

# 10-Year Capital Improvement Program

City Commission Workshop  
Sept. 8, 2025



# Purpose of discussion

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- Review the City's 10-Year CIP needs
- Highlight unfunded portions of the plan
- Seek Commission direction

**Please note:** The 10-Year CIP is a working document and long-range planning tool; funding decisions and actual appropriations happen annually during budget workshops



# 10 year CIP at a glance

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- Total project costs: \$1.48 billion
- Appropriated to date: \$269.2 million
- Funded: \$721.0 million
- Unfunded: \$493.9 million



# Implications of Unfunded Projects

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- Service delivery impacts
- Compliance or regulatory risks
- Growth & capacity challenges
- Inflation & construction escalation
- Missed opportunities for high return on investment

# Potential funding options

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## Increase

- Ad Valorem Tax Rate
- Non-Ad Valorem Assessments
- Water & Wastewater Utility Rates
- Impact Fees
- Utility franchise fees



## Develop New

- Revenue Sources (e.g., Mobility Fees, Vacant Lot Registration)



## Explore/Pursue

- Certificates of Participation (COPs)
- Public Private Partnership (P3)
- Legislative appropriations
- Cost sharing interlocal agreements
- Developer contributions



## Consider

- Creating Independent Special District
- Voter approval for bond financing



## Not Available

- Surtax

# General Fund capital expenditures

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- Historical funding
  - Annual average allocation: \$2.0 million or ~2.8% of adopted budget
- Unfunded needs (excluding PDHQ)
  - 10-Year annual average: \$22.7 million
  - More than 10x historical allocation
- General Fund dependent departments
  - Fire Rescue EMS
  - Information Technology
  - Parks & Recreation
  - Police
  - Public Works - Facilities Maintenance

# Commission direction needed

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Reallocation  
of funding?

New  
revenue  
sources?

Increase  
existing  
revenues?

Other financing  
strategies (e.g.,  
COPs, P3)?

Minimum  
annual capital  
asset reserve?



Or a combination of  
these approaches?

# Next steps

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- Incorporate Commission feedback into CIP updates
- Align recommendations into next budget cycle



Thank you

*Questions?*