



CITY OF CAPE CORAL

TO: City Council

FROM: Michael Ilczyszyn, City Manager

DATE: September 11, 2026

SUBJECT: Self-Analysis: Third Year as City Manager

As we have concluded another year of service for our residents and businesses, I am proud to provide this summary of our accomplishments. The assessment reports on the organization's performance through the lens of Cape Compass 2035, the Council's adopted strategic plan. It is organized around the plan's four Cardinal Points and references specific Bearings so Council can quickly see how department-level work advanced the priorities you set.

FY2026 Alignment to Cape Compass 2035

Cardinal Point 1 (Community Health, Safety, and Quality of Life): 28% overall crime reduction and 84% traffic-fatality reduction year-to-date; Cape Coral Police Department achieved CALEA reaccreditation; Resilience Hub design underway; three new parks with 287,000 program attendees; and construction of our beautiful 250-foot landmark flagpole honoring our nation.

Cardinal Point 2 (High-Performing Government): GFOA Triple Crown; Issued \$94.2M utility revenue bonds; \$157M in grant awards; workers' comp mod rate under 1.0; \$2.6M+ in HR and benefits savings; 5.26% vacancy; 4th Leadership Academy cohort; Yellow AI 311 launch.

Cardinal Point 3 (Sustainable Infrastructure): North Water Reclamation Facility and NE Reservoir advanced; Weirs 16 and 17 completed at \$1.95M; 131 lane miles resurfaced; 6,186 LF of trenchless sewer lining; UEP construction ongoing.

Cardinal Point 4 (Thoughtful Growth and Vibrant Economy): 25,792 permits processed; HB 803 permitting-timeline implementation; Bones Coffee Headquarters construction initiated, Bimini East redevelopment structuring, and HCA Hospital MOU executed.



Cardinal Point 1 Community Health, Safety, and Quality of Life

Bearing 1.1 Build public safety capacity to keep pace with growth

Cape Coral Police Department (CCPD) delivered a 28% reduction in overall crime YTD and an 84% reduction in traffic fatalities YTD, reflecting expanded patrol capacity, focused traffic enforcement, and Project 35 targeted-enforcement operations.

Achieved full CALEA reaccreditation, sustaining national law-enforcement standards as staffing and call volume grow with the population.

Stood up the Traffic Incident Advisory Committee (TIAC) and expanded the Police Athletic League (PAL) to deepen youth engagement and community-policing capacity.

Cape Coral Fire Department completed and published its 2025-2030 Strategic Plan, improved the City's ISO protection Classification score to 2, retained accreditation status through CFAI, implemented Fire Station Dashboards, provided live fire evolutions capturing 90% of ISO Training hours for operations personnel, enhanced fleet flexibility by modifying rescue truck platforms, and implemented new equipment and inventory asset management modules.

Emergency Management Department began its Emergency Management Accreditation Program accreditation with the on-site assessment scheduled for January 25–29, 2027, and completed 26 grant-funded resilience and readiness projects valued at approximately \$144.9 million.

Bearing 1.2 Support the attraction of a second hospital

HCA memorandum of understanding and public announcement delivered.

Bearing 1.3 Expand parks, recreation, and waterfront access

Opened three new parks and installed the 250-foot flagpole as a signature civic feature, expanding both neighborhood-level recreation and citywide destinations.

Parks & Recreation programming served approximately 287,000 program attendees across athletics, special events, and community centers, extending healthy-lifestyle access to residents of all ages.

Continued expansion of waterfront access aligns with the plan's Key Outcome of "expanded public waterfront access and recreational capacity that serves residents and attracts visitors."



Cardinal Point 2 High-Performing Government

Bearing 2.1 Strengthen the City's long-term financial sustainability

Earned the GFOA Triple Crown Award (simultaneous recognition for the CAFR, budget document, and PAFR), confirming top-tier standards in financial reporting, budgeting, and citizen-facing transparency.

Issued \$94.2 million in utility revenue bonds and secured \$157 million in competitive grant awards to fund infrastructure and capital delivery without additional stress on the General Fund.

Held the workers' compensation experience modifier below 1.0 and documented over \$2.6 million in HR- and benefits-related savings through plan design, claims management, and vendor optimization.

Structured the FY2027 budget around the distinction between combined citywide FTEs and core General Fund staffing, held a non-essential hiring freeze, and paused program expansions where service data supported reallocation.

Bearing 2.2 Sustain a high-performing organization that attracts and retains exceptional talent

Held citywide vacancies to 5.26%, a strong result for a growing Florida municipality in a competitive labor market. National SHRM benchmark for large organizations is 10%.

Completed the 4th cohort of the Leadership Academy, building an internal pipeline of supervisors and future department leaders.

Renewed the Gold Bell Seal for Workplace Mental Health for the third consecutive year, sustaining an employer culture that supports frontline retention.

Stood up the Retirement Oversight Committee to strengthen governance and long-horizon monitoring of pension and OPEB commitments.

Bearing 2.3 Modernize City technology to improve service delivery and decision-making

Deployed the Yellow AI 311 assistant, giving residents a modern, always-on channel for common service requests and information lookups.

Communications & Marketing earned MarCom awards for public-information products that carried the City's FY2026 initiatives to residents in clear, accessible formats.



Cardinal Point 3 Sustainable Infrastructure

Bearing 3.1 Improve a safe and connected transportation network

Public Works delivered maintenance and resurfacing across 131 lane miles, with pavement-management programming prioritized for a network of Cape Coral's exceptional scale.

Advanced multimodal and connected-pathway projects consistent with the plan's Key Outcome of "connected pathways that support mobility for all residents."

Bearing 3.2 Deliver safe and reliable utility services

Progressed the North Water Reclamation Facility and the NE Reservoir, two capital-scale projects that expand treatment and storage capacity ahead of demand.

Advanced the Utilities Extension Project (UEP), continuing the multi-year effort to bring central water, wastewater, and irrigation service to remaining well-and-septic properties.

Completed Weirs 16 and 17 at approximately \$1.95 million, supporting freshwater canal levels and irrigation reliability.

Executed 6,186 linear feet of trenchless sewer lining, extending asset life and reducing surface disruption for residents.

Bearing 3.3 Advance stormwater management and environmental resilience

Advanced stormwater master planning and modeling in step with the plan's Key Outcome of "a modernized stormwater system with completed master plan and modeling."

Cardinal Point 4 Thoughtful Growth and Vibrant Economy

Bearing 4.1 Diversify the local economy by attracting quality businesses and employers

Active redevelopment and economic-development workstreams (including the Bimini East AND Bones headquarters) remained focused on non-residential tax-base expansion aligned to the plan's outcome of reducing the burden on residential property owners.

Bearing 4.2 Modernize codes, plans, and permitting

Development Services processed 25,792 permits this fiscal year, sustaining throughput during continued high demand.

Implemented HB 803 timelines and process changes, adjusting intake and review to statutory permitting requirements.



Code Enforcement, City Clerk, and Communications sustained the transparent, responsive administrative posture the plan calls for in a modernized, customer-centered development environment.

Bearing 4.3 Strengthen education and workforce development pathways

The Leadership Academy, Lean Government, and internal cross-training programs built durable pathways for public-sector personal career development.

This year, my staff and I have provided meaningful progress against every Cardinal Point: measurable public-safety gains and expanded recreation under Cardinal Point 1; national recognition for financial management, disciplined staffing, and technology modernization under Cardinal Point 2; capital-scale water, wastewater, roads, stormwater, and resilience delivery under Cardinal Point 3; and permit-throughput, code-modernization, and redevelopment advances under Cardinal Point 4.

I want to close by thanking my incredible, trustworthy, and resilient staff. Every director, middle manager, supervisor, and frontline employee across every department made these results possible through their support and determination. Their commitment allowed the City of Cape Coral to deliver the most cost-efficient services possible to our residents and businesses. Leadership and management are different. Effective leadership requires discipline in change management, problem-solving, and careful value assessments. I am humbled to lead my team with the right intentions and personal integrity. Moreover, I am proud to serve alongside every one of them.