense	Revenue	Notes:
Coconut	\$ 195,486	\$ 158,138	Sponsorships reduced
Tour de Cape	\$ 13,818	\$ 32,610	LCEC
Sounds of Jazz	\$ 62,971	\$ 54,382	Fuccillo Kia
Bike Night (4)	\$ 69,652	\$ 72,366	
Veterans Day	\$ 760	\$ -	
Movie in Park (4)	\$ 1,867	\$ 900	
Red, White & Boom	\$ 112,759	\$ 88,742	
Holiday Boat a Long	\$ 7,523	\$ 2,731	
Total	\$ 464,836	\$ 409,869	\$17,304 minor event revenue
92% cost recovery			
2015 Major Event	Expense	Revenue	Notes:
Coconut	\$ 211,233	\$ 147,204	
Tour de Cape	\$ 12,506	\$ 34,642	
Sounds of Jazz	\$ 51,433	\$ 57,447	
Bike Night (4)	\$ 59,865	\$ 75,903	
Movie in Park (4)	\$ 1,350	\$ 1,100	
Red, White & Boom	\$ 99,876	\$ 117,342	
Holiday Boat a Long	\$ 6,871	\$ 3,670	
Total	\$ 443,134	\$ 437,308	\$21,385 minor event income
104% cost recovery			

Special Events Revenue and Expense - All Categories			
Year	Revenue	Expense	Subsidy
2015	\$ (458,693)	\$ 706,993	\$ 248,300
2016	\$ (427,172)	\$ 754,484	\$ 327,212
2017	\$ (350,039)	\$ 799,705	\$ 449,666
2018	\$ (349,361)	\$ 899,027	\$ 549,666
Source: Reports Now for All expenses/revenues			

Parks & Recreation General Fund Subsidy

Waterpark			
Fiscal Year	Adopted Budget	Amended Budget	Actual
FY 2013	105,850	305,850	305,850
FY 2014	172,111	313,737	313,737
FY 2015	413,869	1,070,119	828,820
FY 2016	528,515	528,515	350,000
FY 2017	464,567	802,577	802,577
Subtotal	1,684,912	3,020,798	2,600,984
FY 2018	431,677		
FY 2019	370,166		
FY 2020	340,281		
FY 2021	382,493		

P&R Programs

Fiscal Year	Adopted Budget	Amended Budget	Actual
FY 2013	2,492,278	2,682,278	2,682,278
FY 2014	3,025,764	2,658,334	2,658,334
FY 2015	3,244,367	3,150,587	3,150,587
FY 2016	3,956,704	3,956,704	3,225,000
FY 2017	4,256,917	4,941,682	4,150,000
Subtotal	16,976,030	17,389,585	15,866,199
FY 2018	4,766,507		
FY 2019	5,540,138		
FY 2020	5,214,758		
FY 2021	5,256,363		

Golf Course			
Fiscal Year	Adopted Budget	Amended Budget	Actual
FY 2013	-	215,000	215,000
FY 2014	-	117,100	117,100
FY 2015	235,271	235,271	287,100
FY 2016	305,053	625,000	604,000
FY 2017	-	893,896	893,896
Subtotal	540,324	2,086,267	2,117,096
FY 2018	526,351		
FY 2019	352,975		
FY 2020	472,056		
FY 2021	500,464		

Total General Fund Subsidy			
FY 2013-2017	19,201,266	22,496,650	20,584,279

Note...This does not include the annual budget transfer of \$115,000 from Yacht Basin for support of programs on the Yacht Basin Yacht Club Complex that began in FY 2014

Visitors to Sun Splash Waterpark and to Coral Oaks Golf Course:

SSWP	Attendance	Notes:
2015	114,348	Regular operating season
2016	86,174	No Tot Spot and year of fire
2017	88,024	No Building and Hurricane Irma
2018	81,543	YTD
COGC	Rounds of Golf	Notes:
2015	57,360	
2016	55,808	
2017	46,678	Greens Reno and Hurricane Irma
2018	51,039	YTD

Can we increase capacity at the Charter School Authority?

As discussed during the Budget Workshop, Ms. Collins mentioned that both elementary schools and the middle school have reached their full potential for student capacity. In FY 2020, both elementary schools are planning to eliminate the VPK Programs which will open 2 full time classrooms. At current, we receive approximately \$100,000 for each VPK Program but do not make any money after paying staff and expenses. Converting these rooms to a classroom will bring in approximately \$147,000 each school (21 students x \$7,000) less the cost of staff and materials.

The high school was built for 800; however, staff (Ms. Lunger) felt full capacity was much more realistic at 750 and so this is the number they use. As of Friday, they had 707 students enrolled which may change since we are at the beginning of the new year.

This year we will be using the 11th day attendance count for FEFP Funding purposes.

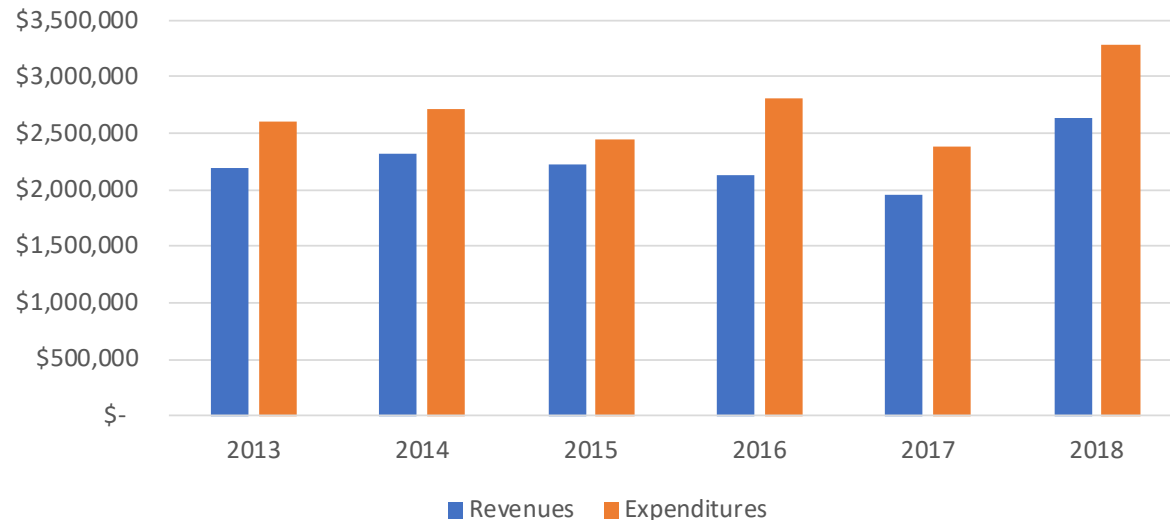
Lastly, while Lee County states we have much higher capacity numbers, it was recommended that we do a capacity study in June 2017. The City kindly reached out to professional firms but the cost of this study came back close to \$30,000 - money the schools did not have so the study was not performed.

At this time, our waiting list is primarily at Oasis Elementary.

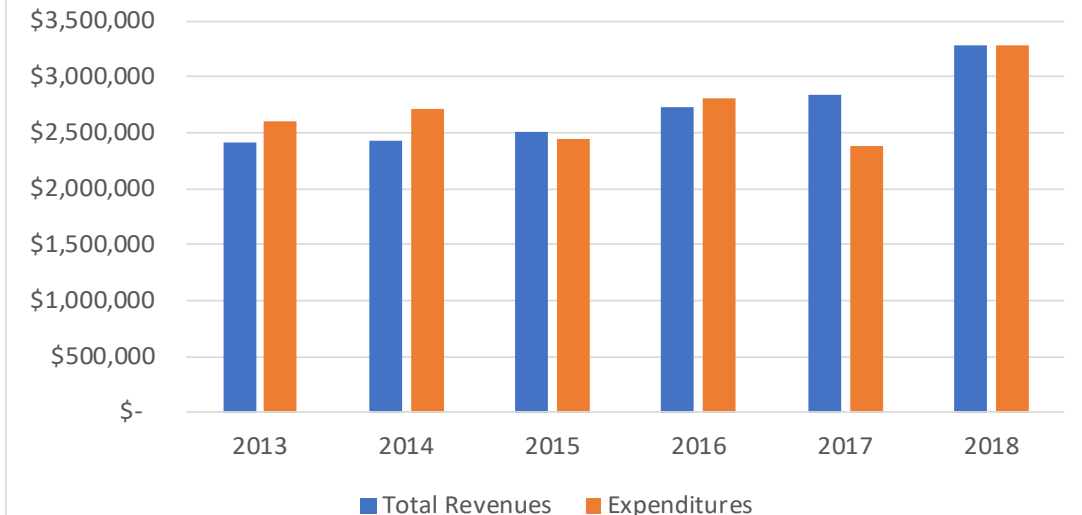
Coral Oaks Golf Course

FY	Revenues	Subsidy	Total Revenues	Expenditures	Net Results
2013	\$ 2,192,627	\$ 215,000	\$ 2,407,627	\$ 2,605,449	\$ (197,822)
2014	\$ 2,313,489	\$ 117,100	\$ 2,430,589	\$ 2,708,879	\$ (278,290)
2015	\$ 2,224,207	\$ 287,100	\$ 2,511,307	\$ 2,445,817	\$ 65,490
2016	\$ 2,126,909	\$ 604,000	\$ 2,730,909	\$ 2,811,322	\$ (80,413)
2017	\$ 1,952,473	\$ 893,896	\$ 2,846,369	\$ 2,374,852	\$ 471,517
2018	\$ 2,638,558	\$ 643,794	\$ 3,282,352	\$ 3,282,352	\$ -

Golf Course w/o Subsidy



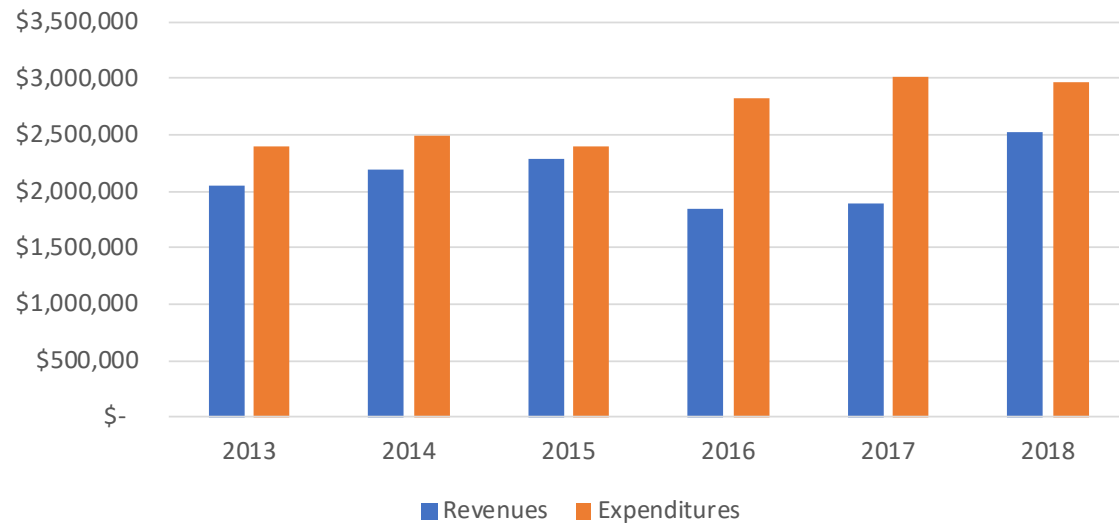
Golf Course with GF Subsidy



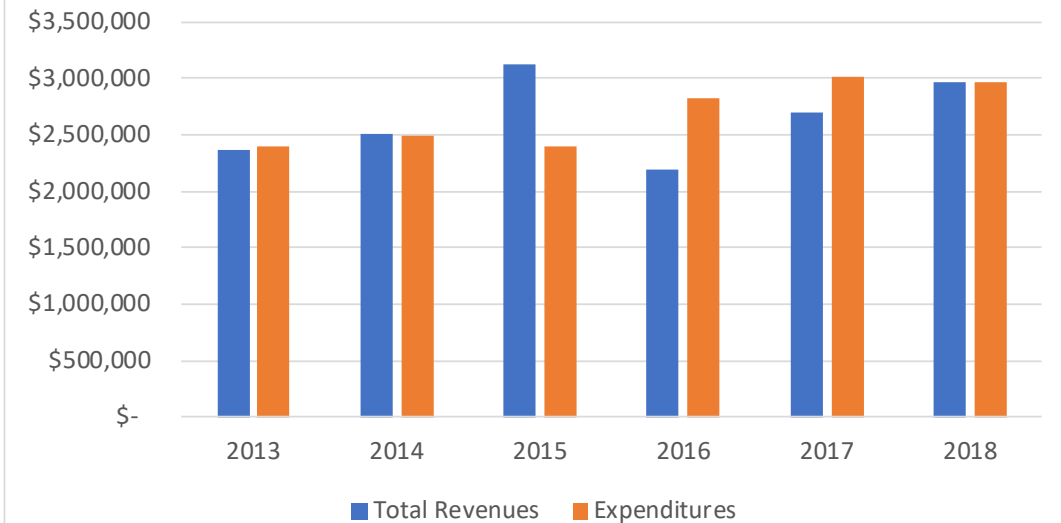
Sun Splash Waterpark

FY	Revenues	Subsidy	Total Revenues	Expenditures	Net Results
2013	\$ 2,055,333	\$ 305,850	\$ 2,361,183	\$ 2,401,543	\$ (40,360)
2014	\$ 2,189,300	\$ 313,737	\$ 2,503,037	\$ 2,491,674	\$ 11,363
2015	\$ 2,295,255	\$ 828,820	\$ 3,124,075	\$ 2,390,700	\$ 733,375
2016	\$ 1,844,206	\$ 350,000	\$ 2,194,206	\$ 2,819,498	\$ (625,292)
2017	\$ 1,898,210	\$ 802,577	\$ 2,700,787	\$ 3,012,386	\$ (311,598)
2018	\$ 2,529,312	\$ 432,761	\$ 2,962,073	\$ 2,962,073	\$ -

Sun Splash w/o GF Subsidy



Sun Splash with GF Subsidy



**Budget Review Committee Recommendations
for the FY 2019
City Manager's Proposed Budget**

Budget Review Committee Members:

**George Starner, Chair
Michael Botkin
Jerry Doviak
Gary Eidson**

**Harvey Wolfson, Vice-Chair
Beatrice Jacquet-Castor
Bill Osborn
Gene Smith (Alternate)**

**Council Liaison:
Councilmember John Gunter**

2019 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.

Diversified Revenue

- We support the City Manager's recommended millage rate of 6.75 producing an 8.5% increase in Ad Valorem taxes due to an increase in property values.
- We support increasing the FSA from 59% to 62% resulting in a 2% decrease in taxes due to the Appraiser's lower values for certain types of homes.
- We support leaving the PST at 7% resulting in no increase or decrease of revenue.

Other Revenues

- Explore the opportunity to convert Sun Splash and Coral Oaks Golf Course to public private partnerships (P3) similar to the Boathouse Restaurant at the Yacht Club.
- Evaluate all fees and adjust so that they are competitive to maximize usage (Slip rental/boat ramps, Parks, Recreation programs, and Building permits, etc.).
- Pursue incentives available from Lee County Economic Development Office.

Other Revenues Continued

- The Public Private Partnership (P3) with the Boat House produced revenue of \$240,220 through July and the 2018 total is expected to be \$277,134. 2019, 2020 and 2021 projections are \$251,318, \$251,318 and \$222,181 for a four year total of \$1,001,951.
- The subsidy for the Golf course for the last 2 years was \$1,537,690. The subsidy for the next three years is projected to be \$1,325,495. Five year total subsidy = **(\$2,863,185).**
- The subsidy for Sun Splash for the last two years was \$1,235,338. The subsidy for the next three years is projected to be \$1,092,940. Five year total subsidy = **(\$2,328,278).**
- The Golf Course and Sun Splash are important to the quality of life in Cape Coral. However, they are a financial drag tying up funds that could be used where we have shortages. P3 partnerships could not only eliminate the subsidies but add revenue as demonstrated here.

Use of Reserves

- Committee endorses maintaining Undesignated Reserves at a minimum of two months operating expenditures and when possible, increase this to three months.
- This will increase the probability of maintaining or enhancing our existing investment grade bond ratings from the rating services.
- Agree

Debt Management

- Continue to refinance older debt at lower interest rates. The City actively refinances debt where lower interest rates and low or no cost to refinance exist, without extending the length of the payback period.
- Encourage cash purchases of capital equipment. This is a common practice and is encouraged by Financial Services.
- Seek opportunities to borrow funds internally. Only short-term advances can be performed within the City's own funds.
- Discontinue investments in municipal bonds due to lower yields and tax benefits that are of little or no value to the City. I don't agree – we believe in diversification and high quality credit ratings.

Economic Development

- The BRC recommends that the goals should be stated in terms of dollars (i.e. the taxable value of new brick and mortar commercial construction). Using a percentage allows the goal to be adjusted based on the state of economy. For example: a couple of years ago when we had a surplus of vacant, residential homes available and builders were not building, our commercial tax base was higher than it is today.
- Businesses currently pay 8% of the Ad Valorem taxes or about \$7.4mm.
- We think a goal of 20% or \$18.5mm could be reached with increased EDO staffing and monetary incentives for businesses to locate to Cape Coral. Our Economic Development Master Plan adopted in 2017 identifies actions, including staffing and incentives. It also addresses potential cost of implementation to increase the commercial tax base. Staff continues to focus their efforts on the overall goals and the initiatives provided in the plan. The stretch goal is to grow the number of nonresidential properties in the city to 25 percent.
- Funding could come from the savings of converting the Coral Oaks Golf Course and Sun Splash to public private partnerships.

Economic Development cont'd

- Career oriented businesses should be targeted; for example, light manufacturing, call centers, medical/research companies, branch campuses of Florida colleges. The City's target industries are consistent with the BRC's recommendations. Although universities are not included in the targeted industries listed on the City's website, recruiting a university remains a priority. As far back as the early 2000's, the City has sought to bring a university to Cape Coral. Staff is currently working with Procurement to solicit proposals from qualified university partners to host undergrad and graduate level classes.

A list of the city's priority industries is provided below:

- [Medical/Healthcare](#)
- [Light Manufacturing](#)
- [Corporate Headquarters](#)
- [Back Office Operations](#)
- Tech and Biotech-based Companies

Economic Development, Cont'd.

- The BRC recommends the creation of an Economic Development Advisory Board to act as a resource for the EDO. This could be similar to the BRC, the school board, Audit Committee, golf course, etc. A fresh set of eyes and ideas never hurts.

Code Enforcement

- As a quality of life issue we believe the staffing and technology spending should be increased to improve the Proactive-Reactive ratio to 70% - 30% from its current 42% - 58%. 2 additional Code Officers have been proposed by City Council, for a total of 3 new Code Officers budgeted for in the FY 2019 if budget passes as is.
- Funding could come from P3 partnerships as identified on slide 5.

Human Resources

- We recommend the hiring of a professional volunteer coordinator to oversee all volunteer recruiting and placement city wide. Don't agree considering hiring priorities of public safety, then infrastructure then quality of life.
- The City Manager should continue to have a policy of establishing employment levels based on today's departmental needs and using contract employees for temporary increased workloads.
- Eliminate unneeded funded vacant positions. 5 positions have been identified that have not been filled for the last 24 months. City Council will determine what to do with those positions.
- Continue the efforts for shared services with other government entities such as Lee County, Florida State Government and the surrounding cities and municipalities.

Charter Schools

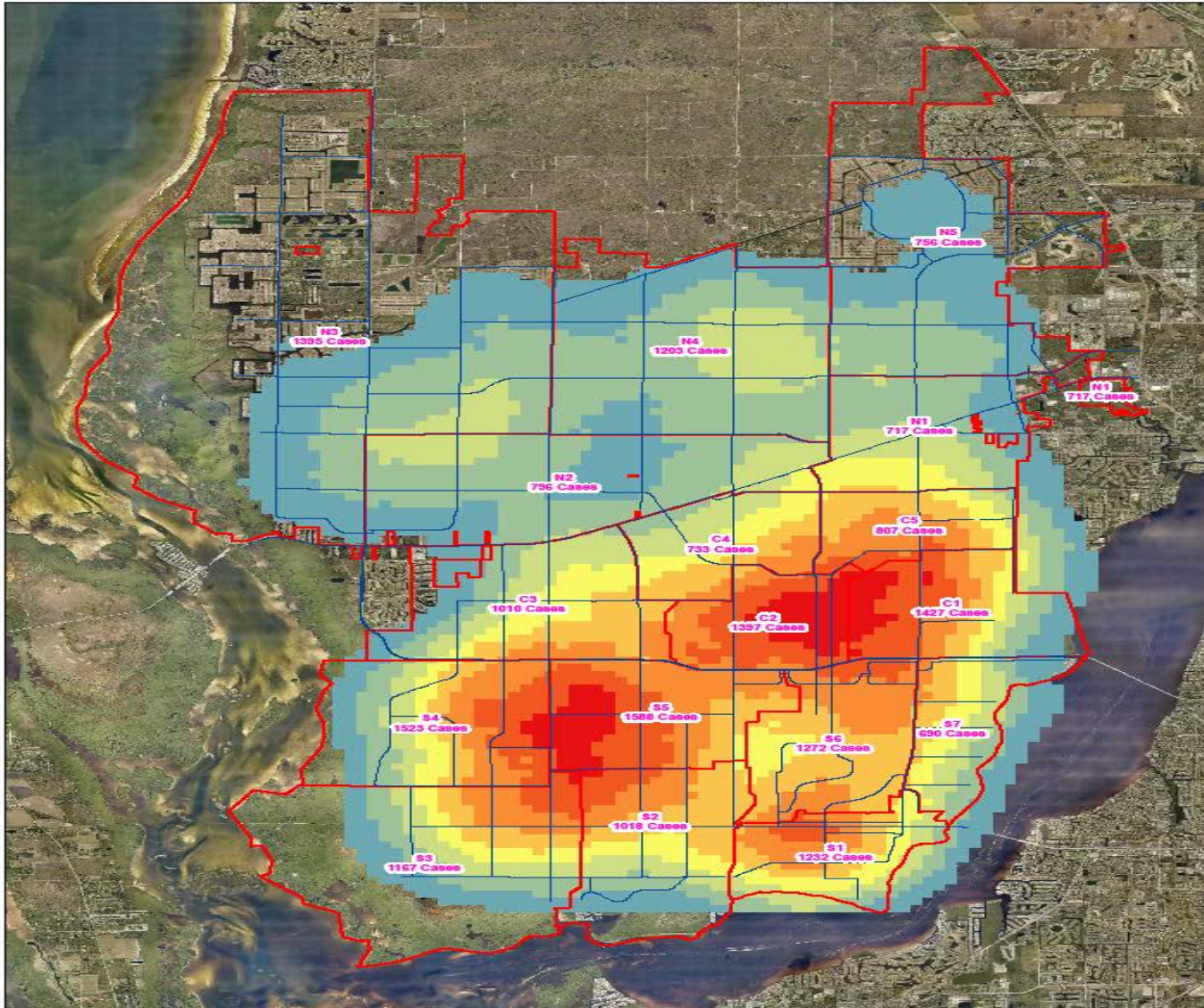
- We support the ongoing studies to determine the economic feasibility of the City supporting the Charter Schools and look forward to the City Managers report on Best Practices due in January, 2019.
- We recommend exploring the idea of repurposing the High School (projected deficit = \$790,244) for use as an Elementary and or Middle School. **We will wait for completion of study.**

Charter School, Page 2

- Oasis HS is underutilized by 51 students which represents lost revenue of approximately \$330,000. Filling those seats with elementary and middle school students would restore that revenue. Our goal this year is to fill the high school to capacity at 750 students. This will offset the \$790,000 loss we experience each year. Ultimately, it is less expensive to educate an elementary or middle school student than a high school student so to fill those seats by converting the high school to a K - 8 building we could potentially operate in the black - for a while. However, once at capacity, with limited revenue coming in and operational. personnel and maintenance expenses rising over time, we will be back in a similar position in which we will need an additional revenue stream to cover expenses regardless of the age of the students filling seats.
- The current waiting list for elementary and middle schools is 260 students. (260 X \$7038 = \$1,829,880)
- We don't make this recommendation lightly. We understand that the academic performance at the high school is something of which the community should be proud. However annual deficits of over (\$700,000) are unsustainable.

CODE ENFORCEMENT OFFICER ALLOCATION MODEL

Code Enforcement Map



CODE ENFORCEMENT FTE'S

- Since 2015 there has been a total of 24 FTE's Code Enforcement Officers.
- Zone Configuration: North (5) zones, Central (5) zones, and South (7) zones. There are a total of 17 code officers assigned to zones. Three (3) code officers are cover units or perform sweep operations.
- Two (2) code officers are assigned to Utilities handling watering issues.
- Two (2) code officers are assigned to are assigned to handle all licensed and unlicensed contractor complaints.

[illegible]

▶ Comparative Data

- ▶ Average code officer FTE = 10.3
- ▶ Cape Coral versus Port St. Lucie
 - ▶ 120. Sq Miles
 - ▶ # of code officers (excluding specialty):
 - ▶ Cape Coral: 20 (1,200 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
 - ▶ Proactive vs. Reactive

- ▶ The average proactive enforcement for Code Compliance in the City of Cape Coral is currently at 50%.
- ▶ Subjective: Trends, Sweeps,
- ▶ Example: Water restriction
- ▶ Duration of code case closure has remained approximately at two weeks time even with the increased number of code cases within the last three years. The number of code cases over this time frame has increased by approx. 4,000.

Grand Total	2015	22,112 cases	Overall Average: 0.87 days		Grand Total	2016	26,466 cases	Overall Average: 0.90 days		Grand Total	2017	24,418 cases	Overall Average: 0.69 days
	0 Days	10,739	48.21%			0 Days	15,511	58.79%			0 Days	15,756	63.77%
	1-3 Days	3,894	17.66%			1-3 Days	4,155	15.77%			1-3 Days	4,265	17.86%
	4+ Days	1,489	6.87%			4+ Days	1,638	6.08%			4+ Days	1,273	5.59%
	Closed before Initial investigation	157	0.70%			Closed before Initial investigation	114	0.42%			Closed before Initial investigation	105	0.47%
	No Initial Investigation	5,833	26.57%			No Initial Investigation ⁵	5,048	18.95%			No Initial Investigation	3,019	12.31%

► Recommendation

- Recommend current request of the City Manager and the DCD Director budgetary request of (1) Code Enforcement Officer and (1) Customer Service Representative.
- 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.



CAPE CORAL POLICE DEPARTMENT

Office of the Chief of Police

TO: John Szerlag, City Manager *JS/pd*
FROM: David Newlan, Chief of Police *DN*
Jay Murphy, CT Business Manager *JM*
Vince Cautero, Community Development Director *VC*
Rich Carr, Code Compliance Manager *RC*

DATE: August 21, 2018

SUBJECT: Allocation Model for Code Enforcement

Executive Summary

At the last budget session, it was stated an allocation model would be completed to determine the need for additional staffing. Given the continual efforts to improve efficiency and ensure the continued effectiveness of Code Compliance delivery of services, the City of Cape Coral conducted an allocation model to evaluate the need for additional staffing in FY19. The result of this survey indicates that additional staffing over and above the request in the City Manager's budget is not warranted, as pro-active time is estimated at 50%.

Background

The FTE staffing for code enforcement officers has been at the authorized strength of 24 full-time positions since 2015. Two FTE's are assigned to Utilities to handle watering complaints, and two FTE's are assigned to Licensing to handle complaints made against unlicensed and licensed contractors. The remaining 20 FTE code enforcement positions are assigned to 17 zones within the City of Cape Coral, and three are utilized as cover units to handle code compliance calls in the busier zones. The most frequent code compliance calls are vehicle complaints, multiple violations, obnoxious growth, signs, litter and debris, and boat and boat trailers.

The FY19 proposed budget request brought forward by the City Manager is to add one additional code enforcement officer (assigned to city response zones), and one customer service representative.

For comparison purposes, the City of Port St. Lucie is frequently used as comparable to Cape Coral. Port St. Lucie has a population of approximately 196,890 and employs 14 FTE code enforcement officers with each handling approximately 607 code compliance

cases. Cape Coral code enforcement officers handle approximately 1,200 code compliance cases.

Code officers responding to calls (reactive time) and looking for code violations (proactive time) is split 50% in Cape Coral. In 2017 the proactive case rate was 52%. When you compare the number of code compliance cases as indicated, the methodology is unknown when comparing reactive to proactive. However, this does solidify the efficiency and effectiveness of Cape Coral code compliance officers handling proactive calls to help reduce the overall number of calls for service from citizens.

The City of Cape Coral code enforcement officers are assigned to specific zones in the city and staffing levels are increased in areas that regulate more code call violations. By designating increased staffing levels in areas with higher levels of code violations, this promotes and protects the health, safety, and welfare of residents and visitors. This is done through education and encouraging code compliance versus enforcement, which is used as a last resort.

The Code Compliance office strategically budgets different funding methods to enhance staffing levels to address code cases. For example, two code enforcement officers are paid for by Utilities to handle all watering issues. Two other code enforcement officers who handle all contractor complaints, both licensed and unlicensed will be budgeted under the Building fund in FY19. In FY18, when the city identified a critical need to address a large-scale code compliance issue, for example, the water restrictions, over (35) other employees were utilized from other departments to target this wide-scale issue.

Proposal

When reviewing the City of Cape Coral code zones and case count, it is evident that certain areas are reaching saturation levels that will, in the future, create a need for additional code enforcement officers. The FY19 proposed budget, provides an additional FTE code enforcement officer, along with the additional customer service representative and will be efficient to meet the current needs based on the data utilized. With the continued periodic review, enhancing educational and compliance techniques through social media, and the possibility of adjusting code zones based on the data if needed, the quality of life for the citizens of Cape Coral will be improved.

Sharon Wolowski

From: Kimberly Bruns
Sent: Thursday, August 23, 2018 12:31 PM
To: Sharon Wolowski
Subject: FW: response to vacancy updates
Attachments: LS Updated Trainees 08.07.2018 Vacancy List Formatted.xlsx; Recruitment Flow_Chart 2018.docx

I will call you about this in one minute or less.

From: Phyllis Demarco On Behalf Of John Szerlag
Sent: Thursday, August 23, 2018 12:29 PM
To: Kimberly Bruns <kbruns@capecoral.net>
Subject: FW: response to vacancy updates

Regards,

Phyllis DeMarco
Executive Assistant to the City Manager
City of Cape Coral
P.O. Box 150027
Cape Coral, FL 33915-0027
Office - (239) 574-0451 (internal ext. 4451)
Fax - (239) 574-0452
pdemarco@capecoral.net

Florida has a very broad public records law. Written communication is considered to be public record and will be made available to the public and the media upon request. If you do not want your email subject to a public records request, please call our office at 239-574-0451 instead of utilizing email.

From: Lisa Sonogo
Sent: Thursday, August 23, 2018 12:16 PM
To: Joe Coviello <jcoviell@capecoral.net>; Jessica Cosden <jcosden@capecoral.net>; Richard Williams <rwiliam@capecoral.net>; Dave Stokes <dstokes@capecoral.net>; Jennifer I. Nelson <jinelson@capecoral.net>; Marilyn Stout <mstout@capecoral.net>; John Carioscia <jcariosc@capecoral.net>; John Gunter <jgunter@capecoral.net>
Cc: Connie Barron <cbarron@capecoral.net>; John Szerlag <jszerlag@capecoral.net>
Subject: response to vacancy updates

Hello Mayor Coviello and Council Members:

Please find attached the response to recent information requested by council member Carioscia.

Thank you,

Lisa

QUESTION:

Q. when these job openings have been put on our City Website and if not, why not, particularly the Fire, Police, Utilities, DCD and Public Works.

Answer: please find excel sheet attached and the status information to the right of the sheet. This is the job opening data from 8-7-18 with 8-22 status updates.

Q. What dates were these jobs put on the website during the year and why aren't they there now?

Answer: please see attached word document that is a flow chart of recruitment phases. The posting in most cases, comes down after the first phase, then the rest of the process continues. In some positions we have a 'continual posting' which stays up the full time and the managers pull resumes on various dates.

Vacant Positions as of 8/7/2018
Full-Time Positions Only

Department is evaluating position	5
Community Development	3
Building Inspector 1&2 Family Lic	2
Building Inspector II	1
Financial Services	1
Debt/Treasury Manager	1
Public Works	1
Trades Specialist Facilities Custodial	1
No Requisition to Fill	31
City Attorney	1
Paralegal I	1
City Manager	4
Assistant City Manager	1
Business Manager	1
Business Recruitment/Retention Specialist	1
Econimoc Development Manager	1
Financial Services	4
Customer Service Technician CBS UT	2
Research Specialist-CBS	1
Senior Buyer Procurement	1
Public Works	1
Associate Project Manager Facilities	1
Utilities Dept	21
CAD GIS Design Specialist-Utilities Admi	1
Customer Service Representative Util C&D	1
Field Technician	9
Instrumentation Tech-Util WR Col	1
Senior Utilities Technician-Util Coll Di	2
Utilities Maintenance Mechanic- Wtr Prod	1
Utilities Technician -Util Coll Dist	5
Well Field Maintenance Mechanic	1
No Vacancies	0
City Clerk	0
None	0
City Council	0
None	0
Government Services	0
None	0
Human Resources	0
None	0
Open Recruitment	71
City Auditor	1
Senior Auditor	1
Community Development	7
Code Compliance Officer	1
Customer Service Representative DCD Bul	4
Senior Building Inspector DCD	1
Sr Planner DCD Planning	1
Financial Services	2
Customer Service Technician CBS Gen Bill	1
Property Acquisition Agent	1
Fire	7
Administrative Assistant All Hazards	1

Vacant Positions as of 8/7/2018
Full-Time Positions Only

Administrative Assistant Fire Profession	1
Fire Battalion Chief-Training	1
Fire Fighter	4
Information Tech	2
Network Security Administrator	1
Programmer Analyst	1
Parks Recreation	1
Superintendent Parks Admin	1
Police	36
Police Officer-Comm Serv	1
Police Officer-Field Svcs	12
Police Officer-Investigative Svcs	12
Police Officer-Special Ops	5
Telecommunicator	6
Public Works	9
Crew Coordinator-PW Transportation	1
Fleet Mechanic PW	2
Land Surveyor Public Works	1
Principal Engineer-PE Transportation D&C	1
Sr Equipment Oper Weir/Outfall	1
Sr Fleet Mechanic PW	2
Survey Instrument Technician	1
Utilities Dept	6
Field Services Representative UCD	1
Instrumentation Tech-Wtr Prd S	1
Laborer-UT Collection Dist	2
Plant Electrician-Util Wtr Prod S	1
Sr Construction Inspector UT Eng	1
Grand Total	107

RECRUITMENT FLOW CHART

For detailed procedure information please refer to AR#29 and AR#60

